

Wilsonville Tourism Promotion Committee

MEETING AGENDA

Thursday, December 1, 2016 • 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 Chair

Karla Tovar,
Marketing
Communications and
Tourism Specialist,
World of Speed
Museum

ADVISORY / EX-OFFICIO MEMBERS

City of Wilsonville
City Councilor
Charlotte Lehan,
Council Liaison
VACANT, 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/Updates** **10:10**
 - Resignation of Kathleen Mason, Old Aurora Colony Museum / Aurora Colony Historical Society: Position #1, term ending 6/30/19
 - Approve Meeting Notes of prior meeting on Oct. 27, 2016 *
 - 2017 Committee meetings schedule: regular and special meetings ■
 - Date change request for City Community Tourism Grant Program applications review and award from Thur, Feb 23, to Wed, Feb 22
 - Other Updates: City staffing changes; visitor profile study

- 3. Tourism Program Consulting RFP** **10:25**
 - Draft-3 of Request for Proposals (RFP) for Tourism Development & Operations Coordinator Consultant *

- 4. Tourism Website** **11:10**
 - Draft City Contract Scope and Rates Exhibits for Chamber of Commerce Tourism Website hosting and management ■

- 5. New Business** **11:40**
 - Clackamas County Tourism Strategic Priorities for 2017-2021 Meeting: Wed, Dec. 14, 3:30-5:30 pm, at World of Speed Museum ■

- 6. Next Steps** **11:50**
 - Finalize draft RFP and website contract; draft itemized budget; contact Visitor Profile Study consultants for cost estimate
 - Meet or Cancel Committee meeting set for Thur 12/8 10 am – 12 pm

* materials in packet ■ materials at meeting

Wilsonville Tourism Promotion Committee

MEETING NOTES

October 27, 2016

Willamette River Room, Wilsonville City Hall

1. Call to Order; Welcome & Introductions

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

Ex-officio members, staff and guests attending: Danny Abrego; Sylke Neal-Finnegan; Mark Ottenad; Samara Phelps; Brian Stevenson.

2. Committee Business

Committee membership update: Mark Ottenad reported that on Oct. 17 Mayor Knapp appointed with City Council confirmation Karla Tovar to fill the remaining term of Position #7.

Approve Meeting Notes of Prior Meeting: Committee members reviewed the meeting notes of Sept. 27, 2016. Al Levit moved and Elaine Swyt seconded to adopt the meeting minutes as presented. Minutes approved unanimously.

2017 Committee meetings schedule: Committee members discussed potential meeting dates in 2017. Mark Ottenad inquired if a regular meeting day/time would be desirable from the committee members' perspective. Members discussed that setting a regular day of the month for meetings could be beneficial, and suggested possibly the last Thursday of the month.

Al Levit noted that Thursdays in Q1 2017 would not work for his schedule. Elaine Swyt indicated that she would be unavailable between March 10 and mid-April 2017.

Committee members discussed the option of meeting on a year-round basis, every month, rather than 'taking off' the summer, since the committee was about business that has to occur year-round.

Tourism Grants Programs 2017 Review/Award Schedule: Brian Stevenson asked if the traditional tourism grants-review/award dates of the last week of February or first week of March 2017 in the late afternoon would work. Committee members indicated that these dates were preferable:

- Thur, Feb. 23, 6 pm: City "Community Tourism Grants Program" review and award
- Thur, March 2, 6 pm: Clackamas County Tourism / City "Community Partnership Tourism Grants Program" review and award

Updates: Mark Ottenad reported that he was researching firms that provide event surveying services; he discussed initial research findings for a professional visitor profile study, which would take about one year and cost approximately \$40,000 to \$50,000; and he reported that the French Prairie Bridge project for a bike/ped/emergency-services bridge over the Willamette River was commencing.

Sylke Neal-Finnegan noted that WCVA had conducted visitor profile studies, and that she would forward. She noted that the findings stayed somewhat consistent over time.

3. Tourism Program Staffing

Draft Request for Proposals (RFP) for Tourism Promotion Coordinator: Committee members reviewed a draft Request for Proposal (RFP) for tourism development and promotional services. Mark Ottenad noted that the RFP was modeled in part on prior City RFPs and a City of Grants Pass RFP for tourism services, and incorporated the specific position description points crafted by Jeff Brown and Darren Harmon during the summer for a tourism position.

Members also discussed the pros and cons of employee position versus contracted position, noting that an employee could have greater contact with City employees to keep tourism in a top-of-mind position and that a contractor could be in a more entrepreneurial position.

Members agreed that a contractor who understood how Oregon tourism works and has in-state networks would be most beneficial, as would an understanding of how a City DMO would work with a County DMO and Travel Oregon.

Al Levit suggested the creativity could be a criteria, since much of the actual Visit Wilsonville DMO operation needs to be created and strategies to advance tourism here will need to be creative.

Members discussed that the contractor should be online-marketing and Web-savvy, but would not need to be technical, since the website design work is being contracted separately. In this light, the RFP should add a component regarding social-media engagement and directing content to be developed for marketing

Members discussed using a term like 'manager' rather than 'coordinator,' in order to indicate a higher-level position.

Mark Ottenad said that he would relay the Word version of the draft RFP to members for edit suggestions that would be due back in two weeks on Nov. 14.

4. Tourism Website:

Draft City response to Chamber of Commerce proposal for tourism website hosting and management: Members review a draft City response to Chamber's tourism website proposal dated September 26, 2016, which sought to clarify a few items for the scope of work and rate structure that could be incorporated into a professional services agreement.

Members discussed that the website proposal and contract would specifically not include online social-media operations or marketing, which would reside with the tourism contractor.

Members discussed the need for legal disclaimers for content and calendar of events listings.

5. New Business

Samara Phelps reported on the Clackamas County Tourism community conversations on strategic priorities for 2017-2021 that is set for Wilsonville on Wed., Dec 14; 3:30-5:30 pm, Location TBD.

6. Next Steps

Members discussed reviewing a revised draft RFP at the next meeting on Dec. 1.



DRAFT-3 • City of Wilsonville • DRAFT-3
Parks & Recreation Dept.

Request for Proposals:

Tourism Development & Operations Coordinator
Consultant for “Visit Wilsonville” DMO

December 1, 2016

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A. Request

The City of Wilsonville is inviting proposals from qualified individuals and consulting firms for the consultant position of Tourism Development & Operations Coordinator to implement the City of Wilsonville’s Tourism Development Strategy. The Strategy focuses on creation and implementation of the “Visit Wilsonville” Destination Management/Marketing Organization (DMO). In essence, this RFP presents a unique opportunity for a visionary, collaborative and experienced tourism professional or firm to launch and shape a DMO from scratch.

The City’s objective is to award by the second quarter of 2017 a one-year professional services agreement with two optional one-year renewal options exercisable at the City’s sole discretion. The City reserves the right to accept or reject any proposal.

B. Deadline for Proposals

Proposals are due to the Point of Contact by 4:00 pm on Friday, January 27, 2017.

Proposals are to be submitted as both:

- 10 hard-copy, printed-on-paper versions;
- Digital, electronic-file version on CD or flash “thumb” drive.

C. Summary

The City of Wilsonville seeks the services of a seasoned, accomplished tourism professional or consulting firm to propel the City's nascent, developing tourism promotion program into a full-fledge "Visit Wilsonville" destination management organization (DMO). The City envisions doing business as "Visit Wilsonville" and nurturing the DMO for a several-year period before launching as an independent nonprofit with an on-going contractual relationship with the City, similar to the progression of Visit Bend from a City department to a nonprofit DMO.

The City's tourism promotion program is housed in the Parks & Recreation Department with considerable support from the City Manager's Office. The Tourism Development & Operations Coordinator consultant position reports to the Parks & Recreation Director or designee.

The City's tourism program is overseen by the Tourism Promotion Committee, which is composed of private- and public-sector tourism-industry professionals and related organizations. The overall tourism program is guided by the larger "*Visit Wilsonville*" *Tourism Development Strategy* and a specific, annually updated *Five-Year Action Plan and One-Year Implementation Plan* that acts a business plan with specific deliverables to advance the larger Strategy.

The Tourism Development & Operations Coordinator consultant will act ultimately as the Visit Wilsonville DMO manager to implement components of the Strategy as outlined in the Action/Implementation Plan and pursue related tourism-development opportunities as they arise, as well as act as committee secretary.

D. Background

The City of Wilsonville is a modern city of nearly 24,000 residents located along the West Coast I-5 corridor 20 miles south of downtown Portland, Oregon's largest city, and 30 miles north of Salem, the State Capital. Situated along the Willamette River straddling both Clackamas and Washington counties, Wilsonville acts a dual gateway between the Portland metro area and the rich farmland of French Prairie in the North Willamette Valley.

Wilsonville hosts thousands of visitors annually at seven lodging properties with over 600 rooms, and features the third-largest full-service conference/lodging facility in Washington County. Three RV/campgrounds are nearby, including a U.S. top-10 "Sam's Club" RV Park, as well as Champoeg State Park, birthplace of Oregon.

Conferences and group events are a major component of overnight stays, along with business travelers and transient overnight guests. While Wilsonville is a growing city with many new residents, visiting friends and relatives do not compose a significant segment currently in overnight lodging facilities.

Approximately 600 businesses are located in Wilsonville that employ over 18,000 area residents, principally in family-wage manufacturing and high-tech jobs. Major employers include Mentor Graphics, Xerox, Rockwell Collins, FLIR, Sysco Food Services, Coca-Cola and Rite Aid Distribution.

The City completed the *Tourism Development Strategy* in April 2014 that was the successor to the *Wilsonville Visitor Destination Action Plan* of Sept. 2011. Subsequently, a *Five-Year Action Plan and One-Year Implementation Plan for the Wilsonville Tourism Development Strategy* was adopted by the Wilsonville City Council in May 2016.

While Wilsonville may not usually be thought of as a destination, the City has considerable tourism and hospitality assets and is located near or accessible to major attractions, including Oregon Horse-Bike-Wine Country of French Prairie and the Willamette Valley, Clackamas County Fairgrounds, Oregon State Capitol, Downtown Portland cultural attractions, Spirit Mountain Casino and even Mt. Hood and the Coast.

Wilsonville features one of Oregon's top-10 tourism attractions, Family Fun Center, as well as the new World of Speed Museum, Oregon Korean War Memorial, McMenamins Old Church & Pub and other craft-beer pubs. Wilsonville hosts three major water-feature fountains designed by internationally acclaimed architect Robert Murase.

Wilsonville is located along the Willamette River, which is a designated National Water Trail by the National Parks Service, but currently has limited access to and interaction with the river. Wilsonville has two major regional parks, Graham Oaks Nature Park and Memorial Park, the latter which contains a number of lighted ball fields.

Other attractions in Wilsonville include community festivals and events, major high-school sports tournaments, and many business meetings and conventions. The proposed French Prairie bike-ped/emergency bridge over the Willamette River would connect the Portland-area Ice Age Tonquin Trail/Metro Intertwine Trail Network with the Willamette Valley Scenic Bike Route.

Other nearby attractions include public golf courses—Charbonneau, Sandelie and Langdon Farms—along with the Aurora Colony National Historic District, Champoeg State Heritage Area, Canby Dahlia Festival, Wooden Shoe Tulip Festival and more.

E. Scope of Work

The Tourism Development & Operations Coordinator consultant is responsible for executing the Tourism Development Strategy and subsequently for developing and administering specified marketing programs, conducting market research and utilizing a competitive marketing strategy that fosters a good public image and promotes tourism assets, programs, events, and tourism resources.

The Tourism Development & Operations Coordinator consultant has three primary sets of objectives to execute:

1. Organizational Infrastructure Development and Operations
2. Tourism Assets Program Development and Operations
3. Market Development

1. Organizational Infrastructure Development and Operations

The “organizational infrastructure core” of the Visit Wilsonville DMO needs to be built. Much of the components are ready or are being prepared, but dedicated effort is needed to build, connect, finish and implement them.

Some basics need to be more fully developed, including:

A. Business Plan development and implementation:

1. Detailed version of the *Five-Year Action Plan and One-Year Implementation Plan for the Wilsonville Tourism Development Strategy*
2. Line-item budget of revenue and expenses.
3. Financial operations for accounts payable and receivable.

Specific components of the Business Plan address the following goals and objectives:

- Work with members of the Tourism Promotion Committee to compose, develop and update annually the Action/Implementation Plan.
- Develop specific line-item budgets for various programs and activities.
- Develop and oversee RFPs for tourism-related studies, including visitor profile study, destination marketing study and other studies as directed by the Tourism Promotion Committee.
- Create timelines and identify milestones for implementation of specific programs, studies and activities.

B. Marketing Plan development and implementation includes outreach and continual updating of:

1. Website.
2. Social media / blogs.
3. Advertising/Promotion Collateral.

Specific components of the Marketing Plan address the following goals and objectives:

- Develop and implement marketing objectives and strategies, in conjunction with the Tourism Promotion Committee and marketing sub-committee that result in a marketing plan that promotes tourism in the greater Wilsonville geographic area.
- Oversee media plan development; research and place media buys to include print, radio, billboard and television needs.
- Oversee copy development as needed for all advertising mediums.
- Oversee development and maintenance of the Wilsonville Tourism Website, orchestrate content improvements and coordinate a local Calendar of Events.
- Institute a social-media presence that works in conjunction with City and vendors.

- Monitor deadlines of ad agencies, printers and graphic designers and advertising companies.
- Assist in developing and supervise the production of marketing collateral needed to successfully promote tourism.
- Write and distribute press releases and social-media posts as needed.
- Maintain and oversee the compilation of tourism data and statistical information that may be helpful in designing a marketing strategy.

C. Committee Administration of the Tourism Promotion Committee:

1. Overseeing communications and organization of the committee.
2. Setting meeting agendas and composing meeting minutes in conjunction with committee leadership.

Specific components of Committee Administration address the following goals and objectives:

- Work closely with the Chair/Vice-Chair and members of the Tourism Promotion Committee to set committee meeting agendas, arrange for votes on action items and carry forth other committee business as needed.
- Administer all aspects of tourism programs to insure goals and objectives set forth are met.
- Plan, implement and manage an annual tourism budget and program of work.
- Work with the Tourism Promotion Committee and City staff members to coordinate options for decision-making.
- Prepare reports and make presentations to the City Council or other bodies as needed.
- Coordinate all committee meetings, notes and necessary public notification postings.
- Assist with special projects as needed.
- Other related duties as assigned.

2. Tourism Assets Program Development and Operations

The Tourism Development Strategy clearly called-out for a higher level of “tourism” thinking in the City’s policies and programs. The Strategy indicated that having a high-level of integration of tourism-thinking within the City’s various departments and divisions would best coordinate capital investments and programmatic expenditures to advance tourism development in Wilsonville.

The Tourism Development & Operations Coordinator consultant is expected to attend select meetings related to tourism held by City departments/divisions such as Community Development, Planning, Economic Development, Parks & Recreation, Transit, Library, Community Relations, Government Affairs and others. An objective of the Tourism

Development & Operations Coordinator consultant is to expand the City's municipal operations and capital investments towards programs with tourism in mind and projects in parks, public works, bike/ped facilities, wayfinding signs, etc., that benefit visitors as well as residents. The Tourism Development & Operations Coordinator would be expected to suggest improvements to plans or programs that could better accommodate the needs of the tourism program and visitors.

Aspects of the tourism program needing development include coordination with tourism event producers/coordinators, private-sector tourism and hospitality businesses, and other destination management organizations and associations.

Specific components of Tourism Assets Program Development and Operations address the following goals and objectives:

- Coordinate and collaborate with event and activity organizers as needed to help them promote their events.
- Act as liaison/information source for group tours, conventions and catering for the area.
- Act as liaison between ad agencies, marketing agencies, printers and graphic designers, the Wilsonville Chamber, and media to coordinate projects.
- Represent the area's interests as appropriate with local and state organizations associated with tourism.
- Attend tourism related workshops, conference and training seminars to keep abreast of new strategies and marketing techniques available to destination marketing organizations (DMOs).
- Coordinate and attend trade shows or conferences as needed.
- Maintain confidentiality and discretion in all areas, including the dissemination of trade secrets, planning and promotional procedures and customer information files.
- This consultant position has limited supervisory responsibility over contractors.

3. Market Development

The Tourism Development Strategy and enabling 1-Year/5-Year Action/Implementation Plan specifically call for increasing transient lodging tax revenues by increasing occupancy and room-rates as measures of success. The Tourism Promotion Committee has honed-in on increasing occupancy during the eight-month-long "shoulder season" as yielding the best returns for public investment. That is, the City's lodging properties tend to have high occupancy and related tourism and hospitality operations run at a higher pace during summer months. However, lodging occupancy and corresponding room rates along with related business at tourism and hospitality businesses is depressed during the shoulder season.

The 1-Year/5-Year Action/Implementation Plan calls for a Visitor Profile Study in order to ascertain more specific data on visitors to Wilsonville. An RFQ for this study may be released during the time period of this RFP in order to timely advance key elements of the Strategy and 1-Year/5-Year Action/Implementation Plan.

F. Minimum Experience and Skills Required

The successful proposer for the consultant position of Tourism Development & Operations Coordinator shall demonstrate the following skills and experience:

- Considerable first-hand knowledge of the Oregon tourism industry, including DMO managers, tour operations, meeting/convention planners, and specialized travel segments such as Business Travelers, VFR (Visitor Friends and Relatives) and FIT (Free/Foreign Independent Traveler) markets.
- Extensive professional experience in the tourism industry with a track record of successful accomplishments that have increased overnight lodging occupancy or other quantifiable metrics.
- Strong communication and public relation skills coupled with the ability to influence others in a positive manner.
- Knowledge of publication and web layout, design and graphics as well as related editing and writing skills.
- Ability to establish and maintain strong working relationships with the public, tourism partners, and business community and to present ideas effectively, verbally and in writing.
- Use a variety of computer software programs with specific skills in Microsoft Office applications.
- Knowledge of web development, social media and email marketing.
- Ability to work without supervision and to organize and track multiple projects.
- Experience working with cities, committees, boards and chambers of commerce.
- Possess a valid driver's license and ability to pass a criminal background check.
- Ability to work weekends, holidays and evening hours as business demands. Some overnight travel is required.
- Consultant may be required to stand for extended periods, and frequently walk, and use hands to; finger, handle, or feel objects, tools, or controls. Ability to manage stress appropriately, make decisions under pressure, manage anger, fear and emotions of others appropriately. Must be able to lift boxes up to 30 lbs.

G. Additional Information

The City adopted a Tourism Development Strategy in April 2014 that provides guidance for directing efforts and funds aimed at increasing tourism activity within the community, particularly for overnight stays at Wilsonville lodging properties. In addition to increasing overnight stays, the Tourism Development Strategy focuses on attracting visitors from outside the area and getting them to linger longer to eat, shop, recreate or to learn about local culture, history, or agricultural/nature attractions.

Thus, the ultimate objective of the Tourism Development Strategy is to increase tourism-related transient lodging tax revenues and personal income and employment opportunities within the City by:

- Increasing the number of tourists/visitors, especially during the ‘shoulder-season’ months;
- Increasing the length of stay of the tourist/visitor; and
- Increasing the average amount of tourist/visitor expenditures.

Specifically, the Tourism Development Strategy addresses key tourism product sectors in relation to each of the following:

- a) Lodging – hotels/motels, bed & breakfast, RV parks, campgrounds;
- b) Tourism activities, such as:
 - Nature & Outdoor Recreation — parks, Willamette River, walking trails and bicycle riding.
 - History, Heritage, and Culture — historical kiosks, potential Korean War Memorial museum, art, music.
 - Sports & Recreational Activities and Facilities — develop facilities to better accommodate events like sports playoffs and bike tours.
 - Shopping — retail, as well as farmers markets.
 - Meetings — conventions, trade shows and training seminars.
 - Culinary — wines, agri-tourism and dining.
 - Special Events — major activities and community events at City parks, The Country Classic and other horse shows, large weddings and other events.
 - Industry — special tours and product shows.
 - Commercial Attractions — Family Fun Center and Bullwinkle’s Restaurant and other businesses.
- c) Product development — image branding and diversification of existing and potential tourism resources.
- d) Marketing and promotion — target marketing and development of niche tourism.
- e) Institutional framework — opportunities to strengthen public-private partnerships.
- f) Statistics and research — guides emphasis and measurements.
- g) Legislation and regulation — use to support policy implementation where applicable.
- h) Performance measures and quality standards — measure effectiveness and sustainability.
- i) Transportation — getting to product sectors and among product sectors; use of City’s trolley bus.

Issues for further development should focus on specific opportunities that exist and what kinds of strategies can be developed that:

- Convert commercial business travel visitors to Wilsonville into repeat leisure travel visitors.
- Increase overnight lodging occupancy during the October through May shoulder season.

- Facilitate increased sporting tournaments and other events in Wilsonville that also result in increased patronage of local establishments by visitors.
- Leverage Wilsonville's proximity to French Prairie and North Willamette Valley attractions, such as Oregon Horse-Bike-Wine Country, the Willamette River and National Water Trail, Aurora Colony National Historic District, Champoeg State Heritage Area, Wooden Shoe Tulip Festival and other major regional events.

H. Submittal Requirements

The proposal should be organized to include the following information in the following order:

1. A signed cover letter stating the consultant/firm proposer's desire to make an offer responsive to the RFP.
2. Consultant/firm name, address and specialty of the consultant/firm. Include the same for any sub-consultants included in the proposal and provide a contact person for each one.
3. Names and relative experience of each individual who will be assigned to this proposal; resumes showing relevant experience is preferred.
4. Provide two references for each individual or firm listed in the proposal, including name, email address and telephone number for one direct contact person for each reference.
5. Work plan explaining how the proposer intends to address all of the tasks listed in the Scope of Work. Proposers are encouraged to suggest modifications or additions to the scope, but the proposal should at least address all of the tasks defined in the Scope of Work. Specific items to consider addressing include:
 - Articulate proposer's understanding of the goals and objectives of the RFP and requested tasks and activities based on existing information.
 - Discuss the approach that proposer will use to perform the tasks and activities identified in the scope of work.
6. Cost estimate for completing the scope of work. Include billable rates, also known as "Consultant's Rate Schedule," for any consultant proposed to work on the project. Suggested additions or modifications to the scope should be budgeted separately as adds or deducts.
7. List any exceptions to the City of Wilsonville contract. Please review the draft professional services agreement, paying special attention to the City's insurance requirements.

Additionally, the proposal should include at least two samples of tourism-related work products that were prepared by the proposer or members of the consultant team.

I. Budget / Resources

The City of Wilsonville annually budgets approximately 50% of transient lodging tax (TLT) revenues towards tourism efforts. Annual City resources available total about \$125,000; a special carry-over from the prior year has provided additional funds. The Tourism Promotion Committee

may recommend to the Budget Committee and City Council additional City resources. Grant applications may also be submitted to Clackamas County Tourism to fund specific projects. An objective of the Tourism Development & Operations Coordinator consultant is to develop and implement programs producing an increase in transient lodging tax revenue that in turn provide additional resources for the tourism program.

In addition to funding the consultant position of Tourism Development & Operations Coordinator, the tourism budget is also expected to fund other endeavors as outlined in the 1-Year/5-Year Action/Implementation, including an annual City Community Tourism Grant Program, a tourism website and related marketing efforts, and tourism-related studies.

Valid business-related expenses approved by the Parks & Recreation Director or designee for attendance at conferences, seminars and trade-shows, including mileage, are reimbursable.

Of the \$125,000 annual budget, \$25,000/year of City tourism funds are used to sponsor community tourism events; an additional \$20,000 in County Tourism grant funds are available for use by the City also to fund the Clackamas County Community Partnership Program.

City Tourism Budget FY2016-17 Summary

\$ 237,000	City Budget (\$125,000 FY16-17 Forecast + \$112,000 FY15-16 Carry-Forward)
<u>- 25,000</u>	City Community Tourism Grant Program
<u>\$ 212,000</u>	Balance Remaining
+ 20,000	Clackamas County Community Partnership Program (additional granting funds)

J. Review Process

All written proposals received at City Hall by the deadline will be reviewed by City staff and the Tourism Promotion Committee. One or more finalists may be invited to an interview after the written proposals have been reviewed. 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.

A team of City staff members and members of the Tourism Promotion Committee will individually evaluate and score the proposals based on the following weighted criteria:

<u>Criteria for review</u>	<u>Scoring</u>
<i>Relevant Experience / Demonstrated Results of Consultant:</i> Proposal team’s experience and success with developing creative strategic tourism plans for other communities	30 points maximum
<i>Scope of Work:</i> Quality and creativity of proposal and points addressed in scope of work, and likelihood of achieving program objectives.	30 points maximum
<i>Qualifications of Personnel:</i> Prior experiences and work-products of consultant team members and how relevance to this project.	20 points maximum
<i>Cost Effectiveness:</i> The maximum services are provided in relation to the fee charged and value of overall project; the budget is reasonable and appropriate.	20 points maximum

Following the individual evaluation, the team will meet to compare rankings and discuss results. Highly ranked proposers may be interviewed at the discretion of the City. Following the interview, scores may be adjusted and the highest ranked proposer will win the award. The scope of work and project schedule will be finalized in consultation with the selected consultant. The City reserves the right to accept or reject any or all proposals or to award a single contract or multiple contracts in the best interest of the City. The City also reserves the right to seek clarifications of each proposal.

K. Point of contact

Proposers who seek additional information or clarification may contact:

Mark Ottenad, Public/Government Affairs Director
City of Wilsonville
29799 SW Town Center Loop East
Wilsonville, OR 97070
Direct: 503-570-1505
Email: ottenad@ci.wilsonville.or.us

L. Attachments

The following documents are provided as additional background information:

- A.** Wilsonville Tourism Promotion Committee Charter and List of Members, Dec. 2016
- B.** Five-Year Action Plan and One-Year Implementation Plan for “Visit Wilsonville” Tourism Development Strategy, April 2016
- C.** “Visit Wilsonville” Tourism Development Strategy, May 2014
- D.** Wilsonville Visitor Destination Action Plan, Sept. 2011
- E.** Professional Services Agreement



**DRAFT-3 2 • City of Wilsonville • DRAFT-3
Parks & Recreation Dept.**

-Request for Proposals: • DRAFT-2

**Tourism Development Director Tourism Development & Operations Coordinator
Consultant for “Visit Wilsonville” DMO**

October 28 December 1, 2016

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A. Request

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The City’s objective is to award aby the second quarter of 2017 a one-year professional services agreement with two optional one-year renewal options exercisable at the City’s sole discretion. The City reserves the right to accept or reject any proposal.

B. Deadline for Proposals

Proposals are due to the Point of Contact by 4:00 pm on Day of Week, Friday, Month January 27/date, 20176.

Proposals are to be submitted as both:

- 10 hard-copy, printed-on-paper versions;
- Digital, electronic-file version on CD or flash “thumb” drive.

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The City’s tourism program is overseen by the Tourism Promotion Committee, which is composed of private- and public-sector tourism-industry professionals and related organizations. The overall tourism program is guided by the larger “*Visit Wilsonville*” *Tourism Development Strategy* and a specific, annually updated *Five-Year Action Plan and One-Year Implementation Plan* that acts a business plan with specific deliverables to advance the larger Strategy.

The ~~Tourism Development Director~~ Tourism Development & Operations Coordinator consultant will act ultimately as the Visit Wilsonville DMO manager to implement components of the Strategy as outlined in the Action/~~Implementation~~ Implementation Plan and pursue related tourism-development opportunities as they arise, as well as act as committee secretary.

~~While the DMO is currently the City of Wilsonville Parks & Recreation Department doing business as “Visit Wilsonville,” the City and Committee are open to the DMO evolving into a public-private nonprofit organization, similar to the evolution of Visit Bend from a municipal government body to an independent but affiliated organization.~~

D. Background

The City of Wilsonville is a modern city of nearly 243,000 residents located along the West Coast I-5 corridor 20 miles ~~north~~ south of downtown Portland, Oregon’s largest city, and 30 miles north of Salem, the State Capital. Situated along the Willamette River straddling both Clackamas and Washington counties, Wilsonville acts a dual gateway between the Portland metro area and the rich farmland of French Prairie in the North Willamette Valley.

Wilsonville hosts thousands of visitors annually at seven lodging properties with over 600 rooms, and features the third-largest full-service conference/lodging facility in Washington

~~County. And Three nearby are three major RV/campgrounds are nearby, including a U.S. top-10 “Sam’s Club” RV Park, as well as Champoeg State Park, birthplace of Oregon.~~

Conferences and group events are a major component of overnight stays, along with business travelers and transient overnight guests. While Wilsonville is a growing city with many new residents, visiting friends and relatives ~~are do not compose~~ a significant segment currently in overnight lodging facilities.

Approximately 600 businesses are located in Wilsonville that employ over 18,000 area residents, principally in family-wage manufacturing and high-tech jobs. Major employers include Mentor Graphics, Xerox, Rockwell Collins, FLIR, Sysco Food Services, Coca-Cola and Rite Aid Distribution.

The City completed ~~the -Tourism Development Strategy effort~~ in April 2014 that was the successor to the *Wilsonville Visitor Destination Action Plan* of Sept. 2011. Subsequently, a *Five-Year Action Plan and One-Year Implementation Plan for the Wilsonville Tourism Development Strategy* was adopted by the Wilsonville City Council in May 2016.

While Wilsonville may not usually be thought of as a destination, the City has considerable tourism and hospitality assets and is located near or accessible to major attractions, including Oregon Horse-Bike-Wine Country of French Prairie and the Willamette Valley, Clackamas County Fairgrounds, Oregon State Capitol, Downtown Portland cultural attractions, Spirit Mountain Casino and even Mt. Hood and the Coast.

~~Wilsonville features the third largest full-service conference and lodging facility in Washington County. And nearby are three major campgrounds, including a U.S. top-10 “Sam’s Club” RV Park, as well as Champoeg State Park.~~

Wilsonville features one of Oregon’s top-10 tourism attractions, Family Fun Center, as well as the new World of Speed Museum, Oregon Korean War Memorial, McMenamins Old Church & Pub and other craft-beer pubs. Wilsonville hosts ~~three~~ major water-feature fountains designed by internationally acclaimed architect Robert Murase.

Wilsonville is located along the Willamette River, which is a designated National Water Trail by the National Parks Service, but currently has limited access to and interaction with the river. Wilsonville has two major regional parks, Graham Oaks Nature Park and Memorial Park, the latter which contains a number of lighted ball fields.

Other attractions in Wilsonville include ~~a number of~~ community festivals and events, ~~McMenamins historic Old Church Pub~~, major high-school sports tournaments, and many business meetings and conventions. The proposed French Prairie bike-ped/emergency bridge over the Willamette River would connect the Portland-area Ice Age Tonquin Trail/Metro Intertwine Trail Network with the Willamette Valley Scenic Bike Route.

Other nearby attractions include public golf courses—Charbonneau, Sandelie and Langdon Farms—along with the Aurora Colony National Historic District, Champoeg State Heritage Area, Canby Dahlia Festival, Wooden Shoe Tulip Festival and more.

E. Scope of Work

The ~~Tourism Development Director~~Tourism Development & Operations Coordinator ~~position~~consultant is ~~responsible~~responsible for executing the Tourism Development Strategy and subsequently ly for developing and administering specified marketing programs, conducting market research and utilizing a competitive marketing strategy that fosters a good public image and promotes tourism assets, programs, events, and tourism resources.

The ~~Tourism Development Director~~Tourism Development & Operations Coordinator ~~position~~consultant has three primary sets of objectives to execute:

1. Organizational Infrastructure Development and Operations
2. Tourism Assets ~~and~~ Program Development and Operations
3. Market Development

1. Organizational Infrastructure Development and Operations

The “organizational infrastructure core” of the Visit Wilsonville DMO needs to be built. Much of the components are ready or are being prepared, but dedicated effort is needed to build, connect, ~~and~~ finish and implement them.

Some basics need to be more fully developed, including:

A. Business Plan development and implementation:

1. Detailed version of the *Five-Year Action Plan and One-Year Implementation Plan for the Wilsonville Tourism Development Strategy*
2. Line-item budget of revenue and expenses.
3. Financial operations for accounts payable and receivable.

Specific components of the Business Plan address the following goals and objectives:

- Work with members of the Tourism Promotion Committee to compose, develop and update ~~the~~ annually the Action/Implementation Plan.
- Develop specific line-item budgets for various programs and activities.
- Develop and oversee RFPs for tourism-related studies, including visitor profile study, destination marketing study and other studies as directed by the Tourism Promotion Committee.
- Create timelines and identify milestones for implementation of specific programs, studies and activities.

B. Marketing Plan development and implementation includes outreach and continual updating of: [ALI]

1. Website.

2. Social media / blogs.~~2.~~ Advertising/Promotion

3. Collateral.

Specific components of the Marketing Plan address the following goals and objectives:

- Develop ~~&~~ and implement marketing objectives and strategies, in conjunction with the ~~†~~ Tourism Promotion Committee and ~~advertising-marketing~~ sub-committee that result in a marketing plan ~~and to that~~ promotes tourism in the greater Wilsonville geographic area.
- Oversee media plan development; research and place media buys to include print, radio, billboard and television needs.
- Oversee copy development as needed for all advertising mediums.
- Oversee Development and ~~maintain~~ maintenance of the Wilsonville Tourism Website, orchestrate content improvements and coordinate a local Calendar of Events.
- Institute a social-media presence that works in conjunction with City and vendors.
- Monitor deadlines ~~between-of~~ ad agencies, printers and graphic designers and advertising companies.
- Assist in developing and supervise the production of marketing collateral needed to successfully promote tourism.
- Write and distribute press releases and social-media posts as needed.
- Maintain and oversee the compilation of tourism data and statistical information that may be helpful in designing a marketing strategy.

C. Committee Administration of the Tourism Promotion Committee:

1. Overseeing communications and organization of the committee.
2. ~~M~~ Setting meeting agendas and composing meeting minutes in conjunction with committee leadership.

Specific components of Committee Administration address the following goals and objectives:

- Work closely with the Chair/Vice-Chair and members of the Tourism Promotion Committee to set committee meeting agendas, arrange for votes on action items and carry forth other committee business as needed.
- Administer all aspects of tourism programs to insure goals and objectives set forth are met.
- Plan, implement and manage an annual tourism budget and program of work.

- Works with the Tourism Promotion Committee and City staff members to coordinateing options for decision-making.
- Prepare reports and make presentations to the City Council or other bodies as needed.
- Coordinates all committee meetings, notes and necessary public notification postings.
- Assists with special projects as needed.
- Other related duties as assigned.

2. Tourism Assets ~~and~~ Program Development and Operations

The Tourism Development Strategy clearly called-out for a higher level of “tourism” thinking in the City’s policies and programs. The Strategy indicated that having a high-level of integration of tourism-thinking within the City’s various departments and divisions would best enable advancing coordinate capital investments and programmatic expenditures. ~~Therefore, the Strategy noted that having the position be a part of City staff or be more highly integrated level of consultant would be optimal to advance tourism development in Wilsonville.~~

The Tourism Development & Operations Coordinator ~~Position~~ consultant is expected to attend select meetings related to tourism held by City departments/divisions such as ~~to~~ Community Development, Planning, Economic Development, Parks & Recreation, Transit, Library, Community Relations, Government Affairs and others. ~~The Position~~ An objective of the Tourism Development & Operations Coordinator consultant is seeks to expand the City’s municipal operations and capital investments towards programs with tourism in mind and projects in parks, public works, bike/ped facilities, wayfinding signs, etc., that benefit visitors as well as residents. The ~~Tourism Development Director~~ Tourism Development & Operations Coordinator would be expected to suggest improvements to plans or programs that could better accommodate the needs of the tourism program and visitors.

Aspects of the tourism program needing development include coordination with tourism event producers/coordinators, private-sector tourism and hospitality businesses, and other destination management organizations and associations.

Specific components of Tourism Assets ~~and~~ Program Development and Operations address the following goals and objectives:

- Coordinate and collaborate with event and activity organizers as needed to help them promote their events.
- Acts as liaison/information source for ~~as it relates to~~ group tours, conventions and catering for the area.
- Acts as liaison between ad agencies, marketing agencies, printers and graphic designers, the Wilsonville Chamber, and media to coordinate projects.
- Represent the area’s interests as appropriate with local and state organizations associated with tourism.

- Attend tourism related workshops, conference and training seminars to keep abreast of new strategies and marketing techniques available to destination marketing organizations (DMOs).
- Coordinate and attend trade shows or conferences as needed.
- Maintain confidentiality and discretion in all areas, including the dissemination of trade secrets, planning and promotional procedures and customer information files.
- This ~~position~~ consultant position has limited supervisory responsibility over contractors.

3. Market Development

The Tourism Development Strategy and enabling 1-Year/5-Year Action/Implementation Plan specifically call for increasing transient lodging tax revenues by increasing occupancy and room-rates as measures of success. The Tourism Promotion Committee has honed-in on increasing occupancy during the eight-month-long “shoulder season” as yielding the best returns for public investment.

That is, the City’s lodging properties tend to have high occupancy and related tourism and hospitality operations run at a higher pace during summer months. However, lodging occupancy and corresponding room rates along with related business at tourism and hospitality businesses is depressed during the shoulder season.

The 1-Year/5-Year Action/Implementation Plan calls for a Visitor Profile Study in order to ascertain more specific data on visitors to Wilsonville. An RFQ for this study may be released during the time period of this RFP in order to timely advance ~~key~~ ep elements of the Strategy and 1-Year/5-Year Action/Implementation Plan.

F. Minimum Experience and Skills Required

The successful proposer for the ~~position~~ consultant position of ~~Tourism Development Director~~ Tourism Development & Operations Coordinator shall demonstrate the following skills and experience:

- Considerable first-hand knowledge of the Oregon tourism industry, including DMO managers, tour operations, meeting/convention planners, and specialized travel segments such as Business Travelers, VFR (Visitor Friends and Relatives) and FIT (Free/Foreign Independent Traveler) markets.
- Extensive professional experience in the tourism industry with a track record of successful accomplishments that have increased overnight lodging occupancy or other quantifiable metrics.
- Strong communication and public relation skills coupled with the ability to influence others in a positive manner.

- Knowledge of publication and web layout, design and graphics as well as related editing and writing skills.
- Ability to establish and maintain strong working relationships with the public, tourism partners, and business community and to present ideas effectively, verbally and in writing.
- Use a variety of computer software programs with specific skills in Microsoft Office applications.
- Knowledge of web development, social media and email marketing.
- ~~Must be able~~ Ability to work without supervision and to organize and track multiple projects.
- Experience working with cities, committees, boards and chambers of commerce.
- Possess a valid driver's license and ability to pass a criminal background check.
- Ability to work weekends, holidays and evening hours as business demands. Some overnight travel is required.
- ~~While performing duties of this position~~ Consultant may be ~~employee is~~ required to stand for extended periods, and frequently walk, and use hands to; finger, handle, or feel objects, tools, or controls. ~~Occasionally sit~~ Ability to manage stress appropriately, make decisions under pressure, manage anger, fear, hostility and violence and emotions of others appropriately. Must be able to lift boxes up to 30 lbs.

G. Additional Information

The City adopted a Tourism Development Strategy in April 2014 that provides guidance for directing efforts and funds aimed at increasing tourism activity within the community, particularly for overnight stays at Wilsonville lodging properties. In addition to increasing overnight stays, the Tourism Development Strategy focuses on attracting visitors from outside the area and getting them to linger longer to eat, shop, recreate or to learn about local culture, history, or agricultural/nature attractions.

Thus, the ultimate objective of the Tourism Development Strategy is to increase tourism-related transient lodging tax revenues and personal income and employment opportunities within the City by:

- Increasing the number of tourists/visitors, especially during the 'shoulder-season' months;
- Increasing the length of stay of the tourist/visitor; and
- Increasing the average amount of tourist/visitor expenditures.

Specifically, the Tourism Development Strategy addresses key tourism product sectors in relation to each of the following:

- a) Lodging – hotels/motels, bed & breakfast, RV parks, campgrounds;
- b) Tourism activities, such as:

- Nature & Outdoor Recreation — parks, Willamette River, walking trails and bicycle riding.
 - History, Heritage, and Culture — historical kiosks, potential Korean War Memorial museum, art, music.
 - Sports & Recreational Activities and Facilities — develop facilities to better accommodate events like sports playoffs and bike tours.
 - Shopping — retail, as well as farmers markets.
 - Meetings — conventions, trade shows and training seminars.
 - Culinary — wines, agri-tourism and dining.
 - Special Events — major activities and community events at City parks, The Country Classic and other horse shows, large weddings and other events.
 - Industry — special tours and product shows.
 - Commercial Attractions — Family Fun Center and Bullwinkle’s Restaurant and other businesses.
- c) Product development — image branding and diversification of existing and potential tourism resources.
- d) Marketing and promotion — target marketing and development of niche tourism.
- e) Institutional framework — opportunities to strengthen public-private partnerships.
- f) Statistics and research — guides emphasis and measurements.
- g) Legislation and regulation — use to support policy implementation where applicable.
- h) Performance measures and quality standards — measure effectiveness and sustainability.
- i) Transportation — getting to product sectors and among product sectors; use of City’s trolley bus.

Specific Issues for further development should focus on “specific What opportunities that exist and what kinds of strategies can be developed that”:

- Can Convert commercial business travel visitors to Wilsonville into repeat leisure travel visitors.?
- Increase overnight lodging occupancy during the October through May shoulder season.
- Facilitate increased sporting tournaments and other events in Wilsonville and that also result in increased patronage of local establishments by these recreational-visitors?.
- Leverage Wilsonville’s proximity to French Prairie and North Willamette Valley attractions, such as Oregon Horse-Bike-Wine Country, the Willamette River and National Water Trail, Aurora Colony National Historic District, Champoeg State Heritage Area, Wooden Shoe Tulip Festival and other major regional events.?

H. Submittal Requirements

The proposal should be organized to include the following information in the following order:

1. A signed cover letter stating the consultant/firm proposer's desire to make an offer responsive to the RFP.
2. Consultant/firm name, address and specialty of the consultant/firm. Include the same for any sub-consultants included in the proposal and provide a contact person for each one.
3. Names and relative experience of each individual who will be assigned to this proposal; resumes showing relevant experience is preferred.
4. Provide two references for each individual or firm listed in the proposal, including name, email address and telephone number for one direct contact person for each reference.
- ~~5.~~ Work plan explaining how the proposer intends to address all of the tasks listed in the Scope of Work. Proposers are encouraged to suggest modifications or additions to the scope, but the proposal should at least address all of the tasks defined in the Scope of Work.
- 5. Specific items to consider addressing include:
 - 5. Articulate ~~your~~ proposer's understanding of the goals and objectives of the RFP and requested tasks and activities based on existing information.
 - 5. Discuss the approach ~~you~~ that proposer will use to perform the tasks and activities identified in the scope of work.
- ~~6.~~ Two sample work products that were prepared by proposer or members of the team.
- ~~7.~~6. Cost estimate for completing the scope of work. Include billable rates, also known as "Consultant's Rate Schedule," for any consultant staff proposed to work on the project. Suggested additions or modifications to the scope should be budgeted separately as adds or deducts.
7. List any exceptions to the City of Wilsonville contract. Please review the draft PSA professional services agreement, paying special attention to the City's insurance requirements.
8. Additionally, the proposal should include at least two samples of tourism-related work products that were prepared by the proposer or members of the consultant team.

I. Budget / Resources

The City of Wilsonville annually budgets approximately 50% of transient lodging tax (TLT) revenues towards tourism efforts. ~~A redirection two years ago in conjunction with Clackamas County Tourism away from funding staffed visitor information center has allowed the City to reconsider use of tourism resources.~~ Annual City resources available total about \$125,000; a special carry-over from the prior year has provided additional funds. The Tourism Promotion Committee may recommend to the Budget Committee and City Council additional City resources. Grant applications may also be submitted to Clackamas County Tourism to fund specific projects. An objective of the ~~Tourism Development Director~~Tourism Development &

Operations Coordinator consultant is to develop and implement programs producing an increase in transient lodging tax revenue that in turn provide additional resources for the tourism program.

In addition to funding the ~~position~~ consultant position of ~~Tourism Development Director~~ Tourism Development & Operations Coordinator, the tourism budget is also expected to fund other endeavors as outlined in the 1-Year/5-Year Action/Implementation, including an annual City Community Tourism Grant Program, a tourism website and related marketing efforts, and tourism-related studies.

Valid business-related expenses approved by the Parks & Recreation Director or designee for attendance at conferences, seminars and trade-shows, including mileage, are reimbursable.

Of the \$125,000 annual budget, \$25,000/year of City tourism funds are used to sponsor community tourism events; an additional \$20,000 in County Tourism grant funds are available for use by the City also to fund the Clackamas County Community Partnership Program.

City Tourism Budget FY2016-17 Summary

\$ 237,000	City Budget (\$125,000 FY16-17 Forecast + \$112,000 FY15-16 Carry-Forward)
<u>- 25,000</u>	City Community Tourism Grant Program
<u>\$ 212,000</u>	Balance Remaining
+ 20,000	Clackamas County Community Partnership Program (additional granting funds)

J. Review Process

All written proposals received at City Hall by the deadline will be reviewed by City staff and the Tourism Promotion Committee. One or more finalists may be invited to an interview after the written proposals have been reviewed. 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.

A team of City staff members and members of the Tourism Promotion Committee will individually evaluate and score the proposals based on the following weighted criteria:

<u>Criteria for review</u>	<u>Scoring</u>
<i>Relevant Experience / Demonstrated Results of Consultant:</i> Proposal team's experience and success with developing creative strategic tourism plans for other communities	30 points maximum
<i>Scope of Work:</i> Quality and creativity of proposal and points addressed in scope of work, and likelihood of achieving program objectives.	30 points maximum
<i>Qualifications of Personnel:</i> Prior experiences and work-products of consultant team members and how relevance to this project.	20 points maximum
<i>Cost Effectiveness:</i> The maximum services are provided in relation to the fee charged and value of overall project; the budget is reasonable and appropriate.	20 points maximum

Following the individual evaluation, the team will meet to compare rankings and discuss results. Highly ranked proposers may be interviewed at the discretion of the City. Following the interview, scores may be adjusted and the highest ranked team-proposer will win the award. The scope of work and project schedule will be finalized in consultation with the selected consultant. The City reserves the right to accept or reject any or all proposals or to award a single contract or multiple contracts in the best interest of the City. The City also reserves the right to seek clarifications of each proposal.

K. Point of contact

Proposers who seek additional information or clarification may contact:

Mark Ottenad, Public/Government Affairs Director
City of Wilsonville
29799 SW Town Center Loop East
Wilsonville, OR 97070
Direct: 503-570-1505
Email: ottenad@ci.wilsonville.or.us

L. Attachments

The following documents are provided as additional background information:

- A. Wilsonville Tourism Promotion Committee Charter and List of Members, ~~Oct~~Dec. 2016
- B. Five-Year Action Plan and One-Year Implementation Plan for “Visit Wilsonville”
Tourism Development Strategy, April 2016
- C. “Visit Wilsonville” Tourism Development Strategy, May 2014
- D. Wilsonville Visitor Destination Action Plan, Sept. 2011
- E. Professional Services Agreement