

LTAC STRATEGIC PLANNING

Our vision of sustainable tourism is to reinvest community resources to enhance the lives of both residents and visitors.



AGENDA

- Introduction
 - 2023 overview: highlights and lessons learned
 - Planning overview: opportunities, challenges and key metrics
 - Looking ahead
 - Discussion
- 

OUR COMMITTEE

- Owen Rowe (Chair) - Elected Official
- Nathan Barnett (Vice Chair), Old Consulate Inn - Collector
- Natalie Maitland, Fort Worden Hospitality - Collector
- Kate Philbrick, Northwest Maritime Center and Swan Hotel - Collector
- Katy Goodman, Centrum - Recipient
- Danielle McClelland, Port Townsend Film Festival - Recipient
- Denise Winter, Key City Public Theatre - Recipient
- Mari Mullen, Port Townsend Main Street - Non-Voting
- Dana Petrick, Jefferson County Chamber of Commerce - Non-Voting
- Cindy Finnie - At Large Position - Prior Collector
- Shelly Leavens - Communications & Marketing Manager - Staff Liaison





2023 OVERVIEW

HIGHLIGHTS & LEARNING OPPORTUNITIES

2023 HIGHLIGHTS



Launched a new community grant program



New committee members, new chair and co-chair, and dedicated staff to help steward this group of volunteers and provide accountability for the fund



Started the process for looking further out and aligning with City, community, and regional tourism goals

2023 LEARNING OPPORTUNITIES

Collaboration

Marketing is a team sport. We need more than one person or organization working together to achieve the results we want based on our vision.

Meeting Schedule

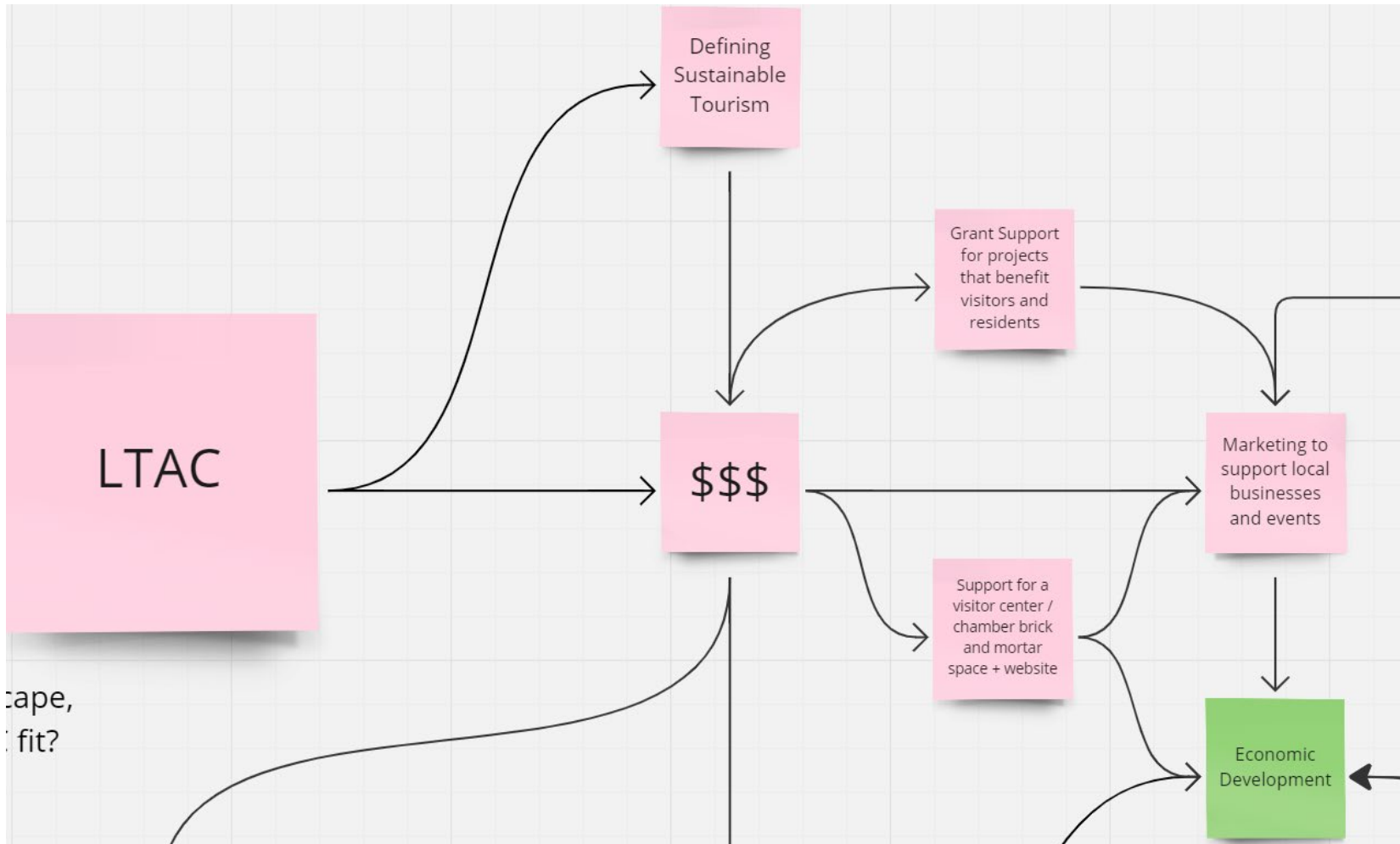
Many special meetings meant it was hard to gather a quorum and set expectations for committee time.

Data

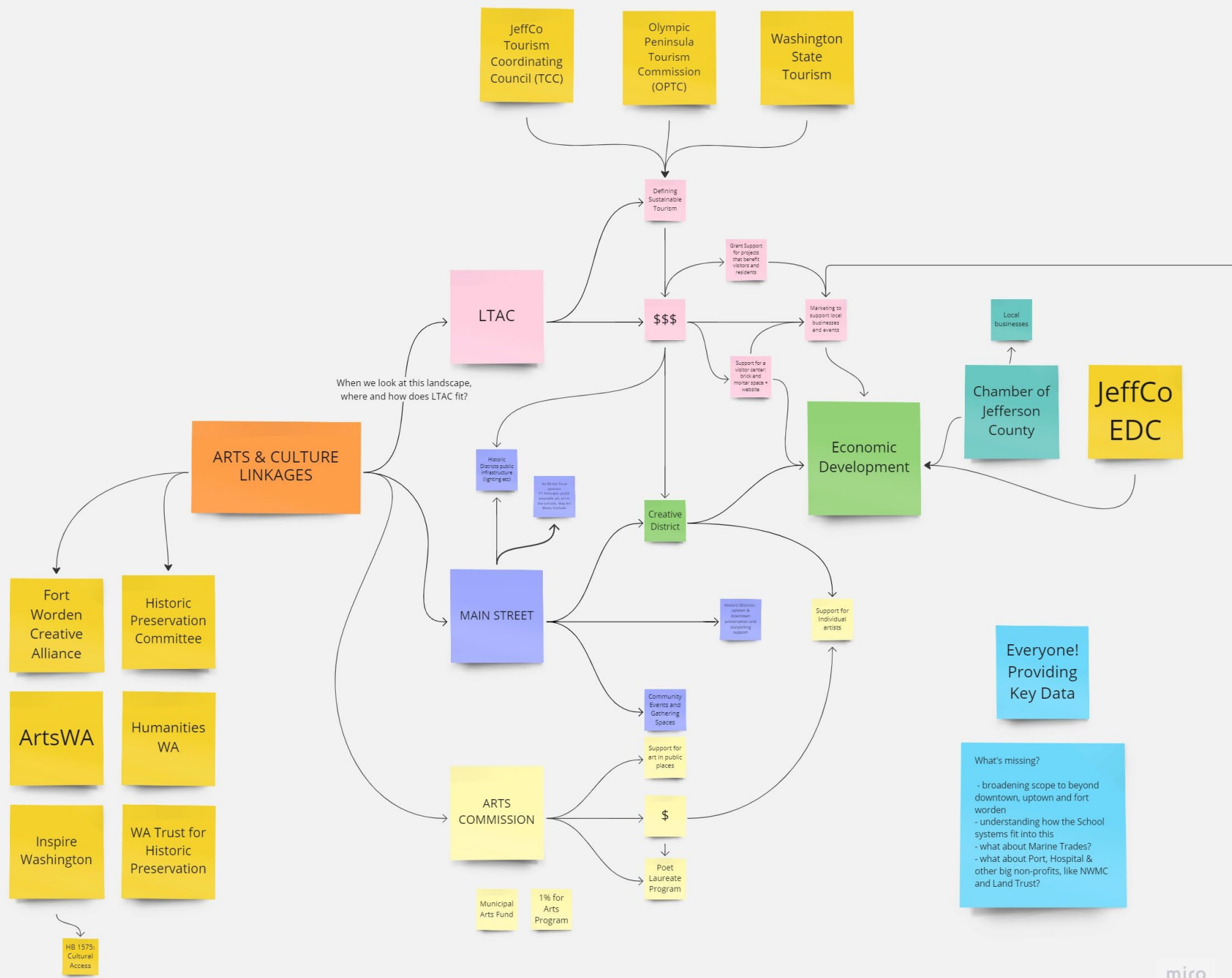
Decisions are harder to make based on assumptions and guestimates versus data from reliable sources

2023 STRATEGIC PLANNING PROCESS

APRIL	MAY	AUGUST	SEPTEMBER	OCTOBER
Strategic planning retreat	Hire Marketing Manager: 50% position	Adopt vision statement	Bring in new committee members	Issue second round of grant awards
		Issue first round of grant awards and refine criteria	12 hours of LTAC one on one interviews with Marketing Mgr	Review draft strategic plan and draft 2024 budget



Ongoing analysis of how we fit in the visitor experience ecosystem



1. **January 10 – Contracting, Review, Call for Proposals.** The City initiates agreements with LTAC funding recipients in accordance with current-year budget, including terms, deliverables, insurance requirements, and scope of work. LTAC reviews previous year reporting and assesses current year projections. LTAC reviews the RFP for allocated grant funding.
2. **March 12 – Spring Grant Application Review.** Review first cycle applications for LTAC funding, including Q&A with funding applicants, and make decisions on grant funding. Depending on revenue forecasts and quality of proposal, LTAC may decide to hold funding awards until Fall Cycle. Advertise for new LTAC members (appointments through May on rolling cycle).
3. **May 14 - Budget Priorities and Plan/Project Review** – In the May/June time period, LTAC receives a call from Mayor/City Manager to LTAC (and all City advisory boards) for workplan items and budget request. Note that the overall LTAC budget is forecasted by the City Finance team; LTAC makes a formal recommendation to City Council for use of those funds. LTAC reviews progress on the 2024 workplan, reviews data, marketing, and project progress.
4. **July 9 - Call for Proposals, Budget Priorities.** The City, on behalf of LTAC, advertises a call for proposals for the second half of (or the remaining) allocated grant funding for the year. LTAC considers priorities for next fiscal year and suggests a preliminary LTAC budget. LTAC weighs a range of objectives within the scope of the criteria to determine a recommended budget.
5. **September 10 – Fall Grant Application Review, Budget Recommendation to City Council.** LTAC reviews proposals for the second half of the allocated grant funding of the year. LTAC votes on a budget and submits a recommendation to City Council in advance of a decision on the final City budget. City Council may choose to approve/incorporate or may send the recommendation back to LTAC for further discussion.
6. **November 12 – Annual Review.** LTAC reviews progress on the 2024 workplan, 2024 marketing and visitation data, hears from grantees, partners, and contractors on annual work, plans annual meeting schedule, plans 2025 grant deadlines, and ties up loose ends in discussion.

Spring Round

Monday, January 20 – Call for Proposals

Friday, February 23 – Spring Grant Deadline

Tuesday, March 12 – LTAC Grant Application Review

Fall Round

Monday, July 22 – Call for Proposals

Friday, August 30 – Fall Grant Deadline

Tuesday, September 10 – LTAC Grant Application Review

**Ongoing refinement of how we work
within the City's Advisory Board system**



Retreat and Interviews



SUSTAINABLE TOURISM


“
...helps build an economy where people can live, work, and have a high quality of life in the place where they live.”

“It means that we create an ecosystem where we can nourish our community while at the same time welcoming and educating tourists about our area”

“Sustainability requires a holistic view of costs and benefits, that in today’s society, encompasses economics, climate, & community, with long term goals.”

“...economically, environmentally, and culturally doesn’t detract, and whenever possible, *enhances*, our local community.”

“It means we invest in people.”



OPPORTUNITIES & CHALLENGES



Big Thinking

Let's think big – what is our Big Hairy Audacious Goal (BHAG)?
Mindset shift from whether we are doing things right, to whether we are doing the right things.

Every 15-minutes electric bus service

A car-free visitor experience

A single ticketing system for all events, shows, and programs

Health care & healing arts tourism

Lodging tax contributing to workforce housing affordability

Lodging tax being used to support disaster preparedness

The most robust electric-powered mobility system for a small town in WA

A visitor experience that is free of single-use plastic



FOCUS: Geographic & conceptual scope

“The entirety of Port Townsend is in our scope to serve, the whole city limits, but density, walkability, and transit matters, how do we keep infrastructure compact?”

We have branded ourselves as a Victorian Seaport and Arts Community. We have a lot of history that extends before and after the Victorian Era, a strong Marine Trades sector, outdoor recreation opportunities, and farms at our doorstep.

“...our fund isn't big enough to make an impact in housing.”



Visitor Experience, first and foremost

“When people are traveling there are different connections people are making to place and each other. & there are new trends in tourism, service travel, ecotourism, groups on volunteer vacations.”

“We want the Culture of PT to show up in the visitor experience. It is present within our history, the key industries like our marine trades and our mill, and within the abundance of active experiences: fishing, kayaking, bike rentals, and trails.”

We have to take care of basic needs. Can I get a table? Where can I use the restroom? How do I get to Fort Worden? Where can I go on a cold, rainy evening with my kids?



Capacity & culture for change

Limitations exist for the historic districts, sign code, transit reach, and attitudes around the growth of the visitor economy.

How are we involving future generations in our conversations?

“It can be a delicate balance. One person’s perception of too much or too little depends on business goals, personal preference, etc. For example ‘not having a parking space’ is big for the community.”

“There are some larger social issues at play when we look at capacities for sustainable tourism. The pandemic changed the hospitality industry and perceptions of workers and customers and expectations. We are still recovering from that and recalibrating.”



Relationships and partnerships across sectors

“Contributing to a working ecosystem is important to people wanting to visit this place, otherwise we are *just talking* about what we are doing instead of *supporting* what we are doing so that it can be sustainable”

Public education from organizations that value and rely on visitors will build awareness of the interconnectedness of the local economy and visitors’ contributions to our quality of life.

Our individual capacity is limited but we can do more together. Partnerships can help make BHAGs possible.



Our environment & public safety

We are surrounded on three sides by water. Downtown is built on fill. We rely on bridges & ferries.

How will climate change & natural disasters affect our priorities for investment, & how will our investments affect how we adapt to climate change?

Do our emergency responders have the capacity to scale up in the summer?

Are our local businesses & residents prepared to help visitors navigate a natural disaster?

How much more trash & emissions are we creating in our community as we grow the visitor economy? We have a responsibility to protect our marine environment.



KEY METRICS





Lodging Tax Fund Growth

Interconnected Planning

Results Show Up in Numbers

And ... Hearts & Minds

DATA TO HELP US MAKE DECISIONS, TELL A STORY & MEASURE GROWTH

KEY DATA

Lodging types, vacancies and rate study

Number of visitors seasonally, annually

Demographics of our visitors

Attendance at all the big events

Transit & transportation use by visitors

Volume of and types of experiences

Sales tax paid by visitors v residents

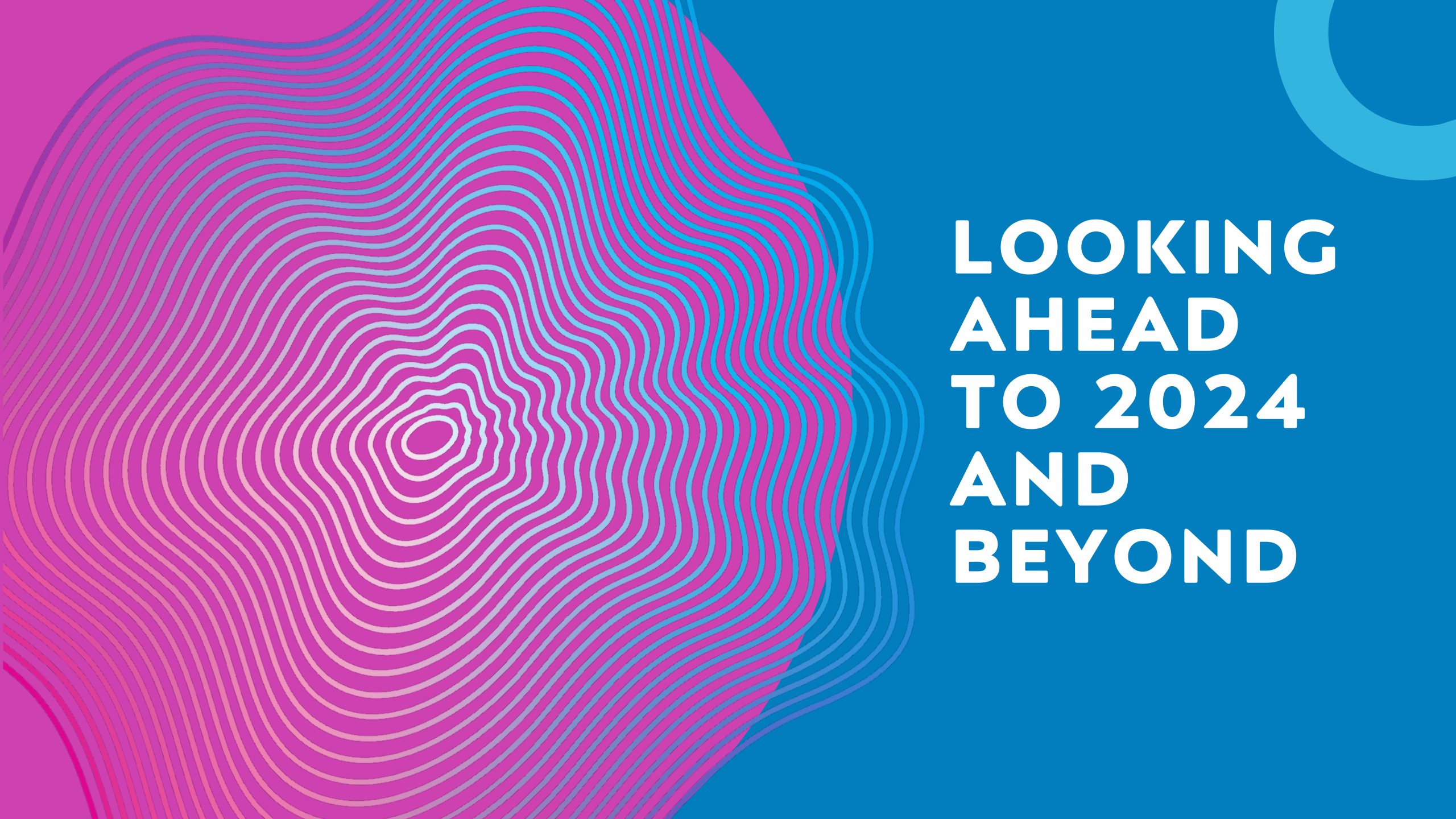
Use of paper, digital, in-person, and social engagement

Travel distances and length of stay

Total economic impact from tourism

Groups v families v couples v individuals

Weekday v weekend visitation



**LOOKING
AHEAD
TO 2024
AND
BEYOND**

MILESTONES

1 YEAR	2 YEARS	3 YEARS	5 YEARS	12 YEARS
Re-established key relationships and Integrated our work with Comp Plan and OlyPen Master Plan	Planning and budget based within our BHAG, data and City's vision	Seeing results from targeted shoulder season visitor economy	Fund has grown due to growth in lodging and seasonal activity	Funding is freed up to contribute to workforce housing affordability
Collected & reported back on data	Actively planning for infrastructure project using reserve	Sustainable tourism is actionable		
Established a marketing working group and marketing plan	Public and business community more informed around visitor economy	Thinking bigger, more data driven, storytelling and collaboration are in our DNA		

STRATEGIC FOCUS YEAR ONE

Begin to Re-establish Key Relationships

- Local organizations serving visitors, operating events and lodging
- Local businesses relying on visitors, businesses in key sectors
- Regional tourism sector – county LTAC, OPTC, TCC, WA Tourism
- Vital services like transit and emergency services

Integration with other Planning

- Infrastructure work tied to Comp Plan
- Marketing work tied to OlyPen Master Plan and Arts & Culture Plan
- Shoreline Master Plan – Climate Plan
- Non-Motorized Transportation Plan

Collect, analyze and report back on data

- Prioritize types of data and methods for collection
- Contract to help collect data
- Analyze and report back on key data points with consistency

Establish marketing working group and marketing plan

- Invitations to existing partners and new individuals with expertise
- Develop an actionable marketing plan together

STRATEGIC FOCUS YEAR 2

Cultivate Key Relationships

- Local organizations serving visitors, operating events and lodging
- Local businesses relying on visitors, businesses in key sectors
- Regional tourism sector - county LTAC, OPTC, TCC, WA Tourism
- Tapping vital services like transit and emergency services

Planning and budget from data & relationships

- Marketing and fund direction based in data and analysis
- BHAG based in people and relationships
- Infrastructure project based in integrated planning effort

Public and businesses informed around visitor economy

- Public education campaign that includes key business sector conversations and leans into the story that data tells - people-centered and economic development centered

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The background features a vibrant color palette of magenta, pink, and blue. On the left side, there is a large, intricate pattern of concentric, wavy lines that resemble a fingerprint or a topographic map, rendered in shades of pink and magenta. On the right side, there is a solid blue background with a large, light blue circular shape in the upper right corner. The text "THANKS FOR YOUR INPUT!" is centered on the right side, overlaid on the blue background.

**THANKS FOR
YOUR INPUT!**

DISCUSSION

