



2024 Program of Work

BACKGROUND

The Glenwood Springs Chamber stands firm in its purpose, driven by the undeniable link between the thriving business community and the general well-being of our larger community. Our focused initiatives, designed to furnish businesses with the indispensable tools for success, play a crucial role in steering the overall prosperity of our community. Moreover, our concerted efforts extend to cultivating a community that is not only thriving economically but is also an attractive and fulfilling place to live, work, and play.

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.

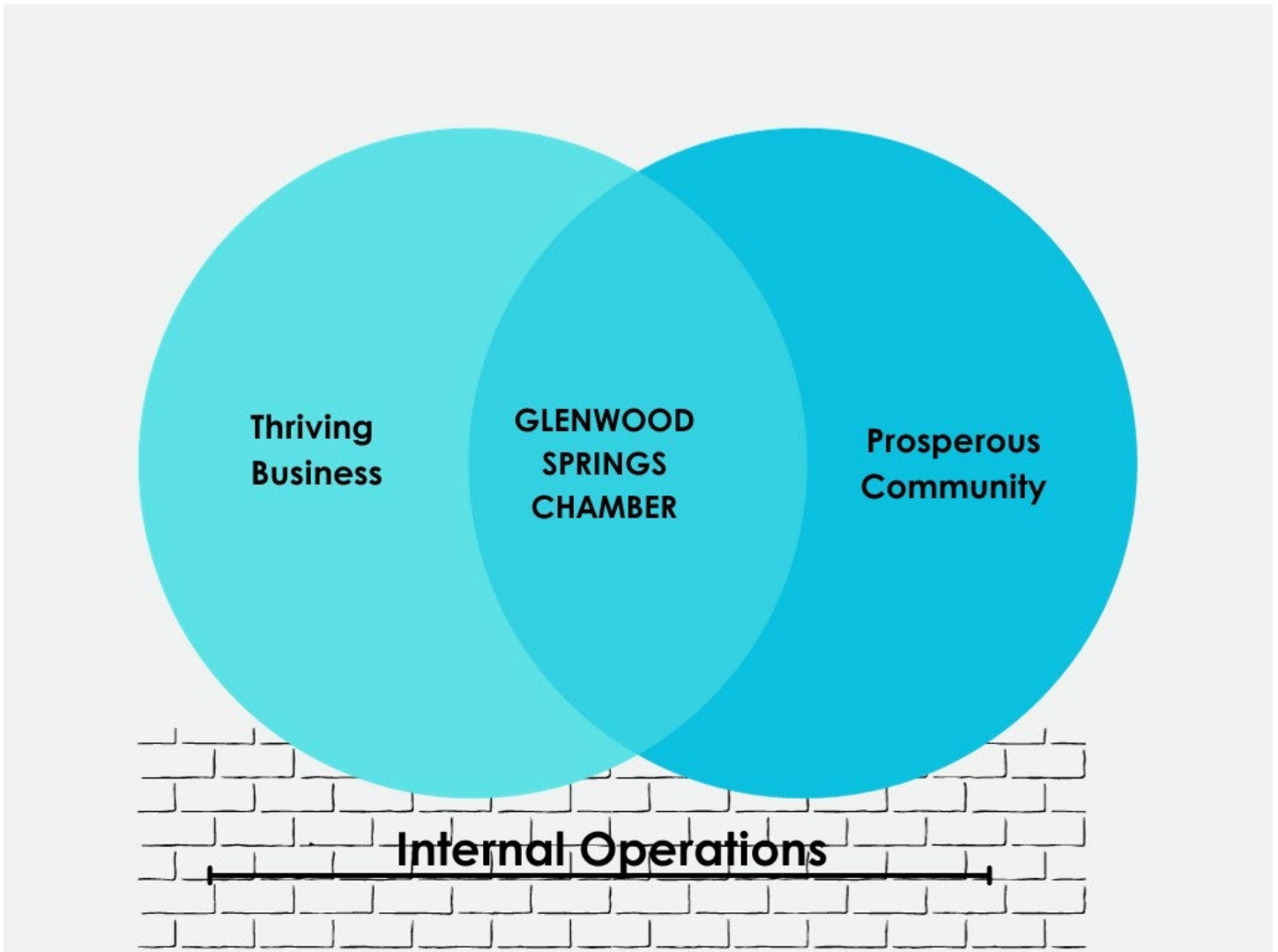
WHY WE EXIST:

- To be the CHAMPION for a thriving community.
- To be a CATALYST for sustainable business growth and development.
- To be the CONVENER of leaders and influencers to get things done.

CORE COMPETENCIES:

- Create a strong local economy.
- Promote community.
- Provide business building and educational opportunities.
- Represent business interests with government.
- Political action.

2024 KEY INITIATIVES



Our 2024 Program of Work is broken into three simple categories: **Thriving Business**, **Prosperous Community**, and **Internal Operations**. Thriving Business and Prosperous Community are inclusive of our mission-driven work, while Internal Operations focuses on maintaining a healthy organization which allows us to achieve the organization's mission. As identified by the board of directors, within each category is one special 2024 initiative:

- Latino Business Connect (Thriving Business)
- Building Futures and Inspiring Leaders (Prosperous Community)
- Tell Our Story (Internal Operations)

Thriving Business

Objective: Help retain and sustainably grow existing businesses by providing tools, resources, promotion, connection, and education while cultivating an environment that both new and existing businesses need to succeed.

Strategies:

- **Destination Marketing and Management:**

As the contracted destination marketing and management organization for the City of Glenwood Springs, 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 2024 marketing plan and budget.

- **Advocacy and Access:**

Work in collaboration with the Glenwood Springs Chamber Business Advocacy Advisory Board to serve as the voice consistently and effectively for business on local, state, and national issues utilizing strategic partnerships such as Colorado Chamber, U.S. Chamber and Mountain Chamber Alliance. Provide opportunities for direct access to elected officials.

- **Education, Connection and Resources:**

Provide programs, education, resources, events, and services consistent with the needs/wants of members in alignment with the organization's mission. Consistently evaluate programs, services and events and make necessary changes to ensure relevance.

- **Promotion and Visibility:**

Promote businesses through publications, website, social media, sponsorship opportunities and ribbon cuttings.

- **Savings Programs:**

Provide programs such as ski pass discounts, RFTA zone passes, member to member deals and more that save businesses money and assist with employee attraction and retention.

2024 SPECIAL FOCUS: Latino Business Connect

Objective: Work in collaboration with the Glenwood Springs Chamber Latino Business Advisory Council to build relationships between our organization and the vibrant Latino business community. Recognizing the rich diversity and entrepreneurial spirit within the Latino business community, we seek to create opportunities to promote collaboration, growth, and mutual success.

Strategies:

- **Translation:**

Hire a professional translator to translate glenwoodchamber.com and appropriate documents/materials into Spanish and to assist with ongoing social media, marketing, and outreach efforts in Spanish.

- **Resource Hub:**

Establish an online resource hub tailored to the needs of Latino businesses. The platform will provide access to information, tools and resources in Spanish and English that can aid in business development, marketing, and financial management.

- **Business Classes and Seminars in Spanish:**
Collaborate with Colorado Mountain College and others to conduct specialized classes addressing topics relevant to the Latino business community. Sessions could cover areas such as business development, access to capital, marketing strategies, and navigating the regulatory landscapes.
- **Let's Talk Business Event**
Host bilingual event in April (Diversity Month) to introduce the Latino Business Advisory Council, celebrate success stories of Latino businesses, share available resources, and provide an opportunity for networking.

Prosperous Community

Objective: Cultivate a community that is not only thriving economically but is also an attractive and fulfilling place to live, work, and play.

Strategies:

- **Community Events:**
Create, maintain, and promote opportunities such as Strawberry Days and other community events that enhance community vibrancy for the benefit of residents, businesses, and guests.
- **Collaborating to Solve Community Challenges:**
Collaborate with community partners to solve important challenges.

2024 SPECIAL FOCUS: Building Futures and Inspiring Leaders:

Objective: Inspire and empower individuals to actively participate in community and civic life, thereby creating a sustainable pipeline of diverse and effective community leaders. Through strategic partnerships and community engagement, we aim to address the growing need for strong, informed, inclusive, and business-minded leadership at all levels.

Strategies:

- **Emerging Leaders:**
Reimagine and rebuild Roaring Fork Professionals/Emerging Leaders Group.
- **Community Discussion Series:**
Collaborate with partners to host a community discussion series to increase civic capacity and provide a venue for disseminating accurate information and opportunities for healthy discourse on important community topics.
- **Community Leadership Academy/Bootcamp:**
Collaborate with partners to host series to inspire and build community leaders.
- **Board Leadership 101:**
Host a board basics training and non-profit expo to develop current and future board members and connect community leaders to non-profit organizations.
- **Common Ground:**
Find common ground through telling the story of partnerships, accomplishments, and positive progress in the community.

Internal Operations

Objective: The foundation of the Glenwood Springs Chamber is the basic but all-important operations of the organization that keeps it running efficiently and effectively. These include our governance structure, systems, financials, people, and processes.

Strategies:

- **Financial Sustainability:**
Constantly utilize financial resources efficiently and effectively, continue to engage in financial best practices and earn another clean annual financial audit. Explore new revenue streams around contract work, grants, and non-dues revenue sources.
- **Strong Governance:**
Ensure that policies utilize best practices, are relevant, up to date and consistently followed.
- **Professional Staff and Board:**
Develop, retain, and grow talent within the organization's staff and board to expand reach and impact.

2024 SPECIAL FOCUS: Tell Our Story

Objective: Promote the value of the chamber and our successes in the community.

Strategies:

- **Rebrand:**
Consider rebranding the Glenwood Springs Chamber to differentiate us from other organizations to better tell our story.
- **Elevator Pitch:**
Create and share an easy elevator pitch to help staff and board members to tell our story.
- **Testimonial Campaign:**
Create a testimonial campaign to promote the value of the chamber.
- **Improve and Enhance Communication Channels:**
Audit current communication channels and consider utilizing additional outlets such as blogs, TikTok, podcasts and text campaigns to message consistently and effectively.
- **Communicate the Value of Tourism:**
Utilize econometrics, case studies, data and one-on-one meetings with Glenwood Springs City Council and staff to communicate the value of tourism.

Staff will continue to engage in professional development as well as represent the chamber and community in various leadership roles.

Angie Anderson, President & CEO

- 2024 Fellowship for Economic Mobility, Association of Chamber of Commerce Executives Foundation
- Immediate Past Chair, Association of Colorado Chambers of Commerce (ACCC)

- Chair, Mountain Chamber Alliance (MCA)
- Prosper Glenwood Steering Committee
- Colorado Mountain College's Roaring Fork Campus Advisory Board
- Coach, Girls on the Run

Tara Harman, Director of Operations and Special Events

- U.S. Chamber Institute for Organization Management, Year Two Participant
- Kirstie Ennis Foundation Board of Directors
- Kiwanis Club Member
- Junior Achievement of the Roaring Fork Valley Volunteer

Lisa Langer, Director of Tourism

- Secretary-Treasurer CADMO (CO Association of Destination Marketing Organizations).
- Colorado Tourism Office (CTO) International Promotion Committee
- Colorado Tourism Marketing Committee
- Roaring Fork Valley Destination Alliance
- Prosper Glenwood Steering Committee
- Colorado Tourism Office Inclusivity in Travel Coalition
- Colorado Tourism Office Destination Stewardship Council
- CMC Theatre Advisory Council
- Defiance Community Theatre Board
- Colorado Tourism Leadership Journey Mentor

Heidi Pankow, Tourism Project Manager

- Colorado Scenic Byway Commission – Western Colorado representative and Chair
- Colorado Tourism Leadership Journey Alumni Ambassador
- Colorado Tourism Office Inclusivity in Travel Coalition
- Tour Colorado Board Member
- Colorado Tourism Office Leadership Journey Mentor
- Roaring Fork Valley Destination Alliance
- Care for Colorado Coalition

Sara Teel, Director of Marketing and Membership Development

- U.S. Chamber Institute for Organization Management, Year One Participant
- Board Member, Junior Achievement of the Roaring Fork Valley
- WACE Emerging Leaders Council