



Annual Report 2017



STEAMBOAT SPRINGS
CHAMBER RESORT ASSOCIATION, INC.



THANK YOU

2017 has been a year of change. The Steamboat Springs Chamber Resort Association Board of Directors and staff have spent the last eight months listening, discussing, and planning in order to better serve our members and the community. In the coming months, we will share a new vision, list of priorities and structure of the organization that reflect the input we heard from many throughout the community this year.

Over the past 11 months, the SSCRA welcomed three new team members and new Chief Executive Officer. To build on these additions, we put forth a concerted effort to support staff growth and fulfillment this year.

In 2017 we supported business growth through events such as the Economic Summit, networking opportunities, marketing resources and educational forums. Our destination marketing efforts were focused on impacting visitation in May, June, September and October in an effort to soften the peaks and valleys of tourism to the region. The Young Professionals Network and Leadership Steamboat continue to be avenues in which we engage with the next generation of leaders.

Our efforts would not be possible without the ongoing partnerships of our diverse membership base, the City of Steamboat Springs and Routt County. In addition, the organization could not function without the dedicated support of an extensive group of business professionals who volunteer their time on our Marketing Committee, Economic Development Council, and our Board of Directors, just to name a few.

The Board of Directors and staff of the SSCRA are proud to present our 2017 Annual Report.

Thank you,

Kara Stoller
CEO
SSCRA

Daniel A. Pirrallo
General Manager, Sheraton Steamboat Resort
2017 SSCRA Board President



VISION

The Steamboat Springs Chamber Resort Association supports and sustains a vibrant, healthy economy in the greater Steamboat Springs area as the foundation for an excellent quality of life.

MISSION

The Steamboat Springs Chamber Resort Association's mission is:

- To support, encourage, and sustain a vibrant, healthy economy in Steamboat Springs and surrounding areas
- To act as a spokesperson for the business and professional community
- To support all existing industries and welcome and nurture new industries to preserve our environment and workforce as integral components of our economic well-being



FOCUS

As a Chamber Resort Association we have four areas of emphasis: Business Advocacy, Economic Development, Destination Marketing and Special Events. The highly professional staff focuses efforts on supporting your business following our mission. The Annual Report highlights our 2017 accomplishments.

2017 BOARD OF DIRECTORS

Adonna Allen
Executive Committee
Alpine Bank

Harry Martin
Steamboat
Ski & Bike Kare, Inc.

Lisa Popovich
Main Street
Steamboat Springs

Barbara Robinson
Marketing Committee
Chair
Holiday Inn

Jamie Daniels
Bear Claw
Condominiums

Mark Walker
Resort Group

Betse Grassby
Steamboat Art Museum

Johnny Spillane
Steamboat Flyfisher

Randy Rudasics
Yampa Valley
Entrepreneurship Center

Brad Meeks
Ex Officio
Steamboat Springs
School District

Jon Quinn
Northwest Data Services

Reed Jones
YPN Chair
The Jones Experienc

Carol Johnson
Elevated Olive of
Steamboat

Jon Wade
Colorado Group Realty

Rex Brice
Rex's Family of
Restaurants

Chris Tamucci
Economic Development
Chair
Big Agnes/Honey Stinge

Karen McRight
UCHealth Yampa Valley
Medical Center

Rob Perlman
Steamboat Ski &
Resort Corp.

Dan Pirrallo
President
Sheraton Steamboat
Resort

Katie Brown
Executive Committee
Steamboat Ski & Resort
Corp.

Robin Crossan
Ex Officio
Steamboat Springs
City Council

David Scully
David Chase Furniture
& Design

Kerry Shea
McKnights
Resort Ventures West

Scott Ford
Ex Officio
Steamboat Springs
City Council

Eric Rabesa
Rivertree Custom
Builders

Larry Mashaw
Executive Committee
Resort Group

Scott Marr
Holiday Inn

George Eck III
Feldman Nagel LLC

Suzanne Schlict
Steamboat Pilot & Today

Glen Traylor
Executive Committee
Ski Butlers

Tom Sullivan
Ex Officio
Routt County Manager

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT COUNCIL

The 34-member advisory council works to increase economic opportunity and quality of life for the people of Routt County. The Council does that by facilitating activities, programs and policies that create, retain, grow and attract businesses that provide quality jobs. This year the EDC focused on crucial economic issues by engaging with the Yampa Valley Housing Authority, CC4E, Creative Arts District, Steamboat Launch, CSU Extension Office, Community Agriculture Alliance, Northwest Colorado Broadband and the Yampa Valley Sustainability Council.



ENTERPRISE ZONE

The Colorado Enterprise Zone (EZ) Program is a state income tax credit that incentivizes business growth and nonprofit support. Routt County was the most active county in the EZ program with 73 businesses enrolled and a tax credit savings totaling \$1,174,260. Twenty nonprofits also enrolled, receiving \$915,060 in contributions which totaled \$213,615 in tax credits for their contributors.



STRATEGIC PARTNERS

We partner with federal, state and local governments, nonprofits and other groups to advance our economic development goals across Routt County. One example is our relationship with the Governor's Office of Economic Development and International Trade which awarded us a third Blueprint 2.0 project. We also hosted the Advanced Industries Road Tour, a funding event for domestic and international business development.



BROADBAND

Northwest Colorado Broadband is a nonprofit consortium with the City of Steamboat Springs, Routt County, UCHealth Yampa Valley Medical Center, Yampa Valley Electric Association and Steamboat Springs School District. NCB completed the installation of a \$2.2 million fiber optic trunk line through town. NCB recently contracted with Mammoth Networks to manage the line and is working to identify an internet service provider to serve private customers.



BUSINESS

LEADERSHIP STEAMBOAT

Leadership Steamboat was established in 1992 and has educated and engaged hundreds of community members towards becoming more active civic leaders and volunteers. Sponsored by Yampa Valley Bank and co-facilitated by the Chamber and Colorado Mountain College, each year class members learn about community issues, business, government and personal leadership. Each class selects and implements a project to benefit the community.

The 2016-17 class developed a program that requires those convicted of driving under the influence to attend a meeting at which survivors explain how a drunken driver forever changed their lives. Previous

legacy projects have resulted in the creation of Yampa Valley Gives, downtown benches and a community garden.

STEAMBOAT SPRINGS LODGING ASSOCIATION

The Steamboat Springs Lodging Association, a committee of the Chamber, expands destination marketing efforts through special event support and media hosting. Their participation in data submission for the Lodging Barometer and DestiMetrics provides valuable information to Chamber members and the community to properly prepare for visitors.

I SHOP STEAMBOAT

The Chamber, in partnership with the Steamboat Pilot & Today, Main Street Steamboat Springs, Community Ag Alliance and Steamboat Mountain Village Partnership, invites the community to take the pledge to do some or all of their holiday shopping locally to support our economy and businesses.

LOCAL MARKETING DISTRICT

The Local Marketing District (LMD) supports airline service into Yampa Valley Regional Airport for business and economic development in the region. The LMD Board administers the air program in partnership with the Steamboat Ski & Resort Corporation. Chamber staff provides administrative support as well as public record keeping.



ADVOCACY

ECONOMIC SUMMIT

The annual Economic Summit delivers networking, education and inspiration to the local business community. Presenting sponsor Colorado Mountain College hosted the 2017 event with the theme of thriving in times of change.

SERVICE EXCELLENCE

To improve the Net Promoter Score for Steamboat Springs, we host the Service Excellence program to help front line employees engage proactively with guests and each other. The Chamber continually adapts the program to include fresh and relevant content and introduced a nonprofit training in 2017.

NAVIGATOR AWARDS

Each year the Navigator Awards, co-sponsored by the Steamboat Pilot & Today, recognize outstanding achievement in business. This year, the awards went to:

- Businessperson of the Year: Adonna Allen, Alpine Bank
- Business of the Year: The Steamboat Springs Arts Council
- Young Professional of the Year: Tara Weaver, Central Park Management
- Service Excellence Professional of the Year: Barbara Robinson, Holiday Inn

YOUNG PROFESSIONALS NETWORK

As a committee of the Chamber, the Young Professionals Network (YPN) of Steamboat Springs provides its members the chance to learn, explore and grow as business leaders. Functions include philanthropic opportunities, leadership development events and social gatherings. YPN's main philanthropic event is the YES Golf Tournament which awarded \$8,000 in scholarships this year.



“Operating in a small community is challenging and rewarding at the same time. We can always rely on the Steamboat Springs Chamber to be there for us in all aspects, whether it’s business development, community outreach, networking, tourism management, or special events. We are proud to support the SSCRA.”

Barbara Robinson, Holiday Inn

MEMBERSHIP BENEFITS

ADVERTISING

Annually, our website boasts over 575,000 visits and 1.5 million page views. Members receive individual business pages on our site as well as brand recognition and referrals online and in the Visitor Center.

PUBLICATIONS

Members benefit from listings in the Steamboat Springs Visitors' Guide and Move to Steamboat publications. Chamber staff produces the Monday Minute, Weekly Happenings and the new Chamber Insight to keep members informed on the work of the Chamber and other members.

MERCHANT PASS PROGRAM

The Chamber offers members and their employees the best possible pricing for Steamboat Ski Resort season passes.

MEMBERSHIP EVENTS

18 networking and business education events were hosted by the Chamber in 2017.

WINTER AND SUMMER EXPOS

50+ local businesses, restaurants and activity companies exhibited the best of what Steamboat has to offer at both the Summer and Winter Expos.

GIFT CARDS

In 2017 the Chamber switched from paper gift certificates to a closed loop gift card system. A total of \$189,535 worth of gift cards were sold, with a total of \$122,795 spent at Chamber member businesses since October 10, 2017. An average of over \$10,000 per month through this program is going to Chamber member businesses.



DESTINATION MARKETING

The City of Steamboat Springs contracts with the Chamber to market Steamboat Springs as a vacation destination in the non-ski season. The Chamber staff, with direction from the 21-person Marketing Committee and the Board of Directors, creates an annual integrated marketing campaign focused on increasing sales tax collections and Net Promoter Score, May through October. The Chamber staff also produces signature events to attract further visitation.

SPECIAL EVENTS

- 75 member businesses supported special events through sponsorship
- \$100,000 allocated through the Special Event Funding program
- 62,000+ spectators and participants attended events supported by Special Event Funding
- Over 230,000 visits to signature event webpages

TOP PUBLICATIONS FEATURING STEAMBOAT

This year Steamboat garnered mentions in National Geographic Traveler, Outside, Sunset, 5280, Travel & Leisure, Alaska Beyond, Washington Post, Boston Herald, Men's Journal, Zagat and more.

DESTINATION MARKETING

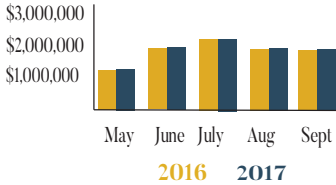
The Marketing Department aims to deliver the highest return on investment to drive tourism in the non-ski season months. Our integrated marketing plan includes digital, print, public relations & social media.

Top Tier Metrics

In 2017 our top goals were to increase sales tax collections and maintain our Net Promoter Score.

Sales Tax Collection

+3.29% YOY



Net Promoter Score

2017 = 73 2016 = 89

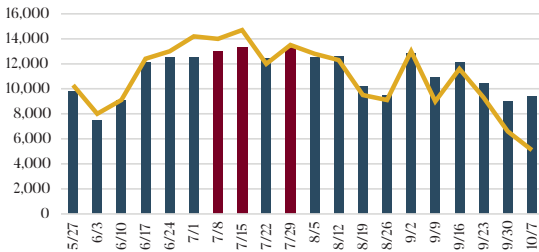
Lodging Occupancy and Visitor Center

We track lodging occupancy rates and number of guests helped through our Visitor Center as a measurement of our marketing efforts.

Lodging Barometer

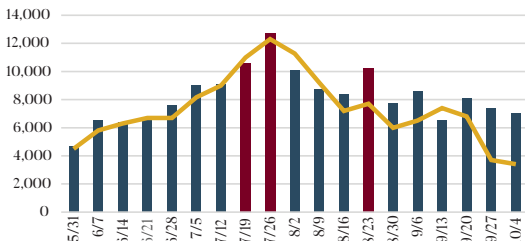
2016 2017 Top 3

Saturdays



Over 16,500 visitors helped in person

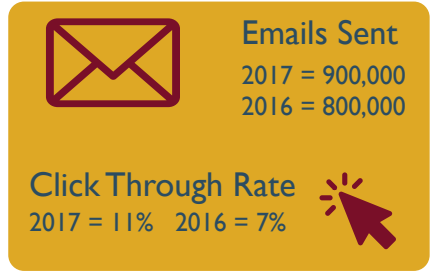
Wednesdays



Visitors' Guide
6,000+ mailed

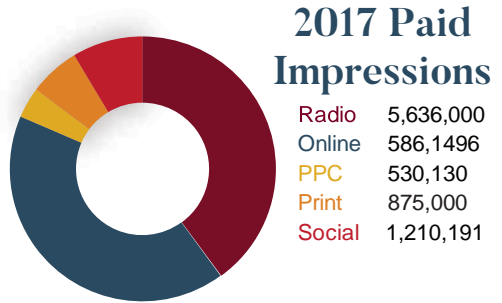
Digital Communications

Steamboatchamber.com and our email marketing campaign continue to be effective ways to communicate with our visitors. Over 60% of website visits come from mobile devices.



Paid Campaigns

In 2017 we focused our efforts on promoting early summer and fall through paid media including print, digital and radio.

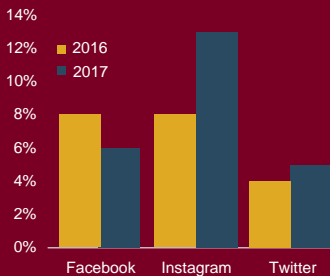


Social Media

Elevating our social strategy resulted in greater following and increased engagement.

Engagement Rate

Percentage of people that saw our posts who then liked, commented, shared or clicked on the post.



Follower Count





CHAMBER STAFF

Kara Stoller
Chief Executive
Officer

Heidi Breidert
Finance & Human
Resources Director

John Bristol
Economic Development
Director

Anna Bridger
Membership Director

Laura Soard
Marketing Director

Maren McCutchan
Public Relations Manager

Sarah Konopka
Events Coordinator

Sarah Leonard
Events & Sponsorship
Director

Lauren Harnitchek
Administrative
Operations Manager

Scott Larson
Digital Communications
Manager

THANK YOU TO
OUR PARTNERS:

