



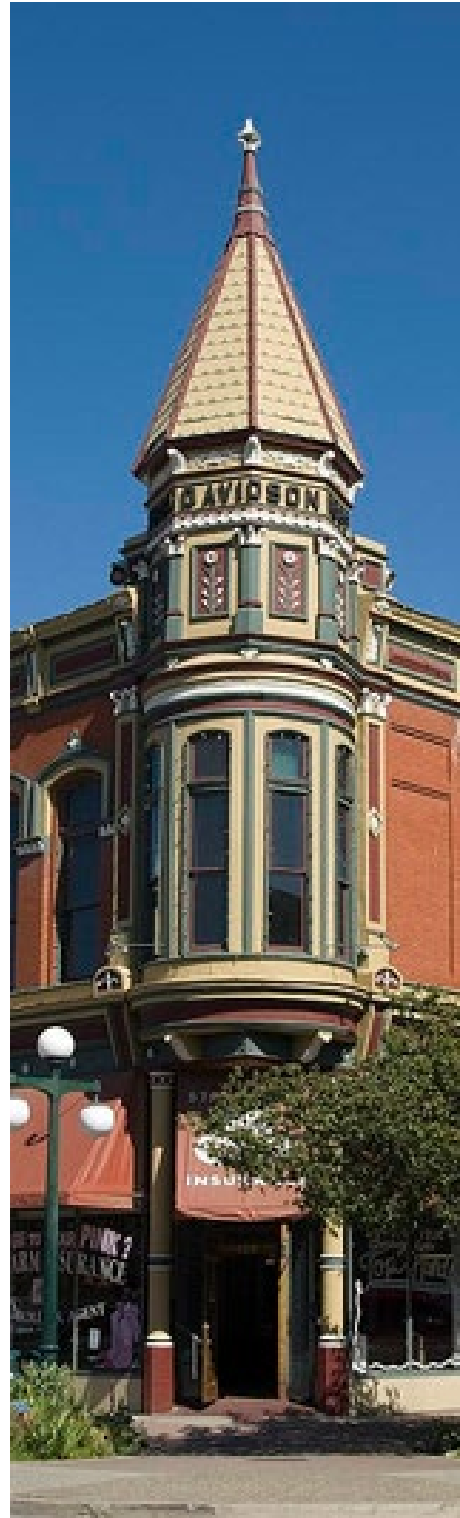
City of Ellensburg Tourism Strategic Plan 2020-2024



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Introduction

The Ellensburg tourism strategic plan provides a five-year guide to growing tourism as an important tool for economic development.

The planning process was initiated by the Lodging Tax Advisory Committee (LTAC) and undertaken by Ellensburg's destination marketing organization, the Kittitas County Chamber of Commerce. The plan was developed with input from the Strategic Plan Committee. An independent marketing firm, JayRay Ads and PR, facilitated the planning process, research and final plan production. Input on the plan was sought through interviews of tourism-engaged local leaders and a survey of recent visitors. The plan aligns with the goals, policies and objectives found in the following documents:

- [City of Ellensburg Comprehensive Plan](#)
- [City of Ellensburg Parks & Recreation Comprehensive Plan Update](#)
- [Ellensburg Downtown Market Study and Economic Development Plan](#)
- [City of Ellensburg Wayfinding Plan](#)
- [Kittitas County Tourism Infrastructure Plan](#)
- [Kittitas Valley Event Center Master Plan](#)
- [Kittitas County Comprehensive Plan](#)

Plan Elements

The tourism strategic plan builds on and refines current marketing efforts with a focus on:

- Advertising
- Website and other content platforms
- Visitor information centers and kiosks
- Visitor information services near freeway interchanges
- Destination promotions
- Support of destination marketing organizations through lodging tax funds

Tourism Strategic Plan Committee

Thank you to the following individuals who participated in the advisory group and planning sessions:

- [Amy McGuffin](#), CEO, Kittitas County Chamber of Commerce
- [Brad Case](#), Director, City of Ellensburg Parks and Recreation
- [Carolyn Honeycutt](#), Economic Development Manager, City of Ellensburg
- [Madison Ford](#), Director of Tourism and Events, Kittitas County Chamber of Commerce
- [Matt Anderson](#), LTAC Member and General Manager, Holiday Inn Express
- [Molly Jones-Kerchner](#), Executive Director, Ellensburg Downtown Association
- [Nicole Klauss](#), Ellensburg City Council Member, Chair of LTAC, and Content and Events Marketing Supervisor for Central Washington University Publicity Center
- [Teri Olin](#), Marketing Manager, Central Washington University

Ellensburg Tourism Plan Executive Summary

Ellensburg’s tourism goal is to support a healthy economy through increased tourism. The city will grow tourism by refining and enhancing its leisure tourism marketing and by reaching new audiences through sports and meetings tourism.

Research shows	Opportunity knocks
<ul style="list-style-type: none"> ✓ Ellensburg is conflicted about its image as a rodeo town, college town or events town. Visitors aren’t sure what to think. ✓ The greatest number of visitors surveyed were 45 years old and older and come from King County. They’re “comfortable,” but not wealthy. ✓ Most visitors surveyed come for events. They like the downtown and local beer, wine and spirits. If under 45, they rank outdoor recreation as a strong attraction. They’re likely to return 1-2 times a year. 	<ul style="list-style-type: none"> ✓ Ellensburg offers a crowd-free, small-town escape close to a large urban area. ✓ Its central, affordable location makes it attractive for meetings and events. ✓ Its historic downtown offers authentic, unique experiences. ✓ It has quality sports facilities that are underutilized in the summer. ✓ Its natural environment provides rich assets for leisure and sports tourism.

Over the next five years, Ellensburg will:

1. Develop a stronger branding position that is true to the community’s nature and attractive to visitors. Produce new advertising and marketing creative that supports this position.
2. Establish baselines and specific goals to measure its tourism effort. Expand reporting to include economic impact indicators and regular visitor surveys, as well as current analytics.
3. Grow the tourism program to include sports and meetings as well as leisure tourism. Engage in significant outreach to gain sports and meeting bookings. Set and track goals.
4. Improve its online presence through a new website. Work to increase positive mentions on third-party online travel sites.
5. Create a robust social media program that reaches new audiences through travel influencer blogs, posts and social media takeovers. Make Ellensburg more socially “shareable.”
6. Improve the experience at chamber and downtown visitor information centers, including a digital information board downtown. Deploy a mobile visitor center at freeway interchanges and off-site locations.
7. Focus advertising efforts on audience profiles and markets most likely to produce results—western Washington adults seeking reasonably-priced escapes. Test new digital advertising opportunities including those targeting sports and meeting event planners.
8. Support the tourism effort with funding that permits staffing sports and meetings tourism outreach and that allows marketing budget growth in keeping with Lodging and Sales Tax revenue growth.
9. Partner with other organizations to promote significant tourism opportunities.

Tourism Plan Executive Summary, p. 2

The following is a high-level view of major tactics in five-year plan. See tactics sections for details.					
Activity	2020	2021	2022	2023	2024
Position/rebrand & new creative					
Add outreach staff					
New website		TBD		Likely	
Downtown visitor kiosk & signs					
Mobile visitor information center					
Visitor survey					
Advertising					
Social media influencer campaigns					
Add content on 3 rd party websites					
E-newsletter					
Leisure tourism partnerships	CWU	Parks & Rec	Ellensburg Downtown Assoc.	Kittitas County Museum	Ellensburg Rodeo
Establish sports advisory group					
Add sports web content					
Create sports tourism guide					
Begin sports tourism outreach					
Sports trade show exhibits					
Create sports Facebook account					
Review FTE needs for outreach					
Establish meeting tourism advisory group					
Begin meeting tourism outreach					
Add meetings web content					
Create meetings tourism guide					
Created Meetings LinkedIn page					
Meetings trade show exhibits					
Host meeting planner dinners					



Ellensburg Research and Discovery

Research and Discovery: Executive Interviews

Executive Interviews

Stakeholders from the city, business, the chamber, the university, downtown association and local arts, events and historical organizations in Ellensburg were interviewed for input into this plan. Interview candidates were identified by the strategic plan committee. JayRay reached out to more than 20 candidates and conducted 16 interviews. Questions focused on these key areas: goals, positioning, audiences, resources and success factors.

Learnings

Goals

Ellensburg seeks to grow tourism into an increasingly important economic driver, while not sacrificing the relaxed, small-town atmosphere that makes it so attractive to residents and visitors alike. Rather than be a “tourist town” like Leavenworth, Poulsbo or other destinations, it seeks to offer an authentic small-town experience enlivened by the presence of a vibrant university culture and punctuated by regular festivals and events that earn it a reputation for “always having something going on.”

In addition to leisure tourism, Ellensburg’s location, affordability and facilities make it a good fit for small-to-medium sized group activities from conferences to youth and adult sports tournaments.

Positioning (What do visitors think of Ellensburg? What is it known for?)

Ellensburg is still very much what it has been—a relaxing, friendly small ranching and college town. It’s on its way to becoming more artsy (music, galleries, craft beer/cuisine), but it hasn’t fully leaned into any one of the arts. It also has tremendous recreational opportunities and natural beauty, not only for the avid outdoorsman, but for the Sunday nature walker, the once-a-year kayaker and the recreational cyclist. It’s a town that likes variety, with some event or festival happening most weekends. It’s centrally located and affordable. The rodeo is still its most well-known event.

If Ellensburg were to more clearly distinguish itself from its destination competition, the most common positions mentioned by stakeholders were:

- “There’s always something happening” events town
- “Western heritage” town
- “A place to escape” town
- “Meet in the middle” town

QUOTES OF NOTE

“Unlike Leavenworth or Winthrop, the activities change so there’s a reason to come back. We always have some fun activity going on.”

“You can’t have festivals all the time, but you can have a festive atmosphere all the time. Ellensburg should have more street vendors and the city needs to help make that happen.”

“The rodeo is still very important, but the western theme for Ellensburg is waning. Our culture has changed; we are more and more influenced by the college and by the “wet” side.”

“I’d like to see us play up the Western way of life. I see us appealing to the city dwellers who find the country life appealing.”

Research and Discovery: Executive Interviews

Learnings

Audiences

Ellensburg appeals more to the older visitor. Empty nesters and retirees were called out as frequently seen in the downtown museums, shops and restaurants. At the same time there's a desire to appeal to "young couples" who might come for the outdoor recreation and stay in town for the beer and live music. This may not be as much age-based, as it is lifestyle-based. There did not seem to be as strong of an appeal to families who might find few activities for children once they have explored all the outdoor recreation options (however, those outdoor options may be sufficient). There is a general sense that Ellensburg could do more to attract parents of current CWU students and CWU alumni in partnership with the university.

Resources

Ellensburg has a solid foundation of information for tourists—websites, visitor centers and campaigns to increase awareness of the destination. There is a general desire to take those resources to the next level.

The website offers a lot of information, but it could be easier to navigate and provide more trip planning assistance. Consider adding more diverse images on the website and marketing materials to appeal to a diverse audience. Ultimately, a one-stop-shop website approach to Ellensburg and Kittitas area activities and events should be considered, using compelling storytelling rather than a directory-style site.

The consensus is that Ellensburg still needs visitor centers to cater to older traveler. The centers need to be "easily bumped into," either in downtown or near the freeway; they need excellent signage and they need to be open more (particularly during the weekend). While the basics of location and hours are important, equally important is the visitor experience created at the centers.

Success Factors

In order to get community support for the investments needed to take tourism marketing to the next level, leaders need to not only show interim measures of success, such as digital analytics, but also demonstrate a correlation of marketing efforts to business trends or sales data. Successful marketing also will continually strive to better reflect visitor motivations and target efforts to the most receptive audiences.

For a complete review of the common themes, nuggets and learnings from the stakeholder interviews, please go to Appendix A, page 52.

QUOTES OF NOTE

"As far as visitors, we seem to see mostly empty nesters . #1 attractions for out-of-town guests are the rodeo and the university. Adventure seekers go to Roslyn."

"We cater to the older crowd – empty nesters. I'd like to grow the younger couples. People looking for good beer, good food, outdoor recreation. Somewhere to hike, listen to live music, get a beer."

"I'd like to see us do more with CWU alumni."

"In general, Ellensburg is welcoming to adult alumni and parents. Sometimes there is friction with students and businesses downtown. But a student's bad experience with a downtown business will impact their interest in being a future tourist here."

Research and Discovery: Visitor Surveys

Visitor Surveys

An online visitor survey was emailed to approximately 6,800 people who had attended an Ellensburg event or received a tourism e-newsletter from the Kittitas County Chamber of Commerce. Of these, 521 people responded. It is important to note that the email list was weighted toward event ticket holders (77%). It also included Ellensburg residents. The answers of Ellensburg resident were suppressed in reporting results. The event and rodeo attendee responses were compared to non-event/rodeo visitors and little distinction was found between the responses.

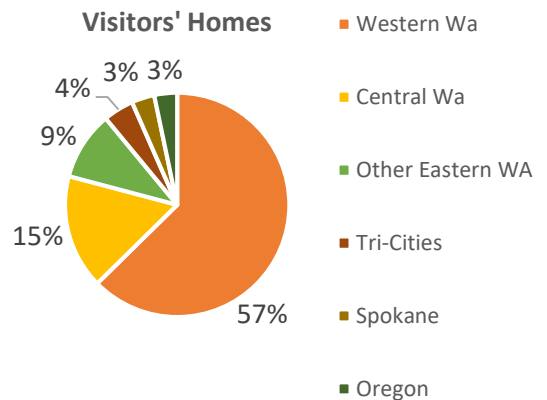
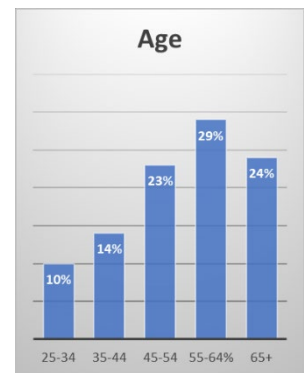
- 58% of survey respondents were from event ticketing lists
- 18% were from a Rodeo list
- 25% were from the newsletter email list derived from the website

Learnings

The survey provides a window into who visits Ellensburg, for what reasons, and how they perceive the town and its surroundings. This provides guidance into target audience profiles and messaging for the tourism plan.

Who visits Ellensburg?

- **45-65+ years old.** Based on the survey responses, the most likely visitor is well-settled in their career, families and life.
- **Western Washington residents.** More than 57 percent of respondents were from Western Washington – 29 percent came from King County alone.
- **Upper Middle Class.** More than 50 percent of respondents said their household incomes were \$100,000 or more. Western Washington respondents reported more people in the \$150,000+ category than other groups. Based on Pew Research categories, the majority of respondent households are upper middle class.



King County Difference

King County makes up 29 percent of survey respondents. The county’s demographic makeup is different from other Washington state counties in two key areas:

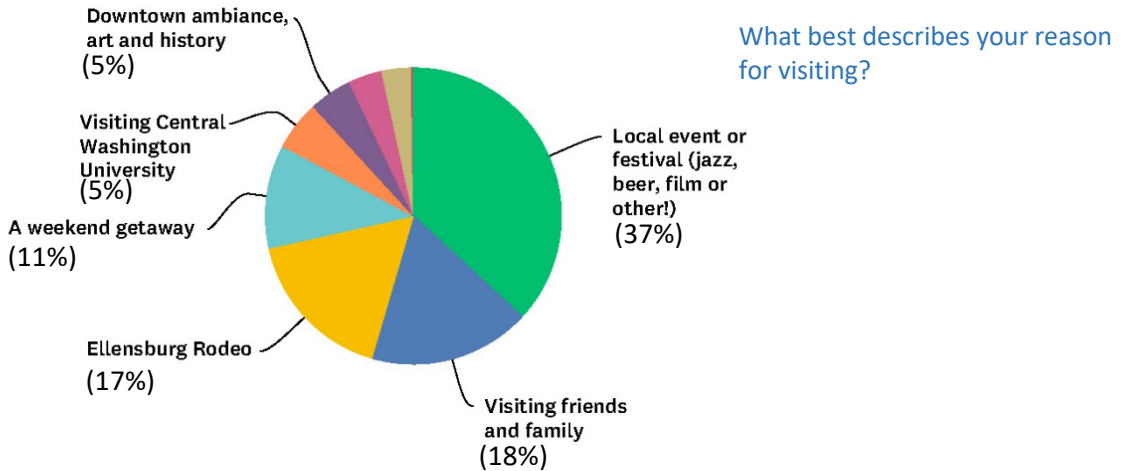
- Medium income \$19K a year higher than Washington state
- 21% of residents are foreign-born

Source: DataUSA.io

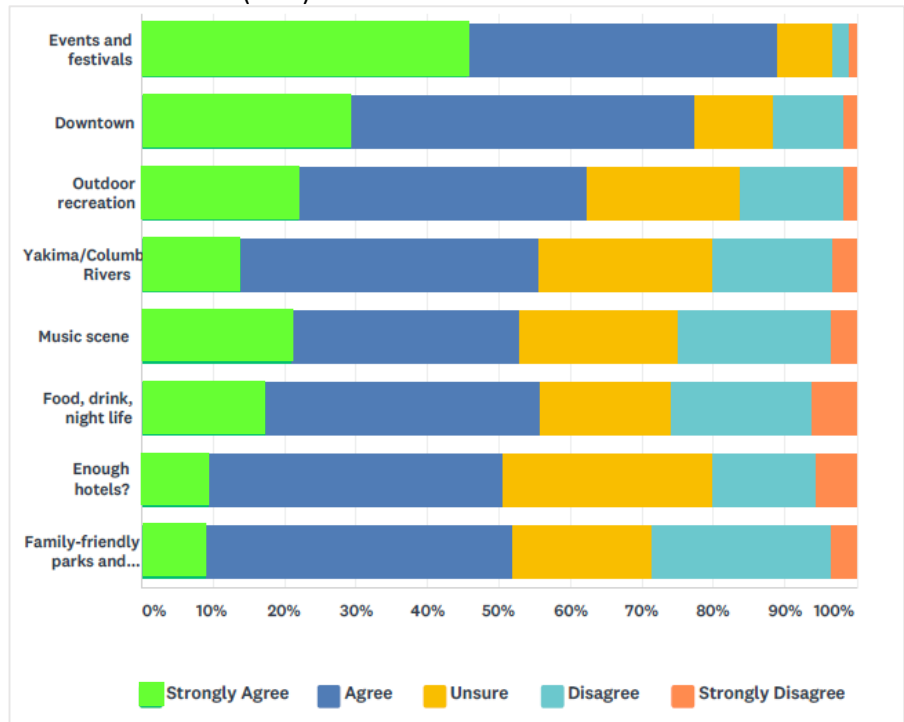
Research and Discovery: Visitor Surveys

What attracts visitors? What do they believe Ellensburg offers?

- Because of the makeup of the respondents, it wasn't surprising to see people said they came for events. Nearly 37 percent visited for an event with an additional 17 percent calling out the rodeo specifically. The top attractions beyond events were visiting friends and family, having a weekend getaway and visiting CWU.
- When asked how much they agreed or disagreed that Ellensburg had good offerings in these areas, respondents agreed the downtown, events and outdoor recreation were strong attractions. The strongest area of disagreement was family-friendly parks and activities.



Rate how much you agree or disagree that you visit Ellensburg for these features?



Research and Discovery: Visitor Surveys

What do visitors do in Ellensburg? Future plans?

- Most respondents stayed overnight in Ellensburg, but a significant number (28 percent) made it a day trip.
- Most will return to Ellensburg one to two times in the next 12 months (57 percent).
- In ranking the vacation-worthy features of Ellensburg, respondents ranked visiting shops, museums and galleries in historic downtown at the top list of their, followed by the Ellensburg Rodeo, then Brewfest and beer/wine/cider/whiskey tastings.

Ellensburg and Kittitas County offer a vacation-worthy trip. Please rank the following features or activities, starting with the one you are most likely to visit/attend/do (#1) and ending with the one you are least likely to visit/attend/do (#7)

	1	2	3	4	5	6	7	TOTAL	SCORE
Visiting shops, museums and galleries in historic downtown Ellensburg	17.59% 51	21.38% 62	20.69% 60	17.59% 51	11.03% 32	6.21% 18	5.52% 16	290	4.76
Ellensburg Rodeo, Spirit of the West Cowboy Gathering and similar activities	28.28% 82	13.45% 39	12.76% 37	10.34% 30	8.97% 26	14.83% 43	11.38% 33	290	4.52
Brewfest and beer/wine/cider/whiskey tastings	20.34% 59	15.52% 45	13.79% 40	12.07% 35	16.21% 47	9.66% 28	12.41% 36	290	4.33
Jazz in the Valley and other music events	16.21% 47	13.45% 39	13.10% 38	18.62% 54	14.83% 43	14.83% 43	8.97% 26	290	4.17
Kittitas County Fair and similar family activities	5.17% 15	19.31% 56	20.00% 58	16.55% 48	20.69% 60	13.10% 38	5.17% 15	290	4.12
Hiking, biking, rock climbing, rafting and similar activities	8.28% 24	12.76% 37	11.38% 33	16.55% 48	18.28% 53	28.62% 83	4.14% 12	290	3.74
Fishing or hunting	4.14% 12	4.14% 12	8.28% 24	8.28% 24	10.00% 29	12.76% 37	52.41% 152	290	2.36

Research and Discovery: Visitor Surveys

What do visitors think of Ellensburg?

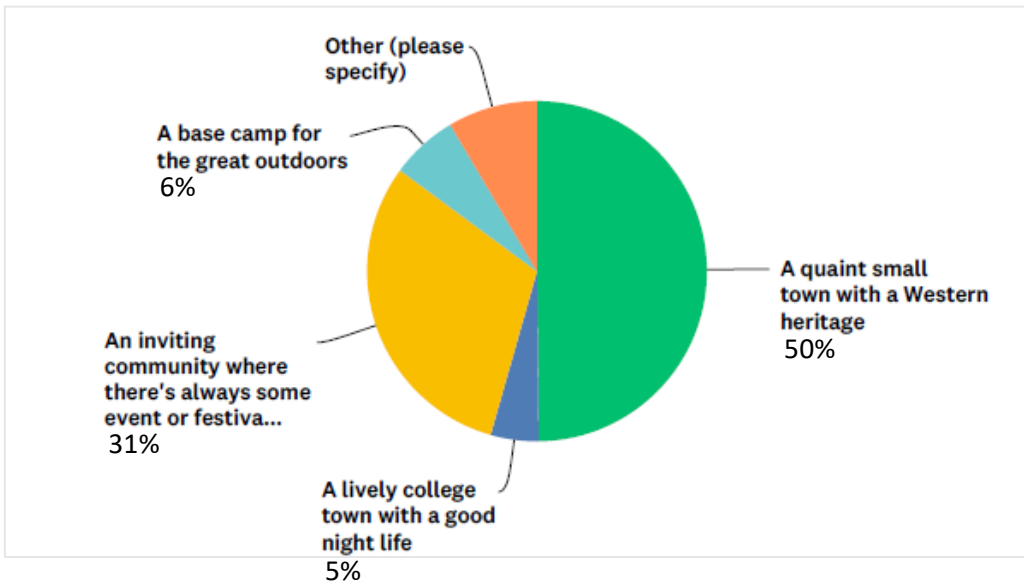
- When asked to share three words that best describe Ellensburg, survey respondents most commonly listed off (in this order):

- 1) Friendly
- 2) Rodeo
- 3) Country
- 4) Relaxing

A word cloud built from the most common descriptive words used for Ellensburg. The larger the word—the more often it was used.



- When asked how does Ellensburg make them feel, the two most common answers were “Relaxed” and “Welcomed.”
- Respondents were then asked to choose a statement that best described Ellensburg to them. The question tested how this particular group views Ellensburg. Nearly 50 percent chose the description: A quaint small town with a Western heritage.



Please see Appendix B, page 58, for all survey results.

Current Marketing

Budget

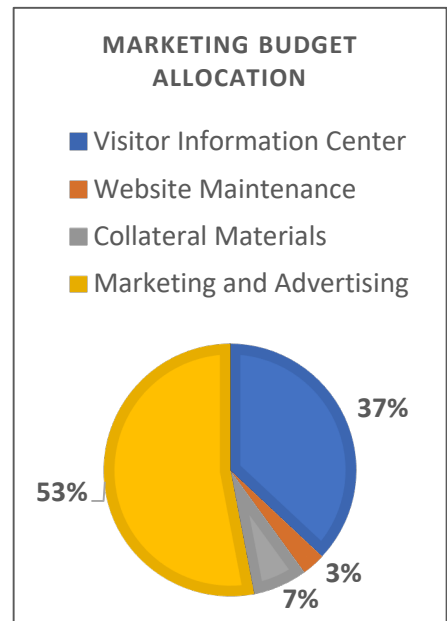
Kittitas County Chamber of Commerce is the destination marketing organization for Ellensburg. Under this contract, tourism marketing and its key components have a budget of \$411,680 (2019). This does not include the support LTAC provides to events, signage, capital or strategic planning.

This tourism marketing budget is currently allocated in the following way:

- Visitor Information Center: \$162,000
- Website Maintenance: \$13,000
- Collateral Materials: \$30,000
- Marketing and Advertising: \$206,680

August Advertising Snapshot

In August 2019, more than \$13,000 was spent in media buying for the following advertising efforts:



Channel	Method/Tactic	Budget*	Impressions/e-newsletter opens	Clicks to website or landing page	E-news sign ups	CPM**/CPC***
Hulu	Video	\$7,499.98	232,085	48		\$33 CPM
Google	Display	\$2,508.40	4.3 M	31,355		\$0.08 CPC
Twitter	Boosted posts	\$1,969.83	746,916	21,887		\$0.09 CPC
Facebook	Boosted posts	\$1,149.6	170,633	958	68	\$1.20 CPC
Email	e-news	unknown	400	66		unknown
Google	Search****	unknown	-	-	-	-

*Media costs only

**CPM (Cost Per Mille – or cost per 1,000 ad impressions)

*** CPC (Cost Per Click)

****This was not included in the August analytics report, but is currently running

Current Marketing

August Social Media Snapshot

MyEllensburg marketing includes posting and maintaining engagement on the following social sites:

Platform	Advertising?	Followers
Facebook	Yes	44,946
Twitter	Yes	3,215
Instagram	No	1,450
Pinterest	No	556 monthly viewers
YouTube	No	56 subscribers

August Website Snapshot

Ellensburg tourism marketing efforts largely drive traffic to MyEllensburg.com, where people can learn more about the destination, book a hotel or sign up for the monthly e-newsletter. The following are analytics on the home page itself.

Users	New Users	Pages per Visit	Average Visit Duration	Bounce Rate	Trend (Up or down from previous month)
33,348	30,372	1.28	39 seconds	86%	Up (positive)



Ellensburg Strategic Tourism Plan 2020-2024

Ellensburg Tourism Situation

An ideal location

Ellensburg is an ideal location for tourism. It's central location in the state makes for a convenient meeting place for groups and events. Placed at the crossroads of the state's major east-west and north-south travel corridors, it is two hours or less from the major urban centers of Western Washington yet offers a dramatically different environment and pace.

Ellensburg has long been an important stop on the I-90 route and serves a large number of travelers who are passing through to other end-points. In recent years, City tourism efforts have led to a growing awareness of Ellensburg as a destination in and of itself.

An authentic experience

Ellensburg is not an over touristed destination. It's historic downtown, city parks, walking trails, restaurants and brewpubs, galleries and museums clearly are community places, not just tourist places. The distinction gives it an authenticity craved by travelers and supports quality offerings to ensure visitors return.

Outdoor recreation

Ellensburg's sunshine, natural beauty and wide-open spaces translate into a myriad of outdoor opportunities, from team sports to fly fishing, and mountain biking to taking a relaxing walk. These opportunities stand out as high-quality, under-utilized and easy to access.

The university advantage

A little more than half of Ellensburg's 20,000+ population is made up of students from Central Washington University. CWU has a strong in-state reputation and is known as an affordable place to go to school. Nearly 95 percent of students are from Washington, with a solid third coming from King and Pierce Counties. Thirty-five percent are students of color, which brings diversity to an 84 percent white community. CWU contributes to tourism through family and friend visits to students, returning alumni and a rich calendar of activities and events that draw people to the campus and city. CWU's arts and culture programs benefit the community and visitors alike.

A signature event

The Ellensburg Rodeo has been bringing the Northwest to Ellensburg for nearly 100 years. The signature event drew 37,000 fans in 2019 (up from 36,000 in 2018). For many fans, the event is an annual tradition. The prominence of the rodeo over so many years has created a "Western" image of the town that is supported by other activities and facilities, such as the Clymer Museum & Gallery and the Spirit of the West Cowboy Gathering.

Festival scene

The City of Ellensburg is home to more than 30 festivals and activities that appeal to residents and visitors alike. Some of them focus on music—Jazz in the Valley, Buskers in the Burg, etc.—but many are one-of-a-kind like Dachshunds on Parade. These events are a major draw for Ellensburg and substantiate the claim that in Ellensburg, "There's always something going on."

Situation, continued

The many faces of Ellensburg

- Walla Walla has wine, Leavenworth is little Bavaria, Gig Harbor promotes maritime and Mt. Vernon embraces tulips.
- In stakeholder interviews, leaders frequently stated that Ellensburg didn't have just "one thing." Visitor surveys also showed Ellensburg was viewed differently by different groups. Is it a "Rodeo Town," a "Festival Town," or a "University Town?"
- The truth of what visitors experience—Ellensburg's brand—is likely somewhere in between. Right now, this experience is varied and relatively undefined, which can make marketing more difficult.

Challenges today and on the horizon

- Ellensburg is often seen as a stop on the way to another destination. Many travelers don't get beyond the gas stations and fast food near I-90.
- CWU students from Western Washington often go home on the weekends rather than have friends and family come to visit them in Ellensburg.
- Traffic in the Puget Sound region is bad and, as the population grows, traffic congestion has extended over Snoqualmie Pass, potentially affecting visitor experiences. Currently travelers still flock over the pass (notably to Leavenworth and Chelan), but traffic may be an issue in the future.
- Car ownership rates in Seattle are trending down (currently about 17 percent), especially for those under 35. Because Ellensburg is a road trip destination with no rail or commercial air, the bus or car rental is the only alternative for those without a car.



Situation, continued

SWOT

The strategic plan committee helped analyze Ellensburg’s strengths, weaknesses, opportunities and threats during a planning retreat.

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> ▪ Relaxing and welcoming “vibe” ▪ No over-tourism; not crowded ▪ Events and festivals ▪ Rodeo—western heritage ▪ Historic downtown ▪ Authentic experiences, operator-owned ▪ Central Washington University events ▪ Outdoor recreation ▪ Affordable and often unique venues for small-to-medium size meetings/conferences ▪ Significant ballfield resources for sports tournaments ▪ New boutique hotel 	<ul style="list-style-type: none"> ▪ Lack of a convention center ▪ No dedicated staff for recruiting and acting as a liaison for group activities (business or sports) ▪ Limited in-town child-oriented activities ▪ Small downtown shopping district ▪ Inconsistent collaboration between the town and university ▪ Insufficient wayfinding signs for visitors ▪ Undefined or transitioning brand
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> ▪ Central, accessible location ▪ Excellent weather, four seasons ▪ Beautiful natural environment—rivers, valley, nearby mountains ▪ Central Washington University and its students, family and alumni ▪ Western Washington population growth ▪ Puget Sound area affluence 	<ul style="list-style-type: none"> ▪ Heavy traffic on Snoqualmie Pass ▪ Students commute home often ▪ Car-dependent destination ▪ Other weekend get-away destinations have stronger “brands” ▪ Changing demographics ▪ Changing attitudes toward rodeo ▪ Snow on the pass during winter season

Plan Framework

Goal

To support a healthy Ellensburg economy through increased tourism.

Vision

Centrally located, but off the beaten path, Ellensburg offers leisure travelers a relaxing escape while providing group travelers (sports/meetings) a convenient, unique location for events. In Ellensburg visitors experience a welcoming small town where there's always something going on. Its historic downtown provides a year-round attraction and its scenic surroundings provide opportunities for all forms of outdoor recreation.

Strategy

Ellensburg will grow tourism by refining and enhancing its leisure tourism marketing and reaching new audiences through sports and meetings tourism programs.

1. **Leisure Tourism.** Ellensburg will seek to:
 - a) Better distinguish itself from competing destinations
 - b) Reach a more targeted audience
 - c) Improve visitor experiences
 - d) Measure success through economic, as well as analytic indicators
 - e) Collaborate more closely with Central Washington University and other community partners on targeted audiences or significant celebrations
2. **Sports Tourism.** Ellensburg will promote its location, the facilities at Rotary Park, other park/public facilities and free-time activities to amateur youth and adult sports event planners in a systematic and measurable way. Sports tourism will further enhance leisure tourism as people discover Ellensburg.
3. **Meetings Tourism.** Ellensburg will promote its location, meeting and the town's tourist appeal to meeting planners in a systematic and measurable way. Meetings tourism will enhance leisure tourism.

Sports and meetings tourism efforts are dependent on additional staffing. While tactics are outlined for both strategies in each year of the five-year workplan, it may be beneficial to stagger the start of sports and meetings work by one year.

DEFINITIONS

For the purposes of this plan, we will use the following definitions:

- A **goal** is a broad primary outcome.
- A **strategy** is the approach you take to achieve a goal.
- An **objective** is a measurable step you take to achieve a strategy.
- A **tactic** is a tool you use in pursuing an objective associated with a strategy.

Plan Framework

Proof Points (To be adapted to each audience)

- Ellensburg is a great place to meet—close by and centrally located.
- It's a place to relax, unwind and escape the crowds.
- The historic downtown offers new discoveries in locally-owned shops, restaurants, pubs, galleries and museums.
- There's always something to do in Ellensburg with a rich calendar of events for every interest.
- Ellensburg gives you easy access to hundreds of miles of open space, trails and waterways.

Funding Assumptions

The tourism plan uses a baseline budget of \$461,680 for marketing/advertising, web, collateral and visitor centers in 2020 (2019 funding plus \$50,000) which is funded through the Lodging Tax Advisory Committee (LTAC) . Approximately \$225,000 of that goes to marketing and advertising.

A 5 percent per year growth in LTAC funding could reasonably be expected over the next five years based on earlier growth trends. Tactics that may exceed those funding levels are called out in the following workplan and may require additional funds or new funding sources.

- 2020: \$461,680 (\$225,000 for marketing and advertising)
- 2021: \$484,764 (\$236,250 for marketing and advertising)
- 2022: \$500,002 (\$248,063 for marketing and advertising)
- 2023: \$525,452 (\$260,466 for marketing and advertising)
- 2024: \$551,725 (\$273,489 for marketing and advertising)

Other potential funding sources do exist, including the creation of a Tourism Improvement District (TID), which is tourism-business led with participants self-assessing fees for a common goal. The challenge for TIDs and other strategies such as advertising sales in guides or co-promotions with business partners is the time it takes to develop and manage these strategies. Unless the strategy results in substantial funding increases, the time required may not be made up by the revenue increase.

Staffing Assumptions

Today's staffing levels are not sufficient to expand the tourism effort to sports and meetings. We anticipate that beginning in 2020 the sports tourism effort will require a .5 FTE for outreach and follow up. In 2021, we expect that the addition of meetings tourism outreach will require another .5 FTE. These can be the same or different people. This is a sales-oriented position that requires someone who can cultivate relationships and be tenacious in follow up.

We do assume that the marketing work which supports this outreach can be conducted by the current tourism marketing director position with the outside support of marketing agencies or freelancers.

As in other communities where the chamber of commerce is also the destination marketing organization, it is important to dedicate this staff time specifically to tourism work.

Plan Framework

Long-range Community Goals Benefiting Tourism

In developing the tourism plan, the strategic plan committee and key stakeholders discussed several long-range goals that go beyond the scope of this plan. These recommendations are important for tourism in the long-term and benefit the community overall. Some of the following are addressed in other city plans or are within the scope of other departments.

- 1) **Downtown development.** Ellensburg’s downtown is a major visitor attraction as well as being a community gathering place. Efforts should continue to encourage the development of businesses and amenities that serve both visitors and community. The new plaza will be a great improvement for downtown. Continue to strive to create a downtown that is festive every day, not just during events.
- 2) **Transportation.** Ellensburg is car-dependent and this has implications for attracting travelers who don’t own cars or those traveling greater distances. Nearby destinations such as Yakima and Wenatchee have air and train access. Once in Ellensburg, travelers have access to Uber, Lyft and taxi service. However, the service is not always available or reliable.
 - a) Continue work to make private and eventually commercial flights possible into Bowers Field Airport.
 - b) Explore bike or scooter sharing opportunities.
 - c) Expand Central Transit to visitor destinations.
- 3) **Interchange beautification and signage.** Ellensburg’s “front door” off I-90 reflects little of the charm and character to be found in the downtown. In addition to wayfinding signage, it would be beneficial to look at the “curb appeal” of these entrances and implement a plan to make improvements.
- 4) **Development of a conference center.** This is a long-term goal that will require a feasibility study. Growth of the meetings tourism program will help determine the timing of this study.
- 5) **Development of a large-scale recreation center.** This long-term goal will require a feasibility study. While it would largely benefit the community, there would be tourism benefits as well.
- 6) **Development of a large-scale performance center.** This may be done in conjunction with the rec center. The community and university need a larger venue for events that is not weather-dependent. Large events are a major attraction for visitors.

Positioning Ellensburg to Visitors

The research showed Ellensburg is perceived as a relaxing, friendly rural town. Visitors agreed with the “western heritage” description and also used the word “country” frequently when describing the town.

Ellensburg will always be well-grounded in these roots, but community leaders shared their visions for an evolving community with a growing university influence and strong offering in the arts, craft beverages, outdoor opportunities, festivals and events. The “My Ellensburg” theme has allowed tourism marketing to be something for everyone. It’s time to distinguish Ellensburg from other destinations by adopting a theme that:

- 1) Honors the roots and values of the community without a traditional western theme
- 2) Resonates with visitors. *It offers what they want and what they believe Ellensburg can provide.*
- 3) Differentiates Ellensburg from other visitor destinations

What does Ellensburg have that visitors crave?

Perceived values, rather than specific offerings, offer a more consistent view of community personality.

Ellensburg Perceived Values	Visitor Desires
Independent	Free to relax and be yourself
Authentic	Uniquely local experiences to discover
Open-hearted	Friendly people, social opportunities
Fun-loving	There’s always something to do
Slower-paced	No crowds, no lines, no pressure
Strong	Be part of something vibrant, meaningful, memorable
Outdoor-loving	Enjoy natural beauty and open spaces

Positioning Ellensburg to Visitors

Theme Options

1. *Ellensburg—Naturally independent*

Free to be yourself, free to discover

2. *Ellensburg Unfiltered*

Few crowds, little pretense and more time to savor

3. *Ellensburg—Where friends meet*

Where no one's a stranger

Expanding on the Naturally Independent Theme

Leaning into one of these themes gives Ellensburg a chance to stand out. “Naturally Independent” reveals a little of Ellensburg values and gives visitors a sense of freedom and escape. Naturally Independent Ellensburg is a place where independent shops, pubs and restaurants thrive, where people follow their own path and visitors are free to relax and discover new things.

What does independent look like?

Imagery can be used to convey the values and personality of a destination. Below is a sample mood board that has images that help convey “independent.”



Ellensburg Leisure Tourism Work Plan



Leisure Tourism: Goals, Strategy

Goals

Ellensburg will seek to:

- 1) Increase number of potential visitors exposed to Ellensburg’s tourism message
- 2) Improve visitor experiences with wayfinding and visitor center support
- 3) Increase hotel bookings and other key indicators of destination marketing impact on tourism-related business

Strategy

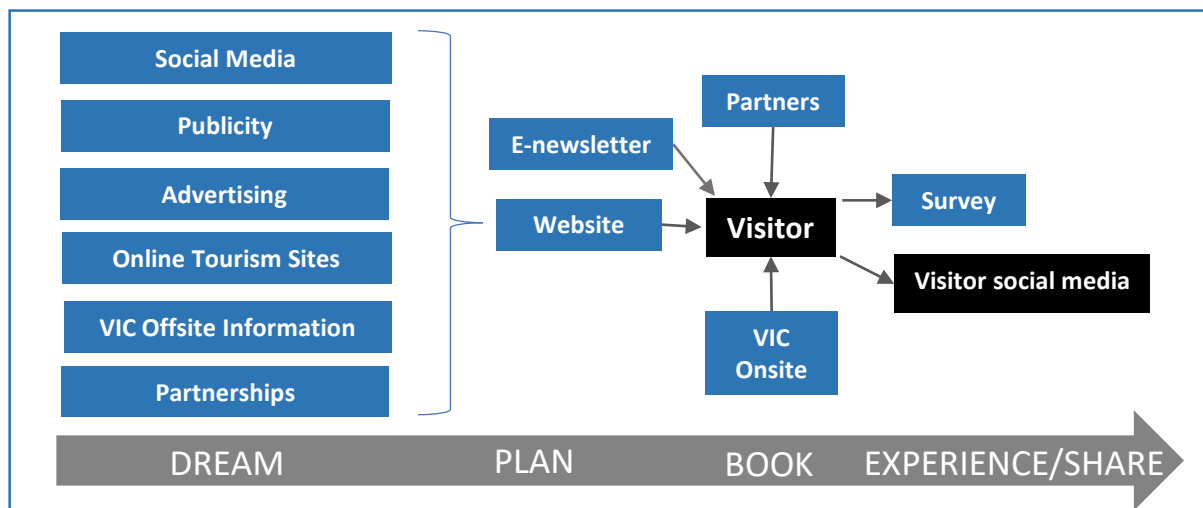
Tourism marketing leads the visitor through the path of dreaming, planning, booking, experiencing and then sharing with others through social media and word-of-mouth. Ellensburg’s current tourism marketing program uses most available tools. Taking it to the next level is a matter of strengthening and refining.

Above all, Ellensburg needs stronger positioning that sets it apart from competing destinations. The current approach offers something for everyone which isn’t memorable. A position – your best face forward – helps potential visitors form immediate impressions, makes advertising creative crisper and attracts targeted visitors. Through the strategic planning work, several possible positioning statements have been identified in this plan. A complete branding effort would be beneficial.

Other key priorities for the program over the next five years are to:

- Improve digital content and visitor experience on owned channels (web and social media)
- Make sure others share your story: social influencers, online travel sites, state travel site
- Strengthen advertising by focusing on audiences most likely to visit and A/B test creative to continually improve the approach
- Expand key community partnerships to reach specific audiences or celebrate major events.

Work plan tactics follow and are more fully outlined in years 1-3, with the understanding that market changes, visitor feedback and other factors will influence the evolution of the plan in years 4-5.



Leisure Tourism: Objectives

Measurable Objectives

The following objectives should be reviewed and revised yearly to adjust for market conditions, funding, staffing and other variables.

Year	Website	Social Media	Digital Advertising	Visitor Survey	Bookings	Sales
2020	15% over 2019 baseline in months of May, July and Sept.	15% increase over 2019 baseline for -Reach -Engagement -Followers	Track appropriate analytics for platform and establish baseline: -Impressions -CTR/# Clicks -CPC or CPM -Completion rate (of video or audio)	Conduct baseline survey. Set goals for “recommend to a friend”	Grow hotel bookings as measured by an increase in occupancy rates on the STR Report Goal: 2% increase over 2019	Establish baseline and goals for retail using Dean Runyan or equivalent report.*
2021	10% increase over 2020.	10% increase over 2020	Goal based on budget growth. At least 10% increase over 2020	No survey	Goal: 3% increase over 2020	TBD% increase over 2020.
2022	5% increase over 2021	10% increase over 2021	5% increase over 2021	2% increase over 2020	Goal: 3% increase Over 2021	TBD% increase over 2021.
2023	10% increase over 2022	10% increase over 2022	10% increase over 2022	No survey	Goal: 3% increase Over 2022	TBD% increase over 2022.
2024	5% increase over 2023	10% increase over 2023	5% increase over 2023	2% increase over 2022	Goal: 3% increase Over 2023	TBD% increase over 2023.

Leisure Tourism: Audience

Primary Audiences

1) Slow Down and Savor

- 45-64 yrs.
- \$100,000+ HH income
- King, Pierce, Snohomish Counties



Today's typical travelers to Ellensburg are in their mid-40s to mid-60s and come from King County. They like the small-town vibe—friendly, clean and fun. They appreciate freedom from traffic, freedom to walk in clean parks, freedom to leave responsibilities behind for a few days. With household incomes between \$100,000 and \$150,000, they're comfortable but careful with money. They seek out Ellensburg events and the downtown for fun and relaxation. Natural beauty and outdoor recreation are a bonus, but not the top draw. They appreciate good food, music and art, but aren't snobs about it.

2) Leave the Crowds Behind

- 25-44 yrs.
- \$75,000+ HH income
- King, Pierce, Snohomish Counties



It's not about nostalgia as much as new experiences for travelers in their late-20s to early-40s. They want a crafted experience (and crafted beverages) away from crowded get-aways like Leavenworth and Port Townsend. The outdoors are more important to this group but they too like the festivals and they like to travel with friends. History can attract this group, but they want experiences, rather than lectures. Above all, make it shareable on social. This is a diverse and global group. (In King County 28.7 percent of the population are people of color and 23.6 percent are foreign born. Source: King County website)

Secondary Audiences

3) Blend Business with Leisure (Bleisure)

- 25-54 yrs.
- \$100,000 HH income
- King, Pierce, Snohomish Counties



Business trips blending with leisure are a fast-growing trend, as is the ability to work remotely. In the Puget Sound area, it is increasingly common for employees to be able to work remotely one or more days a week. The morning commute could take them to Ellensburg for a day of remote work and then an extended weekend of play.

Leisure Tourism: Audience, Messages

Secondary Audiences, continued

- 4) Central Washington University Reconnected. Three thousand students graduate from CWU each year. Ellensburg gives alumni a place to come home, reconnect with CWU, and more importantly, with each other. A joint program with the CWU Alumni Association would be mutually beneficial.
- 5) Friends from Afar. Ellensburg is centrally located in the state, but car dependent. The primary audience is just two hours away. Major events such as the rodeo can draw people from four or more hours away, opening up Vancouver BC, Portland and Spokane as drive markets. Travelers to Seattle (International and otherwise) can make a two-hour hop over the pass to explore the distinct geology and culture of the Eastern side of the state. Ellensburg is most likely to reach these travelers through online travel sites and ExperienceWa.com.

Leisure Traveler Key Messages

- Ellensburg is close to home, but feels like a real escape
- It's a place to relax, unwind away from crowds
- There's always something to do in Ellensburg (from the historic downtown to outdoor adventure)

Leisure Tourism: 2020 Tactics

1. Ellensburg Position and Creative

- a) Adopt a new, more distinctive positioning statement and strengthen messaging to focus consistently on experiences that underscore that position. If “Naturally Independent” is chosen, for example, feature the things that show an independent spirit—craft breweries, local artisans, places that convey a sense of freedom.
- b) Refresh the creative based on Ellensburg’s new, more distinctive positioning. This means evolving the MyEllensburg campaign to something that conveys a stronger message. Ellensburg will be able to present a more focused image and attract new attention with new creative. Some creative could be edited and repurposed. The word game would be retired.
 - A new video commercial will be needed. **(May require additional investment.)**
 - Specific campaigns can be developed to reach the audiences described earlier.
- c) Enhance video and photo assets to support position. Review Ellensburg’s video and photo assets in light of the new positioning statement. Add to library as needed for new creative.

2. Website and Ellensburg App

- a) Refresh the look to match new positioning and creative.
- b) Adopt a new URL that’s more easily searched, such as Ellensburg.com or VisitEllensburg.com. The URL should not be dependent on the advertising tagline or any positioning statement so that won’t have to change through the years. A campaign landing page is more appropriate for unique URLs.
- c) Create content as needed to support the new position. (For example, under dining options, do not list fast food first.)
- d) Add content in “Plan” that provides travel ideas for staying a day, a weekend or a week.
- e) Ensure there is content to support any partnership work (see below).
- f) Discuss consolidation of Kittitas County and Ellensburg travel websites with key stakeholders. We recognize this process would take time, but most travelers have limited research time. If a destination doesn’t catch their imagination right away, you lose them. Making it a truly one-stop-shop for information will strengthen your tourism offering. The savings of maintaining one site versus two also would be financially beneficial to the City and County in the long-run.
- g) Add Google events and Facebook pixel to the backend of the website for tracking and Facebook targeting
- h) Retire the existing Ellensburg App. Mobile websites are better information sites than apps unless there is a concern for losing connectivity. Resurrect the site if there is a better way to “game-ify” the visit to Ellensburg.

4. Visitor Centers and Signage **(May require additional investment.)**

- a) Continue current visitor information centers but make them more visible. Add significant sign to downtown visitor center. Improve visitor center sign at Chamber of Commerce location, possibly by using a yard flag/banner.
- b) Work to make brick and mortar visitor information centers more welcoming. Improve ambiance, visitor comfort (consider space, chairs, restrooms, candy jar, etc.).
- c) Add digital information kiosk to downtown visitor information center to provide information when the site is not staffed.

Leisure Tourism: 2020 Tactics

4. Visitor Centers and Signage, continued

- d) Make the downtown visitor center a festive anchor for downtown giveaways, street performers, seasonal window displays, food trucks and other visitor enrichment.
- e) Improve signage by replacing street banners with larger, more visible banners.
- f) Proceed with the wayfinding sign plan adoption as soon as possible.

5. Visitor Research

- a) Survey 2,500 new visitors (emails captured within the past 2 years). It's important to ask visitors over time what brought them to Ellensburg, what they liked about their experience and what could be improved. This visitor experience can be measured every other year and a trend established to help the DMO and community understand what's working and what needs to be improved. The first year's survey would establish a baseline.

6. Social Media

- a) Continue to build and implement editorial plan for all social platforms with renewed emphasis on Instagram. Instagram is a key source of travel inspiration and the preferred media for travel influencers, which have become some of the most important travel writers of today. To be a competitive destination, Ellensburg needs to strengthen this part of its social media program while continuing to grow followers on its other social platforms.
- b) Continue to boost social media posts. Continue a strong cadence of posting and boosting posts on social media. The editorial calendar and posts should be crafted to support Ellensburg's new distinct position.
- c) Develop Influencer Campaign. Identify top travel social media influencers and invite them to come to Ellensburg to cover one (or more) story angles that fit their profile. Cover their expenses (may include room comps) and have a contract in place as to what is expected of the influencer. It can be a self-guided tour on their part, but we recommend kicking it off with a hosted meal with the town travel expert. Cross promote resulting posts on Ellensburg social media channels.
- d) Consider a new profile picture for the social media channels. MyEllensburg banner is not effective.

7. Publicity

- a) Develop 2-3 story angles leveraged from the social media influencer campaign and share them with traditional travel writers.
- b) Create a media "poker hand" by identifying your top five media targets for the year.

8. Advertising

- a) Conduct programmatic digital campaign of at least 12 weeks with four, three-week flights to run over the course of the late winter to early summer using new video creative.
- b) Google display and retargeting campaign using new/refreshed creative. Seek to stretch the budget to run late winter to early summer (6 months).
- c) Facebook advertising campaign to run late winter to early summer.
- d) Advertising will be expensive in this election year. Streaming video or cable TV may not be a cost-effective choice until after the 2020 election.

Leisure Tourism: 2020 Tactics

9. Advertising, continued

- a) Join the Washington Tourism Alliance and buy an advertising package that will allow Ellensburg more control over its profile page content and enhance its ability to compete for the eyes of out-of-state and international travelers. While you don't have to be a WTA member to buy advertising on the Experiencewa.com site, members get a discount and are able to connect with new promotional opportunities and professional development.
- b) If budget allows, Google Search (AdWords) can be used for leisure tourism as well as sports tourism, which is mentioned later in the plan.

10. Other Tourism Websites

- a) Review and enhance Ellensburg's Trip Advisor and Expedia profiles. Add and manage profiles for the Ellensburg Visitor Information Center and add Ellensburg, WA as a contributor on the sites as well. Follow all site rules on contributions.
- b) Hold a Trip Advisor and Expedia tutorial for local tourism businesses/organizations.
- c) Enhance presence on ExperienceWa.com. This is one of the main go-to sites for out-of-state, international and cruise travelers. While the state site needs to be updated, it still serves an important role. Cruise travelers embarking from Seattle, international and out-of-state travelers seek out information on this site.

11. E-newsletter

- a) Refresh the look of the e-newsletter in keeping with the new positioning.
- b) Consider the following:
 - Lead with an image, keeping copy short.
 - Have a clear call to action and make individual stories sharable.
- c) Continue to build the email list through website, social and event registration opt-in.
- d) Send newsletter out monthly.

12. Partnerships

The Kittitas County Chamber of Commerce partners with many organizations in the region to promote Ellensburg tourism. The strategic planning committee emphasized the importance of collaboration and communications among partners. Significant opportunities also were discussed that offered unique partnering opportunities. Each year one opportunity has been identified that offers special promise for growing tourism.

- a) In 2020, seek to partner with the Central Washington University Alumni Association to attract Alumni back to CWU and Ellensburg. The Association has existing programs to do this, but these could be enhanced and expanded to either encourage greater participation in a single event or identify alumni benefits that could be gained year-round. This might take the shape of a "DIY CWU Reunion," where smaller groups of friends can create a custom-crafted weekend for their friend groups. **(May require additional investment.)**
- b) Establish and lead a quarterly meeting of tourism stakeholders to enhance collaboration and communication. Strategic plan committee members could form the nucleus of this group.

Leisure Tourism: 2021 Tactics

1. Website

- a) If stakeholders approve, consolidate into a new single Ellensburg/Kittitas County tourism website. This path benefits website users and offers efficiencies for website maintenance. **(Would require additional investment.)**
- b) If no new website, seek to:
 - Improve navigation on existing site
 - Enhance maps and guides to become more of a virtual visitor center with additional downloadable content
 - Create campaign-specific landing pages for tracking campaign results.
- c) Ensure there is content to support any partnership work (see below)

2. Visitor Centers and Signage

- a) Deploy a mobile visitor center for Exit 109 and other locations inside and outside of Ellensburg. This vehicle, which would be fully wrapped with a strong promotional design, maps and messages, would serve as a traveling visitor center during busy I-90 weekends, such as Gorge concerts. It can also be parked near the interstate exits as a mobile billboard and taken to offsite locations to promote Ellensburg. **(May require additional investment.)**

3. Social Media

- a) Continue to build and implement editorial plan for all social media channels.
- b) Continue paid boosting of social posts.
- c) Host two influencer campaigns to cover Ellensburg in two seasons.
- d) Explore Augmented Reality (AR) Filters for social platforms. Create and promote in conjunction with major campaign (possibly the annual partnership project).
- e) Explore new social media platforms. Social media is constantly changing. It's important to continually review and refresh the social media plan.

4. Publicity

- a) Leverage story angles developed for the influencer campaigns and pitch to traditional travel writers.

5. Advertising

- a) Conduct programmatic digital video campaign of at least 12 weeks with four, three-week flights run during late winter to early summer.
- b) Extend video campaign as budget allows to streaming video or cable TV.
- c) Google display and retargeting campaign. Seek to stretch the budget to run late winter to late summer (6 months).
- d) Facebook advertising campaign to run late winter to early summer.
- e) Google Search ads for leisure tourism as well as sports tourism.
- f) Experiencewa.com advertising.

Leisure Tourism: 2021 Tactics

6. Online Tourism Sites

- a) Review and update Ellensburg's Trip Advisor and Expedia profiles.
- b) Explore other travel sites to assess value of enhancing listings there.

7. E-newsletter

- a) Continue to build the email list through website, social and event registration opt-in.
- b) Consider adding a one-question survey to each story, "Was this helpful?"

8. Partnerships

- a) Explore partnership with Ellensburg Parks and Recreation to encourage visitor use of parks and ball fields. Celebration of national "Walk in the Park" day provides a good hook to get visitors to explore Ellensburg's spacious, clean and SAFE parks. Beyond that, it can expose visitors to the ball fields and support the sports tourism effort. **(May require additional investment.)**

Leisure Tourism: 2022 Tactics

1. Refresh Creative

- a) Creative (ads of any kind) should be reviewed each year and major creative, such as videos, should generally be refreshed every two to three years. (May require additional investment.)

2. Website Development

- a) Continue normal website maintenance. Ensure there is content to support any partnership work (see below).
- b) Update campaign landing pages to track results.

3. Visitor Centers and Signage

- a) Refresh street banners.
- b) Take mobile visitor center to at least three regional events outside of Ellensburg.
- c) Use visitor experience survey information to guide improvements to visitor centers.

4. Survey Visitors

- a) Survey 2,500 new visitors (emails captured within the past 2 years). Ask the same questions as in the 2020 survey and compare results.

5. Social Media

- a) Re-evaluate social media program to find new opportunities and validate existing approaches. It's important to continually review and refresh the social media plan.
- b) Continue to build and implement editorial and boosting plan for best performing platforms.
- c) Continue to host influencer campaigns if results continue to be strong.
- d) Host up to five social media takeovers with industry partners to reach new audiences.

6. Publicity

- a) Leverage the story angles developed for the influencer campaigns and share them with traditional travel writers. Continue pitching stories to your "poker hand" of media targets.

7. Advertising

- a) Evaluate advertising program and adjust. Refresh creative.
- b) Likely continue programmatic digital video, streaming video or cable TV.
- c) Likely continue Google display and retargeting campaign.
- d) Likely continue Facebook advertising.
- e) Likely continue Google Search ads for leisure tourism as well as sports tourism
- f) Experiencewa.com advertising.

8. Online Tourism Sites

- a) Review and enhance Ellensburg's online travel profiles.
- b) Hold a Trip Advisor and Expedia tutorial for local businesses/experiences. See if new online sites should be added to the tutorial.

Leisure Tourism: 2022 Tactics

9. E-newsletter

- a) Refresh look in keeping with advertising creative.
- b) Continue to build the email list through website, social and event registration opt-in.
- c) Continue one-question survey to each story, "Was this helpful?"

10. Partnerships

- a) Explore partnership with Ellensburg Downtown Association to promote completion of new plaza/new look for downtown. This could be promotion of a singular event or simply an emphasis on downtown messaging in this year's advertising and social. Explore the possibilities for showing off the new heart of the city. **(May require additional investment)**

Leisure Tourism: 2023 Tactics

1. Website Development

- a) If a new, unified website was not created in 2021, by 2023 it will be time to create a new website for the tourism effort. New trends develop and the site will become dated. **(Would require additional investment.)**
- b) Ensure there is content to support any partnership work (see below)

2. Visitor Centers and Signage

- a) Take mobile visitor center to at least three regional events outside of Ellensburg.
- b) Use visitor experience survey information to guide improvements to visitor centers.

4. Social Media

- a) Continue with editorial and boosting plan for best performing platforms.
- b) Host two influencer campaigns if results continue to be good.

5. Publicity

- a) Leverage the story angles developed for the influencer campaigns and share them with traditional travel writers.
- b) Continue adding to “poker hand” of media targets to pitch stories to
- c) Consider a biannual or quarterly e-newsletter of story ideas to list of travel writers.

6. Advertising

- a) Evaluate advertising program and adjust.
- b) Likely continue:
 - Programmatic digital video, streaming video
 - Google display and retargeting
 - Facebook advertising
 - Google Search ads
 - Experiencewa.com advertising.

7. Online Tourism Sites

- a) Review and enhance Ellensburg’s online travel profiles.

8. E-newsletter

- a) Continue to build the email list through website, social and event registration opt-in.
- b) Continue one-question survey to each story, “Was this helpful?”
- c) Evaluate frequency of newsletter.

9. Partnerships

- a) Explore partnership with Kittitas County Museum on the 140th celebration of Ellensburg’s incorporation. **(May require additional investment.)**

Leisure Tourism: 2024 Tactics

1. Refresh Creative

- a) Review and consider major refresh of creative based on changes in Ellensburg and the tourism marketplace. Because the website was redesigned in 2023, there are likely design and message changes that should be embraced. (May require additional investment)

2. Website Development

- a) With a new website in 2023, Year 5 will be spent refining the site and making improvements.

3. Visitor Centers and Signage

- a) Refresh street banners.
- b) Take mobile visitor center to at least three regional events outside of Ellensburg.
- c) Evaluate need for both brick and mortar VICs based on past surveys and visitor trends.

3. Survey Visitors

- a) 2,500 new visitors (emails captured within the past 2 years). Ask the same questions as in the 2020 survey and compare results.

4. Social Media

- a) Re-evaluate social media program to find new opportunities and validate existing approaches. Are there new opportunities with new or changing platforms?
- b) Continue to build and implement editorial and boosting plan for best performing channels.
- c) Host influencer campaigns if results continue to be good.
- d) Host social media takeovers with industry partners.

5. Publicity

- a) Leverage the story angles developed for the influencer campaigns.
- b) Add to “poker hand” of media targets.
- c) Continue e-newsletter of story ideas to travel writers.

6. Advertising

- a) Evaluate advertising program and adjust. Refresh creative.
- b) Budget and buy media early because of the political campaign year.

7. Online Tourism Sites

- a) Review and enhance Ellensburg’s online travel profiles.
- b) Hold a Trip Advisor and Expedia tutorial for local businesses/experiences. See if new sites should be added to the tutorial.

Leisure Tourism: 2024 Tactics

8. E-newsletter

- a) Evaluate e-newsletter and determine if it should be continued. Look at number of new subscribers, open rate and results of “one question” surveys.
- b) If kept, refresh look in keeping with advertising creative; build list; continue surveying readers. Consider sending newsletters tailored to specific interests.

9. Partnerships

- a) Explore partnership with Rodeo Association to promote the 100th anniversary of the Ellensburg Rodeo. **(May require additional investment)**

Ellensburg Sports Tourism Work Plan



Sports Tourism: Goals, Strategy, Objectives

Goals

Ellensburg will seek to:

- 1) Grow the number of events booked at Rotary Park, with an emphasis on multi-day events.
- 2) Grow the number of events booked at other Ellensburg facilities/locations that can accommodate sporting events, from long-distance runs to equestrian events.

Strategy

The Ellensburg Sports Tourism effort requires more than advertising resources. It requires a dedicated staff member to do sports outreach and follow up. Larger sports markets (Yakima, TriCities) offer additional planning services and this should be considered as Ellensburg’s sports tourism program grows.

A number of marketing tools support sports outreach, including development of a sports section on the tourism website. Google Search ads and other promotions will attract leads for sports event bookings. We recommend sports tourism staff first attend and then later exhibit at sports conventions like the Pacific Northwest Youth Sports Expo. A sports tourism e-newsletter will provide information and build connections with sports event planners.

Measurable Objectives

The following measurable objectives should be revised and revised yearly to adjust for market conditions, funding, staffing and other variables.

Year	Website	Sales Leads	Bookings	Google Search
2020	Add sports content to website and establish a baseline of visitors	<ul style="list-style-type: none"> ▪ Develop a contact list of 250 targeted planners, coaches and officials. 	Establish baseline of bookings & number of days in use by visitors. Determine 2020 goal.	Measure Analytics/ establish baseline
2021	10% increase in page users over 2020	<ul style="list-style-type: none"> ▪ Grow contact list by 100 prospects. ▪ Meet with 8 event planners a quarter. 	<ul style="list-style-type: none"> ▪ Grow bookings by 10% ▪ Grow days in use 	Grow clicks by 10%
2022	10% increase over 2021	<ul style="list-style-type: none"> ▪ Grow contact list by 100 prospects. ▪ Meet with 12 event planners a quarter 	<ul style="list-style-type: none"> ▪ Grow bookings by 10% ▪ Grow days in use 	Grow clicks by 10%
2023	5% increase over 2022	<ul style="list-style-type: none"> ▪ Grow contact list by 75 prospects. ▪ Meet with 8-12 event planners a quarter. 	<ul style="list-style-type: none"> ▪ Grow bookings by 10% ▪ Grow days in use 	Grow clicks by 10%
2024	5% increase over 2023	<ul style="list-style-type: none"> ▪ Grow contact list by 50 prospects. ▪ Meet with 6-8 event planners a quarter. 	<ul style="list-style-type: none"> ▪ Grow bookings by 10% (if still capacity) ▪ Grow days in use 	Grow clicks by 10%

Sports Tourism: Target Audiences, Messages

Primary Audiences

- Leaders of sports leagues and organizations in Washington state
- Coaches, identified through WIAA and other certification programs
- School Athletic Directors
- Sports tournament and sporting event organizers (runs, cycling events, etc.)
- Sports camp organizers
- Secondary education/CWU club and intramural sports

Secondary Audiences

- Families of youth athletes
- Adult amateur athletes
- Event organizers for lesser-known sports or activities that can make use of the fields or other venues, including equestrian facilities
- Individuals who hunt and fish

Which Sports to Target?

Ellensburg's fields in Rotary Park have capacity during the summer. Baseball, softball and soccer are obvious targets, but sports like lacrosse also may be good opportunities for open soccer fields. Targeting will take into account the current capacity of fields and their competitiveness in attracting out-of-town sports visitors. A formal audit by the Parks & Recreation Department or an outside sports consultant can provide more detailed analysis to determine sport "market readiness."

Ellensburg also has significant natural resources for running and cycling enthusiasts including trails, country roads and waterways—all of which are relatively free of traffic and offer beautiful surroundings. The disc golf course offers opportunities for play if not for full tournaments. The Kittitas County Event Center offers facilities for equestrian events (assuming the Bloom Pavilion opens late spring 2019).

The greater Ellensburg area offers up blue-ribbon fly fishing, as well as upland bird and large game hunting. While this is a smaller audience who tends to camp, Ellensburg offers a base camp for supplies and entertainment.

Sports Tourism Key Messages

- Ellensburg is close to home, in the center of Washington
- Ellensburg offers sunshine and dry playing fields!
- It's a relaxing place where we make it easy to hold your event
- There's always something to do in Ellensburg (from the historic downtown to outdoor adventure). It's a fun and safe place for teams and their families outside of the competition.
- It has easy access to exceptional open space, world-class fishing and upland bird and large game hunting.

Sports Tourism: 2020 Tactics

1. Establish Advisory Group and Fund Sports Tourism Coordinator

- a) Determine leadership structure of sports promotional effort. Current resources suggest a partnership with the chamber leading promotion working in a close, formal partnership with Ellensburg Parks and Recreation.
- b) Develop advisory group including leaders of sports leagues, CWU, Ellensburg School District, businesses and interested community members.
- c) Hire/dedicate staff to develop sports outreach program and to support tournament planners, coaches, officials and league leaders. **(Would require additional investment.)**
- d) Conduct analysis of current facility capacity and competitive position. (How do specific Ellensburg facilities compare to competing facilities?) Set goals for sports event booking.

2. Website Development

- a) Add content to the tourism website that features sports facilities and support for sporting events, including a calendar of sports events and RFP process. **(May require additional investment.)**
- b) Add popup on facility web pages to gain sports event planner emails.
- c) Enhance content on city website to feature more information on ball fields and/or to link visitors to resources on the tourism site.

3. Outreach (2020 will be a planning year for outreach, with proactive outreach starting in 2021)

- a) Acquire and use Salesforce for small business or similar CRM management tool. **(May require additional investment, although the basic CRM tool is relatively inexpensive.)**
- b) Develop outreach lists, identify and prioritize targeted groups and officials.
- c) Develop destination packet outlining facilities and benefits of Ellensburg as an event location.
- d) Become a member of the SportsETA (National Association for Sports Commissions) for sports tourism education and resources and evaluate other memberships. License use of SportsETA Event Impact Calculator to get credible economic impact numbers for Ellensburg events.
- e) Attend the Pacific Northwest Youth Sports Expo to research market and make connections.

4. Social Media

- a) Elevate sports and tournaments in your general tourism social media editorial plan. Ensure that it is part of the organic and boosting mix. Develop a sports hashtag.

5. Publicity

- a) Include unique sports angles into general tourism story mix. RC Scale Hydro Racing would be one to include in this mix.
- b) Send out end-of-year news release on sports event economic impact to the community.

Sports Tourism: 2020 Tactics

6. Advertising

- a) Google Search campaign (Google AdWords) for key words/phrases such as “sports facilities,” “ball fields,” “practice fields” and “soccer fields.”

7. E-newsletter

- a) Create a twice-yearly e-newsletter for an opt-in list from website and from collected emails of sports event planners, league leaders, officials, coaches and school athletic directors.

8. Partnerships

- a) Partner with Ellensburg Parks and Recreation, Kittitas County Events Center, Washington Horse Park and other local sports venues and businesses (possibly including CWU) to cross-promote content on website, e-newsletter and social media. **(May require an additional investment in staff time for necessary collaboration.)**

Sports Tourism: 2021 Work Outline

1. Advisory Group and Sports Tourism Coordinator

- a) Determine if support is needed beyond connecting planners to facilities to make Ellensburg more competitive as a sports event location. Consider expanded support to enhance or provide the following: **(Would require additional investment.)**
 - Guided site visits and tours
 - Local volunteer recruitment
 - Grant programs to encourage hosting events in Ellensburg
 - Transportation assistance (arrange for shuttles to and from hotels, etc.)

2. Website Development

- a) Maintain and improve sports contents.
- b) Developing and post a [Sports Event Planning Guide](#) on the website. **(Would require additional investment.)**

3. Outreach

- a) Begin proactive outreach. Make connections with and offer tours to officials from targeted groups, tracking contacts in Salesforce. Track leads, contacts and field reservations.
- b) Continue association memberships.
- c) Exhibit at Pacific Northwest Youth Sports Expo and evaluate other trade show opportunities. Develop trade show booth/materials for exhibition.

4. Social Media

- a) Assess need/ability to manage a separate Facebook account for sports.
- b) Include organic and boosted posts as part of overall social media editorial plan.

5. Publicity

- a) Include unique sports angles into general tourism story mix. (RC Scale Hydro Racing for example.)
- b) Send out end-of-year news release on sports event economic impact to the community.

6. Advertising

- a) Google Search campaign (Google AdWords) for key words/phrases such as “sports facilities,” “ball fields,” “practice fields” and “soccer fields.” Review Year 1 key word performance.

7. E-newsletter

- a) Maintain twice-yearly e-newsletter.

8. Partnerships

- a) Continue partnerships with all local sports venues.

Sports Tourism: 2022 Tactics

1. **Advisory Group and Sports Tourism Coordinator**
 - a) Review dedicated staff time and determine if it merits a 1.0 FTE. (Would require additional investment.)
2. **Website Development**
 - a) Maintain and improve sports content. Add video to show top sports venues.
3. **Outreach**
 - a) Continue outreach, lead tracking and management.
 - b) Grow association memberships, looking into running and cycling sports. Explore American Trail Running Association and becoming a featured "Trail Town."
 - c) Exhibit at Pacific Northwest Youth Sports Expo and evaluate other trade show opportunities.
4. **Social Media**
 - a) Create and manage separate Facebook account for sports. Develop annual social media editorial plan.
 - b) Include organic and boosted posts.
 - c) Promote sports facility video on Facebook.
5. **Publicity**
 - a) Include unique sports angles into general tourism story mix.
 - b) Send out end-of-year news release on sports event economic impact to the community.
6. **Advertising**
 - a) Assess performance of Google Search over time. If still performing well, continue.
 - b) Add digital banner ads to be placed in sports-related websites such as:
 - Washington Youth Sports
 - Washington Youth Soccer
 - Washington Interscholastic Activities Association
 - Sports Events Magazine (online/web)
 - Sports Planning Guide (regionally targeted)
7. **E-newsletter**
 - a) Maintain twice-yearly e-newsletter. Consider refreshing the look.
 - b) If there is enough content, increase frequency or devote one or two of these e-newsletters to sports other than those using the ball fields.
 - c) Continue to build email list through website and contacts generated through outreach.
8. **Partnerships**
 - a) Continue partnerships with all local sports venues.

Sports Tourism: 2023 Tactics

1. **Website Development**
 - a) Maintain sports content.
3. **Outreach**
 - a) Continue outreach, lead tracking and management.
 - b) Continue association memberships and tradeshow outreach.
4. **Social Media**
 - a) Continue posting and boosting to Ellensburg Sports Facebook.
5. **Publicity**
 - a) Include unique sports angles into general tourism story mix.
 - b) Send out end-of-year news release on sport event economic impact to the community.
6. **Advertising**
 - a) Assess Google Search and digital display advertising. If performing well, continue.
7. **E-newsletter**
 - a) Maintain e-newsletter.
8. **Partnerships**
 - a) Continue partnerships with local sports venues.

Sports Tourism: 2024 Tactics

1. **Website Development**
 - a) Maintain sports content.
3. **Outreach**
 - a) Continue outreach, lead tracking and management.
4. **Social Media**
 - a) Continue posting and boosting on Ellensburg Sports Facebook.
5. **Publicity**
 - a) Include unique sports angles into general tourism story mix.
 - b) Send out end-of-year news release on sport event economic impact to the community.
6. **Advertising**
 - a) Assess Google Search and Digital Display advertising. If performing well, continue.
7. **E-newsletter**
 - a) Maintain e-newsletter.
8. **Partnerships**
 - a) Continue partnerships with local sports venues.

Ellensburg Meetings Tourism Work Plan



Meetings Tourism: Goals, Strategy, Objectives

Goals

Ellensburg will seek to:

- 1) Increase Ellensburg’s reputation as a centrally-located, affordable and fun place for meetings.
- 2) Grow the number of small- and moderate-sized (200-person or less) professional, business and group meetings and conferences held in Ellensburg.

Strategy

Ellensburg meetings tourism requires dedicated staff time and close collaboration with local meeting venues. Because the work is similar, one person may be tasked with outreach for both meetings and sports tourism depending on the booking goals set in each area. It will be essential for an advisory committee of local venues to develop the booking goals for the program and a universal approach for lead sharing and follow up.

The meetings sales staff member will reach out to meeting planners, connect them to local facilities and to provide follow up to ensure a positive experience. A number of marketing tools will be deployed to support the outreach effort, including a significant enhancement of the website and adding listings to online venue search tools. An e-newsletter will be used to share more information and build connections with these prospects.

Measurable Objectives

The following measurable objectives should be reviewed and revised yearly to adjust for market conditions, funding, staffing and other variables.

Year	Website	Sales Leads	Proposals	Bookings	Advertising
2020	Planning year. Measure success by 1) funding staff 2) creating advisory group and 3) determining booking goals and a lead sharing and follow up approach.				
2021	Add content/ establish page visitor baseline	<ul style="list-style-type: none"> ▪ Create contact list of 250 prospects ▪ Meet with 10-12 new leads a quarter 	<ul style="list-style-type: none"> ▪ Establish baseline of # of proposals ▪ Determine 2021 goal 	<ul style="list-style-type: none"> ▪ Establish baseline of non-local meetings ▪ Determine 2021 goal 	<ul style="list-style-type: none"> ▪ None
2022	10% increase over 2020	<ul style="list-style-type: none"> ▪ Grow contact list by 100 prospects ▪ Meet with 10-12 new leads a quarter 	<ul style="list-style-type: none"> ▪ Grow number of proposals submitted by 5% 	<ul style="list-style-type: none"> ▪ Grow bookings by 5% 	<ul style="list-style-type: none"> ▪ Establish baseline
2023	10% increase over 2021	<ul style="list-style-type: none"> ▪ Grow contact list by 100 prospects ▪ Meet with 10-12 new leads a quarter 	<ul style="list-style-type: none"> ▪ Grow number of proposals by 5% 	<ul style="list-style-type: none"> ▪ Grow bookings by 5% 	<ul style="list-style-type: none"> ▪ Grow clicks by 10%
2024	15% increase over 2022	<ul style="list-style-type: none"> ▪ Grow contact list by 100 prospects ▪ Meet with 10-12 new leads a quarter 	<ul style="list-style-type: none"> ▪ Grow number of proposals by 10% 	<ul style="list-style-type: none"> ▪ Grow bookings by 10% 	<ul style="list-style-type: none"> ▪ Grow clicks by 15%

Meeting Tourism: Target Audiences, Messages

Primary Audiences

- Professional meeting planners
 - International Live Events Association
 - Meeting Professionals International
 - National Association for Catering and Events
 - Professional Convention Management Association
- Washington state agencies
- Washington associations
 - Washington Society of Association Executives
- Executive administrative assistants from larger organizations (public and private)
 - International Association of Administrative Professionals Pacific NW Region
- Church, school and special interest organizations

Target Markets

Target markets for Ellensburg meetings tourism are dependent on drive times. For a one-day meeting, the target market would likely be no more than two hours away. For meetings with overnight stays, this could expand to about four hours. Ellensburg's competition as Washington's central location is Yakima and Wenatchee, both of which have convention centers and are served by airports. Its location advantage is its proximity to Snoqualmie Pass and I-90.

Meeting Tourism Key Messages

- Ellensburg is close to home, in the center of Washington
- Ellensburg offers affordable, interesting meeting spaces
- Our community is friendly—our venues are easy to work with
- There's always something to do in Ellensburg (from the historic downtown to outdoor adventure). It's a fun and safe place for meeting participants to relax and enjoy.

Meeting Tourism: 2020 Tactics

2020 is a Planning Year

The Ellensburg meeting tourism program will take time to establish, especially given the additional work undertaken for sports and leisure tourism. We anticipate that 2020 will be a year of planning, with the actual work effort not beginning until 2021.

1. Fund Meeting Tourism Coordinator and Establish Advisory Group

- a) Fund staff to develop meeting tourism outreach and promotional effort. The outreach work is a good match for the staff person doing sports tourism outreach. **(Would require additional investment.)**
- b) Develop advisory group of representatives of main event facilities and develop process for collaboration. This should include outlining the approach for responding to meeting RFPs and sharing leads that come in through the meetings tourism coordinator.

2. Assess, Establish Goals

- a) Establish baseline for number of meetings of *outside groups* currently being hosted in Ellensburg in key meeting facilities. Establish goals for growth.
- b) Conduct an assessment of Ellensburg meeting facilities and a competitive analysis of similar meeting destinations.
- c) Finalize the RFP response process and communicate to the Ellensburg meeting venue stakeholders.

Meeting Tourism: 2021 Tactics

1. Website Development

- a) Add content to the tourism website that features meeting venue assets and support available for meetings (from catering contacts to free-time excursions to potential shuttle buses). **(May require additional investment.)**
- b) Add a pop up on the meetings page to gain event planner emails.
- c) Add short meeting venue content on Chamber of Commerce website and link to meetings tourism page.

2. Outreach

- a) Sign up for and monitor sources for governmental RFPs for meeting facilities.
- b) Develop meeting planner guide (brochure of location and venue assets). Include facility descriptions and diagrams. **(May require additional investment)**
- c) Develop outreach plan, identify and prioritize targeted meeting planners, administrative assistants, association leaders, etc. Create list of prospects.
- d) Evaluate association memberships that offer most potential to connect with prospects.
- e) Connect with and offer information or tours to meeting planners. Use CRM management tool adopted already for sports tourism lead management.
 - Conduct a short “awareness survey” of your contact list as a meaningful way to interact with them and get valuable insight into what they need for meetings and what they know about Ellensburg.
- f) Attend NW Events Show to gain experience and exposure. Assess other conferences for future exhibiting.

3. Social Media

- a) Develop an Ellensburg Meetings LinkedIn page. Content should be similar to web page. Create and follow a meetings editorial calendar to ensure fresh content is posted regularly.
- b) Include welcome post to groups meeting in Ellensburg on general tourism social platforms as part of overall social media editorial plan.

4. Online Venue Sites

- a) In collaboration with local event venues, add their information to online meeting venue sites such as: EventUp, UniqueVenues, Meetingo, NW Meeting & Events, etc.
- b) Develop a calendar for reviewing and updating site listings.

5. E-newsletter

- a) Launch first issue of a twice-yearly events e-newsletter to prospects list. Feature different venues, caterers, free-time activities and more.

Meeting Tourism: 2022 Tactics

1. Website Development

- a) Maintain and enhance meetings page.

2. Outreach

- a) Monitor sources for governmental RFPs for meeting facilities. Respond to or facilitate respond to appropriate meeting RFPs.
- b) Maintain and add to prospect list.
- c) Connect with and offer information or tours to meeting planners.
- d) Attend Pacific Northwest International Administrative Assistants Conference and Washington Society of Association Executives Conference (or others as evaluated).
- e) Survey meeting planners who hold events in Ellensburg. Share the results with venues.

4. Social Media

- a) Maintain LinkedIn page.
- b) Include welcome post to groups meeting in Ellensburg on general tourism social platforms.
- c) Explore custom Augmented Reality filters for Facebook and Snapchat with an Ellensburg geofence to allow participants to brand meeting photos in an Ellensburg-centric way.

5. Publicity

- a) Seek a story in Northwest Meetings and Events Magazine or other trade publications highlighting Ellensburg's unique venues including boutique hotel or describe how the downtown was turned into a "conference center."
- b) Leverage story in in all owned channels – social, web, e-newsletter
- c) Send local press release on economic impact of meetings and on major events booked for the year.

6. Online Venue Sites

- a) Continue to add content to online meeting venue sites.

7. Advertising

- a) If booking goals merit it, consider Google Search campaign (Google AdWords) and LinkedIn advertising

8. E-newsletter

- a) Produce twice-yearly e-newsletter.
- b) Reach out to advisory group for news – give them space to place their top stories.

Meeting Tourism: 2023 Tactics

1. Website Development

- a) Maintain and enhance meetings page.

2. Outreach

- a) Monitor sources for governmental RFPs for meeting facilities. Respond to or facilitate respond to appropriate meeting RFPs.
- b) Maintain and add to prospect list.
- c) Connect with and offer information or tours to meeting planners.
- d) Exhibit at either the Pacific Northwest International Administrative Assistants Conference or the Washington Society of Association Executives Conference (or other evaluated conference).
- e) Host “Road Show” destination dinner. Go to a key meetings market and host a dinner and destination discussion for meeting planners. Make it fun and on-brand.
- f) Survey meeting planners who hold events in Ellensburg. Share the results with venues.

4. Social Media

- a) Maintain LinkedIn page.
- b) Include welcome post to groups meeting in Ellensburg on general tourism social platforms.

5. Publicity

- a) Send local press release on economic impact of meetings and on major events booked for the year.

6. Online Venue Sites

- a) Continue to add content to online meeting venue sites.

7. Advertising

- a) If booking goals merit it, consider Google Search campaign (Google AdWords) and LinkedIn advertising
- b) If needed, consider adding regional advertising package in Northwest Meetings and Events

8. E-newsletter

- a) Produce twice-yearly e-newsletter
- b) Reach out to advisory group for news – give them space to place their top stories.

Meeting Tourism: 2024 Work Outline

1. Website Development

- a) Maintain and enhance meetings page.

2. Outreach

- a) Monitor sources for governmental RFPs for meeting facilities. Respond to or facilitate response to appropriate meeting RFPs.
- b) Maintain and add to prospect list.
- c) Connect with and offer information or tours to meeting planners.
- d) Consider exhibiting at either another targeted conference.
- e) Host “Road Show” destination dinner. Go to a key meetings market (different from 2023) and host a dinner and destination discussion for meeting planners. Make it fun and on-brand.
- f) Survey meeting planners who hold events in Ellensburg. Share the results with venues.

4. Social Media

- a) Maintain LinkedIn page.
- b) Include welcome post to groups meeting in Ellensburg on general tourism social platforms.

5. Publicity

- a) Send local press release on economic impact of meetings and on major events booked for the year.

6. Online Venue Sites

- a) Continue to add content to online meeting venue sites.

7. Publicity

- a) Seek a story in Northwest Meetings and Events Magazine or other trade publications.
- b) Leverage story in all owned channels – social, web, e-newsletter

8. Advertising

- a) If booking goals merit it, consider Google Search campaign (Google AdWords) and LinkedIn advertising
- b) If needed, consider adding regional advertising package in Northwest Meetings and Events

9. E-newsletter

- a) Produce twice-yearly e-newsletter
- b) Reach out to advisory group for news – give them space to place their top stories.

Appendices

Research Results



Appendix A: Executive Interviews

Executive interviews

JayRay staff spent a half hour or more talking about tourism with each of the following leaders in the Ellensburg community. Questions focused on these key areas: goals, positioning, audiences, resources and success factors.

Amy McGuffin, CEO, Kittitas County Chamber

Nicole Klauss, Ellensburg City Council Member and LTAC Chair

Molly Jones, Director, Ellensburg Downtown Association

Carolyn Honeycutt, Ellensburg Economic Development Manager

Teri Olin, Marketing Manager, Central Washington University

Matt Anderson, General Manager, Holiday Inn Express and LTAC Member

Carla Jellum, PhD, Tourism and Hospitality, Central Washington University

Kady Porterfield, Director, Kittitas County Events Center

Laura Osiadacz, County Council Member, Kittitas County

Monica Miller, Executive Director, Gallery One

Brad Case, Director, Ellensburg Parks and Recreation

Jeff Leichter, Marketing Manager, Ellensburg Rodeo

Jared Vallejo, Director of Marketing, Iron Horse Brewery

Brad Fitterer, Owner, Fitterer's Furniture

Sadie Thayer, Director, Kittitas County Museum

Steve Townsend, Owner, Hotel Windrow



Appendix A: Executive Interviews

GOALS COMMON THEMES

These are the most commonly expressed ideas related to these questions.

HOW IMPORTANT IS TOURISM?

WHAT WOULD YOU LIKE TO SEE HAPPEN IN THE NEXT FIVE YEARS?

- Tourism is important and will become an increasingly important part of the economy
- Grow tourism to help sustain local businesses
- Become the destination, not a stop along the way to somewhere else
- Align tourism goals with community goals
- Become the place where people from Western Washington go to relax and have fun
- Become a destination for regional meetings and conferences
- Become a destination for sports tournaments
- Maintain and grow the rodeo to gain momentum going into the 100th anniversary rodeo in 2023

GOALS QUOTES OF NOTE

These are quotes that express commonly held ideas or were especially important to note.

“We need tourists. Residents visit our businesses and make one to three purchases a month—this isn’t enough to sustain our businesses.”

“I’d like to see tourism continue to grow at a nice pace, as it has.”

“I don’t think we should try to become another Leavenworth (tourism-dependent economy).”

“What benefits tourists should also benefit the community and makes for a more authentic experience for the visitor.”

“I think the community will support more investments in tourism if they can be shown how meetings, sports events, etc. can bring business to local restaurants and stores.”

“I think the community is divided on bringing more people into town.”

“There’s a large group (of residents) that says (CWU) students are ruining our town.”

POSITIONING COMMON THEMES

These are the most commonly expressed ideas related to these questions.

WHAT IS ELLENSBURG KNOWN FOR?

- We’re in the center of everything (and a shorter trip from Western WA than Walla Walla)
- “There’s always something going on” (events and festivals)
- Good weather
- We don’t have a fixed image
- Small town feel
- Relaxed and welcoming
- Outdoor recreation, the scenery
- Quiet little ranching and college town
- The rodeo and Western heritage – “A touch of the West”

Appendix A: Executive Interviews

POSITIONING COMMON THEMES

These are the most commonly expressed ideas related to these questions.

HOW DOES IT STAND OUT FROM OTHER WEEKEND DESTINATIONS?

- Festivals and events
- Music...maybe (between festivals, events, live music downtown and CWU's program)
- Craft beer and other adult beverages...maybe
- Yakima River and trout fishing
- We have miles of walking and biking trails; you don't have to be an athlete to enjoy the outdoors
- (The rodeo and Western heritage was not called out here, although it was mentioned in what is Ellensburg known for.)

WHAT WOULD YOU LIKE ELLENSBURG TO BE KNOWN FOR?

- Festivals and events
- Western way of life
- Music. (Festivals, events, live music downtown and CWU's program)
- Beer. "Maybe we're an upcoming beer, jazz, music town?"
- Art. Ellensburg is affordable and friendly to artists, so there's a growing presence.
- Leisure. A place to get away from work.
- Ecotravel: fly fishing, hiking, biking and other back-to-nature outdoor recreation
- A step back to the past. "For me Ellensburg is about history, art and recreation. Being a historical place is not just about buildings and landmarks, it's about preserving the community, its culture and sharing that with others."

POSITIONING QUOTES OF NOTE

These are quotes that express commonly held ideas or were especially important to note.

"I don't want Ellensburg to be known for anything different than who we are/what we have today."

"Ellensburg's strengths and distinctions are that it is in a sweet spot. It isn't crowded, it's not too expensive it's easy to park, has reasonably good weather, and has great outdoor activities."

"Unlike Leavenworth or Winthrop, the activities change so there's a reason to come back. That's a reoccurring theme I hear from people who come from out of town; we always have some fun activity going on."

"You can't have festivals all the time, but you can have a festive atmosphere all the time. Ellensburg should have more street vendors and the city needs to help make that happen."

"Central has a well-known music program. Businesses bring in music. We have Jazz in the Valley and Buskers in the Burg. The Gorge is close."

"I'm not sure people here would agree on one thing, unless events is our thing."

"I'd like to see us play up the Western way of life. Leavenworth did Bavarian, we should do Western. I see us appealing to the city dwellers who find the country life appealing."

"The rodeo is still very important, but the western theme for Ellensburg is waning. Our culture has changed; we are more and more influenced by the College and by the "wet" side."

"Don't hang our hats on it (the rodeo)...someday soon the treatment of animals in a rodeo may be recognized as not a good thing to do."

Appendix A: Executive Interviews

POSITIONING QUOTES OF NOTE, CONTINUED

These are quotes that express commonly held ideas or were especially important to note.

“A place to explore/play; known for leisure.”

“We have a mile stretch of Yakima River within walking distance of downtown.”

“The Yakima River and trout fishing are certainly attractions that can grow.”

“Hundreds of miles of bike and hiking trails connect to Ellensburg. One of our main focuses is to improve walking paths and trails.”

“We’re a university town. A lot of young people and diversity adds to a feeling of vitality.”

“Our ties to CWU offer a lot to the community, but we’re not a college town.”

AUDIENCE COMMON THEMES

These are the most commonly expressed ideas related to these questions.

WHAT TYPE OF TOURISM WOULD YOU LIKE TO SEE GROW?

WHO DO YOU WANT TO ATTRACT TO ELLENSBURG?

- The West side is our best source of tourists
- Meetings and conferences, but we really need a conference center. We can host small groups of up to 200
- Sports teams—youth and adult. May require facility improvement and staffing
- We want to attract people with disposable income, highly-educated, recently retired and interested in the arts
- Downtown audience is empty nesters; they have the freedom and money to travel
- Adult leisure travelers
- Millennials who are looking for cool and sharable experiences
- Ellensburg lacks family-friendly amenities

AUDIENCE QUOTES OF NOTE

These are quotes that express commonly held ideas or were especially important to note.

“As far as visitors, we seem to see mostly empty nesters . #1 attractions for out-of-town guests are the rodeo and the university. Adventure seekers go to Roslyn – Ellensburg isn’t their destination.”

“We cater to the older crowd – empty nesters. I’d like to grow the younger couples. People looking for good beer, good food, outdoor recreation. Somewhere to hike, listen to live music, get a beer.”

“I’d like to see us do more with CWU alumni.”

“We can attract families through athletics, but they always ask, ‘What do you do here?’ We don’t have a lot of family activity options.”

“Explorers, adventure seekers...they have more disposable income than families.”

“In general, Ellensburg is welcoming to adult alumni and parents. Sometimes there is friction with students and businesses downtown. But a student’s bad experience with a downtown business will impact their interest in being a future tourist here.”

Appendix A: Executive Interviews

RESOURCES COMMON THEMES

These are the most commonly expressed ideas related to these questions.

WHAT ARE YOUR OVERALL IMPRESSIONS OF MYELLENSBURG.COM AND OTHER LOCAL TOURISM SITES? WHAT ARE YOUR THOUGHTS ON THE CURRENT MARKETING CAMPAIGN?

- MyEllensburg does a good job of making Ellensburg appealing/very outdoorsy
- Various websites contain a lot of information, but there's no one place for visitors to get all local information (And, no place for local event planners to consult for what's happening on specific dates.)
- MyEllensburg website and campaign do not show diversity
- Website doesn't offer any information for meeting planners
- Is there too much information on the website?
- There's not a lot of curated trip planning on the website

WHAT WORKS AND WHAT IS MISSING AT THE PHYSICAL VISITOR CENTERS?

- A downtown visitor center is beneficial, but only if it is open more hours
- Shared/co-located Ellensburg and CWU visitor center presence
- A visitor center/information kiosk at Exit 109
- Current chamber location distant from downtown shops and needs "Visitor Center" specific signs

RESOURCES QUOTES OF NOTE

These are quotes that express commonly held ideas or were especially important to note.

"Marketing campaigns can come and go, but the website should be consistent. I search on "visit" when looking for places to go, so I'm used to going to VisitSeattle.org or TravelPortland.com. The URL is very simple and it just says what it is. When I Google 'Visit Ellensburg' I get a bunch of different sites."

"Most people that come to the visitor center want the paper form. Five years from now, it'd be great to see a digital visitor directory in high trafficked areas in town."

"Consider an alumni office in Downtown Ellensburg. People come over on the weekend and the office at the college is closed. Freshmen students often don't like Ellensburg because there's nothing for them to do, but by the time they are seniors the love it here. They have to leave for jobs, but they like coming back."

"How great would it be to encourage/invite residents to go to our visitor centers? (This would show the community that we're here for you first, then visitors—and get their opinions on the experience, what there is to do, so they can better promote and invite friends and family too)."

"Having a visitor center in downtown is great, but there needs to be better signage and hours."

"Wayfinding around Ellensburg is still a problem. We were recently in Bend Oregon and they have a fantastic visitor center with a lot of information and local flavor. (It is an extension of the Place to Play theme and offers a lounge.)"

"There may still be a generation of tourists who use visitor centers, but I have never personally gone into one. I think as times change, we have to change what we offer."

"We are doing a much better job of telling stories. Good videos that are really popular inside and outside of Ellensburg."

"Love the video on the web; don't love the word game theme."

Appendix A: Executive Interviews

LAST THOUGHTS QUOTES OF NOTE

These are quotes that express commonly held ideas or were especially important to note. These final thoughts did not fit any particular category.

“Growing Ellensburg as an events destination will require coordination of schedules.”

“Using the Kittitas County Events Center for meetings is complicated by the lack of hotels in walking distance and lack of transit to the site.” (And potentially lack of availability?)

“We have 86 nonprofits in Ellensburg competing against one another. I’d like to see all organizations working together...we all have the same goals.”

“The biggest thing is to be just weird enough to spark curiosity. For example, we’re a tight group of conservatives with liberal college students.”

“The Upper and Lower Valley mentality divides us.”

“Ellensburg needs to stop fighting with CWU.”

“We need a convention center!”

“We’re missing a connection to the Columbia River, which is close and offers more recreational opportunities.”

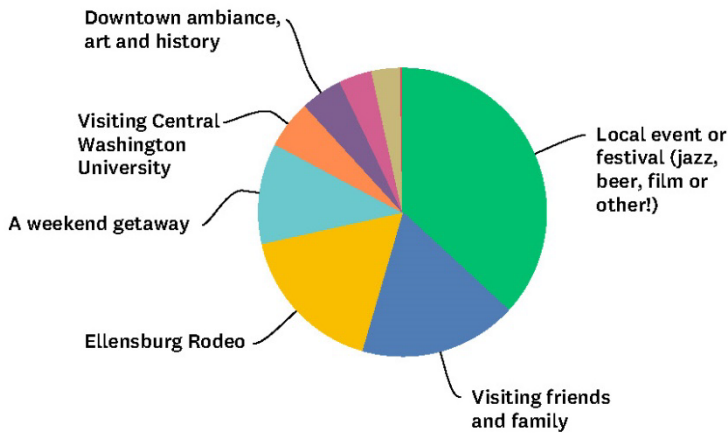
“We need to use lodging tax dollars to get the biggest bang for the buck. We have another hotel coming in two years that will grow the pot of LTAC dollars. How does the city best use that money?”

Appendix B: Visitor Surveys

Ellensburg Tourism

Q1 Which of the following best describes your reason for visiting Ellensburg and Kittitas County?

Answered: 407 Skipped: 0



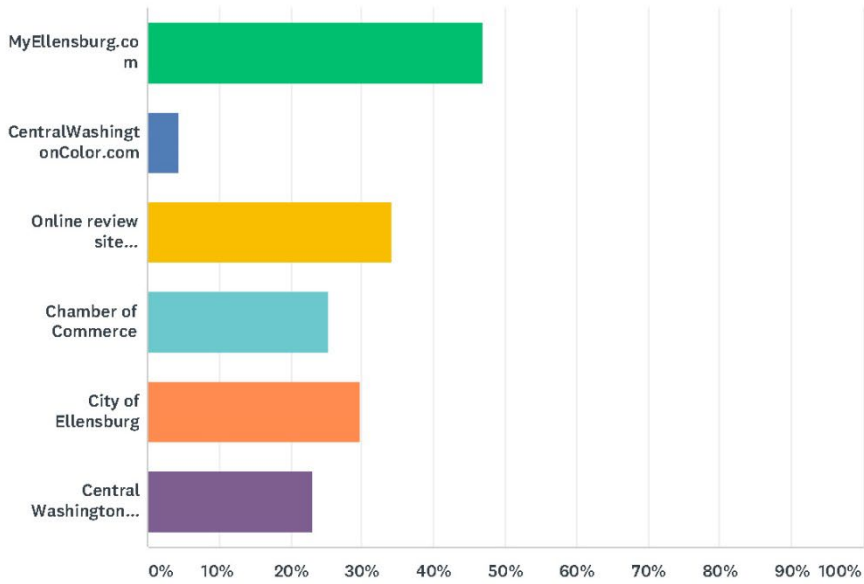
ANSWER CHOICES	RESPONSES	
Local event or festival (jazz, beer, film or other!)	36.86%	150
Visiting friends and family	17.69%	72
Ellensburg Rodeo	16.95%	69
A weekend getaway	11.30%	46
Visiting Central Washington University	5.41%	22
Downtown ambiance, art and history	4.67%	19
A base camp for outdoor adventure	3.69%	15
Business meeting or conference	3.19%	13
Sporting event	0.25%	1
I live here	0.00%	0
Other (please specify)	0.00%	0
TOTAL		407

Appendix B: Visitor Surveys

Ellensburg Tourism

Q2 Before or during your trip, which of the following information sites to learn more about Ellensburg? (Select up to three)

Answered: 296 Skipped: 111



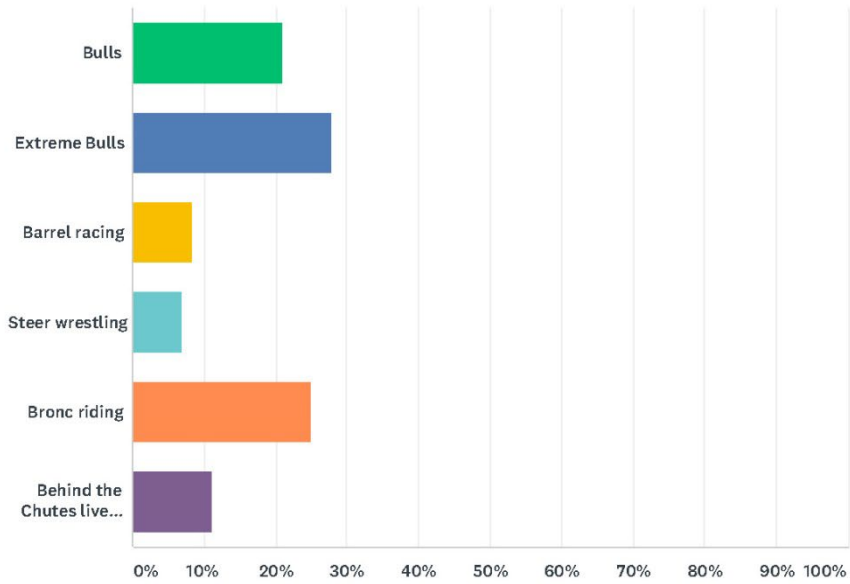
ANSWER CHOICES	RESPONSES	
MyEllensburg.com	46.96%	139
CentralWashingtonColor.com	4.39%	13
Online review site (TripAdvisor, Yelp)	34.12%	101
Chamber of Commerce	25.34%	75
City of Ellensburg	29.73%	88
Central Washington University	22.97%	68
Total Respondents: 296		

Appendix B: Visitor Surveys

Ellensburg Tourism

Q3 If you came for the Rodeo - thank you! - and please share which is your favorite event?

Answered: 72 Skipped: 335



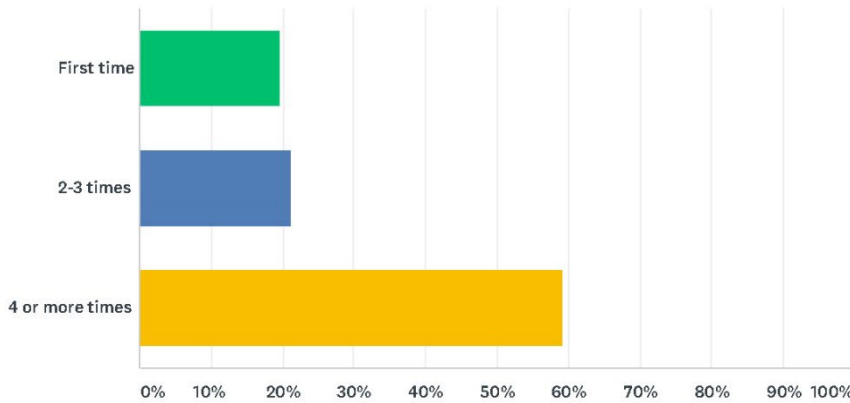
ANSWER CHOICES	RESPONSES	
Bulls	20.83%	15
Extreme Bulls	27.78%	20
Barrel racing	8.33%	6
Steer wrestling	6.94%	5
Bronc riding	25.00%	18
Behind the Chutes live music saloon	11.11%	8
TOTAL		72

Appendix B: Visitor Surveys

Ellensburg Tourism

Q4 If you attended the rodeo, how often have you gone to this event?

Answered: 71 Skipped: 336



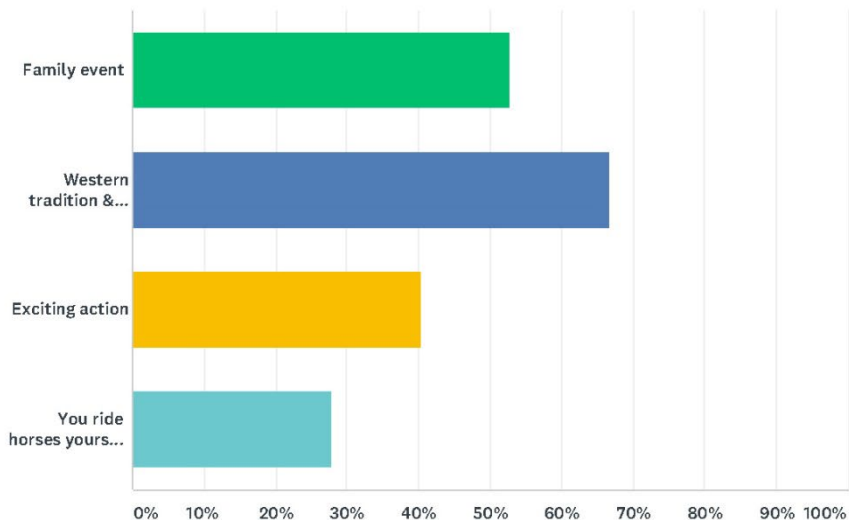
ANSWER CHOICES	RESPONSES	
First time	19.72%	14
2-3 times	21.13%	15
4 or more times	59.15%	42
TOTAL		71

Appendix B: Visitor Surveys

Ellensburg Tourism

Q5 What attracts you to the rodeo? (Check up to three)

Answered: 72 Skipped: 335



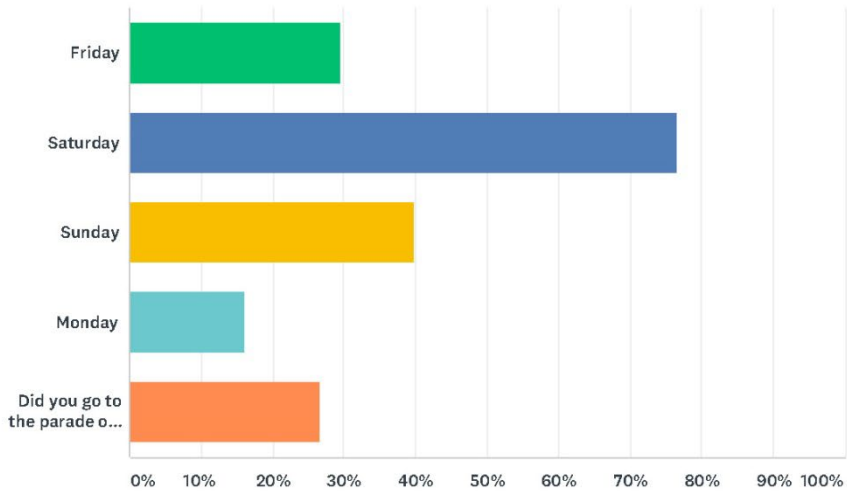
ANSWER CHOICES	RESPONSES	
Family event	52.78%	38
Western tradition & culture	66.67%	48
Exciting action	40.28%	29
You ride horses yourself or have family who do	27.78%	20
Total Respondents: 72		

Appendix B: Visitor Surveys

Ellensburg Tourism

Q6 If you attended the rodeo this year, what days did you attend. (Check all that apply.)

Answered: 68 Skipped: 339



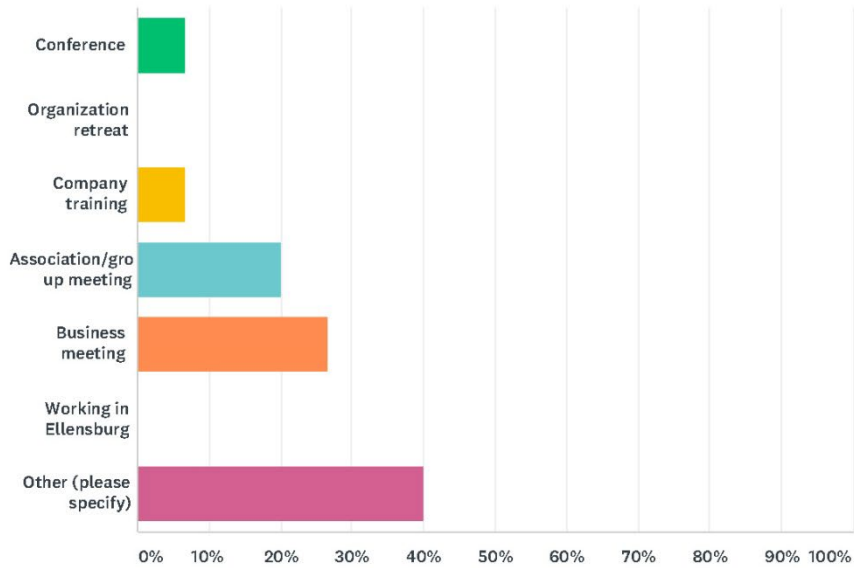
ANSWER CHOICES	RESPONSES	
Friday	29.41%	20
Saturday	76.47%	52
Sunday	39.71%	27
Monday	16.18%	11
Did you go to the parade on Saturday?	26.47%	18
Total Respondents: 68		

Appendix B: Visitor Surveys

Ellensburg Tourism

Q7 If you stayed for business, please select the option that best describes your visit.

Answered: 15 Skipped: 392



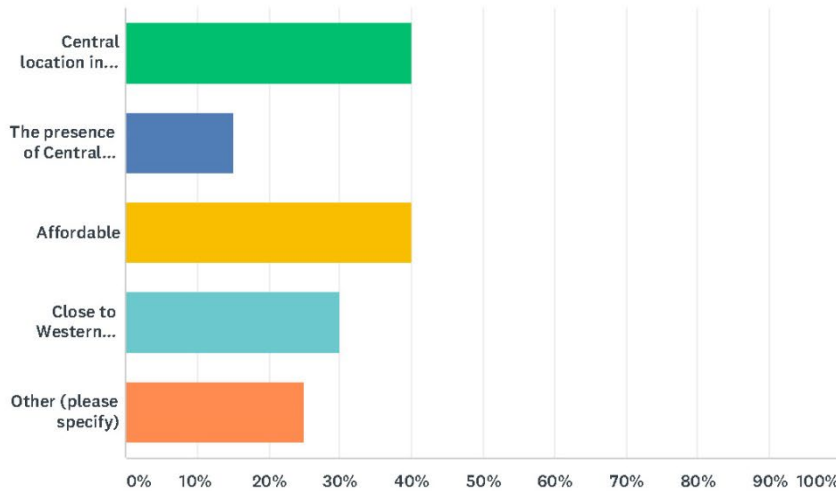
ANSWER CHOICES	RESPONSES	
Conference	6.67%	1
Organization retreat	0.00%	0
Company training	6.67%	1
Association/group meeting	20.00%	3
Business meeting	26.67%	4
Working in Ellensburg	0.00%	0
Other (please specify)	40.00%	6
TOTAL		15

Appendix B: Visitor Surveys

Ellensburg Tourism

Q8 Please check the reasons Ellensburg was selected as a location for this business event.

Answered: 20 Skipped: 387



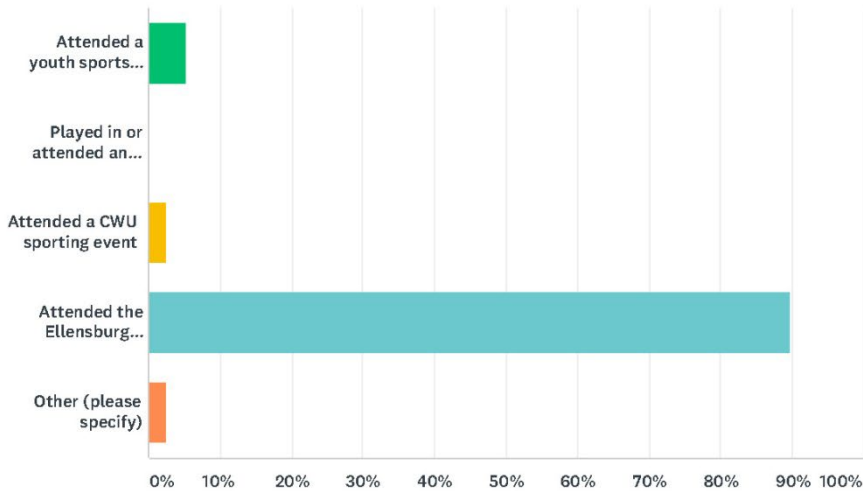
ANSWER CHOICES	RESPONSES	
Central location in state	40.00%	8
The presence of Central Washington University	15.00%	3
Affordable	40.00%	8
Close to Western Washington, but change of weather and "pace"	30.00%	6
Other (please specify)	25.00%	5
Total Respondents: 20		

Appendix B: Visitor Surveys

Ellensburg Tourism

Q9 If you stayed in Ellensburg for a sporting event, which best describes your visit?

Answered: 39 Skipped: 368



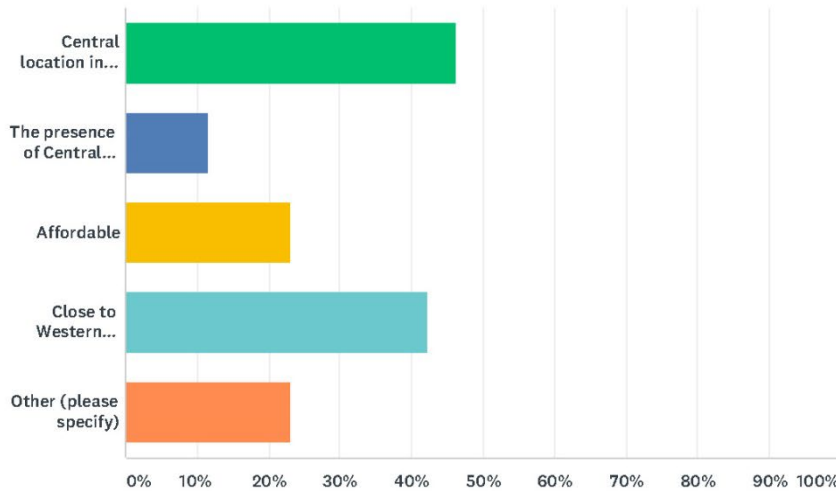
ANSWER CHOICES	RESPONSES	
Attended a youth sports tournament	5.13%	2
Played in or attended an adult sports tournament	0.00%	0
Attended a CWU sporting event	2.56%	1
Attended the Ellensburg Rodeo	89.74%	35
Other (please specify)	2.56%	1
TOTAL		39

Appendix B: Visitor Surveys

Ellensburg Tourism

Q10 Please check the reasons Ellensburg was selected as a location for this sporting event.

Answered: 26 Skipped: 381



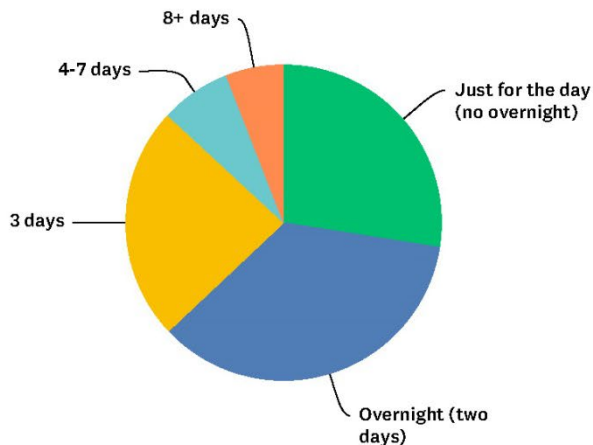
ANSWER CHOICES	RESPONSES	
Central location in state	46.15%	12
The presence of Central Washington University	11.54%	3
Affordable	23.08%	6
Close to Western Washington, but change of weather and "pace"	42.31%	11
Other (please specify)	23.08%	6
Total Respondents: 26		

Appendix B: Visitor Surveys

Ellensburg Tourism

Q11 How long did you stay in Ellensburg?

Answered: 389 Skipped: 18



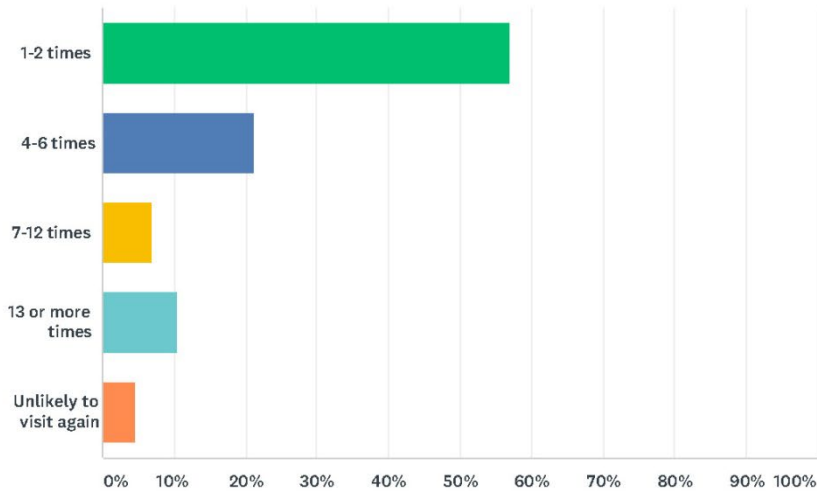
ANSWER CHOICES	RESPONSES	
Just for the day (no overnight)	27.51%	107
Overnight (two days)	35.48%	138
3 days	23.91%	93
4-7 days	7.20%	28
8+ days	5.91%	23
TOTAL		389

Appendix B: Visitor Surveys

Ellensburg Tourism

Q12 How often do you plan on visiting Ellensburg again over the next 12 months?

Answered: 389 Skipped: 18



ANSWER CHOICES	RESPONSES	
1-2 times	56.81%	221
4-6 times	21.08%	82
7-12 times	6.94%	27
13 or more times	10.54%	41
Unlikely to visit again	4.63%	18
TOTAL		389

Appendix B: Visitor Surveys

Ellensburg Tourism

Q13 When you think about Ellensburg and the surrounding area, what three words first come to mind? (e.g., When you think of San Francisco you may think "artsy" whereas New York City you may think "fast.")

Answered: 329 Skipped: 78

On the left results included those attending events/rodeo in Ellensburg. On the right, event/rodeo attendees were excluded. Friendly and Country stay consistent; the only major change is the importance of Rodeo and CWU.



# Times Used	Word
51	Friendly
34	Rodeo
30	Country
29	Relaxing
25	Windy
20	Fun
20	Small Town
18	Western
16	CWU
16	Food
12	Charming
12	Quaint
10	Music
8	Beautiful
5	Family
5	Hiking
5	Welcoming



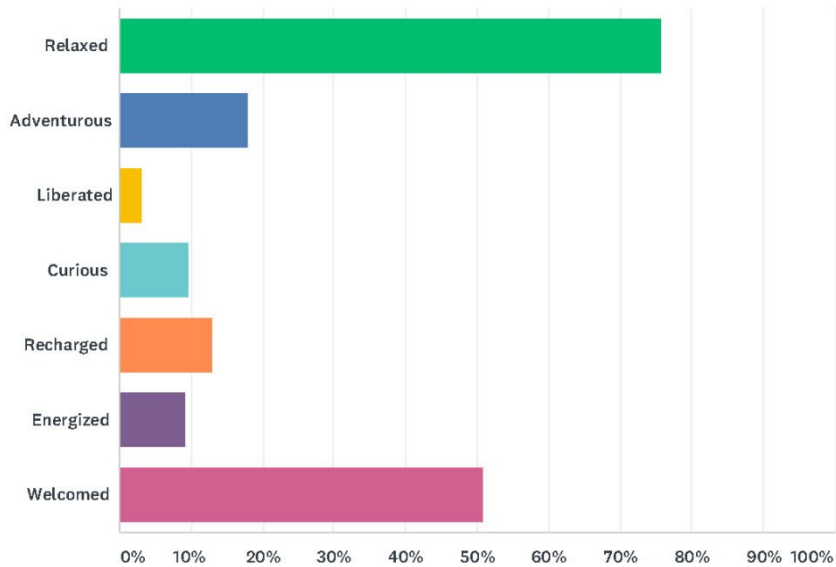
# Times Used	Word
25	Friendly
12	CWU
11	Country
10	Food
9	Windy
8	Beautiful
8	Outdoors
7	Charming
6	Fun
5	Quaint
5	Relaxing
4	Western
4	SmallTown
4	Music
4	Good
4	Family
4	Art
3	Sunshine

Appendix B: Visitor Surveys

Ellensburg Tourism

Q14 How do you feel when you are in Ellensburg? (Select up to two)

Answered: 329 Skipped: 78



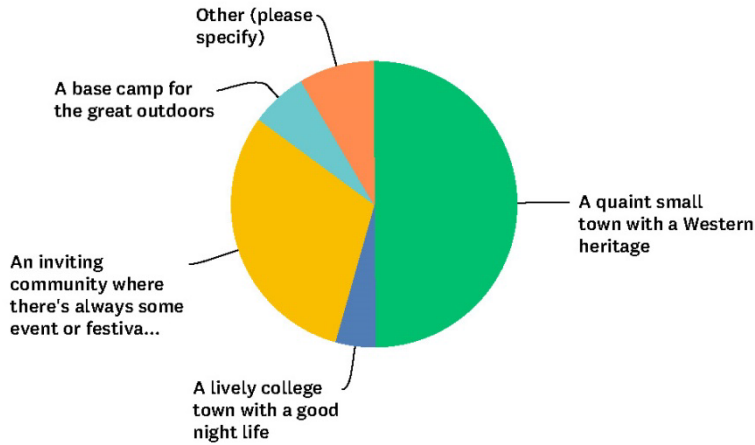
ANSWER CHOICES	RESPONSES
Relaxed	75.68% 249
Adventurous	17.93% 59
Liberated	3.04% 10
Curious	9.73% 32
Recharged	13.07% 43
Energized	9.12% 30
Welcomed	50.76% 167
Total Respondents: 329	

Appendix B: Visitor Surveys

Ellensburg Tourism

Q15 Which statement best describes Ellensburg to you?

Answered: 329 Skipped: 78



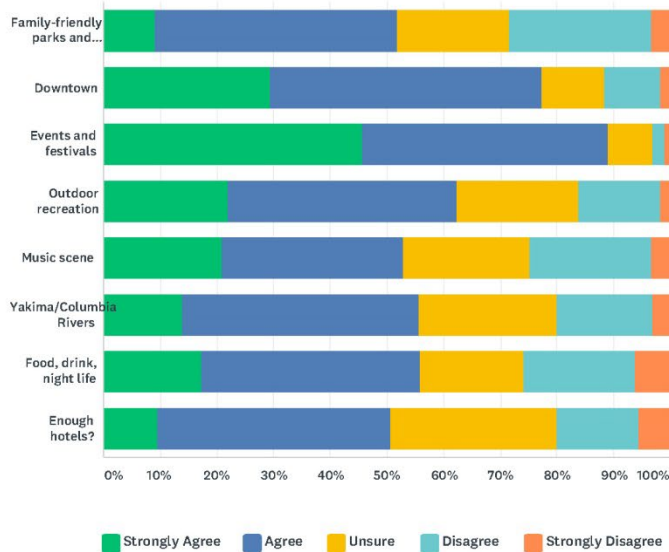
ANSWER CHOICES	RESPONSES	
A quaint small town with a Western heritage	49.85%	164
A lively college town with a good night life	4.56%	15
An inviting community where there's always some event or festival to attend	30.70%	101
A base camp for the great outdoors	6.38%	21
Other (please specify)	8.51%	28
TOTAL		329

Appendix B: Visitor Surveys

Ellensburg Tourism

Q16 Please rate how much you agree or disagree with the following statements.

Answered: 290 Skipped: 117



	STRONGLY AGREE	AGREE	UNSURE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
Family-friendly parks and activities	9.03% 26	42.71% 123	19.79% 57	25.00% 72	3.47% 10	288	2.71
Downtown	29.31% 85	47.93% 139	11.03% 32	10.00% 29	1.72% 5	290	2.07
Events and festivals	45.67% 132	43.25% 125	7.96% 23	2.08% 6	1.04% 3	289	1.70
Outdoor recreation	21.88% 63	40.28% 116	21.53% 62	14.58% 42	1.74% 5	288	2.34
Music scene	20.83% 60	31.94% 92	22.22% 64	21.53% 62	3.47% 10	288	2.55
Yakima/Columbia Rivers	13.89% 40	41.67% 120	24.31% 70	17.01% 49	3.13% 9	288	2.54
Food, drink, night life	17.24% 50	38.62% 112	18.28% 53	19.66% 57	6.21% 18	290	2.59
Enough hotels?	9.34% 27	41.18% 119	29.41% 85	14.53% 42	5.54% 16	289	2.66

Actual Questions

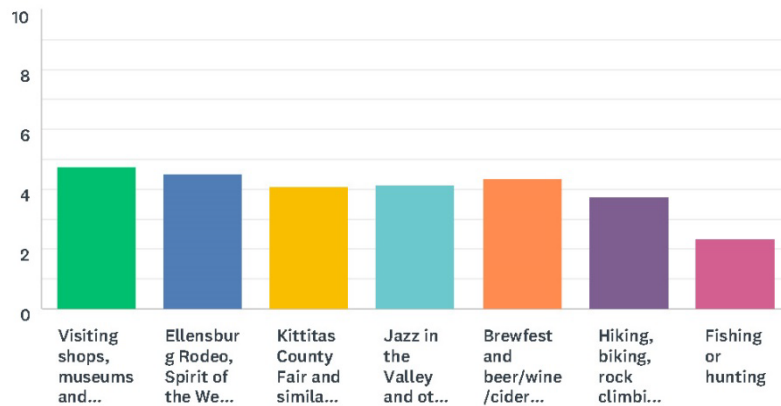
- 1) You visit Ellensburg for its family-friendly parks, restaurants and kid activities.
- 2) You visit Ellensburg for its historic downtown with interesting galleries and museums, quaint shops and authentic craft beverages and cuisine.
- 3) You visit Ellensburg for its fun, unique events and festivals.
- 4) You visit Ellensburg for its wide-open spaces for outdoor recreation (hiking, biking, fishing, birding, etc.)
- 5) You visit Ellensburg for its access to the Yakima River, the Yakima River Canyon and the Columbia River.
- 6) You visit Ellensburg for its restaurants, bars and good night life.
- 7) When you visit, Ellensburg has a good selection of hotels and places to stay.

Appendix B: Visitor Surveys

Ellensburg Tourism

Q17 Ellensburg and Kittitas County offer a vacation-worthy trip. Please rank the following features or activities, starting with the one you are more likely to visit/attend/do (#1) and ending with the one you are least likely to visit/attend/do (#7).

Answered: 290 Skipped: 117



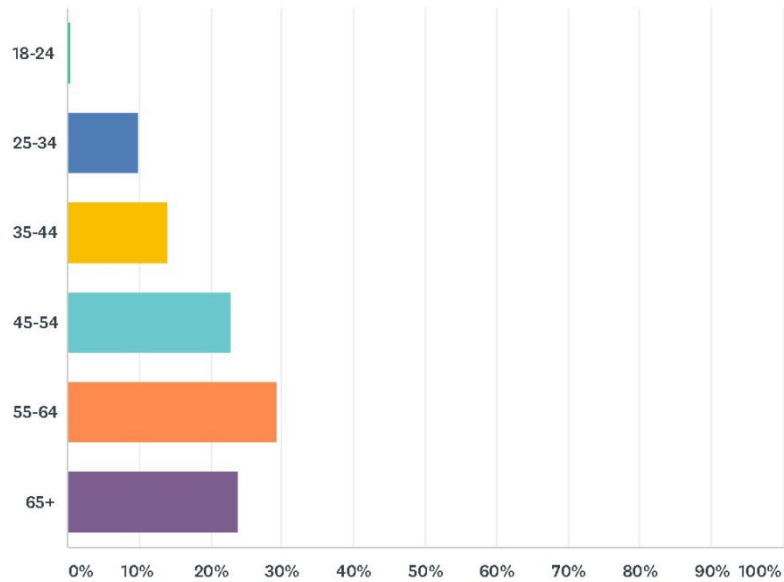
	1	2	3	4	5	6	7	TOTAL	SCORE
Visiting shops, museums and galleries in historic downtown Ellensburg	17.59% 51	21.38% 62	20.69% 60	17.59% 51	11.03% 32	6.21% 18	5.52% 16	290	4.76
Ellensburg Rodeo, Spirit of the West Cowboy Gathering and similar activities	28.28% 82	13.45% 39	12.76% 37	10.34% 30	8.97% 26	14.83% 43	11.38% 33	290	4.52
Kittitas County Fair and similar family activities	5.17% 15	19.31% 56	20.00% 58	16.55% 48	20.69% 60	13.10% 38	5.17% 15	290	4.12
Jazz in the Valley and other music events	16.21% 47	13.45% 39	13.10% 38	18.62% 54	14.83% 43	14.83% 43	8.97% 26	290	4.17
Brewfest and beer/wine/cider/whiskey tastings	20.34% 59	15.52% 45	13.79% 40	12.07% 35	16.21% 47	9.66% 28	12.41% 36	290	4.33
Hiking, biking, rock climbing, rafting and similar activities	8.28% 24	12.76% 37	11.38% 33	16.55% 48	18.28% 53	28.62% 83	4.14% 12	290	3.74
Fishing or hunting	4.14% 12	4.14% 12	8.28% 24	8.28% 24	10.00% 29	12.76% 37	52.41% 152	290	2.36

Appendix B: Visitor Surveys

Ellensburg Tourism

Q18 What age group are you in?

Answered: 286 Skipped: 121

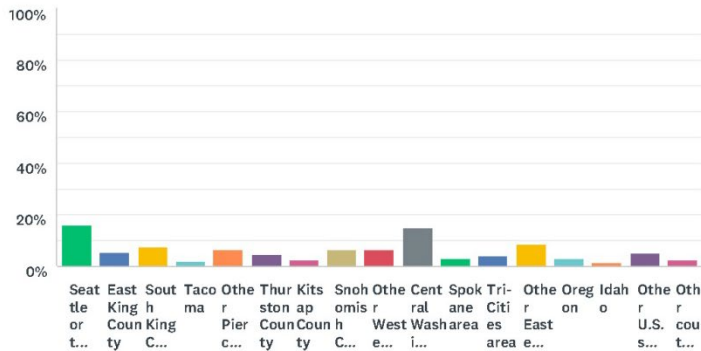


ANSWER CHOICES	RESPONSES	
18-24	0.35%	1
25-34	9.79%	28
35-44	13.99%	40
45-54	22.73%	65
55-64	29.37%	84
65+	23.78%	68
TOTAL		286

Appendix B: Visitor Surveys

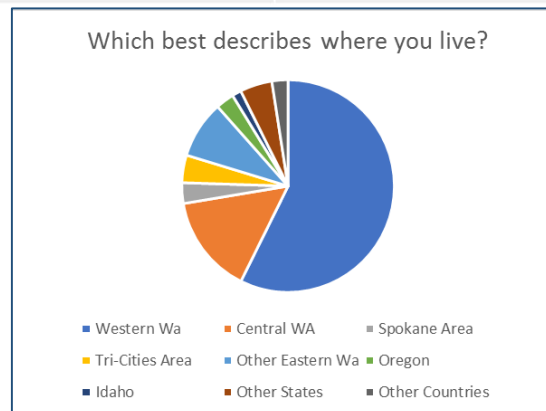
Q19 Which best describes where you live?

Answered: 286 Skipped: 121



ANSWER CHOICES	RESPONSES	
Seattle or the Eastside (of Lake Washington)	16.08%	46
East King County	5.59%	16
South King County	7.34%	21
Tacoma	2.10%	6
Other Pierce County	6.29%	18
Thurston County	4.55%	13
Kitsap County	2.45%	7
Snohomish County	6.29%	18
Other Western Washington	6.64%	19
Central Washington	15.03%	43
Spokane area	3.15%	9
Tri-Cities area	4.20%	12
Other Eastern Washington	8.74%	25
Oregon	2.80%	8
Idaho	1.40%	4
Other U.S. states	4.90%	14
Other countries	2.45%	7
TOTAL		286

When Western Washington locations are grouped together, they account for 57% of where respondents live. King County alone is home to 29% of survey respondents.

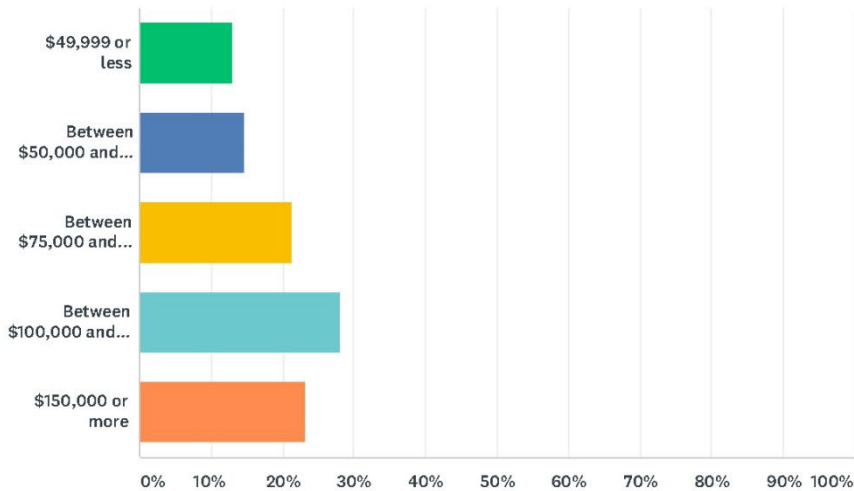


Appendix B: Visitor Surveys

Ellensburg Tourism

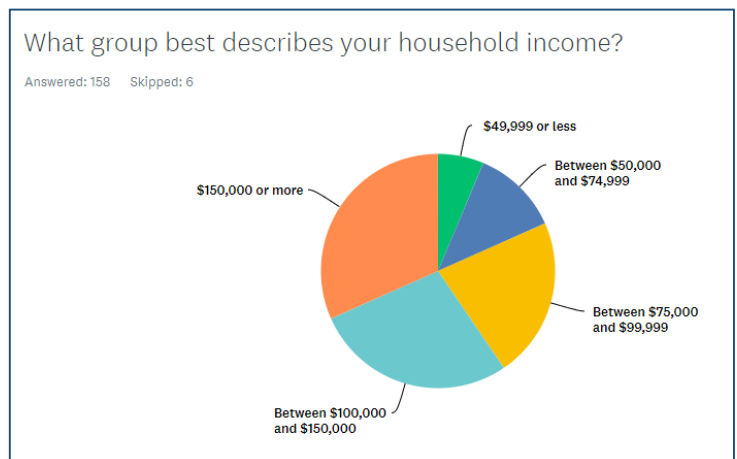
Q20 What group best describes your household income?

Answered: 272 Skipped: 135



ANSWER CHOICES	RESPONSES	
\$49,999 or less	12.87%	35
Between \$50,000 and \$74,999	14.71%	40
Between \$75,000 and \$99,999	21.32%	58
Between \$100,000 and \$150,000	27.94%	76
\$150,000 or more	23.16%	63
TOTAL		272

When Western Washington respondents are selected out, it shows they have a slightly higher income with 59.50% reporting a household income of \$100,000 or more, compared to 51.10% of all respondents. Interestingly, out-of-state and out-of-country visitors responded with lower incomes.



Appendix C: College Town Examples

Ellensburg is often known for either the Ellensburg Rodeo or as the home of Central Washington University. The strategic plan committee discussed various ways that Ellensburg and Central Washington University might collaborate more closely. Committee members and stakeholders interviewed had diverging views on Ellensburg leaning more into its college town image. The following are examples of how other towns of roughly similar size have collaborated with their colleges of roughly similar size.

University of Idaho | Moscow, Idaho

Population: 25,146 College enrollment: 11,780

1. Cross-referencing on website. VisitMoscowIdaho.com shows a collaboration with Visit Idaho, the City of Moscow, University of Idaho and Moscow Chamber of Commerce
 - a) Messaging is inclusive of university. Video tagline on homepage is “University. Diversity. Curiosity.”
 - b) Website promotes University of Idaho sporting events.
 - c) Promotes University of Idaho facilities. For example, the university arboretum is included under Outdoor Recreations & Rentals
 - d) They don’t post on social anymore, but their old posts include images of the university
 - a) <https://www.instagram.com/visitmoscowidaho/>
2. College banners on main street
3. Collaborative events:
 - a) Annual [trick-or-treating](#) where community members go on-campus
 - b) Annual [downtown block party](#) hosted by U of I and the City of Moscow
 - c) Annual [fair is free](#) which makes it very welcoming to students
 - d) Annual [Lionel Hampton Jazz Festival](#) which partners with a lot of local businesses, a lot of locals are involved as well
 - e) Annual [Paint the Palouse](#) event where students paint the homes of people in need
 - f) Welcoming signs at Farmers Markets for students (above)

Appendix C: College Town Examples

Western Washington University | Bellingham, Washington

Population: 89,045 College enrollment: 11,500

1. Cross referencing on websites. Bellingham’s tourism website has a whole page [dedicated to WWU](#)
 - a) Page talks about where the college is and why the town is great for students and parents
 - b) Talks about what to see and do on campus, parking, how to get there, where to find the Visitor Information Center, things to see and do off-campus and key events
 - c) WWU website has [section for visitors](#) that’s broken up into students and families, and community and alumni
 - d) Information for community include athletics, campus map, parking, transit, performing arts, Western gallery (art museum of WWU) and sculpture garden (WWU’s contemporary sculptures)
2. Some college signs on main streets.
3. Collaborative events
 - a) [Downtown art walk](#) hosted by WWU
 - b) City promotes [WWU alumni weekend](#)
 - c) [Annual Paint Bellingham Blue event](#) with a procession from Red Square to downtown to be welcomed by alumni and the greater Western community
 - Kicks off school year
 - Downtown festival for WWU community
 - WWU flag flies on top of Herald Building
 - d) [Annual drawing/art event](#) hosted by Viking Union gallery for students, involving local art community

University of Wyoming | Laramie, Wyoming

Population: 30,816 College enrollment: 12,627

Cross referencing on websites. Visit Laramie website features University of Wyoming Geology Museum and Art Museum on homepage.

2. No college signs or banners on main street (that we could find evidence of)
3. Collaborative events
 - a) Visit Laramie features UW athletics, Department of Theater and Dance, graduation and homecoming on [featured events page](#)
 - b) Laramie Jubilee Days, where students can join in on a carnival and rodeo celebrating Wyoming’s statehood, but [website](#) doesn’t speak to university at all

Appendix C: College Town Examples

Oregon State University | Corvallis, Oregon

Population: 57,961 College enrollment: 28,886

1. Cross referencing on websites.
 - a) Visit Corvallis has a [website page](#) dedicated to Oregon State University and about the contribution the university makes to the city. It also mentioned that Oregon State hosts multiple events throughout the year, many of which are free and open to the public. Page invites community member to get involved with their events and to take a self-guided tour of the campus.
 - b) [University website](#) references Corvallis as ranked #2 friendliest college town in America
2. There are OSU banners all throughout downtown
3. Collaborative events
 - a) [Annual Beaver Community Fair](#) is made specifically to draw together OSU and Corvallis community
 - b) Visit Corvallis and OSU co-sponsor the [Corvallis Fall Festival](#)
 - c) [Fall into Service](#) encourages students to volunteer for local organizations will volunteer projects

Thank you to the community members who provided insights and helped in the making of this plan.

