



**TRANSIENT LODGING TAX AD HOC COMMITTEE
MARKETING SUBCOMMITTEE AGENDA
JANUARY 29, 2018, 8:30 AM
NEWBERG CITY HALL
414 E First Street**

- I. CALL MEETING TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF DECEMBER 18, 2017 MINUTES**
- IV. TOURISM MARKETING ACTIVITIES – SUBCOMMITTEE PROPOSAL**
- V. NEXT MARKETING SUBCOMMITTEE MEETING – TBD**
- VI. ADJOURNMENT**

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**TRANSIENT LODGING TAX AD HOC COMMITTEE
MARKETING SUBCOMMITTEE
December 18, 2017 8:30 am
Chehalem Valley Chamber of Commerce
2119 Portland Road**

The meeting was called to order by Vice Chair Rob Felton at 8:34 a.m.

ROLL CALL:

Members Present: Rob Felton, Vice Chair
Sheryl Kelsh
Stephen McKinney
Sheila Nicholas
Dennis Lewis

Members Absent: Ashely Lippard (excused), Jessica Bagley, Kyle Lattimer

Staff Present: Doug Rux, Community Development Director

Guests: None

APPROVAL OF MINUTES

MOTION: McKinney/Lewis moved to approve the October 16 and November 20, 2017 meeting minutes. The motion carried 4 Yes/ 0 No).

TOURISM MARKETING ACTIVITIES – SUBCOMMITTEE PROPOSAL

Member Lewis noted that there has been a change in the Chair position of the subcommittee and Member Felton will be Chairing the Subcommittee.

Member McKinney asked for a recap and background on the marketing proposal.

Chair Felton recapped that after one-year of discussion that it would be effective to have a person to implement marketing activities. The concept is \$35,000 from Chamber contract and balance from the Transient Lodging Tax fund.

CDD Rux referred members to the proposed budget in the packet where \$37,000 of the Chamber budget and the balance from the TLT fund would fund the position. This means reallocating funds from the Destination Development – Marketing Grant to fund a position. In the fiscal year 2019/2020 and beyond it would leave slightly over \$130,000 for the Destination Development – Marketing Grant program.

Member Lewis asked if Member Kelsh had talked to anyone about the possibility of a position.

Member Kelsh explained that she was at a conference recently and had discussed the possibility with people and there is interest.



Chair Felton noted that he would like to have someone with marketing online experience and believes that will reach more online rather than face to face.

Member Kelsh indicated she was ok with that approach.

Member Lewis indicated some online marketing coordination is necessary and would need to be coordinated with George Fox University and have a strong social media presence.

Member Kesh shared that the Chamber survey work shows training on social media is a priority of members but people do not attend training sessions. She has brought in PCC Climb in the past for training.

Chair Felton inquired what is the Naked Map.

Member Kelsh shared that it is a generalized map that that local businesses can use to draw directions to a location a visitor is recommended to visit.

Member Nicholas inquired if there are any restrictions like zip code in the job description to focus on the City of Newberg.

Member Kelsh noted she needs to work with partners and go beyond the city limits of Newberg.

Member Nicholas asked if the charge of the Committee was to focus on Newberg.

Member Lewis noted the approach is Newberg as the hub for hotels, restaurants and places to stay

CDD clarified that in the grant program it refers to the Newberg zip code and the Strategic Plan even reference Champoeg State Park.

Member McKinney shared that the City Council may ask that same question so the Subcommittee needs to be clear on the focus area. The Committee also needs to assist City Manager Hannan and CDD Rux in attracting hotels.

Member Kelsh shared that there is a priority on FAM tours that are outside the City of Newberg but they directly impact Newberg.

CDD Rux reminded the Subcommittee that we only have two vineyards within the city limits, the Allison Inn and Anam Cara.

Member Kelsh shared that McMinnville looks at a 20 mile radius around their community for marketing.

Member Lewis inquired if apportioning funds could be restricted to have more dollars to the Transient Lodging Tax fund rather than going to the general fund.

Member Kelsh reminded the Subcommittee that State law establishes the apportionment of funding.

Member McKinney noted that the City can now annex land unlike past State and local law limitations on annexation.



CDD Rux shared that he hoped from this meeting that the Subcommittee formulates a recommendation to the full Transient Lodging Tax Committee on an approach for marketing.

Chair Felton shared that he wants the job description reworked for more online marketing experience and not all focused on tourism. He also reviewed the material in the packet on the proposed marketing strategy. He also shared that Newberg is the first destination in to wine country and recapped the various sections of the marketing strategy.

Member Kelsh stepped out of the meeting at 9 am and returned at 9:11 am.

Member McKinney noted that Freindsvie is an audience and they bring people into the community. He also inquired about other agricultural activities and agri-tourism opportunities like hazelnuts.

Chair Felton noted it is ok to have a focus on agri-tourism program if necessary though it is a small market niche on hazelnuts.

Member Kelsh shared that from her perspective the number one focus is wineries and number two is restaurants. At the Visitor Center people inquire on their way to the coast on restaurants and then visit two or three wineries on their trip. At the Visitor Center they influence behavior to stay in Newberg.

Member McKinney noted he likes the information shown and the concept of influencing behavior as an interim approach.

Member Kelsh noted there needs to be a discussion about urls at some point in the marketing discussion.

Member McKinney asked about the Sunset Magazine article on Wolves & People and if we could get the rights to the article.

Member Nicholas shared that Sunset wrote an article several years ago on Newberg as a vacation location.

CDD Rux shared that the Subcommittee proposal will go to the full Transient Lodging Ad Hoc Committee on January 3. An alternative if the Subcommittee does not develop a recommendation today is that it would go to the full Committee in February. A proposal will go to the City Council in either February or March depending on when the full Transient Lodging Tax Committee reviews the proposal. He also noted that there would need to be either a modification to the contract with the Chamber or a separate contact for additional marketing activities.

Member McKinney inquired who the contributor of funds for marketing activities is. The Chamber and City, any others?

CDD Rux shared that the goal is to have approximately \$60,000 to hire a person based on the Subcommittee discussions.

Chair Felton posed to the Subcommittee the question if there will be time on the January 3 agenda given the Small Grant presentations.

Member Lewis noted that if people review the material beforehand there should be enough time.



Chair Felton inquired if the Transient Lodging Tax Ad Hoc Committee could meet at 3 pm on January 3. CDD Rux noted he will check on space and availability. There was a general discussion about starting at 3:30 pm on January 3.

Member Nicholas asked if the position title could be changed to “Newberg Tourism Coordinator”.

CDD Rux asked if Member Kelsh could forward a Word version of the position description for distribution to Subcommittee members.

MOTION: McKinney/Lewis to forward a recommendation to the Transient Lodging Tax Ad Hoc Committee for the proposed Marketing Strategy and Position description in the packet. The motion carried 5 Yes/ 0 No).

CDD Rux asked that if there are any suggested modifications of the documents that they are sent to him by the end of the day on December 22 for inclusion in the Transient Lodging Tax Ad Hoc Committee packet.

ADJOURNMENT: Chair Felton adjourned the meeting at 9:35 a.m.

Approved by the Transient Lodging Tax Ad Hoc Committee Marketing Subcommittee this 29th day of January, 2018.

Rob Felton
TLT Ad Hoc Committee
Marketing Subcommittee Chair

Doug Rux, Community Development Director

BUDGET TLT MARKETING SUBCOMMITTEE PROPOSAL

12/18/17

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 Reciepts	11,994,410	12,220,625	12,220,625	12,587,244	12,964,861	13,353,807	13754421
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							
Total	1,235,199	1,297,427	1,391,146	1,193,987	1,111,024	1,144,314	1,176,003
Expenses							
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
Subtotal		26,787	121,622	12,000	12,000	12,000	12,000
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
Total	1,235,199	1,297,427	1,391,146	1,193,987	1,111,024	1,144,314	1,176,003
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 Balace 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

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.

Proposed Marketing Strategy: Newberg

Excluding the George Fox audience, the typical tourist in Newberg 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. I propose we capitalize upon this advantage.



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,

Food – JORY, Painted Lady and other acclaimed restaurants

Art – Art Elements, Cultural Center, 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...) Graduate students probably spend even more in Newberg since they often bring family to live here. If we can think of ways to make that visit experience even more positive, it can pay off for everyone.