



**TRANSIENT LODGING TAX AD HOC COMMITTEE AGENDA
JULY 9, 2018, 4:00 PM
NEWBERG CITY HALL, 414 E FIRST STREET**

- I. CALL MEETING TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF MINUTES – JUNE 6, 2018**
- IV. MINUTES OF THE MARKETING SUBCOMMITTEE – MAY 21, 2018**
- V. PUBLIC COMMENTS**
- VI. MARKETING SUBCOMMITTEE – MARKETING PROPOSAL**
- VII. STATUS OF DESTINATION DEVELOPMENT-MARKETING GRANTS**
- X. TLT MEMBER UPDATES**
- XI. NEXT MEETING AUGUST 1, 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
June 6, 2018, 4:00 PM
Permit Center Conference Room, Newberg City Hall
414 E First Street

Chair Lewis called the meeting to order at 4:03 p.m.

ROLL CALL

Members Present:	Dennis Lewis, Chair	Sheila Nicholas, Vice Chair
	Megan Carda	Brian Love (4:28)
	Rob Felton	Loni Parrish
	Robert Griffin	Lori Louis
	Kyle M. Lattimer (4:10)	Jessica Bagley
	Robert Griffin (5:40)	Mayor Andrews, Ex Officio
	Joe Hannan, Ex Officio	

Members Absent: Matthew Murray and Ashley Lippard (excused)

Staff Present: Doug Rux, Community Development Director

Guests Present: Carr Biggerstaff
Mike Ragsdale

APPROVAL OF MINUTES

Changes noted on May 2, 2018 TLT Minutes

MOTION: Rob Felton/Megan Carda moved to approve the May 2, 2018 TLT meeting Minutes with noted changes. The motion carried (8Yes/ 0 No).

PUBLIC COMMENTS:

None

MARKETING SUBCOMMITTEE – MARKETING PROPOSAL:

CDD Rux gave recap on the City Council/TLT Committee work session, job description, chartering a Board, timeline to develop a proposal of June/July with possibly August to get before the City Council.

Chair Lewis handed out draft TLT Business Plan.

Vice Chair Nicholas on how many people on the visit McMinnville Board.

CDD Rux indicated ten (10).

Member Parrish inquired why an accounting person on the Board.



Ex Officio Hannan shared that for political reasons you need a City Council person and possibly the Mayor or City Manager as Ex Officio. The State looks at setup of membership and a majority of hotel industry and only see one slot.

Chair Lewis indicated hospitality includes lodging and that CPRD does tourism.

Ex Officio Hannan noted you should have several seats for hotels.

Member Parrish agreed.

Member Carda shared that Visit McMinnville has a real estate broker on their Board. They go hand in hand with lodging operations.

Member Louis asked if the program is City limits limited or outside the City and if hospitality is lodging.

Chair Lewis indicated hospitality is lodging.

Vice Chair Nicholas asked if citizen at large is necessary. They are overseeing marketing person.

Member Felton indicated need someone on the Board with marketing background or experience.

Chair Lewis suggested deleting citizen at large and there was group consensus to do so. He inquired if a local merchant is needed and the Committee member indicated yes. He asked about wineries.

Member Parrish shared that Downtown is a destination and would expand out to Portland Road. She also noted the Cultural Center is not identified.

Vice Chair Nicholas inquired if the Cultural Center would function like a local merchant.

Mike Ragsdale suggested the list is only potential and when you when you set up bylaws don't be too restrictive. He did not see CPRD needing a seat on the Board.

Chair Lewis noted CPRD could be Ex Officio.

Ex Officio Hannan stated you need a City Council seat on the Board and a seat at the table for the hospitality industry.

Chair Lewis suggested a Board of 9-11 or no less than 9 or more than 13.

Member Lattimer noted that is a big Board.

Chair Lewis indicated we have 13 on the TLT Ad Hoc Committee and some people do not attend.

Member Parrish suggested looking at representatives that will assist the Marketing Director.

Vice Chair Nicholas inquired if the Board would be hiring the Director and if so need to form the Board first.



Member Carda agreed.

CDD Rux suggested not getting too deep in selecting or identifying a specific person.

Member Parrish shared that she thought the group was to oversee marketing.

CDD Rux reviewed the City Council charge for the TLT Ad Hoc Committee.

Ex Officio Hannan about Dundee and seat on the Board.

Chair Lewis noted Dundee has roughly \$30K and Megan Carda is on the Dundee Tourism Board.

Member Carda suggested one lodging provider from Dundee and Newberg each.

Member Louis indicated lodging needs to be on the Board as they are the group providing the TLT revenue and you need buy off from hotels on whatever you are marketing.

CDD Rux recapped Visit McMinnville Board structure, the City of McMinnville established the structure, and the Visit McMinnville Board self-selects through a sub-committee who provides a recommendation to full Board to fill vacant seats.

Member Carda inquired if art and culture includes George Fox.

Member Parrish noted the Chehalem Cultural Center has 40,000 visitors a year.

Member Carda asked if the length of terms would be 2 year terms.

Member Parrish inquired if Dundee is included what percentage of the total available funds would be.

Chair Lewis responded 15%. Need someone from Dundee TLT committee on the Board

Mike Ragsdale noted that one-half of Board members need to be a payer of TLT tax.

Member Bagley suggested one hotel, one Bed & Breakfast and one vacation rental.

Member Louis suggested no dismissing limited service hotels.

Chair Lewis noted we have that 1/3 representation now on the LTL Committee.

Member Carda noted lodging providers would like to share their views.

Member Parrish indicated arts and culture marketing is represented currently by Members Lippard and Felton.

Member Louis asked about restaurant representation.

Member Parrish inquired about history representation.



Chair Lewis suggested Chehalem Culture Center Executive Director or Board member from Chehalem Culture Center for a Board position.

Vice Chair Nicholas noted the purpose of the Board is to oversee the Marketing Director and in the job description they need to represent a broad group.

Chair Lewis noted again that Chehalem Cultural Center should be on the Board.

Member Carda indicated the CPRD pool will be an attractor for tourists.

Member Parrish asked if the Chehalem Cultural Center is not specific then why is GFU specifically identified.

Member Love noted that Linfield College is not on the Visit McMinnville Board.

Chair Lewis asked if the group wanted to dive into the job description.

Ex Officio Hannan indicated the intent is to promote City wide events noted under marketing model. He asked if Visit Newberg intent is to use the Chamber web site or just a web site.

Chair Lewis noted that whole sentence in the draft could be stricken.

Carr Biggerstaff indicated the Chamber has a tourism website that is linked to the Chamber website. A domain name needs to be selected and it is transferable.

Member Felton noted at the City Council meeting someone stated there is no website, but there is a site. Dundee is a draw and we need to link to them.

Chair Lewis noted we could possibly have two web sites that link or merge together.

Mike Ragsdale noted the core of the strategy is a robust website and marketing.

Member Carda inquired if we want to establish a brand name or leave that to the Marketing Director.

CDD Rux suggested setting parameters, need flexibility, Board & Executive Director need to influence and adjust whatever is proposed.

Member Louis noted we need to define a tourist in first paragraph on attracting tourists to the City.

Member Parrish noted the statement feels like Disneyland.

Ex Officio Hannan indicated the focus is marketing to enhance the experience.

Member Parrish asked about grants for beautification.

Chair Lewis noted the purpose is marketing.

Member Louis indicated the purpose is to promote the tourism experience.



Member Carda noted Visit McMinnville sends out stakeholder updates.

Vice Chair Nicholas suggested putting that in the job description.

Chair Lewis noted the Mission Statement was taken largely from Visit McMinnville.

Chair Lewis asked the Committee if the first paragraph was ok.

Member Louis indicated it needs to have a definition of tourist included.

Member Carda asked if we are plagiarizing the McMinnville document.

Chair Lewis indicated we changed things. Jeff Knapp said use what they have.

Member Carda asked if FAM tours should be added to the marketing model.

Member Nicholas indicated FAM tours should be in the job description.

Member Carda inquired if the Director's job is to establish the nonprofit.

Member Felton noted the focus is heads in beds.

Member Love noted Visit McMinnville added a staff person.

Job Description:

Member Carda asked if Tourism Coordinator is the correct title.

Mike Ragsdale suggested if a 501c3 you want to use Executive Director.

Member Carda inquired if the Board is supervisors.

Member Louis noted Board of Directors is correct term.

Member Felton raised the possibility of outsourcing media relations as Visit McMinnville uses \$45K for outsource media relations.

Member Louis asked if Visit McMinnville outsources FAM tours.

Chair Lewis indicated he would have to check on what they do.

Member Felton read an email that Visit McMinnville uses \$45K for media relations and FAM tours.

Member Louis noted that the Director should manage the process for media relations and FAM tours.

Vice Chair Nicholas shared that she did not see anything about grants as a responsibly, or applying for grants and working with applicants on grants.



Member Louis shared that the Director should investigate and pursue grants.

Chair Lewis noted there are State and other grants related to tourism to go after.

Member Carda indicated the Director should identify and pursue grant opportunities.

Vice Chair Nicholas shared apply for grants for tourism and distribute information for grant opportunities to others.

Vice Chair Nicholas noted the third bullet is missing words.

Mike Ragsdale indicated the Committee is getting ahead of itself on too much detail and should let the Board refine it.

Ex Officio Hannan noted the need to refine a budget, if there is a responsibility for grants or not, and how much are you asking Council for in dollars.

Chair Lewis clarified that the request is for all TLT funds to go to marketing.

Member Louis noted \$50K year is not enough for an Executive Director.

Member Carda flowed up inquiring about how much would be appropriate.

Member Louis noted a minimum of \$60K plus benefits.

Member Lattimer inquired about what the Visit McMinnville Director makes.

Member Carda reviewed the Visit McMinnville information on compensation in the packet.

Chair Lewis summarized that he is hearing \$60K – \$75K.

Joe Hannan shared that benefits would be in the 15-16% of salary range.

Member Nicholas – should grant writing be under minimum skill

Member Felton requested a word document of the job description.

CDD Rux summarized that August 20 report goes to City Council and August 1 the report must be completed. July 9th 4:00pm next meeting of TLT Ad Hoc Committee.

STATUS OF SMALL GRANT AWARDS FY 2016-2017 – CAMELLIA FESTIVAL FINAL REPORT:

STATUS OF SMALL GRANT AWARDS FY 2017-2018 – OREGON TRUFFLE FESTIVAL FINAL REPORT:

CDD Rux recapped Camellia Festival and Oregon Truffle Festival final reports.

STATUS OF DESTINATION DEVELOPMENT – MARKETING GRANTS:



CDD Rux gave an update on the Chehalem Cultural Center Grant contract, Newberg Downtown Winery Association grant, and the City Council approved Wolves & People. He is waiting for documents on any Yamhill County land use requirements for Wolves & People.

NEXT MEETING: July 9, 2018 4:00pm

ADJOURNMENT:
Meeting adjourned at 5:52pm

Approved by the Newberg Transient Lodging Tax Ad-Hoc Committee this July 9, 2018.

Dennis Lewis, TLT Ad-Hoc Committee Chair

Doug Rux, Community Development Director



**TRANSIENT LODGING TAX AD HOC COMMITTEE
MARKETING SUBCOMMITTEE**

**May 21, 2018 8:30 am
Newberg City Hall, 414 E First Street**

The meeting was called to order by Chair Rob Felton at 8:35 a.m.

ROLL CALL:

Members Present: Rob Felton, Chair Dennis Lewis
Shelia Nicholas Lori Louis
Ashley Lippard Megan Carda

Members Absent: Jessica Bagley

Staff Present: Doug Rux, Community Development Director

Guests: Carr Biggerstaff

APPROVAL OF MINUTES

Approval of the minutes of April 16, 2018.

MOTION: Louis/Nicholas moved to approve the April 16, 2018 meeting minutes. The motion carried 4 Yes/ 0 No).

PUBLIC COMMENTS:

None.

TOURISM MARKETING ACTIVITIES – SUBCOMMITTEE PROPOSAL

CDD Rux explained the concept for the City Council Work Session to be held that evening including seating, dinner, the discussion would have approximately 45 – 50 minutes for discussion, opportunity for questions and answers, the potential to get back to the City Council with a formal proposal on June 4 or possible in July.

Chair Felton indicated he thinks the proposal is a full TLT proposal and not just the Marketing Subcommittee.

CDD Rux suggested to keep the discussion at the policy level. The proposal discussion has around \$280,000 - \$290,000 in available funds and there are three options for the location of the marketing person which include the Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition and a cube space at City Hall.

Member Card indicated the policy is moving from grants to marketing.

Member Louis suggested tabling grants for now. A marketing person could assist organizations in applying for grants to other organizations.



Member Nicholas inquired if the job description includes assisting organizations in applying for grants.

Member Louis indicated she is not recommending to never do grants (local TLT grants) again.

Chair Felton indicated the proposal is shifting from grants to marketing.

Member Nicholas noted she did not see in the job description requirements to seek grants.

Member Lippard indicated that there needs to be a clear bullet on working on obtaining grants in the job description.

Member Lewis indicated the marketing person would help define the job description. Newberg has given up Travel Oregon grant opportunities by not having a marketing person to work on grants.

Member Louis noted she had sent Member Lewis and CDD Rux an email on Travel Oregon grant opportunities.

Carr Biggerstaff shared that the job description in the packet is an example that came from the Willamette Valley Visitor Association.

Member Carda indicated grants may come up more often than we think given past activities in the area.

Chair Felton asked if Member Lewis will make the initial pitch at the joint work session this evening with City Council.

CDD Rux noted there will be approximately 18 people at the work session.

Chair Felton noted that Dundee may want to participate in the marketing activities with a contribution of around \$30,000.

Member Nicholas inquired if Carr Biggerstaff is comfortable with the marketing proposal.

Carr Biggerstaff indicated the proposal is similar to what the Chamber proposed in 2016.

Member Lewis shared the Jeff Knapp email and it was reviewed and discussed by the members.

Carr Biggerstaff indicated the Chamber is looking at applying for a Travel Oregon grant.

Member Carda asked about the Travel Yamhill County group and its status.

Carr Biggerstaff shared that the Travel Oregon grant being applied for is a specific grant proposal for digital assets for email marketing for distribution marketing. The Chambers Destination Marketing Plan per the City contract is going to the City Council and is a multi-year plan rather than an annual budget.

Member Louis asked the Committee if they had looked at the Toursim Strategy the City did a couple of years ago for background information.

Member Lewis inquired about the status of the video work.



Member Lippard noted some shots have been done.

CDD Rux shared that one more signature is needed on the contract and it will be finalized. The City needs the vendor's insurance certificate. The contract work is to be done by the end of June.

ADJOURNMENT: Chair Felton adjourned the meeting at 9:08 a.m.

Approved by the Transient Lodging Tax Ad Hoc Committee Marketing Subcommittee this 18th day of June, 2018.

A handwritten signature in blue ink, appearing to read "Rob Felton", written over a horizontal line.

Rob Felton
TLT Ad Hoc Committee
Marketing Subcommittee Chair

A handwritten signature in blue ink, appearing to read "Doug Rux", written over a horizontal line.

Doug Rux, Community Development Director



Community Development Department
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MEMORANDUM

TO: Transient Lodging Tax Ad Hoc Committee
FROM: Doug Rux, Community Development Director
SUBJECT: Transient Lodging Tax Ad Hoc Committee Marketing Proposal
DATE: July 9, 2018

Attached is material for the July 9 meeting. It includes an updated draft Visit Newberg TLT Business Plan, updated draft Job Description, draft Conceptual Marking Proposal, and Visit McMinnville Business Plan.

Attachments: 1. Draft Visit Newberg TLT Business Plan
2. Draft Job Description
3. Draft Conceptual Marking Proposal
4. Visit McMinnville Business Plan

VISIT NEWBERG TLT BUSINESS PLAN

What is Visit Newberg?

Visit Newberg is a marketing organization dedicated to enhancing Newberg's economy by attracting tourists to the region and ensuring they support local businesses during their visit.

Mission Statement

Visit Newberg's mission is to enhance the economic vitality of our community by promoting Newberg as a year-round visitor, convention, and event destination by maximizing collaborative partnerships, efficiently activating transient lodging tax revenue, and implementing effective sales and marketing programs, while cultivating a world-class visitor experience.

Marketing Model

MEDIA RELATIONS – SOCIAL MEDIA – DIGITAL MARKETING – ADVERTISING –
EVENT PROMOTION – BROCHURE DISTRIBUTION – GROUP SALES &
RECRUITMENT

Visit Newberg's marketing strategy is designed to encourage tourism through a comprehensive mix of marketing and media relations programs.

A major focus of the strategy will be the enhancement of the online presence for Newberg, Dundee and the surrounding region. The existing Chamber tourism site will be moved to an independent domain. As a non-membership, publicly funded organization, *Visit Newberg* will offer free listings on its website to tourism stakeholders to ensure transient lodging tax dollars benefit the entire tourism industry. A digital marketing campaign – including search engine optimization, search engine marketing and digital marketing – will drive traffic to this site.

Visit Newberg will bring visitors to Newberg and provide opportunities for local business to convert those visitors to customers.

Initial Goals and Objectives

- City Council adopt an ordinance to establish tourism marketing organization

- City Council appoint a 9-13 member tourism marketing organization board for oversight of the marketing organization
 - Potential board makeup; lodging, hospitality, restaurant, wine industry, CPRD, George Fox, accounting, law, Chamber of Commerce, local merchant, Cultural Center, City of Newberg
- Establish Bylaws of marketing organization
- Market organization board oversees Tourism Executive Director
- Refine the draft job description
- Hire a Tourism Executive Director
- Tourism Executive Director located at Chehalem Valley Chamber of Commerce
- Chehalem Valley Chamber of Commerce continues to operate Visitor Center through June of 2020 per City contract
- Prepare an operating budget of approximately \$280k
 - Director; \$60-\$75k
 - Benefit package \$20k
 - Misc. start up cost \$6k
 - Office space \$0
 - Travel Expenses, Entertainment, etc. \$8k
 - All remaining funds to be spent on marketing
- Establish a tourism website and tourism social media presence
- Refine draft marketing strategy outline
- Build and implement an awareness and branding campaign for Newberg
- Identify other partners i.e., Dundee, Yamhill County
- Research Newberg's market feasibility study for convention, event, and sports opportunities
- Inventory existing convention and tourist venues
- Collaborate with state visitor partners
- Obtain tax exempt status
- Apply for DMO (Destination Marketing Organization) partnership with Travel Oregon

Didn't we agree to use the WVVA job description? Why do we have an abbreviated version. If we keep it the following feels a bit too detailed for this document "Knowledge of standard office practices and procedures, office record keeping and recording, and office machines"

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

7/1/18 (Revised)

Position Title: Executive Director ~~Tourism Coordinator~~

Supervisors: Visit Newberg Board of Directors CEO, Chehalem Valley Chamber of Commerce & TLT Ad Hoc Committee Representative

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

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 and overnight stays.

Examples of duties and responsibilities:

- Prepare an annual budget for Board of Directors approval
- Create the annual Destination Marketing Plan
- Plan and implement effective and aggressive tourism promotion programs
- Develop strategies for new markets and advertising materials for Newberg
- Implement the Destination Marketing ~~p~~Plan in collaboration with City of Newberg and Chehalem Valley Chamber of Commerce ~~Newberg Transient Lodging Tax Ad Hoc Committee~~
- Facilitate the development of a master brand for Newberg
- Develop and maintain a Visit Newberg website in coordination with Chehelem Valley Chamber of Commerce Visitor website and the Newberg Visitors Bureau Website ~~and~~ coordinate a local Calendar of Events
- Manage online advertising campaigns and social media (Face Book, Instagram, Twitter)
- Manage Familiarization tours with Media and members of the Travel Trade
- Provide monthly and annual reports for City of Newberg and Chamber Board of Directors ~~OD, 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
- Identify, prepare and submit for grant applications related to tourism for the benefit of Newberg.
- Assist where appropriate organizations by directing them to grant application opportunities and provide support.
- Assist the Board of Directors in obtaining official non-profit status

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.

Proposed Marketing Strategy:

DRAFT

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.

— visit —
M C M I N N V I L L E
— oregon —



BUSINESS PLAN & BUDGET
FISCAL YEAR 2018

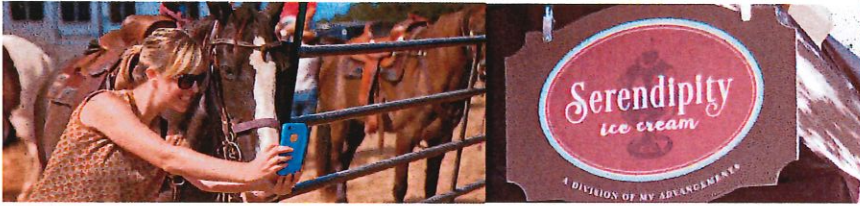
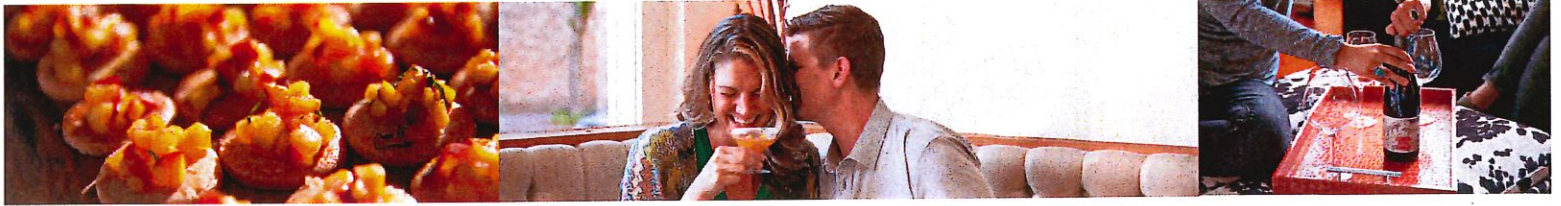


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BOARD MEMBERS & STAFF

ERIN STEPHENSON

Board Chair
Co-Owner
3rd Street Flats & Atticus Hotel

MARIA STUART

Board Vice Chair
Partner
R. Stuart & Co. Winery

ELLEN BRITTAN

Board Treasurer
Co-Owner
Brittan Vineyards

CINDY LORENZEN

Board Member
Owner
Sage Restaurant

TY ROLLINS

Board Member
Owner
Comfort Inn

EMILY HOWARD

Board Member
Owner
Thistle Restaurant

JENNIFER FEERO

Board Member-At-Large
Willamette West Realtors
Real Estate Broker

COURTNEY CUNNINGHAM

Board Member-At-Large
Glint Creative
Owner

KELLIE MENKE

Board Member (Non-Voting)
City Councilor
City of McMinnville

JEFF TOWERY

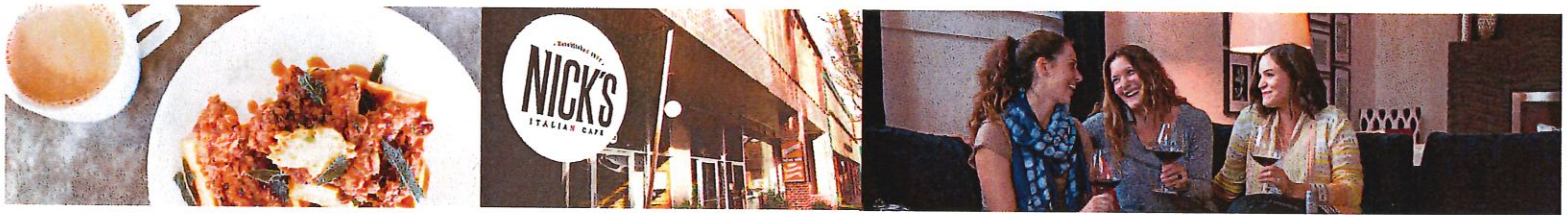
Board Member (Non-Voting)
City Manager
City of McMinnville

JEFF KNAPP

Executive Director
Visit McMinnville

KITRI MCGUIRE

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WHAT IS VISIT McMINNVILLE?

Visit McMinnville is an innovative marketing organization dedicated to enhancing McMinnville's economy by attracting as many visitors as possible to the City, and once they're here, ensuring those visitors spend as much money as possible with local businesses.

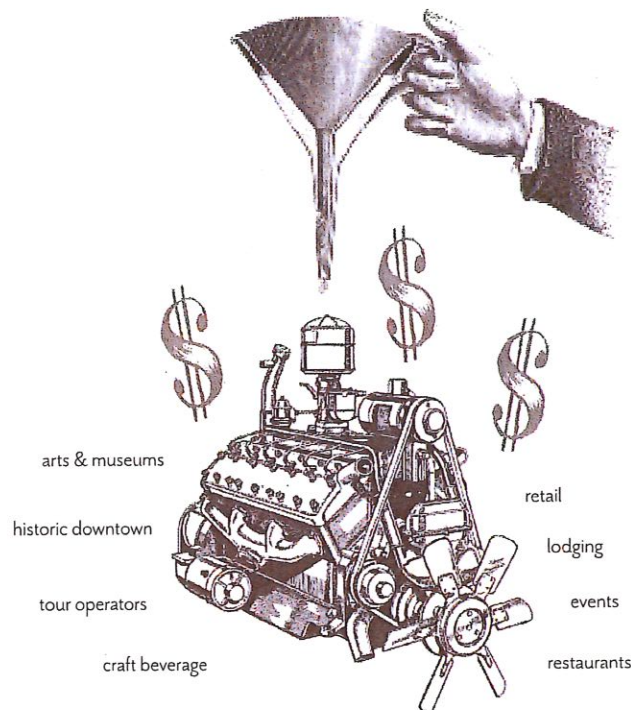
VISIT McMINNVILLE'S MISSION STATEMENT

Visit McMinnville's mission is to enhance the economic vitality of our community by promoting McMinnville as a year-round visitor, convention, and event destination by maximizing collaborative partnerships, efficiently activating transient lodging tax revenue into effective sales and marketing programs, and cultivating a world class visitor experience.



VISIT McMINNVILLE'S MARKETING MODEL

TV ADVERTISING - RADIO ADVERTISING - PRINT ADVERTISING - SEO / SEM
 CITYWIDE EVENTS - PUBLIC RELATIONS - SOCIAL MEDIA - DIGITAL MARKETING
 BROCHURE DISTRIBUTION - GROUP SALES & RECRUITMENT - PROMOTIONS



Virtually everything Visit McMinnville does is designed to drive traffic to VisitMcMinnville.com. Visit McMinnville's marketing model is founded on the fundamental strategy of generating customers through a comprehensive mix of marketing, sales, and public relationship programs, then driving those customers to VisitMcMinnville.com where they are connected to McMinnville's tourism stakeholders.

As a non-membership, publicly funded organization, Visit McMinnville offers free listings on VisitMcMinnville.com to tourism stakeholders to ensure transient lodging tax dollars benefit the entire tourism industry.

The premise is, we attract visitors to McMinnville and provide opportunities for local businesses to convert those visitors to customers.

Visit McMinnville's website is the engine that converts Visit McMinnville's marketing efforts to revenue for local businesses.



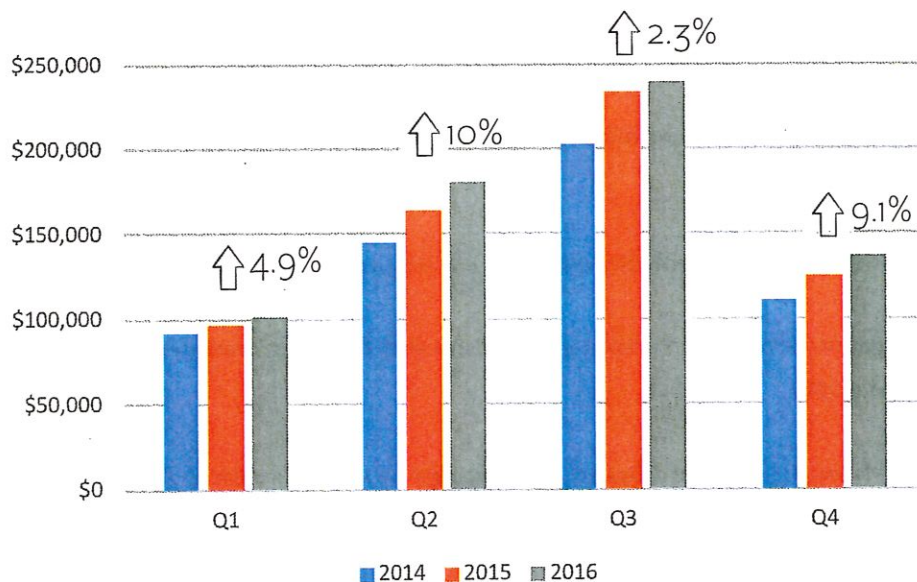
FISCAL YEAR 2017 IN REVIEW

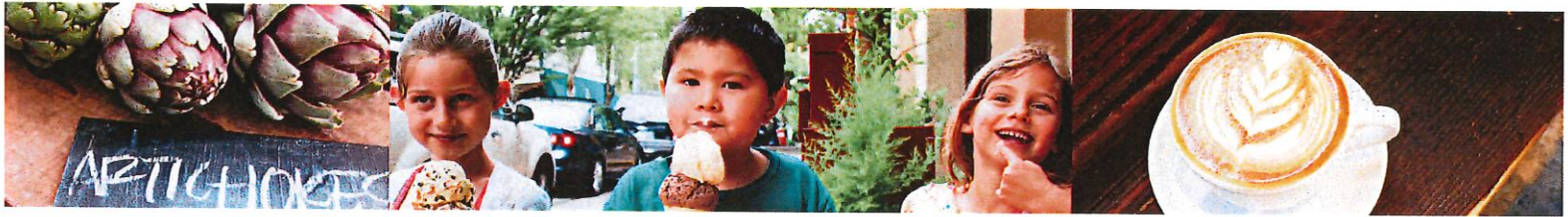
- Increased transient lodging tax (TLT) by 6.5% in the 2016 calendar year
- McMinnville visitor survey strategy executed, data collected, and report delivered
- Over 76,000 unique website visitors to visitmcminnville.com, July 2016 through April 2017 (2016 numbers exceeded Travel Oregon's expectation for a new DMO site by 400%)
- All social media channels have or are on pace to exceed 100% growth goals in FY17
- Created Winter TV Ad (now running on Comcast & Xfinity), using visitor survey data to target travelers most likely to visit McMinnville
- Over 941,000 earned media impressions (estimated coverage views + social shares) gained through media relations efforts, July 2016 through April 2017 (outpacing goal of 1,000,000 impressions)
- Engaged a well-known travel photographer as an artist-in-residence, capturing images at 10 staged shoots, local events, and day to day wine country life
- Created an engaging Winter campaign with print & digital creative used in targeted media buys in key shoulder and low season months
- Executed board-level strategic planning retreat, focused on building a 1-3 year plan
- Collaborated on founding the McMinnville Community Wayfinding Committee, whose focus is to create easily accessible information systems that guide people to and through town
- Brought regional, national and international media and FAM tours to town with custom itineraries to showcase McMinnville as a premium tourism destination
- Enhanced the visitmcminnville.com user experience with a homepage redesign, new header and footer navigation options, and optimized page speed
- Engaged influencers and media at Portland's FEAST food festival



- Distributed McMinnville lookbooks and Wine Walk passports to Welcome Centers around the state and to premier corporate partners like Boeing, Intel, and AAA
- Worked with the city, local interests, and other economic development organizations to contribute to a cohesive, long term economic development plan
- Created 8 vignette videos to bring awareness to a wide variety of businesses and attractions in McMinnville
- Partnered with the Oregon Truffle Festival to bring high income food and wine enthusiasts to McMinnville during the off season
- Created the McMinnville Umbrella Share program to encourage shoulder and off season shopping with 100 Wine Walk branded golf umbrellas available for guest use throughout McMinnville's Downtown & Granary districts
- Created a Wine Walk app for Apple and Android with maps, geolocation stamps, and winery information

TRANSIENT LODGING TAX GROWTH



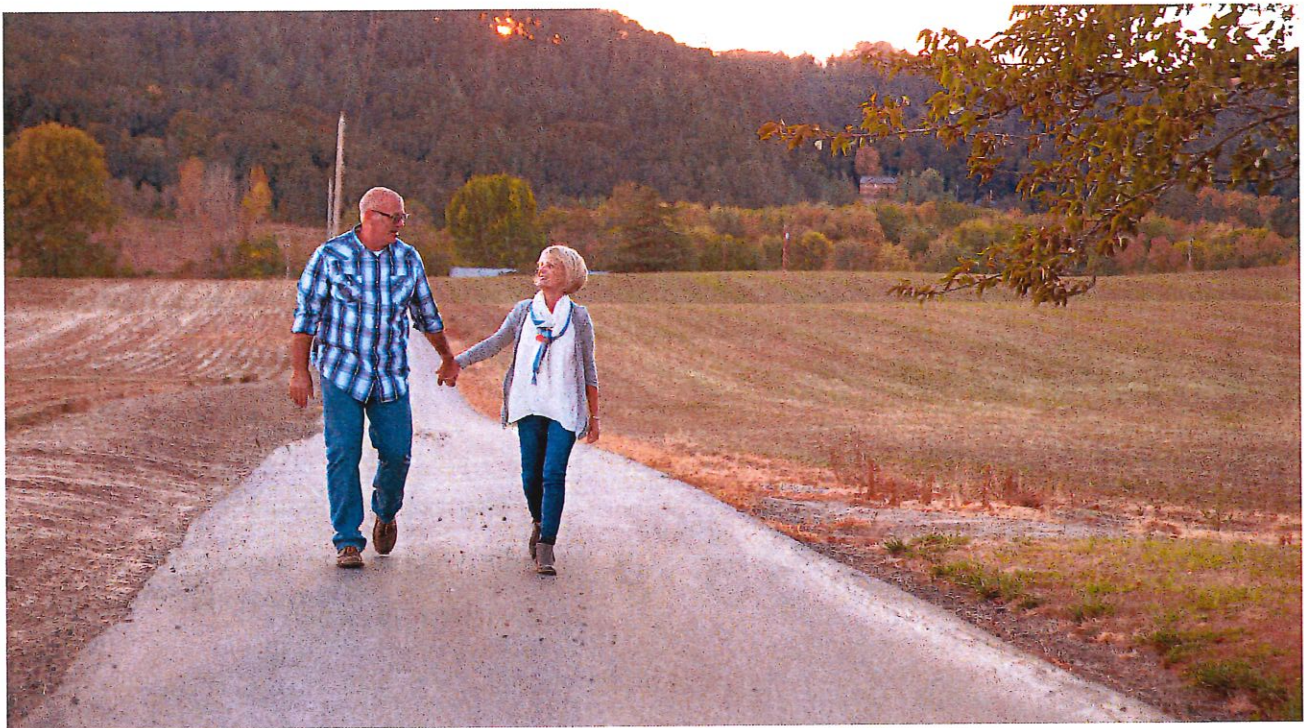


FISCAL YEAR 2018 GOALS & OBJECTIVES

- Increase annual transient lodging tax (TLT) revenue by 7%
- Execute strategy to attain 120,000 unique website visitors; a projected 30% increase over expected FY17 unique visitors to visitmcminnville.com
- Execute shoulder and low season (November–April 2018) promotional campaign to improve healthier seasonality mix in the McMinnville tourism industry
- Increase focus on brand awareness of Visit McMinnville’s Wine Walk promotion
- Increase all social media channel audiences by 50%
- Secure regional and national non-paid media coverage resulting in 1.25 million impressions
- Optimize visitmcminnville.com by launching a new database, and measure use/success by increase in time spent on site, page views, and referrals to stakeholders’ sites
- Enhance investments in visitmcminnville.com increasing organic traffic by 30% through maximizing search engine optimization (SEO) and search engine marketing (SEM)
- Manage and lead the development of a McMinnville Community Wayfinding Master Plan through collaboration with the McMinnville Community Wayfinding Committee and Sea Reach
- Execute Visit McMinnville’s current marketing plan by adding additional winter creative content, videography and photography
- Research McMinnville market feasibility study for convention, event, and sports opportunities
- Design and implement program to attract group visits with focus on shoulder and low season (November–April 2018)
- Expand Visit McMinnville’s current branding campaign by adding a new lookbook, a newly designed map, two new radio spots and new video edits



- Build consumer email list to fuel quarterly consumer E-newsletters
- Complete plan for 2018/19 videography and photography projects to kick off Summer 2018
- Plan and execute second successful board retreat and strategic visioning in January 2018
- Collaborate with McMinnville Downtown Association (MDA), McMinnville Economic Development Partnership (MEDP), and the McMinnville Chamber of Commerce on supporting the execution of a city-wide hospitality/service/concierge service program
- Collaborate with MDA, MEDP, and the Chamber on a citywide economic development plan





McMINNVILLE TOURISM BY THE NUMBERS

63%

visitors who live outside Oregon

6.5% increase in TLT in 2016

39%

visitors who stay overnight

8% visitors from outside the USA

100,077

unique visits in 2016 to VisitMcMinnville.com

3.4

average number of nights stayed by overnight visitors

80%

overnight visitors who spent time on 3rd Street

1,609

jobs in Yamhill County because of tourism

(Dean Runyan & Assoc., 2015)

31%

visitors from Portland

\$143,000

average annual household income of visitors

120

pieces of earned media coverage (4/16-12/16)

95% visitors who gave McMinnville a 4 or 5 rating (on a 5 pt scale)



WEBSITE PERFORMANCE – 2016

100,077 unique visits	8,340 average monthly visits
196,451 total page views	29.1% visitors who find us through organic search
May most monthly visits	1:55 average time on site
January fewest monthly visits	23.4% visitors who clicked through to a partner's website

MEDIA RELATIONS PERFORMANCE – 2016

Tracking of media performance began in April 2016. From April-December, McMinnville received 998,800 coverage views, 120 unique pieces of coverage, and hosted 25 writers and editors. Below is a selection of McMinnville's 2016 media coverage.

Sunset	"The West's Best Places to Live"	The New York Times	"Your Next Lesson- Oregon Pinot Noir" "Putting Together the Details of Oregon Pinot Noir"
ARCHITECTURAL DIGEST	"Take a Weekend Wine Trip to Oregon's Willamette Valley"	Portland MONTHLY	"The Best Local Food Festival You've Never Heard Of" "Oregon's 50 Best Wines"
1859 <small>Oregon's Magazine</small>	"Best Places to Live. Work. Play."	the Portland MERCURY	"Lush Life: Mixing with Wine" "McMinnville's Passport to Wine"
FOX 12 <small>OREGON</small>	Wine Walk App TV Coverage SIP Event TV Coverage	VICE	"I Escaped an Alcohol Free Iran to Make Wine in Oregon"
OREGONLIVE <small>The Oregonian</small>	"The Cocktail Hour" "12 Beautiful Places to Stay in Oregon Wine Country"	THRILLIST	"Best Small US Cities with World-Class Food Scenes"
OREGON WINE PRESS	"Smack in the Middle"	via AAA	"Weekender: McMinnville, Oregon"



FISCAL YEAR 2018 BUDGET

REVENUE	TOTAL \$	TOTAL %	MARKETING EXPENSES	TOTAL \$	TOTAL %
City Funding	471,088	91.6%	Employee Compensation	110,500	22.0%
Advertising Revenue	3,000	0.6%	Employee Benefits	13,879	2.8%
Grant Funding	40,000	7.8%	Payroll Taxes	10,224	2.0%
	\$514,088	100%	Travel & Meals	4,800	1.0%
			TV	38,500	7.7%
			Trade Shows	4,850	1.0%
			Radio	7,500	1.5%
			Production	26,000	5.2%
			Print	12,000	2.4%
			Photo	13,000	2.6%
			Online Marketing	28,800	5.7%
			Special Projects	5,000	1.0%
			Collateral	7,000	1.4%
			Postage	1,200	0.2%
			Media Relations	45,000	9.0%
			Research	11,800	2.3%
			Website Dev. & Maint.	28,400	5.7%
			Other	6,000	1.2%
				\$374,453	74.6%
GENERAL ADMIN.	TOTAL \$	TOTAL %			
Employee Compensation	51,562	10.3%			
Employee Benefits	3,802	0.8%			
Payroll Taxes	4,176	0.8%			
Non-Capital IT	1,920	0.4%			
Network & Telco	6,600	1.3%			
Interest Expense	2,255	0.4%			
Professional Fees	32,200	6.4%			
Education & Training	1,000	0.2%			
Insurance	1,948	0.4%			
Office Supplies	2,400	0.5%			
Building Lease	10,800	2.2%			
Equip. Lease & Maint.	2,160	0.4%			
Dues & Subscriptions	6,876	1.4%			
	\$127,699	25.4%			