City of Spokane Valley

TOURISM STRATEGY

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ACKNOWLEDGMENTS

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## IMPLEMENTATION
INTRODUCTION
INTRODUCTION

BACKGROUND AND PURPOSE

Community Attributes was approached by the City of Spokane Valley to conduct an analysis of the city’s tourism sector and to identify opportunities for economic development based on tourist activity. This study follows a retail analysis and strategy performed for the city by Community Attributes, and because there are clear connections between thriving retail and tourist visitation, there are intentional synergies between the two documents.

This study will be leveraged to inform future investments and will, along with the retail strategy, inform the upcoming update of the Comprehensive Plan. Together, these documents form the backbone of an economic development strategy for Spokane Valley.

The tourism analysis and strategy will be conducted in two phases. Phase I will identify current tourism drivers and analyze Spokane Valley’s tourism industry, develop appropriate strategies and actions to improve the tourism economy, and identify projects for detailed feasibility study.

Phase II focuses on those projects identified in Phase I to identify obstacles to project feasibility and assess the potential return-on-investment for each project, so that the city can immediately begin to implement projects that meet its goals.
TECHNICAL APPROACH AND METHODOLOGY

Phase I of the tourism strategy asks the following questions:

> What are key drivers of tourism in the city of Spokane Valley? What is missing from current tourism offerings?

> What is the city’s role in fostering tourism in Spokane Valley?

> What can the city do to improve tourism and what impact could they have on attracting visitors to the city?

This phase relies on a technical analysis, which draws on data from the following sources:

> Washington State Department of Revenue

> Washington Employment Security Department

> City of Spokane Valley Monthly Budget Report

> Smith Travel Data

> Washington State Tourism Alliance

> Spokane County Assessor

The analysis deploys rigorous analytics and evaluation methodologies to foreground an actionable strategy for improvement in the tourism sector and tourism-related industries. When specific projects are selected for Phase II analysis, a specific scope of work will be developed cooperatively between the city and CAI for each of the selected projects to assess feasibility and potential return-on-investment.
TOURISM PROFILE
UNDERSTANDING TOURISM

Direct visitor spending in Washington in 2015 was $20.7 billion, generating $6.37 billion in earnings, 170,500 employees, $488 million in local taxes and $714 million in state taxes. Trips by Washington residents represented approximately one-third of all visitor spending and approximately two-thirds of all trips. Direct visitor spending in Spokane County in 2015 was $947 million, generating $322 million in earnings, 10,040 employees, $23 million in local taxes and $41 million in state taxes.

Visitor spending falls into the following categories:

- 26% on food services
- 14.1% on local transportation and gas
- 19% on accommodations
- 11.9% on retail sales
- 29% (remainder) on arts, entertainment and recreation; air transportation; and food stores

The average length of stay for overnight visitors to Washington in 2015 was 2.2 nights, and the average travel party was approximately 2.4 people. These facts and figures clearly illustrate the importance of tourism to local economies in Washington State. The average length of stay for overnight visitors in Spokane County in 2015 was 2.4 nights, and the average travel party was 2.2 people. For cities, retail sales tax and lodging tax revenues are directly affected by tourist activity as well.

Spokane Valley and the greater Spokane region have significant tourist assets already; this study explores the local and regional tourism economy and offers strategic interventions to improve performance in this economic segment.
**LODGING PERFORMANCE**

Smith Travel Data offers insights into hotel and motel performance in Spokane Valley. Hotels and motels are particularly important to this study because they have a direct bearing on the visitor experience and because they generate revenue for the city in the form of lodging tax dollars.

According to the data, hotels and motels in Spokane Valley experience the same general seasonal trends as Spokane County with occupancy rates and average daily room rates. In lower occupancy periods Spokane Valley hotels charge lower rates than other hotels regionally.

Hotel and motel occupancy rates are at their highest on Saturdays and their lowest on Sundays. However, Spokane Valley occupancy rates outcompete countywide rates on Mondays and Tuesdays, particularly during the summer months. These trends are displayed in Exhibit 1, where red values indicate where Spokane Valley occupancy lags behind regional rates and blue values indicate where Spokane Valley occupancy is ahead of regional rates.

The relative affordability of hotels and motels in Spokane Valley, as well as the seasonality of high occupancy and the strong weekday performance, suggest that lodging options in Spokane Valley tend to compete on price, and that business travelers and families on road trips along Interstate 90 could be important tourist segments for the city to pursue.

Spokane Valley’s lodging options are represented on the map in Exhibit 2.

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**EXHIBIT 1. DIFFERENCE IN DAILY AVERAGE OCCUPANCY BY MONTH BETWEEN SPOKANE VALLEY AND SPOKANE COUNTY, OCTOBER 2014 TO SEPTEMBER 2015**

<table>
<thead>
<tr>
<th>Month/Year</th>
<th>Sun</th>
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</tr>
</tbody>
</table>

Sources: Smith Travel Data, 2015; Community Attributes, 2015.
ASSETS: RECREATION

Exhibit 3 identifies the parks and recreation facilities and assets located within or near Spokane Valley. Critical assets include the Spokane River, mountain bike parks in Camp Sekani, hiking trails in Dishman hills, the Appleway and Centennial Trails and, more distant, recreational amenities like 49° North, Mt. Spokane and Lake Coeur D’Alene. These recreation amenities draw visitors and differentiate Spokane Valley from other regional destinations.
ASSETS: RETAIL

Exhibit 4 depicts restaurants and retailers in Spokane Valley. These businesses represent essential amenities for visitors to Spokane Valley. For visitors looking for convenience, or a more curated experience, the clustering of retail and services with other tourist draws is important. Therefore, the geographic distribution of these businesses throughout the community may provide insight into existing concentrations and areas for need for tourists and residents alike. For Spokane Valley, it is important to make sure that future visitor draws/facilities are accessible from established retail centers in the City.
EXHIBIT 4. RESTAURANTS AND RETAIL INVENTORY, SPOKANE VALLEY, 2015

Restaurants/Retail

- Limited service restaurants
- Full service restaurants
- Bars & drinking establishments

Sources:
Hoover’s 2015; Spokane County GIS 2015; Community Attributes 2015
STRATEGIC THEMES

Exhibit 5 is a comprehensive map that provides information about Spokane Valley’s parks and recreation amenities, retailers and restaurants, lodging options and other assets. Understanding what these assets are, and where they are located in and around the city, is important context for strategy development.

The following represent initial strategic themes related to the analysis and data compiled on tourism and lodging in Spokane Valley.

Overview of Tourism

> “Visitors” are defined as any non-resident that comes into the community for tourism and tourism-related activities, including but not limited to shopping, recreation, business, events, and travel

> Visitors to major retail draws (i.e., Spokane Valley Mall), business travelers, and short-term visitors on longer trips via the highway need to be considered in the strategy

Economic Role for Tourism

> There was a significant rebound in local activity since 2009

> Employment in sectors related to tourism or visitation represent a larger share of overall employment in Spokane Valley than in Spokane or Spokane County; alternatively employment in Accommodation and Amusement is lower than found regionally

> Taxable retail sales data indicate that Spokane Valley’s retail cluster is a major tourism draw; retail is a more important tourism draw in Spokane Valley than in Spokane

> It is important to recognize the role of the Spokane Valley Mall as a draw for visitors and a local economic/tourism engine

Lodging

> The lodging market in Spokane Valley is doing well, particularly in the summer months (see hotel visitor data)

> Spokane Valley is positioned to take advantage of its proximity to Spokane, I-90, and regional tourism draws to bring in visitors

> Accommodations are oriented to business travelers; a strategy may consider the needs of business visits and explore roles for local partners and resources; another may be to focus on family travel and positioning Spokane Valley as a more cost effective alternative

> Lodging options close to I-90 will require strategies to link visitors with restaurant/retail opportunities and tourism resources: how can visitors to these hotels/motels see what Spokane Valley has to offer?

Tourism Assets and Inventory

> There are major recreation corridors available with the Centennial Trail / Spokane River and the Appleway Trail

> Opportunities are available to link green spaces (including surrounding parklands outside the City limits), community facilities, retail opportunities to provide destinations with a greater sense of place and draw

> Regional and local facilities such as the County fairgrounds and Mirabeau Point Park / CenterPlace offer opportunities to collaborate with private facilities to provide visitors with coordinated experiences

> There is an opportunity to implement a central visitor center which could complement the City’s existing assets and events
EXHIBIT 5. TOURISM CONCEPT MAP, SPOKANE VALLEY

City of Spokane Valley
Tourism Concept Map

Centennial Trail / Spokane River
- Regional recreational opportunities for hiking, rafting, and other activities
- Linkages with major green spaces within the community
- I-90 provides barrier to access from south

Future Waterfront Development
- Site currently vested for new development
- Potential for synergistic uses with Discovery Playground, CenterPlace, Centennial Trail, Spokane River corridor

Spokane Valley Mall
- Super-regional mall providing regional draw for visitors to the City
- Lack of major pedestrian connections to other local retail opportunities
- Potential for improved connections with Centennial Trail, river corridor

Spokane County Fair + Expo Center / Avista Stadium
- Regional festival and sports facility is a strong draw for regional visitors
- Close to Spokane; benefits to surrounding businesses may not be received by Spokane Valley
- Future opportunities for supporting retail and commercial uses nearby

Mirabeau Point Park
- Large urban park / complex containing Discovery Playground, Mirabeau Meadows, Mirabeau Springs
- CenterPlace regional event facility located on the site
- Location of annual Valleyfest

E Sprague Commercial Corridor
- Primarily auto-oriented commercial uses, with a number of local businesses
- More difficult to draw visitors from other attractions in town
- Future Town Hall development, pedestrian-oriented improvements could improve draw to this area

LEGEND

Accommodation
- Hotel / Motel
- RV Park / Campground

Facilities
- Museum
- Town Hall site
- Sports Complex / Stadium
- Fairgrounds / Festivals
- Meeting Facility

Specialty Recreation
- Golf Course
- Equestrian

Food and Drink
- Limited Service Restaurant
- Full Service Restaurant
- Coffee Shop
- Brewery
- Winery

Infrastructure
- Parks and Open Space
- Spokane River Corridor
- Trail

Potential Development
- Development Opportunity (Retail / Mixed-Use)
STAKEHOLDER ENGAGEMENT

As part of this process, CAI conducted two stakeholder workshops and several targeted interviews. Together with the city, CAI also administered a survey to better understand lodging and tourism in the area. The findings inform strategic priorities and imply projects for further study.

The word cloud at right (Exhibit 6) contained the most frequently used words from responses to the survey. This provides a high-level overview of the tourism-related concepts that have garnered the attention of stakeholders, offering insight into both challenges and opportunities that the strategy may address.

Interview Findings

The follow bullets present perspectives from stakeholder interviews conducted as part of this project.

Key Tourism Challenges

- No distinct community identity or city brand
- Absence of central activity core, sprawling nature of the city
- Few high-quality restaurants, limited sit-down dining options
- Competition with downtown Spokane hotels and attractions
- Lack of investment by economic development organizations
- A few minor local attractions and no major attraction to serve as a regional draw

Key Tourism Opportunities

- Expansion of existing sports facilities (e.g. Plante’s Ferry, the Hub)
- Potential for multipurpose sports facility
- Market local and regional recreation opportunities (e.g. Centennial Trail, fishing, hiking)
- Enhance recreation assets (e.g. improve river access, trails)
- Create a defined center, encourage concentrations of businesses that create activity like restaurants and retail
- Promote Spokane Valley as gateway to Mt. Spokane and other ski resorts
- Shoppers from outside region and Canada
- Growth in healthcare industry
- Hotels could partner with local businesses to offer package deals to visitors

Characterization of Lodging Market

- Supply of hotels is sufficient (perhaps overbuilt), with a range of offerings
- Affordable, provides a different vibe from pricier options in Downtown Spokane
- Excellent accessibility for I-90 travelers
- Mostly chain hotels but lacking presence of larger/higher end presence
- Lodging development has been stagnant, whereas downtown Spokane has experienced new development
- While the lodging market generally seems stable, there are concerns it is struggling
Suggestions for City-led Efforts

- Support development of new events to attract visitors
- Improve wayfinding to orient visitors and direct them to local attractions
- Provide financial support via lodging tax for local events
- Produce marketing materials for businesses to display
- Public investments should benefit both residents and attract tourism, building upon existing tourism drivers (e.g. expansion of Plante’s Ferry)
- Establishment of an indoor/outdoor farmers market
- Targeted business attraction for anchor retailers and to specific commercial corridors

Survey Results

Highlights from the survey, which targeted hoteliers and other business owners that rely on tourist traffic, are presented in Exhibits 7 and 8. Key findings from the survey generally reinforce findings from other portions of this study.

According to the survey, hotel visits tend to be shorter in duration and most frequent in the summer months. Hoteliers perceive their advantages to be affordability and good highway access. However, comments from the survey indicate that these advantages may not be sufficient to capture a broader market. Respondents said the following:

“We have had to keep our prices compressed to compete in this market below normal pricing for this type of product.”

“It meets the needs. If you stay in the valley, you HAVE to have a car because there is [nowhere] you can walk and enjoy a few days, like downtown. We have no central location for many places to visit where you don’t have to spend 10-20 minutes driving.”

EXHIBIT 7. SURVEY RESULTS: TOP 3 REASONS TO STAY OVERNIGHT IN SPOKANE VALLEY

EXHIBIT 8. SURVEY RESULTS: TYPICAL LENGTH OF OVERNIGHT STAY IN SPOKANE VALLEY
GOALS, STRATEGIES AND ACTIONS
The strategic planning framework relies on Goals, Strategies and Action Steps to organize the content and speed implementation.

- A **goal** provides a high-level objective
- A **strategy** is an approach to achieving a goal
- An **action step** is a critical task in pursuing a strategy

Additionally, projects are identified for every goal at the end of each goal section. These projects represent potential investment choices for the city, and may be studied further in subsequent phases of this project.

There are four goals in this Tourism Strategy, and though they sometimes overlap or are mutually reinforcing, they each contain unique strategies united by a common theme. Every goal is an essential component of Spokane Valley’s efforts to grow tourism and establish a platform for economic development.
GOALS AND STRATEGIES AT A GLANCE

SUSTAIN EXISTING SEGMENTS

SUSTAIN SPOKANE VALLEY’S EXISTING HIGH-VALUE & HIGH-VOLUME TOURISM SEGMENTS

This goal is about identifying the tourism segments that currently perform well for the city, and working to sustain those segments over time. In particular, business travel and recreation drive tourism in the status quo, and the city must continue to invest in these segments to maintain a tourism baseline and, eventually, to grow to new levels. Most of the strategies in this goal pertain to marketing and promotion, as well as some infrastructural investments.

EVENTS & DESTINATIONS

GROW SPOKANE VALLEY’S PRESENCE IN REGIONAL EVENTS AND PROMOTE LOCAL DESTINATIONS

This goal pertains to existing events and local destinations where additional effort is needed to bring greater awareness or carve a niche for Spokane Valley. An expanded role in events throughout the region could lead to additional tourist spending in Spokane Valley on lodging and retail, and some destinations in Spokane Valley exist now but suffer from a lack of exposure. The strategies in this goal aim to maximize the potential of these assets.
NEW TOURIST ATTRACTIONS

CREATE NEW ATTRACTIONS THAT ASSERT SPOKANE VALLEY’S POSITION AS A SUPERIOR TOURIST DESTINATION

This goal is about creating new attractions that don’t currently exist, to compete with other tourist destinations and grow Spokane Valley’s market share. The strategies focus on attractions that make sense given Spokane Valley’s current strengths, like sports and recreation.

LONG-TERM IMPROVEMENTS

INVEST IN LONG-TERM IMPROVEMENTS TO CREATE A MORE ATTRACTIVE TOURIST DESTINATION

This goal highlights investments that indirectly increase tourism by creating a fun and inviting environment where people will want to visit and stay. These improvements are likely to have spillover benefits, including improved livability for current residents.
1.1.1 Distribute Branded Materials
Pending results of a professional branding effort, distribute branded marketing materials at local outfitters, ski resorts, wineries and other tourist attractions.

1.1.2 Identify Visitor Characteristics
Develop and distribute a survey to local hoteliers to identify demographic and economic characteristics of Spokane Valley visitors.

1.1.3 Market Hotel Deals
Work with hoteliers to target hotel specials toward core demographics—including business travelers, sporting event participants, families and through-traffic on I-90.

1.1.4 Create Event Signage
Provide large, visible signage (such as an interstate billboard) for popular existing events that identify Spokane Valley explicitly as an event location.

1.1.5 Explore Billboard Partnerships
Explore partnerships with billboard owners to fill unused billboards with tourism-related content until the boards are leased.

1.1.6 Maintain “Clean and Safe”
Continue to maintain Spokane Valley as a clean and safe city that is inviting to visitors.
The City of Spokane Valley has the advantage of several miles of prime Interstate 90 frontage, and on every stretch of highway there are billboards that periodically go unused. Innovative cities are fostering partnerships with the owners of those billboards that allow the city to post public service announcements, public art, and targeted advertisements on vacant billboards until those vacancies are filled. The Billboard Creative is a Los Angeles-based non-profit that specializes in pairing works of art with underutilized billboards.
1.1.7 Address Transportation Challenges
Work with the Public Works Department to identify, prioritize, fund and fix high-priority transportation challenges for visitors entering Spokane Valley.

1.1.8 Increase Regional Publicity
Solicit publicity by submitting leads to local and regional papers and magazines that feature Washington state and Pacific Northwest travel destinations.

1.2 Expand Outreach to Business Travelers and Maintain High Capture in This Segment

1.2.1 Emphasize Business Friendly Image
Cultivate a “business friendly” image based on efficiency and amenities.

1.2.2 Use Targeted Advertising
Prepare advertisements tailored for business travelers, and distribute materials to the Spokane Airport, Sea-Tac airport and other business travel hubs.
**SUSTAIN SPOKANE VALLEY’S EXISTING HIGH-VALUE & HIGH-VOLUME TOURISM SEGMENTS**

1.3 SUPPORT LOCAL HOTELIERS AND THE HOSPITALITY SEGMENT AND DRIVE OVERNIGHT STAYS

1.3.1 Capture Business Travelers
Work with local hoteliers to improve capture of the business travel segment through collaborative marketing and promotion and targeted specials.

1.4 PURSUE TARGETED PROMOTION OF WEEKEND AND OFF-SEASON HOTEL AVAILABILITY, WHEN RATES AND OCCUPANCY ARE LOW IN SPOKANE VALLEY

1.4.1 Develop Seasonal Promotions
Facilitate partnerships between tourism/marketing agencies and hotels to develop winter “shop and stay” specials and winter-themed advertisements that include Spokane Valley’s indoor/retail amenities.

1.4.2 Advertise at Seasonal Destinations
Improve distribution of promotional materials at Mt. Spokane, 49 North and other area ski resorts that generate winter traffic.

1.4.3 Promote Hotel Affordability
Encourage local hoteliers to tailor weekend advertisements to compete on price, promoting an affordable alternative to downtown Spokane.
1.5 SUSTAIN SPOKANE VALLEY’S EXISTING HIGH-VALUE & HIGH-VOLUME TOURISM SEGMENTS

1.5 IMPROVE SPOKANE VALLEY’S LEGIBILITY AND ACCESSIBILITY TO EXISTING VISITORS

1.5.1 Improve Wayfinding and Signage
Draw on existing regional studies, findings from a wayfinding consultant or local surveys to identify shortfalls in current signage and wayfinding and implement solutions as appropriate.

1.5.2 Fund Needed Maintenance
Pending results of 1.5.1, manufacture and install new wayfinding signage throughout the city and at key tourist attractions.

1.5.3 Foster Connections to Trails
Connect businesses to the Appleway Trail and Centennial Trail through signage.
**PROJECTS FOR FURTHER STUDY**  
SUSTAIN EXISTING HIGH-VALUE & HIGH-VOLUME TOURISM SEGMENTS

<table>
<thead>
<tr>
<th>See 1.1 through 1.4</th>
<th>Develop and implement a comprehensive marketing and promotional program through multiple media channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>See 1.5</td>
<td>Design and implement a comprehensive wayfinding system throughout the City in conjunction with City branding and placemaking</td>
</tr>
</tbody>
</table>
2.1.1 Improve Plante’s Ferry
Improve and expand facilities at the Plante’s Ferry sports complex.

2.1.2 Maintain and Improve Sports Facilities
To the extent possible, work with the Hub and other local sports facilities to maintain and improve offerings.

2.1.3 Expand Existing Sporting Events
Work with existing sporting events (e.g. Hoopfest, NCAA basketball tournament) to identify expansion opportunities.

2.1.4 Promote Youth Sports
Promote youth sports, host regular events, and match facilities with resources needed to prepare competitive bids for hosting responsibilities.
2.2 IMPROVE ACCESS TO THE SPOKANE RIVER FOR RECREATION ACTIVITIES

2.2.1 Improve Access and Signage
Identify new access points and improve wayfinding and access signage.

2.2.2 Create North-South Trail Connections
Plan for the creation of new north-south trail connections to and from key commercial centers, thriving neighborhoods, existing parks and the Spokane River.

2.2.3 Develop Waterfront Public Space
Encourage owners, designers and builders of new riverfront development to provide quality public space with shared access to the river as part of the development plan.

2.3 EXPAND AND PROMOTE EXISTING RECREATION DESTINATIONS IN SPOKANE VALLEY

2.3.1 Advertise Recreation Assets
Advertise proximity to mountain bike trails, ski resorts, and other regional recreation destinations and develop profiles of Dishman Hills, Camp Sekani, etc. for distribution.

2.3.2 Encourage Package Deals
Encourage development of package deals (hotel and fishing, skiing, kayaking, etc.) and connect service providers so that they may negotiate bundled packages.
2.3.3 Participate in Regional Efforts
Proactively guide content development by regional tourism organizations (e.g. Visit Spokane) to highlight the city’s recreation assets.

2.3.4 Produce a Recreation Guide
Consider development of a comprehensive, branded recreation resource that inventories and promotes local recreation attractions, as well as hotels and restaurants.

2.3.5 Partner on Trail Expansion
Work with the Evergreen Mountain Bike Alliance (East) and Spokane County Parks to identify opportunities for trail expansion; express an interest in linking local attractions with bike and hiking trails.

2.3.6 Repurpose Old Quarries
Assess the environmental and financial feasibility of repurposing former quarries as unique parks and recreation areas.

2.3.7 Expand Lodging Options
Approach local hoteliers to discuss the market for small-scale, low-cost lodging options (e.g. “adventure hostels”) to cater to the recreation-based market segment.

2.3.8 Use Instagram Effectively
Recruit a popular Washington state-based athlete to participate in an Instagram “takeover” (or similar social media strategy) to highlight local recreation assets.

Action 2.3.8
Recruit a popular Washington-based athlete to participate in an Instagram “takeover” to highlight local recreation assets.

A coherent social media strategy can help put new destinations on the map and will allow Spokane Valley to reach a new segment of would-be visitors. The photo-sharing app Instagram is an example of a social media platform that is well-suited for telling stories about travel and recreation.

An Instagram “takeover” refers to a days-long campaign wherein a city, place or organization recruits a popular figure (with a big social media following) to visit and post on the former’s account.

If the City of Spokane Valley were to undertake a campaign such as the one pictured at right—where Patagonia-sponsored athlete Caroline Gleich posted for Travel Oregon over several days—the city could reach tens of thousands of followers with images and stories of local recreation opportunities.
**GROW SPOKANE VALLEY’S PRESENCE IN REGIONAL EVENTS AND PROMOTE LOCAL DESTINATIONS**

### 2.4 PROMOTE SPOKANE VALLEY’S WINE AND BEVERAGE CLUSTER

#### 2.4.1 Design Wine-Themed Events
Assemble a panel of local winery owners and operators to design a “taste of” event or to offer periodic, shared winery tours in Spokane Valley.

#### 2.4.2 Improve Promotion of the Wine Cluster
Create branded promotional materials for the wine cluster and related industries (e.g. brewing and distilling); distribute regionally.

### 2.5 IMPROVE THE FAIR AND EXPO CENTER TO PROVIDE NEW PROGRAMS AND INCREASE VISITS

#### 2.5.1 Support the Fair and Expo Center
Assess the potential for a Fair and Expo Center expansion and work with Spokane County to identify opportunities to expand programming.

### 2.6 HOST NEW EVENTS AND FESTIVALS, AND CONTINUE TO PROMOTE EXISTING OFFERINGS

### 2.7 CONDUCT A FEASIBILITY ASSESSMENT OF A VISITOR CENTER OR “LAUNCHPAD”
### PROJECTS FOR FURTHER STUDY
**GROW REGIONAL EVENTS AND PROMOTE LOCAL DESTINATIONS**

<table>
<thead>
<tr>
<th>See 2.1.1</th>
<th>Work with Spokane County to design and fund an expansion and improvement of Plante’s Ferry</th>
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<tbody>
<tr>
<td>See 2.2.2</td>
<td>Design and develop trail connections north and south connecting to river, recreation amenities and neighborhood clusters</td>
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<tr>
<td>See 2.2.3</td>
<td>Identify potential locations for riverfront development opportunities with commercial components</td>
</tr>
<tr>
<td>See 2.6</td>
<td>Expand upon and support both Valley Fest and Cycle Celebration so they become financially sustainable tourist attractions</td>
</tr>
<tr>
<td>See 2.4.1</td>
<td>Fund a slate of new special events within the City to complement Valley Fest and Cycle Celebration, such as new wine and food events throughout the year</td>
</tr>
<tr>
<td>See 2.5.1</td>
<td>Redevelop and/or expand facilities on county owned fairground property</td>
</tr>
<tr>
<td>See 2.7</td>
<td>Develop and operate a visitor center “launch pad” at a strategic location within the City and explore the potential for colocating with retail and recreational uses</td>
</tr>
</tbody>
</table>
CREATE NEW ATTRACTIONS THAT ASSERT SPOKANE VALLEY’S POSITION AS A TOURIST DESTINATION

3.1 EXPLORE FEASIBILITY FOR A MULTIPURPOSE YEAR-ROUND OR SEASONAL SPORTS COMPLEX

3.1.1 Survey Locations and Funding Sources
Identify facility location options and explore funding options for a year-round or seasonal multipurpose sports complex.

3.1.2 Analyze the Competitive Market
Analyze the competitive market for concerts and large event spaces that could provide opportunities to complex primary business related to sports.

3.1.3 Identify Compatible Functions
Identify opportunities for this complex to combine indoor and outdoor and year-round facilities, such as an aquatic center.

3.2 BECOME A LEADING DESTINATION ON THE SPOKANE RIVER

3.2.1 Recruit River-Oriented Businesses
Use targeted outreach to existing businesses and entrepreneurs to recruit river recreation businesses (outfitters, operators).

3.2.2 Create a Waterfront Park
Create a waterfront park or consistent greenbelt and assess the potential for an art walk to showcase local artists.

3.2.3 Guide Mirabeau Point Development
Participate in conversations with the developers of Mirabeau Point to locate commercial activities, especially retail and tourism-related services (e.g. boat/tube and bike rentals, outfitters) within the development.
CREATE NEW ATTRACTIONS THAT ASSERT SPOKANE VALLEY’S POSITION AS A TOURIST DESTINATION

3.2 BECOME A LEADING DESTINATION ON THE SPOKANE RIVER

3.2.4 Construct a Whitewater Course
Assess the feasibility of constructing a designated whitewater course on a section of the Spokane River.

3.2.5 Redevelop Public Land
Use public-private partnerships in the development of State-owned land (Flora Rd) to encourage tenants that draw visitors to the region.

3.2.6 Promote Existing Whitewater
Promote existing, natural water features such as Flora Rapids and Zoo Wave.

3.3 DEVELOP A STADIUM DISTRICT NEAR AVISTA STADIUM

3.3.1 Compile Case Studies
Compile case studies of similar development projects near minor league ballparks throughout the United States.

3.3.2 Assess Local Interest
Conduct outreach to local landowners to assess interest in the Stadium District concept.

3.3.3 Identify Implementation Opportunities
Pending interest from landowners, identify opportunities for public-private implementation partnerships and identify needed land use or policy changes.

Freight House District & Aces Ballpark
Reno, Nevada
Action 3.2.4

Assess the feasibility of constructing a designated whitewater course on a section of the Spokane River.

Efforts intended to spur tourism in Spokane Valley should capitalize on the city’s natural assets, including the Spokane River. Though portions of the river are already well-suited to tubing and paddling, creating a designated whitewater park would instantly make Spokane Valley’s stretch of river a regional attraction.

These whitewater parks have been extremely successful elsewhere, including in downtown Reno, Nevada (pictured) on the Truckee River. Here, the constructed rapids draw crowds of recreationists daily, and occasionally bring hundreds of visitors to downtown for organized events.
3.4 EXPAND THE PRESENCE OF A LOCAL FARMER’S MARKET IN SPOKANE VALLEY

3.4.1 Work With Local Partners
Work with local and regional organizations that already manage farmers markets to identify opportunities for a farmers market operation in Spokane Valley.

3.4.2 Identify City Property
Identify city property that may be suitable for a farmer’s market, and consider making public investments to offer a community space for an indoor market.

3.5 FACILITATE AND SUPPORT THE CITY AND REGION’S ARTS ECONOMY

3.5.1 Support an Arts Venue
Work with local arts organizations to explore the feasibility of a local arts and entertainment venue oriented towards local and regional artists.

3.5.2 Develop an Arts Venue
Provide a local venue for permanent and temporary art exhibits.

3.5.3 Plan for the Arts
Develop a public art master plan for the city, identifying goals, opportunities and funding sources like the National Endowment for the Arts and the Our Town grant program.
### PROJECTS FOR FURTHER STUDY

#### CREATE NEW TOURIST ATTRACTIONS

| See 3.1.1 | Develop a sports complex and/or aquatic center oriented towards youth and family sports and events that is either year round or seasonal in nature |
| See 3.1.2 | Develop an events and concert facility/grounds that can host a diverse set of users |
| See 3.2.2 | Develop a new waterfront park along the Spokane River to include increased river access |
| See 3.2.3 & 3.2.5 | Work with land owners and developers to develop a mixed use commercial facility and public open space on privately owned land |
| See 3.2.4 | Support the development of a whitewater course and venue in the Spokane River |
| See 3.3 | Support and implement a mixed use entertainment and commercial district around Avista Stadium |
| See 3.4.1 | Facilitate and develop a year round farmers market/market hall within the City |
## PROJECTS FOR FURTHER STUDY
CREATE NEW TOURIST ATTRACTIONS (CONTINUED)

<table>
<thead>
<tr>
<th>See 3.5.1</th>
<th>Develop a multifaceted arts and entertainment venue in partnership with local arts organizations, galleries and theatre production companies</th>
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<tbody>
<tr>
<td>See 3.5.2</td>
<td>Develop an arts walk along the river or near the City’s civic facilities with permanent and temporary exhibits</td>
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</tbody>
</table>
INVEST IN LONG-TERM IMPROVEMENTS TO CREATE A MORE ATTRACTIVE TOURIST DESTINATION

4.1 USE FEEDBACK LOOPS TO CONSTANTLY IDENTIFY NEEDED IMPROVEMENTS

4.1.1 Harness Visitor Feedback
Create a structure to harness feedback from visitors, provide a process for internal review, agile strategy, continued improvement to create repeat visitors.

4.2 DEVELOP AND COMMUNICATE SPOKANE VALLEY’S BRAND

4.2.1 Hire a Branding Consultant
Engage a branding/tourism consultant to conduct a branding charrette and development new marketing materials for the city.

4.2.2 Distribute Branded Materials
Develop and distribute a branded marketing brochure for local businesses.

4.3 INCENTIVIZE CATALYTIC DEVELOPMENT PROJECTS THAT CREATE ATTRACTIVE OVERNIGHT DESTINATIONS

4.3.1 Leverage the New City Hall
Encourage the establishment of a concentrated business district around the new City Hall building by collaborating with developers and land owners.

4.3.2 Collaborate on the Development of Mirabeau Point
Work with the owners of the Mirabeau Point site to develop a vision and plan that will lure new overnight visitors.

4.4 ENGAGE IN LONG-TERM PROCESSES THAT INCREASE “CURB APPEAL” AND SENSE OF PLACE
PROJECTS FOR FUTURE STUDY
INVEST IN LONG-TERM IMPROVEMENTS

See 4.3 - Identify locations, possible developers and public funding/incentives needed for catalytic development

See 4.3 - Identify properties near the proposed City Hall suitable for mixed-use development and explore public private partnership opportunities

See 4.3.1- Develop and implement a redevelopment plan for City owned Balfour Park property and consider a wide range of civic uses and potential public-private partnerships
IMPLEMENTATION
WORKING TOWARD IMPLEMENTATION: NEXT STEPS

This tourism strategy represents Phase One of a larger effort by Spokane Valley to promote economic development through increased tourism in the city and the region. The goals, strategies and actions contained in this document led the project team to identify several projects that require further study prior to implementation. Those projects have been identified for each of the four goals.

Phase Two of the tourism promotion effort involves a rigorous assessment of the feasibility and prospective return-on-investment for a selection of these projects. It is expected to kick-off in Spring/Summer 2016, and the results will guide city decision making and investment.