## City of Wenatchee Lodging Tax Advisory Committee Meeting

Tuesday, March 22, 2022 @ 1:30 p.m.

#### **AGENDA**

Meeting Location: Wenatchee Valley Chamber, 137 North Wenatchee Avenue, Wenatchee WA

"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 2/23/2022 Minutes
- 3. Review of LTAC Financials
- 4. Strategic Plan Review
- 5. Discussion
- 6. Adjourn

#### City of Wenatchee Lodging Tax Advisory Committee

# MINUTES Wednesday, February 23, 2022 Noon



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

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

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

Guests: Joanie Parsons, Natalia Dotto, Linda Herald, Freyda Stephens

- 1. Introductions. The meeting was held online through Microsoft Teams. Mark Kulaas called the meeting to order and Tammy Stanger took roll call.
- 2. Approval of Minutes

<u>Motion by Linda Haglund to approve the minutes. Kristin Lodge seconded the motion.</u>
<u>Motion carried.</u>

- 3. Review of LTAC Financials. Brad Posenjak led the review of the financials. December numbers have not yet been received but he anticipates the final year-end total to be approximately \$1.7 million, which was a lot better than expected.
- 4. Triple Crown Request. Jerri Barkley led the discussion for the Triple Crown request for funds for their upcoming tournament in Wenatchee. The event does have a good economic impact to the community. There was some concern about the request being reviewed by LTAC and the intent is for the LTAC to provide feedback to the Chamber if needed. Not everything will need to come through the LTAC. This request had also been reviewed during last week's TPA meeting but the request did not meet the definition of "tourism marketing" for TPA to award any funds. It was the consensus of the LTAC in support of the request and Jerri working through the request with Triple Crown. The funds would come from the Chamber's portion of the budget allocated for events. They would like to see some conditions of the request (possibly a long-term contract, require a certain length of stay, etc.).
- 5. Parsons PR Annual Report. Joanie Parsons and Natalia Dotto presented the Parsons PR 2021 annual report. A copy of the presentation will be emailed to the LTAC members.

- 6. Strategic Plan Review (continued to next meeting).
- 7. Discussion. Mark Kulaas reminded everyone that Rails & Ales is this Friday starting at 5:00pm.

The next meeting of the LTAC will be on Wednesday, March 23.

8. Adjourn. With no further business, the meeting adjourned at 1:02 p.m.

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

#### CITY OF WENATCHEE, WA Lodging Tax Advisory Committee Hotel/Motel Taxes Actual Received - 10 Years

Month	Month											2021/2	2020		
Collected	Received	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Differe	ence	2021/2019 D	ifference
January	March	91,273	97,994	106,682	87,518	90,616	76,746	65,016	59,079	54,117	43,454	(6,721)	(6.9%)	(15,408)	(14.4%)
February	April	85,269	65,772	90,793	81,902	98,206	79,080	68,466	68,219	60,229	57,408	19,497	29.6%	(5,524)	(6.1%)
March	May	102,006	54,640	116,308	120,894	123,395	97,828	97,258	86,598	78,282	68,600	47,366	86.7%	(14,302)	(12.3%)
April	June	105,662	46,137	130,637	126,049	131,614	114,824	104,220	97,128	88,869	83,258	59,525	129.0%	(24,975)	(19.1%)
May	July	143,137	53,795	166,294	146,323	147,620	125,398	128,979	116,960	100,521	83,098	89,342	166.1%	(23,157)	(13.9%)
June	August	187,749	85,724	206,299	160,714	164,452	160,936	134,662	128,011	115,363	103,334	102,025	119.0%	(18,550)	(9.0%)
July	September	209,995	125,025	209,636	188,033	189,102	178,517	139,593	134,845	124,865	113,914	84,971	68.0%	359	0.2%
August	October	232,779	143,590	203,527	208,481	182,847	162,347	135,439	140,423	127,911	119,099	89,189	62.1%	29,252	14.4%
September	November	173,871	114,035	150,073	155,973	154,296	168,483	127,446	109,621	108,084	83,768	59,836	52.5%	23,798	15.9%
October	December	137,976	100,991	154,585	171,019	143,213	146,711	119,418	117,355	104,630	91,257	36,985	36.6%	(16,608)	(10.7%)
November	January	104,058	68,489	102,056	96,464	91,415	92,185	68,846	59,754	56,965	56,435	35,569	51.9%	2,002	2.0%
December	February	166,394	100,718	152,321	135,594	141,423	145,786	109,134	84,430	88,240	69,394	65,676	65.2%	14,073	9.2%
Total Collec	ctions	1,740,170	1,056,911	1,789,211	1,678,965	1,658,198	1,548,840	1,298,476	1,202,423	1,108,075	973,019	683,259	64.6%	(49,041)	(2.7%)
Budget		1,500,000	1,850,000	1,812,500	1,721,250	1,752,650	1,402,120	1,180,000	1,149,091	977,058	895,440				
Change in YT	D revenues	64.6%	-40.9%	6.6%	1.3%	7.1%	19.3%	8.0%	8.5%	13.9%	-0.4%				
% of budget	collected	116.0%	57.1%	98.7%	97.5%	94.6%	110.5%	110.0%	104.6%	113.4%	108.7%				

#### **Lodging Tax Advisory Committee**

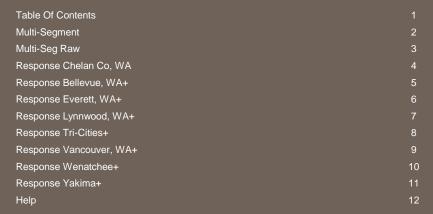
## History, Current Budget, and Five Year Projection As of 3/11/2022

	2019	2020	2021	2022	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Budget	Actual YTD	Projection	Projection	Projection	Projection	Projection
Hotel/Motel Tax Revenues										
Convention Center Debt (20%)	357,763	211,380	347,814	320,000	-	362,095	369,336	376,723	384,258	391,943
Convention Center O&M (40%)	643,256	283,218	667,933	640,000	-	724,189	738,673	753,446	768,515	783,886
Conv. Center Debt Service Shortfall	72,349	139,543	27,915	-	-	-	-	-	-	-
Lodging Tax Advisory Commitee (40%)	715,843	422,761	696,508	640,000	-	724,189	738,673	753,446	768,515	783,886
Total Hotel/Motel Tax Revenues	1,789,211	1,056,901	1,740,170	1,600,000	1,600,000	1,810,473	1,846,682	1,883,616	1,921,288	1,959,714
LTAC Expenses										
Addl. Debt Pmts - Approved 2015	50,000	50,000	50,000	50,000	8,333	50,000	50,000	-	-	-
Addl. Debt Pmts - Approved 2018	25,000	-	-	50,000	8,333	50,000	-	-	-	-
Wenatchee Valley Chamber	484,100	456,833	415,000	445,000	74,167	458,350	472,101	486,264	500,851	515,877
Fourth of July Fireworks	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other Projects *	165,672	-	15,482	-	-	100,000	150,000	200,000	200,000	200,000
Special Olympics	-	-	-	20,000	-	20,000	20,000	20,000	20,000	20,000
Total LTAC Expenses	754,772	536,833	510,482	595,000	120,833	708,350	722,101	736,264	750,851	765,877
Other LTAC Revenue (Interest)	4,914	1,862	628	100	-	500	500	500	500	500
Net LTAC Income	(34,015)	(112,210)	186,655	45,100	(120,833)	16,339	17,072	17,683	18,164	18,509
LTAC Beginning Fund Balance	296,884	262,869	150,659	337,314	337,314	382,414	398,753	398,753	415,825	416,436
LTAC Ending Fund Balance	262,869	150,659	337,314	382,414	216,481	398,753	415,825	416,436	433,989	434,944

Date Created: Feb 16, 2022

## Wenatchee Valley Chamber of Commerce

For the Month of January 2022





Corporate North American Headquarters T:+1 (615) 824 8664 destininfo@str.com www.str.com International Headquarters T:+44 (0)207 922 1930 industryinfo@str.com www.str.com

#### Tab 2 - Multi-Segment

Wenatchee Valley Chamber of Commerce

For the month of: January 2022

				Curr	ent Month -	January 202	22 vs Jar	nuary 202	21							Yea	ar to Date - Ja	anuary 202	2 vs Janı	uary 202	:1					Parti	icipation	
	Occ	%	AD	R	RevP	AR	Р	ercent C	hange fr	om Janu	ary 2021		Occ	: %	AD	R	RevP	AR		Percent	Change	from YT	D 2021		Prope	erties	Roo	ms
										Room	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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Wenatchee Valley Chamber of Commerce For the Month of January 2022

			C	urrent Month - Ja	nuary 2022 vs	January 20	21						Year to Date - Ja	nuary 2022 vs Ja	nuary 2021			
		Supply			Demand			Revenue			Supply			Demand		ı	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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Wenatchee Valley Chamber of Commerce For the Month of January 2022

					Open		Chg in	202			Т	П		П	П	2				$\top$	П			$\top$	Т	$\top$	$\Box$	$\neg$	$\top$		Т	$\top$	Т	T
TR Code	Name of Establishment	City & State	Zip Code		Date		Rms	J	FM	Α	МЈ	J	A S	0	N	D .	I F	М	ΑN	ΛJ	J	Α	s	0 1	1 D	J	F	M A	А М	J	J	۱ s	<u>.</u> c	<u>ا</u> (د
	Avenue Motel	Wenatchee, WA	98801	Jun 1962	Jun 1962	38																												
	Avid Wentachee	Wenatchee, WA	98801		U/C	95																				_	ш					_	L	4
	Best Western Chieftain Inn	Wenatchee, WA	98801	Mar 2002	May 1999	77		• •	•	•	•	•	• •	•	•	• •	•	•	• •	•	•	•	•	•	•	•			-				4	4
	Best Western Plus Wenatchee Downtown Hotel	Wenatchee, WA	98801	Sep 2018	Jun 1997	81		• (	•	•	•	•	• •	•	• (	• •	•	•	• •	•	•	•	• •	•	•	•	ш					_	L	4
	Closed - Chieftain Motel	Wenatchee, WA	98801	May 1999		0																				4			4			4		4
	Closed - Uptowner	Wenatchee, WA	98801	Jan 2003		0																				$\perp$	Ш					$\perp$	Т	_
	Closed - Value Inn	Wenatchee, WA	98801	Jan 2020	Jun 1965	0	Υ																			4						45		4
3778	Coast Wenatchee Center Hotel	Wenatchee, WA	98801	Mar 2003	Jun 1977	147		•	•  •	•	•  •	•	• •	•	•	•  •	•	•	•  •	•	•	•	•  •	•  •	•	•								
60401	Comfort Suites Wenatchee Gateway	Wenatchee, WA	98801	Sep 2009	Sep 2009	84		•	•  •	•	•	•	• •	•	•	•  •	•	•	•  •	•	•	•	•  •	•	•	•								41
7530	Downtown Inn Wenatchee	Wenatchee, WA	98801	Jul 2021	Jun 1961	37		•	•  •		•	•	• •	•	•	•  •	•	•	•  •	•														Т
5712	Economy Inn	Wenatchee, WA	98801	Jun 1998	Jun 1958	42																												4
68010	Hilton Garden Inn Wenatchee	Wenatchee, WA	98801	Jul 2020	Apr 2019	176	Υ	•				•	• •	•	•	• •	•	•	• •	•	•	•	• •		•	•							Т	Т
	Holiday Inn Express Wenatchee	Wenatchee, WA	98801	Sep 1996	Sep 1996	92						•		•			•				•				•									
	La Quinta Inns & Suites Wenatchee	Wenatchee, WA	98801	Jan 2002	Jul 1993	65																								П		т	т	Т
	Lyles Motel	Wenatchee, WA	98801	Jun 1958	Jun 1958	22																												d
	Moonlight Motor Lodge and RV Park	Wenatchee, WA	98801	Jan 1954	Jan 1954	18																											т	Т
	Motel 6 Wenatchee	Wenatchee, WA	98801	Jul 2010	Jun 1970	58																												
	My Place Wenatchee	Wenatchee, WA	98801	001 20 10	U/C	63							•   •	-			-		•	-	1		_	_	-	1								т
	Red Lion Hotel Wenatchee	Wenatchee, WA	98801	Oct 1999	Jun 1974	149				-				-			-	-		-	-				-	1			-			-	-	٠
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	Residence Inn By Marriott Wenatchee	Wenatchee, WA	98801	Sep 2021	Sep 2021	127																	0 •	•	•	•	$\perp$					_	1	4
	Sleep Inn & Suites Wenatchee	Wenatchee, WA	98801	Feb 2021	Feb 2021	86											•	•	• •	•	•	•	• •	•	•	•			4			4	4	4
	SpringHill Suites Wenatchee	Wenatchee, WA	98801	Mar 2010	Mar 2010	109		• (	•	•	•	•	• •	•	• (	• •	•	•	• •	•	•	•	• •	•	•	•	ш					┸	┸	_
	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																												4
31872	Wedge Mountain Inn	Cashmere, WA	98815			28																												Т
30817	Apple Inn Motel	Chelan, WA	98816	Jun 1975	Jun 1975	41																												4
	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	0	0	0	0 0	0	0	0				П		Т	Т	Т
	Chelan Rentals	Chelan, WA	98816	Jan 2002	Jan 2002	17																												
	Darnell's Lake Resort	Chelan, WA	98816	Jun 1973	Jun 1973	38																											т	Т
	Grandview On The Lake	Chelan, WA	98816	Jun 1935	Jun 1935	92																												
	Lakeside Lodge & Suites	Chelan, WA	98816	Dec 2012	Jul 1991	93																												т
	Lakview Hotel	Chelan, WA	98816	Jan 1926	Jan 1926	12																											٠	d
																																	+	4
	Midtowner Motel	Chelan, WA	98816	Jun 1985	Jun 1985	45																		_		_	$\perp$					_	1	4
	Riverwalk Inn & Cafe	Chelan, WA	98816	Jan 1918	Jan 1918	13																				4			4			4	4	4
	Alpen Rose Inn	Leavenworth, WA	98826	May 1994	May 1994	16																		_		_	ш					$\perp$	┺	4
	Alpine Rivers Inn	Leavenworth, WA	98826	Jun 1986	Jun 1986	27																				4								4
	Aspen Suites @ Icicle Village	Leavenworth, WA	98826	Aug 2005	Aug 2005	30																												
55126	Bavarian Lodge	Leavenworth, WA	98826	Jul 2005	Jul 2005	54																												41
43791	Bavarian Ritz Hotel	Leavenworth, WA	98826	Jun 1981	Jun 1981	16																												
71776	Beaver Valley Lodge & Self Storage	Leavenworth, WA	98826	Jan 1996	Jan 1996	14																												4
43790	Closed - Blackbird Lodge	Leavenworth, WA	98826	Jun 2006		0												П							Т	П				П		Т	П	Т
	Der Ritterhof Inn	Leavenworth, WA	98826	Jun 1990	Jun 1990	51		0 0	0 0		0	0	0 0																					4
	Enzian Inn	Leavenworth, WA	98826	Jan 1984	Jan 1984	104												П							т	т				П		т	т	Т
	FairBridge Inn & Suites Leavenworth	Leavenworth, WA	98826	Jul 2010	Jun 1983	78																												
	Hampton Inn & Suites Leavenworth	Leavenworth, WA	98826	Nov 2017	Nov 2017	100																											т	Т
	Hans & Franz Lodges	Leavenworth, WA	98826	1400 2017	1407 2017	2			0		0	0	0 0										`		-	i							٠	d
	Hotel Pension Anna	Leavenworth, WA	98826	Jun 1989	Jun 1989	16							0 0	0	•	•	•		•		•					-						+	+	4
	Howard Johnson Express Inn Leavenworth		98826	Jan 2002		41				-				-			-	-							-								٠	d
		Leavenworth, WA			Jan 1988			• •	•	0	•	•	• •	•	• (	• •	•	•	• •	•	•	•	•   •	•	•	•							+	4
	Icicle Village Resort	Leavenworth, WA	98826	Dec 2015	Aug 1992	121																				_			_			_	-	4
	Leavenworth Village Inn	Leavenworth, WA	98826	Jun 1992	Jun 1992	19	Υ																						4				4	4
	Linderhof Inn	Leavenworth, WA	98826	Jun 1990	Jun 1990	33																				┸	ш					┸	┸	4
	LOGE Leavenworth Downtown	Leavenworth, WA	98826	Aug 2020	Aug 2020	26																				4							4	4
	LOGE Leavenworth Riverside	Leavenworth, WA	98826	Jul 2020		9	Υ	• •	•			•	• •	•	• (	• •	•	•	• •	•	•	•	• •	•	•	•	Ш					$\perp$	Т	
	Mountain Springs Lodge	Leavenworth, WA	98826	Jun 1990	Jun 1990	18																												
70613	Na-Mu Lodge	Leavenworth, WA	98826			1		0 0	0 0	0	0	0	0 0	0	•	•  •	•	•	•  •	•	•								'					
31903	Obertal Motor Inn	Leavenworth, WA	98826	Jun 1989	Jun 1989	27																												
	Posthotel & Spa	Leavenworth, WA	98826	Jan 2018	Jan 2018	55																											П	П
	River Roade Venue & Lodging	Leavenworth, WA	98826			10																												
	River's Edge Lodge	Leavenworth, WA	98826			23																												1
	Sleeping Lady Mountain Resort	Leavenworth, WA	98826	Jun 2020	Apr 1995	58	Υ	0 /	0 0		0	0	0 0	0	0 (	0 0																		ı
	The Evergreen Inn	Leavenworth, WA	98826	Jan 1942	Jan 1942	12	Ý	j (					0 0																					1
	The Wanderlust	Leavenworth, WA	98826	Juli 1072	Juli 1942	16							0 0		ì	_				_														
				lun 2024	lun 2024							0	0	0	•	•	•		•	-													1	4
	Manson Bay Suites	Manson, WA	98831	Jun 2021	Jun 2021	40																				-								
	Mountain View Lodge	Manson, WA	98831	Jan 1984	Jan 1984	31																							4					4
/u761	North Cascades Lodge At Stehekin	Stehekin, WA	98852	1	1	28		1 1	- 1	1 1		1 1						1 1		- 1	1					1	1 1		1 '	1				

 - Monthly and daily data received by STR Blank - No data received by STR

#### Tab 4 - Response Chelan Co, WA

Wenatchee Valley Chamber of Commerce For the Month of January 2022

2022

3/22/2022 LTAC MEETING

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							2020	2021	2022
STR Code	Name of Establishment	City & State Zij	ip 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 i	n Rms) Property has experienced a root	m addition or drop during the time period of the report

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Wenatchee Valley Chamber of Commerce

For the Month of January 2022

								2020	)							202	1 _								202	22							
					Open		Chg in				П			П	Т		$\top$	П	$\Box$	Т	$\Box$	Т	Т			T	T	$\Box$		$\top$	$\Box$	П	П
STR Code	Name of Establishment	City & State	Zip Code		Date	Rooms	Rms	J	F M	AI	/ J	JA	A S	0 1	N D	J	F M	I A	M .	J	I A	S	ON	I D	J	<u>F</u> _!	M P	A M	J	JA	۱ S	0	N
	AC Hotels by Marriott Seattle Bellevue Downtown	Bellevue, WA		Jul 2020	Aug 2017	234	Υ	• •	•  •			• •	•	•	•	•	•	•	• •	•	•	•	•	•	•								
	Bellevue Club Hotel	Bellevue, WA	98004	Sep 2021	Jun 1994	66	Υ	• •	•	0												•	•	•	•		$\perp$					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																											
9663	Closed - Paragon Hotel	Bellevue, WA	98004	May 2007	Jun 1969	0																				.		'			'		.
9938	Closed - Sheraton Hotel	Bellevue, WA	98004	Apr 2020	Apr 1980	0	Υ		0																								
23667	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 •	•		•			•		•			•	•		•	•		T						$\Box$
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																					Т					П	П
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		•	•		•	•		Т						$\Box$
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					•		•					•			•	• •		•	•		Т					П	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																					$\top$						$\neg$
	Extended Stay America Seattle - Bellevue - Factoria	Bellevue, WA	98006	Jun 2012	Nov 1997	150																											
	Larkspur Landing Bellevue	Bellevue, WA	98006	Jan 2005	Sep 1998	126					•		•					•			•			•	•								
	Closed - Eastgate Motel	Bellevue, WA	98007	Dec 2001		0																											
	Closed - Kanes Motel	Bellevue, WA	98007	Jun 2004		0																											П
	Fairfield Inn & Suites Seattle Bellevue/Redmond	Bellevue, WA	98007	Jul 1997	Jul 1997	144																											
	Quality Inn Bellevue	Bellevue, WA	98007	Sep 2018	Jun 1985	106																											
	Residence Inn Seattle Bellevue	Bellevue, WA	98007	May 1984		120																											
	Silver Cloud Hotel Bellevue	Bellevue, WA	98007	Jan 2004	Jan 2004	145																											
	Sonesta Select Seattle Bellevue Redmond	Bellevue, WA	98007	Feb 2021	Sep 1990	152																											
	Embassy Suites by Hilton Seattle Bellevue	Bellevue, WA	98008			240																											
	Extended Stav America Seattle - Redmond	Bellevue, WA			Nov 1997	162							i.											1 - 1	- 1								
00201	Extended day / inched deather redinand	Dollovao, 1171	Total Prope		33			0 -	Mont	hly d	ata ro	COIV		_	_				-		•			•	-	_	_			_			

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 <sup>-</sup> Monthly and daily data received by STR

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Wenatchee Valley Chamber of Commerce For the Month of January 2022

								2020	)							202	21							20	022						
					Open		Chg in		$\Box$	Т	Т		Т	П	$\top$		$\top$		$\Box$		П			Т	П	$\top$	$\Box$	Т	П	Т	$\Box$
STR Code	Name of Establishment	City & State	Zip Code		Date	Rooms	Rms	JF	= M	ΑI	M J	J	A S	0	N [	) J	FN	A	M J	J	Α :	0	ΝI	) J	/ F	MA	· M	JJ	Α	s o	N
	Ascend Collection Inn at Port Gardner	Everett, WA		Mar 2018	Jun 1997	33		• •	•	• •	•  •	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	Best Western Cascadia Inn	Everett, WA	98201	Oct 1994	Jun 1984	134		• •	•	• •	•	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	Closed - Everett Motel	Everett, WA	98201	Jan 2014	Jun 1940	0																									
	Closed - Marina Village Inn	Everett, WA	98201	May 2004	Jan 1986	0																									
	Closed - Royal Motor Inn	Everett, WA	98201	Jun 2006		0																									
	Closed - Swalwell House	Everett, WA	98201	Feb 2018		0																									
45838	Closed - Topper Motel	Everett, WA	98201	May 2005		0																									
	Courtyard Seattle North Everett Downtown	Everett, WA	98201	Oct 2016	Oct 2016	156		• •	•	•  •	•  •	•	•  •	•	• •	•	• •	•	•  •	•	• •	•	• •	•							
	Delta Hotel Downtown Everett	Everett, WA	98201	Jun 2018	Jun 1982	232		• •	•	• •	•  •	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	Hampton by Hilton Inn Seattle/Everett	Everett, WA	98201	Jul 2014	Jul 2014	122		• •	•	• •	•	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	Hotel Indigo Seattle Everett Waterfront	Everett, WA	98201			142	Υ	• •	•	•	•	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	Motel Express	Everett, WA	98201	Jan 1947	Jan 1947	32																									
	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																									
	Welcome Motor Inn	Everett, WA	98201	Jun 1992	Jun 1992	42																									
	Farwest Motel	Everett, WA	98203			20																									
	WoodSpring Suites Seattle Everett	Everett, WA		Mar 2017	Mar 2017	122		• •	•	• •	•	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	Best Western Plus Navigator Inn & Suites	Everett, WA	98204	Apr 2011	May 1999	102		• •	•	• •	•	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	Holiday Inn Express & Suites Everett	Everett, WA	98204	Aug 2004	Aug 2004	99		• •	•	•  •	•  •	•	•  •	•	• •	•	• •	•	•  •	•	• •	•	• •	•							
	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		• •			•	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	Motel 6 Everett South	Everett, WA	98204	Jun 2020		99	Υ	• •	•		•	•	• •	•	• •	•			• •	•	• •	•	• •	•							
	Closed - Quality Inn Everett	Everett, WA	98208	May 2006		0																									
	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		• •	•	• •	•	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
	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		• •	•	• •	•	•	• •	•	• •	•	• •	•	• •	•	• •	•	• •	•							
23879	Sunrise Motor Inn	Everett, WA	98208	Jun 1988		105																									
			Total Prope	erties:	30	2200			Month							ОТ!	_														

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Wenatchee Valley Chamber of Commerce For the Month of January 2022

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		21. 22			Open		Chg in			Π.						Ι.Ι	T	Ι.Ι.	Ι.					Ι.			1	π.		$\Box$	$\Box$
STR Code	Name of Establishment	City & State	Zip Code		Date	Rooms	Rms	_	$\rightarrow$	_	$\rightarrow$	-	$\overline{}$	-	-			-	-	-	-		-	_	F	M A	M	J J	A	s o	N D
22298	Americas Best Value Inn Lynnwood Seattle	Lynnwood, WA	98036	Nov 2015	Feb 1992	42		0 0	0	0 0	0	0 0	0	0	•	•	•	• •	•	•	•	•	•	•							
23626	Best Western Alderwood	Lynnwood, WA	98036	Nov 2002	Jun 1990	137		• •	•   •	• •	•	• •	•	•	•		•	• •	•	• •	•		•	•							
38164	Courtyard Seattle North Lynnwood Everett	Lynnwood, WA	98036	Jun 1999	Jun 1999	164			•  •	• •	•	• •	•	•	•		•	• •	•	•	•		•	•							
9285	Embassy Suites by Hilton Seattle North Lynnwood	Lynnwood, WA	98036	Jul 1992	Jul 1992	240		• •	•	• •	•	• •	•	•	•	•	•	• •	•	•	•	•	•	•							
36154	Extended Stay America Seattle - Lynnwood	Lynnwood, WA	98036	Feb 1998	Feb 1998	109			•  •	• •	•	• •	•	•	•		•	• •	•	•	•		•	•							
37159	Hampton by Hilton Inn Seattle North/Lynnwood	Lynnwood, WA	98036	Oct 1998	Oct 1998	152		• •	•	• •	•		•	•	•	•	•	• •	•	•		•	•	•							
68060	Hilton Garden Inn Seattle/Lynnwood	Lynnwood, WA	98036	Jun 2020	Jun 2020	154					0		•	•	•		•	• •	•		•		•	•							
59650	Holiday Inn Express & Suites Seattle North Lynnwood	Lynnwood, WA	98036	Feb 2010	Feb 2010	80		• •	•	• •	•		•	•	•	•	•	• •	•	•		•	•	•							
3758	Hotel International	Lynnwood, WA	98036	Jun 1982	Jun 1982	53																									
3759	La Quinta Inns & Suites Lynnwood	Lynnwood, WA	98036	Jan 2004	Jun 1977	101			•		•			•				• •		•				•							
34654	Super 8 Lynnwood	lynnwood, WA	98036	Mar 2020	Mar 1997	51	Υ		•	• •	•	• •	•	•	•		•	• •	•	•	•		•	•							
62781	Homewood Suites by Hilton Lynnwood Seattle Everett	Lynnwood, WA	98037	May 2014	May 2014	170		• •	•	• •	•		•	•	•	•	•	• •	•	•		•	•	•							
46936	Lynnwood Motor Inn	Lynnwood, WA	98037	Mar 1997	Mar 1997	37																									
15138	Residence Inn Seattle North Lynnwood	Lynnwood, WA	98037	May 1987	May 1987	120			•		•			•		•		• •		•		•		•							
74376	Closed - Court Of Monte Cristo	Lynnwood, WA	98087	Jul 2005	Jan 1950	0																									
			Total Prop	erties:	15	1610			Month																						
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Wenatchee Valley Chamber of Commerce For the Month of January 2022

								2020	)							202	1								_20	)22						
R Code	Name of Establishment	City & State	Zip Code	Aff Date	Open Date	Rooms	Chg in Rms		- M	A .	ار. ا	الدا	AS	01	N D	ار ا	<sub>Б</sub> М		м .	l ,		s	o N	ı D	۱. ا	F	М	M	J .	ı 🛮	s	0
	Best Western Premier Pasco Inn & Suites	Pasco, WA	99301	Feb 2020	Jan 2005	110			•							•					• (					H		111		1		
-	Closed - Airport Motel	Pasco, WA	99301	Jan 2008	04.1.2000	0			-	-  -	-	-   -						-		1		-  -			1							
	Closed - Loyalty Inn Pasco	Pasco, WA	99301	Sep 2021	Jun 1976	0	V																									
	Closed - Rodeway Inn Pasco	Pasco, WA	99301	Sep 2021	Jun 1980	0	Ý																									
	Closed - Travel Inn	Pasco, WA	99301	Jun 2001	Juli 1300	0	- '-			•	Ť	•		•		•		Ĭ.														
	Closed - Travel IIII	Pasco, WA	99301	Jan 2001		0																		-	1							
	Courtyard Pasco Tri-Cities Airport	Pasco, WA	99301	Feb 2020	Feb 2020	99														-												
			99301			121		0	•	• •	•	• •	•	•	•	• •	•	• '	•	•	• '	•  •	•	•	•							
	Hampton Inn Pasco Tri Cities	Pasco, WA		May 2016	May 2016			• •	•	• •	•	• •	•	•	•	•	•	• •	•	•	• (	•  •	•	•	•		_	$\perp$				
	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																		_	_	$\perp$	_	_			ш	
	My Place Hotel Pasco	Pasco, WA	99301	Sep 2014	Sep 2014	64		• •	•	• •	•	•	•	• •	•	•	•	•	•	•	•	• •	•	•	•							
	Red Lion Hotel Pasco	Pasco, WA	99301	Feb 2003	Jun 1969	279		• •	•	• •	•	• •	•	• •	•	• •	•	• •	•	•	• (	• •	•	•	•	ш		ш			ш	
	Sage N Sun Motel	Pasco, WA	99301			32																										
	Sleep Inn Pasco-Kennewick	Pasco, WA	99301	Oct 1997	Oct 1997	62		• •	•	• •	•	• •	•	• •	•	•	•	• •	•	•	•	• •	•	•	•							
	Tahitian Motor Inn	Pasco, WA	99301	Jan 1956	Jan 1956	60																										
	Thunderbird Motel	Pasco, WA	99301	Jun 1980	Jun 1980	43																										
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																										
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				
10365	Econo Lodge Kennewick	Kennewick, WA	99336	Oct 2014	Jun 1964	60																										
	Fairfield Inn Kennewick	Kennewick, WA	99336	Feb 1995	Feb 1995	62																										
	Hilton Garden Inn Kennewick Tri Cities	Kennewick, WA	99336	Jun 2020	Dec 2004	120	Υ			-   -	1																					
	Holiday Inn Kennewick – Tri-Cities	Kennewick, WA	99336	Jul 2022	Jun 1992	0	Ý														0 0	0		1	1							
	Kennewick Suites	Kennewick, WA	99336	May 2006	Jun 1977	46			-		Ť							Ĭ.		Ĭ	,											
	Motel 6 Kennewick	Kennewick, WA	99336	Aug 2018	Jun 1979	81																		1.	1.							
	Red Lion Hotel Kennewick Columbia Center	Kennewick, WA	99336	Feb 2003	Jun 1980	162																		i	i							
	Red Lion Inn & Suites Kennewick Tri Cities	Kennewick, WA	99336	May 2020	Feb 1995	58																		1	1							
	SpringHill Suites Kennewick Tri Cities	Kennewick, WA	99336	Jun 2015	Jun 2015	116					•													ı.	i							
	Studio 6 Kennewick - Tri-Cities	Kennewick, WA	99336	Oct 2020	Oct 2018	23	~	•	•	•  •	•	•	•	•	•	•	•		•	•	• (	•	•	•	•							
							T	• •	•					•	•	• •	•	• '	•	•	• '	• •	•	Ŀ	Ŀ		_					
	Super 8 Kennewick TriCities Area	Kennewick, WA	99336	Apr 1993	Apr 1993	95		•	•	• •	•	• •	•	• •	•	•	•	• (	•	•	• (	•  •	•	•	•	4		4				
	Best Western Plus Kennewick Inn	Kennewick, WA	99337	Apr 2011	Mar 1998	88		• •	•	• •	•	• •	•	• •	•	•	•	• (	•	•	• (	• •	•	•	•	$\perp$	_	_			ш	
	Baymont Inn & Suites Tri Cities Kennewick	Kennewick, WA	99338	Jan 2010	Sep 1995	53		• •	•	• •	•	•	•	• •	•	•	•	•	•	•	•	• •	•	•	•							
	Comfort Suites Kennewick At Southridge	Kennewick, WA	99338	Jun 2020	Jun 2020	94					•	• •	•	• •	•	• •	•	• •	•	•	• (	• •	•	•	•	ш		ш			ш	
	Hampton by Hilton Inn Kennewick At Southridge	Kennewick, WA	99338	Jun 2015	Jun 2015	80		• •	•	• •	•	•	•	• •	•	•	•	•	•	•	•	• •	•	•	•							
	La Quinta Inns & Suites Kennewick	Kennewick, WA	99338	Jan 2010	Mar 2007	64		• •	•	• •	•	• •	•	• •	•	• •	•	• •	•	•	•	• •	•	•	•	$\perp$		$\perp$			ш	ш
	Closed - Richland Inn	Richland, WA	99352	Oct 2021	Jun 1978	0	Υ	• •	•	• •	•	•	•	• •	•	•	•	•	•	•	•											
	Courtyard Richland Columbia Point	Richland, WA	99352	May 2020	Feb 2004	120	Υ	• •	•	•	•	• •	•	• •	•	•	•	• •	•	•	•	• •	•	•	•							
	Economy Inn	Richland, WA	99352	Oct 2000	Jun 1964	39																										
33555	Hampton by Hilton Inn Richland/Tri-Cities	Richland, WA	99352	Aug 1996	Aug 1996	130		• •	•	•  •	•	• •	•  •	• •	•	• •	•	• •	•	•	• •	•  •	•  •	•	•							
48303	Holiday Inn Express & Suites Richland	Richland, WA	99352	Feb 2003	Feb 2003	82		• •	•	•  •	•	• •	•	• •	•	•	•	• •	•	•	•	•  •	•		•							
9667	Holiday Inn Richland on the River	Richland, WA	99352	Aug 2020	Jun 1969	150	Υ		•			C	•		•	•	•	• •		•	•	• •		•	•							
65886	Home2 Suites by Hilton Richland	Richland, WA	99352	Feb 2017	Feb 2017	120			•		•				•		•			•												
62319	Homewood Suites by Hilton Richland	Richland, WA	99352	Jan 2015	Jan 2015	115			•	• •	•				•	•	•	• •		•	•	• •		•	•							
17923	Motel 6 Richland - Kennewick	Richland, WA	99352	Jun 2020	Jun 1964	93	Υ		•		•				•					•				•	•							
17922	Richland Inn & Suites	Richland, WA	99352	May 2016	Jun 1966	44																										
	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								•							• "	_		i	i							
	Closed - Columbia River Hotel & Conference Center	Richland, WA	99354	Sep 2021	Jan 1973	29	Υ																		1							
	Haneys Inn	Richland, WA	99354		Jan 1973 Jan 1977	21	ī	•	•	•	•	•		•		•		•			U											
7 1033	i iaiicys illii	INICIIIAIIU, WA	99354	Jan 1977	Jan 1977																				4							

 <sup>-</sup> Monthly and daily data received by STR

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Wenatchee Valley Chamber of Commerce

For the Month of January 2022

								2020	)							202	1								202	22								
					Open	1 1	Chg in									П				Τ	П		Τ			Г	П			П	П	T		Т
STR Code	Name of Establishment	City & State	Zip Code	Aff Date	Date	Rooms	Rms	JF	F M	A	M J	J	A S	0 1	N D	J	F M	Α	M .	IJ	Α	SC	N	D	J	<u></u> F	M	Α	M J	J	Α	S	0 1	1 1
	AC Hotels By Marriott Vancouver Downtown	Vancouver, WA	98660		U/C	160																												
	Closed - Red Lion Hotel Vancouver @ The Quay	Vancouver, WA	98660	Nov 2015	Jun 1963	0																		ш		$\perp$	Ш				_			_
	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																												
	Holiday Inn Express & Suites Vancouver Mall Portland Are		98661	Mar 2009	Mar 2009	91		• •	•  •	•	•	•	•	• •	•	•	•	•	• •	•	•	•	•	•	•									
35157	Homewood Suites by Hilton Vancouver Portland	Vancouver, WA	98661	Aug 1997	Aug 1997	104		• •	•   •	• •	•	• •	•	• •	•  •	•	•  •	•	•  •	•	• •	•  •	•	•	•									
	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 Van	Vancouver, WA	98662	Mar 2021	Jun 1997	0	Υ	• •	•	•	•	•	•	• •	•	•	5																	
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		• •	•	•	•	•	•		•	•		•	• •	•	•		•	•	•									Т
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					•	•	•		•	•		•	• •	•	•		•	•	•						П	Т	Т	Т
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	•	•									Т
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					•	•	•		•	•		•	• •	•	•		•	•	•						П	Т	Т	Т
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						•				•		•		•	• •		•	•	•						П	Т	Т	Т
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					•	•	•		•	•		•	• •	•	•		•	•	•						П	Т	Т	Т
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						•				•		•		•	• •		•	•	•						П	Т	Т	Т
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										•		•		•			•	•	•							Т	Т	Т
63202	Hampton by Hilton Inn & Suites Portland/Vancouver	Vancouver, WA	98684	Sep 2014	Sep 2014	99														•			•		•									
21111	Motel 6 Vancouver	Vancouver, WA	98684	Dec 2020	Jun 1986	118	Υ									•		•		•			•	•	•							Т	Т	Т
48074	Rodeway Inn Vancouver	Vancouver, WA	98684	Jun 2018	Jun 1984	46														•			•	•	•									
	La Quinta Inns & Suites Vancouver	Vancouver, WA	98685	May 2020	Aug 2000	89	Υ									•		•		•			•	•	•									Т
40404	Holiday Inn Express Vancouver North Salmon Creek	Vancouver, WA	98686	Dec 2013	Jul 2000	78														•			•		•									
	Quality Inn & Suites Vancouver North	Vancouver, WA	98686	Nov 2014	Mar 1990	57														•			•	•	•									Т
	Red Lion Inn & Suites Vancouver	Vancouver, WA		Jun 2018		66																												
	, ,	,	Total Prope		35			0 -	Mont	hlv d	lata re	eceiv	ed by	STR																				
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 <sup>-</sup> Monthly and daily data received by STR

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Wenatchee Valley Chamber of Commerce For the Month of January 2022

								2020	0							2021								202	22						
OTD 0 - 1-	Name of Establishment	014 0. 044-	7:- 01-	A# D-1-	Open		Chg in									Ι.Ι.								١.	_						
STR Code	Avenue Motel	City & State Wenatchee, WA	<b>Zip Code</b> 98801		Date Jun 1962	Rooms	Rms	J	F IVI	Α	IVI J	J	A 5	U	ND	J	- IVI	AI	VI J	J	4 5	U	ע ע	J	F	IVI A	IVI	JJ	Α :	s o	Nυ
	Avid Wentachee	Wenatchee, WA	98801	Jun 1962	U/C	38 95																									
						77																								_	_
	Best Western Chieftain Inn	Wenatchee, WA	98801	Mar 2002				•	•	• (	•	•	•						_					_						4	
	Best Western Plus Wenatchee Downtown Hotel	Wenatchee, WA	98801		Jun 1997	81		• •	•	• (	• •	•	•	• •	•	• •	•	• •	•	• •	•	• •	•	•						$\perp$	
	Closed - Chieftain Motel	Wenatchee, WA	98801	May 1999		0																								4	
	Closed - Uptowner	Wenatchee, WA	98801	Jan 2003		0																							$\perp$	$\perp$	
	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		84		•	•	•	• •		•	• •	•	• •	•	•	•	•	•	•	•	•							
	Downtown Inn Wenatchee	Wenatchee, WA	98801	Jul 2021	Jun 1961	37		• •	•	•	• •	•	•	• •	•	• •	•	• •	•												
	Economy Inn	Wenatchee, WA	98801	Jun 1998	Jun 1958	42																									
	Hilton Garden Inn Wenatchee	Wenatchee, WA	98801	Jul 2020	Apr 2019	176	Υ	•	•  •			•	•	• •	•	• •	•	• •	•	• •	•	• •	•	•							.
33441	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			• •		• •		•	• •	•	• •	•	• •	•		•	• •	•	•							
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																									
5046	Motel 6 Wenatchee	Wenatchee, WA	98801	Jul 2010	Jun 1970	58							•						•		•			•							
70063	My Place Wenatchee	Wenatchee, WA	98801		U/C	63																									
9671	Red Lion Hotel Wenatchee	Wenatchee, WA	98801	Oct 1999	Jun 1974	149															•			•							
70156	Residence Inn By Marriott Wenatchee	Wenatchee, WA	98801	Sep 2021	Sep 2021	127				П											0			•						$\Box$	
70700	Sleep Inn & Suites Wenatchee	Wenatchee, WA	98801	Feb 2021	Feb 2021	86															•			•							
	SpringHill Suites Wenatchee	Wenatchee, WA	98801	Mar 2010	Mar 2010	109																								$\neg$	
	Super 8 Wenatchee	Wenatchee, WA	98801	Dec 2004	Jun 1984	102																									
	Travelodge Wenatchee	Wenatchee, WA	98801	Sep 1994	Jun 1980	48																									
	Closed - Four Seasons Inn	East Wenatchee, WA	98802	May 1998		0																									
	Fairfield Inn & Suites Wenatchee	East Wenatchee, WA	98802	Aug 2019	Aug 2019	99																									
	SureStay Hotel Wenatchee	East Wenatchee, WA	98802		Jun 1979	54		-  -	-   -		-   -						-		-	-   -											
	The Cedars Inn	East Wenatchee, WA	98802			94														-	ľ		ľ								
0/410	THE COURT HIT	Last Worldtonee, WA	Total Prope		28				Mon	thly c	toto r	eceiv	od by	CTD	,						_								_		

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 <sup>-</sup> Monthly and daily data received by STR

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Wenatchee Valley Chamber of Commerce For the Month of January 2022

								2020							20	21							2	2022	2						
		01. 0.0.			Open	1 1	Chg in				Ι.Τ					I_I.			Ι.			I									
TR Code	Name of Establishment All Star Motel	City & State Yakima, WA	<b>Zip Code</b> 98901	Aff Date Jun 1960	Date Jun 1960	Rooms 50	Rms	J F	M	A M	J	JA	SC	N	υЈ	FI	VI A	M .	JJ	Α	SO	N	D .	J	F M	Α	M J	J	A	s o	NI
-				Nov 1994	Jun 1960																										
	Bali Hai Motel	Yakima, WA Yakima, WA			h 4005	28 96																									
	Baymont Inn Yakima			Sep 2018	Jun 1985	74		• •	•	•	•	•	• •	•	• •	• •	•	•	•	• (	•	•	• •	•							
	Best Western Plus Yakima Hotel	Yakima, WA		Apr 2011	Aug 1998	/4		• •	• (	•	•	•	• •	•	• •	•	•	•	•	• '	•	•	• •	•						$\perp$	
	Closed - Holiday Motor Hotel	Yakima, WA		Feb 1994		0																								-	
	Closed - Travelodge Yakima	Yakima, WA		Jul 2000	1 4000	0																								$\perp$	
	Days Inn Yakima	Yakima, WA		Jun 2003	Jun 1983	62		• •	•	•	•	•	• •	•	• •	•	•	•	•	• (	•	•	•	•							
	Econo Lodge Yakima	Yakima, WA		Sep 2021		95															•	•	• •	•						ш	$\perp$
	Economy Inn	Yakima, WA		Oct 2011	Jun 1972	53																									
	FairBridge Hotel & Conference Center Yakima	Yakima, WA	98901	Jan 2019	Jun 1969	205																								ш	$\perp$
	Fairfield Inn & Suites Yakima	Yakima, WA		Dec 2003	Dec 2003	83		• •	•	•	•	•	• •	•	• •	• •	•	•	•	•	•	•	•	•							
	Gateway Hotel	Yakima, WA		Dec 2020	Apr 1969	172		• •	•	•	•	•	• •	•	•															$\perp$	$\perp$
	Hilton Garden Inn Yakima	Yakima, WA			May 2006	111	Y	• •	•	0	•	•	• •	•	• •	• •	•	•	•	•	•	•	• •	•							
	Holiday Inn Yakima	Yakima, WA		Dec 2009	Dec 2009	114		• •	•	•  •	•	•  •	• •	•	• •	• •	•	• •	•	•	•  •	•	•  •	•							
	Holiday Lodge	Yakima, WA	98901	Jun 2020	Jun 1963	38		• •	•	•  •	0																				
	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								
	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																									П
17972	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								•																	
67833	Home2 Suites by Hilton Yakima Airport	Yakima, WA	98902	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	1002	0												_													
	Quality Inn Yakima Near State Fair Park	Yakima, WA		May 1995	Jun 1972	85																									
0,00	adding in raiding roof oldio rain rain	, anima, vvi	Total Prope		34			o - N	Month	Jy da	to roc	coived	by S	TD	-   •		-	-		- '		-	-   -	-					_		_

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## How can we assist you?

#### Glossary:

For all STR definitions, please visit www.str.com/data-insights/resources/glossary

#### Frequently Asked Questions (FAQ):

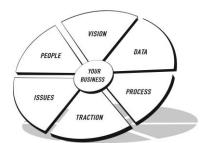
For all STR FAQs, please click here or visit http://www.str.com/data-insights/resources/FAQ

For additional support, please contact your regional office.

For the latest in industry news, visit HotelNewsNow.com.

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

THE EOS MODEL™



## THE VISION/TRACTION ORGANIZER 19 of 44

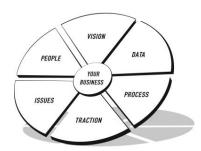
**ORGANIZATION NAME: VISIT WENATCHEE LTAC** 

**VISION** 

		3-YEAR PICTURE™
CORE VALUES	1. Community Shared Value  Deliver	Future Date: December 31s, 2025 Revenue:  Reserves: Measurables: 60% Hotel Occupancy
CORE FOCUS™	Wenatchee is the Heart of Washington State. Our region is known for its breathtaking natural beauty, focus on innovation, thriving economy, and inviting approach. Our commitment to collaboration, sharing big dreams, and taking care of one another have carefully built a safe and bountiful travel destination perfect for wanderlust explorers.	What does it look like?     Occupancy has increased 3% annually     Strategic partnerships are leveraged to increase tourism economic impact     TPA "opportunity fund" for Visit Wenatchee special projects established and thriving     Visitors are successfully engaged in philanthropy to support destination stewardship     Play all year, You're Welcome here = both campaigns are successful     Tourism Ambassador Program alive and well.
10-YEAR TARGET™	A viable partner with State of WA, a recognized national brand	<ul> <li>Tourism campaign celebrating diversity and highlighting local culture through story telling up and functioning</li> <li>Successful campaign established via user generated content driving visitation and retention of youth workforce</li> </ul>
MARKETING STRATEGY	The Heart of Washington State  Financial Vitality Shared Community Value (satisfying Visitor's and stakeholders interests Internal Business Processes Team Development	<ul> <li>Digital data is informing marketing plan and ad buying decisions successfully and to better understand our visitors</li> <li>Visit Wenatchee maintains the community calendar.</li> <li>Event planning resources are completed and used for internal and external communications: resources, permits, marketing &amp; calendar</li> <li>Interactive map on website fully integrated onto visit site</li> <li>Infrastructure coalition has identified tourism opportunities and infrastructure development needs w/assigned priorities</li> <li>Successful initiative developed to connect residents to community assets &amp; amenities</li> <li>We collect visitor data through surveys with local partners w/incentives</li> <li>Succession plan in place</li> <li>Wenatchee is continually progressing to be accessible to all</li> <li>Team is engaged in local experiences and has a deep knowledge of visitor benefits</li> <li>Staff training and support is adequately funded</li> <li>Advocate for Pedestrian wayfinding signage in downtown to/from loop trail</li> <li>Advocate for development of beach access</li> </ul>

iMap for visitors and residents in place  3/22/2022 L' partnership created to facilitate trail counters at local trails advocate for paved parking and restrooms at trailheads committee/city council partnership created with priorities es development of tourism infrastructure and other tourism op cultural diversity district and art district are development intern/ambassador programs have been established at CW programs sports infrastructure has been expanded to include:?
---

#### THE EOS MODEL™



# THE VISION/TRACTION ORGANIZER \*\* 3/22/2022 LTAC MEETING OF THE PROPERTY OF 44

ORGANIZATION NAME: VISIT WENATCHEE LTAC

### **TRACTION**

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

# 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	WHO	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					
	<b>2021.2</b> Increase occupancy to 45% in 2021*					
	2022 FINANCIAL VITALITY					
	2022.1 Explore cooperative advertising					
	opportunities by partnering with other destinations**					
	<b>2022.2</b> 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. VAL

RIORITY	GOAL	МНО	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	2021 SHARED COMMUNITY VALUE - Satisfying Visitor's and Stakeholder's Interests					
	<b>2021.1</b> Develop Campaign to influence Investment, Protection & Stewardship Natural Resources*					
	2022 SHARED COMMUNITY VALUE					
	<b>2022.1</b> Tourism Advocacy: Increase community engagement and education around the value of tourism**					
	2023-2024 SHARED COMMUNITY VALUE					
	<b>23.24.1</b> Conduct Feasibility Study for a "Play all Year" initiative***					
	<b>23.24.2</b> Develop "You're Welcome Here" initiative***					
	<b>23.24.3</b> Create campaign to engage youth to share local stories via User Generated Content, driving visitation and retention of youth workforce					
	<b>23.24.4</b> Develop initiative to connect new residents to community assets and amenities***					
	<b>23.24.5</b> Continued Advocacy: "Keep Wenatchee Accessible for All"					
	<b>23.24.5</b> Create Campaign(s) to celebrate diversity and highlight local culture through story telling***					
	<b>23.24.6</b> Develop and/or License Tourism Ambassador Program					
	<b>23.24.6</b> Implement mechanism to engage visitors in philanthropy to support destination stewardship (2024). See Financial Vitality					
	<b>23.24.7</b> 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	МНО	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	2021 INTERNAL BUSINESS PROCESSES					
	<b>2022.1</b> Engage in data driven decision making (license SeeSource/similar)					
	2022 INTERNAL BUSINESS PROCESSES					
	<b>2022.1</b> Annual Stakeholder Report (economic and community impact with revenue attribution for assets and activities where possible).					
	2023-2024 INTERNAL BUSINESS PROCESSES					
	<b>23.24.1</b> Become Central Community Calendar: Develop automated calendar population					
	<b>23.24.2</b> Collect visitor data through surveys with local partners***					
	<b>23.24.3</b> Develop event planning resources; permits, calendaring, marketing.					
	23.24.4 Develop interactive map for calendar					
	"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/ WEASURE ACTUAL	STATUS
	2021 TEAM DEVELOPMENT					
	<b>2022.1</b> Develop Short-term and Long-term Staffing Plan for Visit Wenatchee					
	2022 TEAM DEVELOPMENT					
	<b>2022.1</b> Develop travel budget and engage in DMO/Destination in-person comparisons					
	2023-2024 TEAM DEVELOPMENT					
	<b>23.24.1</b> Develop budget and engage in local tourism experiences to foster deeper knowledge					
	23.24.2 Develop budget and engage in training concrunities to support operations					
	23.24.3 Develop Succession Plan					

Suggested Marketing Tactics

None Suggested

# DESTINATION DEV.

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

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	<b>2021.2</b> Increase occupancy to 45% in 2021*					
	2022 FINANCIAL VITALITY					
	<b>2022.1</b> Explore cooperative advertising opportunities by partnering with other destinations**					
	<b>2022.2</b> Increase occupancy to 60% in 2022*					
	2023-2024 FINANCIAL VITALITY					
	<b>23.24.1</b> Develop mechanism to engage visitors in philanthropy to support destination stewardship (2023). See Shared Community Value					
	<b>23.24.1</b> Establish TPA "Opportunity Fund" for Visit Wenatchee special projects					
	<b>23.24.1</b> Increase occupancy 3% annually year over year in 2023 and 2024*					
	<b>23.24.1</b> 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

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	<b>2021.1</b> 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***					
	<b>23.24.6</b> Develop and/or License Tourism Ambassador Program					
	<b>23.24.6</b> Implement mechanism to engage visitors in philanthropy to support destination stewardship (2024). See Financial Vitality					
	<b>23.24.7</b> 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
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	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***					
	<b>23.24.3</b> 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					
	<b>2022.1</b> Develop Short-term and Long-term Staffing Plan for Visit Wenatchee					
	2022 TEAM DEVELOPMENT					
	<b>2022.1</b> 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					
	<b>23.24.3</b> 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					
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	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
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