



**TRANSIENT LODGING TAX AD HOC COMMITTEE AGENDA  
APRIL 4, 2018, 4:00 PM  
NEWBERG CITY HALL, 414 E FIRST STREET**

- I. CALL MEETING TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF MINUTES – FEBRUARY 7 AND MARCH 7, 2018**
- IV. MINUTES OF THE MARKETING SUBCOMMITTEE – FEBRUARY 19, 2018**
- V. PUBLIC COMMENTS**
- VI. VISIT MCMINNVILLE – JEFF KNAPP AND TED CRAWFORD – DUNDEE TLT COMMITTEE CHAIR**
- VII. MARKETING SUBCOMMITTEE – MARKETING PROPOSAL**
- VIII. STATUS OF SMALL GRANT AWARDS FY 2017-2018**
- IX. TLT MEMBER UPDATES**
- X. JOINT CITY COUNCIL-TLT AD HOC COMMITTEE WORK SESSION – MAY 21, 2018, AT 6 PM, PUBLIC SAFETY BUILDING**
- XI. NEXT MEETING MAY 2, 2018**
- XII. ADJOURNMENT**

*ACCOMMODATION OF PHYSICAL IMPAIRMENTS: In order to accommodate persons with physical impairments, please notify the Office Assistant II of any special physical or language accommodations you may need as far in advance of the meeting as possible and no later than 48 business hours prior to the meeting. To request these arrangements, please contact the Office Assistant II at (503) 544-7788. For TTY services please dial 711.*



**TRANSIENT LODGING TAX AD HOC COMMITTEE MEETING MINUTES  
FEBRUARY 7, 2018, 4:00 PM  
Wastewater Treatment Plant  
2301 Wynooski Road**

Chair Lewis called the meeting to order at 4:00 p.m.

**ROLL CALL**

Members Present:	Dennis Lewis, Chair	Shelia Nicholas, Vice Chair
	Rob Felton	Matthew Murray
	Megan Carda	Jessica Bagley
	Brian Love	Robert Griffin
	Loni Parrish	Kyle Lattimer
	Ashley Lippard	Lori Louis
	Joe Hannan, Ex Officio	Mayor Andrews, Ex Officio

Members Absent: None

Staff Present: Cheryl Caines, Senior Planner

Guests: David Wall

**APPROVAL OF MINUTES**

Approval of the January 3, 2018 Minutes

**MOTION:** Griffin/Carda moved to approve the January 3, 2018 meeting minutes. The motion carried 12 Yes/ 0 No/ 0 absent)

**MINUTES OF THE MARKETING SUBCOMMITTEE – DECEMBER 18, 2017**

No action required information only.

**REVIEW OF SMALL GRANT PROPOSALS**

Hoover-Minthorn House Museum – Herbert Hoover’s Oregon Boyhood – An Exhibit and Marketing Plan

Member Louis indicated that the museum is important.

Member Lippard expressed concern on marketing and how is the money being used to market the activity.

Member Griffin noted that marketing plays a big role, but just don’t know how.

Member Felton supports the proposal, need to be visible to the right audience but not sure a show at the Cultural Center would really draw in people.



Member Parrish indicated the Hoover-Minthorn House is a jewel and we need to spend dollars on a study of what can be done, engage on what Hoover offers, and need more help, huge potential.

Member Carda expressed that Hoover-Minthorn House is heading in the right direction.

Member Felton inquired if we can offer money only to match consensus.

Member Parrish shared that none of the proposals area really hitting the mark so scored higher on those that are the closest.

Chair Lewis indicated to not worry about the amount, can open extra funds.

Ex Officio Hannan shared that nothing says you have more than one solicitation per year.

Chair Lewis reminded the Committee members about special interest.

#### Newberg Grand Prix Cycle Kart Rally

Member Felton noted the goal is heads in beds, this proposal is scheduled during Old Fashioned Festival which is a big strike. Scored low for him because it's during the heavy tourism season.

Member Griffin noted no track record, they should not be here looking for seed money and he did not get a good sense of what was being proposed.

Member Lippard indicated she agreed with Member Griffin.

Member Louis noted she scored the request high and the concept could get people here at Old Fashioned Festival time.

Member Lattimer indicated encouraging new programs is important, the proposal is creative but not bringing 1 of 4 audiences to Newberg.

Member Parrish noted it brings more makers, "Di Vinci" type people, but needs more work and to develop and should occur in the fall for a wine country rally.

Member Love indicated the proposal needs to be revisited but has potential, the type of people to attract criteria is a little restrictive, and more value to restaurants if not at hotel.

Member Carda shared that different generations is good, weekend event is good, and time of year is bad.

Member Bagley noted timing is bad.

Vice Chair Nicholas indicated this was her favorite project, very different, timing is bad, unique and expandable, concerned dollars and time not enough.

Chair Lewis agreed don't have sufficient accommodations in Newberg, but could be a good long-term event.

Member Love noted the timing is bad.



Member Griffin shared that the rally in Scottsdale meshes with other events.

#### Promotion of 2019 Newberg Grand Prix Rally at the Portland Indy Car Event

Vice Chair Nicholas loved the event idea but it needs to be communicated with other businesses and the proposal did not fit the criteria.

Member Lippard indicated she liked this concept.

Member Carda noted not much feedback, not much experience with trade shows, she questions how much Newberg would get from it and how much Newberg would get marketed.

Member Love nothing extra in the proposal.

Member Parrish shared it's too soon to fund without rally going yet.

Member Lippard changed her mind from her earlier comment, thought they were promoting Anvil Academy.

Member Love agreed with Member Lippard.

Member Lippard commented not sure that it will bring people in to Newberg.

Member Lattimer indicated it's too soon to consider funding.

Member Louis agreed with Members Parrish and Lattimer.

Member Lippard indicated it's too soon to fund. Possible application once the Rally Kart event is up and running.

Member Griffin referred to the Anvil Academy financials and they are in the negative.

Member Parrish noted financials are in the black.

Member Griffin indicated he did not feel comfortable funding the proposal.

Member Love noted they will be in the Rose Parade, mini float representing Newberg and mini car.

Member Griffin asked for promotional material.

Member Parrish commented that Newberg in the Rose Festival Parade is very important.

Vice Chair Nicholas noted that the application did not mention the parade.

Member Parrish indicated the Grand Prix is happening anyway.



## Oregon Truffle Festival Newberg Weekend – The Terroir of Truffles

Member Felton indicated it was his highest score.

Member Griffin noted the application was his highest score.

Member Lippard stated it was her high score, fits categories, and is an established event.

Member Louis commented it fits, creates overnights, Eugene and Newberg locations, are these marketing efforts used for just Newberg, it's proposed for valentines weekend and not good for a busy weekend.

Member Lattimer recused himself from this application as he is partnering with them on the event.

Member Parrish noted it's a good event but not the right date, they say Newberg for the event but many of the activities were not in Newberg, and she had a concern that dollars stay in Newberg.

Member Love did not score the application high because the dates are weird, but it fits the criteria.

Member Carda gave it a high score and noted not Valentine's Day in the future, exact clients trying to attract, concern that it could shift to McMinnville if we don't not support it, and the event may encourage more hotels in the future.

Member Bagley shared that it's not focused on Newberg, much of it is already happening, spending happens in McMinnville, and not clear how funds will be used.

Vice Chair Nicholas scored the application high but didn't want to, never felt loyalty from the festival, and revenue is high in Eugene.

Chair Lewis was at the festival last year, many people had come here for this event, and they are working with local restaurants and businesses.

Member Carda commented that Newberg will be a bigger festival than Eugene eventually.

Member Parrish noted she doesn't feel like it's a partnership and inquired if Newberg can we have someone on their Board?

Vice Chair Nicholas questioned whether they are getting grants from other sources and not showing that in their proposal.

## Newberg Camellia Festival and Run/Walk

Member Parrish noted it was a great event and would love it to go to two days.

Member Lattimer stated it was a great event and should be around in the future.

Member Louis shared that she was not clear on promotion of the run/walk and if it was to encourage people from out of the area.



Member Lippard commented that races are huge for marketing.

Member Louis if the marketing is to those outside of Newberg.

Chair Lewis shared they do promote the festival outside of Newberg.

Member Bagley noted advertising in the Oregonian.

Member Love shared he is getting emails on the event.

Member Griffin indicated that he is impressed by the event, it brings in people, but the scavenger hunt and geocache disperses them into the community.

Member Felton liked last year better, they are targeting broader markets, 300+ people attend, and people spending the night.

Chair Lewis indicated the festival brings in people from the outside and Newberg is the Camellia Capital.

Vice Chair Nicholas noted it's a great time of year but don't see Makers and Doers attending it does not fit all the criteria.

Member Bagley indicated the application checks all the boxes and is growing.

Member Carda noted she scored the application high, they have passport program with businesses, the national convention will be coming back soon, and she sees no reason not put more into the event.

Member Love indicated the festival is everything Newberg.

### Newberg Grand Prix Cycle Kart Rally

Member Griffin asked for clarification on the Grand Prix: #1 Anvil Academy targeting the Rose Festival Parade, and #2 promotion booth at Indy Car Race.

### Scoring Discussion

Truffle Festival and Camellia Festival scored equal. Hoover-Minthorn scored third.

Chair Lewis asked if there were any score changes.

Member Lippard asked if we cannot give them full requested amount. And then give dollars to the first Grand Prix.

Member Griffin indicated then we are doing bad to not give all that they asked for.

Member Parrish suggested partially fund the Truffle Festival.

Chair Lewis noted it would be a hard time to ask them to redo their proposal and he suggested giving them feedback. He suggested eliminating the last two proposals. Group discussion determined no.



Member Louis asked if we are trying to give everyone dollars and we should give the Camellia Festival the full amount.

Member Felton suggested giving the Truffle Festival \$5,000.

Chair Lewis suggested a 20% reduction to the Truffle Festival to an amount of \$7,400.

Member Parrish suggested \$7,000.

The Committee discussed giving \$8,000 to the Camellia Festival, \$7,000 to the Truffle Festival and \$2,500 each to Hoover-Minthorn and Anvil Academy Rally Kart.

**MOTION:** Felton/Love moved to recommend \$8,000 to the Camellia Festival, \$7,000 to the Truffle Festival, \$2,500 to Hoover-Minthorn and \$2,500 to Anvil Academy Rally Kart.  
The motion carried 12Yes/ 0 No/ (Lattimer abstained on the Truffle Festival vote)

#### **TLT MEMBER UPDATES**

None.

#### **NEXT MEETING MARCH 7, 2018**

#### **ADJOURNMENT**

Meeting adjourned at 6:04 p.m.

**Approved by the Transient Lodging Tax Ad Hoc Committee this 4<sup>th</sup> day of April, 2018.**

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Dennis Lewis,  
TLT Ad Hoc Committee Chair

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Doug Rux,  
Community Development Director



**TRANSIENT LODGING TAX AD HOC COMMITTEE MEETING MINUTES  
MARCH 7, 2018, 4:00 PM  
Permit Center Conference Room, Newberg City Hall  
414 E First Street**

Chair Lewis called the meeting to order at 4:04 p.m.

**ROLL CALL**

Members Present:	Dennis Lewis, Chair	Shelia Nicholas, Vice Chair
	Rob Felton	Matthew Murray
	Megan Carda	Jessica Bagley
	Brian Love	Robert Griffin
	Loni Parrish	Kyle Lattimer
	Ashley Lippard	Lori Louis
	Joe Hannan, Ex Officio	

Members Absent: Ex Officio Mayor Andrews

Staff Present: Doug Rux, Community Development Director

Guests: Carr Biggerstaff, Mike Ragsdale, Christian DeBenedetti, Ethan Saunders

**PUBLIC COMMENTS**

None.

**APPROVAL OF MINUTES**

None.

**MINUTES OF THE MARKETING SUBCOMMITTEE – JANUARY 29, 2018**

No action required information only.

**REVISIT OF DESTINATION DEVELOPMENT-MARKETING GRANT PROPOSAL – WOLVES & PEOPLE**

Chair Lewis introduced the topic of discussion. The original ask was sent to the City Council in the amount of \$30,000 and Council asked that the TLT Ad Hoc Committee reconsider the request.

Member Griffin inquired if the trail was a private trail and if the pavilion is an asset that could be sold in the future. Are the funds only for public entities?

Chair Lewis indicated it was for the trail only and not the pavilion.





Member Parrish asked for clarification if \$30,000 is what is being discussed for the trail. She noted that the TLT Committee had discussions about grants to private entities and Council agreed that it was acceptable.

Member Murray explained the City Council consideration of the recommendation and request. He noted that Wolves and People make a good product but are only open Friday, Saturday and Sunday. The trail is about 1.5 miles long.

Christian DeBenedetti of Wolves & People clarified that they could be open more days in the week, currently they are using winter and spring hours of operation which are Friday, Saturday and Sunday. The goal is to be open six days a week in the spring. He noted that for the Oregon Department of Transportation blue tourist signs they have to be open six days a week (available of by appointment) and that for the trail the hours would match the hours at A to Z WineWorks.

Chair Lewis inquired about a guarantee on access to the trail.

Christian DeBenedetti indicated that intent is to increase hours they are open. The trail would be open when the brewery is open and restated they intend to align with the hours at A to Z WineWorks. The trail is not by appointment, would be open when the brewery is open.

Member Murray inquired about if the brewery is closed how does access work, insurance liability issues. Would there be a sign or gate when the trail is closed?

Christian DeBenedetti noted they would have agreed upon hours with A to Z WineWorks.

Vice Chair Nicholas noted that A to Z WineWorks is open seven days a week.

Vice Chair Nicholas inquired about the hours of operation noted in the agri-tourism permit from the County.

Christian DeBenedetti recapped that they have a conditional use permit from the County and have federal and state permits. The agri-tourism approval was issued by the County and that he has re-applied for the Agri-tourism permit renewal. Allows 18 events a year. Allows food and chefs 18 times a year. He indicated that if A to Z WineWorks is in harvest they would coordinate on open or closed status of the trail. There was a general discussion on hours of the trail, brewery, A to Z WineWorks, and events.

Member Louis inquired why the trail has to be open at the same time. The trail is to incent people to come to Newberg. She noted it is tourism dollars and not public tax dollars and that residents do not pay the transient lodging tax. Have lost focus that trying to attract tourists.

Member Love indicated that he does not know why hours of operation is an issue. The trail is a tourist attraction and hours is a non-issue. The Cultural Center and Hoover House at not open all the time.

Louis indicated there would be a contract in place.

Member Murray noted that we are all learning about tourism and tourism possibilities.

Member Lattimer asked if there're were other City Council issues with the proposal.



Member Murray shared that a question is do you have to pay to use the trail. He had concerns initially and noted that he missed that the grant opportunity applies to the 97132 zip code. Think about dollars and where they come from – hotels.

Member Louis shared that the Allison Inn & Spa collects the transient lodging tax from guests. It is competitive to bring people to Newberg. Newberg needs something that is unique or different. The trail would be unique to bring people to Newberg. Nationally and internally it would be unique opportunity It would be sad not to see it happen.

Member Carda noted the Chehalem Cultural Center and Minthorn House charges for events. Why is the trail issue different. The Oregon Truffle Festival charged for admission.

Member Felton indicated he is concerned because beaches are free and trails are free in Oregon.

Member Felton noted it feels strange because in Oregon trails are free.

Member Lippard noted that at Champoeg State Park you have to pay to get into the park to use the trails.

Chair Lewis asked if there were any other strong concerns. He asked for a motion.

**MOTION: Bagley/Louis** to accept the original TLT Committee recommendation to fund \$30,000 for the trail. Motion carried (10 Yes/2 No – Felton/Griffin).

Christian DeBenedetti inquired if he could apply next year for the pavilion.

Chair Lewis indicated it was unknown at this time.

## **MARKETING SUBCOMMITTEE – MARKETING PROPOSAL**

Chair Lewis directed the Committee members to page 123 of their packet. The TLT Committee was established to operate for 2 – 5 years to make recommendations to City Council. There are a variety of opportunities. The Subcommittee has visited other communities and that Visit McMinnville is alive and well with a strong wine industry. Visit McMinnville is willing to work with Newberg.

Member Parrish shared that McMinnville started with grants and changed their model.

Chair Lewis noted that information has been gathered on the Grants Pass model of marketing. He also noted that the Newberg Downtown Coalition represented by Mike Ragsdale is present today.

Mike Ragsdale shared that his Board has not looked at the marketing issue. His personal views is that the grant program is not the highest and best use of the funds. The Committee would be well suited to look at other options. He shared looking at a Board structure similar to the Chehalem Cultural Center, create a 501c3. Would need to get a charter by City ordinance. Focus should be on getting heads in beds.

Chair Lewis referenced the Chamber contract with the City. He asked the Committee if we should break the contract or modify it. He asked what the Chamber vision of tourism operation is.



Carr Biggerstaff shared that he echo's what Mike Ragsdale said. What Visit McMinnville has done is great. Some Chambers hold on to the visitor center. Not sure he wants to shut down brick and mortar at this time. Chamber location is not as desirable as used to be. He does not believe grants will get you where you want to be. Chamber is willing to have the Visitor Center, willing to have a tourism director or agency at the Chamber. He recommends constituting some type of Board of Directors to focus on tourism and destination marketing Option 1 is the Chamber proposal that keeps the Visitor Center in place for some period of time. He noted the Eugene model which has a separate tourism group. The challenge is how do you staff someone to get tourism work done. The Visit McMinnville model has a lot of cost to lease space, etc. and reduces dollars for tourism marketing.

Option 1 - Chamber house a person, additional TLT dollars to fund.

Option 2 - Chamber keeps Visitor Center and someone else does marketing. The Chamber looking at space downtown.

Member Lippard inquired if there is an option where the Chamber does not have the Visitor Center.

Carr Biggerstaff noted yes.

Member Lippard noted that operating a visitor center is expensive.

Car Biggerstaff shared numbers of \$70,000 for Visitor Center, \$30,000 for tourism marketing and \$30,000 for staff for tourism. If the Chamber does not have the Visitor Center then don't need as large a space and reduced staffing. The Chamber is working on hiring a new Chamber Executive Director.

Char Lewis inquired where is tourism in Chamber priority.

Carr Biggerstaff indicated the Chamber needs to be a Chamber first.

Member Louis expressed that the Visitor Center costs seem out of proportion. She has not heard about FAM tours, coordination with Travel Oregon or Willamette Valley Visitors Association, etc. If a person is a contractor or at the Chamber are her choices. Do we need a tourism director? Yes we do but what Board do they report to.

Carr Biggerstaff shared that the Chamber gets \$139,000 of which \$39,000 was for tourism marketing. If funds had not been capped by the City the Chamber would have hired a tourism person.

Member Louis noted that a tourism person could be applying for grants that are available such as through Travel Oregon.

Member Griffin inquired if an RFP has gone out for a tourism person.

Chair Lewis indicated no that these discussions are assisting in which direction to go.

Member Griffin asked if someone had talked with Visit McMinnville.

Chair Lewis noted that members of the Marketing Subcommittee had met with Visit McMinnville.

Member Griffin stated that a Board of Directors would be good.



Chair Lewis shared that he was part of the Chamber group that that received first tourism dollars from the City. The waypeople access information has changed greatly over the last 12 years.

Member Parrish stated she is a proponent of to hire somebody and to have a Board of Directors made up of stakeholders. We should look at a transition to not have a Visitor Center. The last round of grants is not getting us where we want to go. Want to work with Chamber and not leave them in a lurch.

Joe Hannan, Ex Officio stated the group needs to go back to the Tourism Strategy noting facilities, events and marketing. If you want to change the percentage distribution need to go back to the City Council to convince them.

Vice Chair Nicholas state that with a person all of what Joe Hannan outlined could be done. She is not used to this committee structure. Hiring an individual is the correct path.

Member Murray inquired on the Small and Large grants and if we should keep the Small grant program and not have a Large grant program. The person should not be a City staff person, it could be a contractor. He is looking for consensus. He inquired if we need a Visitor Center and do people direct tourists to a Visitor Center.

Member Griffin asked if George Fox University has a marketing degree program. Is there the possibility for interns?

Member Carda suggested possibly working with a professor and interns at George Fox University.

Member Lippard noted that then you have to pay the professor.

Member Parrish suggested bringing in Visit McMinnville people to the next meeting. If don't get moving then getting farther behind.

Chair Lewis noted not looking for a decision today. Want to take the conversation back to the Marketing Subcommittee.

Member Carda asked if we are getting ahead of ourselves in hiring a person.

Chair Lewis noted that we looking to develop a recommendation to City Council on a program.

Member Lippard stated the last year and a half have not been a waste and have learned a lot.

Member Bagely inquired if there is an issue in developing next year's budget.

CDD Rux noted that it is not an issue as TLT funds are there and dedicated to tourism.

Chair Lewis inquired about leveraging Dundee, Yamhill County and Newberg transient lodging tax dollars.

Member Carda asked about when the next round of grants would occur.

CDD Rux noted that they would be in the fall of 2018.



Carr Biggerstaff shared that Morgan McLaughlin is the new director at Willamette Valley Wineries Association. In conversations with her she does not believe small grants move the needle.

Member Bagley inquired on when the next Marketing Subcommittee is meeting.

CDD Rux stated March 19, 2018 at 8:30 AM at City Hall.

Member Louis shared again that a person could be going after grants to advance tourism in Newberg.

Member Love shared that it feels like wasting time. Only three groups in town that qualify for grants.

Member Louis referenced the Tourism Strategy that said to create a Destination Marketing Organization or a Board.

Chair Lewis shared that the group had to go through the process to learn.

Mike Ragsdale shared that the skate park, golf course and aquatic center are tourism facilities and CPRD has not done a good job of marketing them as tourist facilities.

Member Parrish noted that LTL dollars are being used to support what the City used to fund.

Joe Hannan, Ex Officio, indicated no.

Member Felton stated we need to move quickly for someone to do tourism. He is talking to Dundee and they are willing to share their website.

#### **UPDATE ON SMALL GRANT SOLICITATION (FY 2016-2017)**

CDD Rux provided an update on the 2017-2018 programs. Awards went to Chehalem Cultural Center Camellia Festival Run/Walk, Oregon Truffle Festival, Hoover-Minthorn House and Anvil Academy Kart Rally.

Member Carda inquired if the awardees have enough dollars to do their programs and events.

CDD Rux indicated he is working on contracts now.

Chair Lewis shared that he visited Anvil Academy and the cars they are building.

Member Parrish shared that Brett Baker is aware of the Anvil Academy Karts and that they will be in the Rose Festival Parade.

#### **TLT MEMBER UPDATES**

None.

#### **NEXT MEETING APRIL 4, 2018**



## **ADJOURNMENT**

Meeting adjourned at 5:34 p.m.

**Approved by the Transient Lodging Tax Ad Hoc Committee this 4<sup>th</sup> day of April, 2018.**

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Dennis Lewis,  
TLT Ad Hoc Committee Chair

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Doug Rux,  
Community Development Director

# Proposed Marketing Strategy: **Newberg**

*Excluding the George Fox audience, the typical Newberg tourist (those from more than 50 miles or overnight guests) comes for wine tasting. One of our primary differentiators from our local competition is our proximity to Portland, where most tourists will be beginning their visits.*



## **BRAND PROMISE**

The best place to start your Oregon wine country vacation

## **TAGLINE**

The first destination in Oregon wine country

## **BRAND ATTRIBUTES**

PROXIMITY TO PORTLAND - Willamette Valley's closest wine region to Portland

WINE - Growing international reputation for Pinot Noir, dozens of tasting rooms and wineries

RECREATION - Hot air balloon adventures, golf, 99W Drive In, Willamette river, ropes course, disc golf, skate park, Evergreen Aviation Museum, Farmers Market, Chehalem Cultural Center, George Fox University festivals/events, Champoeg and Dundee trails,

FRIENDLY - Small town community feel

HISTORICAL - Hoover-Minthorn Museum, Champoeg,

CULINARY - JORY, Painted Lady and other acclaimed restaurants

ART - Art Elements, Cultural Center, The Allison, George Fox

## **MARKETING GOALS**

- To increase visitor volume, visitor spending and the economic impact of tourism in Newberg
- Influence the long-term development of Newberg as a destination and its brand
- Increase leisure visitor volume, visitor spending, meeting, tours and group markets to the Newberg area through effective promotion with media and the travel trade
- Promote the importance of business and government investment in tourism

## **AUDIENCES**

Target Audiences

- Wine tasting visitors
- George Fox Audience

Top geographic markets

- Portland
- Seattle
- San Francisco

## **STRATEGIES**

Newberg has less staff and resources than many of our competition. We need to be strategic in the use of our time and budget. The majority of our marketing effort should be spent where we can reach the largest portion of our target audience...online.

## **ONLINE MARKETING**

WEBSITE

- Break out site from CVCC subdomain
- Market the attractions of the broader Newberg-Dundee Region



- Heavy on visuals
- Highlight Newberg accommodations and restaurants
- Feature travel itineraries, new travel partners, visitor testimonials, seasonal specials, family reunion planning information, photos, maps and more

Sample: <http://www.visitcalifornia.com/support-wine-country>

## SEO

Target Keywords: Oregon Wine Country, Dundee wine tasting, wine tasting near Portland, Oregon wine tasting, vacations near Portland, vacations in Oregon

## SEARCH ENGINE MARKETING (GOOGLE, BING)

Target keywords that are difficult to rank organically for

## REMARKETING ADS

Create display ads to remarket to previous visitors to the site

## SOCIAL MEDIA

- Create separate Facebook and Instagram channels from CVCC (different audiences need different content)
- Highlight positive media coverage
- Share high-quality local content with emphasis upon engagement metrics over special interest
- Instagram

## SOCIAL MEDIA ADVERTISING

- Target Facebook fans of regional wineries
- Target Twitter followers of travel writers

## **MEDIA RELATIONS**

- Could be handled in-house or outsourced to freelancer
- Press trips—Host regional, national and international travel writers and editors on individualized and/or group press trips
- Media leads—Continue to respond to leads, and forward leads to members from Travel Oregon and the Willamette Valley Visitors Association
- Pre-publication editing & fact checking
- Media kit - Develop an electronic media kit that highlights the outstanding tourism assets in Newberg and the surrounding area
- Build a more expansive photo and video library that is available for media requests, ads, and our website.

## **FAM TOURS**

### **OREGON WINE TRAIL W/ DUNDEE/NEWBERG**

- Hire wine writer to create Oregon Wine Trail similar in concept to the Romantic Road in Germany. Trail starts in Newberg/Dundee.
- Create Web site
- Promote via media relations, SEO and advertising

See <https://tualatinvalley.org/forest-grove-wine-trail/>

## **DOWNTOWN BANNERS**

"The first destination in Oregon Wine Country"

## **PRINT**

Evaluate current pieces for cost effectiveness

- Rack piece/brochure
- Newberg city/Yamhill County map
- Monthly event brochure
- Chehalem Valley Field Guide
- Group travel brochure

## **TOURISM TRAINING**

- Create class for front-line employees to educate on tourism assets of Newberg and the surrounding community.

## **SECONDARY MARKETING PROJECTS**

### **SIGNAGE**

Seek funding and permission for decorative road signage for 99W (e.g. similar to Lake Oswego or McMinnville's third street).

### **RACE TOURISM**

Support efforts to market running races (e.g. Wine Country Half Marathon)

### **NEWBERG HISTORIC WALKING TOUR**

Create plaques/markers for a Newberg historic walking tour. The Newberg Downtown Coalition already has the bones of a tour created here.

### **PROMOTION OF CONFERENCES**

Support efforts by Newberg hotels and organizations (Allison, Windrose, A-dec, George Fox) to bring out-of-town groups to town for conferences

## **NOTE ABOUT GEORGE FOX AUDIENCE**

*This plan does not address the George Fox audience, which may have more economic impact on the city than the wine tourism audience. The parents of prospective undergraduates often spend the night and eat most meals off campus. When 700 or so of those freshmen chose to enroll at George Fox, they each spend \$5,500+ a year in town on food, rent and other services) and support the university's \$70 million budget - which includes \$45+ million in taxable salaries and benefits. Some - especially the Chinese students - buy cars here. As these students go through 2-6 years of school, they attract even more visitors to Newberg (family weekends, sports and arts events, graduation, etc...) George Fox's Graduate students probably spend even more in Newberg since they often bring family to live here. Enhancing the prospective student visit experience can pay off for everyone.*

From: Chehalem Valley Chamber of Commerce  
 To: City of Newberg Transient Lodging (TLT) Tax Ad- Hoc Marketing Subcommittee  
 Re: Tourism (Destination Marketing Services) for Chehalem Valley

### About the Chamber, its Visitor Center, and Tourism

- In 1996, the Chamber of Commerce, at the request of the City, added the Visitor Center. A living kiosk, the Chamber and its staff drop everything when visitors walk through the door to ask advice about events and hospitality, get directions, book hotel rooms, etc. They leave with maps, rack cards and brochures from our many Chehalem Valley businesses. *Over the past 36 months, our metrics show an average of 1,000 people per month use the Visitor Center.*
- The Visitor Center became the “Tourism Center” in 2006. That’s when the Chamber began to deal with regional tourism needs and got involved with destination marketing in addition to staffing the Visitor Center. The Chamber CEO joined Travel Yamhill Valley and was elected to represent Yamhill County on the Board of the Willamette Valley Visitors Association (WVVA). The WVVA Board, in collaboration with Travel Oregon, orchestrates destination marketing for the region between Yamhill County and Eugene Oregon.
- In 2009, the Chamber began to spend the surplus TLT funds, over and above the Visitor Center expenses, on Display Advertising in targeted publications including the Official Travel Oregon visitor guide, Travel Portland Visitor Guide, NW Travel and Life Magazine and more, a visitor website, social media and familiarization tours.
- By 2010, especially with the advent of The Allison, tourism promotion opportunities took on a whole new life. Media requests for information, photography and familiarization tours grew at an exponential rate. Instead of fielding media requests at a rate of 1 or 2 per month the Chamber started receiving 5 or 10 requests per week.
- As TLT dollars grew, the Chamber funds for both the Visitor Center operations and subsequent tourism promotion were capped by the City in July 1, 2015 at \$137K:
  - Per the quarterly reports provide to the City since the last contract renewal in 2015, the Visitor Center’s share of facilities, equipment, insurance, accounting, etc. (i.e. allocated overhead) is approximately \$50K.
  - The cost of staffing for the Visitor Center, allocated across Chamber and including additional staff (i.e. for weekend and seasonal purposes) is approximately \$50K.
  - That leaves approximately \$37K for tourism promotion that the Chamber budgets and spends on destination marketing. Additionally, the Chamber usually contributes additional funds (over and above the \$37).

### Moving Forward: Promoting Tourism in Chehalem Valley

- With the percentage increase in TLT dollars, the City found itself with an approximate surplus of \$225K over the \$137K provided by contract to the Chamber. This surplus is estimated to remain around \$225K/year until additional lodging accommodations move into Newberg.

- The City retained tourism consultants in 2015, who recommended that the City create an independent Destination Marketing organization at some point in time.
- The result was that the City of Newberg created a TLT Ad-hoc Committee, and its Marketing Subcommittee, to determine how best to use the surplus.
- The TLT Committee (T-C) has been meeting monthly since its inception in December 2016.
- The T-C has created a grant program that may award up to \$200k of funds of the \$225K
- The T-C may make recommendations to Newberg City Council to use fewer funds for the grant program and more funds for destination marketing.
- The Marketing Subcommittee's charter is to direct the use of TLT funds that remain after the funds budgeted the grant program

### Issues Currently Under Discussion by the Marketing Committee

- What is the current scope of marketing activities that the Chehalem Valley Chamber of Commerce addresses in their Destination Marketing Plan?
- Should the Ad Hoc committee engage in a potential rebranding of marketing materials, including the Visitor (tourism) website, using Newberg instead of the Chehalem Valley as the stated destination?
- Is there a need for a more expansive Destination Marketing plan that is inclusive of the Chehalem Valley Chambers existing plan, but which also includes additional marketing activities to be funded by the Ad Hoc Committee's marketing funds?
- What is the best way to create a marketing plan that addresses the marketing activities of both the Chehalem Valley Chamber and the Ad Hoc committee?
- The contract with two GFU students by the ad hoc committee to create a video that will market Newberg as a destination. Who is the project audience and how will the video be distributed?
- How can we increase our investment of time and money in Public Relations activities that will result in more familiarization tours and earned media coverage?
- What is the best way to eliminate the Ad Hoc Committee's frustration over the inability to manage tourism marketing projects that are discussed in an efficient and effective manner (recognizing that everyone on the committee is serving as a volunteer.
- Could the Ad Hoc committee be more successful by hiring a Tourism Coordinator that could create an all-encompassing Destination Marketing plan for Newberg?
- How much more could be accomplished if Newberg had a full-time person dedicated to marketing the area?
- Until area TLT dollars increase to an amount that affords Newberg and its surroundings to have a stand-alone Destination Marketing organization, how can we use the funds and resources at our disposal the most efficient way?

### Proposed Interim Approach

Newberg can phase into a fully-functional Destination Marketing organization by combining the resources of the Chamber and the TLT Ad Hoc Committee by hiring a Full-time *Tourism Coordinator (Tourism Coordinator)*. This person can office at the Chamber and report to both the TLT Ad Hoc committee and the Chamber CEO. Since facility and overhead costs would be

provided by the Chamber, the expense to the Committee and Chamber would be the salary and benefits of the Tourism Coordinator. A sample Tourism Coordinator job description as provided by the Willamette Valley Visitor's Association below.

- Costs:
  - Based on market data, the estimated salary and benefits for the Tourism Coordinator would be \$60-70K
  - Cost for the hire could be shared by the Committee and the Chamber - approximately \$35K each
- Benefits:
  - The TLT Ad Hoc Marketing Committee, and the broader committee, would have a dedicated resource for developing the Destination Marketing plan, incorporating elements of the Chamber's plan as needed
  - Additionally, this person would be responsible for other deliverables such as:
    - Providing content for the Visitor (tourism) Website, social media, online advertising, and SEO
    - Create the "Naked" map
    - Activities associated with the re-branding, the logo, etc.
    - Public Relations and FAM tours
    - Video and other media content development and placement
- The Tourism Coordinator could hit-the-ground running since s/he could take advantage of the processes, contacts and knowledge that the Chamber has acquired - in particular, the CEO, who has been supporting tourism marketing for the past 12 years
- Chamber staff would provide back-up for the Tourism Coordinator if they are out of the office (i.e. vacation, sick leave, etc.)
- The Tourism Coordinator's salary and benefits would be incorporated into the Chamber payroll process (along with any other legal or personnel-related services)
  - Performance evaluation could be conducted by a small compensation committee consisting of two Ad Hoc Committee members and the Chamber CEO

### **SAMPLE JOB DESCRIPTION (from the Willamette Valley Visitor's Association)**

Position Title: Tourism Coordinator

Supervisors: CEO, Chehalem Valley Chamber of Commerce & TLT Ad Hoc Committee Representative

Position: Regular Full-Time. May be required to work weekends and holidays

General Statement of Duties:

This position is responsible for identifying industry related tourism markets and related programs. Assist in developing and implementing strategies to increase the awareness of the culture, history, attractions, and special events to enhance the visibility of the City of Newberg, resulting in increased tourism.

#### Examples of duties and responsibilities:

- Create the annual Destination Marketing Plan
- Plan and implement effective and aggressive tourism promotion programs
- Develop strategies for new markets and advertising materials Newberg
- Implement the Destination Marketing plan in collaboration with Newberg Transient Lodging Tax Ad Hoc Committee
- Facilitate the development of a master brand for Newberg
- Develop and maintain the Newberg Visitors Bureau Website and coordinate a local Calendar of Events
- Manage online advertising campaigns and social media (FB, Instagram, Twitter)
- Manage Familiarization tours with Media and members of the Travel Trade
- Provide monthly and annual reports for Chamber BOD, Newberg Tourism Ad Hoc Committee and Newberg City Council
- Conduct and analyze area tourist surveys
- Develop strong working relationship with key personnel from all lodging, meeting and convention facilities. Maintain a well-informed working knowledge of all hotels attractions and services available in the area
- Coordinate and collaborate with Newberg event and activities organizers to help them promote their events
- Assist in developing and supervise the production of marketing collateral needed to successfully promote tourism
- Write and distribute press releases for approval of supervisor for events and activities and respond in a timely fashion to negative press
- Represent Newberg's interest as appropriate with local, state and federal organizations associated with tourism
- Maintain and oversee the compilation of tourism data and statistical information that may be helpful in designing a marketing strategy
- Attend tourism related workshops, conference and training seminars to keep abreast of new strategies and marketing techniques available to destination marketing organizations volunteer and full-time staff

#### Education:

- Bachelor degree in Marketing or related field

#### Minimum Tourism Skills and Experience Required:

- At least three years of recent progressive tourism experience which includes the following skills and abilities:
- Considerable knowledge of the tourism industry including tour operations, meeting/convention planners, and FIT (Free Independent Traveler) markets
- Working knowledge of the principles of volunteer management and strategic planning
- Strong communication and public relation skills coupled with the ability to influence others in a positive manner

- Knowledge of publication layout, design and graphics as well as related editing and writing skills
- Knowledge of Media Relations - public/community/news - accessible and open to all media
- Social media management experience (FB, Instagram, Twitter)
- Ability to establish and maintain strong working relationships with city staff, the public, and business community and to present ideas effectively, verbally and in writing
- Ability to do community outreach; comfortable giving speeches and presentations
- Interested in people; possesses a positive self-image; confident but not arrogant; approachable; a team player; respects people; understand the importance of first impressions

Additional Requirements:

- Possess a valid driver's license
- Knowledge of standard office practices and procedures, office record keeping and recording, and office machines.
- Calculator, typing/word processing, data entry skills for computer, and attention to detail.
- Good vision and hearing.
- Employee is required to be able to lift and/or move up to 45 pounds.



# Chehalem Valley 2017-18 DESTINATION MARKETING PLAN

## Executive Summary

The Chehalem Valley Chamber of Commerce (CVCC), through a marketing service agreement with The City of Newberg, works in partnership with many community stakeholders to grow tourism in the Newberg Community. Together, we deliver programs and activities that enhance visitor experiences, encourage overnight stays and improve the quality of life for residents.

An effective destination development and marketing program benefits and enhances the quality of life for residents and provides a healthy return on the investment of the transient room tax since visitors are often attracted to a destination by the same types of services, amenities and activities that enhance resident lifestyle. The additional spending by visitors in local communities results in a positive economic impact.

In addition to the Destination Marketing Contract that the City of Newberg signed with the CVCC in 2015, the City created a Transient Lodging Tax Ad Hoc Committee to manage Transient Lodging Tax funds that are dedicated to tourism over and above the contract with the CVCC. While that committee has been active in creating a small and large grant application procedure that funds tourism events and facilities they are also looking at ways to collaborate with the existing CVCC Destination Marketing plan to create and define the Newberg brand and apply those changes to the existing website and marketing vehicles. A secondary discussion has started about the value of contracting with a Public Relations professional to manage media relations and familiarization tours also in collaboration with the CVCC efforts.



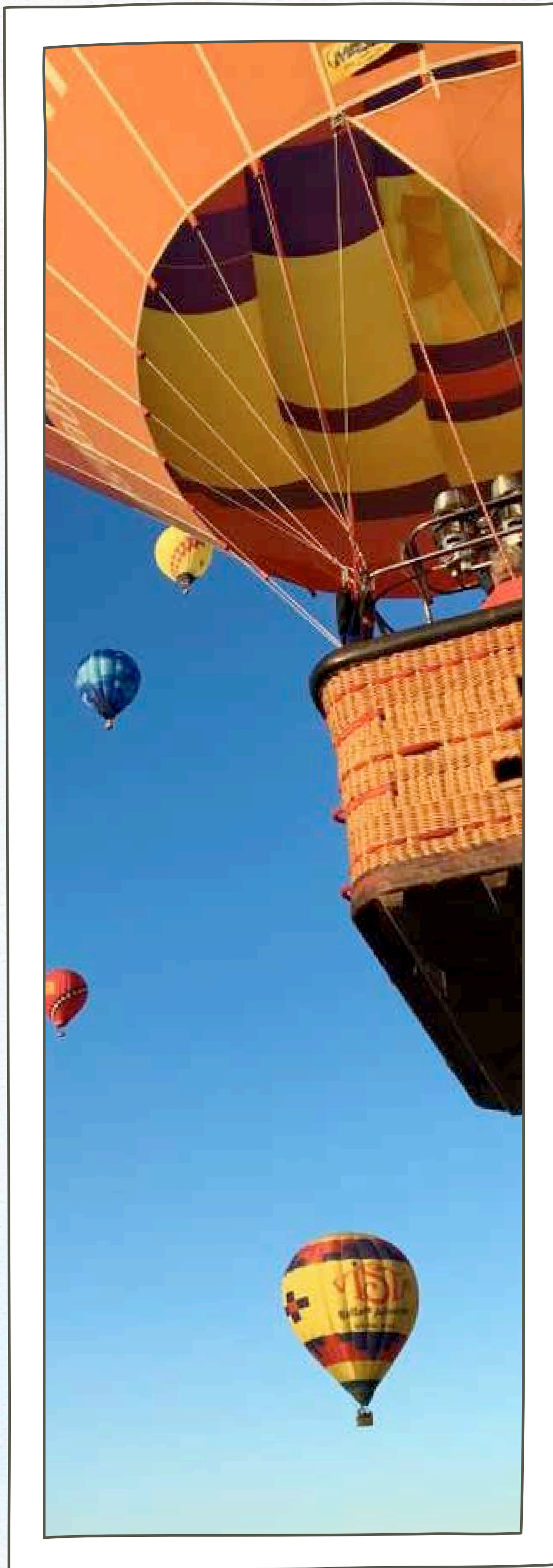


## **EXECUTIVE SUMMARY, *Continued***

It should be noted that because the CVCC contract is “fixed”, there is limited funding to market the community of Newberg over and above staffing and operating the Newberg Visitor’s Center on an annual basis. The City of McMinnville, a regional competitor to the Newberg area, funds Tourism marketing at \$496,000 per year. (Staffing is an additional \$125,000 and overhead is \$90,000). The CVCC Destination Marketing Budget for Newberg is \$42,500. While the CVCC continues to look for ways to expand our marketing reach by applying for grants and leveraging relationships with Travel Oregon, it is impossible to make up the difference in the destination marketing budget. Newberg requires additional funding for destination marketing to maintain a competitive edge and to keep and attract local small businesses that are supported through tourism.

Tourism continues to grow on a regional, statewide and national basis. Americans have more discretionary income for travel than they have had since 2007. Newberg offers an amazing array of desirable tourism attractions with Wine and Culinary assets at the very top. The recent recognition for the Willamette Valley as Wine Enthusiasts Wine Region of the year has garnered unprecedented attention to this beautiful area. We have an excellent opportunity to compete effectively for the Baby Boomer and Millennial markets if we invest and budget additional marketing dollars to promote and support the wonderful businesses and people in the great town of Newberg.





## *National Outlook for Travel and Tourism*

The US Travel Industry Association is predicting a healthy increase for domestic and international travelers to the United States.

Spending on travel by U.S. residents has bounced back to pre-recession levels. Purchasing decisions regarding travel are changing as well, which indicates that after a couple years of last-minute trip planning, travelers are once again beginning to plan and book vacations well in advance of their travel dates. The booking window is lengthening toward three-to-six months out, giving destination marketers more time to reach their customers.

2017 promises to be a banner year for travel with nearly one-third of American adults saying they are more likely to take time off this year compared to 2016, according to a recent AAA survey.

Overall, 42 percent of Americans are planning to take a vacation in 2017 – with most planning trips to the warm weather destinations in the U.S. and abroad. And while flight prices are predicted to be 8 percent higher than last year, they are still down 9 percent compared to two years ago.

As the economy and family budgets have improved, U.S. adults have returned to taking fewer and longer leisure trips, resulting in a decline in the average number of leisure trips taken each year. However, research indicates that travel expectations and interest in travel for the coming year are at their highest levels since February 2008.

USTA also reports personal finances available for travel are at their highest point since March 2007, suggesting that price, deals and discounts are considered among the least important determinates on current travel plans.

*(Source AAA and US Travel Industry Association)*

## Oregon Travel Trends

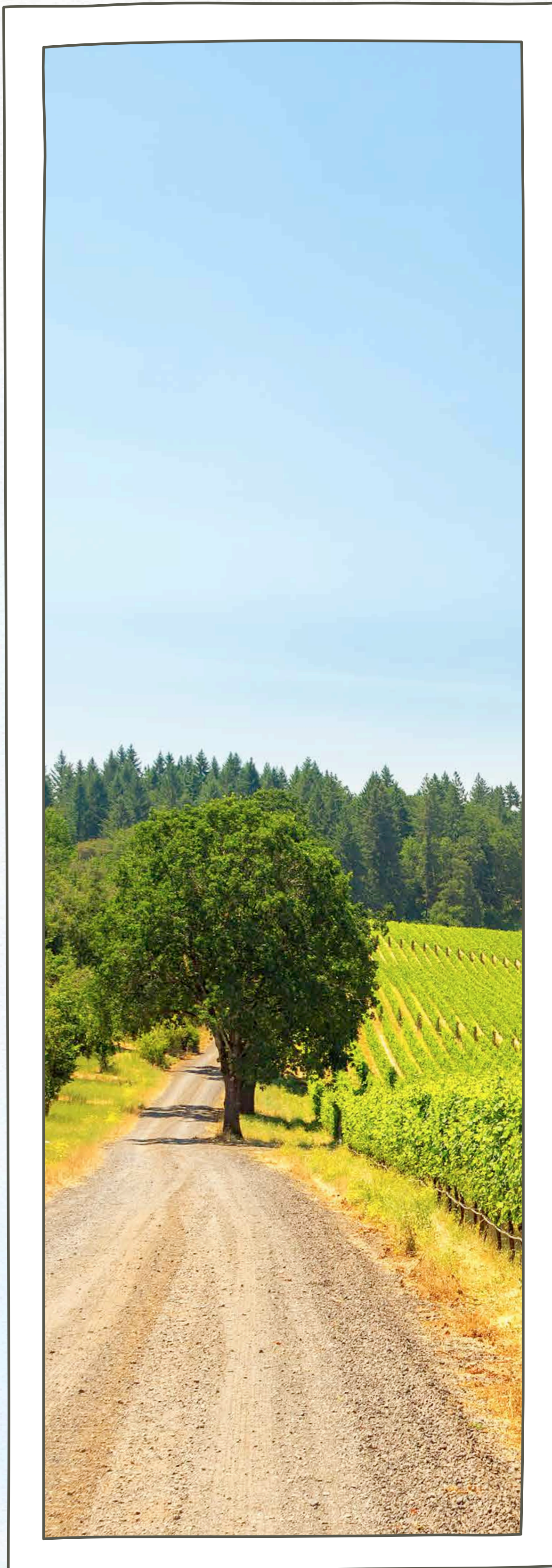
According to the 2015 Longwood's study travelers on overnight trips to Oregon were more likely to travel in their own car and less likely to arrive by plane than the national average. Travelers on overnight trips to Oregon were most likely to engage social media by reading travel reviews, posting photos online and looking at travel photos online. Oregon travelers, as a whole, use social media to plan travel at a higher rate than the national average.

The top states of origin for overnight trips were Oregon, Washington, California and Idaho. The states of Virginia, New York, Florida and Texas follow in that order. The top DMA's of origin were Portland, Seattle, Eugene, Medford-Klamath Falls, Los Angeles and San Francisco. The top five main reasons travelers made overnight trips to Oregon were Touring, Outdoors, Special Events, City Trips and Resorts the top two trip planning information sources were referrals from relatives and friends and destination websites.

Direct Travel Spending in Yamhill County in 2015 reached \$104.2 Million reflecting a 5.8% increase over the prior year and an all-time high for the region.



*Newberg ... is target central of Oregon's wine country" - The Oregonian*



## *Wine Drives Local Tourism Economy*

Since the first grapes were planted in the state 50 years ago, Oregon is now recognized as one of the world's elite winemaking regions. With 18 designated wine growing areas located in four diverse regions, Oregon boasts more than 700 wineries producing wine from dozens of grape varieties.

Oregon has more than 500 wine tasting rooms with the majority of wineries only a short drive from Newberg.

All of this made wine touring one of Oregon's top draws. In 2013 (the most recent year for which statistics are available), wine-related tourism contributed an estimated \$207.5 million in revenues to the Oregon economy. (Oregon Wine Board)

Companies located outside of Oregon have made headlines with substantial investments in the state since 2013. Firms that have expanded their vineyard holdings in recent years include:

Ste. Michelle Wine Estates of Woodinville, Washington for **Erath** in Dundee, Oregon

**Domaine Drouhin Oregon** in the Dundee Hills region of the Willamette Valley, Oregon

Precept Wine of Seattle, for **Primarius** in the Willamette Valley, Oregon

Battle Creek Vineyards' for **Unconditional**, in the Willamette Valley, Oregon

Jackson Family Wines of Santa Rosa, California purchased a winery and vineyards in Oregon, adding several Willamette Valley Pinot Noirs to its **La Crema** line

Maison Louis Jadot of Burgundy, France acquired a vineyard in the Yamhill-Carlton region of the Willamette Valley and unveiled **Résonance Pinot Noir**, the company's first venture outside of France.

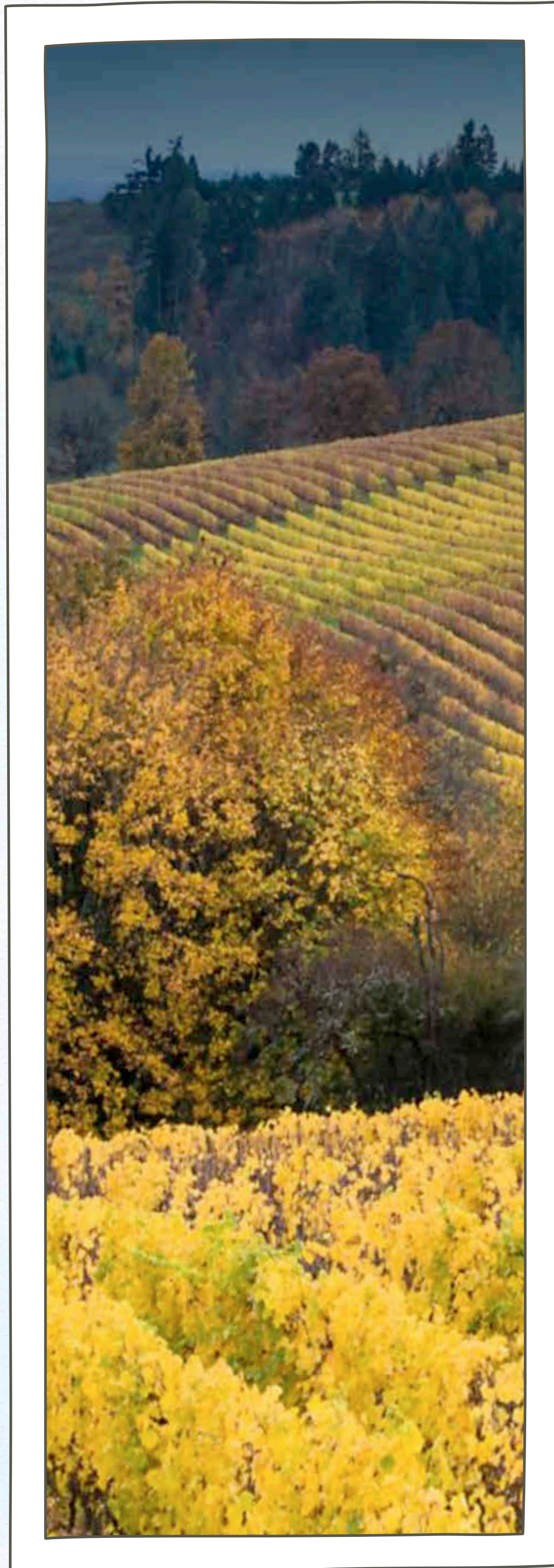
Joe Wagner's Copper Cane Wines & Provisions—based in Rutherford, California and known for launching the Meiomi label, now owned by Constellation Brands—debuted the Oregon-sourced wine **Elouan**.

Healdsburg, California's Foley Family Wines acquired **The Four Graces** in the Willamette Valley

Judy Jordan—founder and former owner of Russian River Valley's J Vineyards—purchased a Chehalem Mountain vineyard for her new Santa Rosa, California-based The Capra Co.

As the supply of land shrinks, Oregon-based wineries are also snapping up vineyards.

(MarketWatchMag, February 2016)



## WINE DRIVES LOCAL TOURISM ECONOMY, *Continued*

As local investment in the wine industry swells so has other tourism-driven business in the area. Jason Lett is credited with planting the first grapes in Yamhill County in 1965 and soon others followed with a vision of growing and making exceptional Pinot Noir.

The late Joan Austin, great philanthropist and matriarch of the Newberg based A-dec Dental Manufacturing Company should be credited with driving the vision of a world-class resort in Newberg that would serve the demand of the luxury wine travelers. The Allison Inn and Spa, built in 2009 continues to garner world-wide acclaim as a destination resort and spa in the heart of Oregon Wine Country in Newberg Oregon.

Other bullish investors have followed suit. Steve Down invested millions in the Fall Event Center formerly Evergreen Aviation Museum. McMinnville also recently announced the opening of a new, 36 room luxury hotel that will open downtown on 3rd street in Spring of 2018. New restaurants are popping up around the county. Building vacancy in downtown Newberg is at an all-time low.





## *Top Travel Trends*

### *Specialization*

Luxury Travel Exchange International (LTX) suggests that becoming more niche focused in your destination marketing will be beneficial. Niches to focus on include weddings and honeymoons, “volun-tourism” (a form of tourism in which travelers participate in voluntary work, although this is typically for charity we have an opportunity to develop opportunities to volunteer in local wineries), spa and wellness, family/multi-generational travel, adventure/sports and meetings/conferences. By designing custom and unique niche packages for travelers, the Chehalem Valley area can differentiate itself, creating a reputation in specialization.

### *Technology*

With anticipated new devices, like the Apple Watch, more people will be accessing the Internet on the go, making mobile device apps, responsive websites and mobile-friendly booking more important than ever. It is predicted that over 35% of online travel bookings will take place on a mobile device by 2018.

### *Authenticity*

The modern traveler is becoming more and more interested in experiencing their chosen destination authentically. This means they want to interact with locals, avoid tourist traps, go where the locals go, and do what the locals do. One way to market to authentic travelers is through storytelling. Travelers looking for a truly authentic experience will be emotionally driven to explore a destination if there is a great story attached to it.

### *Experiential Travel*

According to Terry Dale, President and CEO of the United States Tour Operators Association, today’s traveler continues to crave culturally immersive experiences and experiential tour packages remain in high demand. Nearly three-fourths (71%) of USTOA members provide travel and tour packages that offer art and culture, with 64% offering culinary and more than half (57%) providing adventure-focused packages. Vacationers want to broaden their experiences. Museum passes, show tickets, dining packages and helicopter tours are all great examples of offerings for the experiential traveler.



## *Top Travel Trends, CONTINUED*

### *Millennials Lead the Way*

Millennials are one of the most important demographics in travel today. As the largest generation to date, they are helping to define what the major trends and tastes of the coming decades will be. Millennials have grown up in the Digital Age. Online booking options are crucial, while online reviews and user-generated content on social media are part of the research process for most millennials. Destinations that attract millennial travelers make their online presence a priority and emphasize user-generated content.

### *Don't Leave Out the Boomers*

Baby Boomers (born between 1946 and 1964) are traveling more than ever. Bucket list experience is the high-ranking motivator for travel among Boomers, meaning they're looking to invest in activities rather than simply relaxation. They will be influenced by good value, as budget can be a factor for those with a fixed income. Like Millennials, they are looking for experiences that are authentic and high-quality.

### *Food Tourism*

Food has always been a huge part of travel, but seeking out authentic food experience has increasingly become a motivator for travel. Food experiences don't exclusively refer to "dining out", food markets, tasting sessions, cooking lessons and visits to farms or vineyard now make up 95% of all food experiences.

*(Source: JackRabbit, Travel Trends and Treksoft Trend Report 2017)*

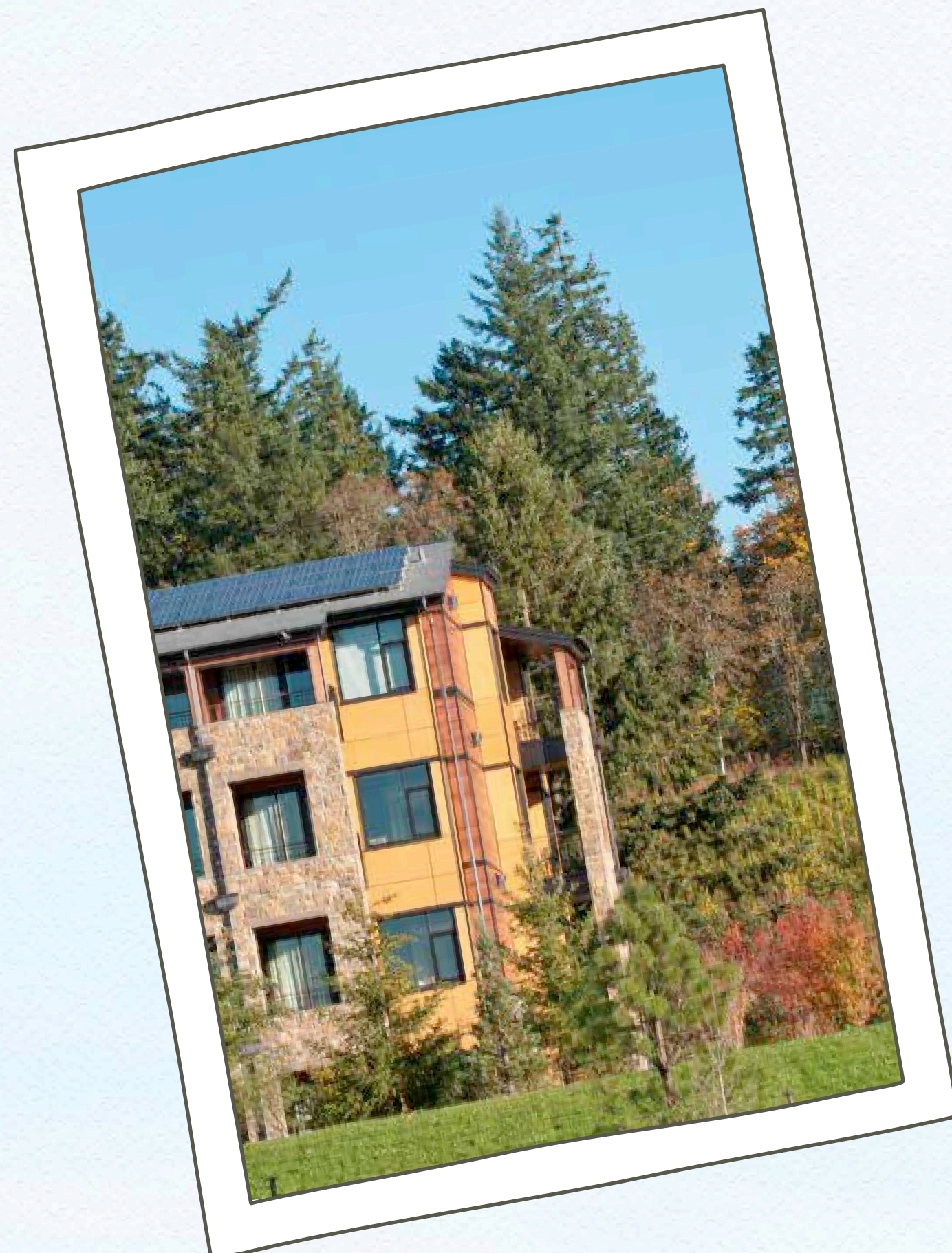
## Situation Analysis

### Tourism Product

Newberg's overarching "reason to visit" is its location at the epicenter of Oregon Wine Country, which draws travelers from around the world.

Other unique offerings include:

- World-Class Resort and Spa: The Allison Inn & Spa
- World-Class Dining: The Painted Lady and JORY at The Allison Inn & Spa
- Unique wine country touring adventures such as horseback riding, helicopters, hot air balloons and the trolley
- Widely acclaimed 18-hole public golf course
- One of three remaining Drive-In theaters in the State
- Growing cultural opportunities through The Chehalem Cultural Center and area galleries and shops

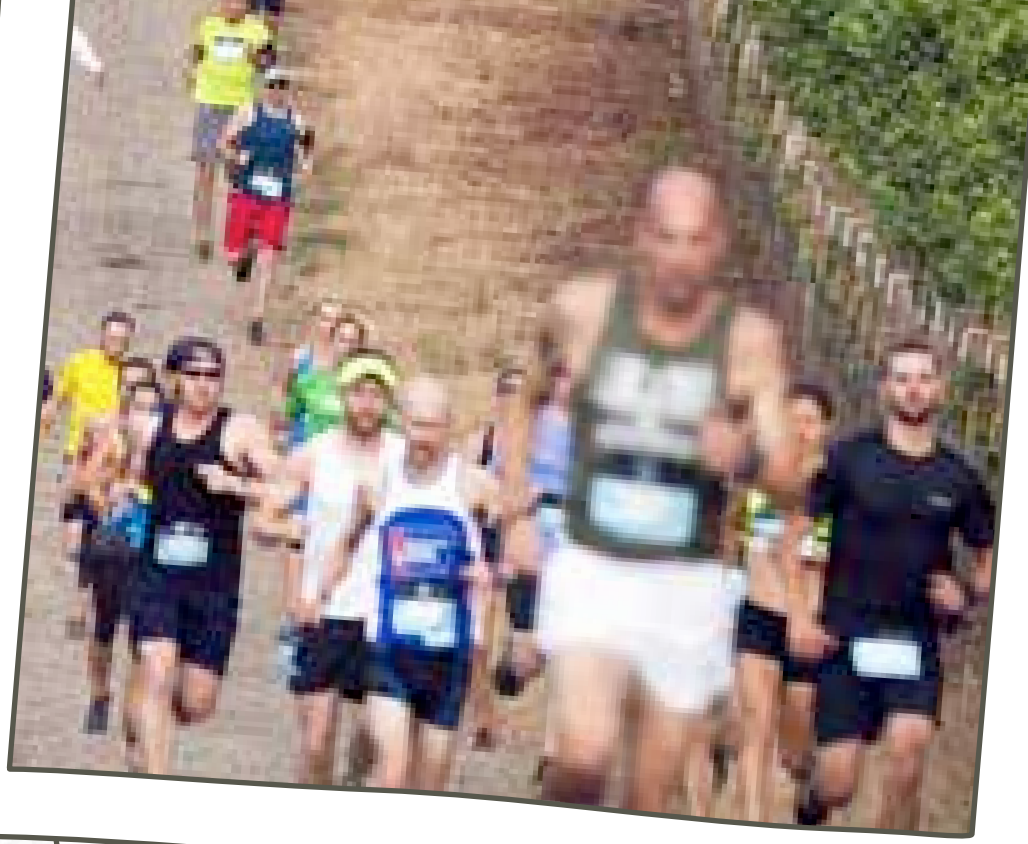




**SITUATIONAL ANALYSIS • S.W.O.T. ANALYSIS**  
(Strengths, Weaknesses, Opportunities, Threats)

**Strengths—present advantages**

- National interest in Pinot Noir and the Willamette Valley
- The Allison—Already attracting luxury travelers
- Easily accessible within State and to Portland
- Small Town—Scenic Americana Profile
- Friendly town
- Chehalem Cultural Center
- Home of George Fox University (Sports, Lecture Series & Music)
- En-route to Oregon Coast
- Several Annual Festivals /events (Memorial Day Wine Tasting Weekend, Memorial Day Boat Races, St. Paul Rodeo, Old Fashioned Festival, Tunes on Tuesday, Brews & BBQ, First Friday Art Walk, Camellia Festival)
- Proximity to regional historical sites (Hoover-Minthorn House, Champoeg Park)
- Outdoor Recreation (Hot Air Ballooning, Skate Park, Chehalem Glenn Golf Course, Champoeg Biking/Hiking Trails, Bicycle Wine Country)
- Sportsman Airpark
- Key Attractions (Spruce Goose and Omnimax Theater, Spirit Mountain Casino)
- Knowledgeable staff at the Visitor Center
- Temperate and low-precipitation summer climate





## SITUATIONAL ANALYSIS • S.W.O.T. ANALYSIS (Strengths, Weaknesses, Opportunities, Threats)

### *Weaknesses—present disadvantages*

- Although the downtown is improving there are still deteriorating building facades and a business mix that is too heavily non-retail
- Downtown is not pedestrian friendly (Loud trucks, one-way traffic, traffic volume).
- Lack of additional routes to/from Portland and Hwy 99 Traffic
- Some downtown homes and businesses falling into disrepair
- Lack of variety of restaurants
- Absence of evening entertainment
- Low resident awareness and support of tourism
- Lack of retail shops
- Lack of downtown retail space
- Shortage of buildable land
- Lack of affordable housing
- Lack of safe cycling routes or outfitters
- Limited Public Transportation
- Limited Meeting Space
- Fragmentation of tourism effort throughout Yamhill County

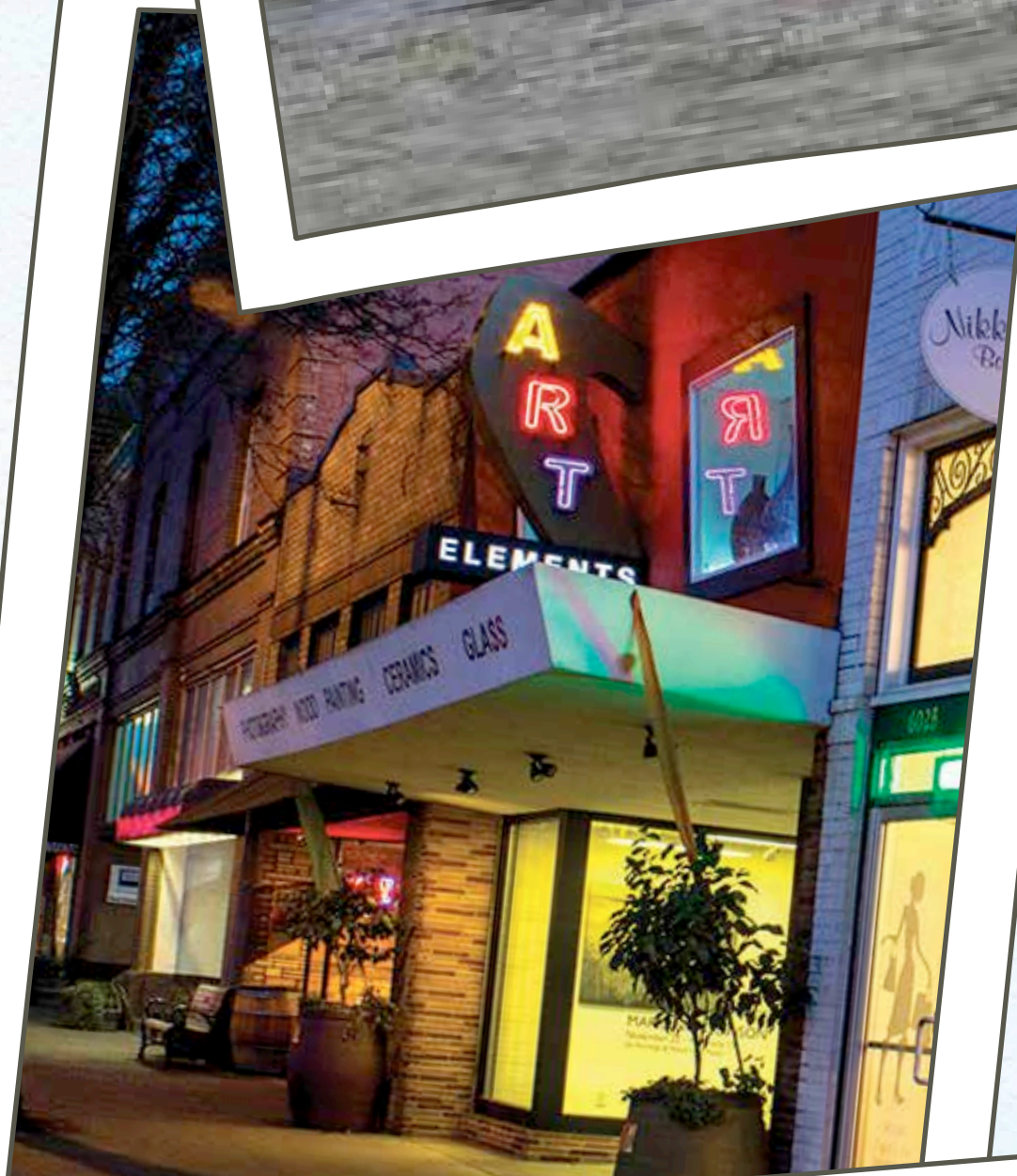
*"This former pass-through town now has the quality food, sips, and art you used to find only deeper inside the Willamette Valley."  
—Sunset Magazine*

**SITUATIONAL ANALYSIS • S.W.O.T. ANALYSIS**  
*(Strengths, Weaknesses, Opportunities, Threats)*

***Opportunities – potential advantages***

- Completion of the Bypass
- Austin 450-acre development
- Riverfront development
- Alternative lodging
- Mid-tier hotel recruitment
- Public accessibility to Willamette River
- Downtown Re-development
- Expand shoulder season events
- Capitalize on Portland convention market:  
pre- and post-event connection and meeting planners in Portland
- Completion of the Aquatic Center
- Completion of the Chehalem Trail System
- Expand cross-marketing with GFU audience
- Expanded “engagement” of visitor experiences  
(outdoors, vineyards, culinary classes)

**SITUATIONAL ANALYSIS • S.W.O.T. ANALYSIS • BRAND STRATEGY**





*(Strengths, Weaknesses, Opportunities, Threats)*

## *Threats—potential disadvantages*

- Community congestion due to traffic on 99W
- Insufficient Dining Choices
- Lack of retail development
- Shortage of lodging during peak season
  - Lack of mid-range lodging choices
  - Limited Destination Marketing Budget
  - Competition from other destinations—significant expansion in competitors' destination marketing budgets

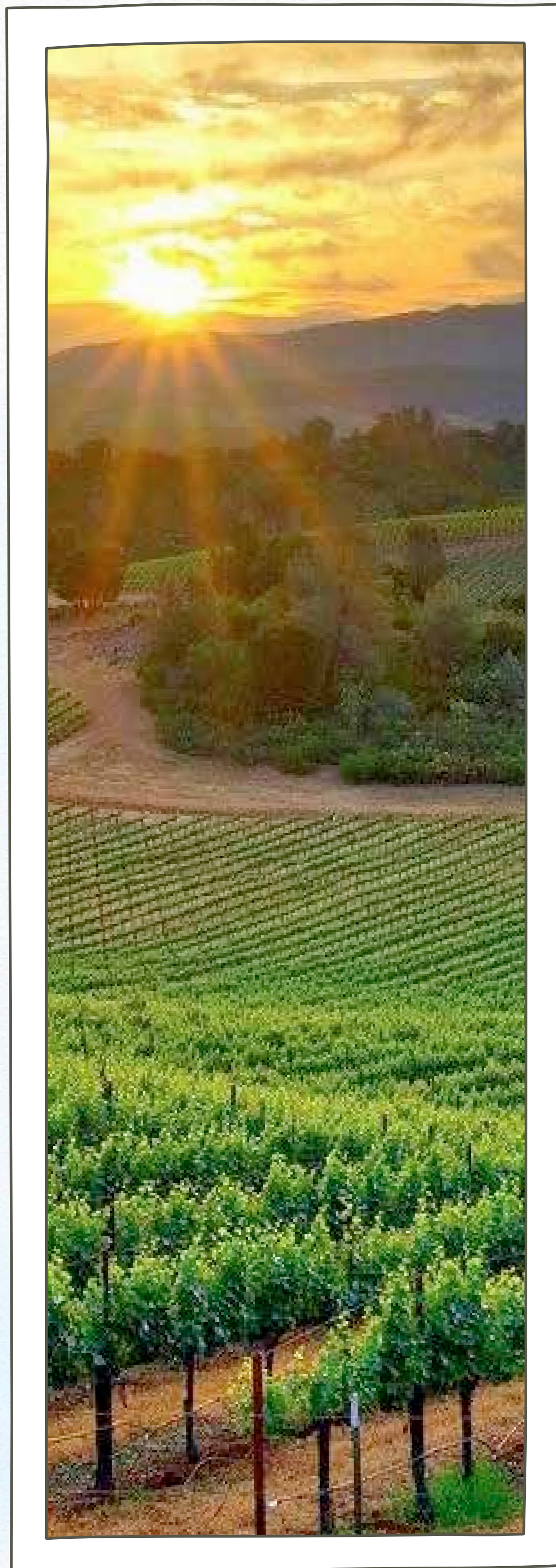
## *Brand Strategy*

To determine Newberg's position it is important to first identify its uniqueness, differentiation from the competition and value to the customer. In doing this, Newberg is set apart from other wine destinations that are vying for the business of the same traveler/target audience.

The Chehalem Valley Chamber of Commerce (CVCC) is currently working collaboratively with the Newberg Transient Lodging Tax Ad Hoc Committee's Marketing Subcommittee to define Newberg's brand strategy. The CVCC will work closely with the Newberg Transient Lodging Tax Ad Hoc Committee to implement that strategy through our existing marketing channels once that work has been completed.

*Perhaps Redmond can be an example of what will happen in downtown Newberg, once the initial phase of the Newberg Dundee Bypass is complete in 2016... If anything, downtown Newberg has the potential to blossom even brighter than Redmond.*

*—The Oregonian*



## *Competition for Out-of-State Visitors to other Wine Regions*

Napa

Sonoma

Walla Walla

San Luis Obispo

Santa Barbara County

Texas Hill Country

Finger Lakes New York

## *Competition for In-State Visitors and Visitors to this Region*

Portland

Bend/Redmond

McMinnville

Carlton

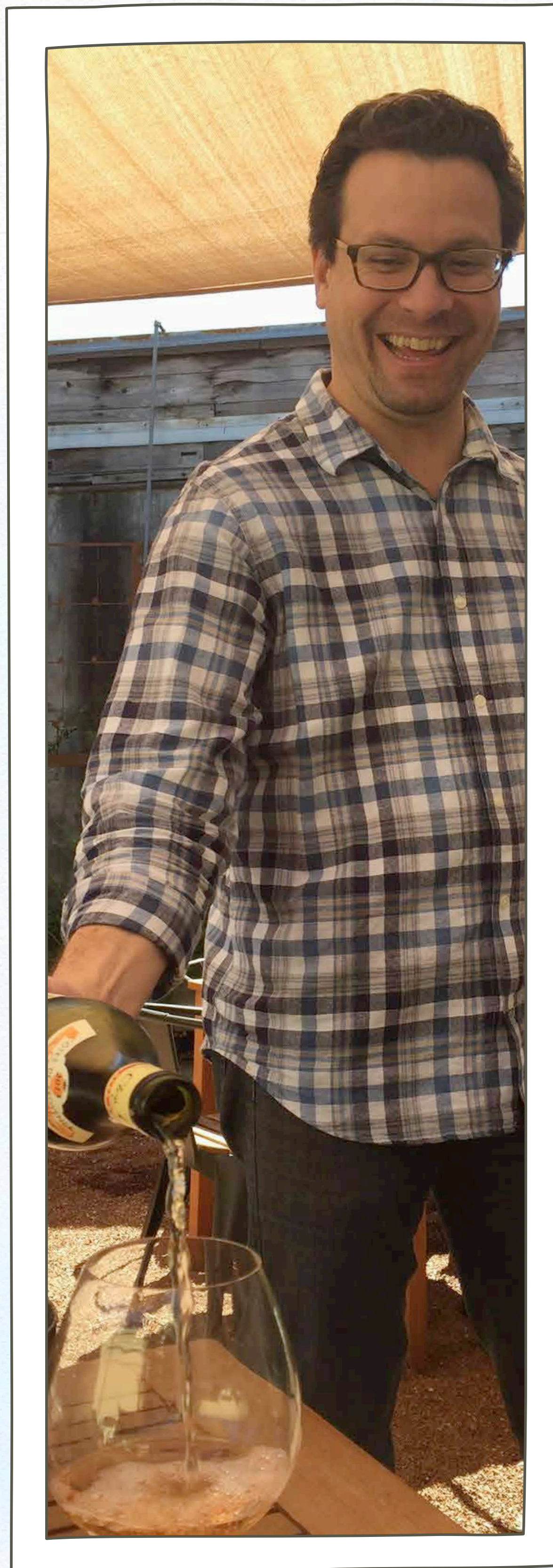
Salem

Eugene

Grants Pass

Ashland

Columbia Gorge/Hood River



## *Target Audience • Personas*

According to the recently commissioned Newberg Tourism Strategy, Newberg's Target Audience can be defined as:

### *Wine Country Adventurers*

Are we ready for them? Somewhat

- Need trail connectors, integrating parks & tourism, river access

### *Millennial Explorers*

Are we ready for them? Somewhat

- Need consistent business hours and more variety downtown
- Develop / Integrate classes from cultural center with local tasting rooms & craft makers (e.g., chocolate shop to feature culinary classes)

### *George Fox Network*

Are we ready for them? Yes, except ...

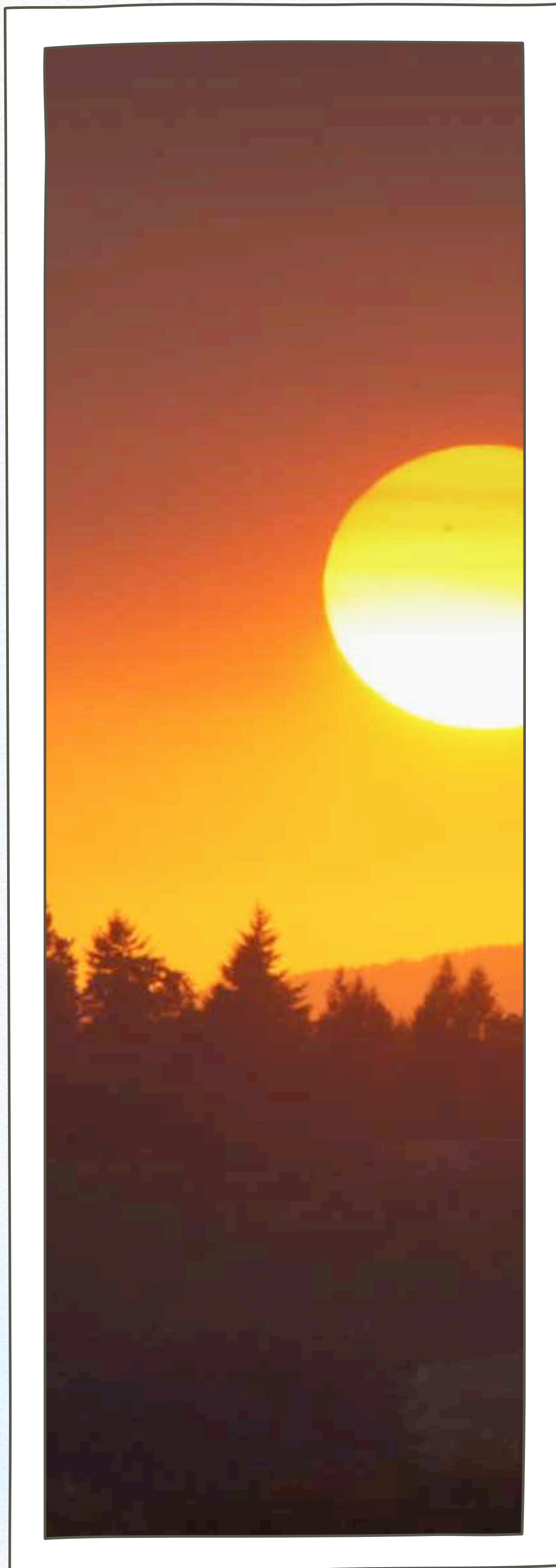
- Need upper/mid-level independently owned hotel downtown

### *The Luxury Wine Travelers*

Are we ready for them? ... Not yet

- Newberg area already attracts this traveler to The Allison, & they tour the exceptional wineries nearby
- BUT downtown Newberg needs additional experiences that meet these traveler's desires: boutiques, more local restaurants, culinary classes, robust arts scene

Unfortunately, the Target Audience is weighted toward a future audience since the consultants themselves indicate that Newberg as a destination is not completely ready for these travelers.



## *Target Audience • Geographic*

Utilizing the 2015 Longwood's report on Visitor Behavior for the Willamette Valley, our Primary markets include travelers from major cities in:

Oregon      Washington

California      Idaho

Secondary markets include major cities in:

Virginia      New York

Florida      Texas

## *Target Audience • Demographics*

Focus on the visitors that represent the largest audience. We know based on research that the largest number of travelers in 2017 will be Boomers and Millennials. Utilize traditional advertising methods (i.e. visitor guides, travel magazines & social media to target the Baby Boomer crowd. Utilize social media and third party content to reach the Millennials).

The Allison is already marketing and reaching the Luxury Wine Traveler. Our marketing plan will seek ways to leverage their existing marketing and Public Relations but will not invest in specific programs to reach this audience.

This marketing plan will apply the same approach to reaching the GFU Network. More research needs to be done to determine how the Newberg Destination Marketing Plan can leverage the marketing that GFU is already doing to reach their alumni and family of students.



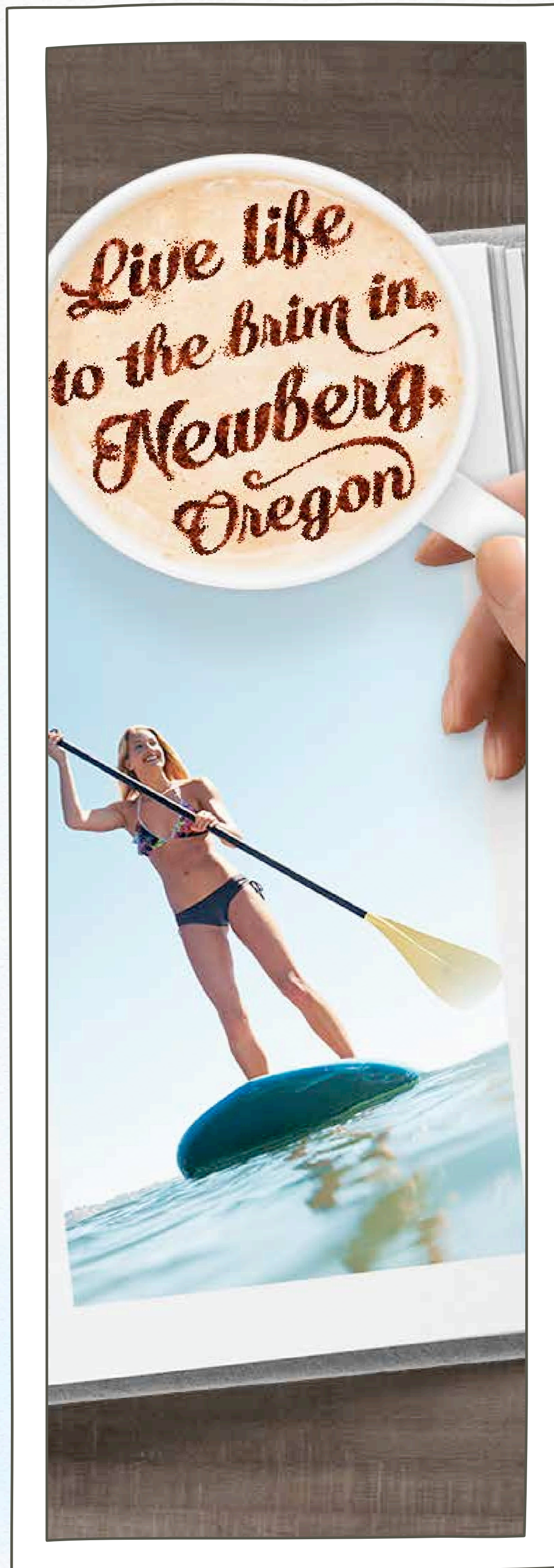
## *Key Destination Marketing Goals*

- To increase visitor volume, visitor spending and the economic impact of tourism in Newberg
- Influence the long-term development of Newberg as a destination and its brand
- Increase leisure visitor volume, visitor spending, meeting, tours and group markets to the Newberg area through effective promotion with media and the travel-trade
- Inspire repeat visitors and word-of-mouth marketing through exceptional visitor center services
- Foster high-value relationships with our stakeholders
- Promote the importance of business and government investment in tourism

## *Key Destination Marketing Strategies*

- Continue to improve our website as our key marketing tool in the areas of navigation, usability and content
- Collaborate with the Newberg Transient Lodging Tax Ad Hoc Committee to design and develop a high impact Newberg brand
- Integrate the “refreshed” Newberg brand into all existing marketing channels
- Enhance the efficiency of targeting digital media
- Continue to leverage the CVCC’s role in the travel decision-making process by focusing on generating target market awareness via marketing and media relations
- Increase knowledge of Newberg visitors through research





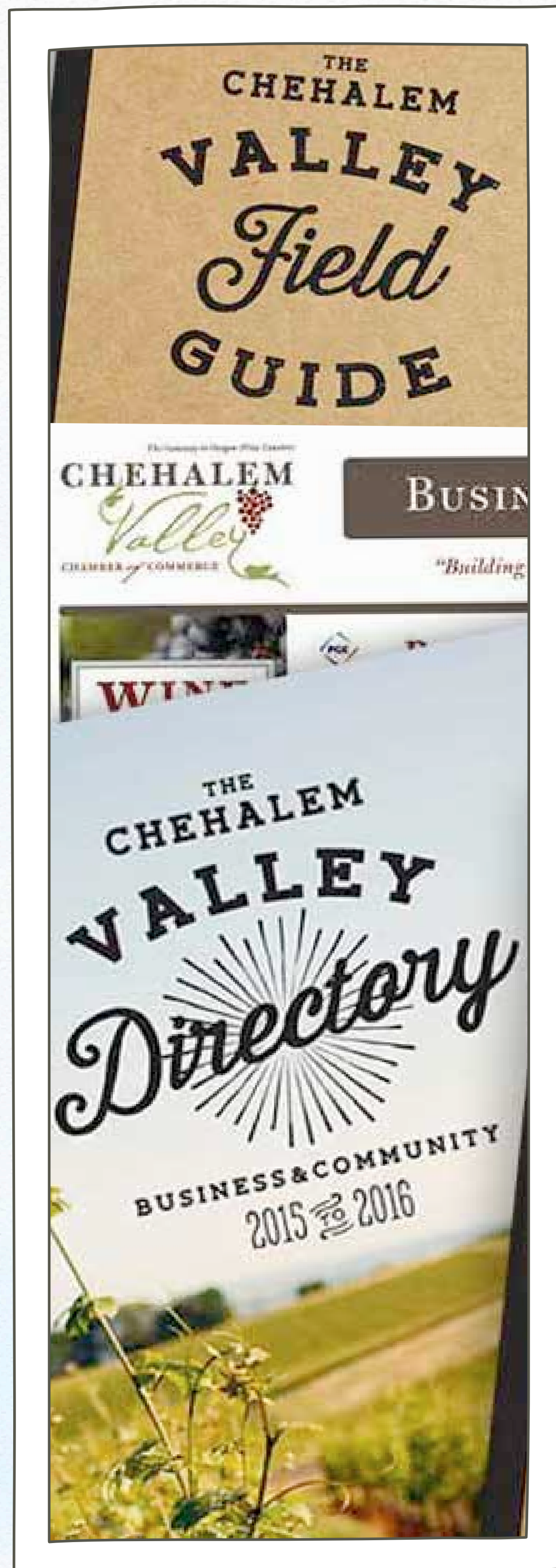
## Key Destination Marketing Tactics

### Website: [visit.chehalemvalley.org](http://visit.chehalemvalley.org)

- Search Engine Optimization (SEO)—Continue to optimize our website with key search words/terms and content for major search sites including Google, Bing, MSN, Yahoo, etc.
- Continue to update and enhance our website weekly with blogs featuring interesting travel itineraries, new travel partners, visitor testimonials, seasonal specials, family reunion planning information, photos, maps and more
- Tracking – Expand use of Google Analytics to track visits, unique visits, users, referrers, page views, etc.
- Landing Pages – Utilize special landing pages in order to track ad campaigns and promotions

### Social Media

- Continue consistent posting strategy on Facebook and Twitter. Expand social media activity to include Instagram, Pinterest and YouTube
- Use effective social media tactics to build relationships with leisure travelers and media. Tactics include “share,” “like,” “forward,” “retweets,” contests, etc.
- Encourage and assist local tourism partners on effective social media strategies for their business
- Serve content in a timely, consistent manner, using content calendars, and advance post scheduling
- Highlight positive media coverage about Newberg



## Public Relations

*(Suggest that this is funded outside the existing contract)*

Collaborate with Newberg Transient Lodging Tax Ad Hoc Committee to contract with a Public Relations Professional to manage the following media relation activities:

- Press Trips—Host regional, national and international travel writers and editors on individualized and/or group press trips
- Media Leads—Continue to respond to leads, and forward leads to members from Travel Oregon and the Willamette Valley Visitors Association
- Pre-publication editing & fact checks—Offer to edit articles and guidebook sections for accuracy
- Distribution of semi-annual e-newsletter—Select media that highlights what is new and interesting in the Newberg area
- Media Kit – Develop an electronic media kit that highlights the outstanding tourism assets in Newberg and the surrounding area
- Build a more expansive photo and video library that is available for media requests, ads, and our website.

## Publications

- Publish and distribute 19,000 Chehalem Valley Field Guide (tourism magazines)
- Publish Newberg City/Yamhill County map
- Publish Group Travel Brochure
- Publish monthly event brochure for visitors (also distributed to area lodging partners)



### **Leverage Partner Relations**

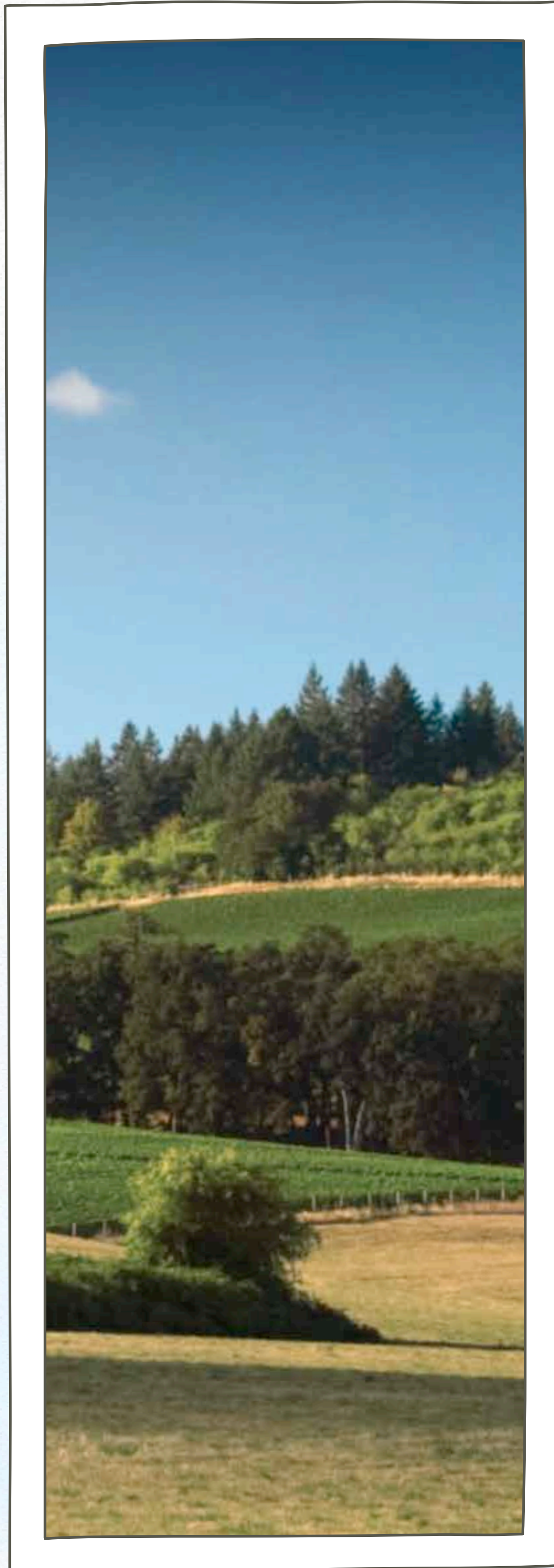
- Promote local tourism events through Willamette Valley Visitors Association, Travel Yamhill Valley and Travel Oregon’s websites

### **Event Sponsorship & Support**

- Transportation and Volunteer Sponsor for the Oregon Truffle Festival in January; In addition, the CVCC took over management of Sunday’s Truffle Marketplace
- Presenting Sponsor for the Annual Camellia Festival in April
- Event organizer for Brews & BBQ in July

### **Visitor Services**

- Maintain well-stocked Visitor Center with over 1,000 different maps and brochures of Newberg and the surrounding area
- All CVCC staff is Q-certified (Travel Oregon Customer Service Training) within 90 days of employment
- CVCC staff stays current with new/closed businesses and tourism partners through weekly outbound calls and staff “Familiarization Tours”
- CVCC staff receives ongoing hospitality training (Customer Service seminars, Governors Conference on Tourism, Western Association of Chamber Executives)
- CVCC staff assists all walk-in and telephone visitors with complimentary itinerary planning
- Email and telephone requests for visitor information are fulfilled within one work-day
- Publish a monthly events publication for visitors
- Visitor Center is open and staffed 7 days per week from Memorial Weekend to the last weekend in September and 5 days per week October 1st up to Memorial Weekend
- Local and state maps and visitors magazines are stocked in 24-hour access location at the entrance to the Visitors Center



### **Meetings/Retreats**

- Continue to promote Newberg as a destination for small meetings or pre- and post-convention trips from the Portland Convention market
- Continue to support efforts of The Allison Inn & Spa's group sales team through the collaboration of a group travel brochure for the Newberg area

### **Workforce Development**

- Continue to develop the workforce for the wine industry through the expansion of classes at the Oregon Wine Education Center; the Oregon Wine Education Center has trained over 150 Tasting Room Associates in the last 18 months
- Create a class for front-line employees to educate them on the unique tourism assets of Newberg and the surrounding community

### **Community & Government Relations**

- Present at area service clubs on the importance of the local tourism industry
- Submit news releases to local media regarding CVCC tourism activities
- Continue to actively participate and collaborate with the Newberg Transient Lodging Tax Ad Hoc Committee on activities to advance Newberg tourism
- Member of Newberg Economic Development Committee with responsibilities for Newberg Tourism

### Industry Relations

- Serve on Newberg’s Transient Lodging Tax Ad Hoc Committee
- Serve on Board of Travel Yamhill County
- Serve on Board of Willamette Valley Visitors Association and represent interests of Yamhill County
- Member of Oregon Destination Marketing Association
- Member of Travel Portland



*Newberg is a Gem of a Town, One of the Best of Its Size (22,000) in the Northwest" by Jerry Richard - The Oregonian*



## ***Newberg in the News*** Click on a quote to view article

“Where to Eat in Oregon Wine Country Right Now” by Michael Russell —*The Oregonian*

“Newberg is a Gem of a Town, One of the Best of Its Size (22,000) in the Northwest” by Terry Richard —*The Oregonian*

“Beginning in the town of Newberg and extending south to the capital city of Salem, Oregon’s Willamette Valley is characterized by rolling hills and lush valleys. This is Oregon’s principal wine region, and while it may not be as well known around the world as California’s Napa Valley, it is no less breathtaking.” —*USA Today*

“This former pass-through town now has the quality food, sips, and art you used to find only deeper inside the Willamette Valley.” —*Sunset Magazine*

“This gateway to Yamhill County wine country is only 30 minutes south of Portland, but there’s so much to do along Newberg’s main drag of East First Street that you may not get to any actual wineries. No matter, since there are plenty of tasting rooms and restaurants where you can sample classic Oregon pinot noir.” Quick Day Trips by Grant Butler —*The Oregonian*

“(Pulp & Circumstance) which opened in June, is another effort by Loni Austin Parrish’s attempt to turn downtown Newberg into the hippest place in Oregon.” —*The Oregonian*

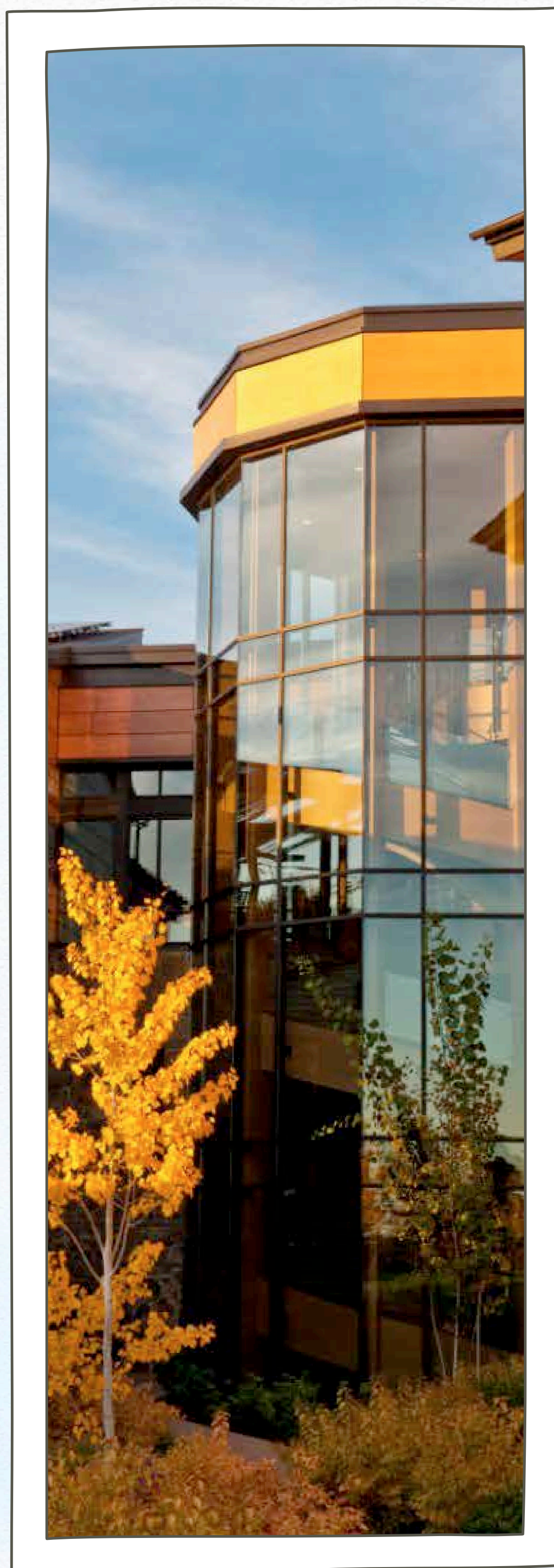


## ***The First Destination in Oregon Wine Country*** Click on a quote to view article

“Newberg ... is target central of Oregon’s wine country” —*The Oregonian*

“California’s Napa Valley isn’t the only place in the country to find great wineries. Oregon has some up-and-comers that will give wine aficionados a reason to head north.” Wineries in Newberg & Dundee, Oregon —*USA Today*

“McMinnville and Newberg regularly vie for the title of top wine-country town . . . While McMinnville typically has shined brightest in size—and in scope of eating and shopping options—Newberg and Dundee have boasted the lion’s share of wineries and tasting rooms. Recent additions to both towns’ arsenal of attractions, though, have evened the field.” A Toast of Two Cities —*Portland Monthly*



## *The Allison Inn and Spa (Newberg)* [Click on a quote to view article](#)

“Besides having some of the best lodging in Yamhill wine country, indeed in all of Oregon, the inn has become a popular day visit for Portlanders for its spa services and its JORY Restaurant.” —*The Oregonian*

“So what about that Allison Inn? Since it opened in 2009, it has cemented its reputation as one of the premier luxury resorts in Oregon, even earning a rare national recognition for quality of lodging in the state. Travel + Leisure magazine’s October issue will name the Allison as the top hotel spa in the continental United States ... Newberg also has three restaurants right up there in quality with the best of Portland.” —*The Oregonian*

TripAdvisor.com names The Allison Inn one of the top 10 pet friendly places to stay in the U.S. —*Oregon Public Broadcasting*

“Oregon is perhaps best known for its pinot noirs. You can sample many of these by the glass at the 85-room Allison Inn & Spa restaurant in the heart of the wine-producing Willamette Valley.” — The Big Six: Wine country hotels —*The Independent (UK)*

“You can get a good taster in a day visit, but it’s more rewarding if you hire a car and spare three days or so to work your way down the bucolic valley, cherry-picking the best producers. Leave Portland on Route 99W and head south towards Newberg. This is where the real wine country starts.” Tuscany? Provence? No – it’s Oregon. —*The London Sunday Times*

“The birthday girl’s husband had booked our group at The Allison based on magazine and Internet accolades and because of its location in Newberg, a central base from which to explore the region’s 200-plus wineries. He chose wisely. The Allison Inn and Spa opened in September 2009 and in a little over two short years has become the place to stay when wine touring in Oregon. It made Condé Nast Traveler’s 2010 Hot Hotels and Hot Spas list and CNN named The Allison and Oregon Wine Country as one of the Top 9 Spots in the World for Savvy Luxury Travellers.” —*Ottawa Citizen*





## *The Opportunity for Downtown* Click on a quote to view article

“Perhaps Redmond can be an example of what will happen in downtown Newberg, once the initial phase of the Newberg-Dundee Bypass is complete in 2016... **If anything, downtown Newberg has the potential to blossom even brighter than Redmond.**

—*The Oregonian*

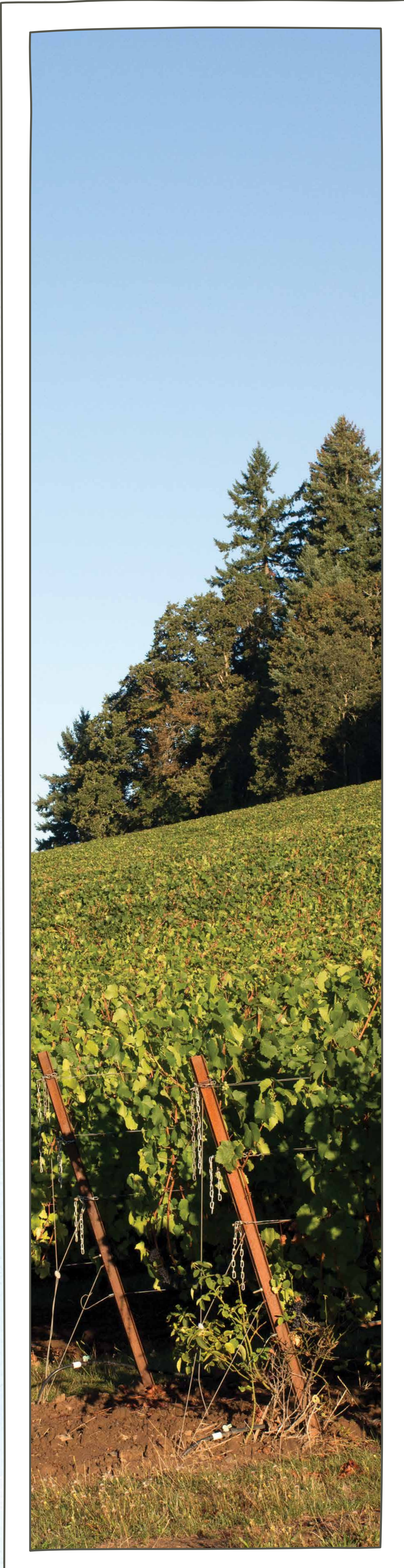
“Downtown Newberg will still be busy, because it will remain on Oregon 99W and the bypass will be routed as Oregon 18. **But Newberg will get its chance to fully embrace its location in the heart of Oregon’s wine country.**” —*The Oregonian*

“... if you live in Newberg or Dundee, **the best thing about the new bypass — 25 years in the making — is that it gives you the chance to rethink, rebuild or recover the charm of your wine-country town.** Now that the first phase of the bypass is a reality, it opens up possibilities for each city and allows the conversation to begin — or accelerate — about the shape of the future. For Newberg, the opportunity to reclaim its remarkably intact and historic downtown in a lasting and meaningful way is another building block in its ongoing growth and revitalization. Even without the bypass, Newberg has great potential; even with the traffic, we are seeing a resurgence,” he says. **“Downtown has great potential. It’s got great buildings and density”** Mike Ragsdale, *On the Road* —*Oregon Business Magazine*

“Work is under way on one of northwest Oregon’s long-awaited and most-highly anticipated highway projects, the Newberg-Dundee Bypass.” —*The Oregonian*

“It will get truck traffic and significant auto traffic out of Dundee and Newberg and give the downtowns back to the communities,” Torres said. —*The Oregonian*

“Newberg spruces up downtown to coax some of that traffic to stop” —*The Oregonian*



## 2017-18 Budget

### REVENUE:

City of Newberg	\$139,886.00
City of Dundee Contribution	\$2,500.00
<b>TOTAL REVENUES:</b>	<b>\$142,386.00</b>

### EXPENSES:

<b>Personnel</b>	<b>\$62,000.00</b>
CEO Wine Education Center Manager & Instructors Office Administrator Visitors Center Coordinator Visitors Center – Seasonal Help Benefits – Health Insurance & Retirement Taxes Allocated by percentage of time spent on Visitor Center or Tourism Promotion Activities	
<b>Marketing</b>	<b>\$42,000.00</b>
Print Advertising Social Media Marketing Chehalem Valley Field Guide Travel Yamhill Valley Tourism Guide Ad Willamette Valley Visitors Association—Co-op Ad Opportunities Governors Conference on Tourism—Oregon Destination Marketing Conference First Friday Artwalk participation/Trolley Sponsorship Camellia Festival Presenting Sponsor Newberg Christmas Lights Seasonal Electricity Event Marketing—Camellia Festival, Tunes on Tuesday, Brews & BBQ Website Modifications SEO Fees Travel Oregon Tourism Guide Ad Familiarization Tour Expenses Contingency Marketing Dollars Set-Aside for Unique Opportunities	
<b>Shared</b>	<b>\$47,979.00</b>
Calculated as 1/3 of overhead in Chamber Budget applicable to tourism Includes: Dues/Subscriptions, Bank Fees, Insurance, Internet/Web Miscellaneous, Supplies, Postage, Leases, Printing, Rent, Capital Improvements, Repair/Maintenance, Telephone, Utilities Professional Fees Mileage	
<b>TOTAL EXPENSES:</b>	<b>\$151,979.00</b>
<b>DIFFERENCE:</b>	<b>-\$9,593.00</b>

Chehalem Valley Chamber funds any negative balance per contract.

## BUDGET TLT MARKETING SUBCOMMITTEE PROPOSAL

Revenue	FY 16/17	FY 17/18	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 20/21
	Budget	Budgeted	Supplemental Budget	Projection	Projection	Projection	Projection
Gross Operator Receipts	11,994,410	12,220,625	12,220,625	12,587,244	12,964,861	13,353,807	13,754,421
Beginning Fund Balance	207,113	250,000	343,718	115,214	0	0	0
Tax Revenue -Restricted for Tourism	359,617	365,703	366,399	377,390	388,712	400,373	412,385
Tax Revenue City Services	665,905	679,160	678,465	698,819	719,748	741,377	763,618
Interest Revenue-Restricted for Tourism	897	897	897	897	897	897	
Interest Revenue- City Services	1,667	1,667	1,667	1,667	1,667	1,667	
Estimated Additional Funds							
<b>Total</b>	<b>1,235,199</b>	<b>1,297,427</b>	<b>1,391,146</b>	<b>1,193,987</b>	<b>1,111,024</b>	<b>1,144,314</b>	<b>1,176,003</b>
<b>Expenses</b>							
Transfers out General Fund	665,905	680,132	678,465	698,819	719,748	741,377	763,618
Visitor Center/Destination Marketing Contract	137,548	139,886	139,886				
Visitor Center Contract				105,901	109,078	112,350	115,721
Destination Marketing Contract				120,000	120,000	120,000	120,000
Unallocated Tourism Activity	431,746	477,409	572,795	269,267	162,198	170,587	176,664
Consultant							
Staff - Meetings, Travel, Networking		2,000	2,000	2,000	2,000	2,000	2,000
Tourism Marketing		14,787	109,622	0	0	0	0
Fundraising (Grant Match)		10,000	10,000	10,000	10,000	10,000	10,000
<b>Subtotal</b>		<b>26,787</b>	<b>121,622</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
Tourist Related Facilities (Large Grant)	313,774	430,622	431,173	237,267	130,198	138,587	144,664
Small Grant Program (pilot program)	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total</b>	<b>1,235,199</b>	<b>1,297,427</b>	<b>1,391,146</b>	<b>1,193,987</b>	<b>1,111,024</b>	<b>1,144,314</b>	<b>1,176,003</b>
Ending Balance Restricted for Tourism		0	0	0	0	0	0

\* The \$250,000 for the Tourist Related Facilities (Large Grant) originally budgeted will not be expended by June 2016 and becomes the Beginning Fund Balance for FY 17/18

#### Assumptions

Visitor Center Contract escalator of 1.7% annually (Actually tied to CPI-W)

26.5% of Visitor Center Contract for Marketing Services

73.5% of Visitor Center Contract for Visitor Center Operation

\$120,000 for Marketing Services (\$60,000 salary/\$60,000 implementation of marketing/FAMs/web/public relations)

\$120,000 for Marketing Services drawn from 26.5% of Visitor Center Contract and reduction of funding for Tourist Related Facilities

TLT NEW ORGANIZATION MODEL

Revenue	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Transient Lodging Tax	1,025,522	1,056,288	1,087,977	1,120,616	1,154,234
Beginning Fund Balance (2016/17)	149,857				
Estimated Additional Funds					
Interest	2,564	2,580	2,600	2,620	2,640
<b>Total</b>	<b>1,177,943</b>	<b>1,058,868</b>	<b>1,090,577</b>	<b>1,123,236</b>	<b>1,156,874</b>
<b>Expenses</b>					
Transfers out General Fund	665,905	685,883	706,460	727,653	749,482
Visitor Center Contract	137,548	141,674	145,924	150,302	154,811
Tourism Promotion (undefined)	374,490	228,731	235,593	242,661	249,941
Tourism Consultant	40,000				
Tourism Director - Salary <sup>1</sup>	55,000	56,100	57,222	58,366	59,534
Tourism Director - Taxes, Insurance (18%)	9,900	10,098	10,300	10,506	10,716
Tourism Manager - Admin Support <sup>2</sup>	4,100	4,182	4,266	4,351	4,438
Tourism Director - Recruitment	1,000				
Tourism Director - Meetings, Travel, Networking	5,000	5,000	5,000	5,000	5,000
Tourism Marketing	10,000	10,000	10,000	10,000	10,000
Fundraising	10,000	10,000	10,000	10,000	10,000
Office Space Lease/Utilities <sup>3</sup>	18,000	20,700	23,805	27,376	31,482
Furniture/Desk/Computer/Phone	10,000	500	500	500	500
Office Supplies	1,500	1,500	1,500	1,500	1,500
Secretary of State filings	100	100	100	100	100
<b>Subtotal</b>	<b>164,600</b>	<b>118,180</b>	<b>122,693</b>	<b>127,699</b>	<b>133,270</b>
Audit (ongoing)	2,000	2,000	2,000	2,000	2,000
Tourist Related Facilities	187,890	91,131	93,500	95,582	97,311
Small Grant Program (pilot program)	20,000	20,000	20,000	20,000	20,000
<b>Total</b>	<b>1,177,943</b>	<b>1,058,868</b>	<b>1,090,577</b>	<b>1,123,236</b>	<b>1,156,874</b>

<sup>1</sup> 2% annual COLA

<sup>2</sup> 2% annual COLA

<sup>3</sup> 1,500 sft at \$1.00 sft at 1.5% annual increase

TLT CITY MODEL

Revenue	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Transient Lodging Tax	1,025,522	1,056,288	1,087,977	1,120,616	1,154,234
Beginning Fund Balance (2016/17)	149,857				
Estimated Additional Funds					
Interest	2,564	2,580	2,600	2,620	2,640
<b>Total</b>	<b>1,177,943</b>	<b>1,058,868</b>	<b>1,090,577</b>	<b>1,123,236</b>	<b>1,156,874</b>

Expenses	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Transfers out General Fund	665,905	685,883	706,460	727,653	749,482
Visitor Center Contract	137,548	141,674	145,924	150,302	154,811
Tourism Promotion (undefined)	374,490	228,731	235,593	242,661	249,941
Tourism Consultant	40,000				
Tourism Manager - Salary <sup>1,2</sup>	59,600	60,792	62,008	63,248	64,513
Tourism Manager - Benefits (health, retirement, etc.) (18%) <sup>3</sup>	43,000	47,300	52,030	57,233	62,956.3
Tourism Manager - Recruitment	1,000				
Tourism Manager - Meetings, Travel, Networking	5,000	5,000	5,000	5,000	5,000
Tourism Marketing	10,000	10,000	10,000	10,000	10,000
Computer/Phone	600				
Fundraising	10,000	10,000	10,000	10,000	10,000
<b>Subtotal</b>	<b>169,200</b>	<b>133,092</b>	<b>139,038</b>	<b>145,481</b>	<b>152,469</b>
Tourist Related Facilities	185,290	78,219	79,155	79,800	80,112
Small Grant Program (pilot program)	20,000	20,000	20,000	20,000	20,000
<b>Total</b>	<b>1,177,943</b>	<b>1,058,868</b>	<b>1,090,577</b>	<b>1,123,236</b>	<b>1,156,874</b>

<sup>1</sup> Range 163, Step 1

<sup>2</sup> 2% annual COLA

<sup>3</sup> 10% annual increase