

AGENDA
GIG HARBOR CITY COUNCIL STUDY SESSION
Thursday, May 23, 2024 - 3:00 PM
Community Rooms

This meeting may also be accessed through Zoom at <https://zoom.us/j/93216056382> or by calling (253) 215-8782 and entering Meeting ID 932 1605 6382.

CALL TO ORDER/ROLL CALL

DISCUSSION ITEMS

1. **Tourism Marketing Update from the Gig Harbor Chamber of Commerce**
2. **Strategic Plan Review**
City Administrator Katrina Knutson

ADJOURN

PUBLIC COMMENT & DECORUM

Public comment will not be accepted at this study session.

AMERICANS WITH DISABILITIES (ADA) ACCOMMODATIONS

ADA accommodations can be provided upon request. Those requiring special accommodations should contact the city clerk at cityclerk@gjgharborwa.gov or (253) 853-7613 at least 24 hours prior to the meeting.

4/30/2024

Josh Stecker, City Clerk
City of Gig Harbor
3510 Grandview Street
Gig Harbor, WA 98335

Subject: Quarterly Report – Tourism Marketing Activity and Performance Overview Q1-2024

Dear Josh,

I am pleased to provide you with the quarterly report summarizing the activities, projects, and programs completed by Gig Harbor Chamber of Commerce during January-March (Q1-2024), along with related financial data, partnerships, publicity materials, and other relevant information.

Overview of Activities and Achievements:

The following is a general overview of the visitation within Gig Harbor for Q1, specifically looking at visitors 50+ miles away. Here are some key takeaways and a general overview based on the data set,

Visitor Metrics:

- Gig Harbor saw a total of 180,437 trips, with an average stay of 2.2 days.
- There were 397,256 visitor days and 63,693 unique visitors in this quarter.

Visitor Origin:

- Most visitors came from out of state (66%), compared to 34% from in-state.
- Notable increases in trips were observed from cities like Los Angeles and Phoenix, suggesting an expanding visitor base from these areas.

Travel Behavior:

- A substantial portion of visits (79.4%) lasted just one day, highlighting the prevalence of short-term visits.
- There is a notable percentage of repeat visitors (54%), indicating that a significant portion of tourists are returning visitors.

Economic Impact:

- Seattle-Tacoma and Portland are the top two markets for both trips and spending, though Seattle has seen a decrease in trips by 8.6% while experiencing an increase in spending share by 1.2%.

Trends in Destination Clusters:

- Gig Harbor City and surrounding areas like Uptown Shopping Center and Harborview Downtown remain popular, with increased activity especially in areas like Tacoma Narrows Airport and Golf, suggesting a diversification in tourist activities.

Demographics:

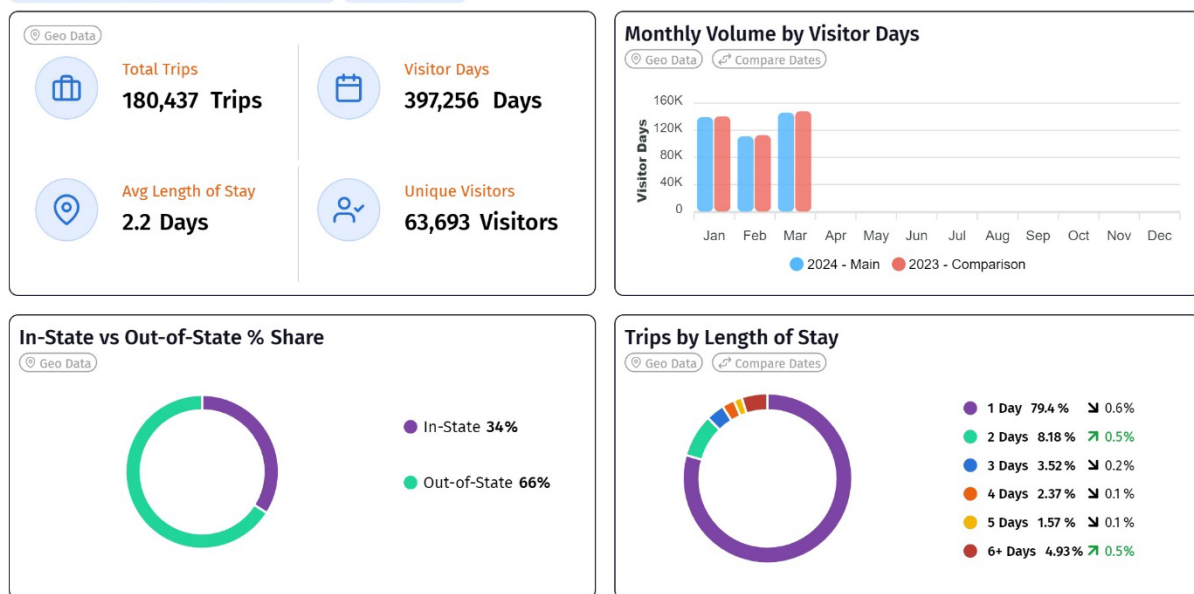
- The largest visitor age group is 45-64 years (34%), and the most common household size is 1-2 persons (47%).
- The primary education level of visitors is high school (55%), with most visitors being of White ethnicity (84%).

Overview of the Collected Data

The data spans various dimensions of tourism including demographics, duration of stay, economic impact, and visitor origin. It highlights both the geographic spread of visitors and their economic contribution to the region. The detailed monthly breakdowns, comparison with previous years, and categorization by type of visit provide a comprehensive view of how tourism is evolving in Gig Harbor. We will continue to skew our advertising efforts to increase occupancy rates for our hoteliers.

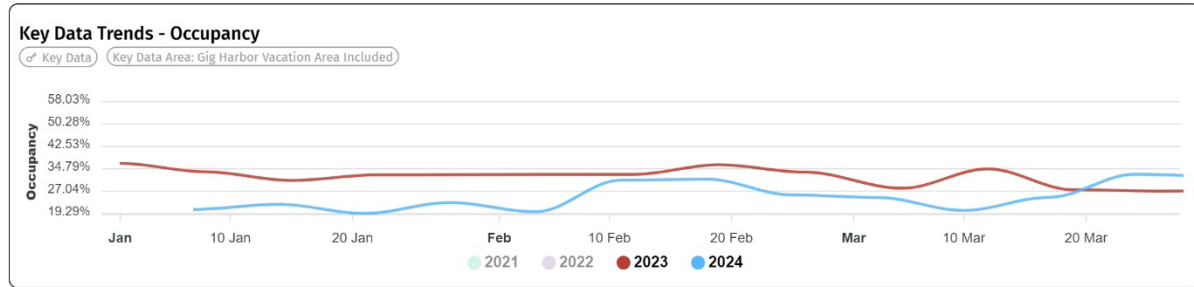
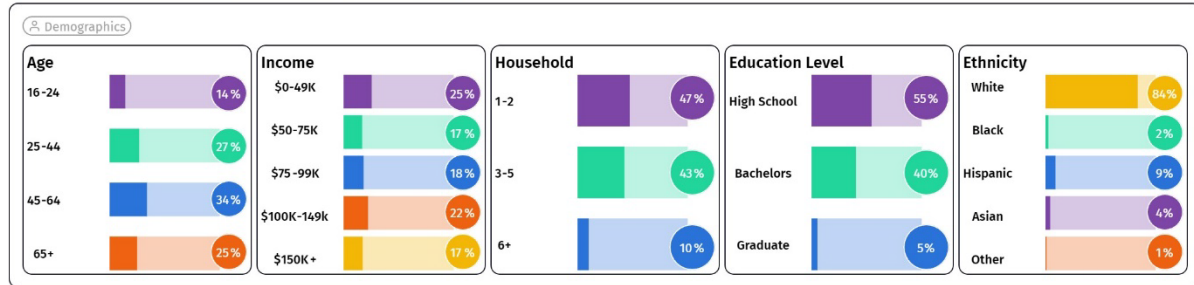
Gig Harbor DMO Report

Global Filters In-State Out-of-State Distance: 50 mi - 2,759 mi Dates: 1/1/24 - 3/31/24 [Compare Dates: 1/1/23 - 3/31/23](#)
Clusters: Summer Sounds Concert Series Excluded POIs: All Included



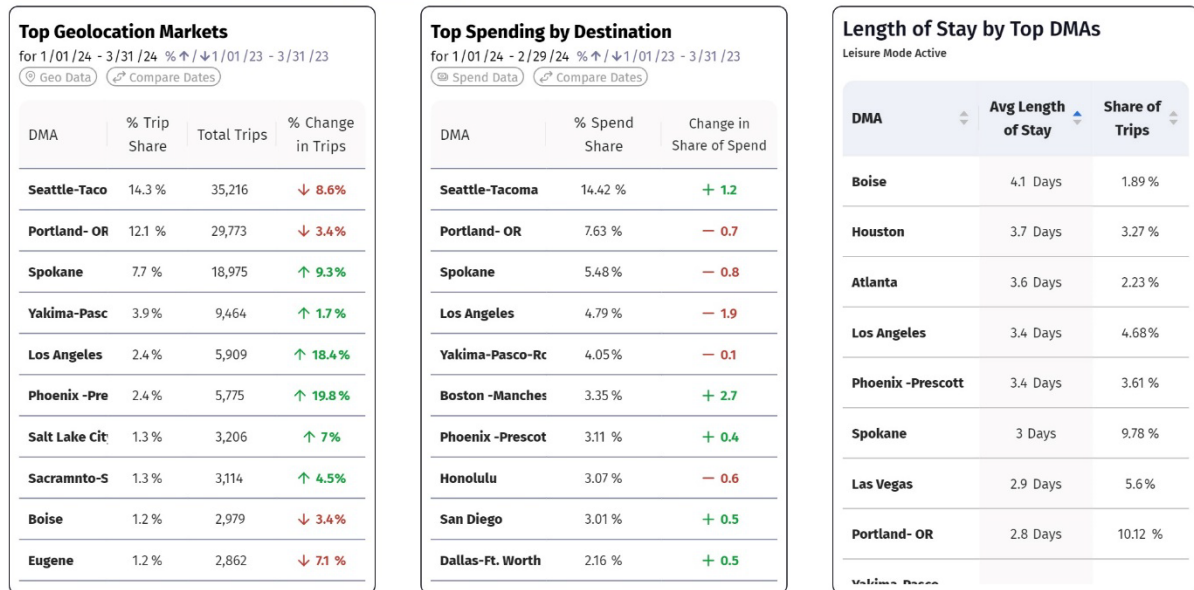
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Gig Harbor DMO Report

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During the first three months of 2024, Gig Harbor Chamber of Commerce has been actively engaged in various activities, partnerships and projects aimed at marketing the City of Gig Harbor to tourists. During these three months we continued working with a tourism consultant identifying key activities we could partner on, set an editorial calendar, continued working with a website designer, created a newsletter, and finished the writing/design work for the [2024 visitor guide](#).

We continued the partnership with Harbor WildWatch for advertising in the Alaska Terminal at the airport and supported some additional tours. Recently, we have expanded this collaboration to leverage Harbor WildWatch's robust social media following. This strategic move aims to enhance our digital

presence and outreach, tapping into a community passionate about environmental conservation and educational tourism. The synergy between our advertising efforts at the Alaska Terminal and dynamic engagement on social media platforms helps to amplify our message, attracting a broader audience interested in unique, educational travel experiences.

This integrated marketing approach not only increases visibility for Gig Harbor but also enriches the visitor experience with engaging, hands-on environmental activities offered by Harbor WildWatch. Tourist feedback consistently highlights these educational tours as a trip highlight, promoting repeat visits and enhancing our reputation as a leading destination for sustainable and educational tourism.

DMO partners – we have continued to build relationships with our fellow DMO's, looking for possible synergy. We met with Visit Bainbridge and continue to discuss ways that we may be able to do some co-op marketing as gateway locations to the peninsula.

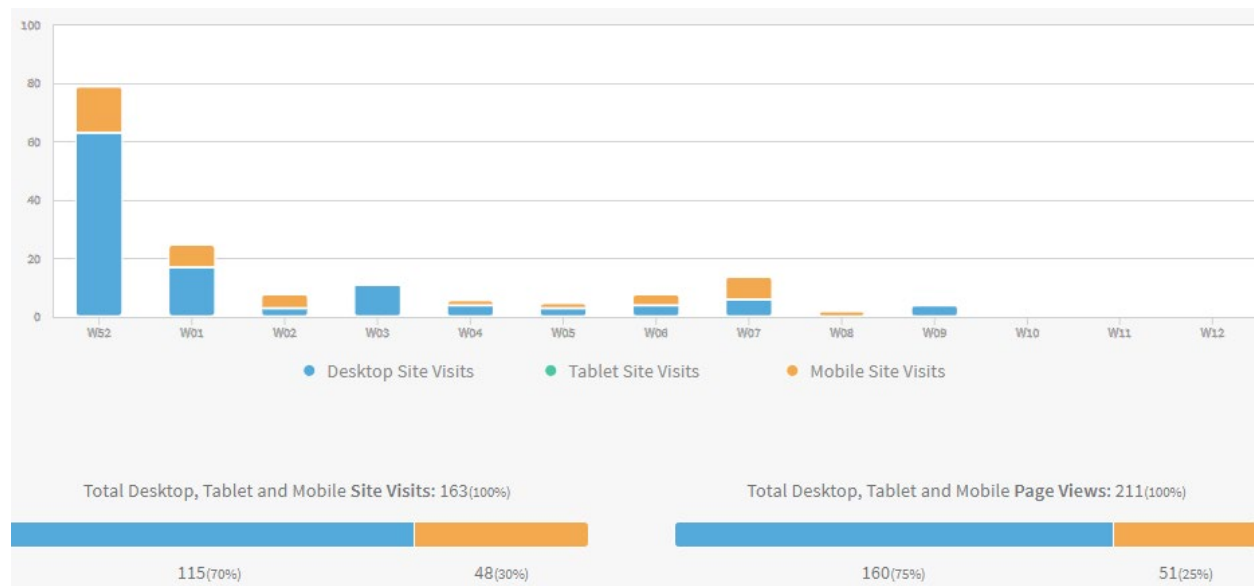
Below is an overview of the key initiatives we have undertaken during January through March 2024.

Operational updates:

We have been watching the Visitor Center stats closely to include weekend visitor trends during Q1. The December cool off continued in January and then picked up as the quarter progressed. We had a total of 365 recorded visitors to the office with 226 being tourists. Of the tourists, 31% stopped in during the weekend & holidays. Here are some interesting data points from being open on the weekends.

- Total visitors during January-March were 226 with 31% of the total stopping during the weekend & holidays. A majority were looking for maps and things to do, restaurants to eat at, etc. Most had their accommodations settled.
- During this period for weekends, we have welcomed 71 total visitors out of 39 parties. Of these visitors, 41 came during March out of 24 parties.

Our work with JayRay continued for print ads. We continued to use the landing page of www.UnwindGigHarbor.com in ad content. The following is the data conversion before moving the landing page to www.VisitGigHarbor.com, we had the following conversions from print to digital:



We continued working with Ivy Cat for a new website. It included gathering information from retailers, restaurants, hoteliers, events, activities etc. There is a database being built behind this website to make the visitor's experience rich and engaging.

Social media update - Matt has continued to build out the social media channels with content and is developing relationships with other content creators:

Facebook: <https://www.facebook.com/VisitGigHarborOfficial> 347 followers

Instagram: https://www.instagram.com/visitgigharbor_official/ 395 followers

YouTube: <https://www.youtube.com/@VisitGigHarbor/videos> 16 subscribers

Videos - During Q1, we continued to work with In-Gear media to create 3 themed productions that included Gear up Get outside, and Premier Couples Getaway/Date Night in long form and then several shorts. There was a 3rd shoot at Harbor Wildwatch that we are awaiting the final video from IGM.



Events attended/represented on behalf of tourism (*sponsor/partner businesses included*):

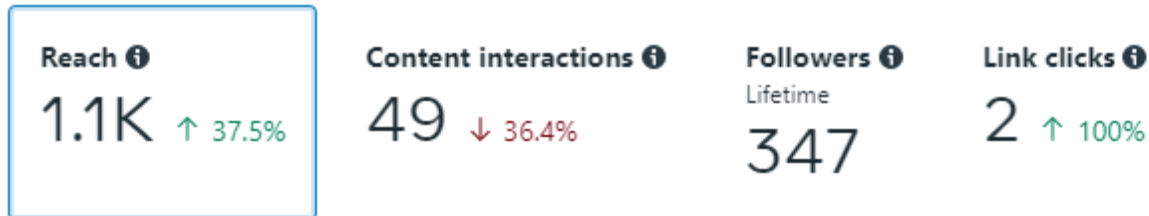
Eco-Tourism Activity – teamed with Harbor WildWatch on Dock Walks & Wildlife Tours, Pier into the Night and Airport Advertisement. We worked with them to cross promote both brands in social and digital advertising.

ChowderFest – The Gig Harbor Chowderfest in March 2024 was a resounding success, attracting a notable influx of people and boosting local businesses. We were able to interact with participants as they made their way around the harbor.

Restaurant Week – Gig Harbor Restaurant Week in March 2024 was a notable success, attracting visitors and locals to enjoy diverse culinary offerings at promotional prices. While the event broadly succeeded, there is room to improve advertising strategies to better highlight the specials available. Next year, we aim to enhance participation and turnout by collaborating closely with the Waterfront Alliance. Positive visitor feedback and increased local business sales underscored the event's impact, further establishing Gig Harbor as a vibrant foodie destination.

Digital Advertising:

Restaurant Week – Through a partnership with the Waterfront Alliance we were able to repost and co-tag fellow Harbor businesses participating in Restaurant Week. The following data reflects the organic success of these posts/stories/tags.



Showcase Media Newsletter



Print Advertising:

For each of the print ads placed during Q1 we are including the publication name, the reach and when QR codes were included to the "UnwindGigHarbor" landing page. Print ads served with QR codes were tracked this way through direct traffic, and other traffic sources can be seen as well. Several of these will also ad digital ads that coincide with the print ads.

NW Travel & Life Magazine:



Unwind in Small Town Splendor

SAVOR THE SALTY AIR & MAKE SWEET MEMORIES

Find waterfront adventures and small-batch sips for everyone. Gig Harbor offers family friendly activities of every kind, just an hour south of Seattle.



Plan your trip at [VisitGigHarbor.com](https://www.visitgigharbor.com)  [#VisitGigHarbor](https://twitter.com/VisitGigHarbor)



ShowCase Media:



UNWIND IN SMALL TOWN SPLENDOR



PLAN YOUR TRIP TODAY
[WWW.VISITGIGHARBOR.COM](https://www.visitgigharbor.com)





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425 Magazine:



1889:

1889 has a total annual readership of 826,000+





Unwind in Small Town Splendor

SAVOR THE SALTY AIR & MAKE SWEET MEMORIES

Find waterfront adventures and small-batch sips for everyone. Gig Harbor offers family friendly activities of every kind, just an hour south of Seattle.



Plan your trip at VisitGigHarbor.com  [#VisitGigHarbor](https://www.instagram.com/VisitGigHarbor)



SeaTac Airport – Alaska Terminal

DISCOVER GIG HARBOR'S WILDSIDE

Eco-tourism activities for explorers of all ages and abilities

- Marine Life Center
- Guided Walking Tours
- Habitat Exploration
- Wildlife Viewing
- Interpretive Trails



HARBOR WILDWATCH Port of Seattle **VISIT GIG HARBOR**

Visit Us Today!
253-514-0187
3207 Harborview Drive, Gig Harbor
www.HarborWildWatch.org

Use of Volunteers:

Each week, we average 14 hours of volunteer assistance from 6 people. We have a volunteer who is actively recruiting other volunteers, we hope to add more volunteers as we can always use more.

Challenges and Opportunities:

While Gig Harbor Chamber of Commerce has achieved several milestones in the past quarter, we also continued facing the challenge of acquiring the information from some of the businesses and restaurants in the area for the database back end of the database. This has caused some delays, and we now plan to launch the full website by the end of May.

We continue to explore opportunities to partner within the community organizations in areas that will collectively bring more visibility and visitors to the community. Others are beginning to reach out to us to partner on various activities in the future.

Financial Overview:

Below is a report from previous submittals showing Tourism related expenses for January through March. Receipts matching the Tourism P&L are available for review should you need. Q1 had a total spending of \$149,986.50.



Gig Harbor Peninsula Area Chamber of Commerce	
Tourism Expenses	
January -March 2023	
Administrative Costs	\$3,127.65
Advertising/Promotion	\$79,856.67
Events	\$0.00
Insurance	\$535.27
Media Hosting	\$0.00
Professional Services	\$19,078.20
Travel Expenses	\$0.00
Wages	\$27,494.04
Web/mobile/eNews (hosting & Maintenance	\$19,894.67
Total for 7000 Tourism Expense	\$149,986.50

Looking Ahead:

Looking ahead, Gig Harbor DMO remains committed to our mission for this contract of marketing Gig Harbor to tourists and continue to seek new opportunities to make a positive impact on our community. We are excited about the upcoming quarter and have several new initiatives and projects in the pipeline.

We will continue actively working on phase two of the website with a full launch in Q2 of 2024. Our anticipation is there will be a couple phases to the launch. Matt has been working diligently to gather information from retailers, activity providers and restaurants. The bulk of this work is being completed in Q2 and we anticipate this being an ongoing effort.

Print ads in the works for Q2 include USA Today travel edition and Business View Magazine. All print ads we plan to have QR codes to convert to the new website. Our plan is to continue to acquire landing page URLs that make sense for our tourism efforts. This has been helpful for us to see conversion rate indicators from print (print is always difficult to measure).

If you have any questions or require more detailed information about any aspect of our activities or financials, please do not hesitate to contact us at mbattson@gigharborchamber.com & marketing@visitgigharbor.com.

Thank you for your ongoing support, and we look forward to continuing our collaboration to achieve our shared goals.

Sincerely,

Miriam Battson
President/CEO

Gig Harbor Chamber of Commerce
3125 Judson St
Gig Harbor, WA 98335
mbattson@GigHarborChamber.com

Matthew Meszaros
Tourism Marketing Director

GHCC - Tourism Department
3125 Judson St
Gig Harbor, WA 98335
marketing@VisitGigHarbor.com



**City of Gig Harbor
City Council Agenda Bill**

Meeting Date: May 23, 2024

SUBJECT: Strategic Plan Review

SUBMITTED BY: City Clerk Josh Stecker

DEPARTMENT: Administration

PHONE: (253) 853-7613

SUGGESTED MOTION: None.

BACKGROUND INFORMATION: Earlier this month, city staff formally kicked off the process of putting together the 2025-26 budget. One of the key guiding documents in our budget preparations is the city council's strategic plan. The strategic plan was last updated in June 2023.

Council adopted its first strategic plan in 2021. It has traditionally been a one-page document that can be easily shared and be readily available for reference by council, staff, and the community. The strategic plan is included in every regular city council meeting packet and attached to printed agendas handed out at those meetings.

Included in this study session packet is a copy of the current strategic plan with suggested revisions from the city's executive leadership team. The revisions are intended to recognize the tasks that the city has successfully completed and incorporate new projects and goals that staff and council have identified in the past year.

A few notes:

- The plan is being proposed as a three-year plan (2024-26) instead of a two-year plan. This covers us through the full 2025-26 budget
- Lined-out items with a check box indicate that the objective is completed
- Lined-out items without a check box indicate we are not anticipating moving forward with the objective
- Underlined items are newly added, based on what we think council might be expecting to see.

The goal for this study session is to receive direction from council on the final content of that strategic plan. The plan would be adopted by resolution in June or brought back to another study session for further discussion, if necessary.

FISCAL CONSIDERATION: None.

ATTACHMENTS:

1. DRAFT Three-Year Strategic Plan

2. City of Gig Harbor Two-Year Strategic Plan 2023-24

STRATEGIC PLAN PRIORITY: Strategic Plan Priority 1 - Foster a healthy city organization

Strategic Plan Priority 2 - Ensure sustainable future for public services and facilities

Strategic Plan Priority 3 - Maintain small town character and historic preservation while growing responsibly

Strategic Plan Priority 4 - Promote environmental sustainability and preserve Gig Harbor's natural beauty

Strategic Plan Priority 5 - Promote and enhance a dynamic and robust economy

Strategic Plan Priority 6 - Provide a safe, healthy, and inclusive community

City of Gig Harbor TwoThree-Year Strategic Plan 2023-2024-2026

Vision Statement: *The City of Gig Harbor leads the way in livability, environmental stewardship, economic vitality, and municipal services.*

Priorities	Goals	Actions – Routine/Annual	Actions - Project
Foster a healthy city organization	- Be an exceptional employer - Retain existing workforce - Attract qualified applicants - Ensure safe work environment - Encourage <u>Prioritize</u> staff training - Encourage and obtain employee feedback - Fill all vacancies in a timely manner	- Re-qualify for AWC Well City designation - Conduct annual biennial employee satisfaction survey - Promote and enhance the city's <u>DEI program</u>	☒ Develop a staff retention and attraction program ☒ Review and update the city's DEI program (<i>moved to ROUTINE</i>) ☐ Update personnel regulations ☐ Update safety manual and accident prevention program ☒ Revise employee evaluation process ☒ Develop management training for all new supervisors ☐ Update job descriptions and conduct <u>Consider</u> salary & benefits study <u>recommendations</u> ☐ Research and Implement HR Information Systems Improvements
Ensure sustainable future for public services and facilities	- Provide effective and <u>efficient</u> municipal services - Increase city communication effectiveness - Listen to community needs and expectations - Source funding for parks, streets/transportation, and utilities - Ensure infrastructure to support community needs <u>Fund only capital projects the city can afford to maintain into the future</u>	- Update utility rates as needed - Continually improve permit and land use approval processes - Increase resources for capital projects <u>to move through design and construction</u> - Review/amend TIP to improve motorized and non-motorized transportation - Maintain excellent bond rating <u>Compare actual total capital project costs to council-approved costs</u>	☐ Create a city-wide communications plan ☐ Update public works standards ☒ Conduct HOA fair (<i>moved to ROUTINE</i>) ☐ Implement hybrid court system/electronic case management ☐ Parks division organizational assessment ☒ Complete construction of Public Works Operations Center ☐ Place parks bond on ballot ☐ Explore options for B&O tax ☐ Explore options for Transportation Benefit District Fund uses ☐ Source funding for Sports Complex Phases 2 & 3
Maintain smalltown character and historic preservation while growing responsibly	- Promote responsible growth in keeping with small town character - Address infrastructure to relieve traffic issues - Ensure adequate affordable housing - Focus on character retention and historic preservation - Decrease distance to get to a park or open space - Enhance walkability and pedestrian/cyclist safety	- Annually docket specific priorities in the comprehensive plan - Fund Harbor History Museum operations - Monitor state legislative activity - Support the arts commission - Develop <u>Support</u> sister city program - Fund creative endeavor grants - Monitor short-term rentals <u>Conduct HOA fair</u>	☐ Complete 2024 Comprehensive Plan periodic update ☒ Complete annexation study ☒ Develop housing needs and action plan ☒ Create historic preservation commission ☐ Develop 4th of July event ☒ Establish process and procedure for code compliance program ☐ Establish park standards ☐ Conduct Crescent Creek Park Master Plan ☐ Install Cushman Trail/Harborview Drive Connector Trail ☐ <u>Complete Sports Complex Phase 1</u> ☐ <u>Develop permit processing timeline goals and metrics</u> ☐ Design and construct fishermen's homeport (MOVED from #5)
Promote environmental sustainability and preserve Gig Harbor's natural beauty	- Address climate change - Preserve tree canopy - Preserve and enhance natural character - Add undeveloped land to parks inventory	- Annually review climate & sustainability action plan (<i>once developed</i>) - Consider possible conservation properties and/or mitigation areas and activities <u>Assess gaps in public of charging stations for electric vehicles</u> <u>Promote commute trip reduction goals</u> <u>Electrify city fleet</u>	☒ Adopt climate & sustainability action plan ☐ Form climate action committee ☐ Adopt urban forest management plan/tree retention policies ☒ Develop recycling program in city parks ☒ Install Civic Center electric vehicle charging station ☐ Annex parcels in city's parks system ☒ Update stormwater manual ☐ Assess gaps in public charging stations for electric vehicles (<i>moved to ROUTINE</i>)
Promote and enhance a	Develop a plan to increase promotion of our local business community	- Support Downtown Waterfront Alliance - Support Chamber of Commerce	☐ Create a business retention and attraction plan

dynamic and robust economy	▪ Increase vitality of the city's small businesses ▪ Attract larger business to industrial zone ▪ Maintain and enhance commercial fishing ▪ Develop sewer conveyance in unserved/underserved sewer basins	• Fund tourism with lodging tax grants • Promote downtown businesses/events • Collaborate with Pierce Transit for trolley • <u>Evaluate and amend development regulations and fees</u>	☐ Evaluate and amend development regulations and fees (moved to ROUTINE) ☐ Develop and implement a small business fair <u>resources</u> ☒ Develop holiday display attractions ☐ <u>Develop Cultural Access Program</u> ☐ <u>Support Establishment of a Creative District</u> ☐ <u>Review off-street parking requirements for businesses</u>
Provide a safe, healthy, and inclusive community	▪ Foster safe, livable and attractive community ▪ Ensure city services are available to all residents ▪ Implement DEI in city personnel practices	• Provide funding for senior programming • <u>Develop housing, health, & human services program</u> • <u>Ensure high standard of ADA compliance</u> • <u>Monitor and assess city water system for possible treatment needs</u>	☒ Develop housing, health, & human services coordinator position (moved to ROUTINE) ☐ Provide funding for senior center permanent home ☐ Develop a plan to support youth and teen activities <u>Establish youth council</u> ☐ Obtain police department accreditation ☐ Update emergency management plan ☐ <u>Install speed cameras near parks and schools</u> ☐ <u>Establish an ADA parking program for the public right of way</u> ☐ <u>Develop manganese treatment options for city water sources</u>

City of Gig Harbor Two-Year Strategic Plan 2023-2024

Adopted by Resolution 1280 on June 12, 2023

Vision Statement: *The City of Gig Harbor leads the way in livability, environmental stewardship, economic vitality, and municipal services.*

Priorities	Goals	Actions – Routine/Annual	Actions - Project
Foster a healthy city organization	- Be an exceptional employer - Retain existing workforce - Attract qualified applicants - Ensure safe work environment - Encourage staff training - Encourage and obtain employee feedback - Fill all vacancies in a timely manner	- Re-qualify for AWC Well City designation - Conduct annual employee satisfaction survey	- Develop a staff retention and attraction program - Review and update the city's DEI program - Update personnel policies manual - Update safety manual and accident prevention program - Revise employee evaluation process - Develop management training for all new supervisors - Update job descriptions and conduct salary & benefits study
Ensure sustainable future for public services and facilities	- Provide more effective municipal services - Increase city communication effectiveness - Listen to community needs and expectations - Source funding for parks, streets/transportation, and utilities - Ensure infrastructure to support community needs	- Update utility rates as needed - Continually improve permit and land use approval processes - Increase resources for capital projects - Review/amend TIP to improve motorized and non-motorized transportation	- Create a city-wide communications plan - Update public works standards - Conduct HOA fair - Implement hybrid court system/electronic case management - Parks division organizational assessment - Complete construction of Public Works Operations Center - Place parks bond on ballot
Maintain small town character and historic preservation while growing responsibly	- Promote responsible growth in keeping with small town character - Address infrastructure to relieve traffic issues - Ensure adequate affordable housing - Focus on character retention and historic preservation - Decrease distance to get to a park or open space - Enhance walkability and pedestrian/cyclist safety	- Annually docket specific priorities in the comprehensive plan - Fund Harbor History Museum operations - Monitor state legislative activity - Support the arts commission - Develop sister city program - Fund creative endeavor grants - Monitor short-term rentals	- Prepare 2044 Comprehensive Plan periodic update - Complete annexation study - Develop housing needs and action plan - Create historic preservation commission - Review businesses and off-street parking requirements - Develop 4th of July event - Establish process and procedure for code compliance program - Establish park standards
Promote environmental sustainability and preserve Gig Harbor's natural beauty	- Address climate change - Preserve tree canopy - Preserve and enhance natural character - Add undeveloped land to parks inventory	- Annually review climate & sustainability action plan (once developed) - Consider possible conservation properties and/or mitigation areas and activities	- Adopt climate & sustainability action plan - Form climate action committee - Adopt urban forest management plan/tree retention policies - Develop recycling program in city parks - Install Civic Center electric vehicle charging station - Annex parcels in city's parks system - Update stormwater manual - Assess gaps in public charging stations for electric vehicles
Promote and enhance a dynamic and robust economy	- Develop a plan to increase promotion of our local business community - Increase vitality of the city's small businesses - Attract larger business to industrial zone - Maintain and enhance commercial fishing	- Support Downtown Waterfront Alliance - Support Chamber of Commerce - Fund tourism with lodging tax grants - Promote downtown businesses/events - Collaborate with Pierce Transit for trolley	- Design and construct fishermen's home port - Create a business retention and attraction plan - Evaluate and amend development regulations and fees - Develop and implement a small business fair - Develop holiday display attractions
Provide a safe, healthy, and inclusive community	- Foster safe, livable and attractive community - Ensure city services are available to all residents - Implement DEI in city personnel practices	Provide funding for senior programming	- Develop housing, health, & human services coordinator position - Provide funding for senior center permanent home - Develop a plan to support youth and teen activities - Obtain police department accreditation - Update emergency management plan