

**Wilsonville Tourism
Development
Strategy**

REVISED DRAFT



April 2014

Wilsonville Tourism Development Strategy

— Revised Draft —

April 2014

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A New Era for Tourism in Wilsonville

Tourism in Wilsonville is entering a new era that will be characterized by the introduction of new attractors, events, infrastructure and innovative digital marketing. This will require the City of Wilsonville to establish new goals, responsibilities and strategies for the organization that will be responsible for the City's future tourism development and marketing contract.

The Wilsonville Tourism Development Strategy is a masterplan that provides strategic directions for the city to take optimal advantage of the opportunities that are likely to arise over the next decade. It is not a marketing plan or operational plan, but is designed to act as a guidance system in the development of more specific and tactical annual programs and budget allocations. This is a living document that recognizes that will be updated as new opportunities and challenges arise.

Actions for Success

Tourism is a growing and important sector of the Oregon economy. The Portland metro region's visitor economy is worth over \$4.1 billion (2012). A key objective of this strategy is to secure a higher share of this for Wilsonville. It is designed to provide guidance for the future development of tourism in Wilsonville. It provides directions to increase market share, identifies development opportunities for new attractors and events, makes tourism a catalyst for businesses, and improves the experiences of visitors to Wilsonville visitor experiences.

Win-Win for Residents & Business

An important principle underpinning the strategy is that what can be attractive to visitors can also be appealing to residents and investors. As the cultural, natural, sporting and recreational attractors are improved, they will also improve the quality of life and business opportunities for residents.

A Holistic Approach

This strategy adopts a holistic approach which addresses all of the elements necessary to communicate and deliver outstanding visitor experiences. Tourism is a complex economic activity where success requires cross-agency cooperation involving public, private, and nonprofit organizations. It also involves consideration of the interests of all customer groups including visitors, government, partners, local businesses and residents.

The Vision

In 2023, Wilsonville is a welcoming, family-friendly city competing successfully as one of Oregon's leading destination cities, investing in its tourism, meetings, leisure and recreation strengths, amenities and services to provide compelling year-round experiences.

Our Mission

We facilitate the thoughtful development of Wilsonville's visitor economy for the benefit of our visitors and partners, and to enhance the quality of life for all residents.

Opportunities and Challenges

This strategy has been guided by consideration of the opportunities relating to the development new attractors, growth of key markets, the rising popularity of the Portland metropolitan area, and the interest of local stakeholders. It has also recognizes the challenges posed by limited resources, increased competition, and the need for a holistic approach to sustainable tourism development.

Strategic Directions

The strategy has been designed to build Wilsonville's tourism capacity, increase market share, revenue, employment and new business opportunities. The following are key elements for the strategy:

Priority Markets:

- Horse show participants and organizers
- Meetings and conventions participants and organizers
- Northwest getaways
- Sports tournaments participants
- I-5 motorists in transit

Priority Experience Themes

- Horse shows and equestrian events
- Meetings and conventions
- Sports tournaments
- Northwest getaways

The Tourism Action Plan

1. Leadership and Organization

Provide clear direction, partnerships and sustainable funding for Wilsonville tourism through leadership and management that is recognized for its innovation, collaboration and effectiveness.

- 1.1 Establish an Independent 501 (C) (6) Not-for-Profit DMO to be named Visit Wilsonville
- 1.2 Increase the Allocation of the Transient Lodging Tax

- 1.3 Establish Board of Management for Visit Wilsonville
- 1.4 Request a project budget to launch Visit Wilsonville.
- 1.5 Review Wilsonville Tourism Grants Program.
- 1.6 Actively seek grants for Visit Wilsonville..
- 1.7 Initiate ongoing partnership and relationship building programs
- 1.8 Enhance destination knowledge of frontline staff

2. Positioning and Branding

Adopt distinctive and meaningful positioning for Wilsonville as a destination.

- 2.1 Develop a destination branding strategy for Wilsonville.

3. Attractors and Experiences

Enhance Wilsonville's tourism attractors and experiences to meet and exceed the expectations of visitors and event organizers.

- 3.1 Encourage active participation by local product suppliers to participate in agri-tourism experiences, including the new Wilsonville-West Linn-Milwaukie Farm Loop.
- 3.2 Establish the city as a bike-friendly city and one of Oregon's premier leisure cycling cities.
- 3.3 Initiate and attract cycling events.
- 3.4 Initiate programs to ensure that Wilsonville consistently presents outstanding experiences for horse show organizers, participants and attendees.
- 3.5 Investigate the feasibility of establishing a signature event in Wilsonville to celebrate the start of horse show season.

4. Infrastructure and Placemaking

Optimize Tourism in government planning, policy, and development.

- 4.1 Investigate the feasibility of redeveloping the area surrounding Regal Cinemas as an entertainment, sports, and leisure precinct.
- 4.2 Support a hotel feasibility study to assess the medium term lodging and meeting space needs of the city.
- 4.3 Investigate the feasibility of developing additional facilities within the City parks specifically designed for weddings, reunions and community events.
- 4.4 Support the expansion and integration of Wilsonville's trails system and brand the main trails with distinctive themes and names.
- 4.5 Support the construction of the Bike-Ped-Emergency Bridge across the Willamette River.
- 4.6 Support the completion of the Ice Age Tonquin Trail.
- 4.7 Introduce creative bike racks in areas popular with cyclists.
- 4.8 Support a feasibility study to develop an undercover venue for equestrian events.
- 4.9 Support the development of all-weather multi-purpose fields for sports tournaments.
- 4.10 Support the development of the proposed push trail and new skate park.
- 4.11 Investigate the development of a proposed indoor aquatic center for the conduct of swimming events.
- 4.12 Improve river foreshore and water access for active and passive recreation.

- 4.13 Enhance Boones Ferry Landing in Old Town as a recreation and tourism precinct.
- 4.14 Develop the character and attractiveness of Wilsonville's key precincts
- 4.15 Consider establishing a public art program.
- 4.16 Increase the attractiveness and sense of welcome at city gateways
- 4.17 Develop and implement a comprehensive wayfinding signage system.
- 4.18 Develop a comprehensive directional and event signage strategy.
- 4.19 Support the establishment of a statue of General Douglas MacArthur near the Korean War Memorial.

5. Expand use of traditional, digital and environmental media.

Enhance awareness of Wilsonville as an appealing visitor destination through the innovative use of traditional, digital and environmental media.

- 5.1 Establish a stand-alone tourism website.
- 5.2 Introduce an internet marketing campaign.
- 5.3 Develop social media programs relevant to key markets.

- 5.4 Develop database and email marketing programs.
- 5.5 Optimize the online use of video.
- 5.6 Optimize linking strategies.
- 5.7 Produce print and digital Wilsonville visitors guides.
- 5.8 Ensure visitors have ready access to Wilsonville visitor information.
- 5.9 Assess the effectiveness of digital kiosks to provide visitor information.
- 5.10 Develop a public relations program.
- 5.11 Develop and maintain a library of high quality images and videos.
- 5.12 Optimize the use of website and social media analytics.
- 5.13 Develop an active content management and co-op marketing program.
- 5.14 Increase awareness of the benefits of tourism .
- 5.15 Encourage local residents to discover Wilsonville and surrounding area.
- 5.16 Conduct ongoing visitor satisfaction research.
- 5.17 Conduct visitor research for each major event in Wilsonville.

Methodology

The development of this Tourism Strategy by Total Destination Marketing involved a variety of actions which included:

- A diverse 17-member Task Force composed of a wide range of stakeholders, including representatives of local lodging, dining, entertainment establishments; operators of agri-tourism, golf and sporting-tournament venues; Chamber of Commerce principals; officials with regional tourism agencies; and residents.
- A community survey which was accessible online and publicized by the City of Wilsonville and local media (35 responses).
- A total of 27 in-person interviews with local business and community leaders.
- Three community workshops with residents, businesses and community leaders (17 participants).
- Interviews with City of Wilsonville executives.
- Informal discussions with local businesspeople in contact with visitors.
- Interviews with individuals outside of Wilsonville who have partnership relations with the city in regard to tourism or are experts in fields of interest to Wilsonville tourism.
- On-site assessments of Wilsonville and its adjacent areas to experience the city and surrounding area through the objective and unbiased eyes of a first time visitor.
- A review of relevant past reports and plans relating to Wilsonville from a tourism, economic development, recreation and leisure perspective.
- A review of web sites and brochures relating to Wilsonville businesses and key competitors and partners to Wilsonville.
- A formal public-comment period in March 2014 to receive feedback and suggestions on the Draft Wilsonville Tourism Development Strategy, March 2014.
- Report before Wilsonville City Council in April 2014

Tourism is an *export* industry. That notion may initially seem a little strange. After all, when we think of exports we usually think of container ships or trucks, stacked full of consumer goods, machinery, agricultural produce, or raw materials leaving the area. Economists call tourism an “invisible export” because the customer must come to the source of production to consume the products. Another way to think of tourism is that it imports wealth through the “manufacturing” of visitor experiences that are mainly consumed within the host community.

With effective management the benefits from tourism can include:

- Diversifying, stabilizing, and enlarging the economic base of a community
- Stimulating entrepreneurial activity and small businesses
- Boosting existing businesses by supplementing resident spending
- Generating supplementary tax revenues
- Stimulating the sale and export of local products, e.g. agriculture, artifacts, wine, etc.
- Enhancing the image of the place as an attractive place to shop, visit, study, develop a business, and invest
- Generating jobs that can't be easily outsourced
- Supporting community enhancements and infrastructure that are of mutual benefit to residents and visitors

Tourists often go unnoticed in a community, particularly in large and diverse cities and counties. We sometimes hold preconceived and stereotypical images of a tourist and how they may behave.

Tourism includes travel by people* and their activities at a location that is not their normal place of employment or residence and is more than 50 miles from where they live. These trips can be for one day or over a longer period. Tourists can be considered to be:

- Those who are in **transit** to another location, but may stop before proceeding on their journey.
- People who stay **overnight** in either commercial or private lodging. These are the most lucrative visitors for a community.

Tourists can be further classified as:

- **Day trippers** who may either be staying temporarily or living in a nearby community who visit, but do not stay overnight.
- **Leisure travelers** are people on vacation or a short break for leisure purposes (including non-essential shopping trips). The majority of leisure trips are during June, July and August, i.e. during summer vacation. Most international travelers fall into this category as well and are often traveling the country for authentic American experiences.
- **Business travelers** are frequently the highest spending of all visitor segments. They may travel to attend conferences, incentive award programs, business meetings and sales visits. Many include leisure activities during their trips.
- **Visiting friends and relatives (VFR)** is one of the largest visitor segments for many communities. They are sometimes overlooked because they stay in private homes, but studies show that they performed well on profitability measures including being one of the highest spenders on shopping. They are the largest segment to stop at visitor information centers and are highly influenced by the knowledge of local residents.
- **Special purpose** tourists are a subset of leisure travelers, and include those traveling individually or in groups for sporting, antique hunting, equestrian, cycling, or medical reasons etc.

* "State statutes and local tourism ordinances define tourism activity as "economic activity resulting from tourists." A tourist is defined as "a person who, for business or pleasure, recreation, or participation in events related to the arts, heritage or culture, travels from the community in which they reside to a different community that is separate, distinct from, and unrelated to the person's community of residence.

The legal definitions also prescribe that the person traveled more than 50 miles from their community of residence or stay overnight in the community they are visiting. Where increasing overnight stays is not reasonably attainable, bringing in visitors from outside the area and getting them to linger longer to eat, shop, recreate, learn about local culture, history, or take in agricultural or nature attractions should be considered an equal goal."

Wilsonville (21,550 pop.) is a fast-growing city with a diverse economy strengthened by leading firms in the high-tech industry and numerous manufacturing, warehousing and distribution facilities. Wilsonville is located in both Clackamas County (386,080 pop.) and Washington County (550,990 pop.), and is also part of the greater Portland metro area (2.6 mill. pop.). The city is situated just south of Portland and is on the Willamette River. Travel Oregon classifies Wilsonville as part of the Willamette Valley. Wilsonville serves as the dual gateway between the urbanized Portland metro area to the north and the rich agricultural lands of the Willamette Valley to the south. The city attracts visitors because of its shopping, equestrian, farm, outdoor recreation, family entertainment, wine, sports tournaments and as an ideal base for exploring the region.

Attractors and Experiences

Wilsonville’s ideal location is enhanced by a blend of urban, natural and rural experiences, and its close proximity to Portland. It presents easy access to a variety of attractors and experiences:

- Aurora, Charbonneau and nearby cities
- Cycling
- Equestrian and horse shows
- Family Fun Center
- Farms, nurseries and Farmers Market
- Festivals and events
- French Prairie
- Golf
- Greater Portland
- Heritage sites
- Natural areas
- Oregon Korean War Memorial
- Parks and water features
- River recreation
- Shopping
- Sports tournaments
- Weddings and reunions
- Wineries

Accessibility

More than 3.5 million people live within a two-hour drive of Wilsonville. The city is bisected by Interstate 5, is close to Interstate 205 with easy access to Portland International Airport and Aurora Airport, and is serviced by WES Commuter Rail. The city and lodging are within 30 minutes of downtown Portland and Salem, the State Capital.

Hotels & Motels

Property	Number of Rooms
Holiday Inn Wilsonville/Portland South	169
La Quinta Inn & Suites	76
Super 8	72
Guest House International Inn & Suites	63
Snooz Inn	58
Best Western Wilsonville Inn & Suites	56
Total:	494

RV Parks / Campgrounds

Property	Number of Spaces
Aurora Acres	130
Pheasant Ridge RV Resort, Inc.	130
Champoeg State Heritage Area	81
Riverside RV Park (Canby)	50
Total:	310

Meetings and Conference Venues

The following are the locations that are actively marketing their properties as meetings and convention venues through WCVA and Travel Portland. It should be noted that this may not represent the full spectrum of meetings venues in the city.

Maximum Seating - Theater Style	Number of Venues in Wilsonville
Fewer than 100	2
300-800	1

Source: Washington County Meeting Planner and Portland Convention Meeting Planners Guide.

Shopping

Wilsonville is within easy reach of major destination shopping centers including Woodburn Company Stores, Washington Square, Bridgeport Village, as well as local outlets for Fry's, Costco, Target and many auto sales outlets. An added benefit for visitors is that their purchases are sales tax-free. In 2012 visitor shopping in the Washington and Clackamas Counties generated \$171 million, contributed 1100 jobs in the retail sector and assisted many small businesses. Visitors are also attracted by antiques and farmers markets which are available around the county.

Restaurants

Wilsonville has more than 50 restaurants comprising fast-food outlets, bars, grilles, ethic dining and coffee shops. However, research indicates that during some equestrian events there is the need for more fine-dining restaurants. It is reported that visitors have expressed disappointment that the city doesn't have more local, independent restaurants rather than franchised, chain outlets.

Group Travel Capabilities

Wilsonville has limited committable rooms, i.e. rooms that can be confirmed 6-48 months in advance for scheduled tours, groups, and events. There are several properties in Wilsonville that currently provide limited allocations for these group tours.

Wilsonville is seen as an attractive group venue because of its:

- Close proximity to Portland
- Midpoint in the Woodburn – Bridgeport Village - Washington Square shopping corridor
- Affordable rates
- I-5 access

National Tourism

During the nation's ongoing economic recovery from "The Great Recession," the travel industry has emerged as a key driver of U.S. economic growth. The data clearly demonstrates that travel and tourism has a major economic impact not only nationally, but also within practically every state in the country. In 2012, spending in various industries directly linked to tourism - including transportation, lodging, food services, amusement parks and recreation, and retail - generated \$855.4 billion in direct economic output.

Nationwide, 14.6 million Americans - or one in eight in the private sector - are employed in jobs dependent on travel and tourism. Travel is a top 10 employer in 48 states and the District of Columbia. Unlike jobs in industries such as manufacturing and information technology, travel jobs cannot be shipped overseas.

Among workers who began their careers in the travel industry, one-third earned at least a bachelor's degree, compared to just 28 percent in health care, 19 percent in construction and 18 percent in manufacturing.

- Of the 5.6 million Americans working part time while pursuing higher education, nearly one-third, or 1.8 million workers, work in the travel industry.
- More than half of all travel industry employees - a total of four million workers - earn middle-class wages or higher.
- Two out of five workers who first took a job in the travel industry are earning more than \$100,000 per year.¹

Oregon Tourism

Tourism in Oregon is a \$9.2 billion industry. Tourism directly generates some 91,100 jobs in Oregon and indirectly creates another 41,000 jobs. The Oregon travel industry continued to exhibit moderate growth in spending, visitation and employment during 2012. Travel-generated employment increased for the second consecutive year, though it has not recovered to its pre-recession level. In general, Oregon travel industry trends reflect those of the larger U.S. travel industry.

- Statewide travel spending, \$9.2 billion, increased by 3.2 percent in current dollars during 2012.
- Overnight visitation increased by 1.5 percent for the year. Visitor air travel to Oregon destinations (2.85 million) was up by 7 percent and is now roughly at the peak attained in 2007. Room demand, as measured by Smith Travel Research, increased by 2.6 percent for the year.
- Preliminary estimates indicate that travel industry employment grew by 1,500 jobs, an increase of 1.7 percent following an increase of 1,600 jobs from 2010 to 2011.
- The re-spending of travel-related revenues by businesses and employees supported 41,000 additional jobs outside of the travel industry with \$1.4 billion in earnings in 2012. Most of these jobs were in various professional and business services.

¹ The Power of Travel Promotion, Spurring Growth, Creating Jobs; U.S. TRAVEL ASSOCIATION 2013

- The Gross Domestic Product of the travel industry was \$3.4 billion in 2012. Overall, the travel industry is one of the three largest export-oriented industries in rural Oregon counties (the other two being agriculture/food processing and logging/wood products).²

Portland Metro-Area Region Tourism

Portland metro region visitation has a direct influence on overnight stays in Wilsonville. Some of the key points in regard to tourism in the Greater Portland area are:

- The greater Portland metro area welcomed 8.1 million visitors, who generated \$4.1 billion in direct spending.
- Easing the tax burden for local and state residents, area travelers generated \$161.4 million in tax revenues. Of that total, \$82 million was local tax revenue.
- The travel industry supports 29,200 jobs in the Portland area, generating \$898 million in employment earnings.³

Source: *Dean Runyan Associates*. For the purpose of this study, the Portland metropolitan area is defined as Clackamas, Multnomah and Washington counties.

Tourism in Clackamas County

In 2012, Clackamas County attracted \$471 million in visitor spending which generated \$18 million in local and state taxes, as well as 5,230 jobs. (Oregon Tourism Economic Impact - Dean Runyan 2012 projected results). The county is marketed as “Mt. Hood Territory.”

The Clackamas County Tourism & Cultural Affairs (CCTCA) is charged with developing and administering programs directed toward achieving optimal economic benefit from tourism for county businesses, attractions and government. In addition to marketing support and expert advice, CCTCA offers two different grant programs, the Tourism Development Grant and the Community Partnership Program, to foster tourism marketing and development within the county.

Tourism in Washington County

In 2012, Washington County attracted \$598 million in visitor spending which generated \$27,552 million in local and state taxes, as well as 5,900 jobs (Oregon Tourism Economic Impact - Dean Runyan 2012 projected results).

The Washington County Visitors Association (WCVA) is a non-profit destination marketing organization (DMO) that markets Washington County as a tourism destination. Part of the WCVA's role is to identify and market to business, leisure and group travelers, meetings and conference organizers, sports and event planners, and tour operators, among others. WCVA operates a grant program for approved tourism related initiatives.

² Oregon Travel Impacts 1991-2012; Dean Runyan Associates; April 2013

³ Portland Economic Impact 2012; Dean Runyan Associates April 2013

Wilsonville Tourism Lodging Tax

Among the best indicators of tourism related income in Wilsonville is the level of lodging tax revenues. Wilsonville's total lodging tax for Clackamas County properties is 12% and for Washington County properties is 10%, both include state tax calculation. The Washington County remittance to all Cities amounts to approximately 28% of the taxes. Of this amount, Wilsonville receives a small share of the 28%. Portland has a base tax of 6% and Multnomah County has a 5.5% tax and the State has a 1% applied to all hotel/motels in the state, which totals 12.5%. In addition, Portland has a separate tourism tax for tourism promotion of 2%, which makes a total lodging tax of 14.5%.

City of Wilsonville Hotel/Motel Tax Collections and Disbursements								
FY2005-06 – FY2012-13								
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
Tax Collections	\$ 207,002	\$ 267,651	\$ 275,369	\$ 218,608	\$ 193,106	\$ 214,109	\$ 208,890	\$ 242,369
Less:								
Visitor Information Center contract	70,487	81,900	79,928	82,886	85,592	85,695	86,768	89,250
VIC property tax payment	1,122	773	814					
Community Tourism Grants program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,022
Law Enforcement General Fund	110,393	159,978	169,627	110,772	82,514	103,414	97,122	128,097
TOTAL	\$ 207,002	\$ 267,651	\$ 275,369	\$ 218,658	\$ 193,106	\$ 214,109	\$ 208,890	\$ 242,369

Source: City of Wilsonville Finance Dept.

The Destination SWOT	Visitor Experiences
<p>Strengths</p> <p>Key Strengths</p> <ul style="list-style-type: none"> ▪ A hub for experiencing NW Oregon ▪ Affordable lodging ▪ Business tourism, meetings and conferences ▪ Central location on Interstate 5, near Portland, midway to Salem, access to PDX ▪ Destination shopping ▪ Horse shows and events ▪ Sports fields: Soccer, baseball, lacrosse, softball ▪ Strength of diverse economic and business base <p>Complementary Strengths</p> <ul style="list-style-type: none"> ▪ Agri-tourism – Farmers Market, wine, farm fresh ▪ Aurora airport ▪ Cycling: trails, road ▪ Golf courses ▪ Heritage: Boones Landing, Korean War Memorial, French Prairie, Aurora, Champoeg ▪ Nature: Birdwatching, forests, parks, trails, river, French Prairie, Magness Memorial Tree Farm, Graham Oaks Natural Area ▪ Parks, particularly Memorial Park ▪ Pubic art: Murase water features ▪ Trails: Ice Age Tonquin Trail, Memorial Park, Intertwine connection, community trails 	<p>Weaknesses</p> <p>Critical Weaknesses</p> <ul style="list-style-type: none"> ▪ Insufficient signage and wayfinding ▪ Interstate 5 and Willamette River physically divide the city; also split by two counties ▪ Lack of turf, all-weather fields ▪ Limited number of conference/meeting facilities and meetings space ▪ Many lodging properties in need of refurbishment ▪ A need for several hallmark events ▪ Limited public access to Willamette River including viewing corridors and recreation <p>Additional Weaknesses</p> <ul style="list-style-type: none"> ▪ Customer service standards and weak local knowledge by front line hospitality staff ▪ Lack of arts space/gallery/display areas ▪ Lack of Four- or Five-Star or full-service lodging ▪ Lack of sufficient awareness and support of tourism ▪ Limited boutique/ specialized shopping ▪ Limited evening entertainment ▪ Limited number of quality, unique, fine dining establishments ▪ Limited transportation via airport shuttle and limited taxi services ▪ No traditional, pedestrian-friendly downtown
<p>Opportunities</p> <p>Key Opportunities</p> <ul style="list-style-type: none"> ▪ Cycling: Completion of Willamette River Bridge and Ice Age Tonquin Trail ▪ Establish distinctive hallmark events ▪ Establish Wilsonville as Oregon’s leading equestrian event destination ▪ Expand sports tournaments ▪ Genealogy research ▪ Increase access and recreation on river including Willamette River Trail ▪ Increased cross-selling by local organizations ▪ Increased development of Korean War Memorial ▪ Multipurpose community center (recreation, culture/arts, heritage and conference) ▪ Opening of World of Speed Exposition will draw 	<p>Threats</p> <p>Critical Threats</p> <ul style="list-style-type: none"> ▪ Land-use restrictions impacting equestrian and other agri-tourism ▪ Loss of horse shows to competitor cities ▪ Not completing the Willamette River Bridge and Ice Age Tonquin Trail ▪ Not developing additional turf sports fields ▪ Not developing improved river access <p>Additional Threats</p> <ul style="list-style-type: none"> ▪ Continued dominance of Portland for high-end lodging and dining experiences ▪ Potential increased traffic congestion ▪ Increased lodging in nearby cities ▪ Rapid speed of city growth without adequate planning and management

The Destination SWOT	Visitor Experiences
<p>new markets and publicity</p> <ul style="list-style-type: none"> ▪ Possible redevelopment sites in the city for major attractors and lodging ▪ Shopping: Retail growth in near-by areas like Woodburn Outlet Mall and Bridgeport/Tualatin ▪ Weddings and reunions <p>Complementary Opportunities</p> <ul style="list-style-type: none"> ▪ Commuter rail connection to Beaverton and Portland 	<ul style="list-style-type: none"> ▪ Visitor preference to be close to downtown Portland

Note: SWOT does not include an inventory of all Wilsonville attributes. It is focused on those that may contribute to and influence eventual strategies.

Key Considerations:

- Need for development and upgrading of Wilsonville visitor experiences, lodging, meeting facilities and tourism-related infrastructure
- Need for completion of Willamette River Bike-Ped Emergency Bridge and Ice Age Tonquin Trail
- Increased focus on enhancing experience of horse show organizers and participants and the future competitiveness of Wilsonville
- Development of distinctive hallmark events that will draw visitors
- Develop improved access and facilities on Willamette River

The Destination SWOT	Marketing Communications
Strengths	Weaknesses
<p>Key Strengths</p> <ul style="list-style-type: none"> ▪ Established links and relationships with sports and equestrian organizers ▪ Marketing through Clackamas and Washington County tourism organizations ▪ Proximity to key population centers ▪ Willamette Valley United proactive marketing of Wilsonville sports fields 	<p>Critical Weaknesses</p> <ul style="list-style-type: none"> ▪ Limited marketing budgets ▪ Low awareness of Wilsonville as a destination ▪ Low internet and social media profile ▪ No clear city identity ▪ No Visitor Information Center (after Dec 2013) <p>Additional Weaknesses</p> <ul style="list-style-type: none"> ▪ Fragmented presentation of city assets by various organizations and partners ▪ Insufficient cross-selling between organizations ▪ Lack of market and customer research ▪ Not fully optimizing opportunities through county tourism organizations
Opportunities	Threats
<p>Key Opportunities</p> <ul style="list-style-type: none"> ▪ Capitalize on horse show reputation and relationships with event organizers ▪ Enhanced collaboration between government, business and non-profits and external partners ▪ Expanding mobile capability to reach visitors while in area ▪ Increasingly affordable capabilities through internet and social media marketing ▪ Scale and quality of marketing by Travel Oregon, WCVA, CCTCA * ▪ Strengthen Website content, SEO, SEM ▪ Testing of digital information kiosks by partners ▪ World of Speed marketing and publicity <p>Additional Opportunities</p> <ul style="list-style-type: none"> ▪ Enhanced communication/coordination between city government actions/decisions and local special interest groups. ▪ Increased Oregon Horse Country shows is possible with promotion of listed properties ▪ Increased development of Korea-related markets ▪ Growing international and interstate markets for Portland and Oregon ▪ Increase awareness of residents in regard to local events and attractors ▪ Increase capacity of local partners for internet and social media marketing ▪ Partnerships links with nearby complementary communities, e.g. Aurora and Canby 	<p>Critical Threats</p> <ul style="list-style-type: none"> ▪ Changes to City policies and politics ▪ Constant innovation and changing marketing technologies ▪ Economic slowdown ▪ Emerging competitors ▪ Media and marketing cost inflation ▪ More competitors ▪ New, quality hotels in nearby cities <p>Additional Threats</p> <ul style="list-style-type: none"> ▪ Limited understanding of tourism among many stakeholders and residents ▪ Low community knowledge of economic impacts of visitor groups, e.g. sports and horse shows <p>* CCTCA = Clackamas County Tourism & Cultural Affairs * WCVA = Washington County Visitors Association</p>

Key Considerations

- Build on existing relationships and partnerships, particularly in regard to horse shows, sports tournaments
- Develop digital platform for marketing and visitor information
- Engage in increased cooperative marketing with key partners
- Increase awareness and identity of Wilsonville as an attractive place to visit
- Limited budget
- Limited number of pro-active tourism marketers in Wilsonville
- Need to address information distribution with closure of VIC

DRAFT

The Destination SWOT	Tourism Management
Strengths	Weaknesses
<p>Key Strengths</p> <ul style="list-style-type: none"> ▪ Engagement of City of Wilsonville, Council and senior executives and officials ▪ Engagement of Clackamas and Washington Counties tourism organizations ▪ Long-established Chamber of Commerce ▪ Special interest marketing by Clackamas and Washington Counties tourism organizations 	<p>Critical Weaknesses</p> <ul style="list-style-type: none"> ▪ Limited budget ▪ Low community understanding of benefits from tourism ▪ No designated official DMO or tourism office in Wilsonville (from December) ▪ No Visitor Information Center ▪ Tourism hasn't been a subject of high importance
Opportunities	Threats
<p>Key Opportunities</p> <ul style="list-style-type: none"> ▪ Access to enhanced digital platforms to provide majority of visitor information ▪ Cooperative marketing programs through local partners ▪ Increased support from City of Wilsonville ▪ Leverage market access through Clackamas and Washington Counties tourism organizations 	<p>Critical Threats</p> <ul style="list-style-type: none"> ▪ Economic downturn ▪ Inability to foster optimum collaboration between local organizations to present integrated, quality visitor experiences that represent a unified destination ▪ Inability to respond to the evolving role, responsibilities and relevance of DMOs ▪ Reduced lodging taxes

Key Considerations

- Need for increased budget
- Need for tourism perspective in future developments by City and private organizations
- Need for an entity to facilitate business networking, marketing, product development and tourism advocacy
- Optimize marketing and collaboration through CCTCA and WCVA by local partners

Strategic Directions

The following are the strategies and actions that will lead to Wilsonville achieving its tourism vision and goals.



Our Vision for Tourism

The following tourism vision statement has been created following extensive public consultation and input through interviews, workshops and surveys. This vision sets the path to develop a vibrant visitor economy in Wilsonville over the next decade.

In 2023, Wilsonville is a welcoming, family-friendly city competing successfully as one of Oregon's leading destination cities, investing in its tourism, meetings, leisure and recreation strengths, amenities and services to provide compelling year-round experiences.

Our Mission Statement

The following is the mission statement for Wilsonville in regard to tourism management in a manner that is collaborative, sustainable and customer-focused.

*We facilitate the thoughtful development of Wilsonville's visitor economy for the benefit of our visitors and partners, and to enhance the quality of life for all resident **and non-resident workers.***

This strategy is intended to enhance the value and reputation of the city among target audiences. For the purposes of marketing communications the demographic and geographic characteristics of each target audience should be refined each year according to the available budgets, opportunities, and events. The target audiences may change as new developments are introduced in the city and the emphasis of partners, competitor activity, and marketing budgets change.

Based on their market attractiveness and Wilsonville's current state of development, each has been prioritized according to two levels of investment – Priority and Supplementary Markets. Priority Markets will comprise those in which proactive marketing and development will be focused, while the Supplementary Markets are those in which Wilsonville will primarily provide detailed website information. This prioritization will change over time as new products are introduced, and investment and market situations change.

Priority Markets:

- **Horse Shows**
Competitors/participants, spectators, horse owners, and event organizers, class clinicians, recreational and student riders, horse buyers, and supporters. Predominantly women.
- **Meetings & Conventions**
Delegates are predominantly from within the Portland metro area and Northwest and meetings drawn by convenient, affordable location.
- **Northwest Getaways**
From all western states or international. Portland metropolitan area is a major draw.
- **Sports Tournaments**
Organizers and participants in targeted sports tournaments.
- **Transit**
Predominantly I-5 travelers originating from all western states and international source markets.

Supplementary Markets:

- Business Visitors: Long-term stays who may explore the area, business relocation or future stay.
- Cycling *
- Family Getaways *
- Genealogy Research
- Korean nationals, Korean-Americans, Veterans *
- Outdoor recreation (parks, water features, hiking)
- River recreation *
- Shopping: Group shopping tours.
- Weddings and Reunions

* Requires infrastructure development to be elevated to priority market status.

Experiences are the drivers that will underpin tourism development in Wilsonville. The tastes, behavior and needs of tourists have evolved over recent decades beyond simply taking photos to record the visit to now wanting more hands-on, interactive and immersive experiences.

Key experience themes, or clusters, provide an important conduit for Wilsonville's tourism partners by focusing marketing, investment and development opportunities. The goal is to signal a level of specialization that can lead toward establishing a competitive advantage in a number of themes or clusters.

It is essential for Wilsonville's Destination Marketing Organization to be highly focused in the allocation of both its financial and staff resources. One of the critical success factors for determining key experiences is the use of a range of factors to establish priority markets. These factors may include:

- Alignment with capabilities (and investments) of key partners - brand and experience themes
- Compatibility - aligns with community values
- Distinctiveness - level of significance
- Drawing Power - distance, volume
- Market Access - cost effectively reach
- Quality of Experience - Superior – Average – Fair
- Market Readiness - the experience meets the standards of visitors and tourism markets
- Seasonality - the timing of visitation
- Yield - economic impact

Wilsonville's key experiences are:

1. Sports tournaments
2. Meetings and conferences
3. Horse shows
4. Northwest getaways – wineries, shopping, farm fresh, heritage, recreation, Portland metro area, North Willamette Valley, etc.; *i.e.*, some of the “Best of Oregon.”

1. Horse Shows and Equestrian Events

Horse shows, competitive equestrian events and educational clinics have proved capable of attracting not only more affluent, frequent traveling and high spending visitors (owners, breeders, buyers), but with effective marketing can also attract substantial numbers of spectators (horse lovers/riders and interested day visitors). Wilsonville is home to a series of six signature West Coast Horse Show Jumping and Hunting events, now commonly known as ‘The Wilsonville Shows’. These are officially recognized events on US and International horse show circuits and help provide a meaningful and distinctive identity for the city. Until recently one of these events known as “The

Country Classic” had attracted fame not only regionally but nationally. However its wider popularity locally and with large numbers of visitors suffered when the diverse fair-like experiences and atmosphere that helped broaden its appeal (on-site food and merchandizing vendors and more) were reduced because of regulations. The event managers and their industry are seeking increased engagement with the community, including more local ‘ownership’ and wider recognition and support from the City of Wilsonville, the Counties, local businesses and the community at large. They see this as the best means to help reestablish the event appeal and maximize the tourism potential and economic benefits arising from these events.

- Visitor and event spending as a result of Wilsonville’s Country Classic Horse Show (one show) is conservatively estimated at \$450,000 or more.
- Wilsonville’s series of six summer horse shows is estimated to have an economic impact in excess of \$10.8 million for competitor visitors only, which does not include thousands of day visitors and spectators.

2. Meetings and Conventions

Meetings and conventions have been identified as a priority market for Wilsonville by the Tourism Task Force. However, capacity is very limited. The main venue for this business is the Wilsonville Holiday Inn. While this has been a lucrative market for the city, there is the need to encourage the development of additional facilities and venues. There are several factors that make Wilsonville an attractive venue for meetings and conventions. These include:

- Close proximity to Portland (business capital) and Salem (State capital)
- Local corporate and association base
- Affordable accommodation
- Responsive hotel and WCVA sales personnel

3. Sports Tournaments

Individuals and groups are already visiting Wilsonville to participate in a variety of sports competitions and tournaments. However, this visitation can be increased with the introduction and expansion of sporting facilities. Wilsonville is acknowledged as having excellent multi-purpose sports fields and is an active participant in the marketing of Washington County sports tourism. When combined with the city’s affordable lodging, Wilsonville has the capacity to attract even more sports tournaments if the city had more playing fields, particularly turf fields and additional accommodation. Additionally, the proposed new aquatic center, push track and skate park present excellent opportunities to expand into new sports markets. A particular target should be to increase tournaments in the September to March period.

The sports tournaments in which Wilsonville can most readily excel are:

- Baseball / softball
- Lacrosse
- Soccer
- Softball

Emerging opportunities:

- Aquatics
- Cycling
- Mountain biking (push track)

4. Northwest Getaways

It is difficult to look at Wilsonville from a customer perspective without considering its relationship to the Portland metropolitan area and northern Willamette Valley. Portland is the largest draw card for the region and the most popular destination for domestic and international visitors to Oregon. The highest priority for Wilsonville should be to develop attractors, facilities, and marketing communications to link to this demand, as well as to develop Wilsonville as an attractive destination in its own right. Among the leading attractors within a 30-minute drive of Wilsonville are:

- Agritourism - farm fresh
- Downtown Portland
- Family entertainment
- French Prairie
- Galleries and museums
- Golf
- Major events and festivals
- Mt. Hood corridor
- OMSI
- Oregon Zoo
- Parks & gardens
- Performing arts
- Restaurants, brew pubs and nightlife
- Salem, Aurora, Canby
- Shopping
- Sports events
- Tualatin River National Wildlife Refuge
- Wineries and farms
- Woodburn - Washington Square shopping corridor
- World of Speed (Proposed)

Emerging Experience Themes

Wilsonville has strengths in several experiences, however locations can offer much stronger experiences. If critical infrastructure investments are made, these activities can be elevated to priority status if market demand continues to remain high. Additionally some of the experiences that are currently elements of the Northwest Getaways such as agritourism, heritage and culture may be separated into their own themes as Wilsonville's competitive capacity increases and their draw reaches a critical mass. The key emerging experience themes are:

- Cycling
- Farm fresh – agri-tourism
- Genealogy research
- Korean War Memorial
- River recreation
- Weddings and reunions
- Wineries

Strategic Directions

Alignment with Partner Strategies

Wilsonville is located in both Clackamas (Mt. Hood Territory) and Washington Counties. Each of these counties has different, yet complementary brands.

Central to the Wilsonville tourism positioning are experiences that are closely aligned with the Clackamas County - Mt. Hood Territory brand strengths, including agri-tourism, equestrian (an extension of agri-tourism), farm fresh and outdoor recreation (including cycling).

The Washington County brand is founded on sports, nature, recreation, shopping and wine country experiences. Meetings and conferences are an important component of the county's tourism capabilities.

The following table provides a summary of the alignment of marketing and sales focus of Mt. Hood Territory and Washington County with many of the leading tourism strengths of Wilsonville.

	Clackamas County	Washington County	Travel Oregon
Cycling	√	√	√
Equestrian	√	√	√
Farm Fresh	√	√	√
Meetings & Conferences		√	
Northwest Getaways	√	√	√
River Tourism	√		
Shopping	√	√	√
Sports Tournaments		√	
Weddings and Reunions	√	√	
Wineries	√	√	√

Overall Objectives

1. Adopt a distinctive and meaningful positioning for Wilsonville as a destination.
2. Enhance Wilsonville's tourism attractors, events and experiences to meet and exceed the expectations of visitors and event organizers.
3. Ensure that tourism opportunities are optimized in government planning, development approvals, policy, infrastructure and placemaking.
4. Enhance awareness of Wilsonville as an appealing visitor destination through the innovative use of traditional, digital and environmental media.
5. Provide clear direction, partnerships and sustainable funding for Wilsonville tourism through leadership and management that is recognized for its innovation, collaboration and effectiveness.

Overall Strategy

The strategic focus for Wilsonville tourism will be:

- Facilitating the development of tourism products, events and experiences to encourage increased visitation, longer stays and increased spending.
- Establishing a digital platform to anchor marketing and visitor information programs.
- Leveraging co-operative opportunities through County marketing programs.
- Establishing a Destination Management Organization to facilitate community engagement, tourism development and marketing.

Strategic Directions

Actions for Success

The Wilsonville Tourism Development Strategy provides directions for harnessing the city's capabilities, competitiveness and opportunities in the following success areas that are essential for successful tourism development. It is divided into the following themes:

1. Leadership and Organization	How will Wilsonville organize for tourism in regard to structure, funding, people and partnerships?
2. Branding and Positioning	What does Wilsonville want to be known for? How will it be presented as an attractive place to visit and stand apart from competitors?
3. Attractors and Experiences	What are the experiential enhancements that can attract and engage visitors and encourage them to stay longer?
4. Infrastructure and Placemaking	What are the physical structures and facilities needed for the support of a visitor economy?
5. Marketing Communications	What are the actions and messages needed to communicate the attractiveness, services and amenities of Wilsonville?

Responsible Organizations

The following provides a key to the organizations mentioned in the following pages. The Lead Responsible Organization is designated in bold print.

- Business: Wilsonville business community
- CCTCA: Clackamas County Tourism & Cultural Affairs
- Chamber: Wilsonville Chamber of Commerce
- City: City of Wilsonville
- Community: Relevant Wilsonville residents, groups and organizations
- County: County governments
- Developers: Infrastructure development and investment organizations
- DMO: Wilsonville Destination Management Organization
- Metro: Portland Metro regional government (fka Metropolitan Service District)
- Partners: Wilsonville hospitality and tourism partners, including business and non-profits
- Schools: West Linn-Wilsonville School District
- State: Relevant State agencies; e.g., ODOT, Parks and Recreation
- TO: Travel Oregon
- WCVA: Washington County Visitors Association

Priority Codes Used with Timing of Recommended Actions

- ◆ Program Commencement
- √ Continuation

1. Leadership and Organization

Objective:

- 1. Provide clear direction, partnerships and sustainable funding for Wilsonville tourism through leadership and management that is recognized for its innovation, collaboration and effectiveness.**

Successful tourism requires a seamless delivery of information and experiences between public, private and nonprofit organizations and visitors. Optimizing its benefits will require the long-term advocacy, support and collaboration of many individuals and organizations within Wilsonville and further afield.

Tourism in Wilsonville is entering a period of transition during which will likely involve the introduction of many new attractors and experiences, entry into new markets and the establishment of a comprehensive digital marketing platform. While Wilsonville is engaged in this transition as a destination, the functions and role of its tourism organization should be initially structured to facilitate product development and creation of its digital platform. The preferred model is outlined in Appendix 2 and recommends establishing an Independent 501 (C) (6) Not-for-Profit DMO. This option route provides the fullest and most practical opportunity to create the products, infrastructure, relationships, and marketing programs.

Due to very close working relationship that the DMO needs to have with the City, especially during the early formative stage, an alternative recommendation could be to commence sooner with Option 3, using City resources and staffing that is transitioned to the independent, nonprofit DMO called for in Option 4.

Priority Codes Used with Timing of Recommended Actions: ♦ Program Commencement √ Continuation
The Lead Responsible Organization is designated in bold print.

Actions:

1.1 Establish an Independent 501 (C) (6) Not-for-Profit DMO to be named Visit Wilsonville

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
A DMO, named Visit Wilsonville, operating as an independent, non-profit. It will work with a permanent Board of Management comprising key tourism stakeholders and community leaders. During the initial 3-5 years the major focus will be on optimizing tourism related development opportunities, <u>basic</u> marketing and enhancing the tourism performance of local partners. The DMO will be a non-member organization and will not operate a Visitor Information Center.	♦			City	City CCTCA Partners WCVA

1.2 Establish Board of Management for Visit Wilsonville DMO

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
This Board, comprising representatives of a variety of local organizations with an interest in tourism, should not be dominated by members of any one category. The objective is to facilitate the effective development of tourism by optimizing access to marketing, funding, and government agencies at county, state, and national levels to aid product and market development.	◆	√	√	City	City CCTCA Partners WCVA

1.3 Increase the Allocation of the Hotel/Motel Transient Lodging Tax (TLT)

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
The amount of the City's Hotel/Motel TLT directly allocated to tourism should be \$115,000 - \$188,000. This will provide a budget to address the strategies in this Plan.	◆	√	√	City	City

1.4 Request a special project budget to launch Visit Wilsonville DMO

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Seek a one-time grant of \$60,000 from City of Wilsonville and other sources to facilitate the timely and coordinated launch of Visit Wilsonville and the quality production of its new website, brochures, social media, image and video libraries, and collateral. There is also a need for office equipment etc.	◆			City	DMO

1.5 Review Wilsonville Tourism Grants Program.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Tourism grants should be continued, however they should be invested to attract sports tournaments and aid major events	◆	√	√	DMO	DMO City

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
that will directly lead to increased tourism arrivals. The grants must demonstrate that investments will generate more TLT funds. A set of criteria for evaluating applications should be established.					

1.6 Actively seek grants for Visit Wilsonville.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Actively research and apply for grants to support Visit Wilsonville marketing, tourism development and organizational projects.	◆	√	√	DMO	DMO

1.7 Initiate ongoing partnership and relationship building programs

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Introduce internal and external relationship building programs for Visit Wilsonville and Wilsonville tourism and its partners. Additionally, in collaboration with CCTCA, WCVA and Travel Oregon introduce programs to provide education, coop marketing and networking opportunities for local partners.	◆	√	√	N/A	DMO

1.8 Enhance local-area destination knowledge of frontline staff

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Front line staff in Wilsonville should be knowledgeable about things to see and do locally for lodging guests. This should be addressed in conjunction with partners and through sales visits, information and familiarizations. It may be possible to address through a volunteer trainer program and through Travel Oregon's "Oregon Q Care" quality customer-service training program.		◆	√	DMO Partners Travel Oregon	DMO

Objective:

2. Adopt distinctive and meaningful positioning for Wilsonville as a destination.

While fundamental positioning and branding issues are mentioned in this strategy, it is not a brand strategy. Increasingly, places of all sizes are turning to the principles of branding to guide them and to help stand apart from competitors. Positioning is at the heart of branding and will define what we want customers to think and feel about Wilsonville. It relates to the position in consumer’s minds (and hearts) that we want the city to occupy.

The three most important concepts for places like Wilsonville to master in branding are (i) differentiation and positioning, i.e. leading with what sets it apart, (ii) focusing on those attributes that provide its differentiation, and (iii) being consistent in how these attributes are presented, and ensuring that tourism partners deliver on the city’s brand promise.

A simple definition of a brand is that it is a distinctive and valued promise that enables consumers to more easily choose one place over another. You might consider that the standing of a successful brand is determined by the value of the promises that it makes, and the promises that it keeps. To become a successful brand, Wilsonville must consistently organize, invest, communicate and manage itself in ways that enable it to consistently fulfill the promise that it conveys to target audiences.

Priority Codes Used with Timing of Recommended Actions: ♦ Program Commencement √ Continuation
The Lead Responsible Organization is designated in bold print.

Actions:

2.1 Develop a destination branding strategy for Wilsonville.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Develop a well-researched destination branding strategy to determine the ideal positioning, Destination Promise and Brand Platform which can lead to a distinctive visual and verbal identity to be consistently conveyed to target audiences and be aligned with key experiences.	♦			DMO City	DMO City

3. Visitor Experiences

Objective:

3. Enhance Wilsonville’s tourism attractors, events and experiences to meet and exceed the expectations of visitors and event organizers.

The development of visitor experiences involves more than the ad hoc encounters with the physical location and associated activities. Experiences should provide a higher level of engagement with the sense of place, culture, natural environment and local people. They require a mix of place, activities, infrastructure, services and interpretation. The more these are combined, the more satisfying and memorable the experience.

Experiences which are differentiated and closely aligned with the Wilsonville brand can build a competitive edge for the city.

Experiences should be designed to:

- Spark the imagination
- Engage the senses
- Stimulate the intellect
- Invoke an emotive response
- Enliven the spirit
- Generate welcome personal connections

Priority Codes Used with Timing of Recommended Actions: ◆ Program Commencement √ Continuation
The Lead Responsible Organization is designated in bold print.

Actions:

AGRI-TOURISM FARM FRESH

3.1 Encourage active participation by local product suppliers to participate in agri-tourism experiences, including the new Wilsonville-West Linn-Milwaukie Farm Loop.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Encourage local suppliers to participate and financially support the development of engaging experiences and marketing of ag-tourism and the proposed Loop, as well as cross marketing with other attractors such as golf, cycling, events etc. Include Loop and Farmers Market in Wilsonville marketing where appropriate. Addresses needs of Northwest Getaways target market.	◆	√	√	Partners	DMO Partners

CYCLING

3.2 Establish Wilsonville as a bike-friendly city and one of Oregon’s premier leisure cycling cities.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
<p>Develop and support community-wide strategies, policies and programs to capitalize on the city’s pivotal location for cyclists.</p> <p>This should be supplemented through outreach, awareness and education programs. Encourage government, non-profits and local businesses to become more cycle focused including signage, trails, cycle cleaning stations. Encourage businesses to join the “Bicycle Friendly Business” (BFB) under Travel Oregon’s ‘Bike Friendly Business’ recognition program. This includes encouraging a bike shop to locate in the city. Addresses needs of cycling target market.</p>		◆	√	Business Community City Partners	DMO Business Community City Partners

3.3 Initiate and attract cycling events.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
<p>As part of the long term strategy to establish Wilsonville as one of Oregon’s premier cycling destinations, attract or organize regional cycling events for those categories of cycling most suited to Wilsonville’s strengths. This may be achieved by adding cycling events to other events, e.g. Horse Show. Addresses needs of Northwest Getaways target market.</p>		◆	√	CCTCA City Community DMO WCVA	DMO CCTCA City Community WCVA

FESTIVALS AND EVENTS

3.4 Initiate programs to ensure that Wilsonville consistently presents outstanding experiences for horse show organizers, participants and attendees.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Facilitate closer collaboration and engagement between the Horse Shows, City, businesses, non-profits, education and residents to ensure that the horse shows are highly successful, attract new events, more repeat visitors, and can be leveraged for their community activities. This includes assistance in regard to conformity with land use regulations on farmland.	◆	√	√	CCTCA City Community DMO WCVA	DMO CCTCA City Community WCVA

3.5 Investigate the feasibility of establishing a signature event in Wilsonville to celebrate the start of Horse Show Season.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Consider a multi-day event bringing together the horse, cycling, regional food and wine themes and other assets of Wilsonville. A name that arose from consultations was "Eqwine."		◆	√	Business Community DMO Partners	DMO Community

4. Infrastructure and Placemaking

Objective:

Ensure that tourism opportunities are optimized in government planning, development approvals, policy, infrastructure and placemaking.

This section addresses the projects and approvals to make Wilsonville a more attractive destination. It includes the infrastructure, streetscapes, landscaping, and developments that are needed to provide a quality visitor experience. These are fundamental to the city's tourism development.

Priority Codes Used with Timing of Recommended Actions: ♦ Program Commencement √ Continuation
The Lead Responsible Organization is designated in bold print.

Actions:

NEW INFRASTRUCTURE

4.1 Support a feasibility study for the development of the area surrounding Regal Cinemas as an entertainment, sports, and leisure precinct.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
This large site presents a unique opportunity for the development of an indoor sports arena and entertainment/cultural complex, with outside dining/entertainment, and hotel / meeting facilities. Consider a "main street" with shopfronts and wide sidewalks to form an attractive pedestrian and gathering precinct.	♦			City Developers	City DMO

4.2 Support a hotel feasibility study to assess the medium-term lodging and meeting-space needs of the city.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Workshops and interviews suggested that there are sometimes shortages of quality lodging and meetings / conference facilities. If a need for added hotels is verified, this should be used to actively recruit developers and operators. Expansion and improvements to the city's current lodging inventory is important for future growth prospects.	♦			City Developers	City DMO

4.3 Investigate the feasibility of developing additional facilities within the City parks specifically designed for weddings, reunions and community events.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
These facilities should supplement the current spaces for group gatherings. The new venues should be designed to meet the specific needs for weddings (including ceremonies) and reunions. This should be actively supported by operational, business and marketing plans to maximize their economic contributions to the community.		◆	√	City	DMO City

CYCLING AND WALKING

4.4 Support the expansion and integration of Wilsonville’s trails system and brand the main trails with distinctive themes and names.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Wilsonville can be an attractive destination for cyclists and walkers with the continued development and inter-connectedness of quality local trails, the Intertwine and links to key parks and recreational areas. This can be aided by signage and/or kiosks at trailheads and branding the main trails.	◆			City Metro State	City DMO Community

4.5 Support the construction of the Bike-Ped-Emergency Bridge across the Willamette River.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
This single action can have a transformative effect in making Wilsonville one of the state’s foremost cycling destination and service centers because of its location between Portland and the Willamette Valley, with access to numerous cycling trails.	◆			City Federal State	City DMO Community

4.6 Support the completion of the Ice Age Tonquin Trail.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Encourage Metro to complete the trail through areas that are unincorporated. This should include and extend the Ice Age and natural history thematic interpretation in all areas of the trail. Ensure quality linkages between the Trail and key commercial leisure precincts in Wilsonville.		◆		City Metro State	City DMO Community County

4.7 Support the introduction of creative bike racks in areas popular with cyclists.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Introduce artistically designed, but functional, bike racks to provide cyclists with not only convenient bike racks at critical locations, but also opportunities for creative expression by local and regional artists.		◆	√	Business City	DMO City Community

HORSES

4.8 Support a feasibility study to develop a covered venue for equestrian events.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Consult closely with the local equine industry and CCTCA to assess the needs and feasibility of converting the Clackamas County Events Center to host horse show events during periods of inclement weather.	◆	√		County Partners	DMO CCTCA

SPORTS

4.9 Support the completion of all-weather multi-purpose playing fields for sports tournaments.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
The addition of more turf fields will encourage more tournaments for a variety of sports in Wilsonville.	◆			City County Partners Schools	City DMO Schools WCVA

4.10 Support the development of the proposed push trail and new skate park.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
These expanded facilities will benefit both visitors and residents. The push trail will assist in winning mountain bike competition events. However, expanded sports facilities may require additional lodging for optimal results.		◆		City County	City DMO Schools WCVA

4.11 Support the feasibility study of an indoor aquatic and recreation center.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Support development of the proposed competition standard aquatic center and gymnasium. This will enable Wilsonville to attract swimming tournaments. Consideration should be given to an imaginative design and inclusion of an indoor/outdoor café to take advantage of the park setting.	◆			City Partners	City DMO WCVA

RIVER RECREATION

4.12 Support the improvement of river foreshore and water access for active and passive recreation, including boat launch.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Resident surveys and interviews show that they enthusiastically support the enhancement of river access for active and passive recreation including non-motorized boating, improved viewing corridors, dining, riverside walks and cycle trails. Access should provide links to the Willamette River Trail.	◆			City State Partners Business	City DMO

4.13 Support the enhance of Boones Ferry Landing in Old Town as a recreation and tourism precinct.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
This site's historic significance, riverside location, connection to Old Town and potential completion of the Willamette River Bridge crossing present an excellent opportunity to create a tourism precinct catering to cyclists, kayakers, and other non-motorized river recreation, as well as provide a recreational outfitter, café and historic interpretation. It should also optimize Wilsonville's position on the Willamette River Water Trail.	◆			City Metro State Partners Business	City Community DMO

PLACEMAKING

4.14 Support enhancements to the character and attractiveness of Wilsonville’s key precincts

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Drawing upon the best placemaking principles used in successful precincts around the metro area, brand each key precinct by naming, color, design, banners and signage. Where appropriate create pedestrian-friendly, relaxing gathering places that feature sidewalk dining and drinking, specialist shopping, live performances and distinctive public art.		◆		Business City	City Business Chamber DMO

4.15 Consider establishing public art program.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Investigate the creation of a ‘Percentage for Art’ requirement for new commercial developments. Currently, public art in Wilsonville informally reflects two themes, horses and water. The city is attracting families to its interactive water fountains. The proposed aquatic center may present further opportunities for water-based public art, as does increased access to the riverfront. Collaborate with Clackamas County Arts Alliance and interested Wilsonville cultural organizations.	◆			City Business Partners County	City Business Community County DMO

4.16 Support improvements to the attractiveness and sense of welcome at city gateways

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Interviews, workshops and site visits revealed a desire for improved and more distinctive city gateways. Consideration should be given to addressing the attractiveness, scaling, signage and distinctive sense of welcome at key gateways.	◆			City	City Chamber Community DMO

4.17 Support the development and implement of a comprehensive wayfinding signage system.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
The need for improved signage and wayfinding was identified in interviews and workshops. In addition to providing clear directions, signage is important for wayfinding, identity and the creation of attractions by linking venues to form coherent and attractive trails and touring routes. This should be conducted after the brand strategy is completed.	◆			City	City Chamber DMO

4.18 Support the development a comprehensive directional and event signage strategy.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
A comprehensive signage strategy is required to address directional signage issues in addition to more localized wayfinding, including the provision of quality, effective, temporary signage for events.	◆			City	City Chamber DMO

4.19 Support the establishment of a museum/interpretive center and commemorative sculptures for the Oregon Korean War Memorial.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Support the Korean War Memorial Foundation of Oregon’s objective to acquire and install commemorative sculptures at or near the Oregon Korean War Memorial in Town Center Park.	◆			Korean War Memorial Foundation of Oregon (KWMFO) fund-raising efforts	Korean War Memorial Foundation of Oregon (KWMFO) City DMO

5. Marketing Communications

Objective:

Enhance awareness of Wilsonville as an appealing visitor destination through the innovative use of traditional, digital and environmental media.

Wilsonville’s marketing must be carefully integrated by aligning all online and off-line actions, including web marketing, collateral, social media, public relations, and other communications. The following may be expanded according to future budgets and level of partner participation. In the absence of a Visitor Information Center, Wilsonville must initiate expanded programs to reach visitors through digital and traditional media. The following actions assume that the DMO has sufficient budget to implement the programs.

Priority Codes Used with Timing of Recommended Actions: ♦ Program Commencement √ Continuation
The Lead Responsible Organization is designated in bold print.

Actions:

5.1 Establish a Stand-alone Wilsonville Tourism Website.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Wilsonville’s stand-alone, mobile-ready (responsive design) tourism web site that is highly interactive and is the portal for city marketing not only for visitor information, but to also feature a blog, capture customer information, community event calendar, and provide opportunities for partners to reach audiences. The site should be integrated with social media programs and Wilsonville’s YouTube channel. The mobile capacity of the site is essential to the future growth of tourism in the city.	♦	√	√	Business DMO Partners	DMO

5.2 Introduce an ongoing internet marketing campaign.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Ensure that all aspects of the web site are operating at optimal performance levels for search engine optimization. By focusing on specific keywords and phrases relevant to priority audiences, the city can achieve high	♦	√	√	Business DMO Partners	DMO

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
ranking in Organic Search results. This should be supported by “Pay per Click” advertising. Re-marketing with Google Analytics will also allow the city, through cookie tracking, to follow-up with those who visit the website and have shown interest but may not have completed their actions, e.g., order a brochure.					

5.3 Develop social media programs relevant to key markets.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Activate a social media strategy to engage and convert target audiences. This should initially involve Facebook, Pinterest, YouTube, and Twitter.	◆	√	√	Business DMO Partners	DMO

5.4 Develop database and email marketing programs.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Create database and subscriber list with opt-in forms on the website and through social media. Then create a monthly e-newsletter, with the aim of eventually reaching out to 3,000 subscribers.		◆	√	Business DMO Partners	DMO

5.5 Optimize the online use of video.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Ensure that engaging videos are an important element in Wilsonville online marketing through the website and the creation of a Wilsonville YouTube channel. Encourage residents and visitors to upload their relevant Wilsonville videos.	◆	√	√	Business City DMO Partners	DMO

5.6 Optimize linking strategies.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Maximize links to the Wilsonville website from key external and internal partner sites. It is particularly important for local partners such as hotels, attractors and events to provide links from their web sites for prospective visitors to the city.	◆	√	√	N/A	DMO

5.7 Produce a Wilsonville Visitors Guide annually.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Produce a brochure each year specifically for use by visitors staying in the area. This rack brochure should have its sole focus on what to see and do, highlighting the key experience themes and a good map. Investigate paid advertising by appropriate local partners. A PDF version of the brochure should be online.	◆	√	√	Business DMO Partners	DMO

5.8 Ensure visitors have ready access to Wilsonville visitor information.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Work with County DMOs to optimize distribution of visitor information. Beyond mobile website, social media and kiosks, ensure brochures are readily available for visitors (and residents) at popular locations within the city. Encourage partners to ensure their websites are mobile-ready.	◆	√	√	Business DMO Partners	DMO CCTCA WCVA

5.9 Assess the effectiveness of digital kiosks to provide visitor information.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
In conjunction with CCTCA and WCVA evaluate, according to set criteria the effectiveness of providing information via digital kiosks. If proven cost-effective, support expanded coverage. This includes the approach for the proposed French Prairie rest area.		◆	√	CCTCA DMO WCVA	DMO CCTCA WCVA

5.10 Develop an active public relations program.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Create an online public relations campaign aligned to a social media editorial calendar. Utilize the power of leading travel bloggers and print journalists. Distribute quarterly PR Web press releases online and activate a comprehensive media center within the website. Also assist Travel Oregon and the Counties to publicize the city’s key experience and events.	◆	√	√	DMO	DMO CCTCA TO WCVA

5.11 Develop and maintain a library of high-quality images and videos.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Develop and consistently update an image and video library of evocative and high quality images which capture Wilsonville’s key experience themes. Use images for print and online marketing collateral and for placement in earned media coverage.	◆	√	√	CCTCA City DMO WCVA	DMO CCTCA City WCVA

5.12 Optimize the use of website and social media analytics.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Conduct monthly analysis of the Wilsonville website and social media performance to set goals and objectives for marketing accountability. This should include its relationship to the online metrics of local partners. Consider providing key partners with a monthly report of monthly responses to enable them to optimize their online marketing in association with the Wilsonville DMO.	◆	√	√	DMO	DMO

5.13 Develop an active content management and co-op marketing program.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Optimize targeted coverage of Wilsonville through CCTCA, WCVA and Travel Oregon by actively participating in selected marketing programs and by providing the most enticing content for marketing and media communications.	◆	√	√	DMO	DMO

5.14 Increase awareness of the benefits of tourism.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Inform residents, businesses, service organizations, media and leaders of tourism's benefits, particularly as it relates to lodging tax, commercial opportunities, and major events.	◆	√	√	DMO	DMO

5.15 Encourage local residents to discover Wilsonville and surrounding area.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
In conjunction with local media, introduce residents to their city and to become ambassadors (on-line and off-line) for the area's recreational opportunities, events and attractions.	◆	√	√	CCTCA City DMO Partners	City DMO

5.16 Conduct ongoing visitor-satisfaction research.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Provide ongoing opportunities for visitors to offer feedback on experiences through a satisfaction survey or form readily available in hard copy and online. Discuss visitor satisfaction results and feedback at Board meetings.		◆	√	DMO Partners	DMO Partners

5.17 Conduct visitor research for each major event in Wilsonville.

Description	Timing			Funding Source	Responsible Organizations
	Priority 1-2 years	Priority 3-5 years	Priority 6-10 years		
Initiate a customer-research program to gain insights into the spending, economic impact, demographics, behavior, points of origin, motivations and satisfaction of visitors to major events and sports tournaments.	◆	√	√	DMO Partners	DMO Partners

Appendix 1

Tourism Development Strategy Task Force

A Tourism Task Force was appointed by the City of Wilsonville and is comprised of the following members. Task Force meetings were held on October 24 and November 12 2013, January 29, March 20, April 24, 2014.

Name	Title	Affiliation
Denny Atkin	Resident	Advertising Director, The Oregonian (retired)
Eric Bohard	Chair	City of Wilsonville Parks & Recreation Advisory Board
Jeff Brown	General Manager	Holiday Inn - South Portland/Wilsonville
Emily Corley	General Manager	McMenamins Wilsonville Old Church and Pub
Bryan Cosgrove	City Manager	City of Wilsonville
Danielle Cowan	Executive Director	Clackamas County Tourism & Cultural Affairs (CCTCA)
Julie Fitzgerald	Task Force Chair, City Councilor	City of Wilsonville City Council
John Hanna	Club Manager	Willamette United Soccer Club
Darren Harmon	General Manager	Wilsonville Family Fun Center
Carolyn McCormick	President/CEO	Washington County Visitors Association
Susan Myers	General Manager	Capital Realty Corp
Chris and Liz Perry	Market Managers	Wilsonville Farmers Market
Cheryl Snow	Executive Director	Clackamas County Arts Alliance
David Stead	General Manager	Langdon Farms Golf Club
Mary Stewart	President	MARStewart Creative Group
Tonie Tollen	Owner	Tollen Farm
Daphne Wuest	Board Chair	Clackamas County Tourism Development Council

The following staff members assist the taskforce in organizational matters:

Jim Austin	Community Relations Coordinator	Clackamas County Tourism & Cultural Affairs (CCTCA)
Annie Bailey	Communications & Public Relations Coordinator	Clackamas County Tourism & Cultural Affairs (CCTCA)
Barbara Jacobson	Assistant City Attorney	City of Wilsonville
Mike Kohlhoff	City Attorney	City of Wilsonville
Jason McGill	Chief Financial Officer	Washington County Visitors Association
Mark Ottenad	Public/Government Affairs Director	City of Wilsonville
Kristin Retherford	Economic Development Manager	City of Wilsonville

Appendix 2

The Destination Management Options for Wilsonville

Wilsonville requires a small, dedicated group of specialists in the form of a Destination Marketing Organization (DMO) to implement key elements of the Tourism Development Strategy. Typically, a DMO may be a Convention & Visitors Bureau (CVB), Chamber of Commerce, government department or tourism office operated by another community entity.

According to the most recent research from Destination Marketing Association International (DMAI), 65% of DMOs are independent non-profit entities, 5% of DMOs are Chambers of Commerce, and another 19% operate as a division of municipal, county, state or provincial government.⁴ The appropriateness of one structure over another is entirely determined by the local situation. It is influenced by the size of the community, its political dynamics, destination strengths, partnerships, audiences, stakeholder focus, market maturity and funding all of which may influence the DMO model selected.

Whichever model Wilsonville selects, the option must provide the skills and expertise to build a strong destination foundation by establishing the attractors, marketing, product development initiatives and outreach programs required for a robust visitor economy. Of paramount importance in the selection of a DMO model is the need to ensure that it reflects the new era for tourism in Wilsonville where the focus will be on product development, commercialization of City assets, integration into the City's economic development programs, and establishing a digital platform. Critical to this success will be fostering a unified and collaborative approach by establishing close working relationships with business, non-profit and government across the city, the two counties and other Oregon DMOs.

The Wilsonville destination audit revealed that several significant new attractors and experiences may be introduced and others expanded in the city and surrounding areas to form a more mature destination. This creates the need for Wilsonville to build an organization with the capacity to lead and manage tourism in the city. A major focus for this organization should be:

- Capacity Building
- Community Relations
- Information Distribution
- Marketing and Sales
- Product Development
- Research

There are four options that Wilsonville can consider as models for the city's DMO.

⁴ *Profile of Destination Marketing Organizations*, DMAI 2011

Option One: Contract with Commercial Marketing Organization

The City of Wilsonville could issue a Request for Proposal (RFP) seeking the services of a commercial marketing organization to manage Wilsonville’s tourism marketing and management, such as a marketing, sales or PR agency. This form of engagement is usually limited to the implementation of specific elements of the marketing programs, such as web development, social media and brochure production.

Pro	Con
<ul style="list-style-type: none"> ▪ May have strong marketing skills ▪ Outsourcing select assignments, e.g. web design or social media can be effective ▪ May be outside of political influence 	<ul style="list-style-type: none"> ▪ Usually limitations to range of activities to be undertaken ▪ Not as easy to get engagement with City or County Depts. etc. ▪ Wilsonville tourism may compete for attention with firm’s other clients ▪ There may be conflicts of interest with other clients ▪ Limitations to the scale and scope of responsibilities that can be undertaken ▪ Not building equity in an organization and staff ▪ Limitations to engagement with stakeholders ▪ Difficult gaining credibility and exerting leadership among stakeholders as an independent contractor ▪ May not have experience or skills for holistic management of tourism because of marketing focus ▪ A profit driven firm could limit or reduce services based on hours spent on client work ▪ May be averse to spontaneous opportunities or needs outside of stated contract and budget

Option Two: Contract with an Independent Not-for-Profit Organization

The City of Wilsonville could issue a Request for Proposal (RFP) seeking an independent non-profit or private organization to manage Wilsonville’s tourism marketing and management, such as the Chamber of Commerce, Downtown Association, or similar. Contracts of this nature are usually awarded for a renewable period of three to five years.

Pro	Con
<ul style="list-style-type: none"> ▪ May save on some overheads from parent organization ▪ May already be seen as an established community resource ▪ May have established relationships ▪ May share expertise and human resources with parent organization ▪ May be outside of political influence 	<ul style="list-style-type: none"> ▪ Tourism is likely to play a subordinate role to the organization’s primary mission or focus ▪ Tourism may be a sub-committee of the Board and not a priority for them ▪ Policies of parent organization may affect priorities and partnerships of DMO ▪ Changes at the end of contract period may cause loss of “corporate” knowledge, networks, relationships and contacts ▪ Sometimes unable to promote organizations that may not be members of the parent organization ▪ May not be able to easily collaborate or engage with City and County departments ▪ Being a sub-committee it may be difficult for tourism to recruit high level community members, exert authority over budget, staff, programs and other priorities ▪ Concerns that lodging tax may be used for non-tourism activities ▪ Can be a problem if the parent organization engages in political advocacy ▪ There may be competing agendas within the parent organization

Option Three: Create a DMO within City of Wilsonville

Tourism in Wilsonville is entering a period of transition during which it is likely to involve the introduction of many new attractors, infrastructure and experiences, entry into new markets and the establishment of a comprehensive digital marketing platform. While Wilsonville is engaged in this transition as a destination, the functions and role of the organization could possibly be structured to leverage product development in the short-term by establishing a destination management organization (DMO) within the City of Wilsonville. This unit could then, within a few years of incubation, spin off as an Independent 501 (C) (6) Not-for-Profit DMO.

Pro	Con
<ul style="list-style-type: none"> ▪ Many tourism assets are owned and operated by the City ▪ Tourism can be more involved where there are important issues involving economic development, product development, events, infrastructure, placemaking, policies and approvals by the City ▪ Direct accountability to City for use of TLT ▪ Everyday interaction with City staff signaling that tourism is an equal partner ▪ Possible to offset some overheads working within City ▪ Easier to coordinate events, street closings, playing fields, recreation, parks, police support and liaise with relevant City staff ▪ Opportunity to integrate tourism development and tourism sales into new City developments, e.g. parks, aquatic center, trails, sports fields ▪ Employment benefits may attract more experienced staff ▪ May share City expertise and human resources ▪ May directly improve commercialization of City assets e.g. sports fields, wedding venues 	<ul style="list-style-type: none"> ▪ Potential for lack of independence because of interference by elected officials in programs and staff decisions ▪ Without added effort perceptions may arise that it is “just another government department” ▪ Could be impacted by a change in political priorities ▪ May be a higher cost of staff benefits than other models

Option Four: Create an Independent 501 (C) (6) Not-for-Profit DMO

Wilsonville could establish a stand-alone independent tourism management organization which is contracted to the City for the delivery of specific tourism development services. The organization would have its own board of management and be responsible for hiring staff as well as determining its own policies, procedures and systems. It is envisioned that the organization’s focus will transition from product development to an increased marketing focus as additional facilities are developed. This added tourism infrastructure will also create a more attractive environment for a stand-alone organization. Nationally, the tourism industry has demonstrated the highest level of adoption and collaboration with this model

There are two main forms of stand-alone DMO, namely membership based and non-membership. The membership based DMO provides exposure only to businesses that are members, while the non-membership provides exposure for all relevant tourism related businesses, where appropriate. Over the past decade there has been a shift toward non-membership models. A third, and increasingly popular model, is a Tourism Business Improvement District (TBID) which is a public-private partnership formed by local government at the request and/or with the approval of businesses in a district, with the aim of increasing the number of overnight visitors using businesses and services in that area.

Pro	Con
<ul style="list-style-type: none"> ▪ Most common model applied across the country ▪ Capable of recruiting a high level Board from business, non-profits and government ▪ As a separate organization, with its own identity and Board, it will elevate the profile of tourism and the marketing of Wilsonville as a priority within the city ▪ Independent status enables greater autonomy and freedom in establishing own policies, structure, staff and programs ▪ Independent status can aid relationships across private, nonprofits and government ▪ Highly specialized mission for tourism ▪ Able to quickly respond to market and experiential opportunities ▪ Stakeholders know DMO actions are 100% dedicated to tourism ▪ Build knowledge and equity in organization for future growth and sustainability ▪ The most common form of DMO in USA ▪ May be outside of political influence 	<ul style="list-style-type: none"> ▪ Membership sales can consume large amounts of staff time – if member model chosen ▪ “Heads in beds” pressure can divert resources from non-sales activities ▪ Membership model can sometimes restrict promotion of key destination strengths in favor of members ▪ Creating a startup with associated costs may be challenging

Recommendation:

Tourism in Wilsonville is entering a new era with a strong focus on product development. It will initially be characterized by the introduction of new attractors, infrastructure and digital marketing. This will require the City of Wilsonville to establish new goals, responsibilities and strategies for the organization that will lead the City's future tourism development and marketing contract.

After careful consideration, Option 4 is recommended as the preferred model to provide the necessary facilitation and collaboration for building the products, infrastructure, foundations, relationships, and dedicated, skilled staff. This approach will also support the commercialization of City assets such as sports fields and wedding venues.

It is recommended that a DMO, named "Visit Wilsonville" and operating as a non-profit 501 c (6), be established and operate with **an independent Board of management** comprising key tourism stakeholders and community leaders. The primary role of the Board is to oversee the fulfillment of the vision. This organization and its board will be 100% dedicated to tourism development in Wilsonville. Integral to this role will be engagement with local stakeholders and collaboration and co-operative marketing with local partners, CCTCA, WCVA and Travel Oregon.

During the first three years it is envisaged that the major focus of the organization will be on product development, networking and basic digital marketing programs. To achieve its objectives in regard to product development, Visit Wilsonville staff must have a close working relationship with all relevant City of Wilsonville departments. The organization will not operate a Visitor Information Center nor will it engage in the management and organization of events. Access to Visitor information for visitors (and residents) will be managed through digital platforms, brochures and in collaboration with CCTCA and WCVA.

Due to very close working relationship that the DMO needs to have with the City, especially during the early formative stage, an alternative recommendation could be to commence sooner with Option 3, using City resources and staffing that is transitioned to the independent, nonprofit DMO called for in Option 4.

Appendix 3

DMO Organizational and Financial Benchmarks

The following information relating to Destination Marketing Organizations provides a series of industry “yardsticks” which have been derived from the 2013 DMO Organizational and Financial Profile Study conducted by DMAI ⁵. These will assist in determining structure, funding and size of Visit Wilsonville. The goal of the study is to provide DMOs with a unique and invaluable resource to guide the development and management of their DMO. According to the DMAI study, the following results relate to DMOs with a budget of “Less than \$500,000.”

1. DMO FUNDING / REVENUE

Source of Funding	Amount	% of Total
Public sources	\$ 250,494	87.3%
Private sources	\$ 38,466	12.7%
Total Funding	\$ 288,961	100.0%

2. LINE ITEM EXPENSE SCHEDULE

Source of Expenses	Amount	% of Total
Personnel	\$116,455	41.2%
Sales & Marketing	\$131,712	48.9%
Admin – Operations	\$27,883	10.0%
Total Funding	\$ 288,961	100.0%

⁵ DMO Organizational and Financial Profile Study by Destination Marketing International Association, Pages 21, 24-25, 29-30 (2013)

3. EMPLOYEES

Full-Time	2
Regularly Scheduled Part-time	1
Total Full-Time Equivalent	2
Part-time On-call Staff Employees	2
Regularly Scheduled Volunteers	23

3. PARTNERSHIPS / MEMBERSHIPS

The survey revealed the percentages of DMOs that generate income from:

Dues-paying Members	30.8%
A Partnership Program	53.8%
Neither	38.5%

4. PRODUCTIVITY MEASURES (Medians)

Personnel Costs / Full-time equivalent Employee	\$ 42,882
Expenditures/Full-time Equivalent Employee	\$135,500
Revenue per Full-time Equivalent Employee	\$ 135,500
Funding per Full-time Employee	\$ 146,842
Funding per Full-time Equivalent Employee	\$ 135,500

5. OPERATING COSTS OF A SMALL OREGON DMO

The following operating percentages relate to a small Oregon DMO with a budget between 350,000 and 400,000.

Administration	16% to 19%
Personnel	44% to 45%
Marketing	35% to 37%

Appendix 4 Wilsonville Transient Lodging Tax

The current total lodging tax for Wilsonville properties located in Clackamas County is 12% and for those in Washington County it is 10%, both include state tax calculation. The Washington County remittance to all Cities amounts to approximately 28% of the taxes. Of this amount, Wilsonville receives a small share of the 28%. Portland has a base tax of 6%, Multnomah County has a 5.5% tax and the State has a 1% applied to all hotel/motels in the state, which totals 12.5%. In addition, Portland has a separate tourism tax for tourism promotion of 2%, which makes a total lodging tax of 14.5%.

City of Wilsonville Hotel/Motel Tax Collections and Disbursements								
FY2005-06 – FY2012-13								
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
Tax Collections	\$ 207,002	\$ 267,651	\$ 275,369	\$ 218,608	\$ 193,106	\$ 214,109	\$ 208,890	\$ 242,369
Less:								
Visitor Information Center contract	70,487	81,900	79,928	82,886	85,592	85,695	86,768	89,250
VIC property tax payment	1,122	773	814					
Community Tourism Grants program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,022
Law Enforcement General Fund	110,393	159,978	169,627	110,772	82,514	103,414	97,122	128,097
TOTAL	\$ 207,002	\$ 267,651	\$ 275,369	\$ 218,658	\$ 193,106	\$ 214,109	\$ 208,890	\$ 242,369

Source: City of Wilsonville Finance Dept.

In addition to city hotel/motel tax collections, Clackamas County Tourism & Cultural Affairs (CCTCA) provides currently \$20,000 per year per community through the Community Partnership Grants Program that the City may be able to utilize. CCTCA also administers a county-wide, competitive Tourism Development Grant Program of \$200,000 per year that may be of assistance.

The total recommended Visit Wilsonville DMO budget is \$288,961 at full operation. It may be that the DMO has a start-up phase as it proceeds to 'build-out' of the recommended tourism development program. Thus the total allocated to Visit Wilsonville DMO by the City using hotel/motel tax collections is recommended at the outset to be in the range of \$115,000 to \$188,000.

The anticipated growth in visitation to Wilsonville combined with the future development of new hotels may result in an increase of 50%–60% in lodging tax receipts over the next decade. The factors that may support this increase in TLT revenue are:

- Organic growth
- Increased occupancy (Currently Wilsonville 58% vs. Beaverton 74.3% and Hillsboro 79.6%; 2013)
- Increased “RevPar” — Revenue Per Available Room per overnight stay (Currently Wilsonville \$53.00 vs. Beaverton \$70.56 and Hillsboro \$91.95; 2013)
- Increased market share of the Portland metro area and North Willamette Valley regions
- New attractors bringing more visitors to the city
- New and remodeled hotels
- Increased marketing

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Appendix 5

Wilsonville Tourism Grants

The availability of tourism development and tourism grant funds in Wilsonville is extremely limited. Therefore, the allocation of tourism grant funds by the City of Wilsonville should be directed toward projects that present the greatest opportunities for increased visitor nights and tourist spending in the city, hence increasing tax revenues. The programs that present the best opportunities for generating increased tourism activity are (i) special events and festivals and (ii) attraction of sports tournaments. The following outlines some guiding principles that should be considered when allocating grants to these programs.

Special Events and Festivals: A set of criteria should be created for the allocation of development funds for events. Priority should be given to events that can develop as signature events with strong tourism potential by drawing attendees from throughout the Northwest. Marketing support should primarily be available to assist with marketing for outside of the Portland metro area and where attendance will result in increased overnight stays.

Sports Tournaments: A priority for the granting of funds directed to sporting events should be for supporting bids, “seeding” sporting events, and promoting attendance. Allocation of grants to sporting should be limited to support where it will generate overnight stays. A set of outcomes-focused criteria should be developed to guide the allocation of development funds for sporting events. These investments should only be made when this financial intervention is the only way that Wilsonville can secure the event. The level of investment must always be calibrated according to the likely spending by the event attendees.

Appendix 6

Tourism Strategy Performance Indicators

When the strategy has been activated, it is vital to closely monitor and manage progress and make adjustments when necessary. There are many aspects of the tourism program that can be monitored; however, the metrics to be examined will be guided by the organization's objectives and the investment in specific programs.

The research data available to Visit Wilsonville is available in two forms. The first form of data, known as secondary research or desk research, generally involves the review and analysis of published information, analysis and reports that are readily available, generally at no or low cost. This kind of information tends to be aggregated and is generally not customized or as specific in location. Sources for the data may include Travel Oregon, WCVA and CCTCA.

The second kind of data is primary research, which is customized information that is researched and assembled for a specific location or issue. Primary research will be directly focused on Wilsonville and may be conducted by Visit Wilsonville, local partners or by engaging a research agency. Primary research can include the commissioning of surveys and other instruments targeted to a specific location, market or issue.

The following provides a variety of those performance measures that can be considered:

Performance Indicator	Method
<i>Strategy Implementation</i>	Monitor the level of success in activating and implementing the recommendations in this strategy. Track factors for success and reasons for gaps in performance.
<i>Destination Travel Impacts</i>	Monitor the Oregon Travel Impacts prepared annually by Dean Runyan & Associates for Travel Oregon. Evaluate the county performance for indicators of local results in regard to visitor spending impacts, visitor volume, overall trends, visitor shares.
<i>Lodging Industry Performance</i>	Monitor on a monthly basis using Smith Travel Research (STR.com) statistics relevant to local hotels and motels: revenues, ADR (average daily rate), occupancy levels, REVpar (revenue per available room), market share vs. competitor destinations in metro area, monthly /annual trends. Track lodging tax receipts. Feedback from local lodging partners.
<i>Marketing Programs</i>	Monitor and evaluate performance of tactical marketing programs such as website and social media results, advertising responses, and public relations using accepted industry metrics. However, these should relate to the specific objectives and investments set for each investment.

Performance Indicator, con't	Method
<i>Internet Marketing and Social Media</i>	All digital marketing should be evaluated regularly using Google Analytics and other tools to monitor web traffic, rankings, competitors, links, followers, friends, visitors, likes, key words and SEO, page views and a variety of relevant metrics.
<i>Media Coverage</i>	Monitor media coverage, particularly externally, for its use of the desired brand messages.
<i>Major Events incl. Grants Events</i>	Initiate a customer research program to gain insights into the spending, economic impact, demographics, behavior, points of origin, motivations and satisfaction of visitors to major events and sports tournaments.
<i>Product / Experience Development</i>	Monitor the number of new tourism-related businesses, events, packages and multi-product offerings to successfully meet customer needs as they relate to the opportunities outlined in this strategy.
<i>Customer Profiles</i>	Assess shifts in customer profiles and source markets. Depending upon available budgets research visitor profiles and behavior in conjunction with county tourism organizations.
<i>Customer Satisfaction</i>	Conduct ongoing customer surveys to monitor satisfaction with the Wilsonville experience and the likelihood of visitors returning. These surveys should be conducted at all major events and evaluate the behavior and spending of visitors.
<i>Community Tourism Support</i>	Conduct a survey of residents, businesses, tourism, government and other interested organizations. This should include assessment of residents' overall image of Wilsonville and that of certain key precincts. Repeat every two years.
<i>Co-operative Support</i>	Track the level of participation in Visit Wilsonville co-operative marketing opportunities.
<i>Stakeholder Feedback</i>	Survey key stakeholders and partners in Wilsonville annually to explore and track tourism related issues, and seek feedback on Visit Wilsonville programs and needs.

Appendix 7

Public Comments on Draft Wilsonville Tourism Development Strategy, March 2014: Consultants' Review

A public-comment period for the *Draft Wilsonville Tourism Development Strategy, March 2014*, was held March 21-31, 2014. As with other public-outreach efforts related to creation of the Tourism Development Strategy, notices were sent to members of the task force, over 50 interested members of the public, subscribers to the City's e-news notification system and to local media, including the *Wilsonville Spokesman*, *The Oregonian* and *Charbonneau Villager*. An online public-comment survey form was utilized, along with email submissions.

A total of 23 separate sets of comments were submitted, including 21 through the online survey and two as email attachments. One set of comments submitted by Theonie Gilmore of the Wilsonville Arts & Culture Alliance included a 25-page proposal that was made to the Wilsonville City Council in October 2010 for an Arts & Wellness Facility; this proposal is not included in this report and has been forwarded to the City's current Recreation and Aquatics Center Study Task Force for consideration. The Draft Strategy does suggest consideration of a recreational/sports-event attractor.

This appendix includes reviews by the consultants of the public comment submitted, verbatim text of the public comments and the survey instrument.

The following are remarks and explanations by consultants with Total Destination Marketing (TDM) in regard to the public comments received in response to the *Draft Wilsonville Tourism Development Strategy, March 2014*.

- Throughout the research, consultation and strategy development phases TDM has stressed the importance of prioritization in the development of the strategy and in the operations of Visit Wilsonville. While Wilsonville, at this time, does not have any major signature attractions and events (except the Horse Shows) that generate considerable overnight stays, it does have a diversity of activities that can attract visitors. Critical to the success of Visit Wilsonville will be prioritizing a limited number of target markets and attractors. Some public comments to the strategy have sought to add more community and nearby assets to the lists of attributes. While they can easily be added, they do not change the recommended experience themes and target markets.
- There are a number of comments that relate to specific community assets and attractions. Many of these will possibly be of greater importance when Visit Wilsonville prepares its annual marketing plan and evaluates content for its website, brochures, PR releases and other promotions.
- World of Speed and Charbonneau will be added to the "Attractors and Experiences" section.

- Achieving the vision is dependent upon many of the actions outlined in the “Visitor Experiences” (pages 32-34) and “Infrastructure and Placemaking” (pages 35-41). Many of these actions relate to initiatives that are either planned or proposed by a variety of organizations, but in most cases rely on confirmation of funding or appointment of developers. We believe that the fulfillment of several of these may represent “game-changers” for Wilsonville and will place it well on the way toward achieving this vision.
- The comment regarding the inclusion of “non-resident workers” in the Mission Statement (page 20) is valid and we will suggest that they be included.
- A core role of Visit Wilsonville will be to add value to the efforts of individual entities. That is, Visit Wilsonville should not be undertaking the sales and marketing activities that an individual commercial organization should be conducting through its own marketing plan and budget. An exception to this may be where Visit Wilsonville may coordinate a united presence at an exhibition or a feature in a magazine where the costs may be shared.
- The prioritization of each recommendation will depend upon a number of variables. For instance the marketing recommendations will depend upon available human and financial resources. They may also be influenced by the ability of local tourism partners to participate with co-operative marketing contributions to raise their priorities. Their prioritization can be determined each year as the organization prepares its annual marketing plan. The Visitor Experiences and the Infrastructure and Placemaking recommendations in most cases are dependent upon priorities and funding of other organizations. In many cases these are government departments at City, County, State and Federal levels.
- Grants have been recommended for both the development of ‘festivals and events’ and for ‘sports tournaments’. The funds available for grants are very limited. Sports tournaments have been included because these incentives are directly tied to room nights in Wilsonville. Sports marketing is extremely competitive and the provision of these incentives is very common by many of Wilsonville’s competitors.
- The strategy does recognize the potential of the Horse Shows and encourages increased support and engagement by the City of Wilsonville and the business community. These events are well respected on the circuit and warrant optimal support from throughout the community.
- TDM endorses the proposal to increase the percentage of lodging tax directly dedicated to tourism development.