#### **RESOLUTION NO. 3195**

### A Resolution Of The City Of Wilsonville Adopting The Tourism Development Strategy, April 2025.

WHEREAS, City Council adopted the original Wilsonville Tourism Development Strategy, May 2014 (Resolution No. 2468) on May 5, 2014; and

WHEREAS, the City Council established the Tourism Promotion Committee Charter (Resolution No. 2541) on June 15, 2015; and

WHEREAS, the Tourism Promotion Committee prioritized in 2015 key components of the Strategy and worked through those elements via annual approval of a larger five-year action plan over the past 10 years; and

WHEREAS, the City Council update the Tourism Promotion Committee Charter (Resolution No. 2951) on February 7, 2022; and

WHEREAS, many steps such as establishing an oversight committee and creating a tourism website and visitor itineraries were completed. The Covid pandemic created a disruption to traditional travel plans for both business and leisure visitors. A "new normal" may have evolved in terms of travel. Local attractions, including the World of Speed (motorsport museum) and Regal Cinemas movie theater closed, while a new 4-star hotel, Hilton Garden Inn, opened in 2018 and Holiday Inn Wilsonville/South Portland undertook a major remodel promoting the need for an updated strategy; and

WHEREAS, the Tourism Promotion Committee included the Tourism Development Strategy update project in their Five-Year Action Plan and Annual One-Year Implementation Plan that was approved by City Council in 2023; and WHEREAS, following a competitive Response for Proposal process, Whereabout of Portland, Oregon was selected as the consultant to lead the Tourism Development Strategy project; and

WHEREAS, during the spring of 2024, Whereabout interviewed nine (9) individual stakeholders including government partners, industry experts and active individuals in the tourism industry to gather qualitative insight into the City's tourism challenges and strengths; and

WHEREAS, a tourism destination survey was conducted from February – May 2024, which yielded a moderately low sample size of 54 respondents; and

WHEREAS, Whereabout conducted a three-day in-market assessment in June 2024 following the review of several master plans, including but not limited to, the Parks and Recreation Comprehensive Master Plan, Town Center Plan, and Arts, Culture, and Heritage Strategy, as well as the 2024 Community Survey; and

WHEREAS, Whereabout convened a planning team composed of City staff and industry stakeholders met five (5) times during September – October 2024 to develop the vision, competitive position, keys to destination evolution, objects and collective impact model for the strategy; and

WHEREAS, the planning team identified the potential destination evolution for three common types of visitors to Wilsonville which led to nine (9) plan objectives;

- 1. Build Destination Management Capacity and Connections
- 2. Accelerate Sports and Recreation
- 3. Nurture and Attract Impactful Events
- 4. Enhance and Elevate Willamette River Access
- 5. Invest in Town Center Development
- 6. Focus on Access and Transportation
- 7. Support the Growth of our Arts and Culture Ecosystem

#### **RESOLUTION NO. 3195**

- 8. Highlight Food and Beverage
- 9. Diversify and Expand Lodging Options; and

WHEREAS, 39 strategies, broken out into three stages, are intended to be accomplished over the next 10 years to accomplish the nine objectives; and

WHEREAS, the Tourism Promotion Committee unanimously recommended approval of the Tourism Development Strategy, April 2025 at their March 19, 2025 meeting, which Strategy is attached hereto as Exhibit A.

#### NOW, THEREFORE, THE CITY OF WILSONVILLE RESOLVES AS FOLLOWS:

Section 1. Based on the above recitals, which are incorporated herein, the City Council, thanks and commends the members of the Tourism Promotion Committee for their work on the Wilsonville Tourism Development Strategy, April 2025;

Section 2. The City Council hereby adopts the Wilsonville Tourism Development Strategy, April 2025, as an official document of the City of Wilsonville that is a component of an economically vibrant and prosperous community, which is attached hereto as "Exhibit A" and is incorporated by reference as if fully set forth herein;

Section 3. Effective Date. This Resolution is effective upon adoption.

ADOPTED by the Wilsonville City Council at a regular meeting thereof this 7<sup>th</sup> day of April, 2025, and filed with the Wilsonville City Recorder this date.

198E01449B

Shawn O'Neil, Mayor

ATTEST:

DocuSigned by: Kimberly Veliz E781DE10276B498..

Kimberly Veliz, MMC, City Recorder

#### SUMMARY OF VOTES:

Mayor O'Neil	Yes
Council President Berry	Yes
Councilor Cunningham	Yes
Councilor Dunwell	Yes
Councilor Shevlin	Yes

#### EXHIBIT:

A. Tourism Development Strategy, April 2025

No. 10

## EXPLORE WILSONVILLE

TOURISM DEVELOPMENT STRATEGY 2025-2035

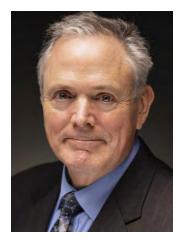




ANT THINK AND

Photo: Whereabout

### A MESSAGE FROM Wilsonville's mayor



The City of Wilsonville is widely recognized as a great place to live, raise a family, do business and enjoy retirement. Easy access to recreation and shopping, top-quality K-12 schools and colleges, innovative employers and active senior living make Wilsonville an attractive place to live, work and visit for all ages and stages of life.

Both residents and visitors enjoy our outstanding outdoor recreation opportunities; they appreciate discovering local arts and culture, and they delight in finding new dining and experiences for family fun. Free local public transit makes getting around town easy, and provides connections to nearby cities.

This 2025-2035 Explore Wilsonville Tourism Development Strategy succeeds our first such effort adopted by the Wilsonville City Council in 2014. Over the past decade, the business and travel markets have undergone dramatic changes, driven by factors such as the Covid-19 pandemic and the rise of virtual business meetings.

We all know, however, that there is no substitute for an in-person experience. Wilsonville boasts the largest selection of hotel rooms in the South Portland and North Willamette Valley region, offering a diverse range of accommodations and making it an ideal gateway to exploring northwest Oregon.

Located along the Willamette River, Wilsonville is adjacent to Oregon Wine Country, situated between the cultural centers of Portland and the state capital Salem, and surrounded by the agricultural bounty of French Prairie, birthplace of our state. Truly, we are in the heart of it all.

The Tourism Development Strategy provides an aspirational roadmap to enhance our community as a visitor destination, promote local businesses, and develop new attractions—all of which benefit both the community and visitors. This plan presents a common vision of what Wilsonville can be in 10 years and what is possible by working collectively with community partners toward our goals.





The 2025-2035 Tourism Development Strategy outlines our vision for the future, focusing on three key areas of our community:

- Infrastructure and the built environment such as investing in Town Center, growth of transportation options, and enhancing access to the Willamette River.
- Activities for visitors, including sports, outdoor recreation, unique Wilsonville events, arts, culture, and heritage.
- Support for our tourism attractions and hospitality businesses, including dining and lodging, and development of a signature event.

This plan focuses on the steps we need to take today to achieve a more vibrant tomorrow. It speaks to celebrating our history, growing sectors of the tourism economy so they are stronger, investing in the expansion of existing tourism assets, and sharing the Wilsonville story. I envision this strategy as a road map that helps our city not only achieve its vision for our visitor economy, but also achieve our vision for a strong local community.

The process of developing the Strategy has taken a little over a year. The City contracted with Whereabout, a nationally recognized destination futures studio, to lead us through the process, with guidance from our Tourism Promotion Committee. Whereabout conducted extensive research, including interviews, surveys, and an on-site destination assessment. Whereabout took those findings and worked with our tourism planning team in 2024 to define a vision, objectives, and strategies to carry out over the next 10 years. Accountability is built into the plan, with timelines, key partners, and key performance indicators specified.

I want to thank the residents, business owners, and visitors whose voices have informed the Tourism Development Strategy. I want to thank the tourism planning team for their dedication and leadership. I look forward to the work ahead, knowing many partners share this vision and are excited to make it happen. I encourage everyone to stay engaged and find a way to contribute to making our shared vision a reality. Wilsonville is ready and eager for a future where tourism not only attracts visitors but also strengthens community connections, drives economic growth, and enhances quality of life for residents.

Mayor Shawn O'Neil

#### WILSONVILLE CITY COUNCIL MISSION

To protect and enhance Wilsonville's livability by providing quality service to ensure a safe, attractive, economically vital community while preserving our natural environment and heritage.







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### INTRODUCTION

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

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

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

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

Matthew Landkamer and Greg Netzer Whereabout





# PROCESS & METHODOLOGY





### **PROCESS AND METHODOLOGY**

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

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



**Interviews:** From March through May 2024, the Whereabout team interviewed 9 individual stakeholders to gain greater qualitative insights into Wilsonville, its challenges, and its strengths. Interviewees included government partners, industry experts, and individuals active in the local tourism economy.

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

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

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





accessibility, location, hours, authenticity, quality, service, price, and appeal.

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

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

The report concludes with appendices that include Macro Tourism Trends, Local Tourism Trends, In-

Market Assessment, Stakeholder Survey, Progress Evaluation, City Council Goals, and Sources Cited. This analysis served as the foundation of the Tourism Development Strategy.

### September 2024 – October 2024: Drafting the Tourism Development Strategy

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





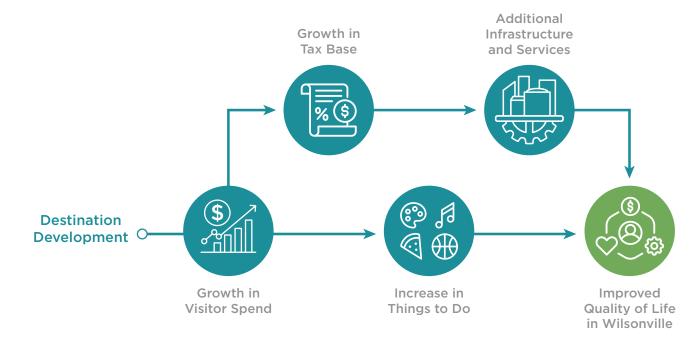


In this time, the Planning Team crafted:

- Vision: This statement describes what will be different in Wilsonville if it is successful in shaping a compelling destination and a thriving visitor economy. (see page 13)
- Competitive Position: This describes what makes Wilsonville singularly unique as a destination and what it has to share with potential visitors. (see page 17)
- ➤ Keys to Destination Evolution: These are a general set of tourism drivers unique to Wilsonville: "Family Sports and Recreation;" "Friend Group Wine and Wellness;" and "Business to Bleisure." For each, the Team articulated a foundational, promotional, and aspirational level of actualization. (see page 19)
- Nine Objectives: These are high-level areas of strategic focus that will guide development of the destination over the coming ten years and will help make the Vision a reality. (see page 23). Each Objective is further defined by:

- A set of Strategies that, when implemented, will help make the Objective a reality. Each Strategy has an accompanying rough orderof-magnitude cost as well as key partners to carry out the work. In all, there are 39 Strategies.
- Two to three Indicators per Objective that specify how to measure progress toward achieving the Objective.
- Collective Impact Model: This model recognizes that the work of the Tourism Development Strategy is greater than what the Tourism Promotion Committee can accomplish alone and that a collective approach is needed to work toward its success. (see page 45)

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



#### **POSITIVE IMPACTS OF DESTINATION DEVELOPMENT**





#### How to use this Plan

The work to be done is centered around nine Objectives:

- 1. Build Destination Management Capacity and Connections
- 2. Accelerate Sports and Outdoor Recreation
- 3. Nurture and Attract Impactful Events
- 4. Enhance and Elevate Willamette River Access
- 5. Invest in Town Center Development
- 6. Focus on Access and Transportation
- 7. Support the Growth of our Arts and Culture Ecosystem
- 8. Highlight Food and Beverage
- 9. Diversify and Expand Lodging Options

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

**Stage 1, Seeding Growth** (page 29), covers the first four years of the planning timeframe and includes 16 strategies.

**Stage 2, Supporting Growth** (page 36), covers years five through seven of the planning timeframe and includes 13 strategies.

**Stage 3, Reaping Rewards** (page 41), covers the last three years of the planning timeframe and includes 10 strategies.

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

In order to ensure that Objectives and Strategies track toward success, the Tourism Promotion Committee will convene a team dedicated to the implementation of this plan. The membership of this team will include key stakeholders, with other partners brought in for task-specific endeavors (see Collective Impact Model, page 45). Regular meetings will track progress and-more importantly-identify opportunities for course correction. Working teams should be identified to undertake each of the Strategies that are underway at a given time, and those teams should identify Action Steps necessary and how they will know when the Strategy has been completed. They should regularly report on their progress to the broader team.

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















# 2035 VISION NARRATIVE



### **2**035 VISION NARRATIVE

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

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

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

The Town Center has become the beating heart of Wilsonville and has, among other things, created









the opportunity to grow other areas of the local economy.

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

Outdoor recreation has become a focal point of the city, especially now that there is safe, easy access to

the Willamette River just south of the Town Center and a new bike and pedestrian bridge tying the city to the region's nonmotorized infrastructure. The city is now a hub of cycling activity throughout the northern Valley, connecting the Willamette Valley Scenic Bikeway to the Portland metro-area Ice Age Tonquin Trail. Where trails now connect with regional trails south of Memorial Park, one can rent, buy, or service mountain bikes, road bikes, and e-bikes. At the river landing, from which one can now explore the waterway from the Willamette Falls Locks to Newberg and Champoeg, kayaks and stand-up paddleboards are available to rent for river recreation. The Portland Spirit now shows visitors the river's splendor all the way to the Wilsonville landing and up to Newberg. Outdoor recreation activity is booming across the region, as Wilsonville's regional tourism partners are helping promote the connectedness of the region's many trails and campgrounds.

The region's culture and heritage play a major role in the surge of visitation, too. Several historical organizations work together to offer guided tours of the sites of key pioneer movements of the region, from Aurora National Historic District to Champoeg





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

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

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







# COMPETITIVE Position





### **COMPETITIVE POSITION**

#### Wilsonville is in the heart of it all, offering:

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







# KEYS TO DESTINATION EVOLUTION





## **KEYS TO DESTINATION EVOLUTION**

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

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

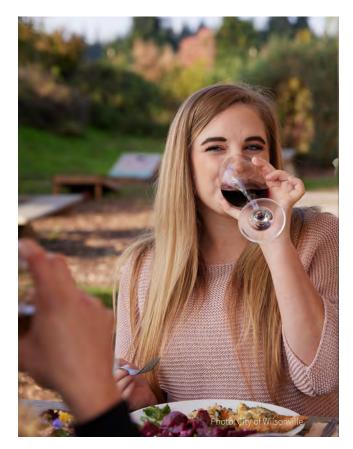
- Two-night stays for sports events
- Wine country day trips
- Single-night stays for pass-through leisure and business

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

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

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

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









Single-night stays for pass-through leisure and business













## DESTINATION OBJECTIVES, STRATEGIES, AND INDICATORS





### DESTINATION OBJECTIVES, Strategies, and indicators

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

#### **Objective 1: Build Destination Management Capacity and Connections**

#### Strategies

- 1.8 Develop destination ambassadorship toolkit for tourism-oriented businesses to inform visitors and train front-line staff
- 1.14 Increase City Transient Lodging Tax (TLT) rate to augment and stabilize the marketing budget for Explore Wilsonville
- 1.15 Increase connections with partner DMOs at the regional and state levels
- 1.16 Increase Explore Wilsonville visibility at industry events and within our community
- 3.9 Determine the threshold at which dedicated destination staff or a separate DMO organization is necessary and prepare for that transition

#### Indicators

- Grow TLT collections by 10% from 2025 baseline
- Increase hotel occupancy one percentage point year-over-year from 2025 baseline
- ▶ Increase average daily visitor spend 3% year-over-year from 2025 baseline

#### **Objective 2: Accelerate Sports and Recreation**

#### **Strategies**

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





#### Indicators

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

#### **Objective 3: Nurture and Attract Impactful Events**

#### **Strategies**

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

#### Indicators

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

#### **Objective 4: Enhance and Elevate Willamette River Access**

#### Strategies

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

#### Indicators

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









#### **Objective 5: Invest in Town Center Development**

Strategies

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

#### Indicators

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

#### **Objective 6: Focus on Access and Transportation**

#### Strategies

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

#### Indicators

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

#### **Objective 7: Support the Growth of our Arts and Culture Ecosystem**

#### Strategies

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



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

#### Indicators

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

#### **Objective 8: Highlight Food and Beverage**

#### Strategies

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

#### Indicators

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

#### **Objective 9: Diversify and Expand Lodging Options**

#### Strategies

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

#### Indicators

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







### **STAGES 1-3: THE NEXT 10 YEARS**

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

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



### STAGE 1: SEEDING GROWTH, YEARS 0-4

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

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

#### Investment Level: \$\$\$

**Core partners:** Travel Oregon, Oregon State Marine Board, Oregon Parks & Recreation Department, Willamette Riverkeeper, Oregon's Mt. Hood Territory

#### Existing City plans to coordinate with:

Boones Ferry Park Master Plan, 2018 Parks & Recreation Comprehensive Master Plan,

Memorial Park Master Plan, Willamette River Water Trail

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

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

#### Investment Level: \$\$

- **Core partners:** Bike rental vendors; regional, municipal, and county governments
- **Existing City plans to coordinate with:** Bike and Pedestrian Connectivity Plan, 2018 Parks & Recreation Comprehensive Master Plan





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

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

#### Investment Level: \$\$\$

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

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

## **1.4** Conduct feasibility study for an indoor sports/entertainment complex with a potential adjacent lodging facility

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

#### Investment Level: \$\$\$

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

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

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









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

#### Investment Level: \$

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

Existing City plans to coordinate with: N/A

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

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

#### Investment Level: \$

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

Existing City plans to coordinate with: N/A

### **1.7** Perform gap analysis for food and beverage

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

#### Investment Level: \$\$

**Core partners:** Oregon Restaurant & Lodging Association

#### **Existing City plans to coordinate with:** Town Center Plan







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

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

#### Investment Level: \$\$

**Core partners:** Oregon Restaurant & Lodging Association, Travel Oregon, Wilsonville Area Chamber of Commerce key lodging properties and tourism attractions

#### Existing City plans to coordinate with: N/A

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

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

#### Investment Level: \$\$

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

#### **Existing City plans to coordinate with:** Town Center Plan





# **1.10** Evaluate short-term rental (STR) opportunities and policies and create a Quick Start Guide to ease creation of new STRs for owners

A sufficient inventory of short-term rental (STR) locations, offered through services such as Airbnb and VRBO, is a necessary component of any modern destination plan because of the flexibility they give to families and larger groups traveling together. If local regulations mandate these rentals charge a TLT on visitation, as Wilsonville's does, this helps the tourism program at large. As families are a key demographic of the Wilsonville plan, it makes great sense to promote legal, regulated STR activity. Creating a Quick Start Guide for property owners that helps them understand how to navigate permitting effectively will remove many barriers to market entry. However, since TLT is the funding source for the City's tourism-promotion program, Explore Wilsonville will want to primarily promote lodging properties located within city limits.

#### Investment Level: \$

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

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

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

A vibrant arts and culture ecosystem is a proven attractor for destinations across the US. A healthy cultural economy not only draws visitation, but also greatly improves livability for residents and traffic for local businesses. Traditionally in the US, the organizations that drive cultural communities are nonprofit by design-and in Wilsonville, the nonprofit sector has been struggling in the wake of the pandemic. Initiating a capacity-building program to support nonprofit operations and development in the city is an effective way to solidify operations for organizations that provide a key element of an attractive destination. Additionally, the City's Arts, Culture and Heritage Strategy offers a number of ways to increase community engagement and build capacity for cultural nonprofits.

#### Investment Level: \$\$

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

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









## **1.12** Explore funding mechanisms for public arts to enhance visitor areas

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

#### Investment Level: \$

**Core partners:** Regional, municipal and county governments, Oregon Arts Commission, Tualatin Valley Creates, Clackamas County Arts Alliance, Regional Arts & Culture Council

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

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

Many of the Strategies in this Tourism Development Strategy hinge on the City's ability to create a walkable, vibrant town center. Wilsonville's ambitious Town Center Plan, which would put municipal resources to work in bringing such a vision to fruition, has already been approved by City Council. However, implementation is moving very slowly. The key now is to move that development forward for the benefit of the city's residents and its visitation ambitions. Therefore, a critical activity in the initial phase of this Strategy is to advocate-firmly, passionately-for the City to pursue development of the several other elements of this plan that will have a direct impact on Wilsonville's ability to successfully implement its Tourism Development Strategy.

#### Investment Level: \$

**Core partners:** Wilsonville Area Chamber of Commerce

**Existing City plans to coordinate with:** Town Center Plan

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

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





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

#### Investment Level: \$\$

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

#### Existing City plans to coordinate with: N/A

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

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

#### Investment Level: \$

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

#### Existing City plans to coordinate with: N/A

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

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

#### Investment Level: \$\$

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

Existing City plans to coordinate with: N/A





## STAGE 2: SUPPORTING GROWTH, YEARS 5-7

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

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

#### Investment Level: \$\$

Core partners: Varies by type of event

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







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

Events are even better drivers of visitation if they support or elevate cultural, historical, or commercial features that are of importance to the community or region. Sometimes they can give a community an identity, like Gilroy, CA's Garlic Festival, or heighten the city's existing identity, like Leavenworth, WA's several Bavarianthemed festivals. Any discussion of a festival in Wilsonville should begin with the identification of a signature event that can be tied exclusively to the Wilsonville community. The conversations and forums initiated by the activity in Strategy 2.1 will likely kickstart this process, though the scale and impact of a signature festival or event will demand thorough community, commercial, and regional tourism engagement during the ideation and planning phases. Due to Wilsonville's location along I-5 and its large number of automobile dealers, an automotive-focused event could be considered.

#### Investment Level: \$\$

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

**Existing City plans to coordinate with:** Town Center Plan

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

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

#### Investment Level: \$\$

**Core partners:** Wilsonville Area Chamber of Commerce, Oregon Restaurant & Lodging Association, City Economic Development Division

**Existing City plans to coordinate with:** Town Center Plan

# **2.4** Create relationships with local "liquid tourism" providers to offer more options with experiences and family-friendly activities

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

#### Investment Level: \$

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

#### Existing City plans to coordinate with: N/A





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

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

#### Investment Level: \$\$

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

**Existing City plans to coordinate with:** Transit Master Plan

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

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

#### Investment Level: \$\$

**Core partners:** Local businesses, Portland Street Art Alliance

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



## **2.7** Develop sorting criteria to prioritize investments in events and festivals that drive visitation

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

#### Investment Level: \$\$

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

#### Existing City plans to coordinate with: 2018

Parks & Recreation Comprehensive Master Plan, Arts, Culture and Heritage Strategy, Town Center Plan





## **2.8** Foster development of food cart pod or food hall

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

#### Investment Level: \$

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

#### **Existing City plans to coordinate with:** Town Center Plan



## **2.9** Develop a marketing toolkit for new STR owners

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

#### Investment Level: \$

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

Existing City plans to coordinate with: N/A

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

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

#### Investment Level: \$\$\$

**Core partners:** Tualatin Valley Creates, Clackamas County Arts Alliance

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







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

Transportation for visitors was identified as a critical limiting factor for Wilsonville. To encourage visitors to use public transit, it needs to be available when and where they want to use it. Available and effective public transit will mitigate the traffic impact of visitation, promote more exploration within Wilsonville, and offer safe transportation alternatives for those enjoying the beverage sector. The SMART system is an ideal platform for visitors if they can access it on weekends and if it can better serve the places they want to visit.

#### Investment Level: \$\$\$

Core partners: Local hotels

Existing City plans to coordinate with:

Transit Master Plan

## **2.12** Perform destination accessibility audit

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

#### Investment Level: \$\$\$

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

#### Existing City plans to coordinate with:

Transit Master Plan, ADA Accessibility Transition Plan, 2018 Parks & Recreation Comprehensive Master Plan

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

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

#### Investment Level: \$

**Core partners:** Willamette Riverkeeper, thirdparty contractor (to be identified)

#### Existing City plans to coordinate with:

Boones Ferry Park Master Plan, 2018 Parks & Recreation Comprehensive Master Plan, Memorial Park Master Plan, Willamette River Water Trail





## STAGE 3: REAPING REWARDS, YEARS 8-10

## **3.1** Develop structured parking surrounded by commercial retail

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

#### Investment Level: \$\$\$

**Core partners:** Private developers, Wilsonville Area Chamber of Commerce

Existing City plans to coordinate with:

Town Center Plan

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

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

#### Investment Level: \$\$\$

- **Core partners:** Wilsonville Area Chamber of Commerce, Oregon Department of Transportation, Oregon Parks & Recreation Department, Travel Oregon
- Existing City plans to coordinate with:
  - Town Center Plan, 2018 Parks & Recreation Comprehensive Master Plan





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

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

#### Investment Level: \$

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

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

## **3.4** Support development of themed restaurant or bar as an attraction

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

#### Investment Level: \$

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

Existing City plans to coordinate with: N/A







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

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

#### Investment Level: \$\$

**Core partners:** Portland Spirit, Travel Portland, Willamette Falls Locks Authority

#### Existing City plans to coordinate with:

Boones Ferry Park Master Plan, 2018 Parks & Recreation Comprehensive Master Plan, Memorial Park Master Plan

# **3.6** Evaluate opportunities for sharing economy locations for RVs and campsites

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

#### Investment Level: \$

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

#### Existing City plans to coordinate with:

Wilsonville City Code (zoning), 2018 Parks & Recreation Comprehensive Master Plan

## **3.7** Facilitate expansion of connections from Portland International Airport to Wilsonville

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

#### Investment Level: \$\$

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

**Existing City plans to coordinate with:** Transit Master Plan

#### **3.8** Recruit family-friendly hotel/ entertainment property

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

#### Investment Level: \$\$

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

Existing City Plans to coordinate with:  $\ensuremath{\mathsf{N/A}}$ 

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





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

#### Investment Level: \$\$

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

Existing City plans to coordinate with: N/A

# **3.10** Work with partners to continue to build out the regional trail network, connecting the Portland metro-area Ice Age Tonquin Trail to Willamette Valley Scenic Bikeway

There is no question that additional bicycle access will tie Wilsonville to regional cycling and outdoor

recreation opportunities, provide activities to visitors, and foster non-motorized transportation for both residents and visitors, mitigating impacts on traffic and parking. Working with regional partners to build out the Wilsonville portions of regional trail systems will be a key piece of improved cycling infrastructure connectivity.

#### Investment Level: \$\$\$

**Core partners:** Metro; regional, municipal and county governments

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







# IMPLEMENTATION: Collective IMPACT MODEL

LSONVILLE, OREGON





## IMPLEMENTATION: COLLECTIVE IMPACT MODEL

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

-Wikipedia

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

-Stanford Social Innovation Review

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

#### **Common Agenda**

The Common Agenda for this Collective Impact Model is the Vision statement, which begins on page 13 of this document.







#### **Mutually Reinforcing Activities**

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

- 1. Build Destination Management Capacity and Connections
- 2. Accelerate Sports and Outdoor Recreation
- 3. Nurture and Attract Impactful Events
- 4. Enhance and Elevate Willamette River Access
- 5. Invest in Town Center Development
- 6. Focus on Access and Transportation
- 7. Support the Growth of our Arts and Culture Ecosystem
- 8. Highlight Food and Beverage
- 9. Diversify and Expand Lodging Options

#### **Backbone Support Organization**

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

#### **Partners**

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

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

#### **Shared Measurement Systems**

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







#### **Continuous Communication**

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

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

Two meeting tracks are envisioned for the first stage of the plan's implementation:

**Core Tourism Development Strategy Implementation Team:** In the first stage, it is recommended that a core team meets quarterly to ensure progress on initial Strategies. An Annual Report on the first year should be compiled at fiscal year-end, along with progress on indicators. This would traditionally be included in the annual "Five-Year Action Plan and Annual One-Year Implementation Plan" of the Tourism Promotion Committee. In the second and third stages of implementing the Tourism Development Strategy, these core team meetings may occur two to three times a year. This core team will include the Chair of the Tourism Promotion committee and Tourism Promotion Program staff, as well as representatives from Explore Tualatin Valley, Oregon's Mt. Hood Territory, Willamette Valley Visitors Association, and Wilsonville Area Chamber of Commerce.

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







## ACKNOWLEDGEMENTS

#### **Tourism Development Strategy Planning Team**

Kris Ammerman, Parks & Recreation Director, City of Wilsonville Bridget Baeth, Senior Advisor and Principal, JavRav Zoe Mombert, Assistant to the City Manager, City of Wilsonville Chris Neamtzu, Community Development Director, City of Wilsonville Mark Ottenad, Public/Government Affairs Director, City of Wilsonville Sungmin Park, Owner, Holiday Inn Portland South-Wilsonville Brian Stevenson, Recreation Program Manager, City of Wilsonville Erika Valentine, Arts & Culture Coordinator, City of Wilsonville

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Sawyer Cleveland, Whereabout Stacy Humphrey, Whereabout Matthew Landkamer, Whereabout Greg Netzer, Whereabout

#### **Tourism Promotion Committee**

Lin Anderson Caroline Berry (City Council liaison) Noelle Craddock Elizabeth (Libby) Crawford Jared Firby Jennifer Gage Elaine Owen Sungmin Park Brandon Roben Lynn Sanders Rohit Sharma

#### Wilsonville City Council

Mayor Shawn O'Neil Council President Caroline Berry Councilor Adam Cunningham Councilor Katie Dunwell Councilor Anne Shevlin

#### **Interviewees During the Discovery Phase**

Lin Anderson Bridget Baeth Kevin Ferrasci O'Malley Jennifer Gage Darren Harmon Charlotte Lehan Elaine Owen Brandon Roben Rohit Sharma





# APPENDIX: CURRENT STATE ANALYSIS





Photo: Whereabo

## EXPLORE WILSONVILLE

CURRENT STATE ANALYSIS





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## INTRODUCTION From Whereabout

#### September 2024

The City of Wilsonville has chosen a crucial time to undertake a Tourism Development Strategy process for Explore Wilsonville. As the US continues its emergence from the COVID-19 pandemic, destinations like Wilsonville have an opportunity to rethink how they approach travel and visitation to empower their economic recovery; enhance the accessibility and magnetism of their tourism product; reconsider who their priority visitors are or should be; and ensure an equitable distribution of the benefits of tourism throughout the community. As the community of Wilsonville continues to evolve, its local tourism product will naturally evolve with it. This is the right moment to reconsider how tourism serves visitors, enhances the local quality of life, and equitably grows the economy.

This report is designed to be an input to the creation of a Tourism Development Strategy for Explore Wilsonville. The City has initiated this process to plan for the development of assets and marketing efforts meant to create economic wealth for the communities in the region and engage its constituents on behalf of visitation. Sustaining, growing, and diversifying the visitor economy into the next decade and beyond will rely on an understanding of the region's assets, current visitation patterns, and opportunities for growth—an understanding which we hope this report can bring.

Matthew Landkamer & Greg Netzer

Whereabout

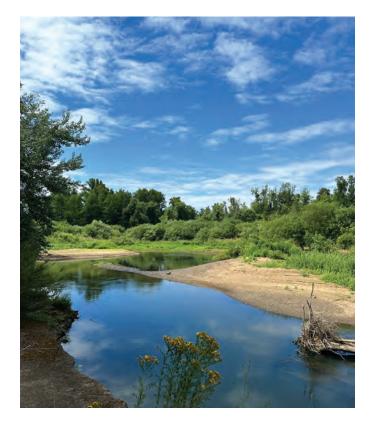




## OVERVIEW & METHODOLOGY

#### METHODOLOGY & KEY CONSIDERATIONS

To inform this report, Whereabout reviewed 28 existing data sources and documents including local visitation trends, visitor profiles, and related City reports. Whereabout performed nine (9) individual interviews of key stakeholders in the region and garnered 54 participants in a regional stakeholder survey. We were in the Wilsonville area for three days in June 2024 to explore the City and its surrounding communities, understand their collective strengths and opportunities, and delve deeper into the visitor experience. Finally, this work is informed by our broader knowledge of the tourism industry and external studies and articles cited in the endnotes of this document.



The primary focus of this report, the Key Strategic Considerations section, highlights 11 specific topics for the Planning Team to think about as they plan:

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

The report concludes with appendices that include Macro Tourism Trends, Local Tourism Trends, In-Market Assessment, Stakeholder Survey, Progress Evaluation, City Council Goals, and Sources Cited.

#### **USING THIS REPORT**

This report is meant as a guide to planning, and not as firm recommendations for specific strategies. Ideally, it will be a vehicle for stirring vigorous debate and also used as a reference to ensure that the strategies resulting from the process have addressed all key issues and challenges.



# **KEY STRATEGIC CONSIDERATIONS**



## BRING The family

#### **IT'S EASY TO SEE THAT WILSONVILLE IS A FAMILY-FRIENDLY COMMUNITY** with outdoor

recreation areas, excellent parks, and a safe, walkable atmosphere that appeals to visitors with children. These amenities certainly differentiate Wilsonville from destinations that cater to adults and the expectation of greater spending. There is clearly a niche to be leveraged in marketing to families. However, this is primarily a way to promote what is a great place to live. We heard a recurring sentiment that while the family-friendly vibe is a strength, Wilsonville lacks a truly iconic attraction or vibrant downtown area to drive significant overnight visitation from families.

#### **DATA POINTS**

- » Two of the five top assets stakeholders said they'd send visitors to are among those classically thought of as "family" attractions: parks and Bullwinkle's, the family fun center.
- » Meanwhile, art & culture, along with indoor recreation, were among the top destination gaps identified by stakeholders.





#### STAKEHOLDER QUOTES

"A sports complex could be an opportunity for tourism in Wilsonville, with the potential for families to stay in hotels and generate business."

"Wilsonville differentiates itself as a family-friendly destination with parks and dog-friendly breweries."

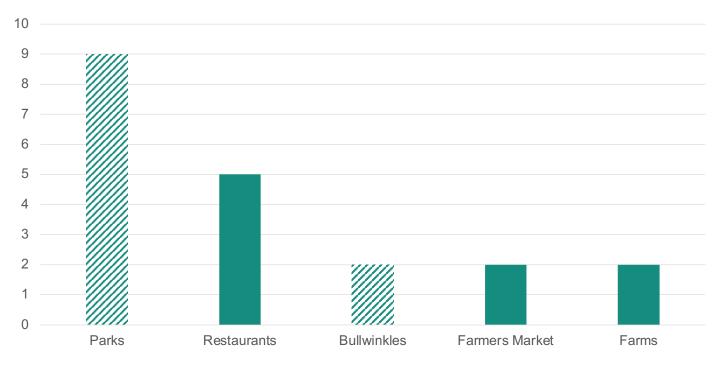
"WILSONVILLE IS ATTRACTING FAMILIES WITH ITS SAFE AND WALKABLE COMMUNITY, HIGHLIGHTING THE VILLEBOIS AND CHARBONNEAU DEVELOPMENTS ACROSS THE RIVER."

"I do think that we need to think about tourism for what we are, which is, you know, not a vacation destination. Really. But it doesn't mean we can't take advantage of what attracts people to come here."

#### CONCLUSIONS

- » Future civic development planning would be well advised to take into account the dual needs of resident and visiting families
- » Developing more unique offerings like a sports complex, event center, or increased focus on arts and culture would create a distinct reason for families to stay longer.
- » Some feel the city's proximity to other area attractions is a double-edged sword, making it a convenient base but not a destination itself, and there is some truth to that.

#### WHAT ARE THE TOP THREE EVENTS, ASSETS, OR ATTRACTIONS YOU'D SEND A VISITOR TO IN WILSONVILLE?





## PLAY BALL WITH Youth & Amateur Sports

#### 2 SPORTS TOURISM IS OFTEN USED AS A LEVER FOR DEVELOPING DESTINATIONS. Because youth and amateur sports draw multiple visitors per event participant—families traveling with their kids—and because they often draw multinight stays for tournaments, fostering the growth of these events is a lucrative endeavor for smaller destinations. They can also be used to counter-

balance business travel that fills hotels during the

#### **DATA POINTS**

- According to the United Nations World Tourism Organization, "Sports tourism is a fundamental axis, generating around 10% of the world's expenditure on tourism. It has an estimated growth rate of 17.5% between 2023-2030."
- According to the Sports Business Journal, youth sports is a \$30B market in the U.S., and is growing rapidly.





week

#### **STAKEHOLDER QUOTES**

"There are people coming from all over for the events that are happening, you know, that would be one... People coming for sports teams or horse shows."

### "[A] SPORTS COMPLEX OR MEETING SPACE WOULD HELP."

"My daughter just wrapped up her first year of a youth cheerleading season and I was surprised at how many people travel all over, you know, from all over the state to go to these weekly competitions at various locations... There's probably some sporting events or youth sports that are drawing some folks out."

"A church off in West Linn Stafford area that's trying to build a sports complex with Willamette United, the Youth Soccer League"

"In the past, they talked about an athletic complex."

"All the high school sports happen in Wilsonville. I know that from my own little brother having baseball games."

#### CONCLUSIONS

- Although Wilsonville has a great start with facilities like the ones at Memorial Park, the development of a dedicated sports complex that wasn't prioritized for resident use would support the growth of this market.
- » Identifying in-market services that can be offered to tournament promoters may be one way to secure agreements for local tournaments.
- » Partnering with neighboring communities and leveraging the sales capabilities of the regional DMOs are two ways to expand upon Wilsonville's current position for sports tourism.

**\$30B** impact of youth sports market in the United States 10% of the world's tourism spend



## BUILD IT AND They will come

#### **3** THIS MAY SOUND OBVIOUS, BUT VISITORS WANT PLACES TO GO THAT ARE VARIED

AND NEARBY. So it was no surprise that our conversations with stakeholders underscored the importance of retaining and developing more restaurants and evening attractions to enhance Wilsonville's appeal as a visitor destination. We heard repeatedly about the current lack of dining options in the city, but the lack of inventory was only part of the conversations. Ways to proactively address this gap came up as well, through strategies like incentive programs, urban planning initiatives, and easierto-build creative concepts like food truck parks. Concerns about the decline of existing businesses due to factors such as the Covid-19 pandemic and its resulting economic challenges were prevalent, but understanding the dilemma isn't the same as overcoming it.

#### DATA POINTS

- Many of the elements of the built environment and commercial assets that make for a vibrant destination scored below 3 out of 5 on the stakeholder survey: restaurants & bars; wineries, breweries & distilleries; arts, culture & history; retail & shopping; and entertainment & nightlife.
- On the National Community Survey, 84% of Wilsonville residents said it was somewhat or very important for the City to focus on the overall design or layout of residential and commercial areas.





#### **STAKEHOLDER QUOTES**

"We do need to close a gap for our restaurants. We have very few restaurants in Wilsonville and part of that reason is because of the increased cost in space rent."

"We fill a niche that we fill for adults only space in family-friendly Wilsonville."

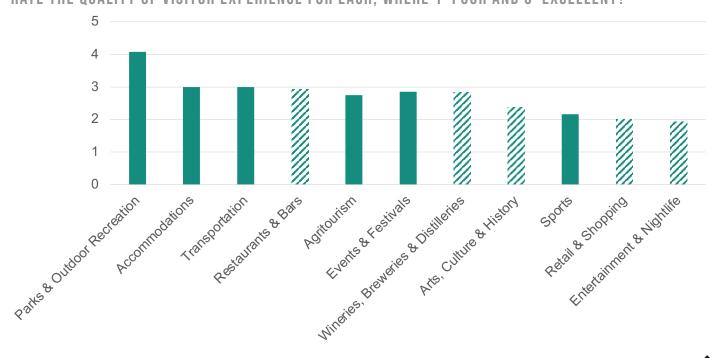
"I'm concerned about the decline of attractions and businesses in Wilsonville, potentially due to COVID and economic factors."

"I'M FEELING LIKE, THIS IS TERRIBLE TO SAY, BUT I HAVE TO SAY IT-WILSONVILLE IS CHANGING. AND IT FEELS LIKE A LOT OF THE THINGS THAT WOULD DRAW PEOPLE IN, LIKE THINGS TO DO, ARE STARTING TO LEAVE THE TOWN. THE MOVIE THEATER CLOSED. I'M SEEING MORE RESTAURANT CLOSURES. SOME OF ITS COVID, SOME OF IT IS THE ECONOMY. AND YOU KNOW, SOME OF IT'S JUST THE COST OF HOUSING AND PROPERTIES GOING THROUGH AND IT JUST BECOMES UNAFFORDABLE."

#### CONCLUSIONS

- » Creating a critical mass of restaurants and evening entertainment venues to create a vibrant and attractive atmosphere for both visitors and residents will be a critical strategy toward boosting visitation, but the city's high cost of doing business remains a challenge.
- » A strategic review of zoning and permitting regulations could be helpful in creating the space and opportunities for more nontraditional venues like food trucks to stabilize and grow.

"It's a tough time trying to build a strategy around the restaurant business. They're struggling to try and get profit margins because of the cost of goods sold and trying to figure out if they still want a delivery business. I had somebody tell me that he would have bet \$1,000 to anybody three years ago, that would have told him he would be spending \$600,000 a year to pay a delivery charge just for his restaurants. That's the craziness of the restaurant businesses."



THINKING ABOUT THE FOLLOWING DIMENSIONS OF WILSONVILLE AS A DESTINATION, HOW WOULD YOU RATE THE QUALITY OF VISITOR EXPERIENCE FOR EACH, WHERE 1=POOR AND 5=EXCELLENT?

## A WALKABLE TOWN CENTER: THE BRASS RING

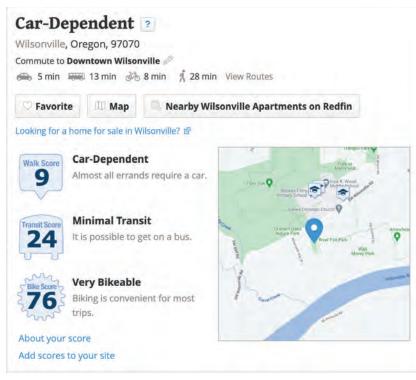
#### 4 ONE CLEAR ISSUE WE SEE, AND WHICH WE HEARD ABOUT IN OUR CONVERSATIONS, IS THE LACK OF A DEFINED TOWN CENTER OR DOWNTOWN AREA IN WILSONVILLE.

A walkable town center would allow visitors to easily explore attractions, shops, restaurants, and cultural sites without the need for a car, which often improves the visitor experience and encourages longer stays. It also gives tourists a chance to immerse themselves in the local atmosphere, discover hidden gems, and engage with the community. When visitors spend more time in one area, it leads to increased spending at local businesses, from cafes and boutiques and entertainment venues. It's what communities strive for.

#### DATA POINTS

- » A 2019 Destination Analysts study found that 76.2% of those who had visited Oregon cited walkability as important to their decision to take that trip.
- » Downtown Wilsonville receives a Walk Score of 9/100, indicating a car-dependent community.
- » Shopping was identified both as a challenge and an opportunity in our stakeholder survey, indicating that a concentrated shopping area could be an important visitor asset in Wilsonville.

#### WALK SCORE FOR WILSONVILLE





#### **STAKEHOLDER QUOTES**

"The town is split in half. There's just no real defining identity other than you get stuck in traffic because of the way I-5 is situated right here."

"We don't have any, you know, good outdoor lifestyle centers that you know, seem to be very popular nowadays. All across the country. You know, the traditional indoor malls are kind of struggling but these outdoor venues aren't. Look at the shops at Tanasbourne or the Bridgeport Village, things like that. We don't have that."

"I THINK A PRIORITY WOULD BE TO FINISH OUT THE TOWN CENTER PLAN. NOT HAVE A BUNCH OF EMPTY BOXES, AND AN EMPTY MOVIE THEATER. THERE'S A LOT OF OPPORTUNITY TO CREATE SOMETHING LIKE THAT."

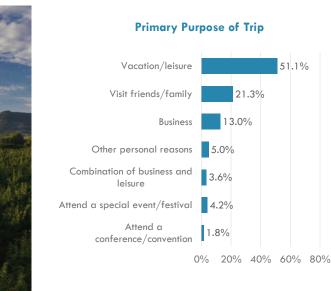
"We need to figure out, instead of just looking outside, how to truly work on developing something within Wilsonville."

#### CONCLUSIONS

- Wilsonville lacks a walkable core with shops, restaurants, and attractions that could draw visitors and give the city an identity beyond being a residential suburb.
- » Properties such as the vacant Albertson's property present an interesting opportunity for redevelopment.
- » By continuing to invest in the planning and development of a town center, Wilsonville would be removing a major obstacle for developing tourism.

"I've heard rumblings there. Just rumors about the city trying to come up with more high density housing in the city center. Think that could be a great opportunity to do stuff like what the City of Portland is doing, where they have ground floor retail, and then they build housing apartments on top of that, right smack in the middle of the city. If you have more restaurants, more retail, it gives people more things to do. They might stay a little longer."

#### MOTIVATIONS FOR VISITING OREGON



Question: What was the primary purpose of your trip? (Base: All recent visitors, 14,079 completed surveys)

Important Attributes for Oregon Destination Selection

(Top 2 Box Score—% selecting "Important" or Very important")

Scenic beauty	90.3%	
Relaxing environment	88.0%	
Affordability/value for the money	82.0%	
Local food	81.3%	
Environmental quality	80.9%	
Inclusive/welcoming atmosphere	80.3%	
Outdoor recreation	78.8%	
Safety/crime-levels	78.0%	
Walkability	76.2%	
Accommodations/lodging options	75.1%	
Number of people/crowd size	72.3%	
Weather	67.0%	
COVID-19 protocols	66.7%	
Sustainable practices	60.3%	
Arts & culture	57.7%	
Family friendly activities	52.4%	
Tourism products & services	47.5%	
Tax-free shopping	40.9%	
Accessibility	33.7%	
0% 25% 50% 75%100%		
070 2378 3078 7 378 10078		

Question: How important were each of the following to your decision to take this trip to/within Oregon? (Base: All recent visitors, 2,663 completed surveys)

Destination 🕹 Analysts



## CHAMPION ACCESSIBILITY AND TRANSPORTATION

#### **5** ONE OF THE ELEMENTS WE ROUTINELY REVIEW IN ANY DESTINATION WE VISIT IS ITS ACCESSIBILITY - HOW SAFE, REACHABLE, AND AVAILABLE ITS ASSETS ARE TO ANYONE,

**LOCALS AND VISITORS ALIKE.** In Wilsonville and its surrounding communities, we found this to be a mixed experience. Some locations could be easily reached by someone using a walking aid or wheelchair, but many could not. Public parks and squares tended to be easier to access, while the commercial districts presented more of a challenge: While they might have the appropriate curbs and ramps to afford access to those using mobility aids, the car-centered design of the city created more potential friction for people with restricted mobility purely because of their need to navigate traffic. And the community as a whole is difficult to navigate if you don't have a vehicle.

#### **DATA POINTS**

- The 2023 Travel Oregon resident survey performed by Future Partners indicates that 17% of Oregon households have accessibility needs.
- » Meanwhile, a Destination Analysts study from 2023 found that accessibility for those with disabilities ranked as the lowest category for satisfaction with Oregon trip experiences, with only 40.8% being "satisfied" or "very satisfied."
- » As the American population ages, it is expected that the percentage of travelers with visible or invisible disabilities will increase.

#### **OREGON RESIDENTS DEMOGRAPHIC SNAPSHOT**

Oregon Residents Demographic Snapshot

Total residents surveyed:	6,864
Average age:	50 years old
Average household income:	\$87,706
Employed:	63%
College graduate:	59%
Married/domestic partnership:	62%
Have children in household:	27%
Ethnicity*	
White/Caucasian:	86%
Hispanic/Latino:	6%
Asian, Native Hawaiian, or Pacific Islander	5%
Native American, Alaskan Native	4%
African American/Black	4%
• Other	2%
LGBTQ+:	12%
Accessibility needs in household:	17%

\*Percentages sum to more than 100% as respondents could select more than one race/ethnicity.
Future Partners Travel Oregon Resident Sentiment





### **STAKEHOLDER QUOTES**

"I think it is important that [we solve for] the Boone Bridge. I mean if in five years from now, it's not going to be working for four hours of the day. That's a serious problem. There's no other way to get across that river. That impacts tourism directly. But if we are a hub, if we are promoting ourselves as an access point to reach all these other fun things to do, then that becomes really critical."

"The infrastructure just isn't there yet."

"THERE'S A NATURE AREA THAT THEY PROMOTE. BUT YOU CAN'T ACTUALLY GET THERE, YOU CAN ONLY SEE IT FROM AN OVERPASS IN THE NEIGHBORHOODS. THERE'S NO ACTUAL TRAILS AROUND IT OR WAY TO REALLY GET INTO IT. SO LIKE WE'VE BEEN ASKED TO SEND INFLUENCERS THERE, BUT THEY CAN'T ACTUALLY DO ANYTHING."

### CONCLUSIONS

- » As the destination approaches its development efforts, considering the evolving accessibility needs of visitors would we a wise strategy
- The SMART bus service helps to mitigate the accessibility challenges a carcentered civic design presents, though the City should investigate ways to make its schedule and routing more robust.
- » Accessibility has become a critical issue in destination development as more communities better understand the need to remove barriers of all kinds in order to improve the quality of experience for visitors and the ease of life for residents.

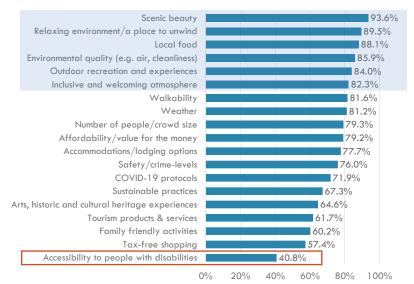
### SATISFACTION WITH TRIP EXPERIENCES IN OREGON



Question: How satisfied are you with each of the following about your trip experience within Oregon? Please use the scale from "Very satisfied" to "Very unsatisfied

(Base: All recent visitors, 3,136 completed surveys)

### Top 2 Box Score—% Selecting "Satisfied" or "Very Satisfied"



Destination 💠 Analysts



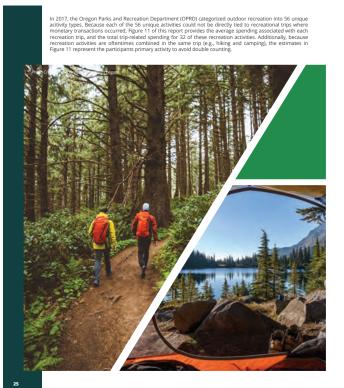
# RECONNECT WILSONVILLE TO THE RIVER

6 WHILE WILSONVILLE IS PROBABLY A LONG WAY FROM THE TYPE OF WATERFRONT REDEVELOPMENT THAT WE'VE SEEN IN CITIES LIKE SAN ANTONIO, SEATTLE, AND VANCOUVER, WASHINGTON, THERE IS STILL PLENTY OF POSSIBILITY. In the near-term, the Willamette River can be a recreational draw for activities like stand-up paddleboarding, kayaking, and motor-boating. In the longer term, a navigable river may open up the opportunity for Wilsonville to be a stop on a river cruise.

### **DATA POINTS**

- » The 2022 Outdoor Recreation Study commissioned by Travel Oregon found that recreation related to rivers contributed a combined \$378M in annual economic activity in Oregon.
- » Most of the stakeholders we talked to brought up the river and the possibilities it holds for tourism.

### SPENDING BY OUTDOOR RECREATION ACTIVITY



Recreation Acitivty	Activity Days	\$/Activity Day	Total Spending (000's)
Attending outdoor concerts, fairs, or festivals	2,772,782	\$30	\$84,280
Beach activities – Lakes, reservoirs, rivers	3,828,727	\$74	\$284,472
Beach activities – Ocean	24,624,288	\$156	\$3,839,032
Camping, vehicle-based	2,752,160	\$71	\$195,742
Cross-country/Nordic skiing	500,205	\$104	\$51,96
Downhill (alpine) skiing or snowboarding	2,628,949	\$55	\$144,45
Fishing	4,000,738	\$66	\$263,27
Flat water canoeing, sea kayaking, rowing, stand-up paddling, tubing, floating	1,193,740	\$41	\$49,16
Going to dog parks or off-leash areas	15,262,566	\$21	\$322,65
Golfing	9,182,705	\$99	\$912,83
Hunting	1,924,624	\$111	\$214,30
Long-distance hiking (backpacking)	1,638,660	\$77	\$126,26
Motorized trail activity	2,365,771	\$105	\$247,38
Nature observation (e.g. birds, other wildlife, forests, wildflowers)	17,334,229	\$61	\$1,049,41
Outdoor photography, painting, drawing	5,763,183	\$108	\$624,19
Pedaling bicycles on paved paths or natural trails (including mountain biking)	6,077,341	\$53	\$322,43
Pedaling bicycles on streets or sidewalks	11,328,713	\$82	\$925,98
Picnicking, nature immersion (e.g. relaxing, escaping heat or noise)	16,403,027	\$13	\$212,45
Playing sports at parks	31,149,564	\$13	\$403,45
Power-boating (cruising or water skiing)	710,697	\$62	\$44,03
Shellfishing/clamming	404,438	\$98	\$39,76
Sightseeing/driving	4,717,912	\$90	\$424,87
Snowmobiling	199,505	\$141	\$28,13
Traveling for collecting/foraging (e.g. rocks, plants, mushrooms, berries)	2,161,086	\$36	\$77,31
Using personal watercraft, such as jet ski	356,460	\$62	\$22,08
Visiting historic sites or history-themed parks (e.g. museums, outdoor displays, visitor centers)	3,002,332	\$66	\$198,76
Visiting nature centers (e.g. zoo, botanical garden, arboretum)	2,439,010	\$53	\$129,68
White-water canoeing, kayaking, rafting	645,747	\$33	\$21,23
Wind-surfing, kiteboarding, sailing	236,866	\$189	\$44,81
Total	175,606,029	\$75	\$11,304,47

ALYSIS OF OLITDOOR RECREATION IN OREGON

### **STAKEHOLDER QUOTES**

"The fact that we're on the river is really helpful. In the summertime, we used to live in a community called the Renaissance Boat Club. We had a dock, every house had a slip, and it's very much a watercraft, water sports community."

"We don't have very good river access. And we have a fantastic river. We need a way to get on the river to fish, kayak, or whatnot."

"There is feedback we hear a lot, that people want to know more about how to access and use the Willamette River, but the city doesn't have boat access currently."

"WHEN THE LOCKS ARE REMOVED IN OREGON CITY, THE RIVER WILL BE NAVIGABLE. WILSONVILLE COULD CAPITALIZE ON THIS AND BECOME A RIVER DESTINATION, OFFERING BOAT RIDES FROM PLACES LIKE BOONES FERRY."

"The city received a grant to do a feasibility study along the Willamette River for better access points."

"We have hosted many people coming out, spending a weekend on the river, which is one of Wilsonville's good attributes."

### CONCLUSIONS

- » The Willamette River is often inaccessible and hidden in Wilsonville, which is a missed opportunity in many ways.
- » Developing a recreational waterfront will take collaboration with many local and state agencies, and will likely take decades to fully complete.
- » Formation of a task force focused on building momentum and buy-in for riverfront development may be a first step.

"They want to develop a boat dock at Memorial Park to improve access to the river."

"There's talk about building appropriate boat docks in Wilsonville, which would be a great opportunity for the city to improve river access."

"We have a fantastic river, and that's something that needs to be developed further in the city, especially for recreational activities like kayaking and fishing."

"The Willamette River comes up often when people think of Wilsonville, and there's potential to develop more opportunities for residents and visitors to enjoy it."





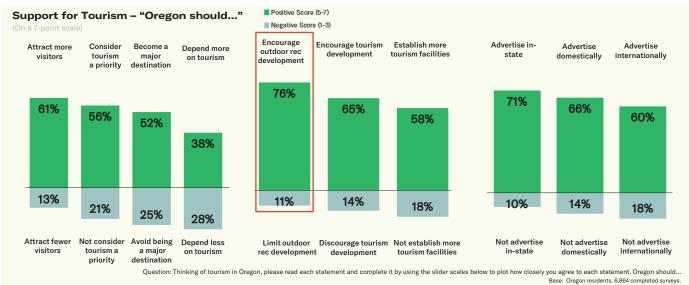
# ENABLE OUTDOOR RECREATION TO DRAW ENGAGED VISITORS

### 7 OUTDOOR RECREATION IS OFTEN UNDERESTIMATED AS A TOURISM DRIVER BECAUSE OF THE STEREOTYPE OF RECREATION PARTIES SPENDING LITTLE IN

**THE DESTINATION.** However, the data clearly shows a significant economic contribution from those who travel for outdoor recreation, and those activities are also known to lead to longer stays, especially in destinations where multiple forms of recreation are available.

### **DATA POINTS**

- » A 2022 Outdoor Recreation study conducted by Future Partners found that tourism-related outdoor recreation contributed over \$7B in consumer spending.
- » An Outdoor Industry Association Outdoor Participation Trends report from 2023 indicates that a record 55% of the U.S. population over the age of 6 participated in outdoor recreation with the five most popular activities being hiking, camping, running, bicycling, and fishing.
- » Outdoor recreation development has high support from residents—the 2023 Travel Oregon Resident Survey found that 76% of Oregon residents believe that Oregon should encourage outdoor recreation development.



### SUPPORT FOR TOURISM IN OREGON

Travel Oregon Resident Sentiment



Future Partners

Resident Sentiment 30

### STAKEHOLDER QUOTES

"The park system is really good, like Memorial Park is phenomenal. Some of the other parks we visited, like Town Center Park with the splash park, have a lot of things that attract people."

"We've invested quite a bit in our parks. Memorial Park is absolutely beautiful, and there are a lot of outdoor activities that draw people here."

"In the summertime, it gets crazy busy around the river, with people using it for watercraft and water sports. It's a big draw for residents and visitors alike."

### "A BIG PART OF THE DRAW FOR RESIDENTS AND VISITORS IS THE OUTDOOR RECREATIONAL OPTIONS, LIKE WALKING TRAILS, PARKS, AND DOG-FRIENDLY SPACES."

"Outdoor recreation is one of the top attractions, especially with the scenic bike trails and camping options at Champoeg State Park."

"The outdoor lifestyle centers are popular across the country, and Wilsonville is working to improve that with parks and access to outdoor activities."

"We promote the Willamette Valley scenic bike trail and have a whole blog about biking, which is

### CONCLUSIONS

- » Water sports and cycling may be two of Wilsonville's most readily-accessible ways to monetize the outdoor recreation visitor.
- » Fostering the development of local guide and/or rental services for kayaking, paddleboarding, or cycling could jumpstart activity.
- » Working with neighboring communities like Canby and Aurora could help build "trails" that can position Wilsonville as a hub for outdoor recreational activity.

something we are trying to push more in the coming years."

"The outdoor recreation opportunities, like the summer road-free concerts and nearby festivals, could be expanded to drive more traffic to the region."

"Camping and tent camping at Champoeg State Park have been difficult to promote because they don't contribute directly to lodging tax funding, but we know outdoor recreation is a big draw."

### ECONOMIC CONTRIBUTION OF OUTDOOR RECREATION VISITORS IN OREGON

Visitor Type	Consumer Spending (000s)	Employment	Labor Income (000s)	Output (000s)	Value Added (000s)
In-state Residents	\$4,024,038	39,042	\$1,587,586	\$4,012,367	\$2,398,450
Out-of-state Tourists	\$3,140,218	32,175	\$1,263,670	\$3,262,088	\$1,964,237
All Visitors	\$7,164,256	71,217	\$2,851,256	\$7,274,454	\$4,362,688

Source: Earth Economics, Economic Analysis of Outdoor Recreation in Oregon



# DEVELOP MULTIPLE Centers of gravity

### 8 EXPECTING ALL TOURISM ACTIVITY TO HAPPEN IN ONE LOCATION IS A BIT LIKE PUTTING ALL

YOUR EGGS IN ONE BASKET. Wilsonville has the opportunity to geographically diversify its visitor experience by fostering the development of three or more "centers of gravity" and targeting specific visitor profiles for each. This provides resilience, diversification, and an ability to shift visitation patterns if crowding becomes an issue.

### **DATA POINTS**

- » Many of the stakeholders we spoke with talked about the potential of neighborhoods other than Town Center, especially focusing on Villebois and Charbonneau.
- » Most successful destinations have multiple areas that appeal to visitors, with each area having primary affinity with a particular target visitor.





### **STAKEHOLDER QUOTES**

"A lot of people who live in Charbonneau are older; they have just recently downsized and moved there from Sacramento or somewhere else, and they want to invite family in."

"The Charbonneau grandparents want their kids and grandkids to come here and spend a week or two. That's what draws them in here."

"Villebois, a new community, is walkable, has farmers' markets, and more."

### "WILSONVILLE HAS GROWN A LOT—A LOT OF NEW Housing. New blood in the area. Rapid growth Brings more people open-minded to change."

"Charbonneau is a very big retirement community, lots of civic, arts involvement between them and Wilsonville."

"There's a unique coffee shop down the street from the golf course in Charbonneau."

"We've been asked to send influencers to Charbonneau for promotion, but it's hard to engage because there's limited access to certain areas, like the wetlands."

"We have quite a neighborhood here with a very active community involved in tourism and arts, especially in Charbonneau."

### CONCLUSIONS

- » Active Destination Balancing is a concept where a destination leverages several "centers of gravity" to distribute visitors, using each to draw a particular type of visitor.
- » Wilsonville's Town Center is a natural place to put a primary focus on development of tourist amenities, events, and attractions.
- » However, two other neighborhoods have potential to serve as secondary destinations within Wilsonville: Charbonneau and Villebois. Both neighborhoods would need a stronger commercial core, and would benefit from a greater residential density that would provide an economic "base load" for area businesses.

"Charbonneau has always been a magnet for older adults who want a peaceful, suburban lifestyle, which indirectly brings visitors through family connections."

"Charbonneau's golf courses are one of the notable features attracting some visitors."

"Villebois is a newer, vibrant community, attracting people who enjoy walkable spaces and familyoriented events."



## ANCHOR THE ECONOMY WITH A CENTER FOR CULTURE

AS WE DISCUSSED WITH STAKEHOLDERS THE **ELEMENTS OF A CIVIC INFRASTRUCTURE** THAT MIGHT BENEFIT TOURISM. ONE CLEAR HIGHLIGHT WAS THE LACK OF A MAJOR CULTURAL ATTRACTION OR EVENT CENTER IN WILSONVILLE THAT COULD SERVE AS AN ANCHOR FOR TOURISM. Several speakers expressed frustration that the city doesn't have a unique draw to attract visitors beyond its convenient location and proximity to other destinations. It could serve as a community hub where tourists can engage with local culture, boosting the city's cultural and educational appeal. It could also extend the tourist season, drive economic growth through increased spending, and contribute to the city's brand identity - all desirable outcomes for Wilsonville.

### **DATA POINTS**

- A 2023 Destination Analysts study found that 57.7% of Oregon visitors cited arts & culture as an "important" or "very important" factor in their decision to visit Oregon.
- » The 2020 Wilsonville Arts, Culture, and Heritage Study found that "The City lacks a comprehensive plan for supporting arts, culture and heritage facilities, programs and events."
- The success of other newly-developed cultural centers in the region, such as the Reser Center for the Arts in Beaverton, points to opportunity for Wilsonville.

### CITY OF WILSONVILLE ARTS, CULTURE, AND HERITAGE STRATEGY

### Section B: Findings

PUBLIC SECTOR

Finding 5. The City lacks a comprehensive plan for supporting arts, culture and heritage facilities, programs and events.

There is no clear vision for a vibrant cultural scene in Wilsonville. The lack of a municipal 'master plan' for public support for arts, culture and heritage has prevented the City from focusing resources that would help to create a culturally vibrant community.

The closest that the City may have come to advancing an arts program occurred in 2003 when the City Council adopted Resolution No. 1817, "A resolution of the City of Wilsonville City Council Acknowledging the Formation of the 'Wilsonville Citizens for Public Art' Committee and Authorizing City Staff to Assist the Wilsonville Citizens for Public Art Committee in the formation of their Organization and Placement of Art in Prominent Public Locations in the City."

The City Council agreed to provide direct public support to this group of residents:

"1. Based upon the above recitals, the Wilsonville City Council acknowledges the organization of the Wilsonville Citizens for Public Art Committee and hereby authorizes the appropriate members of City Staff to assist this Committee in its implementation of initial placement of art pieces in Wilsonville, and arrangement of necessary procedures to move towards becoming an independent not-for-profit organization in support of public art in Wilsonville."

"2. A separate pass-through account is established for the Wilsonville Citizens for Public Art Committee by the City's Finance Department, to hold funds of the Committee and disburse funds for their expenses until such time as they have established themselves as an independent not-for-profit organization to receive its own funding."

See Appendix D: City Support for Arts, Culture and Heritage.

Thus while not a comprehensive strategy for advancing public art and community culture, the City Council's direction set into motion a coordinated effort by the City and residents to acquire and display public art. Changes in City Council, staff and volunteers coupled with negative financial impacts of the Great Recession appear to have resulted in gradual decline of the public arts program starting in 2008. Appendix G: Wilsonville Public Art lists public art in Wilsonville that has been acquired over time by the City. other overment acencies and the orivate sector.



he metal horse sculpture "Apachie" by Jesse Swickard grazes at Town Center Park. Credit: City Wilsonville.

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### **STAKEHOLDER QUOTES**

"I really think, again, I keep going to that event center. Just something big that draws people here."

"So right now, with the exception of the outlet malls, there's not a lot of destination stuff, because then you're going out towards Mount Hood or you're going out to Silver Falls or you're going out towards Newberg or whatever else."

"I THINK IT WOULD BE REALLY NICE TO SEE US REALLY SET OURSELVES APART AND NOT JUST BE ANOTHER COMMUNITY THAT'S, AGAIN, MARKETING THINGS IN BUT MOSTLY OUTSIDE OF OUR CITY LIMITS TO HAVE THE REAL DRAW OR YOU KNOW, FIND OUR NICHE LIKE THAT'S THE CHALLENGE."

"We need events that are cheap. So I know that people within the community are on board with an event center. It's just a matter of, you know, does it actually make sense for our community? And then, how do we fund this? How do we build it?"

"We don't have anything for the arts that I really see. Sherwood's got the art center where they have, I

### MOTIVATIONS FOR VISITING OREGON



Primary Pu	rpose of Trip
Vacation/leisure	51.1%
Visit friends/family	21.3%
Business	13.0%
Other personal reasons	5.0%
Combination of business and leisure	3.6%
Attend a special event/festival	4.2%
Attend a conference/convention	1.8%
	0% 20% 40% 60% 80%

Question: What was the primary purpose of your trip? (Base: All recent visitors, 14,079 completed surveys)

### CONCLUSIONS

- » For a city like Wilsonville that is looking for something to anchor its tourism economy, prioritizing the development of a cultural center could be a well considered approach.
- » An event or cultural center could attract visitors with year-round activities such as festivals, performances, and exhibitions.

don't know if it's like music or what, you know, but that kind of a thing. Okay, you know, a lot of the towns with maybe more budget, spend a little bit more on fine arts. Theater, concert venues. That kind of thing."

### Important Attributes for Oregon Destination Selection

(Top 2 Box Score—% selecting "Important" or Very important")

· · · · ·	. , .	
Scenic beauty Relaxing environment Affordability/value for the money Local food Environmental quality Inclusive/welcoming atmosphere Outdoor recreation Safety/crime-levels Walkability Accommodations/lodging options Number of people/crowd size Weather COVID-19 protocols Sustainable practices	88 82. 81. 80. 78.6 78.6 78.6 76.2 75.1 72.39 67.0% 66.7%	3% 9% 3% 9% % %
Arts & culture	57.7%	1
Family friendly activities		
Tourism products & services		
Tax-free shopping	40.9%	
Accessibility	33.7%	

0% 25% 50% 75%100%

Question: How important were each of the following to your decision to take this trip to/within Oregon? (Base: All recent visitors, 2,663 completed surveys)

Destination 🕹 Analysts



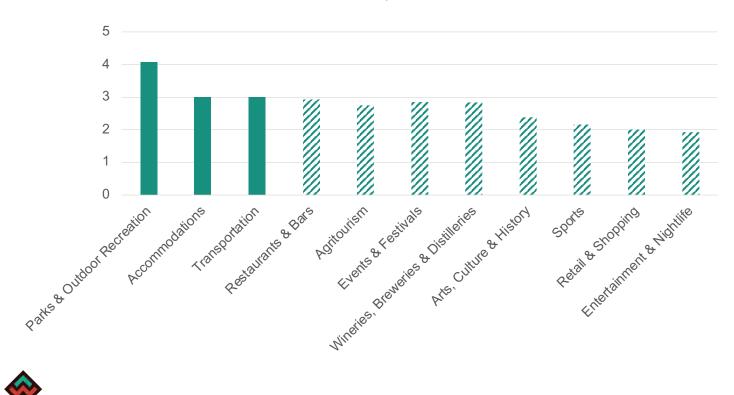
# COLLABORATE TO BECOME A REGIONAL DESTINATION

# **10** WILSONVILLE'S POSITION AS AN EMERGING DESTINATION MAKES A "GO IT ALONE" STANCE DIFFICULT TO PULL

**OFF.** In fact, there are several avenues for Explore Wilsonville to partner to expand its impact, and to appeal to visitors by telling a more regional story. Visitors don't care about geopolitical boundaries such as city limits—they just want to know where the fun is and where the good places to stay are.

### **DATA POINTS**

- » Wilsonville exists in two counties, and aside from Explore Wilsonville, could reasonably be promoted by four other destination marketing organizations as part of their area.
- Respondents to our stakeholder survey marked most of the dimensions of Wilsonville below
   3, indicating a somewhat weak position that needs additional assets to create critical mass.



### THINKING ABOUT THE FOLLOWING DIMENSIONS OF WILSONVILLE AS A DESTINATION, HOW WOULD YOU RATE THE QUALITY OF VISITOR EXPERIENCE FOR EACH, WHERE 1=POOR AND 5=EXCELLENT?

### **STAKEHOLDER QUOTES**

"We already promote regional tourism, right, so like we're constantly promoting Canby. If we were able to partner more directly with them, it could just be more beneficial for everybody."

"None of the regional DMOs are really taking ownership of Wilsonville. They're part of several organizations like Explore Tualatin Valley, Oregon's Mt. Hood Territory, and the Willamette Valley Visitors Association, but none seem to prioritize Wilsonville."

"We're hoping to get regional groups involved in the planning process and have at least the two counties sitting at the table to invest in the region's tourism strategy."

"COLLABORATION WITH NEARBY COMMUNITIES LIKE CANBY AND AURORA COULD BE BENEFICIAL. THEY HAVE A LOT OF EVENTS, AND IF WE WORKED TOGETHER, IT WOULD HELP GROW REGIONAL TOURISM."

"We recently did some planning... And thought, what if we worked together with Tualatin Valley to send influencers to Wilsonville attractions? It could be a great collaboration."

"The city talked about opportunities for collaboration, like the grant they received for improving boat access along the Willamette River. This could help regional tourism by making the river more accessible."

"We promote the Willamette Valley scenic bike trail and have a whole bike blog. This could be an area where more regional collaboration would be useful for cross-promoting outdoor tourism."

### CONCLUSIONS

- Two county DMOs—Clackamas County/ Mt. Hood Territory and Washington County/Explore Tualatin Valley represent part of Wilsonville. These organizations are both well-resourced and eager to work with local partners. Though some collaboration is currently underway, we believe there's opportunity for a far more robust connection to both entities.
- » Wilsonville may also have the potential to partner with neighboring towns to expand its value proposition—telling a story to visitors of an area full of fun and possibilities.
- » Finally, the creation of a DMO in Wilsonville would raise its profile with Oregon's largest destination organizations—Travel Portland and Travel Oregon.

"We're already collaborating with regional tourism groups, but we'd love to deepen these partnerships to make Wilsonville a part of the larger regional story."

"There's a need to push for more engagement with regional stakeholders, particularly as tourism strategies develop. Getting regional tourism boards invested in Wilsonville will help ensure the city is better promoted."

"The success of regional events and the promotion of regional tourism hubs like Canby and Wilsonville depend on working more closely together to share the benefits."



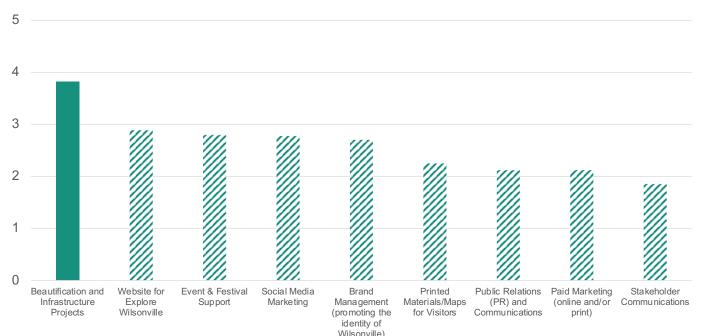
# BUILD A DESTINATION MARKETING AND MANAGEMENT ORGANIZATION

### 

**SENSE.** Even though there isn't consensus among your stakeholders, we believe that Wilsonville is at—or very near—that threshold. While the marketing agency does a great job and Wilsonville's brand is gaining equity, putting a greater focus on the role in terms of personnel is likely the next step.

### **DATA POINTS**

- In our stakeholder survey, all the functions that would be overseen by a destination marketing/ management organization scored below 3, compared to beautification and infrastructure projects which would likely be the purview of the City. This points to a need to strengthen the strategy and oversight of the destination.
- » A 2024 Destinations International study identified the following benefits of destination promotion:
  - Measurable benefits from destination marketing: Increased visitor spending translates to significant economic benefits, including job creation, tax



CONSIDERING THE FOLLOWING ELEMENTS OF THE REGIONAL TOURISM SYSTEM, HOW WOULD YOU RATE THE QUALITY OF EACH, WHERE 1=POOR AND 5=EXCELLENT?



revenue generation, and support for local businesses.

- 2. Impact extends beyond visitor-related industries: Visitor spending has a ripple effect, positively impacting industries beyond hospitality and leisure, such as finance, insurance, and real estate.
- 3. Enhanced resident quality of life: Tourism development supports a broader range of amenities and cultural offerings, enriching the lives of residents and attracting new talent.
- 4. Destination brand as an economic driver: Effective destination marketing not only attracts visitors but also strengthens the community's overall image, fostering economic growth and attracting talent.

### **STAKEHOLDER QUOTES**

"We've always been concerned the city wants to have a DMO and has been driving that bus regardless of the fact that if the TLT monies are paid by business, shouldn't that be part of the strategy?"

"There are members of the city council that ultimately still think a destination marketing organization would be the thing they would like, but I don't know if it's necessary."

### "WE NEED TO EXAMINE THE LONG-TERM BENEFITS OF ESTABLISHING A DMO, ESPECIALLY IN TERMS OF GROWING THE TRANSIENT LODGING TAX (TLT)."

"If the idea is to build more traffic for the TLT monies, a DMO sounds attractive, but we need to figure out how to actually grow those revenues."

"The question has come up several times about whether Wilsonville should create a DMO, but it keeps going back to whether it's feasible for a city this size."

"One of the considerations we're dealing with is if we should hire a full-time executive director and agency for a DMO."

### CONCLUSIONS

- » A professionalized DMO enables a destination to take a more proactive approach to developing the visitor economy, and ideally creates a virtuous cycle whereby TLT is increased, generating more funding for promotion, which in turn helps generate even greater TLT.
- » Having a Marketing Manager or similar role will enable greater collaboration with other destinations via their DMOs and the statewide organizations representing them.
- » Many models can accomplish this, including the identification of a contractor to take on a part-time role leading a DMO until such time as it can support a full-time employee.

"Wilsonville doesn't have the kind of funding to run a full DMO like some larger cities, but the idea is still on the table."

"There was some discussion about starting a DMO, but ultimately the budget constraints made it difficult to move forward with that plan."

"The city has been discussing the possibility of a DMO for years, but there's still no consensus on whether it's the right move for us."

"The DMO question is always on the horizon, but we need a solid plan to justify the costs and how we can ensure it brings real value to the local economy."





# **APPENDIX A: MACRO TOURISM TRENDS**



# TOURISM INDUSTRY MACRO TRENDS



### INCREASE IN LEISURE TRAVEL DESPITE RISING COSTS

The U.S. Travel Association expresses optimism for the continued growth of leisure travel, as well as the growth of bleisure travel. There are several indicators that substantiate this. First, a Skyscanner study from fall 2023 indicated that 85% of U.S. travelers plan to take the same if not more trips abroad in 2024 compared to 2023 and are seeking cultural exploration above all else. Next, a study by Hilton found that the blending of business and leisure travel is expected to continue growing in popularity with 46% of global full-time and selfemployed workers planning to travel for business or bleisure. This same study found that more than a third of Gen Z and Millennial business travelers will extend a business trip in 2024 to enjoy leisure time. Last. Statista forecasts that users of the travel and tourism industry are estimated to increase by nearly 200 million in 2024 and continue increasing another 160 million by 2027. Geoff Freeman, President and CEO of U.S. Travel Association summarized this leisure travel demand optimism: "Though the

surge we experienced in the last year is starting to moderate, we expect this segment to remain resilient in coming quarters."

### **CULTURAL EXPLORATION**

Travel in 2024 will be all about building and strengthening connections with people and cultures, with approximately 45% of each generation traveling to reconnect with friends and family. Furthermore, 26% of global travelers will travel to learn about their own culture and heritage while 40% will travel to learn about other cultures. Spending money at locally owned businesses will be a way travelers accomplish this. A Marriott survey found that 60% of respondents want to explore local beverages and fully immerse themselves in the regional flavors, with 57% looking to find local cuisine and food specialties during their travels. Language immersion is also gaining traction, with 58% expressing a strong interest in picking up local languages.







### THE EVOLUTION OF ACCOMMODATIONS

The growth in popularity of short-term rentals puts market pressure on hotels to innovate, and the results are upending traditional notions of what's important to visitors in a hotel stay. Several brands are seeking to appeal to younger travelers by upending the size ratio between the guest suite and the common areas, seeking to create a community feel and encourage guests to spend time in the hotel, but outside of their rooms. The Dutch hotel company citizenM places its hotels in bustling urban environments, creates spacious and art-forward common areas, and streamlines the interactions of guests and staff through in-room automation and "frictionless" check-in. Last year, they announced plans to build a hotel in the metaverse, funded through the sale of Non-Fungible Tokens (NFTs). Meanwhile, Marriott's Millennial-targeted Moxy brand experimented in the Asia Pacific region with gamifying the hotel experience, inviting guests to use an Augmented Reality app on their smartphone to explore the hotel.

Technologies such as video kiosks and mobileapp check-in have allowed hotels to re-prioritize staffing away from the front desk and into other hotel services—putting the emphasis on richer guest interactions. Some of the more traditional hotel chains are also turning up the experience dial, including interactive art installations, rooftop butterfly gardens, and custom lobby scents. Unmoored from the drive for consistency between hotels within a chain, many brands are customizing their experience to reflect the city—or even the neighborhood—where the hotel is situated.

### SHORT TERM RENTALS

Short term rental demand grew quickly during the pandemic as remote work and closed borders inspired domestic travel for many travelers. According to AirDNA, total short term rental supply in the U.S. reached 1.38 million in listings in September of 2023, up 23% compared to the same time last year. The largest gains were in leisure and rural markets, with slower growth in urban markets.

### CHANGES IN MEETINGS MARKET

In person meetings are slowly returning from the impacts of the pandemic. After a prolonged period of virtual conferences and hybrid models, a July report by the UFI, the Global Association of the Exhibition Industry, suggests that global exhibition revenues for 2023 have reached 97% of the 2019 levels. Right now, the global market is estimated to witness a healthy growth in the forecast period of 2023-2028, to reach a value of \$1.08 trillion by 2028.

While meetings are returning, their look, feel, and operations have changed. They use more technology, are planned with shorter lead times, have smaller attendance, and most include the option to attend remotely. Part of this is fueled by decreased demand from remote workers, while another part is fueled by events budgets that have decreased from pre-pandemic levels.







### TRAVEL BEHAVIOR OF YOUNGER GENERATIONS

Younger generations tend to be conscious consumers when it comes to travel choices, focusing on environmental and social justice concerns more than older generations. Millennials are even more likely to make travel choices based upon representation in advertising, with 84% indicating they have done so. Further, Gen Z and Millennials are more likely than Gen X and Boomers to be proactive in reducing their impact of their travel on the environment. While 90% of Millennials indicate that authenticity is crucial when considering a brand, 84% want to travel somewhere where they can immerse themselves in local culture. Millennials also travel more than any other generation-35 days/year. Of Generation Z and Millennial travelers, 34% say they plan to take longer trips than they did before the pandemic, compared to 15% of older generations. Finally, 51% of Millennials and Gen Z consumers indicate remote working accommodations are an important factor in their decision making-a far greater percent than evidenced by older generations (15%).

### WINE TOURISM

Internationally, 78% of wineries offer some kind of wine tourism. The most common activities include: wine tasting (82%), guided tours (72%), and events at the vineyard (46%). Other activities include gastronomic services and overnight stays.

Globally, it is predicted that wine tourism will grow. With China recently removing its pandemic-era travel restrictions, a large population is set to travel with money saved over the past period, and a key travel draw for this population segment is food and beverage experiences. That said, wine tourism should take note of shifting preferences for wine by generation. There is a marked distinction in wine preferences for those individuals over 60 and under, with those over 60 accounting for a disproportionate share of wine consumption and purchasing. More individuals under 60 have decreased and diminishing interest in wine, and the marketing messages that resonate for those over 60 do not resonate with younger populations. When this is coupled with the aging process, and the awareness that Baby Boomers are being replaced by younger consumers at a rate of 10,000 people a day, there is a cautionary light for the appeal of wine and wine-based tourism as time transpires. This will have an impact on wine tourism.

As indicated above, tasting room experiences are the number one mode of wine tourism. These have been going strong in this post-pandemic world, though how a wine tasting trip occurs is different than before 2020. It is more likely that the visitor is stopping at fewer wineries, the wineries visited were pre-selected for the outing, and the winery experience is a slower enjoyment (potentially resulting in fewer visitors overall).



### FOODIES

A Skyscanner study revealed that 86% of travelers have an interest in eating local and regional cuisine while 82% want a good restaurant within their hotel. Further, Booking.com revealed that four in five travelers (81%) want to try indigenous cuisines in 2024 bringing an opportunity to showcase underrepresented people's culture. This trend is growing with 70% of Virtuoso advisors responding that they have seen an increase in culinary travel



and that 20% of clients book trips with food and wine as the main focus of the trip. Another study even found that 47% of travelers have booked a destination based on a specific restaurant they want to visit.

### SLEEP & WELLNESS TOURISM

One major trend among all generations is the desire to rest and recharge while on vacation. 49% of US travelers say they sleep better on vacation. Aside from the spa, A Marriott study found that 65% of respondents expressed interest in active wellness like jiu-jitsu or kickboxing classes, while 58% want more mindful activities such as yoga and meditation.

### **NEW ROAD TRIPPERS**

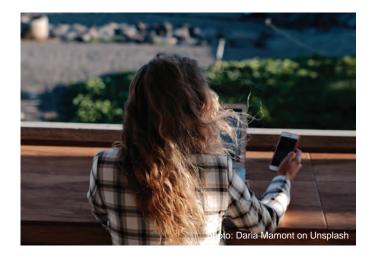
Road trip activity increased during the pandemic and appeared to have some staying power. A 2023 Summer Travel Survey by The Vacationer found that nearly 85% of Americans planned to take a road trip in the summer of 2023. Of this, 17% intended to take a road trip within 100 miles of their home; 20% intended to take a road trip within 500 miles of their home; and 18% intended to take a road trip further than 500 miles of their home. Road Trippers Magazine found that 60% of road trippers travel with their spouse/partner; 20% travel with family; 10% travel solo; 5% travel with a friend; and 5% travel with an animal companion.



### **OUTDOOR RECREATION**

Outdoor recreation surged during the pandemic, as travelers flocked to less-populated places and wide-open spaces. An Outdoor Industry Association Outdoor Participation Trends report from 2023 indicates that a record 55% of the U.S. population over the age of 6 participated in outdoor recreation with the five most popular activities being hiking, camping, running, bicycling, and fishing. This record growth, however, does not translate to participation rates which are down for the first time since the pandemic.

The fastest growing categories in outdoor recreation include snowshoeing (21%), camping (12%), cross country skiing (8.5%), and bicycling (8.3%).



### DIGITAL NOMADS WILL WORK FROM ANYWHERE

Many office workers became remote workers during the COVID-19 pandemic, and those workers will by and large continue to work remotely for the foreseeable future. So-called "digital nomads" can work from anywhere they can charge their laptop and get a decent WiFi signal. A 2022 Skift study identified several points related to this trend, including that 27% of workers reported being fully remote, and an additional 12% are mostly remote. While a significant percentage (averaging between 15-20%) of remote workers report that their work arrangement has led them to take more frequent short trips, a growing number-rising to about 23% in June of 2022-report that their work arrangement has led them to take extended trips of 10 days or more. Airbnb CEO Brian Chesky reported in late 2021 that 40% of visitors to the Airbnb website have either no fixed dates or no set destination in mind. implying that a growing share of visitors are open to discovering a new place to exercise their untethered workplaces.



This trend may also contribute to the continued higher-than-before prevalence of short booking windows—an April 2022 Expedia Group survey found that 53% of travelers are comfortable booking travel within 30 days of departure.

### **DIVERSITY, EQUITY, AND INCLUSION**

"Advancing diversity, equity and inclusion (DEI) initiatives within the travel and tourism industry is key to strengthening organizations by bringing new ideas, perspectives and open-mindedness to the forefront," leads the US Travel webpage dedicated to diversity, equity, and inclusion. Never is this truer than it is today. As the U.S. population continues to diversify across multiple facets and as the U.S. faces a racial reckoning a century in the making, it is more important than ever to be aware of and integrate travel and tourism practices that embrace DEI. The murder of George Floyd—and the social unrest that followed—made it clear that taking a stand around social justice is necessary for recruitment, retention, and even the viability of a destination's brand.

Nearly eight out of ten (78%) people say they have made a travel choice based on promotions or ads they feel represent them through messaging or visuals, and 70% would make a travel choice that is more inclusive to all types of travelers, even if it's more expensive. However, more than 70% of destination marketers feel that accessibility and inclusivity are not well represented on their websites.

### SUSTAINABLE TOURISM

Travelers were already trending toward demand for more sustainable destinations before the pandemic, and the disruption seems to have accelerated the trend. A 2023 Booking.com study found that 53% of travelers said that the recent news about climate change has influenced them to make more sustainable travel choices. Further, 74% of travelers want to make more of an effort to travel sustainably in the next year, up from 66% in 2022. The same study also indicated that 76% of travelers want to travel more sustainably, but 44% don't know where to find more sustainable options.

Another survey done in the U.S. found that sustainable/environmentally friendly travel was very or somewhat important for 82% of respondents. This



is down 5% from the same survey implemented the prior year. This may suggest that inflation, cost of living, and other crises have altered traveler's perception of the importance of sustainable travel.

In October of 2022, Destination Analysts found a large generational difference in the perception of whether leisure travel is having a negative impact on the environment, with 50.9% of Gen Z respondents agreeing, compared to only 23.2% for Millennials, 19.2% for Gen X, and 18.7% for Baby Boomers or older respondents. Respondents to that survey were significantly more focused on micro issues such as plastic waste than on macro issues like carbon emissions, however this research also found that 55% of travelers expect that concern about climate change will impact their travel in the next five years, whether through added costs or reduced travel.



# **APPENDIX B: LOCAL TOURISM TRENDS**



# WILSONVILLE LOCAL Tourism trends & background

The following trend data and background information is compiled from documents provided by Explore Wilsonville. Sources are noted where appropriate.

Visitor Days	Jan	Feb	Mar	Apr	May	Jun	IIII IIII	Aug	Sep	Oct	Nov	Dec
			2018	2019	2020	2021	2022	2023	2024			
2018	0	275.2	367.8K	297.9K	301.9K	386.6K	470.8K	441.7K	332.9K	294.6K	343.5K	387.5K
2019	281.7K	238.3	365.6K	368.1K	367.0K	473.0K	538.4K	539.7K	415.0K	332.1K	343.8K	429.2K
2020	349.1K	338.1	312.7K	210.7K	295.7K	419.3K	544.2k	525.9K	398.0K	403.1K	379.9K	355.3K
2021	283.9K	289.0	514.7K	401.9K	326.6K	441.9K	598.7K	497.7K	356.1K	329.0K	343.8K	363.0K
2022	246.5K	247.2	К 320.9К	319.7K	383.3K	554.2K	601.3k	616.3K	422.6K	349.0K	310.9K	377.4K
2023	293.6K	260.0	440.5K	387.0K	328.7K	446.0K	517.6k	499.8K	383.8K	327.8K	302.7K	374.2K
2024	267.1K	259.4	( 424.0K	379.3K	330.5K	441.8K	0	0	0	0	0	0
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

### MONTHLY VOLUME BY VISITOR DAYS

Source: JayRay FY23-24 Report

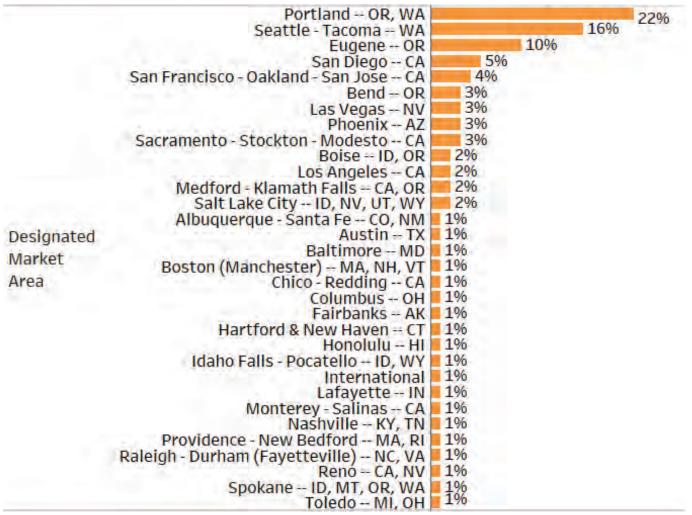


### WILSONVILLE VISITOR DEMOGRAPHIC PROFILE, SUMMER 2018

		Overall	Overnight visitor	Day visitor	Full-Time Resident
	Under 18	1%		1%	
	18-24	5%	1%	6%	5%
	25 - 34	19%	8%	19%	24%
	35 - 44	25%	29%	26%	22%
Age of respondent	45 - 54	15%	19%	14%	14%
	55 - 64	17%	18%	17%	17%
	65 - 74	16%	23%	14%	15%
	75 or older	2%	2%	2%	2%
	Age of respondent: Average	47.2	52.2	46.2	46.3
	\$0 to \$24,999	7%	6%	8%	
	\$25,000 to \$49,999	14%	15%	14%	1000
	\$50,000 to \$74,999	20%	13%	21%	Full-time
Annual household	\$75,000 to \$99,999	15%	19%	14%	residents not
income (before taxes)	\$100,000 to \$199,999	29%	29%	28%	asked to report
A setting a straight on the	\$200,000 to \$249,999	7%	8%	6%	income
	\$250,000 to \$499,999	5%	6%	5%	
	\$500,000 or more	3%	4%	3%	

Source: RRC Associates Visitor Study

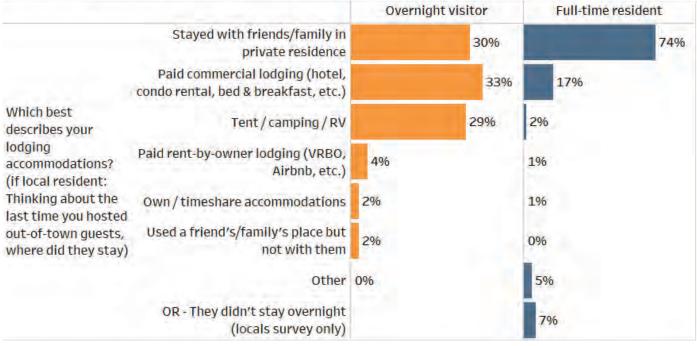
### WILSONVILLE OVERNIGHT VISITOR GEOGRAPHIC PROFILE, SUMMER 2018



Source: RRC Associates Visitor Study



### OVERNIGHT VISITORS BY ACCOMMODATION TYPE, SUMMER 2018



Source: RRC Associates Visitor Study

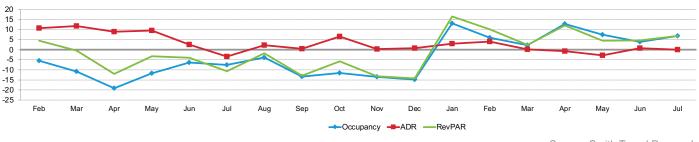
### WILSONVILLE HOTELS AND ROOM COUNTS

Best Western Plus Parkway Inn	78
Best Western Wilsonville Inn & Suites	56
Hilton Garden Inn Wilsonville Portland	118
Holiday Inn Portland I 5 South Wilsonville	169
Motel 6 Portland - Wilsonville	72
Quality Inn & Suites Wilsonville, OR	64
Snooz Inn	58
TOTAL	615

Source: Smith Travel Research

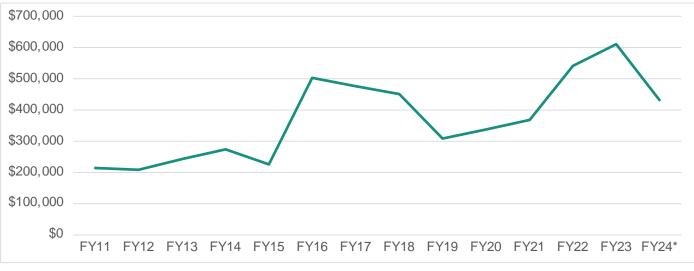


### OCCUPANCY, ADR, AND REVPAR TRENDS, FY24

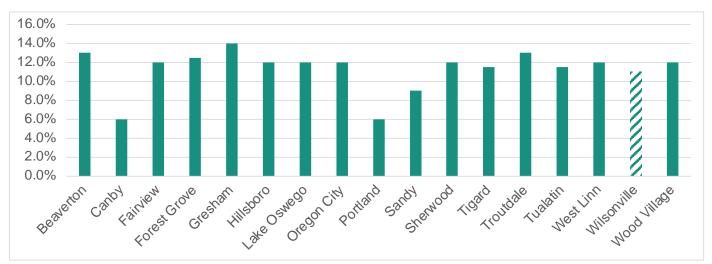


Source: Smith Travel Research

### WILSONVILLE TRT COLLECTIONS, FY14-FY24



Source: City of Wilsonville



### **REGIONAL TRT RATES, BY JURISDICTION, 2023**

Source: Travel Oregon/Dean Runyan Associates



### EXPLORE WILSONVILLE MARKETING DASHBOARD: Q3 FY23-24

Metrics	FY23-24 Q3 Results	FY 22-23 Q3 Results	% Change YOY FY 22-23 Q3 Results	FY 23-24 Results to Date	FY 23-24 Goals	% To Goal
Influenced Articles (number of articles earned)	2	2	0%	9	5	180%
New website users	20,848	4,416	+372%	33,078	15,000	220%
<b>Social media reach</b> (Facebook, Instagram, Pinterest)	189,252	66,915	+182%	270,059	150,000	180%
Social media followers (Facebook, Instagram)	2,811	2,526	+11%	2,811	3,000	94%
Total engagements & link clicks (Facebook, Instagram, Pinterest)	1,100	1,189	-7%	3,850	5,000	77%

Source: JayRay FY23-24 Report

### EXPLORE WILSONVILLE WEBSITE ANALYTICS: Q3 FY23-24 WITH YOY CHANGE

		Q3 FY 23-24				YOY Q3			
Metrics	Jan	Feb	Mar Q3 FY 23-24 Total		Jan	Feb	Mar	Q3 FY 22-23 Total	Quarterly % Change
New Users	5,358	8,266	7,224	20,848	1,700	1,525	1,191	4,416	+372%
Users	5,376	8,469	7,454	21,299	1,737	1,552	1,214	4,503	+373%
Page Views	13,867	13,836	23,405	51,108	3,424	2,726	2,564	8,714	+486%

Page Views: Page views is the total number of pages viewed. Repeated views of a single page are counted.

Source: JayRay FY23-24 Report

### EXPLORE WILSONVILLE SOCIAL MEDIA ANALYTICS: FY23-24

FACEBOOK	July	Aug	Sept	Oct	Νου	Dec	Jan	Feb	Mar	Apr	Мау	June	Results
Engagement (%)	1.61%	1.98%	2.39%	1.71%	2.49%	1.84%	4.44%	3.44%	5.38%	3.88%	2.85%	3.82%	2.99%
Post Total Reach	20,059	25,271	915	751	3,428	1,835	52,276	32,166	91,728	764	616	1,180	230,989
Total Engagements & Link Clicks	170	422	82	42	131	46	136	87	82	77	50	86	1,411
INSTAGRAM	July	Aug	Sept	Oct	Νου	Dec	Jan	Feb	Mar	Apr	Мау	June	Results
Engagement (%)	9.02%	8.31%	6.89%	5.17%	7.37%	6.72%	7.82%	7.20%	9.10%	8.45%	8.86%	6.65%	7.63%
Average number of likes	21.7	21.3	12.9	11.9	14.54	15.54	13.57	11.46	16.85	15.31	10.77	8.72	15
Post Total Reach	3,667	5,208	3,808	4,588	3,314	3,689	2,726	2,584	4,402	4,170	2,821	2,730	43,707
Total Engagements & Link Clicks	346	363	224	240	239	239	232	177	297	242	168	119	2,886
PINTEREST	July	Aug	Sept	Oct	Νου	Dec	Jan	Feb	Mar	Apr	Мау	June	Results
Engagement (%)	5.68%	4.44%	3.87%	2.74%	2.05%	3.25%	1.99%	2.90%	2.20%	1.38%	2.42%	1.87%	3.24%
Post Total Reach	862	900	776	657	586	493	1,257	793	1320	1600	1,197	908	11,349
Total Engagements & Link Clicks	64	52	36	20	16	18	29	28	32	28	36	27	386



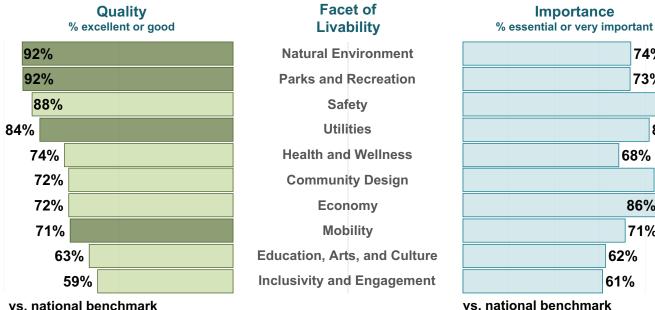
Source: JayRay FY23-24 Report

### FACETS OF LIVABILITY, NATIONAL COMMUNITY SURVEY, 2024

Every jurisdiction must balance limited resources while meeting resident needs and striving to optimize community livability. To this end, it is helpful to know what aspects of the community are most important to residents and which they perceive as being of higher or lower quality. It is especially helpful to know when a facet of livability is considered of high importance but rated as lower quality, as this should be a top priority to address.

### **Quality and Importance by the Numbers**

The table below shows the proportion of residents who rated the community facets positively for quality and the priority (importance) placed on each. Also displayed is whether local quality ratings were lower, similar, or higher t...



### vs. national benchmark Higher Similar **Quality/Importance Gap Analysis**

The gap analysis chart below shows the same data as above; however, this chart more clearly illustrates the comparative differences in quality and importance ratings for each facet, as well as the absolute ratings for each.

Similar

Economy	Quality		<b>72%</b>	
	Importance			86%
Safety	Quality			88%
	Importance			<b>84%</b>
Community Design	Quality		72%	
	Importance			84%
Utilities	Quality			<b>84%</b>
	Importance			<b>81%</b>
Natural Environment	Quality			92% 🔵
	Importance			
Parks and Recreation	Quality			92% 🔵
	Importance		<b>73%</b>	
Mobility	Quality		<b>71%</b>	
-	Importance		<b>71%</b>	
Health and Wellness	Quality		<b>74%</b>	
	Importance		<b>68%</b>	
Education, Arts, and C	Quality	63%		
	Importance	62%		
Inclusivity and Engage	Quality	<b>59%</b>		
	Importance	61%		
		Quality	Importa	ince

Source: National Community Survey

7



74%

73%

68%

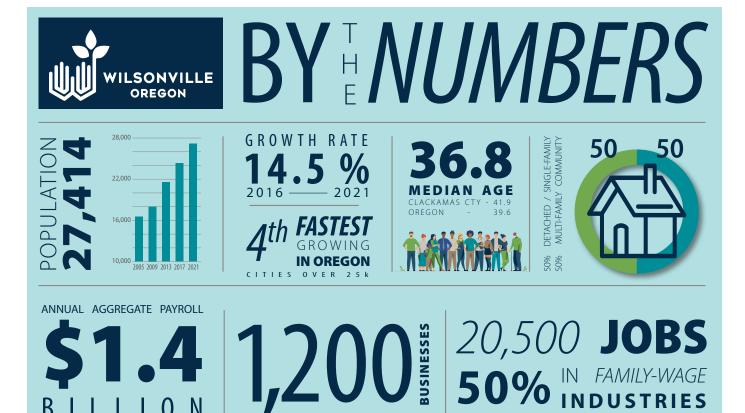
86% 71%

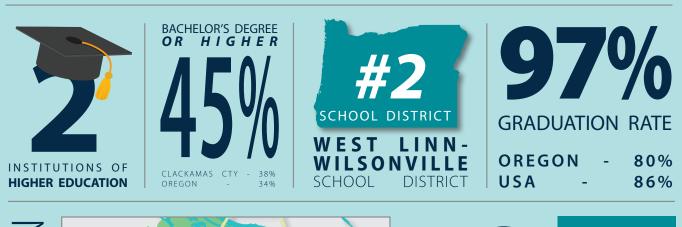
84%

81%

84%

### WILSONVILLE BY THE NUMBERS







Source: City of Wilsonville



# **APPENDIX C: IN-MARKET ASSESSMENT**



# WILSONVILLE IN-MARKET ASSESSMENT

### INTRODUCTION

The purpose of a Destination Assessment is to utilize first-hand experience in the destination gathered through an in-person visit to better identify its strengths and gaps, then to make recommendations for the destination as it develops over the next planning horizon. The in-person visit focuses on destination facets-such as lodging, retail, outdoor recreation, entertainment, and dining-to gain an understanding of how the community is experienced by a traveler. First-hand experience is collected by travel and tourism experts who visit the destination as a 'secret shopper' to experience what a visitor experiences and filter it through the lens of their expertise. The recommendations may inform the destination organization as it shapes its next steps to manage the destination.

This report captures observations and implications for Explore Wilsonville to consider as it crafts a Tourism Development Strategy that contemplates the next ten years. This analysis complements the rest of the Current State Analysis Report to provide a comprehensive picture of the current state of the destination and its opportunities for development.

### METHODOLOGY

The Whereabout planning team traveled to Wilsonville from June 27-29 of 2024 to 'secret' shop the destination and better understand the visitor's experience. Preliminary research was through the Explore Wilsonville website and social media accounts, as well as crowd-sourced sources of visitor information such as Google maps. Initial trip planning sought to have a broad geographic distribution, specific types of visitor attractions, and sought to compare what was written about a place with the lived experience Whereabout had while in the market. The Whereabout team then compiled observations and opportunities to consider for enhancing the visitor experience.

For purposes of this In-Market Destination Assessment, we grouped places we visited into the following categories:

- » Culture & Heritage (things to learn)
- » Events, Attractions, Nightlife & Entertainment (things to do)
- » Food & Beverage (places to eat and drink)
- » Lodging & Accommodations (places to stay)
- » Outdoor & Recreational Activities (places to recreate)
- » Retail & Shopping (places to spend)
- » Tourism Infrastructure (how to get around and find things)

For each place visited, the two Whereabout experts independently assessed each considering the following dimensions:

- » Mix The diversity of offerings of this type and the ability to attract a range of visitors. This dimension was weighted more heavily than those listed below in calculating the aggregate score since it plays a critical role in destination development and visitation.
- » Accessibility The ease of seeing and getting to the place for all abilities.
- » Location The location of the asset in relation to other tourism assets, its signage, and wayfinding.
- » Hours The ease of visiting assets throughout the day and the alignment of actual hours to web-advertised hours.
- » Authenticity The uniqueness of the asset and



how it reflects the regional and community character.

- » Quality How well the asset delivered its offerings and the condition of the location.
- » **Service** The people running the asset and interactions with them. This may include front-line staff friendliness and knowledge.
- » Price The price for a service or good given its quality. A higher price for a lower quality product would receive a lower score.
- » Appeal The overall attractiveness and experience of an asset and its ability to draw people to it.

Because we were treating Wilsonville as a hub from which to experience the region, we visited a number of destination amenities and attractions outside of the Wilsonville City limits, considering them as part of the overall experience of staying in Wilsonville.



### ITINERARY

### Thursday June 27th, 2024

- » Bike to Wilsonville from Portland
- » Oswego Grill
- » Memorial park, Murase Plaza, Stein-Boozier Barn
- » Coffeehouse by Grace Chapel
- » Graham Oaks Nature Park
- » Coffee Lake Wetlands (attempted)
- » Villebois neighborhood
- » Coffeehouse by Grace Chapel
- » Wilsonville Farmer's Market
- » Vanguard Brewing
- » Town Center Park
- » Dar Essalam
- » Holiday Inn I-5 Portland
- » Best Western Plus Parkway Inn

### Friday June 28th, 2024

- » Lux Sucre Bakery & Cafe
- » Bike to Canby Ferry
- » Molalla River State Park
- » Golf at Charbonneau
- » Chug coffee
- » Railroad Street Antique Mall
- » Wankers Corner Saloon & Cafe
- » Bullwinkle's
- » Ordnance Brewing Taproom
- » Our Table Cooperative
- » Hilton Garden Inn Wilsonville
- » Quality Inn & Suites

### Saturday June 29th, 2024

- » Black Bear Diner
- » Korean War Memorial
- » Yesteryear Farm Saturday Market
- » White Rabbit Bakery
- » Aurora Architectural Salvage
- » Old Aurora Colony Museum
- » Juan Colorado's
- » Butteville General Store
- » Butteville Landing
- » Lady Hill Winery (attempted)
- » Champoeg State Heritage Area
- » Lanphere Cellars



# OVERALL Assessment

Utilizing the methodology described, the overall scores—on a scale of 1 to 10 with 1 being poor and 10 being excellent—are as follows:

- » 6.7 Culture & Heritage (things to learn)
- 7.0 Events, Attractions, Nightlife & Entertainment (things to do)
- » 6.7 Food & Beverage (places to eat and drink)
- » 5.8 Lodging & Accommodations (places to stay)
- 7.6 Outdoor & Recreational Activities (places to recreate)
- » 6.5 Retail & Shopping (places to spend)
- 5.7 Tourism Infrastructure (how to get around and find things)

Each of these facets is explored further in the following sections. For each, we provide:

- » A brief description of what we explored within each facet
- » Our overall impression
- » Our thoughts through the lens of: mix, location, hours, authenticity, quality, service, price, and appeal
- » Photos and observations of specific visitor experiences that we wish to highlight

In some cases, our observations will demonstrate encouragement for Explore Wilsonville and its tourism stakeholders to continue pursuing current approaches for cultivating a positive visitor experience. In other cases, we highlight opportunities to improve the visitor experience.







# CULTURE & HERITAGE

MIX	ACCESSIBILITY	LOCATION	HOURS	AUTHENTICITY	QUALITY	SERVICE	PRICE	APPEAL
6.0	3.8	6.8	6.3	9.5	7.3	8.0	7.3	7.0

# **6.7** OVERALL SCORE

The Whereabout team scored this dimension on experiences at:

- » Yesteryear Farms Saturday Market
- » Charbonneau Golf Club
- » Old Aurora Colony Museum
- » Champoeg State Park Visitor Center

In reviewing cultural experiences in Wilsonville, we opted to use "culture" as indicative of the ways in which people live here now. To that end, we chose experiences attached to the business of living, such as a Saturday market at Yesteryear Farms and a round of golf at Charbonneau. Yesteryear was notable for the number of young families enjoying the wares and berries on display by the market vendors, and we were pleasantly surprised to find a couple of nice food trucks on site. It was definitely a young and active vibe - completely different from the quieter vibe of Charbonneau. The executivestyle course there is well maintained and accessible. perfect for the older residents and more leisurely pace of the village. We felt we were experiencing the two extremes of life in Wilsonville.

One of the more eye-opening developments of our visit was the number of interesting heritage activities we found. The displays at the museum of the

Aurora Colony and the Visitor Center at Champoeg State Park were fascinating windows into life at the beginning of the area, from both the native and immigrant perspectives. These experiences, coupled with those at the Korean War Memorial, Butteville Store, and Stein-Boozier Barn, gave us an unexpectedly rich picture of the area's origins and culture.



The Stein-Boozier Barn at Memorial Park





Interpretive signage helps visitors understand the historical significance of locations, buildings, and infrastructure



A photograph on display in the Old Aurora Colony Museum



The Butteville General Store is an actively-used historic building



An exhibit at the Old Aurora Colony Museum



Retail shops inhabit the historic Aurora Depot



# EVENTS, ATTRACTIONS, NIGHTLIFE & ENTERTAINMENT

MIX	ACCESSIBILITY	LOCATION	HOURS	AUTHENTICITY	QUALITY	SERVICE	PRICE	APPEAL
4.0	8.5	8.7	8.8	7.5	7.9	8.5	8.0	7.0

# **7.0** OVERALL SCORE

The Whereabout team scored this dimension on experiences at:

- » Korean War Memorial
- » Bullwinkle's
- » Villebois
- » Wilsonville Farmers Market
- » Murase Plaza and Stein-Boozier Barn

In this category Wilsonville scored 6.99, which is slightly misleading because of the title of this category. The fact that many of the experiences are close in proximity, central to the core of the town, and provide significant access for disabled persons - important gualities! - elevated the scoring. And the experiences we chose to visit were lovely examples of a smaller town's civic fabric, which made our time there very comfortable. The events and attractions we visited were very family friendly, and catered to families looking for a spot to rest, a spot to eat, or a spot to play all the games. The 'misleading' part is nightlife. There is little to speak of in Wilsonville proper. The adult visitor looking for nighttime entertainment will have to travel to Portland or perhaps one of the closer-in towns like Tigard or Lake Oswego to find the fun they're looking for.



Row houses in the Villebois neighborhood give a charming, historic feel to this development





Governor Kotek participated in the dedication ceremony for the Korean War Memorial



Black Pearl cherries for sale at the Farmer's Market



The go-karts at Bullwinkle's bring out the kid in every destination strategist



"Historic" buildings at Bullwinkle's



Bullwinkle's is an all-season family entertainment venue with a mix of indoor and outdoor activities



# FOOD & BEVERAGE

MIX	ACCESSIBILITY	LOCATION	HOURS	AUTHENTICITY	QUALITY	SERVICE	PRICE	APPEAL
6.3	7.7	6.4	6.4	6.8	6.9	7.3	7.0	6.7

# **6.7** OVERALL SCORE

The Whereabout team scored this dimension on experiences at:

- » Black Bear Diner
- » Dar Essalam
- » Juan Colorado Mexican Restaurant
- » Oswego Grill
- » Parkway Grille
- » Wanker's Corners Saloon & Cafe
- » Our Table Cooperative
- » Coffeehouse at Grace Chapel
- » Lux Sucre
- » Chug Coffee
- » Vanguard Brewing
- » Ordnance Brewing Taproom
- » Lanphere Cellars
- » Lady Hill Winery

We found that plenty of the dining options in the Wilsonville market cater to the middle market of diners — more varied and hearty than fast food, and less sophisticated and expensive than finer dining. Only one of the restaurants we chose, Black Bear Diner, could rightly be called a "chain" restaurant, although a few of the others we experienced have more than one location. We opted for a couple of longtime local favorites, Wanker's Corner and Juan Colorado, which both impressed by the breadth of

their menu and friendly service. Lux Sucre offered a fine pastry breakfast. Our wood-fired pizza at Our Table Cooperative was terrific, especially in the open-air setting on a Friday evening. And the Moroccan meal we had at Dar Essalam was so good we considered returning. In all, we found the dining experience in Wilsonville to be welcoming and filling, but short of the elevated quality one might reasonably expect while on holiday.

Our beverage experience was mixed. The Coffeehouse at Grace Chapel surprised us with its quality; the pinot noir tasting at Lanphere Cellars disappointed. Vanguard and Ordnance both offered quality craft beers (and both scored better on their lighter, lower-alcohol brews). The wine tasting experience we most looked forward to was at Lady Hill Winery, but it was unfortunately closed the day we visited. In the end we felt the area would benefit from a wider array of choices.





The Chicken Tajine at Dar Essalam was the highlight of Wilsonville's culinary scene



Smothered enchiladas at Juan Colorado's



The shop at Our Table Cooperative



A tasting flight at Vanguard Brewing



Significant nacho portions at Wanker's Corner



# LODGING & Accommodations

MIX	ACCESSIBILITY	LOCATION	HOURS	AUTHENTICITY	QUALITY	SERVICE	PRICE	APPEAL
4.0	7.3	5.8	8.5	4.0	6.0	7.3	7.8	4.8

# **5.8** OVERALL SCORE

The Whereabout team scored this dimension on experiences at:

- » Holiday Inn I-5 Portland
- » Best Western Plus Parkway Inn
- » Hilton Garden Inn Wilsonville
- » Quality Inn & Suites

Lodging & Accommodations scored lowest on our assessment, not because of any particular deficits, but more because there were no particular standout elements. The accommodations in Wilsonville are primarily functional—clustered along the Interstate, they offer reasonably-priced stays and standardissue amenities. There are a preponderance of chains and not much for local accommodations that feel authentic to the place. These offerings won't draw visitors, and probably won't hold them longer, but will certainly meet their needs if they're coming for other reasons.

As the destination of Wilsonville grows, encouraging the development of a greater range of accommodations—both in terms of amenity and price—will support longer stays by visitors more engaged in experiencing Wilsonville, and not those merely passing through.



In-room at the Holiday Inn





In-room at the Best Western Plus



The dining area at the Best Western Plus



The Parkway Grille is located within the Hilton Garden Inn



The Hilton Garden Inn



# OUTDOOR & RECREATIONAL Activities

MIX	ACCESSIBILITY	LOCATION	HOURS	AUTHENTICITY	QUALITY	SERVICE	PRICE	APPEAL
6.3	9.1	7.6	7.6	8.8	8.5	n/a	n/a	8.3

# **7.6** OVERALL SCORE

The Whereabout team scored this dimension on experiences at:

- » Champoeg State Heritage Area
- » Graham Oaks Nature Park
- » Town Center Park
- » Memorial Park
- » Molalla River State Park

This category was the standout in our assessment, and we were especially impressed with Wilsonville's public parks. The recreation facilities at Memorial Park were extensive and had unique offerings, including the skate park and the built-in cornhole boards. Town Center Park proved to be a great site to host a community event, as we witnessed with the Korean War Memorial dedication ceremony. Regional parks like Molalla River State Park and Champoeg State Heritage Area contribute to the vitality of the destination and serve as part of Wilsonville's collective offering. One outdoor recreation area that bedeviled us was Coffee Lake Wetlands, to which we were not able to locate an access point.

We see two significant areas of opportunity here. First, access to the Willamette River is limited within the City, which seems a shame. The second is bike infrastructure. As part of our assessment, one of our team members cycled to Wilsonville from Portland to test whether Wilsonville could be sold as a weekend bikeable getaway for Portland residents. For now, at least, the answer is "no." The route into town was often unpleasant and on roads with heavy traffic, and the bike infrastructure within Wilsonville wasn't particularly welcoming either. However, using a stay in Wilsonville as a base for bike-borne exploration of the countryside is an appealing idea, including use of assets like the Canby Ferry or visits to farms. We believe there is an opportunity for Wilsonville to connect to the bike infrastructure of neighboring municipalities, including Canby, which has a bike hub facility with published routes and available repair tools.

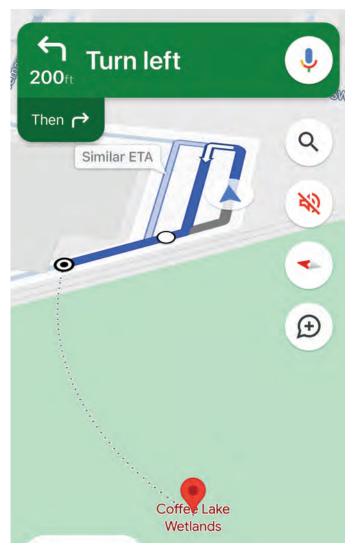


The skate park is among the breadth of recreation offerings at Memorial Park





The Canby Ferry is a fun part of the transportation infrastructure, and provides a safe way for cyclists to cross the river



We were unable to find our way to Coffee Lake Wetlands



A peek at the river from Memorial  $\mathsf{Park}-\mathsf{greater}$  access would be an asset for the destination



A picnic shelter at Graham Oaks Nature Park



The Canby Bike Hub offers cyclists a place to learn about cycling routes and to make minor repairs to their bicycles



# RETAIL & Shopping

MIX	ACCESSIBILITY	LOCATION	HOURS	AUTHENTICITY	QUALITY	SERVICE	PRICE	APPEAL
3.5	6.5	7.4	7.1	8.5	8.3	8.3	7.0	8.1

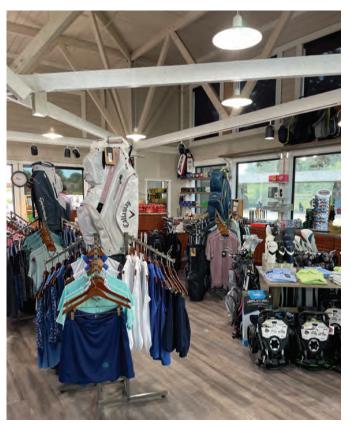
# 6.5 OVERALL SCORE

The Whereabout team scored this dimension on experiences at:

- » Wilsonville Town Square
- » Railroad Street Antique Mall (Sherwood)
- » Cedar & Stone Mercantile (Sherwood)
- » Aurora Mills Architectural Salvage (Aurora)
- » Butteville Store (Champoeg)
- » Villebois commercial district

Retail experiences we visited in the city met the expectations one might have of shopping in a smaller market, especially if a visitor was spending time with family or visiting for a weekend event. There are plenty of serviceable locations for the necessities all travelers find themselves in need of. On the other hand, the destination shopping in the Wilsonville area is clearly the mix of unique experiences in nearby towns. The Railroad Street Antique Mall in Sherwood was a riot of well preserved commercial signs and advertisements from earlier eras, which provided hours of nostalgia and smiles. The ice cream counter at the Butteville Store near Champoeg was a trip back in time, and provided the perfect treat with which to review the history of the landing. And the Aurora Mills facility in Aurora is as good of a showcase of period architectural salvage

as you'll find anywhere. We felt these outside-ofthe-city experiences were particularly fun and play well with Wilsonville's current tourism strategy.



The Pro Shop at Charbonneau Golf Course

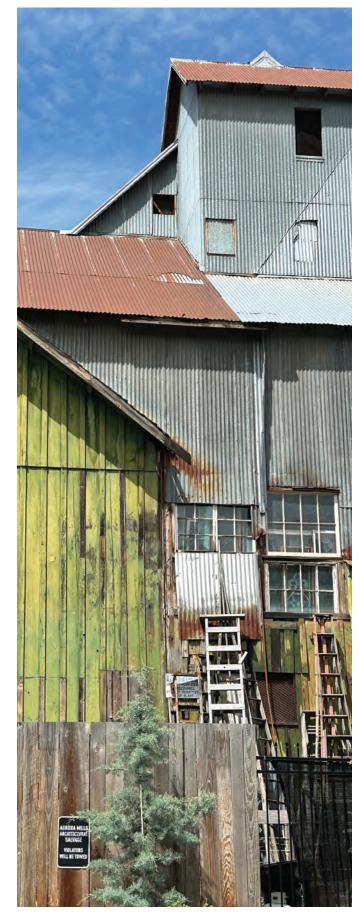




Railroad Street Antique Mall in Sherwood



The Saturday Market at Yesteryear Farms



Aurora Mills is a regional destination for architectural salvage and anchors a strong antiques scene in Aurora



# TOURISM INFRASTRUCTURE

МІХ	ACCESSIBILITY	LOCATION	HOURS	AUTHENTICITY	QUALITY	SERVICE	PRICE	APPEAL
3.0	4.0	8.0	8.0	8.7	5.3	8.0	8.0	5.5

# **5.7** OVERALL SCORE

The Whereabout team scored this dimension on experiences at:

- » Bike lanes
- » Wayfinding and interpretive signage
- » Regional biking
- » Canby Ferry Trail
- » EV infrastructure
- » Experience Wilsonville website

Tourism Infrastructure is a bit of a catch-all category for those things that enable tourism without being tourism assets themselves. However, these things contribute significantly to the quality of a visitor's experience and are important to catalog in an assessment such as this. This category earned the second-lowest score in our assessment, mainly due to challenges with the quantity, quality, and accessibility of infrastructure elements.

The availability of the South Metro Area Regional Transit (SMART) buses is a standout feature for a suburban market like Wilsonville, and this also scores higher than the benchmark from residents on the National Community Survey. Likewise, we counted nine (9) locations for charging electric vehicles an amenity of growing importance, particularly for a destination along a major Interstate corridor. We found interpretive signage and wayfinding to be of consistently high quality, especially in Wilsonville's parks.



City welcome signage with integrated map









The Memorial Park public restrooms are very high quality for park restrooms



The Explore Wilsonville website



Charging infrastructure for EVs



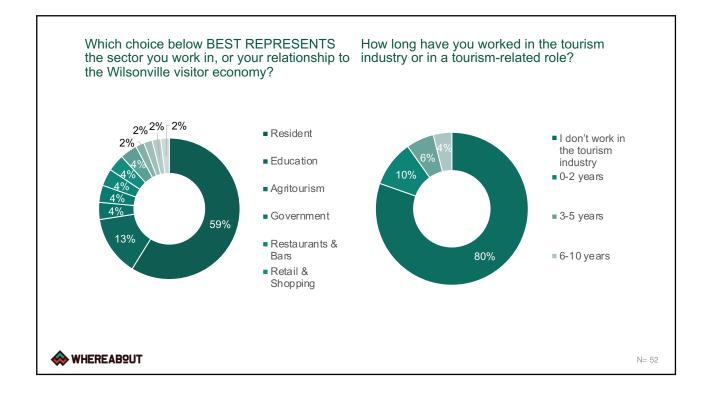
Interpretive signage at Graham Oaks

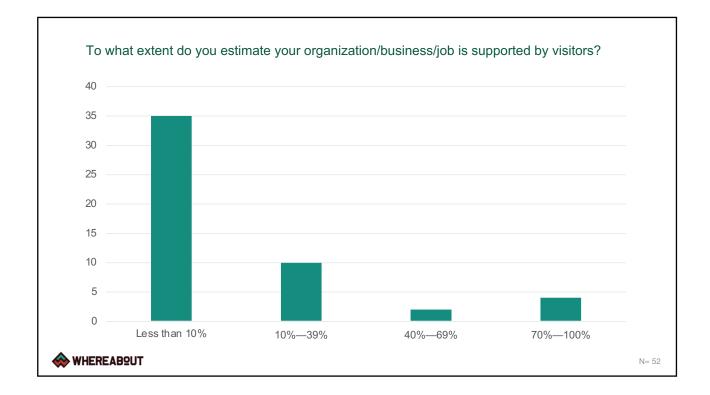




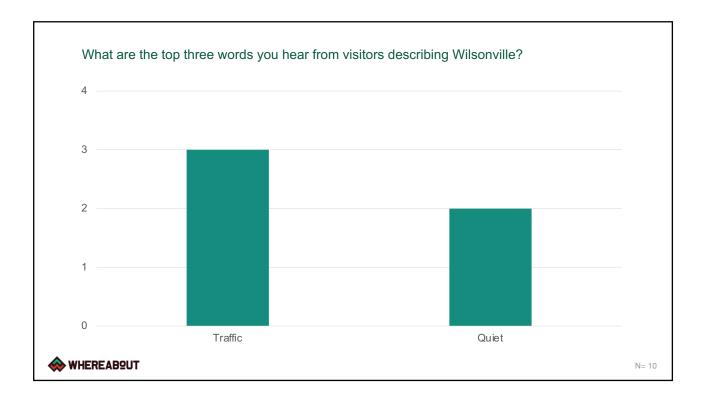
# **APPENDIX D: STAKEHOLDER SURVEY**

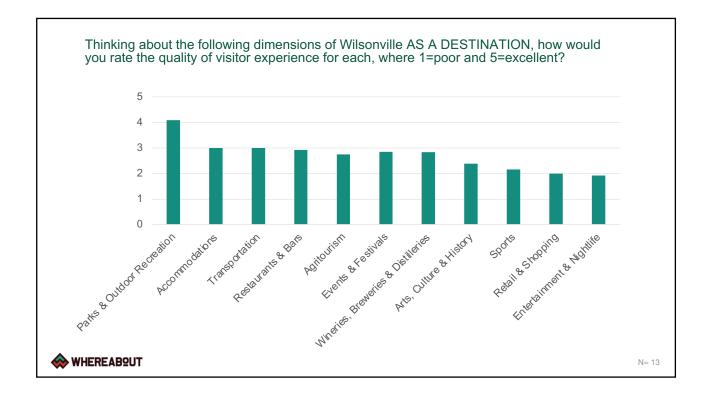




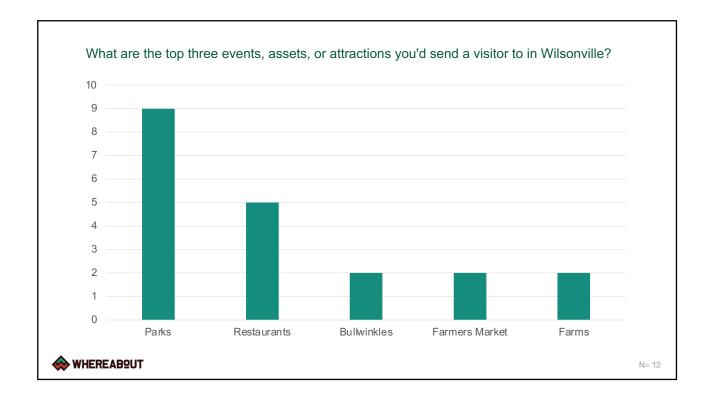


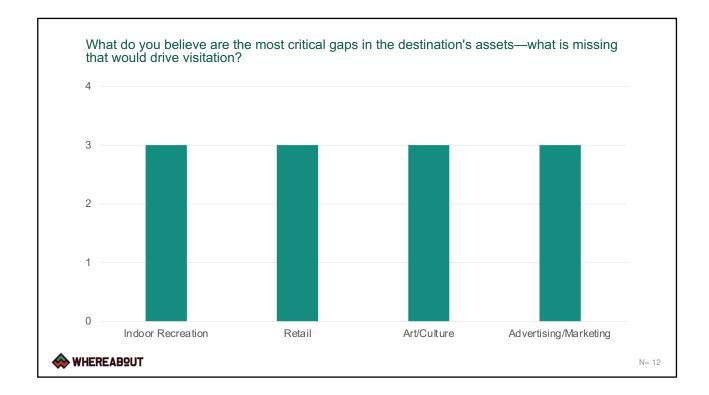




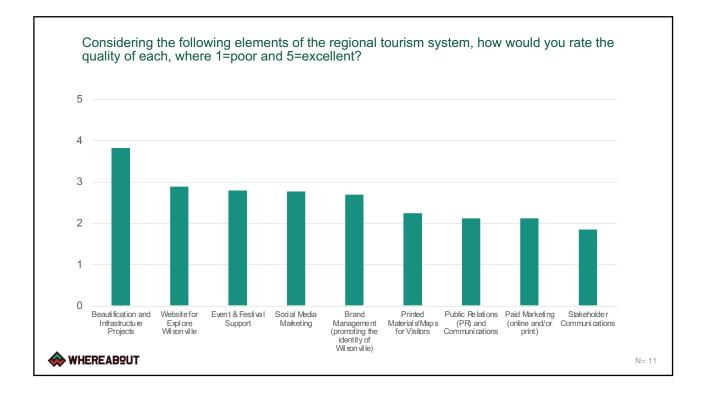


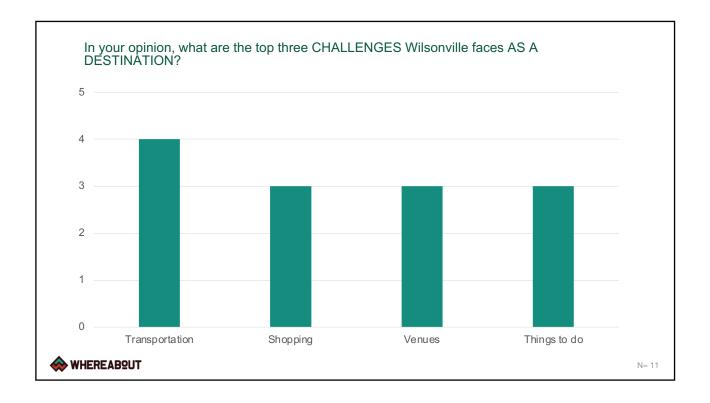




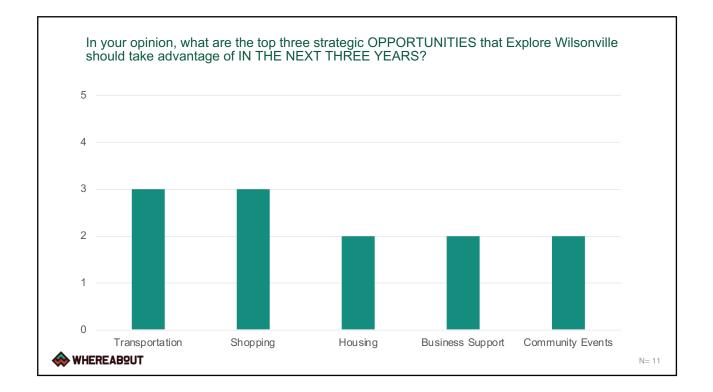


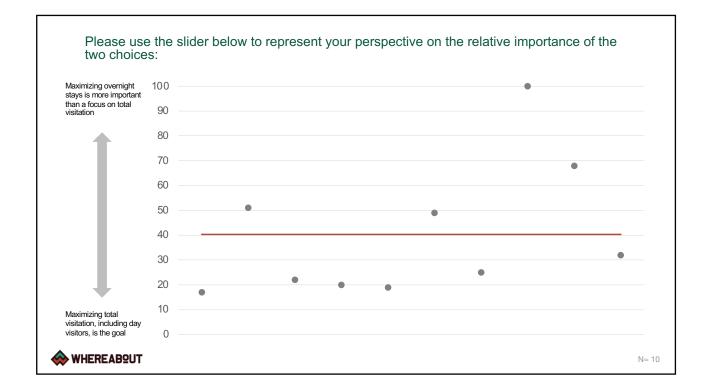










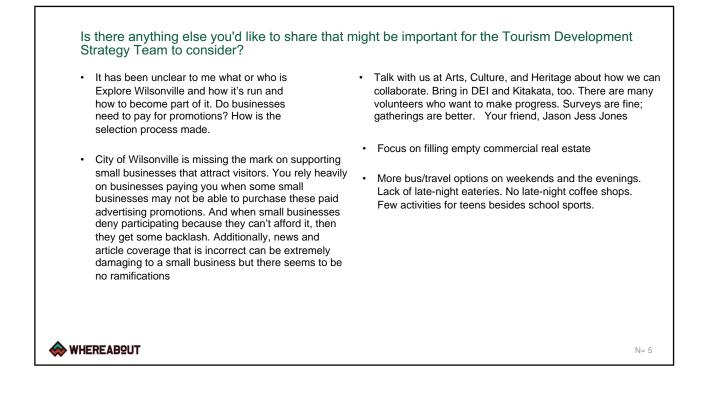




### strengths of Explore Wilsonville AS AN you seen from Explore Wilsonville that you'd **ORGANIZATION?** like to see? Social Media Communication with Businesses • Pictures . **Small Business Promotion** Parks & Recreation • Diversitv Friendly Website Accessibility . Communication Social Media Transportation Pictures When you think long-term about Wilsonville Accessible as a destination, what keeps you up at night? • Sustainable Grammar Traffic Marketing • Attracting Visitors Affordable Housing look where about the second s

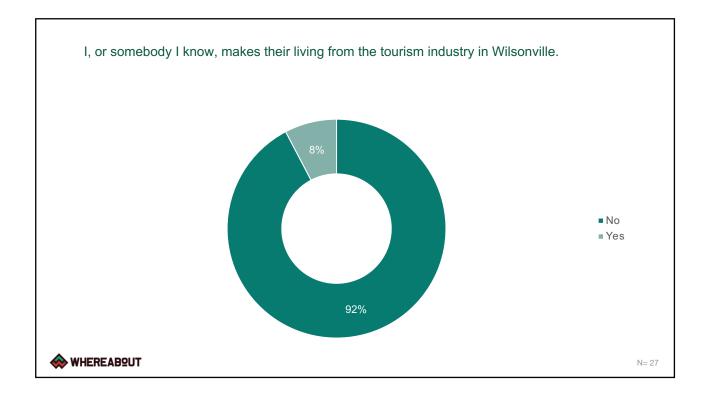
In your opinion, what are the three greatest

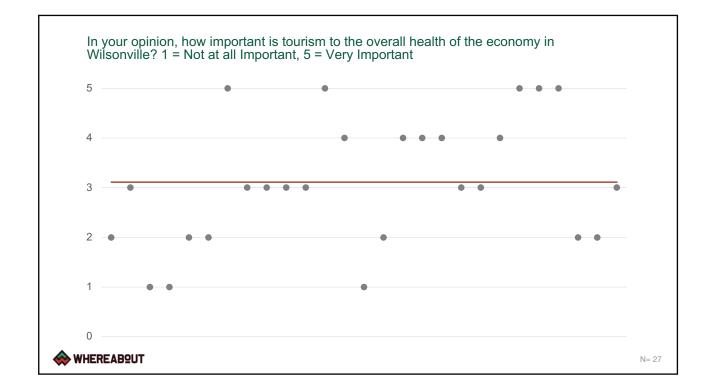
What actions/programs/promotions haven't



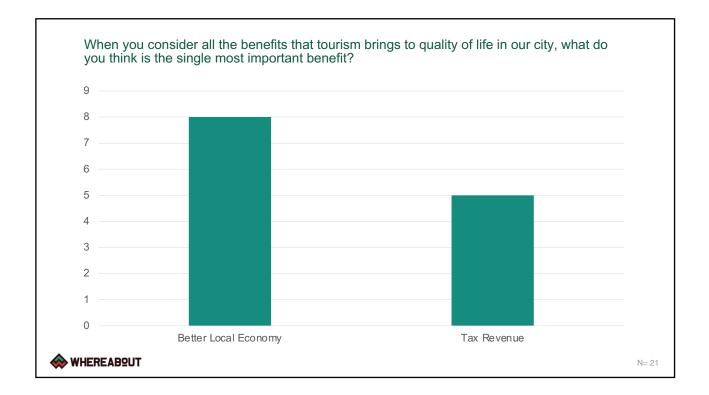


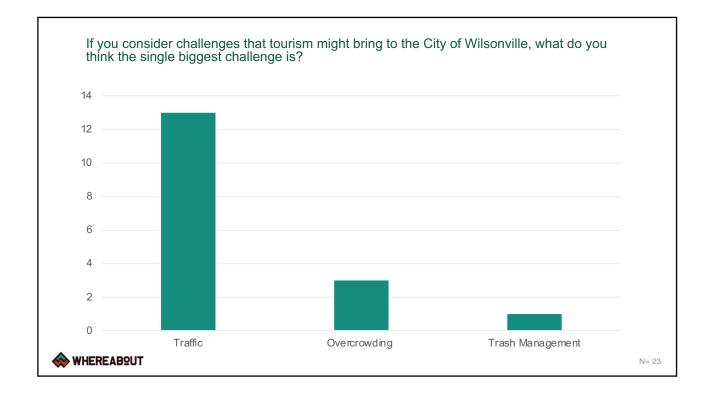
N= 9















# **APPENDIX E: PROGRESS EVALUATION**





### 2023 Progress Evaluation Summary of the Wilsonville Tourism Development Strategy of May 2014

### November 2023

After adoption by the City Council in May 2024 of the "Visit Wilsonville" Tourism Development Strategy, the newly empaneled members of the Tourism Promotion Committee reviewed and prioritized the proposed 49 Actions for Success. The Strategy was based on research data gathered during 2013 and destination-marketing trends, and included attractions and lodging-properties research and stakeholder interviews.

Recognizing that there were too many "actions" to accomplish, the Committee prioritized 19 actions as "top priorities" of the new tourism-promotion and destination-marketing program. The Committee also listed the remaining 30 actions called for by the Strategy as lower-tier, secondary priorities to be accomplished later.

Following is an evaluation by City staff on the progress made to date on the 49 Actions for Success of the Tourism Development Strategy that the committee rated as top-tier higher priorities and bottom-tier lower-priorities to implement.

-	•			
1.3	2.1	5.2	5.6	5.14
1.5	4.9	5.3	5.11	5.16
1.7	4.11	5.4	5.12	5.17
1.8	5.1	5.5	5.13	

### Bottom-Tier 30 Lower-Priority Rated Actions to Implement: pages 6-10

**Top-Tier 19 Higher-Priority Rated Actions to Implement: pages 2-5** 

1.1	3.3	4.4	4.12	4.18
1.2	3.3	4.5	4.13	5.1
1.4	3.5	4.6	4.14	5.7
1.6	4.1	4.7	4.15	5.8
3.1	4.2	4.8	4.16	5.9
3.2	4.3	4.10	4.17	5.15

### **Evaluation Summary Symbols Key**

- Goal/Objective/Action mostly accomplished
- Goal/Objective/Action not accomplished, or attempted and subsequently declined/halted
- Goal/Objective/Action partially accomplished or being developed



### **1. LEADERSHIP AND ORGANIZATION**

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

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

Over the past 10 years since adoption of the Tourism Development Strategy, the City's budgeted expense for the tourism-promotion program has increased by 100%, doubling from \$125,000 in FY2013-14 to \$250,000 in FY2023-24.

Since TLT revenues vary considerably from year-to-year, the City Manager decided to use a consistent budget number so as to be able to predictably build a sustainable tourism-promotion program. The tourism-promotion program gradually increased each year after FY2013-14 to a stable \$200,000 in FY2018-19. However, expenditures were cut in half starting with COVID 19 in the FY2020-21 budget, and increased back to \$200,000 in FY2022-23.

For the next two fiscal years of FY2023-24 and FY2024-25, \$250,000 is budgeted, of which \$100,000 is allocated over two fiscal years for a new, updated Tourism Development Strategy.

Thus the City's allocation of TLT consistently increasing over time, and is increasing over the next two years.

### Action 1.5 Review Wilsonville Tourism Grants Program.

The Strategy recommended transferring the existing Community Tourism Matching Grant Program from the Parks and Recreation Advisory Board to the Tourism Promotion Committee, which occurred in 2015; subsequently, in 2022 the grant program was modified to become the Community Arts and Culture Grant Program and transferred to the new Arts, Culture, and Heritage Commission.

The Committee felt somewhat bound by prior practice of funding major community events that also had tourism nexus and maintained the grant program.

The Committee also oversaw dispensation of \$25,000 annually from the Clackamas County Tourism Community Tourism Grants Program for Wilsonville-area projects and programs starting in 2015; this grant program was discontinued in 2019.

### Action 1.7 Initiate ongoing partnership and relationship-building programs.

The City of Wilsonville, dba Explore Wilsonville, Collaborates with Oregon's Mt. Hood Territory (Clackamas County), Explore Tualatin Valley (Washington County), Oregon Destination Association, Willamette Valley Visitors Assn, Travel Portland and Travel Oregon.

Members of the Committee often belong to or serve on the boards of these organizations.

The City periodically participates in a co-op marketing program with Clackamas County and Travel Oregon, and notifies Committee members of relevant opportunities.



### 2. BRANDING AND POSITIONING

Objective: Adopt distinctive and meaningful positioning for Wilsonville as a destination.

### Action 2.1 Develop a destination branding strategy for Wilsonville.

The branding for "Explore Wilsonville" has evolved overtime. The current strategy, developed in conjunction with destination-marketing consultant JayRay, is based on geolocation data and social media data focuses on a few targeted areas (shopping, liquid tourism, agri-tourism and family travel). The visual identity and tagline "in the heart of it all" were updated in the summer of 2023. The messaging with the target audience is to explore areas around Wilsonville and lodge overnight in Wilsonville.



### 4. Infrastructure and Placemaking

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

### Action 4.9 SPORTS Support the development of all-weather, multi-purpose playing fields for sports tournaments.

Analysis by City staff determined it would be difficult to secure properties with enough acreage to accommodate an outdoor tournament-sized sports complex within City-limits. An outdoor tournament venue to accommodate soccer, baseball, and softball would also see its highest usage in the summer months when lodging properties are already at their peak usage. The decision was made to focus on a facility that could accommodate indoor sports (volleyball, basketball and futsal) and would allow year-round scheduling to better serve hotel occupancy rates during the winter and shoulder seasons. The RFP process for this multi-use facility was put on hold right before the consultant was notified of their selection due to the pandemic.

### 5. MARKETING COMMUNICATIONS

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

### ☑ Action 5.1 Establish a stand-alone Wilsonville tourism website.

One of the first actions that the City and Committee took was to commission the destinationmarketing contractor at the time to build a tourism promotion website, <u>www.ExploreWilsonville.com</u>. Over time, the website content and features have evolved.

### ✓ Action 5.2 Introduce an ongoing internet marketing campaign.

Another early action that the City and Committee undertook was to have the destinationmarketing contractor commence various internet marketing campaigns, often as a form of co-op



advertising and other social media engagements. The internet marketing campaign continues today, including utilizing social media on Facebook, Instagram and Pinterest.

### Action 5.3 Develop social media programs relevant to key markets.

Tourism-promotion consultant JayRay had developed a series of social media programs aimed at relevant markets that includes utilizing social media influences and promotions on Facebook, Instagram and Pinterest.

### □ Action 5.4 Develop database and email marketing programs.

The tourism-promotion contractor has over time set up a database to collect emails from prospects who request more information, which is sent via US Mail by City staff.

The email database is periodically utilized for marketing promotions.

### Action 5.5 Optimize the online use of video.

To date, the tourism-promotion program has utilized little video, opting instead to use funds to acquire high-quality photographs for marketing use. The tourism program has used limited video content and mostly focused on static images or reels on social media. A planned video/ photograph session in October 2023 to update file image and develop video content was cancelled at the last minute due to unfavorable weather conditions.

### ✓ Action 5.6 Optimize linking strategies.

The ExploreWilsonville.com website features partner DMO agencies' logo and website links, as well as links to local-area attractions and events. The City shares the Explore Wilsonville logo and encourage other businesses to share our work and provide website links.

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

All tourism-promotion contractors for Explore Wilsonville have developed and maintained a library of high-quality images for use online, in marketing promotions and to share with media. However, video footage has not been acquired to date.

### Action 5.12 Optimize the use of website and social media analytics.

All tourism-promotion contractors for Explore Wilsonville have optimized the use of website and social media analytics for the tourism-promotion program.

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

The City has sought to optimize targeted coverage of Wilsonville through Clackamas County, WCVA and Travel Oregon by actively participating in selected marketing programs and by providing the content for marketing and media communications with media outlets.



### Action 5.14 Increase public awareness of the benefits of tourism.

The City of Wilsonville shares the benefits of tourism with elected leaders at City Council updates and periodically in local articles in the City's monthly newsletter to residents. ExploreWilsonville.com website analytics indicate that more local residents are using the tourism website.

### Action 5.16 Conduct ongoing visitor-satisfaction research.

Other than conducting a visitor profile project that included in-person and online survey mechanisms, there has been no ongoing visitor-satisfaction research. Due to other priorities, time and expense, this action has not been implemented.

### **X** Action 5.17 Conduct visitor research for each major event in Wilsonville.

This program has not been implemented due to staffing time and costs. Due to other priorities, time and expense, this action has not been implemented. Additionally, COVID 19 pandemic halted most large public gatherings for a two-year period in 2020 and 2021.



### **1. LEADERSHIP AND ORGANIZATION**

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

## **X** Action 1.1 Establish an Independent 501 (c) (6) Not-for-Profit DMO to be named Visit Wilsonville.

Members of the Tourism Promotion Committee and the Wilsonville Chamber of Commerce agreed that the community was not in a position to support another business-promotion nonprofit organization; the Chamber was not inclined to take on such a role, and indicated a preference to be a business advocacy organization.

Thus, in the alternative, the City created the 12-member Tourism Promotion Committee to oversee the tourism-promotion and destination-marketing program and provide budgetary and policy recommendations to the City Council. This action supported Strategy Action 1.2 to Establish Board of Management for Visit Wilsonville DMO.

The Chamber recommended modifying the name from "Visit" to "Explore" in order to differentiate from other DMOs with "Visit" and to expand the area of Wilsonville tourism promotion/coverage to be greater than the city itself, and the Strategy consultant and committee agreed with the recommendation.

### ✓ Action 1.2 Establish Board of Management for Visit Wilsonville DMO.

A volunteer committee was formed by the City to make recommendations on the "Explore Wilsonville" program. Since many organizations were using "Travel" or "Visit," and since there was a perception of not much to 'visit' in Wilsonville per se, the committee agreed with a Chamber of Commerce recommendation to change from "Visit Wilsonville" to "Explore Wilsonville," which is perceived to be more adventurous.

The Tourism Promotion Committee is comprised of community members with experience in tourism or related fields including operating overnight lodging properties, wineries, breweries, restaurants, area attractions, etc. Seven voting members are drawn from the area hospitality and tourism industry, and four ex-officio members from nonprofit organizations or the City Council provide policy and technical expertise.

### Action 1.4 Request a special project budget to launch Visit Wilsonville DMO.

The City, doing business as the "Explore Wilsonville" Destination Marketing Organization program, has a dedicated website (www.Explorewilsonville.com) in addition to dedicated social media channels (Facebook, Instagram and Pinterest). Brochures, marketing collateral, and picture library have been produced. During calendar fiscal year 2023-24 an updated photography and video project is underway.

The City has budgeted an average of \$200,000 per year over the past several years on tourism promotion and destination marketing. During the pandemic years, the budget dropped to \$150,000/year. For FY 2023-24 and FY 2024-25, \$250,000 per year is budgeted.

Since a DMO has not been created, office equipment has not been secured.



### Action 1.6 Actively seek grants for Visit Wilsonville.

The City, in conjunction with our advertising agency of record, JayRay, dba Explore Wilsonville, applies for grants and co-op tourism advertising when applicable. Additional staffing would allow for more grant applications.

### **X** Action 1.8 Enhance local-area destination knowledge of frontline staff.

The City participated for several years in the Travel Oregon/Oregon Restaurant and Lodging Association's "Q" Quality Customer Service Training Program for front-line lodging property staffs, none of whom lived in Wilsonville and were unfamiliar with local attractions (instead sending visitors for example to OMSI and the Zoo).

However, the City found that the level of front-line staff turn-over was so high as to require constant training that the Q program was abandoned.

### **3. VISITOR EXPERIENCES**

*Objective: Enhance Wilsonville's tourism attractors, events and experiences to meet and exceed the expectations of visitors and event organizers.* 

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

The City has over time improved internal bike/ped connections and completed portions of the Portland metro-area Tonquin Ice Age Trail. A 45-bike locker at the Wilsonville Transit Center has been lightly used; a new, larger walk-in facility for bike storage is now planned.

The City is working with ODOT on the proposed French Prairie "Bike-Ped-Emergency" Bridge over the Willamette River parallel to the I-5 Boone Bridge, which would connect the Tonquin Ice Age Trail with the Willamette Valley Scenic Bike Route. Until that major connection is made, Wilsonville is close to being a 'bike island' with limited safe rural roads around the city.

### Action 3.3 CYCLING Initiate and attract cycling events.

The Tourism Promotion Committee awarded over two years a city tourism and county tourism grant programs awards to a resident who sought to develop a bike-themed event that included a salmon bake. Attendance at both events was low, and the organizer decided to no longer pursue producing the events.

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

After developing this strategy and implementing the program, it became clear that horse shows are very specific and the city could not influence the participants. During the time of developing the Strategy, the local organizers of the County Classic Hunter-Jumper Horse Shows were active in the community.

However, over time, the organizers were no longer local and coordinated horse shows across the West. Additionally, a separate organization formed to sponsor horse shows across the state



eventually went out of business. The city no longer focuses on the horse show community as a part of our tourism efforts.

Additionally, worker's compensation and insurance liability issues caused most horse-riding establishments to close shop due to high additional costs and potential liability issues.

# Action 3.5 FESTIVALS AND EVENTS Investigate the feasibility of establishing a signature event in Wilsonville to celebrate the start of horse show season.

See Action 3.4.

### 4. INFRASTRUCTURE AND PLACEMAKING

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

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

The City started the process to evaluate a sports complex/conference center in the Town Center area with possible hotel but the project ended with on the onset of the Covid 19 pandemic.

The City adopted a Town Center Master Plan, and the city has started to focus on the arts and culture, with the adoption of an Arts Culture and Heritage Strategy and establishment of a commission.

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

The availability of and demand for meeting spaces and event spaces within the city has changed, in large part due to the pandemic. The new Hilton Garden Inn has a few meeting spaces, Bullwinkle's, Holiday Inn and Black Bear Diner were remodeled to provide additional meeting spaces. Langdon Farms Golf Club's Red Barn facility has been popular with weddings and events.

The City has developed the historical Stein-Boozier Barn that is hosting an increasing number of weddings and events. Additional covered space has been created at Memorial Park and neighborhood parks in Villebois.

Additionally, the World of Speed (large event center) closed a few years ago.

# Action 4.4 CYCLING AND WALKING Support the expansion and integration of Wilsonville's trails system and brand the main trails with distinctive themes and names.

The City of Wilsonville adopted a Signage and Wayfinding Strategy in 2019 that includes signage and kiosks for walkers and cyclists throughout the City and on the Cities trail system.



2023 Progress Evaluation Summary of the Wilsonville Tourism Development Strategy of May 2014 **Bottom-Tier 30 Lower Priority Rated Actions to Implement** 

The wayfinding signs will be installed as budget is available. Trails and paths in the City are proposed to be named.

# Action 4.5 CYCLING AND WALKING Support the construction of the proposed Bike-Ped-Emergency Bridge across the Willamette River.

The City worked with ODOT and federal transportation agencies to develop the proposed French Prairie "Bike-Ped-Emergency" Bridge over the Willamette River near the I-5 Boone Bridge. The project has advanced to 30% design, and is being incorporated into ODOT's larger I-5 Boone Bridge and Seismic Improvement Project now under development.

# Action 4.6 CYCLING AND WALKING Support the completion of the Ice Age Tonquin Trail. Encourage Metro to complete the trail through areas that are unincorporated.

The City has constructed portions of the Ice Age Tonquin Trail in the city, and encourages Washington County to do so also. The reality is that this project is many years away from completion.

# Action 4.7 CYCLING AND WALKING Support the introduction of creative bike racks in areas popular with cyclists.

The City of Wilsonville supports this concept but has not actively pursued this with local artists or developers. The newly formed Arts, Culture and Heritage Commission may be in position to advance.

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

The City of Wilsonville supports this concept but has not actively pursued this with local artists or developers.

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

The City has redeveloped an older skate park that has become popular. The local skate community continues to advocate for a larger Community scale skate park. Both the bike pump track and skate park projects are also included in the 2018 Parks and Recreation Comprehensive Master Plan, however, a proposed push trail has not been developed.

### Action 4.11 RIVER RECREATION Support the improvement of river foreshore and water access for active and passive recreation, including boat launch.

River access at Memorial Park is available by trails for passive activities such as fishing but does not easily accommodate watercraft access. The City undertook a Boones Ferry Park master planning effort in 2020. Non-motorized river access from Boones Ferry Park is being evaluated



and the City has received a grant to complete a feasibility study and conceptual design. The Clackamas County Boones Ferry Marina accommodates motorized watercraft.

# Action 4.13 PLACEMAKING Support enhancements to the character and attractiveness of Wilsonville's key precincts.

The City of Wilsonville adopted a Signage and Wayfinding Strategy in 2019 that includes signage and kiosks for walkers and cyclists throughout the City and on the Cities trail system. The wayfinding signs will be installed as budget is available. Trails and paths in the City are proposed to be named.

### Action 4.14 PLACEMAKING Consider establishing public art program.

The City adopted an Arts, Culture and Heritage Strategy in November 2020 and then established an Arts, Culture and Heritage Commission in December 2021 with a focus on elevating the arts and creating a public-arts policy and program. The City also hired a full time staff person to support this program. The City Council approved the City's Public Art Policy and Guidelines in 2023 and staff is currently working on the creation of a large scale mural at the Memorial Park Skate Park. Funding measures for the public arts program are being considered.

# Action 4.15 PLACEMAKING Support improvements to the attractiveness and sense of welcome at city gateways.

The City updated the I-5/Wilsonville Road Interchange gateway signs with new facades as a part of the Signage and Wayfinding Strategy.

# Action 4.18 Support the establishment of a museum/interpretive center and commemorative sculptures for the Oregon Korean War Memorial.

Working with the nonprofits Korean War Memorial Foundation of Oregon and Korean War Veterans Association, the City is advancing the Oregon Korean War Memorial Interpretive Center in the Parks and Recreation Administration building in Town Center Park. The project should be complete by early 2024.

### 5. MARKETING COMMUNICATIONS

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

### Action 5.7 Produce a Wilsonville Visitors Guide annually.

The Explore Wilsonville Brochure was recently updated to reflect the new branding. There is also a kiosk advertisement for Explore Wilsonville at the I -5 northbound French Prairie Rest Area south of Wilsonville.

However, a true Wilsonville Visitors Guide with a map that highlights various attractions and facilities has never been produced. Rather, the tourism program has relied on Google Maps and visitors' mapping phone apps to provide directions.



# Action 5.15 Encourage local residents to discover Wilsonville and surrounding area.

Many community members follow Explore Wilsonville Social media which introduces them to the wonderful activities in and around Wilsonville. Additionally, the City periodically runs articles in the all-city newsletter, The Boones Ferry Messenger, about the tourism promotion program.



# **APPENDIX F: CITY COUNCIL GOALS**



### CITY COUNCIL GOALS 2023-2025

afety onfidence for the event of a saster dividual s and responsibility a. Con a. Con a. Con a. Con b. Con a. Con	rioritize and fund recommended projects xpand support for individual emergency paredness through increased outreach and the loration of new technologies to engage and nect people in emergencies	Remove the long-term language - Long-term is covered in community service block master plan	Public Works/Engineering Public Works Public Works/Administration Police/Administration	Nacrelii/Barrett Kerber/Evans Kerber/Troha Wurpes/Troha	Q3 - 2023 through Q2 2025 Q3 - 2023 Q1 - 2024 Q2 - 2024 Q3 - 2024
afety onfidence for the event of a saster dividual s and responsibility a. Con a. Con a. Con a. Con b. Con a. Con	rioritize and fund recommended projects xpand support for individual emergency paredness through increased outreach and the loration of new technologies to engage and inect people in emergencies onduct short-term planning for a police facility complete a police department staffing study levelop a climate inventory and gap analysis of practices and operations onduct a community education campaign to	Master Plan, Water Distribution Master Plan, and Public Works Standards Update will include seismic resilience analyses and other recommended improvements Remove the long-term language – Long-term is covered in community service block master plan	Public Works Public Works/Administration Publice/Administration	Kerber/Evans Kerber/Troha Wurpes/Troha	<u>Q2 2025</u> <u>Q3 - 2023</u> <u>Q1 - 2024</u> <u>Q2 - 2024</u>
2. Exp preparative event of a saster conn rdividual s and responsibility 3. Col aunity awareness of s. De seline data about friendly practices 6. Co	paredness through increased outreach and the loration of new technologies to engage and inect people in emergencies onduct short-term planning for a police facility implete a police department staffing study levelop a climate inventory and gap analysis of practices and operations onduct a community education campaign to	Remove the long-term language - Long-term is covered in community service block master plan Consider the County direction and	Public Works/Administration Police/Administration	Kerber/Troha Wurpes/Troha	Q1 - 2024 Q2 - 2024
s and responsibility 3. Cor 4. Co nunity awareness of 5. De city p seline data about friendly practices	iomplete a police department staffing study revelop a climate inventory and gap analysis of practices and operations onduct a community education campaign to	Long-term is covered in community service block master plan Consider the County direction and	Public Works/Administration Police/Administration	Wurpes/Troha	Q2 - 2024
nunity awareness of 5. De city p seline data about friendly practices 6. Co	evelop a climate inventory and gap analysis of practices and operations onduct a community education campaign to	Consider the County direction and			
seline data about friendly practices 6. Co	practices and operations onduct a community education campaign to		NR/Engineering	Rappold	Q3 - 2024
seline data about friendly practices 6. Co	practices and operations onduct a community education campaign to		NR/Engineering	Rappold	Q3 - 2024
friendly practices 6. Co					
	a awareness of carriate menally placaces		NR/Engineering	Rappold	Q3 - 2024
				r	r
oppo	evelop a strike fund to pursue development ortunities for high value properties aligned with City's economic development goals	planning critical	Community Development/Administration	Lorenzen	Q3 - 2024
pportunity for all the L	rioritize and implement recommendations of Urban Renewal Strategic Plan	This work will start in this Council goal cycle, but will require a longer timeframe for completion	Community Development/Administration	Lorenzen	Q4 - 2024
educ	acilitate connections between industry and Ication partners	see staff notes	Community Development/Administration	Lorenzen	Q1 - 2024
unde oppo in Wi	Vilsonville. Consider the City's role and	will require additional input and		Lorenzen	Q2 - 2024
		TOD construction will likely not be complete in two years, but HNA/HCA will be done at the end			
			Planning	Rybold	2023-2025
ss than entering serve	ation of an internal task force		Administration	Troha	2023-2025
s creat			Administration	Guile-Hinman	Q3 - 2023
ro e	using opportunities y efforts to reach o homelessness exiting s than entering s 12. f stre y efforts to reach o komelessness exiting s entering s 13. f sentering s 14. f sent	verting strategic plan in Wilsowile.Consider the City s role and potential actions for supporting the outcomes. In Wilsowile.Consider the City s role and potential actions for supporting the outcomes. It is that a potential actions for supporting the outcomes. It is that a potential action of the outcomes of the outc	opportunities for increasing childcare opportunities in Wilconville. Consider the City's role and potential actions for supporting the outcomes. using opportunities v efforts to reach o homelessness exiting s	opportunities for increasing childcare opportunities in Wilsowille Consider the City's role and potential actions for supporting the outcomes.     accomplished and the second part will require additional input and direction from the Council     Community Development/Administration       using opportunities (reforts to reach o homelessness rexiting shan entering s     12. Prioritize and implement the equitable housing strategic plan     TOD construction will likely not be complete in two years, but HNA/HCA will be done at the end of this year. HPS will be adopted end of next year.     Planning       13. Train city staff and work with partners to better serve the houseless population through the creation of an internal task force     Administration       14. Adopt ordinances to bring the city into     14. Adopt ordinances to bring the city into     Administration	opportunities for increasing childcare opportunities in Wilsowille. Consider the City's role and potential actions for supporting the outcomes.     accomplished and the second part will require additional input and direction from the Council     Community Development/Administration     Lorenzen       using opportunities strategic plan     12. Prioritize and implement the equitable housing strategic plan     TOD construction will likely not be complete in two years, but HNA/HCA will be dopted end of next year.     Planning     Rybold       13. Train city staff and work with partners to better serve the houseless population through the creation of an internal task force     Administration     Troha       14. Addpr of refinences to bring the city into     14. Addpr of refinences to bring the city into     Administration     Troha

Expand Wilsonville's	Leverage community input to support the Advisory and elected leaders in prioritizing community	15. Review and prioritize park and facility projects and recommend a funding plan and timeline		Administration	Cosqrove	Q3 - 2024
with Community Growth	park and facility improvements • Determine funding options to	16. Complete the Community Service Block Master Plan		Public Works	Kerber	Q2 - 2024
and Needs	community needs/desires	17. Review and update park project prioritization through the Parks and Recreation Board		Parks and Recreation	Amerman	Q1 - 2024
Communications + Engagement						
• Engagement to build a	through diverse engagement tools	18. Increase capacity to support communications and engagement through tools including marketing, social media, bilingual outreach, youth outreach/partemships, and others			Communications Program Coordinator	Q3 - 2024
more connected community	Foster a safer and more     connected community	19. Conduct increased citizen and neighborhood engagement for community safety	More outreach to HOAs, database		Communications Program Coordinator	03 - 2024

Source: City of Wilsonville



# **APPENDIX G: SOURCES CITED**



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