

EXPLORE WILSONVILLE
TOURISM DEVELOPMENT STRATEGY
2025-2035

January 2025

Mayor's Message

WILL WE WANT A MESSAGE FROM THE MAYOR, COUNCIL OR THE LIKE?

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Introduction

Travel and tourism play a central and powerful role in community and economic development. Travelers choose to visit places where people like to live—places that offer a high quality of life, opportunity for prosperity, pleasant weather, good food, and scenic beauty. In other words, what makes a place a successful tourism destination depends on precisely the kind of experiences that make any place a successful community.

Wilsonville is fortunate in that it already enjoys so many of the elements that make a strong, active, and attractive community. As you will see over the following pages, this Tourism Development Strategy is designed to leverage those strengths and add to them in ways that will benefit residents, attract visitors, create a positive impact on the local economy, and improve the ability of small businesses to thrive.

The Wilsonville Tourism Development Strategy serves as a guide for intentionally growing the travel and tourism experience of Wilsonville. It provides a vision of the destination of Wilsonville in 2035, and the strategies to help make that vision a reality. It outlines strategies to build attractions, create jobs, and enhance assets in service of the vision. It provides phasing of strategies over the planning horizon, taking into consideration actions that are already underway, some early significant wins, and dependencies between strategies and existing City master plans for parks & recreation, arts & culture, and the Town Center. It also identifies potential partner organizations in the region and an initial cost barometer for each of its nearly 40 strategies. Ultimately, this plan lays out a path toward tourism development that is coordinated, efficient, and tailored to the unique conditions of Wilsonville.

The final goal of this plan is to help solidify residents' connection to Wilsonville and to grow their connection to the people who choose to visit it. Hesitation to visitors to your community is one thing, and is not uncommon; understanding and accepting visitations' benefits is another, much rarer thing. We believe that the plan set forth here will help Wilsonville and its residents achieve the latter.

Matthew Landkamer & Greg Netzer
Whereabout

Process & Methodology

January 2024 - June 2024: Discovery & Analysis

From January to June 2024, the Whereabout team of destination strategists dove into learning about Wilsonville using a variety of sources of information. This included:

Background Document Review. Beginning in February 2024, the consulting team reviewed 28 existing data sources provided by Wilsonville regarding the visitor economy, including data on economic impacts, visitor spending, hotel performance, prior strategic planning documents, and several related City planning efforts.

Interviews. From March through May 2024, the Whereabout team interviewed 10 individual stakeholders to gain greater qualitative insights into Wilsonville, its challenges, and its strengths. Interviewees included government partners, industry experts, and individuals active in the local tourism economy.

Surveys. A tourism destination survey was live in February-May 2024. It was crafted to gain input into the destination from a wide range of stakeholders across city residents and employees, and was promoted via direct email, the *Boones Ferry Messenger*, and the City website. A relatively small sample size of 54 respondents nonetheless corroborated what we learned in interviews and desk research. Questions focused on:

- Tourism drivers, assets, and experiences
- Visitor destination perceptions
- Tourism support and enablers
- Tourism opinions
- Challenges and opportunities

In-Market Destination Assessment. The consulting team visited Wilsonville to get a first-hand view of the visitor experience. This three-day visit focused on destination facets—such as lodging, retail, outdoor recreation, entertainment, and dining. For each facet, the team visited a number of places throughout the community and rated their experience based upon nine dimensions: mix, accessibility, location, hours, authenticity, quality, service, price, and appeal.

June 2024: Current State Analysis. The findings from the Discovery Phase were synthesized into a holistic assessment of Wilsonville’s tourism landscape. This analysis highlighted 11 Key Strategic Considerations for the Planning Team to address during the planning phase:

1. Bring the Family
2. Play Ball with Youth & Amateur Sports
3. Build It and They Will Come
4. A Walkable Town Center: The Brass Ring
5. Champion Accessibility and Transportation
6. Reconnect Wilsonville to the River
7. Enable Outdoor Recreation to Draw Engaged Visitors
8. Develop Multiple Centers of Gravity
9. Anchor the Economy with a Center for Culture
10. Collaborate To Become a Regional Destination
11. Build a Destination Marketing and Management Organization

The report concludes with appendices that include Macro Tourism Trends, Local Tourism Trends, In-Market Assessment, Stakeholder Survey, Progress Evaluation, City Council Goals, and Sources Cited. This analysis served as the foundation of the Tourism Development Strategy.

September 2024 – October 2024: Drafting the Tourism Development Strategy

The Whereabout team led a process to craft the Tourism Development Strategy, working with a Planning Team with representation from Explore Wilsonville, the City of Wilsonville, and tourism industry stakeholders. In September and October 2024, the team worked together through five in-person workshops to review the Current State Analysis and develop the Tourism Development Strategy. Four additional community conversations were part of the process: a September 11 presentation to share progress with the Tourism Promotion Committee; an updated report to the Tourism Promotion Committee on October 15; a November 6 briefing with Mt. Hood Territory; and a November 11 briefing with Explore Tualatin Valley.

In this time, the Planning Team crafted:

- Vision. This statement describes what will be different in Wilsonville if it is successful in shaping a compelling destination and a thriving visitor economy.
(see page X)

- Competitive Position. This describes what makes Wilsonville singularly unique as a destination, and what it has to share with potential visitors. (see page X)
- Keys to Destination Evolution. These are a general set of tourism drivers unique to Wilsonville: “Family Sports & Recreation”; “Friend Group Wine & Wellness”; and “Business to Bliesure”. For each, the Team articulated a foundational, promotional, and aspirational level of actualization. (see page X).
- Nine Objectives. These are high level areas of strategic focus that will guide development of the destination over the coming ten years and will help make the Vision a reality. (see page X). Each Objective is further defined by:
 - A set of Strategies that, when implemented, will help make the Objective a reality. Each Strategy has an accompanying rough order-of-magnitude cost as well as key partners to carry out the work. In all, there are 40 Strategies.
 - Two to three Indicators per Objective that specify how to measure progress toward achieving the Objective.
- Collective Impact Model. This model recognizes that the work of the Tourism Development Strategy is greater than what Explore Wilsonville can accomplish alone, and that a collective approach is needed to work towards its success. (see page X)

The outcome of this process—the Tourism Development Strategy—is rooted in the idea expressed in the following graphic, namely, that a deliberate shaping of the experience will result in a better quality of life for its residents.

INSERT GRAPHIC

How to use this Plan

The work to be done is centered around nine Objectives:

1. Build Destination Management Capacity & Connections
2. Accelerate Sports & Outdoor Recreation
3. Nurture & Attract Impactful Events
4. Enhance & Elevate Willamette River Access
5. Invest in Town Center Development
6. Focus on Access & Transportation

7. Support the Growth of our Arts & Culture Ecosystem
8. Highlight Food & Beverage
9. Diversify & Expand Lodging Options

Each of these Objectives is supported by a set of Destination Strategies that are distributed over three phases.

Phase 1, Seeding Growth (page X), covers the first four years of the planning timeframe and includes 16 strategies.

Phase 2, Supporting Growth (page X), covers years five through seven of the planning timeframe and includes XX strategies.

Phase 3, Reaping Rewards (page X), covers the last three years of the planning timeframe and includes XX strategies.

While work may be happening on several strategies at a time, each is denoted by a number that indicates the phase in which they should occur. The timeframes for the three phases are approximate but should serve as a guide to the major divisions of the work.

In order to ensure that Objectives and Strategies track toward success, Explore Wilsonville will convene a team dedicated to the implementation of this plan. The membership of this team will include key stakeholders, with other partners brought in for task-specific endeavors. (see Collective Impact Model, page X) Regular meetings will track progress and—more importantly—identify opportunities for course correction. Working teams should be identified to undertake each of the strategies that are underway at a given time, and those teams should identify action steps necessary and how they will know when the strategy has been completed. They should regularly report on their progress to the broader team.

This plan is not meant to be a rigid to-do list. Rather, it is meant to be a living document that is able to evolve and respond to what is happening on the ground. Explore Wilsonville and the team will revisit this plan in a couple of years to ensure it remains the right course of action and will make adjustments as needed.

Vision

In 2035, Wilsonville is a city alive with a vibrant sense of community, culture, and heritage.

Years of thoughtful visioning, planning, and community engagement helped to bring the Wilsonville Town Center plan to fruition, and it has catalyzed the commercial center of the City. The lifestyle center-type development thrives with a variety of restaurants, eclectic local shops, and global brand retail stores, and acts as the center of an expanded public transportation system. Residents and visitors alike flock here to shop at Whole Foods or the international grocery market, view the work of important regional artists in galleries, or stock up on gear from a breadth of outdoor recreation outfitters.

Over the past decade, Wilsonville's dining culture has blossomed into a unique mix of approachable family-friendly dining, independent bistros and coffee shops, and elevated farm-to-table experiences. This varied and exciting array of choices is most noticeable in the Town Center, though a new food hall collaborative featuring food carts and a local produce market attracts much interest at its home on the west side of I-5. The town feels almost abuzz at Friday Happy Hour, and two new venues offer music and dancing until midnight, five nights a week.

The Town Center has become the beating heart of Wilsonville, and has among other things created the opportunity to grow other areas of the local economy.

This shows up most clearly in the expanding number of events and attractions available to residents and visitors alike. There is a nightlife to enjoy in Wilsonville now that emerged from the growth of the city, making it a true 18-hour community. Some of the Willamette Valley's most lauded wineries have opened tasting rooms here, and two new breweries have set up operations. Touring musicians and theater companies now perform regularly in the cultural center's theater, and that in turn has led to a handful of smaller local venues for live music. A multicultural festival features music, food, and art from cultures across the globe. And daytime activity is booming as well, with a new indoor sports complex that's now home to a number of regional tournaments. Lodging has expanded to serve the growing number of visitors, including a family-friendly lodge that has drawn even more families to the City.

Outdoor recreation has become a focal point of the City, especially now that there is safe, easy access to the Willamette River just south of the Town Center and a new bike and pedestrian bridge tying the City to the region's nonmotorized infrastructure. The city is now a hub of cycling activity throughout the northern Valley, connecting the Willamette Valley Scenic Bikeway to the Ice Age Tonquin Trail. Where trails now

connect with regional trails south of Memorial Park, you can rent, buy, or service mountain bikes, road bikes, and e-bikes. At the river landing, from which you can now explore the waterway from the Willamette Falls Locks to Newberg and Champoeg, you can rent kayaks and stand-up paddleboard equipment for river recreation. The Portland Spirit now shows visitors the river's splendor all the way to the Wilsonville landing. Outdoor recreation activity is booming across the region, as Wilsonville's regional tourism partners are helping to promote the connectedness of the region's many trails and campgrounds.

And the region's culture and heritage play a major role in the surge of visitation. Several historical organizations work together to offer guided tours of the sites of key pioneer movements of the region, from Aurora to Champoeg. An annual heritage festival highlights the genesis of northern Willamette Valley communities through a celebration of culture, craft, and music, and draws people from across the Pacific Northwest. And this appreciation of culture expanded into more modern expressions of art and craft throughout the community. An expanded public art program showcases contemporary and historical events and experiences via murals commissioned by the City from local artists. A new cultural event center features a mid-size venue for local and touring performances, and has created such a focus of cultural activity that galleries, maker spaces, artist studios, and cafes have opened nearby. And this burgeoning attention to culture has helped support the expansion of a City grant program, which helps local nonprofit organizations build their capacity to stage cultural events and maintain culturally important sites and venues. Together these developments have created a community focus on learning and reflection, which has naturally drawn visitors intent on artistic experience, personal development, and wellness. Even wedding venues are now booked a year in advance by out-of-state celebrants.

Finally, because of the City's growth in visitation, the infrastructure that supports tourism has continued to strengthen and expand. Mini visitor centers offer advice and regional tourism maps from retail stores, park offices, and digital kiosks across the City. An iconic visual identity for Wilsonville has created so much favor and pride that it is displayed by local businesses and citizens alike, in store windows, billboards, and bumper stickers. An expanded wayfinding system makes navigating the region easier than ever. The City hired new professional staff to handle the expansion of its tourism program, which is known and respected by DMOs across the region. It's even easier to get to Wilsonville now, thanks to the expanded Westside Express service and new transportation options to and from the Portland International Airport.

The Wilsonville that residents and visitors now experience is the model of an elevated regional culture—a welcoming, vital city that pays homage to its past and celebrates its future.

Competitive Position

Wilsonville is in the heart of it all, offering:

- A dual gateway with easy access to Portland and Salem, wine country, tax-free shopping, a unique free transit system, and major transportation routes
- The largest inventory of affordable lodging in the entire Portland Metro area
- A relaxed, safe, and family friendly vibe
- A center of culture and heritage, including a significant Korean War Memorial, the Champoeg State Heritage Area, public art, and many other historic sites and museums
- Access to ample outdoor recreation including cycling routes, Willamette River activities, golf courses, and sports fields at Memorial Park
- A growing culinary and beverage scene, including farm-to-table options
- A rich tapestry of parks, green spaces, and natural environments, including a large number of State Heritage Trees

Keys to Destination Evolution

To help craft this Tourism Development Strategy, three primary tourism drivers were identified. These are travel motivators already present for Wilsonville and which drive a significant segment of its current visitation, and which can evolve to be even stronger drivers. These drivers can be understood through three levels:

Foundational drivers. These include those facets of travel and tourism that already exist. These have served to create a basis for the visitor economy upon which to grow the tourism industry.

- Two-night stays for sports events
- Wine country day trips
- Single-night stays for pass-through leisure and business

Promotional drivers. These represent the immediate growth opportunity for Wilsonville to expand its travel and tourism reach, and to build upon its foundational drivers.

- Expand family visits to additional activities
- Single night stays for wine country excursions
- Business and pass-through travelers engage with local economy beyond the hotel

Aspirational drivers. These demonstrate where Wilsonville seeks to grow to expand its tourism footprint, gain new visitation, and evolve its reputation as a destination.

- Return visits for outdoor recreation without a tournament
- Multi-night stays for wine & wellness weekends
- Return visits for multi-day events and remote work

| | Family Sports & Recreation | Friend Group Wine & Wellness | Business To Bliesure |
|---------------------|---|--|--|
| Aspirational | Return visits for outdoor recreation without a tournament | Multi-night stays for wine & wellness weekends | Return visits for multi-day events and remote work |

| | | | |
|---------------------|---|--|--|
| Promotional | Expand family visits to additional activities | Single night stays for wine country excursions | Business and pass-through travelers engage with local economy beyond the hotel |
| Foundational | Two-night stays for sports events | Wine country day trips | Single-night stays for pass-through leisure and business |

Destination Objectives, Strategies, and Indicators

Objective 1: Build Destination Management Capacity and Connections

- X.X Increase City TLT to increase and stabilize marketing budget for Explore Wilsonville
- X.X Increase connections with partner DMOs at the regional and state levels
- X.X Increase Explore Wilsonville visibility at industry events and within our community
- X.X Develop destination ambassadorship toolkit for tourism-oriented businesses to inform visitors and train front-line staff
- X.X Determine the threshold at which dedicated destination staff or a separate DMO organization is necessary and prepare for that transition

Indicators

- Grow TLT collections by X% from 2025 baseline
- Increase hotel occupancy X% year-over-year from 2025 baseline
- Increase average daily visitor spend X% year-over-year from 2025 baseline

Objective 2: Accelerate Sports & Recreation

- X.X Conduct feasibility study for an indoor sports/entertainment complex
- X.X Evaluate needs and fund bicycle amenities such as maintenance stops, route maps, and bike route signage
- X.X Identify and evaluate funding strategies for continued investment in current and planned park and outdoor sports facilities

Indicators

- Expand indoor sports facilities by X square feet by 2035
- Increase number of visitors to City parks X% year-over-year from 2025 baseline
- Annual growth in SMERF business, as measured by local hotel survey

Objective 3: Nurture and Attract Impactful Events

- X.X Develop sorting criteria to prioritize investments in events & festivals that drive visitation
- X.X Identify and execute opportunities for funding events and festivals, with a focus on outdoor recreation, cultural heritage, and automotive events
- X.X Develop partnerships to identify and foster the development of a Wilsonville-specific signature event

Indicators

- Increase regional multi-day festivals X% over 2024 baseline
- Increase length of visitor stay X% year-over-year from 2025 baseline

Objective 4: Enhance and Elevate Willamette River Access

X.X Collaborate with Parks & Recreation Department to implement elements of Boones Ferry and Memorial Park Master Plans related to river access

X.X Partner with third parties to offer non-motorized watercraft rentals and guide services for river activities

X.X Bring Portland Spirit and/or other tour boats to Wilsonville for tours

X.X Promote Wilsonville as a key destination along the Willamette River Water Trail

Indicators

- Growth in the number of organizations offering recreational rental equipment in Wilsonville
- Growth in number of river tours with stops or origination in Wilsonville
- Increase number of public access points to the Willamette River

Objective 5: Invest in Town Center Development

X.X Incentivize expansion of local dining options in the Town Center area

X.X Create a walkable downtown center with gathering places, trails, parks, and public amenities

X.X Develop structured parking surrounded by retail

X.X Advocate for implementation of other elements of the Town Center Plan as appropriate for the development of the visitor economy

Indicators

- Growth in number of restaurants or dining options within Town Center Plan boundary
- Growth in number of permitted public events taking place in Town Center Park
- Lengthened visitor times in geofenced Town Center boundary over 2025 baseline, using geolocation data

Objective 6: Focus on Access and Transportation

- X.X Increase SMART service on weekends and investigate options to expand routes to include hotels and shopping centers
- X.X Work with partners to continue to build out the regional trail network, connecting the Ice Age Tonquin Trail to Willamette Valley Scenic Bikeway
- X.X Perform destination accessibility audit
- X.X Facilitate expansion of connections from Portland International Airport to Wilsonville
- X.X Partner with private or nonprofit entities to enable bicycle rentals in Wilsonville

Indicators

- Growth in availability of wheeled non-motorized transportation rental options in Wilsonville
- Increase in visitor usage of SMART system over 2025 baseline, as measured by SMART annual survey
- Increase in destination accessibility as measured by repeat audit

Objective 7: Support the Growth of our Arts & Culture Ecosystem

- X.X Initiate a feasibility study for a cultural arts center/theater
- X.X Explore funding mechanisms for public arts to enhance visitor areas
- X.X Develop a mural policy for private property and consider partnerships to develop a mural festival
- X.X Offer capacity-building resources to arts, culture, and heritage nonprofits in order to increase programming

Indicators

- Growth in arts, culture, and heritage programs and events available to visitors over 2025 baseline
- 20% growth in number of public art pieces in Wilsonville over 2025 baseline

Objective 8: Highlight Food & Beverage

- X.X Leverage proximity to wine country in marketing to support local dining
Foster development of food cart pod or food hall
- X.X Collaborate with local producers to enhance and promote farm-to-table offerings
- X.X Create relationships with local “liquid tourism” providers to offer more options with

experiences and family-friendly activities

X.X Support development of themed restaurant or bar as an attraction

Indicators

- Growth in number of earned media placements on stories about dining options in Wilsonville
- Growth in number of locally-owned “liquid tourism” providers and restaurants in Wilsonville over 2025 baseline

Objective 9: Diversify and Expand Lodging Options

X.X Conduct gap analysis of current lodging and identify opportunities for new choices

X.X Evaluate short-term rental (STR) opportunities and policies and create a quick start guide to ease creation of new STRs for owners

X.X Develop a marketing toolkit for new STR owners

X.X Recruit family-friendly hotel/entertainment property

X.X Evaluate opportunities for sharing economy locations for RVs and campsites

Indicators

- Have a new family-friendly/ entertainment lodging property under construction in Wilsonville by 2035
- Increase RevPAR X% year-over-year above 2025 baseline
- Increase in number of STRs over 2025 baseline

Phase 1: Seeding Growth, Years 0-4

1.1 Collaborate with Parks & Recreation Department to implement elements of Boones Ferry and Memorial Park Master Plans related to river access

Wilsonville is unusually forward thinking in its urban planning activity, and has a number of master plan initiatives already in place to guide the development and maturation of the city. This Tourism Development Plan highlights the opportunity Wilsonville has to leverage its proximity to the Willamette River. As the Parks & Recreation Department works to create greater access to the river, it should pay particular attention to the existing park plans that have already identified activity that further this goal and engage with the owners of those plans to coordinate this critical activity.

Investment Level: \$\$\$

Core partners: Travel Oregon, OSMB, ORPD, WWT

Existing City plans to coordinate with: Boones Ferry Park Master Plan, 2018 Parks Comprehensive Plan, Memorial Park Master Plan

1.2 Evaluate needs and fund bicycle amenities such as maintenance stops, route maps, and bike route signage

A key element of this development plan is its focus on both supporting outdoor recreation and non-automotive transportation, with particular emphasis on bicycle routes and accessibility. Promoting cycling will inevitably put greater scrutiny on the existing cycling infrastructure. In this strategy, the City will take stock of its existing amenities, benchmark them against nearby locations along cycling routes, and establish an action plan to elevate its cycling ecosystem.

Investment Level: \$\$

Core partners: Bike rental vendors; regional, municipal, and county governments

Existing City plans to coordinate with: Bike & Pedestrian Connectivity Plan, Parks & Recreation Master Plan

1.3 Identify and evaluate funding strategies for continued investment in current and planned park and outdoor sports facilities

As part of its focus on sports and outdoor recreation, this Tourism Development Plan suggests a number of strategies aimed at upgrading existing facilities and developing new ones. These kinds of development activity can be difficult to build anywhere because of funding challenges inherent in city budgets, and Wilsonville is no different. It has the additional hurdle of working within zoning that was designed to maximize industrial activity. Coordinating and collaborating with partner organizations outside of the City government to innovate funding approaches, as well as divisions within it that are already pursuing funding on similar projects, will be critical to making progress.

Investment Level: \$\$\$

Core partners: Local sports organizations; Travel Oregon; regional, municipal, and county governments

Existing City plans to coordinate with: Parks & Recreation Master Plan, Memorial Park Master Plan, Boones Ferry Park Master Plan, Town Center Plan

1.4 Conduct feasibility study for an indoor sports/entertainment complex

The idea to build and promote an indoor facility for sports and entertainment has been discussed in Wilsonville for a number of years, focusing on the former Fry's Electronics property, but the realities of the pandemic put the discussions on hiatus. If the City is to make a further push to develop the civic assets that will appeal to visitors and residents alike, reigniting these talks is crucial. At the front end of any such discussions should be a formal assessment of the feasibility, marketability, usability, and fundability of a flexible indoor complex. There must be an early cost/benefit analysis of developing such a venue before any further plans are developed.

Investment Level: \$\$\$

Core partners: Local sports organizations, Sport Oregon, Nationwide sport & entertainment producers

Existing City plans to coordinate with: Parks & Recreation Master Plan, Arts, Culture, & Heritage Strategy

1.5 Collaborate with local producers to enhance and promote farm-to-table offerings

A critical area of both need and opportunity in Wilsonville is a greater array of dining options for visitors to experience, especially those tied to the nearby bounty of the many farms in the region. In this first phase of the Tourism Development Plan, the City will pursue dialogue and collaborative relationships with producers. The ultimate goal of these relationships will be to help create dining experiences with fresh produce grown on local farms, and potentially to help the farms themselves establish on-premise dining for visitors.

Investment Level: \$

Core partners: Travel Oregon, Explore Tualatin Valley, Mt. Hood Territory, Middleground Farm, Our Table

Existing City plans to coordinate with: N/A

1.6 Leverage proximity to wine country in marketing to support local dining

The booming success of the Willamette Valley as a winemaking region presents an opportunity to Wilsonville's growing restaurant landscape. As the number of new wine producers continues to grow, and visitors find themselves exploring new parts of the Valley, a cooperative marketing campaign among Wilsonville restaurants to partner with nearby wineries to promote elevated dining to Valley visitors has the potential to drive City visitation significantly. Exploring dining partners, campaign options, and potential winery marketing partners will be a proactive, inexpensive first step.

Investment Level: \$

Core partners: Willamette Valley Wineries Association, local wineries (e.g., Lady Hill Winery), Explore Tualatin Valley, Mt. Hood Territory

Existing City plans to coordinate with: N/A

1.7 Perform Gap Analysis for Food & Beverage

A major finding of the destination analysis performed for this project was the need to grow and diversify dining and entertainment options for visitors and residents alike. An intelligent first step toward diversification is to take a step beyond simple inventory and determine what desired options are missing from the current market. A gap analysis will help determine styles and themes of venues, price points, locations, and other critical elements that can help drive recruitment and development efforts among City residents, landowners, developers, and local restaurateurs.

Investment Level: \$\$

Core partners: Oregon Restaurant & Lodging Association

Existing City plans to coordinate with: Town Center Plan

1.8 Develop destination ambassadorship toolkit for tourism-oriented businesses to inform visitors and train front-line staff

A key but often overlooked facet of destination management is the knowledge held by people visitors interact with directly — the frontline staff at hotels, restaurants, shops, and so on. These individuals can make or break a visit to Wilsonville. If they are knowledgeable about local highlights and experiences, they can elevate a visitor's experience dramatically. This can be difficult in an economy where such positions are hard to hire for and hard to keep filled. Producing a destination toolkit that can be shared with local businesses is a smart way to train frontline ambassadors for the Wilsonville area at a modest investment. This could be a physical booklet, a series of training videos, onboarding workshops, or something else entirely.

Investment Level: \$\$

Core partners: Oregon Restaurant & Lodging Association, Travel Oregon

Existing City plans to coordinate with: N/A

1.9 Conduct gap analysis of current lodging and identify opportunities for new choices

Wilsonville has a decent number of lodging establishments for a destination of this size, though the quality of those establishments is below average. A greater variety of choices would be a significant tool in the destination marketing effort. A study to identify what lodging options the market can support is necessary before economic development recruitment begins. Specifically, upmarket and boutique hotel experiences should be studied to see if the economics pencil out for the City, and to make certain they do not cannibalize overnight stays from existing Wilsonville hotels that rely on visitation traffic.

Investment Level: \$\$

Core partners: Travel Oregon, Mt. Hood Territory, Willamette Valley Wineries Association, Explore Tualatin Valley, Oregon Restaurant & Lodging Association

Existing City plans to coordinate with: Town Center Plan

1.10 Evaluate short-term rental (STR) opportunities and policies and create a quick-start guide to ease creation of new STRs for owners

A sufficient inventory of short-term rental (STR) locations, offered through services such as AirBNB or VRBO, is a necessary component of any modern destination plan because of the flexibility they give to families and larger groups traveling together. If local regulations mandate these rentals charge a TLT on visitation, as Wilsonville's does, this helps the tourism program at large. As this is a key demographic of the Wilsonville plan, it makes great sense to promote legal, regulated STR activity. Creating a quick-start guide for property owners that helps them understand how to navigate permitting effectively will remove many barriers to market entry.

Investment Level: \$

Core partners: Oregon Restaurant & Lodging Association, Mt. Hood Territory, Explore Tualatin Valley, Travel Oregon

Existing City plans to coordinate with: Wilsonville City Code (Zoning)

1.11 Offer capacity-building resources to arts, culture, and heritage nonprofits in order to increase programming

A vibrant arts and culture ecosystem is a proven attractor for destinations across the US. A healthy cultural economy not only draws visitation, but also greatly improves livability for residents and traffic for local businesses. Traditionally in the US, the organizations that drive cultural communities are nonprofit by design — and in Wilsonville, the nonprofit sector has been struggling in the wake of the pandemic. Initiating a capacity building program to support nonprofit operations and development in the City is an effective way to solidify operations for organizations that provide a key element of an attractive destination.

Investment Level: \$\$

Core partners: Local nonprofits, regional grant administrators (Oregon Arts Commission, Tualatin Valley Creates, Clackamas County Arts Alliance, Regional Arts & Culture Council)

Existing City plans to coordinate with: Arts, Culture & Heritage Strategy

1.12 Explore funding mechanisms for public arts to enhance visitor areas

A formal public art program for the City of Wilsonville would be an effective way to promote, curate, and regulate the creation of a 2D artworks collection (e.g., paintings), a 3D public art inventory (e.g., sculpture), and a public murals program. There are a variety of methods municipalities and counties across the country use to pay for these existing works and commissions, most commonly through a “percent for art” regulation in local building codes. The City would be well served to consult with core partners to understand what such an ordinance would mean for Wilsonville, and what additional mechanisms might exist in other areas that are worth consideration.

Investment Level: \$

Core partners: Regional, Municipal & County Governments, Oregon Arts Commission, Tualatin Valley Creates, Clackamas County Arts Alliance, Regional Arts & Culture Council

Existing City plans to coordinate with: Arts, Culture & Heritage Strategy

1.13 Advocate for implementation of other elements of the Town Center Plan as appropriate for the development of the visitor economy

Many if not most of the strategies in this Tourism Development Strategy hinge on the City’s ability to create a walkable, vibrant town center. Wilsonville’s ambitious Town Center Plan, which would put municipal resources to work in bringing such a vision to fruition, has already been approved by City Council. However, implementation is moving very slowly. The key now is to move that development forward, for the benefit of the City’s residents and to its visitation ambitions. Therefore, a critical activity in the initial phase of this strategy is to advocate — firmly, passionately — for the City to pursue development of the several other elements of this plan that will have a direct impact on Wilsonville’s ability to successfully implement its Tourism Development Strategy.

Investment Level: \$

Core partners: Wilsonville Chamber of Commerce

Existing City plans to coordinate with: Town Center Plan

1.14 Increase City TLT to increase and stabilize marketing budget for Explore Wilsonville

Like virtually any marketing effort, the initiatives planned to uplevel the promotion and marketing of Wilsonville will take resources. Today Explore Wilsonville is funded primarily through a combination of city and state transient lodging tax (TLT) collections. The state rate is capped, but the City has the power to increase or decrease its own TLT percentage rate. Even a minor increase in this TLT percentage within the City of Wilsonville would bring significant additional revenue to Explore Wilsonville's coffers, allowing it to invest in considerably more promotional activities than they are currently able to.

Investment Level: \$\$

Core partners: Oregon Restaurant & Lodging Association, Oregon Destination Association, Travel Oregon, Asian Hotel Owners Association, American Hotel & Lodging Association.

Existing City plans to coordinate with: N/A

1.15 Increase connections with partner DMOs at the regional and state levels

Wilsonville has long struggled to navigate the complexities of a city bridging across two counties. When looking to promote tourism, this difficulty becomes magnified. The Destination Management Organizations (DMOs) to the east and west of the city are much larger and more active than Explore Wilsonville, which unfortunately often causes its efforts to get lost in the proverbial shuffle of marketing and promotional activities. The initiatives outlined in this Tourism Development Strategy will benefit greatly from a greater presence for Explore Wilsonville at the state and regional level. This will depend greatly on the growing relationships and partnership activity with the larger regional players and statewide tourism organizations. This will in turn allow Explore Wilsonville to leverage and perhaps influence promotional efforts across the region.

Investment Level: \$

Core partners: Travel Oregon, Mt. Hood Territory, Willamette Valley Wineries Association, Explore Tualatin Valley, Travel Portland

Existing City plans to coordinate with: N/A

1.16 Increase Explore Wilsonville visibility at industry events and within our community

This is a complementary effort to strategy 1.15, described above. As this Tourism Development Strategy is put into action, it will become more and more important for Explore Wilsonville to become a much more visible presence in the community and region. This could mean participating in more regional and statewide travel events, or increasing sponsorship activity at regional celebrations and signature events. Across the region, it will lead to more awareness of promotion and development activities and open conversations with more potential partners; inside Wilsonville, it will familiarize residents with activities that both drive visitation and improve their own quality of life.

Investment Level: \$\$

Core partners: Travel Oregon, Mt. Hood Territory, Willamette Valley Wineries Association, Explore Tualatin Valley, Travel Portland, Oregon Destination Association

Existing City plans to coordinate with: N/A

Phase 2: **Supporting Growth**, Years 5-7

2.1 Identify and execute opportunities for funding events and festivals, with a focus on outdoor recreation, cultural heritage, and automotive events

Events are excellent drivers of visitation — but not all events are alike. There must be a larger reason or community alignment behind the staging of community events in order for them to make sense in the context of that community. It is already clear that the Wilsonville area, with its growing focus on outdoor recreation and historical landmarks, has the opportunity to stage modest-scale festivals and events that are naturally aligned with the region. This strategy is the first step toward producing them. Conversations with businesses, nonprofits, educational institutions, and foundations with links to Wilsonville to identify their interest in promoting such events, as well as the potential sponsorship opportunities they present, will help create a roadmap and funding source to execute relevant community experiences. This will also help identify additional sources of support.

Investment Level: \$\$

Core partners: Varies by type of event

Existing City plans to coordinate with: Arts, Culture & Heritage Strategy, Parks & Recreation Master Plan, Town Center Plan

2.2 Develop partnerships to identify and foster the development of a Wilsonville-specific signature event

Events are even better drivers of visitation if they support or elevate cultural, historical, or commercial features that are of importance to the community or region. Sometimes they can give a community an identity, like Gilroy, CA's Garlic Festival, or heighten the city's existing identity, like Leavenworth, WA's several Bavarian-themed festivals. Any discussion of a festival in Wilsonville should begin with the identification of a signature event that can be tied exclusively to the City. The conversations and forums initiated by the activity in strategy 2.1 will likely kickstart this process, though the scale and impact of a signature festival or event will demand thorough community, commercial, and regional tourism engagement during ideation and planning phases.

Investment Level: \$\$

Core partners: Explore Tualatin Valley, Travel Oregon, Oregon's Mt. Hood Territory

Existing City plans to coordinate with: Town Center Plan

2.3 Incentivize expansion of local dining options in the Town Center area

As noted earlier, an expansion of dining options will be key to drawing new visitation over the long term, especially as the City's goals tilt toward multi-day stays. Nowhere in Wilsonville will this be more important than in the burgeoning Town Center development. This may also be difficult, as the costs of real estate development and startup costs can be steep for new restaurants. The City will undertake a series of initiatives to promote and incentivize new dining establishments in the Town Center, including but not limited to fast-track regulations making it easier to launch via food carts, financing options for systems development charges, streamlined permitting, or even property tax incentives.

Investment Level: \$\$

Core partners: Wilsonville Chamber of Commerce, Oregon Restaurant & Lodging Association

Existing City plans to coordinate with: Town Center Plan

2.4 Create relationships with local “liquid tourism” providers to offer more options with experiences and family-friendly activities

As a gateway to the Willamette Valley centered between Portland and Salem, and with a strong history of local brewing and brewpubs, Wilsonville is positioned well for the beverage sector to become a stronger part of the visitor economy. Given the family-focused nature of the overall growth strategy for the destination, this strategy will seek to integrate family-friendly options and activities into the local beverage sector to reinforce both aspects of the destination.

Investment Level: \$

Core partners: Oregon Wine Growers Association, Willamette Valley Wineries Association, Oregon Brewers Association, Travel Oregon, Oregon Restaurant and Lodging Association, McMenamins

2.5 Partner with private or nonprofit entities to enable bicycle rentals in Wilsonville

In alignment with other strategies in this plan to expand cycling options in and around Wilsonville, it's important that visitors who didn't bring their own bicycles have access to rental bikes. This ideally would be at a central location with easy access, or a mobile rental drop-off van as some other destinations have found successful. If a private entity does not step forward, there is the possibility of the bike rental program being run by a nonprofit as a fundraiser in the way that Kerr Bikes does in Portland.

Investment Level: \$\$

Core partners: Local businesses, Explore Tualatin Valley, Oregon's Mt. Hood Territory

Existing City plans to coordinate with: Transit Master Plan

2.6 Develop a mural policy for private property and consider partnerships to develop a mural festival

Murals are a quick way to add vibrancy and an artistic flair to a destination, but care must be taken to ensure that murals serve the purpose of the City. Being proactive with a mural policy will steer this portion of public art in a desirable direction, while the creation of an annual mural festival will spotlight the pieces and ensure ongoing renewal.

Investment Level: \$\$

Core partners: Local businesses, Portland Street Art Alliance

Existing City plans to coordinate with: Arts, Culture & Heritage Strategy

2.7 Develop sorting criteria to prioritize investments in events & festivals that drive visitation

Events and festivals are great at fostering civic pride and engaging community members, but they are not always productive at driving visitation. Setting clear criteria for investing in events that are targeted to Wilsonville’s desired visitors will increase the ROI of any support given. While these events may still draw local participation, the influx of visitors—even if only for the day—will add outside dollars to the economy and help to develop a “critical mass” of the businesses and amenities that are crucial to a thriving visitor economy.

Investment Level: \$\$

Core partners: Niche-specific event planners/producers; Explore Tualatin Valley, Oregon’s Mt. Hood Territory; regional, municipal & county governments

Existing City plans to coordinate with: Parks & Recreation Master Plan; Arts, Culture & Heritage Strategy; Town Center Plan

2.8 Foster development of food cart pod or food hall

Food cart pods and centralized food halls are popular with visitors in many destinations, as they offer broad choice and a chance to engage with local small businesses—they often create a very unique sense of place. Such an arrangement in or near Town Center will serve as a hub for visitors to Wilsonville, stopping to find food throughout the day and then jumping off into other activities. It will also serve as an incubator for small food and beverage businesses in Wilsonville, some of whom may eventually be able to make the lap to a brick-and-mortar restaurant.

Investment Level: \$

Core partners: Oregon Restaurant & Lodging Association, Wilsonville Area Chamber of Commerce

Existing City plans to coordinate with: Town Center Plan

2.9 Develop a marketing toolkit for new STR owners

Short-term rentals (STRs) offer a different kind of experience for visitors, and are particularly popular with families. However, STR owners aren't often well equipped to promote their properties and compete with STRs in neighboring communities. This strategy will develop a toolkit that will share best practices and templates to help this portion of Wilsonville's lodging community draw visitors.

Investment Level: \$

Core partners: Oregon Restaurant & Lodging Association, Mt. Hood Territory, Explore Tualatin Valley, Travel Oregon, Wilsonville Area Chamber of Commerce

2.10 Initiate a feasibility study for a cultural arts center/theater

The arts are a strong lever for activating a destination, providing enrichment for family travel, a strong sense of place, and after-dinner activities when performing arts are involved. While there have been discussions about a cultural center in Wilsonville before, this strategy seeks to accelerate that conversation and assess the feasibility of developing such a facility. As with other public facilities, this will need to serve the community, but care should be taken to ensure that it also becomes a beacon for visitors and isn't artificially constrained to a local focus.

Investment Level: \$\$\$

Core partners: Tualatin Valley Creates, Clackamas County Arts Alliance

Existing City plans to coordinate with: Arts, Culture & Heritage Strategy, Town Center Plan

2.11 Increase SMART service on weekends and investigate options to expand routes to include hotels and shopping centers

Transportation for visitors was identified as a critical limiting factor for Wilsonville. To encourage visitors to use public transit, it needs to be available when and where they

want to use it. Available and effective public transit will mitigate the traffic impact of visitation, promote more exploration within Wilsonville, and offer safe transportation alternatives for those enjoying the beverage sector. The SMART system is an ideal platform for visitors if they can access it on weekends, and if it can better serve the places they want to visit.

Investment Level: \$\$\$

Core partners: Local hotels

Existing City plans to coordinate with: Transit Master Plan

2.12 Perform destination accessibility audit

At least 15% of the traveling public has one form of disability or another, and that figure is growing as our population ages. Being a welcoming destination includes working to ensure that those visitors with disabilities can get their access needs met. In this strategy, Wilsonville will audit destination accessibility for one or more forms of disability. For example, this might include retaining an organization like Wheel The World to assess a group of hotels, businesses, and public facilities to see where there are opportunities to better serve visitors with mobility needs.

Investment Level: \$\$\$

Core partners: Travel Oregon, external partners/businesses/historical sites, rideshare providers

Existing City plans to coordinate with: Transit Master Plan, ADA Accessibility Transition Plan, Parks & Recreation Comprehensive Master Plan

2.13 Partner with third parties to offer non-motorized watercraft rentals and guide services for river activities

One of the key ideas for developing tourism in Wilsonville is to reconnect to the Willamette River and leverage river activities as a tourism driver. However, most visitors wouldn't be coming with their own watercraft or even with expertise on how to recreate on the river. Rental and guide services would make this amenity accessible to a much broader proportion of visitors.

Investment Level: \$

Core partners: [WWT](#), third-party contractor (to be identified)

Existing City plans to coordinate with: Boones Ferry Park Master Plan, 2018 Parks Comprehensive Plan, Memorial Park Master Plan

Phase 3: **Reaping Rewards**, Years 8-10

3.1 Develop structured parking surrounded by retail

Currently, Wilsonville lacks an area of “critical mass” for tourism where visitors can linger longer to shop, eat, enjoy outdoor spaces, and take in cultural exhibits. To support this density of activity, this strategy will seek the development of a parking structure that will allow many more people to visit an area of density at one time.

Investment Level: \$\$\$

Core partners: Private developers, Wilsonville Area Chamber of Commerce

Existing City plans to coordinate with: Town Center Plan

3.2 Create a walkable downtown center with gathering places, trails, parks, and public amenities

Wilsonville’s Town Center Plan has envisioned a walkable downtown center, and this strategy seeks to reinforce that vision by stressing how important this would be for the visitor economy. Without diminishing tourism assets and activities that happen throughout other parts of the City, a centralized density of walkable experience will do more to create a sense of place than almost anything else Wilsonville could do. In other destinations, having a place like this is effective in extending length of stay and average visitor spend, which will then create a virtuous cycle which will enable the local businesses who are part of the Town Center to thrive in a way they would not be able to on local patrons alone.

Investment Level: \$\$\$

Core partners: Wilsonville Area Chamber of Commerce, Oregon Department of Transportation, Oregon Parks & Recreation Department, Travel Oregon

Existing City plans to coordinate with: Town Center Plan, 2018 Parks Comprehensive Plan

3.3 Promote Wilsonville as a key destination along the Willamette River Water Trail

Reconnecting Wilsonville to the Willamette River as a tourism asset goes two ways: allowing for visitors to access the River locally (as identified in strategy 2.13), and also using the River as a point of arrival. The 187-mile Willamette River Water Trail identifies amenities and features for water recreation, but few amenities are available in the stretch that runs through Wilsonville. Identifying more opportunities to be a part of the Trail and increasing promotion of Wilsonville's river assets will increase visitor use of the River and help to build Wilsonville's reputation for outdoor recreation.

Investment Level: \$

Core partners: Explore Tualatin Valley, Oregon's Mt. Hood Territory, Travel Oregon, Travel Portland, Willamette Valley Visitors Association

Existing City plans to coordinate with: Boones Ferry Master Plan, Memorial Park Master Plan, Comprehensive Parks & Recreation Master Plan

3.4 Support development of themed restaurant or bar as an attraction

In the same way that an anchor retailer can drive the success of a mall, having a major themed restaurant or bar would not only be an amenity for visitors staying in Wilsonville, but it may also serve to drive day visitation from Portland and the rest of the region. This in turn would help in building a critical mass of additional tourism-supporting businesses in Wilsonville. This strategy directs Explore Wilsonville to work with partners to identify and recruit such an establishment.

Investment Level: \$

Core partners: Travel Oregon, Oregon Restaurant & Lodging Association, Wilsonville Area Chamber of Commerce

3.5 Bring Portland Spirit and/or other tour boats to Wilsonville for tours

As with the non-motorized river access and the Willamette River Water Trail, this strategy seeks to activate the Willamette as a tourism amenity in Wilsonville. Being a stop on a tour boat line would raise the profile of the destination and provide traffic for local businesses.

Investment Level: \$\$

Core partners: Portland Spirit, Travel Portland, Willamette Locks

Existing City plans to coordinate with: Boones Ferry Park Master Plan, 2018 Parks Comprehensive Plan, Memorial Park Master Plan

3.6 Evaluate opportunities for sharing economy locations for RVs and campsites

Short Term Rental (STR) websites like Airbnb allow property owners to rent out their property—or a portion of it—to overnight guests. Similarly, there are platforms such as Hipcamp that allow property owners to offer overnight camping and RV parking. Wilsonville will explore opportunities to expand the diversity of overnight lodging choices by assessing the feasibility of use of such platforms within the City limits.

Investment Level: \$

Core partners: Oregon Restaurant & Lodging Association, Oregon Parks and Recreation, Travel Oregon, Oregon's Mt. Hood Territory, Explore Tualatin Valley

Existing City plans to coordinate with: Wilsonville Zoning, Parks Master Plan

3.7 Facilitate expansion of connections from Portland International Airport to Wilsonville

For Wilsonville to truly be a standalone destination, easier access from Portland International Airport is a must. This strategy will explore ways to use public transit and private companies to make it easier for visitors to arrive in Wilsonville without renting their own car at PDX.

Investment Level: \$\$

Core partners: TriMet/WES Commuter Rail, rideshare, car rental, shuttle/limo service

Existing City plans to coordinate with: Transit Master Plan

3.8 Recruit family-friendly hotel/entertainment property

With a focus on growing family-oriented travel to Wilsonville, an anchor attraction that combines overnight accommodations with family-friendly activities will leverage Wilsonville's location on the I-5 corridor and generate higher-spending overnight stays.

Investment Level: \$\$

Core partners: Oregon Restaurant & Lodging Association, Wilsonville Area Chamber of Commerce, Travel Oregon, Business Oregon

3.9 Determine the threshold at which dedicated destination staff or a separate DMO organization is necessary and prepare for that transition

Explore Wilsonville has done well and grown the destination in collaboration between City staff and the City's marketing agency. However, the fractional use of a City employee's time will at some point fail to provide enough oversight and community engagement to support the continued growth of the visitor economy in Wilsonville. Determining a threshold at which more structure is needed—and preparing plans for that transition—will prepare Wilsonville to continue its growth without hiccups.

Investment Level: \$\$

Core partners: Travel Oregon, Oregon Destination Association

3.10 Work with partners to continue to build out the regional trail network, connecting the Ice Age Tonquin Trail to Willamette Valley Scenic Bikeway

There is no question that additional bicycle access will tie Wilsonville to regional cycling and outdoor recreation opportunities, provide activities to visitors, and foster non-motorized transportation for residents and visitors alike to mitigate impacts on traffic and parking. Working with regional partners to build out the Wilsonville portions of regional trail systems will be a key piece of improved cycling infrastructure connectivity.

Investment Level: \$\$\$

Core partners: Metro; regional, metropolitan & county governments

Existing City plans to coordinate with: Comprehensive Parks & Recreation Plan, Bike & Ped Connectivity Plan, Boones Ferry Park Master Plan, Transit Master Plan

Implementation: Collective Impact Model

Collective impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. The concept of collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large scale, they need to coordinate their efforts and work together around a clearly defined goal. This approach of collective impact is placed in contrast to “isolated impact,” where organizations primarily work alone to solve social problems

—Wikipedia

[Collective impact is a] systemic approach...that focuses on relationships between organizations and the progress toward shared objectives.

—Stanford Social Innovation Review

The Collective Impact Model forms the foundation for the ongoing management of this Tourism Master Plan. The backbone support organization, Explore Wilsonville (currently comprising city staff and the City’s marketing agency), will ensure that all the necessary representatives come together on a regular basis to share progress, course-correct, and strategize next steps. While Explore Wilsonville is the convener and the subject matter expert on travel & tourism, they are not the sole decider in the process.

INSERT DIAGRAM HERE

Common Agenda

The Common Agenda for this Collective Impact Model is the Vision statement, which begins on page X of this document.

Mutually Reinforcing Activities

Mutually Reinforcing Activities are the 9 Objectives and 39 Strategies described in this Tourism Development Strategy, recognizing that many of these partners are listed as collaborators on those Strategies. The 9 Objectives are:

1. Build Destination Management Capacity & Connections
2. Accelerate Sports & Outdoor Recreation
3. Nurture & Attract Impactful Events
4. Enhance & Elevate Willamette River Access
5. Invest in Town Center Development

6. Focus on Access & Transportation
7. Support the Growth of our Arts & Culture Ecosystem
8. Highlight Food & Beverage
9. Diversify & Expand Lodging Options

Backbone Support Organization

Explore Wilsonville will act as the Backbone Support Organization, responsible for convening community and government partners in service of implementing the work of this plan. The Tourism Program Manager will serve as the central point of contact, organizing, convening, and tracking progress of the Plan's implementation.

Partners

Explore Tualatin Valley
Oregon's Mt. Hood Territory
Travel Oregon
Willamette Valley Visitors Association
Willamette Falls Locks Authority
Travel Portland
Regional, municipal, and county governments
Wilsonville Area Chamber of Commerce
Oregon Restaurant & Lodging Association
Oregon Travel Information Council
Wilsonville Historical Society
Tualatin Valley Creates
Clackamas County Arts Alliance

Additional partners will be brought in on an as-needed basis to participate in ad-hoc work groups, depending on the project. This may include other governmental agencies, other local organizations, industry partners, and nonprofits.

Shared Measurement Systems

The Shared Measurement Systems are the 2-3 indicators associated with each Objective. These demonstrate how to measure progress and describe how the objective is being achieved. It is recommended that these be tracked regularly, and reported publicly once a year, timed with the fiscal year.

Continuous Communication

Explore Wilsonville will ensure that energy is placed in the continuous communication of this Plan and the Vision. Tools to support this include:

- Webpage
- Social campaigns
- Local print and broadcast media
- Government relations

Two meeting tracks are envisioned for the first phase of the Plan:

Core Tourism Development Strategy Implementation Team. In the first phase it is recommended that a core team meets quarterly to ensure progress on initial strategies. An Annual Report on the first year should be compiled at the fiscal year, along with progress on indicators. In the second and third phases of implementing the Tourism Master Plan, these core team meetings may occur 2-3 times a year. This core team will include the Chair of the Tourism Promotion committee, as well as representatives from: Explore Tualatin Valley, Oregon's Mt. Hood Territory, Willamette Valley Visitors Association, and Wilsonville Area Chamber of Commerce.

Ad Hoc Strategy Teams. Ad Hoc Strategy teams will be convened for each strategy. For each strategy team, the team will identify a point person to manage and report on the work, set a more detailed work plan to achieve the strategy, and meet monthly to do the actual work. The point person will report to the Backbone Support Organization on progress and hurdles it encounters in achieving the strategy.

In addition to an annual report, there should also be a quarterly report to the Tourism Promotion Committee.

Acknowledgements [Are we missing anybody?]

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