



Lodging Tax Advisory Committee Meeting Agenda

April 8, 2026

12:00 PM

Location

City Hall, Aspen Room, FI 1
415 W 6th Street
Vancouver, WA 98660

Virtual Meeting Link & Call-In Number:

Please call 360-487-7843 or email callie.taylor@cityofvancouver.us to request the virtual meeting information.

1. **Call to Order and Roll Call**
Sarah Fox, Chair
 - a. Roll Call
 - b. Excusal of Absence, if needed
2. **Approval 3/11/26 Minutes**
Sarah Fox, Chair
 - a. 3/11/26 Minutes
3. **Community Communication**
To provide public testimony, please see instructions below.
4. **Young Southeast Asian Leaders Initiative Professional Fellows Program (YSEALI PFP) Presentation**
Visit Vancouver has tasked their YSEALI Fellows with evaluating the Lodging Tax program focusing on aligning grant applications with City priorities of sustainability, resiliency, equity and inclusion.
5. **Program Guidelines Workshop**
Andrew Westlund, Management Analyst
6. **Next Steps**

Lodging Tax Advisory Committee

Members

Sarah Fox
Committee Chair

Janet Kenefsky
Mike Bomar
Keri Robinson
Kyle Byrd
Temple Lentz
Christie Rust

Economic, Prosperity and Housing

415 W. 6th Street
Vancouver, WA 98660
TTY: 711
www.cityofvancouver.us

Andrew Westlund, Management Analyst

7. Other Business

Sarah Fox, Chair

8. Adjournment

Community Forum Instructions

The public is invited to speak regarding any issue on the agenda. Members of the public testifying are asked to limit testimony to three minutes. There are three ways to provide comments:

1. Writing: Public comments can be submitted in writing (name, address, contact information and comments) via email to callie.taylor@cityofvancouver.us by 5pm the day before the meeting.
2. Remotely: Remotely: Pre-register by phone at 360-487-7846 or email callie.taylor@cityofvancouver.us by 5pm the day before the meeting.
3. In Person: Pre-register by phone at 360-487-7846 or email callie.taylor@cityofvancouver.us by 5pm the day before the meeting or fill out a Public Comment form in person prior to the start of the Community Communications portion of the meeting.

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Date: March 11, 2026

Time: 12 – 1:30 p.m.

Location

City Hall – Aspen Room, Fl 1

415 W 6th Street

Vancouver, WA

Regular Meeting (Convened in-person and via video conference)

The meeting agenda materials referenced in these minutes can be found [online](#). Link to Microsoft Teams meeting video: [Lodging Tax Advisory Committee Meeting: March 11, 2026](#)

Item 1: Call to Order and Roll Call

The meeting of the Lodging Tax Advisory Committee was called to order at 12:02 p.m. by Sarah Fox, Committee Chair.

Board Members Present: Temple Lentz (virtual), Christie Rust, Janet, Mike Bomar, Keri Robinson (virtual), Kyle Byrd (virtual), Sarah Fox

Board Members Absent: Janet Kenefsky

Staff Present: Andrew Westlund, Curtis Burns, Callie Taylor

Presenters: None

Item 1: Call to Order and Roll Call

The meeting of the Lodging Tax Advisory Committee was called to order at 12:01 pm by Sarah Fox, Committee Chair.

Motion by Rust, seconded by Bomar, and carried unanimously to excuse the absence of Janet Kenefsky.

Item 2: Approval of Minutes

Motion by Bomar, seconded by Rust, and carried unanimously to amend the minutes to correct the name from “Matt Bomar” to “Mike Bomar.”

Item 3: Community Communications

No public comments or communications were received.

Item 4: Review of Application Update

Andrew Westlund, Data Analyst, provided an update on current grant contracts. All contracts have been issued except for the Oktoberfest contract, which is pending receipt of an updated budget from the

Members

Sarah Fox
Committee Chair

Temple Lentz
Janet Kenefsky
Christie Rust
Kyle Byrd
Keri Robinson
Mike Bomar

Economic Prosperity & Housing

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Economic Prosperity & Housing | 360-487-7843 | Relay 711 | callie.taylor@cityofvancouver.us

applicant reflecting the revised award amount. Westlund noted communication challenges and indicated a firm deadline will be established. The Queer Community Network chose not to proceed with a revised application. Discussion arose related to finalizing all contracts prior to beginning of the next grant cycle and coordinate deadlines with future funding timelines.

Item 5: History of Program Requirements

Westlund presented an overview of historical program requirements, using prior guidelines established in 2019 as a reference. The presentation included a review of eligibility criteria, minimum funding thresholds, location requirements, spending timelines, and expectations related to economic impact and recognition of lodging tax funding. Westlund noted that several of these requirements have been applied inconsistently over time and may no longer align with the current structure of the grant program. Discussion occurred about how previous requirements, such as restrictions on applicant types and event locations, may limit flexibility or exclude potential opportunities. Westlund highlighted the significant growth in the program, with funding increasing greatly in recent years. Discussion occurred related to the standards and criteria review process.

Item 6: Standards and Criteria Discussion

The committee discussed potential updates to program standards, evaluating criteria, and policy direction. The committee discussed whether to establish minimum and maximum grant thresholds, with general support for maintaining these as guidelines rather than strict requirements to allow flexibility. Also discussed were the challenges associated to applicants' alignment with the City Strategic Plan and Destination Master Plan, observing that applicants do not always clearly articulate alignment, which can cause reviewers to struggle to score them appropriately. Sustainability criteria were also discussed, with members acknowledging its importance and the practical limitations faced by event organizers. Additional discussion focused on potentially funding events outside city limits, with general agreement that such events may be considered if they generate economic benefit within Vancouver, including through hotel room usage. No formal decisions were made.

Item 9: Other Business

Westlund provided an outline of the upcoming work plan and meeting schedule for the committee for the year and noted the ongoing recruitment for two new members.

Item 10: Adjournment

1:18 p.m.

Sarah Fox, Chair

Meetings of the Lodging Tax Advisory Committee are electronically recorded. The tapes are kept on file in the office of the City Clerk for a period of six years.

Current: Equity & Inclusion in the LTAC Grant Context

Konticha Pattamavichitvong, YSEALI PFP 2026 Fellow
Visit Vancouver Washington

How equity & inclusion is already embedded in the grant program

Applications are assessed partly on equity and inclusion (E&I) alongside seasonality, geography, environmental sustainability, uniqueness, and economic impact.

1. Alignment with [City of Vancouver's 2023-2029 Strategic Plan Core Values](#)

The City of Vancouver 2023–2029 Strategic Plan positions equity and inclusion as a foundational governance principle:

- All individuals have fair, transparent, and inclusive processes for economic improvement opportunities
- Ensuring accessible, inclusive, and sustainable access to resources and opportunities for those with disabilities
- Nurturing and valuing people of all ages, nationalities, socioeconomic status, sexual orientation, gender identity, race, and religion

The city explicitly prioritizes projects that

- Celebrate diverse or underrepresented communities
- Support multicultural, LGBTQIA+, women, communities of color, religious minorities and accessibility-focused groups
- Especially for Cultural Enrichment Grants which focus on advancing awareness of vulnerable populations and promoting cultural diversity and inclusion

2. Alignment with [Visit Vancouver's 10-Year Destination Master Plan](#)

The Visit Vancouver's 10-Year Destination Master Plan reframes tourism as a tool for inclusive community development, with explicit commitments to:

- Ensure tourism programming is representative of all identities
- Develop equity and accessibility experiential infrastructure benefiting not only multiple visitor markets and the quality of life for residents
- Improve access and mobility for people of all abilities
- Engage both locals and visitors in the tourism economy

LTAC funding is tied to inclusive tourism development including

- Expanding who participates in tourism (both new visitor segments and hosts' satisfaction)
- Diversifying tourism products and narratives such as cultural festivals, community-led events, non-downtown locations
- Spreading economic benefits across communities i.e. support small businesses and underrepresented groups

Proposal: Equity & Inclusion Evaluation Criteria in the LTAC Grant

To ensure alignment with the City of Vancouver's Strategic Plan and Visit Vancouver's 10-Year Destination Master Plan, equity and inclusion within the LTAC Grant Program could be assessed through four dimensions evaluating how projects embed E&I across design, participation, and outcomes, particularly in relation to tourism-driven economic benefits.

1. Representation (Who is centered and how)

The project should ensure that underrepresented or historically marginalized communities are authentically represented and meaningfully involved.

Policy alignment:

- The City's Strategic Plan: belonging, representation, and addressing systemic inequities
- The Destination Master Plan: tourism experiences that reflect the full diversity and identity of the community

Evaluation focus:

- Depth of community involvement (co-creation vs. passive participation)
- Authenticity and cultural integrity
- Inclusion of diverse identities (e.g., cultural, racial, religious, LGBTQIA+, disability, age, socioeconomic background)

Suggested application questions:

- Which communities or community-based organization partnership does your project aim to represent or establish? Why were these communities prioritized?
- How are these communities involved in the planning, design, and decision-making of the project?

- (For Cultural Enrichment Grant) How do you ensure that cultural representation is authentic and not tokenistic?

2. Accessibility (Who can participate and under what conditions)

The project should reduce barriers and ensures inclusive access across physical and cultural dimensions.

Policy alignment:

- The City's Strategic Plan: equitable access to public spaces, services, and opportunities
- The Destination Master Plan: accessibility improvements and mobility for all abilities

Evaluation focus:

- Physical accessibility (ADA compliance, mobility accommodations)
- Cultural and linguistic accessibility (multilingual materials, culturally relevant design)

Suggested application questions:

- What specific measures or design will you implement to ensure physical accessibility (e.g., ADA compliance, mobility and transportation accommodations)?
- What steps are taken to address language and cultural accessibility (e.g., multilingual materials, culturally relevant programming)?

3. Economic Inclusion (Who benefits economically)

The project should create equitable economic opportunities and benefits for underrepresented individuals, groups, and businesses.

Policy alignment:

- The City's Strategic Plan: fair access to economic opportunity and resources
- The Destination Master Plan: inclusive participation in the tourism economy

Evaluation focus:

- Support for small, local, or underrepresented businesses
- Job creation or income-generating opportunities for marginalized groups
- Engagement of diverse vendors, artists, and suppliers
- Generation of local business impact from tourism-related activities

Suggested application questions:

- How will your project create economic opportunities for underrepresented individuals or communities (e.g., jobs, vendor opportunities, artist compensation)?
- What percentage or number of vendors, partners, or suppliers are local and/or from underrepresented groups?
- Will the project generate longer-term economic benefits beyond the event or activity? If so, how?

4. Audience & Outreach Diversity (Who is reached and engaged)

The project should attract and engage diverse audiences, including both underrepresented groups and non-local visitors.

Policy alignment:

- The City's Strategic Plan: to promote inclusive community participation and engagement
- The Destination Master Plan: to expand and diversify visitor markets

Evaluation focus:

- Efforts to attract diverse visitor segments, including regional and out-of-town visitors
- Inclusive marketing and communication approaches
- Partnerships with community organizations to broaden outreach

Suggested application questions:

- Who are your target audiences, and how do they reflect diverse (local and non-local) or underrepresented groups?
- What strategies will you use to reach and engage these audiences (e.g., partnerships, targeted marketing, community outreach)?
- How will your project attract visitors from outside the local area, while remaining inclusive to local communities?

Equity & Inclusion Scoring Guidance (0–3 Scale)

Dimension	0 – Not Demonstrated	1 – Minimal	2 – Moderate	3 – Strong / Transformational
Representation	No identified underserved communities; no inclusive representation	Mentions diverse groups but engagement is limited	Substantial inclusion with some participation or partnerships; limited leadership	Community-led or co-created ; underrepresented groups in decision-making
Accessibility	No consideration of accessibility barriers	Limited or general accessibility measures; addresses only one dimension	Addresses multiple barriers (e.g., physical, financial, cultural) with specific actions	Comprehensive accessibility strategy embedded in design; clear, actionable measures across all dimensions
Economic Inclusion	No economic benefit to underrepresented groups	Limited or indirect benefit; no clear targeting	Substantial inclusion of diverse vendors, partners, or workforce with some measurable benefits	Clear, measurable economic impact for underrepresented groups; prioritizes local/minority businesses; potential long-term benefits
Audience & Outreach Diversity	No strategy to reach diverse audiences or visitors	Broad audience with limited targeted outreach	Identifies diverse audiences with some targeted outreach; partial tourism alignment	Strategic, targeted outreach to diverse local and visitor segments; includes metrics to track engagement

Proposal for LTAC Grant Criteria: Aligning Tourism with "Sustainability and Environment" Strategic Goals

Nicole Carmela Flores, YSEALI Fellow 2026
Visit Vancouver

Executive Summary

To ensure that tourism growth in Vancouver, WA aligns with the City's long-term sustainability and resilience goals, I propose the adoption of a Sustainability & Environment Integrity scoring category for all future LTAC grant applications. These criteria are directly mapped to the City's Master Plan "Community Indicators" (CN.CI) and "Performance Measures" (CN.PM).

The Strategic Vision

According to the Vancouver 2023-2029 Strategic Plan, a sustainable city must protect water, reduce greenhouse gas emissions, and increase nature-based solutions. As the City moves toward an 80% reduction in community emissions by 2030, tourism, one of our largest economic sectors, must be a partner in this transition.

Methodology: Data-Driven Calibration

To eliminate subjective bias, the proposed point distribution was calculated using Multi-Criteria Decision Analysis (MCDA) via the Analytic Hierarchy Process (AHP).

- Validation: The model achieved a Consistency Ratio (CR) of 1.56%, well below the 10% scientific threshold for mathematical reliability.
- Prioritization: Weights are assigned based on the urgency of City mandates, with the highest point values dedicated to time-bound Climate Action targets.

Proposed "Sustainability and Environment" Criteria

I propose that LTAC applications be scored based on their contribution to the following four strategic outcomes:

1. Emissions & Climate Action (Weight x 9.8)

Goal: 80% Community GHG Reduction by 2030 (CN.CI.1 & CN.PM.4)

Level/Score	Label	Description Effort
1	Inactive	Mention of "Parking Available" on website/event marketing materials; no transit info.
2	Passive	Map of transit/walking routes on ticket/website/event marketing materials.
3	Active	Map of transit/walking routes on ticket/website/event marketing materials. Valet Bike Parking + discount vouchers for showing a transit pass.
4	Integrated	Financial incentives for non-car travel (e.g., ticket discounts for bus riders). Operates private event shuttles.
5	Transformative	Fully subsidized transit/shuttle system. With GHG Inventory Report Template for reporting.

2. Waste Diversion & Circularity (Weight x 4.2)

Goal: High-Level Diversion and Organic Waste Management (CN.CI.2 & CN.PM.8)

Level/Score	Label	Description Effort
1	Inactive	Standard trash collection only. No recycling or composting present.
2	Passive	Standard blue-bin recycling provided by existing city infrastructure. No plan for vendor/food waste.
3	Active	1:1 ratio of trash to recycling. Mandatory vendor recycling training. Ban on single-use plastics.
4	Integrated	Zero-Waste Plan in place. Mandatory composting for all food vendors. Replaces single-use plastics with certified compostables or reusables.
5	Transformative	Achieves 90%+ diversion. Operates a "Closed-Loop" system where all materials brought in are either reused or composted on-site.

3. Natural Systems & Infrastructure (Weight x 4.2)

Goal: Tree Canopy Expansion to 28% and Park Integ Moves from "having a bus map" to measurable GHG reduction (CN.Cl.1).rity (CN.Cl.3 & CN.Cl.4)

Level/Score	Label	Description Effort
1	Inactive	High-impact setup on grass/near trees with no protection measures.
2	Passive	Agrees to clean up litter. No specific protection for soil or "Critical Root Zones" of city trees.
3	Active	Uses existing paved areas for heavy load-in. Adheres strictly to park capacity limits to prevent degradation.
4	Integrated	Uses ground-protection matting for all heavy traffic. Utilizes natural shade/cooling over energy-heavy AC.
5	Transformative	Project includes a direct contribution to the Vancouver TreeFund or includes tree planting activity that increases the local canopy.

4. Water Quality & Regulatory Compliance (Weight x 1.8)

Goal: PFAS Compliance and Stormwater Protection (CN.PM.7 & CN.PM.2)

Level/Score	Label	Description Effort
1	Inactive	No gray-water plan. Potential for oils/chemicals to enter storm drains.
2	Passive	Follows basic health permit requirements for wastewater. Uses standard municipal water sources.
3	Active	Specific spill-response plan on-site. Mandatory "No-Dump" signage at all storm drains.
4	Integrated	Uses certified non-toxic cleaning agents. Provides high-volume water filtration stations to eliminate plastic bottle waste.
5	Transformative	Uses on-site bio-filtration (swales) or advanced filtration technology to ensure all runoff leaving the event site is cleaner than when it arrived.

Executive Comparison: Modernizing LTAC Environmental Criteria

1. From "General Concepts" to "Strategic Pillars"

The current criteria (Recycling and Transportation) are limited. Our proposed model expands this to four essential pillars that cover the full spectrum of Vancouver's environmental health.

Current Pillar	Proposed Strategic Pillar	Why it's Essential
Transportation	Emission and Climate Action	Moves from "having a bus map" to measurable GHG reduction (CN.Cl.1).
Recycling	Waste Diversion & Circularity	Moves from "having a bin" to 90% diversion and organics (CN.PM.8).
Missing	Natural Systems	NEW: Protects the Tree Canopy (CN.Cl.3) from event-based damage.
Missing	Water Quality	NEW: Ensures PFAS-free operations and storm-drain safety (CN.PM.7).

Annex 1.0

Multi-Criteria Decision Analysis (MCDA) framework

To ensure the LTAC grant evaluation process is objective, data-driven, and aligned with the City of Vancouver 2023–2029 Strategic Plan, I utilized the Analytical Hierarchy Process (AHP). This mathematical model, developed by Dr. Thomas Saaty, is the industry standard for Multi-Criteria Decision Analysis (MCDA) in urban planning and sustainable development.

Pairwise Comparison Matrix

Criteria	Emission	Waste	Natural Systems	Water Quality
Emission	1	3	2	5
Waste	0.33	1	1	3
Natural Systems	0.5	1	1	2
Water Quality	0.2	0.33	0.5	1
Total	2.03	5.33	4.5	11

Strategic Justification of Scoring Weights

The normalized weight assigned in the LTAC scoring matrix are derived directly from the Climate and Natural Systems goals within the Vancouver 2023–2029 Strategic Plan. By applying a mathematical hierarchy, we ensure that grant funding is prioritized toward the City's most critical environmental mandates:

- Primary Priority: Emissions & Climate Action (Weight: 3.0 to 5.0): Derived from CN.Cl.1 and CN.PM.4. As Greenhouse Gas (GHG) reduction is Vancouver's most urgent, time-bound target (80% reduction by 2030), it is categorized as a "Critical Path" goal. High-scoring applicants must demonstrate significant mitigation of visitor-related carbon footprints.

- Secondary Priority: Waste & Natural Systems (Weight: 1.0): Derived from CN.PM.8 (Organic Waste) and CN.Cl.3 (Tree Canopy). The Strategic Plan views these as interacting ecosystems. Protecting Vancouver's "natural capital" (parks and trees) is treated as functionally equal to managing the physical waste stream produced by the tourism influx.
- Regulatory Baseline: Water Quality (Weight: 0.20 to 0.50): Derived from CN.PM.7 (PFAS Compliance). While water safety is vital, it is a non-negotiable legal regulatory requirement. In a competitive grant environment, this category is weighted to incentivize "above-and-beyond" innovation rather than mere baseline compliance.

Final Scoring Weights for LTAC Evaluation:

- Emissions & Transit (CN.Cl.1): 49% (49 Points)
- Waste Diversion (CN.PM.8): 21% (21 Points)
- Natural Systems (CN.Cl.3): 21% (21 Points)
- Water Quality (CN.PM.7): 9% (9 Points)

Mathematical Consistency and Reliability

To eliminate subjective bias, the proposed weights were validated using the Analytic Hierarchy Process (AHP). This process measures the logical consistency of the committee's priorities through a Consistency Ratio (CR).

- Calculated CR: 0.0156 (1.56%)
- Threshold for Validity: < 0.10 (10%)

Because our calculated ratio of 1.56% is significantly below the 10% scientific threshold, this scoring system is officially categorized as mathematically consistent and free from logical bias. This provides the LTAC with a defensible, auditor-ready framework for allocating lodging tax funds in alignment with Vancouver's long-term sustainability.

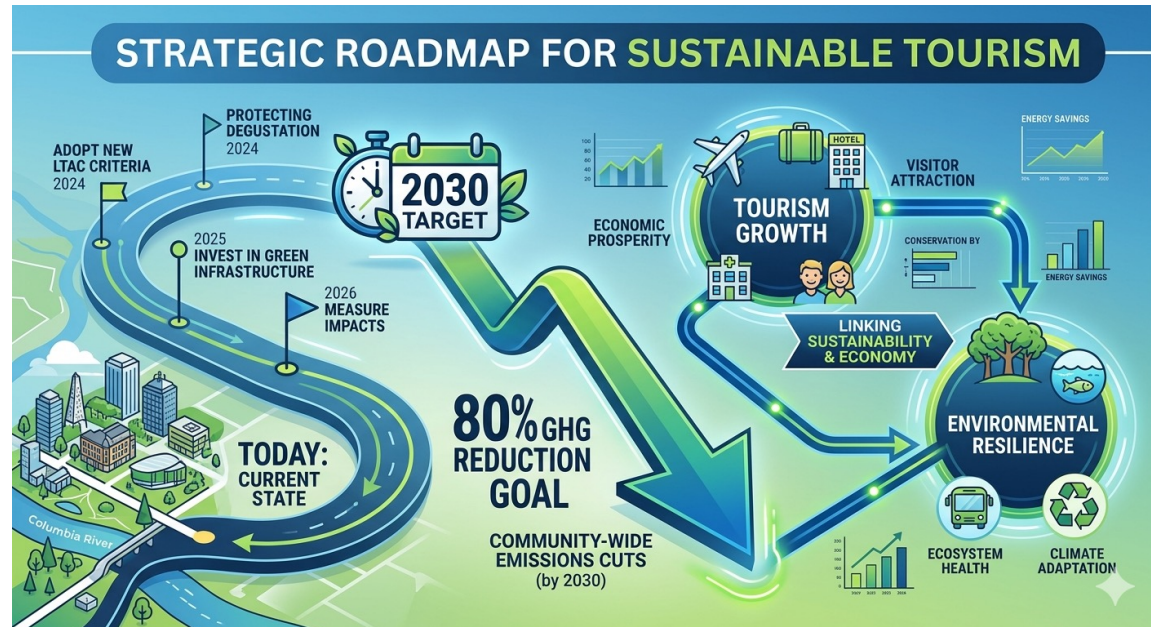
Modernizing LTAC Sustainability Criteria

Nicole Carmela Flores, YSEALI Fellow

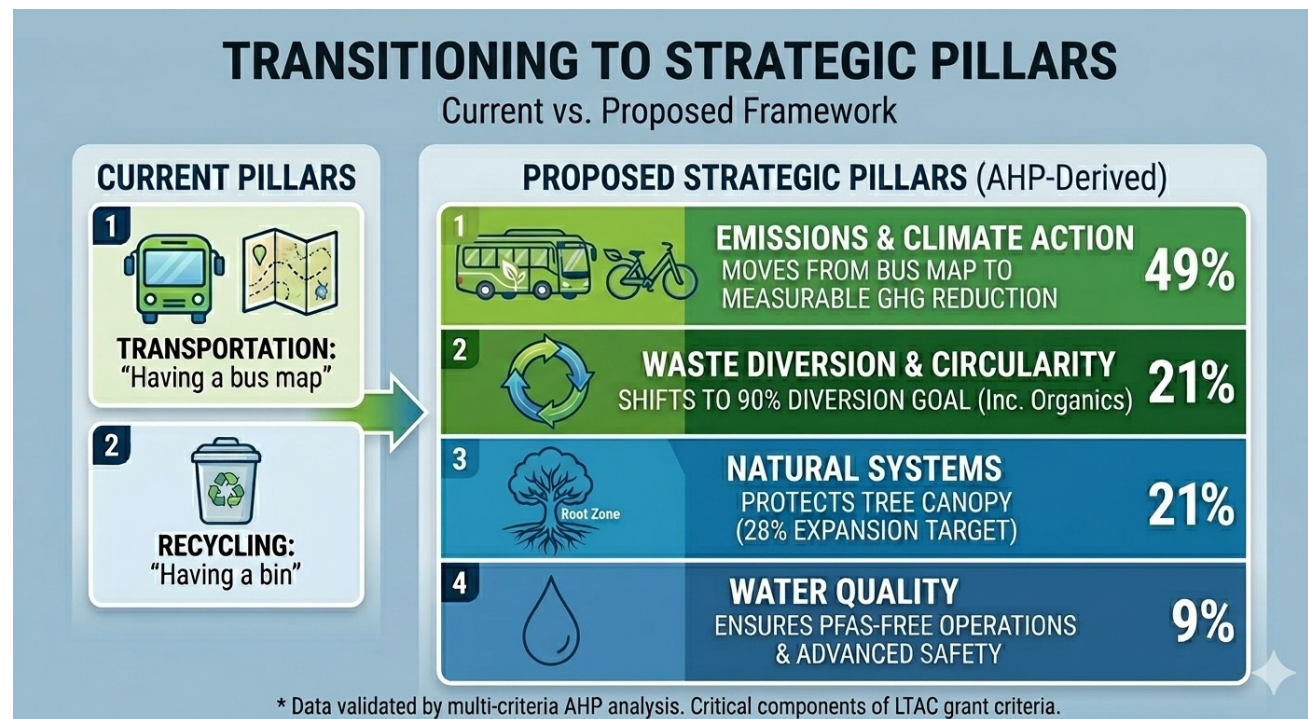
Visit Vancouver

The Strategic Mandate

- **The Vision:** Per the Vancouver 2023-2029 Strategic Plan, a sustainable city must protect water, reduce emissions, and increase nature-based solutions.
- **The Goal:** 80% community GHG reduction by 2030.
- **The Role of LTAC:** Tourism is a major economic sector and must be a partner in this transition.
- **Current Gap:** Existing criteria (Recycling/Transportation) are too limited to meet modern mandates.

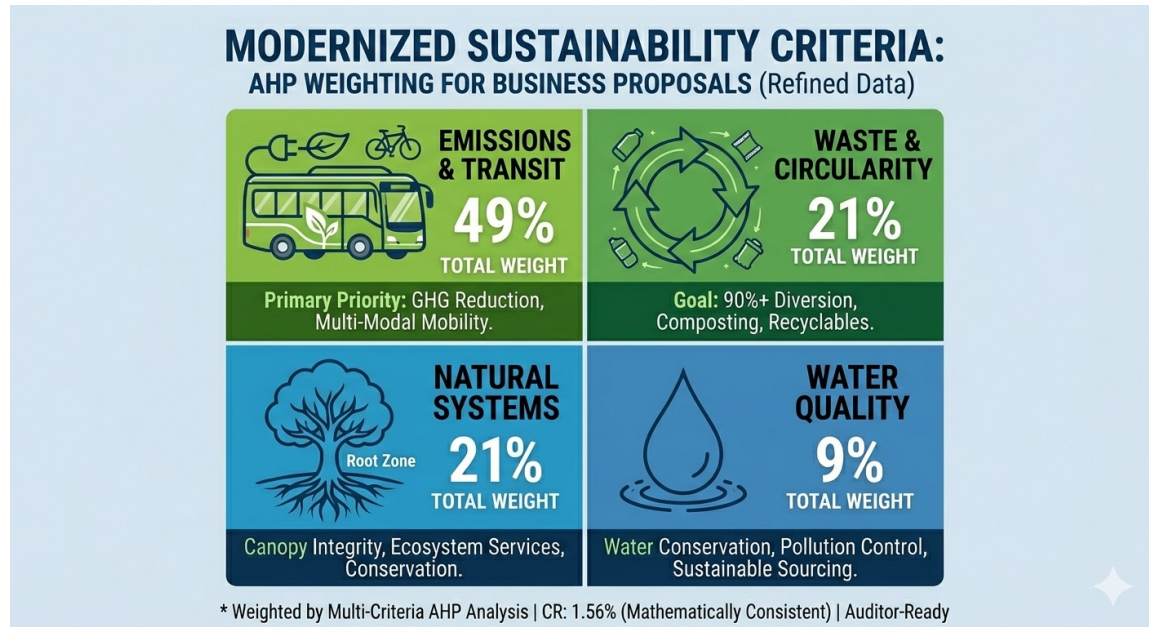


Transitioning to Strategic Pillars



The Four Strategic Pillars

1. **Emissions & Climate Action (49%):** Measurable GHG reduction via transit and non-car travel.
2. **Waste Diversion & Circularity (21%):** Moving from "bins" to 90% diversion and organics management.
3. **Natural Systems & Infrastructure (21%):** Protecting the Tree Canopy and park integrity from event impact.
4. **Water Quality & Regulatory Compliance (9%):** Ensuring PFAS compliance and advanced runoff filtration.



Emissions & Climate Action

Weight: 49 Points (Primary Priority).

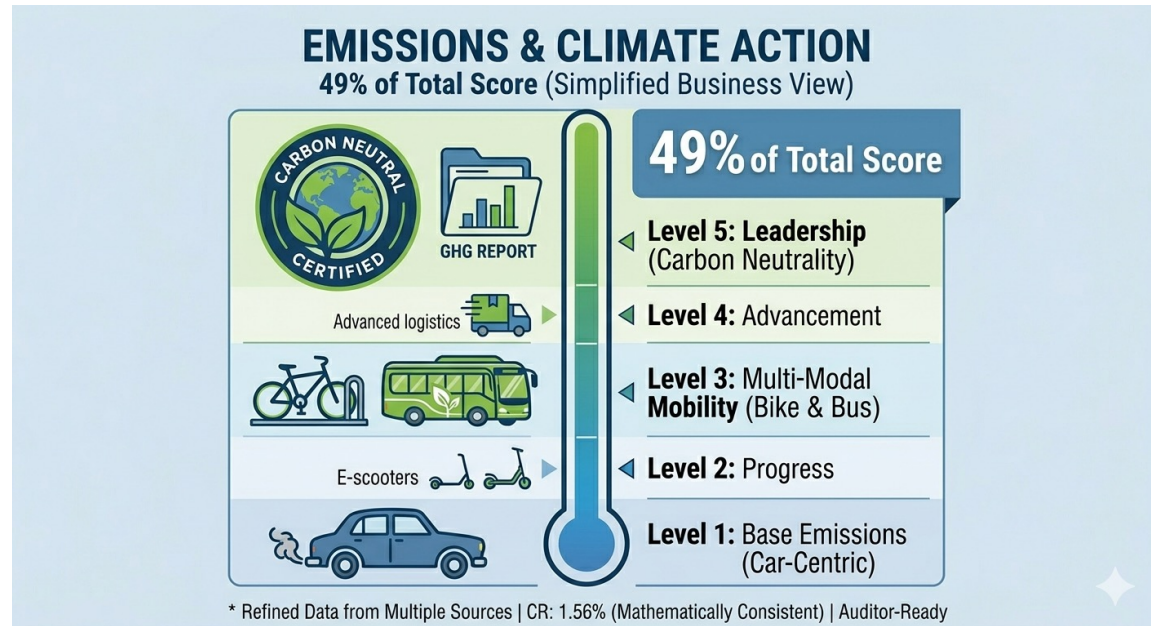
Scoring Tiers:

Level 1 (Inactive): Parking info only.

Level 3 (Active): Valet bike parking + transit pass incentives.

Level 5 (Transformative): Fully subsidized transit and GHG inventory reporting.

Why? This is Vancouver's most urgent, time-bound target.



Scoring for Emission & Climate Action



LEVEL/SCORE	LABEL	DESCRIPTION EFFORT EXAMPLES
1	Inactive	Mention of "Parking Available" on website/event marketing materials; no transit info.
2	Passive	Map of transit/walking routes on ticket/website/event marketing materials.
3	Active	Map of transit/walking routes on ticket/website/event marketing materials. Valet Bike Parking + discount vouchers for showing a transit pass.
4	Integrated	Financial incentives for non-car travel (e.g., ticket discounts for bus riders). Operates private event shuttles.
5	Transformative	Fully subsidized transit/shuttle system. With GHG Inventory Report Template for reporting.

Waste & Natural Systems

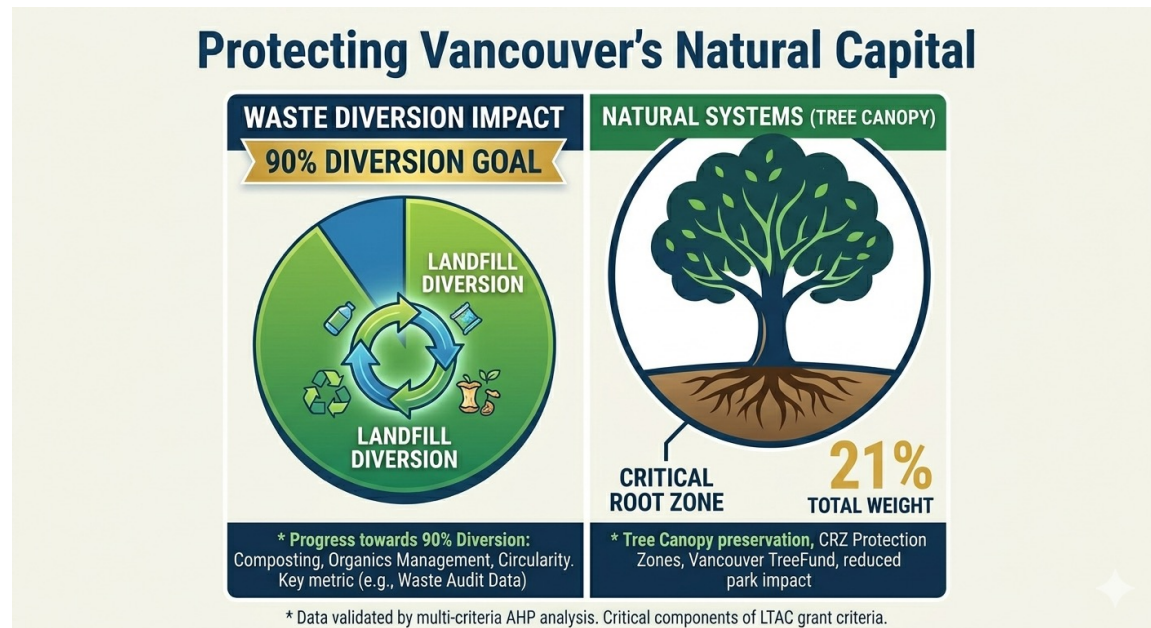
Weight: 21 Points each (Secondary Priority).

Waste Goal: 90%+ diversion via "Closed-Loop" systems (composting + reusables).

Natural Systems Goal: Protect "Natural Capital."

Level 4: Ground-protection matting and natural cooling.

Level 5: Direct contributions to the Vancouver TreeFund.



Scoring for Waste & Neutral Systems

Level/Score	Label	Description Effort Examples
1	Inactive	Standard trash collection only. No recycling or composting present.
2	Passive	Standard blue-bin recycling provided by existing city infrastructure. No plan for vendor/food waste.
3	Active	1:1 ratio of trash to recycling. Mandatory vendor recycling training. Ban on single-use plastics.
4	Integrated	Zero-Waste Plan in place. Mandatory composting for all food vendors. Replaces single-use plastics with certified compostables or reusables.
5	Transformative	Achieves 90%+ diversion. Operates a "Closed-Loop" system where all materials brought in are either reused or composted on-site.

Natural Systems & Infrastructure

Weight: 21 Points / Secondary Priority

Goal: Protect "Natural Capital" by expanding the tree canopy to 28% and maintaining park integrity.

Level 4 (Integrated): Use of ground-protection matting for all heavy event traffic and utilizing natural shade/cooling over energy-heavy AC.

Level 5 (Transformative): Direct financial contributions to the Vancouver TreeFund or active tree planting to increase local canopy.



Scoring for Natural Systems & Infrastructure

Level/Score	Label	Description Effort Examples
1	Inactive	High-impact setup on grass/near trees with no protection measures.
2	Passive	Agrees to clean up litter. No specific protection for soil or "Critical Root Zones" of city trees.
3	Active	Uses existing paved areas for heavy load-in. Adheres strictly to park capacity limits to prevent degradation.
4	Integrated	Uses ground-protection matting for all heavy traffic. Utilizes natural shade/cooling over energy-heavy AC.
5	Transformative	Project includes a direct contribution to the Vancouver TreeFund or includes tree planting activity that increases the local canopy.

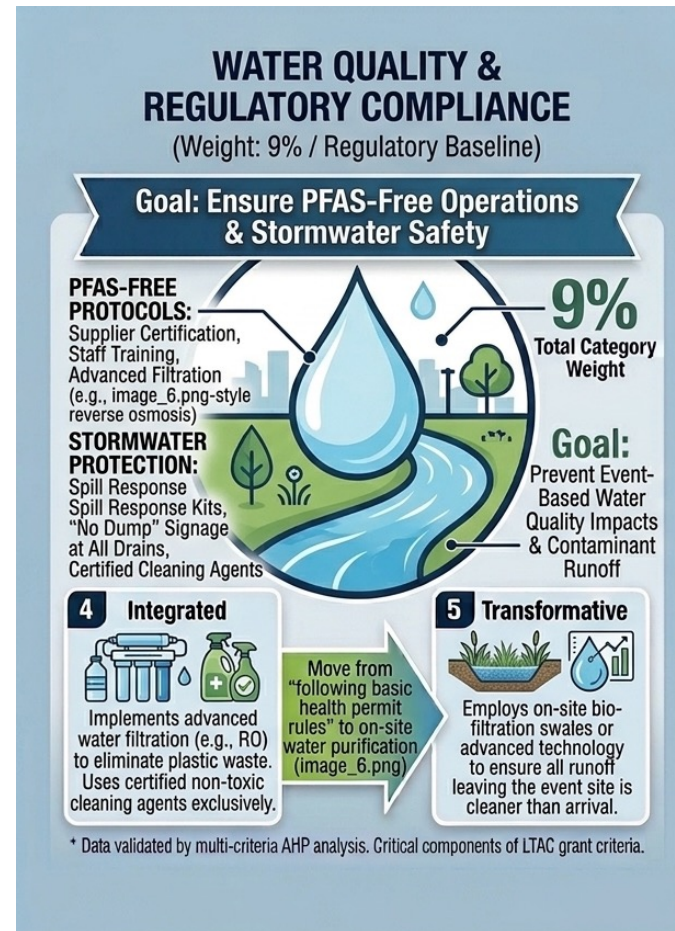
Water Quality & Regulatory Compliance

Goal: Ensure PFAS compliance and advanced stormwater protection.

Level 4 (Integrated): Use of certified non-toxic cleaning agents and high-volume water filtration stations to eliminate plastic bottle waste.

Level 5 (Transformative): Implementation of on-site bio-filtration (swales) or advanced technology to ensure runoff is cleaner than when it arrived

Strategic Justification: While Natural Systems are prioritized to protect the city's physical ecosystem from tourism impact, Water Quality is weighted to incentivize innovation beyond mere legal compliance



Scoring for Water Quality & Regulatory Compliance

Level/Score	Label	Description Effort
1	Inactive	No gray-water plan. Potential for oils/chemicals to enter storm drains.
2	Passive	Follows basic health permit requirements for wastewater. Uses standard municipal water sources.
3	Active	Specific spill-response plan on-site. Mandatory "No-Dump" signage at all storm drains.
4	Integrated	Uses certified non-toxic cleaning agents. Provides high-volume water filtration stations to eliminate plastic bottle waste.
5	Transformative	Uses on-site bio-filtration (swales) or advanced filtration technology to ensure all runoff leaving the event site is cleaner than when it arrived.

Methodology & Reliability

Eliminating Bias: Weights calculated using **Multi-Criteria Decision Analysis (MCDA)** via the **Analytic Hierarchy Process (AHP)**.

Scientific Validation:

Consistency Ratio (CR): 1.56%.

Threshold for Reliability: < 10%.

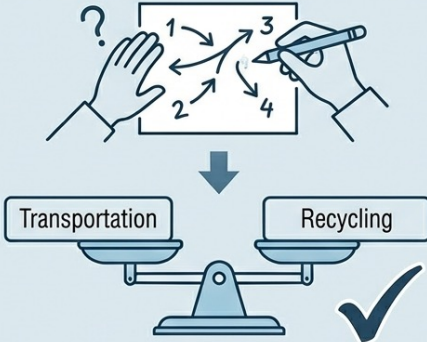
Conclusion: This scoring system is mathematically consistent and officially free from logical bias.

HOW WE ENSURE FAIR SCORING FOR LTAC GRANTS

OUR FAIR SCORING PROCESS


- 1 ELIMINATING SUBJECTIVE BIAS.**

Subjective Guessing vs. Fair Standards




* **No Subjective Bias.** Every factor (like transportation or water quality) is given a specific calculated weight. All applicants judged by the exact same fair standards.
- 2 SCIENTIFICALLY PROVEN RELIABILITY.**

INDUSTRY STANDARDS & OUR RESULTS



* **Robust Test.** The system must meet a logical consistency test (<10% → to be reliable). Our system scored only 1.56%, – 57% ensuring it is mathematically consistent.
- 3 THE OFFICIAL CONCLUSION.**

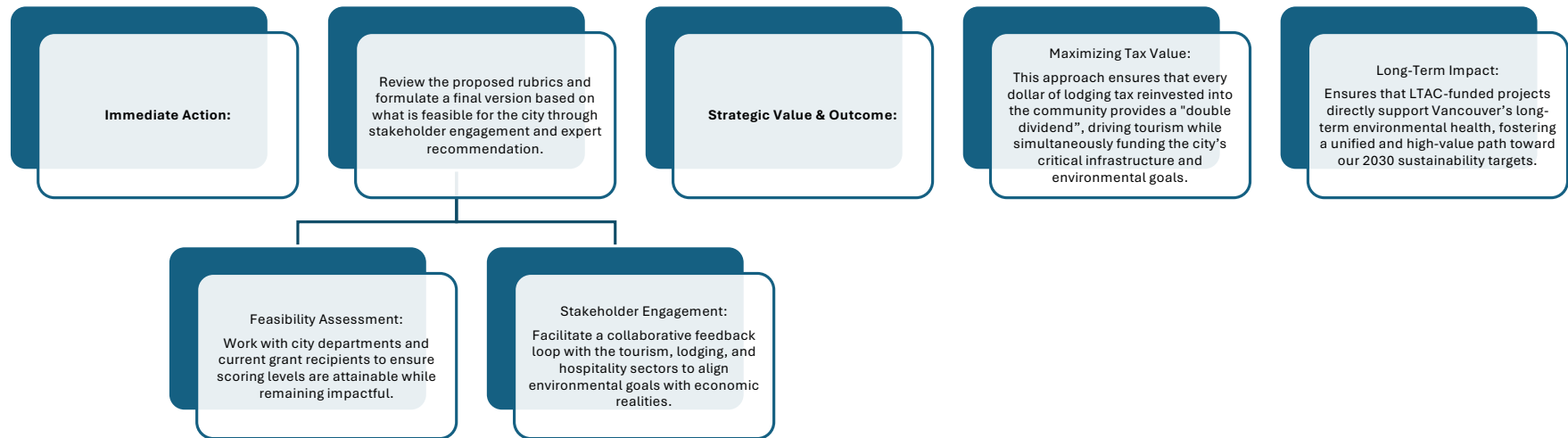
Conclusion (Filtered for Bias)



* Officially categorized as mathematically consistent and officially free from logical bias. Auditor-Ready and Objective.

* Data validated by multi-criteria AHP analysis. Critical components of LTAC grant criteria.

Recommendation & Next Steps



Thank you

STRENGTHENING EQUITY & INCLUSION IN LTAC GRANT EVALUATION

Konticha Pattamavichitvong (Ticha)

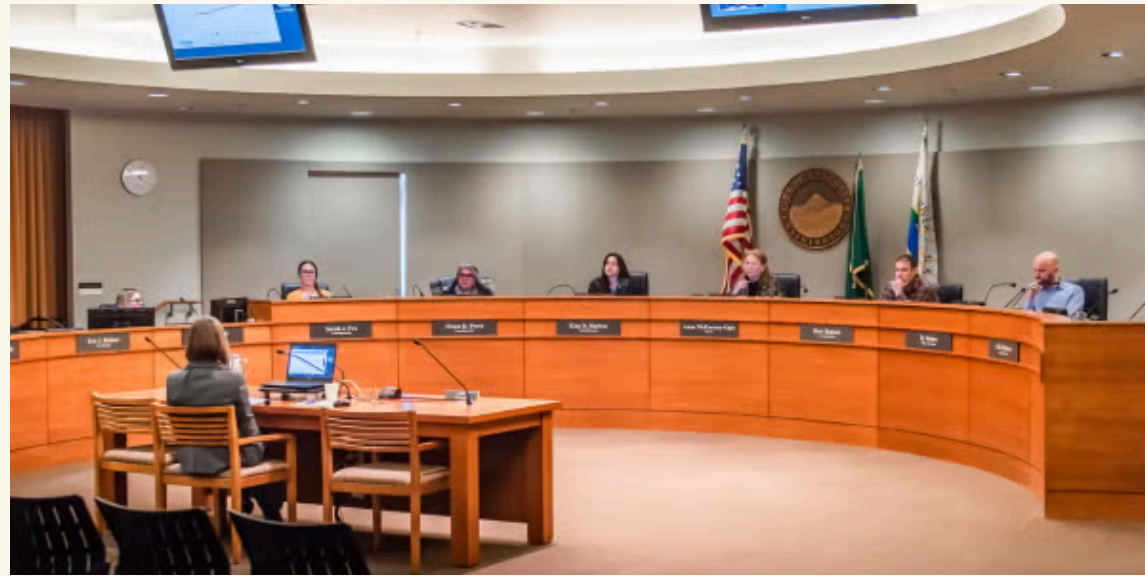
YSEALI Fellow 2026

Visit Vancouver Washington

AGENDA

- Current Context (Rationale)
- Proposal Overview: The 4 Dimensions
- Application Questions
- Scoring Framework

STRONG POLICY COMMITMENT TO EQUITY & INCLUSION



City of Vancouver's 2023-2029 Strategic Plan Core Values

- Focus on:
 - Fair and inclusive access to economic opportunities
 - Accessible resources for people of all abilities
 - Inclusion across diverse identities and communities
 - Support underrepresented and vulnerable groups



Visit Vancouver's 10-Year Destination Master Plan

- Tourism as a driver of an inclusive visitor economy
- Key priorities:
 - Representation of all identities in tourism experiences
 - Accessibility and mobility for all
 - Engagement of both residents and visitors



Implication for LTAC Grants

- Equity is already a shared priority across policy and tourism strategy
- Opportunities for the grant evaluation
 - Who can participate (access)
 - Who benefits (economic inclusion)
 - Who is reached (audience diversity)

Proposed Approach

Moves from “commitment” to measurable, outcome-based evaluation

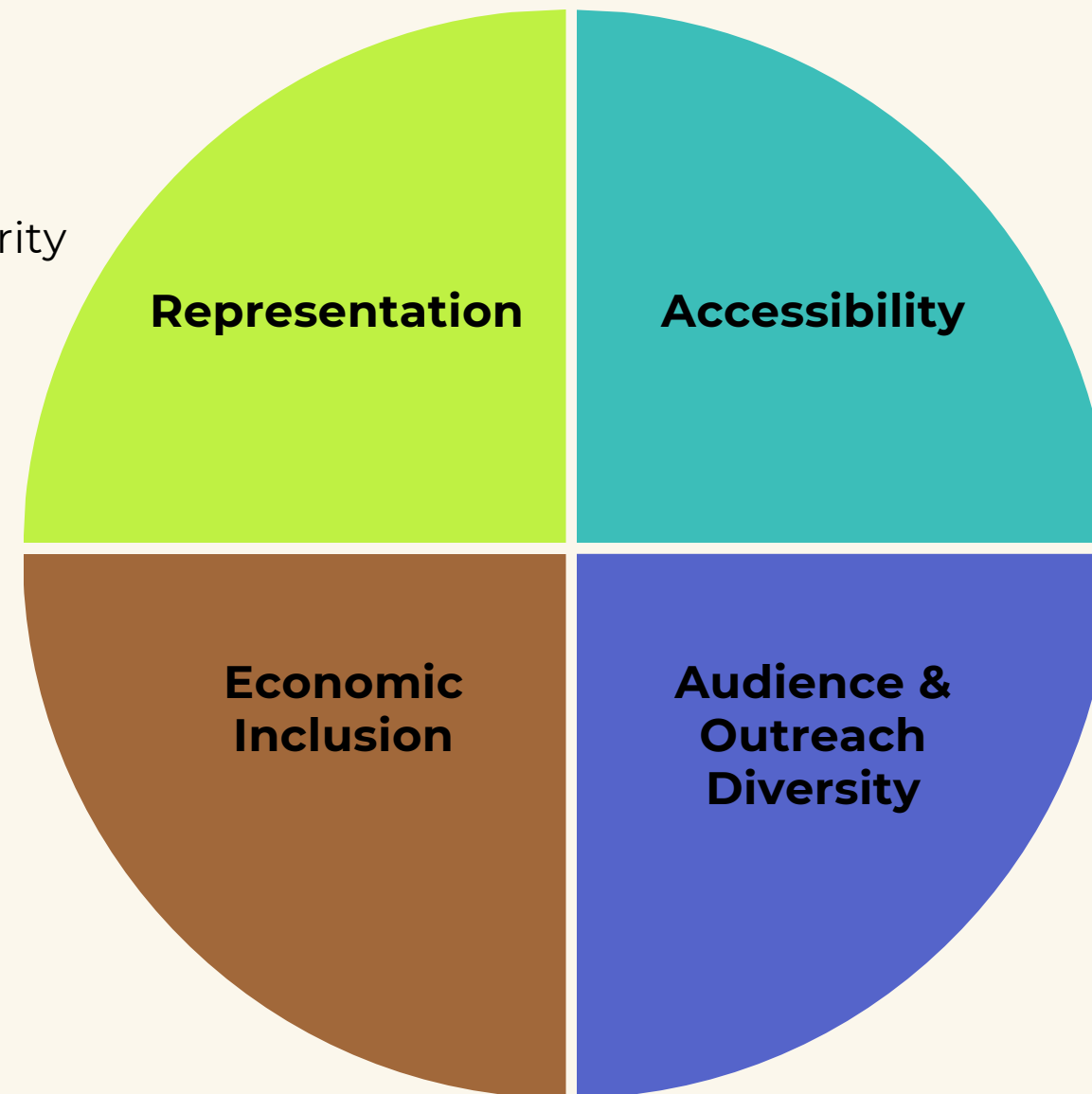
4-DIMENSION E&I EVALUATION LENS

- **Who is centered and involved in decision-making**

- Community involvement (co-creation vs. participation)
- Authenticity and cultural integrity
- Inclusion of diverse and underrepresented identities

- **Who benefits economically**

- Support for local and underrepresented businesses
- Job and income opportunities for marginalized groups
- Distribution of tourism-related economic benefits



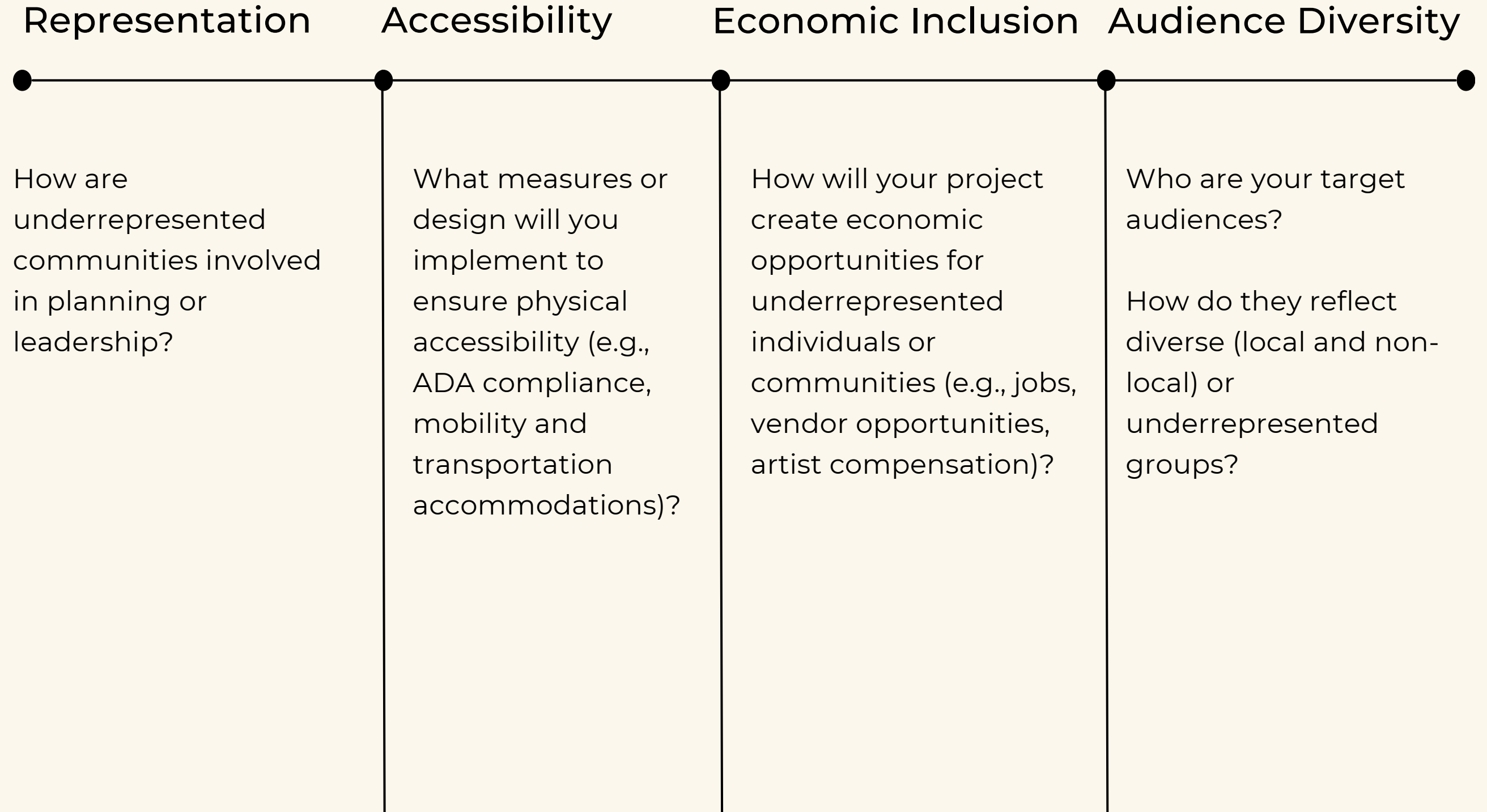
- **Who can participate and under what conditions**

- Physical accessibility (ADA, mobility, transportation)
- Cultural and linguistic accessibility
- Removal of participation barriers

- **Who is reached and engaged**

- Ability to attract diverse local and visitor audiences
- Use of inclusive and targeted outreach strategies
- Partnerships that expand reach across communities

APPLICATION QUESTIONS (EXAMPLE)



SCORING FRAMEWORK (0-3 SCALE)

Dimension	0 – Not Demonstrated	1 – Minimal	2 – Moderate	3 – Strong / Transformational
Representation	No identified underserved communities; no inclusive representation	Mentions diverse groups but engagement is limited	Substantial inclusion with some participation or partnerships; limited leadership	Community-led or co-created ; underrepresented groups in decision-making
Accessibility	No consideration of accessibility barriers	Limited or general accessibility measures; addresses only one dimension	Addresses multiple barriers (e.g., physical, financial, cultural) with specific actions	Comprehensive accessibility strategy embedded in design; clear, actionable measures across all dimensions
Economic Inclusion	No economic benefit to underrepresented groups	Limited or indirect benefit; no clear targeting	Substantial inclusion of diverse vendors, partners, or workforce with some measurable benefits	Clear, measurable economic impact for underrepresented groups; prioritizes local/minority businesses; potential long-term benefits
Audience & Outreach Diversity	No strategy to reach diverse audiences or visitors	Broad audience with limited targeted outreach	Identifies diverse audiences with some targeted outreach; partial tourism alignment	Strategic, targeted outreach to diverse local and visitor segments; includes metrics to track engagement

WHY THIS MATTERS

- Align funding decisions with City's I&E commitments
- Strengthen inclusive tourism growth
- Improve consistency and transparency in evaluation



THANK YOU!

Summary Table for the Decimals:

Decimal	Fraction	Meaning in Plain English
	0.5 1/2	"Moderately less important"
	0.33 1/3	"Significantly less important"
	0.2 1/5	"Strongly less important"

Thomas Saaty

Scale for Pairwise	
equal preferred	1
equally to moderately	2
moderately preferred	3
moderately to strong	4
strongly preferred	5

Pairwise Comparison Matrix

Criteria	Emission	Waste	Natural Systems	Water Quality	Normalized emission	Normalized Waste	Normlaized Natural Systems	Normalized Water Quality	V1 Eigenvector	Weighted sum	λ_i
Emission	1	3	2	5	0.493	0.563	0.444	0.455	0.489	1.995	4.082
Waste	0.33	1	1	3	0.163	0.188	0.222	0.273	0.211	0.854	4.041
Natural Systems/Tree Canopy	0.5	1	1	2	0.246	0.188	0.222	0.182	0.209	0.846	4.040
Water Quality	0.2	0.33	0.5	1	0.099	0.062	0.111	0.091	0.091	0.363	4.004
Total	2.03	5.33	4.5	11					1.000		

$CI = \frac{\lambda_{max} - n}{n - 1}$ $CR = CI / RI$
 $\lambda_{max} = 4.042$
 $n = 4$
 $RI = 0.9$
 $CI = 0.014$
 $CR = 0.0156 \quad 1.56\%$



Lodging Tax Advisory Committee (LTAC)

Sarah Fox, Chair

Andrew Westlund, Management Analyst

andrew.Westlund@cityofvancouver.us

April 8, 2026



Agenda Topics

- YSEALI Follows presentation
- Program Guidelines Workshop
- Next Steps



Grant Program Guidelines for All Grants

Guidelines expected for all award recipients

- Applicants must be destination marketing organizations, municipalities, or **non-profit** organizations
- Allow for 15-month service contracts to better support events happening in Q1 of the following year
- No grant minimum, establish grant expectations by providing past awards
- Allow for events to occur outside City limits with room blocks in Vancouver and demonstrated marketing of tourism industry destinations.
 - Must not be in a jurisdiction that collects their own lodging tax dollars.
- Lodging Tax Grant credit in event marketing



Cultural Enrichment Grant

Guidelines that only apply to our Cultural Enrichment awards

- Multiple year awards to provide security for event planners to grow the event
- Implement a \$1,000 minimum requirement, maintain \$5,000 max with flexibility to award above



Large Event/Festival Grant

Guidelines that only apply Large Event/Festival awards

- Award number limits are not firm
- How can confidence in the ability to achieve the 20% increase be measured? Should it be a different measure?
- Emphasis on event innovation and growth



Tourism Program or Facilities Grant

Guidelines that only apply to Tourism Program/Facilities awards

- How long do facilities projects have to spend funds?



Tourism Organization Operating Grant

Guidelines that only apply Tourism Organization Operating awards

- Reporting/data sharing requirements?
- Specific outcomes or grant program supports?



Next Steps



Finalize Standards & Criteria

Staff project or sub-committee workgroup?



Approve Standards & Criteria

June 10, 2026, LTAC Meeting



Fund and Scoring Discussions

June 10, 2026, LTAC Meeting

New Member Recruitment

2026 Spring Application

LTAC is currently seeking 2 new members representing the hotel industry

- Applications open March 1 through April 15
- Applications can be completed by visiting [Vancouver, WA Boards](#)
- The Boards and Commissions Open House on March 18, 2026, did not result in any new hotelier applicants to-date



Thank You



LTAC webpage: [Lodging Tax Grant Program -The City of Vancouver, WA](#)

All Grants:

- Applicants must be destination marketing organizations, municipalities, or non-profit organizations
- Event and expenses must occur within the calendar year **or** allow for 15-month service contracts to better support events happening in Q1 of the following year
- No grant minimum, establish grant expectations by providing past award context
- Allow for events to occur outside City limits if associated room blocks and demonstrated marketing of Vancouver tourism industry destinations.
 - Must not be in a jurisdiction that collects their own lodging tax dollars.
- Lodging Tax Grant credit in event marketing- reduced reimbursement **and/or** negative impact on future applications if not in compliance?

Cultural Enrichment:

- Multiple year awards to provide security for event planners to grow the event
- Potentially implement a \$1,000 minimum requirement, maintain \$5,000 max.

Large Event/Festival:

- Award number limits are not firm
- How can confidence in the ability to achieve the 20% increase be measured? Should it be a different measure?
- Emphasis on event innovation and growth

Tourism Program or Facilities Grant:

- Length of award

Tourism Organization Operating:

- Reporting to committee requirements?

Items for future discussion:

- Keep or remove scoring criteria for Destination Master Plan?
 - What additional tools should be provided to applicants/scorers
- Strategic Plan alignment- valuable, need to improve messaging or questions
 - Sustainability/mobility tool kit and past examples of ideas that achieved more than minimum
 - How can equity be more clearly demonstrated by applicants?
- Scope change and process for approving
- Strategic Reserve

To request other formats, please contact:

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