

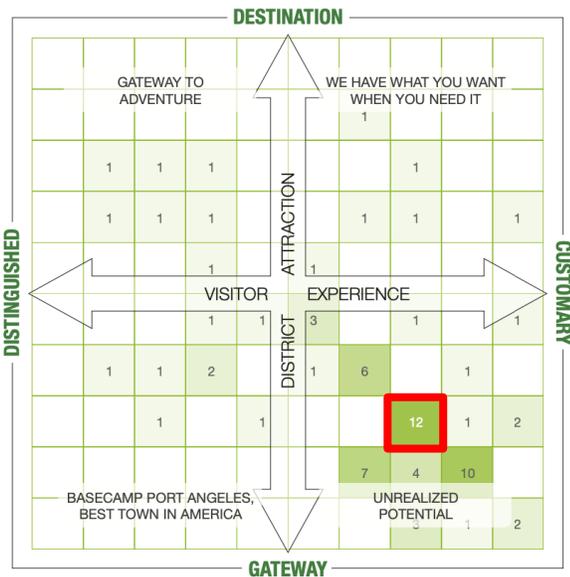
5-Year Strategic Action Plan 2021 - 2026

Vision Statement

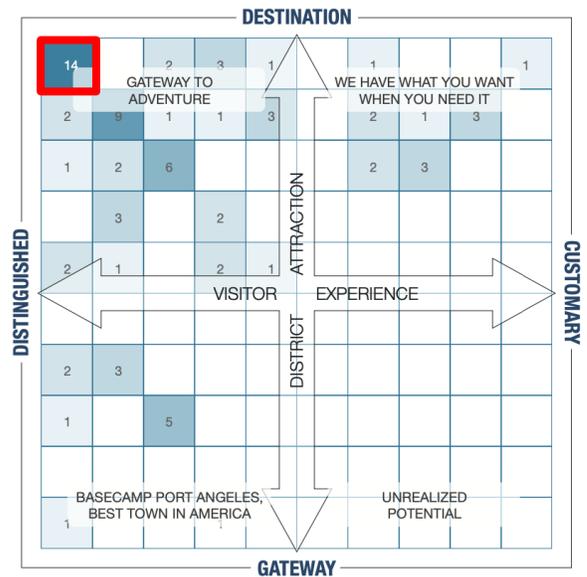
We envision an attractive, safe, and comfortable downtown business district that is considered a unique and desirable destination by local residents and visitors alike: the heart of our community, inspired by its gorgeous setting, friendly people, and fun activities; a basecamp, offering numerous cultural and entertaining programs; and a gateway, providing meaningful connections to the incomparable variety of adventures that surround us.

Charted results from the community workshops, showing the difference between an expected future (if we do nothing) and a preferred future (what this plan hopes to eventually achieve):

ELEVATE PORT ANGELES
 EXPECTED FUTURE – 2026



ELEVATE PORT ANGELES
 PREFERRED FUTURE – 2026



Statement of Purpose

There has never been a better time to harness momentum and together embrace a new vision for our downtown.

This is about our entire community, by and for all of us, and a chance to turn our pride into actions and results.

For the love of Port Angeles: ElevatePA!

Core Values & Guiding Principles

- A healthy and vibrant downtown business district is critical to overall community wellbeing.
- We are committed to a shared vision and the execution of this plan.
- Success is achieved through strong and valued partnerships.
- Programs, processes, and activities should be created with sustainability as a key consideration.
- The downtown district will become a desirable and attractive destination as well as a gateway basecamp for regional experiences.
- The downtown district is naturally unique.
- A “guest” is anyone visiting the district, including city, county, and peninsula residents, as well as anyone from anyplace else around the world.
- A guest’s sense of safety, security, and comfort is absolute.

Key Indicators and Performance Metrics

INDICATORS (per year, except as identified)	BENCHMARK	GOAL
Number of signature events ¹	8	10
Number of popup events	0	6
Average <u>Daily</u> Traffic counts ²		
• Front Street at Golf Course Road	19,000 (2019)	21,000
• Front & Lincoln	13,000 (2019)	17,000
• First & Lincoln	9,800 both ways (2019)	13,000
Blackball passenger count, vehicles and foos	425,000	
Number of Moorages at City Pier ³	-	-
Annual Waterfront Trail Pedestrian and Cycling Traffic	-	-
3-yr, rolling, annual avg number of construction permits in the district ³	8 (2020)	
3-yr, rolling, annual avg amount of private investments in the district ³	\$1,294,759 (2020)	
3-yr, rolling, annual avg amount of public investments in the district ³	\$60,400 (2020)	
Average hotel length of stay ⁴	2.1	2.5
Number of storefront vacancies	17	<5
Number of long-term residential units in the district	65	150
• within two blocks of Lincoln, First and Valley	-	-
Number of followers on Facebook and other social media	2,544	15,000

¹ Current downtown district signature events: Winter Ice Village, North Olympic Discovery Marathon, Port Angeles Maritime Festival, Community 4th of July Celebration, Ride the Hurricane, The Big Hurt, Dungeness Crab & Seafood Festival, and Concerts on the Pier

² Washington State Department of Transportation

³ City of Port Angeles

⁴ Star Report

Terms

District – currently defined as the Port Angeles Central Business District in addition to Commercial Arterial areas west of Oak Street and the Red Lion Property.

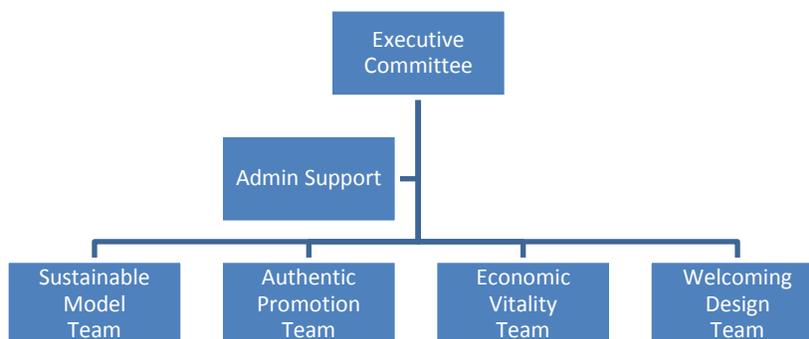
Guest or Visitor – any person that is either a local resident, a business traveler, or a tourist who enters the district to partake in any activity.

Happenings – An umbrella term that includes events, festivals, shows, celebrations, ceremonies, and any activity that occurs in the district that generates interest, excitement, and compels guests to attend and stay.

Pop Up Event – organized events or attractions that are impromptu in nature and don't rely on a great deal of advance planning or preparations by the larger community. These are often produced by individual businesses or organizations.

Signature Events - major events that recur annually, draw significant numbers of people into the district (often from outside the area), are planned roughly one year in advance, and may include multiple attractions or activities and occur over multiple days.

Strategy Leadership – Steering Committee Team Structure



Steering Committee – comprised of 20 representatives from:

- (1) Retail
- (1) Food/Beverage
- (1) Residential/Real Estate
- (1) Hotelier
- (1) Port Angeles Farmers Market
- (1) Blackball Ferry Line
- (1) Lower Elwha Tribe
- (1) Peninsula College
- (1) Signature Event
- (2) Property owners
- (2) At-Large Community Members
- (1) Field Arts and Event Hall, Executive Director
- (1) Juan de Fuca Foundation, Executive Director
- (1) Port Angeles City Manager
- (1) Port of Port Angeles, Executive Director
- (1) Clallam Transit, General Manager
- (1) CRAFT3
- (1) Port Angeles Chamber of Commerce

Executive Committee – from the members of the Steering Committee

- (1) Chairperson
- (1) Vice-Chairperson
- (4) Strategy Implementation Team Chairpersons

Steering Committee Role

Provide leadership and progress assessment for the ElevatePA Strategic Plan.

Strategy Implementation Teams Role

Plans and implements their strategic action components of the plan, through the Steering Committee.

Administrative Support Role

Staffing, admin, and fiscal support for the Steering Committee and Strategy Implementation Teams.

Strategic Action Plan Structure

This 5-year plan is organized under four main pillars with targeted actions into the general categories of Promotion, Design, Economic, and Sustainability. Each goal consists of four strategies and each strategy has four actions.



GOAL #1: Authentic Promotion

Under the Authentic Promotion goal, the four strategies focus on Brand Development, Event Creation and Management, Communicating the Brand, and Marketing and Incentive programs.



Goal #1: AUTHENTIC PROMOTION – In 2022, the Port Angeles downtown business district will have established a distinct, authentic title. By 2026, the title will have evolved to a “brand” that is delivered through at least ten (10) signature events, packaged guest experiences, and a safe and secure environment that attracts guests for over two hours.

Strategy 1A – Beginning in 2022 the business district will have a distinguished brand identity that is exclusive to the region and delivered to every guest.

Action Plan 1A-1: By June 2022, the Authentic Promotion Team will develop and establish a “district brand” including identity, image, positioning, personality, experience, and communications. This project will include a title for the leadership/organization.

Action Plan 1A-2: Following the completion of Action Plan 1A-1, a Web presence and social media page will be established with clear objectives to promote and communicate the “district brand”.

Action Plan 1A-3: Upon the establishment of the communication platforms, a priority focus will be on developing, producing, and supporting happenings that reinforce the brand promise.

Action Plan 1A-4: Starting in 2023, the Authentic Promotion Team, coordinating with the City’s contracted marketing agency, will create a marketing plan to acquire effective promotional marketing and advertising in Port Angeles and regional marketing programs and channels.

Strategy 1B – Scheduled signature events, in addition to impromptu happenings throughout the year, create a sense of energy and excitement, resulting in more frequent visits and extended stays.

Action Plan 1B-1: By the end of Q1 2022, the Authentic Promotion Team, in coordination with event producers, will prepare a calendar of events, with focus on Signature Events, that support the goals and objectives of the Strategic Action Plan, as well as the process for keeping the calendar updated and accessible going forward.

Action Plan 1B-2: By the end of Q3 2022, the Authentic Promotion Team will design a system that enables and inspires “popup” events to occur in the district.

Action Plan 1B-3: By the end of 2022, the Port Angeles Chamber of Commerce will complete an agreement with the City of Port Angeles for the year-round programming and management of the City parking lot at 121 W Front Street (location for the annual Winter Ice Village).

Action Plan 1B-4: Upon the completion of Action Plans 1B-1, 1B-2 and 1B-3, the Authentic Promotion Team will conduct a performance analysis of all events in the district and design an execution plan for new events that support the goals and objectives of the Strategic Action Plan.



Strategy 1C – Beginning in 2022, when the brand identity is created, it will then be utilized to introduce and deliver a guest experience to all five human senses: touch, sound, sight, smell, and taste.

Action Plan 1C-1: Starting in 2022, The Authentic Promotion Team will commit to assessing and attempting to incorporate the five human senses into all promotions, communications, and activities.

Action Plan 1C-2: In 2023, the Authentic Promotion Team will work with the Welcoming Design Team identify, analyze and determine key entrance locations and other high traffic locations in the area for communicating the district brand and activities.

Action Plan 1C-3: Beginning in 2023, the Authentic Promotion Team will develop and endorse an optimized, common business hours recommendation for business owners, based upon seasonality and aligning with events and other happenings which attract high numbers of guests.

Action Plan 1C-4: In 2023, design and develop a targeted guest satisfaction measurement program to determine the effectiveness of strategic efforts.

Strategy 1D – Beginning in 2023, when the brand experience is fully developed and being delivered, packages and other incentives targeting visitor market segments will be launched to increase visitor traffic, primarily targeting the off-season months.

Action Plan 1D-1: In 2023, the Authentic Promotion Team will create three (3) distinguished incentive promotions in conjunction with regional events to expand the guest experience and include a visit to the district.

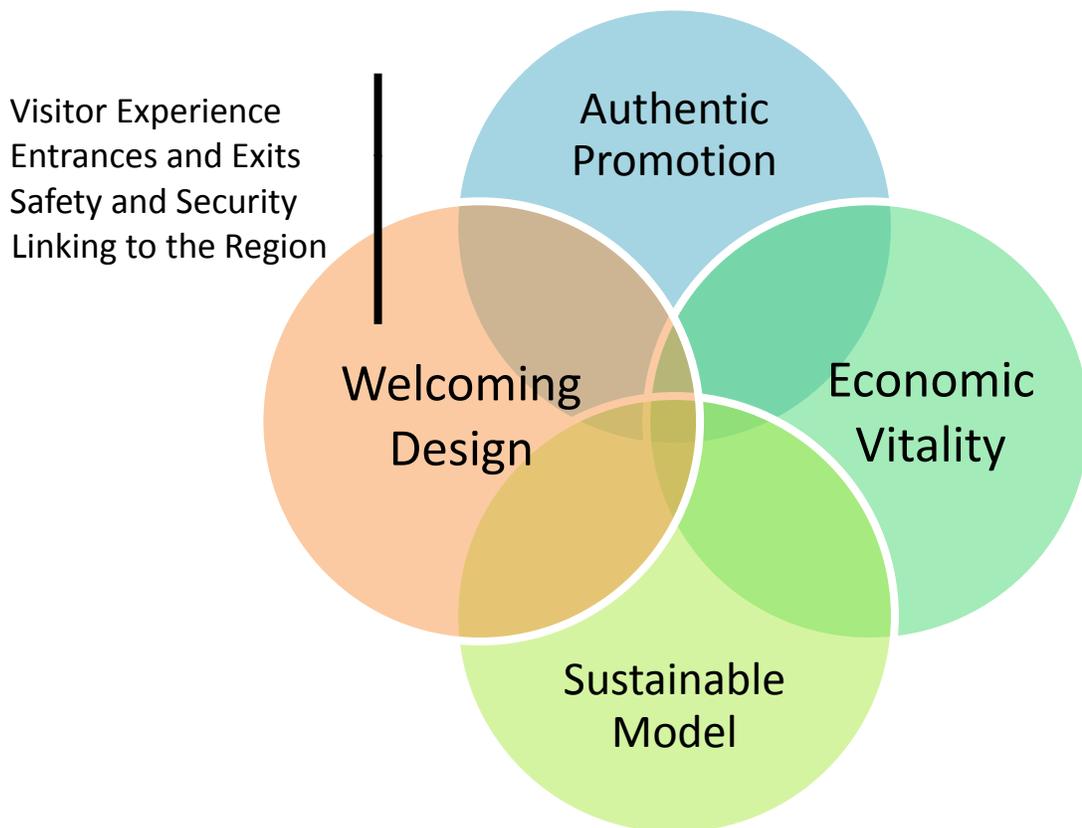
Action Plan 1D-2: In 2023, design and develop a small package of products, clothing, flags, hats, mugs, etc. that can be used and sold in conjunction with events and promotion in the district starting in 2024.

Action Plan 1D-3: In 2023, design and launch (3) seasonal guest experience packages with Blackball Ferry Line which includes a round trip to Victoria, targets people off-loading into the district from Victoria, and incentivizes people waiting in line to take the ferry to Canada.

Action Plan 1D-4: In 2024, the Authentic Promotion Team will create and deploy three (3) seasonal guest packages (fall, winter, spring) that include multiple activities to extend stays and deliver unique experiences to diverse visitor demographics.

GOAL# 2: Welcoming Design

Under the Welcoming Design goal, the four strategies focus on the Guest Experience, Entrances & Exits, Safety & Security, and Linking to Regional Attractions and Activities.



Goal #2: WELCOMING DESIGN – In 2021, the ElevatePA Steering Committee, in partnership with the City of Port Angeles, will create an initial list of actions that will immediately improve a guest’s sense of comfort in the area. By 2023, the entrances, streetscape and signage will reflect the “brand” as a distinguished area. By 2026, the district will have a well-defined identity as an attractive, comfortable, positive overall guest experience that is reflective of our local lifestyle.

Strategies 2A – The guest experience is predominately measured by the impressions, environment, and comfort of pedestrians, district residents, and overnight guests.

Action Plan 2A-1: In 2022, the Welcoming Design Team will identify three (3) sites to be developed as sitting or gathering locations for pedestrians. After site identification a design, budget and implementation plan will be completed.

Action Plan 2A-2: By the end 2022, the Welcoming Design Team, in cooperation with the City of Port Angeles Parks Department, to complete the establishment and upgrade of at least three (3) conveniently located public restrooms, including determination of a restroom maintenance program that allows for opening and operations of at least 16 hours per day availability.

Action Plan 2A-3: In 2022, the Welcoming Design Team will work with the City of Port Angeles in completing a comprehensive wayfinding signage, streetscape design, budget, and implementation plan.

Action Plan 2A-4: Before 2024, the Welcoming Design Team in coordination with the City of Port Angeles will complete a traffic calming and alleyway place-making design and implementation plan.

Strategy 2B – A distinguished district will have definable visual entrances and exits and recognized connections to complimentary regional assets and experiences.

Action Plan 2B-1: In 2022, the Welcoming Design Team will design and identify locations for district welcome signage and attractive messaging reader boards, with installation and programing occurring in 2023.

Action Plan 2B-2: In 2022, the Front Street entrance will be enhanced to provide an expansive view of the district and harbor by unblocking the view on the north side of the street from Peabody to Lincoln.

Action Plan 2B-3: In 2023, work with the Blackball Ferry Line, Port Angeles Wharf, and the City of Port Angeles to design and install signage and enhancements to designate the international entry and an invitation to enjoy the district.

Action Plan 2B-4: By 2024, the district will have designed, programed and signed five (5) distinctively named “trails” that originate from the district adding value to the overall district experience.



Strategy 2C – A guest’s confidence in personal safety, security and comfort is the top priority to achieving the vision and goals of this plan and positive guest experiences.

Action Plan 2C-1: In 2022, the Welcoming Design Team will coordinate with the City of Port Angeles to develop a district flower-planting, flower basket-hanging, and flower maintenance program, along with a regularly scheduled public space and equipment cleaning and maintenance program, including budget, execution plan, and performance assessment framework.

Action Plan 2C-2: In 2022, the Welcoming Design Team will design and execute a plan to educate and inform district property and business owners on strategies and actions to protect private property.

Action Plan 2C-3: In 2023, district stakeholders in partnership with the City of Port Angeles, will have a staffed Police Station including a visual presence of law enforcement and ambassadors. In addition, the Welcoming Design Team will coordinate a study on the efficacy of funding a private security firm to support the efforts of business and property owners in protecting guests, property, and image of safety.

Action Plan 2C-4: In 2023, the Welcoming Design Team in cooperation with the City of Port Angeles will analyze and assess the status of public and private lighting and cameras, including gaps and voids, to encourage safety and security, and will make recommendations that support the district’s vision for the future.

Strategy 2D – Establish linkages to regional attractions and experiences that magnify the brand and expand the overall offering and guest experience.

Action Plan 2D-1: In 2022, the Welcoming Design Team will facilitate discussion and planning between the Olympic National Park, Clallam Transit, Black Ball Transport, the City of Port Angeles, and other stakeholders to develop a year-round Hurricane Ridge Shuttle program, with the departure and return point located in the district.

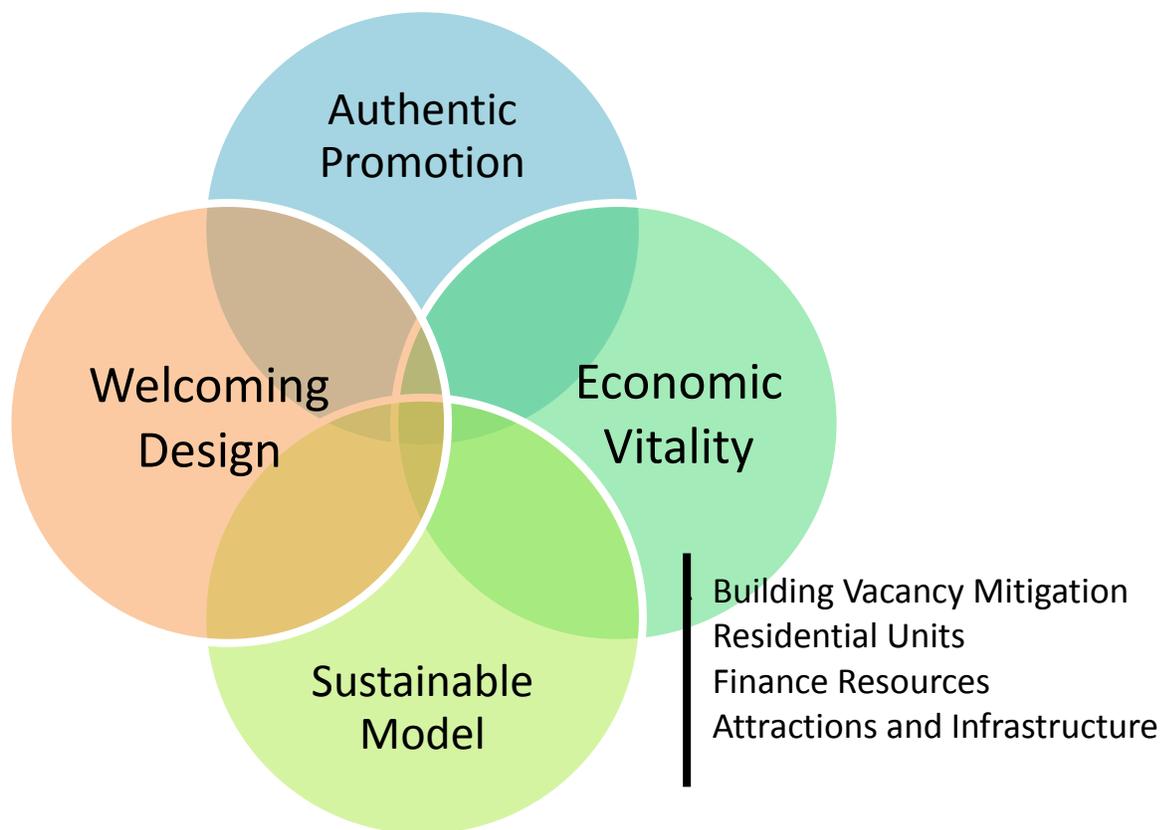
Action Plan 2D-2: In 2022, the Welcoming Design Team will develop recommendations for business naming, building façade designs, business signage placement and design, and product and services offerings in the district that capture and celebrate our unique local attractions and natural surroundings.

Action Plan 2D-3: In 2023, the Welcoming Design Team will coordinate with Olympic National Park officials to find ways to incorporate the Olympic National Park inside the district in more visible and tangible ways, as well as encourage park visitors to become district guests.

Action Plan 2D-4: In 2023, the Welcoming Design Team will develop programs that highlight the basecamp nature of the district to attractions and activities that can originate from the district, such as whale watching, charter fishing, trips to Hurricane Ridge, trips to Victoria, harbor tours, a district rooftop trail, and seaplane flights and tours.

GOAL# 3: Economic Vitality

Under the Economic Vitality goal, the four strategies focus on Building Vacancy Mitigation, development of Residential Units, establishing Financial Resourcing programs, and increasing Attractions and improving Infrastructure in the district.



Goal #3: ECONOMIC VITALITY – By the end of 2026, there will have been over \$300M in private and public investment within and surrounding the district. There will be over 150 long-term residential units within the district and 50 new long-term residential units within three blocks of the district. The average number of vacant street level storefronts in the district will decrease to less than five (5) per year.

Strategy 3A – Create a vibrant business climate in the district consisting of an optimal business/service mix based on analysis, entrepreneurship mechanisms, and coordination with government officials on actions that will support reaching vacancy goals.

Action Plan 3A-1: Before June 2022, the Economic Vitality Team will complete a district service/product/attraction gap analysis, rental and property sales evaluation, and prioritization of the top five (5) business opportunities (gaps) including a general prospectus.

Action Plan 3A-2: Beginning in 2021, the Economic Vitality Team will begin to engage property owners through communications, surveys and gatherings to establish the primary challenges and opportunities in the rental market and outcomes of Action Plan 3A-1.

Action Plan 3A-3: Beginning in 2022, work with the Port Angeles Chamber of Commerce to produce twice annual entrepreneurship and business startup workshops that target district vacant properties.

Action Plan 3A-4: Beginning in 2022, the Economic Vitality Team, in partnership with the Port Angeles Farmers Market, will create an action plan to create a pipeline that strengthens the number and quality of small businesses in the district by moving prospects into district storefronts.

Strategies 3B – Focus effort, support, and coordination for the development of 200 residential units in and near the district to reinforce a 24-hour living neighborhood.

Action Plan 3B-1: Beginning in 2021, the Economic Vitality Team will establish a supportive relationship with the Anian Shores project to advocate, maintain current status, and assist when requested.

Action Plan 3B-2: In 2022, the Economic Vitality Team in coordination with the City of Port Angeles, will conduct a district residential analysis for current units and identify challenges and opportunities for new residential development.

Action Plan 3B-3: In 2022, the Economic Vitality Team will coordinate with the City of Port Angeles to make zoning adjustment recommendations that will incentivize new housing development opportunities within three blocks of the district.

Action Plan 3B-4: Before 2023, develop a partnership with the Peninsula Housing Authority to engage their district tenants and launch “The Lee Brigade,” to achieve specific actions and strategies of this plan.



Strategy 3C – Beginning in 2022, package, coordinate and assist in the advertisement and strategic deployment of current and new finance resources and incentives.

Action Plan 3C-1: In 2022, the Economic Vitality Team will initiate a targeted marketing and deployment strategy for the City of Port Angeles Façade and Sign Improvement Program.

Action Plan 3C-2: In 2022, in partner with the Port Angeles Chamber of Commerce to complete a finance resources analysis and launch a program linking ten (10) new and existing businesses with the funding sources by the end of 2023.

Action Plan 3C-3: Starting in 2022, the Economic Vitality Team will work with the City of Port Angeles, Clallam County, and other stakeholders to identify and submit annually a minimum of two (2) grant applications in support of the Strategy Action Plan.

Action Plan 3C-4: In 2022, the Economic Vitality Team in partnership with the City of Port Angeles will research, analyze and develop an enforcement and incentive program to address long term vacant and derelict properties.

Strategy 3D – Starting in 2021, provide resilient support for existing and new cornerstone attractions and infrastructure which will fortify the vision and success of the district and overall community.

Action Plan 3D-1: Beginning in 2021, the Economic Vitality Team will be an active supporter to achieve the vision and goals of the Hollywood Beach Seaplane Authority, Field Arts and Events Hall, Lincoln Theatre, Lower Elwha Cultural Center, Marine Discovery Center.

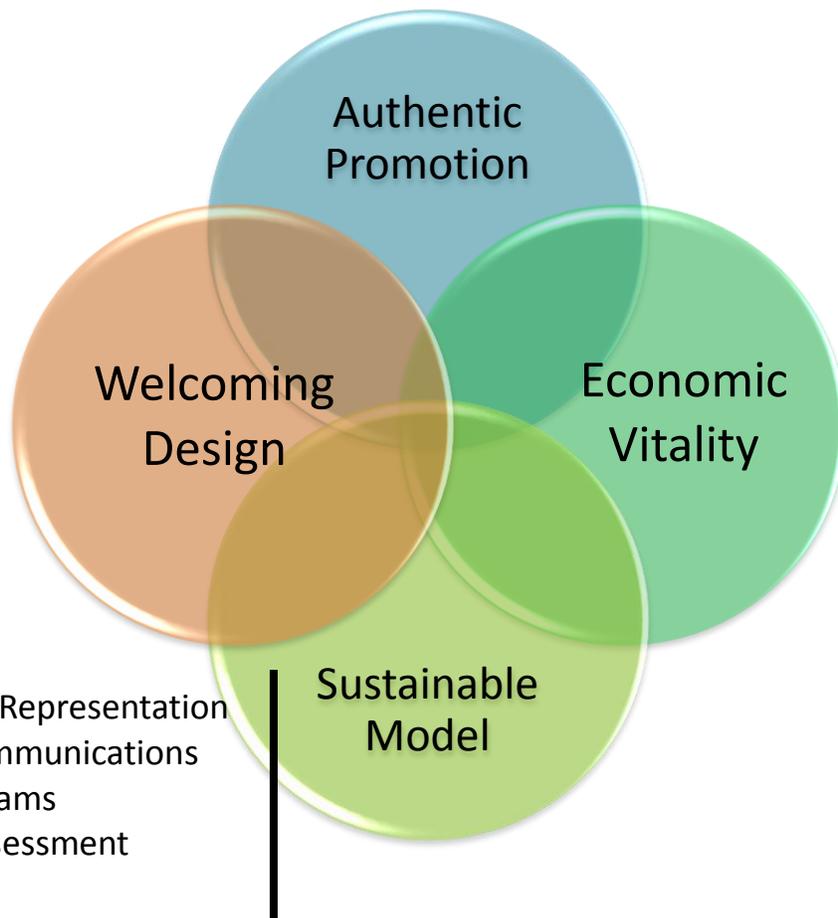
Action Plan 3D-2: Beginning in 2022, the Economic Vitality Team will create a trusted relationship with the Blackball Ferry Line to establish a set of short- and long-term priorities with timelines for completion.

Action Plan 3D-3: Beginning in 2022, the Economic Vitality Team, in coordination with the Port Angeles Chamber of Commerce, will convene twice annually the major project stakeholders in the district to enable communication and identify priority actions to support their efforts.

Action Plan 3D-4: In 2022, complete with the City of Port Angeles a plan to design, fund and construct the Phase III Waterfront Development.

GOAL #4: Sustainable Model

Under the Sustainable Organization goal area, the four strategies focus on Commitment and Representation, Stakeholder Communications, Volunteer *Programs*, and Budgeting & Assessment.



Commitment & Representation
Stakeholder Communications
Volunteer Programs
Budgeting & Assessment

Goal #4: SUSTAINABLE ORGANIZATION – In 2021, there will be a leadership structure and communication mechanism established for primary stakeholders filling a Steering Committee and coordination entity role. Starting in 2022, ElevatePA and the key stakeholders will establish and manage a volunteer program. Beginning in 2023, ElevatePA will transition to a new, sustainable model that will develop an updated 5-year strategic action plan by the end of 2025.

Strategy 4A – ElevatePA requires an optimal, inclusive representation of stakeholders who are committed to provide leadership for at least five (5) years and are determined to realize the vision of this plan.

Action Plan 4A-1: In 2021, establish a broad-based commitment of support for the ElevatePA Strategic Action Plan among Steering Committee members, identify leadership from that group to form an Executive Committee, and submit a draft resolution to the Port Angeles City Council for their consideration of a codified City commitment and prioritization of resources to the district.

Action Plan 4A-2: By the end of 2022, the Sustainable Model Team, in cooperation with the City of Port Angeles, will research, analyze and develop a recommendation for City code designation that will enable the achievement long term strength and sustainability.

Action Plan 4A-3: Starting in 2022, the ElevatePA Executive Committee will empower the Strategy Implementation Teams to pursue their section of the plan including resource requests and regular progress reports to the Executive Committee.

Action Plan 4A-4: Beginning in 2022, the ElevatePA Executive Committee will plan and hold an annual celebration including progress made and highlighting super efforts.

Strategy 4B – Consistent, meaningful, and facilitated communication between all stakeholders will improve the execution and sustainability of the ElevatePA vision, values and purpose.

Action Plan 4B-1: In Q1 of 2022, the Sustainable Model Team will design, establish and launch a regular stakeholder communication system to inform, exchange information, answer questions

Action Plan 4B-2: Before 2023, the Sustainable Model Team will partner with the City of Port Angeles to evaluate, select and launch an online service request forum for maintenance and repair specifically for the district area.

Action Plan 4B-3: Before 2023, the Sustainable Model Team will work with the Port Angeles Police Department of design, evaluate and launch a safety and security communication platform enabling direct communication with dispatch and among businesses.

Action Plan 4B-4: Before 2023, the ElevatePA Steering Committee will identify launch a district advocate resource that is the primary contact for questions and resources about the district and Strategic Action Plan.



Strategy 4C – Availability and commitment of volunteer human capital is imperative to the execution of the action plans and overall sense of community ownership of the district.

Action Plan 4C-1: In 2022, the Port Angeles Chamber of Commerce will prepare a base list of volunteers and event resources with contact information.

Action Plan 4C-2: Beginning in 2022, the Sustainable Model Team will coordinate with the Port Angeles Chamber of Commerce to establish a volunteer training program, including certification.

Action Plan 4C-3: Beginning in 2022, the Sustainable Model Team with the Port Angeles Chamber of Commerce will hold an annual event to recognize and celebrate the volunteers that have participated in the ElevatePA and Chamber of Commerce events.

Action Plan 4C-4: In 2023, the Sustainable Model Team will design and launch an ElevatePA leadership workshop to support and strengthen the organization.

Strategy 4D – This ElevatePA strategic action plan is an initial effort to realize long term vibrancy of the district and benefits to our community and includes a transition to a sustainable organizational model.

Action Plan 4D-1: Upon the establishment of the ElevatePA Steering Committee, an annual budget including source and use of funds will be adopted.

Action Plan 4D-2: The Port Angeles Chamber of Commerce will provide strategy administration services and support to the ElevatePA Steering Committee and Strategy Teams through 2023.

Action Plan 4D-3: Beginning in December 2022, the ElevatePA Steering Committee will conduct progress assessments and measurements based upon a Strategy Roadmap Table that is based on this strategic action plan.

Action Plan 4D-4: In 2025, the ElevatePA Leadership Team will conduct a SWOT analysis of the progress and current state of ElevatePA and design a recommendation for the future and sustainability.

ELEVATE PA Strategic Action Plan Priorities by Year

2021	2022	2023	2024	2025	2026
<ul style="list-style-type: none"> • Leadership and City Commitment • Engage Property Owners • Support of Hollywood Beach Seaplane Authority • Blackball Ferry Line Short and Long Term Priorities • Property Owners Engagement • Supportive Role with Anian Shores • Administrative Support Services • Enable PopUp Events 	<ul style="list-style-type: none"> • District Brand and Identity • District Event Calendar • Sitting Gathering Sites • Restroom Plan • District Signage • Front Street Tree Removal • District Cleaning Program • Hurricane Ridge Shuttle • Service/Product Gap Analysis and Business Opportunities 	<ul style="list-style-type: none"> • Establish Web/Social Media • City/Regional Marketing Leverage • Event Performance Assessment • Optimized Business Hours • District Welcoming Locations • 3 Distinct Incentive Promotions • Blackball Visitor Packages • Staffed Police Station • Incorporate Olympic National Park 	<ul style="list-style-type: none"> • Marketing Performance Assessment • 3 Seasonal Visitor Packages • Complete Alleyway Placemaking Design • Complete 5 Distinctive Named Trails 	<ul style="list-style-type: none"> • ElevatePA SWOT Analysis • Organizational Design Recommendation 	
	<ul style="list-style-type: none"> • Business Startup Workshops • Residential Analysis • Grant Applications (2/year) • City Code Designation • Volunteer Program and Training • Annual Celebration • Programming of 121 W. Front Lot • Deploy City Façade and Sign Improvement Program 	<ul style="list-style-type: none"> • Establish the “Lee Brigade” • Vacant/Derelict Building Program • Online Service Request • Safety and Security Platform • District Advocate Resource • Organizational Leadership Development • Launch Visitor Satisfaction Measurement • International Gateway Signage 			

Thank you to the ElevatePA Steering Committee

Christopher Thomsen, Past President, Port Angeles Chamber of Commerce
Tim Tucker, President, Port Angeles Chamber of Commerce
Marc Abshire, Executive Director, Port Angeles Chamber of Commerce
Hayley Sharpe, MOSS Boutique
April Bellerud, Odyssey Book Store
Neil Conklin, Bella Italia
Paul Beck, Professional Realty Services
Leslie Robertson, Events Manager, Port Angeles Chamber of Commerce
Sanda Hart, Moxie
Ashley Liberty, Avail Fit
Haley Ray, Northwest Coffee Co.
Allyson Brekke, City of Port Angeles
John Brewer, Port Angeles Business Association
Frances Charles, Lower Elwha Tribe
Donya Alward, Red Lion Hotel
Ryan Malane, Black Ball Ferry
Sam Grello, Port Angeles Wharf
Chris Fidler, Field Arts and Events Hall
Eric Dupar, Anian Shores
John Nutter, Port of Port Angeles
Kayla Oakes, Juan de Fuca Foundation for the Arts
Michael McQuay, Kokopelli Grill and Coyote BBQ

Information and Data Inputs to the Strategic Action Plan

Over 700 individual inputs

- 3 - Community Case Studies, Longmont, CO., Astoria, OR., Oak Harbor, WA.
- Buxton and Experian Data Platforms
- 15 – Community Stakeholders Interviews
- 8 – Steering Committee Meetings
- Vision Workshop – 110 attendees
- Asset and Strategy Workshop – 80 attendees
- Community Sentiment Survey – 406
- Vision Survey – 108
- 8 – Online Presentations Reviewing and Seeking Input on the Draft Strategic Action Plan