



**TRANSIENT LODGING TAX AD HOC COMMITTEE
MARKETING SUBCOMMITTEE AGENDA
DECEMBER 17, 8:30 AM
NEWBERG CITY HALL
414 E First Street**

- I. CALL MEETING TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF NOVEMBER 19, 2018 MINUTES**
- IV. PUBLIC COMMENT**
- V. VISIT NEWBERG – TOURISM ORGANIZATION – AGREEMENT, BYLAWS AND BOARD RECOMMENDATION**
- VI. NEXT MARKETING SUBCOMMITTEE MEETING – TBD**
- VII. 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
MARKETING SUBCOMMITTEE
November 19, 2018, 8:30 am
Newberg City Hall, 414 E First Street**

The meeting was called to order by Chair Rob Felton at 8:37 a.m.

ROLL CALL:

Members Present: Rob Felton, Chair Dennis Lewis
Shelia Nicholas

Members Absent: Shannon Buckmaster, Jessica Bagley

Staff Present: Doug Rux, Community Development Director

Guests:

APPROVAL OF MINUTES

Approval of the minutes of October 22, 2018.

MOTION: Felton/Nicholas moved to approve the October 22, 2018 meeting minutes as amended. The motion carried 2 Yes/ 0 No / 1 Abstain (Lewis).

PUBLIC COMMENTS:

None.

VISIT NEWBERG – TOURISM ORGANIZATION – DRAFT AGREEMENT AND BYLAWS

Chair Felton noted that date of the Bylaws Subcommittee is November 28, 2018 at 4 p.m. at City Hall.

Member Lewis inquired if legal counsel will be present. CDD Rux noted Mr. Bridges is invited.

CDD recopied that he had received names for Visit Newberg Board consideration from Rob Felton and Kyle Lattimer. He will send another email to TLT Committee members on potential Board member names. The intent is to get the Visit Newberg material on the December 127, 2018 City Council agenda.

Member Nicholas noted that Paul Bachand from Recipe is interested.

Member Lewis shared that during the Rain or Shine campaign Paul Bachand was supportive.

Member Nicholas shared that people in the wine industry have marketing experience. She would support a round two to look at names for consideration.



CDD Rux noted that Truman Stone and Matt Zook are reviewing the draft Agreement and Bylaws.

Chair Felton asked about the difference between a 501(c)(6) and a 501(c)(3) organization. Member Lewis provided clarification.

Member Nicholas inquired about Page 17 in the packet and Section 4 on the reference to the Newberg zip code that is incorrect. She also had a question on the majority of industry representation language. The committee discussed and changed the zip code reference and kept the industry representation language as proposed.

Chair Felton suggested Ex Officio members to get broader representation. He suggested the City of Newberg, Chehalem Cultural Center and Newberg Downtown Coalition.

CDD Rux referred to Page 18 of the packet and the language reference public meetings and records.

Member Lewis clarified that he was concerned about daily operations being public verses Board meetings.

CDD Rux indicated the Bylaws would be discussed in depth by the Bylaws Subcommittee.

The Subcommittee discussed possible individuals who would have an interest on being a Board Member of Visit Newberg. This included Emily Weichold, Doug Peterson, Rebecca Ponzi, Paul Bachand, Andrew Heinschn, Hub Marduck, Britta Stewart, Cliff Anderson, and Mark Moisan.

2019 CAMELLIA FESTIVAL

CDD Rux outlined the possibility of utilizing the \$10,000 from the unsuccessful Travel Oregon grant application and the \$2,500 awarded to Anvil Academy that is not moving forward as funding sources for the Camellia Festival which is seeking \$14,000 of funding assistance.

Member Lewis asked about past awards to the Camelia Festival and if it is a want or a need.

CDD Rux outlined \$8,000 was awarded in 2018 to cover the 2018 Festival and a portion of the 2019 festival. The split was roughly \$4,000 for the 2018 festival and \$4,000 for the 2019 festival.

Member Nicholas inquired if the Camellia Festival should be asked to provide a written proposal.

Chair Felton shared that if the Chehalem Valley Chamber of Commerce gave the festival dollars he was ok with them giving \$4,000 again.

Member Lewis noted that the International Camellia Festival would be a draw for tourist.

NEXT MARKETING SUBCOMMITTEE MEETING

December 17, 2018.

ADJOURNMENT

Chair Felton adjourned the meeting at 9:19 a.m.



Approved by the Transient Lodging Tax Ad Hoc Committee Marketing Subcommittee this 17th day of December, 2018.

Rob Felton
TLT Ad Hoc Committee
Marketing Subcommittee Chair

Doug Rux, Community Development Director

REQUEST FOR COUNCIL ACTION

DATE ACTION REQUESTED: December 17, 2018

Order ___ Ordinance ___ Resolution XX Motion ___ Information ___
No. No. No. 2018-3519

SUBJECT: A Resolution entering into an agreement with Visit Newberg for tourism marketing and promotion activities as approved by the City Council acting as the City of Newberg Contract Review Board

Contact Person (Preparer) for this Motion: Doug Rux, Director
Dept.: Community Development
File No.: G-16-008

HEARING TYPE: ADMINISTRATIVE

RECOMMENDATION:

Adopt Resolution No. 2018-3519.

EXECUTIVE SUMMARY:

The City Council adopted Resolution No. 2018-3436 on August 20, 2018 (Attachment 1) indicating their intent to establish a tourism marketing organization. Resolution No. 2018-3519 is the next step in establishing the tourism marketing and promotion organization known as Visit Newberg by approving an agreement for services between the City of Newberg and Visit Newberg.

Background

The City Council in the fall of 2016 held a series of discussions concerning tourism and the use of the Transient Lodging Tax revenues that are received by the City. The City Council based on proposed organizational options selected establishing and Ad Hoc Committee by motion on December 5, 2016 appointing 13 members to the Ad Hoc Committee. On October 17, 2016 in establishing the organizational structure of the TLT Ad Hoc Committee (“Committee”) the following structure, purpose and responsibilities were established:

1. An Ad Hoc Committee be established by the City Council that would operate for no less than two and no more than four years.
2. The Ad Hoc Committee consists of not more than 13 members drawing from members of the TLT Advisory Group plus a person representing Airbnb/VRBO’s, a City Council member, a general at-large citizen and Ex Officio members of the Mayor and City Manager.
3. The Ad Hoc Committee would be staffed by existing city staff.
4. The Ad Hoc Committee’s role would be to solicit for tourism related facility projects, review proposals and make recommendations to the City Council.
5. The City Council would make the decision on what tourism related facility projects get funded.
6. The Ad Hoc Committee would make recommendations on the small grant program to the City Council.
7. During the two year period the Ad Hoc committee continues the discussion of an organizational model appropriate for Newberg given the funding available and report their recommendations back to the City Council.
8. The City discuss with the Chehalem Valley Chamber additional services that could be provided such as FAM’s, Marketing and Destination Development. Funding for these services would come out of

the Tourism Promotion expense line.

9. Funds be allocated for a consultant to conduct an assessment of existing marketing material and provide recommendations for updating or modifying marketing material.

The TLT Ad Hoc Committee has held a series of discussions since their first meeting in January 2017 on an organizational model. In addition they developed a Small Grant Program and Destination Development-Marketing program where 12 grants were recommended to the City Council to be awarded totaling \$340,000. The TLT Ad Hoc Committee additionally established a Marketing Subcommittee to discuss and develop a marketing program. These discussions included the Chehalem Valley Chamber of Commerce (“Chamber”) and options for additional services.

On May 21, 2018 the TLT Ad Hoc Committee held a joint work session with the City Council to discuss repositioning the focus of the TLT program from grants to destination marketing and a supporting organizational model to conduct destination marketing. The City Council indicated encouragement for this approach and the TLT Ad Hoc Committee has been working on a proposal to bring back to the City Council for consideration.

The TLT AD Hoc Committee evaluated several approaches for an organizational structure for the TLT program. These included:

1. Modifying the Chamber/City of Newberg Visitor Center contract to enhance destination marketing services.
2. Establish a separate entity to provide destination marketing services.
3. Retain the TLT Ad Hoc Committee and enhance destination marketing activities.

The Committee received a draft concept from the Chamber in November 2017 on their organization providing enhanced destination marketing services. The Committee heard a presentation from Visit McMinnville in April 2018 on the model McMinnville created for providing destination marketing services. Finally, the Committee discussed continuing the TLT Committee. From these discussions the Committee focused on the Visit McMinnville model. The Committee then took a draft job description for a marketing position that the Chamber had provided and reworked the proposal to reflect a draft Executive Director position and responsibilities. The Committee also developed a concept for a Visit Newberg Business Plan modeled after Visit McMinnville. Finally, the Committee evaluated the financials of the TLT program to determine if this approach would be feasible based on projected revenues and expenditures in FY 2019/2020.

Based on the analysis conducted by the Committee their recommendation was to:

1. Establish a Tourism Marketing Organization.
2. City Council appoint a 9-13 member tourism Marketing Organization Board of Directors for oversight of the marketing organization.
3. Marketing Organization Board establish Bylaws of the organization.
4. Marketing Organization Board of Directors oversees Tourism Executive Director.
5. Tourism Executive Director located at Chehalem Valley Chamber of Commerce.
6. Chehalem Valley Chamber of Commerce continues to operate Visitor Center through June of 2020 per City contract.
7. Establish a tourism website and tourism social media presence.
8. Refine draft marketing strategy outline.
9. Build and implement an awareness and branding campaign for Newberg.

Contract Review Board

NMC 3.25.070 Process for approval of special solicitation methods and exemptions.

- A. Authority of City Council. In its capacity as contract review board for the city, the city council, upon its own initiative, or upon request of the purchasing manager, may create special selection, evaluation and award procedures for, or may exempt from competition, the award of a specific contract or class of contracts as provided in this section.

Finding: *The Newberg City Council by adoption of Resolution No. 2018-3436 on August 20, 2018 (Attachment 1) expressed their intent to establish a tourism marketing organization known as Visit Newberg. Visit Newberg will provide tourism marketing and promotion activities to advance the Newberg Strategic Tourism Plan adopted by Resolution No. 2016-3307 on June 20, 2016. Exhibit "A" to Resolution No. 2018-3519 is the culmination of two years of discussion by the Transient Lodging Tax Ad Hoc Committee to establish an organizational structure for tourism promotion. Under a separate Council action they have recommended nine individuals to be on the initial Visit Newberg Board of Directors and identified a City Council member to be a non-voting member of the Board. Exhibit A outlines the terms of the agreement between the City of Newberg and Visit Newberg for services including preparation of an annual business plan and budget, quarterly reporting on activities, hiring an executive director to conduct tourism marketing and promotion activities, and to coordinate with other tourism entities.*

- B. Basis for Approval. The approval of a special solicitation method or exemption from competition must be based upon a record before the city council that contains the following:

1. The nature of the contract or class of contracts for which the special solicitation or exemption is requested;

Finding: *The contract would be for an agreement between the City of Newberg and Visit Newberg. Visit Newberg will provide tourism marketing and promotional services utilizing transient lodging tax proceeds collected by the City for tourism marketing promotion as defined by Oregon Revised Statute (ORS) 320.300(6), (7), (8), and (10). Visit Newberg will be a non-profit organization in compliance with ORS 320.300(8).*

2. The estimated contract price or cost of the project, if relevant;

Finding: *The estimated contract price is \$353,063 in the initial full fiscal year (FY) of 2019-2020. There will be a one-time lump sum amount of unexpended funds estimated at \$499,663 which will be provided to Visit Newberg in FY 2018-2019 plus quarterly disbursement payments. In FY 21/22 the projections estimate approximately \$377,433 would be available.*

3. Findings to support the substantial cost savings, enhancement in quality or performance or other public benefit anticipated by the proposed selection method or exemption from competitive solicitation;

Finding: *The City of Newberg has utilized Community Development Department staff to support the Transient Lodging Tax Ad Hoc Committee which was formed in December of 2016. Over the past two years significant staff resources have been expended, but staff do not have the specific*

skill sets in the area of tourism marketing and promotion. In addition the Chehalem Valley Chamber of Commerce under separate contract has been providing limited tourism marketing and promotion services. With the Visit Newberg agreement (Exhibit A) there will be a single entity conducting tourism marketing with specific skill sets and expertise. The tourism marketing activities that the Chehalem Valley Chamber of Commerce has conducted in the past will transition to Visit Newberg as well as the transient lodging tax funds provided by the City to the Chehalem Valley Chamber of Commerce. The Visit Newberg organization with a full time Executive Director will enhance the ability to promote attracting tourists to the Newberg area beyond what City staff can provide.

4. Findings to support the reason that approval of the request would be unlikely to encourage favoritism or diminish competition for the public contract or class of public contracts, or would otherwise substantially promote the public interest in a manner that could not practicably be realized by complying with the solicitation requirements that would otherwise be applicable under these regulations;

Finding: *Entering into an agreement with Visit Newberg is unlikely to encourage favoritism or diminish competition because Oregon Revised Statutes (ORS 320.300(8)) defines what a tourism promotion agency includes. Specifically a tourism promotion agency is:*

- i) *an incorporated non-profit organization or governmental unit that is responsible for the tourism promotion of a destination on a year-round basis,*
- ii) *a non-profit entity that manages tourism-related economic development plans, programs, and projects, and*
- iii) *a regional or statewide association that represents entities that rely on tourism-related business for more than 50 percent of their total income*

The City of Newberg has spent the past two year through its Transient Lodging Tax Ad Hoc Committee discussing and evaluating the options for a tourism promotion agency and has identified establishing Visit Newberg to fulfill that role. The City Council is recommending individuals to be on the initial Board of Directors to oversee the program. There are no other non-profit organizations within the area that provide the services the City desires to promote tourism for Newberg.

5. A description of the proposed alternative contracting methods to be employed; and

Finding: *The identified alternative method for contracting for tourism marketing and promotional services is an agreement with Visit Newberg which is being established as a non-profit 501(c)(6) organization. The initial contract would be for a three year period.*

6. The estimated date by which it would be necessary to sign the contract(s).
In making a determination regarding a special selection method, the city council may consider the type, cost, amount of the contract or class of contracts, number of persons available to make offers, and such other factors as it may deem appropriate.

Finding: *The estimated date to sign the contract with Visit Newberg is February of 2019.*

C. Hearing.

1. The city shall approve the special solicitation or exemption after a public hearing before the city council following notice by publication in at least one newspaper of general circulation in the city area.

Finding: *A public hearing was held on December 17, 2018 for the exemption and was noticed in the Newberg Graphic on December 12, 2018.*

2. At the public hearing, the city shall offer an opportunity for any interested party to appear and present comment.

Finding: *Interested parties were provided the opportunity to comment on the exemption at the public hearing on December 17, 2018 and meets the requirement.*

3. The city council will consider the findings and may approve the exemption as proposed or as modified by the city council after providing an opportunity for public comment.

Finding: *The City Council considered the findings in this report and after the opportunity for public comment at the hearing on December 17, 2018 and met the requirement.*

D. Special Requirements for Public Improvement Contracts.

1. Notification of the public hearing for exemption of a public improvement contract, or class of public improvement contracts, shall be published in a trade newspaper of general statewide circulation at least 14 days prior to the hearing.

Finding: *The Visit Newberg agreement is not a public improvement and does not apply.*

2. The notice shall state that the public hearing is for the purpose of taking comments on the city's draft findings for an exemption from the standard solicitation method. At the time of the notice, copies of the draft findings shall be made available to the public.

Finding: *The Visit Newberg agreement is not a public improvement and does not apply.*

E. Commencement of Solicitation Prior to Approval. A solicitation may be issued prior to the approval of a special exemption under this section; provided, that the closing of the solicitation may not be earlier than five days after the date of the hearing at which the city council approves the exemption. If the city council fails to approve a requested exemption, or requires the use of a solicitation procedure other than the procedures described in the issued solicitation documents, the issued solicitation may either be modified by addendum, or cancelled. [Ord. 2618, 3-7-05. Code 2001 § 34.07.]

Finding: *There has been no solicitation for tourism promotion services in accordance with NMC 3.25.070E.*

Transient Lodging Tax (TLT) Ad Hoc Committee Recommendation

The TLT Ad Hoc Committee recommended by a 8-0 vote that the City Council approve the Visit Newberg agreement.

FISCAL IMPACT:

Fund 19 Transient Lodging Tax Fund is where revenue and expenses for a Tourism Marketing Organization would be received and expended. Beginning in FY 2019/2020 the amount is estimated at \$323,751. By FY 21/22 the projections estimate approximately \$348,121 would be available.

Staff will bring back a separate RCA to amend the City Chamber contract that will remove the marketing requirements and adjust the annual funding amount to operate the Visitor Center.

STRATEGIC ASSESSMENT (RELATE TO COUNCIL PRIORITIES FROM SEPTEMBER 2017):

Goal 11: Implement Newberg Economic Development Strategy. This discussion furthers the Tourism & Hospitality pillar and the goal to “Make Newberg/Chehalem Valley a regional, national & international tourist destination.” The specific strategies are 4.1 Increase Tourist/Visitor Counts in Newberg and 4.3 Transient Lodging Tax Program.

Attachment: 1. Resolution No. 2018-3436



RESOLUTION No. 2018-3519

**A RESOLUTION ENTERING INTO AN AGREEMENT WITH VISIT
NEWBERG FOR TOURISM MARKETING AND PROMOTION ACTIVITIES
AS APPROVED BY THE CITY COUNCIL ACTING AS THE CITY OF
NEWBERG CONTRACT REVIEW BOARD**

RECITALS:

1. The City of Newberg established a Transient Lodging Tax in 1976 by Ordinance No. 1976-1835A and as amended by Ordinance No. 1989-2262, 1996-2433, 1997-2476, and 2014-2771.
2. The Transient Lodging Tax Ad Hoc Committee was established on December 5, 2016.
3. After extensive strategic planning the Transient Lodging Tax Ad Hoc Committee recommended to the City Council that the future use of tourism related funds should be the establishment of a tourism marketing and promotion organization.
4. The tourism marketing and promotion organization will become a viable non-profit organization as of February 2019 and will be known as VisitNewberg.
5. The City desires to contract with Visit Newberg to provide both tourism marketing and promotion activities, and administrative and management functions.

THE CITY OF NEWBERG RESOLVES AS FOLLOWS:

1. Entry into the attached agreement (Exhibit "A") with Visit Newberg is in the best interest of the City for tourism marketing and promotion activities.
2. The City Manager is authorized to sign the agreement in substantial conformance with Exhibit "A".
3. The Findings included as Exhibit "B" are hereby adopted and by this reference incorporated.

➤ **EFFECTIVE DATE** of this resolution is the day after the adoption date, which is: December 18, 2018.

ADOPTED by the City Council of the City of Newberg, Oregon, this 17th day of December, 2018.

Sue Ryan, City Recorder

ATTEST by the Mayor this 20th day of December, 2018.

_____ Bob Andrews, Mayor

AGREEMENT BETWEEN
CITY OF NEWBERG, OREGON
AND
VISIT NEWBERG

FOR TOURISM MARKETING AND PROMOTION SERVICES

This Agreement is between the City of Newberg, an Oregon municipal corporation, (City) and Visit Newberg, Inc. (Contractor), an Oregon non-profit corporation. The City wishes to enter into this Agreement with the Contractor for tourism promotion services for the City. The Contractor is willing to provide the tourism promotion services the City desires. The City will compensate the Contractor with a portion of the Transient Lodging Taxes the City assesses pursuant to Oregon State law and Ordinance No.1976-1835A and as amended by Ordinance No. 1989-2262, 1996-2433, 1997-2476, and 2014-2771.

1. Definitions:

- a. "tourism promotion" means any of the following activities:
 - i) advertising, publicizing, or distributing information for the purpose of attracting and welcoming tourists,
 - ii) conducting strategic planning and research necessary to stimulate future tourism development,
 - iii) operating tourism promotion agencies, and
 - iv) marketing special events and festivals designed to attract tourists (ORS 320.300(7)).
- b. "tourism" means economic activity resulting from tourists (ORS 320.300(6)).
- c. "tourist" means a person who, for business, pleasure, recreation, or participation in events related to the arts, heritage, or culture, travels from the community in which that person is a resident to a different community that is separate, distinct from, and unrelated to the person's community of residence, and that trip:
 - i) requires the person to travel more than 50 miles from the community of residence, or
 - ii) includes an overnight stay (ORS 320.300(10)).
- d. "tourism promotion agency" includes:
 - i) an incorporated non-profit organization or governmental unit that is responsible for the tourism promotion of a destination on a year-round basis,

- ii) a non-profit entity that manages tourism-related economic development plans, programs, and projects, and
- iii) a regional or statewide association that represents entities that rely on tourism-related business for more than 50 percent of their total income (ORS 320.300(8)).

2. Contractor's Services:

In exchange for the payment provided in Section 6, the Contractor will provide the following tourism promotion services to the City:

- a. Tourism promotion activities: The Contractor will provide functions, activities, programs, literature (develop, arrange for printing, and distribute), advertising, staff, supplies, equipment, and support to promote the Newberg area as a destination for tourists and visitors. The Contractor will coordinate its activities, as appropriate, with other organizations such as the Chehalem Valley Chamber of Commerce and the Newberg Downtown Coalition and other visitor promotion entities.
- b. Administrative and management functions: The Contractor will provide day to-day management activities including planning and acquisition of services, equipment, supplies, and facilities to fulfill the Annual Business and Marketing Plan (the Business Plan) for Visit Newberg. The Contractor will be responsible for maintaining capable and competent staff, including management staff. The Contractor's Executive Director or designee will attend any City Council meetings as requested by the City Council to provide updates, information, or other data on Visit Newberg plans and services.

3. First Year of the Agreement:

- a. Once the Agreement is fully executed and before it is funded, the City may make payments on behalf of Visit Newberg for various charges (e.g. insurance premiums, advertising costs for the Executive Director). These payments will be deducted from the funding the City will provide Visit Newberg when the certificates of insurance are approved by the City.
- b. Once the Agreement is fully executed and acceptable certificates of insurance have been provided to the City, the City will provide Visit Newberg with funding for startup costs in an amount to be determined and negotiated by the City and Contractor of the Transient Lodging Taxes accrued and unexpended since the inception of the Transient Lodging Tax, minus the City's annual expenditures to the Chehalem Valley Chamber of Commerce for the Visitor Center contract, and funds committed from the Transient Lodging Tax Destination Development-Marketing Grant program grant awards.

- c. No later than February 15, 2019:
 - i) The Contractor will establish an initial high-level budget to enable the Contractor's Board to make informed decisions regarding staff, contract vendors, leases, and other issues and
 - ii) The Contractor will adopt financial policies and procedures.
- d. No later than March 31, 2019, the Contractor will hire an Executive Director.
- e. No later than February 28, 2019, the Contractor will prepare and submit a Business and Marketing Plan (the Business Plan) to the City Council. The Business Plan will contain a detailed description of the services the Contractor proposes to provide during the remainder of the fiscal year, as well as a proposed budget for the remainder of the fiscal year.

The Plan will identify activities and performance goals. The Contractor will be fully responsible for the implementation of services and programs and the City will not control the day-to-day activities and operations of Visit Newberg and its employees and agents. However, the City may provide general suggestions regarding the funding of various services or programs, which the Contractor will consider in the use of City funds.

The Contractor's proposed 2018-2019 budget will be prepared assuming a total budget for services provided under this Agreement of the amount of accrued and unexpended Transient Lodging Tax collections from previous years paid to Visit Newberg under the provisions of 3.b. above, and in accordance with funding distribution by State law for projected Transient Lodging Tax collections for the current year, minus the City's annual expenditures to the Chehalem Valley Chamber of Commerce for the Visitor Center contract, and funds committed from the Transient Lodging Tax Destination Development-Marketing Grant program grant awards. The budget will contain a reserve fund in an amount equal to at least three months of total operating expenses.

- f. The City Council will consider the Business Plan during a Council meeting in the month of March 2019, after which, the Council will determine whether to approve the Plan. If the Council approves the Business Plan, the Council will authorize continued funding for the remainder of the fiscal year. The Contractor will expend funds received from the City under this Agreement only as set out in and authorized by the Business Plan. If the Council does not approve the Business Plan and the parties cannot reach agreement on modification, this Agreement will terminate in the same manner as if the Contractor had defaulted or breached the Agreement, pursuant to Article 13.

- g. No later than June 1, 2019, the Contractor will prepare and submit to the City Council a written progress report on the Business Plan, including the budget. The City Council may request that a representative of the Contractor attend a City Council meeting to provide further information and to answer any questions.

4. Annual Business and Marketing Plan:

- a. Beginning with the 2019-2020 fiscal year, the Contractor will prepare and submit a Business Plan to the City Council no later than March 1 each year. The Business Plan will contain a review of the previous year's performance and a detailed description of the services the Contractor proposes to provide in the next fiscal year, as well as a proposed budget for the next fiscal year. The Business Plan will identify activities and performance goals. Additionally, the Business Plan will contain a detailed explanation of any amendments the Contractor has made to the Contractor's bylaws. The Contractor will be fully responsible for the implementation of services and programs and the City will not control the day to-day activities and operations of Visit Newberg and its employees and agents. However, the City may provide general suggestions regarding the funding of various services or programs, which the Contractor will consider in the use of City funds.
- b. The City Council will consider the Business Plan during a Council meeting in the month of May each year, after which, the Council will determine whether to approve the Plan. If the Council approves the Business Plan, the Council will authorize continued funding of Visit Newberg for the next fiscal year. The Contractor will expend funds received from the City under this Agreement only as set out in and authorized by the Business Plan. If the Council does not approve the Business Plan and the parties cannot reach agreement on modifications, this Agreement will terminate in the same manner as if the Contractor had defaulted or breached the Agreement, pursuant to Article 13.
- c. The Contractor's proposed budget will be prepared assuming a total budget for services provided under this Agreement and in accordance with funding distribution by State law for projected Transient Lodging Tax collections for the current year, minus the City's annual expenditures to the Chehalem Valley Chamber of Commerce for the Visitor Center contract, and funds committed from the Transient Lodging Tax Destination Development-Marketing Grant program grant awards.

The Contractor's annual budget will contain a reserve fund in an amount equal to at least three months of total operating expenses as defined by the Contractor's adopted fiscal policies. The reserve fund may be used in the case of actual revenues being less than forecast and in support of activities

included in the approved Business Plan. In no case will expenditures exceed actual funds payable under this Agreement. However, nothing in this section precludes the Contractor using funds secured from sources other than the City in the Contractors' complete and total discretion.

5. Other Reports:

- a. The Contractor will prepare and submit to the City Council three written progress reports each year (in August, November, and February) on the Business Plan, including the budget. These reports will also contain notice of any amendments the Contractor has made to the Contractor's bylaws. The City Council may request that a representative of the Contractor attend a City Council meeting to provide further information and to answer any questions.
- b. If the City's actual collection of Transient Lodging Tax revenues exceeds the amount approved in the Contractor's budget by 20% or more, before the City will provide additional funds to the Contractor, the Contractor will submit a revised Business Plan to the City, describing how the additional funds will be spent on tourism promotion activities.

6. Funding:

The City agrees to compensate the Contractor from Transient Lodging Tax revenues collected by the City. The compensation will be for services provided under this Agreement. The amount paid quarterly (in August, November, February, and May) to the Contractor will be in accordance with funding distribution by State law for projected Transient Lodging Tax collected by the City in the preceding quarter minus the City's annual expenditures to the Chehalem Valley Chamber of Commerce for the Visitor Center contract, and funds committed from the Transient Lodging Tax Destination Development-Marketing Grant program grant awards. This amount is subject to the following:

- a. The provisions of Section 5.b above, and
 - b. Administrative charges by the City.
7. Administrative Costs: The Contractor's administrative and management costs, including but not limited to personnel, rent, financial management services, internal budgeting and accounting, purchasing, insurance, maintenance, supervision, legal services, printing, and any other costs will be at the cost and discretion of the Contractor.
8. Assets: The Contractor is an independent entity and will be responsible for acquiring and maintaining real and personal property related to the provision

of services under this Agreement. The Contractor will own all real and personal property acquired by it. On termination of this Agreement, the Contractor will transfer any intellectual property or promotional materials associated with the provision of services under this Agreement to the City at no cost.

9. Risk of Loss and Insurance: The Contractor bears the risk of loss of all its property (as described in Section 8). The Contractor, at its own expense, will procure and maintain general liability insurance to protect the Contractor from claims that may arise out of or result from the services provided under this Agreement. Prior to funding of this Agreement, the Contractor will provide proof that it has acquired this insurance. The insurance will be in an amount per occurrence at least equal to the City's tort claims liability limits under the Oregon Tort Claims Act with a \$3,000,000 aggregate. The policy will name the City, its officers, agents, and employees as additional insureds.

The Contractor and any of its subcontractors will maintain in full force and effect Worker's Compensation insurance and Employer Liability insurance in compliance with Oregon State law.

The Contractor will be responsible for all deductibles, self-insurance retentions, and self-insurance for the insurance required under this section. The Contractor will notify the City thirty days prior to any material change in the Contractor's insurance, or, if that is not possible, immediately upon the Contractor receiving notice of a change.

10. Annual Review/Audit: The financial books of Visit Newberg will be audited or reviewed annually by an independent certified public accountant. The accountant will make a written report of the review/audit to the Board of Directors which will then submit a copy of the report to the Newberg City Council. The audit or review will be completed as soon as practical after the close of the fiscal year.
11. Records and Accounting: The Contractor will maintain records and accounts that will allow the City to assure that all funds paid for the performance of this Agreement are properly accounted for. Within 72 hours of a written request by the City, the Contractor will make records relating to income and expenditures available for review and audit by the City. The City will have the right during the term of this Agreement, or within 180 days after the expiration or termination of this Agreement, to audit the Contractor's records for the period of three years prior to the audit. The audit may be undertaken by a qualified person or entity selected by the City. The Contractor agrees that it will provide financial records from its accountants to the City every month. These records will include, at minimum, a balance sheet and income and expense reports. The Contractor will maintain these financial records for at least six years after the expiration of this Agreement.

12. Term: This Agreement will be in effect in February, 2019. It will remain in effect for three years unless terminated earlier under the provisions of Section 3.f (Council fails to approve the Business Plan), Section 4.b (Council fails to approve the Business Plan), Section 13 (default or material breach) or Section 21 (assignment without approval). At the end of the three year term, the Agreement will automatically renew for three one year periods unless either party wishes at any time not to extend the Agreement. If a party wishes not to extend the Agreement, that party will notify the other party that the Agreement will terminate at the end of the current Agreement period. Notification will be in writing and will be delivered no later than January 1 of the year in which the notifying party wishes the Agreement to terminate.
13. Default and Breach: Either party may terminate this Agreement in the event of a default or material breach by the other party. The notifying party must provide written notice to the other party specifying how the other party is not in compliance with the terms of this Agreement. The non-complying party will have thirty days after receipt of a notice of non-compliance to cure the issue(s). Should the correction(s) not be made during this thirty day period, this Agreement may be terminated, at the discretion of the notifying party, unless the correction(s) cannot be made within thirty days. If the non-compliance cannot be corrected within thirty days, the non-complying party must, at minimum, begin corrective action within thirty days and proceed with due diligence until the correction is completed. This Agreement may be terminated, at the discretion of the notifying party, if the non-complying party either fails to begin to take corrective action within thirty days or fails or ceases to use due diligence to continue with the corrective action.
14. Equal Opportunity: The Contractor agrees that it will not discriminate against any employee or applicant for employment on the basis of race, age, color, sex, religion, ancestry, national origin, sexual orientation, gender identity, genetic information, or disability and will take any affirmative action necessary to ensure that all employees and applicants are treated equally. The Contractor and its employees will not, in the performance of this Agreement, discriminate against any customer, potential customer, patron, or other person on the bases listed above in this section and will provide services to all persons equally.
15. Contractor Indemnification: The Contractor will defend, protect, indemnify, and hold harmless the City, its officers, agents, and employees from and against any and all claims, losses, damages, injuries, or liability including claims for misapplication of contributions or other funds, state or federal anti-trust violations, personal injury or death, damage to property, liability arising out of the use of materials, concepts, or processes protected by intellectual property rights, and the liens of workmen and material men, regardless how these were caused, if they arose directly or indirectly from the performance

of this Agreement by the Contractor, unless caused by the negligence or willful misconduct of the City. The Contractor is not an officer, employee, or agent of the City under ORS 30.285 or 30.287.

16. Licenses and Taxes: The Contractor will be responsible for the acquisition and maintenance of all licenses and permits to carry on the Contractor's business.
17. Independent Contractor: The Contractor is an independent contractor. The parties intend that an independent contractor relationship will be created by this Agreement. The City is interested only in the results to be achieved. Conduct and control of the work will be the responsibility of the Contractor. The Contractor will not be considered an agent or employee of the City for any purpose, and the employees of the Contractor are neither employees of the City nor are they entitled to any of the benefits that the City provides for its employees.
18. No Third Party Beneficiaries: The City and the Contractor are the only parties to this Agreement and are the only parties entitled to enforce its terms. Nothing in this Agreement gives, is intended to give, or will be construed to give or provide any benefit or right, whether directly, indirectly, or otherwise, to third persons unless the third persons are identified by name in this Agreement and expressly described as intended beneficiaries of the terms of this Agreement.
19. Authority: As specified in Section 17, the Contractor is an independent contractor in the performance of this Agreement. The Contractor will comply with all laws regarding unemployment insurance, disability insurance, and worker's compensation. The Contractor will have no authorization, express or implied, to bind the City to any agreement, settlement, liability, or understanding, and agrees not to perform any acts as an agent of the City.
20. Notice: Any notice or notices provided for in this Agreement or by law which must be given or served on either party will be given or served by personal service, certified mail (return receipt requested, postage prepaid), or by e-mail or facsimile followed by certified mailing of the original, in a pre-addressed, stamped envelope, addressed to:

City of Newberg
Joe Hannan
City Manager
PO Box 970
Newberg, OR 97132

Visit Newberg

Executive Director

21. Assignment: Neither party may assign, subcontract, or otherwise transfer any rights and responsibilities under this Agreement except upon the written

consent of the other party. If any assignment is made, both the assigning party and the assignee will be bound by the terms of this Agreement. The City may terminate the Agreement if transferred or assigned without the prior written consent of the City.

- 22. Amendments: This Agreement may be amended only by written agreement signed by both parties.
- 23. Laws of Oregon: This Agreement will be governed by the laws of the State of Oregon, both as to the interpretation and performance, and the venue will be Yamhill County.
- 24. Waiver: The City's failure to enforce a provision of this Agreement will not constitute a continuing waiver, will not constitute a relinquishment of the City's right to performance in the future, and will not operate as a waiver of the City's right to enforce any other provision of this Agreement.
- 25. Merger: This Agreement constitutes the entire agreement between the parties.

There are no understandings, agreements, or representations regarding this Agreement, whether oral or written, that are not specified in this Agreement.

This contract is entered into by the City of Newberg and the initial Board of Directors of Visit Newberg, Inc., effective February_____, 2019.

CITY OF NEWBERG

VISIT NEWBERG, INC.

Joe Hannan, City Manager

, Chair

**Exhibit “B” to Resolution 2018-3519
Findings – File G-16-008**

NMC 3.25.070 Process for approval of special solicitation methods and exemptions.

- A. Authority of City Council. In its capacity as contract review board for the city, the city council, upon its own initiative, or upon request of the purchasing manager, may create special selection, evaluation and award procedures for, or may exempt from competition, the award of a specific contract or class of contracts as provided in this section.

***Finding:** The Newberg City Council by adoption of Resolution No. 2018-3436 on August 20, 2018 (Attachment 1) expressed their intent to establish a tourism marketing organization known as Visit Newberg. Visit Newberg will provide tourism marketing and promotion activities to advance the Newberg Strategic Tourism Plan adopted by Resolution No. 2016-3307 on June 20, 2016. Exhibit “A” to Resolution No. 2018-3519 is the culmination of two years of discussion by the Transient Lodging Tax Ad Hoc Committee to establish an organizational structure for tourism promotion. Under a separate Council action they have recommended nine individuals to be on the initial Visit Newberg Board of Directors and identified a City Council member to be a non-voting member of the Board. Exhibit A outlines the terms of the agreement between the City of Newberg and Visit Newberg for services including preparation of an annual business plan and budget, quarterly reporting on activities, hiring an executive director to conduct tourism marketing and promotion activities, and to coordinate with other tourism entities.*

- B. Basis for Approval. The approval of a special solicitation method or exemption from competition must be based upon a record before the city council that contains the following:

1. The nature of the contract or class of contracts for which the special solicitation or exemption is requested;

***Finding:** The contract would be for an agreement between the City of Newberg and Visit Newberg. Visit Newberg will provide tourism marketing and promotional services utilizing transient lodging tax proceeds collected by the City for tourism marketing promotion as defined by Oregon Revised Statute (ORS) 320.300(6), (7), (8), and (10). Visit Newberg will be a non-profit organization in compliance with ORS 320.300(8).*

2. The estimated contract price or cost of the project, if relevant;

***Finding:** The estimated contract price is \$353,063 in the initial full fiscal year (FY) of 2019-2020. There will be a one-time lump sum amount of unexpended funds estimated at \$499,663 which will be provided to Visit Newberg in FY 2018-2019 plus quarterly disbursement payments. In FY 21/22 the projections estimate approximately \$377,433 would be available.*

3. Findings to support the substantial cost savings, enhancement in quality or performance or other public benefit anticipated by the proposed selection method or exemption from competitive solicitation;

Finding: *The City of Newberg has utilized Community Development Department staff to support the Transient Lodging Tax Ad Hoc Committee which was formed in December of 2016. Over the past two years significant staff resources have been expended, but staff do not have the specific skill sets in the area of tourism marketing and promotion. In addition the Chehalem Valley Chamber of Commerce under separate contract has been providing limited tourism marketing and promotion services. With the Visit Newberg agreement (Exhibit A) there will be a single entity conducting tourism marketing with specific skill sets and expertise. The tourism marketing activities that the Chehalem Valley Chamber of Commerce has conducted in the past will transition to Visit Newberg as well as the transient lodging tax funds provided by the City to the Chehalem Valley Chamber of Commerce. The Visit Newberg organization with a full time Executive Director will enhance the ability to promote attracting tourists to the Newberg area beyond what City staff can provide.*

4. Findings to support the reason that approval of the request would be unlikely to encourage favoritism or diminish competition for the public contract or class of public contracts, or would otherwise substantially promote the public interest in a manner that could not practicably be realized by complying with the solicitation requirements that would otherwise be applicable under these regulations;

Finding: *Entering into an agreement with Visit Newberg is unlikely to encourage favoritism or diminish competition because Oregon Revised Statutes (ORS 320.300(8)) defines what a tourism promotion agency includes. Specifically a tourism promotion agency is:*

- i) *an incorporated non-profit organization or governmental unit that is responsible for the tourism promotion of a destination on a year-round basis,*
- ii) *a non-profit entity that manages tourism-related economic development plans, programs, and projects, and*
- iii) *a regional or statewide association that represents entities that rely on tourism-related business for more than 50 percent of their total income*

The City of Newberg has spent the past two year through its Transient Lodging Tax Ad Hoc Committee discussing and evaluating the options for a tourism promotion agency and has identified establishing Visit Newberg to fulfill that role. The City Council is recommending individuals to be on the initial Board of Directors to oversee the program. There are no other non-profit organizations within the area that provide the services the City desires to promote tourism for Newberg.

5. A description of the proposed alternative contracting methods to be employed; and

Finding: *The identified alternative method for contracting for tourism marketing and*

promotional services is an agreement with Visit Newberg which is being established as a non-profit 501(c)(6) organization. The initial contract would be for a three year period.

6. The estimated date by which it would be necessary to sign the contract(s).
In making a determination regarding a special selection method, the city council may consider the type, cost, amount of the contract or class of contracts, number of persons available to make offers, and such other factors as it may deem appropriate.

Finding: *The estimated date to sign the contract with Visit Newberg is February of 2019.*

C. Hearing.

1. The city shall approve the special solicitation or exemption after a public hearing before the city council following notice by publication in at least one newspaper of general circulation in the city area.

Finding: *A public hearing was held on December 17, 2018 for the exemption and was noticed in the Newberg Graphic on December 12, 2018.*

2. At the public hearing, the city shall offer an opportunity for any interested party to appear and present comment.

Finding: *Interested parties were provided the opportunity to comment on the exemption at the public hearing on December 17, 2018 and meets the requirement.*

3. The city council will consider the findings and may approve the exemption as proposed or as modified by the city council after providing an opportunity for public comment.

Finding: *The City Council considered the findings in this report and after the opportunity for public comment at the hearing on December 17, 2018 and met the requirement.*

D. Special Requirements for Public Improvement Contracts.

1. Notification of the public hearing for exemption of a public improvement contract, or class of public improvement contracts, shall be published in a trade newspaper of general statewide circulation at least 14 days prior to the hearing.

Finding: *The Visit Newberg agreement is not a public improvement and does not apply.*

2. The notice shall state that the public hearing is for the purpose of taking comments on the city's draft findings for an exemption from the standard solicitation method. At the time of the notice, copies of the draft findings shall be made available to the public.

Finding: *The Visit Newberg agreement is not a public improvement and does not apply.*

- E. Commencement of Solicitation Prior to Approval. A solicitation may be issued prior to the approval of a special exemption under this section; provided, that the closing of the solicitation may not be earlier than five days after the date of the hearing at which the city council approves the exemption. If the city council fails to approve a requested exemption, or requires the use of a solicitation procedure other than the procedures described in the issued solicitation documents, the issued solicitation may either be modified by addendum, or cancelled. [Ord. 2618, 3-7-05. Code 2001 § 34.07.]

Finding: *There has been no solicitation for tourism promotion services in accordance with NMC 3.25.070E.*



RESOLUTION No. 2018-3436

A RESOLUTION IDENTIFYING THE CITY COUNCIL INTENT TO ESTABLISH A TOURISM MARKETING ORGANIZATION

RECITALS:

1. The City Council established the Transient Lodging Tax (TLT) Ad Hoc Committee by motion on December 5, 2016.
2. An identified activity of the TLT Ad Hoc Committee is: 7. During the two year period the Ad Hoc committee continues the discussion of an organizational model appropriate for Newberg given the funding available and report their recommendations back to the City Council.
3. An identified activity of the TLT Ad Hoc Committee is: 8. The City discuss with the Chehalem Valley Chamber additional services that could be provided such as FAM's, Marketing and Destination Development. Funding for these services would come out of the Tourism Promotion expense line (*Fund 19*).
4. An identified activity of the TLT Ad Hoc Committee is: 9. Funds be allocated for a consultant to conduct an assessment of existing marketing material and provide recommendations for updating or modifying marketing material.
5. The TLT Ad Hoc Committee and its Marketing Subcommittee have met for 20 months discussing organizational models and marketing approaches that have included participation by the Chehalem Valley Chamber of Commerce.
6. The City Council and TLT Ad Hoc Committee held a joint work session on May 21, 2018 discussing organizational models with the City Council providing guidance for the TLT Ad Hoc Committee to return with an official recommendation.

THE CITY OF NEWBERG RESOLVES AS FOLLOWS:

1. The intent of the City Council is to establish a Tourism Marketing Organization utilizing Newberg Transient Lodging Tax revenues for promotion of tourism within Newberg and the broader Newberg area.
2. Exhibit "A" Draft Visit Newberg Business Plan with Mission Statement, Marketing Model, Goals and Objectives will be used by the Tourism Marketing Organization as a foundation to create a business plan. It is intended that the City Council and Tourism Marketing Organization Board will further embellish this draft document for clarity purposes.

///

3. Exhibit "B" Draft Executive Director Position Description. It is intended that the Tourism Marketing Organization Board will use this document a foundation point and further embellish this draft document for clarity purposes in consultation with the City Council.
4. Exhibit "C" is a draft example of revenue and expenses for the Tourism Marketing Organization in FY 2019/2020. This is only an example for illustrative purposes based on projections on revenue provided by City staff. The City Council and Tourism Marketing Organization Board will further embellish this draft document for clarity purposes.
5. Exhibit "D" is draft projections for revenue and expenditures over a five year period. The City Council and Tourism Marketing Organization Board will further embellish this draft document for clarity purposes.
6. Exhibit "E" is a draft marketing plan as a foundation point for the Tourism Marketing Organization to develop a marketing strategy. It is intended that the Tourism Marketing Organization Board would further embellish this draft document for clarity purposes in consultation with the City Council.
7. The City Council will take the necessary steps, in consultation with staff and the City Attorney, to charter a Tourism Marketing Organization funded with transient lodging tax revenues. This process may require adoption of ordinances, resolutions, bylaws, appointments to the initial Tourism Marketing Organization Board, budget authorization, contracts and other City Council actions to establish a tourism marketing program.
8. The contract between the Chehalem Valley Chamber of Commerce and City of Newberg will be modified to reflect Visitor Center services and not include Destination Marketing services.
9. The Tourism Marketing Organization will initially contract with the Chehalem Valley Chamber of Commerce to house the tourism Executive Director.

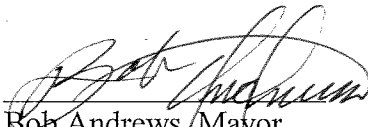
➤ **EFFECTIVE DATE** of this resolution is the day after the adoption date, which is: August 21, 2018.

ADOPTED by the City Council of the City of Newberg, Oregon, this 20th day of August, 2018.



Sue Ryan, City Recorder

ATTEST by the Mayor this 23rd day of August, 2018.



Bob Andrews, Mayor

8/1/2018

VISIT NEWBERG TLT BUSINESS PLAN

What is Visit Newberg?

Visit Newberg is a destination 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
- Chehelem 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

SAMPLE JOB DESCRIPTION

8/1/18 (Revised)

Position Title: Executive Director of Visit Newberg

Supervisors: Visit Newberg Board of Directors

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 and approved partners, resulting in increased tourism and overnight stays.

Examples of duties and responsibilities:

- Prepare an annual budget for Board of Directors and City Council 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 and approved partners
- Implement the Destination Marketing Plan
- Facilitate the development of a master brand
- Develop and maintain a website
- Manage online advertising campaigns and social media
- Manage Familiarization Tours (FAMs) with Media and members of the Travel Trade
- Provide reports as required by the Board of Directors and 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 lodging attractions and services available in the area
- Coordinate and collaborate with local events and activity 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
- Manage public relations
- Represent interests 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
- Identify, prepare and submit grant applications related to tourism
- Assist appropriate organizations by directing them to grant application opportunities
- Assist the Board of Directors in obtaining official non-profit status

Education:

Bachelor degree in Marketing or related field, or equivalent experience

Minimum Tourism Skills and Experience Desired:

At least three years of recent progressive tourism experience which includes the following skills and abilities:

- Knowledge of the tourism industry
- Working knowledge of volunteer management
- Strategic planning
- Strong communication and public relations skills
- Editing and writing skills
- Knowledge of Media Relations - public/community/news - accessible and open to all media
- Social media management experience
- 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
- Possesses a positive self-image; approachable; a team player; respects people; understands the importance of first impressions

Additional Requirements:

- Possess a valid driver's license
- Knowledge of standard office practices and procedures
- Computer skills
- Employee is required to be able to lift and/or move up to 45 pounds

VISIT NEWBERG (8/1/18)

General understandings reached by TLT Ad Hoc Committee:

1. Chehalem Valley Chamber of Commerce continues with City/Chamber contract for Visitor Center services through June 2020.
2. Approximately \$40,000 of the current City/Chamber contract for Destination Marketing activities comes back to the City to be included in the TLT Revenue available for Visit Newberg.
3. A new tourism marketing organization is established by the City Council based on the draft Visit Newberg TLT Business Plan.
4. Visit Newberg will work to obtain non-profit status.
5. The existing TLT grant program will be placed on hold but will honor the award commitments already approved by the City Council.
6. Additional revenue may be provided by the City of Dundee and Yamhill County in the future.
7. A draft job description has been prepared for the Executive Director position.
8. Additional revenue beyond the 65%/35% split in TLT revenue is not set aside for non-marketing purposes.

Estimated Annual Revenue, Personnel, Operational and Destination Marketing Costs (FY 19/20)

REVENUE	Low	High
TLT Revenue ¹	\$328,000	\$353,000
EXPENDITURES		
Personnel		
<i>Executive Director</i>	\$60,000	\$75,000
<i>Benefits²</i>	\$15,000	\$20,000
<i>Startup Costs³</i>	\$6,000	\$8,000
<i>Sub-Total</i>	\$81,000	\$103,000
Chamber Support Services		
<i>CVCC Overhead⁴</i>	\$24,000	\$24,000
<i>CVCC Staffing Support⁵</i>	\$12,000	\$24,000
<i>Sub-Total</i>	\$36,000	\$48,000
Destination Marketing⁶	\$211,000	\$202,000
Grand Total	\$328,000	\$353,000

¹ Includes \$40,000 from City/Chamber contract for destination marketing services and \$48,000 from adjusted Visitor Center Contract amount, in addition to TLT revenue.

² Benefits can range from 15% to 27%. For purposes of this estimate the low end considered 25% and high end 27%.

³ One time cost.

⁴ Includes hot office space, payroll services, insurance, copier, phone, kitchen, conference room, supplies, etc. Open market is in range of \$2,200 - \$3,000 month, Chamber providing a discount.

⁵ Staffing assumes minimum of \$1,000 month and maximum of \$2,000 depending on level of support needed. \$1,000 month equals 12 hours week at \$20 hour. \$2,000 month equals 24 hours week at \$20 hour for support from Josh, Patty, Karla. Chamber in part subsidizing Year 1 providing coordination, ramp up, connections and collaboration on existing tourism activities. The subsidy also includes time from the Chamber Executive Director in support of the on-boarding and transitioning process.

⁶ Includes destination marketing materials and programs, advertising, consultant services, travel, mileage, entertainment, conferences, FAM tours, SEO activities, conferences, etc.

DRAFT

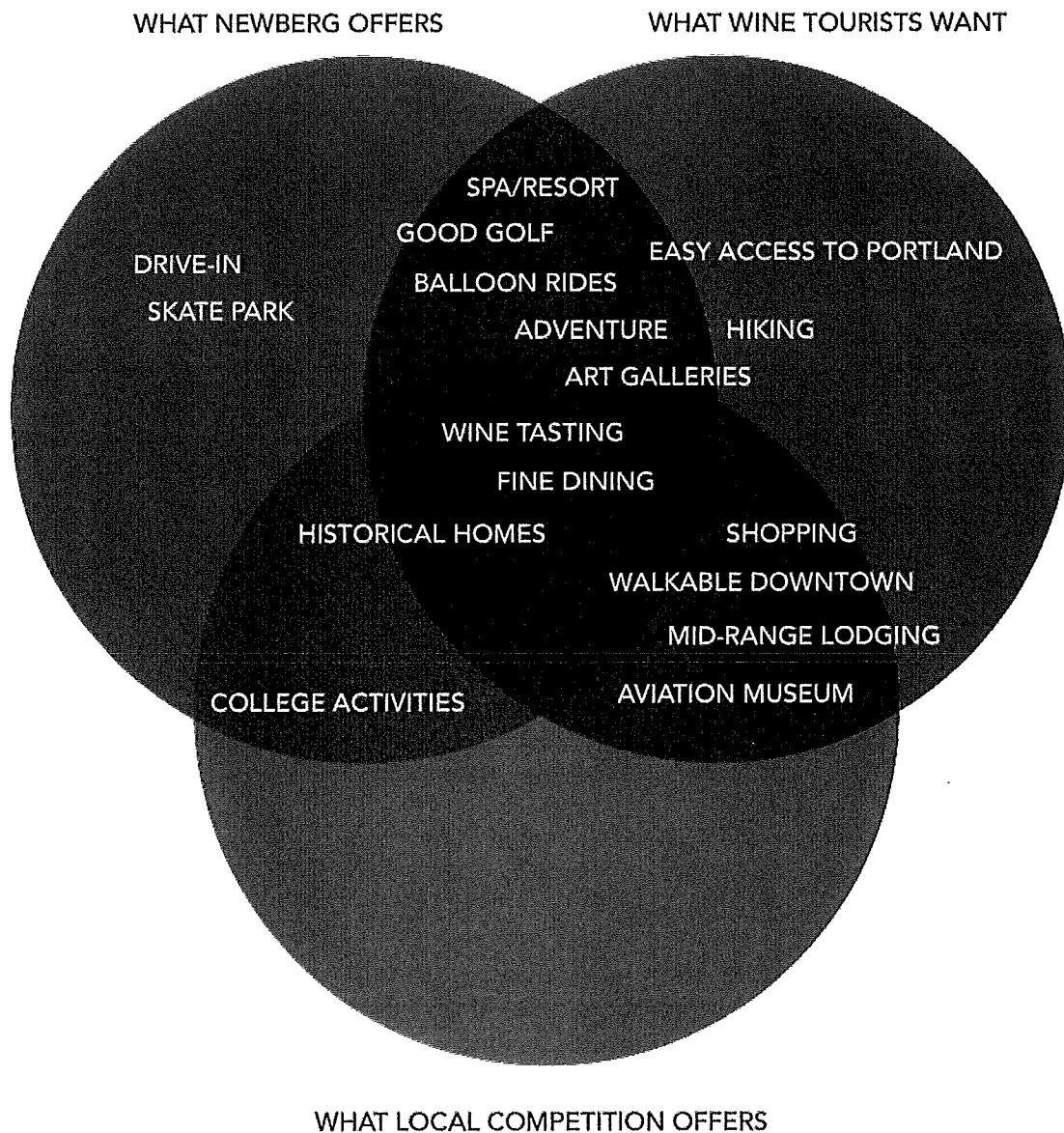
BUDGET TLT MARKETING SUBCOMMITTEE PROPOSAL

Revenue	FY 16/17		FY 17/18		FY 18/19		FY 19/20		FY 20/21		FY 21/22		FY 22/23	
	Budgeted		Budgeted	Projected	Budgeted	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projection
Gross Operator Receipts	11,994,410		12,220,625	12,580,694	12,587,244	12,958,115	13,346,848	13,747,264	14,159,682	14,584,472				
Beginning Fund Balance	207,113		343,718	343,719	498,042	564,434	0	0	0	0				0
Tax Revenue - Restricted for Tourism	359,617		366,399	377,195	385,702	388,510	400,166	412,171	424,536	437,271				437,271
Tax Revenue City Services	665,905		678,465	698,455	716,303	719,409	740,990	763,220	786,117	809,701				809,701
Interest Revenue - Restricted for Tourism	897		897	5,643	5,728	5,728	2,564	2,564	2,564	2,564				2,564
Interest Revenue - City Services	1,667		1,667											
Estimated Additional Funds														
Total	1,235,199		1,391,146	1,425,012	1,605,775	1,678,081	1,143,720	1,177,955	1,213,217	1,249,536				1,249,536
Expenses														
Transfers out General Fund	665,905		680,132	700,122	717,324	721,076	742,657	764,887	787,784	811,368				811,368
Chamber Visitor Center/Destination Marketing Contract	137,548		139,886	139,886	145,342	145,342	48,000	48,000	48,000	48,000				48,000
Chamber Visitor Center Contract														
Tourism Marketing Organization - Visit Newberg														
Unallocated Tourism Activity	431,746		571,128	586,671	738,033	812,888	353,063	365,068	377,433	390,168				390,168
Consultant														
Staff - Meetings, Travel, Networking			2,000	0	2,000	2,000	2,000	2,000	2,000	2,000				
Tourism Marketing			108,506	4,733	121,773	499,663	499,663	499,663	499,663	499,663				
Fundraising (Grant Match)			10,000	0	10,000	10,000	10,000	10,000	10,000	10,000				
Subtotal			120,506	4,733	133,773	511,663	511,663	511,663	511,663	511,663				
Tourist Related Facilities (Large Grant)	313,774		430,622	0	586,260	300,000	300,000	300,000	300,000	300,000				
Small Grant Program (pilot program)	20,000		20,000	17,500	20,000	20,000	20,000	20,000	20,000	20,000				
Total	1,235,199		1,391,146	862,241	1,602,699	1,678,081	1,143,720	1,177,955	1,213,217	1,249,536				1,249,536
Ending Balance Restricted for Tourism			0	562,771	3,076	0	0	0	0	0				0

Assumptions

Proposed Marketing Strategy:
Newberg

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



BRAND PROMISE

The best place to start your Oregon wine country vacation

TAGLINE

The first destination in Oregon wine country

BRAND ATTRIBUTES

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

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

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

FRIENDLY - Small town community feel

HISTORICAL - Hoover-Minthorn Museum, Champoeg,

CULINARY - JORY, Painted Lady and other acclaimed restaurants

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

MARKETING GOALS

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

AUDIENCES

Target Audiences

- Wine tasting visitors
- George Fox Audience

Top geographic markets

- Portland
- Seattle
- San Francisco

STRATEGIES

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

ONLINE MARKETING

WEBSITE

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

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

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

SEO

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

SEARCH ENGINE MARKETING (GOOGLE, BING)

Target keywords that are difficult to rank organically for

REMARKETING ADS

Create display ads to remarket to previous visitors to the site

SOCIAL MEDIA

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

SOCIAL MEDIA ADVERTISING

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

MEDIA RELATIONS

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

FAM TOURS

OREGON WINE TRAIL W/ DUNDEE/NEWBERG

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

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

DOWNTOWN BANNERS

"The first destination in Oregon Wine Country"

PRINT

Evaluate current pieces for cost effectiveness

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

TOURISM TRAINING

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

SECONDARY MARKETING PROJECTS

SIGNAGE

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

RACE TOURISM

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

NEWBERG HISTORIC WALKING TOUR

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

PROMOTION OF CONFERENCES

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

NOTE ABOUT GEORGE FOX AUDIENCE

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

REQUEST FOR COUNCIL ACTION

DATE ACTION REQUESTED: December 17, 2018

Order ___ Ordinance ___ Resolution XX Motion ___ Information ___
No. No. No. 2018-3520

SUBJECT: A Resolution recommending members to the initial Board of Directors of Visit Newberg and appointing a City Council non-voting Board member

Contact Person (Preparer) for this Motion: Doug Rux, Director
Dept.: Community Development
File No.: G-16-008

RECOMMENDATION:

Adopt Resolution No. 2018-3520.

EXECUTIVE SUMMARY:

The City Council adopted Resolution No. 2018-3436 on August 20, 2018 (Attachment 1) indicting their intent to establish a tourism marketing organization. Resolution No. 2018-3520 is the next step in establishing the tourism marketing organization known as Visit Newberg by recommending individuals for the initial Board of Directors. The City Council cannot officially appoint the initial Visit Newberg Board of Directors but may recommend individuals to be the initial Board of Directors. The recommended individuals will meet at an organizational meeting of Visit Newberg that will be organized by outside legal counsel John Bridges who has been engaged by the City of Newberg to establish a 501(c)(6) organization and at the organizational meeting will vote on the initial Visit Newberg Board of Directors and will select the Chair, Vice-Chair and Secretary-Treasurer.

Background

The City Council in the fall of 2016 held a series of discussions concerning tourism and the use of the Transient Lodging Tax revenues that are received by the City. The City Council based on proposed organizational options selected establishing and Ad Hoc Committee by motion on December 5, 2016 appointing 13 members to the Ad Hoc Committee. On October 17, 2016 in establishing the organizational structure of the TLT Ad Hoc Committee (“Committee”) the following structure, purpose and responsibilities were established:

1. An Ad Hoc Committee be established by the City Council that would operate for no less than two and no more than four years.
2. The Ad Hoc Committee consists of not more than 13 members drawing from members of the TLT Advisory Group plus a person representing Airbnb/VRBO’s, a City Council member, a general at-large citizen and Ex Officio members of the Mayor and City Manager.
3. The Ad Hoc Committee would be staffed by existing citystaff.
4. The Ad Hoc Committee’s role would be to solicit for tourism related facility projects, review proposals and make recommendations to the City Council.
5. The City Council would make the decision on what tourism related facility projects get funded.
6. The Ad Hoc Committee would make recommendations on the small grant program to the City Council.
7. During the two year period the Ad Hoc committee continues the discussion of an organizational

model appropriate for Newberg given the funding available and report their recommendations back to the City Council.

8. The City discuss with the Chehalem Valley Chamber additional services that could be provided such as FAM's, Marketing and Destination Development. Funding for these services would come out of the Tourism Promotion expense line.
9. Funds be allocated for a consultant to conduct an assessment of existing marketing material and provide recommendations for updating or modifying marketing material.

The TLT Ad Hoc Committee has held a series of discussions since their first meeting in January 2017 on an organizational model. In addition they developed a Small Grant Program and Destination Development-Marketing program where 12 grants were recommended to the City Council to be awarded totaling \$340,000. The TLT Ad Hoc Committee additionally established a Marketing Subcommittee to discuss and develop a marketing program. These discussions included the Chehalem Valley Chamber of Commerce ("Chamber") and options for additional services.

On May 21, 2018 the TLT Ad Hoc Committee held a joint work session with the City Council to discuss repositioning the focus of the TLT program from grants to destination marketing and a supporting organizational model to conduct destination marketing. The City Council indicated encouragement for this approach and the TLT Ad Hoc Committee has been working on a proposal to bring back to the City Council for consideration.

The TLT AD Hoc Committee evaluated several approaches for an organizational structure for the TLT program. These included:

1. Modifying the Chamber/City of Newberg Visitor Center contract to enhance destination marketing services.
2. Establish a separate entity to provide destination marketing services.
3. Retain the TLT Ad Hoc Committee and enhance destination marketing activities.

The Committee received a draft concept from the Chamber in November 2017 on their organization providing enhanced destination marketing services. The Committee heard a presentation from Visit McMinnville in April 2018 on the model McMinnville created for providing destination marketing services. Finally, the Committee discussed continuing the TLT Committee. From these discussions the Committee focused on the Visit McMinnville model. The Committee then took a draft job description for a marketing position that the Chamber had provided and reworked the proposal to reflect a draft Executive Director position and responsibilities. The Committee also developed a concept for a Visit Newberg Business Plan modeled after Visit McMinnville. Finally, the Committee evaluated the financials of the TLT program to determine if this approach would be feasible based on projected revenues and expenditures in FY 2019/2020.

Based on the analysis conducted by the Committee their recommendation was to:

1. Establish a Tourism Marketing Organization.
2. City Council appoint a 9-13 member tourism Marketing Organization Board of Directors for oversight of the marketing organization.
3. Marketing Organization Board establish Bylaws of the organization.
4. Marketing Organization Board of Directors oversees Tourism Executive Director.
5. Tourism Executive Director located at Chehalem Valley Chamber of Commerce.
6. Chehalem Valley Chamber of Commerce continues to operate Visitor Center through June of 2020 per City contract.

7. Establish a tourism website and tourism social media presence.
8. Refine draft marketing strategy outline.
9. Build and implement an awareness and branding campaign for Newberg.

Transient Lodging Tax (TLT) Ad Hoc Committee Recommendation

The TLT AD Hoc Committee recommended to the Mayor by a 7-0 vote the following names for consideration for Board of Director positions for Visit Newberg.

1. Dennis Lewis
2. Rob Felton
3. Loni Parrish
4. Megan Carda
5. Robert Griffin
6. Lori Louis
7. Jessica Bagley
8. Cathy Martin
9. Britta Stewart
10. Shelia Nicholas
11. Christian DeBenedetti
12. Jennifer Sitter

The TLT Ad Hoc Committee additionally suggested that Shannon Buckmaster from the Chehalem Valley Chamber of Commerce and Ted Crawford from the City of Dundee be Ex Officio Board members.

FISCAL IMPACT:

Fund 19 Transient Lodging Tax Fund is where revenue and expenses for a Tourism Marketing Organization would be received and expended. Beginning in FY 2019/2020 the amount is estimated at \$323,751. By FY 21/22 the projections estimate approximately \$348,121 would be available.

STRATEGIC ASSESSMENT (RELATE TO COUNCIL PRIORITIES FROM SEPTEMBER 2017):

Goal 11: Implement Newberg Economic Development Strategy. This discussion furthers the Tourism & Hospitality pillar and the goal to “Make Newberg/Chehalem Valley a regional, national & international tourist destination.” The specific strategies are 4.1 Increase Tourist/Visitor Counts in Newberg and 4.3 Transient Lodging Tax Program.

Attachments: 1. Resolution No. 2018-3436



RESOLUTION No. 2018-3520

**A RESOLUTION RECOMMENDING MEMBERS TO THE INITIAL BOARD
OF DIRECTORS OF VISIT NEWBERG AND APPOINTING A CITY
COUNCIL NON-VOTING BOARDMEMBER**

RECITALS:

1. The City of Newberg adopted a Transient Lodging Tax by Ordinance No. 1976-1835A and as amended by Ordinance No. 1989-2262, 1996-2433, 1997-2476, and 2014-2771. Pursuant to State law 35.06% of revenue from the tax must be dedicated to tourism promotion or tourism related facilities.
2. The City is in the process of establishing a Destination Marketing Organization, which will be charged with creating an effective mix of marketing, sales, and service programs designed to produce positive economic impact on visitor spending in Newberg. This non-profit organization will be known as Visit Newberg. Visit Newberg will be incorporated effective February, 2019. The City will contract with Visit Newberg for tourism promotion services.
3. In order to create the initial Board of Directors, the City Council will, by this Resolution, recommend the voting members of the initial Board and approve the Mayor's appointment of the City Council member of the Board.

THE CITY OF NEWBERG RESOLVES AS FOLLOWS:

1. The City Council recommends the following volunteers to the initial Board of Directors of Visit Newberg:
 - a. Dennis Lewis
 - b. Rob Felton
 - c. Loni Parrish
 - d. Megan Carda
 - e. Robert Griffin
 - f. Lori Louis
 - g. Jessica Bagley
 - h. Cathy Martin
 - i. Britta Stewart
2. The City Council recommends the following volunteers as alternates to the initial Board of Directors for Visit Newberg if a volunteer noted above choses to not be considered for a Board of Director position:
 - a. Shelia Nicholas
 - j. Christian DeBenedetti
 - b. Jennifer Sitter

3. The City Council recommends Visit Newberg consider the following volunteers for Ex Officio Board Member positions:
 - a. Shannon Buckmaster, Chehalem Valley Chamber of Commerce
 - b. Ted Crawford, City of Dundee

4. The Mayor appoints and the City Council approves the appointment of Councilor Elise Yarnell-Hollamon to be the City Council non-voting Board member.

➤ **EFFECTIVE DATE** of this resolution is the day after the adoption date, which is: December 18, 2018.

ADOPTED by the City Council of the City of Newberg, Oregon, this 17th day of December, 2018.

Sue Ryan, City Recorder

ATTEST by the Mayor this 20th day of December, 2018.

Bob Andrews, Mayor



RESOLUTION No. 2018-3436

A RESOLUTION IDENTIFYING THE CITY COUNCIL INTENT TO ESTABLISH A TOURISM MARKETING ORGANIZATION

RECITALS:

1. The City Council established the Transient Lodging Tax (TLT) Ad Hoc Committee by motion on December 5, 2016.
2. An identified activity of the TLT Ad Hoc Committee is: 7. During the two year period the Ad Hoc committee continues the discussion of an organizational model appropriate for Newberg given the funding available and report their recommendations back to the City Council.
3. An identified activity of the TLT Ad Hoc Committee is: 8. The City discuss with the Chehalem Valley Chamber additional services that could be provided such as FAM's, Marketing and Destination Development. Funding for these services would come out of the Tourism Promotion expense line (*Fund 19*).
4. An identified activity of the TLT Ad Hoc Committee is: 9. Funds be allocated for a consultant to conduct an assessment of existing marketing material and provide recommendations for updating or modifying marketing material.
5. The TLT Ad Hoc Committee and its Marketing Subcommittee have met for 20 months discussing organizational models and marketing approaches that have included participation by the Chehalem Valley Chamber of Commerce.
6. The City Council and TLT Ad Hoc Committee held a joint work session on May 21, 2018 discussing organizational models with the City Council providing guidance for the TLT Ad Hoc Committee to return with an official recommendation.

THE CITY OF NEWBERG RESOLVES AS FOLLOWS:

1. The intent of the City Council is to establish a Tourism Marketing Organization utilizing Newberg Transient Lodging Tax revenues for promotion of tourism within Newberg and the broader Newberg area.
2. Exhibit "A" Draft Visit Newberg Business Plan with Mission Statement, Marketing Model, Goals and Objectives will be used by the Tourism Marketing Organization as a foundation to create a business plan. It is intended that the City Council and Tourism Marketing Organization Board will further embellish this draft document for clarity purposes.

///

3. Exhibit "B" Draft Executive Director Position Description. It is intended that the Tourism Marketing Organization Board will use this document a foundation point and further embellish this draft document for clarity purposes in consultation with the City Council.
4. Exhibit "C" is a draft example of revenue and expenses for the Tourism Marketing Organization in FY 2019/2020. This is only an example for illustrative purposes based on projections on revenue provided by City staff. The City Council and Tourism Marketing Organization Board will further embellish this draft document for clarity purposes.
5. Exhibit "D" is draft projections for revenue and expenditures over a five year period. The City Council and Tourism Marketing Organization Board will further embellish this draft document for clarity purposes.
6. Exhibit "E" is a draft marketing plan as a foundation point for the Tourism Marketing Organization to develop a marketing strategy. It is intended that the Tourism Marketing Organization Board would further embellish this draft document for clarity purposes in consultation with the City Council.
7. The City Council will take the necessary steps, in consultation with staff and the City Attorney, to charter a Tourism Marketing Organization funded with transient lodging tax revenues. This process may require adoption of ordinances, resolutions, bylaws, appointments to the initial Tourism Marketing Organization Board, budget authorization, contracts and other City Council actions to establish a tourism marketing program.
8. The contract between the Chehalem Valley Chamber of Commerce and City of Newberg will be modified to reflect Visitor Center services and not include Destination Marketing services.
9. The Tourism Marketing Organization will initially contract with the Chehalem Valley Chamber of Commerce to house the tourism Executive Director.

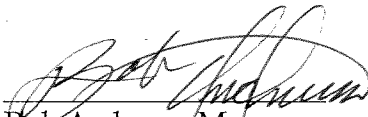
➤ **EFFECTIVE DATE** of this resolution is the day after the adoption date, which is: August 21, 2018.

ADOPTED by the City Council of the City of Newberg, Oregon, this 20th day of August, 2018.



Sue Ryan, City Recorder

ATTEST by the Mayor this 23rd day of August, 2018.



Bob Andrews, Mayor

8/1/2018

VISIT NEWBERG TLT BUSINESS PLAN

What is Visit Newberg?

Visit Newberg is a destination 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
- Chehelem 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

SAMPLE JOB DESCRIPTION

8/1/18 (Revised)

Position Title: Executive Director of Visit Newberg

Supervisors: Visit Newberg Board of Directors

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 and approved partners, resulting in increased tourism and overnight stays.

Examples of duties and responsibilities:

- Prepare an annual budget for Board of Directors and City Council 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 and approved partners
- Implement the Destination Marketing Plan
- Facilitate the development of a master brand
- Develop and maintain a website
- Manage online advertising campaigns and social media
- Manage Familiarization Tours (FAMs) with Media and members of the Travel Trade
- Provide reports as required by the Board of Directors and 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 lodging attractions and services available in the area
- Coordinate and collaborate with local events and activity 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
- Manage public relations
- Represent interests 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
- Identify, prepare and submit grant applications related to tourism
- Assist appropriate organizations by directing them to grant application opportunities
- Assist the Board of Directors in obtaining official non-profit status

Education:

Bachelor degree in Marketing or related field, or equivalent experience

Minimum Tourism Skills and Experience Desired:

At least three years of recent progressive tourism experience which includes the following skills and abilities:

- Knowledge of the tourism industry
- Working knowledge of volunteer management
- Strategic planning
- Strong communication and public relations skills
- Editing and writing skills
- Knowledge of Media Relations - public/community/news - accessible and open to all media
- Social media management experience
- 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
- Possesses a positive self-image; approachable; a team player; respects people; understands the importance of first impressions

Additional Requirements:

- Possess a valid driver's license
- Knowledge of standard office practices and procedures
- Computer skills
- Employee is required to be able to lift and/or move up to 45 pounds

VISIT NEWBERG (8/1/18)

General understandings reached by TLT Ad Hoc Committee:

1. Chehalem Valley Chamber of Commerce continues with City/Chamber contract for Visitor Center services through June 2020.
2. Approximately \$40,000 of the current City/Chamber contract for Destination Marketing activities comes back to the City to be included in the TLT Revenue available for Visit Newberg.
3. A new tourism marketing organization is established by the City Council based on the draft Visit Newberg TLT Business Plan.
4. Visit Newberg will work to obtain non-profit status.
5. The existing TLT grant program will be placed on hold but will honor the award commitments already approved by the City Council.
6. Additional revenue may be provided by the City of Dundee and Yamhill County in the future.
7. A draft job description has been prepared for the Executive Director position.
8. Additional revenue beyond the 65%/35% split in TLT revenue is not set aside for non-marketing purposes.

Estimated Annual Revenue, Personnel, Operational and Destination Marketing Costs (FY 19/20)

REVENUE	Low	High
TLT Revenue ¹	\$328,000	\$353,000
EXPENDITURES		
Personnel		
<i>Executive Director</i>	\$60,000	\$75,000
<i>Benefits²</i>	\$15,000	\$20,000
<i>Startup Costs³</i>	\$6,000	\$8,000
<i>Sub-Total</i>	\$81,000	\$103,000
Chamber Support Services		
<i>CVCC Overhead⁴</i>	\$24,000	\$24,000
<i>CVCC Staffing Support⁵</i>	\$12,000	\$24,000
<i>Sub-Total</i>	\$36,000	\$48,000
Destination Marketing⁶	\$211,000	\$202,000
Grand Total	\$328,000	\$353,000

¹ Includes \$40,000 from City/Chamber contract for destination marketing services and \$48,000 from adjusted Visitor Center Contract amount, in addition to TLT revenue.

² Benefits can range from 15% to 27%. For purposes of this estimate the low end considered 25% and high end 27%.

³ One time cost.

⁴ Includes hot office space, payroll services, insurance, copier, phone, kitchen, conference room, supplies, etc. Open market is in range of \$2,200 - \$3,000 month, Chamber providing a discount.

⁵ Staffing assumes minimum of \$1,000 month and maximum of \$2,000 depending on level of support needed. \$1,000 month equals 12 hours week at \$20 hour. \$2,000 month equals 24 hours week at \$20 hour for support from Josh, Patty, Karla. Chamber in part subsidizing Year 1 providing coordination, ramp up, connections and collaboration on existing tourism activities. The subsidy also includes time from the Chamber Executive Director in support of the on-boarding and transitioning process.

⁶ Includes destination marketing materials and programs, advertising, consultant services, travel, mileage, entertainment, conferences, FAM tours, SEO activities, conferences, etc.

DRAFT

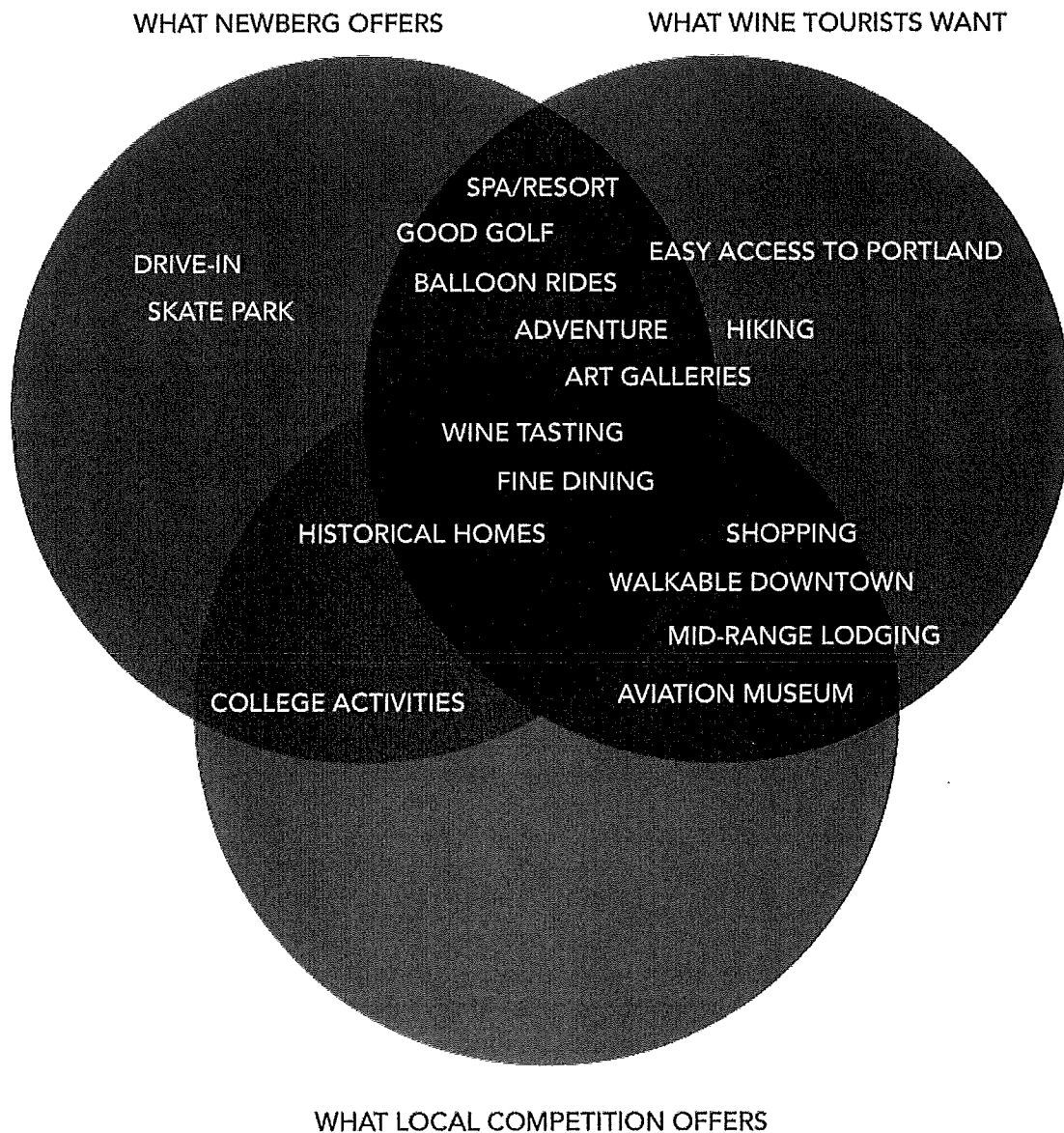
BUDGET TLT MARKETING SUBCOMMITTEE PROPOSAL

Revenue	FY 16/17		FY 17/18		FY 18/19		FY 19/20		FY 20/21		FY 21/22		FY 22/23	
	Budgeted		Budgeted	Projected	Budgeted	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projection
Gross Operator Receipts	11,994,410		12,220,625	12,580,694	12,587,244	12,958,115	13,346,848	13,747,264	14,159,682	14,584,472				
Beginning Fund Balance	207,113		343,718	343,719	498,042	564,434	0	0	0	0				0
Tax Revenue - Restricted for Tourism	359,617		366,399	377,195	385,702	388,510	400,166	412,171	424,536	437,271				437,271
Tax Revenue City Services	665,905		678,465	698,455	716,303	719,409	740,990	763,220	786,117	809,701				809,701
Interest Revenue - Restricted for Tourism	897		897	5,643	5,728	5,728	2,564	2,564	2,564	2,564				2,564
Interest Revenue - City Services	1,667		1,667											
Estimated Additional Funds														
Total	1,235,199		1,391,146	1,425,012	1,605,775	1,678,081	1,143,720	1,177,955	1,213,217	1,249,536				1,249,536
Expenses														
Transfers out General Fund	665,905		680,132	700,122	717,324	721,076	742,657	764,887	787,784	811,368				811,368
Chamber Visitor Center/Destination Marketing Contract	137,548		139,886	139,886	145,342	145,342	48,000	48,000	48,000	48,000				48,000
Chamber Visitor Center Contract														
Tourism Marketing Organization - Visit Newberg														
Unallocated Tourism Activity	431,746		571,128	586,671	738,033	812,888	353,063	365,068	377,433	390,168				390,168
Consultant														
Staff - Meetings, Travel, Networking			2,000	0	2,000	2,000	2,000	2,000	2,000	2,000				
Tourism Marketing			108,506	4,733	121,773	499,663	499,663	499,663	499,663	499,663				
Fundraising (Grant Match)			10,000	0	10,000	10,000	10,000	10,000	10,000	10,000				
Subtotal			120,506	4,733	133,773	511,663	511,663	511,663	511,663	511,663				
Tourist Related Facilities (Large Grant)	313,774		430,622	0	586,260	300,000	300,000	300,000	300,000	300,000				
Small Grant Program (pilot program)	20,000		20,000	17,500	20,000	20,000	20,000	20,000	20,000	20,000				
Total	1,235,199		1,391,146	862,241	1,602,699	1,678,081	1,143,720	1,177,955	1,213,217	1,249,536				1,249,536
Ending Balance Restricted for Tourism			0	562,771	3,076	0	0	0	0	0				0

Assumptions

Proposed Marketing Strategy:
Newberg

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



BRAND PROMISE

The best place to start your Oregon wine country vacation

TAGLINE

The first destination in Oregon wine country

BRAND ATTRIBUTES

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

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

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

FRIENDLY - Small town community feel

HISTORICAL - Hoover-Minthorn Museum, Champoeg,

CULINARY - JORY, Painted Lady and other acclaimed restaurants

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

MARKETING GOALS

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

AUDIENCES

Target Audiences

- Wine tasting visitors
- George Fox Audience

Top geographic markets

- Portland
- Seattle
- San Francisco

STRATEGIES

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

ONLINE MARKETING

WEBSITE

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

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

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

SEO

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

SEARCH ENGINE MARKETING (GOOGLE, BING)

Target keywords that are difficult to rank organically for

REMARKETING ADS

Create display ads to remarket to previous visitors to the site

SOCIAL MEDIA

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

SOCIAL MEDIA ADVERTISING

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

MEDIA RELATIONS

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

FAM TOURS

OREGON WINE TRAIL W/ DUNDEE/NEWBERG

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

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

REQUEST FOR COUNCIL ACTION

DATE ACTION REQUESTED: December 17, 2018

Order ___ Ordinance ___ Resolution ___ Motion ___ Information **XX**
No. No. No.

SUBJECT: Draft Business Plan Outline, Bylaws, Executive Director Position Description, and Marketing Strategy for Visit Newberg

Contact Person (Preparer) for this
Item: Doug Rux, Director
Dept.: Community Development
File No.: G-16-008

RECOMMENDATION:

Information only.

EXECUTIVE SUMMARY:

The City Council adopted Resolution No. 2018-3436 on August 20, 2018 indicating their intent to establish a tourism marketing organization. The Transient Lodging Tax Ad Hoc Committee has prepared draft Business Plan Outline, Bylaws, Executive Director Position Description, and Marketing Strategy (Attachments 1-4) for the non-profit Visit Newberg to use when the organization is established.

Staff is sharing this information with the City Council as general information. Visit Newberg may in all likelihood modify all three of the documents to fit the organization's mission.

FISCAL IMPACT:

Fund 19 Transient Lodging Tax Fund is where revenue and expenses for a Tourism Marketing Organization would be received and expended. Beginning in FY 2019/2020 the amount is estimated at \$323,751. By FY 21/22 the projections estimate approximately \$348,121 would be available.

STRATEGIC ASSESSMENT (RELATE TO COUNCIL PRIORITIES FROM SEPTEMBER 2017):

Goal 11: Implement Newberg Economic Development Strategy. This discussion furthers the Tourism & Hospitality pillar and the goal to "Make Newberg/Chehalem Valley a regional, national & international tourist destination." The specific strategies are 4.1 Increase Tourist/Visitor Counts in Newberg and 4.3 Transient Lodging Tax Program.

Attachments: 1. Draft Business Plan Outline
2. Draft Bylaws
3. Draft Executive Director Position Description
4. Draft Marketing Strategy

8/1/2018

VISIT NEWBERG TLT BUSINESS PLAN

What is Visit Newberg?

Visit Newberg is a destination 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

**BYLAWS
VISIT NEWBERG**

Article 1. Name

Section 1. Name. This organization is incorporated under the state laws of Oregon as a 501(c)(6) non-membership organization and is known as Visit Newberg (hereinafter VN).

**Article II.
Purpose**

Section 1. Purpose and Role. VN is an economic and tourism development organization with a primary function of creating an effective mix of marketing, sales, and service programs designed to produce a positive economic impact on visitor spending in the Newberg area. Developing and implementing these programs results in an enhancement of the areas livability and economic viability by, among other things, providing increased employment and economic opportunity. VN promotes the entire area and works in partnership with all sectors of the visitor industry. VN practices the highest principles of civic citizenship and follows good business practices and policies.

**Article III.
Contract**

Section 1. Contract. The City of Newberg (City) contemplates entering into a sole source procurement contract with VN based on VN's status as the sole non-profit provider of the programs enumerated above through the use of the City's transient lodging tax income. The initial contract term is three years; however, VN will provide an annual review of the past year as well as an annual business plan for the upcoming year, and the contract may be terminated early if the City does not approve the review or business plan. The initial three year term of the contract will automatically renew for three one year periods unless either party wishes at any time not to extend the contract. If a party wishes not to extend the contract, that party will notify the other party that the contract will terminate at the end of the current contract period. Notification will be in writing and will be delivered no later than January 1 of the year in which the notifying party wishes the contract to terminate. Should VN's sole source status cease, the City will award subsequent contracts on the basis of the requirements of the public contracting law for non-sole source contracts.

Article IV. Board of Directors

Section 1. General Powers and Responsibilities. The governance of VN is vested in a Board of Directors as further provided in these bylaws. The Board of Directors (also referred to as the Board) sets policy, establishes strategic direction, and fulfills legal and fiduciary responsibilities to VN. Members of the Board of Directors (also referred to as Directors, Board members, and members) serve without compensation but they may be reimbursed for expenses related to Board services. Voting members of the initial Board of Directors have been recommended by the Newberg City Council by a majority vote.

Section 2. Number and Terms of Directors. The Board of Directors consists of no fewer than seven and no more than nine voting members, including the Chair, Vice-Chair, Treasurer-Secretary, and four members at large. The Board also includes two non-voting members: the Executive Director, and one City Councilor. The Board may identify Ex Officio members.

In order to stagger the terms of the Directors, approximately one third of the initial voting members of the Board of Directors will serve three year terms (a full term), approximately one third will serve two year terms, and approximately one third will serve one year terms. Subsequently, voting members of the Board will be elected to serve three year terms. Voting Board members will serve no more than three consecutive full terms. Voting Board members who have served three full terms may be re-elected to the Board after a hiatus of one year.

If the City Councilor position is to be filled, it will be filled by appointment by the Mayor upon approval of a majority of the City Council

Section 3. Selection of Directors. All Director positions to be filled after the election of the initial Board of Directors and will be filled pursuant to this Section.

3.1 Voting Directors: No later than January of each year, the Board Chair will appoint a Board member to serve as the Nominating Committee Chair. The Board Chair will also appoint one other Board member to serve on the Nominating Committee, along with the Executive Director. Both appointments must be approved by a majority vote of the Board of Directors. The Nominating Committee will conduct interviews with candidates who are willing to accept voting Directorship responsibilities for upcoming vacancies on the Board. No later than March, the Nominating Committee will present a slate of candidates to the Board for approval through a majority vote of the Board.

Section 4. Qualifications of Directors. Board members will be selected based on their willingness and availability to serve and the experience, knowledge, and energy they can bring to the Board. There is no residency requirement nor is there a requirement that any Director be connected with a company, business, or organization located in the area.

Section 5. Vacancies. If vacancies reduce the number of voting Directors to less than seven, and if more than sixty days remain in the term of the Director or Directors whose leaving has/have caused the number of voting Directors to fall below seven, the Chair will propose one candidate for each voting Director position which is to be filled and the Board will vote on that/those candidate(s). The election of the candidate(s) will be by a majority vote of the Board.

In all other cases, VN is not required to fill voting Director positions which are vacated mid-term. However, if such a voting Director position becomes vacant mid-term, the Chair will, within sixty days of the vacation, make a recommendation to the Board as to whether to fill the position. If the recommendation is to fill the position, the Chair will propose a candidate to complete the term. The election of the candidate will be by a majority vote of the Board.

A voting Director elected to fill a vacancy under this section will serve until the expiration of the term of the position to which the Director was elected.

A City Councilor may be appointed to fill a vacancy in a City Councilor position as specified in Article IV, Section 2. The appointee will serve until the expiration of the term of the position to which the City Councilor was appointed.

Section 6. Removal or Resignation of Directors. If any Director misses more than two meetings in a row or more than three meetings during the fiscal year, the Director's resignation will be deemed to have been tendered and accepted. The other Directors, by majority vote, may make an exception for good cause shown.

Any Director may be removed by a majority vote of the Board of Directors for failure to fulfill the duties required of Directors, or intentional acts or omissions which a prudent person could reasonably have foreseen would damage the reputation or interests of VN. Removal will be based on a finding of the Board that the best interests of VN will be served by this action.

Any Director may resign at any time by providing thirty days written notice to the Executive Director or the Chair.

In all cases of removal or resignation under this section, vacancies will be filled or left vacant under the specifications of Article IV, Section 5.

Section 7. Meetings. The Board of Directors meets no less than once every quarter, at a time and location determined by the Chair. All meetings will be held in accordance with State and Federal laws for 501(c)(6) organizations . The Chair or Executive Director may cancel or reschedule meetings. The Chair or Executive Director may call special meetings of the Board of Directors at any time.

Regularly scheduled Board meetings may be held without separate notice if the location, date, and time are fixed by resolution or all Directors were originally notified of the schedule. Special meetings of the Board and any regular meetings of the Board which are not pre-scheduled as specified above must be noticed to each Director no less than two days and no more than thirty days in advance of the meeting.

Decisions of a routine nature may be made by the Chair and Executive Director. These decisions, if outside the governance policies established by the Board, must be ratified by majority vote at the next regularly scheduled Board meeting.

Section 8. Quorum. A quorum consists of a simple majority of the voting Board members in good standing immediately before the meeting begins. A quorum must be present at Board of Directors' meetings in order for the Board to take action. A majority vote consists of a simple majority of the quorum of voting Board members in attendance at any given meeting.

Section 9. Voting. With the exception of the Executive Director, and the City Councilor each member of the Board of Directors has one vote. Proxy voting is not allowed, either at a meeting of the Board of Directors or in any other way connected with the Board reaching a decision. Directors unable to attend a meeting of the Board may send a letter, e-mail, or other written communication to the Board stating his/her opinion or position on any matter before the Board. A copy of the communication will be distributed to each Board member present, and, if the absent Board member so requests, the communication will be read aloud at the meeting during the discussion of the issue. Any Board member may attend a meeting via telephone, conference call, or video conferencing provided that the attendance allows all participants to speak and to be heard by all other participants.

Voting will be allowed if attending a meeting in person, or by means of telephone or video conference that meets the above rule. Additionally, the Board may vote on matters by electronic means, including, but not limited to email or other software or applications that allows for distribution to all of the Board Members simultaneously and will be capable of being maintained as a permanent record of the decision.

Section 10. Conflicts of Interest. When a Board member has an actual or potential conflict of interest in a transaction with VN, the material facts of the transaction and the Board member's interest will be disclosed to the Board of Directors at each meeting prior to any vote taking place. The conflict will be recorded in the minutes of the meeting. The existence of an actual conflict of interest disqualifies a Board member from participating in both the discussion and the vote on the issue. A Board member with a potential conflict of interest may participate in the discussion and vote on the matter after declaring the conflict as discussed above. Each Board member will sign a conflict of interest statement annually.

Section 11. Officers, Duties. There are three officers of the Board: Chair, Vice-Chair, and Treasurer. All officers must be voting members of the Board of Directors.

11.1 Chair: The Chair presides at meetings of the Board of Directors, assures that the Board of Directors is advised on all significant matters of business, and provides guidance in the development of overall VN long-term objectives. The Chair may also perform other duties as prescribed by the Board of Directors.

Although the Chair may vote on any issue before the Board, s/he may remain neutral on issues before the Board unless his/her vote is needed to break a tie.

The Chair and the Executive Director serve as the official spokespersons for VN. The roles of Executive Director and Chair are complementary, with the Executive Director seeing to the operation of VN and the achievement of the desired results, and with the Chair seeing to the health of the Board and the achievement of Board responsibilities.

The Chair and the Executive Director may sign deeds, mortgages, bonds, contracts, or other instruments, which the Board of Directors has authorized to be executed. A minimum of two signatures is necessary for such legal documents, except in cases where the signing is expressly delegated to some other agent by the Board of Directors or statute.

The Chair, along with the Vice-Chair and the Treasurer, conducts an annual performance evaluation of the Executive Director and provides a written report of the review, along with a recommendation for any action, to the Board of Directors. Insofar

as possible, reviews will be confidential.

11.2 Vice-Chair: The Vice-Chair serves as the first assistant to the Chair, performing the duties of the Chair in the Chair's absence. The Vice-Chair succeeds the Chair in the event of a mid-term vacancy in the position of Chair.

11.3 Treasurer: The Treasurer oversees financial reports, which describe the financial condition of VN and serves as liaison between the contracted financial management services provider and the Board. The Treasurer succeeds as Vice-Chair in the event the Vice-Chair position becomes vacant mid-term and s/he succeeds as Chair in the event that both the Chair and Vice-Chair positions become vacant mid-term.

Section 12. Election of Officers. The current voting Directors nominate voting Directors for the positions of Chair, Vice-Chair, and Treasurer at the first meeting of each calendar year. The election of each officer is by a majority vote of the Directors. The election of the officers is conducted either at the first meeting of the calendar year or as soon as possible thereafter. Officers' terms are one calendar year, but officers remain in their offices until a new election has been held. Officers may be re-elected to the same position for subsequent years, as long as the officer is a member in good standing of the Board of Directors. If an officer position becomes vacant during a term, the rules of succession in Section 11 above apply. To fill any vacancy after applying the rules of succession, the Board of Directors nominates a member to serve out the term of that position. This interim officer must be approved by a majority vote of the Directors.

Article V. Executive Director

Section 1. Executive Director. The Board employs an Executive Director who is charged with the general supervision and management of the office and business affairs of VN. The Executive Director reports directly to the Board. The Board sets the Executive Director's salary. The Executive Director is charged with proposing to the Board and, upon approval by the Board, implementing an annual marketing plan and budget. The Executive Director has the authority for supervision of all employees, including all personnel actions and employee compensation within the annual budget as approved by the Board. The Executive Director serves as the Corporate Secretary, keeps all necessary records, and in general manages the affairs of VN to promote the objectives for which it was organized. In the absence of the Executive Director, all duties will be performed by a member of the staff appointed for that purpose. The Executive Director is a non-voting member of the Board of Directors, is a member of all Board committees, and carries out other duties as assigned by the Board, its officers, and committees. The Executive Director executes (with the Chair) and oversees all contracts,

mortgages, deeds, bonds, or other instruments in accordance with action plans and expenditures budgeted and approved by the Board of Directors.

The Executive Director and the Chair of the Board are the official spokespersons for VN. The roles of Executive Director and Chair are complementary, with the Executive Director seeing to the operation of VN and the achievement of the desired results, and with the Chair seeing to the health of the Board and the achievement of Board responsibilities.

The Executive Director is accountable to the full Board, not to individual Board members or committees. This does not prevent full interaction between the Executive Director and Board members and committees. The actions of the Executive Director must be in harmony with the wishes of the Board as a whole. A dispute between a Board member or a committee and the Executive Director will be arbitrated by the full Board and, where necessary, a majority Board vote will determine the outcome.

Article VI. Finances

Section 1. Fiscal Year. The fiscal year of VN commences on the first day of July and ends on the last day of June each year.

Section 2. Special Fund. No organized effort to raise funds for VN will be undertaken unless authorized by the Board.

Section 3. Annual Budget. The Executive Director prepares and submits an annual budget for the coming fiscal year to the Board of Directors for review no later than February 1 each year. The Board of Directors adopts a final budget by majority vote no later than February 28 each year.

Section 4. Disbursements. All disbursements must adhere to the financial policies and procedures approved by the Board of Directors by majority vote. No obligations or expenses will be incurred and no monies will be appropriated for unbudgeted items without prior approval of the Board of Directors by majority vote. Upon approval of the annual operating budget, the Executive Director is authorized to make disbursements on accounts and expenses provided for in the budget without additional approval of the Board of Directors. All disbursements except petty cash will be made by check or electronic funds transfer.

Section 5. Annual Review/Audit. The financial books of VN will be audited or reviewed annually by an independent certified public accountant. The accountant will make a written report of the review/audit to the Board of Directors which will then

submit a copy of the report to the Newberg City Council. The audit or review will be completed as soon as practical after the close of the fiscal year.

Article VII. Amendments

Section 1. Amendments. All proposed amendments or changes to these bylaws will be made by the Board of Directors and will be approved by a seventy-five percent (75%) majority vote of the voting Directors in good standing who are then in office. Prior to the adoption of the amendment, each Director will be given at least forty eight hours' notice of the date, time, and place of the meeting at which the proposed amendment is to be considered. The notice will state that the purpose or one of the purposes of the meeting is to consider a proposed amendment to the bylaws and it will contain a copy of the proposed amendment.

Article VIII. Indemnification

Section 1. Indemnification. VN will indemnify any person who was or is a party, or is threatened with being made a party, to any threatened or pending action or suit by reason of the fact that s/he is or was a director, officer, employee, or agent of VN, for expenses (including attorney's fees) actually and reasonably incurred by him/her in connection with the defense or settlement of the action or suit, provided s/he acted in good faith and in a manner s/he reasonably believed to be in, or at least not opposed to, the best interests of VN. No indemnification will be given to any person who has been adjudged to be liable for negligence or misconduct in the performance of his/her duty to VN unless and only to the extent that the court in which the action or suit was brought determines that, despite the adjudication of liability, and in view of all circumstance of the case, the person is fairly and reasonably entitled to indemnity for expenses which the court deems proper.

Section 2. Insurance. VN will, at all times, carry all appropriate directors and officers and liability insurance.

Proposed Article IX. Dissolution Clause

Upon the dissolution of the organization, assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(6) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not disposed of shall be disposed of by a court of competent jurisdiction in the

county in which the principal office of the organization is located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

These bylaws are approved this _____ day of _____, 2019, by the initial Board of Directors of Visit Newberg.

Treasurer

DRAFT

SAMPLE JOB DESCRIPTION

8/1/18 (Revised)

Position Title: Executive Director of Visit Newberg

Supervisors: Visit Newberg Board of Directors

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 and approved partners, resulting in increased tourism and overnight stays.

Examples of duties and responsibilities:

- Prepare an annual budget for Board of Directors and City Council 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 and approved partners
- Implement the Destination Marketing Plan
- Facilitate the development of a master brand
- Develop and maintain a website
- Manage online advertising campaigns and social media
- Manage Familiarization Tours (FAMs) with Media and members of the Travel Trade
- Provide reports as required by the Board of Directors and 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 lodging attractions and services available in the area
- Coordinate and collaborate with local events and activity 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
- Manage public relations
- Represent interests 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
- Identify, prepare and submit grant applications related to tourism
- Assist appropriate organizations by directing them to grant application opportunities
- Assist the Board of Directors in obtaining official non-profit status

Education:

Bachelor degree in Marketing or related field, or equivalent experience

Minimum Tourism Skills and Experience Desired:

At least three years of recent progressive tourism experience which includes the following skills and abilities:

- Knowledge of the tourism industry
- Working knowledge of volunteer management
- Strategic planning
- Strong communication and public relations skills
- Editing and writing skills
- Knowledge of Media Relations - public/community/news - accessible and open to all media
- Social media management experience
- 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
- Possesses a positive self-image; approachable; a team player; respects people; understands the importance of first impressions

Additional Requirements:

- Possess a valid driver's license
- Knowledge of standard office practices and procedures
- Computer skills
- 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 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 thirdstreet.

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.

DOWNTOWN BANNERS

"The first destination in Oregon Wine Country"

PRINT

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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.