



CHAMBER OF COMMERCE | CONVENTION & VISITORS BUREAU



**PARK CITY CHAMBER OF COMMERCE
CONVENTION & VISITORS BUREAU**

**STRATEGIC PLAN INITIATIVES
2019-2021**

A Letter from Bill Malone, President & CEO

The Park City Chamber/Bureau has played an instrumental role in the advancement and development of the Park City area business community for over 35 years. Advancing Park City's business community has been a long process, which has required the assistance and expertise of area business leaders.

Every three years the Chamber/Bureau gathers a group of individuals, who represent a wide variety of expertise, to reevaluate the organization's strategic guiding principles and ensure they are up-to-date and appropriate for the current economic standards.

In December 2018, the Executive Committee appointed a group of community members to examine and update the Chamber/Bureau's Strategic Plan, which outlines the organization's guiding principles. The following individuals helped update the document: Beth Armstrong, Calum Clark, Monty Coates, Chris Eggleton, Joel Fine, Tom Fisher, Diane Foster, Andrew Garland, Allen Highfield, Becky Kearns, Russ Olsen, Bill Rock, Coleen Reardon, Liza Simpson, Betsy Wallace, Jeff Ward and Sara Werbelow. The committee identified issues in the Park City community, and prioritized the Chamber/Bureau's efforts accordingly. This group of dedicated volunteers spent several days during multiple sessions to succinctly direct our efforts into five main categories outlined in the following pages, and we thank them for their time, effort, and passion.

This group also received assistance from Chamber/Bureau staff members including Nancy Gray, Sue Kapis, Bob Kollar, Jim Powell and Tonya Sweeten who helped develop operational strategies, especially in regard to the organization's marketing efforts. Their guidance was valued immensely.

Each year, the Chamber/Bureau's Board of Directors dedicates time at their annual board retreat to review the organization's five Key Strategic Initiatives found in this document. The board discusses whether the outlined efforts are relevant and if the focus remains applicable.

So much of what we are able to accomplish for our community, strengthening the economy in particular, is a result of the organization's focus and strategic allocation of resources as outlined by this Strategic Plan.

Sincerely,



Bill Malone
President & CEO



CHAMBER OF COMMERCE | CONVENTION & VISITORS BUREAU

MISSION

The Park City Chamber/Convention and Visitor Bureau is the champion of our local business community and of our community's brand. We strive to foster a successful economy through the promotion of the area as an attractive travel destination and through community and regional collaboration.

VISION

The most vibrant, welcoming and economically successful mountain resort community in North America

VALUES

Transparent
Results Driven
Accountable
Collaborative
Knowledgeable
Strategic



**STRATEGIC
INITIATIVES**

Strategic Initiative #1

Strengthen Our Organization

Internal Organization Goals

Maintain our leadership position as the Park City Chamber/Convention and Visitor Bureau that is respected internally in our industry, externally by our members, and by other key partners and affiliates

Build and maintain an effective performance-based organization committed to the achievement of the Chamber's Vision, Mission, Values, Strategic Initiatives, and Goals

Strategies

- Provide superior service
- Innovate, maintain flexibility, and adapt
- Compare best practices with other destination resort communities, constantly learning and growing
- Attract and retain dynamic, talented, innovative, and committed staff
 - Continue to strive towards a performance-based culture where staff is rewarded for performance and achieving metrics and goals both departmentally and organizationally
 - Maintain an entrepreneurial culture
 - Create a team of staff with whom members enjoy engaging and working
 - Invest in our staff through training and development opportunities
 - Invest in and create new positions, when necessary, that can further strategic initiatives
- Have a transparent, innovative, and engaged organization
 - Look for more ways to be transparent regarding the expenditure of funds as well as Board and Committee actions and decisions
 - Proactively seek out new ways to operate the organization by attending conferences and sharing practices with peers
 - Suggest that each member of the management team be actively engaged with a compatible organization that aligns with the Park City Chamber/Convention and Visitor Bureau Mission
- Seek excellence in Board of Directors leadership
 - Attract the best and brightest business leaders to our Board
 - Create a Board of diverse individuals who can bring a variety of experiences and perspectives to the organization
- Ensure relevance in organization governance documents
 - Continue to periodically monitor the effectiveness of the organization's bylaws
- Effectively manage financial performance, providing adequate reserves for emergencies
 - Closely monitor the Park City Chamber/Convention and Visitor Bureau's financial performance in order to leverage money being spent in order to achieve its Mission
 - Recognize the importance of holding funds in reserve for emergency situations, have both operating and marketing reserves available
 - The Park City Chamber/Convention and Visitor Bureau shall review its finance manual every two years to ensure that the organization's policies regarding spending, investments, safeguards, etc., are current

Strategic Initiative #1

Strengthen Our Organization

Membership Goal

Membership is the foundation of the organization, and the strength of having approximately 1,000 members gives the Park City Chamber/Convention and Visitor Bureau a strong presence in the community. Building business services, resources, and benefits maintains a high level of membership engagement.

Strategies

- Create Membership Value
 - Coordinate timely and relevant educational programs
 - Create meaningful networking opportunities
 - Provide business resources
 - Offer benefits for both businesses and individuals
 - Promote leadership opportunities to membership
 - Build a variety of programs and benefits that speak to a diverse spectrum of businesses, both large and small as well as local and national including:
 - Hospitality
 - Retail
 - Professional
 - Services
 - Non-profits
 - Survey Park City Chamber/Convention and Visitor Bureau members on a regular basis using short and targeted survey tools, in order to assess which member benefits are valued most
 - Survey both members and non-members to better understand the business community's needs
 - Compare member survey and results with similar organizations nationwide to gauge the Park City Chamber/Convention and Visitor Bureau's progress when possible
 - Exit interviews for members who leave
 - Recognize that member needs and their appetites for programming evolve and change; thus it is imperative that programming is updated consistently and modified accordingly

Key Performance Indicators

- Maintain the accreditation standard of Destination Marketing Association International
- Gradually increase the size of the Park City Chamber/Convention and Visitor Bureau's membership by maximizing renewals, minimizing attrition, and growing the number of paid memberships each year

Strategic Initiative #2

Support the Community's Economic Environment

Goal

Support an optimal environment for business to succeed and for a high quality of life to be obtained. This speaks to a variety of community strengths that need to be protected and enhanced in order to reach our greatest potential, to remain competitive and to become - the most successful mountain resort communities in North America.

Strategies

- Support, educate and help to promote:
 - The need to preserve the historic character of our community which differentiates us from other competitive resorts
 - The concept that a physically healthy community is an important attribute for our success as an international destination, and that access to quality health care is important to our guests and workforce
 - An education system of excellence that is not only important from an economic standpoint but speaks to the fact that we are a community prepared to take on the future
 - Sufficient infrastructure and utilities that provide an improved experience and help to attract guests and businesses to the region
 - Economic diversification that helps to provide long term sustainability of a resort community
- Facilitate and advocate for:
 - Projects and organizations that address workforce housing challenges in our community, recognizing that it is an issue of significance for the business community in order to respond to labor force shortages
 - The development of a close working relationship with those entities (Arts Council, City, Project ABC, and future tenants) involved in the creation of an Arts and Cultural District
- Be a champion for:
 - New amenities and facilities for the community that can advance our position as a resort destination of choice
 - Transportation initiatives that can improve our resident, workforce, and visitor mobility
 - Developing tools for our membership and internal policies for the Park City Chamber/Convention and Visitor Bureau to address and react to changes in our economy that inhibit success as a community

Key Performance Indicators

- Each year, at the Annual Board Retreat, the Board will review and discuss efforts put forth in engaging in the above strategies. The Board will also look at new opportunities within each strategy to provide support, facilitate (convene stakeholders, seek solutions, collaborate and/or advocate), or champion (expend resources such as funding or staffing) to best support the economic environment.

Strategic Initiative #3

Effectively Manage Alliances, Affiliations, and Community Perception

Goal

Develop positive relationships on a broad basis with appropriate alliances, affiliates, and the community at large so that the Park City Chamber/Convention and Visitor Bureau's efforts continue to be respected and supported. Create a relationship succession plan to identify staff accountability for relationships with specific key partners, and steward the collaborative culture among various entities, providing for resiliency.

Legislative Strategy

- Maintain existing positive relationships with all elected officials and staff
- Articulate the interests of the business community to local, state, and federal government.

State and Local Organization Strategy

- Maintain the organization's reputation as a valued entity for ideas, exceptional programming and as a resource for connecting to Park City's economic vitality, by national, state, county, and local associations, and stakeholders.

Community Strategy

- Develop and disseminate community messaging that educates residents on the benefits of a strong economy. This messaging is to outline the ways in which a successful tourism-based economy positively impacts the whole community.

Regional Strategy

- The Park City Chamber/Convention and Visitor Bureau must be cognizant of the county's diverse nature, conscious of the region's rural vs. urban issues that arise and facilitate collaboration between varying economic interests in the Wasatch Back and other parts of the county.

Key Performance Indicators

- Each year, at the Annual Board Retreat, the board will review and discuss efforts put forth in managing our external relationships and prioritize specific community strategies. Staff will be directed to make necessary adjustments in order to maximize the organization's effectiveness.

Strategic Initiative #4

Promote and Grow Overnight Visitation

Consumer Marketing Goal

The primary role of the Park City Chamber/Convention and Visitor Bureau is to increase awareness, build a positive opinion and drive qualified consideration of our destination brand with various target audiences. By creating a strong and differentiated destination brand foundation, our members can focus on building their individual brands and driving their specific business objectives.

Strategy

Develop and implement comprehensive Marketing and Communication plans that use a combination of paid, earned and owned media to achieve our primary goal. Also, continue to closely collaborate with other tourism partners in our community to support their efforts.

- Leisure Travelers Target Audiences
 - Domestic
 - International

Group Sales Goal

Through sales and marketing efforts, promote Park City as a meeting and conference destination.

Strategy

Generate leads that can grow occupancy and meeting revenue for participating properties and assist properties with securing bookings.

- Groups & Meetings Target Audiences
 - Corporate
 - Associations
 - Social/Military/Educational/Religious/Fraternal organizations (SMERF)
 - International

Consumer Marketing and Group Sales Strategy Development

Because we are a membership based organization, we need to continue to have an organization structure that provides for partner input such as a Marketing Council and specific Marketing Advisory Committees.

These groups will insure that we have strategies and promotional plans that consider the various perspectives and collective experiences of our membership base and provide transparency into our organization.

Strategic Initiative #4

Promote and Grow Overnight Visitation

- Marketing Council: This group will oversee the development and implementation of the Annual Marketing Plan & Budget.
- Member Advisory Committees: These groups will oversee the development of the annual plans and budget for various areas of focus. Currently, we are recommending maintaining the following Member Advisory Committees (MACs):
 - Communications
 - International
 - Groups Sales
 - Special Events

Other Marketing and Sales Strategies

- Special events are a strategic element of driving visitation
 - Traditionally the Park City Chamber/Convention and Visitor Bureau invests significant resources on hosting events that drive overnight visitation during “non-peak” periods. We will strive to maintain a robust special event calendar that help us position the community favorably compared to other resort community competitors i.e. mountain bike events, cultural, culinary, arts, recreation, youth sports, etc., but we will continue to work with County, cities and communities to understand and mitigate impacts of events, where possible.
- Partnerships for growing visitation
 - Increase and support collaborative relationships with organizations to effectively grow visitation, maintain brand, and cooperate in optimizing utilization of grant funding.
- Seasonality and “Non-Peak” Periods
 - As part of the organization’s marketing efforts, the Park City Chamber/Convention and Visitor Bureau will continue to allocate energy and resources towards building off-season business, more specifically, autumn. Autumn’s favorable weather allows for greater potential for growth, as it pairs well with the area’s outdoor recreation opportunities. In addition to the fall season, look at specific “non-peak” periods of all seasons.
- Olympic Legacy
 - Continue to promote Park City’s Olympic Legacy as part of the community’s identity. Investments made in Park City by US Ski and Snowboard Association and the Utah Olympic Legacy Foundation, among others, have strengthened the community’s economy, and helped keep the Olympic Legacy alive.

Key Performance Indicators

- Strive to grow annual occupancy (according to our Inntopia, formerly DestiMetrics, reporting properties) by 1% each year.

Strategic Initiative #5

Opportunities

Goal

Over the next three years the Park City Chamber/Convention and Visitor Bureau will collaborate with key partners to identify potential win-win solutions that will maximize the benefits for all concerned.

Strategies

- Agreement with Summit County: Maintain a strong relationship with County Council in order to insure a mutually accepted ten-year Transient Room Tax (“TRT”) allocation agreement that provides continuity and consistency of revenue projections for the stability of the Park City Chamber/Convention and Visitor Bureau. Continue to demonstrate to the County and its constituents the benefits of tourism as well as the return on investment that the organization obtains.
- Regional Marketing: Work with regional stakeholders to include Wasatch County, Heber Valley Chamber and Tourism, nightly lodging developers, and owners of property and resorts located adjacent to the Summit County boundaries, to identify ways to include such properties under the Park City brand and marketing efforts if they so desire. This will require a collaborative relationship between all stakeholders and support from existing members. Providing stakeholder and membership approval, there would be compensation for services rendered that makes best use of existing resources and programs and maximizes benefits to all.
- Amenity identification for future use of TRT Funds: Work closely with County Council and other communities, stakeholders and our members to identify amenities for future use of TRT funds. These opportunities to use funds will enhance our ability to compete in the marketplace and would be an important component in our strategy to attract events and visitation.
- 2030 Olympics: Utah’s Governor’s office, the Utah Olympic Legacy Foundation, Utah Sports Commission, and our legislative leaders have successfully been selected by the US Olympic Committee as the host city for the next Winter Olympic bid. The Park City Chamber/Convention and Visitor Bureau will now participate with local and state organizations to put together a competitive bid on behalf of the US Olympic Committee to the International Olympic Committee.
- Sundance Film Festival: Begin discussing the agreement for the Sundance Film Festival at least 3 years before the current agreement ends to identify opportunities, timing of the event in relation to peak resort skiing periods, use of venues and facilities, and flow of people.
- Arts and Culture District: Work with City, tenants and stakeholders to identify how they and the Park City Chamber/Convention and Visitor Bureau might be able to work together towards mutual goals. Explore how the Arts and Culture District can fit in our strategic plan and how the long range vision for the arts and culture district might enhance the Park City brand.

Key Performance Indicators

- Each year, at the Annual Board Retreat, the board will review and discuss efforts put forth in the staff’s and Park City Chamber/Convention and Visitor Bureau efforts on these opportunities.