





Tourism Indicators Snapshot

2020 Web Traffic **8.53% down YOY**

Sessions	374,347
Pages per session	1.71
Bounce Rate	74.04

Top Ten

	City	Page
1	SLC	Soldier Hollow Tubing
2	LA	Homestead Crater
3	Heber	Homepage
4	Not set	Special Events
5	Murray	Winter Wonderland
6	West Jordan	Cascade Springs
7	Lehi	Attractions
8	So Jordan	Lodging
9	Provo	Hailstone Campground
10	Denver	Heber Valley Railroad



Newsletter

Sign Ups 11,502
 Open Rate 15.1%
 Click Through 2%



Events

Total Events 75
 Est. Attendance 37,050
 HVRR 90,000



2020 TOTAL TRT

As of October 2020

\$1,855,085
10% Down YOY

Visitation

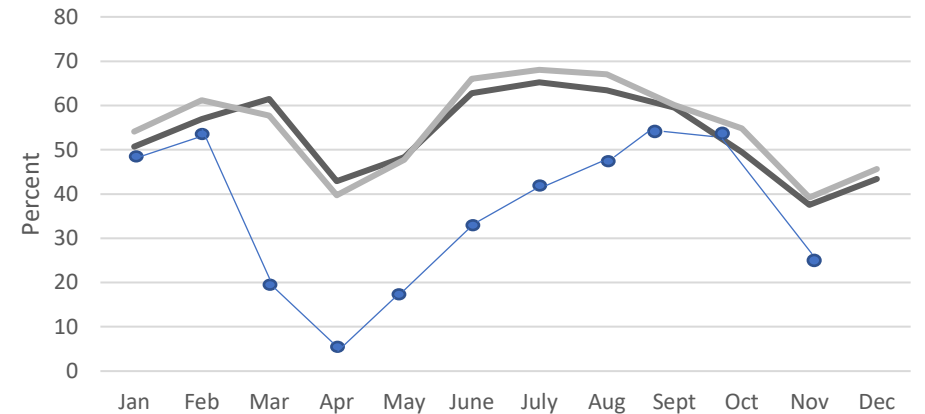
State Park Visitation – 2,147,000
 Strawberry – 2,000,000

Hotel Data



Occupancy **40.32%**
 ADR **\$218**
 Total RFPs **37**

Occupancy



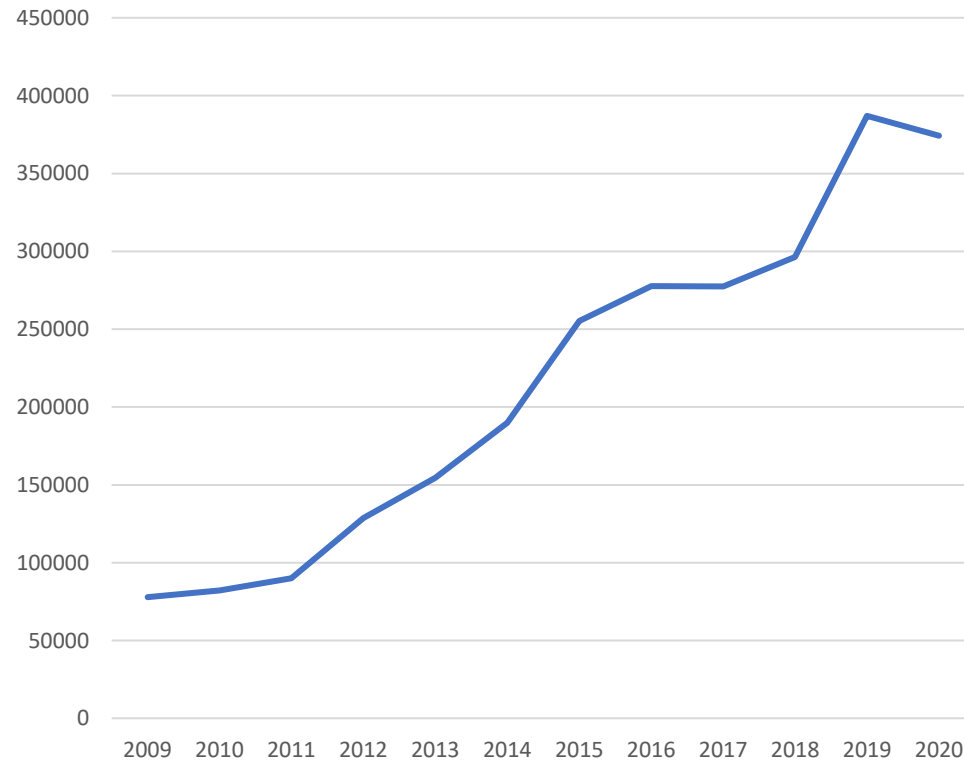
Trip Planner

Plan Users 3,856
 AVG Duration 4.3 Days
 Estimated ROI \$32,000

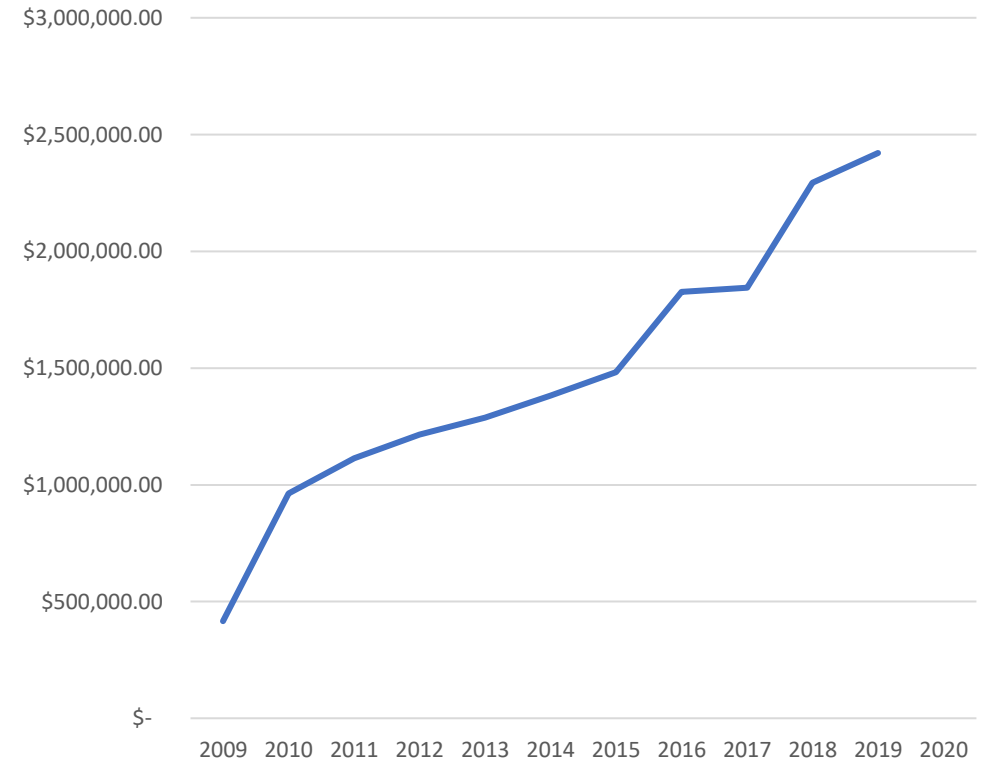


Website and Tax Collection

Web Traffic



TRT Collected





Group Sales Recap

- Number of RFP's in 2020 – 37 total requests
- Total Estimates - about **\$4.3 million** in hotel spending
- 12 have booked for approximately \$310,000 (Hotel rooms)
- Markets –
 - 10 - Association ***
 - 9 - Sports ***
 - 7 - Corporate
 - 4 - Reunion
 - 2 – Tour and Travel
 - 2 - Weddings
 - 1 - Government
 - 1 - Fraternal
 - 1 - Social



How did these projects Start?

- In 2020, UOT offered Destination Development and Branding Co-Op
 - Hub Collective & Corragio Group
- Purpose: To create a plan for future tourism in Heber Valley, and to understand where we've been and where we're going
- Spurred by the Mayflower Mountain Development – Luxury brands needing a cohesive brand
- Why: Time for us to truly understand who we are and take control of our own destiny





The Process: Who and How

- Created a team of 21 local businesses, elected officials, tourism partners, and state agencies to help craft and lead discussions
- Met over zoom calls a few times a month
- Ran through exercises to help determine who is coming here and who we'd like to come here
- Identified challenges to and opportunities for growing tourism

Destination Development Planning Team:

- Dallin Koecher, Heber Valley Tourism and Economic Development
- Jessica Broadhead, Heber Valley Tourism and Economic Development
- Laurie Backus, Utah State Parks
- Ashley Burr, Military Installation Development Authority
- Perry Dickson, Business Owner, Slim and Knobby's Bike Shop
- Dustin Grabau, Wasatch County
- Mike Hilbig, The Homestead Resort
- Brooke Hontz, Extell Development
- Maxine Jensen, Zermatt Resort
- Rachel Kahler, Heber City Council
- Jennifer McCulloch, Utah Olympic Legacy Foundation
- Martin McCallister, The Homestead Resort
- Mark Nelson, Wasatch County Council
- Lisa Orme, Midway City Council
- Cameron Phillips, Strawberry Bay Marina
- Craig Simmons, The Homestead Crater
- Tom Stone, Community Alliance for Main Street
- Bianca Lyon, Utah Office of Tourism
- Flint Timmons, Utah Office of Tourism
- Stacy Humphrey, Associate Principal, Coraggio Group
- Matthew Landkamer, Principal, Coraggio Group

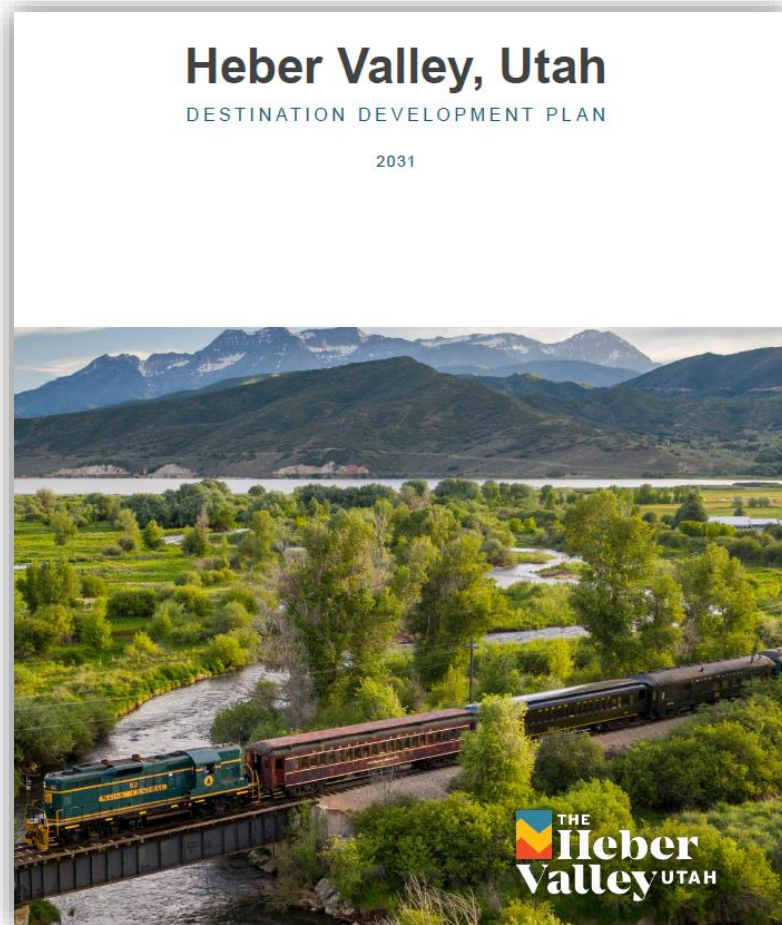
Destination Development Plan - 2031

- Purpose of the plan: *Shaping the Heber Valley experience will lead to greater quality of life*





Destination Development Plan - 2031



- *Creating a Vision: Heber Valley will continue to craft a future for itself that retains its smaller-town charm while sharing its abundant natural bounty to visitors who linger and explore all it has to offer.*
 - Retain history
 - Focus on outdoors
 - Expand natural amenities
 - Differentiate



Destination Development Plan - 2031



- Three Phase Plan through 2031
 - **Phase 1 Align** (0-3) – Establishing a unified focus and foundation. Creating a cohesive vision
 - **Phase 2 Develop** (4-6) – Creating and implementing new plans, partnerships and products
 - **Phase 3 Expand** (7 – 10) – Solidifying Heber Valley Experiences and growing tourism value to the economy



Destination Imperatives (Priorities!)

1. Expand Geography of Brand Awareness
2. Cultivate Local Support and Ambassadorship
3. Foster Collaboration in Tourism Industry
4. Grow Assets into Attractions
5. Develop Compelling Itineraries
6. Foster Olympic Readiness
7. Establish Comprehensive Wayfinding
8. Enhance Transportation Network
9. Partner on Placemaking Efforts

Expand Geography of Brand Awareness

- 1.1 Ensure Unity Around the Brand
- 1.2 Target Messaging Campaigns Based Upon Anticipated Travelers
- 1.3 Refresh Web Presence per Brand Direction
- 1.4 Partner with Heber Valley's Ski Industry to Build Our Ski Brand and Messaging
- 2.1 Refresh Print and Digital Collateral
- 3.1 Expand Media Buys into Expanded Target Geographies

Foster Olympic Readiness

- 1.15 Improve Support Infrastructure for Large-Scale Events
- 1.16 Build Positive Public Sentiment for Elite Competitive Sports Events
- 1.17 Build a Partnership Coalition to Ensure Olympic Competitiveness, Readiness, and Positive Promotion
- 2.12 Identify Gaps and Opportunities Related to the Impact of Travel Volume on Community Resources
- 2.13 Identify and Implement Strategies to Increase the Number and Variety of Accommodation Offerings
- 3.6 Develop Volunteer Corps to Support Olympic Events
- 3.7 Develop Events and Activities Complementary to the Games
- 3.8 Create Legacy Branding to Preserve the Connection with the Olympics





Destination Imperatives (Priorities!)

Cultivate Local Support and Ambassadorship

- 1.5 Identify, Track and Address Reasons for Local Resistance for Tourism
- 1.6 Develop FAM Tours for Elected Officials and Residents
- 2.2 Develop Brand Ambassador Program
- 2.3 Develop Coordinated Communication Plan for Stakeholders and Residents
- 3.2 Develop Awards Program to Honor Local Tourism Advocates

- Cultivate Local Support and Ambassadorship
 - Identify, Track and Address reasons for local resistance for tourism
 - Methods and reason



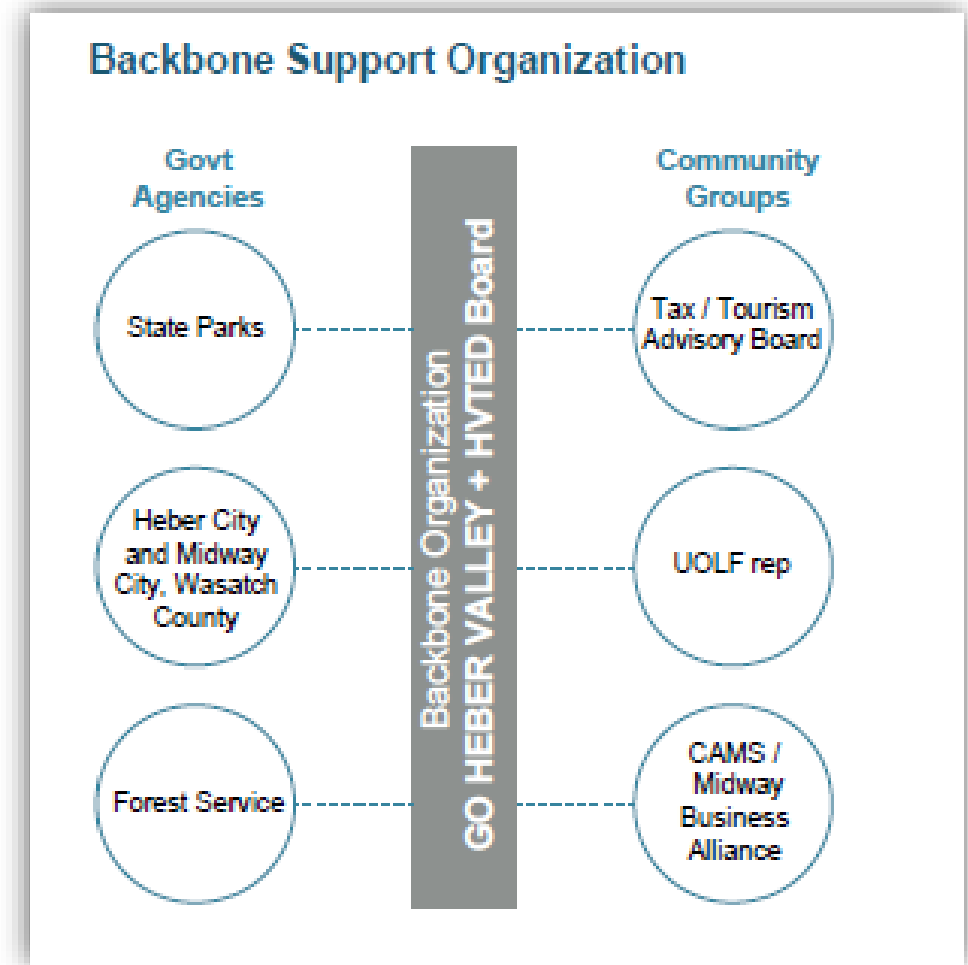
1.5 Identify, Track and Address Reasons for Local Resistance for Tourism

Many communities experience a tension between growing a tourism economy and losing the sense of place that locals know and love. It is important to maintain what makes the Valley special for those who call it home, while also strategically welcoming visitors. Go Heber Valley should work with local governments to track resident sentiment toward tourism and respond with education and/or appropriate modifications.

Partners: Tourism Advisory Board, City Councils, other government agencies

Resource Requirements: <\$10,000

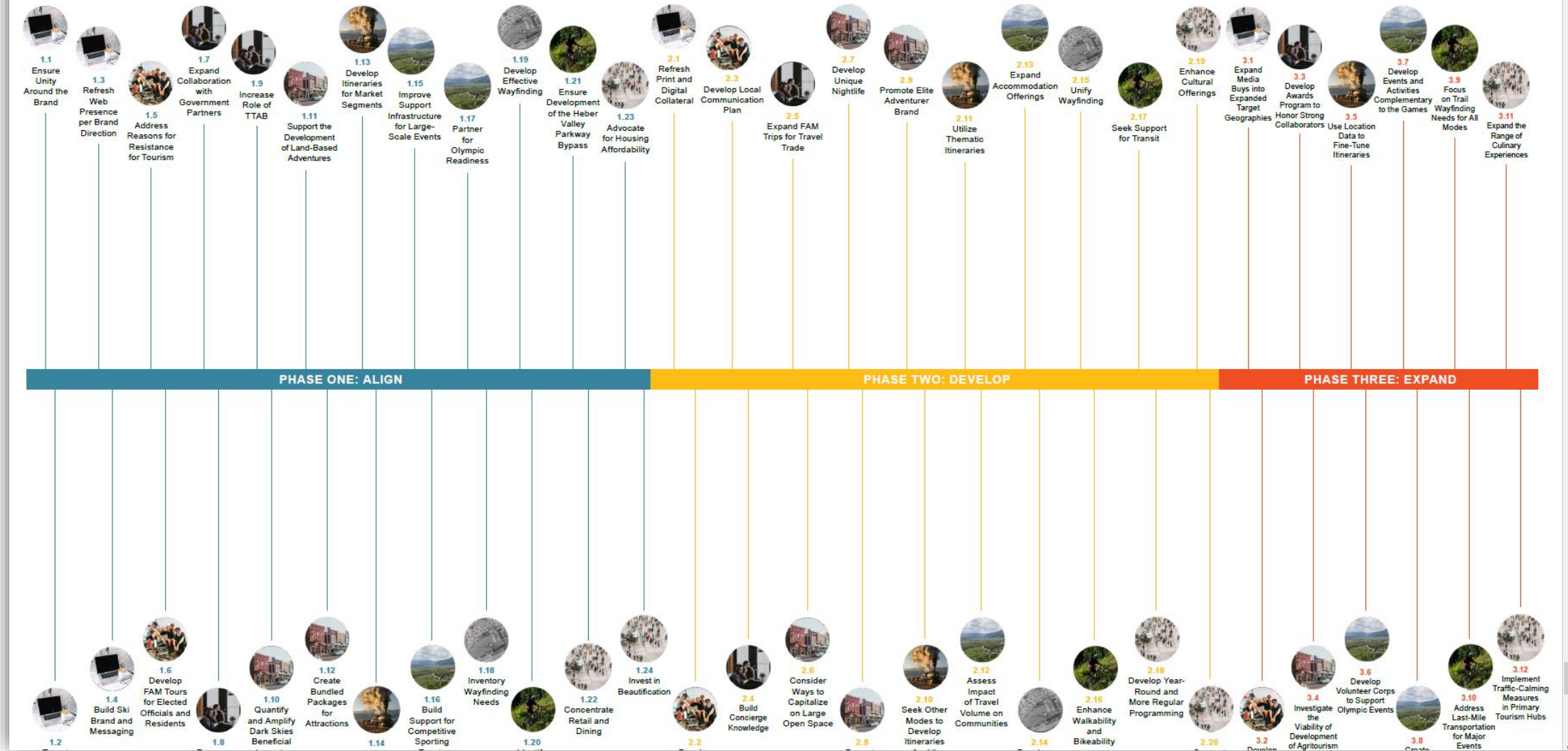
Next Steps: Destination Collaborative



- Keep efforts on track
- Begin to meet, every other month until it gets going, starting ASAP
- Realignment if need be



Timelines



OBSTACLES

COUNTY-SPECIFIC

Visitor Experience

- Heber City's Main Street currently lacks enough retail to congregate tourists, and the highway noise is considerable.
- There's a severe lack of retail.
- A variety of outdoor activities constrained by where and how you do them. Most activities are pay-to-play: entry, rentals, guides, etc.
- The State Parks are packed.
- Wayfinding to activities and trailheads and interpretive content needs to be more robust.

Character & Identity

- The Olympic history has very little presence.
- Your lodging is good yet homogeneous.
- City gateways are missing or could be improved.
- Midway's lack of density and walkability is a challenge.
- Lots of activities and destinations, but no hub, and no "There."

Growth & Balance

- As rapid development continues, open space, agriculture, and a small-town feel are a limited and disappearing part of the experience.
- Cost of Living is high, divide between what residents need and what tourists want could become an issue as growth progresses.
- Competing with Park City will take strategy and care to be successful.

OBSTACLES GENERAL

Lack of Focus

Priorities matter. Understand and internalize your message, and stay focused on the overarching goals and objectives.

Lack of Follow-through

Planning can only get so far. Action and execution are critical.

Rogue Efforts

We need unity and cohesion across towns, attractions, and amenities.



Tagline caters to Wasatch Front audience who is saturating your resources.

Name suggests a single destination, which is not the experience a visitor has.



THE
HEBER VALLEY
~~UTAH'S BACKYARD PLAYGROUND~~

+ subregions that identify unique destinations within the Valley can live under this umbrella.

BRAND AUDIENCE BY GEOGRAPHY



Audience
Elite
Outdoorsperson

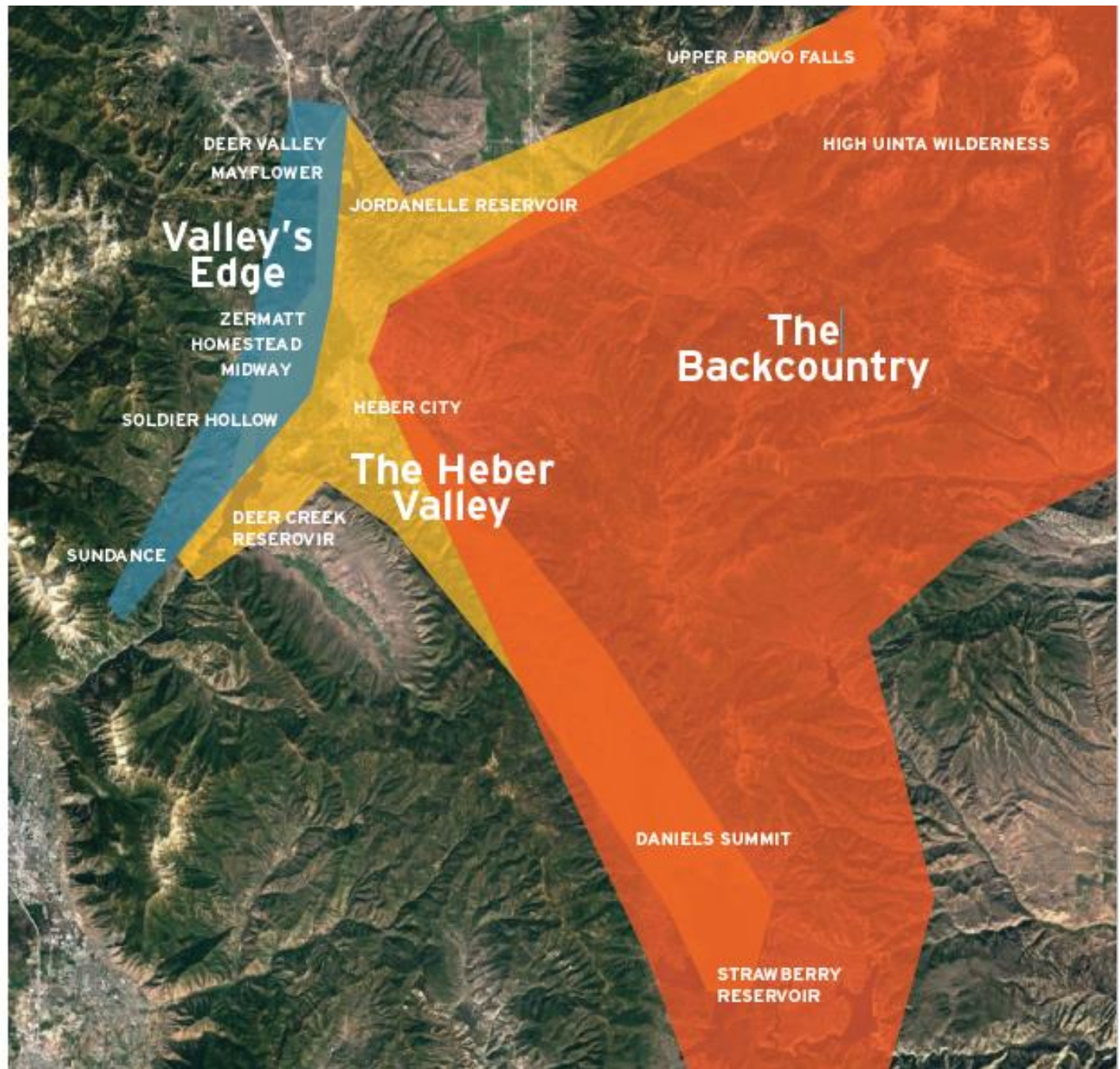
Focus
Amenities

Audience
50/50 Family

Focus
Activities

Audience
Backcountry
Adventurer

Focus
Experience



OUR VOICE BRAND SYSTEM



GEOGRAPHY: eastern edge of the Wasatch Mountains from Deer Valley to Sundance

AUDIENCE: elite outdoorsperson

FOCUS: amenities



GEOGRAPHY: the Valley proper from Jordanelle to Deer Creek Reservoirs

AUDIENCE: 50/50 Family

FOCUS: Activities



GEOGRAPHY: the wilderness of Strawberry Reservoir and the Uinta Mountains

AUDIENCE: Backcountry Adventurer

FOCUS: Experiences

OUR VOICE AUDIENCES



ELITE OUTDOORS PERSON

Value luxury and name recognition but will still take a bargain. May value open space/privacy that all-in-one resort can offer that is harder to find in bustling Park City. Will be attracted by ease of access to Park City, Deer Valley, Mayflower, and Sundance that the Heber Valley provides. Pleased to find "the new thing" or the "smaller, quieter" place with competitive amenities.

Coming from

California

Northeast

Eventually international



THE 50/50 FAMILIES

Looking for activities that speak to adventure but not in need of a rugged, wilderness experience. Zipline, biking, ATVing, boating, hiking, snow-tubing, snowmobiling, etc.

Some may stay in the resorts, but others are happy with the national brands in Heber City.

Willing to spend money for good value.

Coming from

Southern California

Arizona

Texas

The South

East Coast



BACKCOUNTRY ADVENTURER

Looking for hunting, fishing, and backpacking, getting off the grid but stopping in town for supplies and dining.

Strawberry Reservoir, Daniels Summit, Uinta Wilderness are all draws.

Coming from

Southern California

Arizona

Texas

The South

East Coast

GOALS

Instill pride among residents and **excitement** and brand loyalty among visitors to the county.

Grow tourism reputation beyond the region and nationally.

Balance quality and quantity of visitors to maximize revenue and minimize the adverse impacts of tourism.

Retain revenue from tourists visiting the county; provide more opportunity for visitors to make purchases and spend money in the county.

Enhance the economic sustainability of the county.