

**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

*Motion by Linda Haglund to approve the minutes. Kristin Lodge seconded the motion. Motion carried.*

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.

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

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

Month Collected	Month Received	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2021/2020 Difference		2021/2019 Difference	
January	March	91,273	97,994	106,682	87,518	90,616	76,746	65,016	59,079	54,117	43,454	(6,721)	(6.9%)	(15,408)	(14.4%)
February	April	85,269	65,772	90,793	81,902	98,206	79,080	68,466	68,219	60,229	57,408	19,497	29.6%	(5,524)	(6.1%)
March	May	102,006	54,640	116,308	120,894	123,395	97,828	97,258	86,598	78,282	68,600	47,366	86.7%	(14,302)	(12.3%)
April	June	105,662	46,137	130,637	126,049	131,614	114,824	104,220	97,128	88,869	83,258	59,525	129.0%	(24,975)	(19.1%)
May	July	143,137	53,795	166,294	146,323	147,620	125,398	128,979	116,960	100,521	83,098	89,342	166.1%	(23,157)	(13.9%)
June	August	187,749	85,724	206,299	160,714	164,452	160,936	134,662	128,011	115,363	103,334	102,025	119.0%	(18,550)	(9.0%)
July	September	209,995	125,025	209,636	188,033	189,102	178,517	139,593	134,845	124,865	113,914	84,971	68.0%	359	0.2%
August	October	232,779	143,590	203,527	208,481	182,847	162,347	135,439	140,423	127,911	119,099	89,189	62.1%	29,252	14.4%
September	November	173,871	114,035	150,073	155,973	154,296	168,483	127,446	109,621	108,084	83,768	59,836	52.5%	23,798	15.9%
October	December	137,976	100,991	154,585	171,019	143,213	146,711	119,418	117,355	104,630	91,257	36,985	36.6%	(16,608)	(10.7%)
November	January	104,058	68,489	102,056	96,464	91,415	92,185	68,846	59,754	56,965	56,435	35,569	51.9%	2,002	2.0%
December	February	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%
<b>Total Collections</b>		<b>1,740,170</b>	<b>1,056,911</b>	<b>1,789,211</b>	<b>1,678,965</b>	<b>1,658,198</b>	<b>1,548,840</b>	<b>1,298,476</b>	<b>1,202,423</b>	<b>1,108,075</b>	<b>973,019</b>	<b>683,259</b>	<b>64.6%</b>	<b>(49,041)</b>	<b>(2.7%)</b>
Budget		1,500,000	1,850,000	1,812,500	1,721,250	1,752,650	1,402,120	1,180,000	1,149,091	977,058	895,440				
Change in YTD revenues		64.6%	-40.9%	6.6%	1.3%	7.1%	19.3%	8.0%	8.5%	13.9%	-0.4%				
% of budget collected		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 Actual	2020 Actual	2021 Actual	2022 Budget	2022 Actual YTD	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
<b>Hotel/Motel Tax Revenues</b>										
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 Committee (40%)	715,843	422,761	696,508	640,000	-	724,189	738,673	753,446	768,515	783,886
<b>Total Hotel/Motel Tax Revenues</b>	<b>1,789,211</b>	<b>1,056,901</b>	<b>1,740,170</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,810,473</b>	<b>1,846,682</b>	<b>1,883,616</b>	<b>1,921,288</b>	<b>1,959,714</b>
<b>LTAC Expenses</b>										
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
<b>Total LTAC Expenses</b>	<b>754,772</b>	<b>536,833</b>	<b>510,482</b>	<b>595,000</b>	<b>120,833</b>	<b>708,350</b>	<b>722,101</b>	<b>736,264</b>	<b>750,851</b>	<b>765,877</b>
<b>Other LTAC Revenue (Interest)</b>	<b>4,914</b>	<b>1,862</b>	<b>628</b>	<b>100</b>	<b>-</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Net LTAC Income</b>	<b>(34,015)</b>	<b>(112,210)</b>	<b>186,655</b>	<b>45,100</b>	<b>(120,833)</b>	<b>16,339</b>	<b>17,072</b>	<b>17,683</b>	<b>18,164</b>	<b>18,509</b>
<b>LTAC Beginning Fund Balance</b>	<b>296,884</b>	<b>262,869</b>	<b>150,659</b>	<b>337,314</b>	<b>337,314</b>	<b>382,414</b>	<b>398,753</b>	<b>398,753</b>	<b>415,825</b>	<b>416,436</b>
<b>LTAC Ending Fund Balance</b>	<b>262,869</b>	<b>150,659</b>	<b>337,314</b>	<b>382,414</b>	<b>216,481</b>	<b>398,753</b>	<b>415,825</b>	<b>416,436</b>	<b>433,989</b>	<b>434,944</b>

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	

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# 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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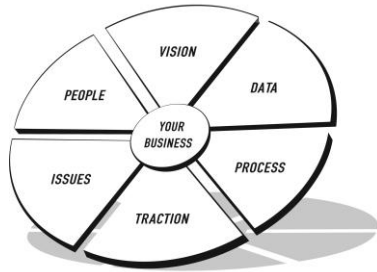
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# THE VISION/TRACTION ORGANIZER™

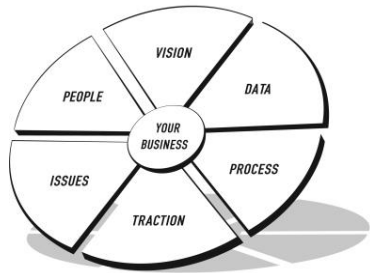
**ORGANIZATION NAME:** VISIT WENATCHEE LTAC

**VISION**



<p><b>CORE VALUES</b></p>	<p>1. Community Shared Value Deliver</p>	<p><b>3-YEAR PICTURE™</b></p>
<p><b>CORE FOCUS™</b></p>	<p>Wenatchee is the Heart of Washington State. Our region is known for its breathtaking natural beauty, focus on innovation, thriving economy, and inviting approach. Our commitment to collaboration, sharing big dreams, and taking care of one another have carefully built a safe and bountiful travel destination perfect for wanderlust explorers.</p>	<p><b>Future Date:</b> December 31<sup>s</sup>, 2025      <b>Revenue:</b> <b>Reserves:</b>      <b>Measurables:</b> 60% Hotel Occupancy</p> <p><b>What does it look like?</b></p> <ul style="list-style-type: none"> <li>• Occupancy has increased 3% annually</li> <li>• Strategic partnerships are leveraged to increase tourism economic impact</li> <li>• TPA “opportunity fund” for Visit Wenatchee special projects established and thriving</li> <li>• Visitors are successfully engaged in philanthropy to support destination stewardship</li> <li>• Play all year, You’re Welcome here = both campaigns are successful</li> <li>• Tourism Ambassador Program alive and well.</li> <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> <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 beautification of gateways and cleanliness plan w/city</li> <li>• Advocate for development of beach access</li> </ul>
<p><b>10-YEAR TARGET™</b></p>	<p>A viable partner with State of WA, a recognized national brand</p>	
<p><b>MARKETING STRATEGY</b></p>	<p><b>The Heart of Washington State</b></p> <p>Financial Vitality Shared Community Value (satisfying Visitor’s and stakeholders interests) Internal Business Processes Team Development</p>	

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



# THE VISION/TRACTION ORGANIZER

**ORGANIZATION NAME:** VISIT WENATCHEE LTAC

## TRACTION

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

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	<b>2021 FINANCIAL VITALITY</b>					
	<b>2021.1</b> Pursue grant funding opportunities such as American Rescue Plan (ARP) for tourism/destination recovery					
	<b>2021.2</b> Increase occupancy to 45% in 2021*					
	<b>2022 FINANCIAL VITALITY</b>					
	<b>2022.1</b> Explore cooperative advertising opportunities by partnering with other destinations**					
	<b>2022.2</b> Increase occupancy to 60% in 2022*					
	<b>2023-2024 FINANCIAL VITALITY</b>					
	<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					

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
	<b>2021 SHARED COMMUNITY VALUE - Satisfying Visitor's and Stakeholder's Interests</b>					
	<b>2021.1</b> Develop Campaign to influence Investment, Protection & Stewardship Natural Resources*					
	<b>2022 SHARED COMMUNITY VALUE</b>					
	<b>2022.1</b> Tourism Advocacy: Increase community engagement and education around the value of tourism**					
	<b>2023-2024 SHARED COMMUNITY VALUE</b>					
	<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	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	<b>2021. INTERNAL BUSINESS PROCESSES</b>					
	2022.1 Engage in data driven decision making (license SeeSource/similar)					
	<b>2022. INTERNAL BUSINESS PROCESSES</b>					
	2022.1 Annual Stakeholder Report (economic and community impact with revenue attribution for assets and activities where possible).					
	<b>2023-2024 INTERNAL BUSINESS PROCESSES</b>					
	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
	<b>2021 TEAM DEVELOPMENT</b>					
	<b>2022.1</b> Develop Short-term and Long-term Staffing Plan for Visit Wenatchee					
	<b>2022 TEAM DEVELOPMENT</b>					
	<b>2022.1</b> Develop travel budget and engage in DMO/Destination in-person comparisons					
	<b>2023-2024 TEAM DEVELOPMENT</b>					
	<b>23.24.1</b> Develop budget and engage in local tourism experiences to foster deeper knowledge among staff for visitor's benefit					
	<b>23.24.2</b> Develop budget and engage in training opportunities to support operations					
	<b>23.24.3</b> Develop Succession Plan					

Suggested Marketing Tactics

None Suggested

# DESTINATION DEV.

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	<b>2021 DESTINATION DEVELOPMENT</b>					
	<b>2022.1</b> Advocacy for outdoor recreation/infrastructure enhancements					
	<b>2022 DESTINATION DEVELOPMENT</b>					
	<b>2022.1</b> Create story telling video series to highlight artisans, creators and makers who provide visitor experiences (retail, breweries, wineries...etc.)					
	<b>2023-2024 DESTINATION DEVELOPMENT</b>					
	<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 District Districts: Cultural Diversity District and Arts & Culture District					
	<b>23.24.9</b> Develop Internship/Ambassador program with CWU and WSU Hospitality Programs					
	<b>23.24.10</b> 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**

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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**

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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**

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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**

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- 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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	<b>2022.1</b> Explore cooperative advertising opportunities by partnering with other destinations**					
	<b>2022.2</b> Increase occupancy to 60% in 2022*					
<b>2023-2024 FINANCIAL VITALITY</b>						
	<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					

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

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	<b>2021 SHARED COMMUNITY VALUE - Satisfying Visitor's and Stakeholder's Interests</b>					
	<b>2021.1</b> Develop Campaign to influence Investment, Protection & Stewardship Natural Resources*					
	<b>2022 SHARED COMMUNITY VALUE</b>					
	<b>2022.1</b> Tourism Advocacy: Increase community engagement and education around the value of tourism**					
	<b>2023-2024 SHARED COMMUNITY VALUE</b>					
	<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



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

Suggested Marketing Tactics

23.24.2 \*\*\*Incentivize through freebies

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

Suggested Marketing Tactics

None Suggested

PRIORITY	GOAL	WHO	START DATE/ END DATE	TARGET/ MEASURE	% COMPLETE/ ACTUAL	STATUS
	<b>2021 DESTINATION DEVELOPMENT</b>					
	<b>2022.1</b> Advocacy for outdoor recreation/infrastructure enhancements					
	<b>2022 DESTINATION DEVELOPMENT</b>					
	<b>2022.1</b> Create story telling video series to highlight artisans, creators and makers who provide visitor experiences (retail, breweries, wineries...etc.)					
	<b>2023-2024 DESTINATION DEVELOPMENT</b>					
	<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					
	<b>23.24.10</b> 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