City of Wenatchee Tourism Promotion Area Board Regular Meeting Coast Hotel

Wednesday, March 16, 2022 Noon

Agenda

"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 from 1/19/2022 (TPA portion) and notes from 2/16/2022
- 3. Review of Financials (overview of hotel-motel tax receipts, STR reports, TPA ytd budget)
- 4. TPA Vacancies and Expired Term
- 5. Review Strategic Report
- 6. Public Comment
- 7. Adjourn

City of Wenatchee Tourism Promotion Area Board Regular Meeting Coast Hotel

Wednesday, February 16, 2022 Noon



NOTES

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

Present: Freyda Stephens, Linda Haglund, Mike Poirier

Staff: Laura Merrill, Brad Posenjak, Tammy Stanger, Jerri Barkley

- 1. Introductions. Everyone introduced themselves and Freyda Stephens called the meeting to order at noon. A quorum of members was not present.
- 2. Approval of Minutes from 1/19/2022 (TPA portion). No action was taken due to lack of quorum.
- 3. Review of Financials (overview of hotel-motel tax receipts, STR reports, TPA ytd budget). Brad Posenjak provided an overview on the year-to-date financials.
- 4. TPA Vacancies and Expired Term. There are currently three vacancies on the board. Freyda Stephens announced that the new Best Western Plus General Manager is interested in applying. They discussed others who may be interested in serving.
- 5. KW Media Annual Report KW Media. Katrina Williams provided a handout and reviewed the "2021 Advertising Recap: Creative and Marketing" with the board.
- 6. Triple Crown Request for Funding. Triple Crown has requested financial support in the amount of \$8,500 to be used for fields and field prep. The board discussed if the funds requested meet the definition of "tourism marketing." Finance Director Brad Posenjak reviewed the city code for use of TPA dollars for tourism marketing. The event does bring in many who stay in local hotels. Without the fields there would be no event. Linda Haglund made a recommendation to provide up to \$8,500 to be used for payment for the use of the fields and an accountability report back showing total people in attendance, lodging numbers, etc. Executive Services Director Laura Merrill suggested that LTAC also review the request to see if it would be a better fit to have the request come from LTAC

funds. The LTAC meets February 23 and staff will be sure it's on the meeting agenda to discuss.

- 7. Review Strategic Report. Continued to next meeting.
- 8. Public Comment. None.
- 9. Adjourn. With no further business, the meeting adjourned at 1:18 p.m.

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 Tourism Promotion Area Actual Received - 10 Years \$1 per room per night - Ord. 2006-29

\$2 per room per night - Ord. 2020-29 (Effective 4/1/21)

Month	Month											2021/2	2020	2021/2	2019
Collected	Received	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Differ	ence	Differe	ence
January	March	17,766	16,280	15,234	13,930	13,539	12,871	11,825	11,690	12,030	9,429	1,485	9.1%	2,532	16.6%
February	April	15,661	10,540	14,179	12,439	14,406	13,145	11,911	12,633	12,232	12,252	5,121	48.6%	1,482	10.5%
March	May	19,523	10,173	17,745	18,434	20,922	15,888	16,471	16,248	15,979	14,089	9,350	91.9%	1,778	10.0%
April	June	37,902	9,011	19,732	17,922	19,428	17,155	15,636	18,431	16,198	16,650	28,891	320.6%	18,170	92.1%
May	July	43,012	10,289	23,607	23,298	21,498	18,181	19,499	20,227	18,255	15,979	32,723	318.0%	19,405	82.2%
June	August	51,124	15,425	26,639	21,321	22,444	23,182	20,676	22,401	19,911	18,967	35,699	231.4%	24,485	91.9%
July	September	55,591	20,440	27,237	24,879	24,917	24,397	20,873	22,171	21,652	21,567	35,151	172.0%	28,354	104.1%
August	October	68,062	22,139	26,337	26,794	24,571	23,928	21,179	22,652	22,483	21,204	45,923	207.4%	41,726	158.4%
September	November	48,212	18,839	21,944	21,263	21,418	23,078	19,541	19,067	19,552	16,091	29,373	155.9%	26,268	119.7%
October	December	40,567	19,013	21,702	22,746	19,636	20,001	17,454	18,570	18,155	17,621	21,554	113.4%	18,865	86.9%
November	January	37,175	13,824	16,315	15,132	13,675	13,532	12,405	11,068	10,921	11,262	23,351	168.9%	20,861	127.9%
December	February	46,544	19,433	21,743	19,336	19,924	17,922	16,228	14,368	15,998	14,083	27,112	139.5%	24,801	114.1%
Total Collec	tions	481,140	185,406	252,414	237,494	236,378	223,280	203,698	209,526	203,366	189,194	295,734	159.5%	228,726	90.6%
Budget		375,000	250,000	250,000	235,780	235,780	222,000	200,000	200,000	199,808	183,300				
Change in YT	D revenues	159.5%	-26.5%	6.3%	0.5%	5.9%	9.6%	-2.8%	3.0%	7.5%	2.8%			2021/2019)
% of budget of	collected	128.3%	74.2%	101.0%	100.7%	100.3%	100.6%	101.8%	104.8%	101.8%	103.2%		All things	equal:	5.8%

Tourism Promotion Area 2021 Revenues and Expenses

	2020 Actual	2021 Budget	2021 Actual
Revenues			
Tourism Promotion Area fee	185,406	375,000	481,140
Interest/Miscellaneous	2,386	500	985
Total Revenues	187,792	375,500	482,125
Expenses			
Marketing Oversight (Chamber)	11,250	11,250	11,250
Agency Contract Work (ad agency)	7,586	22,500	17,500
Advertising Support			
Business plan advertising	122,500	225,000	221,860
Media opportunity buys	-	10,000	2,495
Convention Center Support	3,000	3,000	-
Strategic Plan	-	2,000	2,000
Community Event Fund Support	-		
WDA Revitalization WA		2,000	-
Flywheel Conference	1,000	-	-
TREAD	-	5,000	5,000
Upgrade area videos	-	7,500	-
Assist Chamber with 4th July Event	-	15,000	175
Unallocated - potential new events	-	33,000	8,050
Special Olympics	15,000	-	-
Chamber Destination Marketing	-	-	-
Travel Writers	50	8,000	4,276
Downtown Lights for Visitors	-	1,000	1,000
Total Expenses	160,386	345,250	273,606
Revenues greater (less) than expenses	27,406	30,250	208,519
Beginning Fund Balance	113,263	140,668	140,668
beginning rana balance	113,203	170,000	140,000
Estimated Ending Fund Balance	140,668	170,918	349,187

Tourism Promotion Area 2022 Revenues and Expenses As of 3/11/2022

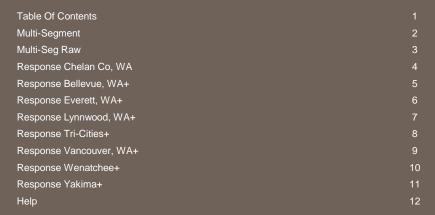
	2021 Actual	2022 Budget	2022 Actual
Revenues			
Tourism Promotion Area fee	481,140	450,000	-
Interest/Miscellaneous	985	450	-
Total Revenues	482,125	450,450	-
Expenses			
Marketing Oversight (Chamber)	11,250	11,250	-
Agency Contract Work (ad agency)	17,500	25,000	-
Advertising Support			
Business plan advertising	221,860	250,000	-
Media opportunity buys	2,495	10,000	-
Convention Center Support	-	4,000	-
Strategic Plan	2,000	-	-
Community Event Fund Support			
WDA Revitalization WA	-	2,000	-
TREAD	5,000	4,000	-
Upgrade area videos	-	3,000	-
Assist Chamber with 4th July Event	175	15,000	-
Unallocated - potential new events	8,050	54,813	-
Chamber Destination Marketing	-	61,437	-
Travel Writers	4,276	8,000	-
Downtown Lights for Visitors	1,000	1,500	
Total Expenses	273,606	450,000	-
Revenues greater (less) than expenses	208,519	450	
Beginning Fund Balance	140,668	349,187	349,187
Estimated Ending Fund Balance	349,187	349,637	349,187
-		•	

Contribution to Chamber of Commerce Budget: 360,687

Date Created: Feb 16, 2022

Wenatchee Valley Chamber of Commerce

For the Month of January 2022





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Tab 2 - Multi-Segment

Wenatchee Valley Chamber of Commerce

For the month of: January 2022

				Curr	ent Month	January 20	22 vs Jar	nuary 20	21							Yea	ar to Date - J	anuary 202	2 vs Jan	uary 202						Part	icipation	
	Осс	%	AD	R	RevP	AR	Р	ercent C	hange fr	om Janu	ıary 2021		Occ	%	AD	R	RevP	AR		Percent	Change	from YT	D 2021		Prop	erties	Roo	oms
										Room		Room										Room	Room	Room			_	
	2022	2021	2022	2021	2022	2021	Осс	ADR	RevPAR	Rev	Avail	Sold	2022	2021	2022	2021	2022	2021	Осс	ADR	RevPAR	Rev	Avail	Sold	Census	Sample	Census	Sample
Wenatchee+	44.1	49.4	93.13	81.73	41.10	40.34	-10.6	13.9	1.9	15.5	13.4	1.4	44.1	49.4	93.13	81.73	41.10	40.34	-10.6	13.9	1.9	15.5	13.4	1.4	22	16	1805	1554
Chelan County, WA	41.2	43.9	107.10	99.47	44.16	43.68	-6.1	7.7	1.1	10.1	8.9	2.2	41.2	43.9	107.10	99.47	44.16	43.68	-6.1	7.7	1.1	10.1	8.9	2.2	59	18	3169	1724
Bellevue, WA+	35.2	25.9	127.25	84.50	44.83	21.91	35.9	50.6	104.6	102.8	-0.9	34.7	35.2	25.9	127.25	84.50	44.83	21.91	35.9	50.6	104.6	102.8	-0.9	34.7	25	24	5235	5211
Everett, WA+	56.4	46.4	84.14	67.97	47.44	31.51	21.6	23.8	50.6	50.6	0.0	21.6	56.4	46.4	84.14	67.97	47.44	31.51	21.6	23.8	50.6	50.6	0.0	21.6	24	19	2200	1977
Lynnwood, WA+	47.4	41.6	104.61	81.76	49.61	33.97	14.1	28.0	46.0	46.0	0.0	14.1	47.4	41.6	104.61	81.76	49.61	33.97	14.1	28.0	46.0	46.0	0.0	14.1	14	12	1610	1520
Tri-Cities+	50.0	33.6	92.21	76.47	46.10	25.73	48.6	20.6	79.2	56.5	-12.6	29.8	50.0	33.6	92.21	76.47	46.10	25.73	48.6	20.6	79.2	56.5	-12.6	29.8	44	35	3835	3484
Vancouver, WA+	53.6	50.0	110.25	83.86	59.06	41.96	7.1	31.5	40.8	43.8	2.1	9.4	53.6	50.0	110.25	83.86	59.06	41.96	7.1	31.5	40.8	43.8	2.1	9.4	30	28	2863	2726
Yakima+	39.0	32.7	87.48	75.68	34.08	24.78	19.0	15.6	37.5	37.5	0.0	19.0	39.0	32.7	87.48	75.68	34.08	24.78	19.0	15.6	37.5	37.5	0.0	19.0	31	17	2480	1516

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			С	urrent Month - Ja	nuary 2022 vs	January 20	21						Year to Date - Ja	nuary 2022 vs Ja	nuary 202	1		
		Supply			Demand			Revenue			Supply			Demand			Revenue	
	2022	2021	% Chg	2022	2021	% Chg	2022	2021	% Chg	2022	2021	% Chg	2022	2021	% Chg	2022	2021	% Chg
Wenatchee+	55,955	49,352	13.4	24,694	24,360	1.4	2,299,735	1,991,061	15.5	55,955	49,352	13.4	24,694	24,360	1.4	2,299,735	1,991,061	15.5
Chelan County, WA	98,239	90,210	8.9	40,508	39,619	2.2	4,338,226	3,940,712	10.1	98,239	90,210	8.9	40,508	39,619	2.2	4,338,226	3,940,712	10.1
Bellevue, WA+	162,285	163,773	-0.9	57,172	42,456	34.7	7,275,090	3,587,561	102.8	162,285	163,773	-0.9	57,172	42,456	34.7	7,275,090	3,587,561	102.8
Everett, WA+	68,200	68,200	0.0	38,453	31,612	21.6	3,235,562	2,148,724	50.6	68,200	68,200	0.0	38,453	31,612	21.6	3,235,562	2,148,724	50.6
Lynnwood, WA+	49,910	49,910	0.0	23,671	20,740	14.1	2,476,242	1,695,618	46.0	49,910	49,910	0.0	23,671	20,740	14.1	2,476,242	1,695,618	46.0
Tri-Cities+	118,885	136,090	-12.6	59,436	45,794	29.8	5,480,533	3,501,813	56.5	118,885	136,090	-12.6	59,436	45,794	29.8	5,480,533	3,501,813	56.5
Vancouver, WA+	88,753	86,893	2.1	47,542	43,474	9.4	5,241,395	3,645,789	43.8	88,753	86,893	2.1	47,542	43,474	9.4	5,241,395	3,645,789	43.8
Yakima+	76,880	76,880	0.0	29,950	25,178	19.0	2,619,986	1,905,396	37.5	76,880	76,880	0.0	29,950	25,178	19.0	2,619,986	1,905,396	37.5

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								202	0							20	21 _									2022	2						
					Open		Chg in	П	Т	П	\top	П	\top		Т	\top	П	Т		П	Т	Т	T		\top	Т	Т	\Box	П	Т	Т	П	П
R Code	Name of Establishment	City & State	Zip Code	Aff Date	Date	Rooms	Rms	J	F M	Α	M J	J	A S	0	N [D J	F	M A	M	J	J	A S	0	N	D	J	F M	/ A	M	JJ	. A	S	0
17959	Avenue Motel	Wenatchee, WA	98801	Jun 1962	Jun 1962	38																											
70654	Avid Wentachee	Wenatchee, WA	98801		U/C	95																											
38332	Best Western Chieftain Inn	Wenatchee, WA	98801	Mar 2002	May 1999	77		•	• •		•	•	•	•	• •	•		• •	•	•	• •	•	•	•	• (•							
35136	Best Western Plus Wenatchee Downtown Hotel	Wenatchee, WA	98801	Sep 2018	Jun 1997	81		•	• •	•	•	•		•	• •		•		•	•			•	•	• (•							
17960	Closed - Chieftain Motel	Wenatchee, WA	98801	May 1999		0																											
	Closed - Uptowner	Wenatchee, WA	98801	Jan 2003		0																		П	\neg	т	-				-		
	Closed - Value Inn	Wenatchee, WA	98801	Jan 2020	Jun 1965	0	Υ																										
	Coast Wenatchee Center Hotel	Wenatchee, WA	98801	Mar 2003	Jun 1977	147	•																										
	Comfort Suites Wenatchee Gateway	Wenatchee, WA	98801	Sep 2009	Sep 2009	84																									-		
	Downtown Inn Wenatchee														•					•	•	•	•	•	•	•					-		
		Wenatchee, WA	98801	Jul 2021	Jun 1961	37		• (• •	• •	•	• •	•	•	• •	•	• (•	•	•					_	_	_				-		
	Economy Inn	Wenatchee, WA	98801	Jun 1998	Jun 1958	42																				4							
	Hilton Garden Inn Wenatchee	Wenatchee, WA	98801	Jul 2020	Apr 2019	176	Υ	• (• •			•	•	•	• •	•	• (• •	•	•	• •	•	•	•	• •	•		ш	\perp		_		
	Holiday Inn Express Wenatchee	Wenatchee, WA	98801	Sep 1996	Sep 1996	92		• •	• •	•	•	•	•	•	• •	•	•	•	•	•	• •	•	•	•	• (•							
19509	La Quinta Inns & Suites Wenatchee	Wenatchee, WA	98801	Jan 2002	Jul 1993	65		• •	• •	•	•	• •	• •	•	• •	• •	•	• •	•	•	• •	•	•	•	•	•			1				
49959	Lyles Motel	Wenatchee, WA	98801	Jun 1958	Jun 1958	22																											
73373	Moonlight Motor Lodge and RV Park	Wenatchee, WA	98801	Jan 1954	Jan 1954	18																		П	\neg	т					П		
	Motel 6 Wenatchee	Wenatchee, WA	98801	Jul 2010	Jun 1970	58								•					•				•										
	My Place Wenatchee	Wenatchee, WA	98801		U/C	63																			\neg	т							
	Red Lion Hotel Wenatchee	Wenatchee, WA	98801	Oct 1999	Jun 1974	149																											
	Residence Inn By Marriott Wenatchee	Wenatchee, WA	98801	Sep 2021	Sep 2021	127									•			_	-		٠,										-		
						86											-		-			-					-				-		
	Sleep Inn & Suites Wenatchee	Wenatchee, WA	98801	Feb 2021	Feb 2021												• (•	•	•	• •	•	•	•	• •	•							
	SpringHill Suites Wenatchee	Wenatchee, WA	98801	Mar 2010	Mar 2010	109		• (• •	• •	•	•	•	•	• •	•	• (• •	•	•	• •	•	•	•	• •	•	_				_		
	Super 8 Wenatchee	Wenatchee, WA	98801	Dec 2004	Jun 1984	102		• •	•	•	•	•	•	•	• •	•	•	•	•	•	• •	•	•	•	• •	,					4		
	Travelodge Wenatchee	Wenatchee, WA	98801	Sep 1994	Jun 1980	48		• •	• •	•	•	•	•	•	• •	•	•	•	•	•	• •	•	•	•	• (•							
17856	Village Inn Motel	Cashmere, WA	98815	Jun 1976	Jun 1976	21																											
31872	Wedge Mountain Inn	Cashmere, WA	98815			28																											
30817	Apple Inn Motel	Chelan, WA	98816	Jun 1975	Jun 1975	41																											
	Campbell's Resort	Chelan, WA	98816	Jun 1901	Jun 1901	173	Υ	0 0	0 0	0 0	0	0 0	0	0	0 0	0	0 0	0	0	0	o o	0	0	0	0 (0							
	Chelan Rentals	Chelan, WA	98816	Jan 2002	Jan 2002	17																											
	Darnell's Lake Resort	Chelan, WA	98816	Jun 1973	Jun 1973	38																				т							
	Grandview On The Lake	Chelan, WA	98816	Jun 1935	Jun 1935	92																											
	Lakeside Lodge & Suites	Chelan, WA	98816	Dec 2012	Jul 1991	93																			-	-					-		
		/																							_	_	_				-		
	Lakview Hotel	Chelan, WA	98816	Jan 1926	Jan 1926	12																				-							
	Midtowner Motel	Chelan, WA	98816	Jun 1985	Jun 1985	45																			_	_		ш	\perp		\perp		
	Riverwalk Inn & Cafe	Chelan, WA	98816	Jan 1918	Jan 1918	13																											
43789	Alpen Rose Inn	Leavenworth, WA	98826	May 1994	May 1994	16																											
31898	Alpine Rivers Inn	Leavenworth, WA	98826	Jun 1986	Jun 1986	27																											
53967	Aspen Suites @ Icicle Village	Leavenworth, WA	98826	Aug 2005	Aug 2005	30																											
55126	Bavarian Lodge	Leavenworth, WA	98826	Jul 2005	Jul 2005	54																											
	Bavarian Ritz Hotel	Leavenworth, WA	98826	Jun 1981	Jun 1981	16																		П	\neg	т	-				-		
	Beaver Valley Lodge & Self Storage	Leavenworth, WA	98826	Jan 1996	Jan 1996	14																											
	Closed - Blackbird Lodge	Leavenworth, WA	98826	Jun 2006	Jan 1330	0																				-					-		
	Der Ritterhof Inn	Leavenworth, WA	98826	Jun 1990	Jun 1990	51			0 0																								
								0 0	3 0		0	0 0	0												-	-					+		
	Enzian Inn	Leavenworth, WA	98826	Jan 1984	Jan 1984	104																			_	_	_	\perp			_		
	FairBridge Inn & Suites Leavenworth	Leavenworth, WA	98826	Jul 2010	Jun 1983	78																				4					4		
	Hampton Inn & Suites Leavenworth	Leavenworth, WA	98826	Nov 2017	Nov 2017	100		•	• •	•	•	•	•	•	• •	•	•	•	•	•	• •	•	•	•	• •								
	Hans & Franz Lodges	Leavenworth, WA	98826			2		0 0	0 0		0	0 0	0	0	• •	•	•	•	•	•	•												
	Hotel Pension Anna	Leavenworth, WA	98826	Jun 1989	Jun 1989	16																											
31895	Howard Johnson Express Inn Leavenworth	Leavenworth, WA	98826	Jan 2002	Jan 1988	41		•		0	•	•	•	•		•	•		•	•		•	•	•	• 6	•							
28959	Icicle Village Resort	Leavenworth, WA	98826	Dec 2015	Aug 1992	121																		П	\neg	т					П		
	Leavenworth Village Inn	Leavenworth, WA	98826	Jun 1992	Jun 1992	19	Υ																										
	Linderhof Inn	Leavenworth, WA	98826	Jun 1990	Jun 1990	33																				\neg							
	LOGE Leavenworth Downtown	Leavenworth, WA	98826	Aug 2020	Aug 2020	26																											
	LOGE Leavenworth Riverside	Leavenworth, WA	98826	Jul 2020	Aug 2020	20	Υ												-				-								-		
					l 4000	9	- 1	• '	•			• '	•	•	•	•	•	•	•	•	•	•	•	•	-	-	-				-		
	Mountain Springs Lodge	Leavenworth, WA	98826	Jun 1990	Jun 1990	18																											
	Na-Mu Lodge	Leavenworth, WA	98826			1		0 0	0 0	0 0	0	0 0	0	0	• •	•	• (• •	•	•	•				_	_	_	\perp			_		
	Obertal Motor Inn	Leavenworth, WA	98826		Jun 1989	27																											
	Posthotel & Spa	Leavenworth, WA	98826	Jan 2018	Jan 2018	55																											
	River Roade Venue & Lodging	Leavenworth, WA	98826			10																											
21085	River's Edge Lodge	Leavenworth, WA	98826			23																											
	Sleeping Lady Mountain Resort	Leavenworth, WA	98826	Jun 2020	Apr 1995	58	Υ	0 0	0 0		0	0 0	0 0	0	0 0	0																	
	The Evergreen Inn	Leavenworth, WA	98826	Jan 1942	Jan 1942	12	Ý					0 0							•														
	The Wanderlust	Leavenworth, WA	98826		10.2	16						0 0				_																	
	Manson Bay Suites	Manson, WA	98831	Jun 2021	Jun 2021	40									-					- 1													
	Mountain View Lodge		98831	Jan 1984		31																											
		Manson, WA		Jan 1964	Jan 1984																												
49/01	North Cascades Lodge At Stehekin	Stehekin, WA	98852	I	1	28		1 1	- 1	1 I		1 1		1 1			1 1	- 1		1		- 1			- 1		1	1 1	(I	- 1		1 1	

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Tab 4 - Response Chelan Co, WA

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Wenatchee Valley Chamber of Commerce For the Month of January 2022

							2020	2021	2022
STR Code	Name of Establishment	City & State	Zip Code Aff Date	Open Date	Rooms	Chg in Rms	J F M A M J J	A S O N D J F M A M	J J A S O N D J F M A M J J A S O N D
							Y - (Chg in Rms) Prope	rty has experienced a room addition	on or drop during the time period of the report

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								202	0							202	21							2	2022							
					Open		Chg in			П	\top	П			Т	П	\Box	П		\top	П	Т		П	Т		П		Т	Т	\top	
STR Code	Name of Establishment	City & State	Zip Code	Aff Date	Date	Rooms	Rms	-	- 111	A	M J	J	A S	0	N C	J	FΝ	I A	М,	JJ	Α	S C		_	-	= M	A	M .	J J	A !	s o	N
	AC Hotels by Marriott Seattle Bellevue Downtown	Bellevue, WA	98004	Jul 2020	Aug 2017	234	Υ	- 1	•			•	• •	•	• •	•	• •	•	•	•	•			•								
	Bellevue Club Hotel	Bellevue, WA	98004	Sep 2021	Jun 1994	66	Υ	• (•	0												•	•	•	•							ш
	Closed - Bellevue Lodge	Bellevue, WA	98004		Jun 1963	0																										
	Closed - Chelsea Green	Bellevue, WA	98004	Aug 1991		0																										
	Closed - Holiday Court Apartment Hotel	Bellevue, WA	98004	Sep 1998		0																										
	Closed - Paragon Hotel	Bellevue, WA	98004		Jun 1969	0																										
	Closed - Sheraton Hotel	Bellevue, WA	98004	Apr 2020	Apr 1980	0	Υ	•	• 0																							
	Closed - Silver Cloud Inn Bellevue Downtown	Bellevue, WA	98004	Aug 2021	Jun 1989	0	Υ	• •	• •	•	•	•	• •	•	• •	•	• •	•	• •	•												
53135	Courtyard Seattle Bellevue Downtown	Bellevue, WA	98004	Sep 2020	Dec 2005	253	Υ	•	• •				•	•	• •	•	• •	•	• •	•	•	• •	•	•	•							
36042	Extended Stay America Premier Suites Seattle - Bellevue -	Bellevue, WA	98004	Jan 1998	Jan 1998	148		•	•	•	•	•	• •	•	• •	•	• •	•		•	•	• •	•	•	•							
63161	Hampton by Hilton Inn & Suites Bellevue Downtown-Seattl	Bellevue, WA	98004	Dec 2014	Dec 2014	128		•	•		•	•	• •	•	• •	•	• •	•	• •	•		• •	•	•	•							
9662	Hilton Bellevue	Bellevue, WA	98004	Jun 2006	Jun 1981	338	Υ	•	•		•	•	• •	•	• •	•	• •	•	• •	•		• •	•	•	•							
65980	Hilton Garden Inn Seattle Bellevue Downtown	Bellevue, WA	98004	May 2018	May 2018	254		•	•		•	•	• •	•	• •	•		•		•	•	• •	•		•							
3748	Hotel 116 a Coast Hotel Bellevue	Bellevue, WA	98004	Jan 2003	Jun 1972	176		•		0		•	• •	•	• •	•		•			•	• •	•	•	•							
22586	Hyatt Regency Bellevue on Seattle's East Side	Bellevue, WA	98004	Jan 1989	Jan 1989	731	Υ					•		•		•		•		•		• •	•		•							
23668	La Residence Suite Hotel	Bellevue, WA	98004			24																										
63234	Marriott Seattle Bellevue	Bellevue, WA	98004	Aug 2020	Jul 2015	384	Υ	•	•	0			• •	•	• •	•		•		•	•	• •	•		•							
1219	Red Lion Hotel Bellevue	Bellevue, WA	98004	May 2021	Dec 1969	181	Υ	•				•	• •	•	• •	•			0		•	• •	•	•	•							
56818	Residence Inn Seattle Bellevue Downtown	Bellevue, WA	98004	Oct 2008	Oct 2008	231						•		•		•		•		•		• •	•		•							
66434	W Hotel Bellevue	Bellevue, WA	98004	Jun 2017	Jun 2017	245		•				•	• •	•		•		•			•		•	•	•		П					
53990	Westin Bellevue	Bellevue, WA	98004	Nov 2005	Nov 2005	337		•				•		•		•		•			•		•		•							
57049	Hyatt House Seattle Bellevue	Bellevue, WA	98005	Jan 2012	Apr 2008	160		•				•		•		•		•				• •	•	•	•		П					
35200	Extended Stay America Seattle - Bellevue - Factoria	Bellevue, WA	98006	Jun 2012	Nov 1997	150						•		•		•		•					•		•							
36996	Larkspur Landing Bellevue	Bellevue, WA	98006	Jan 2005	Sep 1998	126		•				•	• •	•		•		•			•		•	•	•		П					
23670	Closed - Eastgate Motel	Bellevue, WA	98007	Dec 2001		0																										
43798	Closed - Kanes Motel	Bellevue, WA	98007	Jun 2004		0						П				П		П			П						П					
33611	Fairfield Inn & Suites Seattle Bellevue/Redmond	Bellevue, WA	98007	Jul 1997	Jul 1997	144						•		•		•		•					•		•							
10295	Quality Inn Bellevue	Bellevue, WA	98007	Sep 2018	Jun 1985	106						•		•		•		•					•				П					
	Residence Inn Seattle Bellevue	Bellevue, WA	98007	May 1984	May 1984	120						•											•									
	Silver Cloud Hotel Bellevue	Bellevue, WA	98007	Jan 2004	Jan 2004	145		•				•		•		•		•			•		•		•							
14923	Sonesta Select Seattle Bellevue Redmond	Bellevue, WA	98007	Feb 2021	Sep 1990	152						•		•		•		•					•		•							
27615		Bellevue, WA	98008		Aug 1990	240		•				•		•		•		•			•		•	•	•							
		Bellevue, WA	98008	Jul 2012	Nov 1997	162						•											•									
			Total Prope		33	5235		0 -	Mon	thly d	lata r	eceiv	ed b	y ST	R																	

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								2020)						20	21							20)22						
					Open		Chg in				III											\top	Т						Т	\Box
TR Code	Name of Establishment	City & State	Zip Code		Date	Rooms	Rms	JF	F M	AN	1 J	J A	SC	N	D J	FN	A	M J	J	A S	0	N [) J	F	M A	M	JJ	Α	s o	NE
	Ascend Collection Inn at Port Gardner	Everett, WA		Mar 2018	Jun 1997	33		• •	•	• •	•	•	• •	•	• •	• •	•	• •	•	• •	•	• •	•							4
	Best Western Cascadia Inn	Everett, WA		Oct 1994	Jun 1984	134		• •	• •	• •	•	•	• •	•	• •	• •	•	• •	•	• •	•	• •	•							\perp
	Closed - Everett Motel	Everett, WA	98201	Jan 2014	Jun 1940	0																								4
	Closed - Marina Village Inn	Everett, WA		May 2004	Jan 1986	0																								
	Closed - Royal Motor Inn	Everett, WA		Jun 2006		0																								
	Closed - Swalwell House	Everett, WA		Feb 2018		0																								
	Closed - Topper Motel	Everett, WA		May 2005		0																								
	Courtyard Seattle North Everett Downtown	Everett, WA		Oct 2016	Oct 2016	156		• •	• •	• •		• •	• •		• •	• •	•	• •	•	• •	•	• •	•							
17870	Delta Hotel Downtown Everett	Everett, WA	98201	Jun 2018	Jun 1982	232		• •	• • •	• •		• •	• •		• •	• •	•	• •	•	• •	•	• •	•							
63137	Hampton by Hilton Inn Seattle/Everett	Everett, WA	98201	Jul 2014	Jul 2014	122		• •		• •		•	• •		• •	• •		• •	•	• •	•	• •	•							
68432	Hotel Indigo Seattle Everett Waterfront	Everett, WA	98201	May 2020	Sep 2019	142	Y	• •	• •	•		• •	• •		• •		•	• •	•	• •	•	• •	•							
	Motel Express	Everett, WA	98201	Jan 1947	Jan 1947	32																								
9302	Red Lion Inn & Suites Everett	Everett, WA	98201	Jan 2017	Dec 1992	46		• •		• •		• •	• •		• •	• •	•	• •	•	• •	•	• •	•							
7515	Travelodge Everett City Center	Everett, WA	98201	Jun 1956	Jun 1956	30		• •		• •		•	• •		• •	• •		• •	•	• •	•	• •	•							
45195	Waits Motel	Everett, WA	98201			24																								
31881	Welcome Motor Inn	Everett, WA	98201	Jun 1992	Jun 1992	42																								
31880	Farwest Motel	Everett, WA	98203			20																								
66154	WoodSpring Suites Seattle Everett	Everett, WA	98203	Mar 2017	Mar 2017	122		• •		• •		•	• •		• •	• •		• •	•	• •	•	• •	•							
38309	Best Western Plus Navigator Inn & Suites	Everett, WA	98204	Apr 2011	May 1999	102		• •	. • •	• •		• •	• •		• •	• •		• •	•	• •	•	• •	•							
52822	Holiday Inn Express & Suites Everett	Everett, WA	98204	Aug 2004	Aug 2004	99		• •		• •		•	• •		• •			• •	•	• •	•	• •	•							
23584	La Quinta Inns & Suites Everett	Everett, WA	98204	May 2007	Jun 1988	73													•		•	• •	•							
6611	Motel 6 Everett - North	Everett, WA	98204	Jun 2020	Jun 1965	117	Υ		•																					
5961	Motel 6 Everett South	Everett, WA	98204	Jun 2020		99	Υ												•		•		•							
1220	Closed - Quality Inn Everett	Everett, WA	98208	May 2006	Apr 1969	0																								
12321	Days Inn Everett	Everett, WA	98208	Jul 2002	Jun 1964	76						•							•		•		•							
	Econo Lodge Everett	Everett, WA	98208	Jul 2014	May 1981	120						•	• •		• •		•		•		•	• •	•							
34894	Extended Stay America Seattle - Everett - North	Everett, WA	98208	Apr 1997	Apr 1997	104						•							•		•		•							
38330	Extended Stay America Seattle - Everett - Silverlake	Everett, WA	98208	Jun 2012	May 1999	88													•		•		•							
	Quality Inn & Suites Everett	Everett, WA	98208	Mar 2007	Nov 2003	82													•											
	Sunrise Motor Inn	Everett, WA	98208	Jun 1988		105																								
- 1			Total Prope	rtioe.	30	2200		0 -	Month	lv d	to rec	Paivar	by S	TD		-	-									-				

 ⁻ Monthly and daily data received by STR

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Y - (Chg in Rms) Property has experienced a room addition or drop during the time period of the report

Y - (Chg in Rms) Property has experienced a room addition or drop during the time period of the report

Wenatchee Valley Chamber of Commerce For the Month of January 2022

							2020							2	2021							2	2022							
				Open		Chg in					Т			П			\Box		\Box			Т	\top	\Box		\Box	Т	\top	\Box	\top
Name of Establishment	City & State	Zip Code	Aff Date	Date	Rooms	Rms	JF	F M	A	VI J	J	A S	ON	D	J F	M A	M	JJ	A	SC	N	D .	J F	M	AN	1 J	J	A S	0	N D
Americas Best Value Inn Lynnwood Seattle	Lynnwood, WA	98036	Nov 2015	Feb 1992	42		0 0	0	0 0	0	0 0	0	0 •	•	•	• •	•	• •	•	• •	•	• •	•							
Best Western Alderwood	Lynnwood, WA	98036	Nov 2002	Jun 1990	137		• •	•	• •	•	• •	•	• •		• •	• •	•	• •	•	• •	•	• •	•							
Courtyard Seattle North Lynnwood Everett	Lynnwood, WA	98036	Jun 1999	Jun 1999	164		• •	•	• •	•	• •	•	• •		• •	• •	•	• •		• •	•	• •	•							
Embassy Suites by Hilton Seattle North Lynnwood	Lynnwood, WA	98036	Jul 1992	Jul 1992	240		• •	•	• •	•	• •	•	• •	•	• •	• •	•	• •		• •	•	• •	•							
Extended Stay America Seattle - Lynnwood	Lynnwood, WA	98036	Feb 1998	Feb 1998	109		• •	•	• •	•	• •	•	• •	•	• •	• •	•	• •		• •	•	• •	•							
Hampton by Hilton Inn Seattle North/Lynnwood	Lynnwood, WA	98036	Oct 1998	Oct 1998	152		• •	•	• •	•	• •	•	• •	•	• •	• •	•	• •		• •	•	• •	•							
Hilton Garden Inn Seattle/Lynnwood	Lynnwood, WA	98036	Jun 2020	Jun 2020	154					0	• •	•	• •		• •	• •	•	• •		• •	•	• •	•							
Holiday Inn Express & Suites Seattle North Lynnwood	Lynnwood, WA	98036	Feb 2010	Feb 2010	80		• •	•	• •	•	• •	•	• •	•	•	• •	•	• •	•	• •	•	• •	•							
Hotel International	Lynnwood, WA	98036	Jun 1982	Jun 1982	53																									
La Quinta Inns & Suites Lynnwood	Lynnwood, WA	98036	Jan 2004	Jun 1977	101		• •	•	• •	•	• •	•	• •		•	• •	•	• •	•	• •	•	• •	•							
Super 8 Lynnwood	lynnwood, WA	98036	Mar 2020	Mar 1997	51	Υ		•	• •	•	• •	•	• •	•	• •	• •	•	• •		• •	•	• •	•							
Homewood Suites by Hilton Lynnwood Seattle Everett	Lynnwood, WA	98037	May 2014	May 2014	170		• •	•	• •	•	• •	•	• •	•	• •	• •	•	• •		• •	•	• •	•					'		
Lynnwood Motor Inn	Lynnwood, WA	98037	Mar 1997	Mar 1997	37																									
Residence Inn Seattle North Lynnwood	Lynnwood, WA	98037	May 1987	May 1987	120		• •	•	• •	•	• •	•	• •	•	•	• •	•	• •	•	• •	•	• •	•							
Closed - Court Of Monte Cristo	Lynnwood, WA	98087	Jul 2005	Jan 1950	0																									
		Total Prope	erties:	15	1610		0 -	Mont	hly d	ata re	ceive	ed by	STR																	
							• -	Mont	hly a	nd da	ily da	ata re	ceive	d by S	STR															
							Blan	k - No	o data	a rece	eived	by S	TR																	
	Americas Best Value Inn Lynnwood Seattle Best Western Alderwood Courtyard Seattle North Lynnwood Everett Embassy Suites by Hilton Seattle North Lynnwood Extended Stay America Seattle - Lynnwood Hampton by Hilton Inn Seattle North/Lynnwood Hilton Garden Inn Seattle/Lynnwood Holiday Inn Express & Suites Seattle North Lynnwood Hotel International La Quinta Inns & Suites Lynnwood Super 8 Lynnwood Homewood Suites by Hilton Lynnwood Seattle Everett Lynnwood Motor Inn Residence Inn Seattle North Lynnwood	Americas Best Value Inn Lynnwood Seattle Best Western Alderwood Courtyard Seattle North Lynnwood Everett Embassy Suites by Hilton Seattle North Lynnwood Extended Stay America Seattle - Lynnwood Extended Stay America Seattle North/Lynnwood Hilton Garden Inn Seattle/Lynnwood Holiday Inn Express & Suites Seattle North Lynnwood Hotel International La Quinta Inns & Suites Lynnwood Lynnwood, WA Lynnwood, WA Lynnwood, WA Lynnwood, WA Lynnwood Seattle Everett Lynnwood Motor Inn Residence Inn Seattle North Lynnwood Lynnwood, WA	Americas Best Value Inn Lynnwood Seattle Best Western Alderwood Courtyard Seattle North Lynnwood Everett Embassy Suites by Hilton Seattle North Lynnwood Extended Stay America Seattle - Lynnwood Extended Stay America Seattle North/Lynnwood Extended Stay America Seattle North Lynnwood Extended Stay America Seattle North Lynnwood Extended Inn Seattle Seattle North Lynnwood Extended Innwood, WA 98036 Extended Stay America Seattle North Lynnwood Extended Innwood, WA 98036 Extended Stay America Seattle North Lynnwood Extended Innwood, WA 98036 Extended Stay America Seattle North Lynnwood Extended Innwood, WA 98036 Extended Stay America Seattle Seattl	Americas Best Value Inn Lynnwood Seattle Lynnwood, WA 98036 Nov 2015 Best Western Alderwood Lynnwood, WA 98036 Nov 2002 Courtyard Seattle North Lynnwood Everett Lynnwood, WA 98036 Jun 1999 Embassy Suites by Hilton Seattle North Lynnwood Lynnwood, WA 98036 Jul 1992 Extended Stay America Seattle - Lynnwood Lynnwood, WA 98036 Feb 1998 Hampton by Hilton Inn Seattle North/Lynnwood Lynnwood, WA 98036 Jun 2020 Holiday Inn Express & Suites Seattle North Lynnwood Lynnwood, WA 98036 Jun 2020 Hotel International Lynnwood, WA 98036 Jun 1982 La Quinta Inns & Suites Lynnwood Lynnwood, WA 98036 Jan 2004 Super 8 Lynnwood Iynnwood, WA 98036 Mar 2020 Homewood Suites by Hilton Lynnwood Seattle Everett Lynnwood, WA 98037 May 2014 Lynnwood, WA 98037 May 1987	Name of Establishment City & State Zip Code Aff Date Date Americas Best Value Inn Lynnwood Seattle Lynnwood, WA 98036 Nov 2015 Feb 1992 Best Western Alderwood Lynnwood, WA 98036 Nov 2002 Jun 1999 Courtyard Seattle North Lynnwood Everett Lynnwood, WA 98036 Jul 1999 Jun 1999 Embassy Suites by Hilton Seattle North Lynnwood Lynnwood, WA 98036 Jul 1992 Jul 1992 Extended Stay America Seattle - Lynnwood Lynnwood, WA 98036 Feb 1998 Feb 1998 Hampton by Hilton Inn Seattle North Lynnwood Lynnwood, WA 98036 Oct 1998 Oct 1998 Hilton Garden Inn Seattle/Lynnwood Lynnwood, WA 98036 Jun 2020 Jun 2020 Holiday Inn Express & Suites Seattle North Lynnwood Lynnwood, WA 98036 Feb 2010 Feb 2010 Hotel International Lynnwood, WA 98036 Jun 1982 Jun 1977 Super 8 Lynnwood Lynnwood, WA 98036 Jan 2004 Mar 1997 Homewood Suites by Hilton Lynnwood Seattle Everett Lynnwood, WA	Name of Establishment City & State Zip Code Aff Date Date Rooms Americas Best Value Inn Lynnwood Seattle Lynnwood, WA 98036 Nov 2015 Feb 1992 42 Best Western Alderwood Lynnwood, WA 98036 Nov 2002 Jun 1990 137 Courtyard Seattle North Lynnwood Everett Lynnwood, WA 98036 Jun 1999 Jun 1999 164 Embassy Suites by Hilton Seattle North Lynnwood Lynnwood, WA 98036 Jul 1992 Jul 1992 240 Extended Stay America Seattle - Lynnwood Lynnwood, WA 98036 Feb 1998 Feb 1998 169 Hampton by Hilton Inn Seattle North/Lynnwood Lynnwood, WA 98036 Oct 1998 152 Holiday Inn Express & Suites Seattle North Lynnwood Lynnwood, WA 98036 Jun 2020 Jun 2020 Hotel International Lynnwood, WA 98036 Jun 1982 Jun 1982 Jun 1982 Jun 1982 Jun 1982 Jun 1982 53 Homewood Suites by Hilton Lynnwood Lynnwood, WA 98036 Jan 2004 Jun 1977 101	Name of Establishment City & State Zip Code Aff Date Date Rooms Rms	Name of Establishment	Name of Establishment City & State Zip Code Aff Date Date Rooms Rms J F M	Name of Establishment City & State Zip Code Aff Date Date Rooms Rms J F M A M	Name of Establishment City & State Zip Code Aff Date Date Rooms Rms J F M A M J	Name of Establishment City & State Zip Code Aff Date Date Rooms Rms J F M A M J J J J J J J J J	Name of Establishment City & State Zip Code Aff Date Date Rooms Rms J F M A M J J A S	Name of Establishment City & State Zip Code Aff Date Date Rooms Rms J F M A M J J A S O N D J F M A M A M A M A M A M A M A M A M A M	Name of Establishment City & State Zip Code Aff Date Date Rooms Rms Name of Establishment City & State Lynnwood, WA 98036 Nov 2015 Feb 1992 42 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Name of Establishment City & State Zip Code Aff Date Date Robbs Rms J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J F M A M J J J A S O N D J J F M A M J J J A S O N D J J F M A M J J J A S O N D J J F M A M J J J A S O N D J J F M A M J J J A S O N D J J F M A M J J J A S O N D J J F M A M J J J A S O N D J J F M A M J J J A S O N D J J F M A M J J J A S O N D J J F M J J A S O N D J J F M A M J J J A S O N D J J F M J J A S O N D J J F M J J A S O N D J J F M J J J A S O N D J J F M J J J A S O N D J J F M J J J A S O N D J J F M J J J A S O N D J J F M J J J A S O J N D J J F M J J J A S O J N D J J F M J J J A S O J N D J J F M J J J A S O J N D J J F M J J J J A S O J N D J J F M J J J A S O J N D J J F M J J J A S O J N D J J J J A S O J J	Name of Establishment	Name of Establishment City & State Zip Code Aff Date Den Rms Name of Establishment City & State Lynnwood, WA 98036 Nov 2015 Feb 1992 42 Best Western Alderwood Lynnwood, WA 98036 Nov 2015 Jun 1999 164 Lynnwood, WA 98036 Jun 1999 Jun 1999 Rms Feb 1998 Rms Feb 1998	Name of Establishment City & State Zip Code Aff Date Rest Walle Inn Lynnwood Seattle Lynnwood, WA 98036 Nov 2015 Feb 1992 Jun 1999 164 Embassy Suites by Hilton Seattle North Lynnwood Lynnwood, WA 98036 Jun 1999 Jun 1999 Jun 1999 164 Embassy Suites by Hilton Seattle North Lynnwood Lynnwood, WA 98036 Jun 1999 Jun 1999 Jun 1999 164 Embassy Suites by Hilton Seattle North Lynnwood Lynnwood, WA 98036 Jun 1999 Jun 1999 Jun 1999 164 Embassy Suites by Hilton Seattle North Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1999 Jun 1999 164 Embassy Suites by Hilton Seattle North Lynnwood Lynnwood, WA 98036 Oct 1998 Jun 1999 164 Embassy Suites by Hilton In Seattle North/Lynnwood Lynnwood, WA 98036 Oct 1998 Jun 1992 Jun 1902 240 Extended Stay America Seattle - Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1992 Jun 1992 Jun 1992 America Seattle - Lynnwood Lynnwood, WA 98036 Jun 1993 Jun 1999 Jun 1999 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1992 Jun 1992 Jun 1992 Jun 1992 America Seattle - Lynnwood Lynnwood, WA 98036 Jun 1993 Jun 1993 Jun 1993 Jun 1999 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1993 Jun 1993 Jun 1999 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1993 Jun 1999 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1993 Jun 1993 Jun 1999 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1993 Jun 1999 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1992 Jun 1993 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1992 Jun 1993 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1992 Jun 1992 Jun 1993 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1993 Jun 1993 Jun 1994 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1993 Jun 1993 Jun 1994 Index Seattle North/Lynnwood Lynnwood, WA 98036 Jun 1993 Jun 1993 Jun 1994 Jun 1995 Index Seattle North/Lynnwood Jun 1993 Jun 1994 Jun 1995 Index Seattle N	Name of Establishment City & State Zip Code Aff Date Date Date Rooms Rms Date Rooms Rms Date Rooms Rms Date Rooms Date Rooms Date Rooms Date Rooms Date Rooms Date Date Rooms Date Date Rooms Date Da										

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R Code	Name of Establishment	City & State	Zip Code	Aff Date	Date	Rooms	Rms	J	F	ИΑ	МЈ	J	A S	0	N	D J	F	M .	AN	VI J	J	Α	S	o N	i D	J	F	M	Α	М	J,	J A	S	. c
	Best Western Premier Pasco Inn & Suites	Pasco, WA	99301	Feb 2020	Jan 2005	110		•	• •	•	• •	•	•	•	•	•	•	•	• •	•	•	•	• •	•	•	•								
	Closed - Airport Motel	Pasco, WA	99301	Jan 2008		0																												L
	Closed - Loyalty Inn Pasco	Pasco, WA	99301	Sep 2021	Jun 1976	0	Υ																											
	Closed - Rodeway Inn Pasco	Pasco, WA	99301	Sep 2021	Jun 1980	0	Υ	•	• •	•	• •	•	•	•	•	•	•	•	• •	•	•	•												L
	Closed - Travel Inn	Pasco, WA	99301	Jun 2001		0																												
	Closed - Trimark Motel	Pasco, WA	99301	Jan 2001		0																												
	Courtyard Pasco Tri-Cities Airport	Pasco, WA	99301	Feb 2020	Feb 2020	99			0	•	• •	•	• •	•	•	•	•	•	• •	•	•	•	• •	•	•	•								
64860	Hampton Inn Pasco Tri Cities	Pasco, WA	99301	May 2016	May 2016	121		•	• •	•	• •		•	•	•	•	•	•	• •	•	•	•	• •	•	•	•								
49888	Holiday Inn Express & Suites Pasco Tricities	Pasco, WA	99301	Feb 2007	May 2004	85		•	• •	•	• •	•	• •	•	•	• •	•	•	• •	•	•	•	• •	•	•	•								
	Knights Inn Pasco	Pasco, WA	99301	Oct 2014	May 1991	37																												
63960	My Place Hotel Pasco	Pasco, WA	99301	Sep 2014	Sep 2014	64		•	• •	•	• •	•	• •	•	•	• •	•	•	• •	•	•	•	• •	•	•	•								
9665	Red Lion Hotel Pasco	Pasco, WA	99301	Feb 2003	Jun 1969	279		•	• •	•	• •	•	•	•	•	• •	•	•	• •		•	•	• •		•	•								
47025	Sage N Sun Motel	Pasco, WA	99301			32																												
36049	Sleep Inn Pasco-Kennewick	Pasco, WA	99301	Oct 1997	Oct 1997	62		•		•	• •	•		•			•				•	•	• •		•	•								Г
49717	Tahitian Motor Inn	Pasco, WA	99301	Jan 1956	Jan 1956	60																												
24555	Thunderbird Motel	Pasco, WA	99301	Jun 1980	Jun 1980	43								П													П			\Box	Т	Т		П
60642	Best Western Kennewick Tri-Cities Center	Kennewick, WA	99336	May 2020	Mar 2010	62		•		•				•			•				•				•	•								
8916	Closed - Angus Motor Hotel	Kennewick, WA	99336	Nov 1990		0				\Box																	П			\Box	Т	Т		Г
28145	Clover Island Inn	Kennewick, WA	99336	May 2001	Jun 1975	150		•		•				•			•				•					•								
22245	Comfort Inn Kennewick Richland	Kennewick, WA	99336	Jul 1994	Jul 1994	56																					П			\neg	т	т		т
	Econo Lodge Kennewick	Kennewick, WA	99336	Oct 2014	Jun 1964	60																												
	Fairfield Inn Kennewick	Kennewick, WA	99336	Feb 1995	Feb 1995	62																												т
	Hilton Garden Inn Kennewick Tri Cities	Kennewick, WA	99336	Jun 2020	Dec 2004	120	Υ				- -																							
	Holiday Inn Kennewick – Tri-Cities	Kennewick, WA	99336	Jul 2022	Jun 1992	120	Ý															0	0											т
	Kennewick Suites	Kennewick, WA	99336	May 2006	Jun 1977	46		-	- -	-	- -	-		-						1														
	Motel 6 Kennewick	Kennewick, WA	99336	Aug 2018	Jun 1979	81																												т
	Red Lion Hotel Kennewick Columbia Center	Kennewick, WA	99336	Feb 2003	Jun 1980	162																				i								
	Red Lion Inn & Suites Kennewick Tri Cities	Kennewick, WA	99336	May 2020		58																												т
	SpringHill Suites Kennewick Tri Cities	Kennewick, WA	99336	Jun 2015	Jun 2015	116																				i								
	Studio 6 Kennewick - Tri-Cities	Kennewick, WA	99336	Oct 2020	Oct 2018	23	~			-	•		•	-																				т
	Super 8 Kennewick TriCities Area	Kennewick, WA	99336	Apr 1993	Apr 1993	95	- '																			i								н
	Best Western Plus Kennewick Inn	Kennewick, WA	99337	Apr 2011	Mar 1998	88																											1	1
	Baymont Inn & Suites Tri Cities Kennewick	Kennewick, WA	99338	Jan 2010	Sep 1995	53																				i				_		-		н
	Comfort Suites Kennewick At Southridge	Kennewick, WA	99338	Jun 2020	Jun 2020	94		-	•	-											-									-		-	1	+
	Hampton by Hilton Inn Kennewick At Southridge	Kennewick, WA	99338	Jun 2015	Jun 2015	80								•			•				•	•			•	÷				-	4	+		٠
	La Quinta Inns & Suites Kennewick	Kennewick, WA	99338	Jan 2010	Mar 2007	64																			•								1	F
	Closed - Richland Inn	Richland, WA	99352	Oct 2021	Jun 1978	04	V			•					•		•				•		•	•	÷	÷						-		н
	Courtyard Richland Columbia Point	Richland, WA	99352	May 2020	Feb 2004	120	Y			•																							1	F
	Economy Inn	Richland, WA	99352	Oct 2000	Jun 1964	39	- '	-	•		•		•	-	•		•	•	•	_	-		•	-	ı.	i						-		н
	Economy inn Hampton by Hilton Inn Richland/Tri-Cities	Richland, WA	99352	Aug 1996	Aug 1996	130															-	-											1	+
	Holiday Inn Express & Suites Richland	Richland, WA	99352	Feb 2003	Feb 2003	82		•	•	•		•		•	•		•	•		•	•	•		•	•	·				_	-	-	-	4
	Holiday Inn Express & Suites Richland Holiday Inn Richland on the River	Richland, WA			Jun 1969	150	Υ	•	• •	•	• •	•	•	•	• •	•	•	• •	• •	•	•	•	• •	•	•	•				-		-		۰
	Holiday inn Richland on the River Home2 Suites by Hilton Richland	Richland, WA	99352 99352	Aug 2020 Feb 2017	Feb 2017	120	Y	•	•			- "	•	•	•	•	•	•	•	•	•	•	•	•	•	•				_	-	-	-	٠
	Homewood Suites by Hilton Richland	Richland, WA	99352	Jan 2015	Jan 2015	115		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•							1	۰
	Motel 6 Richland - Kennewick	Richland, WA	99352	Jun 2020	Jun 1964	93	V	•	•	•	•	•		•	•		•	•		•	•	•		•	•	·				_	-	-	-	
	Niotei 6 Richiand - Kennewick Richland Inn & Suites	Richland, WA				93	Y	•	•		•	•	•	•	•	•	•	•	• •	•	•	•	• •	•	•	•				-		-		+
			99352	May 2016	Jun 1966																				_	_	\blacksquare			_	_	_	_	L
	SureStay Collection Riverfront Hotel	Richland, WA	99352	Dec 2019	Jun 1969	136		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•								
	The Lodge @ Columbia Point	Richland, WA	99352	Jul 2017	Jul 2017	82		•	•	•	• •	•	•	•	•	•	•	•	•	•	•	•	• •	•	•	•					-	-		-
	TownePlace Suites Richland Columbia Point	Richland, WA	99352	Feb 2013	Feb 2013	90		•	• •	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•								
	WoodSpring Suites Tri - Cities Richland	Richland, WA	99352	Aug 2020	Aug 2020	122							•	•	•	•	•	•	•	•	•	•	• •	•	•	•						-		-
	Wright's Desert Gold Motel	Richland, WA	99352	Jun 1991	Jun 1991	29	.,																											1
	Closed - Columbia River Hotel & Conference Center	Richland, WA	99354	Sep 2021	Jan 1973	0	Υ	•	•	•	• •	•	•	•	•	•	•	•	•	•	•	0								_	_	_		1
71635	Haneys Inn	Richland, WA	99354 Total Prop	Jan 1977	Jan 1977 53	3835		0																										

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								2020							2	2021								202	2						
					Open		Chg in		\Box	Т	\Box	Т	П	Т	П	\top	П	\top		\Box	Т	Т	П	П	Т	П	\Box	Т	\Box	\top	\Box
STR Code	Name of Establishment	City & State	Zip Code	Aff Date	Date	Rooms	Rms	JF	M	ΑN	ΛJ	JA	S	O N	D	J F	M	A M	J,	JA	S	N	D	J	F M	AI	M J	JF	A S	ON	I D
		Vancouver, WA	98660		U/C	160																									
	Closed - Red Lion Hotel Vancouver @ The Quay	Vancouver, WA	98660		Jun 1963	0																							\perp	\perp	\perp
	Comfort Inn & Suites Vancouver	Vancouver, WA	98660	Dec 2008	Jun 1978	115		• •	•	•	•	• •	•	• •	•	•	• •	•	• •	•	• •	•	•	•							
	Econo Lodge Vancouver	Vancouver, WA	98660	Nov 2005	Jun 1960	40		• •	•	• •	•	• •	•	• •	•	•	• •	•	• •	•	• •	•	•	•							
	Hilton Vancouver Washington	Vancouver, WA	98660	Jun 2005	Jun 2005	226		• •	•	• •	•	• •	•	• •	•	•	• •	•	• •	•	• •	•	•	•							
	Hotel Indigo Vancouver Downtown Portland Area	Vancouver, WA	98660		U/C	138																									
59419	Holiday Inn Express & Suites Vancouver Mall Portland Are	Vancouver, WA	98661	Mar 2009	Mar 2009	91		• •		• •	•	• •	•	• •	•	•	• •	•	• •	•	• •	•	•	•							
35157	Homewood Suites by Hilton Vancouver Portland	Vancouver, WA	98661	Aug 1997	Aug 1997	104		• •		• •	•	• •	•	• •		•	• •	•	• •	•	• •	•	•	•							
71785	Riverside Motel	Vancouver, WA	98661	Jan 1953	Jan 1953	17																									
40789	Best Western Plus Vancouver Mall Dr Hotel & Suites	Vancouver, WA	98662	Jun 2011	Aug 2001	75		• •			•	• •	•	• •	•	•		•	• •		• •	•	•	•							
34006	Closed - Howard Johnson Inn & Suites Vancouver By Vanc	Vancouver, WA	98662	Mar 2021	Jun 1997	0	Υ	• •		• •	•	• •	•	• •	•	0															
16416	Comfort Suites Vancouver	Vancouver, WA	98662	Jul 1990	Mar 1987	66		• •		• •	•	• •	•	• •		•	• •	•	• •	•	• •	•	•	•							
29589	Days Inn & Suites Vancouver	Vancouver, WA	98662	Jul 2008	Nov 1993	55		• •			•		•	• •		•		•	• •	•		•	•	•							
34078	Heathman Lodge	Vancouver, WA	98662	Nov 1997	Nov 1997	179					•	• •	•	• •	•	•		•	• •			•	•	•							
70062	My Place Hotel Vancouver	Vancouver, WA	98662	Nov 2020	Nov 2020	64								0		•		•				•	•	•							
23720	Sonesta ES Suites Portland Vancouver	Vancouver, WA	98662	Sep 2017	Mar 1987	120					•	• •	•	• •	•			•	• •			•	•	•					\Box		\Box
40677	Sonesta ES Suites Vancouver-Portland Metro	Vancouver, WA	98662	Dec 2020	Nov 2000	117		• •			•		•	• •		•		•	• •	•		•	•	•							
70399	WoodSpring Suites Portland Vancouver	Vancouver, WA	98664	Nov 2021	Nov 2021	123																0	•	•							
3776	Closed - Ferryman's Inn	Vancouver, WA	98665	Jan 2007	Jun 1976	0																									
26764	Quality Inn & Suites Vancouver	Vancouver, WA	98665	Sep 2004	Jun 1978	72					•	• •	•	• •	•			•	• •			•	•	•					\Box		\Box
9460	Value Motel	Vancouver, WA	98665	Nov 1994		120																									
68006	Best Western Premier Hotel at Fisher's Landing	Vancouver, WA	98683	Feb 2019	Feb 2019	132					•		•					•				•	•	•					\Box		\Box
68279	Residence Inn Portland Vancouver	Vancouver, WA	98683	Dec 2019	Dec 2019	87					•		•					•				•	•	•							
56030	SpringHill Suites Portland Vancouver	Vancouver, WA	98683	May 2007	May 2007	119					•	• •	•	• •	•			•	• •			•	•	•					\Box		\Box
64078	TownePlace Suites Portland Vancouver	Vancouver, WA	98683	Jul 2015	Jul 2015	115					•		•					•				•	•	•							
24861	Best Western Inn Of Vancouver	Vancouver, WA	98684	Oct 1998	May 1991	59					•		•					•				•	•	•					\Box		\Box
35162	DoubleTree by Hilton Hotel Vancouver	Vancouver, WA	98684	Jul 2014	Nov 1996	98					•		•					•				•	•	•							
35420	Extended Stay America Portland - Vancouver	Vancouver, WA	98684	Sep 1997	Sep 1997	116					•		•					•				•	•	•				\neg	\Box		\Box
63202	Hampton by Hilton Inn & Suites Portland/Vancouver	Vancouver, WA	98684	Sep 2014	Sep 2014	99					•		•					•				•	•	•							
	Motel 6 Vancouver	Vancouver, WA	98684	Dec 2020	Jun 1986	118	Υ		•				П					•				•	•	•				\neg	\Box		\Box
48074	Rodeway Inn Vancouver	Vancouver, WA	98684		Jun 1984	46					•		•					•				•	•	•							
	La Quinta Inns & Suites Vancouver	Vancouver, WA	98685		Aug 2000	89	Υ		•	•	•		•					•				•	•	•							
	Holiday Inn Express Vancouver North Salmon Creek	Vancouver, WA	98686		Jul 2000	78												•					•								
	Quality Inn & Suites Vancouver North	Vancouver, WA	98686		Mar 1990	57																	•								
		Vancouver, WA	98686		Jun 1973	66												•					•								
		,	Total Prope		35			0 -	Month	ılv d	ata re	ceive	d by	STR																	

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STR Code	Name of Establishment	City & State	Zip Code	Aff Date	Open Date	Rooms	Chg in Rms						s o			- 54						_	. _			Ι.			
	Avenue Motel	Wenatchee, WA		Jun 1962	Jun 1962	38	KIIIS	JF	IVI	A IV	J	A	3 0	NU	JI	- IVI	A IVI	J	JA	3 0	IN	υ,	, F	IVI A	A IVI	JJ	A	3 0	, IN
	Avid Wentachee	Wenatchee, WA	98801	Juli 1902	U/C	95																							
	Best Western Chieftain Inn	Wenatchee, WA		Mar 2002	May 1999	77										-			-										
	Best Western Plus Wenatchee Downtown Hotel	Wenatchee, WA		Sep 2018	Jun 1997	81																							
	Closed - Chieftain Motel	Wenatchee, WA		May 1999		01		• •	•	•				• •		•	•	•		•		•							
	Closed - Uptowner	Wenatchee, WA	98801	Jan 2003		0																							
	Closed - Optowner	Wenatchee, WA	98801	Jan 2020	Jun 1965	0	V																						
	Coast Wenatchee Center Hotel	Wenatchee, WA	98801	Mar 2003	Jun 1977	147	1																						
	Comfort Suites Wenatchee Gateway	Wenatchee, WA		Sep 2009	Sep 2009	84																							
	Downtown Inn Wenatchee	Wenatchee, WA	98801	Jul 2021	Jun 1961	37														•	•	•							
	Economy Inn	Wenatchee, WA		Jun 1998	Jun 1958	42		• •		•	•		•	•		•	•	•											
	Hilton Garden Inn Wenatchee	Wenatchee, WA		Jul 2020	Apr 2019	176	V																						
	Holiday Inn Express Wenatchee	Wenatchee, WA		Sep 1996	Sep 1996	92	1						• •			•					•								
	a Quinta Inns & Suites Wenatchee	Wenatchee, WA	98801	Jan 2002	Jul 1993	65																							
	vles Motel	Wenatchee, WA			Jun 1958	22		• •		•	•	•	•	•		•	•	•		•	•	•							
	Noonlight Motor Lodge and RV Park	Wenatchee, WA		Jan 1954	Jan 1954	18																							
	Notel 6 Wenatchee	Wenatchee, WA		Jul 2010	Jun 1970	58																							
	Ny Place Wenatchee	Wenatchee, WA	98801	Jul 2010	U/C	63		• •		•			•	•		•	•	•		•	•	•							
	Red Lion Hotel Wenatchee	Wenatchee, WA		Oct 1999	Jun 1974	149																_ _							
	Residence Inn By Marriott Wenatchee	Wenatchee, WA		Sep 2021	Sep 2021	127		• •		•			•	•		•	•	•		- -	-	- -							
	Sleep Inn & Suites Wenatchee	Wenatchee, WA		Feb 2021	Feb 2021	86															•								
	SpringHill Suites Wenatchee	Wenatchee, WA		Mar 2010	Mar 2010	109																							
	Super 8 Wenatchee	Wenatchee, WA		Dec 2004	Jun 1984	109										•		•			•	•							
	ravelodge Wenatchee	Wenatchee, WA		Sep 1994	Jun 1984 Jun 1980	48										•				•	•								
	Closed - Four Seasons Inn	East Wenatchee, WA		May 1998	Juli 1960	40		• •		•	•	•	•	•		•	•	•		•	•	•							
	Fairfield Inn & Suites Wenatchee	East Wenatchee, WA			Aug 2019	99																							
	SureStay Hotel Wenatchee	East Wenatchee, WA			Jun 1979	54							•								-							_	
	he Cedars Inn	East Wenatchee, WA			Dec 1995	94		• •		•	•	'	•	•		•	•	• •	•	•	•	•							
31415 1	He Cedars IIIII	East Wendtchee, WA	Total Prope		28			- 1	Manth	مادر مام	40 400	ais sa al	bv ST	D															

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	All Star Motel	Yakima, WA		Jun 1960	Jun 1960	50																									
	Bali Hai Motel	Yakima, WA		Nov 1994		28																									
	Baymont Inn Yakima	Yakima, WA		Sep 2018	Jun 1985	96		• •	•	• •	•	• •	•	•	•	•	•	•	•	• •	•	•	•	•							
	Best Western Plus Yakima Hotel	Yakima, WA		Apr 2011	Aug 1998	74		• •	•	• •	•	• •	•	•	•	•	•	•	•	• •	•	• •	•	•							
	Closed - Holiday Motor Hotel	Yakima, WA		Feb 1994		0																									
	Closed - Travelodge Yakima	Yakima, WA		Jul 2000		0																									
17969	Days Inn Yakima	Yakima, WA		Jun 2003	Jun 1983	62		• •	•	• •	•	• •	•	•	•	•	• •	•	•	• •	•	• •	•	•							
6620	Econo Lodge Yakima	Yakima, WA	98901	Sep 2021		95															0	• •	•	•							
	Economy Inn	Yakima, WA		Oct 2011	Jun 1972	53																									
	FairBridge Hotel & Conference Center Yakima	Yakima, WA	98901	Jan 2019	Jun 1969	205																									
52081	Fairfield Inn & Suites Yakima	Yakima, WA	98901	Dec 2003	Dec 2003	83		• •	•	• •		• •	•	•	•	•	•	•	•	• •	•	• •	•	•							
1225	Gateway Hotel	Yakima, WA	98901	Dec 2020	Apr 1969	172		• •		• •		• •	• •	•	•																
54547	Hilton Garden Inn Yakima	Yakima, WA	98901	May 2020	May 2006	111	Υ	• •	•	0				•		•	•	•		• •	•		•	•							
59846	Holiday Inn Yakima	Yakima, WA	98901	Dec 2009	Dec 2009	114				• •			•	•	•		•		•	• •	•			•							
5713	Holiday Lodge	Yakima, WA	98901	Jun 2020	Jun 1963	38					0																				
64698	Hotel Maison	Yakima, WA	98901	Jul 2020	Jan 2016	36	Υ	0 0				0 0	0 0	0	0 0	0	0 0	0	0	0 0	0	0 0	0					П			
57885	Ledgestone Hotel	Yakima, WA	98901	Jun 2008	Jun 2008	110																									
43806	Motel 6 Yakima - Downtown	Yakima, WA	98901	Apr 2018	Jun 1998	49				• •			•	•	•		•		•	• •	•			•							
67795	My Place Yakima	Yakima, WA	98901	Nov 2018	Nov 2018	64								•	•				•		•			•							
31474	Oxford Suites Yakima	Yakima, WA	98901	Oct 1997	May 1995	107							•				•		•	• •	•			•							
36619	Ramada Yakima	Yakima, WA	98901	Mar 2021	Jun 1998	87															•			•							
25207	Red Apple Inn	Yakima, WA	98901	Jun 1960	Jun 1960	58																									
	Red Lion Hotel Yakima Center	Yakima, WA	98901	Feb 2003	Jun 1964	156															•			•							
48206	Rodeway Inn Yakima	Yakima, WA	98901	Oct 2020	Jun 1980	49	Υ					0	0 0								•			•				П			
17971	The Y Hotel	Yakima, WA	98901	Feb 1994	Jun 1976	71																									
9672	Yakima Hotel	Yakima, WA	98901	May 2014	Apr 1968	58																									
12527	Yakima Inn	Yakima, WA	98901	Jan 2000	Jun 1954	40																									
36971	Comfort Suites Yakima	Yakima, WA	98902	Jul 1998	Jul 1998	60																		•				П			
	Home2 Suites by Hilton Yakima Airport	Yakima, WA		May 2019	May 2019	107															•			•							
	Red Carpet Motor Inn	Yakima, WA	98902	Nov 1994	Jun 1955	31																									
	Western Motel	Yakima, WA	98902			14																									
	Best Western Plus Ahtanum Inn	Yakima, WA		Jul 2011	Jan 1982	117																									
	Closed - La Casa Motel	Yakima, WA		Dec 2002		0																									
	Quality Inn Yakima Near State Fair Park	Yakima, WA		May 1995	Jun 1972	85																									
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Glossary:

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To learn more about the Hotel Data Conference, visit HotelDataConference.com.

Strategic Plan





STRATEGIC PLANNING PARTICIPANTS

STAKEHOLDERS:

Craig Larson: Business Development Manager, Chelan Douglas Regional Port

Freyda Stephens: General Manager Coast Wenatchee Hotel, TPA Commissioner

Jenny Rojanasthien: Restaurant owner Atlas Fare and The Thai, Executive Director of NCW Tech Alliance

Jerrilea Crawford: Mayor, City of East Wenatchee

Kristin Lodge: Wenatchee Valley Museum - Director of Development and Communications

Laura Merrill: City of Wenatchee, Executive Services Director

Leslie Freytag: Executive Director for Pybus Public Market

Linda Haglund: Wenatchee Downtown Association, National MainStreet, TPA Commissioner

Linda Herald: General Manager Wenatchee Convention Center, City of Wenatchee Council Member

Miguel Cuevas: Assistant GM for Residence Inn by Marriott, WVCC Board Member

Nalini Paton: Arlberg Sports owner, WVCC Board Member

Steven Gnam: Professional Photographer, Community Member

Tony Hickok: Marketing Director, Mission Ridge Ski & Board Resort, Board President of Evergreen

Mountain Bike Alliance

STAFF:

Jerri Barkley Destination Marketing Operations Director Visit Wenatchee

Shiloh Burgess Executive Director of Wenatchee Valley Chamber of Commerce, Board President WTA

FACILITATORS/CONSULTANTS:

Michael Novakovich NovaWerx, LLC

Shannon Novakovich NovaWerx, LLC

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	МНО	START DATE/		% COMPLETE/	STATUS
	2021 FINANCIAL VITALITY		END DAIE	INIEASONE	ACLOAL	
	2021.1 Pursue grant funding opportunities such as					
	American Kescue Plan (AKP) 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 COMM. VAI

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"					
	23.24.5 Create Campaign(s) to celebrate diversity and highlight local culture through story telling***					
	23.24.6 Develop and/or License Tourism Ambassador Program					
	23.24.6 Implement mechanism to engage visitors in philanthropy to support destination stewardship (2024). See Financial Vitality					
	23.24.7 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.

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 community impact with revenue attribution for assets and activities where possible). 2023-2024 INTERNAL BUSINESS PROCESSES 23.24.1 Become Central Community Calenda Develop automated calendar population tool/mechanism for sweeping local calendars 23.24.2 Collect visitor data through surveys v		МНО	END DATE	MEASURE	ACTUAL	STATUS
2022.1 Engage in data (license SeeSource/sin 2022 INTERNAL BUSINE 2022.1 Annual Stakeho community impact with assets and activities wl 2023-2024 INTERNAL BU 23.24.1 Become Centra Develop automated cal tool/mechanism for swe 23.24.2 Collect visitor c	ESS PROCESSES					
2022 INTERNAL BUSINES 2022.1 Annual Stakeho community impact with assets and activities with 2023-2024 INTERNAL BU 23.24.1 Become Centra Develop automated call tool/mechanism for swet 23.24.2 Collect visitor collects	data driven decision making e/similar)					
2022.1 Annual Stakeho community impact with assets and activities with assets and activities with a 2023-2024 INTERNAL BU 23.24.1 Become Centra Develop automated cal tool/mechanism for swe 23.24.2 Collect visitor c						
2022.1 Annual Stakeho community impact with assets and activities wl 2023-2024 INTERNAL BU 23.24.1 Become Centra Develop automated cal tool/mechanism for swe 23.24.2 Collect visitor c	ESS PROCESSES					
2023-2024 INTERNAL BU 23.24.1 Become Centra Develop automated cal tool/mechanism for swe 23.24.2 Collect visitor c	2022.1 Annual Stakeholder Report (economic and community impact with revenue attribution for assets and activities where possible).					
23.24.1 Become Centra Develop automated cal tool/mechanism for swe 23.24.2 Collect visitor c						
23.24.1 Become Centra Develop automated cal tool/mechanism for swe 23.24.2 Collect visitor c	USINESS PROCESSES					
tool/mechanism for swe 23.24.2 Collect visitor o	23.24.1 Become Central Community Calendar: Develop automated calendar population					
23.24.2 Collect visitor of	veeping local calendars					
local partners***	23.24.2 Collect visitor data through surveys with local partners***					
23.24.3 Develop event planning resources; permits, calendaring, marketing.	vent planning resources; ng, marketing.					
23.24.4 Develop interad	23.24.4 Develop interactive map for calendar					
23.24.5 Staff driven initiative: Establish TPA "Opportunity Fund" for Visit Wenatchee spe projects (see Financial Vitality)	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	МНО	START DATE/ END DATE	TARGET/ MEASURE	TARGET/ % COMPLETE/ MEASURE 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					
	23.24.3 Develop Succession Plan					

Suggested Marketing Tactics

None Suggested

DESTINATION DEV.

PRIORITY	GOAL	МНО	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, wineriesetc.)					
	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 Distinct 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

23.24.3 ***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 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/

Page 9

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

APPENDIX A: Environmental Scanning

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)

APPENDIX B: INTERNAL & EXTERNAL ASSESSMENT 33 of 44

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

APPENDIX B: INTERNAL & EXTERNAL ASSESSMENT 34 of 44

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

APPENDIX: D

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

APPENDIX E: VISIONING EXERCISE

BIGTHINKING

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)

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					

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

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"					
	23.24.5 Create Campaign(s) to celebrate diversity and highlight local culture through story telling***					
	23.24.6 Develop and/or License Tourism Ambassador Program					
	23.24.6 Implement mechanism to engage visitors in philanthropy to support destination stewardship (2024). See Financial Vitality					
	23.24.7 Successfully integrate digital data to better understand our visitors					

- 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

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)					

23.24.2 ***Incentivize through freebies

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					

None Suggested

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, wineriesetc.)					
	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 Distinct 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					

- 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