

# STRATEGIC TOURISM PLAN

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A FIVE-YEAR PLAN FOR NEWBERG'S VISITOR ECONOMY





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# INTRODUCTION

## BACKGROUND

Newberg’s first Strategic Tourism Plan, completed in 2016, has helped the community focus on growing its visitor economy in ways that support resident quality of life and the local economy. In late 2021, work began on this next five-year Strategic Tourism Plan—in an environment very different than that of 2016.

An inclusive data review and stakeholder engagement process (see Appendix: Current State Report) was followed by the formation of a ten-member Planning Team (see following page) who, over the course of several in-person work sessions, crafted this plan.

## STRATEGIC TOURISM PLAN

This plan will guide the ongoing development of the visitor economy in Newberg, and contains the following elements:



**Vision:** This statement describes the future state this plan hopes to create. Although this is a five-year plan, the Planning Team envisioned a future ten years from now.

**Visitor Evolution:** As the destination develops, the visitors Newberg attracts will likewise shift, and three visitor profiles imagine what those future visitors might be like.

**Objectives & Strategies:** These represent the five main areas of work that the community will take on over the next five years, and include specific measures of success and supporting strategies:

- » Activate a vibrant, multi-faceted Downtown and Waterfront for residents and visitors
- » Invest in development of events, festivals, and activities aligned with Newberg’s target visitors
- » Foster a lively arts and cultural sector supported by wine tourism
- » Shape Newberg’s visitation and reputation through targeted marketing and communications
- » Enhance partner collaboration and regional cooperation

**Phases of Work:** Some of the strategies contained within the Objectives are more urgent, and some need more groundwork in place before they can be taken on. The work is divided into two phases: the first two years, and years 3-5.

**Collaborative Implementation:** Using the Collective Impact Model, this section describes a framework for collaborative implementation of the plan.

# ACKNOWLEDGMENTS

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# VISION & VISITORS

# VISION FOR NEWBERG'S VISITOR ECONOMY IN 2032

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Nestled among the Willamette Valley's bucolic rolling hills and less than an hour from Portland, Newberg is the northern gateway to Oregon Wine Country—a vibrant and inviting town that draws visitors of every generation to experience a broad selection of culinary experiences, craft beverages, outdoor recreation, on-farm experiences, historic sites, the arts, and—of course—wine.

With over 100 wineries and tasting rooms within 10 miles, Newberg is home base for exploring one of the world's premier wine regions, supported by a thriving culinary scene in town. Locally owned restaurants tap into the region's produce, featuring farm-to-table offerings and specialties like Oregon hazelnuts and truffles, while local tasting rooms, breweries, and performing arts venues activate evenings in Newberg with live music and other entertainment that expands the appeal of this wine destination to younger demographics. Outdoor spaces and activated alleyways add to the charm and give visitors a reason to spend their evenings in town after a day at the wineries.



From a high-end resort-style hotel and spa, to charming downtown boutique accommodations, to a collection of short-term vacation rental properties and a wide range of affordable family hotels,



Newberg has lodging offerings for every purpose and every budget. These choices are connected to the rest of Newberg's community assets by a multi-faceted transportation network that includes shuttles and public transit, active transportation, and on-call ride services—visitors can enjoy a beverage and rest assured that they'll be able to safely return to their accommodations.

Newberg's historic downtown is active by day, too. Galleries, bookstores, cafes, unique local shops, and George Fox University draw locals and visitors alike to a thriving, retro-inspired downtown, while progress on the bypass has mitigated Downtown's





traffic and made it safer for pedestrians and cyclists, and engaging digital and physical wayfinding helps visitors get around. Well-curated events and festivals provide family-friendly activities for locals and elevate Newberg's profile in the region—drawing both day visitors and overnight stays—and day activities for kids allow parents to enjoy wine tours and other adults-only events.

A newly developed Arts District connects the Chehalem Cultural Center through Downtown to Memorial Park. Public art in the form of sculptures and murals delights residents and visitors, and Newberg's creative community is in the spotlight in



local galleries, pop-ups, residencies, maker spaces, and artisan markets. The arts community works hand-in hand with wineries to deliberately create a year-round draw for wine enthusiasts and art aficionados.

Outdoor recreation provides plenty of reasons to stay in Newberg as a home base, including boating, fishing, and paddling on the Willamette River, and cycling, running, and golfing throughout the region. Youth, amateur, and collegiate sports continue to bring teams and their families to town, and expanded facilities allow for bigger tournaments and groups in growing sports such as pickleball.

In 2022, overnight visitation has grown considerably and is recognized by local leaders and the public as a significant contributor to the local economy. Visitors are greeted by a welcoming community that feels safe and inclusive, residents are appreciative of the amenities and activities that wouldn't be available to them without tourism, and local government thrives with the tax contributions visitors bring to Newberg. The vibrancy and diversity of economic activity brought by the visitor economy creates opportunities for Newberg's next generation to stay in town, and families see an opportunity to raise children in a safe and vibrant town close to urban amenities. With Newberg's public, private, and non-profit sectors working closely together to foster this healthy visitor economy, the best years are yet to come.



# NEWBERG'S VISITOR EVOLUTION: 2032

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## CULTURAL WANDERERS

The Cultural Wanderer comes to Newberg to experience the finer things in life, often traveling with a romantic partner or a group of friends. They are experiential travelers, taking in wine tastings, art openings, spa treatments, and fine dining.

These Millennial, Gen X, and Baby Boomer travelers have a high household income and will stay for 3+ nights at the Allison, a downtown boutique hotel, or at a luxury short-term vacation rental home.



## RELATIONAL RAMBLERS

The Relational Rambler is coming to Newberg simply because that's where the people they want to visit live. But because they see all that Newberg has to offer, they plan an extended stay so they can take part in outdoor recreation activities or events and festivals.

These Gen Z, Millennial, and Gen X travelers have average household incomes and will stay with friends, relatives, or as a group in a short-term vacation rental home.



## CURIOUS EXTENDERS

The Curious Extender arrives in Newberg because of a work assignment, a conference, or to visit to a Newberg institution such as George Fox University, but they extend their stay to add leisure travel to their business-oriented trip, exploring wine country, attending an event, or participating in outdoor recreation.

These Millennial and Gen X visitors have average-to-high household incomes and will stay 2-3 nights in mid-tier hotels, short-term vacation rental properties, or downtown boutique offerings.

# OBJECTIVES & STRATEGIES

# 1

## ACTIVATE A VIBRANT, MULTI-FACETED DOWNTOWN AND WATERFRONT FOR RESIDENTS AND VISITORS

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### MEASURABLE GOALS

- » Addition of 50 rooms to downtown accommodation offering
- » Increase average number of open hours for tourism-facing businesses by 15%
- » Increase visitor survey pedestrian safety rating in Downtown Newberg by 10%

### STRATEGIES

#### 1.1 Form a task force to identify and eliminate barriers to development of new businesses

Many stakeholders cited challenges new businesses face in Newberg. To support a diversity of businesses taking part in the visitor economy, this initiative will investigate opportunities to ease and speed the creation of new businesses by lowering administrative and cost barriers.

Partners: Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg

#### 1.2 Develop a program to activate Downtown alleyways

Because alleys are less exposed to traffic, they present opportunities for creative public uses such as outdoor dining, art or mural installations, or events and festivals. Some alleyway activation has already taken place in Newberg and building off that success, this effort will identify candidate alleyways, work to remove administrative barriers to activation, and develop programs to support local businesses and other organizations in taking advantage of these underutilized urban spaces.

Partners: Chehalem Cultural Center, Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg



#### 1.3 Identify and secure funding for Downtown improvements

Downtown activation was identified as a prime opportunity to develop tourism amenities, but there are many current challenges with Downtown due to a challenging pedestrian experience, lack of connectivity to the Waterfront, and missing amenities such as electric vehicle charging stations. This strategy will seek to identify and secure funding sources for improvements to these gaps and others that may be identified, ahead of the improvements anticipated as part of the Newberg Urban Renewal Project.

Partners: Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg, Willamette Valley Visitors Association

#### **1.4 Advocate to the Traffic Safety Commission for pedestrian safety projects**

The Newberg Traffic Safety Commission studies and reports to the City Council on traffic safety matters. A focused effort to advocate to this Commission to enhance pedestrian safety in key visitor areas, especially Downtown, will enable a walkable destination and provide more foot traffic for visitors.

Partners: Chehalem Valley Chamber of Commerce, George Fox University, Newberg Downtown Coalition, Newberg Planning Division, Taste Newberg, Willamette Valley Visitors Association

#### **1.5 Encourage development of tourism-friendly infrastructure in Waterfront district**

Activation of the Waterfront District is a key to increasing tourist use of the river for outdoor recreation, but tourist-friendly infrastructure is lacking. This strategy will identify opportunities for wayfinding, accessibility, public restrooms, or other infrastructural improvements that will support greater use of the area by visitors and residents alike.

Partners: Chehalem Park & Recreation District, Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Taste Newberg, Willamette Valley Visitors Association

#### **1.6 Collaboratively create opportunities to attract development of downtown accommodations**

Downtown accommodations would accelerate the activation of Downtown by enabling greater visitor engagement with restaurants and nightlife and would create a higher density of foot traffic for shops. This gap has been identified for some time, but development options are limited, and enticing a developer has proven to be challenging. This strategy will pull together a cross-sector team to investigate creative ways to develop accommodations Downtown, whether in the boutique hotel category or through other options. This may include the investigation of ways to mitigate Systems Development Charges.

Partners: Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg



# 2

## INVEST IN DEVELOPMENT OF EVENTS, FESTIVALS, AND ACTIVITIES ALIGNED WITH NEWBERG'S TARGET VISITORS

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### MEASURABLE GOALS

- » Growth in average length of stay
- » Annual growth in number of visitor-facing events and festivals in Newberg
- » Annual growth in website traffic to community calendar

### STRATEGIES

#### 2.1 Undertake a data-driven process to rigorously define Newberg's target visitors

Newberg's visitor data has largely been derived from research commissioned by the Willamette Valley Wineries Association and is more general to the area. An investment in Newberg-specific visitor data will enhance understanding of the unique demographics and psychographics of the visitor to Newberg, allow for targeting of key groups, and provide insights that can drive strategic marketing and destination development decisions over time.

Partners: Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg, Willamette Valley Visitors Association, Willamette Valley Wineries Association

#### 2.2 Create, promote, and fund staff to maintain and update a user-friendly community-wide events calendar

Community events calendars are more effort-intensive to organize and maintain than one might suppose yet are very important for shaping the visitor experience and increasing length of stay. Newberg has many community event calendars but this effort will centralize the collection of visitor-friendly listings, and will identify the resources needed to do the community engagement work necessary to maintain

an accurate calendar without adding administrative burden to organizations that already keep a visitor calendar, such as Taste Newberg.

Partners: Chehalem Cultural Center, Chehalem Park & Recreation District, Chehalem Valley Chamber of Commerce, George Fox University, Newberg Downtown Coalition, Taste Newberg, Willamette Valley Visitors Association, Willamette Valley Wineries Association

#### 2.3 Develop a community-driven events & festivals strategy based on shared needs

Events and festivals are an important lever in generating awareness of a destination, often driving regional day visitation at first, which can enhance the amenity base that ultimately drives overnight visitation. This strategy will work with community groups to catalog existing events and festivals, identify opportunities to distribute them more strategically throughout the year, identify criteria for evaluation of event and festival impacts, and guide the strategic development of new events and festivals geared toward Newberg's target visitors and supporting other community needs.

Partners: Chehalem Cultural Center, Chehalem Park & Recreation District, Chehalem Valley Chamber of Commerce, George Fox University, Newberg Downtown Coalition, Willamette Valley Wineries Association

## 2.4 Develop a scorecard for community events to prioritize investment of resources and efforts

Based on the criteria developed as part of the events & festivals strategy, a rating system will be developed to guide investment decisions for community events. Criteria to be considered might include such things as: ability to drive overnight stays, focus on key demographics, timing in identified need periods for visitation, and alignment with Newberg's tourism brand.

Partners: Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Taste Newberg

## 2.5 Collaborate with CPRD, City, and County representatives to expand outdoor recreation activities and events

Outdoor recreation is a growing industry in the United States and drives a considerable amount of travel. Having identified outdoor recreation as one of the growth paths for the visitor economy in Newberg, a focused effort to enhance Newberg's offerings is indicated. This may take the form of infrastructure improvements to provide facilities or river access, the fostering of outfitter or guide businesses, or the recruitment or creation of events specific to the outdoor recreation target market.

Partners: Chehalem Park & Recreation District, Newberg Community Development Department, Taste Newberg



# 3

## FOSTER A LIVELY ARTS AND CULTURAL SECTOR SUPPORTED BY WINE TOURISM

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### MEASURABLE GOALS

- » Annual growth in use of VisitWidget arts and culture itineraries
- » Annual growth in number of partners participating in First Friday
- » Ongoing growth in economic impact of arts in Newberg

### STRATEGIES

#### 3.1 Develop marketing and promotional materials to support art and culture discovery, specifically targeted to Newberg’s wine visitors

Wine and art are a natural pairing for driving tourism activity, and Newberg is positioned to be the leader of this in the Willamette Valley. Building off a strong foundation of local visual and performing arts and momentum from the last Tourism Strategic Plan, Newberg can amplify arts promotion specifically to its wine visitor, driving toward a higher-spending, longer-staying demographic.

Partners: Chehalem Cultural Center, Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Taste Newberg, Willamette Valley Wineries Association

#### 3.2 Refocus First Friday on the arts

While a broader participation in First Friday is welcomed, a concerted rebranding effort to focus on presentation of the arts will enable First Friday to be a more consistent visitation draw, especially from the Portland market.

Partners: Chehalem Cultural Center, Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Taste Newberg

#### 3.3 Install public art in the Cultural Corridor and Downtown

As part of positioning Newberg as an arts destination, this strategy will put effort towards the addition of more public art in the city, specifically Downtown





and in the Cultural Corridor identified in the Newberg Downtown Improvement Plan. This may include public sculptures, murals, and interactive art installations.

Partners: Chehalem Cultural Center, Chehalem Park & Recreation District, Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg

### **3.4 Develop art and culture itineraries in Visit Widget**

The rollout of Visit Widget, a web-based visitor experience application, will enable Newberg to create custom visitor itineraries for any interest. Developing a depth of arts offerings on the application and curating collections of them for visitor exploration will enhance Newberg’s branding as an arts destination.

Partners: Chehalem Cultural Center, Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Taste Newberg

### **3.5 Apply to Oregon Arts Commission Creative/Cultural District program**

The State of Oregon is currently developing a Creative/Cultural District Program and will be seeking cities in which to pilot the program. To be considered, Newberg should establish contact with the program in the early phases of this plan’s implementation.

Partners: Chehalem Cultural Center, Newberg Community Development Department

### **3.6 Engage the Chehalem Cultural Center, George Fox University, The Cameo Theater and other arts organizations to develop winter film and arts programming**

Performing arts and film are ideal off-season draws that can be promoted even when the weather is less than appealing. Working with local venues, Newberg can create winter performing arts and/or film events that can draw visitors from Portland and beyond—whether for an evening or for a weekend stay.

Partners: Chehalem Cultural Center, Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, George Fox University, Cameo Theater, Taste Newberg



### **3.7 Participate in Americans for the Arts “Arts & Economic Prosperity 6” study to quantify positive impact of the arts in Newberg**

Americans for the Arts performs a national study every five years to quantify the positive economic impacts of the arts in communities. Newberg is currently registered to participate in the upcoming study and can use the resulting information to catalyze further investment in this important sector.

Partners: Chehalem Cultural Center, Newberg Community Development Department, Taste Newberg

# 4

## SHAPE NEWBERG'S VISITATION AND REPUTATION THROUGH TARGETED MARKETING AND COMMUNICATIONS

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### MEASURABLE GOALS

- » TLT growth 5 percentage points higher than Willamette Valley Visitors Association's TLT growth
- » Annual growth in estimated views of online coverage
- » Maintain or grow the percentage of visitors citing Newberg as a welcoming community on visitor survey

### STRATEGIES

#### 4.1 Create community-wide brand and messaging alignment

When visitors receive consistent and strong messaging about a destination's identity, it reinforces positive associations and intensifies brand loyalty. This strategy will identify opportunities for greater alignment among all those who promote Newberg to visitors, including Taste Newberg, the Chehalem Valley Chamber, individual lodging properties, and other industry partners.

Partners: Chehalem Cultural Center, Chehalem Park & Recreation District, Chehalem Valley Chamber of Commerce, George Fox University, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg, Willamette Valley Visitors Association, Willamette Valley Wineries Association

#### 4.2 Identify and deploy opportunities to increase Taste Newberg's marketing budget

Compared to its competitive set, Newberg's budget for promoting tourism is significantly undersized. Seeking paths to increase this budget will increase Newberg's competitiveness, growing tourism-related business activity and tax receipts.

Partners: Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg

#### 4.3 Develop a business roundtable on Diversity, Equity, and Inclusion (DEI)

It's important that visitors see Newberg as a welcoming, diverse, and safe community. Businesses are on the front lines of interacting with visitors and may be best positioned to ensure that inclusive marketing and communications about Newberg are matched in what the visitor experiences. A local business roundtable will share best practices and support other businesses in achieving internal- and external-facing diversity, equity, and inclusion.

Partners: Chehalem Valley Chamber of Commerce, George Fox University, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg, Willamette Valley Visitors Association

#### 4.4 Access front-line worker training on Diversity, Equity, and Inclusion (DEI)

Front-line workers are those who interact most with visitors and supporting their professional growth in understanding and applying a diversity, equity, and inclusion mindset to their work will pay dividends in shaping positive visitor perception of the community. Shared resources will allow smaller businesses to access the same training for their staff members as what might be available to a larger business.

Partners: Chehalem Valley Chamber of Commerce, George Fox University, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg



#### 4.5 Highlight the diversity of local business ownership in Newberg

Newberg's businesses are owned and operated by a diversity of individuals that may not immediately be apparent to the visitor, and this effort will amplify awareness of the diversity of business ownership across paid, owned, and earned channels. Partnerships with the City may also enhance the ability to capture business ownership demographics to support this effort.

Partners: Chehalem Valley Chamber of Commerce, George Fox University, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg, Willamette Valley Wineries Association

#### 4.6 Amplify Portland-based marketing for need periods

Portland serves both as the main gateway to Newberg for those coming from farther away and flying into PDX, but also as the primary origin market for regional visitation. Filling need periods in Newberg, including winter, therefore starts with gaining market share in Portland. This strategy can be deployed across all target markets: wine, arts, and outdoor recreation.

Partners: Chehalem Cultural Center, Chehalem Park & Recreation District, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg, Willamette Valley Visitors Association, Willamette Valley Wineries Association

# 5

## ENHANCE PARTNER COLLABORATION AND REGIONAL COOPERATION

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### MEASURABLE GOALS

- » Growth in number of inbound links to Taste Newberg’s website
- » Growth in grant dollars available to NDC, CVCC, and Taste Newberg
- » Growth in dollars in marketing budget spent on collaborative efforts

### STRATEGIES

#### 5.1 Collaboratively develop grant-writing capacity for Newberg Downtown Coalition, Chehalem Valley Chamber of Commerce, and Taste Newberg to expand organizational impacts

These three organizations have critically important roles in driving the visitor economy in Newberg, yet all three are resource constrained. This strategy will leverage a centralized, shared resource to build organizational capacity across all three organizations through grant writing. Conceptually, this position should pay for itself and generate additional revenue sources for the participating organizations.

Partners: Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Taste Newberg

#### 5.2 Collaborate with neighboring destinations to create multi-stop, concurrent events

Visitors to the Willamette Valley generally don’t focus on where they are related to city limits—they just want to enjoy the things they came to visit. Working with neighboring destinations to create simultaneous events that draw visitors from destination to destination will raise the profile of the whole region while creating larger-scaled events that can provide a more significant draw during need periods.

Partners: Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Taste Newberg, Travel Dundee, Visit McMinnville

#### 5.3 Deepen engagement between the tourism industry and local businesses

While many of Newberg’s businesses are fully engaged with the visitor economy, others are not. For some, engaging with the tourism economy would represent an opportunity to grow their business and gain customers. For others, engaging with the tourism industry may represent an opportunity to have meetings or conferences in a Newberg location. In either case, deepening the relationship between different inputs to Newberg’s economy will build understanding and resilience.

Partners: Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg





#### **5.4 Identify and leverage local organizations with national reach for high-profile promotions**

This strategy seeks to build partnerships that can raise Newberg's profile via internal organizational networks, or through external media partnerships that speak to potential visitors, leveraging the brand reputation of these organizations. For example, a winery with national ownership might be able to promote Newberg through a bigger marketing campaign, or an organization in Newberg that is part of a national network of similar organizations might be able to leverage that network for a promotional opportunity.

Partners: Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Taste Newberg

#### **5.5 Maintain and leverage engagement with WVVA, WVWA, and Travel Oregon**

These three organizations promote a geographic area that includes Newberg. Although Newberg and its tourism entities collaborate with all three entities today, there are opportunities to deepen engagement to deliver greater positive impact to Newberg's visitor economy through conscious effort and deliberate collaboration.

Partners: Taste Newberg, Travel Oregon, Willamette Valley Visitors Association, Willamette Valley Wineries Association

#### **5.6 Develop an annual traveling delegation program where Newberg City and tourism leaders visit another city to learn from their successes**

Modeled after the City Tour program in Park City, Utah, this strategy will seek to learn from other cities that have similar challenges and opportunities by sending a small delegation to one city each year. Representatives from City government, business groups, and tourism groups should all be included in the delegation.

Partners: Chehalem Cultural Center, Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg

#### **5.7 Initiate a collaborative effort to transition away from a physical Visitor Center over time**

Physical visitor centers are challenged in a time of rapidly evolving digital information tools, shifting generational attitudes, and rising property costs. Although Newberg's Visitor Center is tied to the Chehalem Valley Chamber's leased space and helps support a critical community function, its long-term usefulness will probably decline. Laying the groundwork today for that eventual transition will allow community funds to be spent more effectively for visitor attraction, and will help the Chamber prepare for that change by finding alternative paths to support their space.

Partners: Chehalem Valley Chamber of Commerce, Newberg Community Development Department, Newberg Downtown Coalition, Taste Newberg



# PHASING & IMPLEMENTATION

# PHASES OF WORK

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## PHASE I: YEARS 1-2

- 1.1 Form a task force to identify and eliminate barriers to development of new businesses
- 1.2 Develop a program to activate Downtown alleyways
- 1.5 Encourage development of tourism-friendly infrastructure in Waterfront district
- 2.1 Undertake a data-driven process to rigorously define Newberg's target visitors
- 2.3 Develop a community-driven events & festivals strategy based on shared needs
- 2.5 Collaborate with CPRD, City, and County representatives to expand outdoor recreation activities and events
- 3.1 Develop marketing and promotional materials to support art and culture discovery, specifically targeted to Newberg's wine visitors
- 3.2 Refocus First Friday on the arts
- 3.4 Develop art and culture itineraries in Visit Widget
- 3.5 Apply to Oregon Arts Commission Creative/Cultural District program
- 3.7 Participate in Americans for the Arts "Arts & Economic Prosperity 6" study to quantify positive impact of the arts in Newberg
- 4.2 Identify and deploy opportunities to increase Taste Newberg's marketing budget
- 4.3 Access front-line worker training on Diversity, Equity, and Inclusion (DEI)
- 4.5 Develop a business roundtable on Diversity, Equity, and Inclusion (DEI)
- 4.6 Amplify Portland-based marketing for need periods
- 5.1 Collaboratively develop grant-writing capacity for Newberg Downtown Coalition, Chehalem Valley Chamber of Commerce, and Taste Newberg to expand organizational impacts
- 5.5 Maintain and leverage engagement with WVVA, WVVA, and Travel Oregon
- 5.7 Initiate a collaborative effort to transition away from a physical Visitor Center over time



## PHASE II: YEARS 3-5

- 1.6 Collaboratively create opportunities to attract development of downtown accommodations
- 2.2 Create, promote, and fund staff to maintain and update a user-friendly community-wide events calendar
- 2.4 Develop a scorecard for community events to prioritize investment of resources and efforts
- 3.3 Install public art in the Cultural Corridor and Downtown
- 3.6 Engage the Chehalem Cultural Center, George Fox University, The Cameo Theater and other arts organizations to develop winter film and arts programming
- 4.1 Create community-wide brand and messaging alignment
- 4.5 Highlight the diversity of local business ownership in Newberg
- 5.2 Collaborate with neighboring destinations to create multi-stop, concurrent events
- 5.3 Deepen engagement between the tourism industry and local businesses
- 5.4 Identify and leverage local organizations with national reach for high-profile promotions
- 5.6 Develop an annual traveling delegation program where Newberg City and tourism leaders visit another city to learn from their successes



# COLLABORATIVE IMPLEMENTATION

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## COLLECTIVE IMPACT MODEL

Successful implementation of this Strategic Tourism Plan will require active collaboration from many individuals and organizations throughout the Newberg community. While collaboration sounds simple in theory, it can be quite challenging in practice as the missions of the individual organizations draw attention from the collaborative focus.

The Collective Impact Model, first described over a decade ago for use in the nonprofit sector, is one approach to building and maintaining productive collaboration to take on complex community challenges. The model identifies five conditions for collective success, and the Planning Team has determined how the implementation of Newberg's Strategic Tourism Plan will address each of those five conditions:

### Common Agenda

The Vision statement (page 8) describes a future state that the collaborators at the table will seek to achieve.

### Shared Measurement Systems

The Measurable Goals listed under each of the Objectives in this plan serve as a shared set of measures—an agreed-upon set of benchmarks against which Newberg can measure success.

### Mutually reinforcing activities

Each Strategy in this plan has a list of partner organizations that will work together to achieve that strategy. No organization can accomplish these things alone, and each will contribute effort, resources or knowledge to the work.

## Backbone Organization

Taste Newberg logically serves in the role of Backbone Organization for the implementation of this plan. Although the planning process was commissioned by the City of Newberg, Taste Newberg is at the center of tourism efforts and has the mission most aligned with the plan's goals. It's important to note that this doesn't mean that Taste Newberg does all the work in the plan, but rather that they will take on the responsibility of coordinating communications, convening workgroups, and reporting on progress.

## Continuous Communication

A regular meeting cadence is the best way to ensure progress and accountability, and the collective impact group will meet every two months, on opposite months from the Taste Newberg Board meetings.

## COLLECTIVE IMPACT TEAM

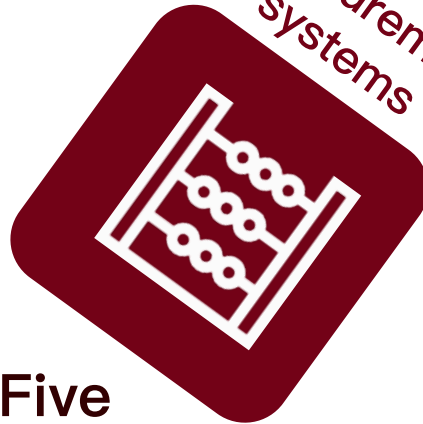
The Planning Team identified the following organizations as likely participants in the main committee for implementation of this plan. It's likely, however, that other organizations will be consulted and/or included on specific strategies:

- » Chehalem Cultural Center
- » Chehalem Park & Recreation District
- » Chehalem Valley Chamber of Commerce
- » Newberg Community Development Department
- » Newberg Downtown Coalition
- » Taste Newberg
- » Restaurant sector representative
- » Hotel or short-term vacation rental representative
- » Winery representative

common  
agenda



shared  
measurement  
systems

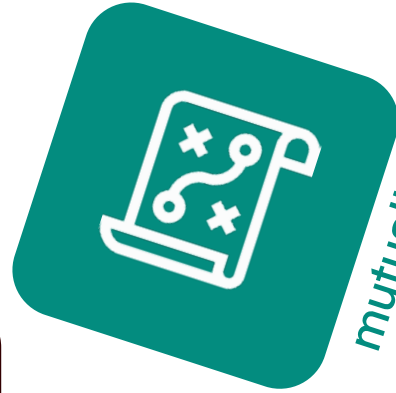


## The Five Conditions of Collective Success

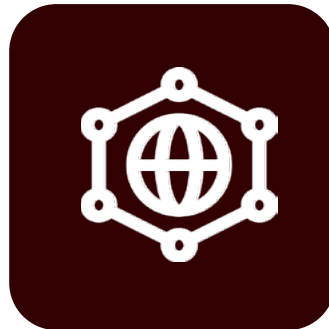
continuous  
communication



mutually  
reinforcing  
activities



backbone  
organization



# APPENDIX: CURRENT STATE REPORT

MAY 2022

# NEWBERG, OR

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CURRENT STATE ASSESSMENT OF  
NEWBERG'S VISITOR ECONOMY



Photo by Aaron Hockley on Flickr



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# INTRODUCTION & METHODOLOGY

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## INFORMING NEWBERG'S TOURISM STRATEGY

Newberg undertook its first Strategic Tourism Plan process in 2016, and the resulting plan has guided Newberg through the ensuing years. However, much has changed since 2016, as the global pandemic has upended the entire travel industry, the nation dipped into and back out of a recession, and a growing awareness of social justice and environmental issues has changed visitor behavior.

Now, in 2022, Newberg is taking on the task of revising their Tourism Strategy—cognizant of these issues and more. The purpose of this report is to inform those who will be tasked with the planning, ensuring that all members of the Planning Team have a broad view of trends and issues that will impact decision-making.

## METHODOLOGY & KEY CONSIDERATIONS

To inform this report, Whereabout reviewed 38 existing data sources and documents, ranging from the prior plan, to economic impact studies, to quarterly reports from the Chamber and Taste Newberg. We also performed 11 individual interviews of key stakeholders in the Newberg community and garnered 69 stakeholder participants in a community survey. 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 first two portions of this report, Tourism Industry Trends and Newberg Tourism Trends, provide contextual background for the planning, while the Key Strategic Considerations section highlights eight specific topics for the Planning Team to think about as they plan:

- » **Proximity to Portland is a significant advantage that can be leveraged over other Valley destinations**
- » **Newberg has an opportunity to develop arts & culture as a paired pillar with wine**
- » **The Willamette Valley's ample outdoor recreation assets offer Newberg an opportunity to target a key demographic**
- » **Newberg should pursue opportunities to activate evenings and the winter season**
- » **Newberg's high-profile political differences may continue to have a negative impact on the visitor economy**
- » **Pedestrian safety measures, a downtown hotel, and expanded transportation options could enable downtown activation**
- » **Reconsider use of physical Visitor Center and consider refocusing on support for business online presence**
- » **Expanded regional cooperation, local collaboration, and expanded funding may allow Newberg to bolster its marketing reach**

The report concludes with appendices that include a complete report of the survey results.

## 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.







# TOURISM INDUSTRY TRENDS

# TOURISM

# INDUSTRY TRENDS

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## GENERATIONAL SHIFTS IN TRAVELER BEHAVIOR

Younger generations tend to be more conscious consumers when it comes to travel choices, focusing on environmental and social justice concerns more than older generations. Expedia Group research found that 65% of travelers are more willing to book accommodations with diversity and inclusion policies, but that overall trend is very different by generation—of respondents over 40, only 57% expressed this preference, while 77% did in the under-40 set.<sup>1</sup>

Baby Boomers tend to have the ability to be more spontaneous about travel booking, with 64% reporting that they would book their trips a month or less in advance.<sup>2</sup>

Millennials tend to look more for local experiences and authenticity, to travel with friends, and to use social media as a guide—and as a travel log.<sup>3</sup>

The European Travel Commission reports that Gen Z travelers have five major drivers: “greener travel by land and sea; travel for skills and self-confidence; invisible borders online and offline; judging destinations by their values; and sustainability performance in the spotlight.”<sup>4</sup>

## GENERATIONAL SHIFTS IN PURCHASING POWER

Because of the size of their cohort, Millennials and Gen Z already spend more than Baby Boomers on travel in aggregate. But in the post-COVID travel world, Gen Z is leading the comeback with their spending intention, with 72% of them indicating they intend to spend at least as much, if not more, on travel in 2022 vs. pre-pandemic.<sup>5</sup>

## WINE TOURISM

The Oregon Wine Board reported a significant growth trend for wine tourism pre-pandemic: “Between 2016 and 2019, the impact of wine-related tourism increased by 13.6 percent, contributing \$893.6 million in revenues to the Oregon economy in 2019, supporting 8,600 jobs and over \$270 million in wages specific to wine-related travel in Oregon.”<sup>6</sup>

Internationally, some wine industry experts predict a post-COVID trend toward more intimate, sustainability-focused wine tours and tastings.<sup>7</sup>

Meanwhile, this year’s State of the U.S. Wine Industry Report sounds the alarm over the drop-off of wine appreciation in younger generations: “In prior reports, we noted that the falling interest in wine among younger consumers, coupled with the encroaching retirement and decreasing wine consumption of baby boomers, poses a primary threat to the business.”<sup>8</sup>

## 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 2021 Booking.com study found that 46% of travelers said that the pandemic made them want to travel more sustainably.<sup>9</sup> That same study also indicated the top four sustainability impact concerns for travelers: excess waste (43%), threats to local wildlife and natural habitats (38%), overcrowding popular sites or destinations (34%), and carbon emissions (22%).



A 2021 study by Agoda found similar attitudes among American travelers specifically. They prioritized: renewable energy (36%), energy saving (26%), eliminating single use plastics (25%), and buying local (25%).<sup>10</sup>

## 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 2021 cites the most popular activities as: running (21%), hiking (19%), all types of fishing (18%), all types of biking (17.3%), and camping/backpacking/RV camping (15.8%). Americans participated in outdoor recreation at a record level in 2020, when 53% of those ages 6+ participated in outdoor recreation at least once, the highest level ever by more than 7.1 million people.<sup>11</sup>

When OIA looked into new outdoor recreation participants, they found that more than 60% of those who started or resumed walking, biking, fishing or running during the pandemic intend to continue when restrictions lift. They identified that this cohort is a younger, more urban group of participants and that the social or group aspect is important to them.<sup>12</sup>

## THE NEW ROAD TRIPPERS

Like outdoor recreation, road trip activity increased during the pandemic, and appears to have some staying power. The Road.travel 2022 Road Trip Survey found that almost 75% of destinations reported an increase in automobile arrivals over the last two years and nearly two-thirds of this group believe that this trend will continue for at least two more years. That same report cites Travel Oregon research pointing to a road-trip traveler spend of \$1,876.<sup>13</sup>

A 2022 Summer Travel Survey by The Vacationer found that nearly 80% of Americans plan to take a road trip this summer.<sup>14</sup> However, as of the publication of this report, the average fuel price for unleaded gasoline in Oregon is \$4.69 per gallon, which may put a damper on some of these summer plans.

## WORKFORCE CHALLENGES

A tremendous number of jobs were lost in the travel & tourism industry during the pandemic, and the recovery is far from complete. As of April 2022, U.S. Travel is reporting that leisure & hospitality accounts for 93% of jobs lost and not yet recovered.<sup>15</sup>

At the same time, many service-sector employers are reporting challenges in recruitment and retention of employees, dampening their ability to extend hours and serve a full complement of customers. As of October 2021, the Oregon Employment Department reported that the state's hospitality sector was still about 35,000 jobs short of pre-pandemic counts, and pointed to factors including workers moving on to other sectors or dropping out of the workforce altogether.<sup>16</sup>







# NEWBERG TOURISM TRENDS

# NEWBERG

## TOURISM TRENDS

### ECONOMIC AND VISITOR TRENDS

Economic impact figures in Oregon are reported by Dean Runyan Associates, through a contract with Travel Oregon. Their 2021 full report is not yet available, but the 2020 report points to some key figures for Yamhill County:

- » Fifty-nine percent of visitor spend comes from those staying in hotels and STRs, and 37% comes from those staying with friends and relatives (VFR).
- » Total visitor spending was down 46.9% in 2020 due to the pandemic, but the general trend before that disruption was of steady growth, with a 22.6% climb between 2012 and 2019— from \$113.2M to \$138.8M.
- » In 2020, even during the pandemic, tourism supported 1,520 jobs and \$4.3M in tax revenue for Yamhill County.
- » Overnight visitors to Yamhill County spent an average of \$69/day in 2020, and had an average trip length of 2.4 days.
- » The same Dean Runyan report shows 493,850 trips generating a total of 1,164,850 visitors to Yamhill County in 2020, down 34% from 2019.

### FUNDING TRENDS FOR TOURISM PROMOTION

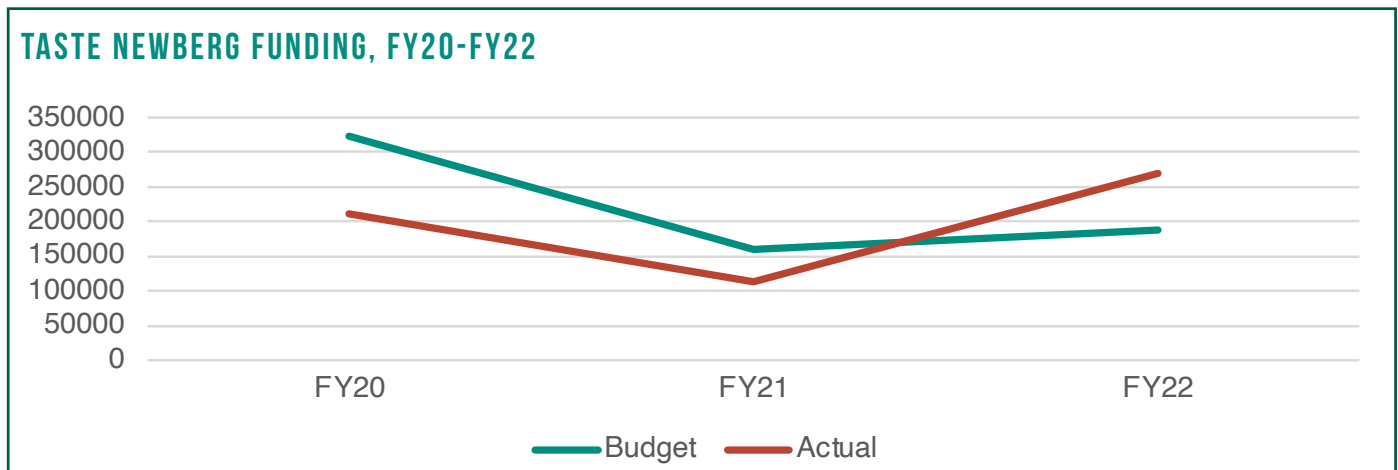
Taste Newberg began with \$250K in carryover Transient Lodging Tax funds, which accounts for the higher FY20 starting budget amount in the chart below. The FY22 budget for Taste Newberg is \$187,274, but projected revenues including PPP loan income, grants, and other sources is \$268,931.

### VISITOR CENTER TRENDS

Visitor Center walk-in volume has dropped precipitously, going from 1,278 in Q1 of FY19/20 to 115 in Q1 of FY21/22.

### POPULATION FORECAST

The United States Census measured a 2020 Newberg population of 25,138, and the Portland State University Population Research Center says this is expected to grow to 28,432 by 2030, a 13% gain. Looking further out, the population will nearly double by 2070, reaching 47,258.





# KEY STRATEGIC CONSIDERATIONS

# PROXIMITY TO PORTLAND IS A SIGNIFICANT ADVANTAGE

## 1 PROXIMITY TO PORTLAND IS A SIGNIFICANT ADVANTAGE THAT CAN BE LEVERAGED OVER OTHER VALLEY DESTINATIONS

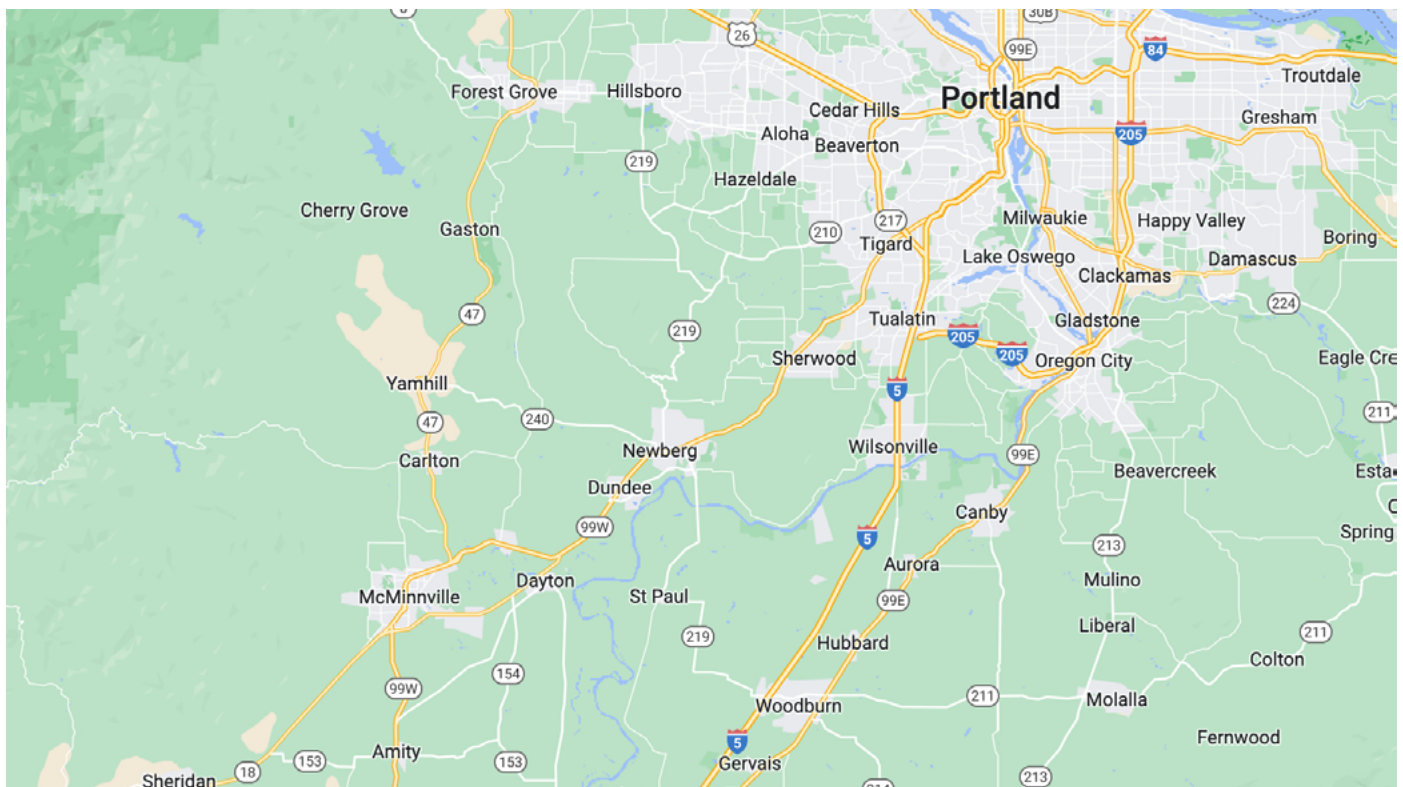
Most of Newberg’s visitation comes from—or through—Portland, whether locals coming down for a wine weekend or travelers from farther away coming in a rental car from PDX. Although Newberg may have some disadvantages in awareness compared to other wine country destinations, there is opportunity in Newberg’s positioning as the gateway to the Valley.

## STAKEHOLDER QUOTES

“I think what’s going on in Portland has been an opportunity for us, being 45 mins away from it. There’s a lot of business demand to come [here].”

“We’re more like Sonoma or Mendocino Counties, more down-to-earth, closer to Portland than people think.”

“Promoting the local tourism is a good way... we might not have the normal travelers from across the country or internationally, but there’s a lot we can do to get people from Portland, Vancouver, etc. Bring a little bit more local tourism to the Valley.”





“We get a lot of people coming here for the weekend after doing a conference in Portland.”

“One thing we don’t do a good job of talking about is we are the first rural place outside Portland. We are the gateway to wine country. We are the closest place to Portland that’s far out.”

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**“IT’S OUR TOUCHSTONE THAT WE’RE CLOSER TO PORTLAND. WE’RE THAT CENTERSTONE TO THE WILLAMETTE VALLEY. WE’RE THE LEGEND ON THE MAP WHEN PEOPLE SEE WINE COUNTRY. EVERYTHING STARTS IN NEWBERG.”**

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“Depending where you are in Portland, you’re half an hour away.”

“Newberg is closer to Portland. Smaller than McMinnville. They’re both remarkable places.”

“The easiest audience for us is the Portland weekend trip. Portland residents looking for a getaway—wake up in wine country. The easiest audience is somebody who has to drive one hour, and wakes up in a different place and has a vacation experience without needing to drive [for] hours.”

“I think that, logistically, we’re located closer to Portland. McMinnville likes to say there’s a lot of wineries, but if you go wine tasting from there, you’re going to Dundee and Newberg.”

## CONCLUSIONS

- » Generating awareness in Portland should continue to be a key focus for Newberg, and creative approaches may allow Newberg to leapfrog its awareness level.
- » Targeted events and festivals may be one approach to driving awareness in the Portland market, and in-market activations in the Portland Metro area would likely have a high ROI.
- » Key opportunity categories likely center around wine, food, arts & culture, outdoor recreation, and developing a younger visitor base that will have greater return over time.
- » Regional day visitation, though less impactful from an economics standpoint, can build momentum, awareness, and the demand for assets and amenities that will catalyze the growth of overnight visitation.



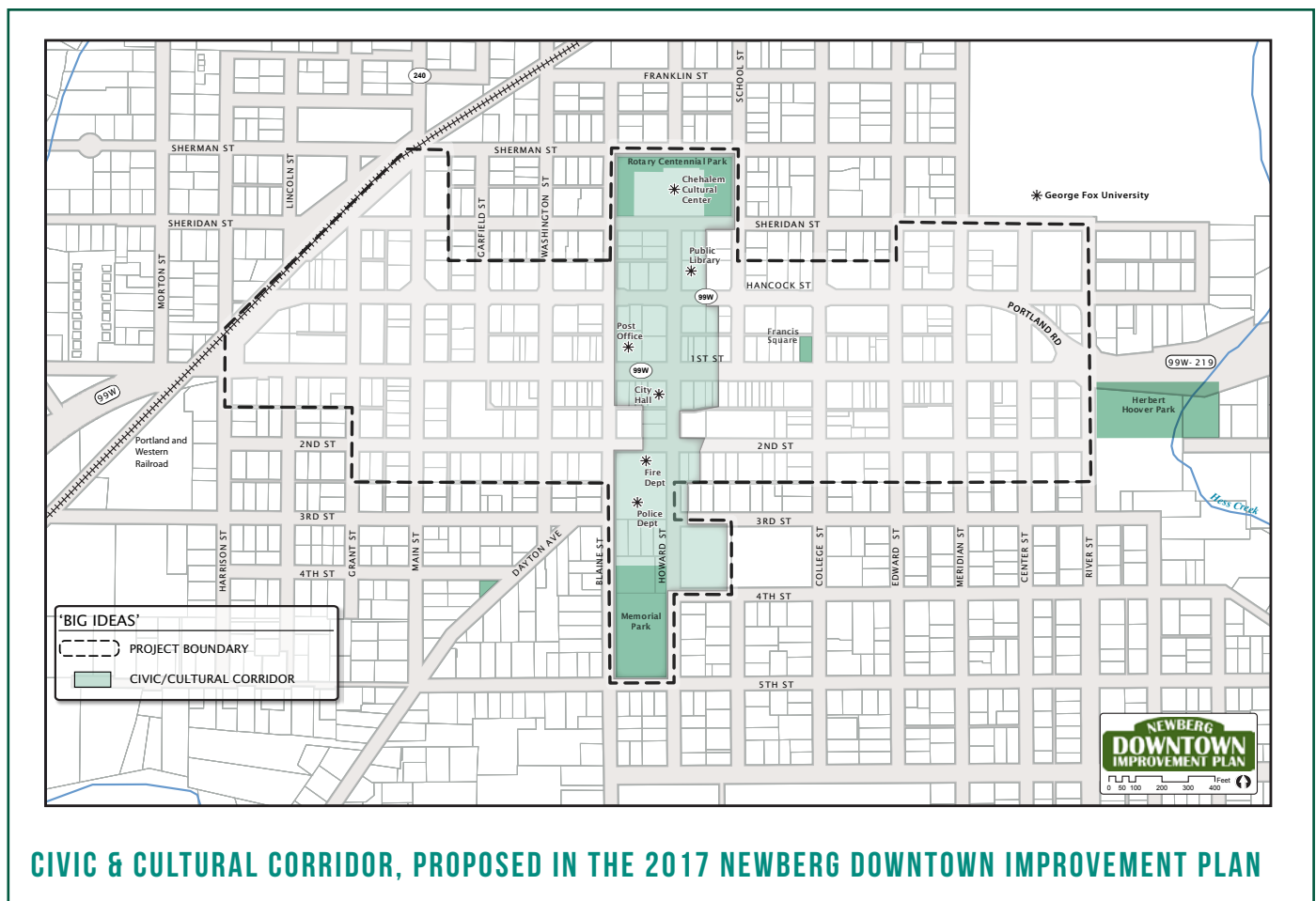
# ARTS & CULTURE: A PAIRED PILLAR WITH WINE

## 2 NEWBERG HAS AN OPPORTUNITY TO DEVELOP ARTS & CULTURE AS A PAIRED PILLAR WITH WINE

The demographics and psychographics of a wine visitor have a lot in common with the arts visitor: older visitors with higher levels of income and education, interested in the finer things in life and slowing down to smell the roses. Pairing arts & cultural tourism with wine tourism can affect both length of stay and average spend.

### DATA POINTS

- » Arts and tourism is a powerful combination for a local economy. The 2017 Americans for the Arts study found that non-resident attendees of arts & cultural events in Yamhill County spent nearly twice as much as local attendees. (see table on following page)
- » Survey respondents indicated that the most successfully-implemented goal from the 2016 Strategic Tourism Plan was to promote Newberg as “a destination of artisan makers



## AMERICANS FOR THE ARTS, ARTS & ECONOMIC PROSPERITY STUDY, 2017

**Nonresident attendees spent an average of 97 percent more per person than local attendees (\$45.24 vs. \$22.97) as a result of their attendance to cultural events.** As would be expected from a traveler, higher spending was typically found in the categories of lodging, meals, and transportation. When a community attracts cultural tourists, it harnesses significant economic rewards.

**TABLE 4: Event-Related Spending by Arts and Culture Event Attendees Totaled \$24.3 million in Yamhill County (excluding the cost of event admission)**

	Residents	Nonresidents	All Yamhill County Event Attendees
Total Attendance	490,635	288,151	778,786
Percent of Attendees	63.0%	37.0%	100%
Average Dollars Spent Per Attendee	\$22.97	\$45.24	\$31.22
<b>Total Event-Related Expenditures</b>	<b>\$11,269,886</b>	<b>\$13,035,951</b>	<b>\$24,305,837</b>

and doers”, indicating significant local momentum.

- » The 2017 Newberg Downtown Improvement Plan contemplates a Civic & Cultural Corridor running from the Cultural Center to Memorial Park, and public art throughout the City’s core: “The Civic and Cultural Corridor is an important activity center – a celebratory location connecting key institutions within the community such as City Hall, the Chehalem Cultural Center, the Public Safety facility and Memorial Park. The Corridor will provide a special pedestrian-oriented streetscape environment that can be easily reconfigured as a “festival street” along portions of Howard Street for special occasions and events. The Civic and Cultural Corridor will also feature special signage, wayfinding, public art distributed throughout the corridor to signify a unique identity and provide interest.”

### STAKEHOLDER QUOTES

“The Cultural Center is a big draw for those into the arts.”

“It would be cool for people to come into a Visitors Center where there is an artist in residence. So

when you come in there, you see somebody making something.”

“Authentically, Yamhill County has a lot of makers—let’s go to their studios.”

“We could get known for bluegrass and country music, but it could also get known as music weekend in Newberg. Could happen twice a year.”

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### “ART IS A GOOD BEDFELLOW FOR THE WINE INDUSTRY.”

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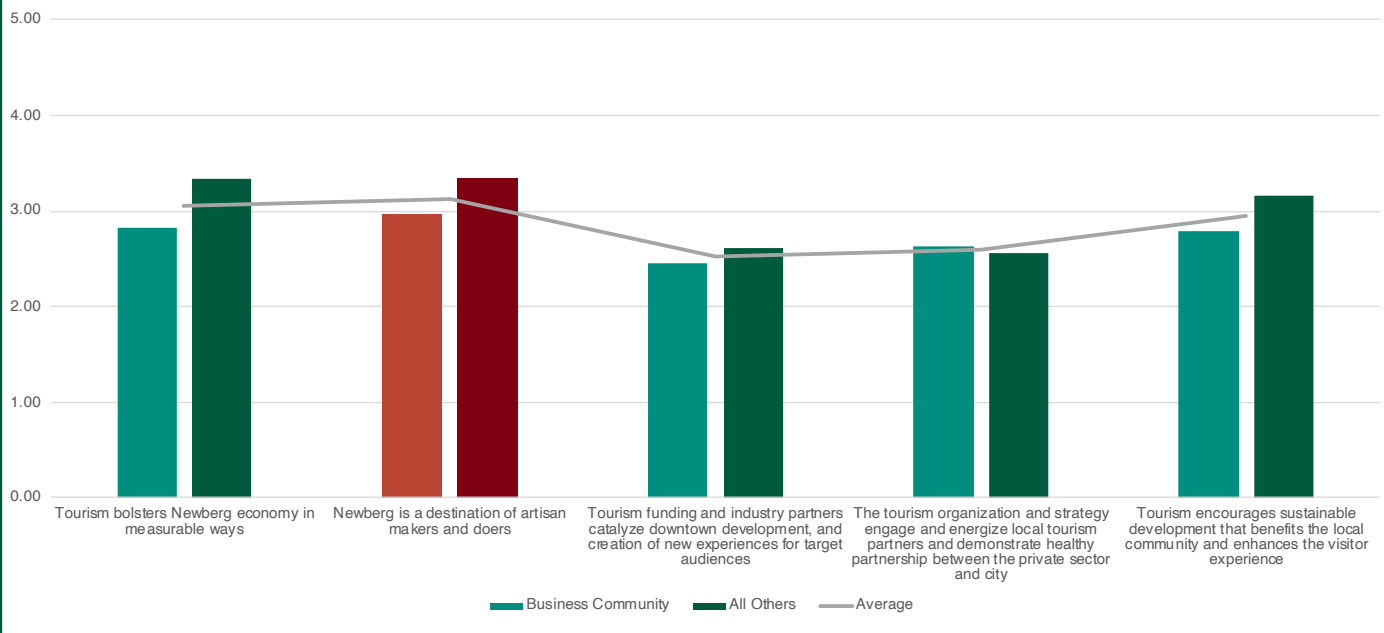
“The idea of a maker space is intriguing to me. How can we emphasize the Cultural District?”

“First Friday brings out more people and some crowds... more things like that—First Fridays and Wednesday Markets.”

“I feel like there’s got to be more activation happening Downtown if we’re going to be bringing those types of folks in... who are the makers and doers who would inspire them? More festivals? Some sort of a festival that would inspire them to



**Q19: PLEASE RATE THE FOLLOWING GOALS OF THE 2016 NEWBERG STRATEGIC TOURISM PLAN BASED ON HOW SUCCESSFULLY THEY HAVE BEEN EXECUTED, WHERE 1=NOT AT ALL SUCCESSFUL AND 5=COMPLETELY SUCCESSFUL**



come out and show their products? A master class of some sort?”

“I don’t think any of the municipalities invest directly in supporting the arts and cultural infrastructure. There was a 2015 study that showed that there was \$45M in Yamhill County in arts & cultural activity. The number one thing that Newberg or the County could do is create some localized place to look for those things. Why is no one coordinating our efforts? Some direct investment from the City or County in supporting those businesses would go a long way.”

“We need a mixed-use performing arts center. Astoria and Bend have theaters. All these reasons to go somewhere, things to do once you get there. Seeing a performance is one of the easiest ways to spend your time, and that just doesn’t exist here.”

“More live music. If more wineries brought in food carts and did live music... First Fridays and our downtown farmer’s Market are super popular.”

**CONCLUSIONS**

- » Community investments in arts & cultural assets, events, and festivals would improve quality of life for residents of Newberg while simultaneously fostering highly-desirable visitation with longer stays and higher spend.
- » Newberg already has some momentum on this front, and doesn’t have to start from scratch, including the Cultural Center and the First Friday Art Walk.
- » Leveraging an artisanal “maker” reputation will also foster entrepreneurship in Newberg while attracting a younger, upcoming visitor demographic.



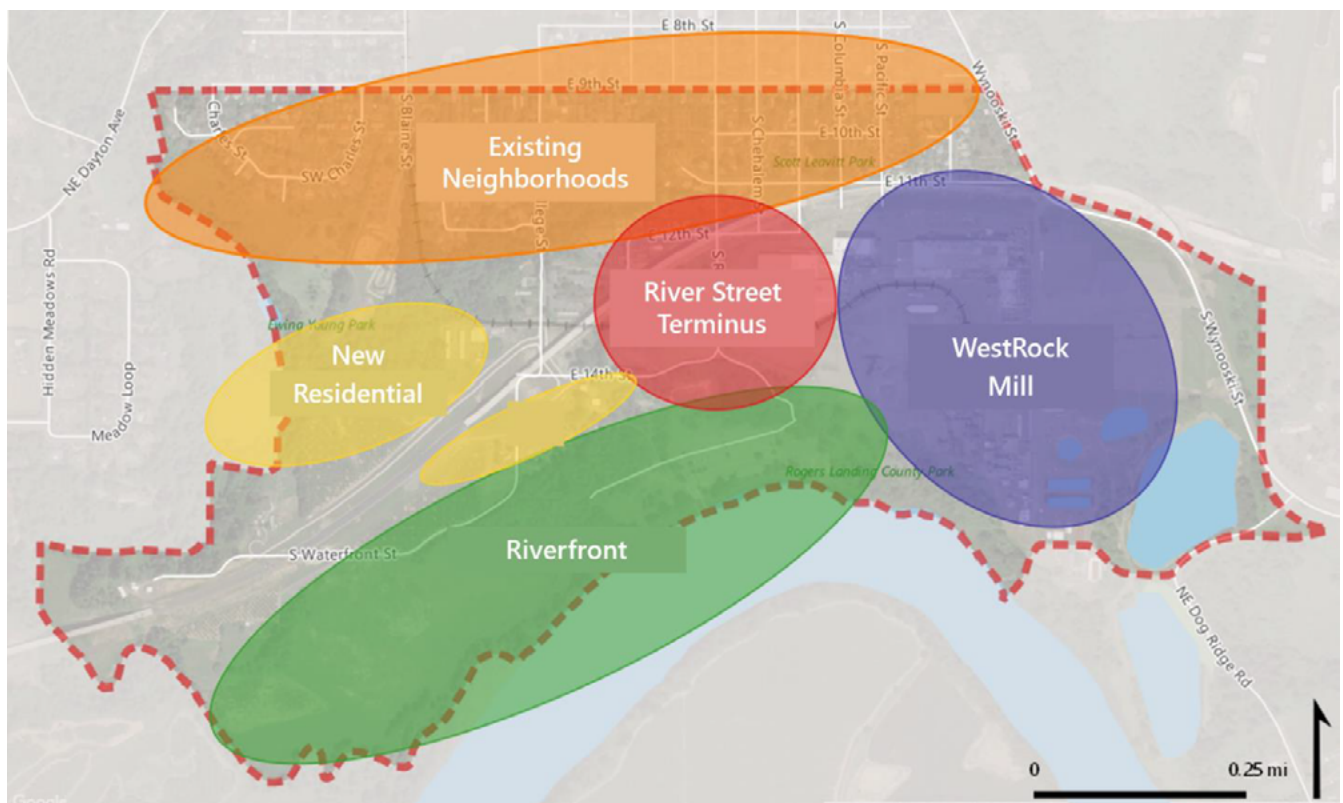
# OUTDOOR RECREATION ASSETS OFFER OPPORTUNITY

## 3 THE WILLAMETTE VALLEY'S AMPLE OUTDOOR RECREATION ASSETS OFFER NEWBERG AN OPPORTUNITY TO TARGET A KEY DEMOGRAPHIC

Wine country and bicycling are a long-established pairing, but the Willamette Valley also provides access to other outdoor recreation opportunities such as fishing, kayaking, hiking, running, and golfing. These assets provide an opportunity to reach a broader audience and to capture visitor spend in an additional category.

### NEWBERG RIVERFRONT MASTER PLAN, 2019

Figure 1. Newberg Riverfront: Current Uses and Potential Future Use Scenario



Source: Google, TIGER, Leland Consulting Group



## ECONOMIC ANALYSIS OF OUTDOOR RECREATION IN OREGON, 2021, EARTH ECONOMICS

FIGURE 10. ECONOMIC CONTRIBUTION OF OUTDOOR RECREATION VISITORS IN OREGON

Visitor Type	Consumer Spending (000s)	Employment	Labor Income (000s)	Output (000s)	Value Added (000s)
In-state Traveler	\$3,481,544	54,947	\$2,148,654	\$5,802,931	\$3,315,259
Out-of-state Visitor	\$3,800,602	60,814	\$2,537,137	\$6,880,321	\$3,560,540
All Visitors	\$7,282,146	115,761	\$4,685,790	\$12,683,252	\$6,875,799

### DATA POINTS

- » The outdoor recreation economy in the United States is huge, generating \$887B in consumer spending annually, contributing more to US GDP than pharmaceuticals, motor vehicles and parts, household utilities, gasolines and fuels, and education <sup>17</sup>
- » In Oregon, Earth Economics estimates that outdoor recreation contributes \$6.9B to the state’s economy annually.<sup>18</sup> (see table above)
- » In Yamhill County, Earth Economics estimates that outdoor recreation contributes \$25.8M in GDP annually.<sup>19</sup>
- » Outdoor recreation is a growing market. In 2020, 53% of Americans (ages 6+) participated in outdoor recreation at least once—the highest level ever by more than 7.1 million people.<sup>20</sup>
- » The OIA New Outdoor Participant Study indicates that more than 60% of those who started or resumed walking, biking, fishing or running intend to continue when restrictions lift, and that these activities draw a younger, more urban group of participants for whom the social aspect and group outings are important.<sup>21</sup>

### STAKEHOLDER QUOTES

“The waterfront... that’s an excellent area for growth and recreation.”

“The vacation rental customer, who... trend younger, and they’re looking more for the experience... might also be into craft beer, outdoor experiences.”

**“INVEST IN OUTDOOR RECREATION... WE’RE SORELY LACKING IN PARKS AND TRAILS. THAT’S ANOTHER WAY TO ATTRACT PEOPLE.”**

“If they are here for 3-4 days, they don’t want to drink wine all the time. Bike trails, hiking trails, art walks... anything that’s different, that’s a pull, would be a huge win for the area.”

### CONCLUSIONS

- » Because outdoor recreation is a growing industry and because it would allow Newberg to target a younger demographic that can offset eventual losses to the current generational demographic, a long-term strategic investment in outdoor recreation assets, coupled with active marketing to this demographic, will likely pay dividends in visitor volume and spend.
- » A collaborative, regionally-focused strategy would likely be more effective than a Newberg-only strategy.
- » Recruitment of local outfitters and outdoor-recreation suppliers will not only contribute to Newberg’s economy, but will also establish Newberg as a hub for outdoor recreation activities in the Valley.



# ACTIVATE EVENINGS AND WINTER

## 4 NEWBERG SHOULD PURSUE OPPORTUNITIES TO ACTIVATE EVENINGS AND THE WINTER SEASON

Newberg has two primary periods of need for tourism: its evenings and its winter season, which require different approaches to solve.

### DATA POINTS

- » Survey respondents rated the evening as the timeframe where activities were least available to visitors.
- » Survey respondents likewise ranked winter significantly below all other seasons in terms of available activities.

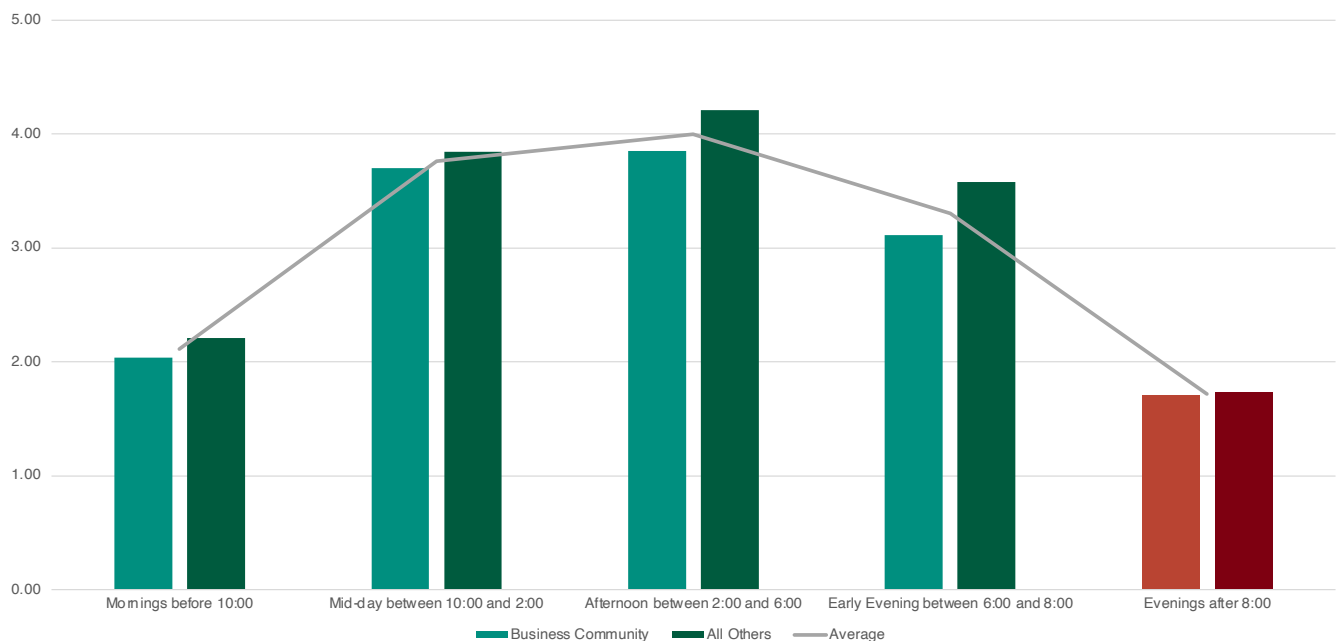
- » Evening activation is highly correlated with overnight stays, which is in turn correlated with higher visitor spend.

### STAKEHOLDER QUOTES

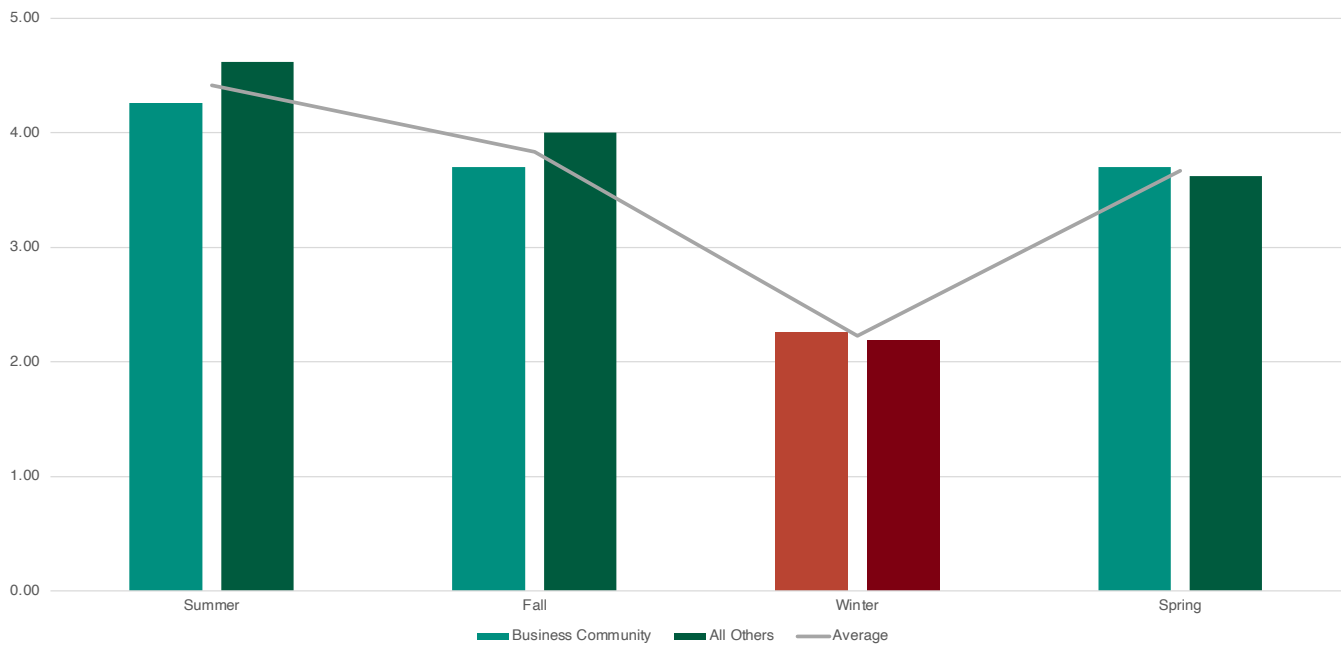
“Taste Newberg has done an amazing job in that—getting the word out. Something in the winter, based around promoting that culture would be really important, maybe around the Cultural Center, where you’re bringing together all kinds of people.”

“If we’re trying to do something with Truffle Month, how does the City get the businesses excited about something like this? Involving the business

**Q13: HOW WOULD YOU RATE EACH OF THESE TIMEFRAMES FOR HOW AVAILABLE ACTIVITIES ARE TO VISITORS, WHERE 1=POOR AND 5=EXCELLENT?**



**Q14: HOW WOULD YOU RATE EACH OF THESE SEASONS FOR HOW AVAILABLE ACTIVITIES ARE TO VISITORS, WHERE 1=POOR AND 5=EXCELLENT**



community will create more excitement about the things that can happen.”

“There is no activity that happens in Newberg after 7:00. People come out for day trips, they spend all day drinking wine, then they look at their watch at 4:00 and say, ‘I need to get back to Portland.’ I do think if there was something to do at 7:00, people would stay and have dinner and stay to visit shops, etc.”

“Wine tasting is still good in the winter, but it’s not as pretty. Other than to offer the generic winter activities... we don’t have the geographic winter draw.”

**“OUR DOWNTOWN REALLY DIES OUT AT NIGHT. I THINK THAT THERE’S POTENTIAL IF THERE WERE MORE MARKETS DONE DOWNTOWN, MORE COMMUNITY ENGAGEMENT HAPPENING. THE SAME... THAT MCMINNVILLE DOES WITH THE CONCERTS AND SUMMER BLOCK PARTIES... WE HAVE AMPLE OPPORTUNITY TO DO SOMETHING LIKE THAT AS WELL.”**

“Entertainment—I come from a ski resort where downtown had a lot of places you could go see music. We had a theater downtown. There’s a very lacking nightlife, and I think that is an area that could be improved upon.”

“If Newberg could figure out ways to be a draw year-round that would be great. The Twelve Tastes of Christmas was brilliant. That’s a start.”

“We could use more high-end dining selections. We could do more to stretch out [the week]. Monday and Tuesday have been difficult for our guests to find off-site dining options. In terms of overall nightlife, there isn’t [any].”

“How do you give the businesses a break, but also support a year-round economy that includes travel in January?”

“How can [we] do events that draw people in? How do we expand the events to bring people in for overnight stays?”

“Create an incentive to have the businesses open in winter months. We’ve heard that people don’t come to Newberg because things are closed in January. What can the City do, but also the businesses in the area, to stay open in the winter?”





“I think there should be more programs that talk about things to do in Newberg at night, and actually having something at night or on weekends that can bring people around.”

“We would love to see greater support behind the Oregon Truffle Festival, or a local beer/wine/spirits festival in February. Astoria has the Dark Arts Porter Festival in the winter. Newberg could lean into the winter.”

“Weekends are still pretty good; mid-week winter is the worst.”

## CONCLUSIONS

- » Greater coordination and cooperation between businesses will be necessary to create the critical mass needed to activate evenings and winter. An entity will need to be created or evolve spontaneously to facilitate this coordination.
- » The lack of evening activation is tied, in part, to the lack of hotels within walking distance of downtown activities, and the lack of transportation options for those who have been drinking. In a wine-centered destination, this is a significant barrier.
- » Events, festivals, arts & culture, wine, and dining are all seen as levers that could be pulled to generate more visitation in the evenings and winter.



# POLITICAL DIFFERENCES HAVE A NEGATIVE IMPACT

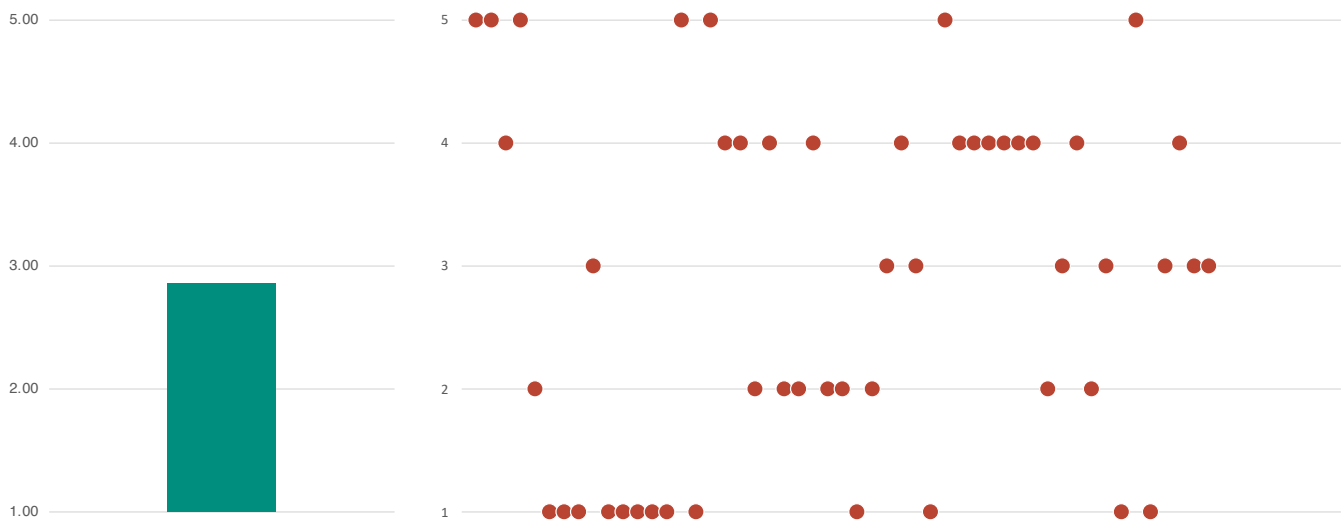
## 5 NEWBERG'S HIGH-PROFILE POLITICAL DIFFERENCES MAY CONTINUE TO HAVE A NEGATIVE IMPACT ON THE VISITOR ECONOMY

Recent actions taken by the School Board in Newberg have elevated the profile of the City in a way that has been unflattering and has— anecdotally—already affected visitation. With the liberal city of Portland as a primary market and in an era where destinations need to be seen as welcoming, this presents many challenges.

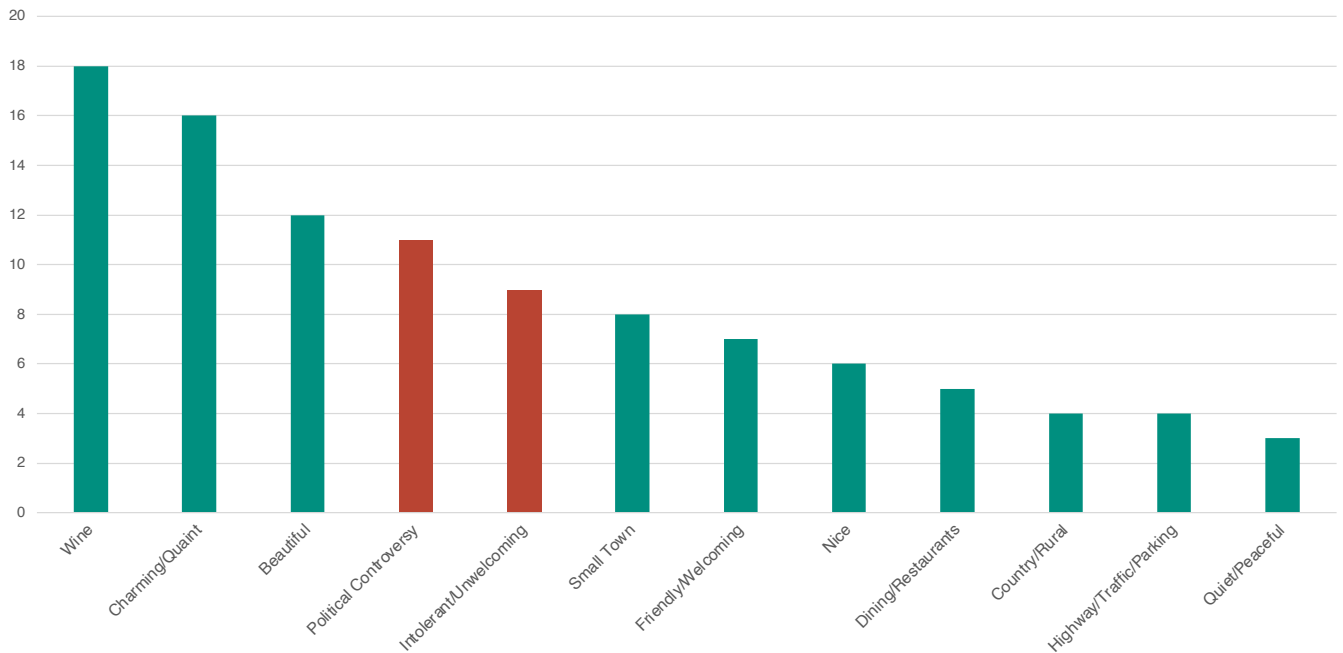
### DATA POINTS

- » Taste Newberg reported negative press on Newberg totaling 66 online articles, 2.39B impressions, and 80.4K social media shares.
- » Survey respondents scored Newberg below average on its welcoming nature, with a distribution of positive and negative responses that perhaps illustrate the political divide in town. (see charts below)
- » Survey respondents also cited the political controversy and sentiments about Newberg being unwelcoming as two of the top five things heard from visitors.
- » Newberg's diversity and inclusion reputation was identified by survey respondents as the primary challenge to Newberg's visitor economy.

**Q8: HOW WELCOMING DO YOU BELIEVE NEWBERG AS A COMMUNITY IS TO VISITORS FROM HISTORICALLY MARGINALIZED COMMUNITIES, SUCH AS PEOPLE OF COLOR, LGBTQIA+, DISABLED OR DIFFERENTLY-ABLED, OR OTHER GROUPS, WHERE 1=NOT AT ALL WELCOMING AND 5=VERY WELCOMING?**



## Q6: WHAT ARE THE TOP THREE WORDS YOU HEAR FROM VISITORS DESCRIBING NEWBERG?



### STAKEHOLDER QUOTES

“You shouldn’t even ask this question. Don’t elevate one group over another.”

“All Are Welcome is true”

“I see people of color and LGBTQIA+ folks regularly get harassed out of nowhere on the street or in local businesses.”

“There is a huge amount of hate for anyone that may be ‘different’ in this community that affects people’s desire to visit here. “

**“I BELIEVE THERE ARE SOME HISTORICAL INEQUITIES COMING TO THE FORE THAT THE COMMUNITY NEEDS TO ADDRESS IN ORDER TO ACTUALLY BE A WELCOMING AND SAFE PLACE FOR HISTORICALLY MARGINALIZED COMMUNITIES.”**

“The School Board politics look at least tone-deaf, certainly a little homophobic, and potentially racist.”

“I believe anyone who is coming into contact with our visitors [is] very welcoming.”

“I believe most businesses in downtown Newberg are supportive of being inclusive to diverse groups.”

“I’ve heard of some concerns about the rainbow flags, but only through the grapevine.”

“Newberg has developed a reputation as hostile to many marginalized communities over many years. A quick google news search of ‘Newberg, Oregon’ is not flattering.”

“I think the businesses are extremely welcoming but the elected officials in the School Board are NOT! They are destroying our reputation as a welcoming community and hurting the travel industry.”

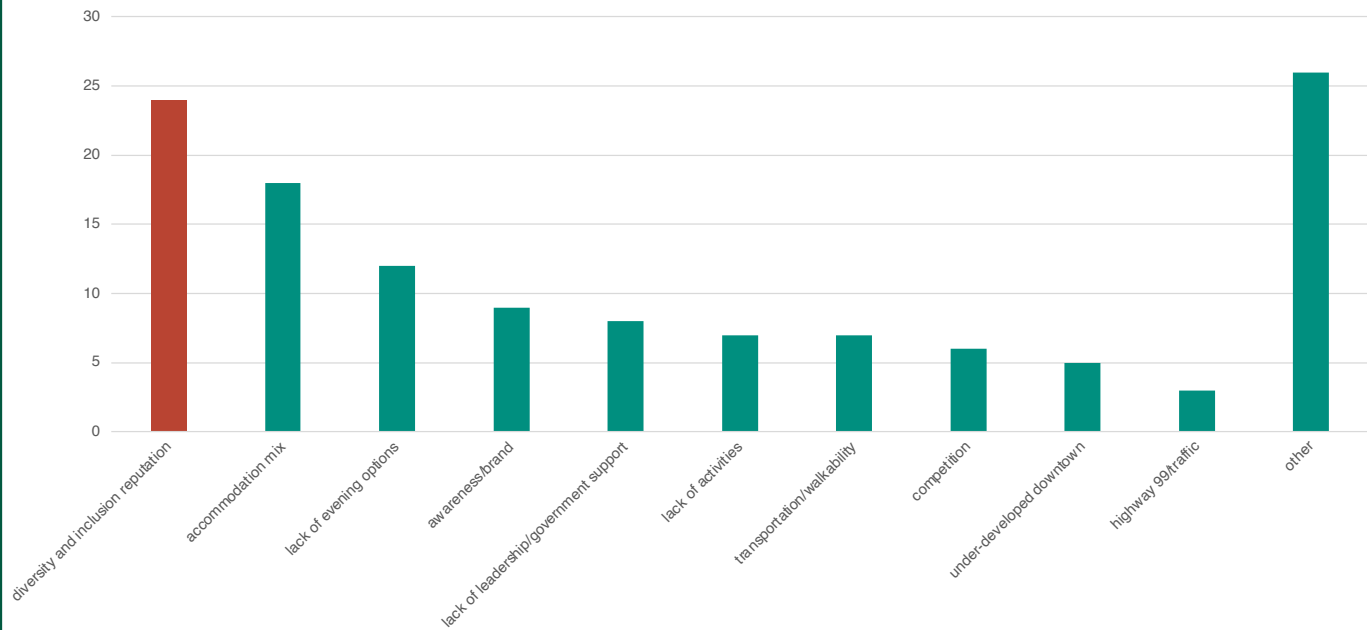
“Start showing the tourists that the wine industry in Oregon is not as simple as it’s been. It’s a lot more diverse, a lot more complex than what it seemed to be in the past.”

“I don’t think it just *seems* like it damaged our reputation. It might be irreparable damage.”

“There [are] unflattering stories out there that seem to be the only thing people hear about Newberg. I really do like this town, but there are perception problems.”



## Q17: IN YOUR OPINION, WHAT ARE THE TOP THREE CHALLENGES TO NEWBERG'S VISITOR ECONOMY?



**“THE THING THAT KEEPS ME UP AT NIGHT IS OUR POLITICAL SITUATION—THAT THAT WILL GENUINELY SCARE PEOPLE FROM COMING IN.”**

“I’d hate for this place to be known as an intolerant place. The negative image that’s been cast on this area—that scares me a little bit. If this recall effort fails, it could send a very strong message to visitors that this could be viewed as an intolerant place.”

“Newberg has collectively some healing work to do, and that starts from the top down, but they also need to be willing to have that conversation at the top.”

“We can’t do an ad campaign that says something that isn’t true. The only thing we can do is change the character of this town.”

“There seems to be a division between people who want growth and the people who don’t. It seems like the people who don’t want growth are the same people who don’t want the pride flag in schools.”

## CONCLUSIONS

- » Reputational damage can be difficult to repair and could take years.
- » A concerted effort from the tourism industry in Newberg could approach the challenge from two angles simultaneously: communicate to the broader community about the importance of a welcoming, inclusive climate for the health of the economy and communicate to potential visitors a realistic picture of a community that strives to be welcoming.
- » Denial isn’t an option, but neither is stasis.



# STRUCTURAL REMEDIES FOR DOWNTOWN ACTIVATION

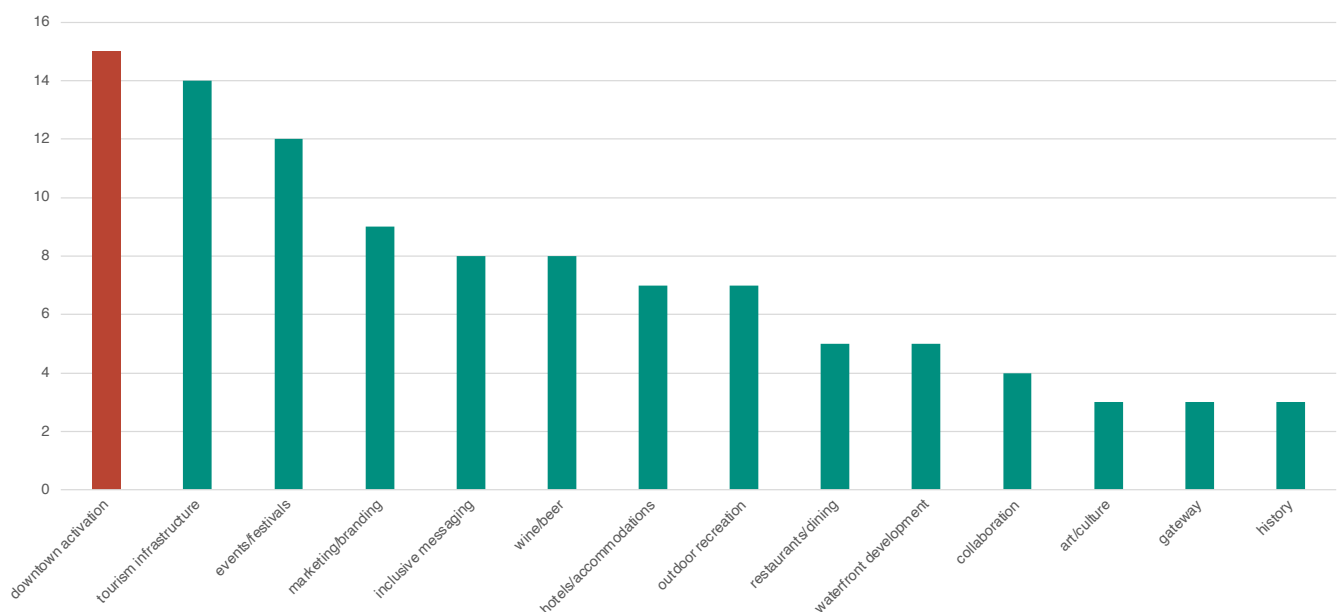
## 6 PEDESTRIAN SAFETY MEASURES, A DOWNTOWN HOTEL, AND EXPANDED TRANSPORTATION OPTIONS COULD ENABLE DOWNTOWN ACTIVATION

The establishment of a more robust visitor economy in Newberg will depend upon a more activated downtown. Several challenges currently prevent downtown from reaching its full potential.

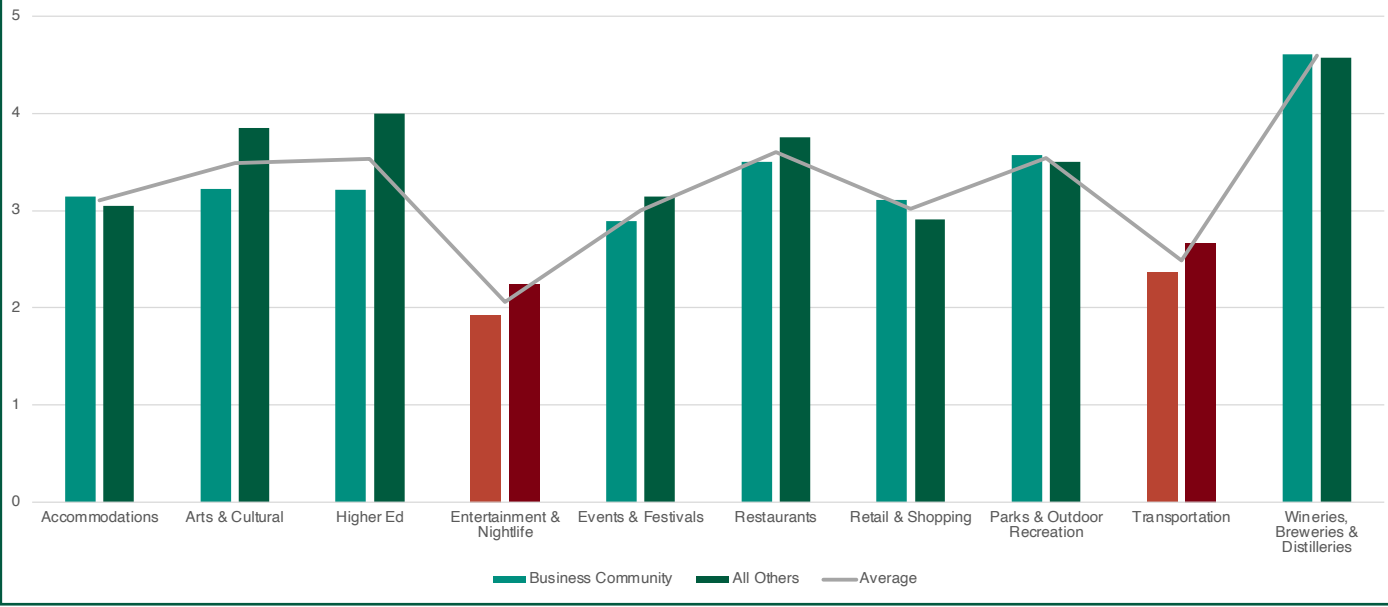
### DATA POINTS

- » Survey respondents identified downtown activation as the greatest opportunity to grow Newberg’s visitor economy.
- » Transportation and nightlife/entertainment were the two lowest-scoring items for visitor experience in the stakeholder survey, with the business community ranking both of these items lower than the general survey respondents.
- » Likewise, bicycling and walking infrastructure received only moderate scores in stakeholder survey responses.

Q18: IN YOUR OPINION, WHAT ARE THE TOP THREE OPPORTUNITIES TO GROW NEWBERG’S VISITOR ECONOMY?



**Q11: THINKING ABOUT THE FOLLOWING DIMENSIONS OF NEWBERG AS A DESTINATION, HOW WOULD YOU RATE THE QUALITY OF VISITOR EXPERIENCE FOR EACH, WHERE 1=POOR AND 5=EXCELLENT?**



**STAKEHOLDER QUOTES**

“Downtown feels kind of scary to walk around.”

“Sitting on the street in front of a restaurant, you’re breathing all that exhaust.”

“McMinnville feels like a little town, but Newberg doesn’t because it was built around [Hwy.] 99.”

“More hotels, especially a good boutique downtown. Smaller, crafty, not a chain.”

“I haven’t taken the bus yet, don’t know the route. Better marked bike lanes. I feel it’s dangerous to cross [Hwy.] 99. I feel like you should be able to cross 99—hit a button and [get] a blinking light to alert drivers.”

**“A HOTEL DOWNTOWN IS SO NECESSARY. THAT NEEDS TO HAPPEN.”**

“If Newberg doesn’t keep with the times, you’re going to see Newberg get passed by Carlton and McMinnville. Visitors will use the bypass and not even see downtown.”

**“WE HAVE GOT TO MAKE DOWNTOWN MORE PEDESTRIAN-FRIENDLY”**

“Electric scooters? I would love it. Anything sustainable [and] low energy would be great. A lot of towns do community bikes... hop on it, ride it a couple of blocks, and leave it for somebody else to use.”

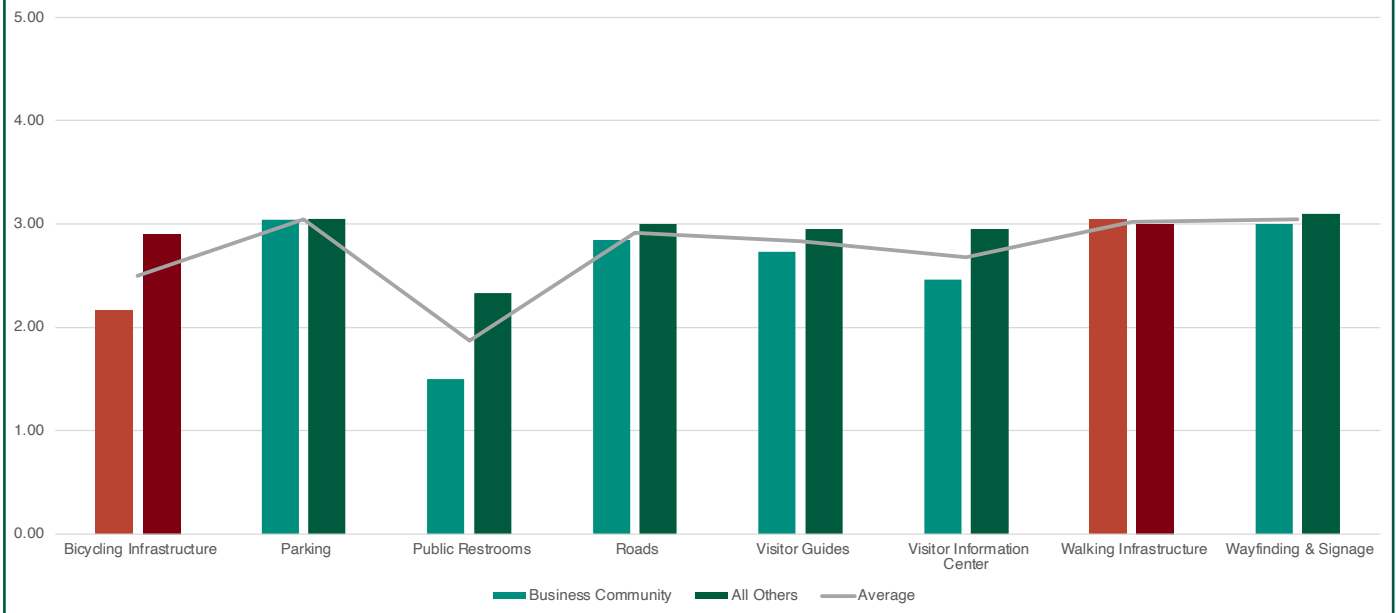
“Downtown, I would love to see them re-do the street. I wish we could make downtown completely pedestrian-friendly, route 99W around, and make it minimal- to no-traffic. In a more pragmatic sense, supposedly we will get ODOT money to re-do downtown. Traffic calming, streetscape improvements.”

“But our downtown... we’re 10-15 years behind McMinnville on the revitalization... it’s surrounded better by the community, but once we get the bypass it’ll be quaint.”

“Really good restaurants, community gardens, streets go right up to the restaurants. Preserve the smallness of the downtown.”



**Q16: CONSIDERING THE ELEMENTS OF NEWBERG'S TOURISM SUPPORT SYSTEM, HOW WOULD YOU RATE THE QUALITY OF EACH IN NEWBERG, WHERE 1=POOR AND 5=EXCELLENT?**



“It would be awesome to have a trolley between [Newberg and Dundee].”

“An opportunity for a downtown mid-range hotel. We have select service, luxury, and nothing in the middle. We need a \$200-\$250/night boutique hotel downtown.”

“My hope was if we could do discount codes with Uber or Lyft or something... some kind of incentive.”

**“THE BIGGEST STRUGGLE WE HAVE IS GETTING WINE TASTERS FROM ONE TO ANOTHER SPOT. WITH WINERIES GOING TO TASTING APPOINTMENTS... THERE ARE A FEW OPERATORS WHO DO IT, BUT I THINK THERE COULD BE MORE COST-AFFORDABLE TRANSPORTATION PERHAPS.”**

“Even a small boutique hotel would be amazing downtown.”

“I would love to see a district, maybe not in the center, but where there’s enough parking that people can feel like they can walk and bike and not get run over.”

“There’s been a long history of wanting main street to be closed off to traffic. The bypass has helped calm things down... making downtown more walkable has long been an important thing to do.”

“Could we have a more safe, walkable downtown?”

**CONCLUSIONS**

- » A downtown hotel was imagined in the vision statement from the 2016 plan, and has yet to come to fruition. A task force composed of several critical parties such as the City, the Chamber, Taste Newberg, and others could make a concerted effort to recruit such development.
- » Because Newberg’s “main street” is also a highway, there are significant safety, noise, and aesthetic limits to downtown’s development. Traffic calming, streetscape improvements, and pedestrian safety measures could make an important difference.
- » Because Newberg’s visitor economy centers on an alcoholic beverage, safe and reliable transportation options are a critically-needed addition that will enable evening activation.



# RECONSIDER USE OF VISITOR CENTER

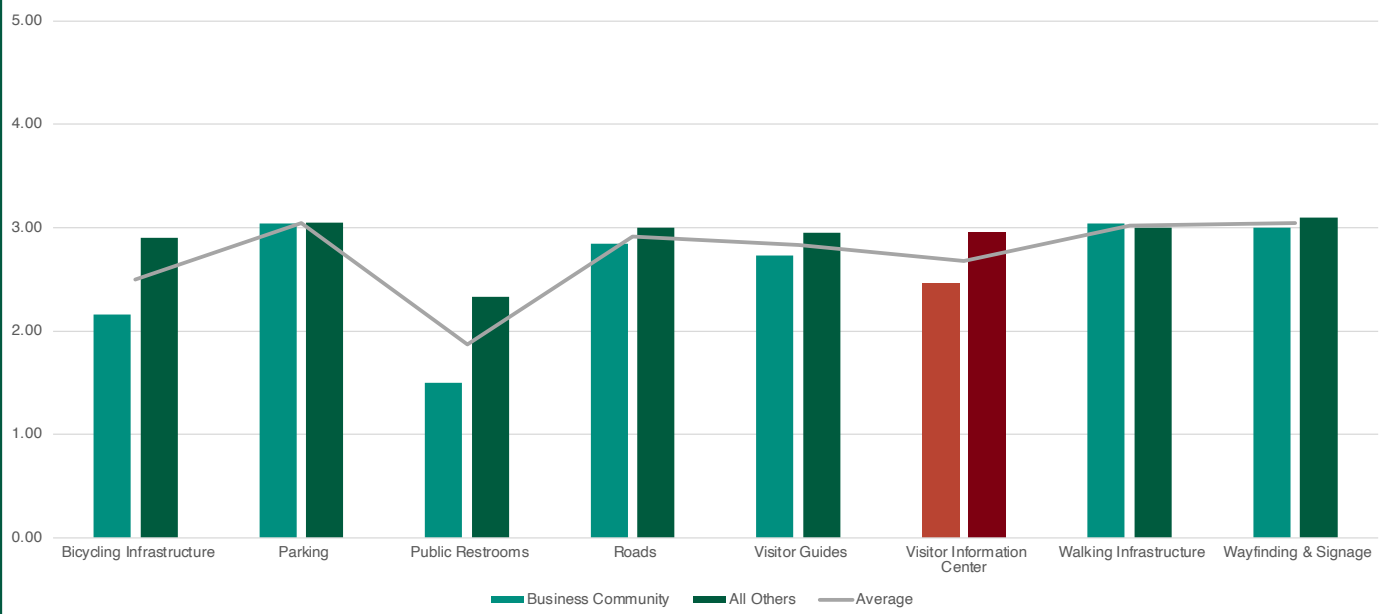
## 7 RECONSIDER USE OF PHYSICAL VISITOR CENTER AND CONSIDER REFOCUSING ON SUPPORT FOR BUSINESS ONLINE PRESENCE

As a smaller destination strategically using limited budget dollars, Newberg should consider whether and how to continue to invest in a physical Visitor Center—whether identifying opportunities for greater activation of the space, taking the center mobile, or reinvesting visitor center dollars in mobile app technology, many options are available.

### DATA POINTS

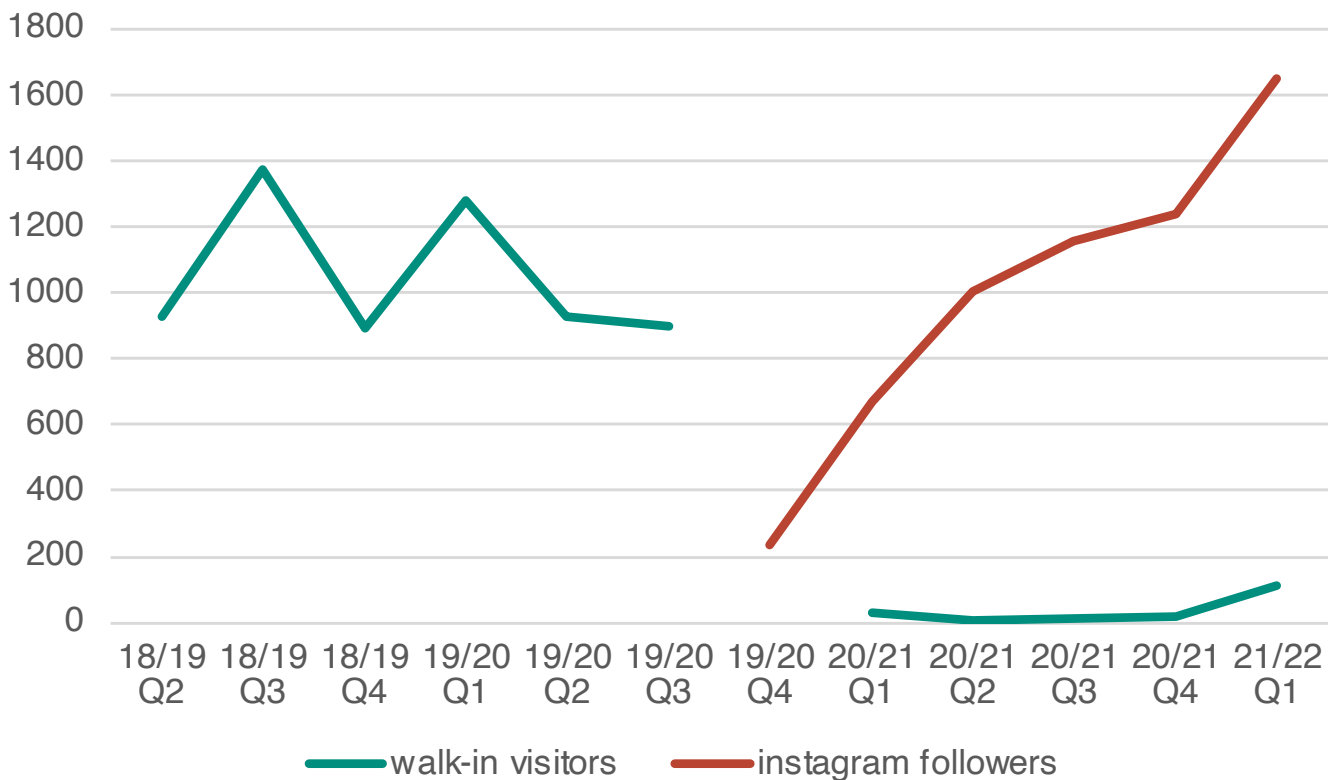
- » Generational shifts in visitor behavior have raised the question about the ultimate effectiveness of physical visitor centers. Destinations International reports that some 40% of Millennial and Gen Z travelers see little or no reason to go into a visitor center.<sup>22</sup>
- » While some destinations have seen some growth in visits to visitor centers, such as Los Angeles<sup>23</sup>, others such as Times Square in New York<sup>24</sup> and Scotland<sup>25</sup> have seen declines.
- » According to user-generated content purveyor CrowdRiff, 30% of American travelers use social media to plan their trips, and 74% continue using their smartphones while in-market.<sup>26</sup>

**Q16: CONSIDERING THE ELEMENTS OF NEWBERG'S TOURISM SUPPORT SYSTEM, HOW WOULD YOU RATE THE QUALITY OF EACH IN NEWBERG, WHERE 1=POOR AND 5=EXCELLENT?**





**VISITOR CENTER WALK-IN TRAFFIC VS. TASTE NEWBERG INSTAGRAM FOLLOWERS**  
 (FY 19/20 Q4 FIGURES NOT REPORTED BY CHAMBER OF COMMERCE)



- » Survey respondents gave only moderate scores to the quality of the Newberg Visitor Center.
- » Over the same time period, the Visitor Center’s traffic has declined greatly (likely largely due to the pandemic), while followers of Taste Newberg’s Instagram account have grown quickly—potentially indicating the beginning of a generational shift. (see graphic above)

**STAKEHOLDER QUOTES**

“I have never visited a visitor information center in my life. I think those are maybe not the best way to relay information anymore. Visit McMinnville has NPR sponsorships, billboards, etc. I don’t see anything from Newberg. The city spends a lot on the Visitor Center, and it’s not cheap. Just to keep a Visitor Center in the lobby of the Chamber. That is not worth what they’re paying for it.”

“Signage on 99 if you’re coming in from Portland should alert you that there’s a Visitor Center. We’ve

put in a request for ARPA funds to have a couple of different apps—VisitWidget that visitors can use, and a chamber app... those would be a good way to promote this Visitor Center as a place to stop when you’re downtown.”

“To be honest with you, I joined the Taste Newberg Board a year ago and I didn’t know that it existed, and I still don’t know where it is. I don’t know if the new generation traveler is somebody who would use that. Something digital would be a proactive anticipatory way to reach and get information to a traveler.”

**“IN MY OPINION, BECAUSE I RELY ON EVERYTHING ONLINE— AND THAT’S THE MAJORITY OF MY [CUSTOMERS] TOO—PUMPING IT OUT ON THE SOCIALS. NINETY PERCENT OF MY TRIPS ARE BUILT ON WHAT MY FRIENDS AND I FIND ON INSTAGRAM.”**



“The physical location is not as necessary as a virtual presence. I think that Taste and the Chamber agree.”

“That’s a tough one... I question whether people go to visitor centers anymore.”

“It’s moved now, it’s an odd spot. For the amount of money that they get from tourism tax dollars... I’d rather spend it on marketing.”

“I would love an app.”

## CONCLUSIONS

- » A range of options exist for the future of communicating to visitors in-market.
- » A physical Visitor Center, if maintained, should be centrally-located and offer experiences and amenities that will inspire—not just inform—visitors.
- » Mobile, pop-up, and event-focused Visitor Center activations are another option that would lower overhead while potentially engaging many more visitors directly.
- » Equivalent investment in local “concierge” apps and social media presence may generate higher ROI than a physical Visitor Center.
- » Programs that support businesses in updating and maintaining their online presence have been successful in many destinations, and offer visitors better information as they navigate a destination using tools such as Google Maps.



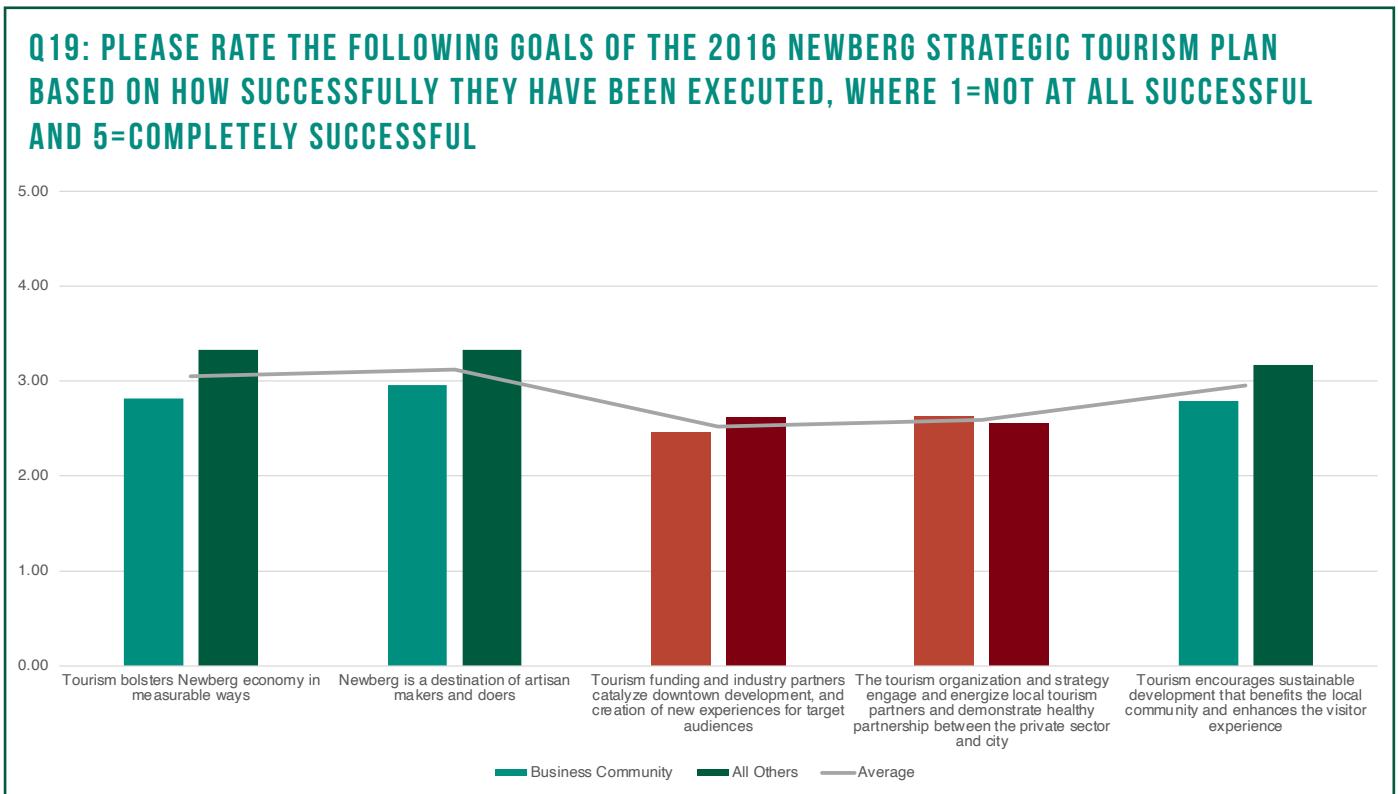
# REGIONAL COOPERATION AND LOCAL COLLABORATION

## 8 EXPANDED REGIONAL COOPERATION, LOCAL COLLABORATION, AND EXPANDED FUNDING MAY ALLOW NEWBERG TO BOLSTER ITS MARKETING REACH

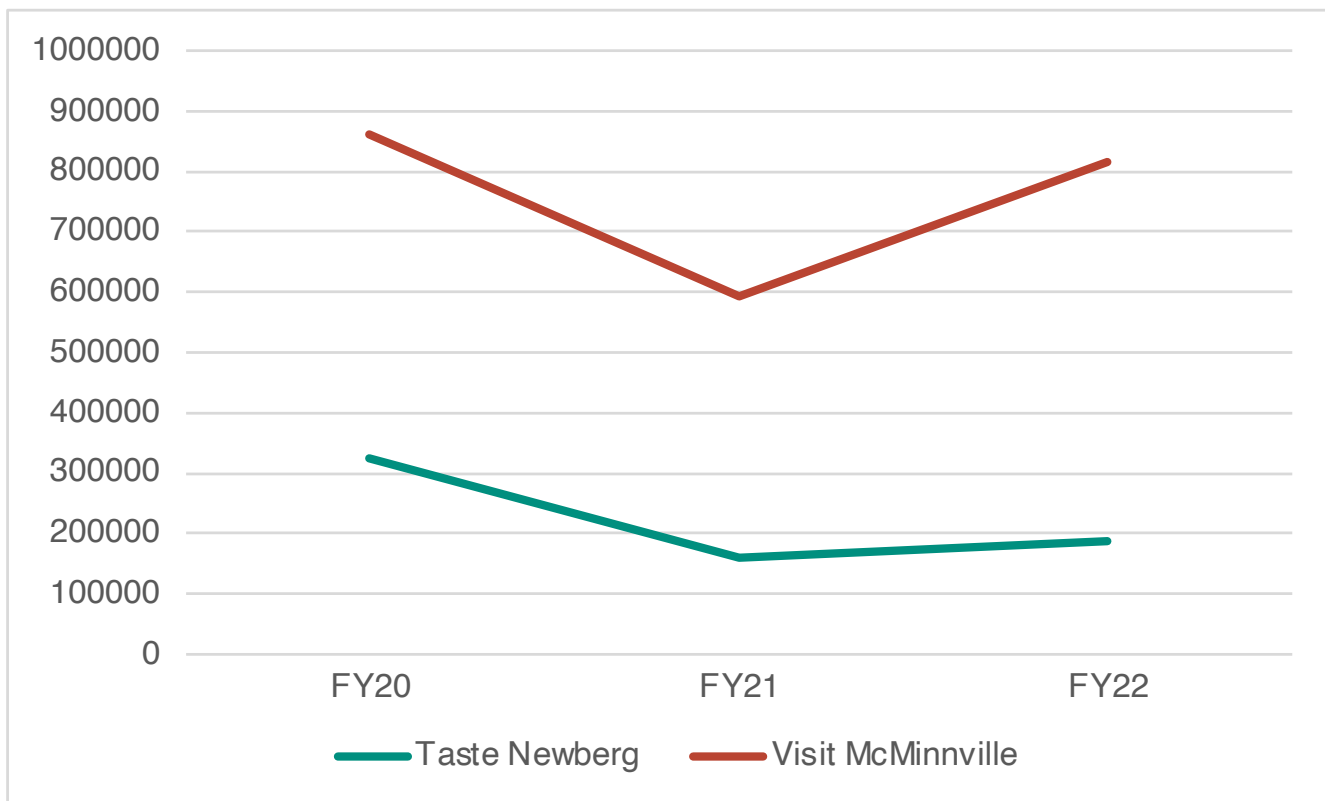
Newberg has internal opportunities to foster tighter collaboration between the business community, the City, and Taste Newberg while also having opportunities to consider a more regional marketing story that could pull in additional assets and funding.

### DATA POINTS

- » The two lowest-rated goals from the 2016 Strategic Tourism Plan were: “Tourism funding and industry partners catalyze downtown development and creation of new experiences for target audiences” and “The tourism organization and strategy engage and energize local partners and demonstrate healthy partnership between the private sector and City.” (see chart below)
- » Taste Newberg’s budget is a fraction of that of competitor market McMinnville. (see chart on following page)



## ANNUAL MARKETING BUDGETS, NEWBERG VS. MCMINNVILLE, FY20-22



### STAKEHOLDER QUOTES

“A city like McMinnville gets a lot more funding from hotel taxes. If the funding is put side by side, they get lots more.”

“The City needs to put their own money and infrastructure into this. They’re like the silent partner who doesn’t put any effort or resource into it. If they want something to happen, they should be investing in the kinds of activities they want people to come here to do.”

**“WHEN I FIRST GOT HERE, VISIT MCMINNVILLE AND THIRD STREET DID A GREAT JOB. NOBODY KNEW WHERE NEWBERG WAS, BUT EVERYBODY KNEW ABOUT MCMINNVILLE. THOSE AREAS HAVE DONE A BETTER JOB OF PROMOTING THEMSELVES AS A DESTINATION. TASTE NEWBERG IS GOING IN THE RIGHT DIRECTION, BUT ISN’T THERE YET.”**

**“I THINK IT’S SILLY THAT WE HAVE TWO COMMUNITIES TWO MILES APART, SPENDING MONEY, HIRING AGENCIES, PUTTING UP TWO WEBSITES, AND DUNDEE HAS ALL THESE ATTRACTIONS THAT WE SORT OF ALREADY USE, BUT WE CAN’T... IT’S A POLITICAL DANCE FOR LESLIE TO HIGHLIGHT A DUNDEE WINERY.”**

“We spend a lot of time gathering data we can push out, and I don’t see the engagement of our industry partners in pushing that data out to their industry partners. The wine clubs are a huge opportunity... if we had some way to market through those wine clubs.”

“There used to be an Oregon Truffle Festival based in Eugene, and they would have some programming up here. They organized tours and restaurant nights... nobody is managing Truffle Month now.”



“I think we should’ve rolled our efforts and combined Dundee and Newberg together. Dundee has the cache, and Newberg has the cash. There’s nowhere to stay in Dundee—if they come to Dundee, they’re going to stay, eat, and buy in Newberg.”

“I’d combine efforts with Dundee. I would take advantage of their reputation, combine our efforts together... I think we’d be stronger for it.”

“My sense is that the businesses are working better together in the last few years. When people come from Napa, they say it feels different. In more competitive markets, winemakers aren’t as collaborative. But here it’s one family and that’s what it makes the Willamette Valley so special.”

“For winter, that’s where the businesses could work together a little more. That’s when the ‘go time’ would be to do evening tastings and activations. Have stores open later. Any way to get some community engagement.”

“I think we have to figure out this urban/suburban political divide because one of the things you see is people talk about multi-use buildings, and others say ‘I don’t want to be Portland.’ Being able, as a community, to talk to each other and see what reasonable fears there are about growth... and how we can maximize the benefit beyond just the food and wine crowd.”

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**“BUT IT’S NOT ONLY UP TO THE CITY OR TASTE... IT’S UP TO BUSINESSES THEMSELVES TO SAY THEY WANT TO DO SOMETHING DIFFERENT OR EXCITING.”**

---

“Do we have policies or procedures in place that inadvertently prohibit healthy, diverse growth?”

“My opinion is that Newberg and Dundee should market themselves together. I think we should have a cohesive marketing effort.”

“The City could make it easier for new and small businesses to move into spaces.”

“Even a small boutique hotel would be amazing downtown, but businesses go into other communities and I think a lot of it has to do with taxes and our City admin.”

---

**“THERE NEEDS TO BE A WILLINGNESS FROM THE CITY TO MOVE FROM THE OLD WAYS OF DOING THINGS—THAT THINGS ARE CHANGING AND GROWING, AND FOR THEM TO ADAPT A LITTLE BIT TO IT.”**

---

“I feel like there needs to be a little more of a working relationship between the City and the business community. These things being proposed benefit both the City and the business community. Maybe creating some sort of platform where everybody can come in and be part of it, make sure Newberg can become the city it can be.”

“Businesses are very good at supporting each other.”

## CONCLUSIONS

- » In a highly-competitive market, smaller standalone efforts are challenged to break through the noise. Finding ways to expand Newberg’s marketing budget and reach would make it a more formidable competitor.
- » Tighter local collaboration between all interested parties will speed development of a more robust visitor economy, and will enable more deliberate choices.



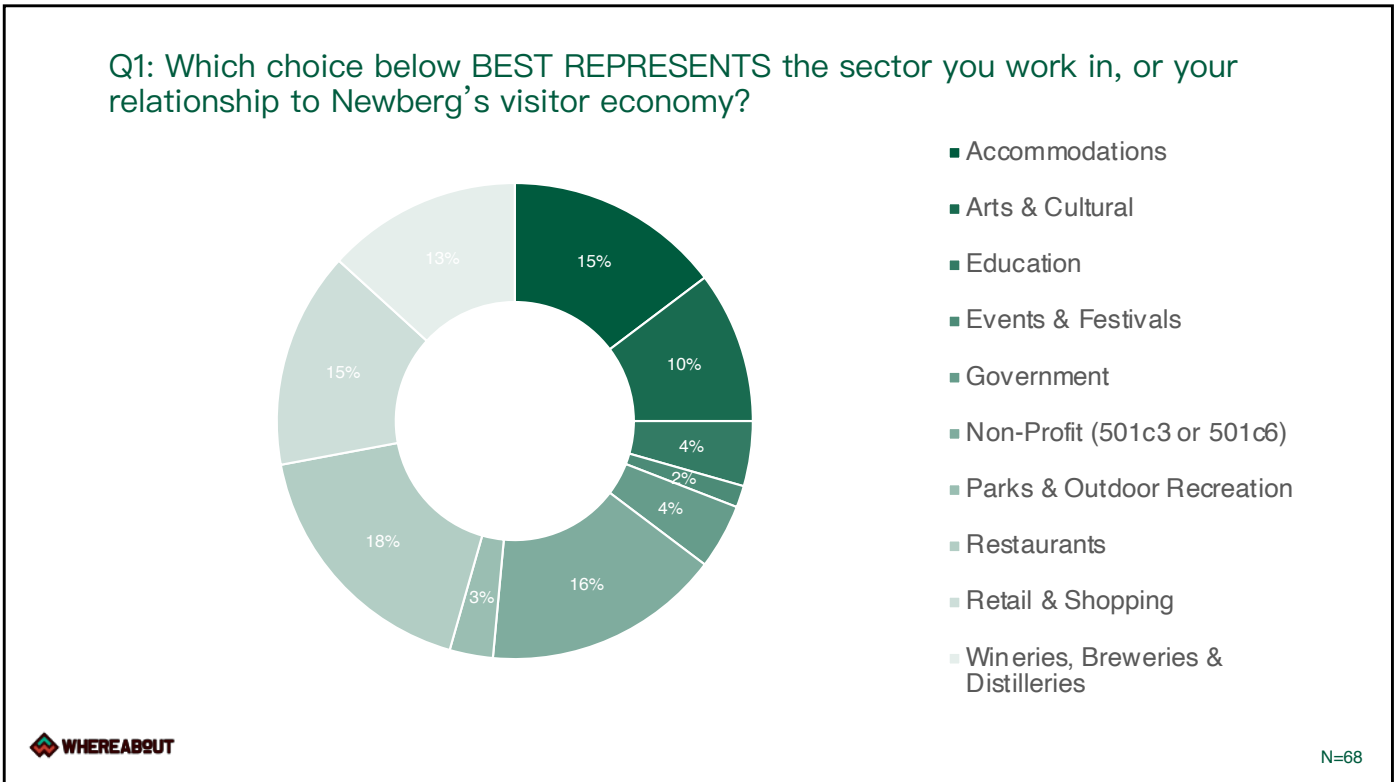




# APPENDIX A: SURVEY RESULTS



1



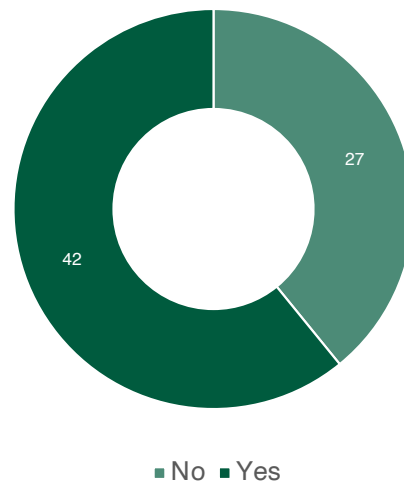
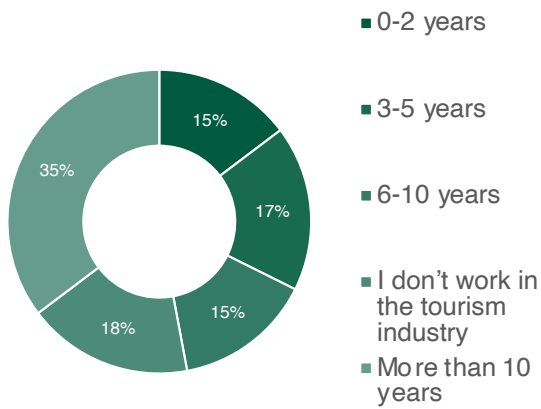
2





Q2: How long have you worked in the tourism industry or in a tourism-related role in Newberg?

Q3: Do you live in Newberg?

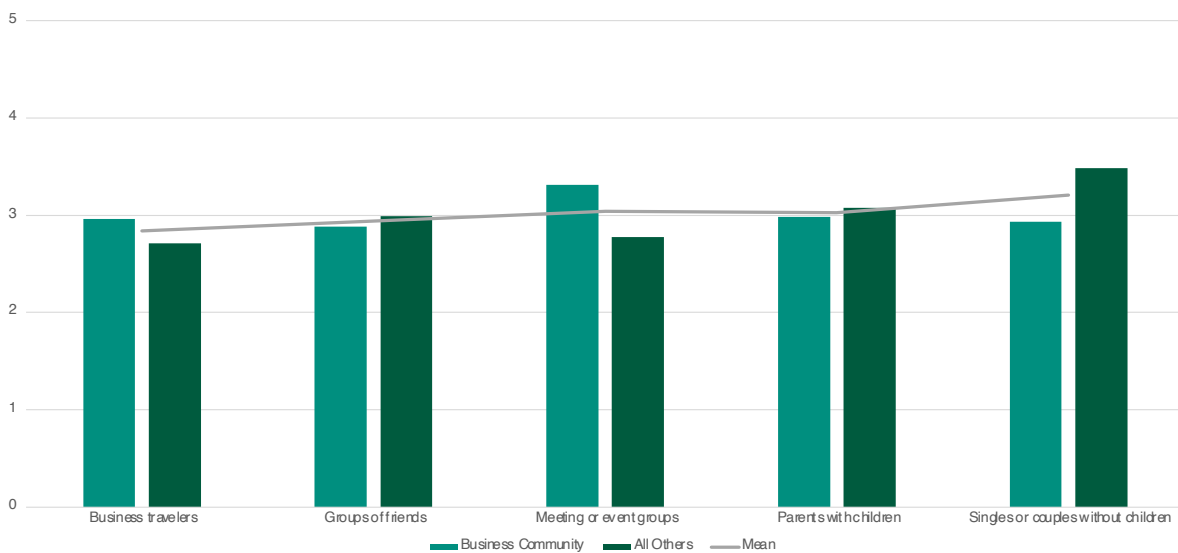


N=68

N=69

3

Q4: Based on your own experience, which type of visitor is most likely to travel to Newberg? (Rank from 1 to 5 with 1=least likely and 5=most likely)

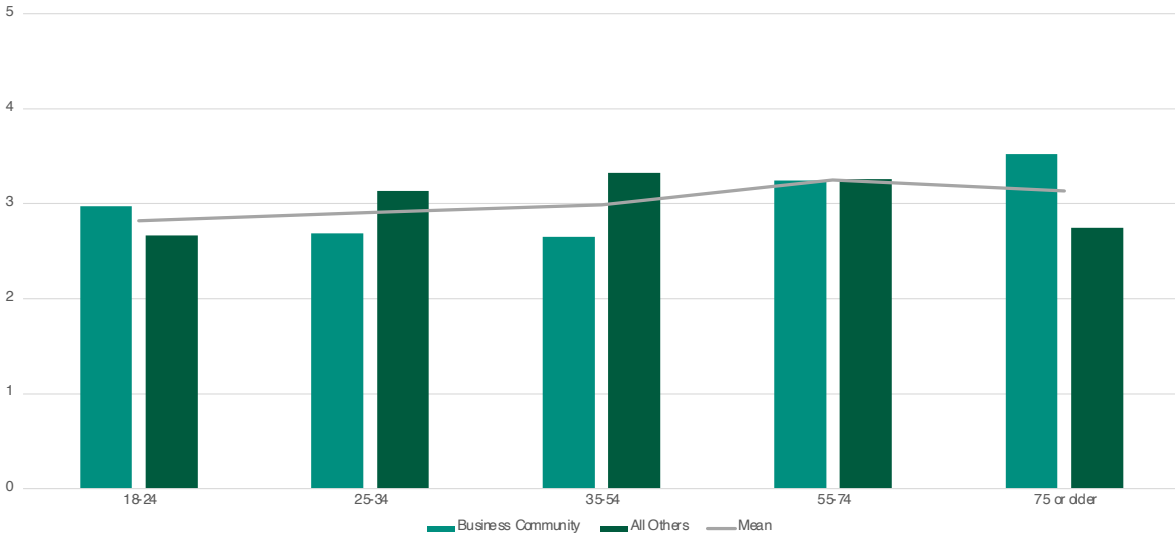


N=63

4



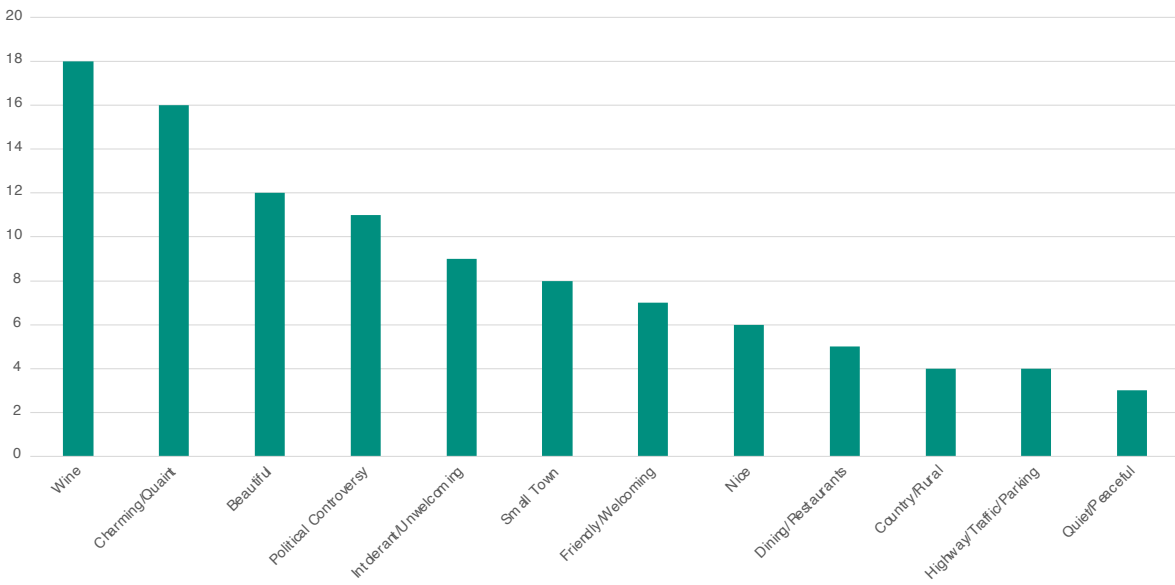
Q5: Based on your own experience, what age range is most likely to travel to Newberg? (Rank from 1 to 5 with 1=least likely and 5=most likely)



N=60

5

Q6: What are the top three words you hear from visitors describing Newberg?

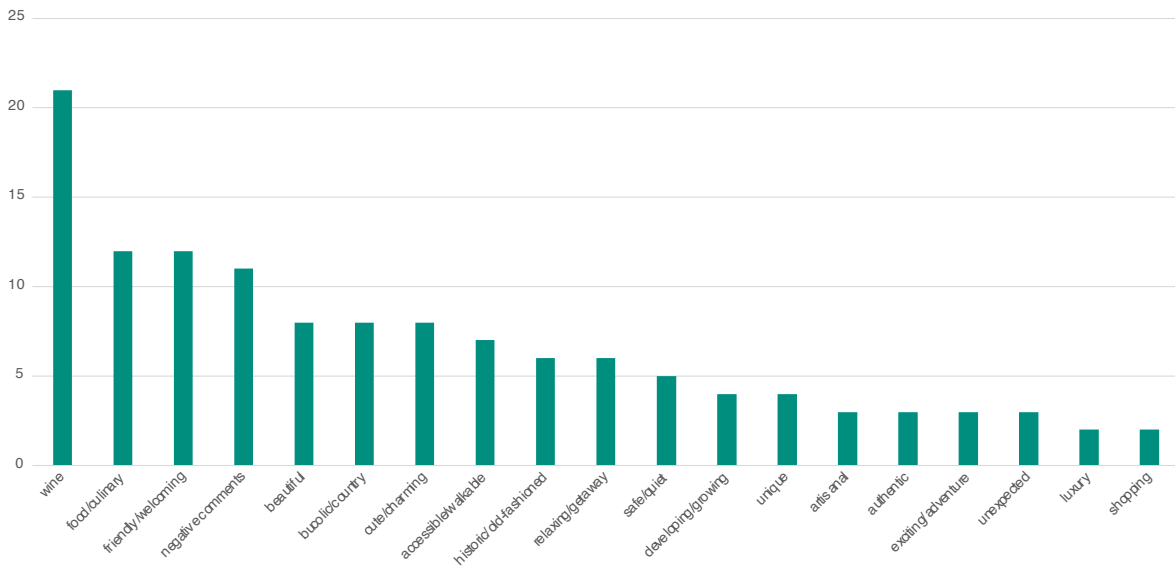


N=47

6



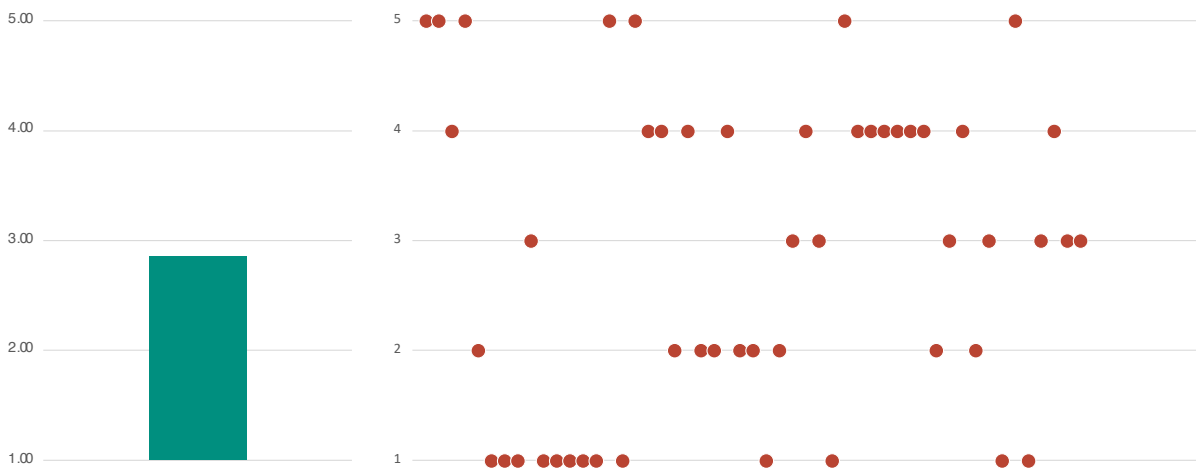
Q7: What three words would you use to describe Newberg to a potential visitor?



N=68

7

Q8-9: How welcoming do you believe Newberg AS A COMMUNITY is to visitors from historically marginalized communities, such as people of color, LGBTQIA+, disabled or differently-abled, or other groups, where 1=not at all welcoming and 5=very welcoming?



N=68

8



**Q8-9: How welcoming do you believe Newberg AS A COMMUNITY is to visitors from historically marginalized communities, such as people of color, LGBTQIA+, disabled or differently-abled, or other groups? (selected responses)**

"You shouldn't even ask this question. Don't elevate one group over another."

"All Are Welcome is true"

"I see people of color and LGBTQIA+ folks regularly get harassed out of nowhere on the street or in local businesses."

"I believe there are some historical inequities coming to the fore that the community needs to address in order to actually be a welcoming and safe place for historically marginalized communities."

"There is a huge amount of hate for anyone that may be 'different' in this community that affects people's desire to visit here. "

"The school board politics look at least tone-deaf, certainly a little homophobic, and potentially racist."

"I believe most businesses in downtown Newberg are supportive of being inclusive to diverse groups."

"I've heard of some concerns about the rainbow flags, but only through the grapevine."

"Newberg has developed a reputation as hostile to many marginalized communities over many years. A quick google news search of 'Newberg, Oregon' is not flattering."

"I believe anyone who is coming into contact with our visitors [is] very welcoming."

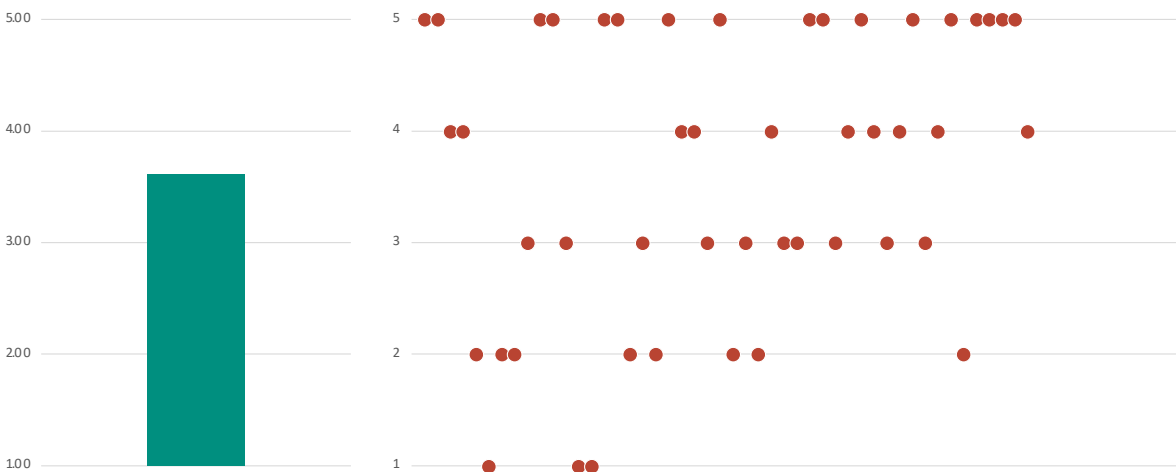
"I think the businesses are extremely welcoming but the elected officials in the School Board are NOT! They are destroying our reputation as a welcoming community and hurting the travel industry."



N=68

9

**Q10: How welcoming do you believe Taste Newberg's MARKETING MESSAGE is to visitors from historically marginalized communities, such as people of color, LGBTQIA+, disabled or differently-abled, or other groups, where 1=not at all welcoming and 5=very welcoming?**

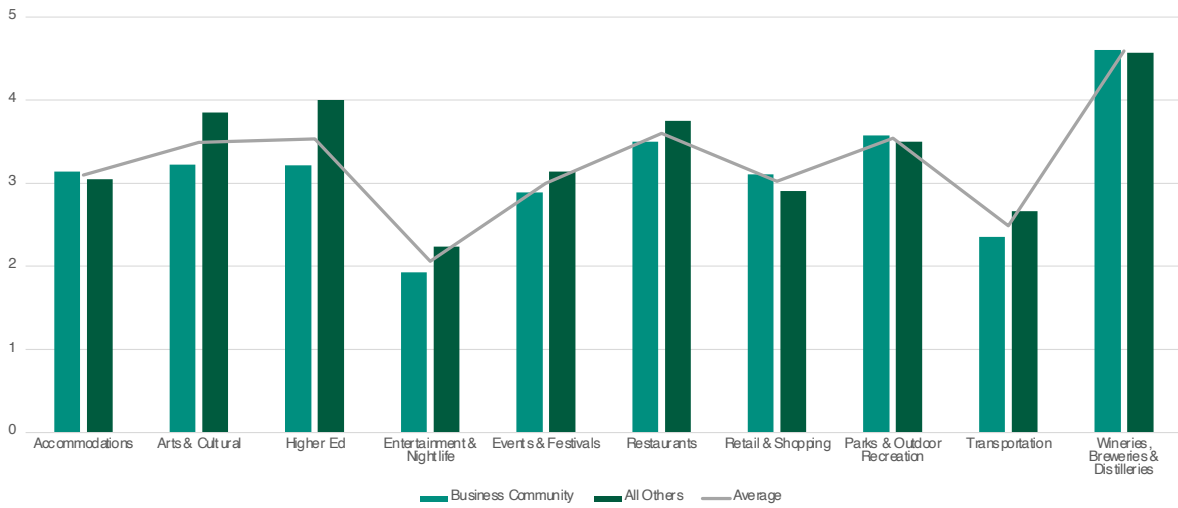


N=48

10



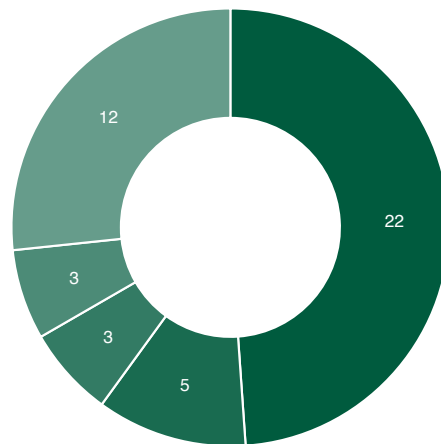
Q11: Thinking about the following dimensions of Newberg AS A DESTINATION, how would you rate the quality of visitor experience for each, where 1=poor and 5=excellent?



N=49

11

Q12: If you were to send a visitor to ONLY ONE thing in Newberg, what would it be?



■ Wineries ■ Downtown ■ Rosemarinos ■ The Allison ■ Other

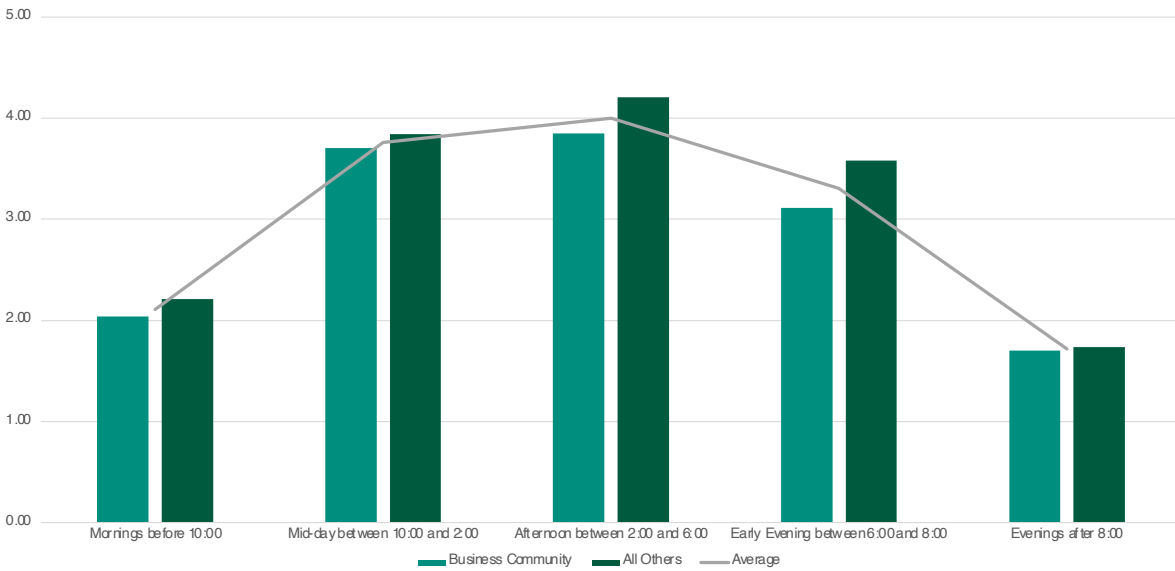


N=45

12



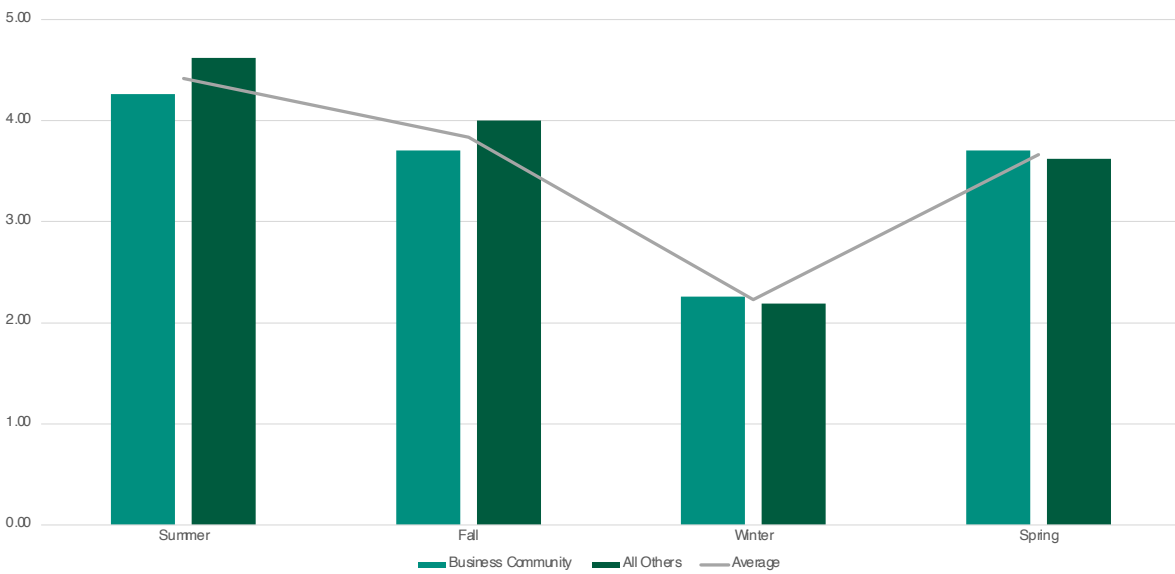
Q13: How would you rate each of these timeframes for how available activities are to visitors, where 1=poor and 5=excellent?



N=46

13

Q14: How would you rate each of these seasons for how available activities are to visitors, where 1=poor and 5=excellent



N=48

14



Q15: What ongoing efforts are you aware of that are related to Newberg's visitor economy?

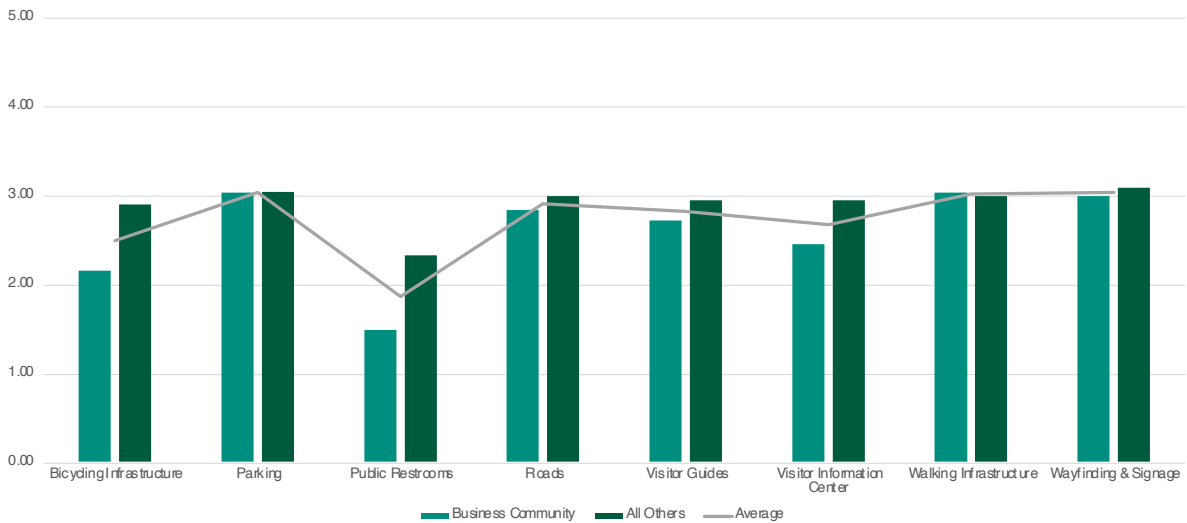
- A NewBERG Community Vision
- Art Harvest
- Chehalem Valley Chamber collaboration
- CPRD Golf plans
- CPRD Pickleball plans
- CPRD Riverfront plans
- Cultural Center renovations
- Downtown beautification/ walkability
- Downtown Coalition
- Downtown Improvement Plan
- Drive-In
- Dundee Hills AVA campaigns and events
- First Friday
- George Fox
- Local festivals and markets
- Newberg Downtown Association
- Off-season activities
- Performing Arts Center at CCC
- Riverfront Master Plan
- Taste Newberg's marketing and branding efforts
- TLT projects
- Travel Dundee
- Urban renewal planning
- Vacation rental approvals
- Visit McMinnville
- Wine Country
- Wine tasting/winery tours



N=32

15

Q16: Considering the elements of Newberg's tourism support system, how would you rate the quality of each in Newberg, where 1=poor and 5=excellent?

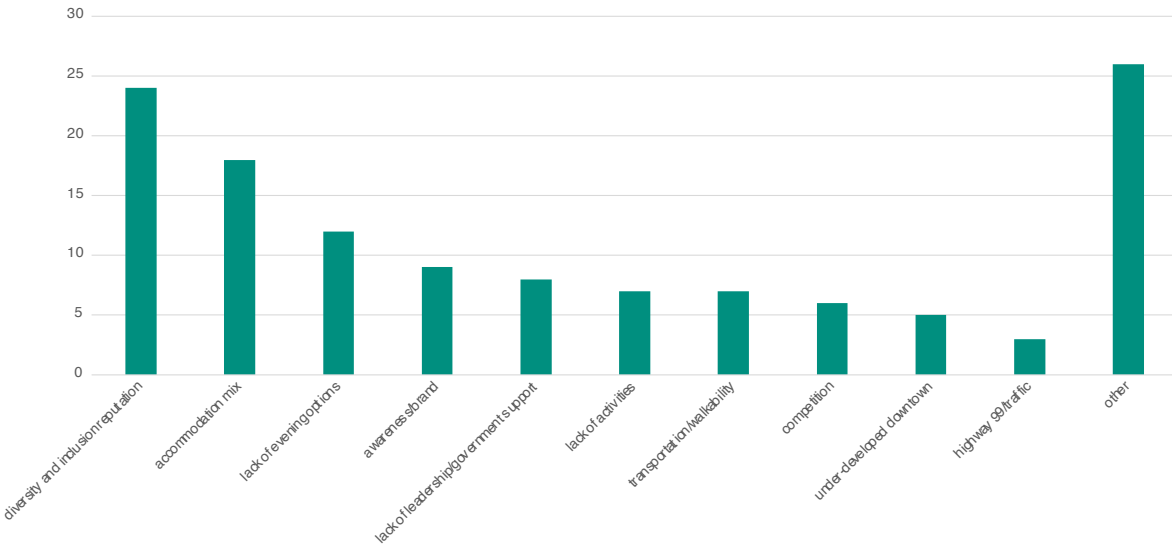


N=47

16



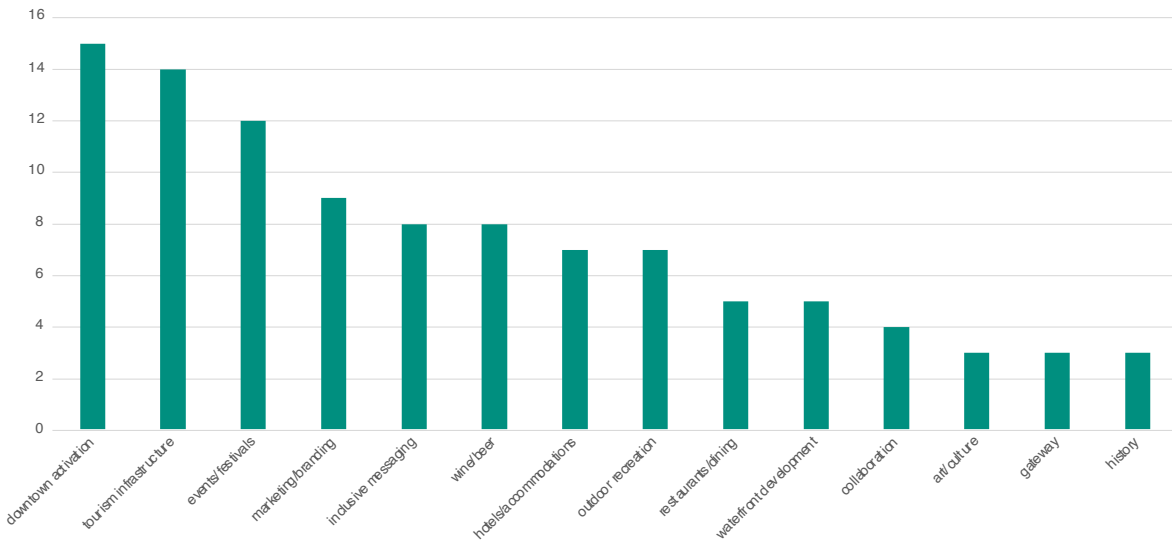
Q17: In your opinion, what are the top three challenges to Newberg's visitor economy?



N=44

17

Q18: In your opinion, what are the top three opportunities to grow Newberg's visitor economy?



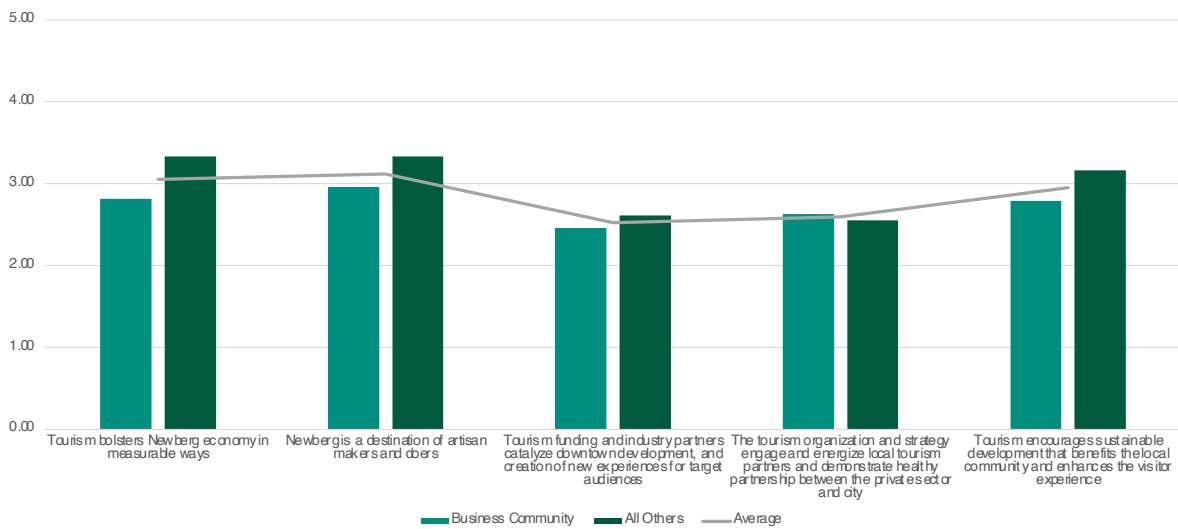
N=43

18





Q19: Please rate the following goals of the 2016 Newberg Strategic Tourism Plan based on how successfully they have been executed, where 1=not at all successful and 5=completely successful



N=42







# APPENDIX B: ACTIVITIES MATRIX

# ACTIVITIES MATRIX

THE ACTIVITIES, ASSETS, AND ORGANIZATIONS LISTED BELOW WERE IDENTIFIED BY STAKEHOLDERS IN THE SURVEY AND INTERVIEWS. THIS IS NOT A COMPLETE LIST, BUT PROVIDES AN OVERVIEW OF RELATED ACTIVITY THAT CAN BE CONSIDERED IN THE PLANNING PROCESS.

PLANNING & POLICY	EVENTS & ASSETS	COLLABORATORS	COMPETITORS	CAPITAL INVESTMENTS
Downtown Improvement Plan	First Friday	Chehalem Valley Chamber	Travel Dundee	Performing Arts Center at CCC
Riverfront Master Plan	Wednesday Market	George Fox University	Visit McMinnville	Downtown beautification/ walkability
A NewBERG Community Vision	Truffle Month	Newberg Downtown Association	Dundee Hills AVA campaigns and events	TLT projects
CPRD Golf plans	Art Harvest	Taste Newberg		
CPRD Pickleball plans	Wine tasting/winery tours	City of Newberg		
CPRD Riverfront plans	Drive-In Theater			
Vacation rental approvals	Twelve Tastes of Christmas			
Urban renewal planning				





# APPENDIX C: ENDNOTES

# ENDNOTES

- 1 <https://expediagroup.com/media/media-details/2021/Younger-travelers-are-more-likely-to-choose-accommodations-with-inclusive-policies/default.aspx>
- 2 <https://www.travelpulse.com/news/features/gen-z-leads-comeback-of-travel-planning-spending-in-2022.html>
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