



CHAMBER OF COMMERCE | CONVENTION & VISITORS BUREAU

2022 - 2027 Organizational Strategic Plan

About this Plan

This Strategic Plan provides a North Star for the Park City Chamber & Visitors Bureau (PCCVB) as it carries out its mission over the next five years. It was informed by guidance we received through a series of surveys including the Board of Directors, staff and community, a focus group with the Marketing Council, a series of one-on-one interviews with community leaders, and through the planning process for the Sustainable Tourism Plan.

Five Objectives—those big ideas that must be accomplished if the plan is to be successful—are at the center of the Plan. Each Objective is supported by a set of Initiatives designed to achieve the Objective, and Indicators that will measure progress.

Over the course of the next five years, the PCCVB will take on these Initiatives, annually prioritizing the workload. The Initiatives are not meant to be an inflexible to-do list. Rather, they should be reviewed regularly to ensure the work specified continues to meet the Indicators tied to each Objective.

To ensure progress towards the Objectives and Initiatives of the Plan, the PCCVB Board of Directors will routinely review the status of the Plan. The CEO and PCCVB staff are responsible for tracking progress on Initiatives and communicating the status of the Plan.

Annually, the Board of Directors will review the Objectives and Initiatives of the Plan and determine if updates need to be made.

Overview

The Park City Chamber & Visitors Bureau (PCCVB) embarked upon two planning efforts in Summer 2021:

- **Sustainable Tourism Plan.** This Plan sets a path for the entire community that seeks to ensure a sustainable visitor economy for years to come.
- **Organizational Strategic Plan.** This five-year Plan is for PCCVB to ensure it is best positioned to carry out the mission, vision, and priorities of the organization and the work described in the Sustainable Tourism Plan.

PCCVB engaged Coraggio Group and its subconsultants, Dr. Kelly Bricker of ASU, Dean Runyan and Associates, and Near to support the creation of this work.

The first steps in the process of developing the Plan included gaining feedback from stakeholders on priorities, challenges, and opportunities.

- A survey was made available in January 2022 and had 2,610 respondents made up of residents, employers, employees, and visitors.
- Additionally, one focus group and four interviews were held during Winter 2022 to garner additional qualitative input.
- Dr. Bricker of ASU conducted a Destination Assessment utilizing the framework established by the Global Sustainable Tourism Council.
- Dean Runyan and Associates, in partnership with Near, completed a study on The Economic Impact of Travel in Park City.

Feedback from these engagement efforts, as well as additional available data sources, were synthesized into a comprehensive Situation Assessment that provided strategic context for a series of planning sessions to create the Plan.

The Long-Range Strategic Planning Committee of Board of Directors guided the development of the Plan, along with the PCCVB leadership team and staff. The Planning team met over multiple sessions through Spring 2022 to create this Organizational Strategic Plan. The elements of the Strategic Plan include:

- Vision, Mission, Values, Position
- Objectives
- Indicators
- Initiatives

Vision

We embrace the world, acting as a global model of community stewardship and authentic experiences.

Mission

We serve our mountain community, inspire sustainable travel, drive equitable economic prosperity, and catalyze positive change.

Values

We believe in:

- **Service**
We foster meaningful relationships in our team and our communities — we put others first in our work.
- **Joy**
We are grateful, positive, enthusiastic, and generous — we take great pride in our work and region.
- **Exploration**
We promote our community and travel, express curiosity, and explore new places and ideas.
- **Elevation**
We have grit and arrive every day motivated to work hard for progress.

Position

Park City Chamber & Visitors Bureau is a community leader in Summit County, Utah, serving residents, businesses, employees, visitors, our natural environment, and our government and non-profit partners through:

- Convening important community conversations, establishing community networks, advocating for equitable economic prosperity, and collaborating on issues related to our mission.
- Implementing educational programs for visitors, residents, and businesses that support a vibrant economy, amplify our sustainability efforts, and foster positive interactions.
- Marketing, promotion, and sales efforts that draw visitation aligned with the Sustainable Tourism Plan and our community values.
- Collaborating on visitor management efforts that influence visitor behavior, enhance education, and leverage relationships in the community to mitigate tourism impacts.

Strategic Focus and Action

Objective

Sustain long-term community collaboration in service to equitable economic opportunity and sustainable tourism

Indicators

- Year-over-year increase in overall membership to the PCCVB by 2022 baseline
- Year-over-year increase in membership from businesses in Eastern Summit County to the PCCVB over 2022 baseline
- Year-over-year increase in overall participation and engagement in PCCVB programs by 20% year-over-year over 2022 baseline
- Year-over-year over increase of members who are women and minority-owned businesses by 10% over 2022 baseline

Initiatives

- **Expand regional partnerships.** The PCCVB is cognizant of the county's diverse nature, conditions of the region's rural vs urban issues, and facilitates collaboration between varying economic interests in the Wasatch Back.

The ongoing success of the community, especially as it relates to creating the future envisioned by the Sustainable Tourism Plan, is in part predicated on the strength and extent of partnerships with organizations through the region—both within and outside of Summit County. As the issues the Chamber, City, and County confront become increasingly complex, the organizations that the Chamber collaborates with in the Wasatch Back will grow and include housing, health, and the broader Mountainlands Association of Governments (MAG). Deepening these relationships will enhance collaboration to help solve the complex issues facing the region.

The PCCVB will be a champion for new amenities and facilities for the community that can advance our position as a renowned sustainable destination including multi-modal transportation initiatives, transit, housing, transportation, and climate action.

Further, partnerships will be enhanced that support the region's abundant recreational assets and world-class winter amenities, arts, culture and mining heritage and Olympic legacy.

- **Support initiatives that diversify the economy.** Tourism's \$1 Billion in annual economic activity can be utilized as a foundation to develop adjacent sectors of the economy and provide long term economic sustainability for our community. This economic diversification can also attract new and growing existing businesses that are in alignment with our community's values and lifestyle.

For example, as the home of the internationally renowned Sundance Institute, the Kimball Arts Center, and the Utah Film Studio, there is a tremendous opportunity to harness the momentum of these entities to diversify towards the arts. The PCCVB will develop close working relationships with those entities and others (the Arts Council, City, Project ABC, and future potential tenants) involved in the creation of an arts and culture district to support and advocate for an inclusive Cultural Master Plan in an effort to support local artisans, local culture, and to diversity the economy.

Similar approaches may be taken for other sectors of the economy that are complementary to tourism, such as outdoor recreation.

- **Support integrated approaches that enhance business success and quality of life.** Supporting a physically healthy community that has access to quality healthcare and childcare is one way to retain and attract businesses and talent to our community. We will likewise work to address our workforce housing challenge, as we recognize its contribution to a labor crisis that is a serious threat to our economy. Beyond growing our economy, such actions will also demonstrate our commitment to prepare our community for the future.
- **Develop comprehensive legislative policy agenda.** The Chamber's effectiveness in carrying out its mission and the new vision established by the Sustainable Tourism Plan is in part determined by what happens in state government. In collaboration with its local partners including local governments, Park City Area Lodging Association, Park City Area Restaurant Association, and Historic Park City Alliance, the Chamber will craft a legislative policy agenda that has broad industry support to carry it forward. This agenda will be reviewed annually to ensure it is kept up to date for legislative sessions, and to ensure all partners continue to align with the policy agenda in the short-term and long-term.
- **Grow pipeline of hospitality workforce.** Park City, like much of the country, has had variations in the hospitality workforce, both related to the COVID-19 pandemic and local economic factors. Building and investing in the hospitality workforce will help the local tourism economy by building a pipeline of people interested and enthusiastic for the opportunities the industry offers. To accomplish this, the Chamber will partner with local secondary schools through the PCCAPS programs and universities such as Utah Valley University to promote hospitality careers and illustrate the career growth possible in the industry.
- **Reimagine the Kamas Valley Business Association (KVBA).** During the Covid-19 pandemic, the KVBA became defunct. The KVBA was developed to serve businesses throughout the County by providing education, networking, and advocacy opportunities. Now is the time to re-assess the needs of businesses in eastern summit county and to determine the best organizational structure to meet those needs. Investing in the evolution of this Association will expand the reach of the Chamber and its partners and increase the collective impact on the prosperity and future of the community.

Objective

Serve Chamber members through responsive and relevant communication, programming, and education

Indicators

- Year-over-year increase in Chamber member satisfaction score over 2022 baseline
- Year-over-year increase in email open and click through rates
- Year-over-year increase in member attendance at events over 2022 baseline

Initiatives

- **Launch and promote ParkCityChamber.com.** Currently, the Chamber's web presence is branded with "Visit Park City" and does not indicate that organization has a broader role. PCCVB will develop, launch, and promote a new web presence under ParkCityChamber.com as an acknowledgement of its greater role in the community. The new website, targeted to serve PCCVB members and the broader community, will include upcoming local events, recent economic data, trends, resources for employers and employees, community collaborative efforts, and the like. The website will also link to supportive efforts from other community partners focused on solutions to issues such as housing, transportation, childcare, recycling, etc.
- **Promote members through communication channels.** The Chamber will craft a program and campaign to celebrate all the great work its members do. Utilizing platforms such as social media, print, radio spots, and television, the Chamber will spotlight its members, their successes, their contributions to the community, and inspire audiences to want to learn more. This will also increase member exposure and act as a way to promote members.
- **Expand member survey to front-line and management.** While the Chamber and business leaders who comprise its membership are well connected, opening lines of communications to other employees and front-line staff will enable the Chamber to enhance its awareness of the broader set of business and community needs. To this end, the Chamber will establish tactics (in-person events, focus groups, meetings, surveys, etc.) to better understand the needs of our employees. Understanding the concerns and needs of this sector will provide the opportunity to better serve this population through programming and resources.
- **Expand member resources, programming, incentives, and support.** As PCCVB launches new programs and deepens its commitments to existing partnerships, some of its members may need resources, education, and support to help them sustain and grow their businesses in responsible ways. To that end, the Chamber will annually survey its members to understand their challenges and enhance or develop new programs to address the opportunities and challenges ahead.

Additionally, the Chamber may explore group offerings of some services that would otherwise be out of reach for small businesses. For example, the Chamber could explore partnering to develop and support Employee Assistance Programs, insurance, childcare subsidies, etc. to its members, and be able to sign on for rates as a group that would otherwise not be affordable for individual businesses.

Objective

Deepen resident understanding and appreciation of our visitor economy

Indicators

- Year-over-year improvement in community sentiment regarding tourism over 2022 baseline survey
- Establish baseline measure of sentiment towards regional tourism via social media in 2022, then achieve year-over-year improvement

Initiatives

- **Develop and implement local communication plan on the value of tourism.** While many residents of Park City and Summit County directly or indirectly contribute to the travel and tourism industry, many do not. Regardless of how involved people are in the industry, communicating the value of tourism will help cultivate a greater understanding and appreciation for what the industry can do for the community. A communications plan can include highlighting strategic messages to share, methods of sharing, and locales/venues for sharing. Strategic messages could include the economic value of tourism and how it brings direct capital improvement benefit to the community, how it creates jobs, and how it is a vehicle for sharing Park City's unique ethos with its visitors. Methods of sharing could include social media, newsletters, and TV spots. Venues for sharing could include public meetings, a town hall, a table at Park Silly, or a sponsored zoom meeting.

PCCVB could utilize the feedback garnered through its communications to explore future potential efforts to evolve its work. For example, it could seek feedback on bolstering positive resident sentiment through a locals-only incentive campaign; or explore how to deepen visitor investment in the community through an 'opt-out' visitor fee assessed on hotel stays or other products and services.

- **Develop and implement local resident and culture storytelling campaign.** Appreciation of the visitor economy and tourism industry could be cultivated by highlighting stories of locals and how they engage with the industry. These stories could be from a business and/or resident perspective and highlight points of community pride. Storytelling can also touch upon those community aspects that make Park City unique, such as its mining heritage and Olympic legacy. Sharing these types of stories may help the broader public relate to the industry, as the people spotlighted could easily be neighbors or friends.

Objective

Attract, manage, monitor, and measure tourism for the economic, social, and cultural benefit of residents, the business community, and visitors

Indicators

- Increase time spent on VisitParkCity.com by 5% year-over-year over 2022 baseline
- Increase the frequency of 'sustainability' mentions in press coverage
- Maintain a robust volume of visitation and achieve incremental increases in occupancy during need periods from domestic and international target markets
- Increase the number of visitors using transit and bike share over 2022 baseline
- Increase number of media activations leading to on-brand editorial content
- Increase number of Group Sales Leads and bookings for need periods
- Maintain healthy TRT levels in the city and county

Initiatives

- **Rebrand Visit Park City to incorporate the Sustainable Tourism Plan and its initiatives.** The Sustainable Tourism Plan, completed with partners from throughout Summit County, sets a bold new course for the destinations of Park City and Summit County. To fully reflect this direction, Visit Park City will want to rebrand itself across platforms to reflect the vision, stewardship principles, and initiatives found within the Sustainable Tourism Plan. This will also entail updating the website to ensure its messaging, imagery, and structure reflect the work of the organization —ultimately, the website will be a go-to resource for all things Summit County / Park City. As a whole, this rebranding will be a strong communication to the public of the destination, its management organization, and the vision of place.
- **Integrate brand messaging into all departments.** With an organization rebrand underway, each department will want to do its part to reinforce new messaging and ensure consistency across the brand. This initiative will first entail raising internal awareness of the Sustainable Tourism Plan, its goals, and what it means for the destination and organization; then ensuring all departments have the knowledge and ability to integrate its ethos into their work. This enhanced cohesion within the Chamber will help it as it works for the economic benefit of residents and the business community.
- **Develop data-based program to identify and target audiences and visitors.** While rebranding will ensure the Chamber presents itself and the destination appropriately, the Chamber must also ensure these updated messages land with their target audiences and visitors. Taking a quality over quantity approach, the PCCVB will increase awareness, build positive opinion, and drive qualified consideration through targeted strategies. To this end, PCCVB will develop robust visitor profiles based upon current visitors and desired future visitors. The organization will focus on feeder markets whose residents identify with some of the stewardship principles the destination is seeking to establish and promote itself on platforms that have a sustainability lens as a means to target individuals and groups with similar values.

Similarly, PCCVB will continue to support group sales efforts to attract visitors during off-peak, mid-week seasons, in alignment with stewardship principles. The PCCVB will also work with hoteliers and meeting planners to lessen impacts of events on the environment, including development of resources on how to hold more a sustainable events or meetings.

- **Enhance visitor-facing in-market communication and management.** With a rebrand underway and a data-informed program to identify target visitors and audiences, PCCVB will want to turn its attention to managing and communicating with visitors once they are in market. Tools such as a destination app, free transit passes, or easy-access incentives such as branded reusable totes and water bottles are methods to encourage visitors to continue to lean into the stewardship principles and what it means to be a sustainability-minded traveler. Multi-language translations should be considered to broaden the reach of these in-market communications. Updating the gateway visitor center and developing a mobile information center may be good tools to further our reach.

PCCVB will also continue and develop new training, both in-person and virtual, of front-line staff at the Visitor Center, hotels, restaurants, and shops to ensure these visitor-facing hospitality ambassadors have the latest and greatest information to share with the traveling public.

- **Develop strategy for sustainable tourism events.** PCCVB will work with event organizers to celebrate the economic and social benefits of events and increase and enhance sustainability practices while mitigating impacts on residents. This may be accomplished by incentivizing such practices through a grant program, targeted promotion of events to desired audiences, and ensuring event organizers have tools and the ability to utilize them that support a more sustainable approach, creating win-wins in the community.

Objective

Evolve the PCCVB's structure, skills, and capabilities to support our current mission thus positioning us a world leader in destination stewardship

Indicators

- Increase median Gallup Q12 score by 5% by 2025
- Increase mean score on the Whole Systems organizational assessment by 5% by 2025
- Maintain greater than 2:1 ratio of number of applicants to available seats for volunteer positions
- Increase awareness and media mentions of Park City / Summit County's Sustainable Tourism initiatives
- Increase the number of guest speaker engagements and opportunities to share best practices

Initiatives

- **Diversify representation on the Board and committees.** As PCCVB takes on the Sustainable Tourism Plan and seeks to implement it with community partners, the organization's Board will need to impart a sustained energy and vision. Enhancing the diversity of lived experiences on the Board will enable it to better represent the tourism industry, the community, speak on behalf of the population, and step further into a leadership role for travel and tourism.
- **Audit and adjust current staff roles and responsibilities.** The demand of an expanded mission means PCCVB must assess its current staffing, gaps, and additional needs. The recent hiring of a Sustainable Tourism Director is one example of a hire that addresses such a need; an additional position may focus more on community engagement—with residents, businesses, and other community partners in the region; or a data analyst who could use data resources to help guide and advance strategic priorities.
- **Invest in a healthy office culture.** While the current staff scores on the Gallup Q12 indicate a healthy employee engagement environment, continuous efforts are needed to ensure the office culture remains healthy and thriving. For example, the organization will want to continue to invest in staff's development, funding professional development training and ensuring robust benefits and salary offerings. Further, the organization will want to explore sustainable work options, from encouraging carpooling to exploring hybrid work models.
- **Share best practices and framework for the development of a Sustainable Tourism Plan.** Generously sharing best practices and learnings in destination stewardship is an important part of the values and ethos of the organization. The PCCVB should celebrate opportunities to help other communities learn from our successes and challenges.

Acknowledgments

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