



**TRANSIENT LODGING TAX AD HOC COMMITTEE
MARKETING SUBCOMMITTEE AGENDA
AUGUST 20, 2018, 8:30 AM
NEWBERG CITY HALL
414 E First Street**

- I. CALL MEETING TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF JULY 16, 2018 MINUTES**
- IV. PUBLIC COMMENT**
- V. TOURISM MARKETING**
- VI. WAKE UP IN WINE COUNTRY**
- VII. CHEHALEM VALLEY CHAMBER OF COMMERCE DESTINATION MARKETING PLAN**
- VIII. NEXT MARKETING SUBCOMMITTEE MEETING – SEPTEMBER 17, 2018**
- IX. 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
July 16, 2018 8:30 am
Newberg City Hall, 414 E First Street**

The meeting was called to order by Chair Rob Felton at 8:30 a.m.

ROLL CALL:

Members Present: Rob Felton, Chair Dennis Lewis
Shelia Nicholas (8:40 am)

Members Absent: Jessica Bagley, Ashley Lippard

Staff Present: Doug Rux, Community Development Director

Guests: Shannon Buckmaster, Carr Biggerstaff

APPROVAL OF MINUTES

Approval of the minutes of June 18, 2018.

MOTION: Nicholas/Lewis moved to approve the June 18, 2018 meeting minutes. The motion carried 3 Yes/ 0 No).

PUBLIC COMMENTS:

None.

TOURISM MARKETING

Chair Felton inquired on the word “destination” in the Business Plan and if it was agreed to or not. He indicated he did not think it should be included.

Member Lewis noted he was not sure if there was consensus of not.

Member Nicholas noted “destination” in lower case was discussed previously.

Carr Biggerstaff noted that a Destination Marketing Organization (DMO) is recognized by Travel Oregon.

Member Lewis noted that it may help that in distinction that that the tourism organization does marketing.

Chair Felton noted the use as a proper noun verses not a proper noun could cause confusion at the City Council. He thought it was ok to keep “destination” in the Business Plan.

CDD Rux recapped the Visit Newberg document dated 7/14/18.



Member Lewis indicated he wanted to make sure any additional dollars in revenue need to go to marketing and have the City set it aside for other purposes.

CDD Rux noted that the split on Transient Lodging Tax revenue is 65% to General Fund and 35% to the TLT program. He summarized Member Lewis’s comment that the intent was to not have additional revenue into the TLT Fund set aside for non-marketing purposes. The Committee agreed to add language to the document to that effect.

Carr Biggerstaff recapped expenditures:

	Overhead	Staff
\$140,000 Total Visitor Center	\$24,000	\$24,000
\$48,000 for Visitor Center Tourism Executive Director	\$24,000	\$12,000 – \$24,000
\$48,000 Tourism Executive Director		
Total \$96,000		

Member Lewis inquired if the City/Chamber contract for the Visitor Center would need to be modified.

Carr Biggerstaff noted it would need to be modified.

Chair Felton noted the numbers need to be adjusted on revenue to add \$48,000 that would come back to the Visit Newberg program from the Chamber. CDD Rux was sked to make that change.

Shannon Buckmaster noted that an Executive Director would have a professional mindset for an office and would need support. If you want volunteers for support that can be discussed with the Chamber. You also need professional office space.

Member Lewis asked the Committee about where to go from here.

Shannon Buckmaster noted you could be paying the Tourism Executive Director \$30 hour to do basic office functions services when you could be paying \$20 hour for support services

Member Nicholas inquired if the contract with the Chamber and the Tourism organization would be for one year.

CDD Rux indicated that potential tourism organization and the Chamber would negotiate terms and length of contract.

THE PAIR VISUALS

CDD Rux noted electronic files had been received in June through a download and that thumb drive should be arriving today along with an invoice.



TLT MARKETING FUNDS

Chair Felton outlined DNA Media footage for the Rain or Shine marketing campaign and the possibility to apply for another Travel Oregon grant to have a campaign to get head in beds. The concept is Wake Up in Wine Country. He noted there could be some issue with Travel Oregon but the target is Portland for people to come stay the night in Newberg. Target would be Portland, Seattle and San Francisco.

Shannon Buckmaster noted people coming to Portland and connecting them with Newberg.

Chair Felton noted the possibility to repurpose DNA material and they are willing to make the grant application. He also indicated the possibility of a wall scape in Portland on Newberg/Dundee, but it could cost a lot to put it up.

Member Nicholas inquired if we received a metrics back from DNA on the Rain or Shine campaign.

Carr Biggerstaff indicated that metrics were provided.

Member Lewis noted that Rain or Shine was to work with dine out in Newberg. He thought local restaurants could have done better. Need to work with hotels and restaurants to dine and sleep in Newberg. In his conversations with restaurants they did not really engage in the Rain or Shine campaign.

CDD Rux noted that the TLT Committee will need to continue to meet for at least another 5 – 6 months if City Council agrees with the new marketing approach. There are dollars in this year's budget for one-time expenses for marketing.

Member Nicolas noted that if we have funds available we need to keep moving forward.

CDD Rux indicated there is a process to expend funds on marketing and the TLT Committee cannot just spend dollars without City Council approval. He explained the City's purchasing rules.

Member Nicholas noted that the City process could be December to get approval and would miss the marketing opportunity.

Carr Biggerstaff inquired if we could spend some of the \$40,000 provided to the Chamber and could we access to some of the TLT marketing funds.

Chair Felton outlined an approach of \$40,000 from the City, \$20,000 from the Chamber, and \$5,000 from Dundee. He was hesitant to reaching out to lodging and restaurants on discounts. He thought it should be more general in nature. There will be another round of Travel Oregon grants in the fall.

Carr Biggerstaff noted the Destination Marketing Plan provided by the Chamber was developed for a 2 -3 year period. He would like to set down with the TLT Committee to review what they would like to focus on. He asked about how we get through the next 6 month. A Digital Asset Media Management (DAM) grant was being prepared but was put on hold.

CDD Rux noted that the Chamber Destination Marketing Plan will need to go back to the City Council for final approval as it was only accepted. This needs to occur after the City Council makes a decision on Tourism Marketing Organization recommendation from the TLT Committee.



Chair Felton asked that the Chamber Destination Marketing proposal be brought to the next Subcommittee meeting.

ADJOURNMENT: Chair Felton adjourned the meeting at 9:51 a.m.

Approved by the Transient Lodging Tax Ad Hoc Committee Marketing Subcommittee this 20th day of August, 2018.

Rob Felton
TLT Ad Hoc Committee
Marketing Subcommittee Chair

Doug Rux, Community Development Director

Overview

The Chehalem Valley Chamber of Commerce is under contract with the City of Newberg to provide an annual destination marketing plan, which incorporates ideas and suggestions from the TLT Ad-hoc Committee and other entities. In general, many of Chehalem Valley's destination marketing strengths, weaknesses, opportunities, and threats (SWOT) remain the same (please refer to the Chehalem Valley 2017-18 Destination Marketing Plan). There are a few key SWOT elements that need to be considered.

New Strengths

- Beginning to understand that tourists visit a region, not only a city
- Engaging with a key partner in our neighborhood, Visit McMinnville, who can help us not reinvent the wheel and move faster
- Recognizing that other regional organizations such as the Yamhill County Cultural Coalition who also draw visitors and tourists throughout the region

New Weaknesses

- The Cities of Newberg and Dundee don't have a 3-year destination marketing plan and still can't agree on how to combine and spend TLT funds on priority programs and services

New Opportunities

- The recognition that Newberg-Dundee will be the "gateway to wine country" by engaging and working with partners on a regional basis. At the Portland-edge of the best wine country in Willamette Valley, with the coast not far away, partnering with other shareholders in the region can create a bigger magnet that attracts more visitors for longer visits, repeat visits, and more word-of-mouth about our region
- The Willamette Valley Winery Association has a new Executive Director who knows how to spend funds on a few priority projects that will make a region-wide impact
- *Visit McMinnville* is leading an initiative to develop a county-wide destination marketing organization
- The county is considering a proposal to add a 1-2% TLT tax, which might generate up to \$200,000/year for county-wide tourism marketing

New Threats

- The Ilani Casino in Vancouver, Washington may reduce the number of visitors to Grande Ronde and our region

Strategic Marketing Objectives for Newberg, Dundee, and the Region

- Increase visitor volume, spending, and overnights to increase TLT funds
- Create a vibrant hospitality economy
- Build brand identity as a premier destination for wine, leisure, and recreational travel

- Get government at all levels to recognize our value and increase investment in tourism
- Inspire non-hospitality businesses and organizations to get involved in focused programs that improve our region's economic vitality

Marketing Strategies

- Partner with other cities and Destination Marketing Organizations (DMOs) to make the northern Willamette Valley the wine and food destination on the west coast
- Promote our region for historical, recreational, and "adventure" travel, which has long co-existed with wine, food, and hospitality
- Promote our region's cultural assets
- Ensure we have an ample and talented hospitality workforce to fill the need as the industry grows
- Engage all local shareholders and make sure they are involved and informed – tourism/hospitality is a major industry segment that affects our entire community

Plan Timeframe and Format

- This plan establishes marketing goals through June 30, 2020, which is when the Visitor Center and Tourism contract with the City either expires or renews. This 2-year timeframe also provides a more comprehensive approach to destination marketing
- Since the City is considering organizational changes to destination marketing, the plan provides 3 different budget alternatives for the fiscal year 2018-19:
 - Budget alternative 1 undertakes some of the marketing plan tactics (below) as staffing and budget allows, similar to the 2017-18 plan
 - Budget alternative 2 undertakes fewer of the marketing plan tactics (below), but sets aside \$20,000 to retain a Tourism Consultant to refine and enhance the plan, potentially in preparation for the hiring of a Tourism Director in the near future
 - Budget alternative 3 sets aside the majority of the TLT funds designated for marketing to hire a Tourism Director in partnership with the TLT Ad Hoc Committee – a proposal that is under consideration at this time
- The intent is to provide flexibility during this period of change while still achieving key goals such as creating a viable destination marketing plan and building capacity

Marketing Goals for 2018-2020

Capacity

- Evaluate the need for a consultant to enhance and further develop this destination marketing plan so that when a Tourism Director is hired they have their marching orders for the first 2-3 years
 - Coordinate inputs and reviews with regional shareholders such as Visit McMinnville, the Willamette Valley Winery Association, the Willamette Valley Visitors Association, etc.
 - Vet the plan with Chambers of Commerce in other destination-oriented regions as well as Destination Marketing Organizations (DMOs)
 - Define metrics to measure the plan's results
 - Note: this alternative may not be funded as determined by the TLT Committee and City Council
- Hire a Newberg-Dundee Tourism Director to focus on executing the plan
- Use existing funds efficiently and find sources of more funds
 - Optimize the use of Newberg-Dundee TLT funds for destination marketing, based upon plan priorities
 - Identify and apply for destination marketing grants from sources such as Travel Oregon

Community Communication

- Coordinate destination marketing efforts with all shareholders and keep them informed
 - The cities of Newberg and Dundee
 - George Fox University, Portland Community College, and Newberg School District
 - Service and civic organizations
 - Chehalem Park and Recreation District
 - Community initiatives like the Housing Newberg task force
 - Industry and businesses
 - Healthcare and eldercare providers
- Publish plan results (metrics) quarterly to shareholders
- Hold an annual tourism industry summit to inform shareholders and citizens
 - Invite and include partners and industry experts
 - Publish results (metrics)

Events

- Support events that promote Newberg as a destination:
 - The Camellia Festival
 - The Oregon Truffle Festival
 - The St. Paul Rodeo
 - The Newberg Old Fashioned Festival

- Produce events that promote Newberg:
 - Brews and BBQ
 - Taste Dundee
- Support regional events with other partners
 - Identify and determine events to support

Major Campaigns

- Develop a group marketing campaign to effectively promote the region to group market segments such as conferences/meetings, weddings, etc.
 - Develop a group travel brochure – both print and digital (with videos)
- Enhance and broaden the *Rain or Shine* campaign, or develop a related campaign that leverages the investment in video production already done in FY 2017-18
 - Note: this alternative may not be funded as determined by the TLT Committee and City Council
- Participate in other major marketing campaigns with partners such as Visit McMinnville and the Willamette Valley Winery Association

Measuring Progress/Metrics

- Identify, define, collect and publish metrics for all goals, programs, and functions:
 - Annual TLT increase
 - Annual visitor survey results, visitor overnights, and visitor demographics
 - Visitor origination including in-state, U.S., and international
 - Annual shareholder survey results
 - Website and social media metrics
 - Earned media impressions
 - FAM tours
 - Visitor contacts at the Visitor Center

Media Relations

- Identify past participants of FAM tours and re-engage them
- Arrange and host FAM tours and press trips as needed
- Respond to leads and forward leads to partners such as Travel Oregon, the Willamette Valley Visitor's Association' and the Willamette Valley Winery Association
- Engage someone like Rick Steves to do a travel segment on the region:
<https://www.ricksteves.com>
- Develop a digital media kit for use in media relations

Partnerships

- Combine efforts and funds with other communities, businesses, and organizations to promote the region with a unified message: northern Willamette Valley has everything for a visit or vacation:
 - Identify and develop the partner relationships

- Determine the segments/populations and refine the messaging
- Develop a plan to promote to them, starting with obvious markets such as Portland, Seattle, and San Francisco (geographies) as well as boomer wine-travelers and millennial recreationists (high-value demographic segments) as examples
- Create a regional quarterly update for government and shareholder organizations at all levels
- Engage the Yamhill County Cultural Coalition, which delivered a direct economic contribution of \$45M to the county and whose assets appeal to broad and diverse up-scale populations

Visitor Services

- Maintain and host a well-stocked Information and Visitor Center with hundreds of maps, brochures, and other destination materials
 - Respond to walk-in and phone-in requests on demand, 7 days a week during peak season
 - Local and state maps are available in a 24-hour access location at the Information and Visitor Center
- Publish and distribute 10,000 Chehalem Valley Field Guides (the pocket resource guides for what to do in our region)
 - 4,000 go out with the directory in the Newberg Graphic and the remaining guides are distributed through the Visitor Center and by local businesses and organizations
- Continue to develop the local hospitality workforce through the promotion and addition the Oregon Wine Education Center's Tasting Room and Hospitality Classes:
 - Complete the work to certify current training classes - TRAHC 101 (beginner) and 201 (intermediate) for accreditation beginning with the Chemeketa Wine & Viticulture program
 - Complete the TRAHC 301 (advanced) class and pilot/improve it
 - Develop a class specifically for restaurants in partnership with the Oregon Restaurant and Lodging Association, and one or more local fine-dining restaurants

Website, Email, Social Media, and Digital Assets

- Finalize the domain name of the "Visit Newberg-Dundee" tourism website in order to optimize its SEO to ensure that it ranks high in Google searches
 - Google is ~70% of the search engine market and Google searches have the highest conversion rate to "sales"
 - Create a team of destination tourism bloggers (e.g. contributing editors to the Wine press) to enhance the site's information and increase SEO
 - Retain an SEO/Google Analytics expert to make sure we understand and enhance website performance

- Develop a plan to build a direct email marketing list for a quarterly newsletter about the goings-on in our region
 - Identify sources of existing email addresses and compile a starter list
 - Promote the newsletter on the website and social media with campaigns that encourage subscriber opt-in
 - Create a team of authors and contributors to provide the content for the newsletters
 - Leverage partners to broaden reach
- Reinforce website and direct marketing efforts with social media channels and paid advertising
 - Create “Visit Newberg-Dundee” Facebook, Instagram, and Twitter channels
 - Develop social media advertising campaigns targeting specific population segments and supporting other marketing campaigns, regional events, etc.
 - Create a team to produce and distribute relevant social media content including text blurbs, size images, etc. to make it easy for all shareholders to post routinely, with a coordinated message
 - Coordinate and manage with a calendar
- Create a Media Resource page on the website with libraries of photos, videos, and other digital assets
 - Review the existing library and augment with any available additional assets
 - Add to the library from sources such as the quarterly newsletter, partners, and media vendors engaged on our projects

Fiscal Year 2018-19 Destination Marketing Plan Budget Alternatives

In all 3 alternatives, TLT dollars allocated to Staffing and Overhead remain the same (note: the staffing budget is reduced by \$10,000 from the FY 2017-18 budget).

Alternative 1:

- Undertake some of the marketing plan tactics (above) as staffing and budget allows, similar to the 2017-18 plan
 - Provides funds to repeat the “Rain or Shine” program or use its video assets for a similar use
 - Adds the development of a digital media kit and library and the foundation for direct email marketing campaigns

Alternative 2:

- Undertake some of the marketing plan tactics (above), but set aside \$20,000 to retain a Tourism Consultant to refine and enhance the plan
 - Eliminates the funds for the reprise of the “Rain or Shine” program, and the development of a digital media kit and library and the foundation for email marketing campaigns
 - Redirects those funds to hire a Tourism Consultant to finish out and enhance this plan

Alternative 3:

- Use the TLT funds designated for marketing to hire a Tourism Director in partnership with the TLT Ad Hoc Committee
 - Event promotion is redirected to the tourism hire
 - Completing the transition to the tourism-optimized website remains a priority



CHEHALEM VALLEY CHAMBER OF COMMERCE
 2018-19 DESTINATION MARKETING PLAN FOR NEWBERG-DUNDEE

2018-19 DESTINATION MARKETING PLAN ALTERNATIVE # 1

Revenue:

City of Newberg	\$145,342.00
City of Dundee*	\$ 2,500.00
Total Revenues:	<u>\$147,842.00</u>

Expenses:

Marketing

Camellia Festival Sponsorship	\$ 3,000.00
Website	\$ 2,500.00
Website SEO	\$ 5,400.00
Social Media	\$ 750.00
Christmas Light Electricity	\$ 1,400.00
Brews & BBQ Ads	\$ 1,000.00
Brews & BBQ Mktg Materials	\$ 2,500.00
Taste Dundee Ads	\$ 2,500.00
Rain or Shine Campaign	\$ 15,000.00
Contract for Digital Media Kit, Media Library, Qtrly Newsletter & Email Marketing List for Campaigns	\$ 7,500.00
Set aside for FAM Tours, etc.	\$ 1,842.00
OR Destination Mktg Organization Conference	\$ 900.00
Travel Portland - dues	\$ 700.00
Other Tourism Orgs - dues	\$ 350.00
Total Marketing	<u>\$ 45,342.00</u>

Personnel

Tourism & Visitor Center Staffing; Office Administrative Support Benefit - Health Insurance & Retirement Taxes	\$ 52,000.00
<i>Allocated by % of time spent on Tourism & Visitor Center Activities</i>	

Shared Overhead

Calculated as 1/3 of Chamber Overhead for Tourism & Visitor Center Functions. Includes: Rent, Utilities, Maintenance, Telephone, Internet, Insurance, Printing, Supplies, Postage, Meeting Space, Kitchen, Professional Fees, Miscellaneous, and Mileage	\$ 48,000.00
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Total Expenses	<u>\$145,342.00</u>
Net Difference*	\$ 2,500.00

**Excludes Dundee's contribution due to current conversations*



CHEHALEM VALLEY CHAMBER OF COMMERCE
 2018-19 DESTINATION MARKETING PLAN FOR NEWBERG-DUNDEE

2018-19 DESTINATION MARKETING PLAN ALTERNATIVE # 2

Revenue:

City of Newberg	\$145,342.00
City of Dundee*	\$ 2,500.00

Total Revenues: \$147,842.00

Expenses:

Marketing

Camellia Festival Sponsorship	\$ 3,000.00
Website	\$ 2,500.00
Website SEO	\$ 5,400.00
Social Media	\$ 750.00
Christmas Light Electricity	\$ 1,400.00
Brews & BBQ Ads	\$ 1,000.00
Brews & BBQ Mktg Materials	\$ 2,500.00
Taste Dundee Ads	\$ 2,500.00
Contract for Media Library	\$ 2,500.00
Consultant for Destination Marketing Plan	\$ 20,000.00
Set aside for FAM Tours, etc.	\$ 1,842.00
OR Destination Mktg Organization Conference	\$ 900.00
Travel Portland - dues	\$ 700.00
Other Tourism Orgs - dues	\$ 350.00

Total Marketing \$ 45,342.00

Personnel \$ 52,000.00

Tourism & Visitor Center Staffing; Office Administrative Support
 Benefit - Health Insurance & Retirement
 Taxes
Allocated by % of time spent on Tourism & Visitor Center Activities

Shared Overhead \$ 48,000.00

Calculated as 1/3 of Chamber Overhead for Tourism & Visitor Center
 Functions. Includes: Rent, Utilities, Maintenance, Telephone, Internet,
 Insurance, Printing, Supplies, Postage, Meeting Space, Kitchen,
 Professional Fees, Miscellaneous, and Mileage

Total Expenses \$145,342.00

Net Difference* \$ 2,500.00

**Excludes Dundee's contribution due to current conversations*



CHEHALEM VALLEY CHAMBER OF COMMERCE
 2018-19 DESTINATION MARKETING PLAN FOR NEWBERG-DUNDEE

2018-19 DESTINATION MARKETING PLAN ALTERNATIVE # 3

Revenue:

City of Newberg	\$145,342.00
City of Dundee*	\$ 2,500.00
Total Revenues:	<u>\$147,842.00</u>

Expenses:

Marketing

Website	\$ 2,500.00
Social Media	\$ 500.00
Set aside for Tourism Director Hire	\$ 39,000.00
Set aside for FAM Tours, etc.	\$ 1,392.00
OR Destination Mktg Organization Conference	\$ 900.00
Travel Portland - dues	\$ 700.00
Other Tourism Orgs - dues	\$ 350.00
Total Marketing	\$ 45,342.00

Personnel

Tourism & Visitor Center Staffing; Office Administrative Support	
Benefit - Health Insurance & Retirement	
Taxes	
<i>Allocated by % of time spent on Tourism & Visitor Center Activities</i>	
Shared Overhead	<u>\$ 48,000.00</u>

Calculated as 1/3 of Chamber Overhead for Tourism & Visitor Center Functions. Includes: Rent, Utilities, Maintenance, Telephone, Internet, Insurance, Printing, Supplies, Postage, Meeting Space, Kitchen, Professional Fees, Miscellaneous, and Mileage

Total Expenses	<u>\$145,342.00</u>
Net Difference*	\$ 2,500.00

**Excludes Dundee's contribution due to current conversations*