



VOTING MEMBERS

Jeff Brown, General Manager, Hotel Eastlund

Darren Harmon, Chair
General Manager,
Family Fun Center

Al Levit
Former Commissioner,
City of Wilsonville
Planning Commission

Beth Price, Vice Chair
Director of Sales &
Marketing, Holiday Inn
Portland South

Brandon Roben
CEO, Oaks Park

Rohit Sharma
Owner, RR Hotels
Portland LLC

**ADVISORY /
EX-OFFICIO MEMBERS**

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

**Clackamas County
Tourism & Cultural
Affairs (TCA)**
Samara Phelps, Director

**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

Zoe Monahan,
Assistant to the City
Manager
Mark Ottenad,
Public/Government
Affairs Director

**TOURISM PROMOTION
AND DESTINATION
MARKETING
CONTRACTOR**

JAYRAY, LLC
Bridget Baeth, Principal
Ryan Millard, Associate
Advisor
Genny Boots, Advisor

Wilsonville Tourism Promotion Committee

REVISED MEETING AGENDA

Tuesday, May 19, 2020

1:00 – 3:00 pm

Virtual Online Meeting via Zoom

- 1. Welcome** **1:00**
 - a. Committee members and guests introductions
- 2. Committee Business and Updates** **1:10**
 - b. Approve Prior Meeting Minutes of April 16, 2020* *page 2*
 - c. Committee Member Positions for Appointment:
2 vacancies as of 7/1/2020
 - Three-Year Terms Expiring 6/30/23
 - #3: Held by Jeff Brown, not re-applying to serve
 - #4: Held by Al Levit, re-applying to serve
 - Term Expiring 6/30/21
 - #6: Formerly held by David Stead
- 3. Jay Ray Updates** **1:15**
 - d. Scope of Work/ Marketing Plan* *page 4*
 - e. Updated Website
- 4. FY 20/21 1/5-Year Action/Implementation ‘Business Plan’** **1:45**
 - f. Review and approve revised draft FY20/21 Business Plan* *page 6*
- 5. State of the Tourism Industry** **2:15**
 - g. Reports from Clackamas County and WCVA
- 6. Tourism Promotion Program updates** **2:30**
 - h. Member Updates on COVID-19 Emergency Impacts
 - i. Small Business COVID-19 Relief Grants Program update* *page 30*
- 7. Adjourn** **3:00**

* *Materials in packet*

Due to physical distancing requirements the meeting is being held online via Zoom.

To submit public comments; please email comments to monahan@ci.wilsonville.or.us by May15 at 12:00pm.

Time frames for agenda items are not time certain (items may be considered earlier or later than indicated.)

Wilsonville Tourism Promotion Committee

DRAFT MEETING MINUTES

Tuesday, April 16, 2020 • 1 – 3 pm

Zoom Virtual Meeting

1. Welcome

a. Voting members attending: Jeff Brown, Chair Darren Harmon, Al Levit, and Vice Chair Beth Price, Brandon Roben, and Rohit Sharma.

Ex-officio members, staff, consultants and guests attending: Councilor Charlotte Lehan, Zoe Monahan, Mark Ottenad, Kevin O'Malley, Sylke Neal-Finnegan, Brian Stevenson, Bridget Baeth, Ryan Millard, and Genny Boots

2. Committee Business and Updates

b. Approve Prior Meeting Minutes of February 18, 2020. Committee members reviewed the meeting minutes. Al Levit moved and Beth Price seconded approval of the minutes as presented; motion passed unanimously.

c. Open Positions for Appointment: Zoe Monahan reviewed open position for appointment, including Position #6, formerly held by David Stead, term expires 6/30/2021.

The Committee welcomed Rohit Sharma to the Committee. He is the newest Committee member appointed to Position 1. Mr. Sharma is the CEO of RR Hotels Portland LLC; Pacific Northwest Petroleum, Inc: Wilsonville Hilton Garden Inn.

Staff intends to continue recruitment after the COVID-19 pandemic passes. Possible committee members are focused on their businesses at this time.

d. Committee Member Update: Due to the unprecedented times, members provided updates regarding their businesses and impacts of COVID-19. Many committee members are applying for SBA loans and laying off employees. Sylke Neal-Finnegan reported that WCVA gave \$10,000 to each hotel in Washington County, including all three in Wilsonville.

e. Tourism Grant Updates: Mark Ottenad outlined the proposed Wilsonville Small Business COVID-19 Relief Grants Program being developed by the City in conjunction with the Chamber of Commerce. The proposed \$400,000 emergency business assistance program would be funded by \$200,000 from both the Urban Renewal Agency program income and Transient Lodging Tax (TLT) revenue. He noted that draft criteria include not having received other relief funding; and that the City proposed "to make whole" hotels in the Clackamas County portion of Wilsonville with \$10,000 payments that match those that Wilsonville hotels in Washington County received. Kevin O'Malley, who serves on the committee with Jordan Vance and Councilor Joanne Linville, recommended additional criteria for grants for tourism and hospitality businesses and increasing the number of FTE of eligible businesses for tourism grants. Some committee members suggested that all Wilsonville hotels should receive the same funds from the City.

f. Program Updates: Zoe Monahan provided a brief updated regarding the market feasibility study for Year-Road Sports/ Event Facility. Staff reviewed the responses to the RFP and selected a finalist in March, however, due to the COVID-19 pandemic the project was put on hold. The \$100,000 budgeted for the RFP is being redirected to the Wilsonville Small Business COVID-19 Relief Grants Program, along with an additional \$100,000 of TLT revenues. The approximate \$250,000 of prior unspent TLT funds for tourism promotion from the period of 2014-2016 has

now all been spent, with \$200,000 used for the Small Business COVID-19 Relief Grants Program and \$60,000 for the Visitor Profile Study.

The Community Tourism Program grants were not reviewed or awarded due to COVID-19 pandemic. The grants have been put on hold.

Staff is working with JayRay to prepare an updated, reduced scope of work and budget based on the direction of the City Manager. The intent is to have less activity for a while, a ramp up period and new normal. Work will continue on the website as well as a few social media posts since there are not currently visitors and the Governor's Orders encourage people to stay home. Once tourism starts up again we will be ready to increase social media and proceed with the marketing plan.

Bridget Baeth walked the committee through the Quarterly Report. There have been significant increases in new website users (up over 200%) and social media followers are up 85%. The planned spring campaign was postponed due to COVID-19. From January to February the occupancy in Troutdale was 6.5% higher than Wilsonville. Genny Boots provided information about the impact of COVID-19 on hotels. Similar to the experience of committee members, the STR shows hotels at the lowest ever across the world, not just locally.

3. 2021-Business Plan Discussion

The Business Plan was presented by Zoe Monahan. Before the end of this fiscal year the committee will have met five times. The committee also recruited a new member to fill Position #1 (Rohit Sharma). Staff was moving forward on the Sports Facility hybrid plan, community tourism grants and the Arts, Culture and Heritage plan before COVID-19. As a result of the pandemic, only the Arts, Culture and Heritage plan will continue to move forward at this time. The other projects are on hold.

There was also a lot of change as a result of our tourism consultant Vertigo Marketing dissolving. The City hired one of the partners, now Velocity Marketing to finish out the calendar year while staff developed a RFP. The City received eight responses and interviewing four marketing firms before selected JayRay. The contract was finalized at the end of December 2019 and JayRay immediately started the transition and social media efforts.

The outlook for the coming fiscal year somewhat uncertain due to COVID-19. There are not additional projects planned. JayRay will continue to work on the website and provide some social media posts until it is time to increase tourism efforts when visitors are traveling again. At that time, a marketing plan will be developed and presented to the committee.

i. Adjourn

The meeting adjourned at 2:27 pm. Next meeting is scheduled for May 19, 1-3 pm.

Respectfully submitted by Zoe Monahan on May 5, 2020.



Explore Wilsonville Q4: April 1-June 30, 2020

Marketing Activities Update

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

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

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

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

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

Explore Wilsonville Marketing Plan FY 2020-2021

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

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

\$4,167/month

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

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

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

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

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

\$4,167/month

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

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

\$8,333/month

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

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

\$16,666/month

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



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



REVISED DRAFT - May 19, 2020

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Attachment:

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

A. Introduction

The Wilsonville Tourism Promotion Committee on May 19, 2020, recommended for adoption to the City Council the fifth rolling Five-Year Action Plan and Annual One-Year Implementation Plan (also known as the “1/5-Year Action/Implementation Plan”) for FY 2020/21. Each year, the committee updates the plan to account for work accomplished during the prior year and to plan for the following year-plus time period.

Members of the committee have worked diligently to advance the objectives of the City Council as outlined in the past year’s FY 2019/20 Five-Year Action Plan and Annual One-Year Implementation Plan as provided for under the authority of Resolution No. 2541 (2015), which created the City’s Tourism Promotion Program; and the *Wilsonville Tourism Development Strategy* adopted by Council in May 2014.

B. Tourism Promotion Committee Members

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

The seven voting members of the committee include:

- **Jeff Brown:** General Manager of Hotel Eastlund, Portland; reappointed to Position No. 3 in August 2017 to full three-year term ending 6/30/20; indicated not seeking another term. Jeff Brown has served the City for seven years total, starting in 2013 as a member of the Tourism Development Strategy Task Force.
- **Darren Harmon, Chair:** General Manager of Family Fun Center; reappointed to Position No. 5 in August 2018 to full three-year term ending 6/30/21.
- **Al Levit:** Retired resident, former bike club coordinator and former City of Wilsonville Planning Commissioner; reappointed to Position No. 4 in August 2017 to full three-year term ending 6/30/20; seeking re-appointment to another three-year term.
- **Beth Price, Vice Chair:** Director of Sales and Marketing for Holiday Inn Hotel & Convention Center Portland South/Wilsonville; appointed mid-term in March 2019 to Position No. 7 with term ending 6/30/2021.
- **Brandon Roben:** CEO of Oaks Amusement Park, Portland; reappointed mid-term in July 2019 to Position No. 2 with term ending 6/30/22.
- **Rohit Sharma:** Owner, RR Hotels Portland, LLC; appointed mid-term in March 2020 to Position No.1 with term ending 6/30/22.
- **Vacant:** Position No. 6 recruitment continues. (Vacated by David Stead in April 2019 with a term ending 6/30/21); resigned April 2019)

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

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

- **Washington County Visitors Association (WCVA):** Carolyn McCormick, President/CEO, or designee Sylke Neal-Finnegan, Vice President of Marketing & Communications.
- **Wilsonville Area Chamber of Commerce:** Kevin Ferrasci O’Malley, CEO, or designee Holli Thomas, Member Success Manager.
- **City of Wilsonville Parks and Recreation Department:** Mike McCarty, Director, or designee Brian Stevenson, Recreation Manager; or Erica Behler, Recreation Coordinator.
- **City of Wilsonville City Council:** Councilor Charlotte Lehan, who also serves as the City Council liaison to the committee.

C. Committee Meetings

The committee met on five occasions in FY 2019/20, surpassing the minimum required four meetings per fiscal year pursuant to Resolution No. 2541. Meeting of the committee were held on Oct. 17, and Nov. 13, 2019, to review proposals in response to the Tourism Services RFP and to interview candidate firms. Committee meetings were also held on Feb. 18, April 16, and May 19, 2020.

D. Advancing Tourism Development Priorities

The committee continued to work on the Top-16 priorities, as determined by the committee during the first year of work during FY15/16, of 50 total potential ‘actions for success’ outlined in the *Tourism Development Strategy* adopted by Council in May 2014.

**Tourism Development Strategy:
 Top Priorities and “Themed Issues” for Additional Work**

Strategy No.	Strategy Title / Description
1.1	Establish an Independent 501 (c) (6) Not-for-Profit DMO to be named Visit Wilsonville, now Explore Wilsonville. <i>[Create the organizational framework]</i>
1.3	Increase the Allocation of the Hotel/Motel Transient Lodging Tax (TLT).
1.5	Review Wilsonville Tourism Grants Program.
1.7	Initiate ongoing partnership and relationship-building programs.
2.1	Develop a destination branding strategy for Wilsonville.
5.1	Establish a stand-alone Wilsonville tourism website.
5.2	Introduce an ongoing internet marketing campaign.
5.3	Develop social media programs relevant to key markets.
5.4	Develop database and email marketing programs.
5.5	Optimize the online use of video.
5.6	Optimize linking strategies.
5.11	Develop and maintain a library of high-quality images and videos.
5.12	Optimize the use of website and social media analytics.
5.13	Develop an active content management and co-op marketing program.
5.14	Increase public awareness of the benefits of tourism.
5.16	Conduct ongoing visitor-satisfaction research.

E. Past Year's Accomplishments, FY 2019/20

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

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

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

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

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

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

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

The committee was set to oversee the tourism grant review and award process for both the City of Wilsonville Community Tourism Matching Grant program and the Clackamas County Tourism Community Partnership Program. Unfortunately, due to the COVID-19 public emergency, City and County management decided to suspend the tourism grant award programs to evaluate the rapidly changing situation; the committee did not meet to allocate the 2020 grants.

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

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

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

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

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

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

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

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

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

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

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

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

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

The Tourism Promotion and Destination Marketing Consultant contractor subscribes to Smith Travel Research (STR), which provides monthly overnight lodging industry metrics on occupancy and revenue based on aggregated data of participating hotels and motels. In addition

to obtaining STR data for Wilsonville lodging properties, Troutdale, a ‘comparable’ market, is also evaluated to compare Wilsonville’s metrics.

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

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

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

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

The Tourism Promotion and Destination Marketing Consultant contractor worked with Parks and Recreation Administration staff to develop fulfillment procedures for lead requests that involved mailing Pocket Trips brochures and responding verbally and in writing to visitor-information requests.

- **Committee develops and recommends to City Council for adoption the update to the FY 20/21 Five-Year Action Plan and Annual One-Year Implementation Plan.**

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

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

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

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

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

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

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

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

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

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

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

The longer-range five-year plan recommended by the committee focuses on developing the organizational infrastructure, advancing the marketing/promotion program for Explore Wilsonville tourism-development efforts, and researching larger study-efforts to advance tourism such as the proposed year-round event facility with potential lodging addition.

This fifth, rolling annual one-year implementation action plan follows directly from the committee’s review of the most-pressing, “Top Priorities.” While the committee recognizes that adjustments are to be made to the longer-range plan via annual ‘course corrections’—especially given the COVID-19 pandemic—the five-year plan is outlined below in fiscal years, July 1 of one year to June 30 of the following year.

Year 1
FY 2020/21

1. Conduct Tourism Promotion Committee Business

- **Leadership, Meetings:** Continue recruitment efforts to fill all voting positions for the Tourism Promotion Committee. Elect committee chair/vice-chair leadership positions.
 - **Tourism Grant Programs:** Committee continues to oversee City and County tourism grant programs.
 - **Business and Marketing Plans:** Tourism Promotion and Destination Marketing Consultant contractor advances components of the Tourism Promotion and Destination Marketing Plan that the committee monitors implementation of. Committee develops and recommends to City Council for adoption the update this business plan as the new FY20/21 Five-Year Action Plan and Annual One-Year Implementation Plan.
 - **Staffing Resource:** Committee to consider in conjunction with City Council and management potential addition of dedicated staffing for tourism and cultural affairs, as per recommendation of *Tourism Development Strategy* and pending *Arts, Culture and Heritage Strategy*. Related to staffing or organizational development, committee to discuss potential evolution to independent, nonprofit Destination Marketing Organization (DMO) as called for in the *Tourism Development Strategy*.
2. **Implement the FY20/21 Tourism Promotion Program:** Committee finalizes evaluation criteria for Consultant work performance and Benchmark tourism metrics to establish baseline for future quarterly reports. The visitor profile study (item G 3.1) summer and winter survey report results are analyzed with consideration given to modifying components of the Tourism Promotion Marketing Promotion Plan based on results of the survey.
3. **Advance Study Effort for City to Enhance Tourism Development:** If the COVID-19 pandemic comes to pass timely, consider rekindling the potential RFP for proposed year-round event facility with potential lodging addition. However, the committee may wish to consider other study efforts, including a potential update to the *Tourism Development Strategy*.
-

**Year 2
FY 2021/22**

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

**Year 3
FY 2022/23**

- Tourism Promotion and Destination Marketing Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Internet/website and social media products are researched and reviewed by staff/contractor with committee to target product recommendation and selection.
- Commence the destination marketing strategy plan (item G.3.3)

**Year 4
2023/24**

- Tourism Promotion and Destination Marketing Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Website is further refined and major marketing promotion continues.
- New tourism promotional programs are implemented with key partners.
- Committee recommends to Council to advance formation of nonprofit DMO.

**Year 5
2024/25**

- Tourism Promotion and Destination Marketing Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Committee obtains legal assistance; reviews federal and state requirements for forming 501(c)(6) nonprofit DMO called “Explore Wilsonville”; creates bylaws.

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

The fifth, rolling one-year implementation plan seeks to advance the top priorities of the larger five-year action plan. Next fiscal year's work plan is segmented into three main sections:

- 1. Conduct Tourism Promotion Committee Business:** The committee executes all Council-mandated activities, including:
 - **Leadership:** Elect a chair and vice chair at the first meeting of the new fiscal year.
 - **Meetings:** Hold at least four meetings with quorum attendance during the fiscal year.
 - **Tourism Grant Programs:** Oversee the application process and grant awards of the tourism grant programs, including the City Community Tourism Grant Program and Clackamas County Tourism Community Partnership Program. This assumes that the COVID-19 pandemic has come to pass and regular public programming occurs.
 - **Business and Marketing Plans:** Work with staff and consultant to draft for City Council adoption an updated version of the Five-Year Action Plan and Annual One-Year Implementation Plan and the Tourism Promotion and Destination Marketing Plan for FY20/21. The full, complete FY20/21 marketing plan is to be developed by JayRay, the Tourism Promotion and Destination Marketing Consultant, at a later date due to the uncertainty and timing of the COVID-19 pandemic, likely requiring a review of the new tourism landscape. The overall marketing effort is to be reevaluated on a constant basis as the Emergency evolves, with three levels of promotional engagement by fiscal quarter: low-activity, ramp-up and back-to-normal. Current expectations are for one or two additional quarters of low-activity, followed by implementation of ramp-up phase as businesses re-open to host visitors and then the back-to-normal level of activity.
 - **Staffing Resource:** An *Arts, Culture and Heritage Strategy* is commencing as part of the 2019-22 City Council Goals adopted on May 20, 2019, that reflects a City Council interest in creating a staff position tentatively called Tourism and Cultural Affairs Coordinator in the Parks and Recreation Department. This new position would assume extra duties carried by current staff and provide additional horsepower for Wilsonville tourism and related cultural affairs. Specifically, duties for the new position could include staffing the Tourism Promotion Committee and a potential Arts and Culture Commission; managing the tourism grants process; working more intensely with the Tourism Promotion and Destination Marketing Consultant contractor to extend work-product impact; and interacting with local businesses and regional/state/international cultural-exchange and Sister City organizations and tourism partners to further relationships and create new promotional campaigns that generate economic activity in the Wilsonville area. The committee works with staff and City Council Liaison to refine a position description and job duties for a potential Tourism and Cultural Affairs Coordinator position for consideration by management to be added in the FY21/22 or FY22/23 budget cycle.
- 2. Implement the FY20/21 Tourism Promotion Program:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. and Tourism Promotion and Destination Marketing Consultant contractor to advance both the larger FY20/21 Five-Year Action Plan and Annual One-Year Implementation Plan and the more specific FY20/21 Tourism Promotion and Destination Marketing Plan.

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

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

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

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

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

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

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

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

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

- 3. Advance Study Effort for City to Enhance Tourism Development:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. to work with Tourism Promotion and Destination Marketing Consultant contractor on one of four specific recommendations to the City Council for study efforts to advance tourism:
 - ***Feasibility Study for Year-Round Multi-use Facility with Potential Lodging Addition:***
This project was delayed and ultimately tabled in FY19/20 due to the uncertainty surrounding the COVID-19 pandemic. The committee recommends to the City Council to budget for the next fiscal year (FY21/22) an allocation of \$100,000 for funding of Feasibility Study for Year-Round Multi-use Facility with Potential Lodging Addition. The committee recognizes, however, that the COVID-19 pandemic may impact the actual implementation of this recommendation and that the funds may be redirected.

G. Components of FY20/21 Annual One-Year Implementation Plan of the Tourism Promotion Program in Relation to the 2014 Tourism Development Strategy

Following are more details on the top priorities summarized above for FY20/21 Tourism Promotion Program in relation to the *2014 Tourism Development Strategy's* Top Priorities and “Themed Issues” for Additional Work listed on page 3.

1. Tourism Promotion Committee Business

1.1 Staffing/Contractor Resource: In order to advance components of the Explore Wilsonville tourism development strategy and the Plan, the committee continues advancing work with staff of the City Manager’s Office and Parks & Recreation Dept. to examine a potential new Tourism and Cultural Affairs Coordinator position and to collaborate with the Tourism Promotion and Destination Marketing Consultant contractor to advance the tourism promotion program. The committee may seek to discuss how a City-staffed program could evolve into an independent Destination Marketing Organization.

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

1.2 Budget Allocation: The committee recognizes the City intends to dedicate 50% of transient lodging tax revenues for tourism promotion and has budgeted a considerably greater amount of \$325,000 for FY 20/21 for the Tourism Promotion Marketing Plan and the Community Tourism Grant Program.

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

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

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

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 1.5:* Review Wilsonville Tourism Grants Program.

2. Implement the FY 20/21 Tourism Promotion Program

2.1 Tourism Branding Strategy: The Tourism Promotion and Destination Marketing Consultant contractor has developed an Explore Wilsonville tourism branding strategy. New

research information may lead to modifications to the larger, over-arching tourism branding strategy that control key messages, marketing content and design and the look and feel of other promotional advertising products for print or online media.

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 1.1:* Develop a destination branding strategy for Wilsonville.

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

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

2.3 Content Collection / Organization / Sharing: An important feature for marketing efforts is the ability to use copyright-free content—including text, images and videos—that may be utilized and shared freely or as desired without additional overhead royalty and license expenses. Considerable effort is required to acquire and catalog area attractions, features, etc., that then may be used in website, social media and other platforms. The Tourism Promotion and Destination Marketing Consultant employed professional models and photographers in 2018 to create a suite of copyright/royalty-free images for marketing use. In 2020, Tourism Promotion and Destination Marketing Consultant plans to update the photographs and videos of area attractions to enhance the collection of authentic, original promotional images.

Tourism Promotion and Destination Marketing Consultant contractor is looking at options for the integration of online video and use of linking strategies to drive traffic and search-engine optimization. Integral to developing an image and video content collection is obtaining services of contracted models and photographer/videographer(s).

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

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

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

2.5 Social Media: Social media is a component of the larger online marketing promotional effort. Tourism Promotion and Destination Marketing Consultant contractor is utilizing social media platforms and programs that are targeted to specific niche markets.

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

2.6 Website Analytics: One of the most powerful features of the Internet is to be able to use website traffic data to determine user interests and preferences, problems with the website content or functionality, where users are located, etc. Tourism Promotion and Destination Marketing Consultant contractor has integrated website analytic tools for the website product.

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

2.7 Internet Marketing Campaigns: Tourism Promotion and Destination Marketing Consultant contractor is using various kinds of services that are available for Internet marketing promotions that are targeted to specific, niche markets and that utilize database marketing.

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

2.8 Wilsonville Visitors Guide and Related Publications: Tourism Promotion and Destination Marketing Consultant contractor is exploring production of one or more print and online versions of a Wilsonville Visitors Guide, as well as other potential publications helpful to visitors and marketers.

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

2.9 Public Awareness: City staff are to work with the committee and Tourism Promotion and Destination Marketing Consultant contractor to produce information that increases local residents' knowledge and interest in learning more about local attractions and the value of tourism to the economy and community-development efforts.

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

3. Advance Study Efforts for City to Enhance Tourism Development

The committee recommends to the City Council to plan for the next fiscal year FY21/22 an allocation of \$100,000 for funding of a study or research/planning effort to advance tourism development in the greater Wilsonville market. The committee recognizes, however, that the COVID-19 Emergency may impact the actual implementation of this recommendation.

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

The *Tourism Development Strategy* identified that the City may be well positioned to take advantage of non-summer, shoulder-season activities such as youth and league sporting activities

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

3.2 Destination marketing strategy plan: The committee recommends that a focused tourism and visitor destination-marketing strategy is developed that complements the City's larger branding strategy in order to maximize branding integration and marketing expenditures. The committee recommends advancing this study during FY21/22 if funds become available.

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



EXPLORE WILSONVILLE TOURISM PROMOTION AND DEVELOPMENT AND DESTINATION MARKETING SERVICES AUDIT

February 4, 2020

Findings & Recommendations

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

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

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

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

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



MARKETING

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



EMAIL MARKETING

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

PUBLIC RELATIONS

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

PHOTO LIBRARY

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



WEBSITE

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



GOOGLE ADS (TO DRIVE WEBSITE TRAFFIC)

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

SOCIAL MEDIA

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



TOURISM DEVELOPMENT

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



Explore Wilsonville Q4: April 1-June 30, 2020

Marketing Activities Update

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

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

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

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

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

Explore Wilsonville Marketing Plan FY 2020-2021

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

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

\$4,167/month

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

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

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

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

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

\$4,167/month

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

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

\$8,333/month

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

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

\$16,666/month

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

Wilsonville Awards \$400,000 in Small Business COVID-19 Relief Grants to Benefit 125 Local Operators



May 5, 2020 — At the May 4, 2020, meeting of the Wilsonville City Council, the Council finalized allocations from the \$400,000 Small Business COVID-19 Relief Grants Program, amending the program to award an additional \$1,500 each to 38 qualifying businesses in the tourism/hospitality sector with awards funded by City Transient Lodging Tax (TLT) revenues.

City staff hosted a brief lottery to complete the process of awarding funds to applicants eligible for grant funding by the City’s Urban Renewal Agency (URA) program income. Among the 162 eligible applicants, the City funded 87 grants from the \$200,000 URA pool.

Overall, the City awarded 125 grants to Wilsonville enterprises to help mitigate the harmful economic effects of the COVID-19 pandemic. City staff seek to distribute grant relief checks before the end of the week.

The temporary Small Business COVID-19 Relief Grants Program was developed with input from the Wilsonville Area Chamber of Commerce. The program prioritized long-standing businesses, those certified as Minority/Women Business Enterprise (M/WBE), Disadvantaged Business Enterprise (DBE and ACDBE) or Service Disabled Veteran (SDV), those directly impacted by the Governor’s stay-at-home order and those that have not received COVID-19 grant funding from other sources.

“Completing a program of this scale on a tight two-week timeline was an incredible achievement by our City to address a portion of the dire, immediate need small businesses are facing,” said Mayor Tim Knapp. “We’ll continue to work as partners with local businesses to aid recovery efforts.”

A complete summary of the Small Business COVID-19 Relief Grants program, including eligibility criteria and a list of grant recipients, is available at ci.Wilsonville.or.us/BusinessAssistance.

41 Wilsonville Hospitality Businesses Awarded \$200,000 in COVID-19 Relief Grants

Amount	Business
\$10,000	Best Western Wilsonville Inn & Suites
\$10,000	GuestHouse Wilsonville
\$10,000	SnoozInn
\$5,500	Biscuits At Oldtown DBA Biscuits Cafe
\$5,500	Bruce M. Burgoyne - Boones Junction
\$5,500	C42B, Inc. - Jamba Juice - Wilsonville
\$5,500	Corner Coffee Shoppe LLC
\$5,500	Elton Enterprises IV, Inc. - Elton Enterprises IV Inc dba Subway 50456
\$5,500	Elton Enterprises IV, Inc. - Subway, Sandwiches & Salads
\$5,500	Elton Enterprises VI, Inc. - Elton Ent VI, Inc dba Subway
\$5,500	Eric Junewoo Baek - Baskin Robbins - Wilsonville
\$5,500	hardrain inc - bostons pub & grill
\$5,500	LA COLMENA INC - JUAN COLORADO RESTAURANT
\$5,500	LJ's Pizza LLC DBA Bellagios Pizza
\$5,500	M&A NW Restaurants, LLC - Abella Italian Kitchen
\$5,500	Mohadaya corp , inc - Dar Essalam
\$5,500	O'Glennon LLC - Jimmy John's Sandwiches
\$5,500	Perfect Pizza of Oregon Inc.
\$5,500	QiXiang Muli Su Corporation
\$5,500	QMEXWIL LLC - [Qdoba]
\$5,500	Slicks Big Time BBQ
\$5,500	Thai Village Reataurant - Thai Village Restaurant
\$5,500	Vanguard Brewing Company
\$3,500	Clemco Inc. dba Curry's Landing Restaurant
\$3,500	Dongjin LLC - Joy teriyaki at Wilsonville
\$3,500	Guru Kirpa Inc - IN N OUT Market
\$3,500	Innovative Dance, INC
\$3,500	Koi Fusion Inc
\$3,500	Neighbor Dudes, LLC DBA Ordnance Brewing
\$3,500	New Hunan Kitchen
\$3,500	P S Liberty inc - Villebois Market
\$3,500	Rice Time Asian Grill - Rice Time Oriental Grill
\$3,500	Robson&Ribb Enterprises
\$3,500	Sushi Avenue - YD Sushi LLC
\$3,500	Thai Delight By MK LLC
\$3,500	The Other 3, Inc. dba Arthur Murray Dance Studio of Wilsonville
\$3,500	TKQ Inc - Peachy Berry
\$3,500	YUE INVESTMENTS LLC - PORTLAND
\$2,500	Judith L. Stubb, DBA Wet Paints!
\$2,500	Laurie Clarke Cakes LLC
\$2,500	Western Pacific Catering Co.