



TOURISM PROMOTION COMMITTEE AGENDA

November 09, 2023 at 9:00 AM

Wilsonville City Hall & Zoom: <https://zoom.us/webinar/81618970997>

PARTICIPANTS MAY ATTEND THE MEETING AT:

City Hall, 29799 SW Town Center Loop East, Wilsonville, Oregon

Zoom: <https://zoom.us/webinar/81618970997>

TO PARTICIPATE REMOTELY:

Register with Zoe Mombert:

Mombert@ci.wilsonville.or.us or 503-570-1503

Zoe Mombert - Wilsonville City Hall

29799 SW Town Center Loop East, Wilsonville, OR 97070

CALL TO ORDER

1. Roll Call

CONSENT AGENDA

2. [Tourism Meeting Minutes 9/6/2023](#)

COMMITTEE BUSINESS

3. Tourism Strategy Responses to RFP
4. [Tourism Development Strategy Scoring Guide](#)
5. [PKF Hospitality RFP](#)
6. [The Research Associates RFP](#)
7. [Whereabout RFP](#)

TOURISM PROMOTION & DESTINATION MARKETING UPDATES

8. JayRay Quarterly Report

CITY UPDATES

Tourism Promotion Committee
November 09, 2023

Page 1 of 2

COMMITTEE MEMBER UPDATES

ADJOURN

NEXT MEETING - Wednesday, November 29, 2023 @ 9:00 am

Time frames for agenda items are not time certain (i.e. agenda items may be considered earlier than indicated). The City will endeavor to provide the following services, without cost, if requested at least 48 hours prior to the meeting by contacting Zoe Mombert, Assistant to the City Manager at 503-570-1503 or Mombert@ci.wilsonville.or.us: assistive listening devices (ALD), sign language interpreter, and/or bilingual interpreter. Those who need accessibility assistance can contact the City by phone through the Federal Information Relay Service at 1-800-877-8339 for TTY/Voice communication.

Habr  interpretes disponibles para aqu llas personas que no hablan Ingl s, previo acuerdo. Comun quese al 503-570-1503.

TOURISM PROMOTION COMMITTEE MINUTES

September 06, 2023 at 1:00 PM

Wilsonville City Hall & and Zoom (<https://us02web.zoom.us/j/81618970997>)

CALL TO ORDER - Meeting was called to order at 1:04 pm.

1. **Roll Call**

PRESENT

Chair Brandon Roben
Vice-Chair Rohit Sharma
Councilor Caroline Berry
Member Elaine Owen
Member Jennifer Gage
Member Sungmin Park
Ex Officio Sylke Neal-Finnegan

ABSENT

Member Lin Anderson

STAFF

Mark Ottenad
Zoe Mombert

CONSULTANTS

Bridget Baeth, JayRay
Cara Sjogren, JayRay
Jen Willey, JayRay

CONSENT AGENDA

2. **April 5, 2023 Minutes** - Rohit Sharma made a motion to approve the April 5, 2023 Committee Minutes. Jennifer Gage seconded the motion. Motion passed unanimously.

COMMITTEE BUSINESS

3. **Select a Chair and Vice-Chair** - Jennifer Gage made a motion to elect Brandon Roben as Chair and Rohit Sharma as Vice-Chair of the Tourism Promotion Committee. Elaine Owen seconded the motion. Motion passed unanimously.
4. **JayRay Tourism Marketing Updates**
Explore Wilsonville Marketing Overview of annual results:
- New web users – 18,372 (goal met)
 - Social media reach – 253,937 (goal met)
 - Website and social media highlights discussed.
 - Paid ad (spring) targeting based on Datafy information (spent \$250; reached 31,984; 722 landing page views)
 - Summer ad progress – not complete (11,011 reach, 120 landing page)
 - P.R. summer pitch 27% open rate (20.44% open rate is the industry average)
 - Influencer Rachel Jane Lloyd
 - Overall 159 articles; includes 5 articles (direct from JayRay)

- Examples of media coverage shared
- Marketing – updating materials with the new visual identify
- Geolocation 2023 saw an increase of 28% new visitors compared to last year's total. Visitor days are down and average stay down by 11%. Trips up by 15%.

Committee member input:

- Hotels down but revenue is up 28%. (Washington County seeing the same thing).
- Overall occupancy is down.
- AirBnB is also down (due of the market and extra fees for AirBnB, it is not as economical as in previous years).
- Travel lodging tax comes from the city, small portion from AirBnB.
- Pent up demand from Covid last summer.
- Visual Identity – Refresh went live in mid-August.
- Overview of new website look.
- Link to Portland (Mt Hood) more easily.

In the Works: Overview of plan for next year; discussed winter/spring campaign; video/photoshoot overview (October 23-26).

5. Tourism Strategy Request for Proposals (RFP)

Staff provided an overview of the draft Tourism Strategy RFP. Staff identified Scrivener's errors and requested a new interview date to speed up the process. The committee selected November 29, 2023. The committee was asked to hold the meeting date. There were no edits or concerns about the RFP as presented. Jennifer Gage moved and Rohit Sharma seconded. Passed unanimously.

Discussed Wine Country license plate and "Regenerative Tourism". The marketing or regenerative tourism is unclear at this time. Want people to come/study. What are people's interest in stories? Love visual identity.

Sylke Neal-Finnegan - Explore Tualatin Valley (new logo)

Councilor Berry likes new website.

ADJOURN – Meeting adjourned at 2:25 pm

NEXT MEETING - November 9, 2023 @ 9:00 am

PROPOSAL EVALUATION AND SELECTION

A. Selection Review Committee

All written Proposals received at City Hall by the deadline will be reviewed by a Selection Review Committee. The Selection Review Committee will be comprised of City staff and the Committee. One or more finalists may be invited to an interview after the written Proposals have been reviewed. Each committee member will independently evaluate each Proposal in accordance with the criteria stated in the Proposal Requirements section of this RFP.

At any point during the evaluation process, the City is permitted to seek clarification of any Proposal. The City retains the right to accept any or no proposal that is deemed to best fit the needs of the City’s tourism program.

B. Written Evaluation

Based on his or her evaluation, each member of the Selection Review Committee will score each Proposal according to the following scoring criteria. Each member will rank, in descending order, each Proposal by total score.

Written Proposal Evaluation Criteria and Scoring

Criteria	Maximum Score
Proposal Quality	25
Proposer’s Experience/Demonstrated Results	25
Qualifications of Personnel	25
Value of Services Provided for Cost	25
Total Maximum Score	100 Points

In addition to the above weighted scoring criteria, feedback from provided references will also be considered and may be determinative in the selection process. References will not be scored but will be considered and may be a deciding factor.

C. Explanation of Evaluation Criteria

Following are additional details on the proposal evaluation criteria:

- **Proposal Quality:** Quality and creativity of the Proposal and points addressed in the Scope of Work, and the likelihood of achieving program objectives.
- **Proposer’s Experience/Demonstrated Results:** Proposal team’s experience and success with developing creative tourism-promotion and destination-marketing plans for other communities.
- **Qualifications of Personnel:** Prior professional experiences and work-products of consultant team members and how relevant to this Project.
- **Value of Services Provided for Cost:** The maximum services provided in relation to the fee charged and the value of the overall Project; the budget is reasonable and appropriate.



October 23, 2023

City of Wilsonville
Attn: Zoe Mombert, Assistant to the City Manager
29799 SW Town Center Loop East
Wilsonville, OR 97070

Dear Ms Mombert,

I am writing on behalf of PKF Hospitality's Destination Development Department to express our keen interest in developing a comprehensive Tourism Development Strategy for the City of Wilsonville. We have thoroughly reviewed the Request for Proposal (RFP), and we are excited about the opportunity to collaborate with the City of Wilsonville in realizing its tourism potential.

Our firm has a robust history of assisting destinations in honing their tourism strategies, ensuring they are not only sustainable but also beneficial for both residents and visitors. We believe our expertise aligns seamlessly with the goals outlined in the RFP, especially with Wilsonville's vision to position itself as a 'base station' for visitors and to emphasize both intra-city and neighboring attractions.

The RFP highlights the importance of public and industry engagement, the development of success metrics, and the amplification of off-season and local attractions. Our approach, as detailed in our proposal, emphasizes the importance of stakeholder engagement through a series of visits and workshops, a data-driven strategy for success metrics, and innovative solutions to promote off-season tourism and capitalize on Wilsonville's unique attractions.

We are confident that our proposed strategy will not only meet but exceed the City of Wilsonville's expectations. Our team is eager to embark on this journey with you, leveraging our collective experiences and insights to craft a strategy that will steer Wilsonville's tourism trajectory upwards for the next decade.

Please find enclosed our detailed proposal in response to the RFP. We are available for any further discussions or clarifications you may require. Our team looks forward to the possibility of collaborating with the City of Wilsonville and making a positive, lasting impact on its tourism landscape.

Thank you for considering our proposal.

Warm regards,

Baron R. Ah Moo
Director of the US
PKF Hospitality
Tel: +1 916 217 2216
Email: baron.ahmoo@pkfhospitality.com



Offer for “Explore Wilsonville” Tourism Development Strategy

Agency Name: PKF hospitality New York

Address: 245 Park Avenue, New York, NY 10167

Phone Number: +1 916 217 2216

Primary Contact Person: Baron R. Ah Moo

Email Address: baron.ahmoo@pkfhospitality.com

October 2023



Offer for “Explore Wilsonville” Tourism Development Strategy for Wilsonville, Oregon

client City of Wilsonville 29799 SW Town Center Loop East Wilsonville, OR 97070

consultant PKF hospitality LLC, New York

service line(s) destination development

offer O124523

date 23 October 2023



“The PKF tourism development strategy is - in all parts of the world - the global standard for innovative and successful destination development.”

who we are

1
firm

as the only fully integrated global hospitality advisory firm, we ensure strict quality standards on all assignments

4
sectors

we provide consulting and other services for the hotel, (serviced) living, tourism & leisure sectors

- feasibility studies
- valuations + appraisals
- operator search
- concepts + brands
- project development
- financing + investment
- asset management
- strategic advice
- sustainability solutions
- destination development
- due diligence
- education + training
- executive search
- mergers + acquisitions
- data analytics
- trends + innovation
- events + networking
- news + publications

18
services lines

- Argentina (Buenos Aires)
- Austria (Vienna)
- China (Hong Kong, Shanghai)
- Croatia (Zagreb)
- France (Paris)
- Germany (Berlin, Munich)
- Italy (Milan, Rome)
- South Africa (Cape Town)
- Spain (Madrid)
- Switzerland (Zurich)
- Turkey (Istanbul)
- Ukraine (Kyiv)
- United Arab Emirates (Dubai)
- United Kingdom (London)
- USA (Austin, Los Angeles, Miami, New York)

21
locations

96
years

PKF's significant track record goes back to the launch of USALI, the global hospitality accounting standard, in 1927

100+
experts

our team of experienced consultants is based in offices on all continents and works seamlessly across borders

where we are



Created with the media tool

systematic approach



your destination



your destination

location

- Wilsonville, Oregon

the destination

Nestled in a scenic valley with a meandering river at its heart, Wilsonville offers the perfect juxtaposition of natural beauty and cultural richness. Visitors are drawn to its lush national parks, historic downtown filled with art

galleries and theaters, and a diverse culinary scene that ranges from traditional eateries to riverside cafes. Known for its warm hospitality, this destination promises a unique blend of relaxation and exploration, making it an ideal getaway for both adventure seekers and those looking to unwind.



your requirements



your requirements

background

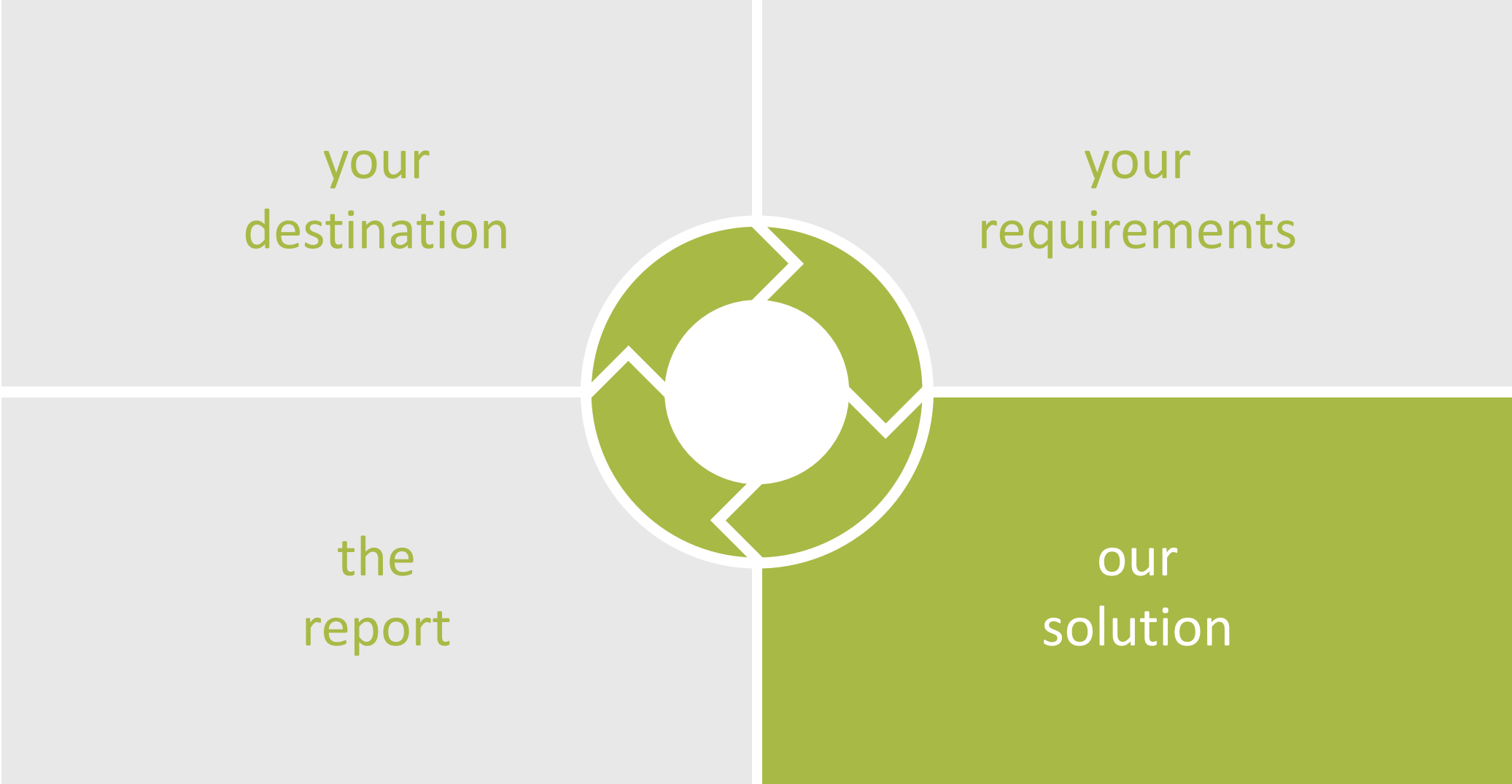
The City of Wilsonville, seeks to develop a tourism master plan for Wilsonville. This initiative is geared towards elevating the overall experience for both its community members and incoming tourists.

focus

We plan to develop a Tourism Strategy for Wilsonville focusing on sustainable tourism, leveraging its heritage and nature. Our approach will address preserving historical sites, updating infrastructure, and promoting public-private partnerships, with local stakeholder input at the core.



our solution



our solution



Sustainable tourism master plan

We propose an all-encompassing tourism development strategy for Wilsonville, spotlighting its strategic position, rich heritage, and multifaceted attractions. At the heart of our approach is stakeholder involvement. The project will commence with an extensive field trip to Wilsonville. This will encompass an evaluation of its pivotal role as a 'base station', its diverse tourism sectors, and its proximity to renowned Oregon attractions. In shaping our strategy, we'll pinpoint potential revenue avenues, probe into collaboration potentials, address any present gaps, and accentuate Wilsonville's distinct charm as a preferred travel destination.

the report



the report

content

The report will include the following modules:

- **analysis**
- **strategy**
- **action plan**

usage

This tourism master plan serves as a foundation for the destination's professional tourism development. It aims to assess the current situation, pinpoint major issues, evaluate development potential, and provide an action plan for the client's tourism management and support.



step-by-step modular approach

step

1

module 1: analysis

- This module reviews key tourism indicators, sites, and trends. It assesses organizational structures, digitalization, marketing, competitors, USPs, relevant documents, framework conditions, ongoing projects and combines all findings into a SWOT analysis.

step

2

module 2: strategy

- This module examines tourism potential, covering geographic areas, tourism types, source markets, and target groups. It identifies economic prospects, establishes a vision, development goals, strategic positioning, and key strategies.

step

3

module 3: action plan

- This module outlines specific actions and projects tied to defined key strategies in module 2. It details steps, assigns responsibilities, provides budget estimates, identifies financing sources, and showcases best practice examples.

scope of work

geographic advantages

Leveraging Wilsonville's strategic location along I-5 is paramount. Our strategy will delve into how this geographical advantage can be positioned to enhance its appeal to both regional and national tourists, ensuring it becomes a prime choice for explorations in the broader region.

dual focus of the strategy

Understanding the intrinsic and external attractions related to Wilsonville will be crucial. Our strategy will encompass this dual perspective, ensuring that the unique offerings both within and outside the city's boundaries are synergistically promoted.

tourism segments

Wilsonville's diverse tourism offerings present myriad opportunities. Our approach will involve segmenting these offerings, understanding their unique value propositions, and suggesting ways they can be enhanced and marketed to resonate with diverse traveler personas.

scope of work

core elements of the strategy

Our approach is rooted in thorough analysis and research. We'll start with a deep dive into Wilsonville's current tourism landscape, followed by a strategic framework that will provide a roadmap for Wilsonville to navigate its tourism aspirations.

strategic action points

Our strategy will provide a holistic view of the tourism potential. From community engagement to infrastructural considerations, we'll outline the key areas of focus that can drive sustainable growth for Wilsonville's tourism sector.

growth opportunities

Identifying and harnessing growth opportunities will be at the heart of our strategy. We'll provide insights into potential avenues that can enhance Wilsonville's appeal, ensuring it stands out as a must-visit destination in the broader Oregon region.

methodology

evaluative approach

We will review and, if necessary, update Wilsonville's existing tourism visioning and mission statements. This ensures that foundational guidelines remain current and in line with evolving tourism trends.

situation analysis

A dual-pronged analysis will be employed to discern the current visitor/tourism landscape and anticipate potential future scenarios. This will involve data collection, stakeholder interviews, and a review of existing literature and reports pertinent to Wilsonville's tourism ecosystem.

SWOT analysis

A structured SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis will be conducted. This analysis will not only identify Wilsonville's tourism attributes and challenges but also compare them with similar destinations to derive actionable insights.

methodology

community positioning

An assessment of Wilsonville's branding and positioning in relation to other prominent Oregon tourist destinations will be undertaken. This will help in ascertaining Wilsonville's unique selling propositions and areas of potential differentiation.

asset & audience identification

A comprehensive inventory of existing and potential tourism assets will be compiled. Parallely, potential audiences or users for these assets will be identified. This segment will also spotlight investment opportunities, both in public and private sectors, to elevate these assets' visibility and utilization.

iterative feedback process

Recognizing that the strategy's success hinges on its acceptance and applicability, we will integrate feedback loops at various stages. Stakeholders, community members, and industry experts will be consulted periodically to ensure the strategy remains grounded and relevant.

public & industry engagement

stakeholder engagement and initial insights

During our first trip, we'll conduct one-on-one interviews with key figures, culminating in a stakeholder workshop. This immersive approach ensures we capture the nuances and aspirations driving Wilsonville's tourism ecosystem

strategy formulation and collaboration

On our second visit, we'll present and discuss the initial two strategy modules with key stakeholders. This interactive session will allow immediate feedback, ensuring our strategy is both robust and resonant.

strategy presentation and feedback forum

On our third trip we will present the final draft report to Wilsonville's key stakeholders. This meeting will facilitate a thorough review and collaborative discussion. Subsequently, the report will be made available for broader public feedback during its designated comment phase.

metrics & review

development of success metrics

We will adopt a data-driven approach, crafting a bespoke set of metrics tailored to Wilsonville's unique tourism landscape. By aligning these metrics with overarching objectives, we ensure a tangible and transparent gauge of the strategy's effectiveness over time.

conversion of business to leisure travelers

Recognizing the distinct preferences of business travelers, we will delve into trend analysis and visitor behavior studies. This will inform targeted initiatives designed to entice business visitors to extend their stay, exploring Wilsonville as leisure tourists.

off-season & local attractions amplification

We will conduct a deep dive into Wilsonville's off-peak offerings, identifying areas of untapped potential. Our aim is to craft compelling narratives around local attractions, thereby fostering interest in off-season visits and enhancing the appeal of regional highlights.

scope & timing

site visit(s)

- 3 site visits are planned
- during the **initial** site visit, the destination will be examined and interviews with different stakeholders will be conducted
- during the **second** and **third** site visit a workshop with the relevant stakeholders will be conducted

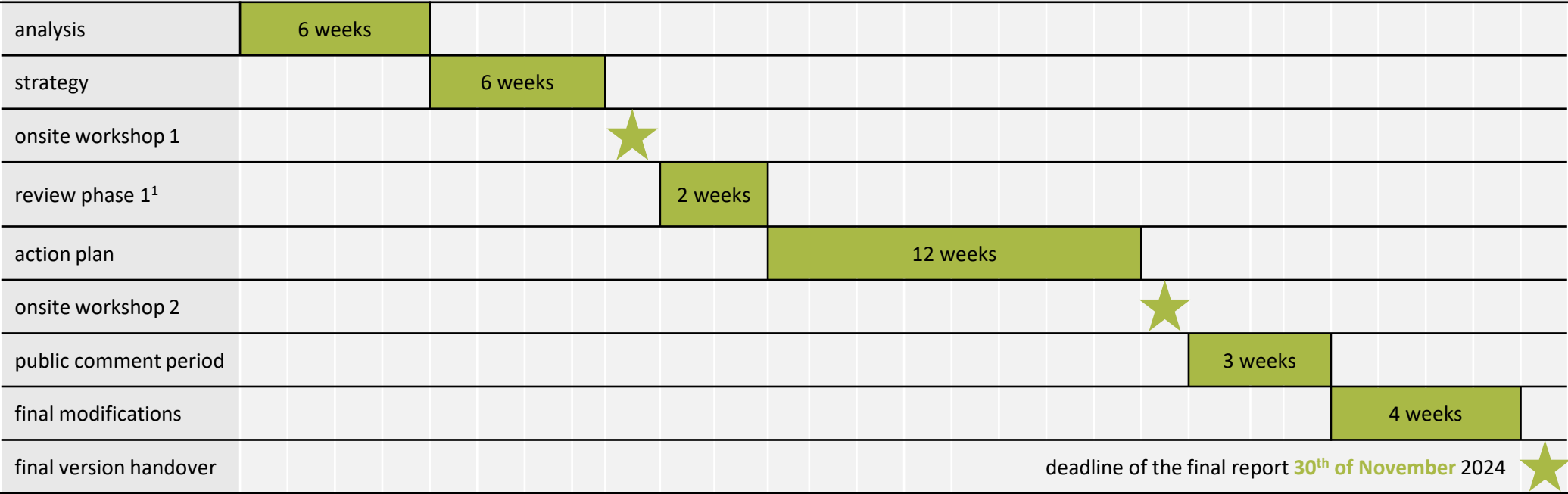
report format

- report delivery: electronic format (PDF based in PowerPoint)
- print-outs: available upon request
- language: English (report & communications)
- currency of calculations: USD

time frame

- approx. 11 months from the time of assignment acceptance and receipt of first payment

timeline, availability and office location



¹ corrections and revisions from the side of the client are accepted by us within two weeks after the submission of a draft or interim report.

Availability and Office Location

Our team members are based in our New York office and supported by our Vienna and other offices, as required. The project duration is estimated to be 47 weeks (11 months). The earliest possible start date will be January 2024. Effective start and timeframe can be adjusted to client’s needs.

To ensure a comprehensive understanding of the project, we'll commence with an in-depth field trip to Wilsonville. This will encompass extensive site-visits and one on one consultations with pivotal stakeholders. The precise duration of this trip will be collaboratively decided with the client to align with the project objectives.

Please note that preparations for the field trip will only begin after the pre-agreed prepayment has been received. Based on our experience with similar projects, the initial field trips typically take place two to four weeks from contract finalization. Furthermore, we generally conduct two additional trips to the destination to share and deliberate on the report's ongoing progress in stakeholder workshops. However, this frequency can be adjusted to meet client’s preferences.

our experience with DMO marketing activities



Director of DMO “Tiroler Oberland”, Austria

Tourism promotion activities: large poster advertisements, showing the region as a hiking paradise in 10.000 German public bus stations in selected cities; website promotion of accessible tourism attractions in the region; joint campaign with “Nature Park Kaunergrat” on the importance of bees – and a diverse and intact flora; organisation of bike and handbike races with international media coverage etc.

Establishing a DMO in Svaneti, Georgia

Tourism promotion activities: Hiking maps for tourists; cooperation with Georgian National Tourism Administration; participation in international tourism trade shows etc.



digital marketing campaign for Transylvania, Romania

Design of a digital marketing campaign for the Romanian Region of Transylvania (covering almost half the nation), famous for its mountains, forests, and medieval fortresses. The idea was to restart tourism in this area after Covid and focus on the 100 Mio strong German speaking market, as Transylvania is mainly bilingual. (Romanian and German)

our reference projects



Tourism recovery master plan, Guam

- providing Guam with a new sustainable tourism strategy and updated decision-making tools for public and private sectors
- client: BSP, Government of Guam
- assignment period: since 2022

Tourism master plan for the region Central Slovenia

- a tourism master plan consisting of three main modules; analysis, development strategy and action plan
- client: Turizem Ljubljana
- assignment period: 2022-2023



Feasibility Study and Advisory for Bend, Oregon

- study on transitioning Pronghorn Villas' residences in Bend into premium hospitality spaces.
- client: Aperion Management
- assignment period: 2023

reference projects



Tourism recovery master plan, Guam

- providing Guam with a new sustainable tourism strategy and updated decision-making tools for public and private sectors
- client: BSP, Government of Guam
- assignment period: since 2022

client BSP, Government of Guam
contact Monica Guerrero
e-mail monica.guerrero@bsp.guam.gov
phone +1 671 472 4201

about the destination

Guam remains an essential hub in the Pacific, distinguished by its unique Chamorro culture, historical richness, cultural diversity, and unparalleled natural allure. Recognizing the challenges this destination currently confronts, PKF hospitality is fully equipped and committed to navigating the complexities of enhancing Guam's touristic appeal in these unprecedented times.

client needs

Our primary directive is the meticulous design and implementation of a Tourism Recovery Development Plan bespoke for Guam. Anchored by our century-long legacy in tourism consultancy and a dynamic team, our consortium combines Mantid Pacific's local insights, Omnitrak's visitor analytics, and Concept Design's branding know-how. Together, we are poised to address Guam's evolving tourism needs comprehensively..

services to be delivered

Our strategy focuses on a balanced Tourism Recovery Plan that aligns Guam's economic goals with its cultural and environmental heritage. Committed to delivering optimal value, we'll leverage our expansive networks and research databases. Recognizing the pandemic's impact, we prioritize both economic and "quality of life" metrics, striving for a resilient and forward-thinking Recovery Plan for Guam.

reference projects



Tourism master plan for the region Central Slovenia

- a tourism master plan consisting of three main modules; analysis, strategy and action plan
- client: Turizem Ljubljana
- assignment period: 2022-2023

client Turizem Ljubljana
contact mag. Petra Stušek
e-mail petra.stusek@visitljubljana.si
phone +386 1 306 45 83

[link to the final document about the destination](#)

The destination Central Slovenia has approximately 260.000 inhabitants and is comprised of 24 municipalities. It is located in the center of Slovenia. The area of the destination surrounds the capital Ljubljana and offers tourists museums, a karstic cave, an arboretum, a traditional shepherd mountain, themed nature trails for hiking or biking, castles and a thermal facility.

client needs

The goal of the tourism master plan was to support the regional DMO in identifying key projects to further increase the attractiveness of the destination. It had to be considered that after the strategic period of the delivered document there would be a common tourism strategy with the destination Central Slovenia and the capital Ljubljana, therefore there was a focus on integrating marketing and product development into the existing systems of Tourism Ljubljana.

services delivered

Based on a comprehensive field trip to the destination with site visits and interviews with key stakeholders, a tourism master plan was prepared consisting of three main modules
Two workshops in the destination were conducted to present and discuss the strategy with representatives of the administration and local stakeholders.

reference projects



Feasibility Study and Advisory for Bend, Oregon

- study on transitioning Pronghorn Villas' residences in Bend into premium hospitality spaces.
- client: Aperion Management
- assignment period: 2023

client Aperion Management
contact Erin McKenna
e-mail emckenna@aperionmgmt.com
phone 541.389.3172

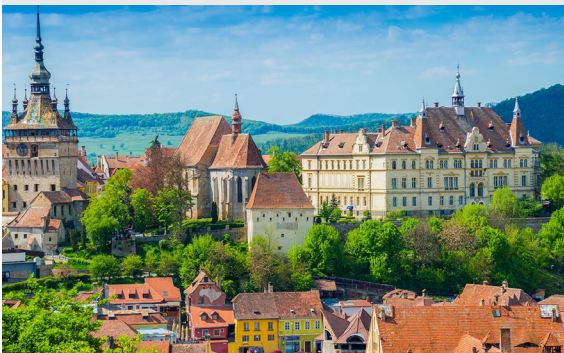
about the project

The Residence Club at Pronghorn Villas, in Bend, Oregon is a homeowner’s association, a total of 16 units, split between A and B type categories. The residences are based on a fractional ownership model. The HOA was considering an acquisition of these units looking to evaluate the potential of repositioning them as a hospitality product.

summary of the project

The Residence Club at Pronghorn Villas in Bend, Oregon successfully transitioned its residences into premium hospitality spaces, reflecting our growing expertise in the Oregon tourism market. San Jose, part of the vibrant San Francisco Bay Area, was celebrated for its tech and academic landscape. One of our notable endeavors was near the San Jose Airport, chosen for its excellent visibility and closeness to key areas. During our engagement, San Jose saw a rise in hotel accommodations and a shift away from short-term rentals. The city attracted global hotel brands, and we were instrumental in shaping several upcoming projects. Even with varying overnight stay trends, hotels in our portfolio maintained commendable occupancy with competitive rates. Through diligent market analysis, we identified the site's potential for upscale hotel developments, underscoring our commitment to making a mark in Oregon's tourism industry.

our experience



- Tourism potential study of Gegharkunik Region, **Armenia**
- Strategic repositioning and rebranding of Kaunertal, **Austria**
- Destination hotel tourism development strategy Montafon, **Austria**
- tourism master plan for the city of Timmins, **Canada**
- Destination development services for Boa Vista, **Cape Verde**
- Tourism development project Zablace-Sibenik, **Croatia**
- Tourism development strategy for Sallantunturi, **Finland**
- Tourism potential study of Lake Paravani area and Mestia area, **Georgia**
- Feasibility study for a planned conference center in Budapest, **Hungary**
- Long-term strategy for the Icelandic tourism industry, **Iceland**
- Best use study for a planned tourism zone in Almaty, **Kazakhstan**
- Destination development Yenkit, **Oman**
- Investment, management and visitor management plans for 22 tourism sites in Khyber Pakhtunkhwa, **Pakistan**
- Digital tourism Marketing Concept for Transylvania, **Romania**
- Development of a tourism destination in Western **Saudi-Arabia**
- National tourism strategy for the republic of **Slovenia**
- tourism master plan for Semič municipality, **Slovenia**
- tourism master plan for the Vipava Valley region, **Slovenia**
- Tourism development project mountain resort Bukovel, **Ukraine**
- Business plan for a planned greenfield mountain destination in Lviv oblast, **Ukraine**
- Destination development in Abu Dhabi, **United Arab Emirates**



fees

project fees

flat fee	USD 75.000
travel expenses	USD 24.000
total (net, without VAT)	USD 99.000
<p>The calculation of the fee is based on the average daily rates of our experts and depends on:</p> <ul style="list-style-type: none"> the size of the destination the current (and potential) future tourism intensity the necessary travel time other relevant framework conditions 	

additional services

Unless otherwise agreed-upon in writing, additional services are charged only once the client has confirmed these extra services in writing.

If additional services will be charged in accordance with our time-based fees, a breakdown of those will be provided to the client.

The time-based fees are based on the actually incurred number of working hours, plus actual travel, telecommunications and out-of-pocket expenses.

Itemized Breakdown of Costs

Task/Activity	Description	Price
Field Trip & Site Visits	Comprehensive field trip, site visits, stakeholder interviews	\$16.000
Research & Data Collection	Gathering data, analyzing existing resources, surveys	\$12.000
Strategy Development	Creating tourism strategy, meetings for validation	\$12.000
Stakeholder Workshops	Conducting workshops and feedback sessions	\$12.000
Drafting the report	Compilation of findings, draft preparation, revisions	\$12.000
Final Presentation	Presentation creation, final meetings and discussions	\$8,000
Travel & Accommodation	All expenses related to team travel for the project	\$24,000
Miscellaneous Expenses	Any unforeseen costs or contingencies	\$3,000

payment terms

Our usual terms of payment for a tourism potential analysis are as follows:

- 50 %** of the fee plus **100 %** of the travel expenses is due with acceptance of the assignment (USD 61.500)
- 25 %** of the fee volume with delivery of the draft of our final report and (USD 18.750)
- the **remaining amount** with delivery of the final version of the final report (USD 18.750)

The final payment conditions will be agreed on during the contract negotiations.

Please note that prices are estimates and might vary depending on the evolving project needs. Any adjustments or additions will be discussed and agreed upon with the client.

Accruing bank charges (both from the sending and receiving bank) are borne by the client.

Fees do not include VAT.

contact us

project team



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New York

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social media



Facebook
[PKF hospitality group](#)



Instagram
[PKF hospitality group](#)



LinkedIn
[PKF hospitality group](#)



X
[@pkfhospitality](#)



YouTube
[PKF hospitality group](#)

team composition and roles are subject to change

© PKF hospitality group – 31

Baron R. Ah. Moo



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New York

project controller

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PKF hospitality group
www.pkfhospitality.com

Professional Experience

Baron R. Ah Moo has over 30 years of experience in investment, hospitality finance and operations. Having joined the PKF hospitality group in 2019, Baron leads the US consulting office and is based in New York City.

Baron, an expert in emerging markets and cross-border transactions, has extensive global experience, having worked in countries across three continents. He serves private equity funds, prominent hotel operators, and family offices, and oversees business development and operations in the US, Canada, and the Caribbean.

Before joining PKF, Baron founded BLI Capital Group, a leisure real estate advisory firm. He held leadership roles at Colliers International in Hong Kong, served as COO for Lewis Fund Holdings in the UK, and was CEO of Indochina Hotels and Resorts in Vietnam.

Baron holds a bachelor's degree in International Management from the University of San Francisco, and a Master in Professional Studies from Cornell University's School of Hotel Administration in Ithaca, New York.

Baron has contributed to several industry and media publications including Bloomberg Television and was featured on the cover of Hotel Investment Outlook. He is a contributing author to "Strategic Hospitality Leadership – The Asian Initiative" and was nominated by Cornell's President to serve as a member of the University's Alumni Council.

Florian Van der Bellen



Florian Van der Bellen

Director | Head of
Destination Development

PKF hospitality GmbH
Vienna

project manager

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PKF hospitality group

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Professional Experience

Florian Van der Bellen joined PKF hospitality group in February, 2023. Based in Romania, he is responsible for destination development worldwide, such as sustainable tourism strategies and development plans, destination management, branding and marketing, and accessible tourism.

Florian holds a diploma from the College of Tourism, Innsbruck (Austria), and an Executive MBA from the University of Economics, Vienna (Austria). He has more than 30 years of practical experience in international hotel and tourism management in countries like Austria, Germany, Switzerland, Romania, Moldova, Armenia, Georgia, Azerbaijan and Australia.

As Managing Director of the Destination Management Organization „Tiroler Oberland“ in Tyrol, Austria, Florian was responsible for the strategic positioning of the destination, branding and marketing. In addition, his focus on accessible tourism brought numerous national and international awards for the destination, such as the EDEN Award (European Destination of Excellence), the Alps Award (Top 5 Alpine Destination), and second place at the World Responsible Tourism Awards.

Florian has successfully founded and managed tourism consulting companies in Austria, Georgia and Romania. His specialties are to make complex issues easily understandable and to produce practical, customer-oriented results.

Florian is a member of the Advisory Board of GIPA (Georgian Institute of Public Affairs) and a sought after speaker at international tourism conferences.

Channing Elise Henry



Channing Elise Henry
Director | Head of the US

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Professional Experience

Channing Henry joined the PKF hospitality group in 2019 as Managing Director | Head of US, leading the US consulting practice from the New York office. With more than 15 years in hospitality development and consulting, she brings a development perspective to the firm’s extensive advisory work. Channing advises hotel developers and owners on highest and best land use analyses, capital strategies and fundraising services, brand positioning and negotiation, and planning and development services in the US, Canada, the Caribbean, and Latin America.

Channing co-developed the Downtown LA Proper Hotel with the Kor Group and collaborated on luxury resort plans in Baja Mexico and Dominical, Costa Rica. She has overseen urban hotel developments in cities like Atlanta and Los Angeles for brands like Aman Resorts and Soho House. Previously, she expanded the Viceroy and Tides brands with the Kor Group and started as a consultant at RCLCo in Los Angeles, conducting various market studies.

Channing was awarded a Fulbright Scholarship to Argentina and holds a Bachelor of Arts degree from Princeton University and an MBA from Yale’s School of Management.

Channing is on the Leadership Committee for ULI’s Recreational Development Council and an Executive Committee member of the South Park Business Improvement District (BID) Board in Downtown Los Angeles.

Kristopher Swanson



Kristopher Swanson
Consultant

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Professional Experience

Kristopher joined the PKF hospitality group in July 2021 and is based in New York City. In his capacity as Consultant, his activities include feasibility studies and development services throughout the US, Canada and Latin America.

Prior to joining PKF hospitality group, Kristopher completed internships in a variety of industries, including M&A work at Hines Associates and hospitality operations and development at Palisades Hospitality Group. Kristopher graduated in May 2021 from the 2-year Master of Science Global Hospitality Business program at Ecole hôtelière de Lausanne (EHL). He graduated from the University of California Santa Barbara in 2018 with a BA in Global and International Studies.

Kristopher earned certificates in Hotel Industry Analytics (CHIA) and Advanced Hotel and Tourism Analytics (CAHTA).

Jure Golež



Jure Golež
Junior Consultant

PKF hospitality GmbH
Vienna

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Professional Experience

Jure Golež became a part of the PKF hospitality group in 2022 and operates from Maribor, Slovenia. As a Junior Consultant, he is involved in various consulting activities such as destination services, feasibility studies, benchmarking and research, with a global reach but mainly focusing on European projects.

At PKF, Jure has contributed to several international projects, mainly tourism master plans centered around destination development. His primary focus has been on conducting on site and desktop research, facilitating workshops with stakeholders and crafting and designing destination tourism development strategys, which showcases his expertise and commitment to the field.

Before his time at PKF, Jure accumulated experience in the hospitality and tourism industry, working in different capacities including food and beverage, hotel operations, and tour management.

Jure holds a Bachelor’s degree in Tourism Management from the University of Primorska, Faculty of Tourism Studies, located in Portorož, Slovenia.



We hereby confirm that neither our company nor any proposed sub-consultants are in any position that could be perceived as a conflict of interest regarding this project.

We remain at your disposal should you wish to discuss our proposal in more detail and look forward to supporting you with this assignment..

legal issues

This assignment will be carried out on the basis of our Terms and Conditions (see *Annex 1*). The analysis will be conducted to the best of our knowledge as a neutral consultant.

Risk and Liability

Decisions about whether to invest in the development and/or acquisition of a hospitality project as well as the signing of management or lease contracts regarding such properties involve a high extent of uncertainty. This risk is mostly because a property's operating results are dependent on the general economic situation. The demand for hospitality services can be influenced by political or military disputes, terrorist acts, natural disasters, health-related circumstances as well as the unforeseeable development of competition and demand. We do not assume any responsibility for the forecasted results. We do not verify nor comment on legal issues – such as proprietary rights, rights of use, company laws, taxation provisions or construction-related prerequisites of projects. These elements are not part of the assignment. § 8 of the *General Terms and Conditions of Doing Business* regulates the liability. We have taken out a liability insurance above the amount demanded by law with a total of Euro 5m. However, we are prepared to agree upon a specific liability coverage for individual assignments. Should you require this, please let us know so that we can apply for the coverage at our professional liability insurance company.

Forwarding Studies

The report is intended for the sole use by the client only. Forwarding any reports or excerpts to third parties requires the prior written consent of the consultant. All documents

handed over to the consultant by the client must not be forwarded to third parties without the prior written consent of the client. After completion of the assignment, the consultant will return these documents if requested by the client.

Content of Studies

The consultants of the PKF hospitality group are always committed to deliver services in compliance with the highest industry standards, for which we have been recognised on a global level for several decades. However, in rare instances, it can arise that we are not able to gather reliable and/or accurate information (e. g. market data) which meets both our internal and external benchmark standards. This could evolve when information is not available to us from sources which we deem reliable or when the data can only be partially provided. In certain regions, data, upon which our site and market analyses are generally elaborated, might not at all or only in part be existent or publicly accessible, or might only partially or in limited quality be available to us. The consultant reserves the right to perform the site and market analysis on a desktop basis, if an on-site visit is deemed impossible, dangerous or unnecessary. Our consultants will strive to deliver as much of the usually required information as possible and in the highest quality available but cannot assume any responsibility or liability for any lack of publicly accessible information nor the reliability thereof.

Conflict of Interest

The consultant as well as other PKF member firms are continuously carrying out consulting services for hospitality projects. For this reason, we cannot rule out the possibility

that the consultant or other PKF member firms are involved in consulting activities with a relevance to the client's project or property. To this date, we are not aware of any conflict-of-interest preventing us to carry out this particular assignment. Should a conflict of interest become evident at a later point in time, it is agreed that this will in no way affect this agreement or our assignment.

Separability Clause

Should any individual provision or any party of any provision be or become void, illegal or unenforceable, the validity of the remaining provisions hereof shall in no way be affected. In such case the void and/or illegal and/or unenforceable provision or provisions shall be replaced by relative provisions coming as close as possible to the sense and spirit and purpose of this agreement.

About PKF

The various companies of the PKF hospitality group are – through their parent company (PKF hospitality holding GmbH) members of PKF Global, the network of member firms of PKF International Limited, each of which is a separate and independent legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s). In signing and returning to us the enclosed Confirmation of Assignment you acknowledge and accept that such other member firms and PKF International Limited do not owe you any duty in relation to the work or advice which we will from time-to-time provide to you or are required to provide to you, and that we do not assume responsibility or liability for actions or inactions on the part of any other individual member firm or firms.

annex 1.1 – Terms and Conditions

1 General Terms and Conditions/scope

1.1 All legal transactions between the Client and the Consultant shall be exclusively subject to these General Terms and Conditions. The version valid at the time the Contract is concluded shall be applicable.

1.2 These General Terms and Conditions shall also apply to any future contractual relationships even if these General Terms and Conditions are not expressly referred to in collateral contracts.

1.3 Any conflicting General Terms and Conditions on the part of the Client shall be invalid unless they have been explicitly accepted in writing by the Consultant.

1.4 If any provision of these General Terms and Conditions is or becomes invalid, the other provisions and any contracts concluded pursuant to these provisions shall not be affected thereby. The invalid provision shall be replaced by a provision which best corresponds to the intention and economic purpose of the invalid provision.

2 Scope of consulting assignment/representation

2.1 The scope of each particular consulting assignment shall be individually agreed by contract.

2.2 The Consultant shall be entitled to subcontract, in whole or in part, the services for which the Consultant is responsible to third parties. Payment of said third parties shall be effected exclusively by the Consultant. No contractual relationship of any kind shall exist between the Client and said third party.

2.3 During the validity of this Contract and for a period of three years after termination thereof, the Client shall agree not to enter into any kind of business transactions with persons or organisations the Consultant employs to perform the Client's contractual duties. In particular, the Client shall not employ said persons or organisations to render consulting services the same or similar to those offered by the Consultant.

3 Client's obligation to provide information/declaration of completeness

3.1 The Client shall ensure that during the performance of the consulting assignment, organisational conditions in the Client's place of business allow the consulting process to proceed in a timely and undisturbed manner.

3.2 The Client shall also inform the Consultant in detail about previously conducted and/or currently active consulting projects, including those in other areas of competency.

3.3 The Client shall, in a timely manner and without special request on the part of the Consultant, provide the Consultant with all documents necessary to fulfil and perform the consulting assignment and shall inform the Consultant of all activities and conditions pertinent to the performance of the consulting assignment. This includes all documents, activities and conditions that become known or available during the performance of the consulting assignment.

3.4 The Client shall ensure that all employees as well as any employee representation (work council) provided by law, if established, are informed of the Client's consulting activities prior to the commencement of the assignment.

4 Maintenance of Independence

4.1 The contracting parties shall be committed to mutual loyalty.

4.2 The contracting parties shall be obligated to take all necessary measures to ensure that the independence of all persons working for the Consultant and/or of any third parties employed by the Consultant is not jeopardised. This applies particularly to any employment offers made by the Client or the acceptance of assignments on their own account.

5 Reporting/obligation to report

5.1 The Consultant shall be obligated to report to the Client on the progress of services performed by persons working for the Consultant and/or any third parties employed by the Consultant.

5.2 The Consultant shall deliver the final report in a timely manner, i.e. depending on the type of assignment, two to four weeks after completion of the assignment.

5.3 The Consultant shall not be bound by directives while performing the agreed service and shall be free to act at the Consultant's discretion and under the Consultant's own responsibility. The Consultant shall not be required to work in a particular place or to keep particular working hours.

annex 1.2 – Terms and Conditions

6 Protection of intellectual property

6.1 The Consultant shall retain all copyrights to any work done by the Consultant and/or by persons working for the Consultant and/or by third parties employed by the Consultant (including but not limited to tenders, reports, analyses, expert opinions, organisation charts, programmes, performance descriptions, drafts, calculations, drawings, data media, etc.). During the contract period and after termination thereof, the Client may use these materials exclusively for the purposes described under the Contract. Therefore, the Client shall not be entitled to copy or distribute these materials without the explicit consent of the Consultant. Under no circumstances, shall the Consultant be liable to third parties, in particular for the accuracy of the material, in the event of unauthorised copying/distribution of the material.

6.2 In the event of any violation of these provisions by the Client, the Consultant shall be entitled to immediate termination of the contract relationship and to assert any other statutory claims, in particular for omission and/or damages.

7 Warranty

7.1 The Consultant shall be entitled and obligated, regardless of fault, to correct any errors and/or inaccuracies in the Consultant's work which have become known subsequently. The Consultant will immediately inform the Client thereof.

7.2 This right of the Client expires six months after completion of the respective service.

8 Liability/damages

8.1 With the exception of personal injuries, the Consultant shall be liable to the Client for damages only to the extent that these are the result of serious fault (intention or gross negligence). Correspondingly, this also applies to damages resulting from third parties employed by the Consultant.

8.2 Any claim for damages on the part of the Client may only be enforced by law within six months after they have gained knowledge of the damage and the liable party, but not later than three years after the incident upon which the claim is based.

8.3 The Client shall furnish evidence of the Consultant's fault.

8.4 If the Consultant performs the required services with the help of third parties, any warranty claims and claims for damages which arise against the third part shall be passed on to the Client. In this case, the Client shall primarily refer to the third party.

9 Confidentiality/data protection

9.1 The Consultant shall be obligated to maintain complete confidentiality concerning all business matters made known to the Consultant in the course of services performed, especially trade and company secrets and any other information concerning type and/or scope of business and/or practical activities of the Client.

9.2 Furthermore, the Consultant shall be obligated to maintain complete confidentiality towards third parties concerning the content of the work completed, as well as any information and conditions that contributed to the completion of the work, particularly concerning data on the Client's clients.

9.3 The Consultant shall not be obligated to maintain confidentiality towards any person working for the Consultant or representatives of the Consultant. However, the Consultant is required to obligate such persons to maintain complete confidentiality and shall be liable for any violation of confidentiality on their part in the same way as if the Consultant had breached confidentiality.

9.4 The obligation to maintain confidentiality shall persist indefinitely even after termination of this Contract. This shall not apply in case the Consultant is legally required to disclose information.

9.5 The Consultant shall be entitled to use any personal data entrusted to the Consultant for the purposes of the services performed. The Consultant shall guarantee the Client that all necessary measures will be taken, e.g. that declarations of consent are obtained from the persons involved.

annex 1.3 – Terms and Conditions

10 Remuneration

10.1 After completion of the services agreed upon, the Consultant shall receive remuneration agreed upon in advance between the Consultant and the Client. The Consultant shall be entitled to render intermediate accounts and to demand payment on account as required by the progress of the work. Remuneration shall be due and payable immediately after rendering accounts by the Consultant.

10.2 The Consultant shall render accounts which entitle to deduct tax and contain all elements required by law.

10.3 Any cash expenditures, expenses, travel expenses, etc. shall be reimbursed to the Consultant by the Client separately, upon submission of the appropriate receipts.

10.4 In the event that the work agreed upon is not completed due to reasons on the part of the Client, or due to a premature termination of contract by the Consultant for cause, the Consultant shall be entitled to claim payment in full of the remuneration agreed upon in advance, less expenses not incurred. In the event that an hourly fee had been agreed upon, the Client shall pay for the number of hours expected to be required for the entire contracted assignment, less expenses not incurred. Expenses not incurred shall be calculated as a lump sum consisting of 30 % of the fee required for those services that the Consultant did not perform by the date of termination of the agreement.

10.5 In the event that intermediate invoices are not paid, the Consultant shall be released from the Consultant's commitment to provide further services. This shall be without prejudice to any further claims resulting from default of payment.

11 Electronic invoicing

11.1 The Consultant shall be entitled to transmit invoices electronically. The Client agrees explicitly to accept invoices transmitted electronically by the Consultant.

12 Duration of the agreement

12.1 This Contract shall terminate upon the completion of the project and the corresponding invoice.

12.2 Apart from this, this Contract may be terminated for good cause by either Party at any time without notice. Grounds for premature termination include the following:

- a party breaches major provisions of the Contract; or
- a party is in default of payment after insolvency proceedings have been opened; or
- a party has substantiated concerns regarding the other Party's creditworthiness, without any insolvency proceedings, and such other Party does not make any advance payments upon request to the Consultant/provide any suitable guarantee in advance upon request to the Client, and such negative financial circumstances have not been known to the other Party at the time of execution of the contract.

13 Final provisions

13.1 The contracting parties declare that all information contained herein is accurate and made in good conscience; and they shall be mutually obligated to immediately inform the other party of any changes.

13.2 Modifications of and amendments to this Contract or these General Terms and Conditions shall be made in writing; this shall also apply to a waiver of this requirement. Subsidiary agreements have not been executed.

13.3 This Contract is governed by the substantive law of the United States of America excluding the conflict-of-law rules of international private law and CISG. Place of fulfilment is the registered place of business of the Consultant. The court at the Consultant's registered place of business shall be competent in any disputes.

Proposal

Explore Wilsonville Destination Marketing Organization (DMO)

Explore Wilsonville Tourism Development Strategy

Submitted by: The Research Associates

Contact Information:	Sung Lee, CEO 165 Broadway, Suite 2301 New York, NY 10006 Tel: (212) 868-5178 Email: swlee@TheResearch.com
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LETTER OF TRANSMITTAL

TRA is a New York City-based market research and consulting firm. TRA is one of the leaders in the field of tourism research and strategy consulting services. Since the 1990s, TRA consultants have been engaged in many different tourism/city/state/country projects, including Walt Disney Parks and Resorts, Universal Parks and Resorts, the City of New York, the State of New York, the State of Connecticut, the State of South Carolina, the State of Arizona, US International Trade Administration, US Census Bureau, Las Vegas, and Myrtle Beach to name a few.

Our experience within the industry has allowed us to optimize our methodology for collecting, monitoring, analyzing, and reporting economic opportunity and tourism-related variables that would be of keen interest to DMO.

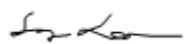
Recently, TRA has been awarded by INC magazine as a Top 500 Company in the USA.

TRA will be able to provide the most innovative tourism research and consulting services to DMO for the following reasons:

- We developed tourism development tools and strategies for leading destinations.
- We have one of the most sophisticated tourism strategy tools.
- Our size and select client base of prestigious companies and organizations allow us to be extremely responsive.
- As a boutique firm with low overhead, TRA provides services cost-efficiently and flexibility in pricing.
- TRA values the relationships it builds with its clients through constant client communication, regular client visits, and client involvement in every project phase. TRA will provide a high level of personal service to DMO.

TRA specializes in converting key tourism data into **actionable strategies**. Too often, many firms produce generic plans that are not relevant, actionable, or meaningful. Sung Lee, a former Senior Destination Strategist at Walt Disney Parks and Resorts, founded TRA specifically to provide strategic and actionable recommendations.

Finally, TRA would like to assure DMO that the services outlined in this proposal will not be jeopardized by previously established commitments or potential commitments that TRA may engage in.



Sung Lee, CEO

CASE STUDIES

DESTINATION AND TOURISM PROJECT SUMMARY

Project Objectives	Notable Destination and Government Projects and Clients
Strategic Planning	<ul style="list-style-type: none"> - Walt Disney World - Universal Orlando Resort - Universal Studios Hollywood - Belmont Park - City of New York – Parks and Recreation
Benchmarking Studies	<ul style="list-style-type: none"> - Walt Disney World - Universal Orlando Resort - Universal Studios Hollywood - City of New York - State of Connecticut - State of South Carolina - State of Missouri
Assessment & Definition of Tourism Market Perception	<ul style="list-style-type: none"> - Walt Disney World - Universal Orlando Resort - Universal Studios Hollywood - City of New York - State of New York - State of South Carolina - US International Trade Administration
Travel Trends and Emerging Models	<ul style="list-style-type: none"> - Royal Caribbean Cruise - AirBNB - eFHV (Uber and Lyft)

WALT DISNEY WORLD STRATEGIC PLANNING AND RESEARCH

TRA's CEO performed various strategic planning and research efforts for the Walt Disney World Resort as an employee and a consultant. Notable projects include:

- Strategic Planning and Directions for Walt Disney World
 - Walt Disney World 5-Year Plans
 - Under-penetrated Marketing Plans
- Walt Disney World's Economic Impact
 - Central Florida
 - Florida
- Walt Disney World Guest Profiling
 - Walt Disney World Guest Attitudes and Perceptions
 - Walt Disney World Guest Geographical Research and Analysis
 - Walt Disney World Guest Segmentation based on Demographics and Psychographics
 - Walt Disney World Guest Price Sensitivity Analysis
 - New Attractions and Resorts' Impact on Guest Visitation and Satisfaction
- Walt Disney World Key Visitation Metrics Development, Monitoring and Analysis
 - Key Guest Visitation Factors and Metrics
 - Optimal Visitation Performance Scenario Given the Capacity and Revenue
- Walt Disney World Visitation by Parks
 - Visitation Data Tabulation and Analysis by Each Park
 - Visitation Forecast by Theme Park
- Walt Disney World Marketing Media Mix and Effectiveness
 - By each key region
 - By each strategic guest segment
- Walt Disney World New Guest Segmentation
 - Segments
 - Attendance and VPG by demographic segments
 - Lifetime value of segments
 - Vacation planning cycle
 - Planning behavior by segments

UNIVERSAL STUDIOS PARKS AND RESORTS

We analyzed and evaluated Universal Parks and Resorts' economic impact as well as product and guest optimization strategies based on product and guest values. Our tasks included:

- Strategic planning development
 - o Universal Studios Hollywood
 - o Universal Studios Japan
 - o Universal Orlando Parks and Resorts
- SWOT Analysis
- Market and guest visitation (Optimization) scenarios
 - o Orlando and Florida
 - o Metro Los Angeles
 - o Domestic (Non-FL and Metro Los Angeles)
 - o International
- Demand and investment scenarios
- Impact on economy
 - o State of Florida
 - o State of California
 - o Japan/Osaka Region
 - o China/Beijing Region
- Market potential of guest segments
 - o Geography
 - o Demographics
- Product and guest visitation simulations
 - o Portfolio
 - o Product types
- Resort guest profiles and analytics
- New hotel/resort demand research

BELMONT PARK AND NEW YORK RACING ASSOCIATION (NYRA)

Situation: NYRA (a NYS organization) has obtained The Research Associates to develop product development study to expand its product offerings and customer base.

Service Modules: TRA conducted primary market research with potential and current customers and developed product and business strategies that led to changes in product offerings and customer perceptions. TRA worked closely with NYRA's key executives, including its CEO/President.

Results: NYRA has recently initiated our key recommendations including:

- New York Islanders
- Value retail concepts
- Entertainment venues
- 300-room resort
- Convention center
- New train station

ROYAL CARIBBEAN CRUISE LINE (RCCL)

TRA identified a series of strategic pilot initiatives that RCCL could employ to differentiate its service offering from other cruise lines by working, planning, and conducting primary and secondary research initiatives to identify new trends, uses of technology, and “wow factors” in other competitive destinations around the world including major gaming destinations like Las Vegas

WORK SERVICES AND APPROACH

PROJECT KICK-OFF AND RELATED SERVICES.

TRA will meet with the client representatives. The purpose of this meeting is to clarify objectives and to discuss how TRA will address those objectives. TRA will provide a written summary of the kick-off meeting discussion along with a plan for research such as:

- **Project Overview and Initial Guide.** The purpose/procedure/goals of the project and what we are trying to achieve.
- **Project Objectives.** TRA will state the objectives that the project is trying to achieve. These objectives will support the business goals and objectives of the client.
- **Project Scope and Schedule.** TRA will define the deliverables created by this project and provide some explanation regarding what the tasks, deliverables, and work approach will look like.

STAKEHOLDER ENGAGEMENTS AND STRATEGIC BACKGROUND ANALYSIS

For this phase, TRA will gather the information that will enable us to develop an optimal plan for designing and conducting strategic planning initiatives that will allow us to deliver an actionable plan. To fully understand DMO's goals and objectives, TRA will conduct stakeholder engagement programs that will include the following activities:

- Interview key stakeholders
 - o Perspective on existing conditions and stakeholders' suggestions on moving forward
- Identify Wilsonville's assets and strengths
- Review any existing research data and previous strategic documents.
- Review the applicability of Wilsonville's current tourism products/events/assets.
- Review key issues and concerns (SWOT) based on interviews and reviews.
 - o Strategic opportunities and strengths.
 - o Operational obstacles/risks and weaknesses
 - o Future expectations of primary customers/stakeholders
 - o Core internal operational services, processes, and activities to meet customers' / stakeholders' expectations.
 - o Opportunities based on industry strengths and weaknesses.
- Identify the issue/problem
 - o Critical issues facing various tourism products/events/assets
 - o Short-term and long-term goals

RESEARCH

We will assess how well stakeholder/visitor needs are being met with an existing situation and what new programs and values would satisfy them.

We will perform perception research through in-depth interviews and other means to understand the advantages, opportunities, and challenges facing Wilsonville.

Target Groups

- Residents
- Businesses
- Tourism industry business owners and representatives
- Visitors (See Visitor Research and Analysis Section for more information)
- Internal stakeholders and employees

Issues to Explore

TRA will work with and seek input from Wilsonville to explore these issues. Topics may include but are not limited to:

- Current awareness, trust, and associations
- Industry trend analysis as related to Wilsonville's position in the market (for example, hotel occupancy trends/outlooks and local business travel trends/outlooks)
- Event space analysis
- Prime attributes and benefits
- Major drivers
- Major barriers
- Best practices and peer city analysis
- Tourism management strategies
- Building elements/blocks for "trust"
- Factors to explore to have sustainable growth
- Opportunities and threats

VISITOR RESEARCH AND ANALYSIS

We will collect primary data research to analyze and define visitor insights. We will gather data such as:

- Demographic/Psychographic/Affinity Data:
 - o Geography
 - o Demographics
 - o Experience and affinity for Wilsonville
- Tourism Product/Asset Needs and Behaviors
 - o General product/asset needs and behaviors
 - o Preferred product types
 - o Seasonality
 - o Competitors
 - o Drivers
 - o Influencers/planning factors
 - o Obstacles
 - o Location preference

Data Collection

For this module, we recommend surveying stakeholders such as the area businesses, residents, and elected leaders. Our steps include:

- Qualitative research (virtual and phone interviews)
- Quantitative research (online surveys)

POSITIONING - VISION

TRA will ensure consistent and integrated initiatives based on an overall strategy and facilitate rapid, smooth execution within DMO's timeline.

TRA will work closely with DMO to ensure that all efforts show the consistency of the message, and TRA will create comprehensive strategy elements to support Wilsonville initiatives by focusing on:

- Wilsonville Values/Mission: "Why do we exist?"
- Wilsonville Vision: What are we trying to be? What is "the reason for being?"
- Wilsonville Positioning Statement: How are we different?

Once we define the key strategic customers, we will develop a "differentiated" positioning based on "what our target audience wants us to say about us."

PRODUCT/ACTIVITY/PARTNERSHIP AND SWOT ANALYSIS

We will conduct SWOT Analysis (based on internal and competitor/external research & analysis) to assess the strengths and weaknesses.

Key Products/Activities/Partnership to Review

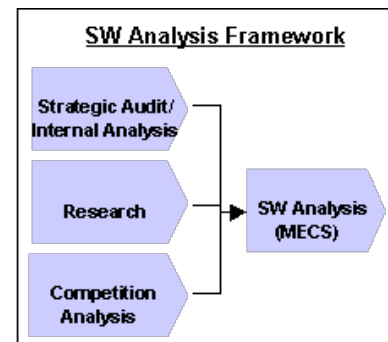
We will review the following products, activities and partnerships to understand the current situation.

- Wilsonville's ability to be a "dual gateway" between urban culture and agricultural heritage.
- Promoting the City as a place to stay for overnight lodging and visiting all of the great attractions around Wilsonville to recreate, shop tax-free, see area wineries, etc.
- Collaboration with Clackamas County Tourism & Cultural Affairs/Oregon's Mt. Hood Territory, Washington County Visitors Association/ Explore Tualatin Valley, Willamette Valley Visitors Association and Travel Oregon.
- 700 hotel rooms located on the dual edge of the Portland metro area and the Willamette Valley's "Oregon Ag/Bike/Wine Country,"
- A regional tourism-promotion agenda that reaches out beyond the city limits to promote area attractions and events while positioning Wilsonville as the destination for visitors to choose for overnight lodging.
- Education.
- Transit and transportation situations.
- Resident needs.
- Arts and cultural programs.

Strengths and Weaknesses

MECS™ is TRA's proprietary methodology used to assess strengths and weaknesses.

- Market
 - Characteristics
 - Differentiation
 - Segmentation
 - Focus
- Economic position
 - Capacity utilization
 - Economic development
 - Cost structure
 - New competitive threats
- Customer Characteristics
 - Size and market share
 - Loyalty
 - Growth
 - Needs and behaviors
 - Demographics
- Strategy
 - Strategic goals and plans
 - Positioning
 - Internal process and system



Opportunities and Threats Analysis (OT Analysis)

We will conduct OT Analysis (based on both internal analysis and competitor/external analysis) to:

- Identify opportunities and threats.
- Define critical strategic implications.
- Create a range of possible strategies and directions.

TRA has developed and uses the following proprietary tools/methodologies to identify strategic opportunities:

- Opportunity/Threat Matrix and Impact Evaluation and Mapping

STRATEGIC GUIDANCE

TRA has developed economic (re)vitalization policy models for a variety of federal / state / local destination organizations. Our business support optimization model is built around the premise that *“all segments are unique.”* For Wilsonville, each stakeholder will likely have unique needs, behaviors, and different responses to various tactics and programs. Knowing this, it would be optimal to create strategies and plans based on specific audience groups' identifiable needs and characteristics.

Step 1: Define the State of Wilsonville – insights from research

To get to these insights, TRA will help Wilsonville define and understand where Wilsonville is and define key gaps against desired needs and drivers.

Step 2: Create Segment Profiles

TRA will begin to segment the tourism market and create “Segment Profiles” that will define the different types' wants and characteristics (demographics and psychographics).

Step 3: Calculate Value

The next step is to calculate the “value” for Wilsonville by each key visitor/tourism segment. In making this calculation, it is essential to consider how other variables affect the value of each tourist segment. For example, we will consider how each segment may influence others.

Step 4: Optimize Key Segments / Strategic Programs

At this stage, we will identify “high lifetime value” segments for its strategic initiatives and develop **programs to fit the characteristics of the “typical” entity within the segment.**

➔ **“Outline the community’s positioning in relation to the brands of Oregon’s Mt. Hood Territory (Clackamas County, OR), Explore Tualatin Valley (Washington County, OR) Travel Portland and Travel Oregon.”**

STRATEGIC PROGRAMS

TRA will use the research and analysis information to develop a series of strategic program options and a Strategy Map that DMO and Wilsonville can use to fulfill its purpose.

TRA will evaluate the appropriateness of various strategic program options by performing the following:

- Define/review strategic objectives
- Review external factors such as research and analysis
- Create multiple strategic options
- Evaluate each action item based on: “Overall Potential Impact,” “Immediacy of Impact,” “Size of Markets,” and “Investment and Programming Required for Market Penetration and Conversion.”

Criteria	Program Option 1	Program Option 2	Program Option 3	Program Option 4
Potential Impact - ROI	5	5	4	3
Immediacy of Impact	4	3	3	3
Market Size	4	4	3	4
Resource Requirements	4	3	3	3
Total Score	17	15	13	13



- Pick the right combination of action items based on 4 criteria (left)

- Pick the right combination of action items based on the criteria above. Please note that we may also explore issues such as:
 - Is the strategic option meeting our strategic objective?
 - Is the strategic option aligned with stakeholder needs and taking advantage of the current landscape?
 - Is the strategic option aligned with strategic positioning?
 - Does the strategic option reflect key success factors?
- **Design a timeline, detailed budget, staffing plans, an organizational structure, information, and knowledge implementation plan.**
 - **“Develop a suite of potential strategies”**
 - **“Evaluate outcomes and risks associated with strategy”**
 - **“Estimated costs to city to implement and manage strategy”**
 - **“Evaluate who is best to implement the strategy”**

INTEGRATED DIAGNOSTICS MODELS FOR IMPLEMENTATION

TRA will deliver and present an “Integrated Economic Development Diagnostics” to DMO, including our audit of the current situation and relevant information on its target businesses’ views and insights. In addition, TRA will develop insights to enable Wilsonville to select and deliver the right programs and structures to tourism-related businesses. Specifically, we will explore the following related to the target segment (including businesses) profiles and barriers.

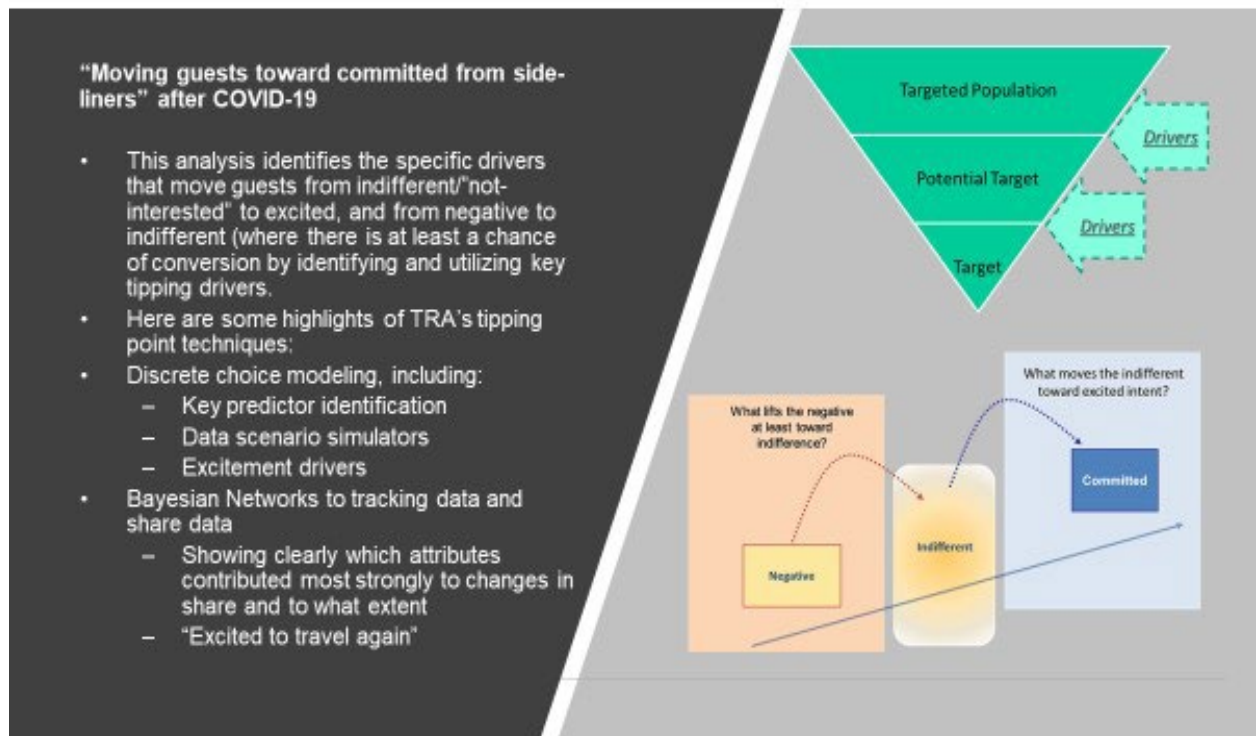
- Needs, Challenges, and Benefits
 - o Financial Factors
 - o Demand
 - o Unmet Needs and Gaps
 - o Other Factors Related to Implementation
- Key Drivers
 - o We will identify key drivers for improvements for Wilsonville by applying our predictive index and key driver models. For instance, we will show what factors contribute to the increase (and decrease) in ROI and performance scores. Furthermore, we can predict what programs/factors/audiences generate higher lifetime value.
- Strategies to consider
 - o What are the implications?
 - o What are some potential action steps for Wilsonville?
 - o What/who are potential partners?
 - o Direct and in-direct driver analysis
 - o Timeline / key tasks
- Implementation tasks (especially focusing on):
 - o Demand
 - o Unmet needs and gaps
 - o Funding sources
 - o Potential partners/synergy opportunities

POST-COVID STRATEGIES

Identifying “true travel drivers” after COVID-19 by focusing on critical motivators and behavioral factors related to vacation. Our steps include:

- Move from a place of “weak preference” to “enthusiastic preference - committed,” where the consumer is much more likely to follow through on intent with conversion
- Minimize vacation and travel migration and churn
- Utilize predictive analysis and mapping to identify the key factors, causes, and relationships that lead to visit conversion (focusing on (potential) guests) after the pandemic
- Further, utilize network analysis (once identified) for performance optimization and under-utilized segment identification

Summary - Overall Framework



REPORT

TRA will deliver and present an "Integrated Diagnostics," including our audit of the current situation and relevant information on our target audience's performances and needs and key insights.

TRA will develop insights that will enable Wilsonville to select and deliver the right programs and disciplines. We will ensure consistent and integrated initiatives based on data and facilitate rapid, smooth execution within DMO's timeline.

In paper and electronic formats, TRA typically presents a final report containing an analysis of the information collected. Results from the data collection and analysis are communicated in a clear and concise manner. The reports typically have the following basic information:

- Executive Summary
- Research Methodology
- Key Issues & Trends
- Analysis Framework
- Industry trends
- Wilsonville's positioning
- Target markets and partners
- SWOT and Product Analysis
- Best practices
- Overall Assessment
- Key Drivers for Success
 - Environment
 - Inclusiveness
 - Livability
- Place, space, event development and recommendations
 - Attraction and retention
- Strategy Map
- Post-COVID Strategies
- Prioritized Initiatives and Metrics
- Strategic Recommendations

PERSONNEL QUALIFICATIONS

Sung Lee – Project Manager

Selected Expertise / Qualifications:

- Expertise in analyzing property/infrastructure assets and portfolios for hospitality and destination/state/local entities

Key Experience:

- Hotel and Theme Park Development Strategy
- Transportation and Hospitality Product Optimization Modeling
- Economic Impact Study

Sung is the CEO of The Research Associates. He is viewed as one of the leading experts in tourism strategies and economic development strategies. He is frequently invited to speak about tourism assessment and economic impact strategies. He lectured about these topics in cities including New York, Orlando, and Seoul in the past few months. He has been advising his clients on tourism/destination product feasibilities, economic impact drivers, transportation and hospitality market scenarios, and stakeholder/customer insights.

Notable projects include the City of New York (sharing economy study and city park development planning), Universal Orlando (development planning), Loews Hotels/Resorts (product development), the State of New York (development and expansion of various properties), and destination and State benchmarking/analysis (New York, Orlando, Ski Resorts, Las Vegas and Colorado).

Education

Institution	Degree or Certification
Columbia Business School	M.B.A.
Carnegie Mellon University	B.S., Engineering

David Gechjian

Selected Expertise / Qualifications:

- Expertise in advanced analytics including product simulations and ROI analysis for hospitality and transportation organizations

Key Experience:

- Data Collection Optimization
- Policy Research including Hospitality
- Market and Branding Research and Modeling

David has extensive experience in planning and conducting consumer research initiatives as well as performing advanced analytics. Recent transportation/hospitality-related research projects include Universal Parks and Resorts, Royal Caribbean Cruise, Hertz, and Walt Disney World Parks Resorts. His other notable clients include Sony, Comcast, University at Buffalo, University of South Carolina, Stony Brook University, United Medical and several private equity firms.

Relevant Experience:

- **Customer Segmentation:** Defined customer types based on product needs, behaviors and lifetime value, and recommended key product strategies by key customer types and spending level
- **Product Innovations:** Identified the latest and most innovative theme parks and resorts products and technologies based on client ROI
- **Industry/Market Expansion Assessment:** Defined characteristics of key transportation industry/market forces and described how players are positioned
- **Product Prioritization:** Prioritized products and markets based on lifetime value and product ROI

Education

Institution	Degree or Certification
M.I.T. Sloan School of Management	M.B.A.
N.Y.U. Stern School of Business	B.S., Accounting

Tamara Altman

Selected Expertise / Qualifications:

- Expertise in advanced analytics, including product simulations and ROI analysis for healthcare, hospitality and government organizations
- Over 25 Years

Key Experience:

- Policy Research & Market and Research and Modeling

Tamara Altman has over 25 years of research, evaluation, and writing experience in travel, academic, nonprofit, government, healthcare, and corporate organizations and has extensive experience carrying out quantitative and qualitative research projects. Tamara has consulted for numerous tourism and non-profit organizations, including Tooele County, the City of New York, UC Berkeley, Stanford University, Lucille Packard Children's Hospital, UCSF, the Neuropsychiatric Institute at UCLA, and the Pediatric Pain Program at the UCLA Hospital.

Most recently, Tamara held the position of Director of Product Innovation/Business Development at Alere Wellbeing, a company that focuses on creating phone and web-based behavior change programs. In this role, she assessed market needs and inspired a department of 25 staff members to innovate and develop new products and services aimed at training and evaluation with the field. Prior to this position, Tamara was Director of Research and Evaluation, where she lead the design and execution of evaluation plans, methodologies, quality assurance processes, analyses, and reports focused on outcomes of health behavior change programs. In this role, she managed a staff of highly trained program evaluators, statistical analysts, quality assurance specialists, and project managers.

Institution	Degree or Certification
UCLA	Ph.D. in Clinical Psychology
U.C. Berkeley	Psychology

Steven Struhl

Selected Expertise / Qualifications:

- Expertise in advanced analytics including complex economic simulations

Key Experience:

- Scenario planning
- Segmentation and big data mining

Dr. Struhl has more than 25 years of experience in consulting and research, specializing in providing effective, practical solutions based on statistical models of decision-making and behavior. Steven's experience includes running his own analytical consulting business, Converge Analytic. Before this, he served for 15 years as Senior Vice President, Senior Methodologist at Total Research (later Harris Interactive). In addition, he worked as head of analytics for the life sciences/pharmaceutical group. In this role, he was responsible for all analytical work for a group whose revenues reached \$60 million. He focused on strategy and analytics for pricing, product/service optimization, tourism research, patient and medical database analytics, and analysis of decision making, customer loyalty, and consumer motivations. His work also addresses understanding consumer groups and their motivations, optimizing service delivery and product configurations and finding the meaningful differences among products and services. Earlier experience includes working as Director of Market Research at SPSS, Inc.

He has written a book, *Market Segmentation: An Overview and Review*, as well as many articles on multivariate analysis, computer software, and psychology. He also frequently speaks at conferences and has given numerous seminars on pricing, choice modeling, market segmentation, and presenting data.

Education

Institution	Degree or Certification
University of Chicago	Doctorate in Psychology
Booth School at the University of Chicago	M.B.A.
Boston University	MA and BA degrees

CAPACITY AND PROJECT MANAGEMENT

TRA has been awarded by INC magazine as a Top 500 Company in the USA more than once and won numerous awards and recognitions. Despite our small size, TRA provides all necessary personnel, administrative, financial, and managerial resources to support various task orders. TRA also provides highly skilled personnel to propose, develop, coordinate, implement, maintain, monitor, and evaluate management control mechanisms. Examples of management control mechanisms include ADP tools, performance management systems, schedules, dashboards, metrics, website databases, and web pages. Personnel is also needed to develop, deliver, present, coordinate, and maintain supporting documents and materials.

TRA will assign highly qualified and experienced research personnel to each task. Our organization will allow for efficiency, flexibility, and adaptability. Our goal is to provide the right staffing for the right tasks at the right time. The team's resource allocation processes underpin our capacity to meet program and reporting task schedules, whether they occur as a single task or multiple concurrent tasks. As a result, TRA can organize quickly and bring ample resources to bear in fulfilling requirements.

Sung Lee, the team's Project Manager (and the TRA CEO), will assign personnel, allocate resources, and monitor program timelines and milestones to ensure the efficient and effective completion of tasks associated with specific task orders. The program execution process begins with a consultation between Mr. Lee and designated personnel, who will conduct a thorough analysis of requirements and coordinate program-dependent resource allocation. Mr. Lee will develop a project plan by assigning the appropriate team member for each specific task to ensure that an optimal mix of strategy and research expertise are provided to the program.

CLIENT LIST

Destinations

- Walt Disney Parks and Resorts (Walt Disney World and Disneyland)
- Universal Parks and Resorts (Universal Studios Orlando, Universal Studios Hollywood, and Universal Studios Japan)
- Belmont Park (New York Racing Association – Sports Complex, Entertainment Complex and Shopping Venues)

State and Local Governments

- State of Georgia
- State of New Jersey
- State of Missouri
- State of New York
- City of New York
- State of Arizona
- Tooele County

Transportations and Travel

- Suffolk County
- Uber and Lyft
- Airbnb
- MTA
- Royal Caribbean Cruise Line

We do not have any clients that may cause a conflict in representing DMO.

REFERENCES

Company: University of South Carolina / SUNY

- **Name of Contact, Position/Title:** John Castillo, Director
- **Phone:** 803-315-3897

Company: Tooele County, UT

- **Name of Contact, Position/Title:** Rachelle Custer, Director of Economic Development
- **Email:** rachelle.custer@tooeleco.org

Company: Suffolk County, NY

- **Name of Contact, Position/Title:** Daniel Segal, Senior Planning Specialist
- **Email:** daniel.segal@suffolkcountyny.gov

FEE

	Description	Quantity	Unit	Unit Cost	Total Cost
Project Costs	<i>Project Management</i>	100	Hour	\$ 182.00	\$ 18,200.00
	<i>Data Review and Analysis</i>	120	Hour	\$ 164.00	\$ 19,680.00
	Research and Analytics	152	Hour	\$ 174.00	\$ 26,448.00
	Strategy Development	148	Hour	\$ 182.00	\$ 26,936.00
	Implementation Tools	8	Hour	\$ 174.00	\$ 1,392.00
	Planning Sessions	24	Hour	\$ 225.00	\$ 5,400.00
Total Budget					\$ 98,056.00



EXPLORE WILSONVILLE

PROPOSAL FOR TOURISM DEVELOPMENT STRATEGY

Dear Selection Committee:

You have chosen a pivotal time to initiate a Tourism Development Strategy process for Explore Wilsonville. As the country continues its emergence from the COVID-19 pandemic, destinations have the opportunity to reconsider how they approach travel and tourism to empower economic recovery; how to enhance their tourism product; who their visitors are; who they want their visitors to be; and how to ensure an equitable distribution of the benefits of tourism throughout the community. With recent changes to Wilsonville's local tourism product and an expiring 10-year plan, this moment is the opening to reconsider how tourism serves visitors, the local quality of life, and equitably grows the economy.

As the proposed lead for this project, let me introduce myself: I'm a Portland-based destination strategist who has led travel and tourism projects across a multitude of challenges: sustainability, recovery, and destination development. My past clients span the U.S. and include Brand USA, Travel South, nine state tourism agencies, to dozens of county and municipal destinations—many of which are right here in Oregon: Explore Tualatin Valley, Willamette Valley Visitors Association, Clackamas County Tourism, and Travel Oregon. I've been doing this work for over a decade.

As you consider the proposals you receive for your Tourism Development Plan, I'd like to highlight a few key attributes that I believe set the Whereabout team and approach apart:

- » As an **Oregon-based team**, we understand the local dynamics and the broader tourism ecosystem in which Explore Wilsonville operates.
- » Our approach seeks to get **solid, reliable information** during research and planning, and we are expert at converting that information into **actionable insights** that can drive your strategic direction.
- » Our engagement with destinations across the U.S. brings with it an understanding of **trends and emerging innovations** that will help you create a plan responsive to our time.
- » Our leading thinking about **destination resilience** will enable Explore Wilsonville to build a visitor economy that is able to survive unpredictable shocks.
- » As a small firm designed specifically for planning efforts like yours, you'll receive the **responsiveness and personalized service** that this process deserves.

Finally, per the RFP, we hereby acknowledge the single addendum to the RFP, published on October 19, 2023.

On behalf of my team, we are enthusiastic about the opportunity to help Explore Wilsonville shape the future of your visitor economy and look forward to the opportunity to share more about Whereabout's approach with you.

Sincerely,



Matthew Landkamer
Founding Principal, Whereabout

CONTENTS

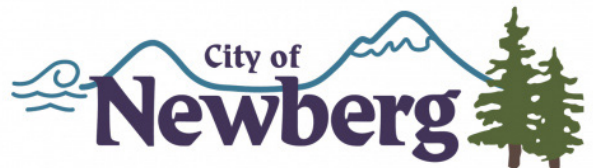
2	ABOUT WHEREABOUT
3	WHEREABOUT TEAM
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19	EXCEPTIONS TO SERVICES AGREEMENT
20	INSURANCE

ABOUT WHEREABOUT



Whereabout is a **destination futures studio** focused on stewardship. We believe that every destination can achieve a sustainable balance between a robust visitor economy, protection of natural resources, and resident quality of life—and that setting a long-term vision for the future is the first step. We've worked with destination organizations across the U.S. at every scale to create destination assessments, strategic plans, stewardship plans, and marketing plans.

Primary Contact: Matthew Landkamer, Founding Principal
(206) 349-5948 | matthew@whereabout.travel
P.O. Box 3604 Portland, OR 97208



WHEREABOUT TEAM



MATTHEW LANDKAMER
PROJECT LEAD,
DESTINATION STRATEGIST

Matthew is a destination strategist, change leader, and idea generator. For nearly a decade, his work has been focused on helping destinations think strategically about their organization, their visitor economy, and their place. He has helped state tourism agencies and local DMOs across the country with Sustainable Destination Management Planning, recovery planning, strategic planning, and change management. He founded Whereabout in 2021 to focus his work around his belief that every destination can achieve a healthy balance between a robust visitor economy, protection of natural resources, and resident quality of life. Matthew is often invited to speak at conferences throughout the U.S. on topics such as destination resilience, destination strategy, and regional collaboration between destination organizations.

CERTIFICATIONS

Professional Certificate
in Sustainable Tourism,
Global Sustainable Tourism
Council (GSTC)

PROSCI® Change
Management

Public Interest Design,
SEED Network

EDUCATION

B.A. in Fine Arts, Nebraska
Wesleyan University

RELEVANT PROJECTS

- » **Explore Tualatin Valley, OR**
Strategic Plan (in progress)
- » **Oregon's Mt. Hood Territory, OR**
Destination Strategy Framework Development
- » **Travel Oregon**
Collaborative Regional Investments (ongoing)
Tribal Tourism Strategy (ongoing)
- » **City of Newberg, OR**
Tourism Strategic Plan
- » **Willamette Valley Visitors Association, OR**
Strategic Plan*
- » **Albany Visitors Association, OR**
Strategic Plan
- » **Coos Bay/North Bend/Charleston CVB, OR**
Strategic Plan
- » **Park City/Summit County, UT**
Sustainable Tourism Plan**

projects marked * performed under previous employment at Coraggio Group
projects marked ** performed as Whereabout, contracted through Coraggio Group

WHEREABOUT TEAM



STACY HUMPHREY
PROJECT MANAGER,
DESTINATION STRATEGIST

Stacy Humphrey is a strategic planner, community advocate, and destination strategist. For over two decades, she has been focused on community visioning and problem solving predominantly in the Portland Metro region, bringing in all community voices, and charting a path forward with the broadest benefit and support. Stacy has deep experience in travel & tourism and community economic development. She has helped local community and state tourism agencies across the country with tourism planning and in charting a course forward through economic recovery. Stacy founded Stacy Humphrey LLC in 2022 to focus her work on communities, strategy, and economic development.

RELEVANT PROJECTS

- » **Visit Grants Pass, OR**
Building a Vibrant Downtown
- » **Great Rivers and Routes, IL**
Tourism Master Plan (in progress)
- » **City of Napa, CA**
Tourism Improvement District Strategic Plan (in progress)
- » **Experience Champaign Urbana, IL**
Strategic Plan (in progress)
- » **Metro Tribal Affairs, OR**
Communications and Strategic Planning (in progress)
- » **Metro 2040 Program, OR**
Grant project management
- » **Park City/Summit County, UT**
Sustainable Tourism Plan*
- » **Town of Gilbert, AZ**
Tourism Strategic Plan*
- » **Heber Valley, UT**
Tourism Development Plan*
- » **City of Avondale, AZ**
Avondale Tourism Plan*

Projects marked * performed under previous employment at Coraggio Group

CERTIFICATIONS

PROSCI® Change Management

Project Management, PSU CEPE

Strategic Organizational Development, PSU CEPE

EDUCATION

M.S.P. Urban Planning, Florida State University

WHEREABOUT TEAM



GREG NETZER
COMMUNITY STRATEGIST

Greg is a strategic consultant and leadership advisor with more than 25 years of experience consulting for and leading organizations as varied as Fortune 100 companies and startup nonprofits, including a decade in entrepreneurship and economic development. He has extensive experience in strategic planning, brand strategy development, organizational alignment, process design and improvement, stakeholder engagement, communications and business planning, and facilitation. Greg focuses on helping leaders to clarify their vision and build the business strategy that will help them attain it. He is also an award-winning writer with a long history writing about business and culture for publications such as The New York Times Magazine and many others.

INDUSTRY EXPERIENCE

Technology, Consumer Products, Healthcare, Energy, Food & Beverage, Education, Government, Manufacturing, Nonprofit, Economic Development, Tourism, Financial Services

EDUCATION

Master of Fine Arts in English/Writing, University of Michigan

Bachelor of Science in Business Admin/Finance, University of Missouri

RELEVANT EXPERIENCE

- » **City of Salem, Oregon**
Strategic Communications & Engagement Plan
- » **City of Independence, Oregon**
Tourism & Economic Development Brand Strategy
- » **Clark County & Skamania County, Washington**
Crisis Triage Center Readiness Assessment, Strategic Plan
- » **Portland Innovation Quadrant (IQ)**
Business Plan, Strategic Plan
- » **Worksystems, Inc.**
Workforce Development Strategy Assessment
- » **Greater Portland Inc**
Interim VP of Marketing
- » **Built Oregon**
Entrepreneurship Strategy, Conference Design & Strategy, Strategic Plan
- » **Portland Incubator Experiment (PIE)**
Leadership Advisor & Mentor
- » **NW Natural**
Public Utility Environmental Activity/Insight Assessment
- » **Multiple Corporate / Private Sector Projects**
Details on request

APPROACH TO TOURISM PLANNING

Explore Wilsonville seeks a Tourism Development Strategy to create economic wealth, enhance the tourism product, and engage its constituents on behalf of tourism. Sustaining, growing, and diversifying the travel & tourism industry into the next decade and beyond will rely on an understanding of the current visitor, the region's assets, and opportunities for growth.

Based on more than a decade of experience developing destination and strategic marketing plans for other similar organizations, we are confident that the following approach will yield a plan that:

- » Engages a breadth of stakeholders in the process of assessing the current status of the city's tourism industry, and where it needs to go next.
- » Identifies threats and opportunities for the city's visitor economy.
- » Yields a roadmap for achieving objectives and strategies that add up to long-term success.
- » Facilitates stakeholder and community education and buy-in throughout the process to pave the way for plan adoption and implementation.
- » Creates opportunities for small businesses to support and succeed in the visitor economy, enabling a more equitable distribution of its positive impacts.

PHASE I: DISCOVERY & ANALYSIS

Our approach begins with building towards a Current State Analysis Report. This report will detail the current state of the visitor economy for Explore Wilsonville and identify key strategic opportunities related to the visitor economy with a focus on how to build equitable economic wealth for the Wilsonville region.

KICK-OFF MEETING

Our first step is a two-hour kickoff meeting with our key Explore Wilsonville contact where we will ensure alignment on the scope of work and timeline, discuss formation of the Planning Team (see below), identify relevant and available data sources, and identify other existing documents that will inform the planning process.

The Planning Team that will be our touchpoint for the overall effort should be a group representing various community interests to ensure buy-in and momentum for implementation. We recommend a group of 8-12 individuals, drawn from a variety of public- and private-sector organizations connected to the local visitor economy and representative of the broader community. Individuals chosen to be part of this Team should be capable of thinking beyond their own sector and seeing the "big picture." This may include one or more elected officials, City departmental representatives, business organization leaders, Tourism Promotion Committee members, tourism-related business owners, and other stakeholders we identify together.

DATA & DOCUMENT REVIEW

After the Kickoff Meeting, we will gather your available information and data such as existing research related to economic impact, hotel occupancy & rate trends, target markets and demographics. We will also gather associated plans that will be influential to the Tourism Development Strategy and with which we may need our strategies to dovetail.

Once all the materials are gathered, we will review them with an eye towards pulling out relevant and influential information that will contribute to the Current State Analysis Report, including those areas of tourism-related activities that may provide opportunities for greater alignment and efficiency and those components that inform the future state of tourists' needs. Part of what we seek to assess in this review is the destination's available assets, strengths, opportunities, resources, community support for tourism, and readiness to implement a destination strategy.

It doesn't make sense to over-extend our gathering, but we do want to remain open to pursuing opportunities that are illuminated by the discovery process. This is where the qualitative portion of our information gathering often comes in handy—you and your stakeholders will illuminate key challenges and opportunities for us and will guide us toward analyses that can help you make critical decisions. In other cases, we'll identify information gaps based on our experience working with scores of destinations—we might see things that you haven't and can dig deeper.

IN-MARKET DESTINATION ASSESSMENT

A strong understanding of the visitor experience is essential to building toward the Tourism Development Strategy, and this is best done by visiting a destination in person and reviewing its assets first-hand. We will spend 3 days in-market "secret shopping" Wilsonville, taking photographs and notes, and scoring elements of the destination on aspects such as their appeal,



Photo by Gary Halvorson on Wikimedia Commons

value, access, mix, service, and authenticity. We will also be examining the infrastructure that supports tourism: transportation, wayfinding, and publicly accessible information. We will engage with front-line service staff, seeking advice on what to do locally, and we will pay attention to the accuracy of online hours and utilize user-generated content sources such as TripAdvisor to guide our choices for dining and other activities. To the degree possible, we will replicate the experience of a visitor to the region and capture the ups and downs of that experience. This in-market assessment will focus on—but not be limited to—those assets Explore Wilsonville knows will be central to the Tourism Development Strategy: lodging; nature & outdoor recreation; history, heritage & culture; sports; shopping; meetings; culinary; special events; industry; and commercial attractions.

Although this assessment will generally focus on Wilsonville-specific assets and attractions, because we have done tourism work with your regional DMOs—Explore Tualatin Valley and Clackamas County/Mt. Hood Territory—we will also bring our knowledge of regional assets into the conversation. This assessment will become part of the Current State Analysis Report. It will help highlight key opportunities for Explore Wilsonville to attract visitors who share its values and help grow local businesses throughout the region to participate in the visitor economy so the economic benefits are more equitably experienced.

COMMUNITY, STAKEHOLDER, AND VISITOR ENGAGEMENT

Parallel to the in-market assessment and review of associated plans and available data, we will gather information from your stakeholders in two ways: targeted stakeholder interviews, and a broad survey.

The survey will go to as broad a selection of tourism stakeholders, residents, and past visitors as possible and will gather:

- » Their impressions of the current state of Wilsonville’s visitor economy



- » Their opinions about Wilsonville’s tourism assets
- » Their perspectives about tourism in the region
- » Where they see opportunities for shaping visitation to the destination
- » Their hopes for the future of the visitor economy
- » The primary obstacles they see that might mute the impact of the plan

While many of the questions will be universal for all respondents, there will be sections specific to tourism industry stakeholders, residents, and visitors. For tourism industry stakeholders, we will examine their perspectives of Explore Wilsonville as an organization and how it markets and manages the destination product. We’ll ask residents about quality of life and the role of travel & tourism. And we’ll ask past and current visitors more questions about their impressions from their visit. We will want to pay particular attention to ensuring all voices are heard and that the diversity of your stakeholders is reflected in the responses.

We will also perform up to 10 1:1 telephone/video interviews with key stakeholders in which we will drill down on preliminary survey results to build a more nuanced understanding of what

we see in the survey data. Participants may include elected officials, business leaders, Tourism Promotion Committee members, and representatives of key partners including JayRay Ads & PR. Finally, we will conduct 3 focus groups of mixed tourism stakeholders to round out our outreach and include multiple viewpoints in the planning process.



Photo by M.O. Stevens on Wikimedia Commons

TOURISM PROMOTION COMMITTEE ENGAGEMENT

We will engage with the Tourism Promotion Committee on their regular meeting cadence, sharing updates from the process and draft materials, soliciting feedback, and incorporating that feedback into next steps of the process. Per the RFP, we will share agendas and materials at least one week in advance of a given meeting.

PHASE II: STRATEGY DEVELOPMENT

In this phase, we will take what we collectively learned in the first phase and work with the Planning Team to turn insights into actionable strategies.

Ultimately, the plan created by this Team will be implemented by the greater Wilsonville community, and having some players from the community who are rooted in making things happen be part of the Plan creation will be a significant investment in the Plan’s shared successful strategy implementation.

CURRENT STATE ANALYSIS REPORT

The Current State Analysis Report is the foundation of the Strategy Development phase, as it provides key thematic considerations for the Planning Team and will be a head-start to the planning process. We will outline macro trends for Explore Wilsonville focused on specific areas of interest such as outdoor recreation and culinary tourism. We will do a summary of tourism economics that describes the impact tourism has on the local economy, and workforce and population changes. We will then analyze and synthesize all the information gathered from available data, our in-market assessment, other assessments, and stakeholder outreach then combine these with broader trends and data, to draw conclusions about where the Planning Team should expend effort. This will highlight areas of tourism opportunity, gaps, and future needs—all based upon quantitative and qualitative data for Wilsonville.



Photo by M.O. Stevens on Wikimedia Commons

The report will include the following sections:

- » Executive Summary
- » Introduction/Methodology
- » Trends to Watch
- » Key Strategic Considerations
 - » Thematic Summary
 - » Data Points
 - » Quotes
 - » Conclusions
- » Appendices
 - » Summary of Community and Stakeholder Engagement
 - » In-Market Assessment
- » Endnotes

The Key Strategic Considerations will highlight strengths and weaknesses of the Wilsonville region, identify gap areas, point to new opportunities, and recommend specific improvements, all with an eye towards building a more resilient tourism industry.

WORKSHOP 1: CURRENT STATE ANALYSIS REPORT; VISITOR PROFILE AND EXPERIENCE

We will begin this approximately six-hour Planning Team workshop with a review of the Current State Analysis Report, as the insights and strategic recommendations contained in the report will set the stage for a focused and effective planning process. We will share what we've learned and what we think it means strategically for the Wilsonville visitor economy. We will also walk through the In-Market Destination Assessment to help the Planning Team reflect on the visitor experience.

Our next step will be to ground the Planning Team in the destination's visitors by diving into the top 2-3 current visitor profiles for the destination, thinking about what attracts them to the area, what they get out of it, and what kinds of statistics we know about their visits: length of stay, spend, etc. We will also explore how Explore Wilsonville wishes to see their primary

visitor profiles evolve over the planning horizon in terms of length of stay, what attracts them to the region, socio-economic profiles, etc. These future visitor profiles will be a point of beginning in establishing a vision for the future.

Reflecting on our Visitor Profiles and leveraging our observations from our In-Market Destination Assessment, we will lead the Team through an exercise designed to help them envision the destination from the perspective of a visitor—imagining a visitor’s full journey from planning, through each day of their visit, to their departure and any post-visit activities they might undertake. This exercise will allow us to highlight some of the destination’s greatest strengths, areas of challenge or opportunity. To maximize our time together in the room, we will come with some ideas pre-populated in the visitor experience based upon our experience of the destination in performing the In-Market Assessment.

WORKSHOP 2: VISION, MISSION, COMPETITIVE POSITION, & PILLARS OF TOURISM

The second workshop will begin by focusing on taking everything we know about your destination and your current and future visitor profiles into a long-term Vision for the destination. Thinking fifteen years out, we will guide the Planning Team through exercises designed to understand how different aspects of the destination might evolve over that time frame—for instance, how will the area’s mix of outdoor recreation options grow to meet the preferences of future visitors? Rather than attempt to wordsmith a full Vision statement in the workshop, we will take good notes and capture the Team’s thoughts, then take that raw material back with us to craft into a draft Vision statement.

Within the Vision, we will focus on activities we hope your future visitors will take part in and will describe how we want them to interact with the destination in a way that supports a healthy visitor economy but doesn’t compromise local quality of life.

We will then work with the Planning Team to

articulate the city’s competitive position: this destination offers that uniquely distinguishes it from other tourism destinations. Clear articulation of a competitive position empowers the Explore Wilsonville to focus on its winning qualities and competitive advantages.

We will also take time in this workshop to review and—if needed—revise the existing Mission statement for Explore Wilsonville. This statement should work in concert with the long-term tourism vision.

Finally, equipped with the findings of the Current State Analysis Report, a Vision, and a Competitive Position, we will work with the Planning Team to identify the fundamental pillars of the region’s visitor economy. This will be a general set of tourism drivers—for example youth sports, business-to-leisure (“blisure”) travel, outdoor recreation, and history. For each, we will identify the increasing complexities and value as they grow from a foundational, to a promotional, to an aspirational tourism offering in the region.



Photo by TriMet on flickr



Photo by M.O. Stevens on Wikimedia Commons

STAKEHOLDER AND COMMUNITY CHECK-IN MEETING #1

We'll pause at this point in the process to check in with the community. In a 90-minute public meeting, we'll share insights from the Current State Analysis Report and the Planning Team's initial thoughts about the Visitor Journey, the Vision, and the Pillars of Tourism. We'll then give the community a chance to weigh in on what they think key strategies might be to move forward and will gather those inputs to become fodder for the Planning Team's use. As part of our ongoing engagement with the Tourism Promotion Committee, we will invite members to attend this meeting to hear the feedback fist-hand.

WORKSHOP 3: OBJECTIVES & DESTINATION STRATEGIES

In the third workshop, we will begin to brainstorm what efforts the community might undertake, answering the question, "What will it take to

make our Vision a reality?" We will use facilitated exercises that push the team toward bold thinking but will also ground the conversations in the realities described by the Current State Analysis Report. The goal of the workshop will be to arrive at a draft set of Objectives which we anticipate will be focused on how to build a more resilient tourism industry. These will be the organizing structure for the work of the plan—the 6-12 big, sweeping strategies that will guide development of the destination over the coming fifteen years.

Once identified, we will populate each of the Objectives with a series of specific strategies that will enable that direction. We will rely on the group's local knowledge of what is needed but will also structure the conversation around what we learned from the Current State Analysis Report, what we know about industry trends in general, and what stakeholders shared at our check-in. The Objectives will point strategic work towards topics such as: asset and event enhancement, diversification, and development with an aim to enhance

tourism demand generators and increase visitation; incentivizing redevelopment, recommendations to leverage business travel to drive repeat leisure visitation; and infrastructure improvements.

WORKSHOP 4: INDICATORS, REFINEMENT, PHASING & IMPLEMENTATION

In this workshop, we will review and reflect upon and refine the significant body of work done at Workshop 3. This may entail cross-referencing our work to the Considerations highlighted in the Current State Analysis Report to ensure we are addressing all the opportunities described therein.

For each of the Objectives, we will identify a few specific measurable indicators that you will track over time to ensure that you're moving in the direction of your goals. We think of the Indicators as the crux of the plan, as they are what will allow you to track progress in implementation, and change course if your strategies aren't having the intended effect. In this workshop, we will likely only identify the specific things we will measure, but may not be able to identify specific target numbers yet. We'll work with you to dial in final expressions of these as we revise the plan.

Next we will discuss phasing of the specific strategies with a focus on near-term (0-3 years), mid-term (3-7 years) and long-term (7+ years) phasing. Additionally, we will dig into potential funding opportunities, alternatives, and strategies to make the Vision, Objectives, Indicators, and Strategies a reality—knowing that the value of the plan is rooted in its ability to truly be carried forward into reality.

STAKEHOLDER AND COMMUNITY

CHECK-IN MEETING #2

Before finalizing the plan, we will check in with your stakeholders and community one more time, sharing your updated Vision, Objectives, Indicators, Strategies, and Phasing, and seeking their input. We will be careful not to



give the public editorial rights over the plan but will also want to demonstrate active listening and choose to take good advice when we get it. This engagement will pay dividends during implementation, when community participation will be essential to success.

WORKSHOP 5: REVIEW & PARTNERS

At this point, we will have all the elements of Explore Wilsonville's Tourism Development Strategy, and we will spend some time reviewing everything together, ensuring that we've addressed all the strategic challenges and opportunities identified in the Current State Analysis Report, that all the elements of the plan hang together well, and that we've addressed any concerns raised by stakeholders. We'll ensure that we've identified funding opportunities and alternatives for all Strategies, and we'll ensure that each of the Indicators is specifically measurable and has an ongoing data source identified.

We'll finish the workshop by discussing the Collective Impact Model as a framework for implementation—identifying a lead organization, key participants, lead and support agencies for individual strategies, initial and ongoing meeting cadence, and a continuous communication plan (see graphic).

PHASE III: IMPLEMENTATION ROADMAP

In this final phase, we will deliver a complete Tourism Development Strategy to Explore Wilsonville and support the organization in implementing it.

TOURISM DEVELOPMENT STRATEGY

A plan's content is more important than its presentation. However, we've found over time that it's helpful to document plans in two ways when possible: a plan summary that can become a daily working document for those tasked with implementing the plan or as a quick guide to share with stakeholders, and a more in-depth booklet-style plan that provides more detail about each of the key areas of focus to give necessary context to those who will be tasked with implementing the plan. Using professional desktop publishing software, we will develop well-written, sharp, and logically organized PDF documents in both formats, ready for printing. The Tourism Development Strategy will include:

- » Destination Vision
- » Competitive Position
- » Future Visitor Profiles
- » Pillars of Tourism
- » Objectives
 - » Indicators
 - » Strategies
 - » Phasing
 - » Funding Strategies
 - » Partners
- » Implementation

Before finalizing this version, a 21-day public comment period will commence, and we will work with Explore Wilsonville to make any changes that are warranted by the public feedback before committing to a final version of the Strategy.

IMPLEMENTATION SUPPORT

To support Explore Wilsonville and partners for successful implementation of the Tourism Development Strategy, we will schedule every-other-month meetings via phone/video conference for a year beyond plan completion. These meetings will be an opportunity for the Tourism Development Strategy Manager to share with us what is working, where there are challenges, and for us to discuss solutions together. We want the plan to be successful as much as you do and know an ongoing supportive relationship will pay dividends towards that future.

EXAMPLE PROJECTS



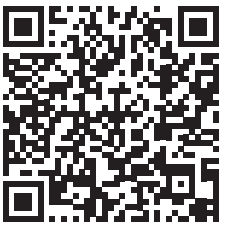
VISIT PARK CITY: SUSTAINABLE TOURISM PLAN

Matthew Landkamer, under subcontract to Coraggio Group, and Stacy Humphrey, under previous employment at Coraggio Group, facilitated the planning process for this internationally-recognized Sustainable Tourism Plan that is supported by a Global Sustainable Tourism Council assessment and includes rigorous indicators of success.



CITY OF NEWBERG: TOURISM STRATEGIC PLAN

Whereabout worked with a cross-section of the Newberg community to develop a five-year Tourism Strategic Plan for this city. The Plan includes a long-term Vision for Newberg and identifies how Newberg will evolve its visitors over time.



TOWN OF GILBERT: TOURISM STRATEGIC PLAN

Matthew Landkamer, under subcontract to Coraggio Group, and Stacy Humphrey, under previous employment at Coraggio Group, led a process to develop a Tourism Strategic Plan for the town of Gilbert, Arizona. The process included a detailed in-market assessment of Gilbert which scored the destination across an array of aspects.



CITY OF AVONDALE, AZ: TOURISM PLAN

Matthew Landkamer and Stacy Humphrey, both under previous employment at Coraggio Group, worked with Discover Avondale to develop a five-year strategy for the development of the visitor economy in Avondale. Across six Imperatives, 32 specific strategies are guiding Avondale's tourism growth.

REFERENCES

OREGON TOURISM COMMISSION

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CLACKAMAS COUNTY TOURISM

Samara Phelps

Executive Director

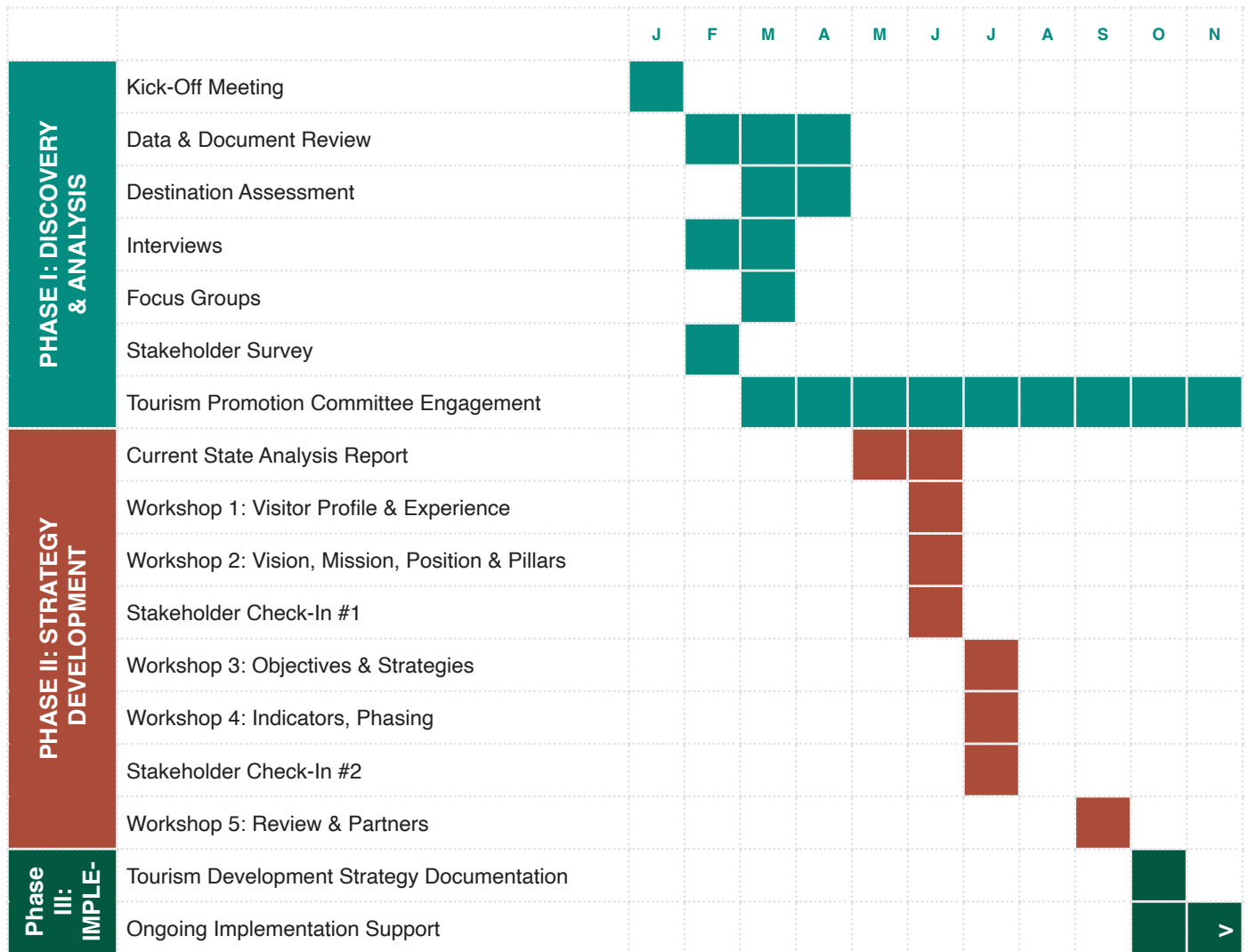
(971) 334-9479

samara@mthoodterritory.com



Photo by M.O.. Stevens on Wikimedia Commons

PROPOSED TIMELINE



PROPOSED INVESTMENT

TOTAL INVESTMENT

Whereabout's proposed costs per phase are detailed below. The total proposed fees for the Explore Wilsonville Tourism Development Strategy, including travel costs, are **\$99,095**.

PHASE I: DISCOVERY & ANALYSIS **\$38,528**

PHASE II: STRATEGY DEVELOPMENT **\$40,533**

PHASE III: IMPLEMENTATION READINESS **\$20,034**

TOTAL CONSULTING FEES **\$99,095**

TERMS

Whereabout invoices monthly, including consulting fees as incurred and reimbursable travel costs. Invoices are due Net 30.

RATE SCHEDULE

- » Matthew Landkamer \$275
- » Greg Netzer \$250
- » Stacy Humphrey \$225
- » Destination Analyst \$60

EXCEPTIONS TO SERVICES AGREEMENT

As a small professional services business, Whereabout carries insurance for General Liability to an aggregate amount of \$2,000,000 and Professional Liability to an aggregate amount of \$1,000,000. In our experience, this has been sufficient for both public- and private-sector clients. With no business vehicle and no employees (all team members are independent contractors), we do not carry Business Auto or Workers Compensation Insurance.

Should Whereabout be the successful proposer, we will work with the City of Wilsonville to arrive at an agreed-upon level of insurance that will meet the City's needs without unduly burdening Whereabout. The following page demonstrates proof of insurance.

Excluding Insurance Requirements, the remainder of the Professional Services Agreement is acceptable to Whereabout.

REQUIREMENTS IN CURRENT AGREEMENT

Commercial General Liability Insurance:
\$2,000,000 each occurrence; \$3,000,000
aggregate

Professional Errors & Omissions: \$2,000,000
limit

Business Automobile Liability Insurance:
\$2,000,000

Worker's Compensation Insurance: \$500,000

PROPOSED REVISION

Commercial General Liability Insurance:
\$1,000,000 each occurrence; \$2,000,000
aggregate

Professional Errors & Omissions: \$1,000,000
limit

Business Automobile Liability Insurance: none

Worker's Compensation Insurance: none