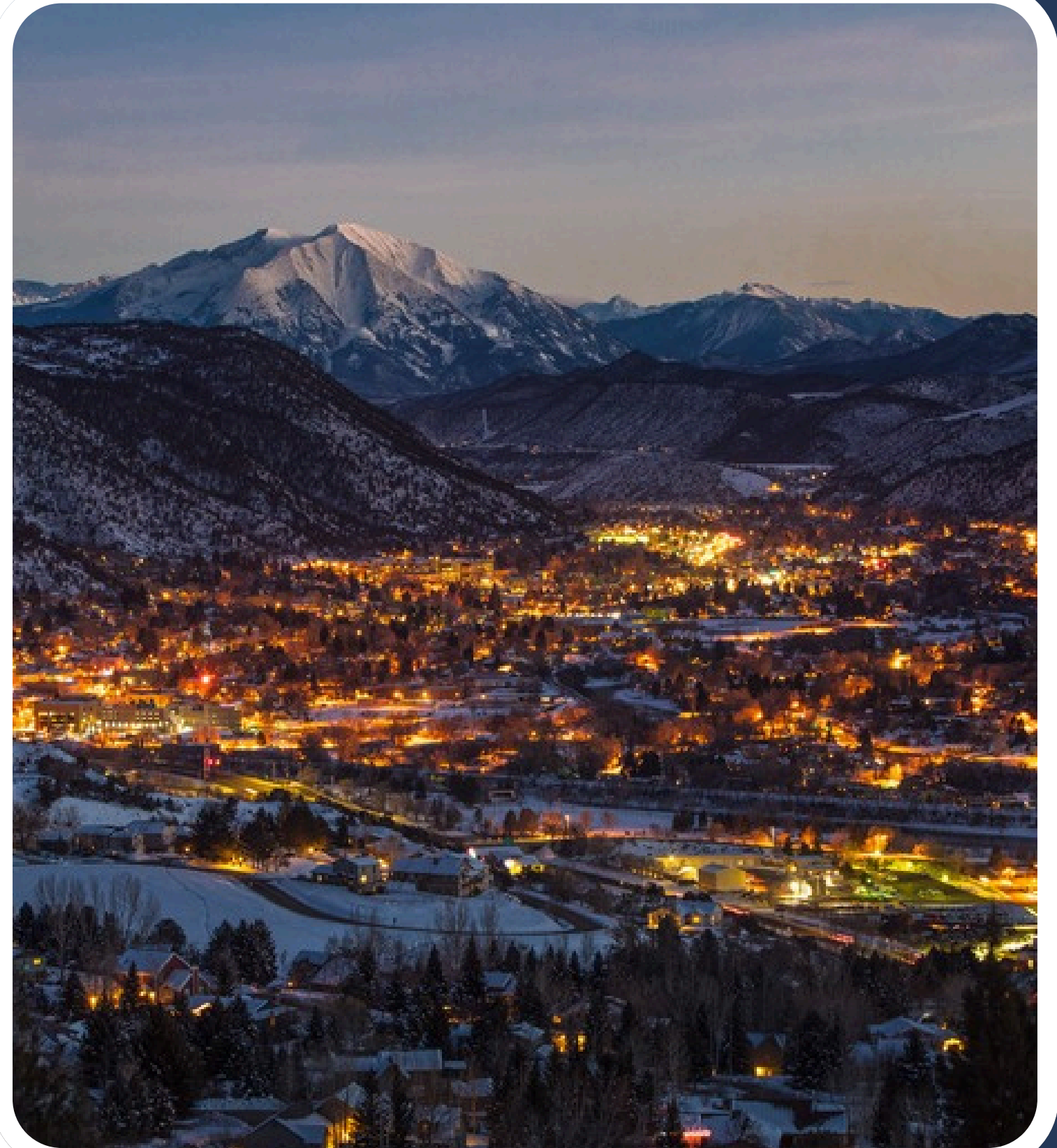




2026 PROGRAM OF WORK & LONG-TERM STRATEGIC VISION



ABOUT US

Founded in 1919, the Glenwood Springs Chamber Resort Association (GSCRA) is an independent 501c6 nonprofit organization. The organization serves as both a chamber of commerce and a destination marketing and management organization (DMMO) known as Visit Glenwood Springs.

Mission

> Helping business thrive and community prosper.

Vision

We envision a vibrant and thriving community where businesses flourish, collaboration is celebrated, the unique spirit of our community is preserved and enhanced, residents are engaged, and visitors experience the warmth of our hospitality.



FUTURE-FOCUSED STRATEGIC PLANNING

As we set out to shape our 2026 program of work and build a longer-term strategic vision, we knew our planning needed to be informed, inclusive and future-focused. To do that, we anchored our process in ACCE's Horizon 2035, a research-based foresight initiative that helps chambers anticipate the forces that will influence our communities in the years ahead.

Using Horizon 2035 as our guide, we were able to:

- Broaden our perspective with nationally vetted research on future-shaping trends.
- Bring our board, staff, investors and partners together to examine how these trends are appearing locally as both challenges and opportunities.
- Review our current program of work and reaffirm the importance of continuing the efforts that are already serving our communities well.
- Focus our long-term strategy on the influences most likely to occur and have the greatest impact on our community over the next decade.



BUILDING ON STRENGTHS

- **Trusted Convener & Unifying Voice** The process reinforced our role as a trusted convener and unifying community voice.
- **Focused Pillars: Connect. Engage. Elevate.** Simplified from Connection, Education & Support; Advocacy & Access and Preserving & Enhancing the Community. These pillars guide all our work and keep us aligned with our mission of helping business thrive and community prosper.
- **Balancing New Initiatives with Foundational Work:** As we evolve, our foundational work remains essential. We will balance new initiatives with existing programs to ensure they are impactful, sustainable and mission aligned.
- **Trust in chambers and local businesses is strong:** 81% of U.S. adults view their local chamber as a trusted resource and partner, and 9 in 10 say chambers boost local economic growth and help address community challenges.
-2024 Harris Poll, conducted on behalf of ACCE

With this foundation of trust and momentum, using Horizon 2035 allows us to take bold, informed action to strengthen our community and deliver lasting impact.



COMMUNITY-DRIVEN INSIGHTS AND STRATEGIC DIRECTION

Key Challenges & Opportunities

- Leadership Churn
- Inclusive Economic Growth
- Talent Development at the Speed of Business
- Political and Social Fragmentation

Our Response

- Leverage strong partner engagement and momentum.
- Board, staff and partners will collaborate via committees and focus teams.
- Build on pillars: Connect. Engage. Elevate.
- Create a resilient, future-ready community.

OUR PILLARS



CONNECT

Build meaningful relationships and networks that help businesses thrive. Through programs, education, resources, events and promotional opportunities, we connect people, ideas, and organizations to drive sustainable growth and lasting success.

Key Events

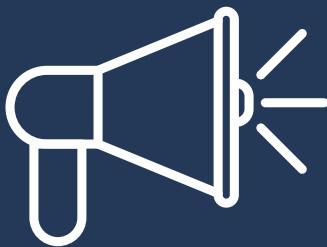
- Annual Gala/Awards
- Economic Forecast
- Speed Networking
- Let's Talk Business/Hablemos de Negocios

Key Programs

- Latino Business Connect
- Online Resource Center
- Awards Programs
- E-Communications
- Networking Programs
- Sponsorship/Advertising Opportunities
- Glenwood Gold
- Shop local initiatives
- Savings Programs
- NEW: Industry Forums
- Official Publications
- Chamber Travel Program

Committees/Partnerships

- Ambassadors
- Latino Business Advisory Council



ENGAGE

Champion business through advocacy and collaboration. By addressing key local, state and national issues, we help create an environment where businesses and community can succeed together.

Key Events

- Speed Dating with Your Legislators
- Issues and Answers Forums

Key Programs

- Annual Legislative Policy Priorities

Committees/Partnerships

- Business Advocacy Advisory Board
- External partners such as: Mountain Chamber Alliance; Colorado Competitive Council Steering Committee; Colorado Chamber; U.S. Chamber and others



ELEVATE

Support local businesses and enhance quality of life through destination marketing and management, community events and partnerships. We strengthen economic vitality, build community pride and drive collaboration, solutions and visionary leadership.

Key Events

- Strawberry Days
- Winter Wonderland
- Grand Holiday

Key Programs

- Destination Marketing and Management
- 250/150 Celebration and Promotions - 2026

Committees/Partnerships

- Community on the Move
- Prosper Glenwood
- Tourism Management Board

OPERATIONAL EXCELLENCE & REBRANDING

Operational excellence through financial sustainability, governance, leadership, staff development and effective communication, remains a continuous focus, ensuring long-term success.

To better tell our story, a rebranding process began in 2025. With pillars clarified, 2026 is the ideal time to launch the new brand and strengthen understanding of our role, structure and impact.



MEASURING SUCCESS

Key Performance Indicators (KPIs)

We will measure the following utilizing various tools and resources.

- Budget Goals
- Membership Growth, Retention & Satisfaction
- Event Attendance & Satisfaction
- Policy Engagement & Priority Outcomes



STRATEGIC PRIORITIES

These long-term initiatives build upon our core pillars - Connect, Engage, and Elevate - to create a resilient and future-ready community.

2026 GOALS

> Focus Teams

Develop Focus Teams to begin addressing key challenges:

- Leadership Churn
- Inclusive Economic Growth
- Talent and Workforce Development
- Political and Social Fragmentation

> Frequent Communications

Communicate with stakeholders quarterly on program of work and strategic initiatives progress.

> Convene

Host at least one convening to bring all Focus Teams together to check in with overall plans and determine next steps.



FOCUS TEAMS

Leadership Churn Focus Team

FOCUS: Succession planning, leadership development and continuity.

Outcome: Stronger pipelines for emerging leaders, smooth transitions for business owners and sustained local ownership and resilience.

Pillars: Connect & Elevate

Talent Development at the Speed of Business Focus Team

FOCUS: Workforce readiness and local talent.

Outcome: Stronger connection and alignment between employer needs and training programs resulting in a prepared workforce that supports a resilient local economy.

Pillars: Connect & Elevate

Inclusive Economic Growth Focus Team

FOCUS: Inclusive, accessible and sustainable economic growth and opportunity.

Outcome: Support for small businesses and entrepreneurs, coordinated efforts with key partners, and progress on barriers such as housing, childcare, transportation and cost of living.

Pillars: Connect & Elevate

Political and Social Fragmentation Focus Team

FOCUS: Encourage civic participation, inclusive dialogue and civil discourse.

Outcome: Respectful dialogue considering differing perspectives, deeper mutual understanding and the potential to solve complex problems and bridge divides.

Pillars: Connect, Engage & Elevate

****The first question for each Focus Team: Is another community organization already doing this work? If so, the team's role shifts to understanding their efforts and sharing relevant information about the identified opportunity or challenge.***



Visit Glenwood Springs 2026 Program of Work

Destination Marketing and Management/Visitor Services

As the contracted destination marketing and management organization for the City of Glenwood Springs (Visit Glenwood Springs), continue to operate Visit Glenwood Springs and the Visitor Center. Manage marketing and responsible promotion for the Glenwood Springs area to benefit the local economy, enhance residents' quality of life, and protect natural resources. This work will be done consistent with the 2026 Tourism Marketing-Management Plan and Budget. The Glenwood Springs Visitor Center serves as the front door to the community, providing guests with information and business referrals.

Objective: Create Local Advocates

Goal: Shift to Residents First Mentality

Progress: Conducted resident surveys in Q1, 2025

Results: 814 residents responded.

Key Takeaways: Drive off-peak visitation, create access for locals, continue tourism management.

Next Step(s): 2026 Focus Groups to dive deeper; 2027 Resident & Partner Surveys

Goal: Advocate for Local Access Opportunities

Progress: Local attractions offering improved resident access during off-peak times

Next Step(s): Continued growth of access and communication to residents.



Objective: Brand & Market to Highly Compatible Visitors

Goal: Expand international visitation

Progress: VGS collaborating with CTO to recruit international visitors by attending 2 international summits, meeting with tour operators, travel agents and hosting familiarization tours.

Next Step(s): Continued investment in international visitation growth.



Objective: Make Data Driven Decisions

Goal: Support local businesses.

Progress: Conducted resident and partner surveys in Q1, 2025

Results: 43 businesses provided input.

Key Takeaways: Drive year-round visitation, promote local businesses, champion tourism, improve tourism infrastructure.

Progress: Wheel the World Program launched with 23 businesses.

Next Step(s): Expand Wheel the World partners; Brand refresh promoting health and wellness and adventure experiences.



Objective: Enhance the Visitor Experience

Goal: Encourage responsible visitation.

Progress: Promotion of use by arrival by train/bus, promotion of use of new on-demand transit service, creation of “Walkable Glenwood” campaign.

Next Step(s): Analysis of success of campaigns and increased emphasis on “leave your car behind” visitation.



KPIs based on the following five measurements

Data will be delivered quarterly

1. Lodging demand
2. Visitation highlighting lift of slower seasons + overall
3. Spend-how Glenwood Springs is beating inflation
4. Sentiment of tourism (residents and visitors)
5. Marketing Metrics (these will vary by tactic)

Evaluate all available lodging and tourism data to determine the most effective periods for marketing and advertising activity, adjusting as possible on an annual or seasonal basis in response to those data trends.

