



FY 2023/24 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy



DRAFT **April 5, 2023**

Table of Contents

A. Introduction	2
B. Tourism Promotion Committee Members.....	2
C. Committee Meetings	3
D. Advancing Tourism Development Priorities	3
E. Past Year’s Accomplishments, FY 2022/23	3
F. Five-Year Action Plan for Tourism Development: FY 2023/24 – 2027/28.....	6
G. Annual One-Year Implementation Plan: July 2023 – June 2024.....	8
H. Components of FY23/24 Annual One-Year Implementation Plan of the Tourism Promotion Program in Relation to the 2014 Tourism Development Strategy	9

Attachment:

1. JayRay 2022 Annual Report

A. Introduction

The Wilsonville Tourism Promotion Committee met on April 5, 2023, recommended for adoption to the City Council the eighth rolling Five-Year Action Plan and Annual One-Year Implementation Plan (also known as the “1/5-Year Action/Implementation Plan”) for FY 2023/24. 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 2022/23 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:

- **Lin Anderson:** Owner of Vanguard Brewing. Appointed in May 2022 to fill Brian Everest’s unexpired term in Position No. 6 ending 6/30/24 following his resignation.
- **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, Vice 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. Beth Price resigned in December 2022 due to a change in employer.
- **Brandon Roben, Chair:** 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.

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 2022/23, meeting the minimum required four meetings per fiscal year pursuant to Resolution No. 2541. Meeting of the committee were held on September 14 and November 9, 2022, and January 25 and April 5, 2023.

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).
1.7	Initiate ongoing partnership and relationship-building programs.
2.1	Develop a destination branding strategy for Wilsonville.
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 2022/22 Five-Year Action Plan and Annual One-Year Implementation Plan adopted by the City Council through Resolution No. 2964 on May 16, 2022.

Following is an accounting of accomplishments achieved towards meeting FY 22/23 objectives.

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

In May 2022, Mayor July Fitzgerald appointed with Council consent Lin Anderson to Position No. 6. In July 2022, Mayor July Fitzgerald reappointed with Council consent Rohit Sharma to Position No. 1 and Brandon Roben to Position No. 2.

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

Brandon Roben, was elected Chair and Beth Price, was elected Vice Chair a during the first meeting of the new fiscal year in September 2022.

- **Committee transferred the tourism grant program.**

Due to the creation of the new Arts, Culture and Heritage Committee (ACHC), the grant program will be transferred to the ACHC per Resolution No. 2941 (2021). The Tourism Promotion Committee revised to their bylaws to reflect this modification of committee duties and did not oversee the tourism grant program in 2023.

- **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 stay in "the heart of it all" The posts have promoted the updated itineraries, Parks and Recreation programming, local businesses and area attractions. 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. Additionally, JayRay collaborated with three Pacific Northwest Influencers to visit Wilsonville, follow a specific itinerary and share their experience on their social media and blog posts.

- **Geolocation Data.**

The Tourism Promotion and Destination Marketing Consultant has continued to work with Geolocation sub consultant Datafy to focus on key areas including liquid tourism and shopping since these activities seem to be popular among overnight visitors. The data has been used to target marketing efforts. The data will continue to be evaluated and used to continue to improve our marketing efforts in FY 23/24.

- **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. Seasonal blog posts and itineraries were also added to the website.

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

The itineraries continue to be promoted on the ExploreWilsonville.com website. JayRay has created new seasonal itineraries to help visitors plan their visit in advance. JayRay has continued to focus on increasing the social media posts and growing the number of social media followers. Reels were used as a way to increase social media engagement.

Three Influencers visited Wilsonville in FY 22/23 and an increase in website traffic was directly linked to the visits. The Influencers were 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 location for family fun, outdoor adventures and foodies alike.

- **Visual Identity Update**

The Tourism Promotion and Destination Marketing Consultant gathered input to determine how Wilsonville was viewed as a tourism destination. Based on the data, four draft visual identities were developed and shared with staff. Staff narrowed the visual identity options to two before the Tourism Promotion Committee selected the preferred visual identity in January 2023. After the visual identity was selected, the Tourism Promotion and Destination Marketing Consultant developed branding guidelines, updated our brochures, updated the website and developed a new map.

- **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 23/24 Five-Year Action Plan and Annual One-Year Implementation Plan.**

The committee developed and recommended on April 5, 2023, to City Council adoption of the FY23/24 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: FY2023/24 – FY2027/28

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 eighth, 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 2023/24	<ul style="list-style-type: none">● 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 FY23/24 Five-Year Action Plan and Annual One-Year Implementation Plan.● Implement the FY23/24 Tourism Promotion Program: Committee will implement the new visual identity and continue to enhance marketing efforts based on visitor data.● Advance Study Effort for City to Enhance Tourism Development: Major update to the <i>Tourism Development Strategy, May 2014</i>.<ul style="list-style-type: none">○ Substantial changes in the tourism and hospitality industry over the past decade due to Covid-19 and a 10-year-old plan provide impetus to reevaluate tourism promotional strategy.
Year 2 FY 2024/25	<ul style="list-style-type: none">● Continue updating the Tourism Development Strategy● Tourism Promotion and Destination Marketing Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.● New tourism promotional programs are implemented with key partners
Year 3 FY 2025/26	<ul style="list-style-type: none">● Tourism Promotion and Destination Marketing Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.● 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
2026/27**

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

**Year 5
2027/28**

- 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: FY23/24, July 2023 – June 2024

The eighth, 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 FY23/24. The full, complete FY23/24 marketing plan is to be developed by JayRay, the Tourism Promotion and Destination Marketing Consultant,
- 2. Implement the FY23/24 Tourism Promotion Program:** The committee works with staff of the City Manager's Office and Tourism Promotion and Destination Marketing Consultant to advance both the larger FY23/24 Five-Year Action Plan and Annual One-Year Implementation Plan and the more specific FY23/24 Tourism Promotion and Destination Marketing Plan.

Specific components of the FY23/24 Tourism Promotion Program include:

- **Target Marketing Refinement:** Refining as needed the marketing promotional elements and online/Internet website products and processes. Create a new marketing content strategy and encourage signups on social media. Package offerings and promotions will continue, when feasible, to increase social followers and hotel bookings. Geolocation data will continue to be used to develop more specific, targeted marketing to potential visitors. Influencers will also continue to be used to show the excellent activities in and around Wilsonville while highlighting why the visitors should stay in Wilsonville as their basecamp.
- **Focused One – Two Day Trips:** Focusing sets of themed itineraries, with clear information about their proximity to Wilsonville and map routes. Itineraries are to achieve stronger brand positioning and a focus on being in “the heart of it all.” Influencers will also continue to be used to show the excellent activities in and around Wilsonville while highlighting why the visitors should stay in Wilsonville as their basecamp.
- **Performance Metrics:** Continue to track valuation 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 heart of it all” with locals and build brand ambassadors. The new visual identity, developed in Spring 2022, will be used to build awareness of the program as well.

3. Commence Update of the ‘Explore Wilsonville’ Tourism Development Strategy:

The Tourism Development Strategy that guides the work of the Tourism Promotion Committee is now 10 years old, having been researched and developed during 2013 and adopted by City Council in May 2014. Considerable changes in both the tourism market over time and vast improvement in the City’s destination-marketing efforts require that the City update the Strategy.

The City proposes to split the cost of the updating the Strategy over two fiscal years at \$50,000 per year, for a total budget amount of \$100,000. Staff will work with the Tourism Promotion Committee to develop a Request for Proposals (RFP) and advertise the RFP during the first half of 2023-24 fiscal year (July – December 2023).

Then, during the second half of FY 2023-24 (January – June 2023) the Committee conducts interviews and recommends selection of a vendor for the RFP. The City arranges the contract with selected vendor, which commences work.

The Tourism Development Strategy work continues into the following fiscal year, FY 2024-25, with a final product approved for recommendation by the Committee to the City Council for adoption.

• The proposed Tourism Promotion budget for FY23/24:

Tourism Promotion and Destination Marketing Contract	\$ 200,000
Tourism Development Strategy Update (Year 1 of 2).....	\$ 50,000
TOTAL Tourism Promotion Budget	<u>\$ 250,000</u>

The committee continues to see an increase in transient lodging tax collections, as well as tourism-related and hospitality businesses in 2022. There has been a noticeable rebound in both business and leisure travel as we move to a post- pandemic world.

The FY 23/24 budget includes funds to continue increased social media, influencer campaigns among other marketing efforts and a continued investment in geolocation data to target advertising.

H. Components of FY23/4 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 FY23/23 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 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 during to the Covid- 19 pandemic. The City was able to increase the budget during FY 22/23. The budget was \$22500,000 for FY 22/23 for the Tourism Promotion Marketing Plan, the Community Tourism Grant Program and the Visual Identity update. The budget is increased to \$250,000 for FY23-24 to accommodate a mayor project – updating of the Tourism Development Strategy.

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 new Arts, Culture and Heritage Committee assumed 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 23/24 Tourism Promotion Program

2.1 Tourism Branding Strategy: The Tourism Promotion and Destination Marketing Consultant contractor has developed an updated Explore Wilsonville tourism branding strategy. The 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 were updated in FY 22/23 and it will be implemented in FY 23/24.

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 FY23/24 if funds become available.

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