



FY 2022/23 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy



April 5, 2022

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Attachment:

1. JayRay 2021 Annual Report

A. Introduction

The Wilsonville Tourism Promotion Committee on April 5, 2022, recommended for adoption to the City Council the seventh rolling Five-Year Action Plan and Annual One-Year Implementation Plan (also known as the “1/5-Year Action/Implementation Plan”) for FY 2022/23. 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 2021/22 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

Supported by the City Manager’s Office, the Wilsonville Tourism Promotion Committee is composed of 12 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:

- **Brian Everest:** Manager at Vitis Ridge Winery in Silverton. Reappointed in July 2021 to Position No. 6 to full three-year term ending 6/30/24.
- **Jennifer Gage:** General Manager of Abella Italian Kitchen; appointed to Position No. 5 in July 2021 to full three-year term ending 6/30/24.
- **Al Levit:** Retired resident, former bike club coordinator and former City of Wilsonville Planning Commissioner; reappointed to Position No. 4 in on July 1, 2020 to full three-year term ending 6/30/23
- **Elaine Owen:** Owner of Lady Hill Winery was appointed to Position No. 3 in July 2021 to a partial term ending 6/30/23
- **Beth Price, Chair:** Director of Sales and Marketing for Holiday Inn Hotel & Convention Center Portland South/Wilsonville; reappointed mid-term in July 2021 to Position No. 7 with term ending 6/30/2024.
- **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, Vice Chair:** Owner, RR Hotels Portland, LLC; appointed mid-term in March 2020 to Position No.1 with term ending 6/30/22.

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, or designee Jim Austin, Development & Community Relations Lead.
- **Washington County Visitors Association (WCVA):** Dave Parulo, President/CEO, or designee Sylke Neal-Finnegan, Vice President of Marketing & Communications.

- **Wilsonville Area Chamber of Commerce:** Kevin Ferrasci O'Malley, CEO.
- **City of Wilsonville Parks and Recreation Department:** Kris Ammerman, Director, or designee Brian Stevenson, Recreation Manager.
- **City of Wilsonville City Council:** Councilor Charlotte Lehan, who serves as the City Council liaison to the committee.

C. Committee Meetings

The committee met on four occasions in FY 2021/22, meeting the minimum required four meetings per fiscal year pursuant to Resolution No. 2541. Meeting of the committee were held on September 30 and November 10, 2021, and January 13 and April 5, 2022.

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 2021/22

The Tourism Promotion Committee has had a successful year, advancing key objectives as set-out in the prior fiscal year's plan, the FY 2021/22 Five-Year Action Plan and Annual One-Year Implementation Plan adopted by the City Council through Resolution No. 2898 on May 17, 2021.

Following is an accounting of accomplishments achieved towards meeting FY 20/21 objectives.

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

In July 2021, Mayor July Fitzgerald appointed with Council consent Jennifer Gage to Position No. 5 and Elaine Owen to Position No. 6. Beth Price was reappointed to Position No. 7.

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

Beth Price, was elected as Chair and Rohit Sharma as Vice Chair during the first meeting of the new fiscal year in September 2021.

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

The committee continued to oversee the tourism grant program for FY 2021-22. The committee met to review and award tourism grants on April 5, 2022. Due to the creation of the new Arts, Culture and Heritage Committee (ACHC), the grant program will be transferred to the ACHC in 2023 per Resolution No. 2941 (2021). The Tourism Promotion Committee has recommended revisions to their bylaws to reflect this modification of committee duties.

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

JayRay, the City's Tourism Promotion and Destination Marketing Consultant, provided social media posts three times weekly to encourage people to "recreate responsibly." The posts have promoted the updated itineraries, Parks and Recreation programming and local businesses. The intent is to continue to engage and grow social media followers. The social media posts encourage potential travelers to plan their stay in Wilsonville now and explore Wilsonville when they feel comfortable doing so.

In 2021, the website was updated and outreach increased as the State opened up to visitors. In addition to increased social media posts, JayRay invited our first Influencer to Wilsonville to introduce new visitors to Wilsonville and surrounding area activities.

In the second half of the fiscal year, JayRay worked with Datafy, using a geolocation platform to better understand visitors. This information was used to create targeted marketing approaches.

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

Staff worked with the Tourism Promotion and Destination Marketing Consultants to continue to enhance ExploreWilsonville.com. Specifically, the event calendar was regularly updated and maintained as needed, graphic images were modified quarterly, itineraries and promotional packages were added as well.

- **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. JayRay has created ten itineraries. They focus on ten types of travelers such as outdoors, wineries, foodies or family fun. The itineraries focus on areas of interest and can be combined with other itineraries. JayRay has continued to focus on increasing the social media posts and growing the number of social media followers. Gifs, low-resolution/fast-loading graphics interchange format digital files, were used as a way to increase social media engagement.

Our first Influencer visited Wilsonville in the fall. The Influencer was selected based on the number of followers, content they post on social media, ability to connect with our target audience. JayRay developed itineraries that would introduce the Influencer's followers to Wilsonville and the benefits of making it their travel basecamp.

- **Request for Proposal (RFP).**

Staff worked with committee members to advance a Request for Proposal (RFP), consistent with the 2019 RFP for contract services with a Tourism Promotion and Destination Marketing Consultant starting in FY 22/23. The City is required to seek RFPs for ongoing work for projects or services over \$100,000. The 2021 RFP and associated draft contract outline the need for a one-year contract with up to two contract extensions.

The City received two bids by the close of the RFP deadline. The Tourism Promotion Committee, acting as the selection review committee, evaluated the proposal at their November 15 meeting and unanimously selected JayRay of Tacoma, WA.

The scope of work was updated before it was approved by City Council to include GeoLocation services, which were being developed concurrent with the RFP for work to be performed in the second half of FY 21/22. The City Council authorized the City Manager to sign the contract at the January 20, 2022, City Council meeting.

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

The Tourism Promotion and Destination Marketing Consultant 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 Tourism Promotion and Destination Marketing Consultant continued the advertisement at the Interstate 5 French Prairie northbound rest area.

- **Committee develops and recommends to City Council for adoption the update to the FY 22/23 Five-Year Action Plan and Annual One-Year Implementation Plan.**

The committee developed and recommended on April 5, 2022, to City Council adoption of the FY22/23 update to the tourism business plan formally named the FY22/23 Five-Year Action Plan and Annual One-Year Implementation Plan (also known as the "1/5-Year Action/Implementation Plan").

F. Five-Year Action Plan for Tourism Development: FY2022/23 – FY2026/27

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.

This seventh, 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 2022/23

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.
- **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. The Committee develops and recommends to City Council for adoption the update this business plan as the new FY22/23 Five-Year Action Plan and Annual One-Year Implementation Plan.
- 2. **Implement the FY22/23 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 updating to the *Tourism Development Strategy*.

Year 2 FY 2023/24

- Tourism Promotion and Destination Marketing Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Request line-item budget of \$50,000 to develop RFP for tourism marketing/management consultant service to update the Tourism Development Strategy adopted by Council in May 2014.
 - Substantial changes in the tourism and hospitality industry due to Covid-19 and a 10-year-old plan provide impetus to reevaluate tourism strategy.
- New tourism promotional programs are implemented with key partners

**Year 3
FY 2024/25**

- 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)
- Feasibility study for a year-round, multi-purpose facility (item G 3.2)

**Year 4
2025/26**

- 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
2026/27**

- 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.
-

G. Annual One-Year Implementation Plan: FY22/23, July 2022 – June 2023

The seventh, 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.
 - **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 FY22/23. The full, complete FY22/23 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 focusing on a back-to-normal level of activity.
2. **Implement the FY22/23 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 to advance both the larger FY22/23 Five-Year Action Plan and Annual One-Year Implementation Plan and the more specific FY22/23 Tourism Promotion and Destination Marketing Plan.

Specific components of the FY22/23 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."
- **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. Promote Wilsonville's brand position as "in the middle of it all" with locals and build brand ambassadors.

The proposed Tourism Promotion budget for FY22/23:

Tourism Promotion and Destination Marketing Contract	\$ 150,000
TOTAL Tourism Promotion Budget	<u>\$ 150,000</u>

The committee saw an increase in transient lodging tax collections, as well as tourism-related and hospitality businesses in 2021. Although, the changing restrictions and COVID -19 variants changed throughout the year, there was a rebound in both business and leisure travel.

The FY 22/23 budget includes funds to continue increased social media, influencer campaigns among other marketing efforts and an investment in geolocation data to target advertising.

The Community Tourism Grant Program funds will be managed by the ACHC.

H. Components of FY22/23 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 FY22/23 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 City reduced the funding for tourism promotion considerably due to the Covid- 19 pandemic. The budget was \$125,000 for FY 20/21 for the Tourism Promotion Marketing Plan and the Community Tourism Grant Program. The budget is increased to \$150,000 for FY22-23.

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 four 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.

During FY 19/20 and FY 20/21, the grant cycle was put on hold due to the pandemic. It did not appear to be appropriate to offer grants for programs and projects, which could not meet the Governor's Covid-19 gathering restrictions. Community Tourism Matching Grants were awarded in FY 21/22. The new Arts, Culture and Heritage Committee will assume responsibility for this program in FY 22/23.

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

2. Implement the FY 22/23 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.

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 FY24/25 if funds become available.

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