

Carbon County, Utah

DESTINATION DEVELOPMENT PLAN

2030





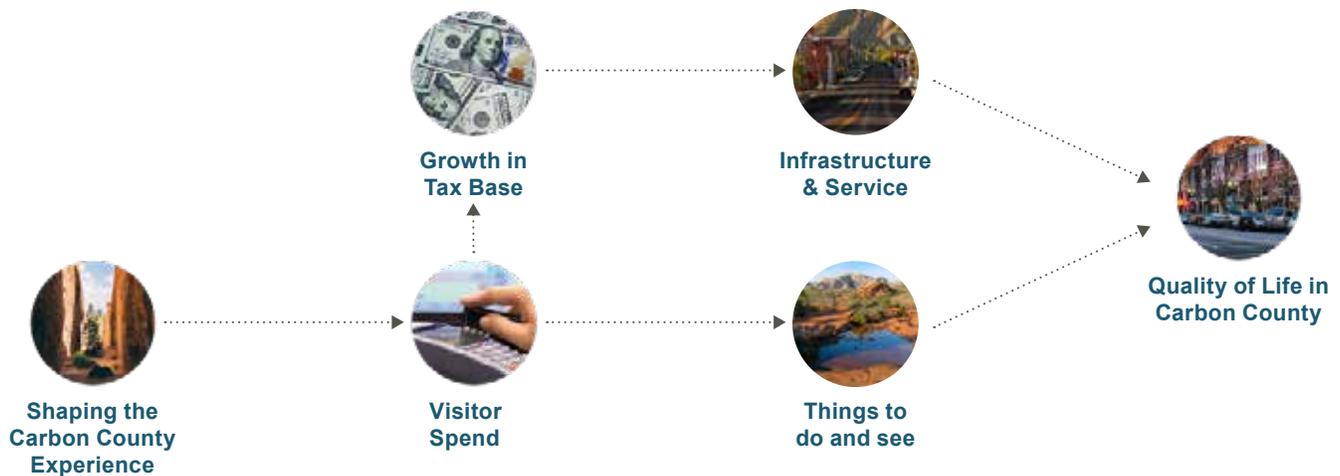
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Introduction

In March of 2019, a Destination Development planning group convened by the Utah Office of Tourism and Carbon County Tourism met for four consecutive days to understand Carbon County’s visitors, describe the current-state visitor experience, envision the future-state visitor experience in 2030, identify Carbon County’s competitive position, identify key strategies to bring the envisioned future to life over three phases, and agree on a system for ongoing plan management.

The contents of this documents are rooted in the idea expressed by the graphic below—namely, that a deliberate shaping of the Carbon County experience will result in a better quality of life for Carbon County’s residents.



How to Use This Plan

This plan contemplates an eleven-year timeframe, ending in 2030, and begins with a Vision of what will be different in Carbon County if we are successful in building a compelling destination and a thriving visitor economy. (pg. 6) A Competitive Position is also identified, helping Carbon County understand what it—uniquely—has to sell to potential visitors. (pg. 8) Profiles of four different potential visitors, courtesy of HUB Collective, are included on page 9.

The work to be done is centered around eight “Strategic Imperatives”—those things that must be accomplished if the plan is to be successful. Each of these Imperatives is supported by a set of Destination Strategies that are distributed over three phases. There are 40 Destination Strategies overall. Phase I, Catalyze the Destination (pg. 16), covers the first three years of the plan and includes 14 strategies. Phase II, Increase Momentum (pg. 18), covers years 4-6 and includes 17 strategies. Phase III, Solidify the Destination (pg. 24), covers years 7-11 and includes the final nine strategies. While the county may work on several strategies at a time, each is denoted by a number that indicates the order in which they should be phased. The timeframes for the three phases are approximate, but should serve as a guide to the major divisions of the work.

In order to ensure that your Strategic Imperatives and Destination Strategies track toward success, Carbon County should form an Implementation Team dedicated to the implementation of this plan. Based on the recommendation

of the planning team, this will likely be the Tourism & Quality of Life Committee of the Community Economic Council, though the membership of that group will need to be inclusive of a selection of stakeholders. (See “Collective Impact Model”, page 28)

Regular meetings of the Implementation Team will track progress and—more importantly—identify opportunities for course correction. Small teams should be identified to undertake each of the strategies that are underway at a given time, and those teams should identify action steps necessary and how they will know when the strategy has been successful. They should regularly report on their progress to the Implementation Team.

This plan is not meant to be an inflexible to-do list. Rather, it should be thought of as the “best guess” for the work to be done over the coming eleven years, but those assumptions should be tested regularly by the Implementation Team. At the five-year mark, a major re-alignment meeting should be held to consider whether major course corrections are necessary, either due to unforeseen setbacks or due to more speedy accomplishment of the goals of the plan than was anticipated.



Vision



In 2030, Carbon County and its cities will be a very different place. Because of the work begun in 2019, tourism will have evolved into a key industry that leverages Carbon County's historic and authentic past. It will offer attractive downtown experiences, access to new-found outdoor wonders, unique prehistoric adventures and experiences, and updated camping and lodging options—all of which bring in new visitors, new sights and sounds, and evolve Carbon County from a pass-through destination to a basecamp.

New lodging opportunities will capture passersby. Hikers and climbers will have their choice of expanded camping areas, both commercial and primitive. OHV enthusiasts and road-tripping families will relax in RV parks where they can park their campers or trailers while enjoying a hot shower. As visitor counts grow, local brick-and-mortar accommodations will renovate their facilities, while new types of hotels and short-term rentals will come under development.

Tourism assets throughout the county will be interconnected with engaging and strategic wayfinding that seamlessly keeps the adventure going and promotes exploration. People will come and go from Nine Mile Canyon, travel out to bike trails and new hiking assets, or easily find local lakes to take a dip or cast a line in the summer heat. When done with the day, visitors will easily be directed back into their town of choice for a county-wide event at the University, a tournament at a local sports complex or for educational opportunities at local prehistoric exhibits. All of this will be easily accessed with integrated and clear event calendars county-wide.

With increased visitation, towns will be buzzing with open doors, conversation, new nightlife and new faces. Restaurants

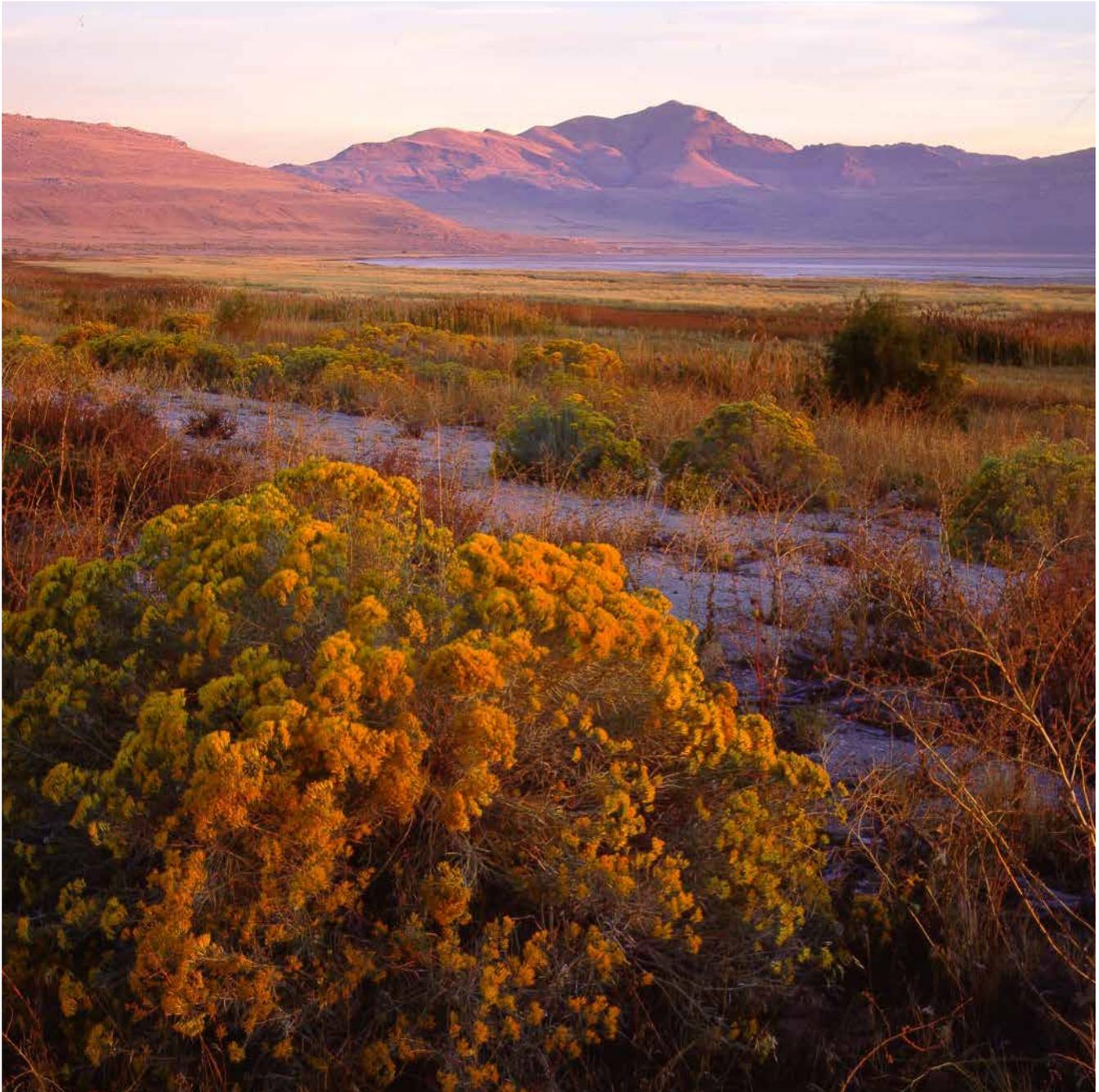
and retail establishments will be eye-catching and enticing, encouraging people stay longer and spend more. Visitors will be surprised by the homestyle, authentic cooking, but also comforted by the availability of tried and true franchise brands.

Local retail, specifically art and outdoor, will see a boom in business as a renewed downtown vibe pushes people into stores and creates buying options beyond gas and supplies. Galleries will see more traffic. Outdoor recreation stores will see more rentals and more purchases as people gear up. As a result, these legacy small businesses will be encouraged to re-invest and enhance their experiences, promoting community pride and establishing Carbon as a destination to experience, rather than one to roll through.

The Carbon of 2030 will feel much different than it does today. New visitors, updated infrastructure and downtowns, and local authentic culture will have breathed new life into a county eager to be discovered.



Competitive Position



Carbon is the centralized, convenient gateway to off-the-beaten path adventures in Southeast Utah. Visitors are attracted by:

- Opportunities to explore less-known, less-crowded, awe-inspiring outdoor adventures
- Unique prehistoric attractions
- Western Americana main street experiences supported by a burgeoning art scene and unexpected dining options
- Best-in-state, non-downhill snow sports
- Basecamp accommodations and supplies

Visitor Profiles



PURPOSE casual yet physically active weekend trip. Has a few to-dos marked out, revolving around an activity (biking, hiking..)

casual trip, looking to get away, no hard plans or itinerary

SEEKING lodging, dining, supplies, evening activities

cultural activities, quality items to purchase, museums, lodging, dining

TIME SPENT 1-3 days

1-3 days

COMMUNITY OFFERING Price

Helper, East Carbon



PURPOSE passing through (to-from Moab, the Swell, Lake Powell, Colorado)

planned vacation, researched Southeast Utah, has itinerary and list of things to do and see

SEEKING bathroom, snack/lunch, quick diversion

basecamp: lodging, dining, supplies, evening activities

TIME SPENT 5 minutes - 2 hours

3-5 days

COMMUNITY OFFERING Wellington, (Helper & Price)

Price

Strategic Imperatives

Bolster Awareness of Carbon

- 1.1 Complete Marketing Strategy
- 1.9 Develop engaging promotional content for Carbon County
- 1.13 Develop version 1.0 “VisitCarbon” website with effective SEO
- 2.1 Leverage a grassroots social media campaign
- 2.10 Outreach and training on hospitality review management (Yelp)
- 3.1 Identify resources to support and enhance local tourism businesses’ online presence
- 3.8 Promote local Airbnb home sharing options
- 3.9 Develop version 2.0 “VisitCarbon” website with effective SEO

Develop a Comprehensive Wayfinding System

- 1.3 Identify ongoing wayfinding improvements, evaluate gaps, and prioritize development
- 2.2 Work with partners to fund and develop strategic wayfinding signage county-wide
- 2.12 Fund and build visitor kiosks and trailhead information systems
- 3.3 Develop and distribute physical and digital outdoor adventure maps
- 3.5 Develop self-guided tours using digital technologies

Identify, Pursue and Create Funding Opportunities

- 1.6 Evaluate opportunities to create capacity for grant writing and alternative funding sources
- 1.7 Secure grants to fund NEPA trail studies
- 1.12 Create local tax incentives or grant programs to encourage retail, restaurant and other asset refurbishment or development
- 2.5 Develop a revolving loan fund for business beautification

Engage in Downtown Beautification and Development

- 1.5 Prioritize and create community improvement programs
- 1.14 Advocate for pro-tourism city and county regulations
- 2.3 Subsidize local rental properties for startups or struggling businesses
- 2.6 Develop a Local Business Alliance in each downtown
- 2.13 Develop volunteer programs to assist local businesses in growth strategies

Build Momentum Around Outdoor Assets

- 1.2 Foster partnership with BLM and USFS
- 1.10 Create a master recreation plan that coordinates current and required efforts
- 1.11 Create itineraries for existing outdoor experiences
- 2.7 Develop and launch a trail designation process
- 2.14 Pursue the development of RV park and campground options
- 2.4 Evaluate and fund required improvements for outdoor recreation accessibility
- 3.2 Create itineraries for outdoor experiences 2.0
- 3.7 Attract outdoor adventure sports businesses

Implement Programs to Develop Local Ambassadors

- 1.4 Educate local stakeholders on the positive economic impacts of tourism
- 2.8 Design and implement an ambassador training program for frontline hospitality staff
- 2.16 Create a local outdoor club to build outdoor ambassadors and caretakers

Build Momentum Around Arts & Cultural & Historic Assets

- 2.11 Create itineraries or self-guided tours for arts & culture visitors
- 2.17 Create county-wide strategy for promoting Jurassic National monument and local prehistoric assets
- 3.6 Form artist cooperatives for greater public access to Carbon county artists

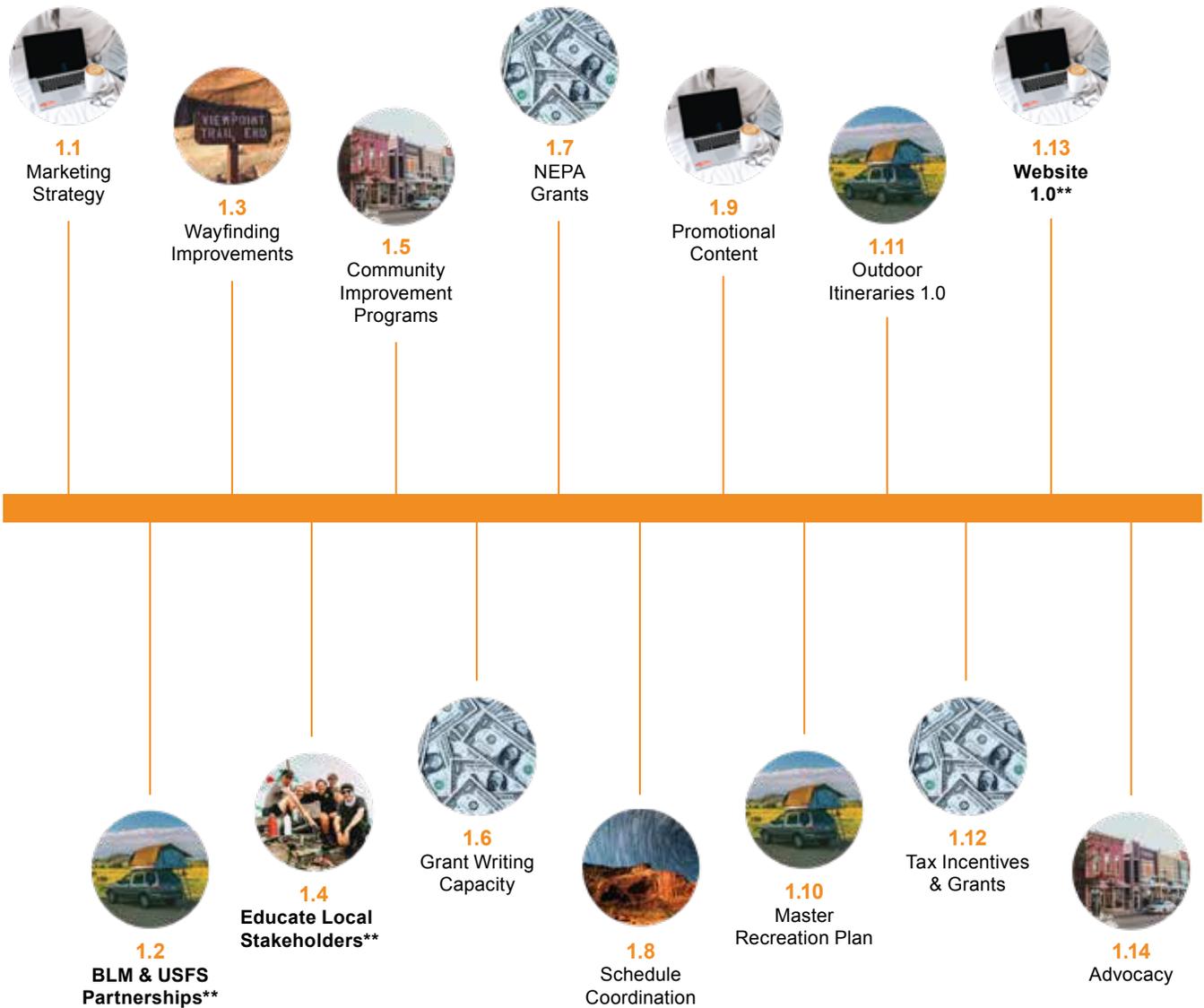
Create, Coordinate and Promote County-Wide Events

- 1.8 Improve coordination of county and inter-county event scheduling and promotion
- 2.9 Support hospitality businesses in consistently promoting county-wide events
- 2.15 Create events in collaboration with retail businesses that drive consumers to retail areas and encourage purchase
- 3.4 Invest in or expand county-wide events centered on outdoor activities, arts & culture with local partners



Catalyze the Destination

🕒 0–3 Years





Catalyze the Destination

The first stage of Carbon County's Destination Development plan is focused on executing, ongoing efforts to provide early wins for the destination. These early wins are important to create in-market momentum, inspire champions of tourism and begin to lay the ground work for tangible success. While capitalizing on these efforts, Phase 1 also calls for beginning to plant the seeds for the long-term evolution of Carbon County as a destination.

1.1 Complete marketing strategy (HUB)

Carbon County has been hard at work with HUB, a Portland-based branding and marketing agency, on building the Carbon County brand and identifying the county's marketing strategy going forward. Finalizing this work, sharing it and implementing it across the county will be an important early win. The power of branding helps promote buy-in and creates excitement about Carbon County's future. This is a logical first step to increasing awareness of the county and driving visitation without much in-market capacity and experience building. Key Partner: HUB.

1.2 Foster partnerships with BLM and USFS

Stakeholders in Carbon County's outdoor recreation industry are already hard at work collaborating with public land authorities to pave the way for more accessible recreational outdoor opportunities. Building upon these efforts will be essential to addressing local land use constraints and creating products and experiences that appeal to Utah's key visitor, the outdoor adventurer. Establishing the ground work now will be imperative to activating new outdoor experiences in the future, a key to attracting tourism spending to the county. Key Partner: County Planner.

1.3 Identify ongoing wayfinding improvements, evaluate gaps, and prioritize development

Like the work already underway with public land authorities, progress is being made in identifying wayfinding opportunities in the county. Wayfinding is essential to re-directing visitors in an otherwise pass-through market. Carbon County currently has outdoor assets and cultural experiences that would appeal to Utah visitors, but they are not readily apparent or easily found. Finalizing current efforts to assess these gaps and establishing a few strategic waypoints throughout the county—directed at existing assets—would help passers by stop and spend now, while future, more county-wide wayfinding systems are planned.

1.4 Educate local stakeholders on the positive economic impacts of tourism

Any destination is only great as long as its residents value tourism. Identifying opportunities to educate the local community—specifically small tourism oriented businesses—on the potential economic impacts and benefits of focusing on tourism as an industry is an important step in creating motivated ambassadors. Doing this early will help create the pro-tourism environment required to capitalize effectively on existing visitors and incentivize locals to think about their businesses as being tourism-ready, a mindset that will be important for later Destination Development strategies. Key partners: Utah Office of Tourism, Coal Country Strike Team. Estimated Budget Requirement: \$20,000.

1.5 Prioritize and create community improvement programs

At first glance, the community of Carbon County is not visitor ready. Some of its establishments are in disrepair and tourism supply factors such as restaurants and retail locations are not easily located or inviting. This destination strategy calls for the prioritization of community improvement programs. These programs should be designed to incentivize and assist local main-street businesses and visitor districts to make the investments necessary to become more tourism-ready. Key Partners: CEC Council.

1.6 Evaluate opportunities to create capacity for grant writing and alternative funding sources

In budget-constrained destinations, securing outside funding is imperative to executing destination development strategies. Carbon County should identify opportunities to create grant writing capacity to seek out and secure state and federal funding. Many of these funding opportunities should be directly related to destination strategies outlined in this plan. These include historical restoration, small business improvements, and other placemaking programs. Grant-writing capacity could be developed either through pay-for-success contractor arrangements or County staffing. Key Partners: USU, Americorp Vista. Required Resources: \$90k-150K FTE or 10% - 15% commission structure.

1.7 Secure grants to fund NEPA trail studies

One of the first areas to secure grant funding for is a NEPA trail study that will be a big step in the development of additional outdoor product and experiences in the county. These studies can be performed for free by federal agencies, but are then subject to elongated timelines. Finding ways to fund these studies will expedite the studies' completion and shorten Carbon County's time to market with a new portfolio of outdoor experiences.

1.8 Improve coordination of county and inter-county event scheduling and promotion

Currently there are many county events that could contribute to Carbon County's visitor experience and provide a more well-rounded itinerary. These events tend to be isolated, non-county wide events, that are at times in competition with each other. Pursuing opportunities to strategically coordinate and promote existing county events could help lift visitation by reducing competition and increasing reach. Key Partners: CEC, Emery County Tourism.

1.9 Develop engaging promotional content for Carbon County

As Carbon County begins to implement its marketing plan (1.1) and sees the benefits of a more prominent, travel-oriented and engaging brand, they should begin to create more engaging promotional content. This will be important as people begin their discovery phase of travel and research Carbon County. Ensuring that their discovery experience is engaging requires appealing and attractive photos and information about Carbon County as a destination. Existing imagery and information about the destination does not match its experience potential.

1.10 Create a master recreation plan that coordinates current and required efforts

Having built stronger relationships with state and federal land management agencies and finalized necessary NEPA studies, Carbon County's next step in the establishment of a broader outdoor recreation product is to create a master recreation plan that outlines current and future efforts. This plan will serve as the "trail map" to the future, help leverage momentum and secure funding for future outdoor product development. Key Partners: National Park Service, Land Management Organizations, CEC.

1.11 Create itineraries for existing outdoor experiences

With a clear recreation plan in place, itineraries should be developed as soon as possible to help create a streamlined and easily accessible outdoor experience. These itineraries will help visitors understand what Carbon County has to offer from an outdoor recreation perspective and help disperse and direct visitors to various tourism assets, maximizing economic impact.

1.12 Create local tax incentives or grant programs to encourage retail, restaurant and other cultural asset refurbishment or development.

Phase 1 of this Destination Development strategy has so far addressed outdoor experiences, promotional content, and increased funding capabilities. Next, the county needs to put funding into action and provide programs and incentives to

downtown retail and restaurant establishments to help build an attractive and enticing sense of place in Carbon County. As previously mentioned, Carbon is believed to be in disrepair. Doubling down on placemaking efforts will help create a holistic visitor experience, drive business to Carbon County's main streets and entice people to linger longer. In a depressed economy, these types of programs and incentives are vital to small businesses as they try to participate in the broader vision of Carbon County as a destination. Key Partners: CEC, Local Government.

1.13 Develop version 1.0 "Visit Carbon" website with effective SEO

Now that Carbon County has new promotional content, early wayfinding success, and a plan for future and existing outdoor experiences, and new improvements to downtown experiences through placemaking initiatives, the county should be ready to harness all of that into one, SEO-optimized tourism website. This website will help centralize all Phase 1 efforts, provide a one-stop information source for things to experience in Carbon County and drive early-adopting visitors into the county. Key Partners: Emery County Tourism, Service Vendor. Estimated Budget Requirement: \$75,000.

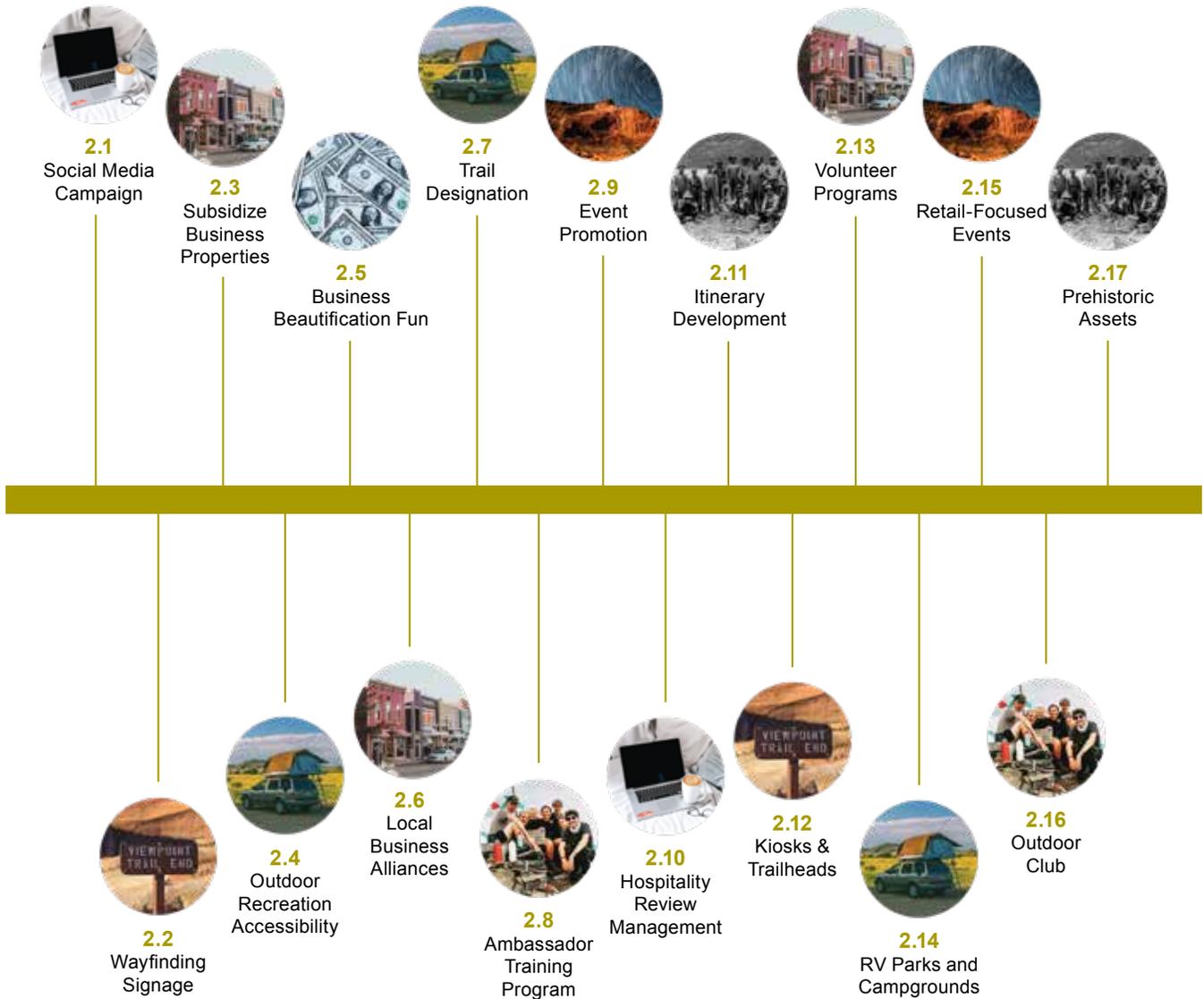
1.14 Advocate for pro-tourism city and county regulations

Often, destinations—and their needs from a visitor experience perspective—are misaligned with their local governments. Local regulations, specifically small business and zoning regulations can create barriers to advantageous growth and timely progress as a destination. Carbon County tourism should work with local governments to advocate for more pro-tourism regulations that streamline new product speed-to-market and support legacy businesses as they try to rebound from a depressed regional economy. Key Partners: CEC, Local and State Government.

PHASE TWO

Increase Momentum

🕒 4–6 Years





PHASE TWO

Increase Momentum

By now Carbon County should be seeing some tangible increases in visitation and increased excitement from local residents on the potential of tourism as an industry. Early wins have gotten people motivated. This phase is about capitalizing on that momentum, consolidating it and taking ambitious collective action as a destination.

2.1 Leverage a grassroots social media campaign

The arrival of new visitors and their increased engagement with county-wide assets should be leveraged to create authentic and engaging promotional content. People are informing themselves today through social media and digital research. By creating programming to increase the amount of Carbon County content on social channels, this grassroots social media campaign will leverage in-market social conversation and content to help share the story of Carbon County and increase its reach as a destination. Key Partners: Local Schools and Universities, Outdoor Clubs, Local Businesses, Hoteliers, Social Marketing Agency. Estimated Required Resources: \$10,000.

2.2 Work with partners to fund and develop strategic wayfinding signage county-wide

Having secured a few small wayfinding wins in Phase 1 by directing visitors to established key assets (9 mile canyon, reservoir, trails, etc.), the County should work to fund and develop a county-wide wayfinding system. This system will strategically place waypoints throughout the county, seamlessly directing visitors to assets dispersed throughout Carbon. This integration will help to keep visitors in-market, drive product awareness and increase visitor spending. UDOT, Local City Governments, BLM, National Park Service. Estimated Required Resource: \$300K.

2.3 Subsidize local rental properties for startup or struggling businesses

Carbon County has experienced a lot of economic pressure in the last decade. These negative pressures have limited the amount capital available to invest in developing new tourism-oriented businesses, improve existing ones, or sustain them at all. Pursuing opportunities to assist new businesses in startup phase, or supporting struggling businesses from shutting down, will be imperative to sustaining and improving the Carbon County experience. These assistance programs could be paired with aforementioned grant opportunities, but are seen as complementary to Carbon's placemaking efforts to create a more attractive and vibrant destination. Key Partners: CEC, Local and State Governments, Property Owners, USDA.

2.4 Evaluate and fund required improvements for outdoor recreation accessibility

Carbon County has many outdoor assets that are under-utilized and under-appreciated—simply because they are difficult to get to. Ensuring that there are a variety of assets available to those with different levels of outdoor acumen will appeal to the breadth of your visitor profiles. Some assets are effectively roadside, while others may require considerable effort to reach. Increasing visitor interest in these assets may require upgrades to roads and other infrastructure such as trails. These efforts can build on the wayfinding effort (1.3) and be prioritized according to the Recreation Master Plan (1.10).

2.5 Develop a revolving loan fund for business beautification

Capitalizing on the early wins associated with grant programs and placemaking, Carbon County should pursue revolving loan funds to continue their placemaking efforts. This type of funding instrument helps to share the risk associated with creating a destination with local businesses. The hope is that, by now, communities and their businesses have seen early success, realized the opportunities created through placemaking efforts and are willing to buy into developing Carbon County as a destination.

2.6 Develop a Local Business Alliance in each downtown

Destination Strategy 2.6 can be done concurrently with strategies 2.3 and 2.5. As new businesses and increased visitor traffic enters the destination, a collaborative of local businesses can begin to shift the destination's tourism-oriented business away from a band of independents to a more cohesive and aligned group. This group can make collaborative decisions and set a vision for the experience they want to create in their individual downtowns. These alliances can begin to pool resources and grant funding in order to drive collective impact to Carbon County's visitor experience.

2.7 Develop and launch a trail designation process

By now the Recreation Master Plan is in implementation mode and 1st phase trails are in development or finishing development. As trails and new outdoor experiences come online they should be designated, marked, brought into the Carbon outdoor portfolio and communicated across destination channels.

2.8 Design and implement an ambassador training program for frontline hospitality staff

Capitalizing on increased traffic and buy in to tourism as an industry, opportunities for the ambassador training of frontline staff should be pursued. This training ensures that Carbon County's hospitality businesses and employees are ready and informed to effectively promote the destination, its products and its experiences. Many Utah travelers depend on word of mouth for their experience plans and recruiting frontline personnel to participate effectively in this word of mouth environment will be beneficial to the local visitor experience and effective in increasing visitor spend by keeping visitors in-market longer. Key Partners: Utah Office of Tourism, Local Retail, Dining and Lodging Businesses.

2.9 Support hospitality businesses in consistently promoting county-wide events

In addition to ambassador training, collaboration and coordination should be realized across all hospitality-oriented businesses in the county to help promote county-wide events. This cross-promotional effort should help drive event traffic and create lift in-market and across the county by ensuring that all events are collectively promoted.

2.10 Outreach and training on hospitality review management (Yelp)

In a world of digital conversation and reviews, managing how visitors report their experience is imperative to driving traffic to a business. Educating local tourism businesses—specifically restaurants and lodging establishments—in best practices of hospitality review management is key to ensuring traffic flows to local businesses and restaurants. While Carbon County is transitioning away from a pass-through market to a basecamp, these reviews are important tools that will influence people to stop and spend. Adequately managing these destination and business reviews are an important first step.

2.11 Create itineraries or self-guided tours for arts & culture visitors

Carbon County has recently benefited from the growth of its arts and culture space. While this market is young and in its early stages, opportunities exist. Creating self-guided itineraries helps push visitors to these art and culture experiences without required duration from the artist or assets. Over time, these self-guided tours should solidify the demand in this market, influence the evolution of this product over time and demonstrate value to local cultural assets and artists.

2.12 Fund and build visitor kiosks and trailhead information systems

By now Carbon County's outdoor product should be well on its way to being more mature. As visitors access these products, trailhead information and visitor kiosks should be readily available, directing outdoor enthusiasts across Carbon's outdoor experience. These information systems will help maintain and enhance the experience of every outdoor enthusiast while ensuring the proper use of designated trails and dispersing traffic across trail systems. Key Partners: UDOT, Local City Governments, BLM, National Park Service. Estimated Required Resource: \$100k - \$150k.

2.13 Develop volunteer programs to assist local businesses in growth strategies

As businesses enjoy more visitor traffic, efficiently capturing these opportunities and converting them into opportunities for growth will be essential. Leveraging local educational institutions to help assist with the growth of small businesses could be an opportunity to help ensure new dollars brought into market are converted effectively into economic impact and reinvested in growth efforts that will further promote and build Carbon County's visitor experience. Key Partners: CEC, BEAR, Local Business Alliances and Chambers, USU.

2.14 Pursue the development of RV park and campground options

Being an outdoor destination, limited outdoor lodging infrastructure is problematic. This lack of outdoor lodging capacity, such as campsites and RV parks, influences people to pass through Carbon County without an overnight stay. With new dollars in-market and partnerships with land management agencies well-established, efforts should be made to provide more camping opportunities. RV parks catering to the Utah road tripper would be complimentary. Regulations and zoning should be pursued to allow for the development of both.

PHASE TWO

Increase Momentum

2.15 Create events in collaboration with retail businesses that drive consumers to retail areas and encourage purchase

Placemaking efforts should be well-realized by now. Carbon County will have improved its retail and restaurant experiences and new downtown alliances will be working together to ensure a collective experience. Using this momentum, the County should create centralized, downtown-oriented events that drive spending to retail and dining. These centralized events help create community and cultural opportunities for visitors. They also provide an anchor experience for visitors to plan travel around or give outdoor enthusiasts a complimentary experience that influences them to stay longer before moving onto another Utah wonder. Key Partners: Downtown Alliances.

2.16 Create a local outdoor club to build outdoor ambassadors and caretakers

With new trails comes new traffic. As the word gets out about Carbon County's less-populated outdoor experiences, more people will come. While this is desirable from the perspective

of building the visitor economy, it is also clear that Carbon County does not want to become another over-crowded destination, and that local historical assets solitude are important to preserve. Establishing local associations tasked with assisting on both the promotion and preservation of these assets will ensure that these assets continue to contribute both to the visitor economy and residents' quality of life.

2.17 Create county-wide strategy for promoting Jurassic National monument and local prehistoric assets

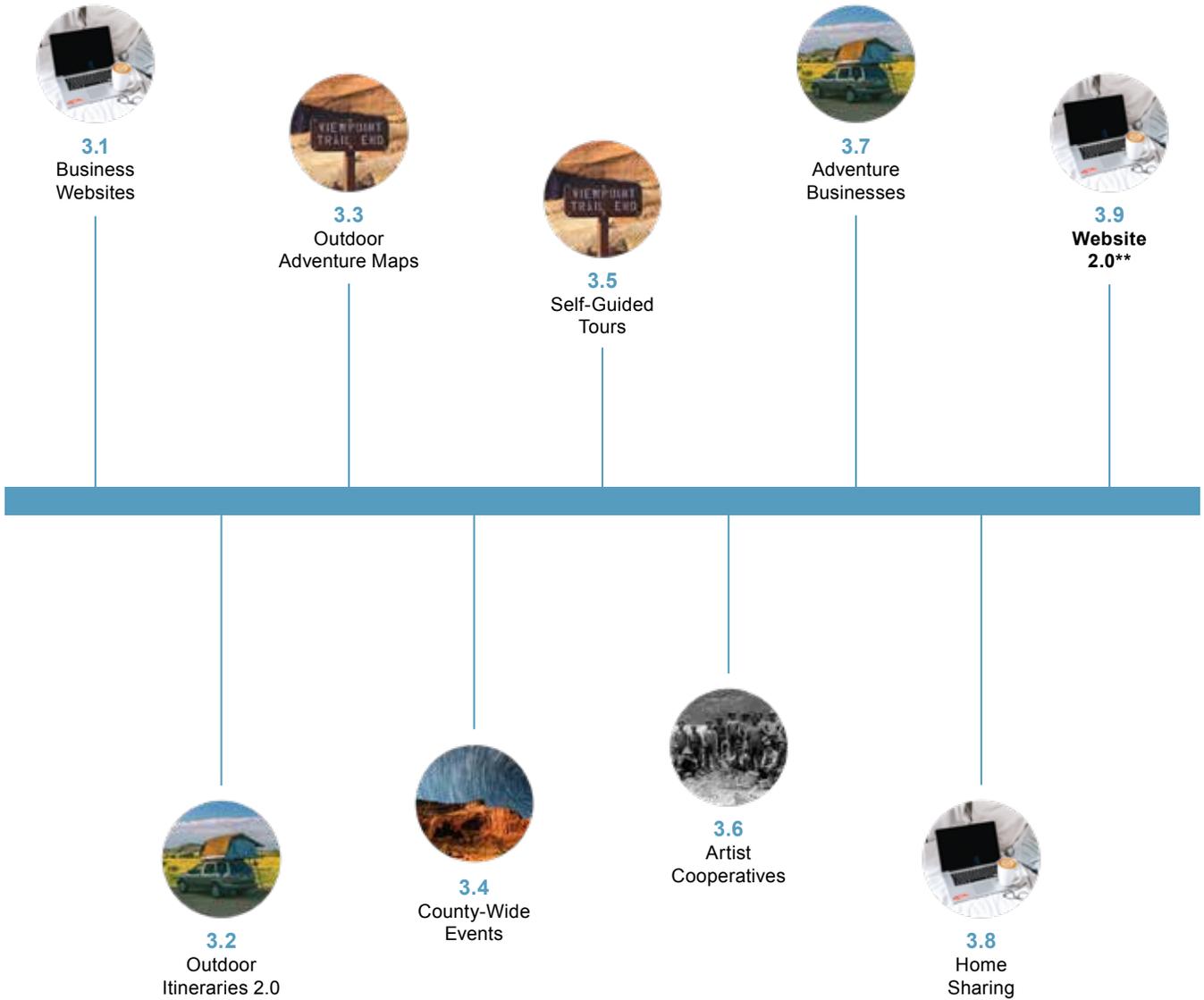
The recent declaration of the Jurassic National monument is a huge win for the county. Designations like these are proven to drive visitor traffic. While there is a lot of work to be done to establish this park and make it visitor ready, it will be important to begin to plan for the activation of this valuable asset. Developing a county-wide plan to promote these assets and prepare for increased visitation will be critical to leveraging the increased attention these prehistoric assets will draw. Key Partners: BLM, Utah Office of Tourism, Emery County Tourism.





Solidify the Destination

🕒 7–11 Years





Solidify the Destination

By now the destination should be buzzing. Local businesses should be experiencing increased foot traffic, Carbon County's assets are aesthetically appealing, and people are stopping by instead of driving through. Campsite and RV parks serve as basecamps for outdoor adventurers, while upgraded lodging options attract the more traditional traveler. Destination Strategies in Phase 3 aim to solidify these experiences and up-level their promotion as the destination is now fully ready for its full share of travel.

3.1 Identify resources to support and enhance local tourism businesses' online presence

With local businesses ready to attract and serve the Utah visitor, efforts and funds should be collectively identified to solidify the online presence of Carbon's tourism businesses. These sites should be intriguing and encouraging, communicating the new Carbon County brand identity, with updated imagery and by providing accessible and integrated information—all SEO optimized.

3.2 Create itineraries for outdoor experiences 2.0

In 2030, Carbon's outdoor experience is fully realized. As a result, the time will have come to updated Carbon's outdoor experience itineraries to clearly communicate these attractive outdoor experiences.

3.3 Develop and distribute physical and digital outdoor adventure maps

The digitization of outdoor maps will be the new norm by this phase of Carbon County's Destination Development Plan execution. In conjunction with destination strategy 3.2, Carbon County should provide digital, mobile-accessible adventure maps of their complete outdoor experience. These digital assets will put Carbon County's outdoor experiences at the fingertips of everyone who stays or passes through the destination. This accessibility will help curate their experiences and influence travel.

3.4 Invest in or expand county-wide events centered on outdoor activities, arts & culture with local partners

Through previous strategies, Carbon County will have done the work to better align events and cross-promote them through your tourism-related businesses. You will have also done the work to make your outdoor and arts assets more accessible, and will have increased hospitality capacity throughout the county. Therefore, the time will be ripe for Carbon County to develop events that are customized to support the growth of these two tourism industries in the county. These events should primarily be designed to attract overnight visitors—not locals—though locals will undoubtedly

appreciate these events as well. It's possible, in time, that one or more of these events could become one of Carbon County's signature attractions.

3.5 Develop self-guided tours using digital technologies

Similar to digital adventure maps, creating self-guided digital tours and itineraries will also help cement the new Carbon as a destination and provide options quickly and easily.

3.6 Form artist cooperatives for greater public access to Carbon county artists

One of the greatest challenges that small artist communities have is in monetizing the art produced in-market. In order for artists to have an "open shop" to sell their work, they will have less time in the studio, or may face constant interruptions. However, if artists band together and take turns staffing a storefront gallery (possibly with some subsidization), they can maximize their time. For example, if fourteen artists band together to sell work out of a storefront, the gallery could be open every day, with each artist only responsible to staff the gallery twice a month. This can create the kind of buzz that will eventually attract more commercial galleries, further reinforcing the arts aspect of the destination.

3.7 Attract outdoor adventure sports businesses

As Carbon becomes a new destination for outdoor adventure sports, retail should follow. Leveraging early pro-business regulations, Carbon should work to attract these niche businesses and increase tax revenues in-market.

3.8 Promote local home sharing options

Increased visitation calls for an increase in lodging demand. As demand increases, efforts should be made to collect and market all available home sharing options in the county. Home sharing is a popular travel option for those trying to "live like a local" and should be considered and marketed as a part of Carbon County lodging opportunities.

3.9 Develop version 2.0 "VisitCarbon" website with effective SEO

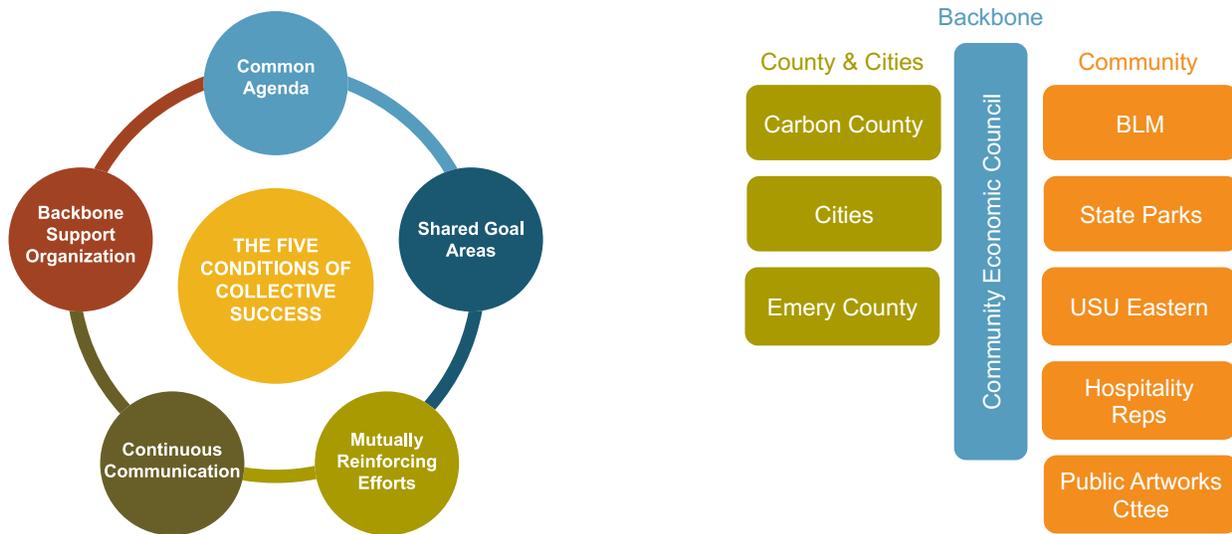
The final step in this destination development plan is about capturing all the hard work in one updated and integrated website. This website will build on the earlier site developed in Phase 1, but also include new products and experiences, links to updated partner sites, engaging, visualized content and easily accessible itineraries. This site will serve as the culmination of years of hard work and officially position Carbon County as a basecamp for adventure and culture.

Key Partners: Marketing Agency.



IMPLEMENTATION:

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

The collective Impact Model will form the basis for ongoing management of the plan. The convening (or “backbone”) organization—the Community Economic Council (CEC)—will ensure that all of the necessary representatives come together on a regular basis to share progress, course-correct, and strategize next steps. The Tourism & Quality of Life Committee, specifically, will provide a distinct focus on this work. It is important to note that the CEC’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.

Participants should include representatives of the following municipalities and organizations, at minimum:

- Carbon County & Carbon County Tourism
- Price
- Helper
- East Carbon
- Emery County
- Bureau of Land Management
- Utah State Parks
- USU Eastern
- Public Artworks Committee
- Hospitality business representatives

Year One Meeting Cadence

- Community Economic Council convenes monthly meeting
- CEC Tourism & Quality of Life Committee convenes twice a month

After year one, the group should align on frequency of meetings to ensure sufficient momentum. Annual, formal progress reports to the County Commissioners with a public audience are also recommended.

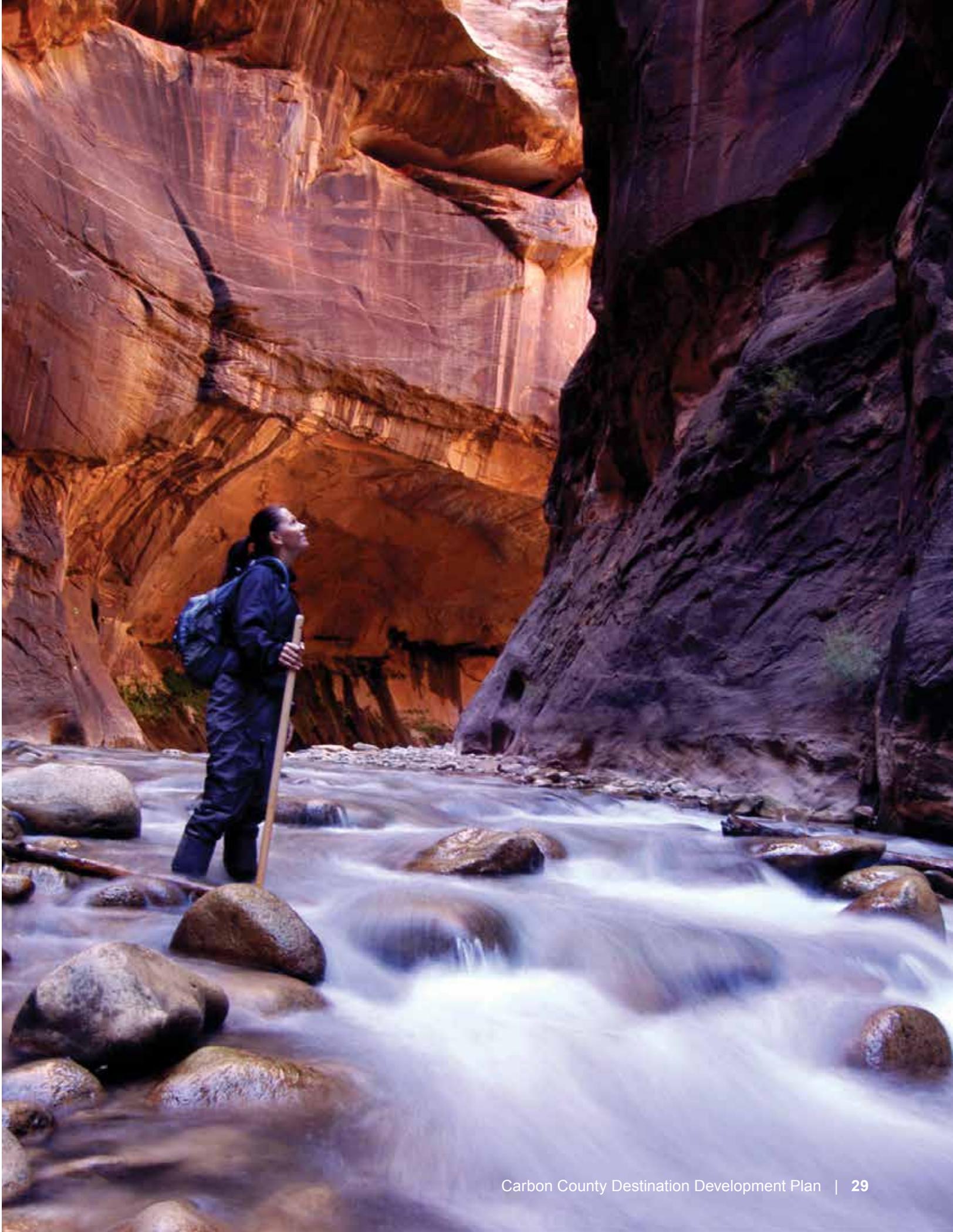


Acknowledgments



Destination Development Planning Team:

- **Tina Henrie**, Carbon County Tourism
- **Rita Vigor**, Carbon County Economic Development
- **Lenise Peterman**, Helper Mayor
- **Layne Miller**, Price City Council
- **Ben Heaton**, Quality of Life Chair
- **Casey Hopes**, Commissioner
- **Mark Jesperson**, Bicyclewerks
- **Tom King**, Carbon Country Club
- **Ken Carpenter**, USUE Prehistoric Museum
- **Greg Dart**, USUE
- **Taren Powell**, ETV Marketing
- **Flint Timmins**, Utah Office of Tourism
- **Michael Kosmala**, Principal, Coraggio Group
- **Matthew Landkamer**, Principal, Coraggio Group
- **Colin Stoetzel**, Associate Principal, Coraggio Group





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Coraggio Group | 503.493.1452 | coraggiogroup.com