



VANCOUVER WA DESTINATION MASTER PLAN IMPLEMENTATION MATRIX

RECOMMENDATIONS	VISIT VANCOUVER'S ROLE	OTHER ORGANIZATIONS	TIMELINE (2023 – 2033)	SUCCESS METRIC(S)	CONSIDERATIONS
GOAL #1 – DEVELOP VANCOUVER'S EXPERIENTIAL INFRASTRUCTURE					
1.1: Collaborate with Interstate Bridge program to incorporate an experience in final design.	Supporter	<ul style="list-style-type: none"> • City of Vancouver • Interstate Bridge program • Various other agencies and organizations 	Short-term and ongoing	Successful incorporation of an experience in the Interstate Bridge redevelopment.	<p>Connect with Interstate Bridge Replacement program regarding opportunities for input regarding user experience design.</p> <p>Identify potential specific experiences that may be proposed as an experience on the bridge.</p>
1.2: Develop more pedestrian/all-user friendly multicultural events & festivals in neighborhoods to encourage visitors and locals to explore all areas of Vancouver.	Supporter and Convener	<ul style="list-style-type: none"> • Existing event organizers • Emerging event organizers (such as Vancouver NAACP, Vancouver Folklorico, Luminaria de Muertos, 4th Plain Forward) • City of Vancouver 	Mid-term and ongoing	Number of new or modified events celebrating multiculturalism in neighborhoods.	<p>Native American history, storytelling and cultural representation needs to be respectfully developed to appropriately represent the heritage of this land.</p> <p>Lodging Tax grants can fund these activities.</p>
1.3: Advocate for venues and facilities which appeal to visitors and also prioritize cultural and sustainability initiatives.	Advocates	<ul style="list-style-type: none"> • Lead and partner 	Short-term and ongoing	Advancement of advocacy initiatives.	<p>Potential new development (i.e. multi-use sports facility, performing arts facility, children's museum, cultural arts center, etc.).</p> <p>Existing venues and facilities (i.e. Vancouver Waterfront, Clark County Historical Museum, The Historic Trust, Vancouver National Historic Reserve, Vancouver Farmer's Market, Clark County Historical Museum).</p>
1.4: Partner with local authorities and social service agencies to support safety, security & accessibility measures.	Supporter, Convener	<ul style="list-style-type: none"> • City of Vancouver • Port of Vancouver • Social service agencies • Developers of tourism facilities 	Short-term and ongoing	Number of partners actively collaborating.	

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GOAL #1 – DEVELOP VANCOUVER'S EXPERIENTIAL INFRASTRUCTURE (CONTINUED)					
1.5: Develop partnership with the City of Vancouver to encourage and support pilot experiences and events that drive visitation and incorporate sustainability initiatives, such as event recycling programs, tourism facilities that use sustainable practices such as solar power or recycling rainwater, "conservation volunteering" etc.	Lead	<ul style="list-style-type: none"> • City of Vancouver • Event Planners (non-profit and private) • Developers of tourism facilities • Environmental agencies and advocates • WSU-V Hospitality / Research 	Mid-term and ongoing	Number of initiatives piloted per year.	Lodging Tax grants can fund these activities.
1.6: Evaluate possible increased in funding mechanisms for Visit Vancouver WA, including but not limited to Increase Tourism Promotion Area (TPA) funding assessment, a Tourism-Business Improvement District (TID-BID), and/or other public funds (i.e. City/ County/ Port/State) to ensure Visit Vancouver WA's ability to support and influence.	Lead	<ul style="list-style-type: none"> • Area hotels & hospitality stakeholders • City of Vancouver • Clark County • Port of Vancouver • State of Washington • WSU-V Hospitality 	Short-term	Successful increase in TPA funding assessment.	Consider TPA increase as a short term opportunity, and TID-BID as a medium to long term opportunity.

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GOAL #2 – ENGAGE LOCALS					
2.1: Ensure that all existing and new Visit Vancouver programming is inclusive and representative of multiple identities.	Lead	<ul style="list-style-type: none"> • Industry partners 	Short-term and ongoing	Industry participation in diversity, equity, inclusion and accessibility audit. Equity framework developed. Measurable positive changes to programming.	Conduct a diversity, equity, inclusion, and accessibility audit of existing tourism assets and attractions. Develop and share an equity framework for visitor-facing businesses and tourism assets.
2.2: Develop and execute a consistent, equitable engagement and communication strategy to create awareness and understanding of the value and contribution of tourism in Vancouver.	Lead	<ul style="list-style-type: none"> • City of Vancouver • Chambers of commerce • CREDC • Media • Port of Vancouver 	Short-term and ongoing	Resident awareness and understanding.	
2.3: Develop a program to engage frontline tourism and hospitality employees to increase their knowledge and first-hand experiences of Vancouver's attractions and highlights.	Lead	<ul style="list-style-type: none"> • Industry partners • WSU-V Hospitality 	Mid-term and ongoing	Number of frontline industry employees participating.	
2.4: Expand local-focused programs like Dine the Couve that encourage locals to participate in the visitor economy.	Lead	<ul style="list-style-type: none"> • Program partners 	Short-term and ongoing	Number of locals participating.	

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GOAL #3 – ENHANCE ACCESS, MOBILITY AND EASE OF MOVEMENT FOR PEOPLE OF ALL ABILITIES					
3.1: Foster public-private partnerships with Ryd, REV Rides, CTRAN and others that align with City of Vancouver sustainability priorities to encourage visitors to use them to move around Vancouver and the local area.	Supporter, Convener	<ul style="list-style-type: none"> • City of Vancouver • Port of Vancouver • C-TRAN • Ryd 	Mid-term and ongoing	Number of partnerships Increase in ridership by visitors.	
3.2: Partner with the Port of Vancouver to evaluate future expansion of river cruises as a priority market with the appropriate infrastructure, room blocks and dining, shopping, and cultural experiences for groups.	Lead	<ul style="list-style-type: none"> • City of Vancouver • Port of Vancouver • River cruise operators • Accommodations • Other industry partners 	Mid-term and ongoing	Growth in river cruise passengers. Growth in economic impact from river cruise sector.	Obtain metrics/data on current river cruise operations to understand volume, schedule, and visitor metrics. Quantify the current economic impact of river cruises on this section of the Columbia River.
3.3: Engage with Interstate Bridge program to ensure appropriate and accessible walkways, bike lanes and transit connections are added.	Supporter	<ul style="list-style-type: none"> • City of Vancouver • Interstate Bridge program • Various agencies and organizations 	Short-term	Successful incorporation of accessible walkways, bike lanes and transit connections.	
3.4: Collaborate with City of Vancouver to develop and/or update signage and maps to support visitors during upcoming construction projects (i.e. Main Street Promise, Interstate Bridge Replacement Program) and festivals & events which may be impactful to visitors and residents.	Supporter	<ul style="list-style-type: none"> • City of Vancouver • Chambers of Commerce • Vancouver's Downtown Association 	Mid to long-term	Collaborative signage program implemented and updated as needed throughout bridge construction.	Ensure that all new signage meets the needs of users of all abilities and transportation modes. Lodging Tax Grants can fund these activities.

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GOAL #4 – STRENGTHEN OUTDOOR RECREATION TOURISM OPPORTUNITIES TO CONNECT ALL PEOPLE WITH THE OUTDOORS					
4.1: Develop regional collaboration opportunities with regional tourism organizations like Travel Portland and the Columbia Gorge Tourism Alliance to create awareness, as well as foster educational and fully accessible experiential opportunities for visitors & locals.	Lead, Convener	<ul style="list-style-type: none"> • Travel Portland • Columbia Gorge Tourism Alliance • Other regional Destination Marketing Organizations • Outdoor recreation partners • User groups • Accessibility partners 	Short-term and ongoing	Number of relationships developed. Number of programs developed. Increase in use by visitors and locals. Increase in use by under-served populations.	Build relationships within the outdoor recreation industry to better understand Vancouver's outdoor recreation economy (including outdoor recreation visitor profiles and target market, gaps in services, high visitation "hotspots" in the area, recreation assets that should be developed or highlighted, potential partnerships, and opportunities for broader storytelling collaborations).
4.2: Further develop sustainable trail experiences and urban parks.	Supporter, Convener	<ul style="list-style-type: none"> • City of Vancouver • Clark County Parks & Recreation • Port of Vancouver • User groups • Accessibility partners (i.e. NW Association for Blind Athletes) • Transportation partners • WSU-V Outdoor Recreation Programs • Confluence Project 	Mid-term and ongoing	Number of programs developed. Increase in use by visitors and locals. Increase in use by under-served populations.	Connect with the City of Vancouver and Clark County Parks & Recreation departments to explore options for trail and park enhancements.

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4.3: Foster small business opportunities for outfitters and tour guides to enhance Vancouver's outdoor recreation product offerings.	Supporter, Convener	<ul style="list-style-type: none"> • City of Vancouver • Clark County Parks & Recreation • Chambers of Commerce • CREDC • User groups • Accessibility partners 	Long-term		<p>Quantify the economic impact of outdoor recreation to Vancouver's economy.</p> <p>Conduct an asset inventory of existing outdoor recreation enabling businesses, determine service gaps, and identify needs to support Vancouver's outdoor recreation economy.</p> <p>Support new business development in this category to meet the needs of outdoor recreation enthusiasts of all abilities.</p>
4.4: Increase awareness of outdoor recreation tourism, stewardship and volun-tourism opportunities (including those at the Fort Vancouver National Historic Site, Clark County Historical Museum, Vancouver Farmers Market) in messaging, through awareness campaigns and itinerary development.	Lead	<ul style="list-style-type: none"> • Industry partners 	Mid-term and ongoing	Increase in volunteer-motivated visitors.	Identify opportunities for broader storytelling collaborations of Vancouver's outdoor recreation assets and opportunities.
4.5: Develop outdoor recreation itineraries based on ability, accessibility, time commitment, etc. to show visitors what's possible in Vancouver's outdoors.	Lead	<ul style="list-style-type: none"> • Industry partners • User groups • Accessibility partners 	Mid-term and ongoing	Increase in outdoor recreation participation by visitors and underserved communities.	Lodging Tax grants can fund these activities.

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4.6: Connect with organizations that specialize in outdoor equity, accessibility and inclusivity to better understand how to foster an equitable outdoor recreation landscape in Vancouver (TravelAbility, Outdoors for All, Diversify Outdoors, Latino Outdoors, etc.).	Lead, Convener	<ul style="list-style-type: none"> • City of Vancouver • Clark County Parks & Recreation • Industry partners • CREDC • User groups • Accessibility partners • WA State School for the Blind 	Mid-term and ongoing	Increase in outdoor recreation participation by underserved communities.	Lodging Tax grants can fund these activities.

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GOAL #5 – ARTICULATE VANCOUVER'S DESTINATION IDENTITY AND BRAND PROMISE					
5.1: Convene a meaningful and representative group of Vancouver residents and stakeholders from diverse populations to discuss Vancouver's destination identity.	Lead, Convener	<ul style="list-style-type: none"> • City of Vancouver • CREDC • Education partners • Residents • Community groups • Multi-cultural groups • Socio-economic groups • Chambers of Commerce • Business associations 	Mid-term and ongoing	Connection and collaboration with groups that represent all Vancouver residents.	
5.2: Develop a clear identity statement and inclusive brand promise for the destination.	Lead, Convener	<ul style="list-style-type: none"> • Input from all groups • CREDC • City of Vancouver • Vancouver's Downtown Association 	Mid-term and ongoing	Development of an effective and broadly supported brand statement reflective of the community.	Identify and articulate characteristics that define Vancouver's sense of place.
5.3: Collaborate with economic development partners on this work.	Convener	<ul style="list-style-type: none"> • City of Vancouver • CREDC • Chambers of Commerce • Port of Vancouver • Neighborhood Business Districts 	Mid-term and ongoing	Partnership agreement secured.	

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5.4: Engage locals in the conversation about Vancouver's destination identity and brand promise.	Lead, Convener	<ul style="list-style-type: none"> • City of Vancouver • Input from all groups 	Mid-term and ongoing	Local input and support of process and output. Positive increase in resident sentiment.	
5.5: Develop strong communication and marketing strategies to support this work.	Lead, Supporter	<ul style="list-style-type: none"> • Agencies which develop outward bound communication and marketing strategies 	Mid-term and ongoing	Development of inclusive strategies to support brand efforts. Internal brand champion appointed.	Identify where there is opportunity to implement design elements that support community identity and sense of place.
5.6: Consistently engage and support all groups in living the brand promise.	Lead	<ul style="list-style-type: none"> • All groups • Vancouver's Downtown Association 	Long-term and ongoing	Development of process and structure for the tourism industry. Project lead appointed.	Develop a toolkit for partners to effectively incorporate Vancouver's brand identity into their own brands and marketing.