

# Washington County Visitors Association

Annual Report  
Fiscal Year 2010-2011



WASHINGTON COUNTY  
**OREGON**  
VISITORS ASSOCIATION



# WASHINGTON COUNTY VISITORS ASSOCIATION ANNUAL REPORT (FY2010-2011)

As dictated by the contract agreement between the Washington County Visitors Association (WCVA) and the Washington County Board of Commissioners, the WCVA regularly reports its status and performance measures biannually. The following report measures the WCVA's progress in its organizational, sales and marketing efforts in the overall goal to increase awareness of and visitation to Washington County.

The graphs and tables on the following pages measure the health of Washington County's tourism industry, as well as the success of the WCVA's programs. Performance results for fiscal year 2010-2011 (FY2010-11) only reflect outcomes for which the WCVA played a total or significant role in acquiring, managing and/or servicing (such as leads, bookings, media placements, etc.).

## **EXECUTIVE SUMMARY**

- After two years of decline, tourism to Washington County increased significantly in 2010, bringing the overall total of visitors to Washington County to record-high levels.
- Direct travel spending in Washington County also reached record-high levels in 2010, bringing more than \$566 million in economic impact to the county.
- Although visitation and tourism spending increased in 2010, tax revenues were down from the previous high in 2008. This decrease is attributed, in part, by lower average daily room rates (ADR) at area lodging properties, among other factors.
- Hotel occupancy grew 13.1 percent in 2010, and Washington County saw the highest occupancy levels in its competitive set.
- While occupancy grew, the average daily room rate fell 3.4 percent from 2009.
- Through the WCVA's sales efforts, a total of 10,119 room nights were booked, and more than \$4.2 million in economic impact was brought to the county, from its sports, group tour, meetings and catering sales efforts.
- The overhaul of the WCVA's marketing programs increased exposure in the leisure and business travel segments, and reached new audiences via its advertising and social media campaigns.
- Earned media, resulting from the WCVA's public relations efforts, continues to be integral to the overall marketing efforts. A total of 45 print articles included Washington County, reaching more than 54.1 million readers, with a media value of approximately \$176,445.
- Although several stakeholder businesses ceased business or relocated out of the county, in FY2010-11, the stakeholder program continued to recruit new tourism-related businesses.

### **MISSION & VISION**

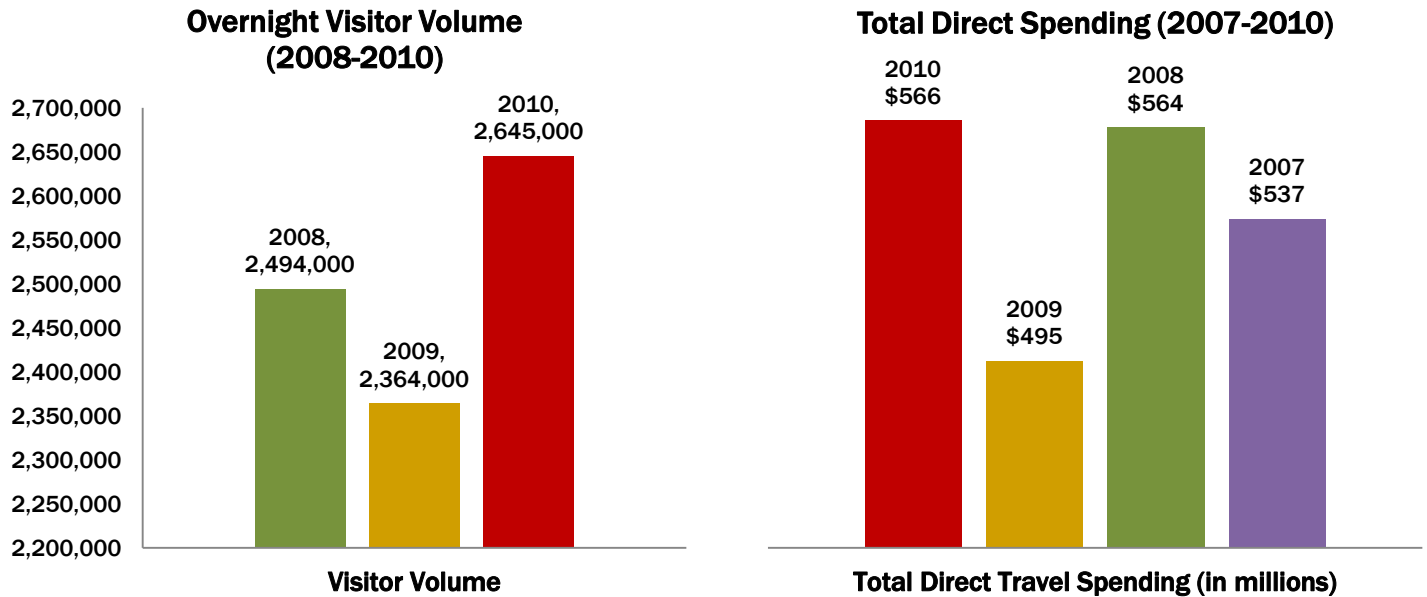
**Vision:** The Washington County Visitors Association positions Washington County, Oregon, as a preeminent destination for travel, tourism and events.

**Mission:** The WCVA exists to encourage visitors to stay, spend and play in Washington County, Oregon, by selling, marketing and promoting the county's diverse collection of tourism-related assets.

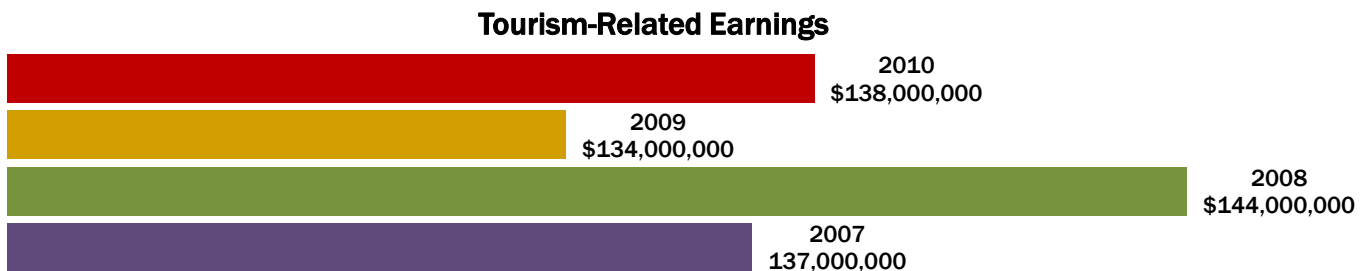
# TRAVEL & TOURISM TRENDS

Visitation and travel spending in Washington County in 2010 increased after two years of decline. The following graphs chart various tourism economic indicators, including a comparison of travel spending, tax revenues (earnings) and employment from 2007-2010.

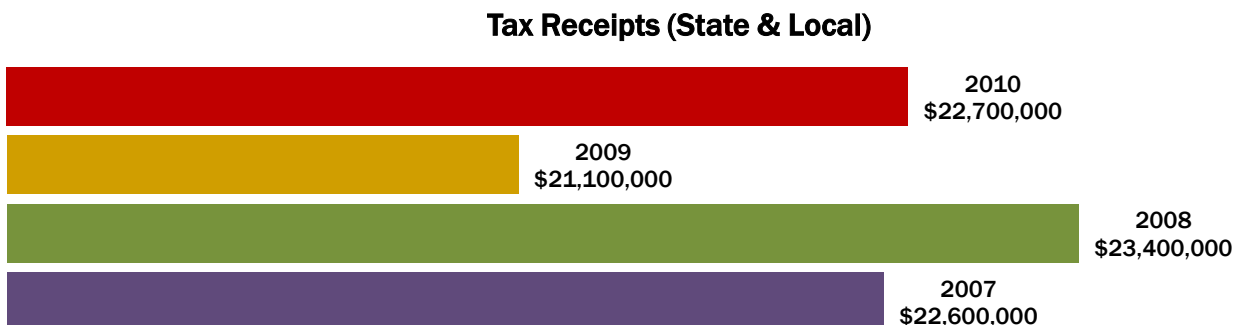
More than 2.6 million overnight visitors traveled to Washington County (this number represents those who stayed in hotels/motels, as well as those who visited friends and relatives). The economic impact of these visits was a record-setting \$566 million in 2010, a 14.5-percent increase over 2009, and highest impact recorded.



While tourism spending, earnings and tax revenues have increased, tourism-related employment remained flat.



Tax collections made a significant comeback in 2010, compared to 2009, but still have not achieved levels hit in 2008. Several factors contribute to the slow growth in tax receipts, including lower average daily room rates.



SOURCE: Washington County Travel Impacts, 1991-2010p, Dean Runyan Associates, pg. 2 (June 2011)

# LODGING: OCCUPANCY & REVENUE

Based on STR Global's\* 2010 year-to-date numbers, Washington County fared considerably better than similar counties throughout the northwestern region, as well as competitive destinations in the Greater Portland area. These increases are illustrated by double-digit improvements in occupancy, room revenue and the number of rooms sold, compared to 2009.

The lodging picture for Washington County grew brighter in 2010, although average daily room rates and, subsequently, tax collections still remain below 2008.

Lodging Statistics 2010												
Destination	Occupancy %		Average Daily Room Rate (ADR)		Revenue per Room (RevPAR)		Percent Change from Year-End 2009					
	2010	2009	2010	2009	2010	2009	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
United States	57.6	54.5	98.08	98.17	56.47	53.50	5.7	-0.1	5.5	7.6	2.0	7.7
Oregon	56.3	53.3	86.16	86.41	48.55	46.08	5.7	-0.3	5.4	6.4	1.0	6.7
Lane County, OR	58.0	55.9	82.07	83.07	47.64	46.48	3.8	-1.2	2.5	4.2	1.7	5.5
Marion County, OR	54.3	53.3	73.81	74.42	40.09	39.65	2.0	-0.8	1.1	1.1	0.0	2.0
Multnomah County, OR	63.7	60.4	97.62	98.20	62.20	59.31	5.5	-0.6	4.9	7.5	2.5	8.1
Clackamas County, OR	58.1	55.3	79.48	81.02	46.20	44.83	5.0	-1.9	3.0	3.0	-0.1	5.0
<b>Washington County, OR</b>	<b>64.1</b>	<b>56.7</b>	<b>77.88</b>	<b>80.60</b>	<b>49.95</b>	<b>45.69</b>	<b>13.1</b>	<b>-3.4</b>	<b>9.3</b>	<b>11.0</b>	<b>1.5</b>	<b>14.9</b>
Clark County, WA	55.1	50.7	77.04	80.31	42.42	40.70	8.6	-4.1	4.2	6.1	1.9	10.6
Pierce County, WA	61.4	57.0	81.34	86.14	49.98	49.08	7.8	-5.6	1.8	2.6	0.8	8.7
Snohomish County, WA	63.5	60.1	82.05	85.01	52.07	51.12	5.5	-3.5	1.9	6.5	4.5	10.3
Boise MSA	56.3	50.9	70.56	73.13	39.74	37.23	10.6	-3.5	6.7	5.9	-0.8	9.7

## Glossary of Terms

**Average Daily Rate (ADR):** Room revenue divided by the number of rooms sold

**Occupancy:** Percentage of the rooms occupied

**Room Revenue:** Total room revenue generated from the sale or rental of rooms

**Room Revenue Per Available Room (RevPar):** Room revenue divided by the number of rooms available

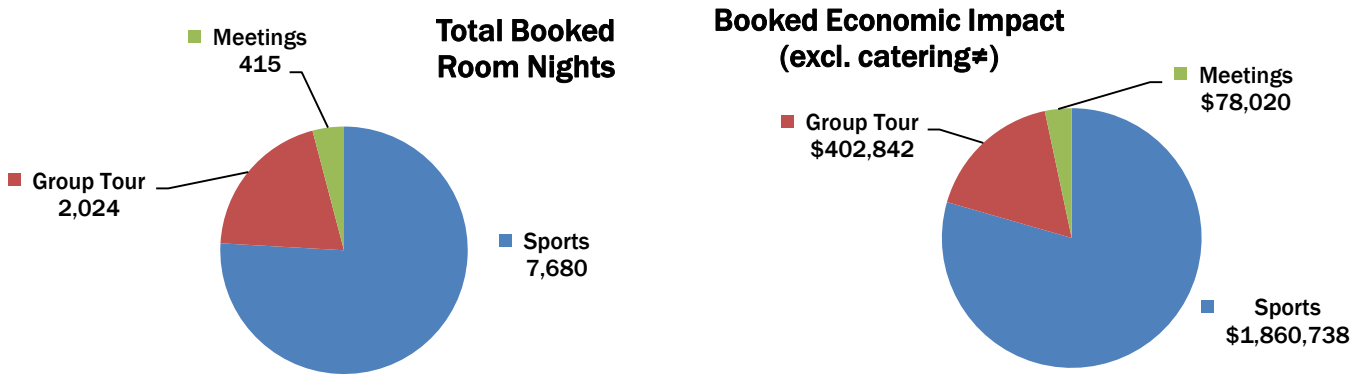
*\*STR Global is a lodging industry benchmarking and research firm, which compiles comprehensive and historical lodging performance trends and data*

# SALES

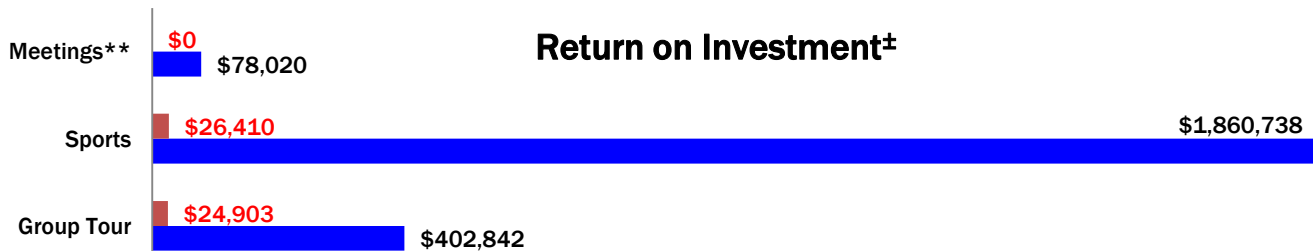
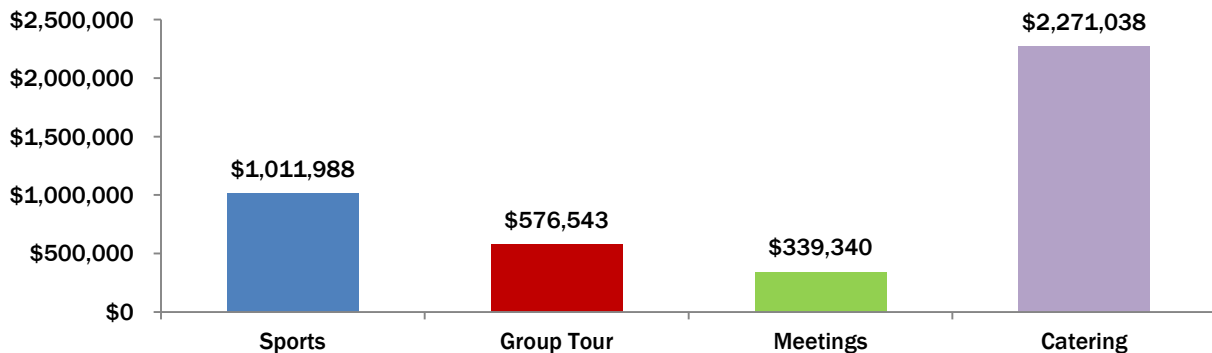
The sales team is responsible for selling Washington County as an ideal destination for group tour and packaged travel, sporting events, and meetings, weddings and special events. The WCVA's sales team—consisting of a tourism sales manager, sports sales manager, and meetings sales coordinator—meets with those decision-makers who determine the best locations for their events.

During FY2010-11, through the sales team's efforts, 10,119 room nights were booked in county lodging properties, bringing a total of more than \$2.3 million in estimated economic impact.

## OVERALL SALES EFFORTS



### Estimated Economic Impact (based on leads vs. booked)



	Group Tour	Sports	Meetings**
Investment	\$24,903	\$26,410	\$0
Return	\$402,842	\$1,860,738	\$78,020

\* Information regarding final catering bookings is not available

± ROI calculated by dividing all direct costs involved in obtaining the business (travel costs, registration fees, etc.; excludes marketing, operational and personnel costs)

\*\*The WCVA did not incur any costs (excluding marketing) for the meetings market in FY2010-11

# SALES: TOURISM AND GROUP TOUR MARKET

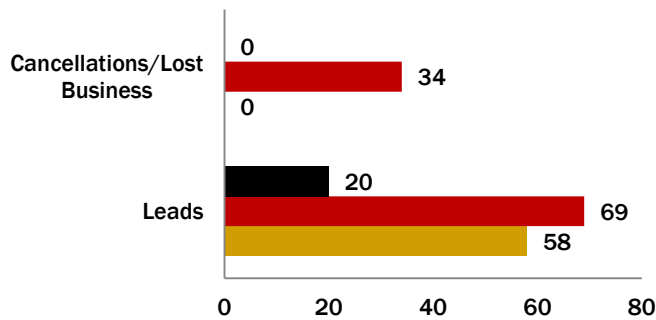
The overall goal of the WCVA's tourism and group tour sales efforts is to:

*Promote and increase visitation to Washington County to the travel trade market throughout the United States and abroad through tradeshow attendance, sales missions, familiarization tours, cooperative arrangements and sales prospecting*

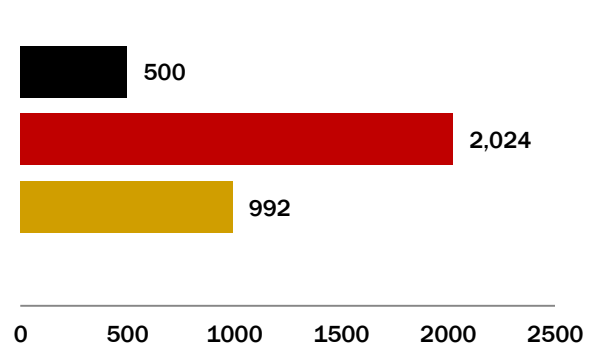
In an effort to garner new group tour, international and leisure travel business to Washington County, WCVA staff promoted the destination at the following sales missions and trade shows:

- Canadian Sales Mission (Vancouver, B.C., Canada; September 13-17, 2010)
- National Tour Association Annual Convention (Montreal, Quebec, Canada; November 11-18, 2010)
- Los Angeles Sales Mission (San Diego, CA; December 7-10, 2011)
- Seattle Travel Show (Seattle, WA; January 28-30, 2011)
- Go West Summit (Boise, ID; February 6-10, 2011)
- Visit USA Convention/Sales Mission (New Zealand/Australia; February 14 - March 1, 2011)
- Canadian Sales Mission (Vancouver, B.C., Canada; March 14-18, 2011)
- United States Travel Association's International PowWow (San Francisco, CA; May 21-26, 2011)

**GROUP TOUR:  
Leads, Cancellations and Lost Business\***



**GROUP TOUR:  
Room Nights (Booked)**



	Leads	Cancellations/Lost Business
■ GOAL	20	0
■ FY2010-11	69	34
■ FY2009-10	58	0

	Room Nights (Booked)
■ GOAL	500
■ FY2010-11	2,024
■ FY2009-10	992

\*Cancellations and lost business information for previous years were not reported.

**GROUP TOUR:  
Estimated Economic Impact (Booked)**



	Est. Economic Impact (Booked)
■ GOAL	\$262,000
■ Day Tours	\$5,775
■ FY2010-11	\$402,842
■ FY2009-10	\$436,480

# SALES: SPORTS MARKET

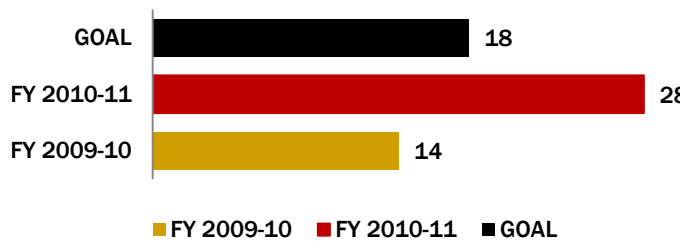
The overall goal of the WCVA's sports sales efforts is to:

*Bring new state, regional, and national sports events with qualified room nights to Washington County by attending sports conventions, meeting with amateur and professional event organizers and bidding on new events*

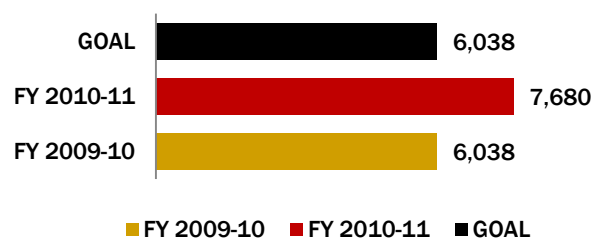
In an effort to garner new sports business in Washington County, the WCVA was represented at the following trade shows:

- SportsTravel's TEAMS annual conference (Charlotte, North Carolina, October 2010)
- Amateur Softball Association (ASA) annual meeting (Shreveport, Louisiana, November 2010)
- National Association of Sports Commissions (NASC) annual conference (Greensboro, North Carolina, April 2011)

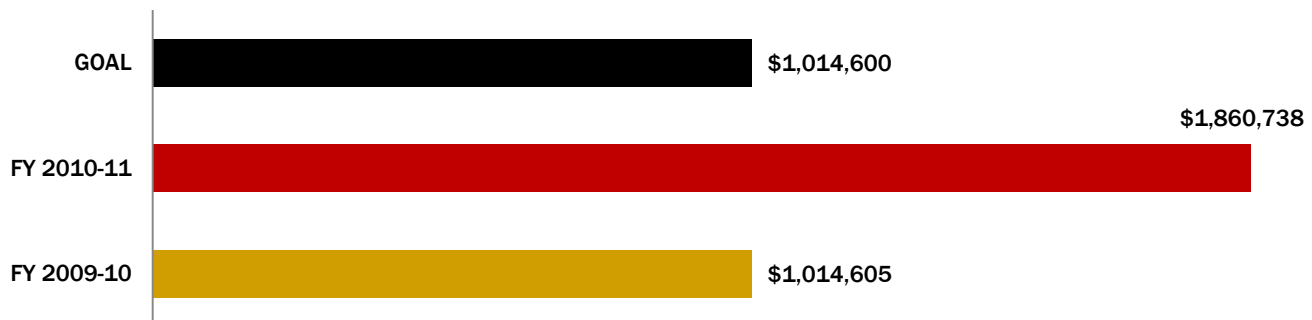
## SPORTS: Leads



## SPORTS: Booked Room Nights



## SPORTS: Estimated Economic Impact (Booked)



	FY 2009-10	FY 2010-11	GOAL
Est.Econ. Impact	\$1,014,605	\$1,860,738	\$1,014,600

Sports Event Bids		
	Bids Submitted	Bids Awarded
GOAL	3	0
FY2010-11	0	0
FY2009-10	1	0

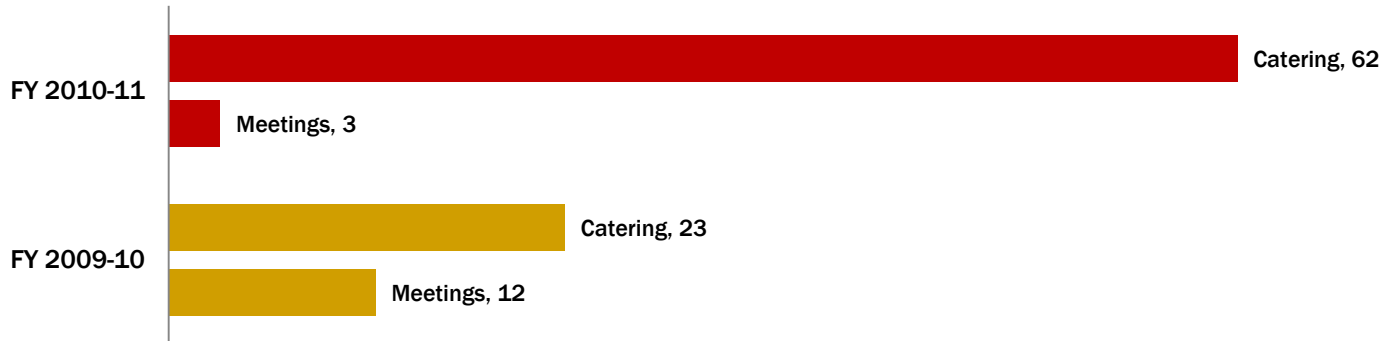
# SALES: MEETINGS, CATERING & EVENTS

The overall goal of the WCVA's meetings, catering and events efforts is to:

*Position Washington County as a desirable destination to hold a meeting, wedding or special event, thus increasing the number of overnight stays in the county, and to increase the economic impact of business- and event-related tourism in Washington County.*

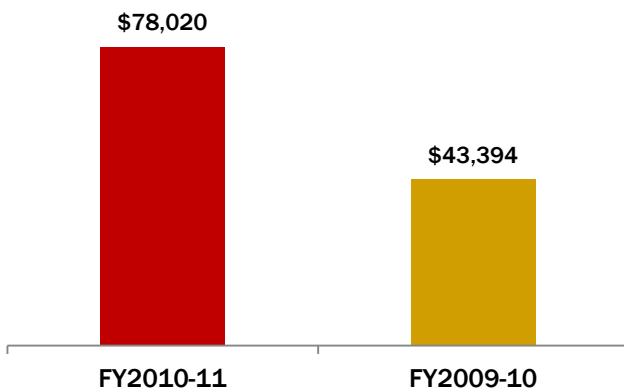
The meetings market remained stagnant, due to losses of significant meeting space in recent years. Unlike the sports and group tour markets, the WCVA did not have a dedicated salesperson for this market segment, and the team handled this market on a reactive basis. The following charts include these leads and bookings.

## Meetings & Catering Leads

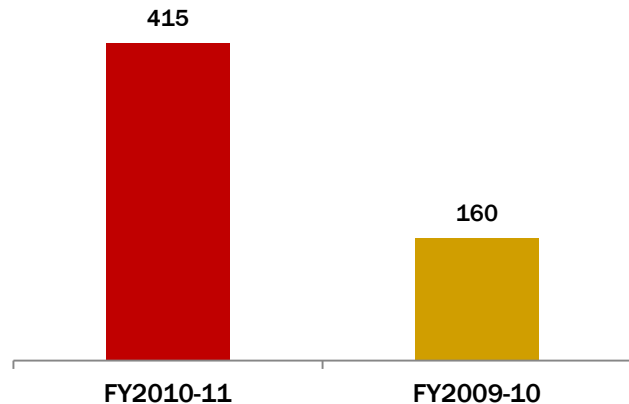


	FY 2009-10	FY 2010-11
Catering	23	62
Meetings	12	3

### MEETINGS: Economic Impact (Booked)



### MEETINGS: Room Nights (Booked)



### Catering Estimated Economic Impact (based on leads vs. booked)



# MARKETING & COMMUNICATIONS

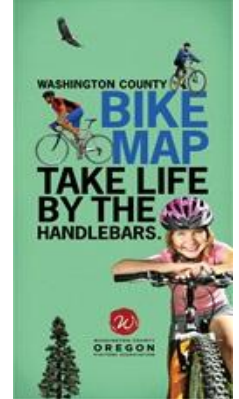
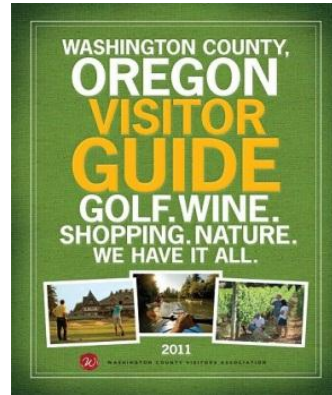
The marketing and communications team is responsible for creating and maintaining communication programs in which to sell Washington County as a travel destination. The WCVA's marketing and communications team (which is responsible for advertising, public relations, online marketing—including social media and the website—and industry communications) is comprised of a director of marketing and communications, communications associate and graphic designer.

## MARKETING COLLATERAL

Each year, the WCVA produced a visitor guide and maps, designed to influence travel decisions for leisure consumers, business travelers, travel and meeting planners, and residents.

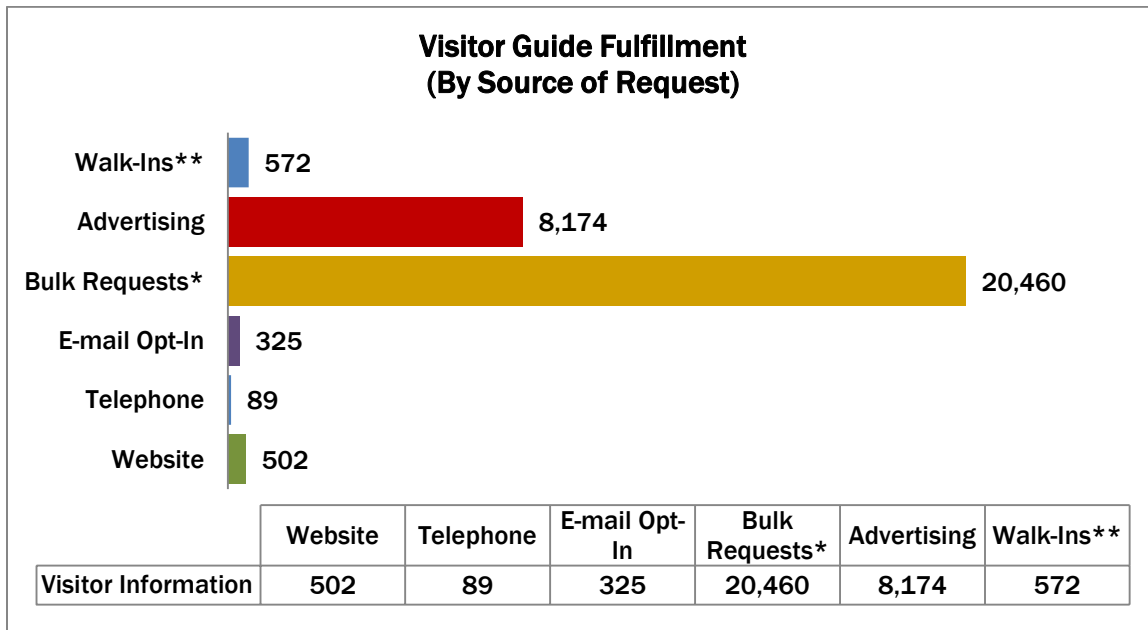
During the fiscal year, several marketing and sales collateral pieces were created, including:

- Group Tour sales materials (one sheets)
- Stakeholder Development recruitment materials
- Maps (bike map, pictured, and tear-off map)
- Visitor Guide (pictured)



## VISITOR GUIDE FULFILLMENT

The official Washington County Oregon Visitor Guide is distributed in myriad ways: via mass distribution through Certified Rack Display, displayed in various Oregon Tourism Information Council (OTIC) locations (i.e. rest stops), chamber-run visitor information centers, and more. Due to increased demand, in FY2010-11 the WCVA increased production of the visitor guide from 100,000 to 150,000, and published a more eco-friendly guide than previous issues. The following chart is an overview of information that is disseminated directly from the WCVA (excluding Certified Rack Display).



\*Bulk requests include distribution of multiple guides to chambers, stakeholders, organizations, etc.

\*\*Walk-in traffic may or may not have picked up a Washington County visitor guide

# MARKETING: ADVERTISING

The overall goal of the WCVA's advertising efforts is to:

*Increase awareness of Washington County as a travel destination via targeted advertising and integrated marketing campaigns*

During the FY2010-11, the WCVA changed its advertising strategy. In addition to overhauling the look and messages of its ads, the WCVA started seasonal campaigns to specifically target the tourism highlights for each season, as well as creating targeted ads for wine, biking and "girlfriend getaways."

**SO MUCH TO DO, SO LITTLE TIME**

- Master the art of wine tasting
- Pick the perfect berry
- Coast through forests on two wheels
- Add water to the sand and watch the waves
- Make an investment
- Play a perfect round of golf
- Peddle along a lazy river
- Explore wildlife cuisine
- Sip dozens of varieties of wine
- Start in a crafts cabin
- Tantalize hot air balloons in flight
- Cast a net and reel in a fish
- Swap stories of breathtaking views
- Picnic among the chocolate trees
- Hunt a wild, locally crafted beer
- Dress up as Robin Hood and Maid Marian
- Be inspired by art
- Take a scenic tour through wine country
- Escape to the stars
- Tap into the mud with face masks
- Compare fair of heights
- Discover the spirit of the golf
- Tour spectacular gardens at a vine
- Soak away stress
- Explore natural habitats
- Experience the joy of wine
- Enjoy an evening at the theater
- Put on dance
- Find local treasures of an antique shop
- Taste the freshness of summer
- Close to smell the fresh, fragrant air
- Plan an epic getaway
- Pick the best and best to Oregon's Washington County!

**TO DO THIS SUMMER:**

- Master the art of wine
- Find antique treasures
- Hike to inspiration
- Plan a weekend in Oregon's Washington County

**One Destination. Hundreds of Memories.**  
Experience these and so much more. Plan your girlfriends getaway today!

**OREGON'S WASHINGTON COUNTY**  
Come play your way.  
www.visitwashingtoncountyoregon.com

**EXPERIENCE MORE THAN JUST PINOT NOIR ...**

Arneis, Barbera, Blush, Brut, Cabernet Sauvignon, Chardonnay, Dessert Wine, Dolcetto, Durif, Framboise, Gewurztraminer, Malbec, Marechal Foch, Merlot, Muller-Thurgau, Muscat, Pinot Blanc, Pinot Grigio, Pinot Gris, Port, Primitivo, Riesling, Rosé, Salké, Siegerrebe, Soleggio, Sparkling Wine, Syrah, Tempranillo, Teroldego, Viognier, and, of course, Pinot Noir

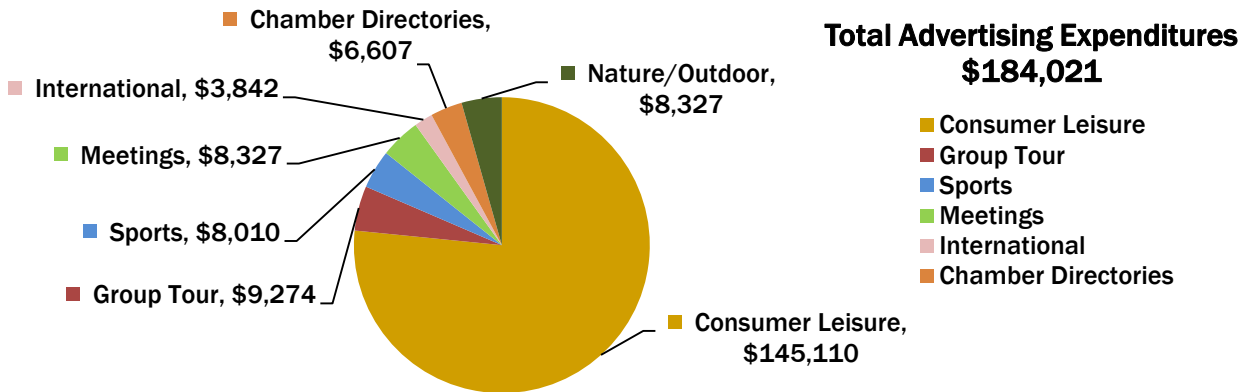
**MORE THAN 25 WINERIES. DOZENS OF VARIETALS.**

Learn more about Washington County's wine country:  
www.VisitWashingtonCountyOregon.com/wine  
call 503/644-5555 or e-mail info@wcva.org

**OREGON'S WASHINGTON COUNTY**  
Come play your way.

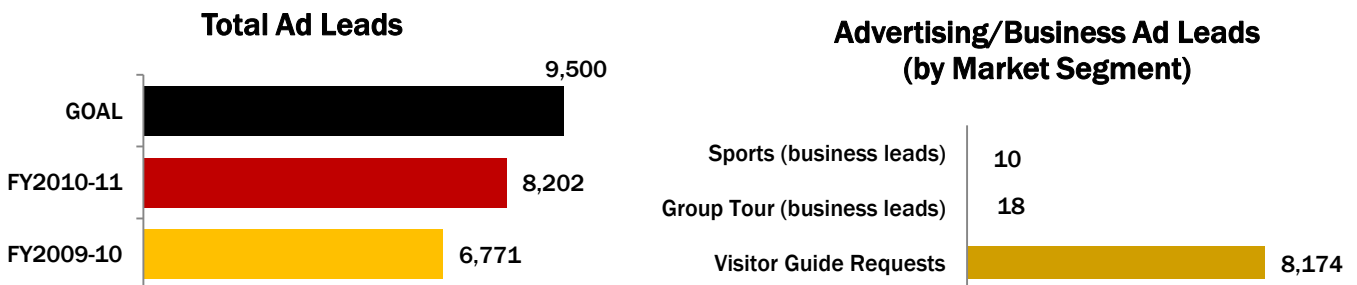
Visit Washington County, Oregon | @WCVA

The WCVA's advertising budget accounts for nearly 10 percent of its entire annual budget, which includes placement and production. The following graph illustrates the audiences/publications where ads were placed during the fiscal year.

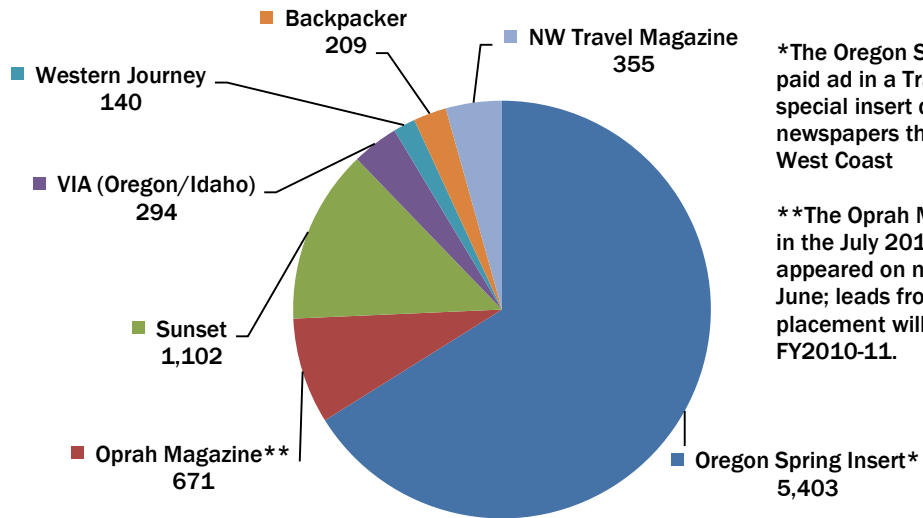


## ADVERTISING LEADS

Advertising leads include requests for visitor guides or maps from leisure consumers, generated from ads in consumer publications, and business leads that were generated from ads in trade publications. The following graphs illustrate the number of leads received during FY2010-11, as well as the sources of the consumer leads.



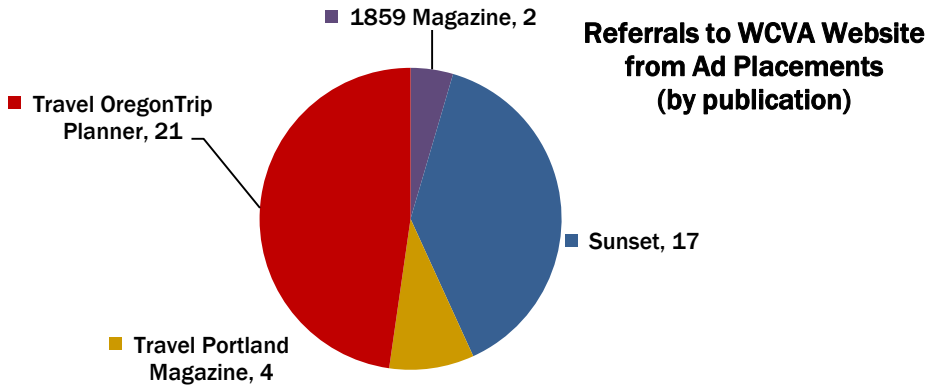
**Leisure Consumer Ad Leads**



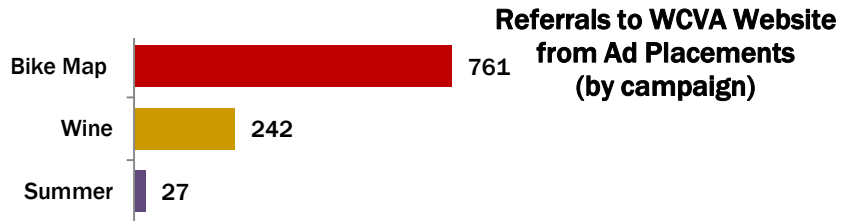
\*The Oregon Spring Insert is a paid ad in a Travel Oregon special insert distributed in newspapers throughout the West Coast

\*\*The Oprah Magazine ad ran in the July 2011 issue, which appeared on newsstands in June; leads from this ad placement will continue into FY2010-11.

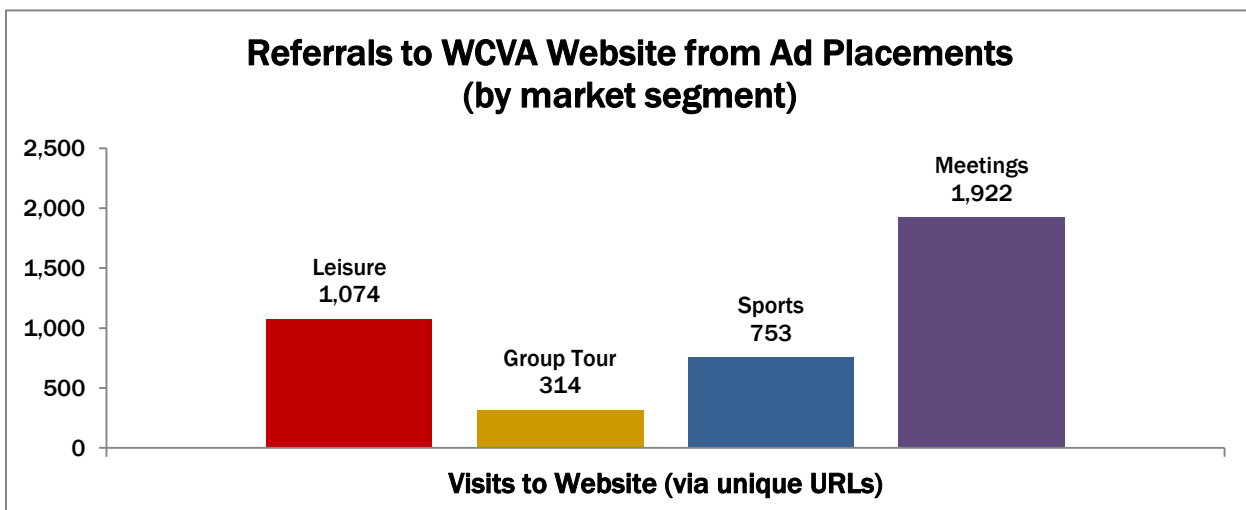
In the second half of FY2010-11, the WCVA started to include unique URLs in its advertising to capture consumer and trade interest. Not all consumers will request printed material (ad leads), and unique URLs were introduced to capture the market segments we were not measuring. The following graphs illustrate visits to the WCVA's website generated from ads.



**Referrals to WCVA Website from Ad Placements (by publication)**



**Referrals to WCVA Website from Ad Placements (by campaign)**

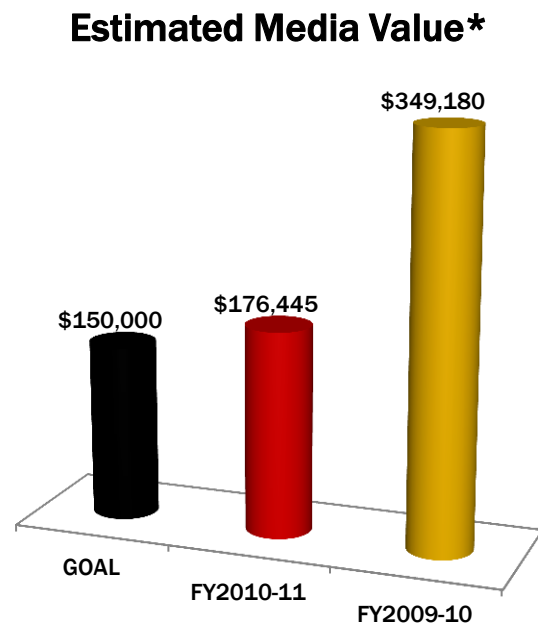
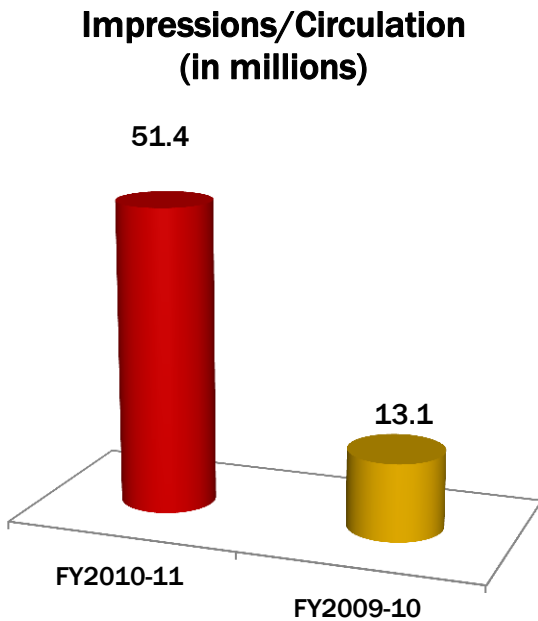
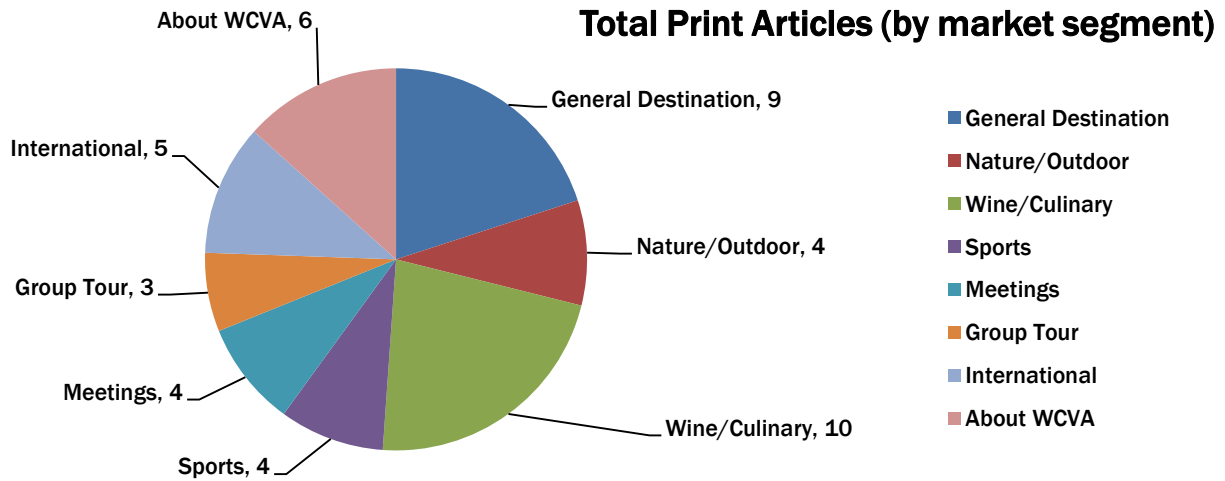


# MARKETING: PUBLIC RELATIONS

The overall goal of the WCVA's public relations efforts is to:

*Position Washington County as a preferred travel destination and position the WCVA as a reliable and credible source of tourism and destination information*

Washington County continues to be a relevant and newsworthy destination for media. The destination was included in a total of 45 print articles, with a media value of approximately \$176,445. The following charts provide a glimpse of the media coverage from the previous fiscal year and compares FY2010-11's results with the previous fiscal year.



*\*Due to decreasing advertising rates and the increase in online articles (including blogs), the total media value of articles decreased, although the number of impressions (or audience reach) increased significantly.*

*These results are based on work for which the WCVA was solely responsible for the media coverage. Results do not include articles resulting from RCMP efforts, as those will not be reported until August 2011 or later.*

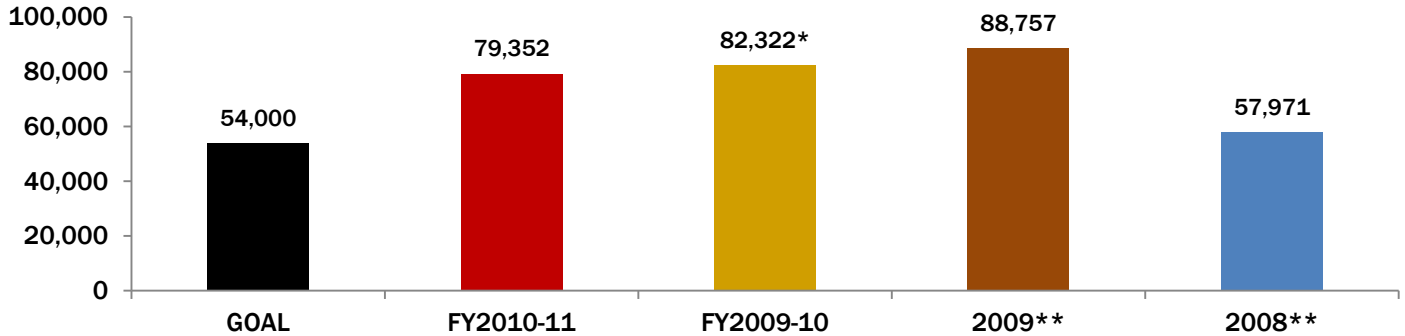
# MARKETING: WEBSITE

The overall goal of the WCVA's website is to:

*Increase awareness of Washington County as a preferred travel destination and position the WCVA as a source of destination information*

The WCVA's website, visitwashingtoncountyoregon.com, remains one of the organization's most important marketing pieces (in addition to the annual visitors guide). While traffic to the site has dropped significantly since the “reskinning” of the site, which took place during FY2009-10, it is important to note that FY2009-10 website traffic increased due to a Google AdWords campaign that drove traffic to the site artificially.

## Web Traffic (Year-to-Year Comparison)



\*FY2009-10 adjusted; traffic statistics reported in FY009-10 were artificially inflated, resulting from a Google AdWords buy that increased traffic to site and increased the bounce rate

\*\*Prior to FY2010-11, all reporting was done on a calendar year

## Website Analytics

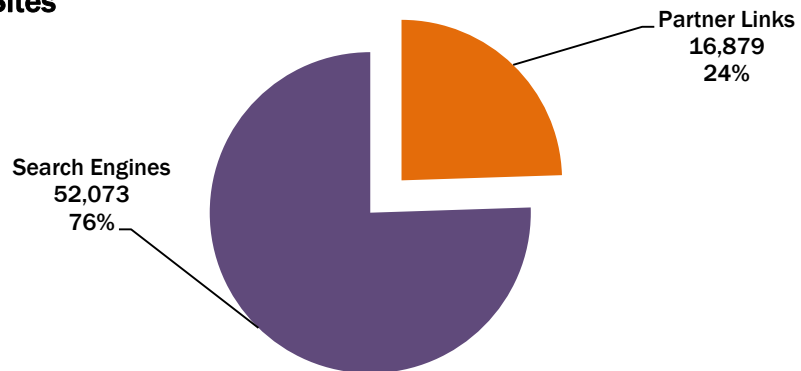


	Referral Visits	Repeat Visits	Unique Visits	Total Visits
Visits to Website	68,952	13,006	66,576	79,352

## Referral Visits from 3rd Party Sites

Search engines include Google, Bing, Yahoo, etc.

Partner links include links from stakeholder websites and tourism partners (e.g. Travel Portland, Travel Oregon, McMenamins)

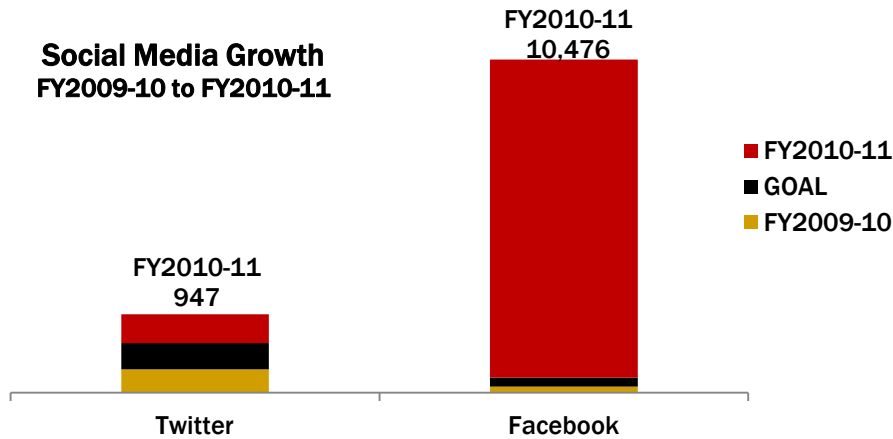


## MARKETING: SOCIAL MEDIA

The overall goal of the WCVA's social media efforts is to:

*Reach and engage with consumers, media and stakeholders directly using the social media platforms, such as Facebook, Twitter and YouTube.*

The WCVA increased its online presence by continuing to do new and innovative things with social media. During FY2010-11, the WCVA participated in Travel Oregon's "Adventurecation" contest on Facebook, which increased the WCVA's fan base and engagement from potential travelers. The following charts the growth rate of the WCVA's social media presence.

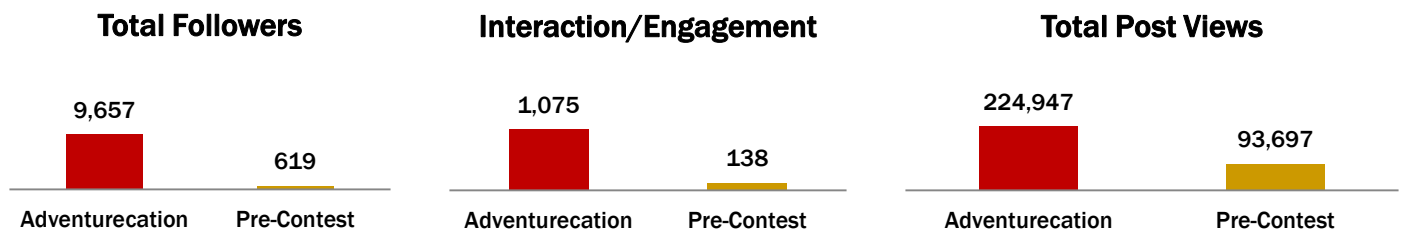


### SOCIAL MEDIA PROMOTIONAL CAMPAIGNS

The WCVA's Facebook page grew 1598% in a two-and-a-half-month period when the WCVA participated in Travel Oregon's "Adventurecation" promotion. Created entirely to engage the Facebook audience, the promotion included 11 destination marketing organizations (DMOs) from around the state (including Travel Oregon).

Participating DMOs received a professionally designed Facebook page that was supported with ads and links to partner pages. Each DMO was required to buy-in to the promotion, as well as provide an Adventurecation prize package.

The following chart illustrates the growth of the WCVA's Facebook page (in terms of "likers," or followers, interaction/engagement from followers and the total number of post views) from the start of the program (April 2011) until the conclusion (June 15, 2011):

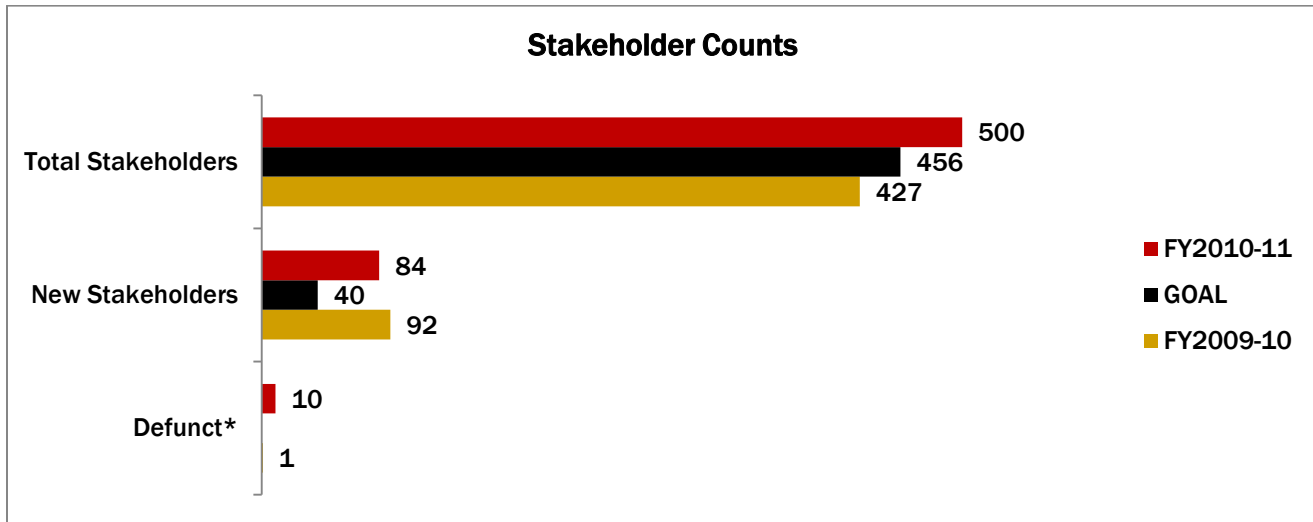


Ads remained on Facebook for approximately 10 days after the end of the Adventurecation contest, resulting in an additional 819 followers. The following table details the advertising campaign results:

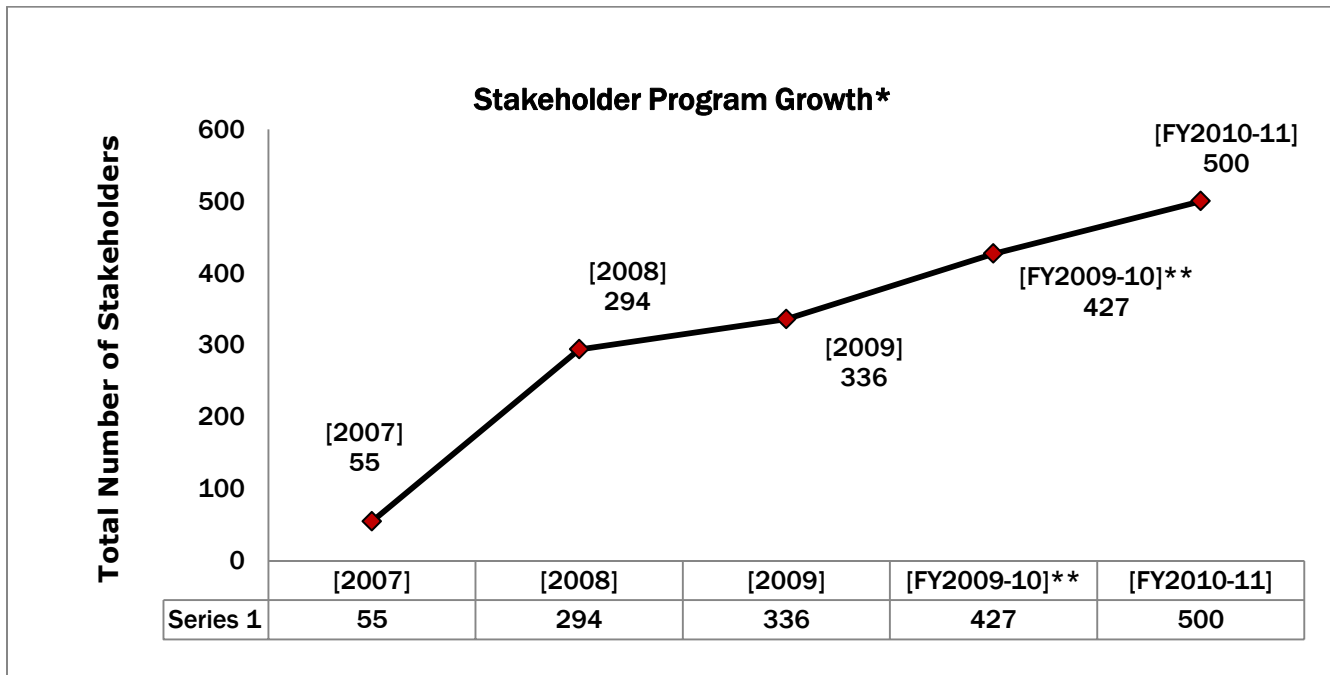
<b>Adventurecation Ad Campaign Overview</b>		
Ad campaign budget (cost to WCVA only)		\$3,000
Ad campaign results	Total impressions	12,744,310
	Total clicks	11,629
	Total value	\$4,768

# STAKEHOLDER DEVELOPMENT

The role of stakeholder development, which is managed by the WCVA's stakeholder development manager, is to ensure that the relationships between the WCVA and its stakeholders are beneficial to all parties involved. The responsibilities include recruiting new stakeholders, working with stakeholders to ensure the WCVA has up-to-date and accurate information, creating events to maintain and increase stakeholder engagement, and more. The following charts illustrate the growth of the WCVA's stakeholder program during FY2010-11, as well as its overall growth since its inception in 2007.



\*Due to the economy, several stakeholder businesses have closed or relocated out of the area.



\*The WCVA's Stakeholder Program launched in September 2007

\*\* Prior to FY2010-11, results were reported on a calendar-year basis; there is overlap between 2009 and FY2009-10 results.

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# WCVA STAFF

**Terry Goldman**  
*President/CEO*

**Martha Moore**  
*Director of Operations*

**Sylke Neal-Finnegan**  
*Director of Marketing & Communications*

**Heather Anderson**  
*Tourism Sales Manager*

**Corey Kearsley**  
*Sports Sales Manager*

**Allison George**  
*Stakeholder Development Manager*

**Christopher Glawe**  
*Graphic Designer*

**Angie Marsh**  
*Communications Associate*

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*Visitor Information Specialist*

**Birgitte Simmons**  
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