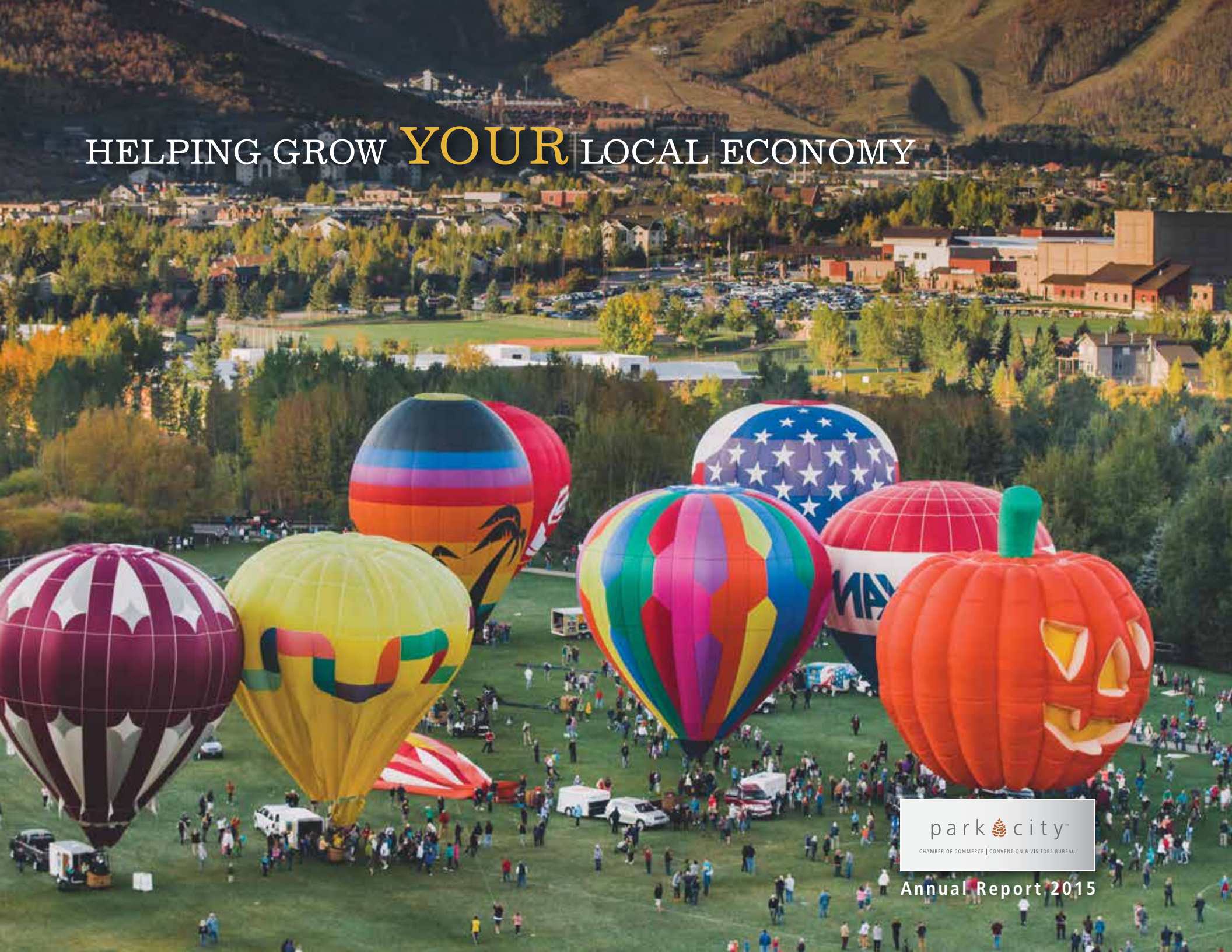


# HELPING GROW **YOUR** LOCAL ECONOMY



park city

CHAMBER OF COMMERCE | CONVENTION & VISITORS BUREAU

Annual Report 2015

# OUR MISSION

Promote the Park City and Summit County area as a historic, all season mountain resort community with an ongoing Olympic legacy. Enhance our guests' experience and our economic vitality.

## BOARD OF DIRECTORS

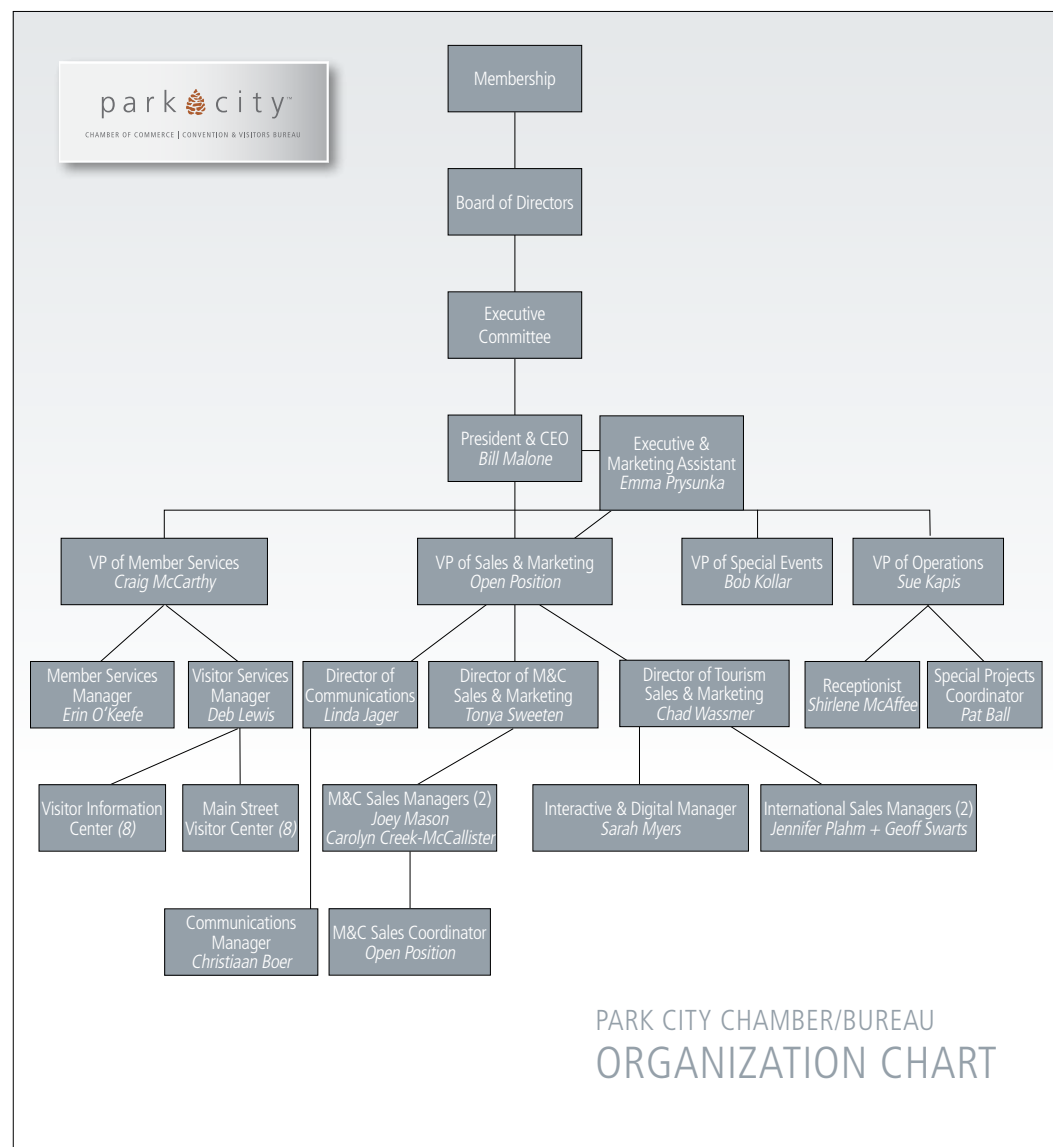
(2015-2016)

ALLISON BOWMAN Sundance Institute	MARK FISCHER FischerWest, LLC	SANDRA MORRISON Park City Museum
CATHERINE CIMOS Grand Valley Bank	LORI HARRIS Mary Jane's Shoes	CLAUDIA MCMULLIN Summit County
*JUDY CULLEN Salt Lake Brewing Company	STEVEN HOOKER Cushman & Wakefield	DONNIE NOVELLE Park City Transportation
MATT DIAS Park City Municipal	SCOTT HOUSE Jans LTD	*RUSS OLSEN Stein Eriksen Lodge
CHRISTIE DILLOWAY Egyptian Theatre	BOB HUGHES Hyatt Place Park City	DAVY RATCHFORD Park City Mountain Resort
EILEEN DUNN Done To Your Taste Catering	STEVE ISSOWITS Deer Valley Resort	MAXINE TURNER Cuisine Unlimited
*CHRIS EGGLETON Newpark Resort	BRUCE "GOOSE" JUHL All Seasons Adventures	*DEIRDRA WALSH Park City Mountain Resort
*TOM FISHER Summit County	BECKY KEARNS Zions Bank	*JEFF WARD Silver Star Café
*ANDREW GARLAND Summit Water Distribution Company	*BILL MALONE Park City Chamber/Bureau	SARA WERBELOW Chateaux Realty
NANCY GARRISON Park City School Board	CINDY MATSUMOTO Park City Municipal	CANDICE WILSON Tanger Outlet Center

## CHAMBER/BUREAU MARKETING COUNCIL

(2014-2015 FISCAL YEAR)

CHRIS EGGLETON Newpark Resort	PAMELA LONGLEY Ravello Media/Lespri	SUSIE ENGLISH Deer Valley Resort
DAVY RATCHFORD Park City Mountain Resort/ Canyons	MICHELLE PALMER Destination VIP	ROBIN WHITNEY Whitney Advertising & Design
LINCOLN HOFFMAN Resorts West	TARA SEVERSON Canyons Resort	



**OUR VALUES** Accountable // Collaborative // Strategic // Customer Service Centric // Results Oriented // Innovative // Professional



## 2015 KEY STRATEGIC INITIATIVES

Drive Visitation // Enhance Membership & Member Relations // Strengthen Our Organization // Protect & Enhance Our Economic Environment

## LETTER FROM THE CHAIRMAN OF THE BOARD

It is my pleasure to present to you the Annual Report for the 2014/15 fiscal year. I hope you take a few minutes to peruse the information in the document, as it represents some of the fine work conducted by many members as well as staff members of the Chamber/Bureau this past year.

In spite of a lower than expected snow year, this has been a good year for many of our member businesses. We appear to be enjoying a rebounding economy and a heightened awareness in the marketplace of us as a world class destination. Our business community has invested tremendous amounts of capital not only into existing businesses but into new businesses as well. We enjoy and appreciate the collegial entrepreneurial spirit that abounds in our community. These new ventures are exciting for us to watch as they hopefully grow into long-standing establishments that contribute to a vibrant economy.

While we are very bullish about our future, we do recognize challenges. In a recent survey of members, we find concern in regard to attracting an adequate workforce in the future. The Chamber/Bureau is working to be a part of the solution to that problem by investing resources in projects and programs that can benefit you – our members, and working with our community partners to attract and expand our labor pool.

We are also in the process of updating our strategic plan that will embody goals and objectives for the future, and will provide the framework for the future of the Chamber/Bureau. I appreciate all those who contributed to the past plan and look forward to working with the committee charged with reviewing the plan.

Financially, the Chamber/Bureau is well-positioned. Our revenues continue to grow, allowing us to enhance existing programs while adding new markets and programs to our effort to attract new visitors. We have appropriate reserves that helped us weather the past economic downturn, and will provide us with a cushion for any future events.

I am quite proud to have had the opportunity to serve as the board chair these past 12 months and wish my successor, Andy Garland, all the best as I turn over the gavel at our annual meeting. There are certainly some exciting things that will enhance the future of our community and our business partners.

Please share this document with employees, co-workers and friends – it gives a good indication of our accomplishments this past year – and even more importantly, it serves as a launching pad for the future. Your continued support is greatly appreciated.

Thanks, and all the best!

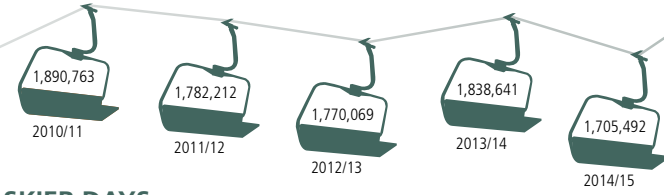
Russ Olsen  
Chairman of the Board



# MARKETING

The mission of the Chamber/Bureau's Marketing Department is to drive overnight visitation to Park City and Summit County. This is accomplished through campaigns and promotions utilizing various forms of media, including print, television and digital channels.

## Showcasing Park City Exceeds Goals, Nets Results



### EASY ESCAPE PROMOTION

Continuing on the success of its inaugural launch in 2013-2014, the Easy Escape digital application was again the call-to-action for the Park City Chamber/Bureau's (PCCB) 2014-2015 winter marketing efforts. This digital experience allowed guests to 'virtually visit' Park City, highlighting our easy access from throughout the U.S. while capturing site visitor information as they enter for prize and vacation packages.

### WINTER TELEVISION CAMPAIGN

The primary winter marketing strategy was a robust network TV campaign. For the first time, a record seven markets were targeted, up from three TV markets the previous year. The TV campaign launched December 26 on NBC in New York, Los Angeles, Washington DC, Baltimore and Houston, and on FOX in Chicago, Houston and Atlanta. The schedule ran through mid-February and included several bonus spots as well as many added value elements, including station-hosted shows filmed in Park City and digital elements with the networks.

### WINTER DIGITAL CAMPAIGN

An extensive digital campaign also drove traffic to Easy Escape. Again this year, the campaign produced higher results than expected. The entry goal was 25,000, and the campaign saw a total of 29,263 entries and over 148,000 unique visitors to the Easy Escape digital application.

### SKIER DAYS

Deer Valley Resort, Canyons Resort, Park City Mountain Resort

### MLK HOLIDAY DIGITAL CAMPAIGN

With the use of DestiMetrics, a lower than expected occupancy rate was identified during the Martin Luther King (MLK) holiday. A digital campaign was quickly launched in early December targeting Southern California with MLK specials. The campaign clicked through to a specific landing page created on the Chamber/Bureau's website with MLK specials from participating tourism members.

### CALIFORNIA DIGITAL CAMPAIGN

The later part of the winter season was also identified as having growth potential. Given the less than normal snow conditions in the Lake Tahoe area, the San Francisco and Los Angeles markets were targeted with a digital and email campaign messaging the amount of open lifts and terrain at our three resorts.

### SUMMER 2014 MARKETING CAMPAIGN

The Summer 2014 Marketing Campaign was successful with the third year of the Chamber/Bureau Great Getaway campaign. With the use of local TV, national Direct Response TV and online marketing, visitors were directed to the Great Getaway online application and encouraged to plan their dream Park City vacation for a chance to win it. Summer 2014 saw an increase of entries over 2013 with a total of 17,252 and 46,864 online visits.

## OVERNIGHT VISITATION

Fiscal Year: July 1, 2014-June 30, 2015

	2014	2013	% CHANGE
JULY	320,302	333,347	-3.9%
AUGUST	301,900	315,692	-4.4%
SEPTEMBER	204,900	223,843	-8.5%
Total 3rd Qtr.	827,102	872,882	-5.2%
OCTOBER	180,612	181,519	-.5%
NOVEMBER	146,759	132,220	11.0%
DECEMBER	289,631	295,101	-1.9%
Total 4th Qtr.	617,002	608,840	1.3%
	2015	2014	% CHANGE
JANUARY	387,314	386,064	.3%
FEBRUARY	369,879	369,967	0%
MARCH	384,791	388,779	-1.0%
Total 1st Qtr.	1,141,984	1,144,810	-0.2%
APRIL	148,564	143,192	3.8%
MAY	136,557	134,437	1.6%
JUNE		Not available at press time	
Total 2nd Qtr.	285,121	277,629	2.7%

Fiscal Year-To-Date Total TBD 2,871,209 -1.1%



DIGITAL MARKETING IS KEY TO REACHING TRAVEL AUDIENCES.

## WEBSITE STATISTICS

Calendar Year

	2014	2013	% Change
Total Visits	1,099,748	1,098,262	.12%
Unique Visits	769,209	727,068	5.8%
Page Views	2,865,382	2,889,937	-.85%
New Visitors*	67.7%	64%	3.7%

Social Media	Channel	Likes/Followers	% Change
Facebook	VisitParkCity	53,142+	15%
Facebook	KeepItPC	2,042	2%
Twitter	VisitParkCity	7,632	23%
Twitter	KeepIt_PC	727	71%
YouTube	VisitParkCity	134,264 video views	34%
Pinterest	VisitParkCityUT	422	13%
Instagram	VisitParkCity	2,273	124%

\*Visitors that have not been to the Chamber/Bureau website in 2+ years

## NEW WEBSITE VISITORS

	2014	2013	% Change
United States			
New York	31,502	44,434	-29.10%
California	83,045	70,509	17.78%
Texas	37,310	33,928	9.97%
Florida	30,184	28,118	7.35%
Illinois	20,197	17,454	15.72%

International	2014	2013	% Change
UK	10,033	6,216	61.41%
AUS	5,864	6,926	-15.33%
Brazil	5,522	4,453	24.01%
Mexico	3,762	3,179	18.34%
Germany	3,728	3,246	14.85%

Source: Target Market

## PRINT & DIGITAL AD SAMPLES



## COMMUNICATIONS

The Chamber/Bureau's Communications team works in collaboration with our members to showcase Park City as a year-round vacation destination to domestic media, which includes print, broadcast and online platforms.

### BENEFITS

- By personally hosting travel journalists in Park City, the Communications team was able to garner positive coverage in a wide variety of media outlets to increase interest in, and visits to, the Park City area.
- Through proactive media outreach during key market media tours, our team was able to secure broadcast segments promoting everything from the economics of our ski town to our thriving culinary scene.
- During the 2014-15 fiscal year, the Communications team expanded its media outreach to include prominent social media travel influencers. Over the past year, 22 travel influencers were hosted for press visits. These visits generated over 15 million social media impressions as the influencers shared posts and images from Park City on their blogs, and with their friends and followers.

# Showcasing Park City as a Year-Round Vacation Destination

## HIGHLIGHTS OF 2014-2015 PRESS HITS/CLIPS

### PRINT EDITORIAL



### TELEVISION



## COMMUNICATIONS/PR RESULTS

- 12 Tours/16 Markets** | We conducted 12 media outreach tours to 16 major media markets
- 277 Individual Visits** | Journalists met during outreach tours.
- 110+ Additional Journalists** | We interacted with more than 110 additional ski and snowboard journalists at vertical publication events in Boulder and Southern California.
- 18 Media Guests Summer/Fall 2014** | Media Hosted in Park City of which 7 were new, May - October 2014
- 61 Media Guests Winter 2014-2015** | Media Hosted in Park City of which 53 were new, November 2014 - April 2015
- 84 Inbound Press Visitors To Date 14/15 Fiscal Year** | Media hosted in Park City from July 2014 - June 2015
- \$19,983,000** | Tracked "Earned Media" Publicity Value, July 2014 - June 2015.  
Source: Cision

# Membership is the Heart & Soul of the Park City Chamber/Bureau

## RESULTS

- 1,000+ Attendees** | Over 1,000 attendees came to Business After Hours Mixers over the last 12 months
- 890 Members** | 890 members in attendance at the Chamber/Bureau's three 2014-2015 luncheon events
- 138 Members** | 138 members exhibited their products and services at Chamber/Bureau - sponsored 2014-2015 expos/trade shows
- 300 Members and Their Families** | An estimated 300 members and their families attended the 2014 Oakley Rodeo Social and BBQ
- 950 Attendees** | An estimated 950 people attended the three 2014-2015 Chamber/Bureau annual expos
- Over 200** | Over 200 were in attendance at 8 educational workshops over the past 12 months
- +2.0%** | Membership: +2.0%

## BENEFITS

- Business listing(s) on the Chamber/Bureau website
- Membership mailing lists
- The Business Intelligence Report, sent out monthly to all members
- The Chamber Member Marketplace Newsletter
- Regularly-scheduled networking events
- Weekly lodging projections
- Exclusive health, dental, vision and Rx insurance and discount programs
- Member discounts and special offers such as free tickets to area events
- Frequently-scheduled educational workshops and webinars
- Tools For Business Success
- Winter/Summer Guest Guides

## EVENTS

### SUMMER

- Annual Meeting
- Oakley Rodeo & Social

### WINTER

- Economic Forecast Luncheon
- Winter Kickoff Mixer & Activities Expo

### SPRING

- Professional Services Mixer & Expo
- Summer Kickoff Mixer & Activities Expo

### FALL

- Job Fair
- Tourism Fall Forum
- TripAdvisor Seminars

### YEAR-ROUND

- Business After Hours Mixers
- Educational Workshops & Webinars
- New Member Breakfasts

## MEMBER SERVICES

The two-person Member Services Department is responsible for a wide variety of activities and programs directly related to the Chamber/Bureau's 1,100+ memberships.

**Membership Count = 1,100+**

## RESPONSIBILITIES

- Planning, publicizing and implementing over 30 member events annually.
- Producing and distributing frequent communications and newsletters to the membership.
- Planning and implementing educational webinars and workshops for members on a wide variety of topics.
- Administering an extensive array of member benefit programs.
- Creating the monthly membership billing, and the collection of past due annual membership dues.
- Membership sales and retention.



## MEETINGS & CONVENTIONS

The Meetings & Conventions (M & C) Department secures group leads that generate room nights and meeting revenue for participating properties through marketing and direct sales efforts. The department's primary goal is to fill lodging rooms with group attendees outside of the winter season.

## A Firsthand Experience Sells a Destination

### STRATEGIES & TACTICS

- Utilizing various digital and print advertising channels, promote and increase interest in Park City as a meeting/group destination by driving traffic to [www.parkcitymeetings.com](http://www.parkcitymeetings.com).
- Implemented a monthly email marketing campaign to complement the direct sales efforts, reaching meeting planners before, during and after an event or tradeshow.
- Utilizing a promotion to reimburse airfare, encourage meeting/group planners to consider Park City as a destination for their group meeting by showing them firsthand the area's great accessibility, professional meeting properties and activities available for a group.

Park City hosted Bay Area meeting planners at a San Francisco Giants baseball game.



- Placement of editorial articles/content in key meetings publications, including Collaborate, Smart Meetings, Meetings & Conventions, Connect, Meetings Focus, Rejuvenate and Association News.
- Sales efforts to reach meeting/group planners in person, by attending 15 meeting/group industry trade shows and events across the nation.
- Hosted two meeting/group planner familiarization trips. The M & C staff hosted 46 personalized meeting planner site visits in 2014.

YEAR	LEADS	LEADS BOOKED	% OF LEADS BOOKED	TOTAL REVENUE
2013	321	116	36%	\$3,771,187
2014	360	122	34%	\$5,568,103

## A Lively Calendar Produces Positive Economic Impact

### HIGHLIGHTS 2014-2015

- \$400,000 in Special Event Grants were awarded to over 50 event organizers resulting in \$100 million of economic impact.
- Supported a successful bid by the USSA for the right to host the 2019 World Championships in Park City in the Freestyle, Freeskiing and Snowboarding disciplines.
- Hosted the Championship Stage of the Tour of Utah with the start/finish on Historic Main Street.
- Coordinated local television appearances for arts and culture partners to promote summer performances.



After a 20 year hiatus, the Autumn Aloft Balloon Festival returned to Park City on September 19-21, 2014.

- Collaborated with the USSA, UOP, Deer Valley Resort, Park City Mountain Resort, Canyons Resort, and Utah Sports Commission to support Park City's Olympic Legacy by hosting Olympic Qualifying Events, Olympic Team Announcement Ceremonies, and an Olympic Athlete Homecoming Parade and Celebration.
- Sundance Film Festival 2015 moved its start date to the first Thursday following Martin Luther King weekend.
- After a 20 year hiatus, the Autumn Aloft Balloon Festival returned to Park City on September 19-21, 2014.

## SPECIAL EVENTS

The Chamber/Bureau's Special Events Department works with event organizers to provide a robust events calendar that makes Park City and Summit County a better place to live and visit. Ongoing coordination with Park City Municipal, Summit County, and a number of agencies and associations ensures that events run smoothly and produce positive economic impact for the community. This department also administers annually a Special Event Grant which provides to event organizers an opportunity to receive financial and marketing support.

## INTERNATIONAL

The International Department provides a consistent voice for Park City and Summit County in the international tourism marketplace. Our plan is to inspire the world to explore our town and its beautiful attractions. Through effective market research, over the past year we concentrated our efforts in our core markets of Australia, Brazil, the UK, Germany, Canada and Mexico. Our audience is international airlines, tour operators, media and direct consumers from these countries.

## Inspiring the World to Explore Park City

- Sales missions were executed to Argentina, Australia, Brazil, the Dominican Republic, Germany, and the UK.
- Hosted 26 key journalists from Australia, Brazil, Canada, Germany, Mexico, New Zealand, Spain, and the UK during the 2014-2015 winter season.
- Hosted 56 trade partners from Australia, Brazil, Germany, Mexico, New Zealand, and the UK during the 2014-2015 winter season.
- Administered the Three Resort International Pass (TRIP).
- Fulfilled international client booking needs, including and not limited to lodging, transportation, and activities.



Spreading the word about Park City in Amsterdam, June 2015. Partnering with Ski Utah to promote Park City's winter offerings.

## Two Locations/Many Interactions

- The two centers are staffed by 16 trained visitor information specialists.
- The 4,000 sq.ft. Kimball Junction location now includes Hugo Coffee. This location is also available as an event venue for non-profit members of the Chamber/Bureau.
- Visitor Services is responsible for organizing and hosting the annual Travel Rally Day BBQ at the Kimball Junction visitor information center. This event hosts over 200 guests, primarily members and employees in the hospitality industry in Park City.



The Kimball Junction Visitors Center served over 26,000 visitors in the 1st 4 months of '15.

### KIMBALL JUNCTION VISITOR INFO CENTER VISITOR TALLY

	JAN	FEB	MARCH	APRIL	MAY
2014	3,021	4,726	4,255	3,400	4,723
2015	5,697	6,604	7,370	5,995	6,840
% CHANGE	89%	40%	73%	76%	45%

### MUSEUM/VISITOR INFO CENTER VISITOR TALLY

	JAN	FEB	MARCH	APRIL	MAY
2014	4,482	10,407	12,113	7,231	4,837
2015	10,597	13,080	14,560	8,757	7,357
% CHANGE	136%	26%	20%	21%	52%

## VISITOR SERVICES

Visitor Services is the arm of the Chamber Bureau that serves the visiting public. It operates two visitor information centers – one in the Kimball Junction area at the intersection of SR-224 and Olympic Parkway Boulevard, and the second in the Park City Museum on Historic Main Street. Our 16 part-time visitor information specialists interact with, and serve the 160,000+ people who come through our doors each year.

## A YEAR OF OUTREACH

The Chamber/Bureau's staff works year-around to promote the Park City area as a destination and to create business initiatives that enhance our vibrant mountain town. We're busy every month of the year with outreach to targeted consumer markets, media, travel and meeting planners, and to our local business members.

## Activity Highlights, Fiscal Year 2014-2015

### JULY 2014

- Park City Chamber/Bureau Annual Meeting
- Annual Oakley Rodeo & Social
- Southern California Media Outreach Tour
- Summer Television Advertising Campaign



### AUGUST 2014

- MPI Hosted Buyer Show & Convention in Minneapolis
- Hosted three influential journalists for a Tour of Utah Press Visit
- Brazil Sales Mission



### SEPTEMBER 2014

- Winter Vertical Publications Media Events in Boulder, Colorado
- Corporate and Incentive Meeting Planner FAM Trip to Park City
- Launched Winter Website for 2014-2015 Winter Season
- UK and Germany Sales Mission



### OCTOBER 2014

- IMEX Incentive Show in Las Vegas
- Washington DC/Baltimore Media Outreach Tour
- Tourism Industry Fall Forum



### NOVEMBER 2014

- Boomers in Groups Travel Conference in Little Rock
- Park City Easy Escape Promotion/Contest launched



### DECEMBER 2014

- Park City featured on the Today Show as an ideal family destination
- Holiday Showcase Association Show in Chicago
- Winter Kickoff Mixer & Activities Expo



### JANUARY 2015

- Winter Television Advertising Campaign in 7 Markets
- Chamber/Bureau President/CEO featured on three live television broadcasts in NYC
- Park City Area Lodging Association International FAM



### FEBRUARY 2015

- Chamber/Bureau Economic Forecast Luncheon
- Hosted 11 Domestic Press Visits
- Brazil tour operator training trip



### MARCH 2015

- Hosted 24 US journalists for onsite media visits
- MIC of Colorado Conference and Trade Show – Denver
- Australian Media FAM



### APRIL 2015

- Chamber/Bureau Membership Survey
- Mountain Travel Symposium in Whistler, B.C.

## Membership Survey

### MAY 2015

- National Tourism Week Travel Rally Day
- Locals & Pros – Meet & Eat Expo
- HelmsBriscoe Annual Partners Conference in Las Vegas
- Australia/New Zealand Sales Mission



### JUNE 2015

- New York City Media Outreach Tour
- Summer Kickoff Mixer & Activities Expo
- Chamber/Bureau Board of Directors Election
- 2015 International Pow Wow in Orlando



## TOURISM FUNDING PARTNERS

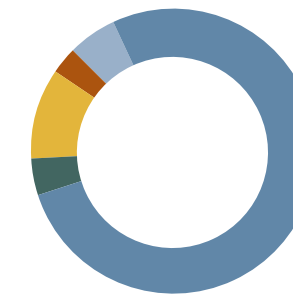
The extent of the Park City Chamber/Bureau's marketing efforts, which target first-time overnight visitors, could not be possible without substantial support from several key partners. We are extremely grateful for these cooperative funds, which are awarded through a highly competitive and scrutinized process. These funds not only extend our marketing reach to our top markets, but also serve as an example of our destination's cooperative climate among our tourism partners. Examples of these funding partners over the last year include:

- \$282,000 grant from the Summit County Restaurant Tax Advisory Committee for network TV advertising in New York City, Los Angeles, Chicago, Houston, Atlanta, Washington DC and Baltimore.
- \$325,000 matching fund awarded from the Utah Office of Tourism Cooperative Marketing Program.
- \$50,000 contribution from the Salt Lake Department of Airports.
- A \$65,000 partnership with the Park City Municipal Corporation to strategically work with events rights holders to maximize benefits and secure long-term customers through the hosting of events in our community.
- A \$25,000 grant from the Summit County Restaurant Tax Advisory Committee for marketing of the Park City stages of the 2014 Tour of Utah, a professional cycling race.
- A \$15,000 grant from the Summit County Restaurant Tax Advisory Committee for marketing the 2014 Triple Crown World Series, to attract teams from around the country.
- Over \$100,000 of "in-kind" products and services provided by Chamber/Bureau members.

## 2015-2016 BUDGET

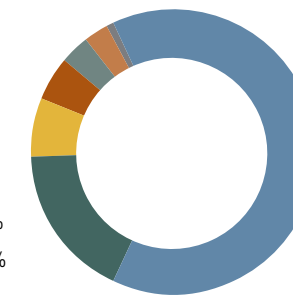
### INCOME

- Transient Room Tax \$6,610,000 – 77.1%
- Membership Investments \$349,000 – 4.1%
- Grants/Partnerships\* \$888,900 – 10.4%
- Prior Year Carryover \$250,000 – 2.9%
- Other \$471,500 – 5.5%



### EXPENSES

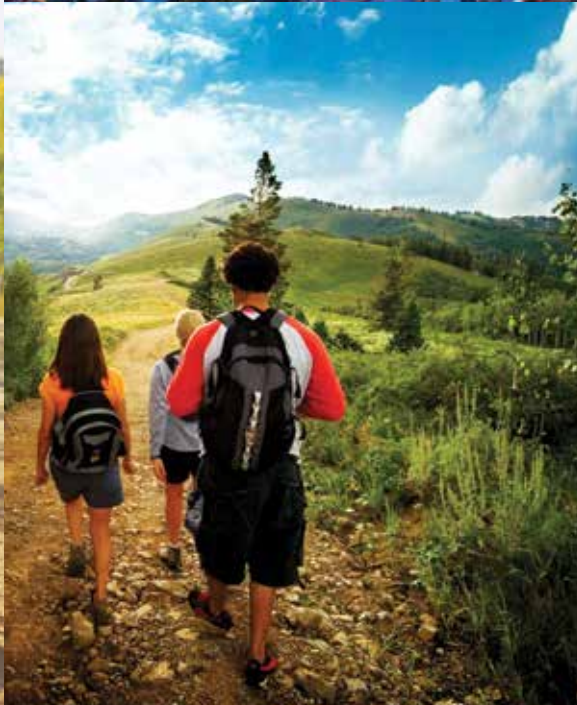
- Marketing \$5,220,314 – 60.9%
- Administration \$1,414,681 – 16.5%
- Special Events \$545,741 – 6.4%
- Operations \$400,382 – 4.7%
- Member Services \$286,147 – 3.3%
- Visitor Information Services \$217,966 – 2.5%
- Economic/Business Services \$429,500 – 5.1%
- Other \$55,169 – 0.6%



\* Summit County Restaurant Tax grants, Utah Office of Tourism grants, Salt Lake Department of Airports partnership, Park City Restaurant Association partnership.

## 2015-2016 FINANCIALS

Development of the Chamber/Bureau's Annual Budget involves full Board of Directors participation, including the examination of all income sources, operational and administrative costs, as well as an assessment of all marketing initiatives. Adoption of the budget and an acceptance of the annual audit by the Board of Directors ensures that the Chamber/Bureau's finances are in excellent order.



park city™  
 CHAMBER OF COMMERCE | CONVENTION & VISITORS BUREAU

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