

# Tourism Master Plan

**HUB**

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## OPPORTUNITY

Tourism and the wine industry have been crucial components of why the local community is where it is today.

The wine industry is the backbone of your tourism industry. Walla Walla also enjoys a high quality of life.

Tourism can also create problems for communities. We've heard and seen that the cost of living is an issue, and that areas like Downtown and the amenities there seem to cater to tourists first, locals second. This can look like an us vs. them — local vs tourist — situation. But we need to think about a both-and situation instead.

This plan seeks to balance all the things that visitors and locals love about Walla Walla, defining the right kind and scale of growth, and identifying opportunities to invest in smart innovations that will set the city and region up to be resilient to future changes.



## Major Strengths

- A singular draw: **Wine**
- A beautiful **Downtown**
- A rich **history** and **culture**

## Pain Points

- A singular draw: **Wine**
- Limited options for **differentiation**
- High **price points**
- **Opportunistic** approach
- **Seasonality**
- **Remote** location

## The Vision

This plan should help leadership and partners steer investment and initiatives that lead to:

**BALANCED GROWTH**

**DIVERSITY OF OPTIONS**

**CELEBRATED HERITAGE**

**ENGAGED COMMUNITIES**

**WELCOMING SPACES AND PLACES**

**HEALTHY INFRASTRUCTURE**

## The Plan

**A 10-year plan needs some flexibility while maintaining a clear vision.** To that end, the plan includes opportunities to:

### PROTECT

**Nurture and keep wine tourism robust.**

Approach: Marketing and Promotion Recommendations

### REACT

**Take advantage of opportunities for new amenities as they arise.**

Approach: Evaluation Tools

### INVEST

**Lay the proper groundwork for long-term sustainable tourism** with the proper resources, partnerships, and funding allocations.

Approach: Prioritized Tactics to Work On Over 10 Years

### INNOVATE

**Identify big-picture ideas that can lead to substantial change.**

Approach: Recommendations for Expanding Audiences and Developing City Districts

# Project Approach

## WHY NOW?



Walla Walla has seen **incredible growth** in visitation ever since the wine industry made a name for itself as a **top-tier region** producing some of the **best wines in the country**.

Over recent decades, growth has followed opportunistic paths and resulted in great seasonal success and investment in Walla Walla's downtown as well as signature events.

Having made it through the 2020 pandemic, but with economic challenges ahead — including cost of living affordability and a decline in wine drinkers, now is an opportune time for Walla Walla to get strategic about the next ten+ years of tourism. This plan seeks to balance all the things that visitors and locals love about Walla Walla, defining the right kind and scale of growth, and identifying opportunities to invest in smart innovations that will set the city and region up to be resilient to future changes.



# Plan Goals

## COMPREHENSIVE TOURISM ASSESSMENT

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- > Summarize the state of tourism in Walla Walla, including existing assets, amenities, attractions, and audiences.
- > Define strengths, weaknesses, opportunities, and threats.
- > Identify potential to fill gaps and make strategic shifts in approach.
- > Synthesize a point of view about Walla Walla's and the greater regional positioning potential.

## 10-YEAR STRATEGIC PLAN

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- > Identify and elaborate specific themes for smart balanced tourism growth that fosters long term community health and vibrancy.
- > Relate those themes to a compelling vision and goals.
- > Create a comprehensive list of objectives and recommendations for each them, including:

SMALL, MEDIUM, AND LARGE ACTION ITEMS

TIMELINE FOR ACCOMPLISHMENT

OWNERSHIP AND INVOLVEMENT

WAYS TO TRACK PROGRESS AND MEASURE SUCCESS

## INTEGRATING DIFFERENT PERSPECTIVES

This plan synthesizes opinions, insights, and data from a variety of sources:

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### Regional Tourism Industry

Gathered from the Washington State Rural Tourism Strategic Workspace process conducted from July 2023 to January 2024.

Several workshops focused on defining assets, strategies, and goals for regional tourism in the Walla Walla Valley, as defined by key tourism-centric stakeholders. The outcomes of this regional work has been integrated and complements this City-specific plan.

### Current Visitors

Gathered from the Washington State Rural Tourism Strategic Workspace process conducted from July 2023 to January 2024.

A survey went to past visitors to Walla Walla as part of the RTS Workspace. The results have been used in the assessment and to shape the overall strategy of this plan.

### Local Community

Gathered from a general survey of the community and a public information session.

A survey gathered thoughts and ideas from the local community about what tourism means for them and where they see potential.

### Local Leadership

Gathered from several meetings with City leadership, City Council, and ongoing meetings with leadership stakeholders.

Several work sessions initially gathered ideas and input from City leadership. Follow-up meetings got their feedback on drafts of the plan and process.

FOCUSING LOCAL INSIGHTS

A team of local tourism leaders guided the planning process at every step. This core project team met every two weeks to provide feedback and ideas during the assessment and creation of the plan.



STAKEHOLDER TEAM

**Arlene Alen**

WALLA WALLA VALLEY CHAMBER OF COMMERCE

**Bob Francis**

CITY OF WALLA WALLA

**Guy Glaeser**

VISIT WALLA WALLA

**Liz Knapke**

WALLA WALLA VALLEY WINE ALLIANCE

**Kathryn Witherington**

DOWNTOWN WALLA WALLA FOUNDATION

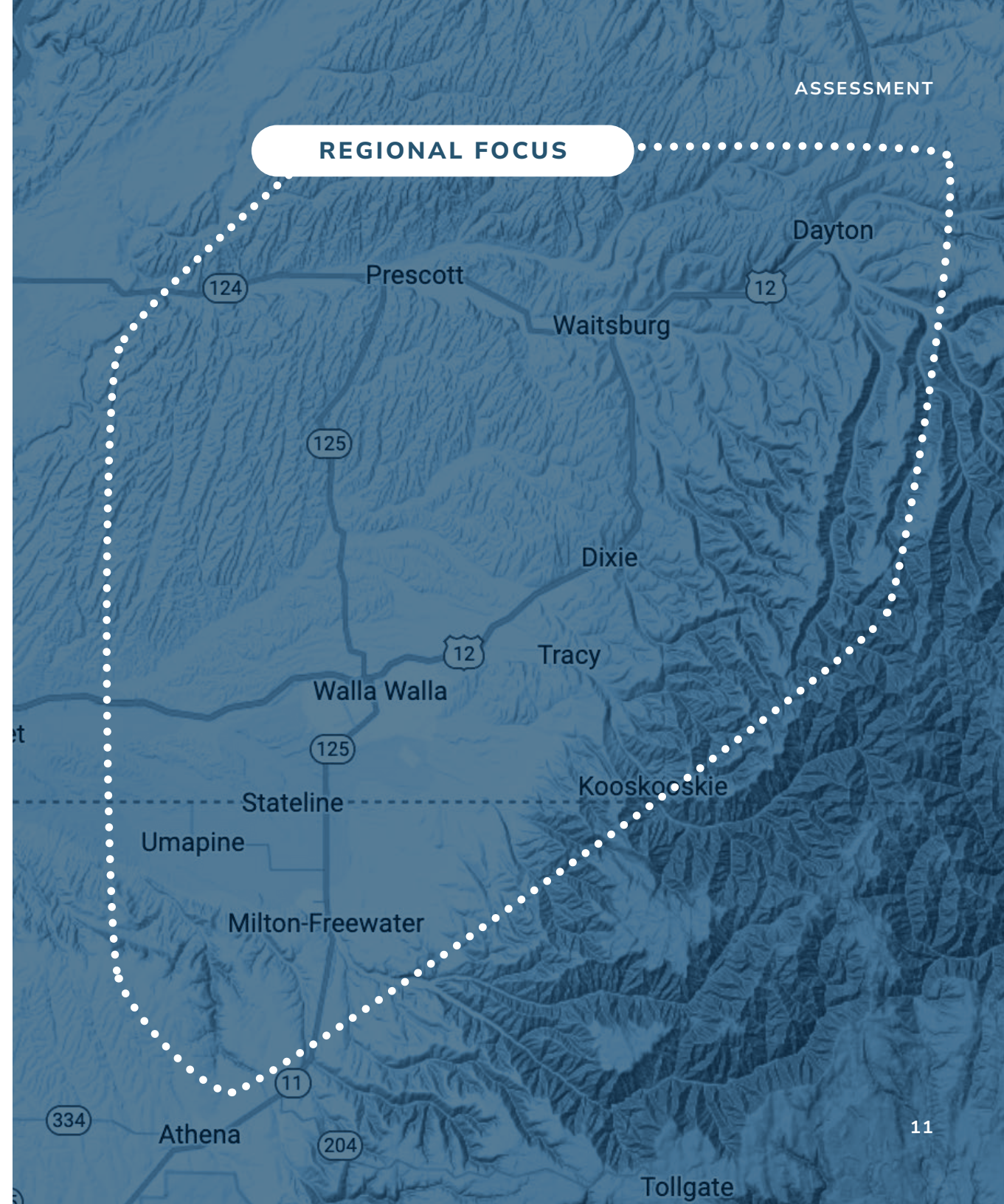
# Assessment

REGIONAL TOURISM

The Walla Walla Valley recently completed a State Tourism Workshop series designed to shape the future of tourism in the region.

This work was conducted through the state office of tourism and involved extensive community engagement, with a particular focus on those directly or indirectly involved in the tourism sector.

Included in the project was a visitor survey, identification of thematic focus areas for growth and development, and a series of community workshops focused on those thematic areas.



# Past Visitor Impressions

## WHO VISITS WALLA WALLA

Nearly half of all parties who visit Walla Walla are comprised of two people — couples. Similarly, a little over half of all party types were only adults.

## VISITOR SPEND

Primarily on activities, particularly wine-focused, like tasting rooms or vineyard experiences.

## PERCEPTION OF VALUE

Most visitors — 65-75% think they get a reasonable value for money. A notable minority of around 25% think that Walla Walla's activities are expensive, with slightly smaller percentages thinking dining and accommodations are expensive.

## WHY PEOPLE VISIT

Wine tasting and the wineries is the overwhelming #1 reason for visits, followed by visits with family or friends.

→ Walla Walla met visitor expectations in many respects, including in attractions like **wineries**, the quality of **dining options**, small-town **charm**, scenic **beauty**, and **accessibility**.

It did not meet expectations because of high costs (golf, wineries, lodging) and lack of family-oriented activities. Top suggestions for improvements included more affordable accommodations and dining, as well as opportunities to stay longer.

*For full data, see the survey summary published by Crosscurrent Collective and EConorthwest*



## COMMUNITY VIEWS ON TOURISM

Community sentiment as captured in the survey is focused on how tourism can enhance **quality of life** for locals.



## AFFORDABILITY

Local residents are concerned about the general cost of living in the city, particularly the cost of housing. When it comes to visitor attractions and amenities, dining is the main concern for locals, most of whom can't afford to eat at the expensive restaurants downtown or feel that the atmosphere excludes them.

## LOCAL BELONGING

Some residents feel that visitors have taken over their town, that it "doesn't feel like my home" when visitors are here.

## RECREATION

Local residents want more recreational opportunities. This includes better access to trails in the Blue Mountains, indoor options or winter options (like an ice rink or indoor pool). Residents also expressed a desire for places and activities for the whole family and for young people.

## BETTER RETAIL

Local residents want a greater variety of retail options that are convenient for them and offer visitors more options — like an outdoor outfitter.

## LATE EVENING ACTIVITY

Locals want more to do in the evening and also perceive few options for evening activities for visitors. Many people want more live music, and residents desire family-friendly activities that don't necessarily center on alcohol.

## CITY LEADERSHIP VIEWS ON TOURISM

When we spoke with City leadership, most expressed a desire for the money and opportunities that tourism brings to be invested in ways that **increase the quality of life for residents** in and around Walla Walla.

### KEY TAKEAWAYS

- > **Growth should be intentional**, and not “Bend” Walla Walla.
- > **Need a more well-rounded offering**, with a focus on things that are welcoming to families. Invest in things that locals would enjoy too, like events and concerts, things that happen year-round.
- > **Can’t lean into tourism opportunities at the expense of the culture and community** that is found here — need affordable housing, amenities that meet locals needs, and great services.

- > **Find ways to showcase and celebrate our heritage**. Bring history to life for visitors, give them ways to see and experience it. Bring agriculture to life, and give them more ways to experience it.
- > **Transportation is a pain point** — only two flights a day, very few rideshare opportunities and an under-utilized valley transit system. There needs to make it easier to get in, around and out of Walla Walla.

# Assets Summary

## LOCATION

**Equidistant from Seattle, Spokane, Portland, and Boise** — Walla Walla can attract from all these markets.

**A river valley opening onto the Palouse and within easy reach of the Blue Mountains and Columbia River** — Walla Walla is picturesque, rural, and quintessentially Inland Northwest.

**With a nearly four-lane highway connecting Walla Walla to the Tri-Cities and an airport with two flights to Seattle,** Walla Walla is remote but possesses some vital connections.

**Walla Walla is not on the way to anywhere, so its visitor draw and size make it unique in many respects.** It is a regional hub without being a pass-through.

## ATTRACTIONS

**Wineries, tasting rooms, and vineyards are primary draw, and there are plenty to visit.** The quality is high, and the AVA offers unique varieties that are attractive to connoisseurs and intriguing to novices.

**Downtown boasts an excessive amount of tasting rooms** compared to similarly sized communities.

**History and culture can be experienced** at the museum, national park sites, and live theater and events round out arts and culture offerings.

**Outdoor activities include golf, biking, trail activities, and recreation in the Blue Mountains.** There is also an avid birding following.

## AMENITIES

**Lodging includes a good range of budget to high-end options.** The location of key lodging in the heart of downtown reinforces a sense of place.

**Dining is highly regarded by visitors for its quality,** though the prices are uniformly high for all types of dining experiences. Options may be limited for the city's size and number of visitors during peak season.

**Retail is limited and caters to a narrow swath of high-end visitors.** There is room to expand.

## ATMOSPHERE

**Walla Walla feels like a big, bustling town** in the heart of a rural, agricultural heart of Eastern Washington.

**Downtown is welcoming and approachable with strong character from historic buildings.** The entire city is surprisingly full of trees that shade and provide a green tapestry through most neighborhoods.

**The center of town feels full of activity,** the surrounding wheat fields and vineyards signal the agricultural roots and heritage that have made Walla Walla a central point of trade, industry, and local culture.

**STRENGTH**

A strong tourism draw that has led to continued growth over the past 30 years.



Walla Walla is known — deservedly so — as a premier wine destination, on par with regional and national competitors.

**STRENGTH**

A beautiful downtown with a strong sense of place.



Downtown anchors the visitor experience, and its historic buildings, public spaces, and charming atmosphere reinforce a strong sense of place.

**STRENGTH**

A strong history and culture.



Walla Walla is at the historical heart of this region and the Northwest generally.

# Pain Points

## SINGULAR DRAW

**Wine is the reason people visit Walla Walla.** This reliance on wine tourism makes the tourism ecosystem vulnerable to sudden shifts or shocks to the wine industry.

## LIMITED OPTIONS FOR DIFFERENTIATION

**While the city and region boast other activities and attractions that can enhance a visit, no other current attraction or focus area can compete with tourism options in the region.** Visitors will find better outdoor activities closer to home, for example.

## HIGH PRICE POINTS

**Supporting amenities around wine cater to a wealthier visitor,** making price points for dining, retail, and lodging higher.

## OPPORTUNISTIC APPROACH

**Leadership over the past decades has taken an opportunistic approach to tourism growth —** saying yes to most opportunities without considering a long-term plan or vision.

## SEASONALITY

**Wine tourism remains highly seasonal —** starting in spring and tapering off in the fall, leaving little to sustain a tourism economy in the winter months.

## REMOTE LOCATION

**Walla Walla is far from major urban areas and not on a major thru-route.** People have to want to come for a visit.



# Foundation

## WALLA WALLA'S REALITY



The wine industry is the **backbone** of your tourism industry.

Walla Walla also enjoys a high quality of life. Tourism and the wine industry have been crucial components of why the local community is where it is today.

## Tourism can create problems for communities.

We've heard and seen that the cost of living is an issue, and that areas like Downtown and the amenities there seem to cater to tourists first, locals second. This can look like an us vs. them - local vs tourist - situation. But we need to think about a both-and situation instead.

We hold that the wine industry is essential to Walla Walla's economy and quality of life, and that additional strategies and investments can diversify tourism with different kinds of visitors and experiences.

## Our Approach: +1's

These are attractions that won't bring most visitors to a destination, but they will improve a visitor's experience or encourage them to stay longer.

We want to consider how +1 attractions and activities can broaden the current audiences, so there are more visitors looking for a lower price point - just like locals. In this way, the wine industry remains your lead tourism draw, but it is balanced by other experiences.



# Plan Goals

## Balanced Growth

As visitor economy expands, proactively to ensure that growth does not exceed the city's capability to function. We don't want to become a resort town where the town exists only to provide for the tourism industry.

## Engaged Communities

Residents see activities and attractions as accessible and welcoming to them. That the local communities are active participants in what makes Walla Walla so great. The residents feel their voice and perspective matters, and are willing to share and invest in the growth of tourism as it enhances their quality of life.

## Diversity of Options

Coordination and intentionality behind all tourism based decisions. Growth should be measured and focus on investing/subsidizing offerings that balance out the wine industry.

## Welcoming Spaces & Places

Our city and surroundings are inviting, attractive, and welcoming — in their outward appearance (thoughtfully designed and maintained) and in how they are programmed. Everyone should feel like they belong here.

## Celebrated Heritage

Our local history and culture, including indigenous, is an integral, visible, vital part of any visitor experience.

## Healthy Infrastructure

The City proactively invests, maintains, and monitors the physical infrastructure additions and improvements that facilitate growth and sustainable tourism practices.

—→ “Ensure that the needs of both the tourism industry and the local community are met in a **sustainable** and **equitable** manner.”

# Strategy

To get us to a 10-year plan that is **sound, clear,** and **actionable,** we need to think about four major sections:

<i>Identification</i>		<i>Execution</i>	
<p><b>Define</b></p> <p>WHY ARE WE DOING THIS?</p> <p>GOALS</p>	<p><b>Design</b></p> <p>WHAT IS OUR FOCUS?</p> <p>AREAS OF INVESTMENT</p>	<p><b>Plan</b></p> <p>HOW AND WHAT WILL WE DO?</p> <p>APPROACH COMPONENTS</p>	<p><b>Align</b></p> <p>HOW DOES IT HAPPEN?</p> <p>PRIORITIES</p> <p>BUDGETS</p> <p>OWNERSHIP</p>

# Design

WHAT IS OUR FOCUS?

# Areas of Investment

Foundational

WAYFINDING  
TRANSPORTATION  
WORKFORCE DEVELOPMENT

Attractions & Activities

ARTS & CULTURE  
OUTDOOR RECREATION  
FOOD & FARMS  
PARKS & VENUES

Amenities

DINING  
RETAIL  
LODGING

FOUNDATIONAL  
ATTRACTIONS & ACTIVITIES  
AMENITIES

# Plan

A 10-year plan needs some flexibility while maintaining a clear vision.

It also needs to be responsive to unforeseen opportunities and work within current limits even as it expands them. To that end, the plan should include opportunities to:

PROTECT

Nurture and keep wine tourism robust.

MARKETING AND PROMOTION

REACT

Take advantage of opportunities for new amenities as they arise.

EVALUATION TOOLS

INVEST

Lay the groundwork for long-term sustainable tourism with the proper resources, partnerships, and funding allocations.

PRIORITIZED TACTICS

INNOVATE

Identify big-picture ideas that can lead to substantial change.

RECOMMENDATIONS

## PROTECT

The wine industry is the bedrock of the tourism economy for Walla Walla. As such, the marketing and promotion of Walla Walla as a premier wine tourism destination requires continued investment.

## Maintain

**PLAN:** Create and maintain a proactive marketing strategy.

**PARTNER:** Maintain and grow partnerships with public and private entities spanning research, education, production and distribution.

**PROMOTE:** Leverage earned, paid and owned media to promote the region.

## Expand

**ATTRACT:** Attract new wine audiences — expanding beyond current demographic.

**ENGAGE:** Deepen connection to Walla Walla wine industry, enhance narrative, story and supporting content.

**CONNECT:** Create meaningful high-touch connections to influencers and industry leaders.

## Explore

**ELEVATE:** Evolve messaging, print material and campaign assets to elevate brand perception.

**EXPERIMENT:** Test new campaign strategies and partnerships, look for ways to differentiate within the wine tourism landscape.

**EXPAND:** Invest in what's working.

## PROTECT

## Maintain

## PLAN

Create and maintain a proactive marketing strategy.



The City and its partners have good data about who is coming to Walla Walla, when, and why. About 80% of visitors are coming for the wine industry. Marketing efforts by Visit Walla Walla and the Wine Alliance should continue to reach Walla Walla's established audiences — wealthier couples traveling from metropolitan areas about four hours away.

## PARTNER

Maintain and grow partnerships with public and private entities spanning research, education, production and distribution.



The wine industry is about much more than tourism — it's an integral part of economic, educational, and cultural enrichment for the region. Continue to partner with key players that strengthen the industry as a whole and who offer enhanced experiences that round out a visitor's wine tourism trajectory.

## PROMOTE

Leverage earned, paid and owned media to promote the region.



Invest in media opportunities that reach key demographics and help them be aware of Walla Walla as a destination, convince that it is the preferential wine locale, and make it easy to find information about when to visit and what to do. Work with creative agencies and media buyers to optimize messaging, distribution, and impact.

## PROTECT

## Expand

## ATTRACT

Attract **new wine audiences**  
— expand beyond **current demographic.**



Wealthier couples from metropolitan areas four hours away are the bedrock of wine tourism. As you continue to cater to this foundational audience, develop messages and invest in alternative media that will reach new audiences who may not have considered Walla Walla as a destination or who may be new to wine. This can include a more targeted approach for B2B bookings that can center around a signature wine experience. It can also target the multi-generational family who is traveling for the wine + experience — develop narratives and itineraries that center wine and showcase all the other activities that may be attractive to a diverse age group traveling together.

## ENGAGE

Deepen connection to Walla Walla wine industry, enhance **narrative, story and supporting content.**



Walla Walla's wine industry is rooted in a local community committed to working the land and creating a superior product. That product is well-known, and there are opportunities to celebrate the stories behind it and reinforce why this community is integrally connected to the wine industry and the tourism it brings in. Invest in story gathering efforts - including writers, videographers, and/or podcasters — that showcase local families, vineyards, cellars, and others involved in winemaking or distribution. These stories should be used in media campaigns that can differentiate Walla Walla from other destinations that have a more corporate and out-of-town management system.

## CONNECT

Create **meaningful high-touch connections** to influencers and industry leaders.



Identify voices outside your typical marketing approaches that can reach a quantity of targeted audiences through their followings - either on social media platforms or as industry leaders who do speaking and promotional events. Invest in customized, one-on-one FAM-style tours to show these leaders everything Walla Walla offers and why their followers will find a great destination.

## PROTECT

## Explore

## ELEVATE

Evolve **messaging, print material** and **campaign assets** to elevate brand **perception**.



Ensure media and collateral are high-touch, high-impact. Work with creative agencies to refine messaging, making it audience-specific when appropriate, and to elevate the look and feel of touchpoints. For example, the Wine Alliance guide can be elevated by removing ads and highlighting more local stories in addition to informing about where vineyards and tasting rooms are located. Focus on the essentials of what you **HAVE** and then invest in content and design that crafts an expectation of **EXPERIENCE**.

## EXPERIMENT

Test new **campaign strategies** and **partnerships**, look for ways to **differentiate** within the wine tourism landscape.



As demographics of wine connoisseurs change, invest in testing alternative media strategies and audience targets. Assess what other wine destinations are doing, and then do something completely different. Start with low-budget investments and see what has staying power. The goal is to find (or get closer to understanding) the next perspective on why wine is attractive and how it integrates into a new kind of visitor's experience and values.

## EXPAND

Invest in what's **working**.



As new audiences and media options build momentum, shift some investment from foundational media and audiences to continue to expand and grow the new and innovative methods and targets.

## REACT

Evaluation tools to responsibly take advantage of opportunities for new amenities as they arise.

## Step 1: Is it relevant?

Where in this diagram does the opportunity fit?

### INNER OR OUTER

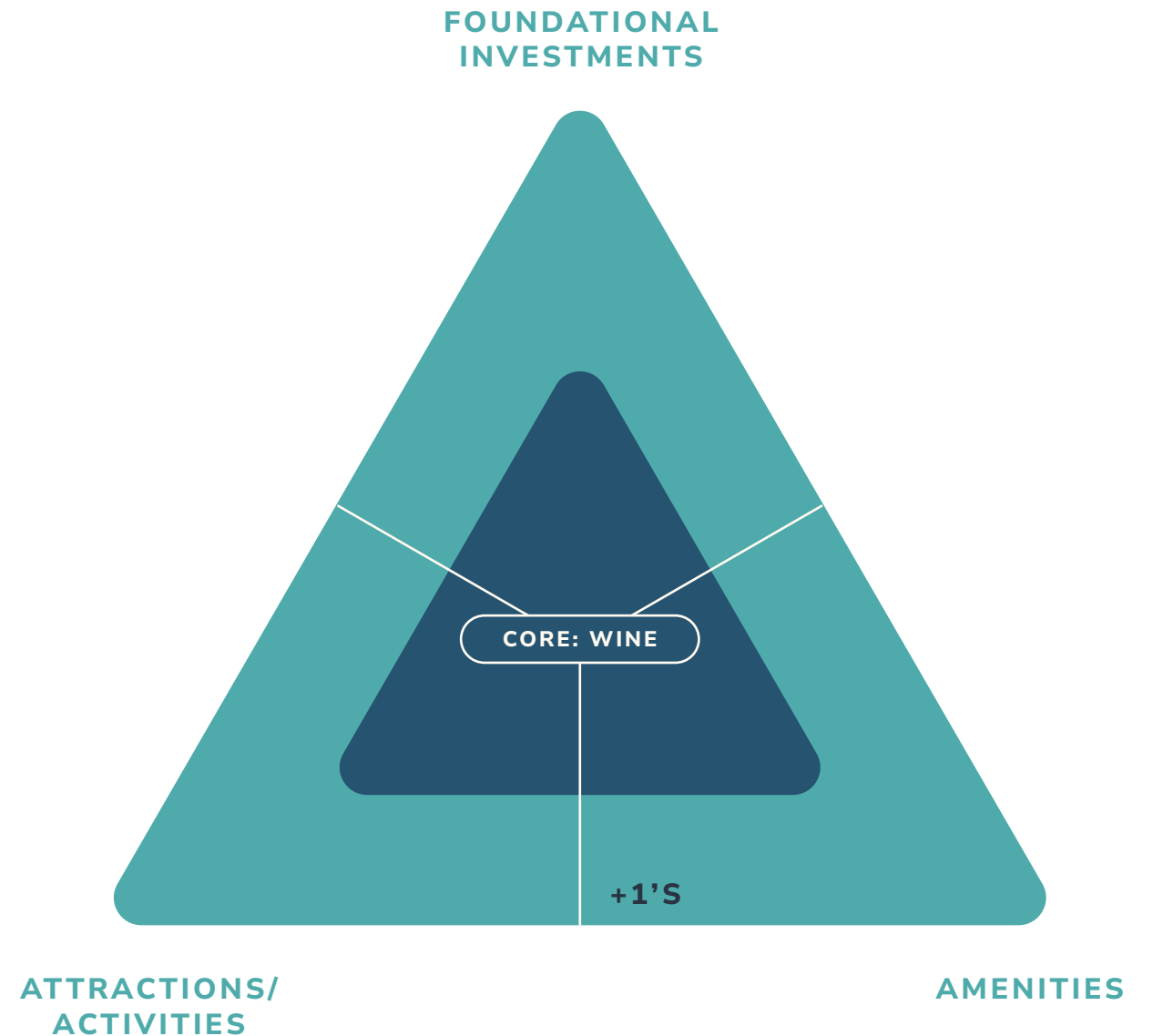
Will it enhance our core offering (wine)? If so, it's in the center triangle.

Will it act as a +1 that diversifies our offerings? If so, it's in the outer triangle.

### WHICH CORNER?

What kind of opportunity is it? Place it in the corner that best corresponds. If the opportunity doesn't fit into any corner, then it's probably not relevant to our long-term plans and should be rejected or sent to another partner or organization.

You can use this diagram to map all the opportunities that have been approved as a way to track whether you are focusing too much in one corner or too much in the core.



## REACT

Evaluation tools to responsibly take advantage of opportunities for new amenities as they arise.

## Step 2: Is it worth it?

Next, we want to evaluate the potential for the opportunity to be a strong investment.

Answer each of these questions, and assign a number value based on your answer. Add up all the numbers for a grand total. We'll use that number in the next step.

### EVALUATION QUESTIONS

Which goals will this opportunity help achieve? **+2 FOR EACH GOAL**

---

Who is involved in the opportunity?

Does it strengthen existing partnerships? **+3**

Does it build a new relationship with long-term collaborative potential? **+3**

Is it a one-off partnership? **+0**

---

Does the opportunity align with our tactical themes — which ones?

Will it make achieving any tactics easier, faster, or cheaper? **+2 FOR EACH TACTIC**

---

What audiences will benefit or be targeted?

Core audience (wine, couple) **+1 FOR CORE AUDIENCE**

+1 audiences **+2 FOR EACH +1 AUDIENCE**

---

Will the opportunity enhance one of our districts? **+1 FOR EACH DISTRICT**

---

Will the opportunity directly address a pain point? **+1 FOR EACH PAIN POINT**

---

How does the opportunity have local or community buy-in? **+1 FOR EACH WAY IT CREATES BUY-IN**

---

Will this opportunity limit our ability to achieve other goals (constraining resources, funds, timelines)?

No **+2**

Yes **-5**

---

**TOTAL:** \_\_\_\_\_

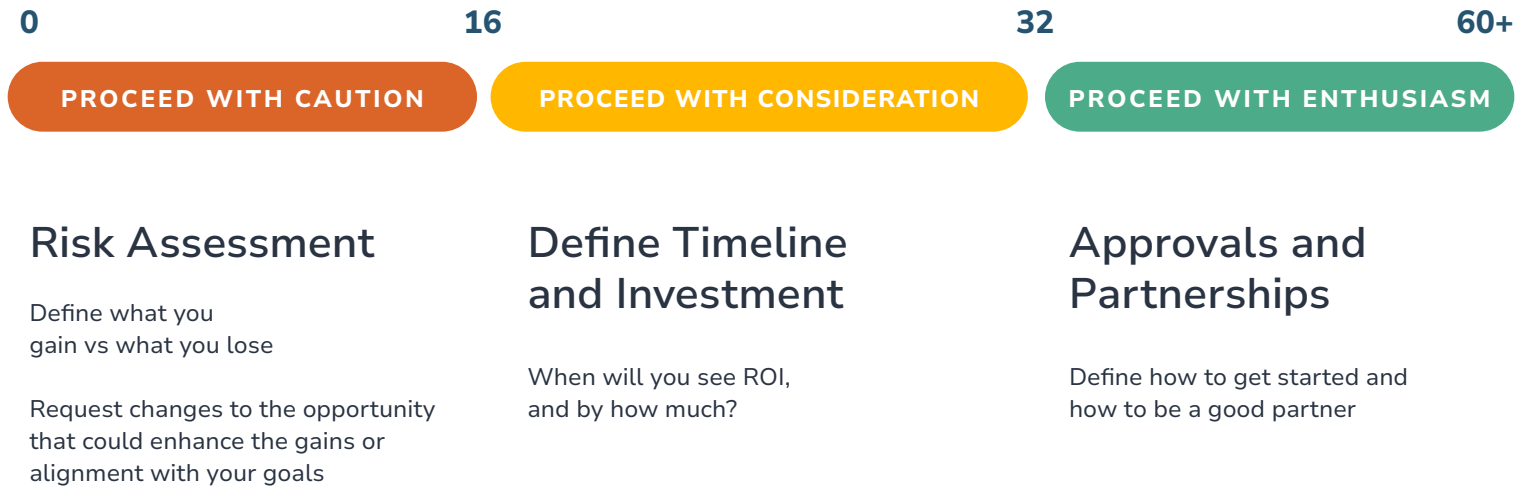
REACT

Evaluation tools to responsibly take advantage of opportunities for new amenities as they arise.

# Step 3: What To Do Next

Take the total tally from step 2.

See if it lands in the red, yellow, or green zones. Based on its location, you may need to take some extra steps before deciding how to proceed with the opportunity.



## INVEST

These prioritized tactics lay the proper groundwork for long-term sustainable tourism. They ensure the City has the proper resources, partnerships, and funding allocations to achieve its goals.

### WAYFINDING

Expand and update county wayfinding and interpretive signage.

### TRANSPORTATION

Expand and update transportation network and systems.

### WORKFORCE

Invest in workforce development.

### CULTURE

Activate key cultural and heritage assets.

### EVENTS

Enhance and promote events and venues.

### OUTDOOR RECREATION

Curate and promote outdoor recreation — support assets.

### HIKING & BIKING

Enhance and promote hiking and biking around Walla Walla.

### FARM & AGRICULTURE

Farm and agriculture experiences.

### KNOWLEDGE & APPRECIATION

Cultivate deeper understanding of the role and rewards of tourism in Walla Walla.

**INVEST**

**##** = TASK ID NO.

PHASE	Phase 1	Phase 2	Phase 3
EFFORT LEVEL	YEARS 1-4	YEARS 5-7	YEARS 8-10+
Small	1.1 3.1 5.2 7.2 1.2 3.2 5.7 9.1 2.1 4.1 6.1 9.2 2.2 4.3 6.6 2.4 5.1 7.1	1.3 5.4 9.8 2.5 6.3 3.4 6.5 4.4 8.1 4.7 9.7	3.5 ONGOING
Medium	1.4 9.4 4.1 5.2 7.3 9.3	2.3 4.5 8.2 2.7 4.6 9.5 2.8 5.5 9.6 3.3 6.4 9.9 4.2 7.4	2.9 7.7 5.3 8.5 6.2 8.6 6.7 7.5
Large	8.3	5.6	1.5 7.6 2.6 8.4 4.8 4.9 6.8

INVEST

TASK ID: 1

SUCCESS METRICS

THINGS TO TRACK

# Expand and Update County Wayfinding and Interpretive Signage

Cohesive, consistent, easy-to-follow, easy-to-read, signage system leads to more visitors saying it was easy to get around (less visitors say they get lost) / increased attendance at locations that were previously unsigned / visitor traffic follows designated or signed routes

Traffic on designated and signed routes, sentiment about easy of getting around as captured in surveys

1.1

Conduct an inventory of existing wayfinding assets, gaps and responsible parties and draft a wayfinding plan.

Wayfinding throughout the city is inconsistent and unconsidered, varying in style, density and usability. Where most people navigate to a known destination via their mobile devices, wayfinding allows for discovery and education around all that the city has to offer. Developing an inventory of the existing wayfinding for all current and potential attractions is the first step to driving visitation to a wider variety of attractions, encouraging visitors to remain longer or plan a return visit. Identify opportunities to use wayfinding to shape visitor dispersal and behavior, identify points of potential divergence, and ways to direct visitors to lesser known/visited areas - in other words strategically make visitors aware of the choices available to them.

**CATEGORY:** Gathering  
**LEAD:** Deputy City Manager  
**PARTNERS:** GIS, VWW, WSDOT, Walla Walla County, City of Walla Walla  
**FUNDING:** RTRD

**PHASE:** 1 **EFFORT LEVEL:** Small

1.2

Develop branded wayfinding standards to facilitate city-wide cohesive signage system

Create wayfinding standards that meet city guidelines and establish a cohesive look and feel across all city signage. The standards should be informed by both the city brand and the DMO's Visit Walla Walla brand. Standards should be adopted by the city and inform signage design and production from that point forward, ensuring an intuitive and well orchestrated wayfinding system.

**CATEGORY:** Marketing & Promoting  
**LEAD:** Deputy City Manager  
**PARTNERS:** VWW  
**FUNDING:** SWT-TA

**PHASE:** 1 **EFFORT LEVEL:** Small

1.3

Hire content experts to develop master plan and content development for interpretive signage for attractions and points of interest

Walla Walla has a wide variety of historically significant landmarks, natural environments, and outdoor recreation opportunities. To raise awareness of, and increase engagement with these landmarks, environments, trails and histories, hire local historians, native tribal experts, agriculturists, botanists, naturalists and advocates to capture and curate interpretive signage for these attractions and points of interest. Awareness and understanding breeds appreciation and engagement.

**CATEGORY:** Implement  
**LEAD:** Destination Development Coordinator  
**PARTNERS:** Fort Walla Walla Museum, Confederated Tribes of the Umatilla Native American Reservation, Tamastlikt Cultural Institute, Frenchtown Historical Foundation, Whitman Mission NPS, Mill Creek Dam  
**FUNDING:** SWT-TA

**PHASE:** 2 **EFFORT LEVEL:** Small

1.4

Create tiered roll-out plan for wayfinding and interpretive signage (funding, design, fabrication, installation)

Create an interdisciplinary task force designated with defining a roll-out plan and budget allocation for wayfinding and interpretive signage. Plan should include a matrix outlining high, medium and low priority signage, weighed against high, low and medium costs for design, fabrication and installation. A phased roll-out should be recommended and approved by the city and other governing bodies.

**CATEGORY:** Team, Plan  
**LEAD:** Deputy City Manager  
**PARTNERS:** GIS, VWW, WSDOT, Public Works  
**Department (city & county)**  
**FUNDING:** RTP, LWCF

**PHASE: 1 EFFORT LEVEL: Medium**

1.5

Roll-out wayfinding and interpretive signage for top priorities

Working in conjunction with state, county and local departments of transportation to fabricate and install signage according to the tiered roll-out plan.

**CATEGORY:** Implement  
**LEAD:** Deputy City Manager/Public Works  
**PARTNERS:** Public Works (city & county), WSDOT  
**FUNDING:** WSDT-HSIP

**PHASE: 3 EFFORT LEVEL: Large**

INVEST

TASK ID: 2

SUCCESS METRICS

THINGS TO TRACK

## Expand & Update Transportation Network & Systems

More people are choosing to visit Walla Walla without a car, or they choose to get around without one during their stay. This can be seen through the number of bike rentals and rideshares used or available, an increase in number of air or rail passengers without an increase in car rentals, and in demand and appreciation for alternative transportation enhancements like bike lanes and accessible walkways among the local community.

Traffic on designated and signed routes, sentiment about easy of getting around as captured in surveys

2.1	<p>Review City's Comprehensive Transportation Plan and identify shared goals</p>	<p>The City of Walla Walla has a six year comprehensive transportation plan that outlines future transportation needs and the funding and programs that will help address them. Review the plan and identify where tourism goals align and become a strategic partner to help the city reach them. Working as a strategic partner will allow residents and businesses to see tourism as part of the solution to the city's transportation issues.</p>	<p><b>CATEGORY:</b> Planning  <b>LEAD:</b> Deputy City Manager  <b>PARTNERS:</b> City Departments, VWW  <b>FUNDING:</b> N/A</p> <p><b>PHASE: 1 EFFORT LEVEL:</b> Small</p>
2.2	<p>Collaborate with other regional entities to define a strategy for alternate (carless) transportation development</p>	<p>Walla Walla has a great public transportation system for a city of its size. However, awareness and ridership remains an issue and a lack of connections to other regional destinations/transportation is a barrier for travellers. To address this, Walla Walla should bring together regional and city advocates for public transportation and put together a strategy for both expanding and promoting public transportation, and alternative transportation (biking and walking) beyond the city limits. Partnerships should also engage and assess the feasibility of microtransit alternatives to rideshares like Via (ridewithvia.com). The role of this collaboration is to align on a plan, research funding options, and to promote and advocate for transportation expansion and improvements.</p>	<p><b>CATEGORY:</b> Team, Planning  <b>LEAD:</b> Deputy City Manager  <b>PARTNERS:</b> Port of Walla Walla, County representatives, neighboring city representatives  <b>FUNDING:</b> PBP, SRTS, SWCCP, TA, CMAQIP</p> <p><b>PHASE: 1 EFFORT LEVEL:</b> Small</p>
2.3	<p>Enhance walkability, bikeability and accessibility throughout the city</p>	<p>Walla Walla has invested heavily in protected walking trails, bike lanes and upgrading infrastructure to meet accessibility guidelines. Where they exist, these systems are well used and well maintained. However, extending this infrastructure beyond the downtown core can increase mobility, walkability and bikeability throughout the city as a whole. Reducing road traffic and increasing the perception and reality of your city's reputation as a sustainability minded community, safe and welcoming to all.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> Deputy City Manager  <b>PARTNERS:</b> City Departments  <b>FUNDING:</b> WSDT-CIP</p> <p><b>PHASE: 2 EFFORT LEVEL:</b> Medium</p>
2.4	<p>Work with City GIS to map points of interest, attractions and lodging. Map current and desired transportation options (car, public transportation, walking, biking) connecting all assets.</p>	<p>One major deterrent for alternate transportation for visitors is a general lack of awareness and convenience. To address this, work with City GIS to generate a database of trails, bike lanes, trolley/bus routes to points of interest, attractions and amenities that visitors (and residents) would find useful/interesting. If there are hard to reach destinations, flag these to city planners and advocate for improvements.</p>	<p><b>CATEGORY:</b> Plan  <b>LEAD:</b> Deputy City Manager  <b>PARTNERS:</b> GIS at City of Walla Walla  <b>FUNDING:</b> LTAC, WSDOT-PBP, WDOT-SWCCP</p> <p><b>PHASE: 1 EFFORT LEVEL:</b> Small</p>

2.5	Design and produce walking, biking, driving maps. Consider naming networks into designated byways, trail networks, itineraries	One major deterrent for alternate transportation is a general lack of awareness and convenience. Produce maps, brochures and/or tear away sheets that show transportation connections and options between popular destinations and make sure these assets are available at businesses, hotels, community centers throughout the city, raising awareness and understanding of all the options beyond the traditional. Creating official names and designations for routes can increase adoption and facilitate communication around options and ease of navigation.	<p><b>CATEGORY:</b> Marketing &amp; Promotion  <b>LEAD:</b> VWW  <b>PARTNERS:</b> VWW  <b>FUNDING:</b> LTAC, WDOT-PBP</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>
2.6	Create a plan for investing in supporting infrastructure — design well branded, innovative waiting areas, bus stops and sidewalks that are functional and fun.	Safety and comfort are key when it comes to encouraging riders to use alternative transportation options. The investment in supporting infrastructure that feels safe and inviting is integral to utilization and perception around offerings. Work with experts that can design access point enhancements that are both visually appealing (well lit, appropriate for the environment, easy to maintain) and unique/authentic to Walla Walla. The city would be smart to bring in history, art, culture in inviting ways that make people want to explore and use options beyond a car commute.	<p><b>CATEGORY:</b> Plan, Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> City of Walla Walla, Valley Transit, WSDOT  <b>FUNDING:</b> SWT-TA, LTAC?</p> <p><b>PHASE:</b> 3 <b>EFFORT LEVEL:</b> Large</p>
2.7	Formalize monitoring and reporting systems for transportation infrastructure — including funding structure for repairs, maintenance and improvements	Weather, vandals, and usage all take their toll on the transportation infrastructure over time. To ensure your transportation infrastructure stays as welcoming and safe as it was designed, work with city owners to define and formalize a monitoring and reporting system that is well funded and responsive to issues as they arise.	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Public works (city &amp; county)  <b>FUNDING:</b> WSDOT-NHS</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>
2.8	Conduct analysis of areas of confluence and target/define tourism hubs, with particular focus on areas outside of the Downtown	Collaboration with the City GIS team to understand the areas in which there is a confluence of traffic, both pedestrian and vehicular, and other activity. Evaluate each area to assess the potential for further investment in infrastructure and economic development to further establish an activity/tourism hub. Take advantage of the pre-existing conditions to create a new density of offerings that will further develop the area. Particular focus should be put on areas outside of the Downtown to disperse tourists and the associated revenue.	<p><b>CATEGORY:</b> Gather  <b>LEAD:</b> N/A  <b>PARTNERS:</b> City GIS and planners  <b>FUNDING:</b> SWT-TA</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>
2.9	Create a development plan & strategies for defined hubs, working with communities	For identified areas, conduct a series of business and resident meetings to capture the wants and needs of that area. Define a development plan and strategist to drive growth and investment. The goal should be in attracting businesses and investments that enhance the quality of life and profitability in a way that benefits all.	<p><b>CATEGORY:</b> Plan  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Chamber of Commerce  <b>FUNDING:</b> SWT-TA</p> <p><b>PHASE:</b> 3 <b>EFFORT LEVEL:</b> Medium</p>

INVEST

TASK ID: 3

SUCCESS METRICS

THINGS TO TRACK

## Invest in Workforce Development

Walla Walla possesses the necessary workforce to adequately serve visitor-centric activities and amenities. This workforce finds Walla Walla to be livable and affordable. This can be measured in terms of the collaborations with local education institutions and their programs or training for visitor workforce. It can be measured by seasonal turnover at local businesses. And Livability can be tracked with the cost of living markers like home and rental prices.

Cost of living, workforce turnover at businesses, workforce programs at local institutions

<p>3.1</p>	<p>Create a task force to define current and future workforce needs including hospitality, wine production, outdoor recreation, and cultural tourism</p>	<p>Leveraging the work done through the Regional Tourism Workspace, the City should create a task force devoted to defining the current and future workforce needs, looking at both short term and long term needs that will both meet the tourism industries growth trajectory and align with the city's goals for liveability and quality of life.</p>	<p><b>CATEGORY:</b> Team  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Chamber of Commerce, Wine Alliance  <b>FUNDING:</b> SWT-TA    <b>PHASE:</b> 1 <b>EFFORT LEVEL:</b> Small</p>
<p>3.2</p>	<p>Formalize training partnerships with local institutions: work with local institutions to define, develop and/or support training programs</p>	<p>The formalization of partnerships with local institutions (community colleges, high schools, ESL programs, non-profits, etc) is the strongest way to ensure a growing and talented workforce for the future. Learn about existing programs and classes and find ways to better collaborate with educators, offering them the access, funding and support they need to grow certificate programs, ad hoc training sessions and cross-discipline training opportunities to their students, current tourism employees and those in tourism adjacent industries.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> WWCC, Whitman, SEATech, WWU  <b>FUNDING:</b> SWT-TA    <b>PHASE:</b> 1 <b>EFFORT LEVEL:</b> Small</p>
<p>3.3</p>	<p>Develop a Destination Ambassador program to facilitate shared awareness around all the region has to offer.</p>	<p>Create and run a Destination Ambassador program with materials that cover local heritage, history, amenity overviews, regional navigation, attraction/itinerary matrixes. Offer regular workshop/certificate Ambassador programs to educate and inspire the sharing of knowledge and expertise. Incentivize participation in the program by all who work in the tourism sector. This is a great way to ensure visitors to the area become aware of all that the area has to offer.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW, Wine Alliance, Chamber of Commerce, Downtown Walla Walla  <b>FUNDING:</b> LTAC    <b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>
<p>3.4</p>	<p>Formalize training partnerships with local institutions: work with local institutions to define, develop and/or support training programs</p>	<p>Walla Walla needs affordable housing to both meet the staffing needs of the tourism industry and to maintain the thriving local community that residents cherish. There are local organizations producing studies, plans and programs to address the issue, that would benefit the tourism industry greatly. The tourism industry has played a role in the increases to cost of living, and drawn more residents to the area. Ensuring housing affordability will be crucial in the coming years. The city, regional partners and DMO should be strong advocates for housing initiatives, investments in transportation corridors and whenever possible offer subsidy programs for development and maintenance of affordable housing inventory.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> WW Housing Authority, Community Council  <b>FUNDING:</b> WSDT-HSIP    <b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>

3.5

Advocate for sustainable housing, water, energy and waste management policies and initiatives

Affordable, efficient housing options that focus on energy use reduction, water quality and useage and responsible waste management will be needed to attract and support the workforce needed for a growing visitor economy. As the city grows, it must invest in programs and advocate for workers coming to the area as employees, entrepreneurs, innovators and artists.

**CATEGORY:** Advocate

**LEAD:** N/A

**PARTNERS:** WW Housing Authority, Community Council, City of Walla Walla

**FUNDING:** PSH-OMS

**PHASE:** Ongoing **EFFORT LEVEL:** Small

INVEST

TASK ID: 4

SUCCESS METRICS

THINGS TO TRACK

## Activate Key Cultural & Heritage Assets

More visitors are drawn to Walla Walla, stay longer, and return to experience the unique history and culture of the region. Culture is mentioned alongside wine as a premier reason to visit the city. This can be measured in the number of earned media mentions focus on culture and heritage, attendance numbers at cultural sites and events, and the number of events or cultural activities that are held throughout the year.

Attendance at cultural events and institutions / number of earned media mentions / number of visitors rating culture highly in surveys

4.1

Inventory cultural assets, land owners and affiliated organizations, outline current state and collaborate on future plans for assets

Walla Walla has a wealth of history and cultural heritage. As it looks to diversify visitorship, gaining a better understanding of all that the city, and surrounding region, has will be key to increasing culture and heritage visitorship. Work with local cultural and historical organizations to catalogue all that exists, who owns, oversees and understands each asset/location, and what is needed to welcome visitors to experience and learn about it. The city should invest in assessing the assets, capturing current conditions, necessary funding to improve and enhance it and how it fits into the greater cultural tourism offerings in and around Walla wall. All this work should result in a catalogue of assets and development plan.

**CATEGORY:** Gather  
**LEAD:** N/A  
**PARTNERS:** WWM, Confederated Tribes of the Umatilla Native American Reservation, Tamastlikt Cultural Institute, Frenchtown Historical Foundation, Whitman Mission NPS  
**FUNDING:** SWT-RTRD

**PHASE:** 1 **EFFORT LEVEL:** Medium

4.2

Work to secure historic designations of key assets at risk

For historically significant assets, the city should lead or support efforts to secure historic designations, and invest in their conservation and curation. This may mean working to purchase or subsidize investment in private properties, and partnering with state and federal organizations to secure funding and official designations/registrations. The official designation and registration of historic sites opens up new potentials for grant funding as well.

**CATEGORY:** Implement  
**LEAD:** N/A  
**PARTNERS:** City of Walla Walla  
**FUNDING:** LTAC?

**PHASE:** 2 **EFFORT LEVEL:** Medium

4.3

Partner with Native American tribes to identify cultural assets that can be responsibly promoted

Native American art, cultural and historical sites are often promoted to tourists without the involvement of local tribes and groups. The city should reach out to local tribal representatives and engage with them on the items, locations and experiences that they feel are culturally appropriate for tourist experiences and education. Working from a shared understanding, the city should emphasize and promote the cultural assets, locations and experiences, to draw in tourists that are interested in a greater understanding of native cultures, art, history, and modern ways of life.

**CATEGORY:** Team  
**LEAD:** N/A  
**PARTNERS:** Confederated Tribes of the Umatilla Native American Reservation, Tamastlikt Cultural Institute  
**FUNDING:** LTAC, SWT-AC, SWT-ITMP

**PHASE:** 1 **EFFORT LEVEL:** Small

4.4	Define a support model for funding (allocating, advocating, applying for grants) preservation and revitalization efforts	Currently, the city offers arts and culture organizations funding through the LTAC. The organizations are encouraged to request funding for tourism related expenses (marketing, infrastructure, operational expenses, etc) and the LTAC awards funds annually. To raise awareness around arts and culture projects that fit LTAC guidelines and increase applications, the city should design and distribute information to the wide variety of organizations, nonprofits, businesses and groups that would be eligible. Each year, the LTAC with the city should launch a campaign around the impact LTAC funding can have on the arts, showcasing past projects/awards and celebrating accomplishments.	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW, City of Walla Walla  <b>FUNDING:</b> SWT-TA</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>
4.5	Develop programs and policies designed to encourage pop-up shops, events, and/or other activations at cultural and heritage sites.	The city, and greater Walla Walla Valley have many great cultural and heritage assets that are not at their visitation capacity. To increase visitation the city, together with the different organizations and partners, should look into time-based experiences at key sites to drive visitation. The events could focus attention on cultural and heritage sites, raising awareness locally and regionally, and beyond. A focus on events/experiences showcase local artisans, entrepreneurs, businesses that are art, culture and history based would be best. Event organizers should be encouraged to use LTAC funding to off-set costs.	<p><b>CATEGORY:</b> Planning  <b>LEAD:</b> N/A  <b>PARTNERS:</b> City of Walla Walla, Cultural organizations  <b>FUNDING:</b> LTAC, SWT-AC</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>
4.6	Create a marketing and promotion plan with key partners to raise awareness around cultural experiences. Formalize a budget and oversight model.	Much of the city's funding is dedicated to promoting and maintaining the wine industry as it is the primary source of tourism revenue for the city. To help grow and diversify tourism within the city and valley, the city should work with the DMO and other organizations to create a marketing and promotion plan dedicated to raising awareness are the cultural and heritage assets and experiences in the city. These attractions could work to increase the duration of visits, and disperse visitation beyond the downtown and wineries, and increase visitation to area museums, cultural centers and events.	<p><b>CATEGORY:</b> Marketing &amp; Promotion  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW  <b>FUNDING:</b> LTAC, SWT-RTMP, SWT-AC</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>
4.7	Influence the clustering of retail and dining around areas of historical and cultural importance.	Density creates a sense of place and can help drive visitation and further investment around key attractions and amenities. Making a cultural asset an anchor attraction for a larger destination is a great way to grow visitation and a reputation for cultural tourism. Currently, many of your cultural assets exist in isolation, so a visitor can not "make a day of it" by visiting one or more cultural attractions, and also grabbing lunch, shopping or recreating outdoors. Work with city planners, the chamber and other strategic partners to define a plan around development in proximity to cultural attractions to help build out the destination.	<p><b>CATEGORY:</b> N/A  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW, Downtown WW, Chamber of Commerce  <b>FUNDING:</b> LTAC?, SWT-AC</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>
4.8	Invest in placemaking at cultural sites with benches, public art, playgrounds, etc.	Work with the organizations and owners of cultural sites and experiences to make their attractions more of a destination - encouraging people to come and stay a while. The addition of benches, picnic tables, bbq grills can give the impression that visitors are welcome to come for gatherings beyond the primary attraction. The addition of public art, playgrounds, other supporting features can broaden your audience and also extend a visit. As of late, the addition of electric car chargers, bike parking and repair stations, potable water, etc. are other ways to get your attraction on the map.	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> City of Walla Walla, FWWM, Whitman Mission  <b>FUNDING:</b> LTAC?, WDOT-LBP</p> <p><b>PHASE:</b> 3 <b>EFFORT LEVEL:</b> Large</p>

4.9

**Develop year round historical and cultural programming**

Walla Walla has a robust events calendar, with signature events that range from barrel openings to hot air balloons, however there are very few of note that feature the history and culture of the region. The events that do center around the history and culture are not promoted on the visitor website or print collateral in a way that encourages and welcomes visitor participation. To grow the area as a destination for cultural tourism, the city should incentivize and support year round programming that brings the native american, trading, settlement and agricultural history to life for visitors and residents.

**CATEGORY:** Implement, Marketing & Promotion

**LEAD:** VWW

**PARTNERS:** FWWM, Tamastlikt Cultural Insitute, Whitman Collenge, WWCC, ArtWalla, Blue Mountain Arts Alliance

**FUNDING:** LTAC, SWT-AC

**PHASE: 3 EFFORT LEVEL:** Large

INVEST

TASK ID: 5

SUCCESS METRICS

THINGS TO TRACK

Events of all scales and types round out a visitor experience throughout the year. This can be measured in the number of events offered, attendance at all events, and positive local and visitor sentiment regarding events.

Overall quantity of events, diversity of offerings, event attendance, sentiment (as captured in surveys, focus groups, or meetings)

## Enhance & Promote Events and Venues

5.1	<p>Hire events coordinator to oversee booking, logistics and promotion of events</p>	<p>In order to grow and diversify events at city venues, there needs to be a point of contact that is overseeing and managing events. Either through the DMO or city staffing, the role of events coordinator would ensure that there is a person responsible for booking, logistics, promotion and support of events.</p>	<p><b>CATEGORY:</b> Team  <b>LEAD:</b> VWW  <b>PARTNERS:</b> VWW  <b>FUNDING:</b> SWT-AC</p> <p><b>PHASE: 1 EFFORT LEVEL:</b> Small</p>
5.2	<p>Identify and implement strategies to increase number and variety of event venues</p>	<p>With an events coordinator, and key partners, form a committee that would take a proactive approach to identifying and putting together a plan around the infrastructure and amenities needed to increase the variety and capabilities of local event venues. Walla Walla currently hosts music events at the Wine Country Amphitheatre which is seasonal and weather dependent. Other private venues host smaller shows, but the city is lacking year round venue options that would bring in larger touring bands and other performances.</p>	<p><b>CATEGORY:</b> Team, Plan  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Walla Walla County, City of Walla Walla  <b>FUNDING:</b> SWT-RTRD, LTAC</p> <p><b>PHASE: 1 EFFORT LEVEL:</b> Medium</p>
5.3	<p>Improve support infrastructure for larger events - parking, staffing, catering, etc.</p>	<p>Advocate and promote investment in the supporting infrastructure that make hosting larger events viable. Investment in parking, public restrooms, transportation, policy and zoning can all help attract touring and local event promoters/presenters.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> City of Walla Walla  <b>FUNDING:</b> SWT-SI, TNOVAP</p> <p><b>PHASE: 3 EFFORT LEVEL:</b> Medium</p>
5.4	<p>Build positive public sentiment for investing in venues</p>	<p>Internal campaigns designed to raise awareness and increase public sentiment for upcoming bonds, measures and policy changes can help bring about positive outcomes. The capital required to build a year-round venue, re-open the Fort Walla Walla amphitheatre or make sizeable improvements to the Wine Country Amphitheatre will require public buy-in and support from start to finish.</p>	<p><b>CATEGORY:</b> Marketing &amp; Promotion  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW, Downtown Walla Walla, Chamber of Commerce  <b>FUNDING:</b> SWT-TA</p> <p><b>PHASE: 2 EFFORT LEVEL:</b> Small</p>

5.5

**Get creative around existing resource usage - look to non-traditional spaces and hours for events**

The goal of adding new venue options to Walla Walla is a long-term objective, in the short term, there may be ways to partner with other private and public entities to expand the spaces and places where events are held. Off hours at local farms could host larger events, barge based performances could be held along the banks of Bennigton Lake, Setting up a Stage at the Drag Strip would provide a beautiful backdrop for concerts. There are ways to leverage the assets that you have, if you think creatively about them.

**CATEGORY: Planning**  
**LEAD: N/A**  
**PARTNERS: VWW**  
**FUNDING: N/A**

**PHASE: 2 EFFORT LEVEL: Medium**

5.6

**Incentivize multi-day/ multi-experience events to drive overnight stays**

Walla Walla and the Valley offer a wide variety of events and festivals, most of which span multiple days - and many involve drinking wine or other alcoholic beverages, all of which lend themselves to overnight stays. As more events are added to the annual calendar, incentivize multi-day events that drive overnight stays. As the city works to diversify attractions and audiences, the LTAC could look at ways to score proposals based on diversification of audiences, giving bonus points to multi-experience events (i.e. bike race that has a cultural component, wine event that takes place at a cultural or artistic venue). In doing so, you can raise awareness around +1 activities and attractions, and potentially pull in a new or broader audience.

**CATEGORY: Planning**  
**LEAD: N/A**  
**PARTNERS: VWW**  
**FUNDING: SWAT-AC**

**PHASE: 2 EFFORT LEVEL: Large**

5.7

**Investigate potential for free or reduced ticket prices with local ID**

Walla Walla residents have reported feeling unwelcome or uninformed about local events that attract tourists. To increase local attendance, and to ensure that residents feel welcome, the city can partner with presenting organizations to formalize a local ticket program that offers free or discount tickets to events for people with a local ID. The idea is that it would both serve as an invitation and help off-set costs, which can be cost prohibitive for some residents.

**CATEGORY: Implement**  
**LEAD: N/A**  
**PARTNERS: VWW, City of Walla Walla**  
**FUNDING: CERB PP**

**PHASE: 1 EFFORT LEVEL: Small**

INVEST

TASK ID: 6

SUCCESS METRICS

THINGS TO TRACK

## Curate and Promote Outdoor Recreation - Supporting Assets

More visitors come to Walla Walla for outdoor recreation opportunities, or they lengthen their stay or return for such opportunities. The local community has more recreational opportunities year-round as well.

Number of recreational facilities or trailheads / usage of such facilities / number of and usage of campsites / visitors to outdoor rec sites like Outside Walla Walla and Walla Trails / positive sentiment from visitors and locals about outdoor recreation offerings, as captured in surveys, workshops, focus groups

6.1	<p><b>Inventory outdoor recreation assets. Devise plan for annual review and updates</b></p>	<p>Work with local outdoor organizations and enthusiasts to create a city adopted formal inventory of outdoor recreation assets. For each asset the inventory should capture activity types, use restrictions, degree of difficulty, distance, support services (trailheads, parking, signage, maps, etc) and note any upgrades, repairs, enhancements that would be needed. Inventory should be reviewed and updated annually and made publicly accessible for vested parties to reference and leverage when putting together guides, brochures, maps, and other marketing material.</p>	<p><b>CATEGORY:</b> Gathering  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Outdoor organizations, VWW  <b>FUNDING:</b> TNOVAP, SWT-RTMP</p> <p><b>PHASE:</b> 1 <b>EFFORT LEVEL:</b> Small</p>
6.2	<p><b>Increase diversity and quantity of camping options.</b></p>	<p>Outdoor enthusiasts are often looking for a wide variety of lodging options beyond the traditional hotels and motels. Camping, glamping and RVing options can help attract a broader spectrum of outdoor enthusiasts. Partnering with land management entities to create, communicate, and streamline access to information on campgrounds, RV parks and dispersed camping in region can raise awareness around all that you have and invite new businesses/investments.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> US Forest Service, WW County, City of Walla Walla  <b>FUNDING:</b> TNOVAP</p> <p><b>PHASE:</b> 3 <b>EFFORT LEVEL:</b> Medium</p>
6.3	<p><b>Review marketing plans and elevate promotion of wilderness/outdoor specific promotion</b></p>	<p>In order to drive awareness around all the outdoor recreation opportunities in and around Walla Walla, the city should work with Visit Walla Walla to formalize a proactive marketing plan and budget for promoting specific outdoor attractions, activities and itineraries.</p>	<p><b>CATEGORY:</b> Marketing &amp; Promotion  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW  <b>FUNDING:</b> SWT-RTMP</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>
6.4	<p><b>Launch targeted messaging campaigns. Tailor media buys to reach desired outdoor rec travellers</b></p>	<p>Working from the outdoor recreation promotional plan, launch a series of targeted campaigns, testing and tracking market awareness amongst outdoor recreation travellers. Leverage audience segmentation to test which audiences are most attracted to your region and then amplify your message to that audience for maximum impact.</p>	<p><b>CATEGORY:</b> Marketing &amp; Promotion  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW  <b>FUNDING:</b> LTAC, RTP</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>

6.5	Invest in trail maps, itineraries and other supporting marketing collateral.	Making a new audience feel that a visit is worth the time and energy is more than just marketing and promotion. When they arrive, having printed collateral that rewards their decision is essential. Producing clear, informative and visually compelling material around all the activities and attractions that you have is key. The easier it is for people to find and experience trails, hikes and get the gear they need, the more positively they will reflect on their visit. Once you have produced these items, proactively define distribution/placement plan for local businesses, attractions, etc.	<p><b>CATEGORY:</b> Marketing &amp; Promotion  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWV, GIS  <b>FUNDING:</b> SWAT-RTMP</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>
6.6	Identify opportunities for outdoor assets to be included/ featured in apps, guides and media kits outside of Visit Walla Walla material	Working to raise awareness beyond your owned media will be key to reaching audiences outside of your core market. Leverage connections, conferences, and expos to gain exposure. Develop partnerships and collaborations with outdoor recreation leaders, organizations and influencers and pitch ways in which your region can be featured/showcased to their audiences. Walla Walla should proactively communicate a willingness to sponsor, partner and fund events, activities and cross-promotional strategies that will get your outdoor recreation attractions to new audiences.	<p><b>CATEGORY:</b> Marketing &amp; Promotion  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWV, Outside Walla Walla  <b>FUNDING:</b> SWAT-RTRD, RTP</p> <p><b>PHASE:</b> 1 <b>EFFORT LEVEL:</b> Small</p>
6.7	Look into and define a plan around official outdoor recreation designations	From dark sky designations to national recreation trail designation there are a wide variety of official designations and lists that Walla Walla could aim for acquiring. Each would require an investment of time and focus to meet the defined qualifications, but the designation would both establish the merits of what Walla Walla (and surrounding areas) has to offer and raise regional/national awareness. These designations also work to conserve, preserve and protect the beauty and access to nature that the community values.	<p><b>CATEGORY:</b> Plan  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Outside Walla Walla, Parks &amp; Rec, City Planning  <b>FUNDING:</b> CERB PP</p> <p><b>PHASE:</b> 3 <b>EFFORT LEVEL:</b> Medium</p>
6.8	Develop a comprehensive Outdoor Recreation education program	Working with local and regional outdoor enthusiasts and experts create an educational program centered around increasing knowledge and awareness around the geology, ecology, and all that you can see and experience on the trails, parks and public lands. Programming should be used to engage the local workforce and visitors on the local environment. In tandem with this, programming and material should outline responsible recreation practices, educate on ways to minimize impact, and how to be a better steward of the land.	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Outside Walla Walla, WWCC, Whitman College  <b>FUNDING:</b> SRTS, EENORVAP, RTP</p> <p><b>PHASE:</b> 3 <b>EFFORT LEVEL:</b> Large</p>

INVEST

TASK ID: 7

SUCCESS METRICS

THINGS TO TRACK

## Enhance & Promote Hiking & Biking in and around Walla Walla

Hiking and biking are sought-after activities at all levels of athletic ability - they become an integral experience of visiting Walla Walla. This can be measured in terms of number of visitors renting equipment or using trails, visits to sites that provide information about hiking and biking, number of races or competitions held and number of attendees.

Number of bike rentals, trailhead usage, competitions - quantity and participation, earned media mentions of hiking and biking in area, positive sentiment about activities from visitors (as captured in surveys).

7.1	<p><b>Build, convene and activate biking and hiking trail committees and task forces. Provide connections, funding and advocate for groups</b></p>	<p>By establishing a formal Trails Committee that consists of local, voluntary representatives of from biking and walking/hiking interest groups along with city and county officials, the city can proactively plan and fund the development and maintenance of trails within the region. The committee should meet monthly and discusses ways build, improve and invest in recreational opportunities in the area. The city's involvement can streamline funding and work as a cross-departmental liason within the city for any needs that the committee requires to enhance and improve biking and hiking in and around Walla Walla.</p>	<p><b>CATEGORY: Team</b>  <b>LEAD: N/A</b>  <b>PARTNERS: Outside Walla Walla</b>  <b>FUNDING: SRTS, EENORVAP, RTP</b></p> <p><b>PHASE: 1 EFFORT LEVEL: Small</b></p>
7.2	<p><b>Convene race and event organizers to partner on event development and promotion (fam tours)</b></p>	<p>Races and events are a great way to raise awareness around all that Walla Walla has to offer by incentivizing first time visitation by sports enthusiasts. Through the DMO, the city should outline a program for engaging and inviting event organizers to visit the area, gaining familiarity with the trails, roads, attractions and amenities that the city has to offer. Fam tours are a great way to expand B2B marketing efforts and build a network of promoters that are looking for new and interesting destinations for events and festivals.</p>	<p><b>CATEGORY: Implement</b>  <b>LEAD: N/A</b>  <b>PARTNERS: VWW</b>  <b>FUNDING: LTAC, SWT-SI</b></p> <p><b>PHASE: 1 EFFORT LEVEL: Small</b></p>
7.3	<p><b>Partner with land owners and managers on expansion and connectivity of existing trails and trail systems</b></p>	<p>The role of the Trails Committee is to build connections and relationships with local land owners that may be amenable to establishing trails and trail systems across their land to expand biking, hiking and walking opportunities. The Trails Committee should seek out partnerships and define parameter, incentives and processes around private/public partnerships that could enhance the area's outdoor recreation offerings.</p>	<p><b>CATEGORY: N/A</b>  <b>LEAD: N/A</b>  <b>PARTNERS: Local land owners and managers</b>  <b>FUNDING: PBP, SRTS, SWCCP, LWCF, STBG, RCN</b></p> <p><b>PHASE: 1 EFFORT LEVEL: Medium</b></p>

7.4	<p><b>Work with Economic Development efforts and existing businesses to increase outfitters, guides, supplies available in Walla Walla</b></p>	<p>In order to support a growing reputation as an outdoor recreation destination, the city will need to grow it's retail and rental offerings as well. To proactively grow the service industry around Outdoor Recreation will take a multi-pronged approach to economic development. The DMO should start tracking inquiries for rental/gear/trail map requests, website visitation, etc. to show that there is a growing interest, the Port of Walla Walla should put together an informational packet centered around the intentional growth of the industry to share with potential businesses/entrepreneurs/start ups, and the city express a willingness to assist with permitting, zoning and support infrastructure to further incentivize business development centered around outdoor recreation.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Port of Walla Walla, Chamber of Commerce, Downtown Walla Walla Foundation  <b>FUNDING:</b> CERB PP</p>
7.5	<p><b>Develop a strategic plan for off-season outdoor rec offerings, prioritize funding and investments into efforts that expand current season or activate the off-season</b></p>	<p>Given Walla Walla's popularity during the summer and early shoulder seasons, it will be necessary to grow outdoor recreation beyond these seasons to ensure that the city can handle this growth of audience and activity. To do this, the city should partner with the DMO, local organizations and promoters to define a strategic plan to develop off-season activities and attractions that complement peak season popularity. Gear swaps, worst day of the year rides, misery hikes, polar plunges, film screenings, indoor training events, pro circuit lecture series, etc. can be great ways to stay active in the off-season.</p>	<p><b>CATEGORY:</b> Plan  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Trails Committee, Outside Walla Walla, VWW  <b>FUNDING:</b> CERB PP</p>
7.6	<p><b>Fund and Improve Trail Signage and trailhead facilities (bathrooms, parking, picnic tables)</b></p>	<p>Through the Trails Committee, the city can codify a system for funding and improving trail signage, facilities trail clean-up and maintenance. A well maintained trail system rewards visitors and locals alike and expresses the city's investment in these assets. By ensuring that things are safe and well maintained you will increase utilization and build a reputation as a destination for all to enjoy.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Trails Committee, Outside Walla Walla, VWW  <b>FUNDING:</b> LTAC, PBP, SRTS, SWCCP, LWCF, STBG, RCN</p>
7.7	<p><b>Develop trail conditions website, consolidate disparate information. Define a means for reporting trail conditions, amenities, cultural/historical highlights, etc.</b></p>	<p>Communication is key - proactively communicating to your visitors and residents, and responding when they raise issues/opportunities goes a long way to building a reputation as a quality outdoor destination. Developing a definitive online resource for hikers, bikers and more where people can gain reliable information on the status of trails, events and more is a great way to invite people to come and experience all that you have.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> GIS, VWW, Trails Committee  <b>FUNDING:</b> LTAC, RTP</p>

INVEST

TASK ID: 8

SUCCESS METRICS

THINGS TO TRACK

Wine is valued for its agricultural components and other agricultural crops and farms have highly engaging, well-attended ways of interacting with the local industry. Walla Walla is a sought-after destination for wine, onions, and wheat, and for the educational offerings that make each accessible and relevant to a visitor.

Number of food and farm events and attendees / earned media highlighting food and farm events and amenities, positive sentiment for farm experiences as captured in surveys

## Farm & Agriculture

8.1	<p>Explore after dark programming that uses farm and vineyard assets in new and experiential/temporal ways</p>	<p>Farms are typically busy from sun-up to sun-down, farmers are focused on crops and animals and adding programming during that time may jeopardize productivity. Given this, look at opportunities that are outside of these core operating hours - as many vineyards are already doing. Events such as farm to table dinners, corn/wheat mazes, movie nights, dances, and other experiential, temporal events could supplement income and bring new experiences online for visitors and residents. This time constrained approach allows for planning, event registration and staffing in ways that traditional farm stands or u-pick programs do not as well.</p>	<p><b>CATEGORY:</b> Plan  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Local Farmers, VWW  <b>FUNDING:</b> TSFFI, CERB PP</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>
8.2	<p>Partner to provide Experience Based Programming centered around daily work.</p>	<p>Leveraging the expertise of local farmers, collaborate with local farms to produce a suite of experiences that tourists could register for as part of their visit to Walla Walla. Working from the successful dude ranch/u-pick model where visitors assist in the day to day workings of a ranch, look at the harvesting, processing and to-market experience of local farmers and identify opportunities for visitor participation. These experiences can be added to corporate retreats or other group bookings to expand offerings for groups as well as individual travellers.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Local farmers / Ranchers  <b>FUNDING:</b> SFFI, CERB PP, SWT-RTRD</p> <p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>
8.3	<p>Collaborate with private businesses and organizations on creating a farm/food trail</p>	<p>Farm/food trails make excellent +1 activities, enticing visitors to extend their stays, diversify their spending and explore beyond the downtown core. Working with local farms, restaurants, wineries and distilleries, define one or more trails, invest in the marketing and promotion of the trail and facilitate involvement (these trails can be a time and financial burden for participants before they become a popular activity).</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> Local Farmers, Restaurants, VWW, Wine Alliance  <b>FUNDING:</b> LTAC, TNOVAP, CERB PP</p> <p><b>PHASE:</b> 1 <b>EFFORT LEVEL:</b> Large</p>

8.4

Seek out strategic partners for developing creative approaches to food facilities (prepping, making and packaging of food products)

Industrial kitchens, incubator spaces and other shared work spaces devoted to the prepping, making and packaging of food products are creative hubs. That said, they seldom run at capacity. Work with the local community colleges, universities, brewers, distillers and culinary experts, to think creatively about ways to optimize the output from these facilities. The city's ability to fund, promote and encourage programming could grow into diversified offerings for visitor and residents, addressing current pain points around affordability, +1 offerings and workforce development.

**CATEGORY:** Implement  
**LEAD:** N/A  
**PARTNERS:** Blue Mountain Station, WWCC, Chamber of Commerce, Port of Walla Walla, Port of Columbia  
**FUNDING:** CERB PDP, PP

**PHASE:** 3 **EFFORT LEVEL:** Large

8.5

Develop programs and policies to encourage and enable onsite experiences - pop-up shops, events (concerts, dinners, breakfasts, runs), and/or other activations

Barrier removal is key to growing a thriving entrepreneurial epicenter. The city should work with current and upcoming entrepreneurs, farmers, etc. to understand the current deterrants establishing, expanding or pivoting thier businesses. To address these, the city and DMO should work with city, county and state entities to develop programs, policies and instructional material that removes barriers and aids those looking to add something new to the farm and agriculture landscape.

**CATEGORY:** Plan  
**LEAD:** N/A  
**PARTNERS:** City of Walla Walla  
**FUNDING:** LTAC, CERB PDP

**PHASE:** 3 **EFFORT LEVEL:** Medium

8.6

Invest in signage that speaks to crops, cultural heritage of the land, land use, etc. adding an experiential layer to agricultural land

Many visitors to the area have never seen farming at the scale and variety that exists in and around Walla Walla. Crop identification, history and modern growing/harvesting techniques can be a point of fascination - especially for cultural and foodie travellers. Investing in signage, print collateral (maps and brochures) that explain what is growing where, how it came to be and how the crop is harvested and used adds an experiential layer to agricultural land and raises awareness (and appreciation) around the local way of life.

**CATEGORY:** Implement  
**LEAD:** N/A  
**PARTNERS:** VWW  
**FUNDING:** LTAC

**PHASE:** 3 **EFFORT LEVEL:** Medium

## INVEST

## TASK ID: 9

## SUCCESS METRICS

## THINGS TO TRACK

## Cultivate Deeper Understanding of the Role and Rewards of Tourism in Walla Walla

All factions of the local community understand and value the role tourism plays in enhancing their quality of life. Locals have adequate concessions that ensure they can access amenities as well as visitors.

Number of programs that incentivize local community participation, number of people using such programs (eg, number of meals paid for with a local discount), positive sentiment as tracked in surveys, workshops, or focus groups.

9.1

Reword DMO mission and role to address residents concerns around sustainable growth and quality of life.

The current mission and vision of Visit Walla Walla is true to it's role. As tourism continues to grow and flourish, the perception of tourism can shift from a positive to a negative if left untended. The Walla Walla community has concerns over the rate of growth and its impacts on resident quality and way of life. To address this, the role of the DMO must expand to help address concerns and preserve what makes Walla Walla unique and a great place to both visit and live. In adjusting the mission and vision to incorporate this, the city and its partners can proactively communicate their role in this effort.

**CATEGORY:** Implement  
**LEAD:** N/A  
**PARTNERS:** VWW  
**FUNDING:** N/A

**PHASE: 1 EFFORT LEVEL:** Small

9.2

Identify and define reasons for local resistance to tourism growth

Walla Walla, like many communities, is experiencing a tension around the growth and changes tourism is bringing to their community. It is important that Walla Walla retain what makes this place special to those who live and work here. Tracking and defining local sentiment toward tourism will allow for strategic planning to address issues and tailor approaches to growth and development.

**CATEGORY:** Plan  
**LEAD:** SWT-RTRD, CERB  
**PARTNERS:** City of Walla Walla, VWW  
**FUNDING:** N/A

**PHASE: 1 EFFORT LEVEL:** Small

9.3

Create an awareness campaign around the importance and benefits of tourism

Residents knowledge of tourism is often constrained to their personal experiences. By launching awareness campaigns around the importance of and benefits to the community, Walla Walla can increase resident knowledge of all that comes out of a thriving tourism industry. Highlighting jobs created, community infrastructure, events and festivals made possible through tourism dollars is a great way to raise awareness and buy-in.

**CATEGORY:** Implement  
**LEAD:** N/A  
**PARTNERS:** VWW  
**FUNDING:** SWT-RTRD, LTAC

**PHASE: 1 EFFORT LEVEL:** Medium

9.4

Improve community knowledge about the broader value of tourism and the visitor economy — develop tools for tourism stakeholders to amplify and disseminate information

Walla Walla benefits from tourism, in ways that are obvious and ways that are less apparent. Many in the community many not understand how funding is invested in the community to increase quality of life and ensure growth and opportunity for residents. Invest in a messaging strategy, produce shareable content (videos, social posts, print collateral) and other easily accessible tools for tourism stakeholders to use to raise awareness around the benefits of tourism.

**CATEGORY:** Implement  
**LEAD:** N/A  
**PARTNERS:** VWW  
**FUNDING:** SWT-RTRD, LTAC

**PHASE: 1 EFFORT LEVEL:** Medium

9.5	<p>Identify and codify an approach to "locals only" opportunities for residents</p>	<p>Locals Only programming can invite and encourage local attendance. Incentives should not be constrained to the off-season, but should run year round. Discounted ticket rates, pre-sales, loyalty programs, and other perks can go a long way to make locals feel welcome, and increase local engagement.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW, Downtown Walla Walla Foundation, Chamber of Commerce  <b>FUNDING:</b> SWT-RTRD, LTAC</p>
			<p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>
9.6	<p>Define and publish an approach to sustainable tourism</p>	<p>A key goal for Walla Walla is to strike a sustainable balance between the needs of the tourism economy and the quality of life that the residents desire. To achieve balance, the city should draft a communication plan that provides information on the growth trajectory for the tourism industry, what steps are being taken to ensure balanced growth, how funds are being allocated to facilitate this growth and how public comments and concerns can be raised, captured and addressed. This approach allows for transparency and increases buy-in from the community at large.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW, Downtown Walla Walla Foundation, Chamber of Commerce, Wine Alliance  <b>FUNDING:</b> SWT-RTRD, LTAC</p>
			<p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>
9.7	<p>Shift a percentage of marketing resources to invest in community engagement</p>	<p>Residents have said that they often don't know about local events and opportunities, which may be in part that the primary point of aggregation for this information is on the visitwallawalla.com website and in the promotional material produced by the DMO. The city and it's partners should work proactively to raise local awareness of all that is happening in and around Walla Walla, making residents feel welcome and part of the city's success. By pro-actively allocating marketing resources to community engagement, the city can communicate that this is a priority and make sure that local feel informed.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW  <b>FUNDING:</b> SWT-RTRD, LTAC</p>
			<p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>
9.8	<p>Formalize opportunities for community feedback and education.</p>	<p>The resident survey launched as part of this Strategic Plan yielded an impressive number of responses, and raised valid concerns, and unique insights into the growth potential for the city's tourism. Formalizing a regular and on-going means for feedback and education would keep this dialog going and ensure that the city is able to proactively respond to and take advantage of the feedback their residents have around tourism.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> VWW  <b>FUNDING:</b> SWT-RTRD, LTAC, RCN</p>
			<p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Small</p>
9.9	<p>Establish community-defined acceptable thresholds for change. Define sustainable levels of visitation (volume and impacts), a process for monitoring, and a course of action if surpassed.</p>	<p>As tourism grows over the proceeding decade, the city must make sure that residents do not feel that the grow is happening to them rather than for or with them. To do this, the city can embark on a process to define acceptable thresholds for change. By engaging locals on the desired volume and impact of tourism, then it can convert these definitions into a monitoring process that has consequences and actions associated with crossing a threshold. The consequences could be a simple redistribution of funds or capital investment to off-set the impact or a re-evaluation of marketing/promoting expenses and techniques. By collaboratively defining these metrics of sustainability, the community can be confident that the growth they see is being monitored and executed in a way that does not jeopardize their quality of life as residents.</p>	<p><b>CATEGORY:</b> Implement  <b>LEAD:</b> N/A  <b>PARTNERS:</b> City of Walla Walla  <b>FUNDING:</b> SWT-RTRD, LTAC, RTN</p>
			<p><b>PHASE:</b> 2 <b>EFFORT LEVEL:</b> Medium</p>

## INNOVATE

The following recommendations intend to make **substantial** and **lasting change** in how tourism functions in Walla Walla. This includes **two primary focus areas**:

## AUDIENCE

**Identify** and **encourage** new or expanded audiences who will demand the kinds of experiences that align with our long-term goals.

## DISTRICTS

Consider the city as a **set of districts** — each with unique assets and potential to develop into a set of interdependent destinations.

## INNOVATE

## Audience

We want to see audiences who will be attracted by the established wine scene, but may choose to spend their time and money in more diverse ways. The following represent promising audiences to cultivate:

## The Gearhead

**These outdoor enthusiasts are drawn to where adventure calls.** They chase their passions — and often with the latest and greatest gear available. They love the opportunity to test their gear and themselves, choosing travel that takes them to new challenges, top-notch recreation areas, and lesser known gems that they can collect along the way.

**They have the time and money to explore, and channel both into the activities that they are passionate about.** Investing in gear and travel is a driver, but investing in lodging, fine dining and other travel expenses often is not.

**They may spend the money on a custom Sprinter van, but want to pay little to nothing to park it overnight.**

**Informal, creative meals** may win out over fine dining.

## Edutainment Family

**These travelers are looking for enjoyable, fulfilling travel experiences with a focus on learning about the destination** — its history, culture, industry, etc. Typically this audience is comprised of families traveling together, and lifelong learners (or couples). If you can make it fun and experience-able rather than boring, dry and passive, you can pull them in. They love leaving a destination with a little more knowledge than they had upon arrival.

**Educational experiences could be hands-on workshops or classes, public events/demonstrations, or visiting museums, galleries, industry or more.** The key is the transference of knowledge and insight while experiencing new cultures, landscapes and communities.

**They have limited time as a family, and want to capitalize on it.** By going to a fun destination with historical/cultural/other significance, they can pair fun family time with learning and experiences not available to them in their daily life. Parents don't want to feel guilty pulling kids out of school in order to take an off-season vacation — so they want to pull in learning while traveling.

**Lifelong learners are passionate about expanding their knowledge and skills while exploring new destinations.** They seek out destinations that offer opportunities to experience something new in a guided way — not the ones to strike off and figure it out, they like experiences that they can opt into.

**These travelers are more budget conscious, weighing options and making their decisions based on what they can afford, both in terms of time and money.** They do not put a premium on lodging or dining, it is more a necessity than a defining factor when planning travel.

## B2B

**This group is responsible for making the travel decisions for corporate retreats and off-sites, sports related travel, conferences and other group travel arrangements.** These agents are looking for ease of execution, competitive pricing/packages, diversity of offerings/itineraries and streamlined travel, accommodations and activities.

**We can also consider the experience attendees of a booking will have once they arrive in Walla Walla,** and whether their time will encourage a visit on their own time or a recommendation to acquaintances.

## INNOVATE

## Audience

We want to see audiences who will be attracted by the established wine scene, but may choose to spend their time and money in more diverse ways. The following represent promising audiences to cultivate:

## Sports Teams

**Sports teams are traveling out of necessity and obligation to a tournament location** — they don't have a lot of say in why they come to Walla Walla. But their experience when they're here can reinforce a positive association with the city and encourage a repeat visit on their own time. We want to consider how those traveling for sporting events can easily access what they need, as well as how those who are spectators (like parents) might find something interesting to do during down-time.

**Considering the level of infrastructure and investment in Tri-Cities**, identify options where Walla Walla can properly compete or differentiate in the region.

## Solo Sports Competitor

**Similar to sports teams, the solo sports competitor is traveling primarily to participate in a tournament or competition.** That's what draws them here. The attractions offered and overall experience may encourage them to extend their stay, however, or plan another visit in the future.

## Multi-Generational Family

**These travelers are looking for something to do with family.** Either a regional visitor with family in town or families looking to meet up in a neutral, new, and interesting location for a family vacation, this group centers around one or more wine enthusiasts, paired with those of different ages and/or interests. Wine is most likely a deciding factor, but activities and attractions that will entertain others is a must have.

**They are looking for lodging that allows for separate but accessible rooms, and amenities offered by lodging provider do matter** — is there a pool, free breakfast, fitness center? They are looking for group and solo activities that can be tailored to different likes and dislikes - some may want to spend an afternoon shopping, where others would rather go for a walk in a park, or visit a museum.

**Price is less of a factor for this audience**, they are more looking for diversity of offerings, ability to come together as a group (particularly around meals) and tailor their itineraries to specific interests/abilities/etc.

INNOVATE

# Districts

In *The Image of the City* urban planning researcher Kevin Lynch articulated five distinct elements that people use to guide and define where they are as they move about a city:

PATHWAYS

NODES

LANDMARKS

EDGES

DISTRICTS

These can be helpful tools to guide where and how development and investment can shape a positive experience for resident and visitors to Walla Walla.

By defining existing districts or areas that have the potential to become one, we can align our investment priorities with locations and existing assets to create an interlocking series of attractions and experiences.

## HUB



## INNOVATE

## Districts: Current

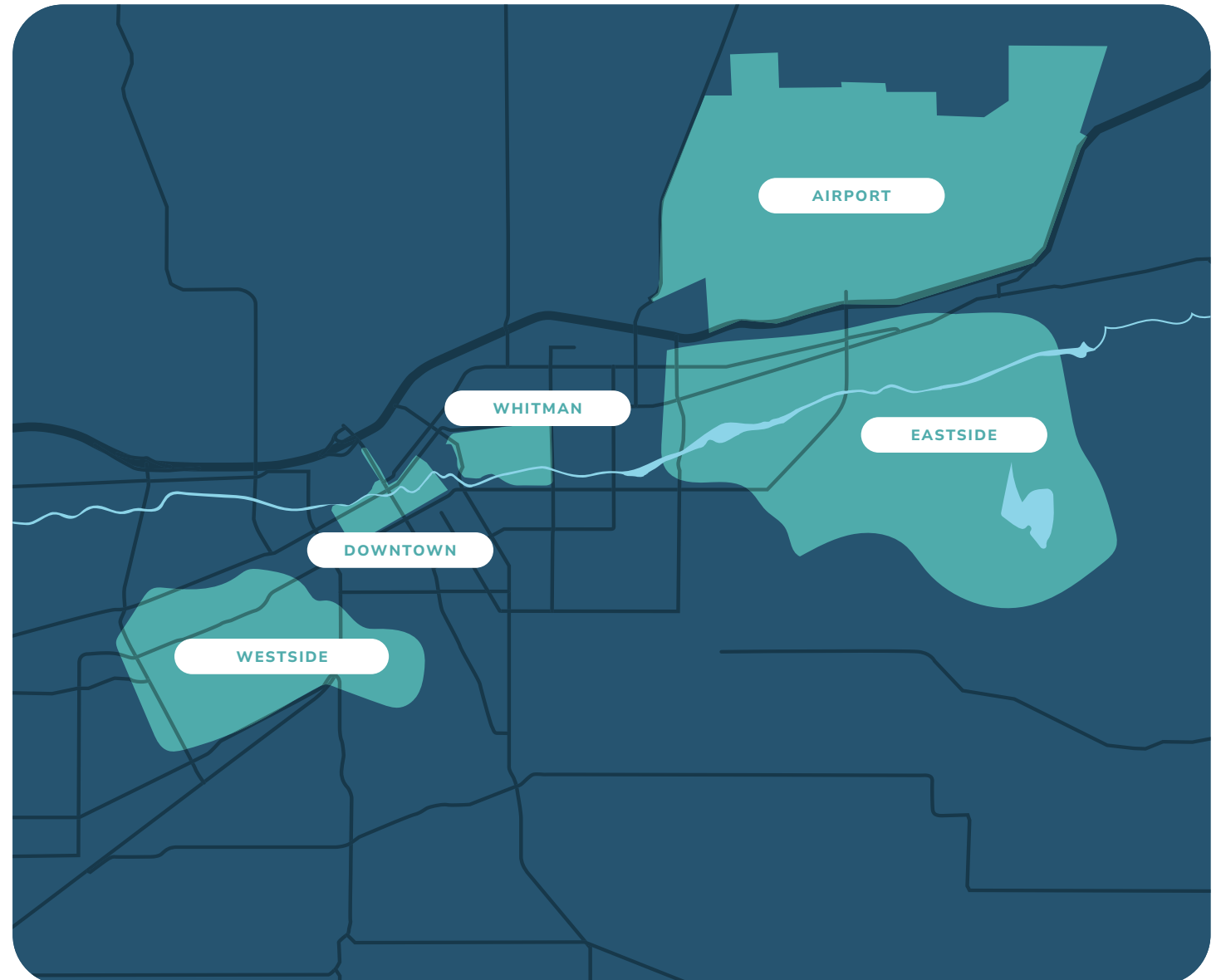
Currently, Walla Walla consists of:

**1 STRONG DISTRICT: DOWNTOWN** — Clear sense of place, density of building and activity, and relatively defined borders.

**1 MODERATE DISTRICT: WHITMAN COLLEGE** — Has some strongly defined borders, but it doesn't feel like a place for locals or tourists to wander around.

**2 WEAK DISTRICTS: AIRPORT AND EASTSIDE** —  
 Airport: there's a definite unique sense of place out here, but it's a little unclear whether a tourist is supposed to be here. If it's properly developed with good signage, it could have a distinct industrial, hands-on identity that sets it apart as a destination. Eastside: it has weak edges, but several attractions or amenities provide strong anchors — primarily the Community College, Mill Creek Sportsplex, and even Bennington Lake.

**1 NON-DISTRICT WITH POTENTIAL: HERITAGE AREA** — There's not enough of a distinct edge or density of activity to make this a district — plus the very busy SR-125 runs through the middle, but if properly developed, there could be a clear sense of place as the central history and agricultural heritage area of the Walla Walla Valley here — between the museum, natural area, and fairgrounds.



**INNOVATE**

# Districts: Potential

To grow tourism, Walla Walla should define and cultivate opportunities in five districts:

**DOWNTOWN**

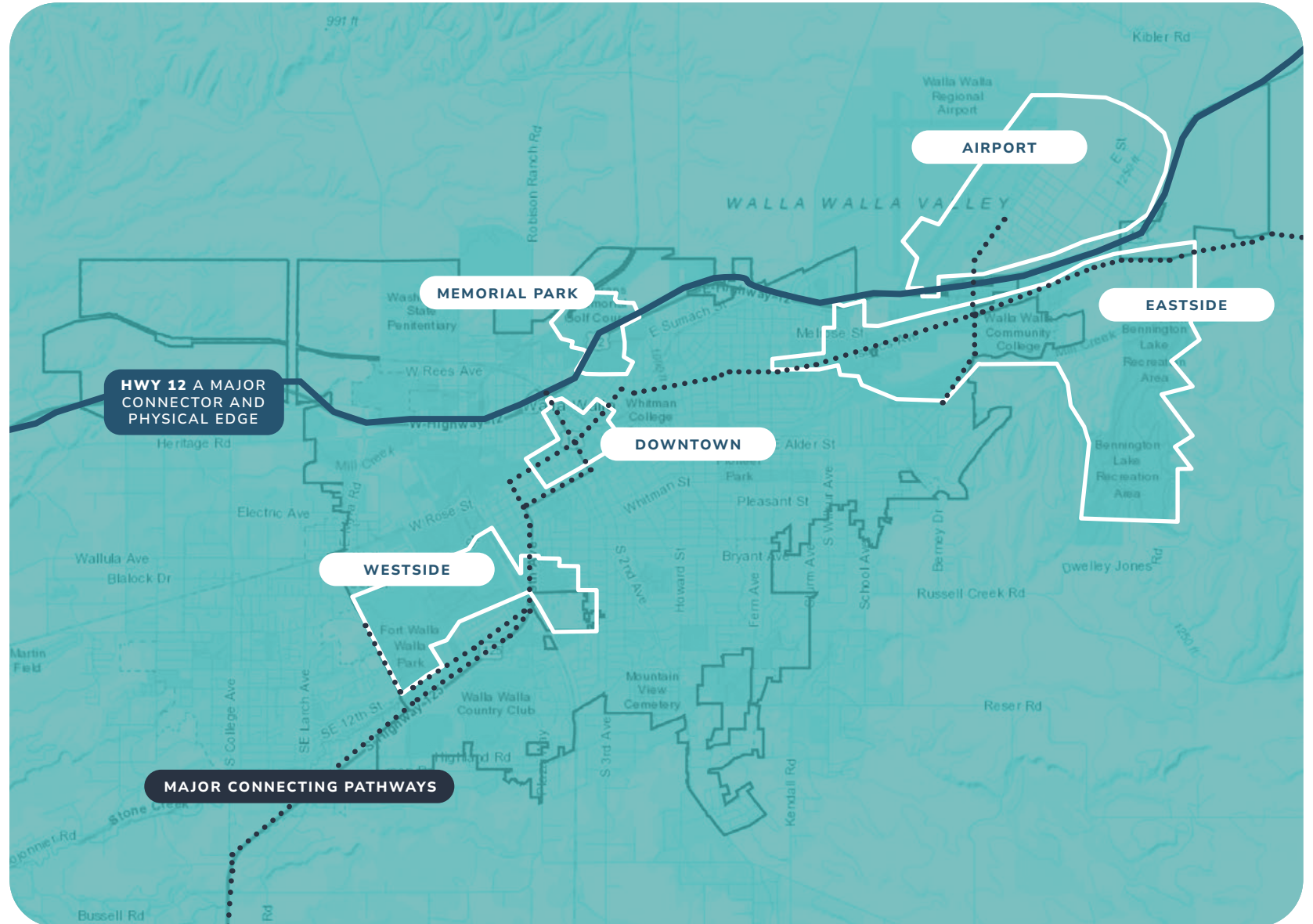
**MEMORIAL PARK**

**WESTSIDE**

**EASTSIDE**

**AIRPORT**

Each of these areas possess key assets and opportunities for growth and development.



INNOVATE

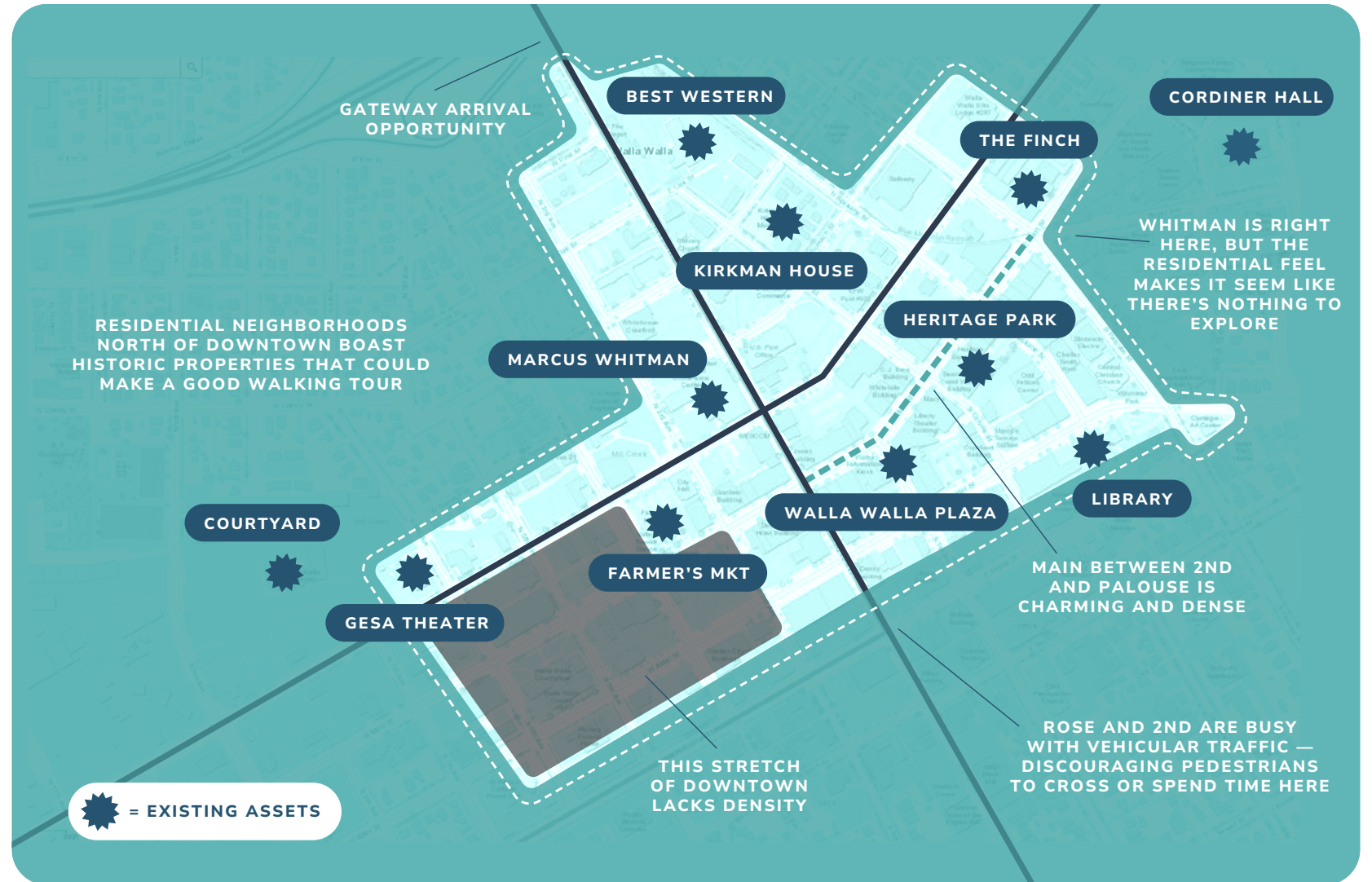
# Districts: Downtown

## THEME/PRIMARY OPPORTUNITY: A BUSTLING DOWNTOWN FOR ALL

The center of Walla Walla, downtown provides space to hang out, shop, dine, and experience all sorts of shows and events - for visitors and locals.

### LONG TERM GOALS

- Add easy-to-follow signage to parking that's off Main St - reinforce and indicate pedestrian cut-throughs from parking to Main.
- Incentivize a balance of retail, dining, and attractions at various price points
- Encourage density along lines that connect perimeter attractions. Eg: make sure there are enough cues between the Gesa Powerhouse Theater and the Whitman campus to encourage exploration and walking to these areas.
- Invest in innovative ways to view or acknowledge Mill Creek's path through downtown
- Consider repurposing the Blue Mountain Railroad as a connector between downtown and Whitman



### EXAMPLE TO INVESTIGATE

The community sees a lot of potential in Mill Creek. Consider daylighting options that are appropriately scaled for Walla Walla, or ways to make the creek experiential (Left: Sheffield, UK)

**INNOVATE**

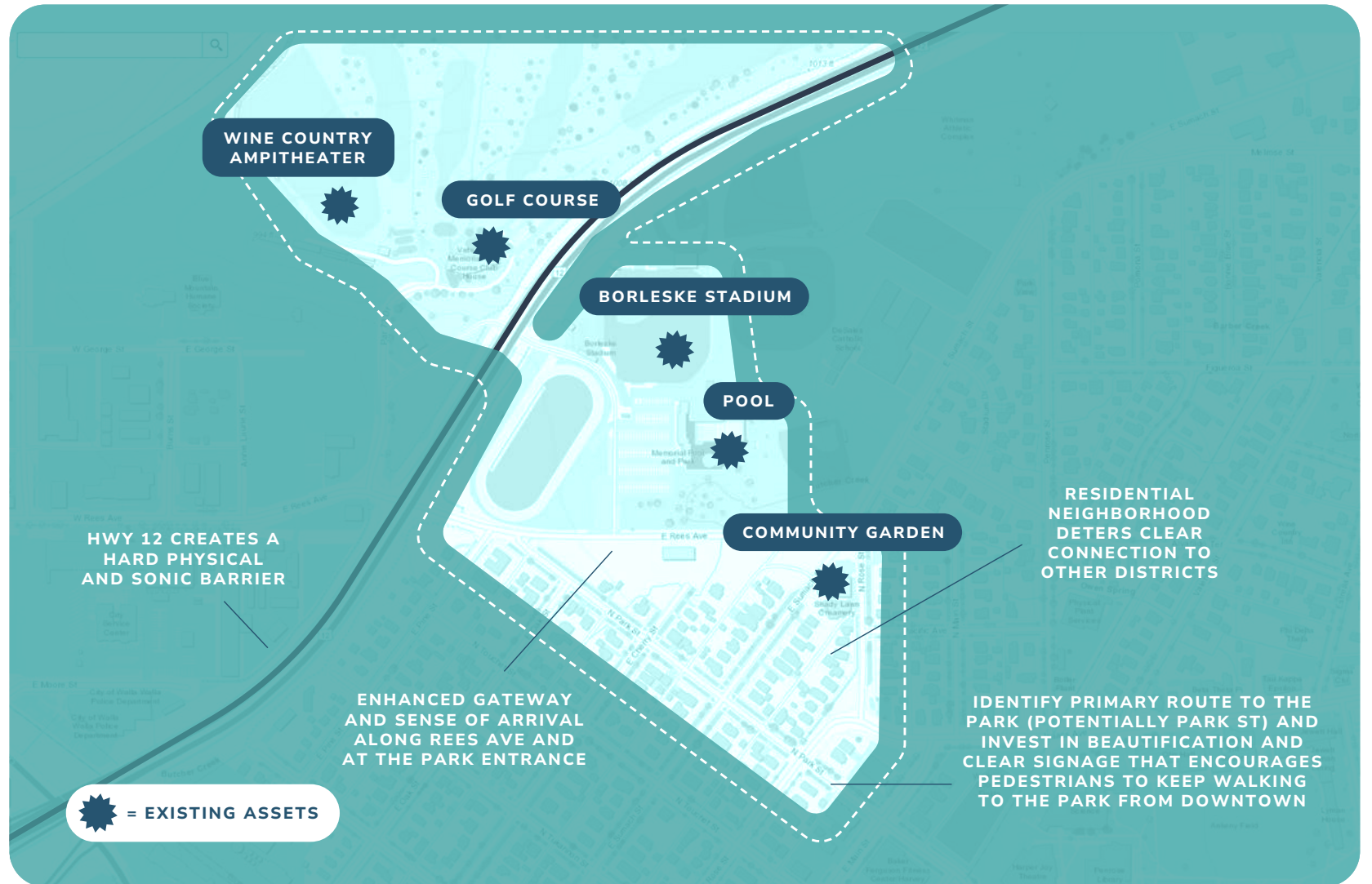
# Districts: Memorial Park

## THEME/PRIMARY OPPORTUNITY: A HUB OF OUTDOOR ACTIVITY

Memorial Park is an epicenter for outdoor activity for all ages and a multitude of activities.

### LONG TERM GOALS

- Create clear connections and routes between area and other districts
- Create an enticing gateway experience at the Park entrance and along Rees Ave.
- Define options to program this area during off-season (ice rink? indoor pool?)
- Consider program and attractions that capitalize on up-and-coming or off-the-wall sporting options (including things like lawn games that don't take up a lot of space and could be used at the same time as major events at the stadium).



**INNOVATE**

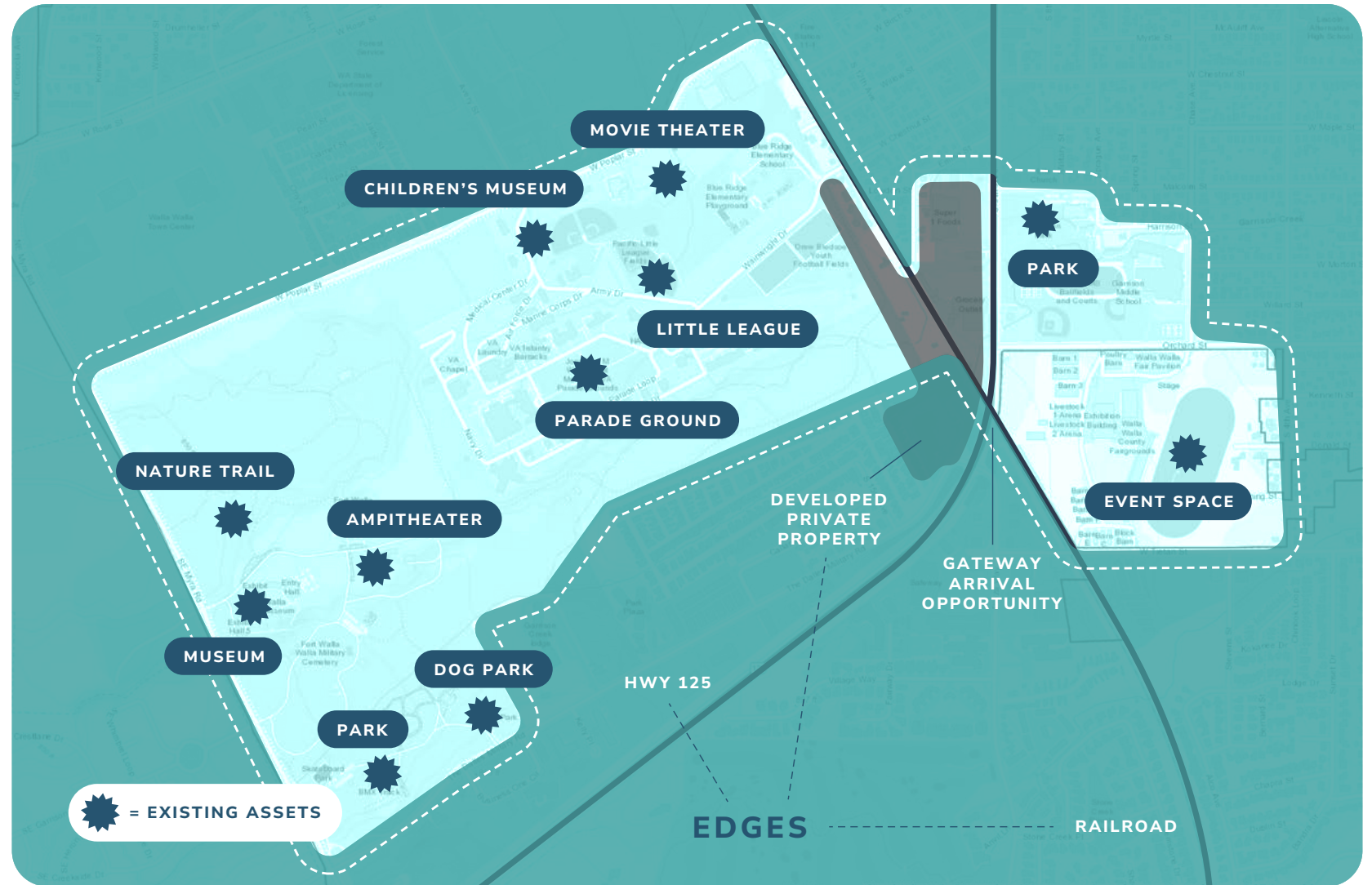
# Districts: Westside

## THEME/PRIMARY OPPORTUNITY: EXPERIENCABLE HISTORY & CULTURE

A strong, cohesive district anchored by signature cultural attractions and supported by outdoor activities and sufficient amenities to allow a visitor to spend a half to full day.

### LONG TERM GOALS

- elevate the FWW Museum experience
- bring all eras of history to life: indigenous, fort, wheat, wine
- create easy connections between museum and fairgrounds
- densify attractions and amenities, especially some opportunities to eat/shop
- fill in gaps in fairgrounds programming
- explore feasibility of restored amphitheater
- define programming opportunities that bring history to life
- ways to engage with actual fort (current VA)
- other infrastructure: ice rink?



**EXAMPLE TO INVESTIGATE**  
*The Lost Colony* outdoor historical theatrical production (Manteo, NC)

**INNOVATE**

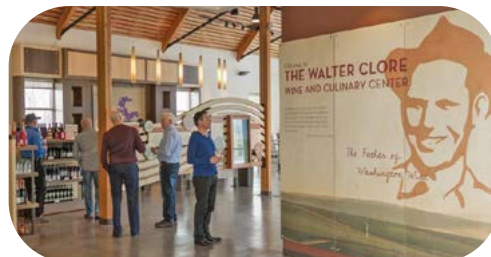
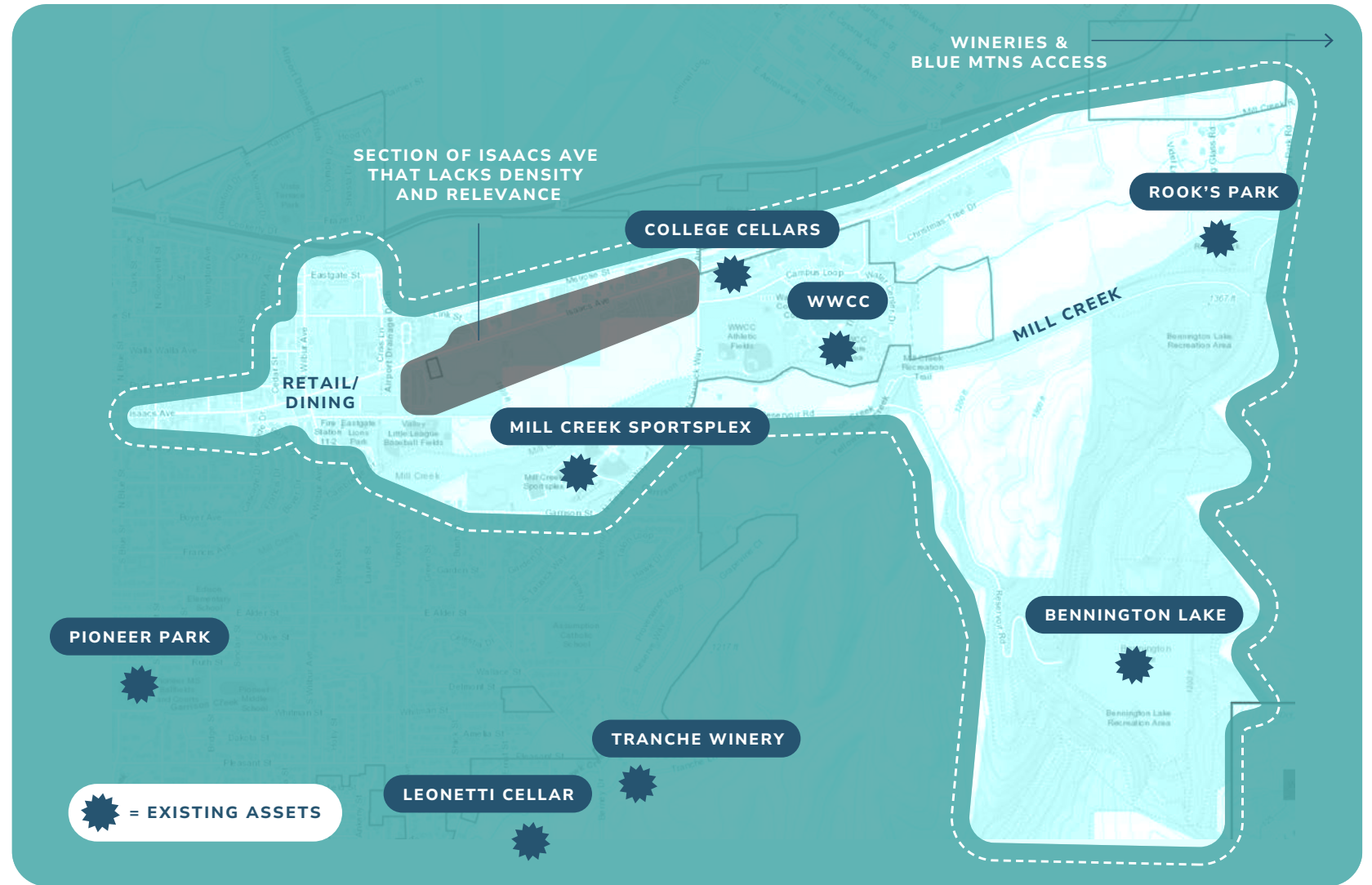
# Districts: Eastside

## THEME/PRIMARY OPPORTUNITY: GET MOVING AND LEARN ABOUT WINE

A high-activity district with lots of outdoor activity plus ways for visitors to learn about the process of wine growing and making at the WWCC Institute of Enology & Viticulture.

### LONG TERM GOALS

- Reinforce significance of Isaacs Ave Airport x Tausick intersection
- Align priorities with space and budget for Mill Creek Sportsplex - make it a top-tier sporting destination
- Look into ways to extend the Mill Creek Recreation Trail to the city center
- Incentivize dining and retail geared toward outdoor recreation - since Mill Creek Rd serves as a feeder into the Blue Mountains
- Collaborate with WWCC on public-facing programming that brings educational opportunities to learn about wine, agriculture, or other relevant subjects



**EXAMPLES TO INVESTIGATE**  
Walter Clore Center (Prosser) / WSU Wine Science Center (Richland) - find balance between public-facing opportunities that nerd out about food and agriculture

**INNOVATE**

# Districts: Airport

## THEME/PRIMARY OPPORTUNITY: A BALANCE OF ACTIVITIES FOR ALL AUDIENCES

With open areas awaiting development, the Airport District offers the best opportunity for larger-scale attractions in the city. Creating a balance between tasting experiences at cellars, breweries, and distilleries - plus activities like mini-golf, laser tag, or go-karts can create a centralized place where the whole family can find something to do for an afternoon without splitting up across town.

### LONG TERM GOALS

- Install a gateway and wayfinding signage that clearly establishes the district and makes finding open attractions easy.
- Work with the Port and entrepreneurs to bring in activities for a variety of age groups (consider things like laser tag, go-karts, mini-golf, etc).
- Continue to cultivate wine and alcoholic beverage experiences - encourage not just tasting but hands-on moments to interact with the making or production process for the edutainment audience.
- Encourage incubator and innovation spaces for all industry types.
- Incentivize manufacturing, distribution, or other industrial tenants who can add some sort of public-facing extension of their operation - like a factory tour or shop.



**EXAMPLE TO INVESTIGATE**

The Chukar Cherries flagship in Prosser has a small outlet store open to the public, making the giant plant accessible in a simple way.

# Resources

## Port of Walla Walla

Program Name	Category	Max \$	Description	Match
Tax Increment Area	Economic Development		Tax Increment Financing (TIF) is a powerful economic development tool that was adopted into law in Washington State in 2021. The Washington State Legislature created the TIF authority through House Bill 1189 for a city, county, or port to create a . TIFs are used throughout the United States. In general, our State's TIF is a financing option that allows a public agency (city, county, or port) to fund publicly-owned infrastructure determined necessary to encourage the envisioned private development within a TIA designated by the public agency. As private development occurs (a result of the public agencies investment in the identified public improvements), property values rise, and the public agency uses the increased property tax generated by that development to pay for the public improvement projects. After the project costs are paid, the public agency retires the TIA.	
	Port Tourism Fund		The Port's Annual Tourism Budget is approximately \$30,000 (Jan. 1 – Dec. 31) to support tourism events that attract out-of-county visitors to the Walla Walla Valley. The maximum tourism funding request is \$2,000. Port tourism funds can only be used for advertising, publicizing, or otherwise distributing information for the purpose of attracting visitors to Walla Walla County. Port funds cannot be used to underwrite general expenses associated with a tourism event.	

## Rails to Trails Conservancy

Program Name	Category	Max \$	Description	Match
Carbon Reduction Program	Community		Replacement of street lighting and traffic control devices with energy-efficient alternatives, Transportation alternative projects eligible under specified federal law, Public transportation projects meeting federal criteria.	
Promoting Resilient Operations for Transformative, Efficient and Cost-saving Transportation (PROTECT)	Community		<p>Planning: Development of comprehensive plans for climate resiliency and infrastructure improvements.</p> <p>Construction: Building new infrastructure or retrofitting existing infrastructure to withstand rising sea levels, increased flooding, and other climate-related risks (only 40% of funds can be used for new construction).</p> <p>Natural Infrastructure: Conservation or restoration of natural features like marshes, wetlands, reefs, and native vegetation to reduce flood risks, wave damage, heat effects, and erosion.</p> <p>Trails and Active Transportation: Building or improving trails, pedestrian, and bicycle infrastructure to enhance climate resilience."</p>	20% local matching
Thriving Communities Program (TCP)	Community		<p>Address systemic disinvestment and economic distress: Initiatives aimed at revitalizing underserved or economically distressed areas in Walla Walla.</p> <p>Improve climate, health, and environmental outcomes: Projects that mitigate climate impacts, improve public health, or enhance environmental conditions.</p> <p>Develop comprehensive plans: Efforts to create or update strategic plans for community development, transportation, housing, and infrastructure.</p> <p>Technical assistance and capacity building: Initiatives that help local organizations and governments build the necessary capacity to apply for and manage federal grants effectively.</p>	

# Rails to Trails Conservancy

Program Name	Category	Max \$	Description	Match
Active Transportation Infrastructure Investment Program (ATIIP)	Trails	2 mil	<p>"Walla Walla could apply for funds to:</p> <p>Develop and Enhance Trail Networks: Create or expand multiuse trails, greenways, and bike lanes to connect different parts of the community.</p> <p>Improve Sidewalks and Crosswalks: Fill gaps in sidewalks and crosswalks to enhance pedestrian safety and accessibility.</p> <p>Integrate Transportation with Community Destinations: Build infrastructure that links active transportation networks to schools, transit hubs, and other community facilities."</p>	20%
Safe Streets and Roads for All (SSRA)	Trails		<p>Walla Walla could use these funds to:</p> <p>Develop or Update an Action Plan: Create a Comprehensive Safety Action Plan or update an existing one to improve roadway safety.</p> <p>Implement Safety Enhancements: Install sidewalks, safer pedestrian crossings, and separated bicycle lanes to expand multimodal networks.</p> <p>Create Safe Routes to School and Transit: Develop infrastructure that provides safe routes for students and public transit users."</p>	20%
Rural Surface Transportation Grant (RSTG)	Trails	15 mil	<p>"Given the goal of improving connectivity and safety, potential projects in Walla Walla could include:</p> <p>Developing or enhancing multi-use trails and active transportation networks</p> <p>Road safety enhancements</p> <p>Projects to improve the movement of freight</p> <p>Any surface transportation infrastructure that boosts regional economic growth and quality of life"</p>	<p>80% for planning grants</p> <p>Up to 50% for capital construction grants</p> <p>Projects must typically have a minimum project size of \$25 million, but smaller projects (up to \$25 million) have a specific fund set-aside."</p>
Recreational Trails Program (RTP)	Trails		<ul style="list-style-type: none"> <li>• Maintenance of existing trails</li> <li>• Development and rehabilitation of trailside and trailhead facilities</li> <li>• Construction of new trails</li> <li>• Acquisition of easements or property for trail usage</li> <li>• Accessibility and maintenance assessments of trail conditions</li> <li>• Developing and disseminating publications and operation of educational programs for safety and environmental protection</li> <li>• Administrative costs (up to 7% of funds)</li> </ul>	30% of funds for motorized trail uses, 30% for nonmotorized trail uses, and 40% for diverse trail uses (projects that serve both motorized and nonmotorized uses)

# Rails to Trails Conservancy

Program Name	Category	Max \$	Description	Match
Transportation Alternatives (TA)	Trails		<p>Walla Walla could consider applying for funding for projects that fall under the eligible categories specified by the TA program. Some suitable project types include:</p> <p><b>Pedestrian and Bicycle Facilities:</b> Building or improving sidewalks, bike lanes, and shared-use paths. Creating safe and accessible pedestrian routes and crossings.</p> <p><b>Safe Routes for Non-Drivers:</b> Projects that improve access and safety for non-drivers, such as children, older adults, and individuals with disabilities.</p> <p><b>Conversion of Abandoned Railway Corridors to Trails:</b> Transforming old railway lines into multi-use trails for walking, cycling, and other recreational activities.</p> <p><b>Scenic Turnouts and Overlooks:</b> Developing areas that provide scenic views and rest areas for travelers and recreational users.</p> <p><b>Historic Preservation and Rehab of Historic Transportation Facilities:</b> Restoring historic transportation facilities such as train stations or bridges to preserve local history and enhance tourism.</p> <p><b>Stormwater Mitigation:</b> Implementing green infrastructure projects that manage stormwater runoff and improve water quality."</p>	
Congestion Mitigation and Air Quality Improvement Program (CMAQIP)	Community		<p><b>Bicycle and Pedestrian Facilities and Programs:</b> Projects that promote non-motorized forms of transportation to reduce congestion and improve air quality.</p> <p><b>Shared Micromobility Projects and Programs:</b> Initiatives such as bike-sharing and e-scooter programs.</p> <p><b>Transit System Operating Assistance:</b> Operating support for public transit systems in certain areas to reduce vehicle emissions and improve air quality."</p>	20% local matching

# Rails to Trails Conservancy

Program Name	Category	Max \$	Description	Match
Equity Funding (RAISE)	Community	\$25 mil	<p><i>Road or Bridge Projects:</i> Improvement or construction of roadways or bridges within Walla Walla to enhance connectivity and safety. Projects that increase capacity, reduce congestion, or improve traffic flow.</p> <p><i>Public Transportation Projects:</i> Development or enhancement of public transit systems, such as bus rapid transit or community shuttle services. Infrastructure to support multimodal transportation hubs.</p> <p><i>Passenger and Freight Rail Projects:</i> Improvements to rail infrastructure that facilitate better passenger and freight movement. Projects that enhance rail connectivity and reduce transportation bottlenecks.</p> <p>Port Infrastructure Investments:</p> <p><i>Development or enhancement of port facilities to support increased capacity and efficiency in freight movement.</i></p> <p><i>Intermodal Projects:</i> Projects that connect different modes of transportation, such as creating seamless links between bike paths, pedestrian walkways, and public transit systems.</p> <p><i>Trail and Active Transportation Infrastructure:</i> Development of trails and pathways for walking and biking, connecting key destinations within Walla Walla. Projects that create safe, accessible routes for non-motorized transportation, reducing traffic emissions and promoting active transportation.</p> <p><i>Planning Projects:</i> Funding for the planning, preparation, or design of any eligible surface transportation capital projects. This could include feasibility studies, environmental impact assessments, and detailed project designs."</p>	
Equity Funding (RCN)	Trails		<p>"Planning and community engagement to ensure alignment with local needs.            Construction of new trails and retrofitting existing infrastructure to improve connectivity.            Collaboration with neighboring jurisdictions to create a regional trail system, enhancing overall mobility and access in the area."</p>	
Equity Funding (RCP)	Trails		<p>Planning Grants:            Feasibility studies to assess the impact and feasibility of addressing existing transportation facilities that decrease mobility.            Public engagement activities to gather input on removing or converting existing transportation facilities.            Other transportation planning activities necessary before addressing a barrier.</p> <p>Technical Assistance:            Assistance for underserved, overburdened, and disadvantaged communities to help build capacity for transportation planning and identifying innovative local infrastructure solutions.</p> <p>Capital Construction Grants:            Removal, retrofit, mitigation, or replacement of transportation facilities such as highways, roads, streets, parkways, or railroad tracks that create barriers to connectivity.            Projects aimed at eliminating mobility, access, or economic development barriers caused by high speeds, grade separations, or other design factors.</p>	20% for planning and 50 for capital

## Rails to Trails Conservancy

Program Name	Category	Max \$	Description	Match
Equity Funding (NSLFTP)	Trails	\$12.5 mil	<p>"Multiuse Trail Construction:</p> <p>Developing a multiuse trail that connects Walla Walla to nearby federal lands or tribal areas. This could include constructing new trails or upgrading existing paths to accommodate both pedestrians and cyclists, enhancing access to natural and cultural sites.</p> <p>Rehabilitation of Existing Infrastructure:</p> <p>Rehabilitating and upgrading existing bicycle and pedestrian infrastructure that links Walla Walla to federal lands. For example, improving surface conditions, adding lighting, and installing safety features on trails that connect to federal parks or reserves.</p> <p>Access and Connectivity Projects:</p> <p>Projects that improve access to federal lands, such as building or enhancing trails, pathways, and pedestrian bridges that connect urban areas with adjacent federal lands. This could help in promoting tourism and recreational activities, supporting local economies, and providing safe and sustainable transportation options."</p>	

## State of Washington Tourism (SWT)

Program Name	Category	Max \$	Description	Match
Rural Tourism Support Program	Community	\$30k	Completed this winter with VWW	
Tourism Regeneration	Community	\$50k	Ranges significantly from pedestrian and bicyclist safety along roadways to tourism marketing to disaster and climate adaptation planning.	cash or in-kind encouraged
Tribal Rural Tourism Support Program	Community	\$50k	Program focuses on long-term, sustainable destination development for underserved communities.	cash or in-kind encouraged
Tourism Sustainability - N/A 2024	Community	\$30k	The purpose of the grant is to foster safer, more inclusive, and sustainable visitor experiences in the state.	cash or in-kind encouraged

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Tourism Sustainability - N/A 2024	Community	\$30k	The purpose of the grant is to foster safer, more inclusive, and sustainable visitor experiences in the state.	cash or in-kind encouraged
Rural Tourism Research and Data (SWT-RTRD)	Ec Dev	\$25k	Solicitation of Applications – Securing Federal Funding Initiative (SFFI)	cash or in-kind encouraged
Technical Assistance (SWT-TA)	Ec Dev	\$15k	May include design plans for tourism infrastructure, marketing expertise, workforce training programs, and other consulting services for tourism pursuits.	cash or in-kind encouraged
Sports Incentivization (SWT-SI)	Events	\$30k	To help pay down room nights or provide amenities including marketing, incentivize NEW sports tournaments/competitions for 3 years	cash or in-kind encouraged
Arts and Culture (SWT-AC)	Events/Marketing	\$30k	Promotion and management of artistic and cultural forms of expression as tourism assets. These include art shows, concerts, festivals and events, as well as museums, historic sites, cultural institutes, and creative districts.	cash or in-kind encouraged
Rural Tourism Marketing and Production (SWT-RTMP)	Marketing	\$50k	To create promotional assets to support marketing goals like content creation that includes but is not limited to photos, video, and written content. Should budget for usage rights.	cash or in-kind encouraged
Indigenous Tourism Marketing and Production (SWT-ITMP)	Marketing	\$50k	Help Tribal communities create promotional assets to support marketing goals like content creation that includes but is not limited to photos, video, and written content. Should budget for usage rights.	cash or in-kind encouraged

# Washington State Recreation and Conservation Office

Program Name	Category	Max \$	Description	Match
Land and Water Conservation Fund (LWCF)	Community	\$2M	Funding to preserve and develop outdoor recreation resources, including parks, trails, and wildlife lands. typical projects: renovating community parks, Building skate parks, tennis courts, swimming pools, and trails, Protecting wildlife habitat, or Building athletic fields	Match may include the following: Appropriations or cash, Bonds, Donations of cash, land, labor, equipment, and materials, local and private grants, or Applicant's labor, equipment, and materials. For local agencies, at least 10 percent of the total project cost must come from a non-state, non-federal contribution.
Community Outdoor Athletic Facilities	Community	\$1.2M	Grants to build, expand, or renovate outdoor athletic facilities. The program is uniquely focused on helping support meaningful athletic experiences in communities that lack recreational opportunities, have underserved populations, and possess limited financial capacity.	No match
Local Parks Maintenance Grants	Community	\$100k	This program will focus on helping communities in need address maintenance backlogs for key local parks facilities and capital improvements. Accessed through a simple application process, grants may be used for general maintenance of things such as trails, restrooms, picnic sites, playgrounds, signs, and kiosks.	No match
No Child Left Inside	Community	\$150k	Provides quality opportunities for underserved, underrepresented, and historically excluded youth to learn, play, and experience the outdoors.	Depends on tier applying for
Youth Athletic Facilities	Community	\$1.5M	Buy land and develop or renovate outdoor athletic facilities such as ball fields, courts, swimming pools, mountain bike tracks, and skate parks that serve youth through the age of eighteen.	

# Washington State Recreation and Conservation Office

Program Name	Category	Max \$	Description	Match
Farmland Preservation-Washington Wildlife and Recreation Program	Ec Dev	N/A	To buy development rights on farmlands to ensure they remain available for farming in the future. Grant recipients also may use some of the funding to restore natural functions to improve the land's viability for farming.	A 50 percent match is required. Match may include the following: Appropriations or cash, Bonds, Donations of cash, land, labor, equipment, and materials, Other grants, Applicant's labor, equipment, and materials
Recreational Trails Program (RTP)	Trails	\$150k	Types of Projects Funded • Education • Development or rehabilitation of trail facilities • Maintenance	20 percent in matching resources. Doesn't specify cash
Trails-Nonhighway and Off-Road Vehicle Activities Program (TNOVAP)	Trails	\$200k	Eligible Projects: Planning, Comprehensive plans, construction drawings, environmental assessments, feasibility and preconstruction studies, route surveys and reconnaissance, and site master plans	Not required but encouraged
Recreation Projects-Washington Wildlife and Recreation Program (RP WWRP)	Trails	\$1M	Broad range of land protection and outdoor recreation, including local and state parks, trails, water access, and the conservation and restoration of state land.	Variable matching requirements
Education and Enforcement-Nonhighway and Off-Road Vehicle Activities Program (EENORVAP)	Trails & Marketing	\$200k	Develop and manage recreation opportunities for such activities as cross-country skiing, hiking, horseback riding, mountain bicycling, hunting, fishing, sightseeing, motorcycling, and riding all-terrain and four-wheel drive vehicles. A portion of the funding also is available for education and enforcement programs that encourage environmentally responsible use of the outdoors and for helping to minimize conflict between visitors through positive management techniques. Except for off-road vehicle facilities, activities supported by this program must be accessed via a non-highway road, which is a public road that was not built or maintained with gasoline tax funding. Non-highway roads are found most often in state and national forests and national parks.	Not required but encouraged

# Washington State Department of Commerce

Program Name	Category	Max \$	Description	Match
Permanent Supportive Housing Operating, Maintenance, and Services (PSH-OMS)	Community		reimburses project owners for traditional operating and maintenance expenses, as well as the cost of providing certain supportive services to residents residing in permanent supportive housing units.	
Community Services Block Grant (CSBG)	Community			
Solicitation of Applications – Securing Federal Funding Initiative (SFFI)	Ec Dev		<p>Technical Support: Assistance with application and grant writing.</p> <p>Economic Analysis: Conducting analysis of various sectors to support funding applications.</p> <p>Matching Funds: Funds can be used as match funding for federal awards, but won't be expensed from Commerce until the Federal Grant is awarded.</p> <p>Other Necessary Activities: Commerce may fund other activities necessary for the state and its partners to compete for federal funds."</p>	
CERB Prospective Development Program	Ec Dev		<p>Planning, acquisition, construction, repair, reconstruction, replacement, rehabilitation, or improvement of:</p> <ul style="list-style-type: none"> <li>• Bridges/Roads/Transportation</li> <li>• Buildings or Structures</li> <li>• Domestic and Industrial Water</li> <li>• Earth Stabilization</li> <li>• Electricity/Natural Gas</li> <li>• Port Facilities</li> <li>• Rail</li> <li>• Sanitary Sewer</li> <li>• Stormwater</li> <li>• Telecommunications</li> <li>• Research, testing, training, and incubation facilities in designated Innovation Partnership Zones (IPZs) authorized under RCW 4.330.270.</li> </ul>	
CERB Committed Private Partner Program	Ec Dev		Requires Private partnership	

# Washington State Department of Commerce

Program Name	Category	Max \$	Description	Match
CERB Planning Program	Ec Dev		<p>Projects should target job growth and long-term economic prosperity. Funding can be used for site-specific plans and studies related to:</p> <ul style="list-style-type: none"> <li>• Economic Feasibility</li> <li>• Environmental impacts</li> <li>• Capital facilities</li> <li>• Land use</li> <li>• Permitting</li> <li>• Marketing</li> <li>• Project engineering</li> <li>• Site planning</li> <li>• Site readiness activities</li> </ul>	
Civilian Intervention Program (WSDT-CIP)	Community		<p>Nonmoving violations include nonpunitive interventions such as helmet voucher programs, fee offset programs, fix-it tickets, repair vouchers, and other civilian intervention programs that provide solutions for vehicle equipment failures for low-income road users.</p>	
Pedestrian & Bicycle Program (PBP)	Community		<p>The Pedestrian and Bicycle program objective is to improve the transportation system to enhance safety and mobility for people who choose to walk or bike.</p> <p>Eligible project types include:</p> <p>Pedestrian/bicyclist safety and/or mobility infrastructure improvements, which may include preliminary engineering and right-of-way considerations.</p> <p>Development/Design-Only projects that result in ready-to-construct pedestrian or bicyclist improvement projects (up to 5% of available funding).</p>	No Match
Safe Routes to School (SRTS)	Community		<p>Improving pedestrian and bicyclist safety infrastructure around schools.</p> <ol style="list-style-type: none"> <li>1. Pedestrian/bicyclist safety infrastructure improvements within two miles of a school (typically, also includes preliminary engineering, and right of way).</li> <li>2. Education/Encouragement Only projects.</li> <li>3. Development/Design-Only projects that will result in a ready-to-construct pedestrian or bicyclist improvement project within two miles of a school (may include community outreach and tactical urbanism). Up to 5% of available program funding.</li> </ol>	No Match

## Washington State Department of Commerce

Program Name	Category	Max \$	Description	Match
CERB Planning Program	Ec Dev		<p>Projects should target job growth and long-term economic prosperity. Funding can be used for site-specific plans and studies related to:</p> <ul style="list-style-type: none"> <li>• Economic Feasibility</li> <li>• Environmental impacts</li> <li>• Capital facilities</li> <li>• Land use</li> <li>• Permitting</li> <li>• Marketing</li> <li>• Project engineering</li> <li>• Site planning</li> <li>• Site readiness activities</li> </ul>	

## Washington State Department of Transportation

Program Name	Category	Max \$	Description	Match
Civilian Intervention Program (WSDT-CIP)	Community		<p>nonmoving violations include nonpunitive interventions such as helmet voucher programs, fee offset programs, fix-it tickets, repair vouchers, and other civilian intervention programs that provide solutions for vehicle equipment failures for low-income road users.</p>	
Pedestrian & Bicycle Program (PBP)	Community		<p>"The Pedestrian and Bicycle program objective is to improve the transportation system to enhance safety and mobility for people who choose to walk or bike. Eligible project types include:</p> <p>Pedestrian/bicyclist safety and/or mobility infrastructure improvements, which may include preliminary engineering and right-of-way considerations.</p> <p>Development/Design-Only projects that result in ready-to-construct pedestrian or bicyclist improvement projects (up to 5% of available funding)."</p>	No Match

# Washington State Department of Transportation

Program Name	Category	Max \$	Description	Match
Safe Routes to School (SRTS)	Community		"Improving pedestrian and bicyclist safety infrastructure around schools. 1. Pedestrian/bicyclist safety infrastructure improvements within two miles of a school (typically, also includes preliminary engineering, and right of way). 2. Education/Encouragement Only projects. 3. Development/Design-Only projects that will result in a ready-to-construct pedestrian or bicyclist improvement project within two miles of a school (may include community outreach and tactical urbanism). Up to 5% of available program funding."	No Match
Sandy Williams Connecting Communities Program (SWCCP)	Community	\$200k	Enhancing active transportation infrastructure (walking, biking, rolling) along and across state highways in communities facing barriers to opportunity and environmental health disparities.	
Highway Safety Improvement Program (WSDT-HSIP) - City Safety Program	Roads		This program targets fatal and serious injury crashes on city/town streets and state highways by providing funding for engineering improvements and countermeasures.	
Local bridge program (WDOT-LBP)	Roads		The focus of this program is to preserve and improve the condition of bridges that are physically deteriorated or structurally deficient through replacement, rehabilitation and systematic preventive maintenance, that are owned by cities and counties.	
National Highway System (NHS) Asset Management Program	Roads		preserving roadway systems by promoting asset management strategies that maximize the life expectancy of roads in a cost-effective manner.	
Surface Transportation Block Grant (STBG)	Trails		Eligible projects include highway/bridge construction/repair; transit capital projects; bicycle, pedestrian and recreational trails; and construction of ferry boats and terminals.	Population based formula
Transportation Alternatives (TA)	Community		"projects and activities encompass smaller-scale transportation projects such as pedestrians and bicycle facilities, historic preservation, safe routes to school and other transportation-related activities. - Pedestrian & Bicycle Facilities: Enhance walking and biking infrastructure, promoting active transportation options. - Safe Routes to School: Improve safety and accessibility for students walking or biking to school. - Historic Preservation: Preserve transportation-related historic sites or structures. - Recreational: Develop recreational trails and amenities to promote outdoor activities."	Population based formula

# Lodging Tax Summary

This section provides a concise overview and links to helpful information about the State lodging tax and its usage.

## **LTAC: Lodging Tax Authorized - Conditions**

Revised Code of Washington - [Chapter 67.28 RCW](#)  
PUBLIC STADIUM, CONVENTION, ARTS, AND TOURISM  
FACILITIES

*Walla Walla Population*

*City: 34,000*

*County: 63,000*

### **General Use:**

- Tourism marketing
- The marketing and operations of special events and festivals designed to attract tourists
- Supporting the operations and capital expenditures of tourism-related facilities owned or operated by a municipality or a public facilities district, or by nonprofit organizations 501(c)(3) or 501(c)(6).

### **67.28.180 Power to lease all or part of facilities—Disposition of proceeds.**

- Cities and counties can collect a 2% tax, however, they can't be applied to the same receipt. The county must reduce their tax by the exact amount of the city tax. There is an exemption for capital improvement projects bonded by the county before 1975.
- If the county has a population of 1 mil or more, the tourism promotion moneys must go to public org or npo for the express purpose of promoting whole county.

### **67.28.181 Special excise taxes authorized—Rates—Credits for city or town tax by county—Limits.**

- State sales tax is reduced by lodging tax amount
- LTAC cannot exceed 2% or when combined with other lodging taxes it can't bring the total tax above 12%

### **67.28.185 Revenue—Special fund—Uses for tourism promotion and tourism facility acquisition and operation.**

- Moneys can be used to fund multijurisdictional tourism-related facilities under chapter 39.34 RCW (including other states under RCW 39.34.020)

### **67.28.1816 Lodging tax—Tourism promotion**

- Supporting the operations and capital expenditures of tourism-related facilities owned or operated by a municipality or a public facilities district created under chapters 35.57 and 36.100 RCW; or
- (d) Supporting the operations of tourism-related facilities owned or operated by nonprofit organizations described under 26 U.S.C. Sec. 501(c)(3) and 26 U.S.C. Sec. 501(c)(6) of the internal revenue code of 1986, as amended.
- State requires seekers of lodging tax funds to

give municipality estimates on how it will encourage visitorship. They must go through LTAC committee & city can only choose from the LTAC recommendation list.

- Applicants must also submit a final report showing final numbers of visitorships.
- City must make the reports public and available to legislative body.

### **67.28.1817 Lodging tax advisory committee in large municipalities—Submission of proposal for imposition of or change in tax or use—Comments.**

- The committee must have a minimum of 5 members, 2 people who collect the tax, two who receive or benefit from the tax, and 1 elected official
- The elected official serves as the chair
- There may be a non-voting member who is a county official

### **67.28.183/186 Exemption from tax—Emergency lodging for homeless persons—Temporary medical housing.**

- Tax not charged for emergency housing of homeless & temporary medical

# Lodging Tax Summary

This section provides a concise overview and links to helpful information about the State lodging tax and its usage.

## Local Tax Distribution:

County: Transient Rental Tax - Jan \$6k

County: Special Hotel/Motel Tax - Jan \$6k

City: Transient Rental Tax - Jan \$36k

City: Special Hotel/Motel Tax - Jan \$36k

City: Tourism Promotion Area Tax - Jan \$22k

## Other Helpful Links:

- [Walla Walla Municipal Code](#) - Title 3 REVENUE AND FINANCE
- [City of Walla Walla Budgets](#)
- [EXCISE TAX RULES](#) - [Sales tax](#) to short term rental above LTAC
- [County LTAC](#) - “\$50,000 will be available for grants for 2024 events”
- [AWC](#) - Association of Washington Cities
- [Tax Incentive Programs](#)
- Washington State Department of Revenue: transient rental tax team [360-705-6179](tel:360-705-6179)

## Lodging Sales Tax Rates

Walla Walla (City) Lodging and Sales Tax	Amount
State Sales and Use Tax	.065
Local City/County Sales and Use Tax	.024
Special Hotel/Motel	.020
Total tax rate	.109

	Loc. Code	Combined Sales Tax	Special Htl/Mtl	TPA
Unincorp. Areas	3600	.081	.02	
Unincorp. PTBA*	3638	.087	.02	
College Place	3601	.088	.02	
Prescott	3602	.081	.02	
Waitsburg	3603	.083	.02	
Walla Walla (City)	3604	.089	.02	
Zone A	3660			2.00
Zone B	3661			1.75

# Tourism Promotion Area Summary

This section provides a concise overview and links to helpful information about the Tourism Promotion Area and its usage.

## TPA: Tourism Promotion Area

Revised Code of Washington - [Chapter 35.101 RCW](#) - TOURISM PROMOTION AREAS

### General Use:

Expenditures from the account may only be used for tourism promotion.

### 35.101.010 Definitions.

- (3) "Lodging business" means a person that furnishes lodging taxable by the state under chapter 82.08 RCW that has forty or more lodging units.
- (4) "Tourism promotion" means activities and expenditures designed to increase tourism and convention business, including but not limited to advertising, publicizing, or otherwise distributing information for the purpose of attracting and welcoming tourists, and operating tourism destination marketing organizations.

### 35.101.020 Establishment—Petition.

- For the TPA to be formed a formal request to the local government outlining where the tourism promotion area will be, how the money raised will be spent, what the proposed charge will be, and getting the approval of the majority of the lodging businesses that will be affected by this charge.

### 35.101.040 Limitations on area included—Interlocal agreements.

- Normally a tourism promotion area can't overlap with cities, towns, or areas outside of cities or towns unless there's a special agreement between those areas. The special agreement is an interlocal agreement made under chapter 39.34 RCW

### 35.101.050 Lodging charge—Limitations.

- the legislative authority can charge lodging businesses in the area for providing accommodations, but there are restrictions on the number of classifications, how rates are determined, and there's a maximum limit of \$2 on the charge per night of stay.

### 35.101.057/058 Lodging charge—Additional charge. (Expires July 1, 2027.) and Lodging charge—Additional charge—Program review.

- in addition to the existing two-dollar charge, the local authority can add up to three dollars per night of stay for lodging businesses, but they need approval from the majority of affected lodging business operators and must outline how the extra revenue will be spent. This provision expires on July 1, 2027.
- Each tourism promotion area must conduct a program review of the additional tourism

promotion area charge established in RCW 35.101.057. The review must be completed and submitted to the appropriate committees of the legislature by January 1, 2026.

### 35.101.130 Legislative authority has sole discretion concerning use for tourism promotion—Contracts for operation of area—Lodging charge removal.

- The legislative authority imposing the charge has sole discretion over how the revenue generated from the charge is used to promote tourism and increase the number of tourists to the area. However, they may appoint advisory boards or commissions to make recommendations on its use or create new ones for this purpose.

### Resources

- [Tax Rates](#)
- [Local Tax Distribution:](#)
  - County: Transient Rental Tax - Jan \$6k
  - County: Special Hotel/Motel Tax - Jan \$6k
  - City: Transient Rental Tax - Jan \$36k
  - City: Special Hotel/Motel Tax - Jan \$36k
  - City: Tourism Promotion Area Tax - Jan \$22k
- [Walla Walla Municipal Code](#) - Title 3 REVENUE AND FINANCE
- [City of Walla Walla Budgets](#)

# Workforce Development Information & Resources

This section provides helpful links to workforce-related organizations and programs.

## Local and Regional Workforce Development Organizations:

### [WorkSource Walla Walla](#)

- Offers job placement services, career counseling, and training programs.
- Provides resources for employers, including recruitment and employee training assistance.

### [Walla Walla Community College \(WWCC\)](#)

- Offers hospitality, culinary arts, and tourism-related programs.
- Provides customized training programs tailored to the needs of local businesses.

### [Walla Walla Valley Chamber of Commerce](#)

- Hosts networking events, workshops, and seminars for local businesses.
- Provides resources and support for small business development.

## State and Federal Workforce Development Programs:

### [Washington State Workforce Training and Education Coordinating Board](#)

- Coordinates workforce development programs and policies across the state.
- Provides grants and funding opportunities for workforce training initiatives.

### [U.S. Department of Labor Employment and Training Administration](#)

- Offers grants and funding for workforce development programs.
- Provides resources for apprenticeships, on-the-job training, and other workforce initiatives.

## Industry-Specific Training and Certification Programs:

### [Certified Tourism Ambassador \(CTA\) Program](#)

- Create a training and certification for front-line hospitality workers to enhance visitor experiences.
- Can be implemented locally to improve customer service and destination knowledge.

### [American Hotel & Lodging Educational Institute \(AHLEI\)](#)

- Offers certification programs for various roles within the hospitality industry, including front desk operations, housekeeping, and management.

# Workforce Development Information & Resources

This section provides helpful links to workforce-related organizations and programs.

## Partnerships with Educational Institutions:

### Partnerships with Local High Schools

- Develop programs that introduce students to careers in tourism and hospitality.
- Create internship and apprenticeship opportunities in collaboration with local businesses.

### Collaboration with Universities:

- Partner with nearby universities to create research and internship opportunities focused on tourism development and sustainability.
- **Whitman College**  
[Chad Hickox - President](#)  
chad.hickox@wwcc.edu
- **Walla Walla Community College**  
[Noah Leavitt - Co-Director Of The Career And Community Engagement Center](#)  
leavitns@whitman.edu

## Community and Economic Development Initiatives:

### Small Business Development Centers (SBDCs)

- Offer counseling and training for small business owners and entrepreneurs.
- Provide resources for business planning, marketing, and financial management.

### Economic Development Grants

- Explore state and federal grants aimed at economic development and workforce training.
- Utilize these funds to support tourism-related business development and training programs.

## Professional Development and Networking:

### Tourism and Hospitality Conferences

- Encourage attendance at regional and national conferences to stay updated on industry trends and best practices.
- Facilitate networking opportunities with industry professionals.

### Online Training Platforms

- Utilize platforms like Coursera, Udemy, and LinkedIn Learning to offer online training courses in tourism, hospitality, and customer service.

## Community Engagement and Feedback:

### Stakeholder Meetings and Workshops

- Regularly engage with local businesses, residents, and other stakeholders to gather feedback and identify workforce needs.
- Use this input to tailor workforce development programs to the specific needs of the community.