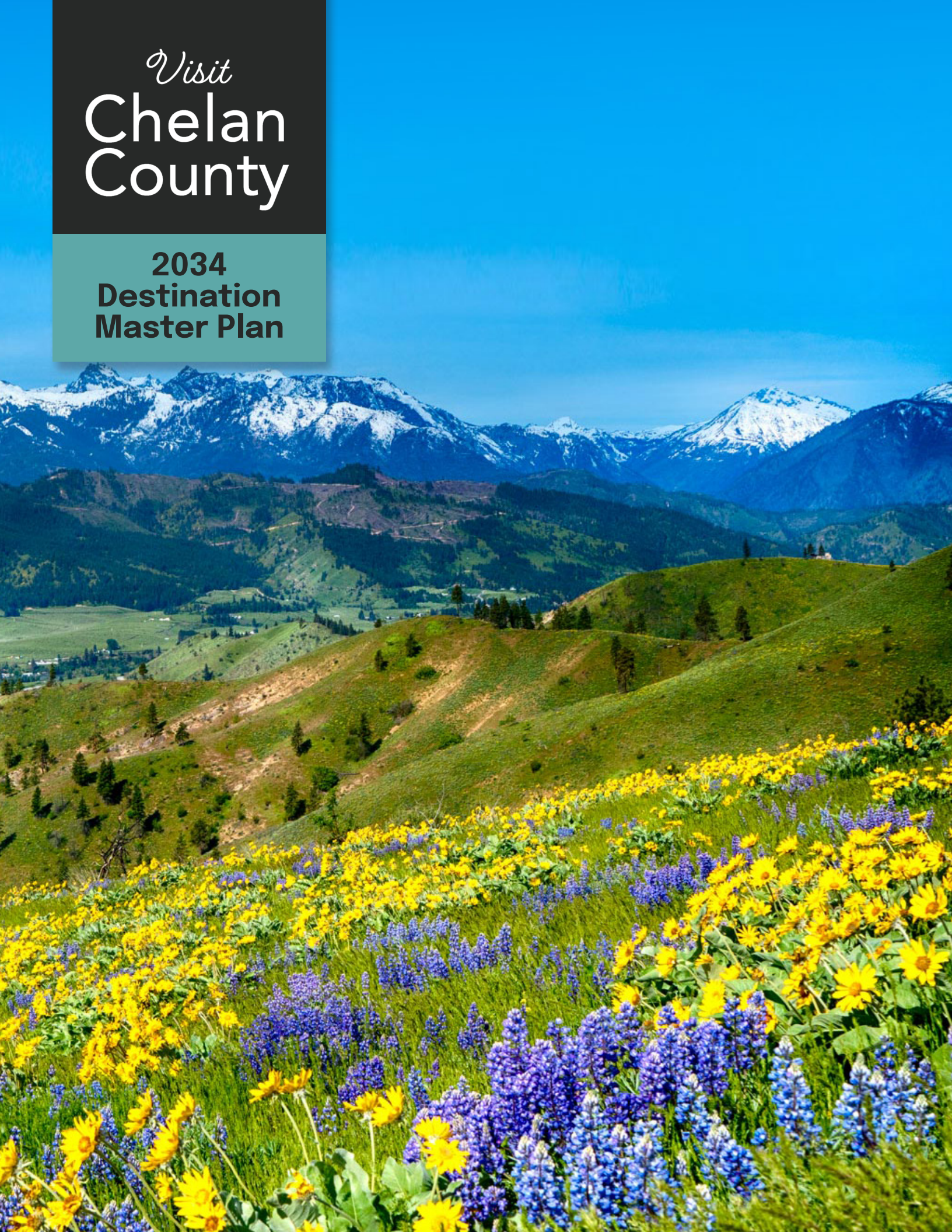


*Visit*  
**Chelan  
County**

**2034  
Destination  
Master Plan**



# A Letter from Visit Chelan County

Dear Friends of Chelan County,

The future of Chelan County is bright. Our region is thriving with many opportunities on the horizon.

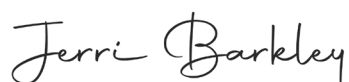
As a destination with extraordinary natural assets and abundant access to the outdoors, the global pandemic increased awareness and visitation to Chelan County's outdoor recreational areas, communities, and events. While this increase in visitor traffic yielded positive economic benefits across the county and reinforced the value of tourism in our region, the impact of increased visitors was felt throughout the county - particularly in our outdoor areas. These impacts shed necessary light on the need to proactively develop tourism strategies that help protect and preserve this special place that we call home.

On behalf of our region, Visit Chelan County has intentionally invested in this Destination Master Plan process to identify responsible tourism opportunities, priorities, and strategies that support the health and future of Chelan County as a collective community. The community initiatives laid out in this plan are intended for pursuit by stakeholders across the county, and it is our hope for multiple entities to take part in pursuing this work for the collective enhancement of Chelan County. Together with our peers, we intend to help pursue these community initiatives in close collaboration with residents, community leaders, government partners, and the tourism industry to address tourism-related needs and concerns of this community. The result of this planning process is the following ten year Chelan County Destination Master Plan.

This plan is a living, action-oriented document. It provides us with an intentional roadmap for the future of tourism in Chelan County. As we begin to implement this plan and the strategies within, we look to our industry and government partners to work by our side - and with one another. With your support, we believe this plan will successfully guide our path as responsible stewards of the natural environment, cultural heritage, and local quality of life in Chelan County, while also building our community into a stronger, more resilient and authentic place to live, work, and visit.

Our thanks to everyone who participated in this planning process and for your ongoing support, engagement and encouragement. It is our privilege to serve you. We hope you will join us as we implement the important work of Chelan County's Destination Master Plan over the next ten years.

Sincerely,



**Jerri Barkley**  
Executive Director  
Visit Chelan County



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# Executive Summary



The Chelan County Destination Master Plan was created to bring together the communities of Chelan County to unite around a shared vision and strategic path forward for the future of tourism in the region.

This Plan is the outcome of a community-driven process initiated by Visit Chelan County and guided by a volunteer Steering Committee of community leaders representing a variety of sectors and interests from across the county.

As Chelan County has matured as a destination and visitation has continued to grow, lodging tax revenues have increased and led to the establishment of Visit Chelan County as an organization as a staffed organization. This evolution represents a new path forward for tourism in Chelan County - one that recognizes the need for intentional, thoughtful management of tourism to the region. This Destination Master Plan establishes an aspirational vision, relevant benchmarks, and fundamental strategies to guide the future of tourism and its impact on the communities, residents, environment, and surroundings of Chelan County.

The recommendations in the plan were formed based on extensive community engagement and insights from recent relevant studies and research. Stakeholders and industry partners provided input related to the strengths of Chelan County as a destination and challenges related to visitation and

the future of the tourism economy. This input underscored the many assets, experiences, and visitor offerings within the county and revealed critical challenges, including a lack of affordable workforce housing, seasonality issues, and safety and access issues near outdoor recreation sites. In-depth research and data provided necessary background to establish future goal targets for Chelan County's future as a destination.

The intended outcome of this plan is to support Chelan County as a destination that offers a high quality of life for its residents while offering a high quality visitor experience to travelers.

From the onset of this Destination Master Plan process, the objectives of this project were to:

- Provide analysis of tourism assets, product strengths, and gap areas in Chelan County.
- Develop strategies, actions, goals, and assignments to support implementation of the plan.
- Identify areas of collaboration in the public and private sector.
- Identify key product strengths or deficiencies.
- Establish a shared community vision to create alignment for the future of tourism in Chelan County.

Using the extensive input and data accrued during the Destination Master Planning process, this plan articulates four destination strategic goals for Chelan County to pursue as a collective community in order to achieve shared success as a destination:

# 1 DEVELOP NEW EXPERIENCES

# 2 IMPROVE TOURISM INFRASTRUCTURE

# 3 CHAMPION ENVIRONMENTAL STEWARDSHIP

# 4 STRENGTHEN COMMUNITY ALIGNMENT

The recommendations in each of the following strategic goals lay the groundwork to achieve the community’s collective vision for tourism as identified by community members and stakeholders through this process. The ultimate success of Chelan County as a destination lies in the commitment from stakeholders and industry partners to pursue the collaboration and alignment needed to achieve this work.





# Guiding Principles

Throughout its development, the work of this Destination Master Plan was guided by a set of community driven principles that are important to the future of tourism in Chelan County.

Each of these principles served as a guidepost during the process of charting a responsible, intentional path forward for Chelan County tourism through the strategies identified in this plan.



## ACCESS FOR ALL

Supporting access for people of all abilities, identities, and backgrounds across Chelan County.



## HIGH-QUALITY EXPERIENCES

Increasing the quality of life and experiences for locals and visitors.



## ENVIRONMENTAL SUSTAINABILITY

Protecting and enhancing Chelan County's natural environment through conservation and sustainability principles.

# Destination Master Plan Contributors

Visit Chelan County would like to thank the regional community leaders who contributed their time and expertise as participants of the Steering Committee, providing guidance, input, and support during the development of the Destination Master Plan.

## Steering Committee Members

**Hanne Beener**  
TREAD

**Taylor Boyd**  
Bavarian Inn

**Eric Campbell**  
Campbell's Resort

**Troy Campbell**  
Leavenworth Chamber of Commerce

**Ron Cridlebaugh**  
Chelan County  
Economic Development

**Eric Featherstone**  
Wapato Point

**Carl Florea**  
Mayor - City of Leavenworth

**Tiffany Gering**  
Commissioner, Chelan County

**Laura Gloria**  
City of Wenatchee

**Bob Goedde**  
Mayor - City of Chelan

**Steve Maher**  
Our Valley Our Future

**Chuck Schuringa**  
Sleeping Lady Mountain Resort

**Ashley Sinne**  
Visit Wenatchee/Wenatchee  
Chamber of Commerce

**Renee Swearingen**  
Entiat Chamber of Commerce

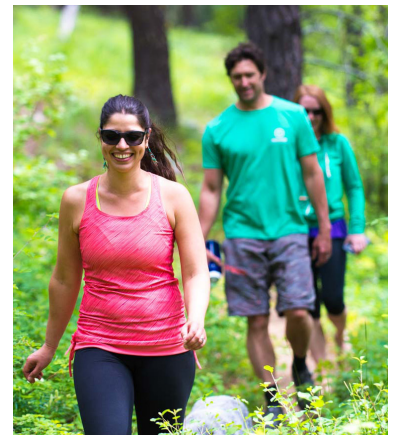
**Kim Ustansik**  
Manson Chamber of Commerce

**George Velazquez**  
TREAD

**Shane Wilder**  
Icicle TV

**Steve Wilkinson**  
Wenatchee Valley Chamber of  
Commerce

**Eunice Youmans**  
Chelan-Douglas Land Trust





## Project Team

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**We would like to thank the dedicated project team members who worked diligently to move this project forward, from concept to completion.**

We want to acknowledge the partnership with our project partner, MMGY NextFactor, the consultant team that led this project. This team brought tourism industry expertise and depth of knowledge that helped to guide this planning process.



**Jerri Barkley**  
Executive Director



**Paul Ouimet**  
President, Partner

**Kayla Dunn**  
Director, Destination Planning

**Teresa Allan**  
Senior Manager, Client Success

**Cassandra McAuley**  
SVP Destination Stewardship

**Deb Archer**  
Executive Consultant

# Imagine it's the Year 2034

## Imagine it's the year 2034 in Chelan County, Washington.

Over the past 10 years, Chelan County has gained notoriety as one of the most environmentally conscientious visitor destinations on the West Coast. As a destination, this area has cultivated a culture of inspiring visitors to respectfully enjoy its natural environment and charming communities through intentional efforts to build awareness of the sensitive natural environment and best practices for how to responsibly enjoy the outdoors.

New and repeat visitors are drawn here by the variety of immersive and interactive events, activities, and experiences. In recent years, Chelan County's reputation has grown as a destination for amateur astronomers to gather for events in celebration of the area's magnificent dark skies. People from around the world flock to this area to take part in a range of unique, awe-inspiring dark sky experiences taking place among the most pristine mountains and forests in the US. The region is renowned as a place where families can have a range of dynamic experiences like immersive, water-based recreation and world-class cultural fairs and festivals. Beyond just the activities that may have brought them here, visitors are immersed



in the rich bounty of Chelan County's native culture and heritage, its extraordinary natural beauty, and the exceptionally warm and welcoming residents and local businesses throughout the region.

Visitors and residents alike have enjoyed improved and safe access to waterways and trails that previously were difficult to experience. There are state-of-the-art event venues that welcome people of all ages and abilities for sports, entertainment, and cultural activities including weddings, reunions, and more. Visitors know that there will be no shortage of exciting things to see and do in every one of the charming local communities, and they have no trouble navigating their way across the county thanks to visitor maps and ample, attractive signs that are easy to spot throughout the county. There are plenty of transportation amenities that support visitors and locals to easily travel across the county, including shuttles, Uber and Lyft service, and improved parking options at many popular attractions.

Visitor disbursement efforts and public-private collaboration to address congestion at high-use visitor areas and disperse visitors have reduced negative environmental impacts previously felt

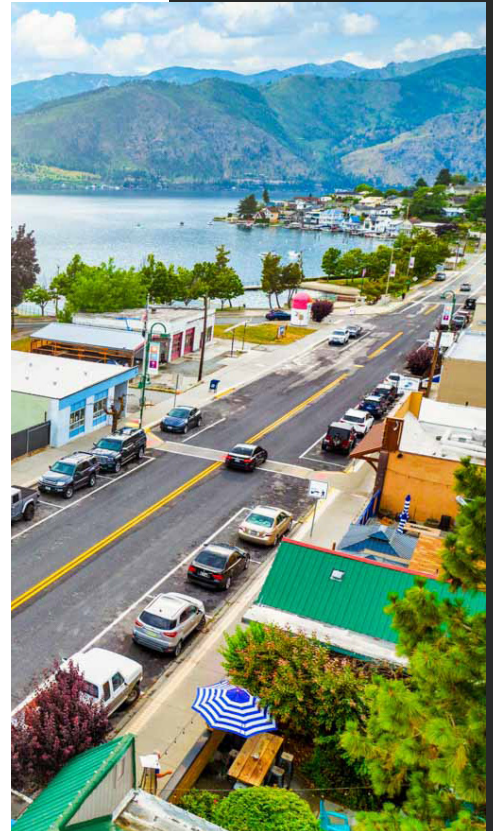
at sensitive locations, and Chelan County's natural assets are thriving. These efforts have resulted in national awards for successfully elevating environmental stewardship, responsible user behaviors, and effective user access to some of the area's most treasured natural landmarks. These awards reflect community-driven success in implementing effective amenities, wayfinding, and recommended practices for visitors.

In the last decade, Chelan County's tourism industry has evolved into a highly collaborative, economically and socially impactful, and well-respected sector of the local economy. With strong support from local government leaders and industry partners,

Visit Chelan County has received tourism industry awards for its innovative, thoughtful, and effective visitor marketing campaigns. Visit Chelan County and the local visitor industry is recognized throughout the region as a significant local leader which regularly advances thoughtful initiatives and ideas for the advancement of the region. There is strong public-private alignment thanks to collaborative efforts of tourism industry advisory panels and a resident advisory council. These groups have helped advance investments that support a strong workforce across all communities, including affordable housing and adequate childcare options for employees.

Stakeholders recognize that the workforce has improved dramatically as a result of the goals established through the Destination Master Planning process that the destination adopted in 2023-4. It is widely felt that this process helped define Chelan County's path forward as a destination and has helped provide economic stability and support for the local workforce and businesses.

Leaders representing all sectors in Chelan County have diligently collaborated to strengthen and grow a successful local visitor economy. In return, residents are benefiting from the economic gains, infrastructure improvements, and bounty of positive experiences felt throughout all communities in the county, and delighted travelers continue to inspire new and lifelong visitors to the area.





# Big Ideas for Chelan County

Through the work of this Destination Master Plan process, the following ‘big ideas’ have emerged as transformational opportunities for Chelan County as a destination.

These ideas are presented in further detail in the Strategic Goals section on page 28.



## **DARK SKY TOURISM**

Make Chelan County a dark sky tourism destination.



## **ENVIRONMENTAL SUSTAINABILITY**

Champion environmental education for visitors.



## **AGRITOURISM**

Build relationships with producers to begin to develop agritourism opportunities.



## **INDUSTRY COLLABORATION & SUPPORT**

Grow industry alignment, workforce and marketing impact.



# Regional Context

The project team reviewed existing city, county, and regional plans, policies, and regulations for reference and direction throughout the development of Chelan County’s Destination Master Plan. The project team recognizes and respects the work that has already been completed in this region and considers it a solid foundation to build upon.

The following is a list of specific documents and sources that were referenced for the research and assessment phase of this project:

- Central WA Outdoor Recreation Survey, 2023
- Our Valley Our Future Action Plan, 2022–26
- Our Valley Our Future Regional Housing Survey Report, 2022
- Our Valley Our Future Community Outreach Report, 2022
- Our Valley Our Future COVID-19 Impact Survey Results, 2020
- Our Valley Our Future Regional Thinking Report, 2020
- Chelan County Recreation Access Inventory and Assessment, 2023
- Wenatchee Sports & Recreation Complex Report, Sports Facilities Advisory, 2019
- North Central WA Tourism Workspace Summary Report, 2023
- Visit Chelan County reports
- State of Washington Tourism data



# Market Trends



Internationally, the travel and tourism market has seen significant shifts since the global pandemic of 2020. Five of the top market trends that are most relevant to Chelan County include:

## Uneven recovery

Not every destination recovered as quickly or as robustly as others in the aftermath of the global pandemic. While outdoor destinations fared better than others, recovery has largely been uneven.

## Technology impacts

Technology is changing how visitors choose and book vacations, how meeting and event planners source destinations, as well as how DMOs, CVBs, and experience and accommodation providers market and engage with customers. The impacts and opportunities for AI and other digital technologies will continue to evolve.

## Purposeful travel

Travelers are increasingly seeking experiences that support personal improvement and a departure from their routines. Offering these types of experiences for different audience segments will be key to attracting new visitors.

## Outdoor experiences

The global pandemic spurred a significant interest in outdoor experiences, and that trend is not dissipating. Visitors are still seeking opportunities to be outdoors, whether for adventure, walking and sightseeing or dining.

## Fierce competition

Travel has returned in a significant way. Not only are Americans traveling more, but international visitation to the United States has also returned. This is driving fierce competition amongst destinations globally, and a critical reason to be focused on experience development, staying aligned with consumer trends and being prepared with resiliency plans.



# Local State of the Industry

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## **Like many destinations around the world, the Washington state tourism industry saw its share of challenges as a result of the global pandemic in 2020.**

Urban areas were hardest hit with reduction in business and convention travel, and many outdoor destinations saw increases in visitation due to the demand for open space. Leisure travel continues to serve as a key driver for post-pandemic travel.

Since travel has resumed and continues to approach pre-pandemic levels, 2022 statewide visitor volume in Washington reached 93% of 2019 levels. The state's visitation growth is dominated by domestic travelers and, while quantity of international visitation lags previous years, indicators point to strong growth potential in this market sector. Leisure travel is a key driver for post-pandemic travel increases.

While visitation approaches pre-pandemic levels, data collected in the first quarter of 2023 shows that related visitor spending and tourism-generated tax revenue in the state of Washington was among the five lowest performing states in the nation. Nationally, growth in visitor expenditures average 4.3% compared to Washington's -3%, and growth in visitor-generated tax revenues have grown 3.8% compared to Washington's -2.8%.

Though visitor data in Chelan County has not historically been collected at a countywide level, there is evidence that the county and its communities may be defying the overall state trend of lower revenues. In 2022, gross hotel and short-term rental revenues across Chelan County reached 55% of 2019 levels, which was a "high water mark" year for Chelan County tourism. Hotels have rebounded strongly, with increased revenues driven by rising average daily rates and Chelan County's popularity

as an outdoor recreation destination. AirDNA data reflects that short-term rentals have seen mixed results in 2023. Demand for short-term rentals is up 2.3% over 2022 levels, and occupancy is up 3.5%. However, revenues for short-term rentals are flat. The lack of growth in revenues is primarily because of withdrawal of some short-term rentals in the market, associated with new short-term rental permitting.

Visitor spending and related sales and lodging taxes collected in Chelan County are the most important indicators of the economic impact of visitors on the destination. Visitor spending represents direct spending at local businesses, attractions, and events. The taxes generated by this spending is shared with local, county, and state governmental bodies.

According to the tourism data platform Datafy, from January to June 2023, Chelan County was in the top three counties in Washington state that was visited by people seeking experiences at trails and lakes. During this time period, Chelan County was most frequently visited by travelers coming from Spokane, Portland, Phoenix, Boise, and Los Angeles, and the top visitor spending markets were Spokane, Portland, Los Angeles, Phoenix, and Missoula. The highest volume of visitation from these travelers occurred in July, June, May, and March of 2023.

In addition to these visitation figures, many local tourism businesses have also anecdotally reported seeing an increase in visitor traffic. This growth has largely been attributed to increasing visitor activity in outdoor and recreational travel, and increasing visitor interest in exploring lesser known destinations. Chelan County's distinctive environment, communities, and experiences provide a unique answer to both of these growing travel trends.

# National Industry Overview: ExperienceNext

The last few years will be remembered as the most challenging ones yet for our visitor economy.


Tripadvisor and MMGY NextFactor have partnered to produce ExperienceNext. The purpose of this study is to compare user behavior on Tripadvisor since 2019, to identify major trends in interest and demand for experiences and destinations.



## Our industry was rocked by several developments:

- COVID-19, a global pandemic with over 767 million confirmed cases and 7 million deaths around the world
- Socio-political turmoil causing widespread riots and protests in several countries and cities
- Unprecedented natural disasters including hurricanes, earthquakes, forest fires, & floods
- Many communities struggling with public safety, gun violence and homelessness
- Conflicts in Ukraine, Israel, and Gaza are destabilizing Europe and the Middle East.

This analysis looks at Tripadvisor data from 2019 to the end of Q2 2023, and separates it into two categories:



**LOOKERS**  
User traffic to a given destination



**BOOKERS**  
Clicks to book to a given destination

The following data can be found in the upcoming ExperienceNext report published by MMGY NextFactor and Tripadvisor:

## Recovery Trends

The activity is compared on an annual basis to 2019 numbers, which is set as the index point. Numbers for the first and second quarter of 2023 are also included

## Key Takeaways: U.S. Recovery

- Visitor activity (user traffic and clicks to book) are still significantly below 2019 levels.
- While the U.S. did not fall off as drastically in 2020 and 2021 as the rest of the world, it has not fully recovered, indicating other factors beyond COVID-19 are still suppressing activity.
- Additional marketing efforts are still required for the industry to return to 2019 levels.

# Attraction Types

This section looks at the trends in attraction types, based on looker statistics.

## Key Takeaways: Attraction Types

- Outdoor, nature, & parks were by far the largest attraction type in 2019. That number surged in 2020 and 2021 before falling back in 2022, but still higher than in 2019.
- Some other attraction types (sights & landmarks; museums; and shopping) have remained steady.
- Some attraction types have fallen off including performances, theaters, & concerts.
- Outdoor activities are increasing in overall popularity.

## In the U.S.

- Outdoor, nature, & parks were the dominant attraction type as well in the U.S. at 29.5% of all attractions in 2019. That number increased to 39.4% and 33.4% in 2020 and 2021 respectively, before falling back to a more normal level in 2022, but still ahead of 2019 at 30.1%.
- Three other attraction types have stayed steady during the period: sights & landmarks; museums; and shopping.
- Food & drink as well as amusement parks have moved up.
- Some types have fallen off, including: tours, and performances, theaters & concerts.

## U.S. - Lookers

Attraction Type	2019 % Share	2020 % Share	2021 % Share	2022 % Share
Outdoors, Nature, & Parks	29.50%	39.43%	33.36%	30.06% ▲
Sights & Landmarks	13.89%	13.23%	13.31%	13.55%
Museums	10.03%	8.03%	9.27%	10.36%
Shopping	8.81%	8.78%	9.05%	8.97%
Tours	5.90%	3.99%	4.63%	4.60% ▼
Performances, Theater, & Concerts	5.05%	2.70%	3.31%	4.79%
Amusement Parks	4.44%	3.13%	4.12%	4.27%
Amusement*	3.72%	3.05%	3.52%	3.68%
Food & Drink	3.28%	3.88%	3.90%	3.72%
Bars, Clubs, & Nightlife	2.54%	2.25%	-	2.56%
Zoos & Aquariums	-	-	2.52%	-

\*Examples of Amusement attractions include bowling alleys, mini golf courses, arcades, etc.

## U.S. - Bookers

Attraction Type	2019 % Share	2020 % Share	2021 % Share	2022 % Share
Tours	20.48%	22.45%	21.89%	20.62%
Sights & Landmarks	17.19%	15.77%	15.11%	14.51% ▼
Nature & Parks	13.70%	12.81%	13.22%	12.07% ▼
Outdoor Activities	11.79%	14.90%	15.46%	13.69% ▲
Museums	8.24%	7.10%	6.77%	6.47% ▼
Boat Tours & Water Sports	6.72%	8.69%	9.63%	8.45% ▲
Shopping	5.59%	4.65%	4.45%	4.36% ▼
Theater & Concerts	3.27%	2.53%	2.71%	2.71% ▼
Food & Drink	2.92%	2.68%	2.33%	2.27%
Fun & Games	2.26%	-	-	1.54% ▼
Nightlife	-	1.86%	-	-
Zoos & Aquariums	-	-	1.62%	-

# Points of Interest

## Key Takeaways: Points of Interest

Major points of interest are varied, including: iconic historic attractions; theme/amusement parks; resort/entertainment complexes; and outdoor parks & experiences.

There are several changes each year indicating the potential to increase interest in new, emerging attractions/experiences.

## In the U.S.

- 6 are theme/amusement parks;
- 4 are iconic historic, cultural attractions;
- 3 are resort/entertainment;
- 3 are outdoor attractions.

Rank	2019	2020	2021	2022
1	Universal Studios Florida	Universal Studios Florida	Universal Studios Florida	Universal Studios Florida
2	Universal Studios Hollywood	Biltmore	Universal Studios Hollywood	Universal Studios Hollywood
3	Cloud Gate	Walt Disney World Resort	Ark Encounter	Antelope Canyon
4	Walt Disney World Resort	Universal Studios Hollywood	Biltmore	SeaWorld
5	SeaWorld	The Wizarding World of Harry Potter	SeaWorld	Chicago Architecture River Cruise
6	Clearwater Beach	Devil's Bridge Trail	The Wizarding World of Harry Potter	Alcatraz Island
7	The Wizarding World of Harry Potter	South Beach	South Beach	Central Park
8	Busch Gardens	Clearwater Beach	Dollywood	Disneyland Park
9	Central Park	Dollywood	Clearwater Beach	The Wizarding World of Harry Potter
10	Times Square	Magic Kingdom Park	Walt Disney World Resort	Walt Disney World Resort
11	Magic Kingdom Park	Ark Encounter	Downtown Nashville	Times Square
12	Alcatraz Island	SeaWorld	Central Park	Ark Encounter
13	The National 9/11 Memorial & Museum	Times Square	San Antonio River Walk	Downtown Nashville
14	Antelope Canyon	Central Park	Busch Gardens	New York in One Day Guided Sightseeing Tour
15	The Strip	The Strip	Times Square	Grand Canyon West Rim Ultimate VIP Tour

# Global Industry Overview: 2023 Futures Study

In 2023, MMGY NextFactor conducted the largest global survey of tourism industry leaders, with 837 tourism executives from 62 countries participating. This extensive process led to the development of 50 Trends and 50 Strategies.

Of the 50 Trends identified through the extensive process of the Futures Study, the consulting team identified four top trends relevant to their findings throughout the course of this project.



## 4

### TRANSFORMATIONAL OPPORTUNITIES


for our industry emerged that relate directly to Chelan County's Destination Master Plan - and to the future of the destination:

- 1 Customers are increasingly seeking a unique, authentic travel experience.
- 2 Communities expect to be more engaged in destination, product, and experience development for locals and visitors.
- 3 Destinations are looking at sustainability/regeneration more broadly, encompassing economic, social, and environmental impacts.
- 4 Greater industry, community, and government alignment is driving destination competitiveness and brand.

The survey identified the top strategies and trends in the tourism industry, many of which align with the strategic direction for the future of Chelan County's visitor economy and were considered during the development of this Plan.

# Comparative Analysis

This section provides an overall comparative analysis of Visit Chelan County and three other county-level destination management/marketing organizations (DMOs).


	<b>Visit Chelan County</b> Chelan County, Washington <a href="http://www.visitchelancounty.com">www.visitchelancounty.com</a>		
<b>Destination Description</b>	Chelan County, Washington, is an area located among the Cascade Mountains in North Central Washington that is known for its dramatic landscapes and scenic beauty. Chelan County offers a unique blend of rural charm, rich agricultural heritage, and a wide variety of active outdoor adventures and leisure activities.		
<b>Organizational Structure</b>	Public-private partnership; not-for-profit destination management and marketing agency.		
<b>Organizational Mission</b>	“Enhance, protect and promote Chelan County’s tourism industry for generations to come.”		
<b>Population Represented by DMO*</b>	79,926	<b>2022 Total Economic Impact</b>	n/a**
<b>Communities Represented</b>	7	<b>2022 Marketing Campaign</b>	n/a**
<b>2022 Total Visitor Spending</b>	n/a**	<b>2022 Marketing Spend</b>	n/a**
<b>2022 Marketing Strategy</b>	<ul style="list-style-type: none"> <li>n/a</li> </ul>		
<b>Partner Alignment</b>	<ul style="list-style-type: none"> <li>DMO/regional brand not currently leveraged on partner websites</li> <li>DMO not currently offering public opportunities</li> </ul>		

\*Estimated via 2022 US Census

\*\* Visit Chelan County is a newly formed organization and historical data is unavailable at a county level.

# Comparative Analysis


This section provides an overall comparative analysis of Visit Chelan County and three other county-level destination management/marketing organizations (DMOs).

	<b>Visit Sonoma County</b> Sonoma County, California <a href="http://www.sonomacounty.com">www.sonomacounty.com</a>		
<b>Destination Description</b>	Sonoma County, California, is located in the heart of wine country north of the San Francisco Bay Area. It is celebrated for its picturesque vineyards, world-class wineries, and diverse natural landscapes. This region offers a blend of culinary activities, outdoor adventures, and cultural experiences against a backdrop of Pacific Ocean coastlines and rolling hills.		
<b>Organizational Structure</b>	Private, 501(c)6 non-profit destination stewardship organization.		
<b>Organizational Mission</b>	“Inspire overnight travel to Sonoma County that bolsters the region’s economy and encourages responsible stewardship of the community’s abundant resources.”		
<b>Population Represented by DMO*</b>	482,650	<b>2022 Total Economic Impact</b>	n/a
<b>Communities Represented</b>	18 (split into 3 marketing sub-regions)	<b>2022 Marketing Campaign</b>	“Life Opens Up” brand
<b>2022 Total Visitor Spending</b>	\$2.29 billion	<b>2022 Marketing Spend</b>	\$5.87 million
<b>2022 Marketing Strategy</b>	<ul style="list-style-type: none"> <li>• Presence at 4 domestic &amp; 4 international travel trade shows</li> <li>• Paid media marketing campaign</li> </ul>		
<b>Partner Alignment</b>	<ul style="list-style-type: none"> <li>• Several partners leveraging DMO/regional brand on website</li> <li>• DMO provides partner media kit to leverage brand, - DMO provides public partner opportunities for cooperative advertising</li> </ul>		

\*Estimated via 2022 US Census

# Comparative Analysis


This section provides an overall comparative analysis of Visit Chelan County and three other county-level destination management/marketing organizations (DMOs).

	<b>Hamilton County Tourism, Inc.</b> Hamilton County, Indiana <a href="http://www.visithamiltoncounty.com">www.visithamiltoncounty.com</a>		
<b>Destination Description</b>	Hamilton County, Indiana is a region just north of Indianapolis offering a mix of urban experiences and natural beauty within small cities and suburban towns. This area is known for shopping, dining, recreation, and heritage experiences.		
<b>Organizational Structure</b>	Non-profit organization developed to promote and encourage tourism and development.		
<b>Organizational Mission</b>	“We message. We move. We make it fun. / We maximize the Hamilton County experience through tourism innovation and marketing expertise.”		
<b>Population Represented by DMO*</b>	364,921	<b>2022 Total Economic Impact</b>	n/a
<b>Communities Represented</b>	8	<b>2022 Marketing Campaign</b>	“Why Wait for the Weekend” brand
<b>2022 Total Visitor Spending</b>	\$738.2 million	<b>2022 Marketing Spend</b>	\$3 million
<b>2022 Marketing Strategy</b>	<ul style="list-style-type: none"> <li>• Digital marketing partnership with Simpleview, including comprehensive online user experience management, e-newsletters, and direct partner promotion</li> <li>• Earned media partnership with Turner PR, including national and regional placements</li> <li>• Target market segments: leisure, sports, meetings</li> <li>• Annual promotional campaigns to driver support of local businesses</li> </ul>		
<b>Partner Alignment</b>	<ul style="list-style-type: none"> <li>• DMO/regional brand not currently leveraged on partner websites</li> <li>• DMO provides partnership pages including media kits, planner resources, and extensive partnership tools</li> </ul>		

\*Estimated via 2022 US Census

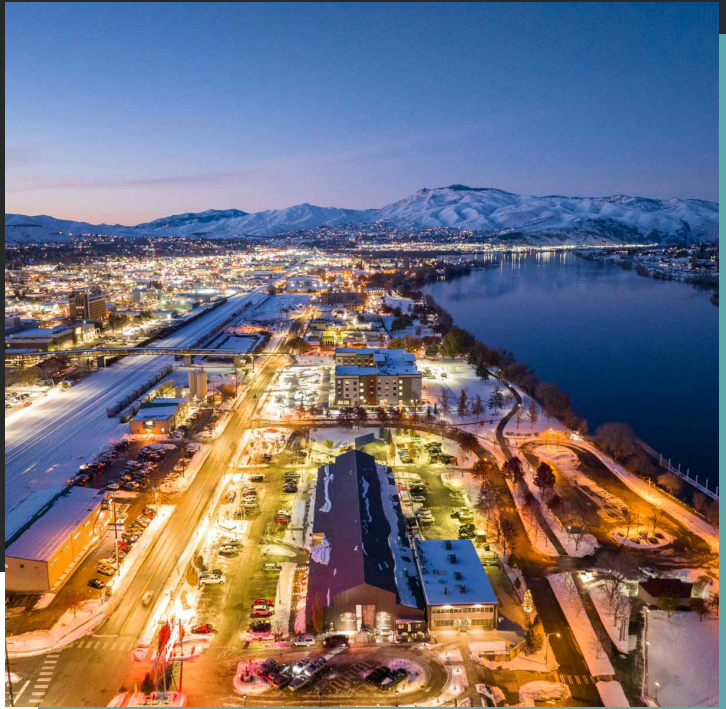
# Comparative Analysis

This section provides an overall comparative analysis of Visit Chelan County and three other county-level destination management/marketing organizations (DMOs).

	<p><b>Destination Door County</b> Door County, Wisconsin <a href="http://www.doorcounty.com">www.doorcounty.com</a></p>		
<p><b>Destination Description</b></p>	<p>Door County, Wisconsin is located on Wisconsin's eastern peninsula and is renowned for its picturesque landscapes, scenic waterfronts, and quaint towns. The Door County area offers a wide variety of outdoor recreation and is also known for its vibrant arts scene, including multiple art galleries and performing arts experiences.</p>		
<p><b>Organizational Structure</b></p>	<p>Membership-based 501(c)6 non-profit destination management organization.</p>		
<p><b>Organizational Mission</b></p>	<p>"To inspire travel that drives community enhancement. Through innovation and partnerships, we will share stories of Door County's people and places, deliver world-class experiences, strengthen the industry, work to ensure all travelers feel welcome and preserve Door County's way of life and its natural resources."</p>		
<p><b>Population Represented by DMO*</b></p>	<p>30,526</p>	<p><b>2022 Total Economic Impact</b></p>	<p>\$582.4 million</p>
<p><b>Communities Represented</b></p>	<p>14</p>	<p><b>2022 Marketing Campaign</b></p>	<p>n/a</p>
<p><b>2022 Total Visitor Spending</b></p>	<p>\$94 million</p>	<p><b>2022 Marketing Spend</b></p>	<p>n/a</p>
<p><b>2022 Marketing Strategy</b></p>	<ul style="list-style-type: none"> <li>• Targeted digital media push to 5 key visitor markets</li> <li>• Deliver targeted Geotourist messaging through press trips, media relations activities, social media, brand partnerships and influencers to encourage travel to lesser known areas of the county at different times of the year.</li> <li>• Data-driven paid media campaign promoting off-season travel</li> </ul>		
<p><b>Partner Alignment</b></p>	<ul style="list-style-type: none"> <li>• Several partners leveraging DMO/regional brand on website</li> <li>• DMO provides comprehensive page regarding partnership opportunities and resources</li> </ul>		

\*Estimated via 2022 US Census

# Stakeholder Engagement



Between June and October 2023, MMGY NextFactor met with over 76 stakeholders of Chelan County through a series of focus groups, in-depth interviews, and steering committee meetings.

The purpose of these conversations was to develop situational awareness of Chelan County’s visitor economy, as well as to identify key opportunities and challenges for the future of this area as a visitor destination and a high quality place for residents to live, work, and play.

## ENGAGEMENT HIGHLIGHTS



RESIDENT SURVEY  
748 RESPONDENTS



DESTINATIONNEXT ASSESSMENT  
70 RESPONDENTS



7 FOCUS GROUPS  
45 PARTICIPANTS



STEERING COMMITTEE SESSIONS  
19 PARTICIPANTS



ONE-ON-ONE INTERVIEWS  
12 PARTICIPANTS

## Steering Committee

A Steering Committee of 19 community leaders from across industries and sectors in Chelan County was formed to guide the process, advise on key considerations, and champion the Destination Master Plan from its development all the way through implementation. The Steering Committee met for three in-person working sessions throughout the process, with some members also participating in additional interviews, focus groups, surveys, and assessments.

## Interviews

MMGY NextFactor conducted 12 in-depth, one-on-one interviews with community leaders who provided specific insights into different components of the local economy, community values, and lifestyle. These conversations helped identify specific opportunities and challenges regarding tourism in Chelan County, provide a deeper understanding of the current visitor economy, and highlight existing initiatives and upcoming priorities related to the visitor economy.

## Focus Groups

7 sector-specific focus groups were held with 45 stakeholder participants from the following sectors:

- Arts, Culture, & History
- Festivals & Events
- Government & Public Lands
- Hotels & Accommodations
- Outdoor Recreation
- Restaurants, Attractions, & Retail
- Wineries, Agriculture & Craft Breweries

## Visioning Session

The data and insights gathered through the research and stakeholder engagement phases were shared with the Steering Committee during a half-day visioning workshop. Using this information and drawing on their collective expertise, the Steering Committee worked collaboratively to imagine the future of tourism in Chelan County and develop a series of strategic priorities and initiatives for the community to pursue as an outcome of this process.

## Validation Session

As a result of the visioning session, the priorities and initiatives identified by the Steering Committee were analyzed and compiled into a Draft Destination Master Plan, which was presented to the Steering Committee, Visit Chelan County Board, and Lodging Tax Advisory Committee (LTAC) for feedback and validation of this work.

## Resident Survey

Alongside Visit Chelan County, MMGY NextFactor created an online sentiment survey to identify resident and community members' perceptions on a variety of key characteristics regarding tourism. 748 residents of Chelan County and the surrounding community participated in the survey between August 14 – September 27, 2023. 44% of respondents were long-term residents who have lived in Chelan County for more than 20 years.

### Key Survey Findings

- Respondents believe that the target visitor market should be those who care about protecting the local resources and environment of Chelan County, and who are respectful of residents.
- Respondents rated respectful visitor behaviors, waste prevention, and protecting the environment among the most important impacts to consider related to local tourism.
- Indoor recreation, entertainment, and arts and culture were rated as the lowest quality experiences in Chelan County, and there is room to improve these assets.
- Respondents indicated the most important areas for improving the visitor experience in Chelan County are: enhancing festivals and events, improving transportation infrastructure, implementing better environment sustainability and accessibility practices, and addressing challenges related to the workforce.

# DestinationNEXT

## Assessment Overview

MMGY NextFactor conducted a detailed assessment of the Chelan County visitor economy utilizing a comprehensive stakeholder survey that measures destination strength and destination alignment based on a series of 24 variables.

The results were then used to plot Chelan County into a Scenario Model, which shows the specific opportunities that Chelan County may build upon.



There were 70 stakeholders that responded to the online assessment, including representatives identifying as tourism industry partners (42.9%), community leaders (41.4%), government leaders (14.3%), and tourism industry customers (1.4%).

### DESTINATION STRENGTH VARIABLES



Attractions & Experiences



Arts, Culture & Heritage



Dining, Shopping & Entertainment



Outdoor Recreation



Conventions & Meetings



Events & Festivals



Sporting Events



Accommodation



Local Mobility & Access



Destination Access



Communication Infrastructure



Health & Safety

### DESTINATION ALIGNMENT VARIABLES



Business Support



Community Group & Resident Support



Government Support



Organization Governance



Workforce Development



Hospitality Culture



Equity, Diversity & Inclusion



Funding Support & Certainty



Regional Cooperation



Sustainability & Resilience



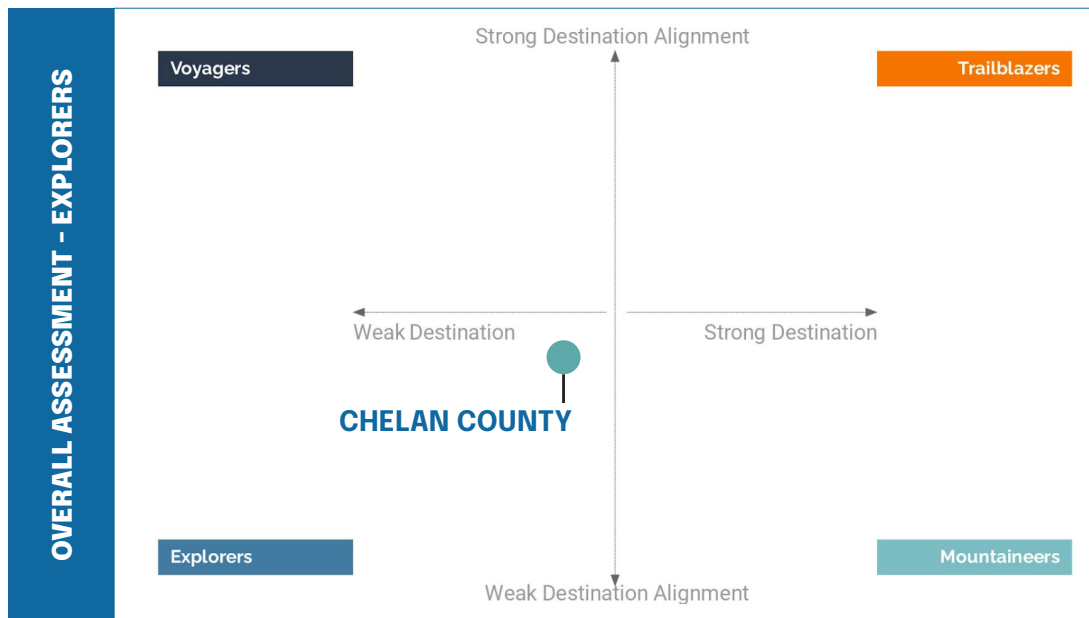
Emergency Preparedness



Economic Development

# DestinationNEXT Assessment Results

Overall, Chelan County landed in the Explorer quadrant of the DestinationNEXT scenario model. These results indicate that improvements are needed to strengthen both community alignment and destination product offerings in Chelan County. This Destination Master Plan will support development in those areas to strengthen Chelan County's destination products and community alignment.



## Destination Strength

From a destination strength perspective, stakeholders perceive Chelan County to have strong offerings in outdoor recreation, communication infrastructure (broadband and mobile coverage), and attractions and experiences. However, stakeholders also perceive that Chelan County is lacking in destination access (air service, rental car service, and regional transportation connectivity), local mobility and access (rideshare services, public transportation and multi-language signage), and sporting events (including adequate facilities).

## Destination Alignment

From a destination alignment perspective, stakeholders perceive Chelan County to be relatively strong in economic development, sustainability and resilience, and regional cooperation. However, stakeholders also perceive Chelan County to be lacking in workforce development, including having enough affordable housing, daycare, effective training programs, and healthcare for the workforce.

In open-ended questions, stakeholders demonstrated a deep commitment to stewardship including protection of shorelines and agricultural lands, as well as conservation of natural and recreational resources. They desired more attractions, experiences, and festivals, particularly emphasizing the need to expand visitation into shoulder periods, and to highlight the diverse cultural aspects of Chelan County.



# Overarching Key Findings

After thorough research and assessment of Chelan County’s tourism market and its potential, as well as community priorities and existing work, nine key findings emerged as a result of this process:

## 9 KEY FINDINGS

- 1 Visitor impact at high use locations is a significant issue, and visitor impact management strategies are needed.
- 2 Improved collaboration is needed to strengthen the local tourism industry across Chelan County.
- 3 Outdoor recreation is a primary driver of visitation, and there is a need to strengthen collaboration among the outdoor industry and tourism.
- 4 Mobility, access, and connectivity are significant challenges across the county, and transportation solutions are needed.
- 5 Investment in visitor research and economic impact data is needed.
- 6 There is a significant opportunity to further develop agri-tourism experiences and leverage existing opportunities.
- 7 Sports facilities and infrastructure is needed to support recreation and events.
- 8 There is rich arts, culture, and heritage in Chelan County and experiences can be further developed to tell local stories.
- 9 Events, festivals, and experiences can be further developed to increase visitation during shoulder and off-seasons.





# Chelan County Vision

During the Visioning workshop, the Steering Committee and project team evaluated the destination research, survey and assessment results, and engagement insights with careful consideration of Chelan County's community priorities and tourism opportunities. This group worked together to imagine an ideal future state for Chelan County as a visitor destination in the year 2034.

Through the extensive research and engagement phases of this project, three signatures emerged as unique attributes of Chelan County:

- Sustainability and environmental stewardship are highly important values of Chelan County residents.
- The region's outdoor beauty and experiences are a source of pride and identity.
- Chelan County is maturing as a tourism destination.

Along with the research and insights shared by MMGY NextFactor, the Steering Committee used these signatures as guidance to develop a collective vision statement that reflects a desired future state for Chelan County as a tourism destination:

**IN 2034,  
CHELAN  
COUNTY  
WILL BE...**

**An exceptional destination to experience  
pristine natural beauty, fun family  
adventures, and memorable experiences  
in all four seasons.**

Discussions among the Steering Committee emphasized that Chelan County has a reputation as an exciting destination for outdoor enthusiasts and adventurers, and stakeholders agree that preserving the natural environment of these activities is an important value. The Steering Committee agreed that the region's plentiful access to outdoor adventure and natural beauty is a source of local pride and identity. There is also an abundance of authentic local experiences, activities, and events available that reflect the rich character of Chelan County and elevate its position as a desirable destination for year-round, family-friendly experiences.

These signature elements and important local values contributed to the development of the shared vision statement for Chelan County as a destination, which aims to serve as a north star for collaborative priorities on further expanding adventure and outdoor experiences and highlighting the welcoming nature of Chelan County's communities.



# Destination Strategic Goals

From the insights gained throughout this project, four destination strategic goals have emerged to achieve the collective vision for Chelan County identified through this process. Each goal is supported by subsequent initiatives that will require collective ownership and action from the entire community to be successful.

The goals and initiatives detailed below provide a framework to guide tourism related decision-making and efforts to strategically enhance Chelan County’s visitor economy. These goals offer guidance on how to bring the long-term, collective vision to life and establish Chelan County as a competitive visitor destination that places high-quality experiences, environmental stewardship, and community at the forefront of its identity.

**These are shared destination strategic goals intended for the enhancement of Chelan County as a collective community.**

**1 DEVELOP NEW EXPERIENCES**

**2 IMPROVE TOURISM INFRASTRUCTURE**

**3 CHAMPION ENVIRONMENTAL STEWARDSHIP**

**4 STRENGTHEN COMMUNITY ALIGNMENT**

# Develop New Experiences



Today's travelers are increasingly seeking unique, authentic travel experiences and often select travel destinations based on the experiences they expect to have when visiting a place. Memorable travel experiences inspire repeat visitors who share their recommendations with friends and family, therefore strengthening the perception of a destination and building interest for new and returning travelers.

Proximity to the natural environment and the breadth of outdoor recreation opportunities is a primary driver of visitation to Chelan County. Opportunities to hike, climb, bike, ski, fish, camp, paddle, and float among the region's iconic landscapes make Chelan County an attractive home base for outdoor enthusiasts and a top destination for nature enthusiasts from all over the world. Expanding these opportunities by developing new outdoor sporting competitions, an expanded multi-use, inter-urban trail network, and improved water recreation access can provide new opportunities to engage with the outdoors and revel in the natural beauty of Chelan County.

A unique opportunity that has emerged for Chelan County is establishing the area as a destination for "dark sky" tourism. Areas known as "dark sky places" often have limited light pollution, making them ideal for experiencing the beauty of the night sky. Protecting and visiting dark sky areas is a growing worldwide phenomenon, and Chelan County is fortunate to have a competitive advantage as a destination that has limited light pollution and access to view dark skies. There are locations in Chelan County that offer limited light pollution that would be ideal for developing dark sky opportunities, including parts of the North Cascades, the Lake Chelan area, and other rural areas. The positive environmental, cultural, and economic impacts of dark sky tourism can extend beyond a given site and can be felt throughout the region.

With the rich history and strong presence of agricultural production across Chelan County, agri-tourism emerges as a significant opportunity that can be further developed to create new visitor and resident experiences. There is growing traveler interest in connecting people to local lands, and telling the stories of its people and their history. A key strategy to drive visitors to agricultural, culinary and art businesses is to design and develop visitor-facing farm, culinary and arts & cultural "trails." These trails feature high-quality, authentic experiences and exposure to locally made products. These types of experiences are likely to drive extended stays, visits during shoulder and off-seasons, and repeat visitation.

The goal of these initiatives is to enhance the quality and diversity of experiences available in Chelan County to benefit visitors, residents, and the local economy. The development of new experiences will create jobs, investment opportunities, and economic impact throughout the county.



**DESTINATION STRATEGIC GOAL 1**  
**DEVELOP NEW EXPERIENCES**

# Initiatives

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## Dark Sky Events

- Create dark sky events in the Fall and Winter seasons (e.g., star parties, guided astronomy tours, and night sky festivals) to elevate Chelan County as a dark sky tourism destination.

## Other Events

- Collaborate with arts and cultural organizations (like Indigenous Roots & Reparation Foundation) to celebrate local heritage by creating new arts events and experiences (e.g., indigenous art fairs and storytelling festivals).
- Develop or attract a signature multi-sport event in the off-season that incorporates activities like mountain biking, trail running and hiking, such as a Chelan County Triathlon.
- Expand dates of existing events to extend visitation (e.g. extend Wine Walk to 3 days).

## Experiences

- Collaborate with lodging partners to develop hotel packages and establish a 'staycation program' for locals.
- Invest in itinerary development to elevate existing experiences and promote trip ideas on Visit Chelan County website.
- Develop a regional arts & cultural trail in collaboration with North Central WA Arts Alliance.

## Agritourism Development

- Develop relationships with local farms and producers to educate about the potential benefits of agritourism.
- Create a catalog of farms interested in being involved in agritourism initiatives and events.

# Improve Tourism Infrastructure



As a maturing destination, thoughtfully developing adequate infrastructure to support tourism in Chelan County is critical to growth and success. Successful destinations invest in tools, amenities, and systems that support easy, safe visitor experiences and inspire return visits for travelers and families. Consideration must be given to accessible and effective transportation, variety and quality of lodging, and adequate recreational facilities and amenities to support quality visitor experiences. These investments contribute to a strong tourism infrastructure by incorporating variety, accessibility, and convenience that helps attract visitors and ensure positive and memorable experiences.

The unique geography of Chelan County means that most visitors depend on vehicle transportation to move between locations and experiences once they arrive, and there is an opportunity to further support how people move throughout the county using vehicles. Wayfinding improvements such as tourist information kiosks and creative, unified signs to identify tourism experiences and attractions can aid navigation while helping ensure safety and improve visitor experience. These tools can also contribute to the economic success of local businesses by efficiently guiding visitors to attractions and services.

In addition to how visitors move within Chelan County, it is important to consider how they arrive at the destination. Many visitors access the region by flying into Pangborn Memorial Airport, and air service can be further developed to provide additional flight carriers and routes. More substantial air service to the region increases visibility, strengthens the potential to attract visitors from new markets, and can expand Chelan County's connection to the global community. For those arriving via plane, visitor mobility can also be enhanced through the development of adequate rental car service, shuttles, and new rideshare services like Lyft and Uber.

# Initiatives

## Wayfinding

- Invest in new and creative wayfinding tools to improve wayfinding for all users throughout the county (e.g. visitor kiosks, uniform signage, landmark signage, and visitor-friendly area maps).

## Facilities

- Support efforts to build a regional sports complex to support year-round indoor recreation, including soccer, pickleball, rock climbing, and swimming.
- Support feasibility study for attracting sports tournaments and large events based on existing assets.
- Advocate for additional water recreation infrastructure (Lake Chelan, Wenatchee River, Lake Wenatchee) for improved recreational access, including boat launches and onramps.
- Support solutions to address parking and access at popular trailheads and high use locations.

## Transportation Mobility and Destination Access

- Advocate for expanded shuttle options to address congestion and access to popular sites, such as towns, trailheads, river access points, and skiing sites. Support promotion of these efforts.
- Advocate for new air and rental car service development at Pangborn Memorial Airport.
- Advocate for new rideshare services (Lyft, Uber) to support visitor mobility throughout the county, and promote/expand existing rideshare services such as Link Dial-A-Ride.

## Trails

- Advocate for protection and maintenance of Chelan County's sensitive natural assets at high use locations.
- Support efforts of the Pathways Program to connect existing regional trail systems (like Apple Capital Loop Trail) and explore connections to neighboring county trail systems.

## Connectivity

- Advocate for consistent and reliable cell service throughout the county.



# Champion Environmental Stewardship



Chelan County's natural environment is undoubtedly one of its biggest calling cards as a destination for visitors and locals alike. The iconic natural landscape, abundant opportunities to recreate in the outdoors, and breathtaking views of the Cascade Mountains, Lake Chelan, Wenatchee River, Lake Wenatchee, and Cascade Loop Scenic Byway offer unparalleled beauty that draws people from across the world to experience this unique landscape. Protecting Chelan County's natural assets through environmental stewardship initiatives is integral to preserving the health and character of the natural surroundings that make this landscape one of a kind.

By establishing a formal partnership with Leave No Trace and creating user behavioral messaging that is specific to caring for Chelan County's natural assets and environment, visitors and locals will be well-informed about appropriate considerations of how to interact with the local environment, how responsible practices make a difference, and why it matters. Additionally, sharing information and educational resources about the local environment through an expanded recreation ambassador program will help guide users on practices that help reduce potentially harmful human impacts that often result from high levels of activity.

Equipping users with environmental harm reduction techniques - such as sharing guidelines for responsible behaviors, or reducing vehicle trips by providing ample users shuttles to popular destination -- invites them to directly participate as proactive and responsible stewards of the Chelan County environment and care about protecting the natural environment that is foundational to the community's identity.

Popular recreation sites see more human activity, often resulting in negative environmental impacts caused by heavy use or irresponsible outdoor practices. Proactive visitor dispersement efforts - including utilizing geofencing technology to help redirect users to other nearby opportunities during busy times - can help reduce the negative environmental impacts of heavy use by spreading visitation to other areas and off-peak times.

# Initiatives

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## Visitor Disbursement

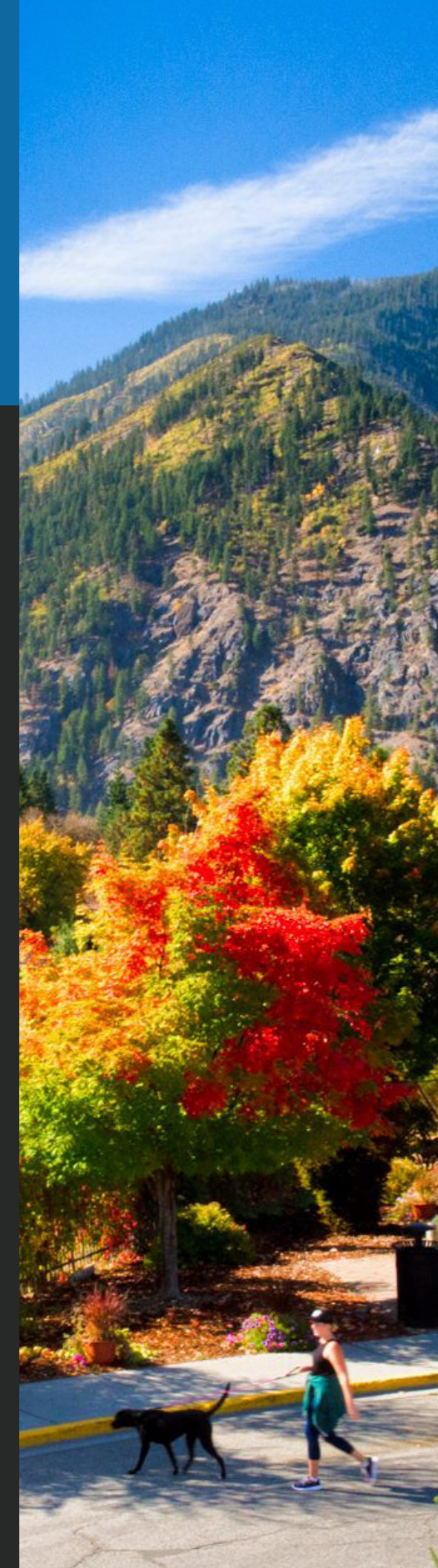
- Invest in geofencing technology and improve wayfinding at busy recreation sites to help disperse visitors to other nearby opportunities during peak season.

## Visitor Education

- Establish a formal partnership with Leave No Trace to communicate important values of responsible recreation behavior in Chelan County, for example: “how to love Chelan County parks and trails”.

## Outdoor Recreation

- Leverage a coalition of public and private partners to address user congestion and negative environmental impacts at popular recreation sites.
- Advocate for outdoor recreation solutions in partnership with Chelan County Recreation and others (e.g., outdoor recreation site improvements like access development, parking solutions, and wayfinding signage).
- Collaborate with Chambers to expand the Leavenworth Recreation Ambassador Program model at heavily used recreation sites throughout the county and share information about responsible recreation practices.



# Strengthen Community Alignment



Alignment within a tourism destination means fostering mutually beneficial relationships between the local community and activities related to tourism. This alignment ensures that tourism initiatives are respectful of the destination and provide positive impacts to the community. Stakeholder and resident engagement, tourism industry alignment, a strong workforce, and a thriving economy are key aspects of community alignment. Successful alignment in a tourism destination includes collaboration, effective communication, and initiatives that enhance the overall quality of life for local residents, while also providing enriching experiences for visitors.

Tourism impacts all community members of Chelan County, and in order to be responsible stewards of this community, tourism strategies must be thoughtful and managed in a way that considers all residents, stakeholders, and local business owners. To strengthen community support, it is critical to foster greater understanding of the positive benefits that tourism brings to Chelan County and how it enhances resident quality of life.

There is an opportunity to work directly with locals and establish a local tourism ambassador program to better illustrate the role of tourism in the local economy and develop support for local businesses. A simple, resident-focused messaging campaign can highlight the positive benefits of tourism to the community and illustrate how tourism improves local quality of life.

Chelan County's workforce is facing critical challenges including a lack of affordable housing, limited daycare services, and a lack of sufficient training programs. The tourism industry can help address these issues by creating connections for locals to workforce development and support opportunities, creating jobs by opening new businesses, and advocating for solutions to critical needs of the local workforce. Furthermore, creating industry advisory panels can support overall community alignment by ensuring that community needs and interests are elevated and considered when forming tourism strategies and initiatives for the future of tourism.

# Initiatives

## Improve Community Perception and Value of Tourism

- Develop a resident-focused campaign to educate about the positive impacts of tourism in Chelan County and address negative sentiment toward visitors.
- Create a local ambassador program to build community pride, i.e. 'Love Chelan County' campaign.
- Undertake an annual resident sentiment survey, measuring against established benchmarks.
- Develop a resident advisory council for two-way communication and solution development.

## Industry Alignment

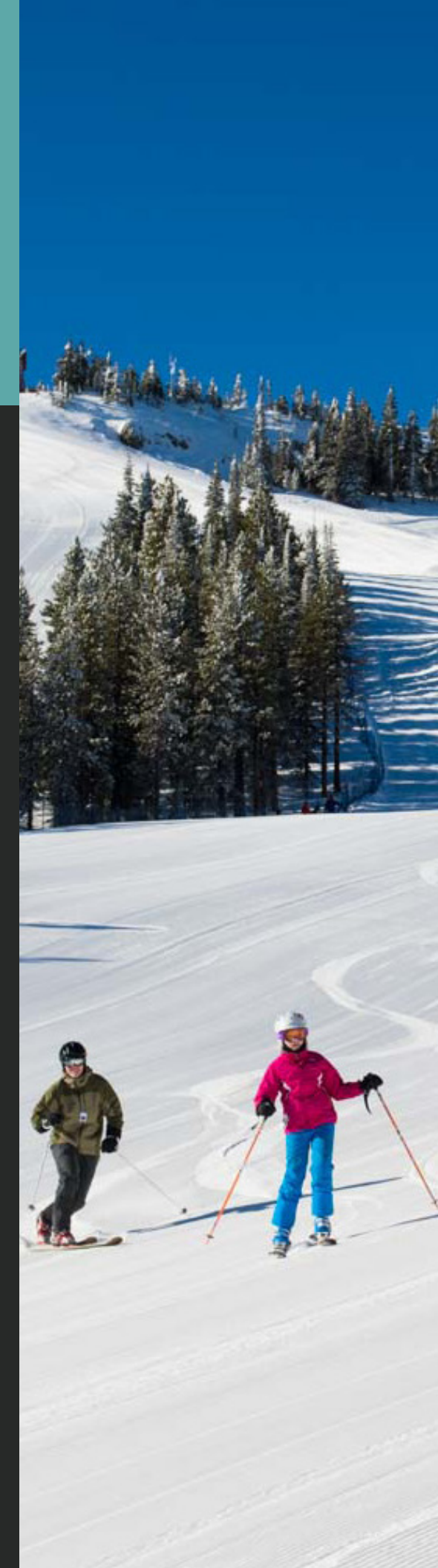
- Establish tourism industry advisory panels to deepened engagement and collaboration
- Develop a Chelan County tourism training program for frontline hospitality workers and new business owners.
- Develop a marketing committee with communities from Chelan County to advance collaboration and reach.
- Collaborate with tourism stakeholders to populate a frequently updated countywide activity/events calendar.

## Workforce

- Work closely with entrepreneurs to open businesses that support the visitor experience (e.g., outdoor recreation guides and outfitters or dark sky tour guides)
- Expand workforce development efforts by local Chambers and create a portal for industry job opportunities.
- Advocate for workforce housing developments and workforce transportation options.

## Grow Visit Chelan County

- Continue to grow and evolve Visit Chelan County to meet the needs of the county in promoting and supporting the visitor economy.



# Visit Chelan County's Role

## in the Destination Master Plan

The strategic goals and recommendations in this plan are the result of a community-wide process and represent the ideas and aspirations of the people who live in, and contribute to, Chelan County. In order to achieve the destination vision and strategic path forward articulated in this plan, collaboration from multiple sectors and partners across the county is critical.

Each strategic goal in this plan is supported by subsequent initiatives that, in order to be successful, will require collaboration and collective support from the tourism industry, multiple partners, stakeholders, and organizations across Chelan County. When successfully implemented, these goals and subsequent initiatives will make a positive impact on the quality of life, quality of experience, and quality of the economy in Chelan County.

Visit Chelan County does not own the assets and experiences related to the local visitor economy, and therefore, they cannot single-handedly advance the strategies and initiatives of this Destination Master Plan. Visit Chelan County's role in implementing the Destination Master Plan will be different for each initiative, but will include one of the following:

### LEAD:

There will be instances where Visit Chelan County takes the lead as the organization to advance initiatives.

### ADVOCATE:

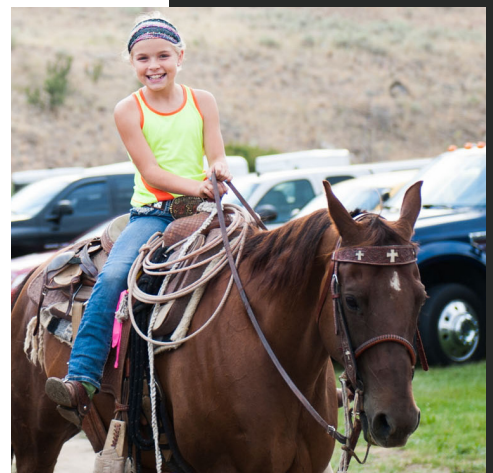
There will be instances where Visit Chelan County advocates for the advancement of strategic initiatives that will advance the county for the benefit of visitors and residents.

### CONVENE:

Visit Chelan County may be the conveners of groups and those in positions to advance initiatives.

### SUPPORT / PARTNER:

Visit Chelan County will be the supporting or partnering organization on initiatives with other leading organizations.





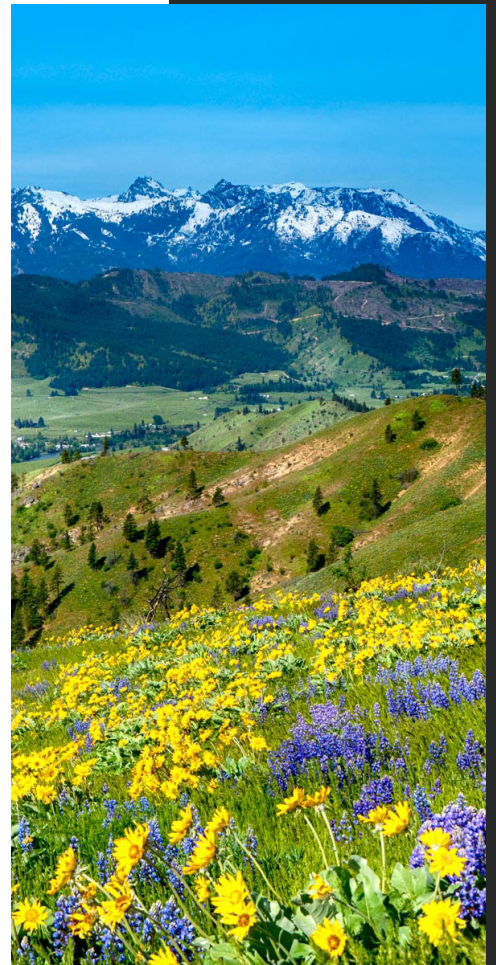
# Next Steps

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**To be successful, long-term strategic planning requires dedicated capacity and significant focus on implementation. To support the successful implementation of this plan, a corresponding implementation plan has been shared with Visit Chelan County.**

The implementation plan prioritizes actions for the first three years of the plan, articulates which organizations should be included, and outlines Visit Chelan County's roles and responsibilities.

As stewards of the Destination Master Plan, it is recommended that Visit Chelan County appoint a champion to be responsible for the implementation and ongoing work on the plan. It is further recommended that there is public reporting on the progress of the plan, to demonstrate accountability and highlight the efforts and organizations involved.





*Visit*  
**Chelan  
County**

**Cashmere • Entiat • Lake Chelan • Leavenworth  
Manson • Plain • Wentachee**

[www.visitchelancounty.com](http://www.visitchelancounty.com)