



**TRANSIENT LODGING TAX AD HOC COMMITTEE  
MARKETING SUBCOMMITTEE AGENDA  
NOVEMBER 20, 2017, 8:30 AM  
CHEHALEM VALLEY CHAMBER OF COMMERCE  
2119 Portland Road**

- I. CALL MEETING TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF OCTOBER 16, 2017 MINUTES**
- IV. CONTINUED DISCUSSION ON CHEHELAM VALLEY CHAMBER OF COMMERCE PRESENTATION ON TOURISM MARKETING ACTIVITIES**
- V. TOURISM MARKETING MATERIAL**
- VI. NEXT MARKETING SUBCOMMITTEE MEETING – December 18, 2017**
- VII. ADJOURNMENT**

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**TRANSIENT LODGING TAX AD HOC COMMITTEE  
MARKETING SUBCOMMITTEE  
October 16, 2017 8:30 am  
Newberg City Hall, Permit Center Conference Room  
414 E First Street**

The meeting was called to order by Chair Ashley Lippard at 8:35 a.m.

**ROLL CALL:**

Members Present:	Ashley Lippard, Chair	Rob Felton, Vice Chair
	Sheila Nicholas	Jessica Bagley
	Sheryl Kelsh	Lori Louis
	Loni Parish	

Members Absent: Kyle Lattimer, Dennis Lewis (excused)

Staff Present: Doug Rux, Community Development Director

Guests: Carr Biggerstaff, Teri Council, Bob Andrews, Joe Hannan

**APPROVAL OF MINUTES**

Approval of the August 14 and September 18, 2017 Transient Lodging Tax Ad Hoc Marketing Subcommittee meeting minutes.

<p><b>MOTION:</b> Kelsh/Louis to approve the Transient Lodging Tax Ad Hoc Marketing Subcommittee minutes for August 14 and September 18, 2017. Motion carried (7 Yes/0 No/0 abstain).</p>
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**CHEHALEM VALLEY CHAMBER OF COMMERCE PRESENTATION ON TOURISM  
MARKETING ACTIVITIES**

Member Kelsh explained the history of the Transient Lodging Tax (TLT) in Newberg and the new State law from 2003 on the split of funds and how funds are to be spent (70% Tourism/30% General Fund). She shared that in 2005 the Chamber had a contract with the City to run the visitor center. In 2006 Yamhill Valley Visitor Association formed as unfunded Destination Marketing Organization. Market Yamhill County.

Member Lippard inquired if there is data on how tourism has grown.

Member Kelsh noted there is data that looks at spending and the information is on the Travel Oregon website. The Chamber has a relationship with Travel Oregon and had developed other relationships. Developed relationships for Destination marketing. She noted the first City Contract was for \$18,000 when the Chamber was located at the Cultural Center. The Chamber then moved to the College Street facility. Negotiated a



percentage on city contract. Opened the Oregon Wine Education Center, more advertising and tourism promotion. At the end of the first contract re-negotiated, it now has a cap and COLA increase. The Chamber does the Visitor Center and Tourism Promotion. Visit McMinnville opened their program two years ago. AVAs have also been marketing.

Member Kelsh handed out information that covers the past three years of marketing expenses.

Member Parrish asked if there have been staff increases.

Member Kelsh noted there has been a .5 FTE increase.

Member Kelsh indicated the lodging tax was increased to 9%. The fiscal year is July 1 to June 30. She reviewed the marketing expenses. \$40,000 – \$45,000 for marketing does not go far. The data documents do not include donations related to tourism. Cited Painted Lady contribution and the Allison donates through reduced rates for rooms which lowers the TLT revenue, like double dipping.

Member Louis noted the Allison's special media rates.

Member Lippard asked if TLT funds could be used to cover the reduced room rates for FAMs.

Member Parrish noted the website design does not have much spent on enhancements.

Member Kelsh indicated a person has been hired to work on the Chamber web and SEO.

Carr Biggerstaff noted that Google 6 takes ten months or so to get traction.

Member Parrish asked how Chamber staff is distributed for activities.

Carr Biggerstaff shared that the Chamber has three functions – Chamber membership activities, Visitor Center and Tourism and Destination Marketing.

Member Parrish inquired on the number of people visiting the Visitor Center and is a physical site necessary.

Carr Biggerstaff noted the Chamber staff is shared in responsibilities. Kelsh is full time, the two other staff members work 4 days week and 3 days week. The Visitor Center is open 7 days a week during season and 5 days a week during off season. At peak have 2.75 FTE working on tourism. At peak have full time FTE working on tourism that is shared amongst staff.

Joe Hannan asked if there is a breakdown on expenses for facility share and staff share.

Member Kelsh noted that information is in the quarterly report information. Chamber gives free time, she is exempt, works weekends and nights.

Member Kelsh shared that transportation and buildable land problems in issues in 2006 and difficult to recruit business. Tourism was growing and the Chamber made a conscious decision to focus on tourism.



Member Louis inquired if Webworks is a monthly fee. Member Kelsh indicated it is a monthly fee and they look a text and key words. People are not searching for Chehalem Valley and working through each web page to update and make changes.

Member Parrish inquired if the \$450 is only for tourism web.

Carr Biggerstaff noted the Chamber has other web domain names.

Member Nicholas asked about the percentage of TLT to Chamber.

CDD Rux noted roughly 10%, \$680,000 to the City General fund and \$139,000 to Chamber, the balance for grants and TLT program.

Member Kelsh shared a handout on media relations. FAM tours increased with the Willamette Valley designation as wine region of the year. She coordinates with Travel Oregon and partners, itineraries change.

Member Louis noted the Allison coordinates on some FAMs tied directly to the Allison.

Member Parrish noted it seemed time would be better spent not coordinating but doing tours for Kelsh.

Member Kelsh noted FAMs need to be personalized, people have dietary restrictions.

Member Parrish inquired how Brews and BBQ works.

Carr Biggerstaff shared that Brews & BBQ is a Chamber event with some regional tourism. Classify 33% of expenses as tourism.

Member Kelsh noted the Chamber is investing more in tourism than the City provides. Last year it was \$18,000.

Carr Biggerstaff provided numbers that 50% is overhead visitor Center, 40% goes to tourism (37%), FAMs have increased to a bi-monthly activity.

Member Parrish asked if there was no Visitor Center how would that effect the Chamber.

Carr Biggerstaff noted that Chamber would still have an office.

Member Kelsh noted people thought social media was the correct approach, but people still want hard copy handouts.

Member Louis noted there is so much information out there, people ask for guidance and where to go. We can help drive where people go to support local businesses.

Vice Chair Felton asked what is the count for visitors to the Visitor Center.

Member Kelsh noted over 10,000 in previous years. Reduction in FY 16/17. She noted only one sign to direct people to the Visitor Center. The Field Guide produces 19,000 copies annually and go through 19,000 a year.

Member Parrish asked if the Chamber was given more dollars to hire someone what would that look like.



Carr Biggerstaff noted the Chambers has \$37,000 and if it has more dollars it could hire someone to do tourism. The question is where does the person live? It could be at the Chamber.

Member Lippard noted the new person may not have the local knowledge.

Carr Biggerstaff noted the person could do more of the background work.

Member Parrish if the City could do an RFP and interview. If the Chamber did not have tourism what would happen?

Carr Biggerstaff noted the Chamber would still have the Visitor Center.

Member Parrish shared that she talked with McMinnville and they do not do grants.

Chair Lippard noted if the City took back the \$37,000 and added \$30,000 you would have \$67,000 to spend on hiring a person.

Carr Biggerstaff noted hours for tourism is taken from Sheryl, Pattie and Karla at the Chamber.

Member Parrish indicated it sounds like the Chamber is looking for more dollars.

Member Nicholas asked what is the Chambers recommendation.

Chair Lippard noted the Marketing Subcommittee is volunteers and reached a point that it needs a body to do tourism marketing.

Carr Biggerstaff indicated that a person could be co-located with the Chamber.

Joe Hannan noted that a marketing plan was the Subcommittee's task.

CDD Rux recapped the four models of independent organization, Chamber, City hire a staff person or City use existing staff. The City Council selected the using existing City staff.

Member Louis noted having someone dedicated to tourism would be huge.

Member Parrish asked the group if a tourism person should be hired.

Chair Lippard indicated over the next two months the Marketing Subcommittee needs to discuss the approach.

Joe Hannan noted the charge is to prepare a market plan.

Member Nicholas noted we need a job description.

Member Parrish asked if Member Kelsh hired someone what would you do.

Member Kelsh indicated she would create a plan, need someone to bridge now and the aspirational Tourism Strategy.



Chair Lippard noted we have future goals, a person would work with Subcommittee.

CDD Rux suggested a proposal to City Council in January, full TLT in December, Subcommittee in November.

Member Parrish asked the Subcommittee to look at the Chamber marketing plan. CDD Rux to resend the marketing plan to Subcommittee members.

Vice Chair Felton asked what is working and what is not. He would like to see the data.

Chair Lippard left at 9:50.

**TOURISM MARKETING MATERIAL:**

No discussion.

**ADJOURNMENT:** Vice Chair Felton adjourned the meeting at 9:53 a.m.

**Approved by the Transient Lodging Tax Ad Hoc Committee Marketing Subcommittee this 20<sup>th</sup> day of November, 2017.**

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Ashley Lippard  
TLT Ad Hoc Committee  
Marketing Subcommittee Chair

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Doug Rux, Community Development Director

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.