



AGENDA
CLALLAM COUNTY
CLALLAM BAY/SEKIU COMMUNITY ADVISORY COMMITTEE
Sekiu Community Center
42 Rice Street, Sekiu WA
February 13, 2025 – 5:30 p.m.

- 1. CALL TO ORDER, ROLL CALL**
- 2. REQUEST FOR MODIFICATIONS/APPROVAL OF AGENDA**
- 3. PUBLIC COMMENT**
- 4. APPROVAL OF MINUTES:** October 17, 2024 and January 9, 2025
- 5. BUSINESS ITEMS**
 - Community updates
 - Review Clallam County Tourism Master Plan
- 6. FUTURE AGENDA ITEMS**
 - Small Business Development with CIE and SBDC
- 7. PUBLIC COMMENT**
- 8. NEXT MEETING DATE: TBD**
- 9. ADJOURNMENT**



**CLALLAM COUNTY
CLALLAM BAY/SEKIU COMMUNITY ADVISORY COMMITTEE
MINUTES OF JANUARY 9, 2025**

MEETING OF THE CLALLAM BAY/SEKIU COMMUNITY ADVISORY COMMITTEE (CB/Sekiu CAC)

Commissioner French (CMF) called the meeting to order at 5:30 p.m., January 9, 2025. Also attending were members Pamela Hicks, Jeri Boe and Cara Pankey.

REQUEST FOR MODIFICATIONS/APPROVAL OF AGENDA

No requests to modify the agenda.

APPROVAL OF MINUTES

- October 17, 2024

No action taken

BUSINESS ITEMS

- Community updates

CMF provided an update on the membership of the CB/Sekiu CAC. He noted there are several vacant positions and he has extra applications for those want to apply.

CMF provided an update on the Clallam Bay Early Learning Childcare Center. He noted it is opening in February.

CMF provided an update on the Board of Natural Resources Meeting and timber sales.

CMF provided an update on the Clallam Bay Park Bridge Construction Project has been put out to bid. The project was funded by Clallam County Lodging Tax funding.

Hicks updated that she will be resigning due to moving to Sequim.

Nancy Messmer provided an update on Lions Club. Mike Dukes Lions Club commented on the bridge.

CMF provided an update on the Clallam County Parks and Recreation Board Meeting. Discussion was held regarding Slip Point Light House.

Troi Gale provided an update on the Clallam Bay and Forks Library. The Library is hiring at this time.

Jeri Boe provided an update on the Clallam Bay Correction Center. The prison is hiring at this time.

Cara Pankey provided an update on the Clallam Bay Inn that she just purchased.

Greg Bellamy provided an update on Fire District 5.

- Discussion on 2025 meetings

ADJOURNMENT – 7:05 p.m.

Next meeting will be held on February 13, 2025 at 5:30 p.m. at the Sekiu Community Center.

Olympic Peninsula Tourism Master Plan

Produced for Clallam County by the Olympic Peninsula Visitor's
Bureau and the Olympic Peninsula Tourism Commission

Marsha Massey, Executive Director OPVB

[https://olympicpeninsula.org/wp-
content/uploads/2024/03/Olympic-Peninsula-Tourism-Master-Plan-
2024-Feb-25-2024.pdf](https://olympicpeninsula.org/wp-content/uploads/2024/03/Olympic-Peninsula-Tourism-Master-Plan-2024-Feb-25-2024.pdf)

Executive SUMMARY

The Olympic Peninsula's visitor economy is robust and growing year-over-year, and there is exceptionally broad community support for the travel and tourism industry.

Overall, tourism was responsible for injecting \$979 million in visitor spending into the Olympic Peninsula's economy in 2022, based on data from Tourism Economics. According to the National Parks Service, the Olympic National Park was responsible for \$320 million of that visitor revenue.

Also, about 90% of residents state that travel and tourism is important for the Olympic Peninsula's general economy, according to a 2023 resident sentiment survey developed as part of this plan. That high level of support is important for embarking on a plan like this.

However, the vast majority of that tourism-related economic activity occurs during the summer.

Small business owners across the Olympic Peninsula report that spring and fall visitation has increased organically during the last decade, extending incrementally beyond the summer months year-over-year. That said, business owners emphasize that they require much more consistent, less spiky business throughout the year to ensure more predictable revenue and cash flow, hire and retain more quality employees, and support economic and community development in their neighborhoods.

The purpose of this 5-year Olympic Peninsula Tourism Master Plan is to create a more consistent, sustainable and vibrant year-round visitor economy with an emphasis on increasing visitor spending in spring, fall and winter — not summer peak season.

To accomplish that, the three overarching strategic goals in this plan focus on destination marketing, destination and community development, and public-private sector alignment.

Destination marketing includes initiatives to enhance promotional messaging and branding strategies to engage a broader cross-section of visitor audiences more effectively.

Destination and community development focuses on increasing industry capacity and enhancing visitor experiences specifically to attract more incremental spring, fall and winter visitation.

Public-private sector alignment is based on how well government and industry leaders collaborate at all levels to achieve shared success based on a long-term vision for the future.

Increasing visitation outside peak season is a long-term process that requires coordinated strategic planning and intentional collaboration in every municipality. There are many case studies where destinations with highly seasonal visitation have successfully optimized their visitor industry to drive tourism business during need periods.

Executive SUMMARY

STRATEGIC FRAMEWORK

The high-level strategic goals and actionable initiatives in this plan were entirely developed by people living on the Olympic Peninsula.

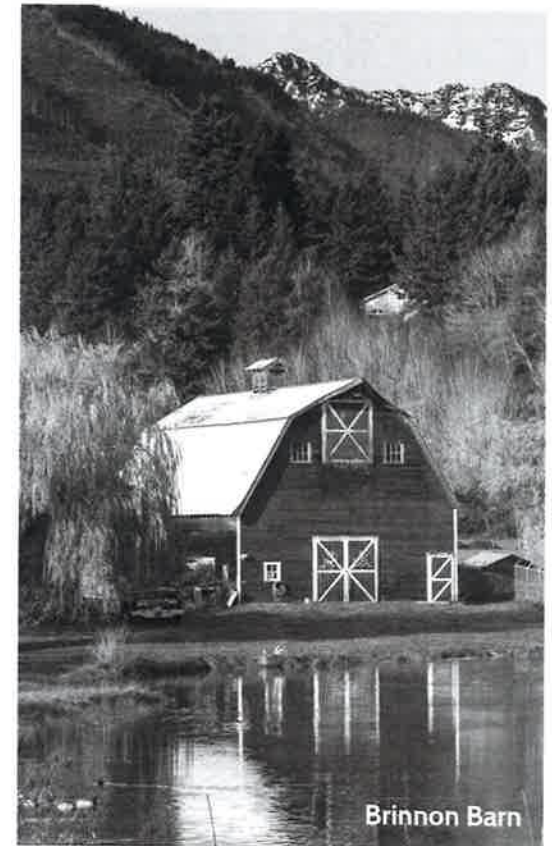
The consultants at MMGY NextFactor facilitated ten focus groups comprised of community and industry leaders; four town halls for residents in Port Townsend, Sequim, Port Angeles and Forks; more than 50 individual interviews; and a final Visioning Workshop with stakeholders in the public and private sectors. In addition, The Olympic Peninsula Visitor Bureau created a Tourism Master Plan Leadership Team, made up of industry and community stakeholders, who provided overall direction and strategic insights throughout the project.

Those community and industry engagement sessions were complemented with a proprietary DestinationNEXT Assessment that surveyed 168 regional stakeholders to evaluate how they perceive the performance of 24 different variables related to overall infrastructure and overall community/industry alignment. The MMGY team also produced a resident sentiment survey, which captured the many varying opinions from more than 1,400 area residents about what they prioritize related to the visitor economy.

All that local insight and feedback contributed 100% to how the strategic goals and actionable initiatives were identified, debated, prioritized and written in this plan. That is critical to ensure the vast majority of the community buys into the plan's strategic direction so stakeholders are eager to work together to implement the initiatives.

The three key strategic goals in the Olympic Peninsula Tourism Master Plan are:

1. **Enhance targeted marketing efforts to increase awareness of spring, fall and winter travel seasons.**
2. **Develop diversified year-round tourism product and visitor experiences to engage a wider variety of consumer lifestyles.**
3. **Increase government, community and industry alignment around sustainable tourism development.**



Executive SUMMARY

IMPLEMENTATION STRATEGY

There are a series of actionable initiatives for each of those three strategic goals. The success of any plan is only as good as the execution behind it. To implement those initiatives, there will need to be more intentional collaboration across the public and private sectors than ever before to accomplish what the majority of Olympic Peninsula residents have clearly stated they want in this plan.

To help guide the implementation strategy over the next five years, a separate series of work plans have been created. Each of the action items have short, medium or long-range timelines to help inform resource allocation. The initiatives have been prioritized based on what delivers the highest, earliest rewards for the lowest cost, as well as other factors such as the complexity of the task. There are also suggested coalitions of organizations that can work together to help move the plan forward. It will take local leaders in tourism and all other sectors to champion specific initiatives within the plan, coalesce support around them, and lead the necessary activities to accomplish them.

The three high-level goals should remain the same throughout the duration of the five-year timeline for this master plan. Meanwhile, the individual initiatives should be reviewed and reworked as necessary on an annual or bi-annual basis. That is to ensure that the Olympic Peninsula Tourism Master Plan is a living, continually relevant document that serves the needs of communities as effectively as possible.



Elwha River, Port Angeles

Strategic FRAMEWORK

The full scope of destination research and community/industry engagement during the development of the Olympic Peninsula Tourism Master Plan provided the foundation for the final strategic framework. The three primary strategic goals each have a series of actionable initiatives that are designed to achieve the priorities put forth by the majority of industry stakeholders, community leaders and residents.

The three primary strategic goals have been developed intentionally to identify and prioritize the varying roles and levels of participation for the Olympic Peninsula Visitor Bureau (OPVB), its marketing collaborative group, the Olympic Peninsula Tourism Commission (OPTC), and the rest of the travel and tourism industry. Those degrees of participation include: Lead and Co-lead; Convene and Support; and Influence & Enable.

- **GOAL #1 / DESTINATION MARKETING (LEAD & CO-LEAD)**
- **GOAL #2 / DESTINATION & COMMUNITY DEVELOPMENT (CONVENE & SUPPORT)**
- **GOAL #3 / PUBLIC-PRIVATE SECTOR ALIGNMENT (INFLUENCE & ENABLE)**

GOAL #1

Enhance targeted marketing efforts to increase awareness of spring, fall and winter travel.

The OPVB/OPTC and tourism industry partners are responsible for leading and co-leading initiatives and providing seed funding and resources, and the tourism industry is accountable for performance metrics. The OPVB will need to rely on input and resources from public/private partners to develop optimal collaborative marketing strategy.

GOAL #2

Develop diversified year-round tourism product and visitor experiences to engage a wider variety of consumer lifestyles.

The OPVB/OPTC are collaborators and conveners to implement initiatives. Sometimes the organization will provide resources where appropriate. Other times, it is there to support stakeholders and inform development strategy. The organization's full aggregate of partner relationships and insights into visitor motivations and spending behaviors is a key asset for investment decisions.

GOAL #3

Increase government, community and industry alignment around sustainable tourism development.

The OPVB/OPTC need to have a seat at the table to help tackle some of the most challenging issues for county and municipal governments. The organization can provide data and business intelligence to influence policy development that further enables small business development across the visitor industry.

GOAL #1 DESTINATION MARKETING • ACTIONABLE INITIATIVES

Enhance targeted marketing efforts to increase awareness of spring, fall and winter travel.

ORGANIZATIONAL STRUCTURE

- a. Review Destination Marketing Organization structure, funding and duplication of efforts with other local and regional entities.
- b. Hire personnel in business development and content development.
- c. Upgrade, optimize and consolidate existing websites, social media and tech/data platforms to improve visitor engagement and increase visitor loyalty.
- d. Re-envision and conduct Annual Regional Tourism Summit.
- e. Create a dedicated day or session for building relationships with Tribal leaders and strategic planning for Tribal tourism development.

COMMUNITY/INDUSTRY PARTNERSHIP

- f. Expand marketing partnerships on the Olympic Peninsula, and beyond the peninsula, such as: regional Tribal nations, State of Washington Tourism, Port of Seattle, Visit Seattle, Port of Port Angeles, Port of Port Townsend, Port of Kingston/Edmonds, Federal/State/County Parks and Lands, NOAA, WSDOT, Black Ball Ferry, real estate agencies, neighboring markets including Kitsap Peninsula and Victoria/Vancouver Island.
- g. Develop more community forums for resident input on tourism development, including sharing best practices.
- h. Improve data collection and sharing for resident and public/private partner education.
- i. Create a regular and robust communication plan regarding the value of tourism to local communities and residents.

TARGETED MARKETING

- j. Increase season and holiday-specific content and programming/packaging to engage lifestyle travelers.
- k. Create experience itineraries for targeted interest groups (e.g. Tribal, culinary, arts & culture, shopping, wellness & health, entertainment, family, biking, etc.).
- l. Develop responsible visitor education.
- m. Promote resident staycations during shoulder and winter season.
- n. Develop “bounce back” cross-promotion program to invite peak season visitors to return other times of year.
- o. Create library of podcasts to celebrate amazing local storytellers and area lifestyles (e.g., Tribal stories by Elders and Leaders, beachcombing, environmentalists, boat builders, maritime, etc.).
- p. Collaborate with Black Ball Ferry Line to develop and promote non-summer programs to attract Canadian visitors to explore the Olympic Peninsula in fall/winter/spring.

NEW BUSINESS DEVELOPMENT

- q. Identify new sales and marketing opportunities for niche travel segments and affinity groups.
- r. Identify new sales and marketing opportunities for group travel segments (corporate retreats, state and regional associations, etc.).
- s. Identify new sales and marketing opportunities for the sports tourism segment.
- t. Identify new sales and marketing opportunities for social groups (weddings, reunions, memorial services, etc.).
- u. Identify new sales and marketing opportunities for growing international travel segment.

GOAL #2 DESTINATION & COMMUNITY DEVELOPMENT • ACTIONABLE INITIATIVES

Develop diversified year-round tourism product and visitor experiences to engage a wider variety of consumer lifestyles.

TOURISM PRODUCT DEVELOPMENT

- a. Promote, support and diversify small business development, especially in communities located along the Discovery Trail to capitalize on critical mass of economic activity.
- b. Increase and diversify types of visitor accommodations (e.g., glamping, tiny homes, Airstreams, etc.).
- c. Develop group experiences and venues for corporate, association, sports, social and other group travel segments.

CULINARY, FOOD/BEVERAGE EXPERIENCE DEVELOPMENT

- d. Expand the Culinary Loop and increase support for the culinary supply chain.
- e. Reimagine the integration of experiences (pie-making in PA, breadmaking in Chimacum, cheese making on Marrowstone).
- f. Elevate the peninsula as a leading agritourism region in the Pacific Northwest.
- g. Expand the local wine, cider, brewery and spirits tourism sector.
- h. Develop a farmers market schedule for the OPVB website.

ARTS, CULTURE & TRIBAL HERITAGE EXPERIENCE DEVELOPMENT

- i. Expand collaboration with Tribal communities to develop arts, culture, heritage and culinary experiences (including OPVB staff and partners to request attendance at Tribal leadership meetings.).
- j. Prioritize collaboration with visitor-facing venues such as Makah Museum, 7 Cedars, Quileute Oceanside Resort, Lower Elwha Hotel, etc., which are presently (or will be) active in visitor experience development.

- k. Collaborate with local artists, musicians, performers, craftspeople, etc. to develop authentic storytelling opportunities to educate and inspire visitors.
- l. Establish an official Olympic Peninsula Arts Council or develop a structured network of arts organizations.

OUTDOOR RECREATION, HEALTH & WELLBEING EXPERIENCE DEVELOPMENT

- m. Enhance local bike culture; pursue national cycling certifications; and expand networks related to BMX, pump track, offroad, ebikes, families, tandem, and the Canadian market.
- n. Develop forest bathing experiences and other outdoor wellness experiences.

FESTIVAL & EVENT DEVELOPMENT

- o. Increase shoulder season and winter events, (seasonal) and align event calendars to support arts, culture and lifestyle businesses and organizations.
- p. Partner with Washington Festival & Events Association to nurture new/existing events and create “micro” events in non-peak months, and enhance collaboration regarding event management, funding, etc.
- q. Expand cross-county event partnerships (e.g., Cider/Fungi Festivals on same weekend to encourage longer stays).

GOAL #3 PUBLIC-PRIVATE SECTOR ALIGNMENT • ACTIONABLE INITIATIVES

Increase government, community and industry alignment around sustainable tourism development.

INDUSTRY ADVOCACY

- a. Develop messaging to increase resident understanding that visitor dollars are why they have great restaurants, amenities and outdoor experiences (e.g., “This [] brought to you through lodging tax dollars provided by visitors”).
- b. Convene public, private and civic sector leaders to agree on uniform advocacy language and opportunities/challenges related to resident sentiment.

FIRST IMPRESSIONS

- c. Review entrance signage to welcome visitors to the Olympic Peninsula (e.g., monuments at Hood Canal, coming from Victoria and through Western and Southern points of entry).
- d. Create uniform Olympic Peninsula branding at all visitor information centers and consider renaming them as Olympic Peninsula Welcome Centers (or co-branding them, Olympic Peninsula Welcome Center — Forks, etc.).
- e. Invest in downtown beautification, placemaking, walkability and security (especially Port Angeles as a major gateway to the Olympic Peninsula) in alignment with the Elevate PA Strategic Action Plan.

SMALL BUSINESS DEVELOPMENT

- f. Update zoning to support travel industry business development (e.g., Agritourism businesses, cideries, lavender farms, breweries and distilleries.) This is a current Clallam County focus/need.
- g. Create a more streamlined process and enabling environment for investment in small business development in outdoor recreation and lifestyle experiences (e.g., tour operators, restaurants, retail, indoor facilities, etc.).

INFRASTRUCTURE DEVELOPMENT

- h. Align counties and cities around strategies for housing and workforce development. Ensure tourism-related workforce housing is included in every municipality's housing action plan.
- i. Bring all industry and community stakeholders together to advocate for improved ferry equipment, infrastructure and services.
- j. Address quality of visitor experience/quality of life for residents during high season, especially related to traffic; source state funding for high-capital infrastructure needs.
- k. Create communication platforms to broadcast business interruptions that could impact high-season successes (road/ bridge closures, natural disasters, etc.).
- l. Develop a sustainable tourism benchmarking framework and identify funding sources to ensure consistent tracking processes over the long-term.
- m. Explore options for improvements in broadband connectivity.