

Sustainable Tourism Plan

Park City & Summit County, Utah

Summer 2022

park  city

CHAMBER OF COMMERCE | CONVENTION & VISITORS BUREAU



Executive Summary

Park City and Summit County have come to be recognized as one of the most attractive visitor destinations in the world—home to the beautiful Wasatch and Uinta Mountains, pristine reservoirs and lakes, and charming small towns. Yet, as robust as the tourism industry is in the county, there are indications that the current state may become out of balance. This plan intends to create a future where community and environmental needs are considered with the same weight as economic benefits, resulting in a thriving and welcoming community.

Process & Methodology

July – December 2021: GSTC Destination Assessment. This assessment examined how well Summit County meets the GSTC’s standards for a sustainable destination, looking holistically across 38 dimensions of sustainability.

March 2022: Situation Assessment. The Situation Assessment served as the foundation of the sustainable tourism planning process by gathering insights on the current state of the tourism industry and identifying current and emerging opportunities and challenges.

March – June 2022: Sustainable Tourism Plan Development. The Stewardship Council, a 20-member stakeholder group representing the diverse interests of Summit County, reviewed both the GSTC Destination Assessment and the Coraggio Situation Assessment and developed the Sustainable Tourism Plan.

Executive Summary

Stewardship Principles

Stewardship Principles act as a framework to ground the fundamental intention of each plan objective:



Value and respect the health of our local environment and natural resources



Foster our local spirit, our values, our sense of place, and the wellbeing of our community—residents, employers, employees, and visitors alike



Ensure that benefits of the visitor economy are shared equitably by people of all races, ages, gender identities, sexual orientations, abilities, income levels, and by Summit County's communities



Enable Summit County's tourism industry to lead by example, championing tourism's benefits, mitigating its impacts, and harnessing its regenerative power for the community and the environment



Be bold, creative, and action-focused, supporting transparency and measurable outcomes

Objectives

Seven objectives were created, representing the bigger categories of work the community will undertake:



Cultivate local pride and respect for the Park City / Summit County experience.

The strength and longevity of a destination's tourism economy is in part connected to the public support of tourism. The initiatives within this objective seek to grow local pride and character, deepen the connection between the local population and the economy as it evolves, and seek to maintain a high level of local population engagement.



Implement sustainable transportation, housing, water, energy, and waste management policies and initiatives.

This objective seeks to foster the successful implementation of regional plans that support sustainable infrastructure in and surrounding Summit County.



Protect and manage our natural environment to enable sustainable outdoor recreation.

Park City and Summit County's tourism economy relies on our beautiful natural resources, which are threatened by environmental changes such as wildfires, drought, and changing snowpack. This objective creates initiatives to support the preservation of these all-important natural assets.



Ensure the long-term resilience of the Park City / Summit County economy.

The travel industry is one of the larger components of the Park City and, to a lesser extent, the Summit County economy. Preparing for uncertainty by developing resilience plans will help facilitate responsiveness in the face of change.



Equalize the economic benefits and mitigate impacts of the visitor economy.

The positive contributions of visitation to Summit County's economy have been significant and undeniable, but they have also tended to concentrate within a small subset of the community. Additionally, some unintended consequences of the visitor economy have disproportionately affected residents and workers with lower household incomes. This objective seeks to both better distribute positive impacts and to mitigate negative impacts for all.



Leverage messaging and programming to accelerate sustainable tourism.

To be better positioned to carry out the work of this Sustainable Tourism Plan, PCCVB and community partners will review general operations, media and advertising relationships, and programming to ensure they reflect the stewardship principles and sustainable vision for Park City and Summit County.



Foster the development and management of Summit County's art and culture tourism assets.

In 2018, the Summit County creative community collaborated to articulate and build a road map for the future vitality and sustainability of arts and culture in the region: the Project ABC (Art, Beauty, Culture) Cultural Plan. This objective seeks to build upon Project ABC to cultivate and promote Summit County's cultural sectors.



CEO's Message



Park City and Summit County have come to be recognized as one of the most attractive visitor destinations in the world. These successes have led to a vibrant economy, more than 14,000 jobs, and tourism amenities that locals are privileged to enjoy every day, like world-class resorts, renowned restaurants, 400+ miles of connected single-track trails and the International Mountain Biking Association's first-ever Gold-Level Ride Center, free transit, miles of pedestrian and bike paved trails, internationally acclaimed events, and an expanded tax base that funds many local services.

Our organization recognizes that with tourism success also comes great civic responsibility. We believe in the regenerative power of tourism and recognize our collective role in celebrating the positive impacts and mitigating the pinch points. That's why we not only embarked on developing this Sustainable Tourism Plan (STP) to guide a holistic approach to destination management and stewardship, but also entered a transformative time for our organization ensuring that we have the skills, capabilities, and capacity to help facilitate the plan's success.

With this Sustainable Tourism Plan, we have begun the journey on a rigorous path toward tourism reimagined—where a commitment to long-term sustainability balances our environment, economy, quality of life and visitor experience.

The STP focuses squarely on the future, capturing the optimism, awareness, innovation, and can-do collective spirit that defines our community. When I envision our future as the best place to live, work, play and visit, I see visitors, businesses and residents who recognize that Park City and Summit County are special and commit to working together to help us keep it that way.

As the natural bridge connecting tourism and our community, the Park City Chamber & Visitors Bureau recognized an opportunity to plan our journey toward destination stewardship and sustainability. The process began with a destination assessment by the Global Sustainable Tourism Council, making us the 35th destination in the world to go through this rigorous review. Next, with the financial support of the Utah Office of Tourism, we contracted with the Portland-based Coraggio Group, and formed a Stewardship Council representing a diverse cross-section of stakeholders. Research, a situation assessment, focus groups, public meetings and online surveys rounded out the process and led to rigorous discussions around objectives, strategies, and initiatives. This finished plan is a comprehensive community vision distilled to seven objectives. Accountability is built in – you will see timelines, KPIs, responsible parties and endless opportunities to make a difference.

Thank you to the thousands of residents, business owners and employees whose voices informed this plan. I want to thank the Stewardship Council for their leadership, dedication, and commitment to the work completed and the rigorous work yet to come. We look forward to building partnerships region-wide to make the plan blossom, and we encourage each and every one of you to get engaged, stay informed and participate as a steward of a sustainable, thriving Park City and Summit County.

We have great confidence in our chosen course. Our community is ready to act, reimagining how we attract, manage, monitor, and measure our economy to achieve our vision to embrace the world, acting as a global model for community stewardship and authentic experiences. The global tourism industry is changing all around us. Adapting to change—and then leading the change—presents exciting new opportunities. Thank you for joining us on this journey.

Jennifer Wesselhoff

CEO, Park City Chamber & Visitors Bureau



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01 Introduction

It is clear that our work is more than visitation: it is about people, and how we share this amazing place with others.

Park City and Summit County, UT has become a truly world-class destination— attracting a mix of families, outdoor recreation enthusiasts, and appreciators of arts & culture. Tourism has been a growing industry here, especially since the 2002 Winter Olympic Games put Park City on the world stage, with visitor spending in Summit County exceeding one billion dollars annually. Yet, as robust as the tourism industry is in the county, there are clear indications that the current state may become out of balance. As the Park City Chamber & Visitors Bureau, we have an opportunity to approach the work of a destination organization differently than we have. We know our work extends beyond hotels, restaurants, and attractions—our work touches neighborhoods and the local businesses where those residents work. Our work affects the communities whose food and music make our destination vibrant. It reaches the wild spaces surrounding our towns, and the green spaces tucked into those communities. It is clear that our work is more than visitation: it is about people, and how we share this amazing place with others. We need to approach our work so that it proactively builds positive social and environmental outcomes and fosters sustainable economic growth.

In searching for solutions, we've arrived at: principles of sustainability and stewardship, a common vision for the destination's and community's future, a way to balance the needs of multiple stakeholders, and continued delivery of valuable visitor experiences—all while ensuring that their residents can continue to call their community home. This plan seeks to proactively balance these elements for Park City and Summit County, working collaboratively with the community, meeting the urgency of the moment, and doing so in a way that is true to the spirit of our place.

02 Process & Methodology



July – December 2021: GSTC Destination Assessment

The Global Sustainable Tourism Council (GSTC) conducted a Destination Assessment from July to December 2021, working closely with the Park City Chamber & Visitors Bureau (PCCVB) and stakeholders throughout Summit County. This assessment examined how well Summit County meets the GSTC's standards for a sustainable destination, looking holistically across many dimensions of sustainability. The GSTC standard covers four main pillars of destination sustainability, with a total of 38 criteria (see detailed criteria information for Park City / Summit County in Appendix C):

- A. Sustainable Management
- B. Socio-Economic Sustainability
- C. Cultural Sustainability
- D. Environmental Sustainability

To perform the assessment, GSTC reviewed legal and policy documents governing the County's management and held interviews with 25 key stakeholders and representatives from local government, private sector, non-governmental organizations, academia, and our residential community. It also conducted a desktop review of over 300 documents.

The results of the GSTC Assessment of Summit County indicated that of the 38 criteria found in these four pillars:

- 12 had excellent performance
- 12 had good performance
- 8 were rated as needing improvement
- 3 were rated as moderate risk
- 3 were rated as high risk

Overall, Summit County was rated best in the Socio-Economic and Environmental Sustainability pillars (2.49 and 2.34 of 3.00, respectively), and rated as needing improvement in its performance on Sustainable Management (1.84 of 3.00) and Cultural Sustainability (1.75 of 3.00).

March 2022: Situation Assessment

The Situation Assessment, conducted by Coraggio Group, synthesized multiple sources of information into a holistic assessment of the tourism situation in Summit County. Coraggio began this work by engaging in external research and review of documents and data provided by PCCVB, the GSTC Destination Assessment, and information on economic impact of travel and visitor volume and flow provided by Dean Runyan Associates and Near. In addition, Coraggio held a focus group with the PCCVB Marketing Council, four one-on-one interviews with city and county leadership, and executed a community-wide survey with 2,610 respondents that provided further input into the following topics:

- Tourism drivers, assets, and experiences
- Visitor destination perceptions
- Tourism support and enablers
- Tourism opinions
- Challenges and opportunities
- Marketing and management roles
- Sustainable tourism perspectives

The findings from this effort were summarized as seven key themes:

1. Park City Chamber & Visitors Bureau staff and Board are engaged and prepared to take on the challenges ahead.
2. Degradation of Summit County's key natural assets is a real and looming threat.
3. Park City's residents are approaching a breaking point from overtourism.
4. The *community* of Park City is about to lose itself to the *destination* of Park City.
5. The destination needs more stewardship, not more promotion.
6. Current and future tourism levels, on top of community population growth, are testing the capacity of Park City's infrastructure.
7. There is a shared vision and desire to achieve a more sustainable tomorrow.

The Situation Assessment served as the foundation of the sustainable tourism planning process by gathering insights on the current state of the tourism industry and identifying current and emerging opportunities and challenges.

02 Process & Methodology

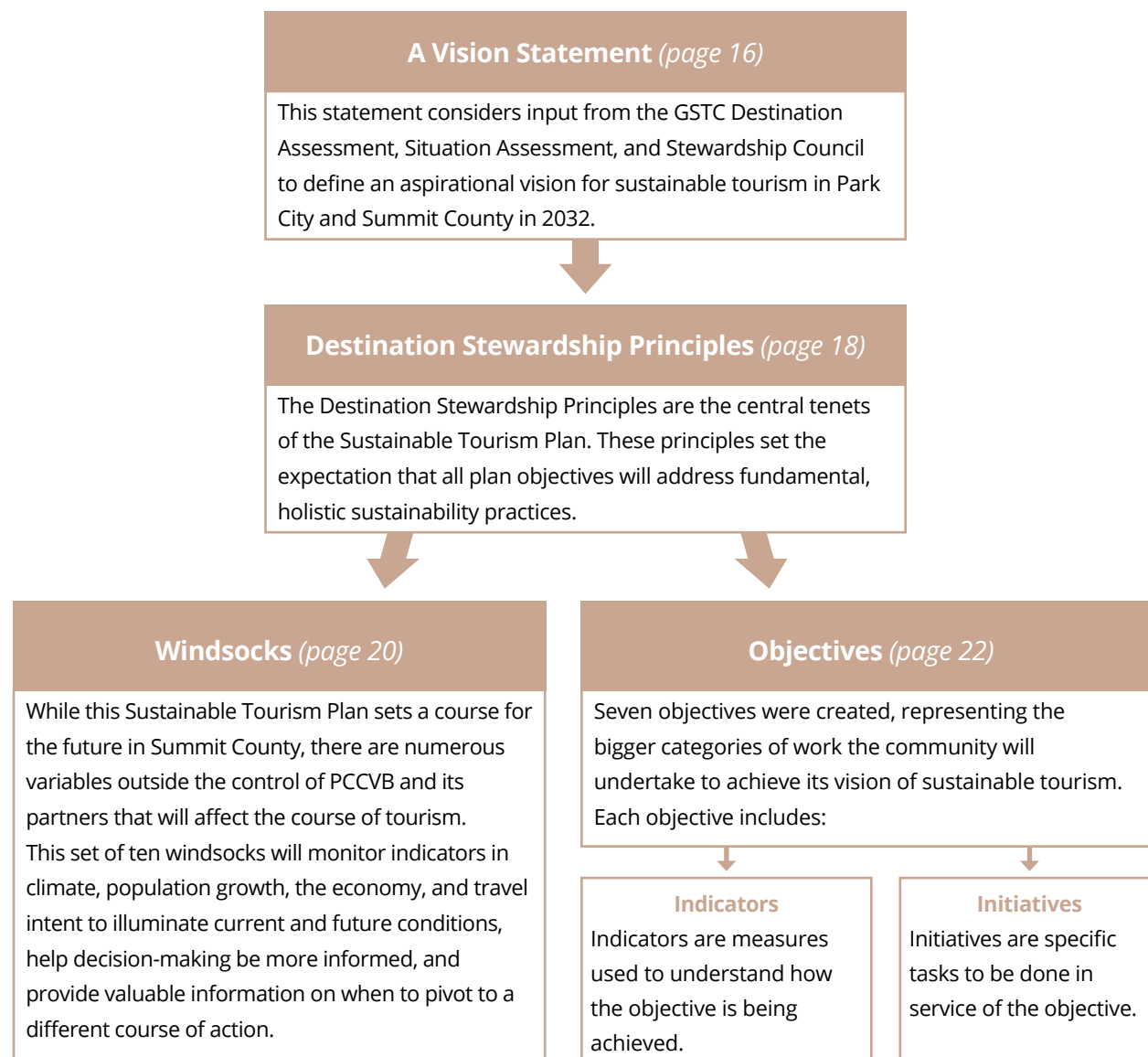
March – June 2022:

Sustainable Tourism Plan Development

The Coraggio Group led a process to craft the Sustainable Tourism Plan, utilizing the Stewardship Council, a 20-member stakeholder group representing the diverse interests of Summit County. Between March and June 2022, the Stewardship Council met seven times to review both the GSTC Destination Assessment and the Coraggio Situation Assessment and develop the Sustainable Tourism Plan. Two public stakeholder check-ins were also held—one virtual, one live—to provide an opportunity for broader community input into the work of the plan.

Sustainable Tourism Plan Framework

The work of the Stewardship Council is encapsulated in this Sustainable Tourism Plan, which includes:



Sustainable Development Goals

In creating this Plan, we took care to consider the Sustainable Development Goals (SDGs) defined by the United Nations.¹ In 2015, the UN developed this unifying framework to focus global efforts on 17 clear goals for the betterment of global society:



Abbreviations

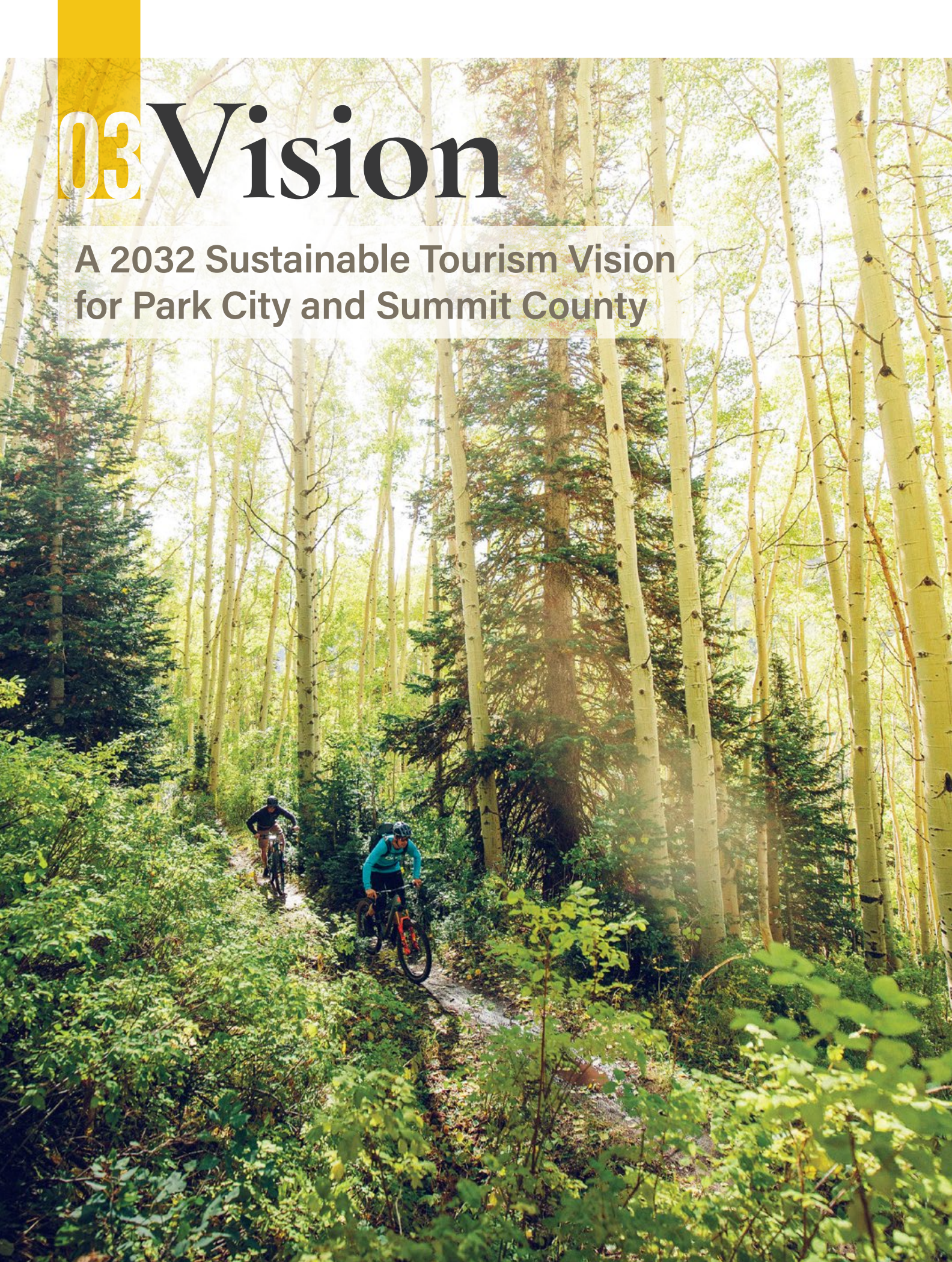
The following organizations are referenced by acronym throughout the document:

- GSTC – Global Sustainable Tourism Council
- HPCA – Historic Park City Association
- PCALA – Park City Area Lodging Association
- PCARA – Park City Area Restaurant Association
- PCCVB – Park City Chamber & Visitor's Bureau
- SDG – Sustainable Development Goals

¹ <https://sdgs.un.org/goals>

03 Vision

A 2032 Sustainable Tourism Vision for Park City and Summit County



Ten years from today, we envision a Park City and Summit County where robust outdoor recreation and a mountain-town lifestyle thrive, where friends gather and community spirit soars in pristine natural surroundings, and where people live their values of inclusion, respect, and equity.

We are a community where stewardship informs our daily life, a tourism culture where visitors join us in sustaining our environment and lifestyle, and a regional economy that disperses visitation across time and geography—mitigating congestion and overcrowding. Respecting the community's need for respite, our efforts will acknowledge our traditional off-season recharge time.

We see Summit County as a beacon for an earth-friendly lifestyle, a place where residents and visitors embrace carbon-free public and active transit that gets us where we want to go when we want to go. We imagine a community where we adapt and become resilient in the face of climate change, and where we demonstrate our commitment to reversing that trend.

In 2032, we foresee a future where authenticity reigns—where we celebrate the perspectives of Indigenous peoples, our mining and railroad history, pioneer heritage, and our deeply rooted winter sports culture.

Our vision embraces our Olympic spirit, our love of the outdoors, and the health of our environment as the beating heart of the Summit County experience. We see a future in which locals, governments, business groups, nonprofits, and land managers share a mission to integrate tourism with stewardship and preservation, engaging visitors as partners who care about—and for—our community. We will adapt our community systems, seeking to become the most sustainable ski destination in the world.

Whatever the season, we will entice and intrigue visitors with options for outdoor recreation, food, shopping, and the arts, with well-managed events and festivals true to our spirit. Every encounter with our guests and

Our vision embraces our Olympic spirit, our love of the outdoors, and the health of our environment as the beating heart of the Summit County experience.

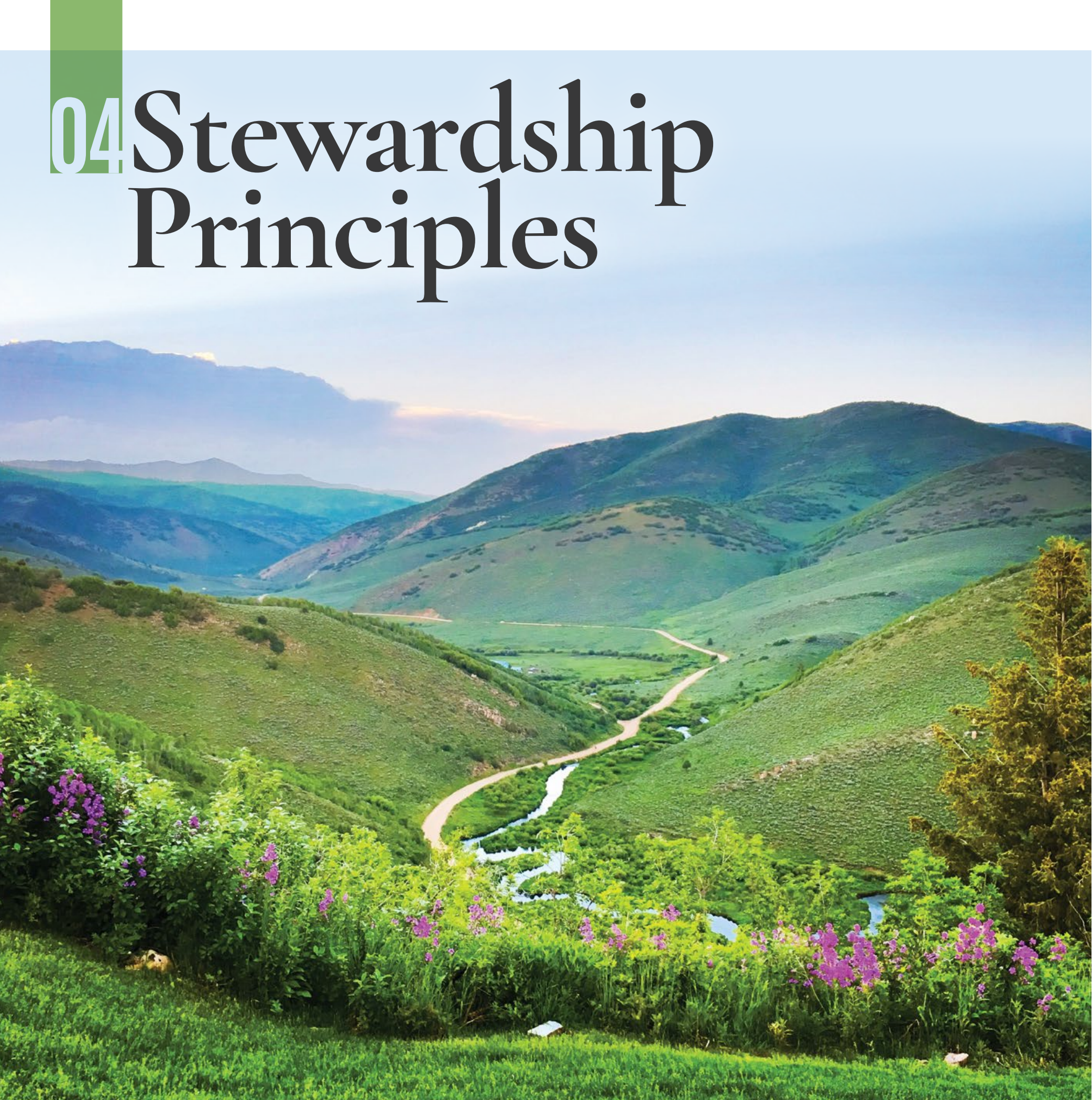
every marketing message we share will be informed by our friendly expectation of sustainable, responsible recreation and behavior.

Our economic system in 2032 will be one in which responsible regulations help new and existing businesses, visionary entrepreneurs feel welcomed and supported, and where the workers who make it all happen are supported and well-compensated. Local arts will continue to ascend as a beacon of culture and self-expression, a point of pride for residents and an inspiring adventure for our visitors. This economic vision includes residents of all ages and income levels finding suitable housing that fits their budgets, and a commitment to economic equity for all.

Though we recognize that concerns exist related to regional growth and tourism today, our aspirations are as optimistic, inspired, and confident as our residents themselves. But wishing does not make it so—the Sustainable Tourism Plan relies on another Summit County quality: working hard to achieve our vision and understanding that this is the place and now is the time. We will consider community and environmental benefits with the same weight as economic benefits and will ensure that the voices of residents and the business community are heard through comprehensive and transparent community engagement.

We may share Summit County with the world, but we also have a unique sense of ownership of our community. No matter how long we've lived here, our love for this place motivated us to stake our claims, and countless dreams have blossomed into a reality that has often exceeded our expectations. We owe future generations a Summit County that is pristine, balanced, and equitable—a place where those dreams will always have a home.

04 Stewardship Principles



The Sustainable Tourism Plan for Park City and Summit County intends to create a future where community and environmental needs are considered with the same weight as economic benefits, resulting in a thriving and welcoming community. To support this vision, our Stewardship Principles act as a framework to ground the fundamental intention of each plan objective and initiative. Taken as a whole, the objectives and initiatives of the Sustainable Tourism Plan must:



Value and respect the health of our local environment and natural resources



Foster our local spirit, our values, our sense of place, and the wellbeing of our community—residents, employers, employees, and visitors alike



Ensure that benefits of the visitor economy are shared equitably by people of all races, ages, gender identities, sexual orientations, abilities, income levels, and by Summit County's communities



Enable Summit County's tourism industry to lead by example, championing tourism's benefits, mitigating its impacts, and harnessing its regenerative power for the community and the environment



Be bold, creative, and action-focused, supporting transparency and measurable outcomes



05 Windsocks

Windsocks are leading indicators we will track to understand trends that could impact travel and traveler behavior. These indicators—in climate, population growth, the economy, and travel intent—will illuminate current and future conditions. Knowing which way the wind is blowing will help decision-making be more informed and provide valuable insight on when a change of course may be necessary.

The windsocks to be monitored include:

- 1 Average annual Utah snowpack¹
- 2 Annual number of days with Summit County Air Quality Index greater than 151²
- 3 Ratio of Average Monthly Wage for Leisure & Hospitality sector in Summit County to Summit County median home price³
- 4 Ratio of Utah to national population growth⁴
- 5 Ratio of GDP attributed to outdoor recreation in Utah compared to the nation⁵
- 6 Annual percent of travelers who consider the environmental impact of their travel⁶
- 7 Count of GSTC Assessments complete and/or underway in North America⁷
- 8 Ratio of county public transit ridership to county population⁸
- 9 Percentage of Utah residents saying positive effects of tourism outweigh the negative⁹
- 10 Ratio of number of homes that qualify for primary residence exemption to total homes in Summit County¹⁰

¹ www.nrcs.usda.gov/wps/portal/nrcs/main/ut/snow/

² www.scph.org/air-quality/air-quality-index

³ jobs.utah.gov/wi/insights/county/summit.html

⁴ www.census.gov/quickfacts/fact/table/US/PST045221

⁵ outdoorindustry.org/

⁶ www.destinationanalysts.com/blog-not-just-a-niche-sustainability-is-moving-towards-the-norm-of-travel-expectations/

⁷ www.gstcouncil.org/

⁸ www.rideuta.com/

⁹ gardner.utah.edu/wp-content/uploads/Utah-Resident-Survey-Local-Area-Brief-Mar-2022.pdf?x71849

¹⁰ www.summitcounty.org/525/Primary-Residence-Exemption

06 Objectives



These seven objectives represent the high-level categories of work the community will undertake to achieve its vision of sustainable tourism. Each is explained in more detail beginning on page 26.



Cultivate local pride and respect for the Park City / Summit County experience



Implement sustainable transportation, housing, water, energy, and waste management policies and initiatives



Protect and manage our natural environment to enable sustainable outdoor recreation



Ensure the long-term resilience of the Park City / Summit County economy



Equalize the economic benefits and mitigate impacts of the visitor economy



Leverage messaging and programming to accelerate sustainable tourism



Foster the development and management of Park City / Summit County's art and culture tourism assets

06

Sustainable Tourism Objectives



Each of the Sustainable Tourism Plan's Objectives support several Stewardship Principles and SDGs:

OBJECTIVES	STEWARDSHIP PRINCIPLES	SDG
 Cultivate local pride and respect for the Park City / Summit County experience	 	  
 Implement sustainable transportation, housing, water, energy, and waste management policies and initiatives	   	     
 Protect and manage our natural environment to enable sustainable outdoor recreation	 	  
 Ensure the long-term resilience of the Park City / Summit County economy	   	     
 Equalize the economic benefits and mitigate impacts of the visitor economy	  	     
 Leverage messaging and programming to accelerate sustainable tourism	  	   
 Foster the development and management of Park City / Summit County's art and culture tourism assets	 	    

-  Value and respect the health of our local environment and natural resources
-  Foster our local spirit, our values, our sense of place, and the wellbeing of our community—residents, employers, employees, and visitors alike
-  Be bold, creative, and action-focused, supporting transparency and measurable outcomes
-  Enable Summit County's tourism industry to lead by example, championing tourism's benefits, mitigating its impacts, and harnessing its regenerative power for the community and the environment
-  Ensure that benefits of the visitor economy are shared equitably by people of all races, ages, gender identities, sexual orientations, abilities, income levels, and by Summit County's communities



Objective 1

Cultivate local pride and respect for the Park City / Summit County experience



The strength and longevity of a destination’s tourism economy is in part connected to the public support of tourism. Without strong pride in place, in the visitor experience offered, and in the interest in sharing the place with others, the tourism economy will face challenges. The initiatives within this objective seek to grow local pride and character, deepen the connection between the local population and the economy as it evolves, and seek to maintain a high level of local population engagement.

Indicators

- ▶ Year-over-year increase in “Resident Support of Tourism” score on the PCCVB Sentiment Survey over 2022 baseline
- ▶ Year-over-year increase in resident-to-visitor ratio at cultural events over 2022 baseline
- ▶ Year-over-year increase in businesses and resident satisfaction survey results over 2022 baseline

Initiatives

1.1 Develop values-led community programs to inspire community pride and deliberately shape community character.

Community events, incentives, and programs will be developed to inspire greater community pride for those who call Summit County home. This could include efforts such as a shop local program to support the local economy or community beautification events.

PARTNERS: PCCVB; Summit County government; Park City Municipal; resorts; local businesses; PCARA; HPCA

1.2 Create an awareness campaign around the importance and benefits of tourism.

PCCVB will craft campaigns that share the value of tourism and its associated benefits with the community to engage residents as supportive partners. This may include information on the number of jobs created, economic activity, effective reduction in local taxes, community infrastructure funded through tourism dollars, and events and festivals made possible through visitation.

PARTNERS: PCCVB

1.3 Identify and amplify “locals only” opportunities for residents.

Creating experiences and amenities that are tailored for locals will help residents continue to feel connected to their community, especially in Park City. This could include efforts such as free or reduced event tickets for Summit County residents, ‘locals night’ at area restaurants, or locals-only perks at local businesses.

1.4 Create volunteer programs for residents to engage with the visitor economy.

Volunteer programs will be created that are designed to foster positive connections between residents and visitors. These may be implemented by a variety of local organizations and will seek to connect with their unique audiences. For example, residents could be tapped by HPCA or PCCVB to provide local history tours or to act as destination ambassadors. These types of opportunities would give residents a chance to share what is special to them about Park City / Summit County and to talk in more depth about how to experience the community like a local—and love it like a local.

PARTNERS: PCCVB; resorts; Arts Council of Park City & Summit County; other nonprofit organizations

1.5 Leverage PCCVB platforms to communicate sustainability focus.

The PCCVB communication channels are far-reaching—including residents and local businesses. This extensive network allows for focused local sustainability messaging capable of creating real impact.

PARTNERS: PCCVB



Objective 2

Implement sustainable transportation, housing, water, energy, and waste management policies and initiatives



This objective seeks to foster the successful implementation of regional plans that support sustainable infrastructure in and surrounding Summit County. This includes land use, development, and sustainability policies at the local and state level that have an impact on a sustainable tourism economy.

Indicators

- ▶ Annual decrease in countywide Vehicle Miles Traveled (VMT)
- ▶ Annual decrease per capita in county water use
- ▶ Year-over-year increase in number of businesses participating in Green Business Program over 2022 baseline
- ▶ Increase number of Summit County housing units meeting affordable housing standard of 30% of U.S. median income

Initiatives

2.1 Activate energy use reduction programs.

This initiative seeks to activate, enhance, and provide education on energy use reduction programs within the tourism economy. This includes efforts such as creating programs for lights in hotel rooms to turn off when rooms are vacant; incentivizing and supporting the installation of renewable energy systems, especially at locations like ski resorts; and supporting HVAC improvements that provide for more energy efficient air conditioning and heating.

PARTNERS: Summit County government; Park City Municipal; Rocky Mountain Power; Utah Department of Environment, Office of Energy Development; business community; PCCVB; Utah Clean Energy

2.2 Develop a regional water plan.

Regional partners will work together to develop a water plan to minimize water use and improve water quality, including establishing specific metrics to track progress. The plan will seek to leverage and expand existing programs and identify opportunities for new initiatives that will have a positive impact on the region's water.

PARTNERS: Summit County government; Park City Municipal; Utah Department of Environment, Divisions of Drinking Water, Water Quality, and Water Resources; Weber Basin Water Conservation District; business community; PCCVB

2.3 Activate zero-waste and circular economy programs.

This initiative seeks to support responsible materials usage in Summit County by activating, enhancing, and providing education on waste reduction and diversion programs. This includes increasing participation promoting recycling and composting practices; increasing landfill waste diversion; reducing the prevalence of single-use plastics; providing reusable shopping bags and/or water bottles; and other similar efforts.

PARTNERS: Summit County government; Park City Municipal; Recycle Utah; Wasatch Resource Recovery and other waste management companies; Utah Department of Environment, Division of Solid & Hazardous Waste; business community; PCCVB

2.4 Develop a regional approach to housing.

As housing costs increase and housing availability decreases in Summit and surrounding counties, housing has become less accessible for tourism workers with stagnant wages. To address this, regional partners will work together to develop an approach to housing that advocates for affordable housing, explores the impact of short-term rentals on the housing market, and considers the formation of a regional housing authority.

PARTNERS: Summit County government; Park City Municipal; Mountainlands Community Housing Trust; land trusts; Utah Department of Community and Culture, Affordable Housing & Community Development; business community; PCCVB

2.5 Develop a regional transportation plan.

The community will undertake a regional transportation plan that addresses the transit system, transit ridership, an active transportation system plan, multi-modal targets, and single-occupancy vehicle (SOV) reduction targets. This plan will also identify funding strategies to fund a regional sustainable transportation advocate and create messaging to encourage visitor and local use of transit systems.

PARTNERS: Summit County government; Park City Municipal; Utah DOT; High Valley Transit; Park City Transit; neighboring county transportation divisions; active transportation advocates; business community; PCCVB

2.6 Advocate for smart growth.

The PCCVB and other partners will work to advocate for smart growth policies that help protect our community health and natural environment and provide an additional perspective on why to consider smart growth options.

PARTNERS: PCCVB; Summit County government; Park City Municipal; Mountainlands Community Housing Trust; land trusts; business community; local nonprofits; event organizers



Objective 3

Protect and manage our natural environment to enable sustainable outdoor recreation



Park City and Summit County's tourism economy relies on our beautiful natural resources, which are threatened by environmental changes such as wildfires, drought, and changing snowpack. While recreational activity can disrupt natural areas, proper management helps mitigate these impacts and can enhance overall environmental health. This objective creates initiatives to support the preservation of these all-important natural assets.

Indicators

- ▶ Maintain or grow local score on Shannon Diversity Index for species diversity
- ▶ Year-over-year increase in participation in Leave No Trace training over 2022 baseline
- ▶ Year-over-year decrease in trailhead-related complaints

Initiatives

3.1 Develop a comprehensive visitor education program.

PCCVB and its partners will launch a comprehensive visitor education program to ensure that people who engage with our local environment understand responsible visitation practices. Educational efforts will focus on minimizing impacts to keep the destination beautiful for years to come, providing meaningful research to influence behavior, and managing wildlife interactions.

PARTNERS: Snyderville Basin Recreation; Mountain Trails Foundation; Summit County government; Park City Municipal; Park City Community Foundation; UOT; Forest Service, Utah Department of Environment, Parks & Recreation; Save People Save Wildlife

3.2 Develop a comprehensive trail conditions website.

Currently, there are multiple websites that inventory portions of the region's trail systems. Through this initiative, trail information will be consolidated into one user-friendly platform. This platform will house a holistic regional trail map with information on trail status, conditions, and amenities. Further, the platform will integrate features that will enable a broader dispersal of visitors so certain trails or areas are not disproportionately utilized, and other trails gain greater exposure.

PARTNERS: Snyderville Basin Recreation; Mountain Trails Foundation; Summit County government; Park City Municipal; Forest Service

3.3 Advocate for programs and resources to address climate change.

PCCVB and its partners will work together to identify and advocate for local, state, and national programs and resources that support the efforts of this Plan and to mitigate impacts climate change has on the region, its natural environment, and the visitor economy.

PARTNERS: PCCVB; Summit County government; Park City Municipal; Snyderville Basin Recreation; Mountain Trails Foundation; ski resorts

3.4 Grow relationships in surrounding counties to enhance recreational areas and access.

As a means to enhance the outdoor recreational space that extends beyond political geographies, we will grow both the number and quality of relationships with land management organizations and communities throughout the Wasatch Back. From these enhanced relationships, the region will experience greater coordination, advocacy, and outcomes for the overall health of its natural environment.

PARTNERS: PCCVB; Summit County government; Park City Municipal; adjacent city and county governments; Forest Service; Snyderville Basin Recreation; Mountain Trails Foundation; other land management organizations

3.5 Develop a voluntourism program.

Summit County can tap into growing public interest in regenerative travel, where visitors leave destinations better than they found them. Developing a robust voluntourism program will provide meaningful opportunities for visitors to give back to the community.

PARTNERS: Park City Community Foundation; Mountain Trails Foundation; Arts Council of Park City & Summit County; Recycle Utah



Objective 4

Ensure the long-term resilience of the Park City / Summit County economy



The travel industry is one of the larger components of the Park City and, to a lesser extent, the Summit County economy. However, the dual global experiences of the pandemic and climate change have demonstrated that no community is buffered from the impact of external forces. If visitation declines, the \$1B industry will be at risk, affecting direct travel employment in accommodations, retail, restaurants, and resorts, and indirect travel employment across other sectors. Preparing for uncertainty by developing resilience plans will help facilitate responsiveness in the face of change.

Indicators

- ▶ Year-over-year decrease in ratio of weekend to mid-week visitation over 2022 baseline
- ▶ Growth in the proportion of assets that showcase arts and culture over 2022 baseline
- ▶ Increase the ratio of non-tourism jobs to direct tourism jobs 1.0% year over year from 2022 baseline

Initiatives

4.1 Launch information campaign related to the threat of climate change on economic stability.

This initiative will develop communications tools and advocacy priorities to share information on the risks climate change poses and what can be done to mitigate those risks.

PARTNERS: PCCVB; Summit County government; Park City Municipal; PCARA; PCALA; HPCA; Utah Climate Coalition

4.2 Develop community resilience plans.

These plans should be developed by a cross section of area stakeholders with an eye on strategies and initiatives that will keep people, the economy, and the environment healthy when confronted by unanticipated events.

PARTNERS: PCCVB; Summit County government; Park City Municipal; PCARA; PCALA; HPCA; Park City Community Foundation

4.3 Create a county-wide economic diversification plan.

To protect against potential travel industry shocks, a county-wide diversification plan will be created to look at growing other industries in Summit County. This plan will perform an in-depth SWOT analysis to understand the avenues for diversification readily available, and what resources exist to help support this initiative.

PARTNERS: PCCVB; Summit County government; Park City Municipal; Governor's Office of Economic Opportunity; the business community

4.4 Expand Green Business Program.

The Recycle Utah Green Business Program was initiated in 2016, and has grown into a collaboration between Recycle Utah, PCCVB, Summit County, and Park City. This initiative will expand this program to address energy, water, materials, transportation, and a thriving equitable community as it relates to local businesses. Additionally, the program will be enhanced with educational resources, marketing incentives, lunch & learns, and opportunities for participating businesses to learn from each other.

PARTNERS: PCCVB; Summit County government; Park City Municipal; Recycle Utah; Utah Clean Energy; the business community; other state and regional agencies as relevant to new action categories

4.5 Shape visitation to respect a traditional respite period for the community in Park City.

Through the survey implemented in the Winter 2022, residents and businesses alike voiced a need for respite following the busy winter season. To honor this, the PCCVB understands mid-April to late-May will serve as this respite. During this period, the PCCVB and its partners will work to attract moderate, sustainable visitation at 40%-60% capacity. This period will focus on attracting corporate meetings and art aficionados to support the visitor economy while reducing demand on some community spaces.

PARTNERS: PCCVB; Summit County government; Park City Municipal; resorts; Sundance; Kimball Art Center; Arts Council of Park City & Summit County; Egyptian Theatre



Objective 5

Equalize the economic benefits and mitigate impacts of the visitor economy



The positive contributions of visitation to Summit County’s economy have been significant and undeniable, but they have also tended to concentrate within a small subset of the community. Additionally, some unintended consequences of the visitor economy have disproportionately affected residents and workers with lower household incomes. This objective seeks to both better distribute positive impacts and to mitigate negative impacts for all.

Indicators

- ▶ Decrease in ratio of Summit County average HHI to average front-line worker pay
- ▶ Year-over-year growth in number of locally owned tourism-related businesses over 2022 baseline
- ▶ Year-over-year decrease in ratio of Park City overnight visitation to other Summit County community overnight visitation over 2022 baseline
- ▶ Year-over-year increase in number of signatories to the Exploitation and Discrimination Prevention Code of Conduct

Initiatives

5.1 Redesign PCCVB mission and role to address regional economic diversification.

PCCVB has undertaken an organizational Strategic Plan to review and refine its current mission and work efforts to ensure it can properly serve the needs of all Summit County communities. In particular, PCCVB will increase outreach to better understand workforce needs and communication.

PARTNERS: PCCVB; business community

5.2 Advocate for tourism grants to help promote equity in the visitor economy.

PCCVB will advocate for existing tourism grant programs and their associated rules and guidelines to support equitable distribution of grant funds. Additionally, PCCVB and community partners may consider creating programs to educate local businesses to ensure they have access to the most up-to-date grant resources and developing new programs to better serve under-represented populations.

PARTNERS: PCCVB; business community; Governor’s Office of Economic Opportunity

5.3 Create year-round workforce support programs.

The local tourism industry is heavily reliant on a seasonal workforce—people who work in ski resorts in the winter and others who work with biking, camping, hiking, and other outdoor activities in the summer. This workforce is critical to the ongoing success and vitality of the travel industry, but is often not compensated in ways that engender an ability to stay in the community long-term. To offset these burdens, local partners will advocate for and create workforce programs that support housing, insurance, childcare, and other needs.

PARTNERS: PCCVB; Summit County government; Park City Municipal; Mountainlands Association of Governments; Park City Community Foundation; business community; resorts; People’s Health Clinic; Mountainlands Community Housing Trust

5.4 Expand and optimize transit to meet workforce needs.

Many who work in Park City / Summit County cannot afford to live in the community, and therefore commute from more affordable areas. While many drive, some may be dependent on transit, and others would choose to take transit if it were convenient. Through this effort, the existing transit systems will be examined with workforce in mind, considering origins, destinations, frequencies, connections between services, and partnerships with private transit (to resorts, for example). This effort will promote recommendations to expand and optimize transit to meet workforce transportation needs.

PARTNERS: PCCVB; Summit County government; Park City Municipal; Mountainlands Association of Governments; High Valley Transit; Park City Transit; Utah Department of Transportation; neighboring county transportation divisions; business community; resorts

5.5 Develop educational materials and a Code of Conduct to prevent human rights exploitation, animal abuse, discrimination, and harassment.

The Park City / Summit County region will identify and/or develop educational materials to help businesses and community members be able to spot exploitation, discrimination, and harassment if they happen, and to understand what they can do to report it.

PARTNERS: PCCVB; Park City Municipal; business community; resorts; events



Objective 6

Leverage messaging and programming to accelerate sustainable tourism



To be better positioned to carry out the work of this Sustainable Tourism Plan, PCCVB and community partners will review general operations, media and advertising relationships, and programming to ensure they reflect the stewardship principles and sustainable vision for Park City and Summit County.

Indicators

- ▶ Growth in score of “Park City/Summit County is a sustainable destination ...” on PCCVB’s Visitor Sentiment survey from 2022 baseline
- ▶ Increase PCCVB website visits and time spent on sustainability pages over 2022 baseline
- ▶ Year-over-year growth in the percent of local tourism businesses that have a sustainability certification

Initiatives

6.1 Rebrand Visit Park City to reflect values and stewardship principles.

As part of its organizational strategic plan, PCCVB will reimagine how it brands itself as a visitor’s bureau to ensure it’s providing consistent messaging about who we are as a community, educating visitors on sustainable visitation, and attracting the ideal visitor to our destination.

PARTNERS: PCCVB

6.2 Evolve paid and earned media to focus on sustainable visitation and responsible travelers.

PCCVB will prioritize holistic sustainability to shape its earned media, resulting in messaging that promotes a more sustainable future. Further, to help ensure all paid and owned messaging is well received, PCCVB will develop profiles of responsible travelers and keep these in mind when crafting messaging and paid media targeting.

PARTNERS: PCCVB

6.3 Support industry-leading products, programs, and events that support sustainable tourism goals.

Ensuring events and programs are created with sustainable tourism goals in mind will amplify Park City and Summit County’s reputation as a sustainable destination. Specific components of these could include: aiming for low- to no-waste events and corporate meetings; encouraging the use of locally-sourced reusable and borrowed materials; incentives to arrive via multi-occupancy vehicle methods; offering reusable water bottles and/or bags; and events that celebrate local businesses and artisans.

PARTNERS: PCCVB; Summit County government; Park City Municipal; Utah Office of Tourism; High Valley Transit; Park City Transit; business community; resorts; PCARA; PCALA; HPCA; Sundance Institute; Kimball Art Center; Arts Council of Park City & Summit County; other event organizers

6.4 Utilize sustainability-focused messaging to encourage responsible use of Summit County’s assets.

Education and messaging is needed regarding the responsible use of all of Summit County’s tourism assets for visitors, meeting planners, and event organizers. This messaging could focus on actions visitors can do to be responsible, such as reducing / reusing / recycling while in-market. Additionally, messaging should address responsible visitation to cultural and historic sites so that these assets do not degrade due to visitation. Finally, this messaging could include training and education for front-line workers and tour operators on how to help shape sustainable visitor behavior throughout the destination, especially in cultural and historic sites.

PARTNERS: PCCVB; Summit County government; Park City Municipal; business community; resorts; PCARA; PCALA; HPCA



Objective 7

Foster the development and management of Summit County's art and culture tourism assets



In 2018, the Summit County creative community collaborated to articulate and build a road map for the future vitality and sustainability of arts and culture in the region: the Project ABC Art Beauty Culture Cultural Plan. The year-long planning process had extensive public engagement and resulted in a set of strategic recommendations that—when executed—would further improve arts and culture in the community. This objective seeks to build upon Project ABC to cultivate and promote Summit County's cultural sectors.

Indicators

- ▶ Growth in percentage of survey respondents naming art/art galleries as a top tourism asset
- ▶ Growth in average annual visitor count at benchmarked historical, arts, and cultural attractions, as measured by visitor location data
- ▶ Growth in arts/culture employment numbers in economic impact reporting

Initiatives

7.1 Participate in Americans for the Arts 6 Economic Impact Study.

Every five years, Americans for the Arts performs an economic impact study of the arts and culture industry to quantify and document the scope and detail of the economic power—measured by looking at employment, government revenue, and household income—that the arts and culture sector generates in communities. Park City is one of the communities participating in the 2023 study, and the information and findings from the study will be utilized to do greater advocacy for arts and culture in Park City / Summit County and to raise engagement of the local population and visitors with arts and culture.

PARTNERS: PCCVB; Arts Council of Park City & Summit County; Kimball Art Center; Sundance; Park City Institute; Egyptian Theatre; Park City Museum

7.2 Prepare an Arts and Culture Master Plan.

This Arts and Culture Master Plan will build from and expand the capacity of the arts and culture sector, as established in Project ABC, and provide a long-term roadmap for deepening the relationship between the arts and culture sector, the visitor economy, and the community. This work will explore all the arts businesses and non-profits that make up the sector and connect with mining organizations and historic sites to manage these cultural assets as well.

PARTNERS: Arts Council of Park City & Summit County; Kimball Art Center; Sundance; Park City Institute; Egyptian Theatre; Park City Museum; Native American nations; North Summit Unite; Kamas Historical Group; mining organizations; PCCVB

7.3 Partner with local arts organizations to diversify arts and culture programs and products.

This initiative seeks to grow the connections and partnerships of organizations with each other and with PCCVB to broaden their collective impact. Specific

goals of these partnerships are to: diversify programs and products available to both visitors and residents and to consider specific programming that supports the area's goals for shoulder seasons.

PARTNERS: Arts Council of Park City & Summit County; Kimball Art Center; Sundance; Park City Institute; Egyptian Theatre; Park City Museum; North Summit Unite; Kamas Historical Group; PCCVB

7.4 Develop promotional campaign to attract arts travelers to Park City / Summit County.

With the increased focus on the arts and culture sector, a new promotional campaign will be developed and implemented, specifically targeted to individuals who travel to engage with the arts. Examples of this could include promoting local theater productions, art openings, new museum installations, and local artists and makers. As part of this work, feeder markets will be assessed to determine where the greatest return for investment may be realized.

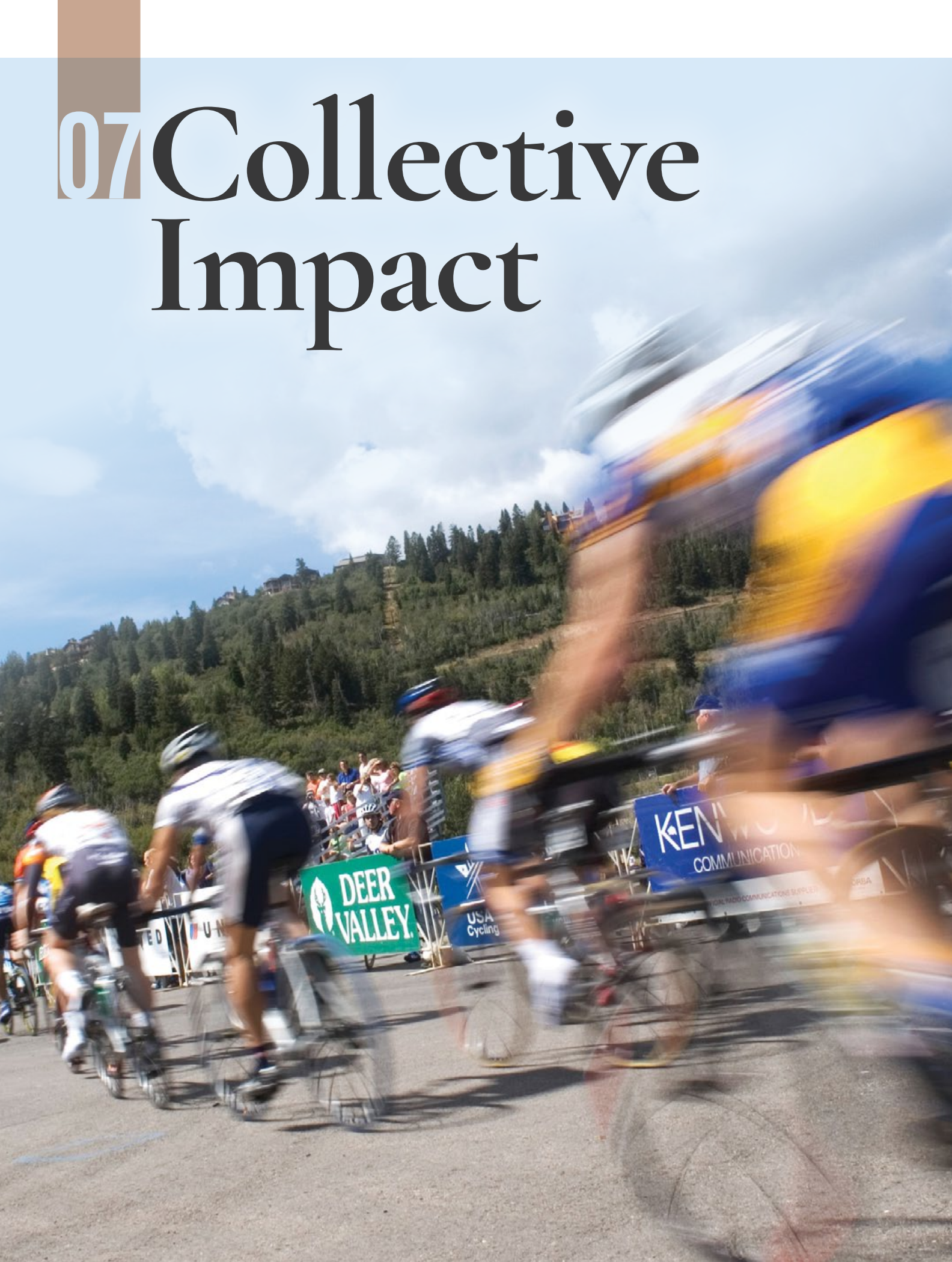
PARTNERS: Arts Council of Park City & Summit County; Kimball Art Center; Sundance; Park City Institute; Egyptian Theatre; PCCVB

7.5 Deepen relationships between the arts and culture sector and local retail partners.

While there is some connection between the arts and culture sector and local retailers, these connections could be strengthened for the benefit of all. Nurturing and evolving relationships could include exploring and implementing mutually supportive endeavors and promotions. This might include businesses participating in "art walk" evenings or sponsoring arts events or exhibits within their business locations.

PARTNERS: Arts Council of Park City & Summit County; Kimball Art Center; Sundance; Park City Institute; Egyptian Theatre; Park City Museum; HPCA; PCCVB

07 Collective Impact



Collective Impact Model

Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. The concept of collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large scale, they need to coordinate their efforts and work together around a clearly defined goal. The approach of collective impact is placed in contrast to “isolated impact,” where organizations primarily work alone to solve social problems.

–Wikipedia

[Collective Impact is a] systemic approach...that focuses on relationships between organizations and the progress toward shared objectives.

–Stanford Social Innovation Review

The Collective Impact Model will form the basis for ongoing management of the Plan. The convening (or “backbone”) organization, PCCVB, will ensure that all the necessary representatives come together on a regular basis to share progress, course-correct, and strategize next steps. It is important to note that PCCVB’s role is limited to that of a convener—they are not the primary decision-maker and have no higher standing than other participants in the process.



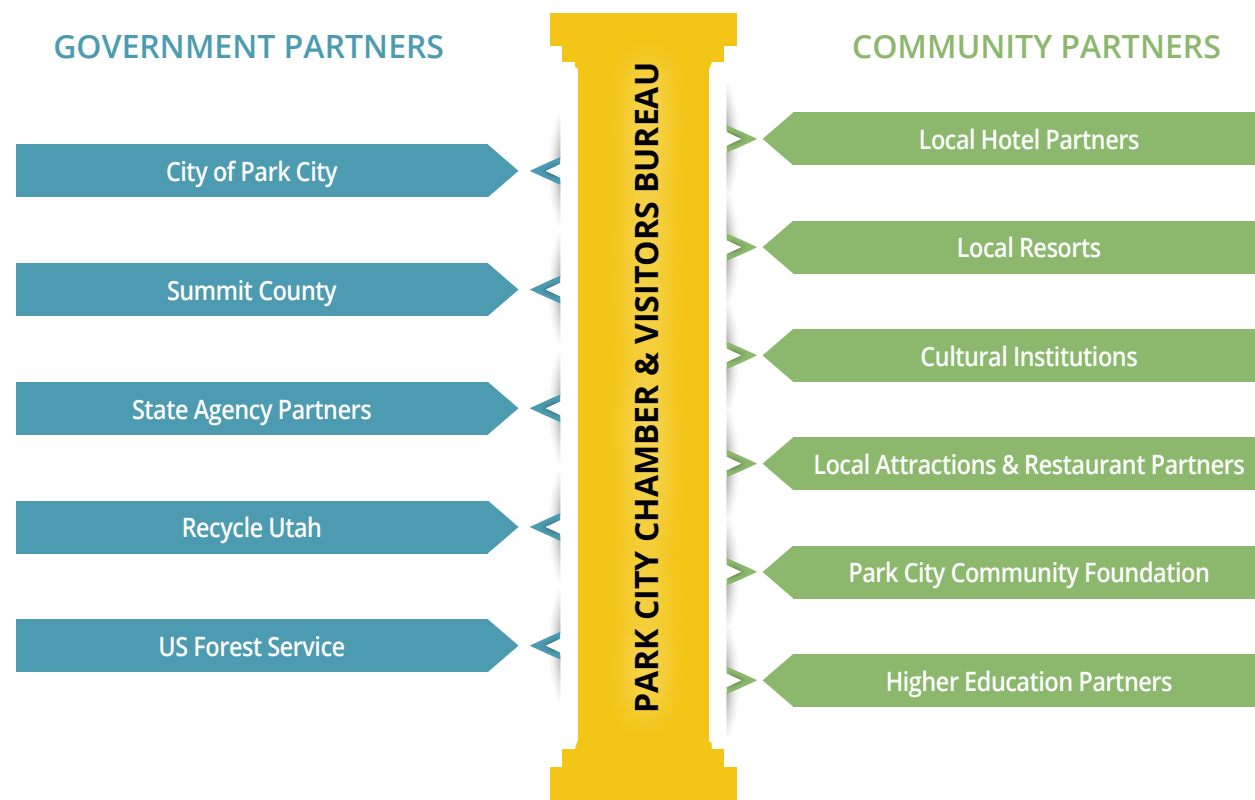
07 Collective Impact

Shared Goal Areas

The Shared Goals for the Sustainable Tourism Plan are the seven Objectives:

- 1 **Cultivate local pride and respect for the Park City / Summit County experience**
- 2 **Implement sustainable transportation, housing, water, energy, and waste management policies and initiatives**
- 3 **Protect and manage our natural environment to enable sustainable outdoor recreation**
- 4 **Ensure the long-term resilience of the Park City / Summit County economy**
- 5 **Equalize the economic benefits and mitigate impacts of the visitor economy**
- 6 **Leverage messaging and programming to accelerate sustainable tourism**
- 7 **Foster the development and management of Park City / Summit County's art and culture tourism assets**

Backbone Support Organization



Community & Government Partners

Participants should include, but not be limited to, representatives of the following:

- Park City Chamber & Visitors Bureau
- City of Park City
- Summit County
- State agency partners
- Recycle Utah
- US Forest Service
- Local hotel partners
- Local resorts
- Cultural institutions
- Local attractions and restaurant partners
- Park City Community Foundation
- Higher education partners

Additional partners will be brought in on an as-needed basis to participate in ad-hoc work groups, depending on the project. This may include other governmental agencies at the regional and state level, and other local organizations, outfitters, and nonprofits.

Continuous Communication

Initial Actions

- Meet at least quarterly with key strategic partners for at least the first year, then reassess

Important Shifts

- Increased engagement/participation
- Increased advocacy/liaison activity to community/civic groups

Year One Meeting Cadence

- Strategy-level task forces or teams to convene as needed, at a more frequent cadence than the core team

After the initial year, the group should align on frequency of meetings to ensure sufficient momentum. Annual formal progress reports to elected officials with a public audience is also recommended.

08 Appendix A – Indicators

CULTIVATE LOCAL PRIDE AND RESPECT FOR THE PARK CITY / SUMMIT COUNTY EXPERIENCE

Year-over-year increase in “Resident Support of Tourism” score over 2022 baseline	PCCVB Annual Resident Survey
Year-over-year increase in visitor-to-resident ratio at cultural events over 2022 baseline	PCCVB Zartico Data
Year-over-year increase in businesses and resident satisfaction survey results over 2022 baseline	PCCVB Annual Resident Survey

IMPLEMENT SUSTAINABLE TRANSPORTATION, HOUSING, WATER, ENERGY, AND WASTE MANAGEMENT POLICIES AND INITIATIVES

Annual decrease in countywide Vehicle Miles Traveled (VMT)	UDOT: https://datastudio.google.com/u/0/reporting/fc358cff-30d9-496c-ac18-b48d5b14edb3/page/vQRaC?s=r6teyTHvusA
Annual decrease per capita in county water use	Utah Division of Water Resources: https://dwre-utahdnr.opendata.arcgis.com/
Year-over-year increase in number of businesses participating in Green Business Program over 2022 baseline	Recycle Utah – Green Business Program Directory
Increase annual count of Summit County housing units meeting affordable housing standard of 30% of U.S. median income	Summit County Economic Development Department

PROTECT AND MANAGE OUR NATURAL ENVIRONMENT TO ENABLE SUSTAINABLE OUTDOOR RECREATION

Maintain or grow local score on Shannon Diversity Index for species diversity	Utah Division of Wildlife Resources: https://dwr-data-utahdnr.hub.arcgis.com/
Year-over-year increase in participation in Leave No Trace training over 2022 baseline	PCCVB Internal Data
Year-over-year decrease in trailhead-related complaints	Aggregate: Park City Open Space Division, Basin Recreation, & Mountain Trails

ENSURE THE LONG-TERM RESILIENCE OF THE PARK CITY / SUMMIT COUNTY ECONOMY

Year-over-year decrease in ratio of weekend to mid-week visitation over 2022 baseline	PCCVB Economic Data
Growth the proportion of assets that showcase arts and culture over 2022 baseline	Kem C. Gardner Policy Institute Reporting
Increase the ratio of non-tourism jobs to direct tourism jobs 1.0% year over year from 2022 baseline	Kem C. Gardner Policy Institute Reporting

EQUALIZE THE ECONOMIC BENEFITS AND MITIGATE IMPACTS OF THE VISITOR ECONOMY

Decrease in ratio of average front-line worker pay to Summit County average HHI	
Year-over-year growth in number of locally owned tourism-related businesses over 2022 baseline	PCCVB internal data
Year-over-year decrease in ratio of Park City visitation to other Summit County community visitation over 2022 baseline	PCCVB Zartico data
Year-over-year increase in number of signatories to the Exploitation and Discrimination Prevention Code of Conduct	PCCVB internal data

LEVERAGE MESSAGING AND PROGRAMMING TO ACCELERATE SUSTAINABLE TOURISM

Growth in survey score of “Park City/Summit County is a sustainable destination ...” from 2022 baseline	PCCVB Annual Survey
Increase PCCVB website visits and time spent on sustainability pages over 2022 baseline	PCCVB website analytics
Year-over-year growth in the percent of local tourism businesses that have a sustainability certification	Aggregate: LEED, B-corp, Fitwel, or similar

FOSTER THE DEVELOPMENT AND MANAGEMENT OF PARK CITY / SUMMIT COUNTY’S ART AND CULTURE TOURISM ASSETS

Growth in percentage of survey respondents naming art/art galleries as a top tourism asset	PCCVB Annual Survey
Growth in average annual visitor count at benchmarked arts & cultural attractions, as measured by visitor location data	PCCVB Zartico Data
Growth in arts/culture employment numbers in economic impact reporting	Arts Council of Park City & Summit County and Kem C. Gardner Policy Institute Reporting

09 Appendix B – Phasing



PHASE 1: YEARS 1-3

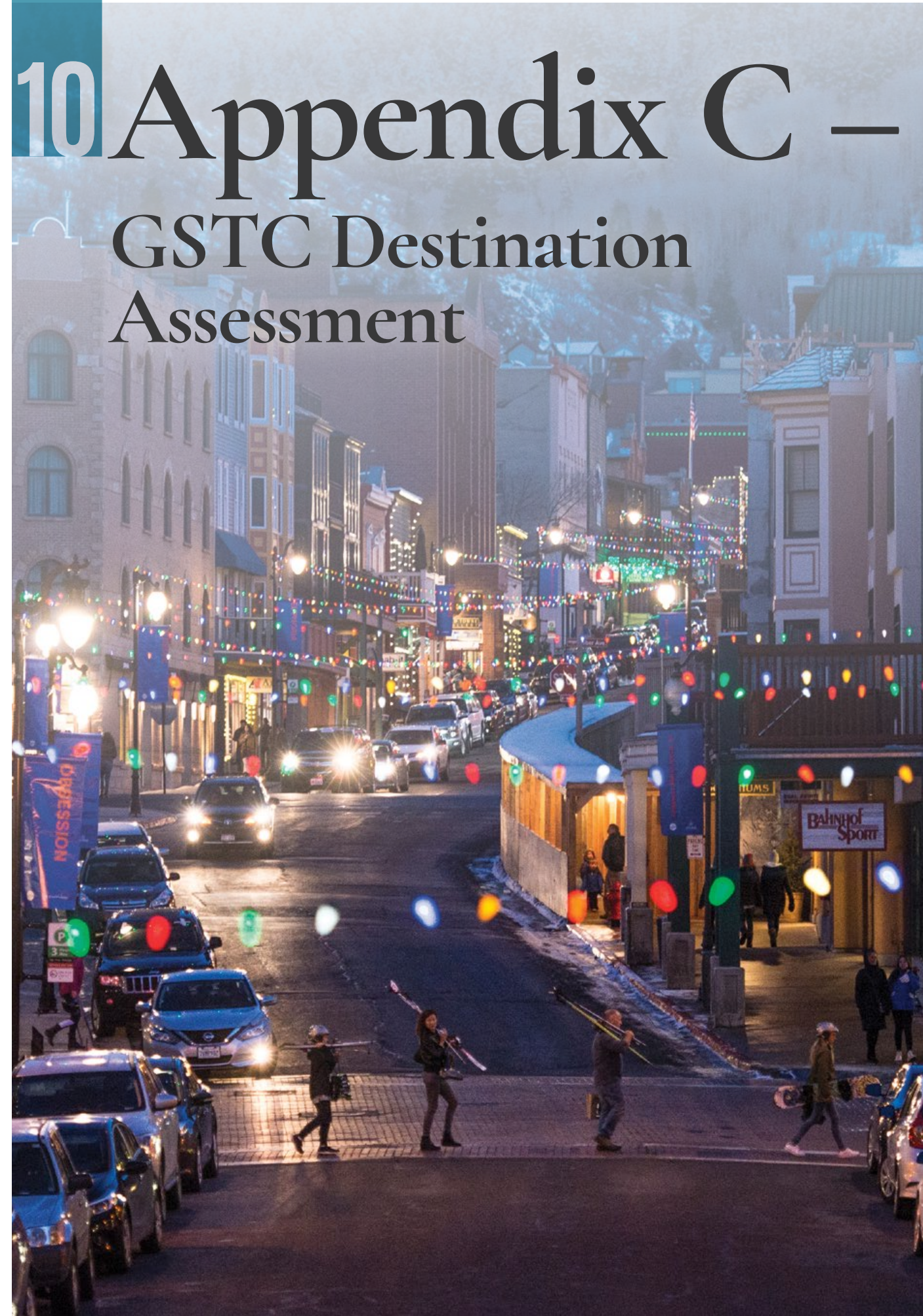
- 1.2 Create an awareness campaign around the importance and benefits of tourism
- 1.3 Identify and amplify “locals only” opportunities for residents
- 1.5 Leverage PCCVB platforms to communicate sustainability focus
- 2.1 Activate energy use reduction programs
- 2.4 Develop a regional approach to housing
- 2.5 Develop a regional transportation plan
- 3.2 Develop a comprehensive trail conditions and education website
- 3.3 Advocate for programs and resources to address climate change
- 4.3 Create a county-wide economic diversification plan
- 4.4 Expand Green Business Program
- 4.5 Shape visitation to respect a traditional respite period for the community in Park City
- 5.1 Redesign PCCVB mission and role to address regional economic diversification
- 5.4 Expand and optimize transit to meet workforce needs
- 5.5 Develop educational materials and a Code of Conduct to prevent human rights exploitation, animal abuse, discrimination, and harassment
- 6.1 Rebrand Visit Park City to reflect values and stewardship principles.
- 6.2 Evolve paid and earned media to focus on sustainable visitation and responsible travelers
- 7.1 Participate in Americans for the Arts 6 Economic Impact Study
- 7.3 Partner with local arts organizations to diversify arts and culture programs and products

PHASE 2: YEARS 4-6

- 1.1 Develop values-led community programs to inspire community pride and deliberately shape community character
- 2.2 Develop a regional water plan
- 3.1 Develop a comprehensive visitor trails education program
- 3.4 Grow relationships in surrounding counties to enhance recreational areas and access
- 4.1 Launch information campaign related to the threat of climate change on economic stability
- 5.2 Advocate for tourism grants to help promote equity in the visitor economy
- 5.3 Create year-round workforce support programs
- 6.3 Support industry-leading products, programs, and events that support sustainable tourism goals
- 6.4 Utilize sustainability-focused messaging to encourage responsible use of Summit County's assets
- 7.2 Prepare an Arts and Culture Master Plan
- 7.4 Develop promotional campaign to attract arts travelers to Park City / Summit County

PHASE 3: YEARS 7-10

- 1.4 Create volunteer programs for residents to engage with the visitor economy
- 2.3 Activate zero-waste and circular economy programs
- 2.6 Advocate for smart growth
- 3.5 Develop a voluntourism program
- 4.2 Develop community resilience plans
- 7.5 Deepen relationships between the arts and culture sector and local retail partners



<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
Pillar A: SUSTAINABLE MANAGEMENT		
A (a) Management structure and framework		
A1. Destination management responsibility	2.4	
Documentary evidence showing relevant make-up and responsibilities of the group	2	N/A
A financial plan and budget showing current and future funding sources	3	N/A
Evidence of links and engagement with other bodies	3	N/A
Records of permanent staff and contracted personnel, indicating relevant experience	2	N/A
Management guidelines and processes, which demonstrate awareness and adherence to sustainability principles and transparency in operations and letting of contracts	1	N/A
A2 Destination management strategy and action plan	1.4	
A published document setting out the current destination strategy and action	2	Sustainable Tourism Plan
The strategy/plan clearly visible and available on-line	1	Plan available at visitparkcity.com
Evidence of stakeholder consultation, meetings etc. in developing the plan	2	Methodology
Reference to sustainability principles and an assessment of assets, issues and risks, contained in the strategy and action plan	2	Methodology
Specific references in the strategy/action plan to wider sustainable development policy (including pursuit of the SDGs), and vice versa	0	Methodology, All Objectives
A3 Monitoring and reporting	.5	
Specific quantifiable socio-economic, cultural and environmental indicators and targets identified	0	Appendix A
Measurement against these indicators, with results recorded and published at least annually	1	Appendix A
Written evidence of monitoring and reporting of actions and outcomes	1	Appendix A
Previous reviews of monitoring system and schedule for future reviews	0	Appendix A

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
A (b) Stakeholder engagement		
A4 Enterprise engagement and sustainability standards	2	
Evidence of regular communication of sustainability issues to tourism-related businesses (Media, meetings, direct contact etc.)	2	Initiatives 4.4, 6.2, 6.4
Sustainability support and advice to tourism-related business available and promoted.	2	Initiatives 4.4, 6.2, 6.3
Number and percentage of businesses certified against tourism sustainability standards (and whether GSTC recognized / accredited), with targets for wider outreach	2	N/A
Evidence of promotion of certification schemes	2	Initiative 4.4
List of tourism-related certified enterprises, kept up to date	2	N/A
A5 Resident engagement and feedback	2	
Evidence of regular communication of sustainability issues to tourism-related businesses (Media, meetings, direct contact etc.)	2	Initiatives 4.4, 6.2, 6.4
Evidence of the promotion and facilitation of public participation in destination planning/management	2	Methodology
Information on the type and level of such participation	2	Methodology
Surveys of residents and other systematic feedback mechanisms, covering tourism issues	2	Methodology
Evidence of action taken in response to residents' feedback	2	Sustainable Tourism Plan
Program of information, education and training on tourism provided for residents	2	Initiative 1.2
A6 Visitor engagement and feedback	1.5	
Visitor surveys (and other feedback mechanisms) – carried out and reported	3	N/A
Surveys and feedback include visitor reaction to sustainability issues	1	Initiative 6.1
Evidence of actions taken in response to visitor survey/ feedback findings	1	Initiative 6.1
Examples of visitor information that covers sustainability issues and how to respond to them	1	Initiatives 3.1, 3.5, 6.4

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
A7 Promotion and information	2.6	
Current information and promotional material with appropriate content	3	Initiative 7.4
A process exists for checking the accuracy and appropriateness of destination promotion and information	3	N/A
Evidence of consultation with local communities and environmental and cultural bodies on communications content and delivery	2	Initiatives 3.1, 7.3
A (C) MANAGING PRESSURE AND CHANGE		
A8 Managing visitor volumes and activities	1.8	
The destination management strategy and action plan address seasonality and spread of visitation	1	Sustainable Tourism Plan
Variation in visitor volumes throughout the year is monitored, including in the most visited locations	2	Initiative 4.5
Impacts of visitor volumes and activities are identified through observation and community and stakeholder feedback	2	Initiative 3.2
Actions taken to manage visitor flows and impacts	2	Initiatives 3.1, 3.2, 4.5, 6.3, 6.4, 7.4
Marketing strategy and selection of target markets takes account of visit patterns, the impact of activities and destination needs	2	Initiatives 3.1, 3.2, 4.5, 6.3, 6.4, 7.4
A9 Planning regulations and development control	2.2	
Specific policies/regulations/ guidelines which control development – documented and identified by title and date	3	Initiative 2.4, 2.6
Impact assessment requirements are set out, covering environmental, economic, and socio- cultural impacts, at sufficient scale to address long term issues for the destination	2	Initiative 2.6
Specific regulations on property rental and operation for tourism, with evidence of their application and enforcement	2	Initiative 2.4
Evidence of public participation in the development of policies / regulations / guidelines	3	N/A
Evidence of consultation with, and consent from indigenous people or minority ethnic groups when tourism development has been proposed or has occurred in their territories	N/A	N/A
Evidence of communication and enforcement of the policies / regulations / guidance, at planning, development and implementation stages	1	Initiative 2.6

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
A10 Climate change adaptation	3	
The destination management strategy and action plan identify and addresses climate issues	3	Initiatives 3.3, 4.1, 4.2
Regulations, guidelines and zoning for tourism development and activities accommodate the consequences of climate change	3	Initiative 4.2
A climate risk assessment, covering current and future risks – undertaken and made publicly available	3	Initiative 4.2
Evidence of consideration of impact on, and contribution of, local ecosystems to climate change adaptation	3	Initiatives 4.1, 4.2
Information on climate change that has been made publicly available	3	Initiative 4.1
A11 Risk and crisis management	0.75	
A documented risk reduction, crisis management and emergency response plan for tourism in the destination	0	Initiatives 4.2, 4.3
The plan recognizes a wide range of risks, including natural disasters, terrorism, health, resource depletion, and others appropriate to the location	1	Initiatives 4.2, 5.1
Communication procedures identified for use during and after an emergency	1	Initiative 4.2
Pillar B: SOCIO-ECONOMIC SUSTAINABILITY		
B (A) DELIVERING LOCAL ECONOMIC BENEFITS		
B1 Measuring the economic contribution of tourism	3	
Program of economic data gathering	3	N/A
Annual reports on the direct and indirect economic contribution of tourism in the destination	3	N/A
Data covering a range of measures of economic impact (e.g. volume, expenditure, employment, investment and spread of economic benefit in the destination)	3	N/A
B2 Decent work and career opportunities	1.75	
Provision of relevant skills training programs/courses, available locally	3	N/A
Statements of commitment by tourism enterprises to the provision of decent work / career opportunities	0	Initiatives 5.3, 5.5

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
Training and employment opportunities promoted to and taken up by local people, including women, young people, minorities and people with disabilities	2	Initiative 5.2
Channels for checking working conditions and receiving/handling grievances (e.g. involvement of labor unions)	2	Initiative 5.5
B3 Supporting local entrepreneurs and fair trade	2.4	
Advice, finance or other support – available in the destination for tourism-related SMEs	3	Initiative 5.2
Assistance with market access for local tourism-related SMEs	2	Initiative 5.2
Action to encourage and assist local tourism enterprises to purchase goods and services locally	2	Initiatives 4.3, 4.4, 7.5
Initiatives to help local farmers, artisans and food producers to engage in the tourism value chain	3	N/A
Local produce and crafts identified, promoted and available for sale to visitors in the destination	2	Initiatives 6.4, 7.5
B (b) Social Wellbeing and Impacts		
B4 Support for community	2.33	
Support for local community and sustainability initiatives by local tourism enterprises is encouraged and facilitated	2	Initiative 3.5
Schemes exist, and are promoted, for visitors to support local community and sustainability initiatives	3	Initiatives 3.5, 6.4
Volunteering and engagement with the community does not involve intrusion or exploitation	2	Initiative 5.5
B5 Preventing exploitation and discrimination	1.75	
Reference (title, date) to specific laws that pertain in the destination regarding human rights, exploitation, discrimination and harassment	3	N/A
Evidence of communication and enforcement of above laws and related good practice (including to tourism enterprises and visitors)	2	Initiative 5.5
Risk and impact analysis regarding human rights, including human trafficking, modern slavery and child labor – conducted regularly	2	Initiative 5.5
Destination and key tourism players are signatories to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism	0	Initiative 5.5

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
B6 Property and user rights	3	
Reference (title, date) to specific laws that pertain in the destination regarding property rights and acquisitions and user and access rights to resources	3	N/A
Reference in the above laws to communal and indigenous rights, public consultation and resettlement	N/A	N/A
Evidence of enforcement of the above laws in the context of tourism development and activity	N/A	N/A
Evidence of community consultation, consent and compensation	3	N/A
B7 Safety and security	2.67	
Security and health services are well established and active in the destination	3	N/A
The needs of visitors are identified and addressed in the delivery of security and health services	3	N/A
Tourism facilities are inspected for compliance with safety and hygiene standards	2	N/A
B8 Access for all	3	
The existence of any regulations and standards regarding the accessibility of visitor sites, facilities and services	3	N/A
Consistent application of accessibility standards in public facilities	3	N/A
Data on the extent/proportion of visitor sites and facilities that are accessible	3	N/A
Evidence of programs to improve access for people with a range of access needs	3	N/A
Information on accessibility included in communications about the destination as a whole	3	Initiative 6.4
Details of accessibility included in visitor information about key sites	3	Initiative 6.4

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
Pillar C: CULTURAL SUSTAINABILITY		
C (a) Protecting cultural heritage		
C1 Protection of cultural assets	1.67	
Lists of cultural assets, including evaluation and indication of vulnerability	1	Initiative 7.2
Program of rehabilitation and conservation of assets	2	Initiative 7.2
Mechanisms for using income from tourism to support conservation of cultural assets	3	Initiative 7.1
C2 Cultural artifacts	1.67	
Reference to relevant laws relating to historical artifacts pertaining in the destination (title, date)	3	N/A
Evidence of communication of relevant laws to tourism enterprises and visitors	0	Initiatives 4.4, 6.4
Evidence of enforcement of relevant laws	2	N/A
C3 Intangible heritage	2.25	
Identification and listing of intangible cultural heritage	2	Initiative 7.2
Examples of celebration and visitor experiences of intangible cultural heritage (events, distinctive products etc.)	3	Initiative 7.2
Evidence of involvement of local and indigenous communities in developing and delivering visitor experiences based on intangible cultural heritage	2	Initiative 7.2
Feedback from visitors and local communities on delivery of intangible heritage experiences	2	Initiative 6.1
C4 Traditional access	3	
Monitoring of accessibility to natural and cultural sites for the local community	3	N/A
Evidence of engagement with the local community regarding traditional access	N/A	N/A
Specific action to protect and/or rehabilitate local community access	3	N/A

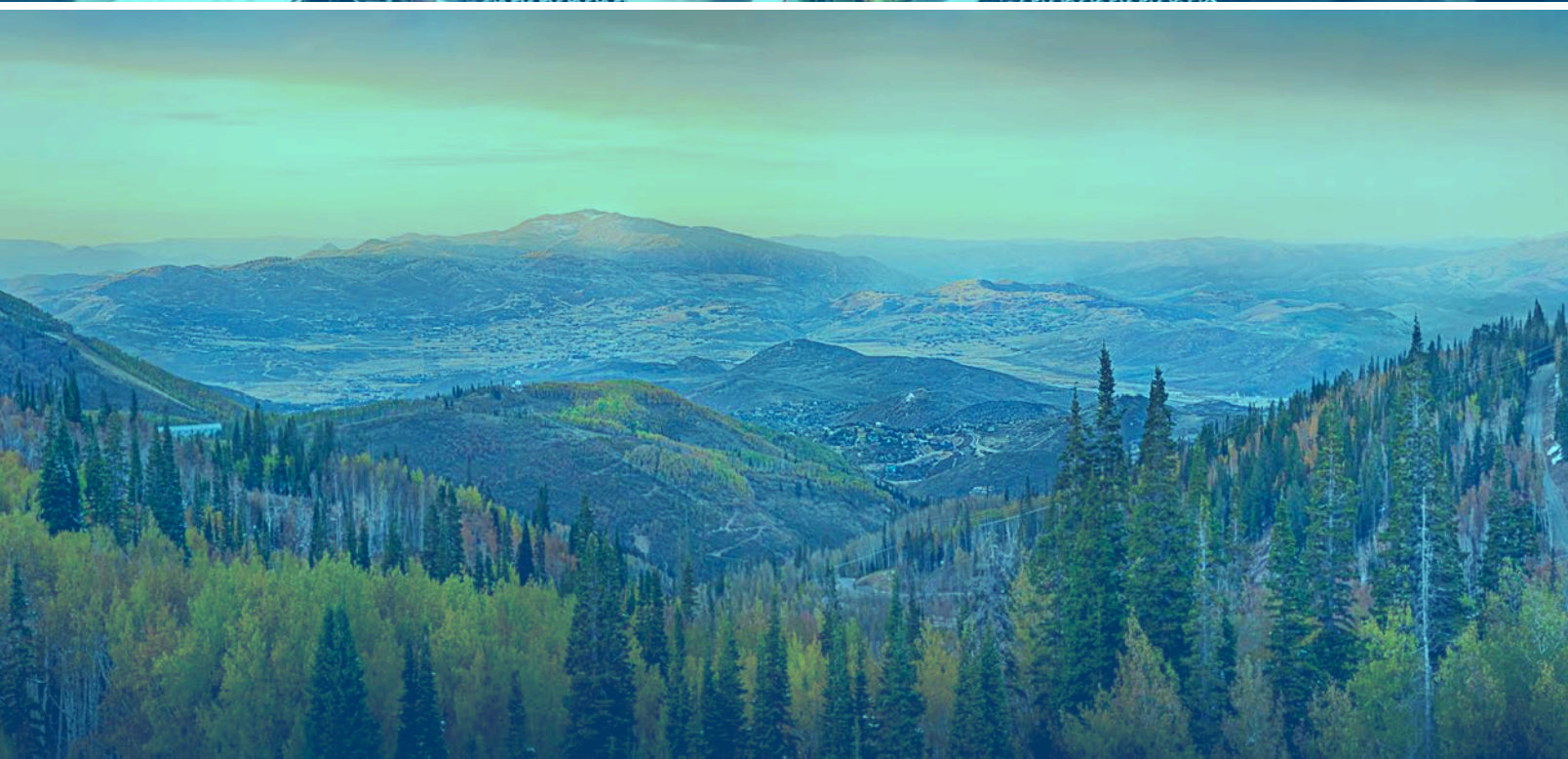
<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
C5 Intellectual property	0.67	
Reference to laws on intellectual property pertaining in the destination (title, date)	1	N/A
Communication of intellectual property rights to tourism stakeholders	1	N/A
Evidence that intellectual property rights are protected in the development of cultural experiences for visitors	0	N/A
C (b) Visiting cultural sites		
C6 Visitor management at cultural sites	1	
Monitoring of visitor flows and impact on cultural sites, with results shared across the destination	1	Initiatives 7.2
Evidence of action to manage tourism-related impacts in or around cultural sites	1	Initiative 7.2
Existence and distribution of published guidelines on visitor behavior at sensitive sites and cultural events and periodic monitoring of compliance	2	Initiative 6.3, 7.2
A code of practice for tour operators and tour guides and/or other engagement with them on visitor management at cultural sites	0	Initiative 6.3
Provision of training for guides	1	Initiative 6.3
C7 Site interpretation	2	
Provision of informative interpretative material on site and in formats that are accessible pre-arrival	1	Initiative 6.4
Evidence that interpretative material has been well researched and is accurate	3	Initiative 6.4
Interpretation material that identifies the significance and sensitivity/fragility of sites	1	Initiative 6.4
Evidence of host community collaboration in preparation of relevant interpretative material	3	Initiative 6.4
Interpretative material available in relevant languages	2	Initiative 6.4

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
Pillar D: ENVIRONMENTAL SUSTAINABILITY		
D (a) Conservation of natural heritage		
D1 Protection of sensitive environments	2.5	N/A
List of natural heritage sites and assets, indicating type, conservation status and vulnerability	3	N/A
Programs to conserve biodiversity and natural heritage	3	N/A
Programs to eradicate and control invasive species	3	N/A
Action to identify, monitor and mitigate tourism impacts on biodiversity and natural heritage	2	Initiatives 3.1, 3.2, 6.4
Mechanisms for using income from tourism to support conservation of natural assets	3	N/A
Communications with visitors and enterprises on reducing spread of alien species	1	Initiatives 1.5, 3.1
D2 Visitor management at natural sites	1.67	
Monitoring of visitor flows and impact on natural sites, with results shared across the destination	3	Initiatives 3.1, 3.2
Evidence of action to manage and mitigate tourism-related impacts in or around natural sites	3	Initiatives 3.5
Existence and distribution of published guidelines on visitor behavior at sensitive sites, and periodic monitoring of compliance	2	Initiatives 3.1, 3.2, 6.4
A code of practice for tour operators and tour guides and/or other engagement with them on visitor management at natural sites	0	Initiatives 3.1, 6.3
Cooperation with local conservation bodies to identify environmental risks associated with tourism and measures to reduce them	0	Initiatives 3.4
Provision of training for guides	2	Initiative 6.3
D3 Wildlife interaction	1.33	
Reference (title, date) to international, national and local laws that apply in the destination regarding interaction with wildlife	2	Initiative 3.1
Endorsement of international standards for wildlife viewing for both marine and terrestrial species	2	Initiative 6.1
Distribution of a code of practice for wildlife interaction, including viewing, which reflects international standards	1	Initiative 3.1

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
System for checking compliance with regulations, and code of practice amongst tourism operations	0	Initiative 4.4
Actions to monitor wildlife wellbeing and minimize disturbance, in locations where interactions occur	2	N/A
Provision of information to visitors on harmful wildlife interaction, such as touching and feeding	1	Initiative 3.1
D4 Species exploitation and animal welfare	1.57	
Reference (title, date) to specific international, national and local laws, standards and guidelines that apply in the destination regarding animal welfare and conservation of species	1	Initiative 5.5
Notification of laws, standards and guidelines to tourism enterprises and guides	1	Initiative 5.5
A system for inspection of the conditions of captive wildlife and domestic animals, including their housing and handling	3	N/A
Licensing and checking of qualifications of personnel responsible for captive wildlife	3	N/A
Action to promote the Convention on International Trade in Endangered Species (CITES) in the tourism sector and to ensure compliance with it	0	Initiative 4.4
Provision of information to visitors on avoiding trade in endangered species, e.g. in purchase of souvenirs derived from threatened species of wildlife notified by IUCN or CITES	0	Initiatives 3.1, 4.4, 5.5
Enforcement of legislation to ensure that any hunting activity is part of a scientifically based, properly managed and strictly enforced approach to conservation	3	N/A
D (b) Resource management		
D5 Energy conservation	3	
Energy consumption targets are publicized and promoted	3	Initiative 2.1
Program to increase energy efficiency – e.g. promoting and supporting insulation	3	Initiatives 2.1, 4.4
Investment in renewable energy and percent of total provision/ consumption	3	Initiative 2.1
Support and incentives for energy monitoring and reduction by enterprises	3	Initiatives 2.1, 4.4
D6 Water stewardship	2.4	
Provision of guidance and support for monitoring and reduction of water usage by enterprises	3	Initiatives 2.2, 4.4

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
Program to regularly assess water risk	3	Initiative 2.2
Setting, publication and enforcement of water stewardship goals, where water risk has been assessed as high	3	Initiative 2.2
Monitoring and control of sources and volume of water used for tourism purposes and its effect on local communities and ecosystems. Promotion and checking of adherence to goals by tourism enterprises	1	Initiatives 2.2, 4.4
Visitor information on water risk and minimizing water use	2	Initiative 6.4
D7 Water quality	3	
Program of water quality monitoring	3	Initiative 2.2
Existence of data and reports on water quality	3	Initiative 2.2
Monitoring bathing water, with certification and identification of sites reaching set standards	3	Initiative 2.2
Evidence of actions to improve water quality	3	Initiative 2.2
Information for visitors on quality of local drinking water, to encourage use as alternative to bottled water	3	Initiatives 2.3, 6.4
D8 Wastewater	3	
Written guidelines and regulations on wastewater treatment	3	Initiative 2.2
System of enforcing guidelines amongst enterprises	3	Initiative 2.2
Monitoring/testing of released wastewater	3	Initiative 2.2
Provisional of sustainable municipal water treatment systems, for use by the tourism sector, where practical and appropriate	3	Initiative 2.2
D9 Solid waste	2.38	
Waste monitoring program, with results and targets published	3	Initiative 2.3
Coordinated campaign/advice/support with tourism enterprises on waste management, including food waste	1	Initiatives 1.5, 2.3, 4.4
Campaign to reduce/eliminate single use items, especially plastics	2	Initiatives 1.5, 2.3, 4.4
Waste management program for public offices and facilities	3	N/A
Provision of a collection and recycling system, with at least four streams (i.e. organic, paper, metal, glass and plastic)	3	N/A
Provision of sustainable system for disposal of residual waste	3	N/A
Campaign to eliminate dropping of litter, including by visitors, and to keep public spaces clean	2	Initiatives 1.5, 2.3, 3.1, 6.4

<i>GSTC Indicator</i>	<i>GSTC Score</i>	<i>Plan Initiative</i>
Adequate bins for separated waste disposal	2	Initiative 4.4
D10 GHG emissions and climate change mitigation	2.4	
Published target for percentage of emissions reduction by specified date	3	N/A
Annual climate report, including monitoring and mitigation actions	3	N/A
Supported campaign or other engagement with tourism enterprises on reduction and mitigation of emissions	3	Initiatives 4.1, 4.4
Action to reduce emissions from public sector operations	3	N/A
Information for enterprises and visitors on offsetting schemes that meet recognized standards	0	Initiatives 3.3, 4.4
D11 Low-impact transportation	2.17	
Investment in more sustainable transport infrastructure, including public transport and low emissions vehicles	3	Initiatives 2.5, 5.4
Information promoted to visitors on alternative transport options to and within the destination	2	Initiative 6.4
Data on visitor use of alternative transport modes	2	Initiative 2.5
Improvement and promotion of cycling and walking opportunities	3	Initiatives 3.1, 3.2, 3.4, 6.4
Prioritization of visitor markets accessible by short and more sustainable transport options	1	Initiatives 6.2, 6.4
Public sector and tourism enterprises prioritize low-impact transportation in their own operations	2	Initiatives 1.5, 2.5, 6.3
D12 Light and noise pollution	2.67	
Guidelines on light and noise pollution – produced and promoted to tourism enterprises	2	Initiative 4.4
Identification and monitoring of potential sources of noise and light pollution related to tourism	3	N/A
Mechanisms to enable residents to report noise and light pollution, with follow-up action	3	N/A



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