

**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
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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**

DRAFT

“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 Collected	Month Received	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2021/2020 Difference		2021/2019 Difference	
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 Collections		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 YTD revenues		159.5%	-26.5%	6.3%	0.5%	5.9%	9.6%	-2.8%	3.0%	7.5%	2.8%				
% of budget collected		128.3%	74.2%	101.0%	100.7%	100.3%	100.6%	101.8%	104.8%	101.8%	103.2%			2021/2019	
												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
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

	Current Month - January 2022 vs January 2021													Year to Date - January 2022 vs January 2021													Participation			
	Occ %		ADR		RevPAR		Percent Change from January 2021						Occ %		ADR		RevPAR		Percent Change from YTD 2021						Properties		Rooms			
	2022	2021	2022	2021	2022	2021	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	2022	2021	2022	2021	2022	2021	Occ	ADR	RevPAR	Room Rev	Room Avail	Room 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		

A blank row indicates insufficient data.

Tab 3 - Multi-Seg Raw

Wenatchee Valley Chamber of Commerce

For the Month of January 2022

	Current Month - January 2022 vs January 2021									Year to Date - January 2022 vs January 2021								
	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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Tab 4 - Response Chelan Co, WA

Wenatchee Valley Chamber of Commerce
For the Month of January 2022

STR Code	Name of Establishment	City & State	Zip Code	Aff Date	Open Date	Rooms	Chg in Rms	2020												2021												2022											
								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) Property has experienced a room addition or drop during the time period of the report																																											

A blank row indicates insufficient data.

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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

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	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"					
	23.24.5 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.

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)

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