

DESTINATION OBJECTIVES, STRATEGIES, AND INDICATORS

Each Objective listed here is accompanied by a set of Strategies to attain that Objective and several Indicators to assess progress toward it. The Strategies are numbered by the implementation stage in which they will be addressed. The full description of the three stages of implementation begins on page 28.

Objective 1: Build Destination Management Capacity and Connections

Strategies

- 1.8 Develop destination ambassadorship toolkit for tourism-oriented businesses to inform visitors and train front-line staff
- 1.14 Increase City Transient Lodging Tax (TLT) rate to augment and stabilize the marketing budget for Explore Wilsonville
- 1.15 Increase connections with partner DMOs at the regional and state levels
- 1.16 Increase Explore Wilsonville visibility at industry events and within our community
- 3.9 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 10% from 2025 baseline
- ▶ Increase hotel occupancy one percentage point year-over-year from 2025 baseline
- ▶ Increase average daily visitor spend 3% year-over-year from 2025 baseline

Objective 2: Accelerate Sports and Recreation

Strategies

- 1.2 Evaluate needs and fund bicycle amenities such as maintenance stops, route maps, and bike route signage
- 1.3 Identify and evaluate funding strategies for continued investment in current and planned park and outdoor sports facilities
- 1.4 Conduct feasibility study for an indoor sports/entertainment complex with a potential adjacent lodging facility

Indicators

- ▶ Expand indoor sport court space by 75,000 square feet by 2035
- ▶ Increase number of visitors to City parks 1.25 year-over-year from 2025 baseline
- ▶ Annual growth in SMERF (Society, Military, Educational, Religious, and Fraternal) business, as measured by local hotel survey

Objective 3: Nurture and Attract Impactful Events

Strategies

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

Indicators

- ▶ Increase number of regional multi-day festivals over 2024 baseline
- ▶ Increase length of visitor stay 10% year-over-year from 2025 baseline

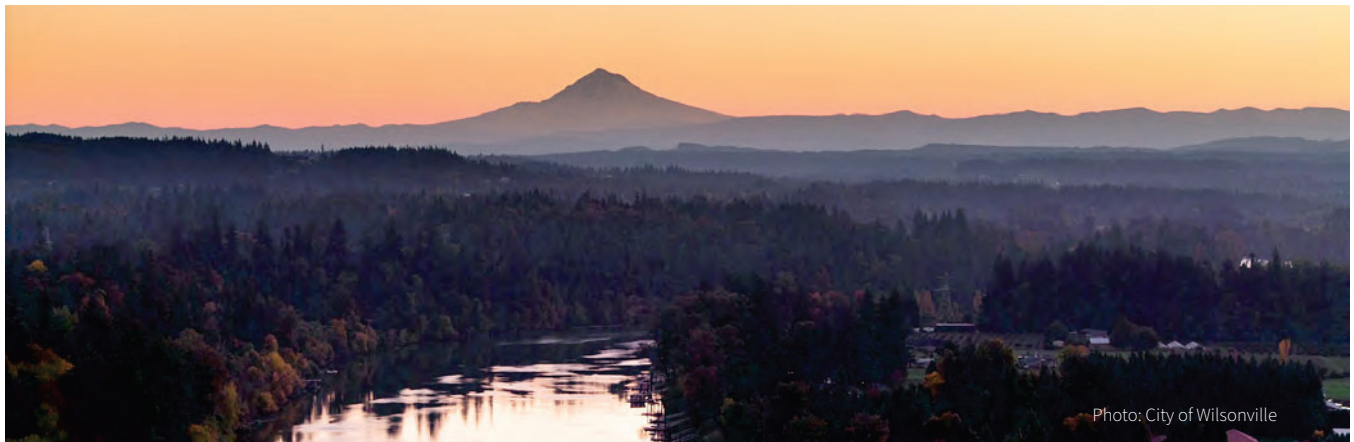
Objective 4: Enhance and Elevate Willamette River Access

Strategies

- 1.1 Collaborate with Parks & Recreation Department to support elements of Boones Ferry and Memorial Park Master Plans related to river access
- 2.13 Partner with third parties to offer non-motorized watercraft rentals and guide services for river activities
- 3.3 Promote Wilsonville as a key destination along the Willamette River Water Trail
- 3.5 Bring Portland Spirit and/or other tour boats to Wilsonville for tours

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

Strategies

- 1.13 Advocate for implementation of other elements of the Town Center Plan as appropriate for the development of the visitor economy
- 2.3 Incentivize expansion of local dining options in the Town Center area
- 3.1 Develop structured parking surrounded by commercial retail
- 3.2 Create a walkable downtown center with gathering places, trails, parks, and public amenities

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

Strategies

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

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 and Culture Ecosystem

Strategies

- 1.11 Offer capacity-building resources to arts, culture, and heritage nonprofits in order to increase programming
- 1.12 Explore funding mechanisms for public arts to enhance visitor areas

- 2.6 Develop a mural policy for private property and consider partnerships to develop a mural festival
- 2.10 Initiate a feasibility study for a cultural arts center/theater

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 and Beverage

Strategies

- 1.5 Collaborate with local producers to enhance and promote farm-to-table offerings
- 1.6 Leverage proximity to wine country in marketing to support local dining
- 1.7 Perform gap analysis for Food and Beverage
- 2.4 Create relationships with local “liquid tourism” providers to offer more options with experiences and family-friendly activities
- 2.8 Foster development of food cart pod or food hall
- 3.4 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

Strategies

- 1.9 Conduct gap analysis of current lodging and identify opportunities for new choices
- 1.10 Evaluate short-term rental (STR) opportunities and policies and create a Quick Start Guide to ease creation of new STRs for owners
- 2.9 Develop a marketing toolkit for new STR owners
- 3.6 Evaluate opportunities for sharing economy locations for RVs and campsites
- 3.8 Recruit family-friendly hotel/entertainment property

Indicators

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



STAGES 1-3: THE NEXT 10 YEARS

The Strategies in this plan will be implemented over a 10-year period and are divided into stages that represent the order in which they will potentially be undertaken. Prioritization is not the only factor considered in the timing of the Strategies. For example, some strategies are prerequisites for others and some that require a long timeline to completion must be started sooner. Depending upon changing conditions or priorities over the next 10 years, Wilsonville may elect to change the order in which many of these strategies are implemented. The stages are as follows:

1. Stage 1, Seeding Growth, covers the first four years of the planning timeframe and includes 16 strategies.
2. Stage 2, Supporting Growth, covers years five through seven of the planning timeframe and includes 13 strategies.
3. Stage 3, Reaping Rewards, covers the last three years of the planning timeframe and includes 10 strategies.



STAGE 1: SEEDING GROWTH, YEARS 0-4

1.1 Collaborate with Parks & Recreation Department to support 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 Strategy 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 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, Oregon State Marine Board, Oregon Parks & Recreation Department, Willamette Riverkeeper, Oregon's Mt. Hood Territory

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

Memorial Park Master Plan, Willamette River Water Trail

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 and Pedestrian Connectivity Plan, 2018 Parks & Recreation Comprehensive Master Plan

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

With a focus on sports and outdoor recreation, this Tourism Development Strategy suggests a number of strategies aimed at upgrading existing facilities and developing new ones. These kinds of development activities 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. Innovating funding approaches by coordinating and collaborating with partner organizations outside of City government and 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: 2018 Parks & Recreation Comprehensive 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 with a potential adjacent lodging facility

The idea to build and promote an indoor facility for sports and entertainment has been discussed in Wilsonville for a number of years, but the realities of the coronavirus 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 and entertainment producers

Existing City plans to coordinate with: 2018 Parks & Recreation Comprehensive Master Plan, Arts, Culture, and Heritage Strategy

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



Photo: Adam McKibben Photography



Photo: Andréa Johnson Photography

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 stage of the Tourism Development Strategy, 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 help the farms themselves establish on-premises 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 and beverage

A major finding of the In-Market Destination Assessment 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 move 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 in which such positions are hard to fill and 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, Wilsonville Area Chamber of Commerce key lodging properties and tourism attractions

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 its size, though the quality of some 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, 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 and 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 families are 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. However, since TLT is the funding source for the City's tourism-promotion program, Explore Wilsonville will want to primarily promote lodging properties located within city limits.

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. Additionally, the City's Arts, Culture and Heritage Strategy offers a number of ways to increase community engagement and build capacity for cultural nonprofits.

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 and 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 and county governments, Oregon Arts Commission, Tualatin Valley Creates, Clackamas County Arts Alliance, Regional Arts & Culture Council

Existing City plans to coordinate with: Arts, Culture and 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 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 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 Area Chamber of Commerce

Existing City plans to coordinate with: Town Center Plan

1.14 Increase City Transient Lodging Tax (TLT) rate to augment and stabilize the marketing budget for Explore Wilsonville

Like virtually any marketing effort, the initiatives planned to uplevel the promotion and marketing of Wilsonville will require resources. Explore Wilsonville is currently funded primarily through City transient lodging tax (TLT) collections, with a portion remitted to the City through the Washington County TLT. The state rate is capped, but the City has the power to increase or decrease its own TLT percentage rate. Regional TLT data

indicates that Wilsonville has a below-average TLT rate compared to neighboring jurisdictions, and one that differs between the lodging properties located in Clackamas and Washington county portions of the city. Even a minor increase in this TLT percentage within the City of Wilsonville would bring significant additional revenue to Explore Wilsonville's coffers, allowing The Tourism Promotion Committee to invest in more promotional activities and provide additional funds for grant applications and co-op advertising opportunities 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 Strategies 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, Travel Salem

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

STAGE 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, could 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 and Heritage Strategy, 2018 Parks & Recreation Comprehensive 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 Wilsonville community. 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 the ideation and planning phases. Due to Wilsonville's location along I-5 and its large number of automobile dealers, an automotive-focused event could be considered.

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 Explore Wilsonville'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 Area Chamber of Commerce, Oregon Restaurant & Lodging Association, City Economic Development Division

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 & Lodging Association, McMenamins

Existing City plans to coordinate with: N/A

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 don't bring their own bicycles have access to rental bikes. This would ideally 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 and Heritage Strategy



Photo: Adam McKibben Photography

2.7 Develop sorting criteria to prioritize investments in events and 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 Return on Investment (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 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 and county governments

Existing City plans to coordinate with: 2018 Parks & Recreation Comprehensive Master Plan, Arts, Culture and 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. Furthermore, they often create a unique sense of place. Such an arrangement in or near Town Center will serve as a hub for visitors to Wilsonville who are 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 which may eventually be able to make the leap 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



Photo: Whereabout

2.9 Develop a marketing toolkit for new STR owners

STR 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

Existing City plans to coordinate with: N/A

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

The arts are a strong lever to activate 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 and 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, 2018 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: Willamette Riverkeeper, third-party contractor (to be identified)

Existing City plans to coordinate with:
Boones Ferry Park Master Plan, 2018 Parks & Recreation Comprehensive Master Plan, Memorial Park Master Plan, Willamette River Water Trail

STAGE 3: REAPING REWARDS, YEARS 8-10

3.1 Develop structured parking surrounded by commercial 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 that 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 & Recreation Comprehensive Master 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 visitors to access the river locally (as identified in strategy 2.13) and 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 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, 2018 Parks & Recreation Comprehensive 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

Existing City plans to coordinate with: N/A



Photo: Andrea Johnson Photography

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 River 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 Falls Locks Authority

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

3.6 Evaluate opportunities for sharing economy locations for RVs and campsites

STR websites like Airbnb allow property owners to rent out their property—or a portion of it—to overnight guests. Similarly, there are platforms like Hipcamp that allow property owners to offer overnight camping and RV parking. Exploring opportunities to expand the diversity of overnight lodging choices by assessing the feasibility of use of such platforms within the city limits will support visitation.

Investment Level: \$

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

Existing City plans to coordinate with:
Wilsonville City Code (zoning), 2018 Parks & Recreation Comprehensive 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 a car at the airport.

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, and one that might potentially complement an indoor sports/entertainment facility, 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

Existing City Plans to coordinate with: N/A

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 tourism 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, Oregon's Mt. Hood Territory, Explore Tualatin Valley

Existing City plans to coordinate with: N/A

recreation opportunities, provide activities to visitors, and foster non-motorized transportation for both residents and visitors, mitigating 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, municipal and county governments

Existing City plans to coordinate with: 2018 Parks & Recreation Comprehensive Master Plan, Bike & Ped Connectivity Plan, Boones Ferry Park Master Plan, Transit Master Plan

3.10 Work with partners to continue to build out the regional trail network, connecting the Portland metro-area 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



Photo: Robert Holmes Photography