

**City of Wenatchee
Lodging Tax Advisory Committee
AGENDA**

**Wednesday, February 23, 2022
Noon**

“We are here to guide the promotion, marketing and development of this unique community as a destination by distributing resources in a sustainable manner.”

1. Introductions
2. Approval of Minutes
3. Review of LTAC Financials
4. Triple Crown Request
5. Parson PR Annual Report
6. Strategic Plan Review
7. Discussion
8. Adjourn

DRAFT

**City of Wenatchee
Lodging Tax Advisory Committee/Tourism Promotion Area Board
Joint Meeting**

**MINUTES
Wednesday, January 19, 2022
Noon**

“We are here to guide the promotion, marketing and development of this unique community as a destination by distributing resources in a sustainable manner.”

LTAC Present: Mark Kulaas (Chair), Darci Christoferson, Kristin Lodge (online), Linda Haglund, Kyle McCubbin, Cody Beeson (online), Mark Miller, Miguel Cuevas

TPA Present: Freyda Stephens (Chair), Mike Poirier, Top Rojanasthien (online), Linda Haglund

Staff Present: Laura Merrill (online), Brad Posenjak, Tammy Stanger, Jerri Barkley

1. Introductions – Joint Meeting Opening. The meeting was called to order just after noon.

2. Joint Agenda:

- Approval of October 20, 2021 Joint Meeting Minutes

Motion by Linda Haglund to approve the October 20, 2021, joint meeting minutes. Miguel Cuevas seconded the motion. Motion carried.

- TPA/LTAC Refresher/Overview. Laura Merrill provided an overview and background of LTAC and TPA with a power point presentation.
- STR Report. Jerri Barkley provided an overview of the STR report.
- LTAC and TPA Expired Appointments. There is one vacant “generator” position open on LTAC and two vacant positions open on TPA, both for operators or employees of lodging businesses located within the Tourism Promotion Area. The terms of Freyda Stephens and Charlotte Mayo expired on 12/31/2021. The TPA board recommended reappointment of Freyda Stephens and Charlotte Mayo to the Tourism Promotion Area Board.
- 2022 Meeting Schedule. A question was raised whether it was still relevant for both boards to meet jointly. After much discussion it was the consensus to hold separate meetings. The LTAC will begin monthly meetings the fourth Wednesday of each month at noon (location to be determined). The TPA will continue meeting monthly the third Wednesday of each month at noon. They will hold a joint meeting in September in preparation for the City’s annual budget timelines.

- Update on Convention Center RFQ. Laura Merrill provided an update on the Convention Center RFQ. Interviews for the top two firms will be conducted on February 9.

3. LTAC Agenda

- Review of LTAC Financials. Brad Posenjak led the review of the LTAC financials and answered questions regarding hotel-motel tax allocations. The 2021 budget is on track for ending the year at \$1,650,000.
- Special Olympics Funding Rollover Request. Special Olympics is canceled this year due to the pandemic but would like to assure that the commitment is still good for 2023. It was the consensus that the requested funding would be available for 2023.

4. TPA Agenda

- Review of TPA Financials. Brad Posenjak led the review of the TPA financials. The 2021 budget is on track for ending the year at \$450,000.
- Welcome to new members, Councilmembers Top Rojanasthien and Mike Poirier

5. Chamber Report. Jerri Barkley provided handouts for her Chamber Report for TPA and the Strategic Plan overview for LTAC. The Chamber report included an overview of legislative advocacy, storytelling videos, and annual events.

6. Discussion

Mark Miller announced that two Wenatchee Wild players are now playing for the NHL. He also announced that local skater 17-year-old Liam Kapeikis placed 7th in the U.S. National Figure Skating Championships!

Jerri Barkley announced that the Chamber is relaunching its search for an Executive Director. Their last search was unsuccessful with the final candidate not accepting the offer after figuring in costs of relocating and living in the area.

7. Adjourn. With no further business the meeting was adjourned at 1:47 p.m.

CITY OF WENATCHEE, WA

Lodging Tax Advisory Committee

Hotel/Motel Taxes

Actual Received - 10 Years

6% Tax authorized via Ord. #2160, #3137, #97-12 & #98-44

Month Collected	Month Received	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2021/2020 Difference		2021/2019 Difference	
January	March	91,273	97,994	106,682	87,518	90,616	76,746	65,016	59,079	54,117	43,454	(6,721)	(6.9%)	(15,408)	(14.4%)
February	April	85,269	65,772	90,793	81,902	98,206	79,080	68,466	68,219	60,229	57,408	19,497	29.6%	(5,524)	(6.1%)
March	May	102,006	54,640	116,308	120,894	123,395	97,828	97,258	86,598	78,282	68,600	47,366	86.7%	(14,302)	(12.3%)
April	June	105,662	46,137	130,637	126,049	131,614	114,824	104,220	97,128	88,869	83,258	59,525	129.0%	(24,975)	(19.1%)
May	July	143,137	53,795	166,294	146,323	147,620	125,398	128,979	116,960	100,521	83,098	89,342	166.1%	(23,157)	(13.9%)
June	August	187,749	85,724	206,299	160,714	164,452	160,936	134,662	128,011	115,363	103,334	102,025	119.0%	(18,550)	(9.0%)
July	September	209,995	125,025	209,636	188,033	189,102	178,517	139,593	134,845	124,865	113,914	84,971	68.0%	359	0.2%
August	October	232,779	143,590	203,527	208,481	182,847	162,347	135,439	140,423	127,911	119,099	89,189	62.1%	29,252	14.4%
September	November	173,871	114,035	150,073	155,973	154,296	168,483	127,446	109,621	108,084	83,768	59,836	52.5%	23,798	15.9%
October	December	137,976	100,991	154,585	171,019	143,213	146,711	119,418	117,355	104,630	91,257	36,985	36.6%	(16,608)	(10.7%)
November	January	104,058	68,489	102,056	96,464	91,415	92,185	68,846	59,754	56,965	56,435	35,569	51.9%	2,002	2.0%
December	February		100,718	152,321	135,594	141,423	145,786	109,134	84,430	88,240	69,394				
Total Collections		1,573,776	1,056,911	1,789,211	1,678,965	1,658,198	1,548,840	1,298,476	1,202,423	1,108,075	973,019	617,583	64.6%	(63,114)	(3.9%)

Budget	1,500,000	1,850,000	1,812,500	1,721,250	1,752,650	1,402,120	1,180,000	1,149,091	977,058	895,440
--------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	---------	---------

Change in YTD revenues	64.6%	-40.9%	6.6%	1.3%	7.1%	19.3%	8.0%	8.5%	13.9%	-0.4%
------------------------	-------	--------	------	------	------	-------	------	------	-------	-------

% of budget collected	104.9%	57.1%	98.7%	97.5%	94.6%	110.5%	110.0%	104.6%	113.4%	108.7%
-----------------------	--------	-------	-------	-------	-------	--------	--------	--------	--------	--------

Lodging Tax Advisory Committee
History, Current Budget, and Five Year Projection
As of 12/31/2021

	2019 Actual	2020 Actual	2021 Budget	2021 Actual YTD	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection
Hotel/Motel Tax Revenues									
Convention Center Debt (20%)	357,763	211,380	300,000	314,535	320,000	340,000	346,800	353,736	360,811
Convention Center O&M (40%)	643,256	283,218	572,085	601,375	640,000	680,000	693,600	707,472	721,621
Conv. Center Debt Service Shortfall	72,349	139,543	27,915	27,915	-	-	-	-	-
Lodging Tax Advisory Committee (40%)	715,843	422,761	600,000	629,950	640,000	680,000	693,600	707,472	721,621
Total Hotel/Motel Tax Revenues	1,789,211	1,056,901	1,500,000	1,573,776	1,600,000	1,700,000	1,734,000	1,768,680	1,804,054
LTAC Expenses									
Addl. Debt Pmts - Approved 2015	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	-
Addl. Debt Pmts - Approved 2018	25,000	-	-	-	50,000	50,000	-	-	-
Wenatchee Valley Chamber	484,100	456,833	415,000	415,000	445,000	458,350	472,101	472,101	486,264
Fourth of July Fireworks	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other Projects *	165,672	-	105,000	15,482	-	100,000	150,000	200,000	200,000
Special Olympics	-	-	-	-	20,000	20,000	20,000	20,000	20,000
Total LTAC Expenses	754,772	536,833	600,000	510,482	595,000	708,350	722,101	722,101	736,264
Other LTAC Revenue (Interest)	4,914	1,862	2,000	628	100	100	100	100	100
Net LTAC Income	(34,015)	(112,210)	2,000	120,097	45,100	(28,250)	(28,401)	(14,529)	(14,542)
LTAC Beginning Fund Balance	296,884	262,869	150,659	150,659	300,000	345,100	316,850	316,850	288,450
LTAC Ending Fund Balance	262,869	150,659	152,659	270,756	345,100	316,850	288,450	302,322	273,907

Notes:

* 2021 Actual YTD

Revenues through November 2021. Still have December 2021 revenues to receive by end of February 2022.

Other Projects include \$6,376 for Convention Center laptops and \$9,105.33 for Owl cameras.

Convention Center Operations

2022 Budget and Projection for Future Capital

	2021 Actual	2022 Budget	2023 Projected	2024 Projected	2025 Projected
Revenues					
H/M Taxes (LTAC)	587,667	640,000	680,000	693,600	707,472
Commission	-	50,000	70,000	80,000	90,000
Misc	775	200	200	200	200
Transfers In					
105 LTAC D/S	327,565	320,000	340,000	346,800	353,736
107 LTAC D/S	50,000	100,000	100,000	50,000	-
	<u>966,008</u>	<u>1,110,200</u>	<u>1,190,200</u>	<u>1,170,600</u>	<u>1,151,408</u>
Expenses					
Wages	133,005	143,020	142,316	142,316	153,031
Misc	240,599	379,610	406,183	406,183	434,615
Debt Service (required)	377,915	223,900	230,346	237,539	-
Debt Service (prepay)	-	226,100	269,654	173,523	-
Capital	97,981	150,000	150,000	150,000	150,000
	<u>849,499</u>	<u>1,122,630</u>	<u>1,198,499</u>	<u>1,109,561</u>	<u>737,647</u>
Revenues greater (less) than expenses	<u>116,508</u>	<u>(12,430)</u>	<u>(8,299)</u>	<u>61,039</u>	<u>413,761</u>
Beginning Balance	210,126	326,635	326,635	326,635	314,205
Ending Balance	326,635	314,205	318,336	387,674	727,966
Reserve %	38%	28%	27%	35%	99%

Convention Center Debt Schedule

	Original	Current	Early
2015	484,866	484,866	484,866
2016	483,965	483,965	483,965
2017	484,259	484,259	484,259
2018	484,873	784,873	784,873
2019	484,849	772,099	772,099
2020	460,950	395,942	395,942
2021	460,883	377,915	377,915
2022	297,108	223,900	450,000
2023	297,218	230,346	500,000
2024	297,723	237,539	411,062
2025	297,595	244,467	-
2026	297,725	253,863	-
2027	297,195	217,098	-
2028	297,895	-	-
2029	297,797	-	-
	<u>5,724,901</u>	<u>5,191,132</u>	<u>5,144,981</u>

Savings over original: 579,920

From: [Jerri Barkley](#)
To: [Tammy Stanger](#); [Laura Merrill](#)
Subject: FW: Facility costs budget for Wenatchee Valley Season Opener, April 2,3, 2022
Date: Monday, February 7, 2022 2:25:30 PM
Attachments: [Outlook-photo.png](#)
[Outlook-https___s3.png](#)
[Outlook-https___s3.png](#)
[Outlook-https___s3.png](#)
[Outlook-https___s3.png](#)
[image001.png](#)

CAUTION: This email originated from outside of the City of Wenatchee. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Triple crown and this specific request needs to be on the TPA agenda for this month please

Jerri Barkley
Destination Marketing Operations
Wenatchee Valley Chamber of Commerce
137 N Wenatchee Avenue Suite 101
PO Box 850
Wenatchee, WA 98801
509.662.2116



From: Roland Rivera <RRivera@triplecrownsports.com>
Sent: Thursday, February 3, 2022 10:27 AM
To: Jerri Barkley <jerri@wenatchee.org>
Subject: Facility costs budget for Wenatchee Valley Season Opener, April 2,3, 2022

Jerri,

Currently, we have 58 teams budgeted (90% out of town) for the event in April. It looks like we can hit that number, and possibly exceed. A far cry from the "glory days" of 160 plus teams, but on the way back. Our brand is GOOD.

*Event facilities budget=***\$8500**

- Chelan PUD **\$2100** (Hydro and Walla Walla)
- Wenatchee Valley College **\$1720**
- Cashmere HS **\$1200**
- Eastmont Parks Dist. =TBD
- Sterling Park=TBD
- Eastmont Jr. High=TBD
- Rec Park=TBD

I don't think we can hold at \$8500 but it will depend on how Eastmont P&R, Sterling, Eastmont Jr. High (or Dan White), and Rec Park are charged. Facility costs could go up if we have late team surge. As we had discussed, we dropped our fees appx. 20% across the board, so our revenue has been significantly reduced, and forecasts are for nominal profit.

Umpire costs budget=\$15,000 (which includes travel expense)

Lodging commission budget=\$2500

Hope that helps and I will forward invoices as we get them.



Roland G. Rivera Jr.
World Series Baseball Director, Triple Crown Sports

[970.672.0556](tel:970.672.0556) | rivera@triplecrownsports.com
www.triplecrownsports.com | www.tcworldseries.com
3930 Automation Way, Fort Collins, CO



Positive Parenting and Coaching

"Family Owned and Operated Since 1983"

WASHINGTON

2022 EVENTS

WENATCHEE VALLEY
SEASON OPENER

APRIL 2-3, 2022

8U - 14U | WENATCHEE VALLEY, WA

TRI-CITIES FATHER'S DAY
SLUGFEST

JUNE 18-19, 2022

8U-18U | PASCO, RICHLAND, & KENNEWICK, WA





STRATEGIC PLANNING PARTICIPANTS

STAKEHOLDERS:

Craig Larson:	<i>Business Development Manager, Chelan Douglas Regional Port</i>
Freyda Stephens:	<i>General Manager Coast Wenatchee Hotel, TPA Commissioner</i>
Jenny Rojanasthien:	<i>Restaurant owner Atlas Fare and The Thai, Executive Director of NCW Tech Alliance</i>
Jerrilea Crawford:	<i>Mayor, City of East Wenatchee</i>
Kristin Lodge:	<i>Wenatchee Valley Museum - Director of Development and Communications</i>
Laura Merrill:	<i>City of Wenatchee, Executive Services Director</i>
Leslie Freytag:	<i>Executive Director for Pybus Public Market</i>
Linda Haglund:	<i>Wenatchee Downtown Association, National MainStreet, TPA Commissioner</i>
Linda Herald:	<i>General Manager Wenatchee Convention Center, City of Wenatchee Council Member</i>
Miguel Cuevas:	<i>Assistant GM for Residence Inn by Marriott, WVCC Board Member</i>
Nalini Paton:	<i>Arlberg Sports owner, WVCC Board Member</i>
Steven Gnam:	<i>Professional Photographer, Community Member</i>
Tony Hickok:	<i>Marketing Director, Mission Ridge Ski & Board Resort, Board President of Evergreen Mountain Bike Alliance</i>

STAFF:

Jerri Barkley	<i>Destination Marketing Operations Director Visit Wenatchee</i>
Shiloh Burgess	<i>Executive Director of Wenatchee Valley Chamber of Commerce, Board President WTA</i>

FACILITATORS/CONSULTANTS:

Michael Novakovich	<i>NovaWerx, LLC</i>
Shannon Novakovich	<i>NovaWerx, LLC</i>

STRATEGIC PLAN EXECUTIVE SUMMARY

The strategic planning process for Visit Wenatchee took a multistep approach to achieve the following in pursuit of a robust strategic plan: capture varied stakeholder inputs and buy-in for development and execution of strategies; foster deep examination of the merits and shortcomings of existing operations and the destination; uncover opportunities for future success; provide a forum for stakeholders to develop successful strategies utilizing the subject matter expertise of Visit Wenatchee staff.

The planning process began with exploratory conversations between Visit Wenatchee and NovaWerx regarding desired outcomes as well as perceived opportunities and challenges. Additional research was conducted by NovaWerx to help facilitate a robust conversation leading to the development of sound strategies for future success. Our Valley, Our Future (a regional visioning project), the associated website and related documents provided keen insight into the needs and challenges of the community. Review of Visit Wenatchee's website was conducted as well as review of Washington State Department of Revenue's "Lodging Special Notice" (LTAC) and "Tourism Promotion Area (TPA) Lodging Charge Rate Change" for the City of Wenatchee, which provided financial insight. Destinations International Destination Next study was used to recognize industry trends and strategies for the benefit of Visit Wenatchee. Additional studies were also used to best understand the potential for visitation as the industry transitions out of the restrictive COVID-19 environment. Review of assets and amenities that make up the tourism portfolio of Wenatchee was also conducted.

The following pre-planning exercise took place via a Survey Monkey:

START/STOP/CONTINUE was used to recognize the Strengths and Weaknesses of Visit Wenatchee and helped to inform these two areas of SWOT. Staff and stakeholders engaged in this exercise in advance of the Strategic Planning Retreat to help inform the retreat's outcomes.

The following were completed at the 1.5 day retreat held on June 4 & 5, 2021 by Visit Wenatchee staff and key stakeholders:

PEST Analysis, environmental scanning of the external environment, was performed and assisted in the recognition of Opportunities and Threats (SWOT). Participants referenced Opportunities to capitalize on and identified Threats that can be mitigated by leveraging Visit Wenatchee's/Wenatchee's Strengths, Core Competencies and Competitive Advantage through the development of strategic initiatives/goals.

SWOT Analysis was conducted to examine the internal and external environment. A discussion was had with participants to highlight Strengths and Weaknesses that are internal factors and completely under the organization's control. Strengths were leveraged in the development of strategies to give Visit Wenatchee an edge over the competition. The recognition of Weaknesses aided in the development of mitigation strategies to build a stronger organization. Strengths and Weaknesses of Wenatchee as a destination were also recognized. Opportunities and Threats were recognized as external forces that are beyond the organization's control. However, participants sought to capitalize on Opportunities to gain market share, increase revenue, possibly reduce expense and increase overall viability. Additionally, strategies were generated to address Threats. SWOT was used for the development of 2021 (short-term), 2022 (mid-term) and 2023-2024 (long-term) strategies.

STRATEGIC PLAN EXECUTIVE SUMMARY Cont.

A **Big Thinking** visioning exercise was conducted to capture potential short-term and long-term strategies. Participants mined this information during the retreat for the creation of strategies while considering the SWOT analysis they had developed.

Activities to recognize **Core Competencies** and the organization's **Competitive Advantage** were also conducted. Recognition of Visit Wenatchee's/Wenatchee's Strengths aided in defining/realizing Core Competencies and Competitive Advantage, which were used to create successful strategies during the retreat.

Following these foundational activities, participants developed **Pillars for Success**, which were used as Visit Wenatchee's core areas of focus. Retreat participants developed the following Pillars:

- Financial Vitality
- Shared Community Value (satisfying Visitor's and Stakeholder's interests)
- Internal Business Processes
- Team Development
- Destination Development

The preceding activities laid the foundation for the development of 2021 (short-term), 2022 (mid-term) and 2023-2024 (long-term) strategies. Our Valley, Our Future, the community's vision project, was also used for the development of strategies as were companion documents "Our Path Forward" and the "Corona Virus Impact Survey."

All suggested strategies were refined to be:

- Specific
- Measurable
- Actionable - Visit Wenatchee had to have control to implement and/or significantly influence

A recurring theme amongst participants was "Community Shared Value" and the idea that all endeavors of Visit Wenatchee should provide real value to the residents of the community. Strategies developed by the retreat attendees can be found on pages 5-9 of this document. Included with the strategies are several suggested tactics the group generated for the achievement of specific strategies as noted.

A conversation and introduction of a newly developed brand and brand promise was introduced by Jerri Barkley, Destination Marketing Operations Director to the group for consideration. Participants responded favorably to the brand and brand promise:



Tagline

Welcome to Wenatchee: The Heart of Washington State.

Positioning

Wenatchee is the Heart of Washington state. Our region is known for its breathtaking natural beauty, focus on innovation, thriving economy, and inviting approach. Our commitment to collaboration, sharing big dreams, and taking care of one another have carefully built a safe and bountiful travel destination perfect for wanderlust explorers.

FINANCIAL VITALITY

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	2021 FINANCIAL VITALITY					
	2021.1 Pursue grant funding opportunities such as American Rescue Plan (ARP) for tourism/destination recovery					
	2021.2 Increase occupancy to 45% in 2021*					
	2022 FINANCIAL VITALITY					
	2022.1 Explore cooperative advertising opportunities by partnering with other destinations**					
	2022.2 Increase occupancy to 60% in 2022*					
	2023-2024 FINANCIAL VITALITY					
	23.24.1 Develop mechanism to engage visitors in philanthropy to support destination stewardship (2023). See Shared Community Value					
	23.24.1 Establish TPA "Opportunity Fund" for Visit Wenatchee special projects					
	23.24.1 Increase occupancy 3% annually year over year in 2023 and 2024*					
	23.24.1 Leverage strategic regional partnerships for increased economic impact					

Suggested Marketing Tactics

2021.1/2022.2/23.24.3 *Increases in Occupancy equate to increase in LTAC and TPA and relatedly Visit Wenatchee's resources to promote

2022.1 **Could include destinations outside the region

SHARED COMMUNITY VALUE

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	2021 SHARED COMMUNITY VALUE - Satisfying Visitor's and Stakeholder's Interests					
	2021.1 Develop Campaign to influence Investment, Protection & Stewardship Natural Resources*					
	2022 SHARED COMMUNITY VALUE					
	2022.1 Tourism Advocacy: Increase community engagement and education around the value of tourism**					
	2023-2024 SHARED COMMUNITY VALUE					
	23.24.1 Conduct Feasibility Study for a "Play all Year" initiative***					
	23.24.2 Develop "You're Welcome Here" initiative***					
	23.24.3 Create campaign to engage youth to share local stories via User Generated Content, driving visitation and retention of youth workforce					
	23.24.4 Develop initiative to connect new residents to community assets and amenities***					
	23.24.5 Continued Advocacy: "Keep Wenatchee Accessible for All"					
	23.24.6 Create Campaign(s) to celebrate diversity and highlight local culture through story telling***					
	23.24.7 Develop and/or License Tourism Ambassador Program					
	23.24.8 Implement mechanism to engage visitors in philanthropy to support destination stewardship (2024). See Financial Vitality					
	23.24.9 Successfully integrate digital data to better understand our visitors					

Suggested Marketing Tactics

- 2021.1** *Leave No Trace, Only Memories when you Visit Wenatchee
- 2021.1** *Visit Wenatchee Like Your Hometown
- 2022.1/23.24.2** **/***Create campaign to leverage community voices to tell our story (drive User Generated Content)
- 23.24.1** ***Explore extending days and hours of operation to enhance visitor experience as well as exploring expanded rental equipment opportunities for all seasons
- 23.24.4** ***Celebrate our roots and invite others to plant theirs through story telling campaign(s)
- 23.24.4** ***The Tourism Ambassador Program could be leveraged to address this along with other initiatives to support goal
- 23.24.5** ***Highlight diversity and local culture through food

INTERNAL BUS. PRO.

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	2021. INTERNAL BUSINESS PROCESSES					
	2022.1 Engage in data driven decision making (license SeeSource/similar)					
	2022. INTERNAL BUSINESS PROCESSES					
	2022.1 Annual Stakeholder Report (economic and community impact with revenue attribution for assets and activities where possible).					
	2023-2024. INTERNAL BUSINESS PROCESSES					
	23.24.1 Become Central Community Calendar: Develop automated calendar population tool/mechanism for sweeping local calendars					
	23.24.2 Collect visitor data through surveys with local partners***					
	23.24.3 Develop event planning resources; permits, calendaring, marketing.					
	23.24.4 Develop interactive map for calendar					
	23.24.5 Staff driven initiative: Establish TPA "Opportunity Fund" for Visit Wenatchee special projects (see Financial Vitality)					

Suggested Marketing Tactics

23.24.2 ***Incentivize through freebies

TEAM DEVELOPMENT

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	2021 TEAM DEVELOPMENT					
	2022.1 Develop Short-term and Long-term Staffing Plan for Visit Wenatchee					
	2022 TEAM DEVELOPMENT					
	2022.1 Develop travel budget and engage in DMO/Destination in-person comparisons					
	2023-2024 TEAM DEVELOPMENT					
	23.24.1 Develop budget and engage in local tourism experiences to foster deeper knowledge among staff for visitor's benefit					
	23.24.2 Develop budget and engage in training opportunities to support operations					
	23.24.3 Develop Succession Plan					

Suggested Marketing Tactics

None Suggested

DESTINATION DEV.

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	2021 DESTINATION DEVELOPMENT					
	2022.1 Advocacy for outdoor recreation/infrastructure enhancements					
	2022 DESTINATION DEVELOPMENT					
	2022.1 Create story telling video series to highlight artisans, creators and makers who provide visitor experiences (retail, breweries, wineries...etc.)					
	2023-2024 DESTINATION DEVELOPMENT					
	23.24.1 Develop iMap for Visitors and Residents (reference Lake Oswego, OR)***					
	23.24.2 Advocate for development of Pedestrian Wayfinding Signage in downtown to loop trail					
	23.24.3 Partner to facilitate Trail Counters at local trails***					
	23.24.4 Advocate for Gateway Beautification and Cleanliness Plans with City Government					
	23.24.5 Advocate for Paved Parking and Restrooms at Trailheads					
	23.24.6 Advocate for the development of Beach Access					
	23.24.7 Develop Council/Committee/Coalition to explore future tourism opportunities and infrastructure development***					
	23.24.8 Develop District Districts: Cultural Diversity District and Arts & Culture District					
	23.24.9 Develop Internship/Ambassador program with CWU and WSU Hospitality Programs					
	23.24.10 Expand Sports Infrastructure					

Suggested Marketing Tactics

- 23.24.1** ***Links to Visit Wenatchee Website and provide mapping and information to drive visitor spending/economic impact. <https://oswegocountytoday.com/news/oswego/county-launches-tourism-i-map-for-visitors-and-residents/>
- 23.24.3** ***Use for data driven decision making and to demonstrate increased use/effectiveness of Visit Wenatchee's endeavors
- 23.24.7** ***Mobile pedal & drink, boat gas station, boat concierge, enhanced parking, wayfinding signage, transportation options and rentals

RECOMMENDATIONS

The following are provided as recommendations for the successful execution of the strategic plan:

ACTION PLAN/SMART GOALS

An accompanying “SMART Goals Action Plan” has been provided with this summary report and strategic plan in an Excel document for continual updating of progress. Effective goals clearly state what the goal is, when it begins and ends, who is responsible and they are measurable. Effective goals are SMART goals: Specific, Measurable, Attainable, Responsible Person, Time bound. The Action Plan provides a SMART goal framework for each of the strategic objectives developed.

- Visit Wenatchee is sure to find the tool useful for reporting/updates to stakeholders, which was an identified strategy under the *Internal Business Processes* Pillar.

SUPPORTIVE WORK PLANS

Create supportive work plans/tactical plans (marketing plans...etc.) and/or plans for individual team members utilizing SMART goals and the SMART goals framework used for the strategic plan to support short-term and long-term strategies. This creates a mechanism for accountability as well as a tool to aid in annual performance evaluations and reporting out to stakeholders.

ENHANCE CULTURE OF ACHIEVEMENT

Create additional mechanisms for achievement as appropriate. Suggestions include: Monthly review and progress updating of strategic plan among Visit Wenatchee team members to ensure advancement of strategic initiatives within the selected time-frame. Progress updates provided at regular intervals to TPA Commission on progress of TPA related initiatives.

DRIVE FUTURE SUCCESS

- Hold annual retreat to update your strategic plan and enhance alignment between Visit Wenatchee and key stakeholders (1/2 day mini-retreat rather than a full strategic planning retreat to update current plan)
- Adhere to the principal that sacred cows must die (we must slay sacred cows)
- Ask the hard questions
- Lay down the hard truths

PEST ANALYSIS

POLITICAL/LEGAL

Access to COVID Recovery Funds to Support Tourism
Environmental Concerns Potential to Slow Economic Development
Impacts of COVID-19 Response on Business (ever changing regulations/requirements)
Influences of New Residents on Decision Making
Newly Elected Officials (local) - Will They Support Tourism?
Not Heard by Washington State Elected Officials
Political Divide Locally (extreme right and extreme left)
Taxes: Capital Gains/Negative - Tourism Taxes/Positive
Unemployment Impacts

ECONOMIC

Availability of Credit (not easily accessible for all)
Housing Shortage and Affordability (negative impact on worker recruitment)
Income Disparity (increasing)
Increased disposable income amongst visitors
Worker Shortages (barriers created by government)

SOCIO-CULTURAL

Diversity (divided community/fear of change/unconscious bias)
Divide Between Religious Factions and the Left
Emotional Health Issues (COVID)
Rise of Remote Workers (opportunity)
Younger Generation's Work Ethic

TECHNOLOGICAL

E-Commerce (growing opportunity)
Lack of Technology Available to Induce or Enhance Travel (local adoption)
Leverage Data Driven Decision Making (data analytics)
Online Presence of Tourism Businesses (websites and social channels) - Lacking Locally
Rise of Remote Workers (opportunity)

SWOT ANALYSIS

STRENGTHS (Organization)

1. Stakeholder Relations
2. Collaborative investment in resources
3. Leadership inside and outside of the community
4. Communications
5. Gathering spots/Networking

STRENGTHS (Destination)

1. Abundance of high quality outdoor recreation opportunities
2. Accessibility of outdoor activities
3. Centrally located
4. Weather/Four Seasons
5. People/Hospitality community
6. Wineries/Breweries

WEAKNESSES (Organization)

1. Lack of staff
2. Re-branding/Positioning
3. Leveraging technology for two-way communication with visitors
4. Sports Tourism

WEAKNESSES (Destination)

1. Accessibility/Transportation
2. Social activities/Nightlife/Arts & Entertainment/Indoor attractions
3. Tourism Infrastructure (wayfinding, attractions, boat rentals/Services (hours of ops.)
4. Limited financial resources (compared to competition)
5. Perceptions of destination compared to competitive set
6. Sports facilities
7. Event space capacity constraints

SWOT ANALYSIS

OPPORTUNITIES

Investment in Outdoor Recreation Infrastructure
Product development of premium amenities (arts & wineries) and Indoor Attractions
Messaging Opportunities: Clear, Relevant, Focused
Increasing Access: Expanded Business Hours/Open Sunday
Further Capitalize on Drive Markets
Focus on Young Demographics/Families

THREATS

Tourism Funding
Competitors Building Out More Robust Tourism-Related Facilities
Environmental/Forest Fires
Negative Impressions: Unattractive Entrance into Town and Visual Clutter
Non-Welcoming Culture
COVID-19 Recovery

START/STOP/CONTINUE

START: What does Visit Wenatchee need to START doing to achieve your mission, vision, values, and/or to address new opportunities/challenges.

- Celebrate diversity
- Develop new marketing approaches: Visit Wenatchee Magazine and Values-Based Tourism
- Leverage the power of storytelling - focusing on Wenatchee's uniqueness in a compelling fashion
- Embrace innovation while honoring traditions and investing in the attributes that drive the visitor economy
- Engage in Product Development (i.e. development of arts in a meaningful way)
- Investment in infrastructure (development and maintenance) - regional approach: facilities, trail development, wayfinding signage, and municipal infrastructure investments to pace with community growth
- Long-range planning to create pathways today to support a thriving community generations from now

STOP: What must you STOP doing as an organization in order to achieve your mission, vision, values and goals or to successfully address current/future challenges and/or opportunities? ***Restated as opportunities for improvement.***

- Be open to change
- Create onboarding process for members/key stakeholders to highlight the value Visit Wenatchee provides (tourism economy and relatedly, enhanced quality of life for all residents) while facilitating understanding and alignment with Visit Wenatchee's mission, vision, values and goals
- Embrace new marketing tactics with a focus on Wenatchee's strengths as a destination
- Only invest in activities that lead to quality of life enhancement for residents
- Preserve local aesthetics - including unobstructed views of the valley's scenic beauty. Preserve the uniqueness of Wenatchee that provides a competitive advantage over metropolitan destinations.
- Extend visitor stays by enhanced management of the visitor experience path

CONTINUE: What does Visit Wenatchee need to continue doing to maintain current success and foster future success?

- Collaborative endeavors that represent the community
- Highlight community shared values to drive local investment
- Promoting Wenatchee's quality of life attributes and amenities: "small town vibe," outdoor recreational opportunities were mentioned frequently in the assessment tool
- Search out and share local stories, highlighting authentic experiences visitors can enjoy. This also drives community member buy-in and can facilitate future investment (partnership/other)
- Marketing year-round experiences and not be dissuaded by perceptions of seasonality due to snow on the mountain passes

CORE COMPETENCIES

Advocacy
Quality of the Product
Relationships/Partnerships/Collaboration/Mutual Respect
Story Telling/Marketing
Vision
Visitor Center Experience

COMP. ADVANTAGE

Accessibility/Hometown Feel/Uncrowded
Effective Management of Sustainable Tourism
Protected Public Access
Proximity to a Diverse Range of Outdoor Recreation
Four Distinct Seasons (Weather)
Tourism Segments (Leisure, Business, Group and Medical)
Tribal Relations

BIG THINKING

If money were no object, what would we do differently to achieve desired outcomes through Visit Wenatchee

- Create beach access
- Celebrate cultural diversity district
- Dedicated effort to coordinate and communicate information to educate community
- Expand sports infrastructure
- Festival/event/experience coordinator
- Gateway beautification
- Investment and support in convention center, PAC and recreation
- Investment in arts and cultural district
- More flex-space
- Promote region as a epicurean destination
- Walkable district

If you could add a whole new program/initiative, what would it be and why?

- Expand agritourism
- Highlight businesses open on Sundays and after 5:00 pm
- Local campaign – expanded hours of operation. Feasibility study/cost benefit analysis
- Mechanism to maintain recreational infrastructure
- Micromobility
- Tourism ambassador program

If you were to focus on your core competencies, do you need to retire any operation(s). If so, why?

- Evaluation of current marketing tactics to understand what works and what doesn't

What organization or business inspires you and makes you think, "I want to be like them"? What approach or lessons would you take from them?

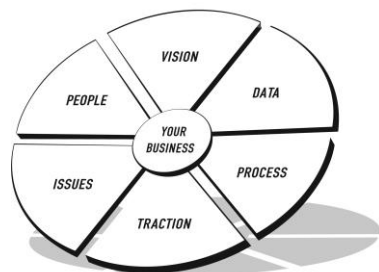
Visit Oregon: Destination Stewardship | Destination Sustainability
Personalized Experience | Visitor Philanthropy Messaging

Visit

Leavenworth: Virtual Experience: Advent Calendar | Christmas Lighting

Micro

Publications: Real Stories Told in Real Ways (Freehub Magazine)



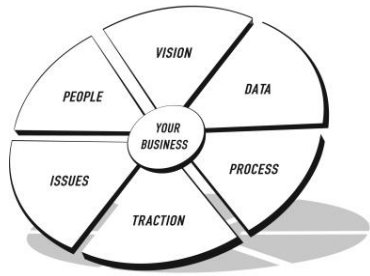
THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: VISIT WENATCHEE LTAC

VISION

CORE VALUES	1. Community Shared Value Deliver	3-YEAR PICTURE™
CORE FOCUS™	Wenatchee is the Heart of Washington State. Our region is known for its breathtaking natural beauty, focus on innovation, thriving economy, and inviting approach. Our commitment to collaboration, sharing big dreams, and taking care of one another have carefully built a safe and bountiful travel destination perfect for wanderlust explorers.	<p>Future Date: December 31^s, 2025 Revenue:</p> <p>Reserves: Measurables: 60% Hotel Occupancy</p> <p>What does it look like?</p> <ul style="list-style-type: none"> • Occupancy has increased 3% annually • Strategic partnerships are leveraged to increase tourism economic impact • TPA “opportunity fund” for Visit Wenatchee special projects established and thriving • Visitors are successfully engaged in philanthropy to support destination stewardship • Play all year, You’re Welcome here = both campaigns are successful • Tourism Ambassador Program alive and well. • Tourism campaign celebrating diversity and highlighting local culture through story telling up and functioning • Successful campaign established via user generated content driving visitation and retention of youth workforce • Digital data is informing marketing plan and ad buying decisions successfully and to better understand our visitors • Visit Wenatchee maintains the community calendar. • Event planning resources are completed and used for internal and external communications: resources, permits, marketing & calendar • Interactive map on website fully integrated onto visit site • Infrastructure coalition has identified tourism opportunities and infrastructure development needs w/assigned priorities • Successful initiative developed to connect residents to community assets & amenities • We collect visitor data through surveys with local partners w/incentives • Succession plan in place • Wenatchee is continually progressing to be accessible to all • Team is engaged in local experiences and has a deep knowledge of visitor benefits • Staff training and support is adequately funded • Advocate for Pedestrian wayfinding signage in downtown to/from loop trail • Advocate for beautification of gateways and cleanliness plan w/city • Advocate for development of beach access
10-YEAR TARGET™	A viable partner with State of WA, a recognized national brand	
MARKETING STRATEGY	<p>The Heart of Washington State</p> <p>Financial Vitality Shared Community Value (satisfying Visitor’s and stakeholders interests) Internal Business Processes Team Development</p>	

- iMap for visitors and residents in place
- partnership created to facilitate trail counters at local trails
- advocate for paved parking and restrooms at trailheads
- committee/city council partnership created with priorities established for future development of tourism infrastructure and other tourism opportunities
- cultural diversity district and art district are development
- intern/ambassador programs have been established at CWU and WSU Hospitality programs
- sports infrastructure has been expanded to include:?



THE VISION/TRACTION ORGANIZER

ORGANIZATION NAME: VISIT WENATCHEE LTAC

TRACTION

1-YEAR PLAN	ROCKS	ISSUES LIST																																																																								
<p>Future Date: December 31, 2022</p> <p>Revenue: \$</p> <p>Reserves: \$</p> <p>Measurables: 60% Hotel Occupancy</p> <p>Goals for the Year:</p> <table border="1"> <tr><td>1.</td><td>Hiring plan for visit wenatchee</td></tr> <tr><td>2.</td><td>Explore cooperative advertising opportunities by partnering with other destinations</td></tr> <tr><td>3.</td><td>Renew multiyear contracts with Cities of Wenatchee, East Wenatchee and Chelan County</td></tr> <tr><td>4.</td><td>Develop campaign to influence investment, protection, and stewardship natural resources</td></tr> <tr><td>5.</td><td>Tourism advocacy: increase community engagement and education around the value of tourism</td></tr> <tr><td>6.</td><td>Engage in data driven decision making</td></tr> <tr><td>7.</td><td>Annual stakeholder report: economic and community impact with revenue attribution for assets & activities</td></tr> <tr><td>8.</td><td>Develop travel budget and engage in DMO/Destination in-person comparisons</td></tr> <tr><td>9.</td><td>Create storytelling video series to highlight artisans, creators and makers who provide visitor experiences</td></tr> <tr><td>10.</td><td>Advocate for outdoor recreation/infrastructure enhancements</td></tr> </table>	1.	Hiring plan for visit wenatchee	2.	Explore cooperative advertising opportunities by partnering with other destinations	3.	Renew multiyear contracts with Cities of Wenatchee, East Wenatchee and Chelan County	4.	Develop campaign to influence investment, protection, and stewardship natural resources	5.	Tourism advocacy: increase community engagement and education around the value of tourism	6.	Engage in data driven decision making	7.	Annual stakeholder report: economic and community impact with revenue attribution for assets & activities	8.	Develop travel budget and engage in DMO/Destination in-person comparisons	9.	Create storytelling video series to highlight artisans, creators and makers who provide visitor experiences	10.	Advocate for outdoor recreation/infrastructure enhancements	<p>Future Date: March, 2022</p> <p>Revenue: \$</p> <p>Reserves: \$</p> <p>Measurables: 50% occupancy or better</p> <p>Rocks for the Quarter:</p> <table border="1"> <thead> <tr> <th></th> <th>Who</th> </tr> </thead> <tbody> <tr><td>1.</td><td>Stand up Datafy</td><td>JB</td></tr> <tr><td>2.</td><td>Sign agreement and create ads for Brand USA/MTA advertising partnership</td><td>JB</td></tr> <tr><td>3.</td><td></td><td></td></tr> <tr><td>4.</td><td></td><td></td></tr> <tr><td>5.</td><td></td><td></td></tr> <tr><td>6.</td><td></td><td></td></tr> <tr><td>7.</td><td></td><td></td></tr> <tr><td>8.</td><td></td><td></td></tr> </tbody> </table> <p>With your cursor in the last row, press Tab to add another row.</p>		Who	1.	Stand up Datafy	JB	2.	Sign agreement and create ads for Brand USA/MTA advertising partnership	JB	3.			4.			5.			6.			7.			8.			<table border="1"> <tbody> <tr><td>1.</td><td>TPA</td></tr> <tr><td>2.</td><td>LTAC</td></tr> <tr><td>3.</td><td>Intention of City of Wenatchee for further DMO contract</td></tr> <tr><td>4.</td><td>Intention of City of E Wenatchee for further DMO contract</td></tr> <tr><td>5.</td><td></td></tr> <tr><td>6.</td><td></td></tr> <tr><td>7.</td><td></td></tr> <tr><td>8.</td><td></td></tr> <tr><td>9.</td><td></td></tr> <tr><td>10.</td><td></td></tr> <tr><td>11.</td><td></td></tr> <tr><td>12.</td><td></td></tr> <tr><td></td><td></td></tr> </tbody> </table> <p>With your cursor in the last row, press Tab to add another row.</p>	1.	TPA	2.	LTAC	3.	Intention of City of Wenatchee for further DMO contract	4.	Intention of City of E Wenatchee for further DMO contract	5.		6.		7.		8.		9.		10.		11.		12.			
1.	Hiring plan for visit wenatchee																																																																									
2.	Explore cooperative advertising opportunities by partnering with other destinations																																																																									
3.	Renew multiyear contracts with Cities of Wenatchee, East Wenatchee and Chelan County																																																																									
4.	Develop campaign to influence investment, protection, and stewardship natural resources																																																																									
5.	Tourism advocacy: increase community engagement and education around the value of tourism																																																																									
6.	Engage in data driven decision making																																																																									
7.	Annual stakeholder report: economic and community impact with revenue attribution for assets & activities																																																																									
8.	Develop travel budget and engage in DMO/Destination in-person comparisons																																																																									
9.	Create storytelling video series to highlight artisans, creators and makers who provide visitor experiences																																																																									
10.	Advocate for outdoor recreation/infrastructure enhancements																																																																									
	Who																																																																									
1.	Stand up Datafy	JB																																																																								
2.	Sign agreement and create ads for Brand USA/MTA advertising partnership	JB																																																																								
3.																																																																										
4.																																																																										
5.																																																																										
6.																																																																										
7.																																																																										
8.																																																																										
1.	TPA																																																																									
2.	LTAC																																																																									
3.	Intention of City of Wenatchee for further DMO contract																																																																									
4.	Intention of City of E Wenatchee for further DMO contract																																																																									
5.																																																																										
6.																																																																										
7.																																																																										
8.																																																																										
9.																																																																										
10.																																																																										
11.																																																																										
12.																																																																										