

VISIT **DURANGO**
COLORADO

2020

YEAR IN REVIEW



AUTHORED BY VISIT DURANGO

OUR MISSION STATEMENT

Generally speaking, a mission statement is the overall purpose of an organization. Mission statements explain the “why” behind an organization.

In other words, our mission statement isn’t the plan that explains how Visit Durango will increase visitation to the Durango area; it’s a statement that defines our motivation for increasing visitation, in the first place.

Visit Durango Exists to:

- Promote the Durango brand.
- Generate demand in visitation and increase overnight stays in Durango & La Plata County.
- Support a positive visitor experience.
- Drive economic development for the benefit of visitors and local stakeholders.

BOARD OF DIRECTORS

Name	Company	Board Position	Sector
David Moler	Durango Rivertrippers & Adventure Tours	Chair	Outdoor Recreation
Tony Vicari	DRO/La Plata Airport	Vice Chair	Transportation
Jenn Wheeling	James Ranch	Treasurer	Agritourism
Denise Leslie	Hideaway Ukulele & Piano Studio	Secretary	Arts and Culture
Bruce Moss	Gateway Reservations	Representative	La Plata County
Dr. Lorraine Taylor	Fort Lewis College	Representative	Higher Education
Nigel Peck	Adventure Inn Durango	Representative	Specialty Lodging
Dave Rathbun	Purgatory Resort	Representative	Purgatory Resort
Phoebe Ogden	Holiday Inn & Suites	Representative	Lodging and Hospitality
Carrie Whitley	Durango & Silverton Narrow Gauge Railroad	Representative	Railroad Attractions
Graham Coffey	Backcountry Experience	Representative	Retail
Tori Ossola	The Strater Hotel	Representative	Restaurants
Brian Lundstrom	Sky Ute Casino	Representative	Special Events and Entertainment

A MESSAGE FROM THE EXECUTIVE DIRECTOR



November of 2020 marked my one-year anniversary of becoming Executive Director of Visit Durango. What a year it’s been! When I had just settled into my new home and got my Durango sea legs, the tidal wave that is COVID swept over the world and changed life as we know it. Life has been hard everywhere this year. Life has been hard in La Plata County too. Our local tourism economy has taken the hardest hit of any industry last year.

Every destination management and marketing organization (DMMO) across the globe, like Visit Durango, has been in a pickle this year. The business community is urging DMMOs to invite visitors back and ramp up advertising. The residents and public health officials feared exposure to the community. DMMOs that have been explicit about not wanting visitation are being vilified in the media. Those that are too aggressive about opening the floodgates are receiving backlash, as well. Most political entities are punting the responsibility.

Despite these treacherous waters, Visit Durango has embraced bold moves with big impact. We have continually adapted to what our tourism community needed and what our potential visitors want.

La Plata County has proven its capability for recovery. This sweet spot of southwest Colorado juxtaposes economic prosperity, resiliency, and diversity. Tourism builds community and attracting visitors continues to be La Plata county’s largest source of economic impact.

As we head into 2021, we have an opportunity to redefine our community and methodology. We can reinvigorate the parts that work and reshape the outdated and ineffective tactics. Visit Durango will continue to defy the cliches of many Colorado mountain towns. La Plata County is neither rural lackluster nor a pretentious resort community. Our region occupies a coveted sweet-spot in-between. We are the vibrant and bustling gem of southwest Colorado where industry thrives while locals and visitors symbolically coexist.

Join us as we continue the tradition of collaboration and innovation that truly is the spirit of our industry and of La Plata County.

Rachel Brown
Rachel Brown
Executive Director, Visit Durango

NATIONAL OUTLOOK

Every year travel trends come and go, however, 2021 is set to be one of tourism’s most significant years to date. As the world slowly recovers from COVID and borders gradually re-open, we expect travel to look different than it did pre-pandemic.

Total US Travel spending is estimated to reach \$855 billion. A positive change from the \$622 billion in 2020.

If there is one lesson we have learned in the time of COVID, it is that human disasters, like a global pandemic, do not travel a linear, one-way course. While initially, many experts believed that the spike of cases and contingent consequences in spring of 2020 would steadily dissipate until things would “go

back to normal,” the remainder of 2020 has shown that there is no “back to normal,” there is only “the new normal.”

While the outlook for vaccine adoption looks promising, unpredictable consumer behavior will continue the economic roller-coaster for several years to come. For this reason, Visit Durango is planning conservative allocation of resources.

Additionally, the tourism industry should continue to remain nimble and stay on their toes. The situation evolves rapidly from week to week. Having contingency plans in place for possible scenarios will help tourism-dependent businesses survive this year.

COLORADO OUTLOOK

Colorado’s general fund is expected to fall 4.9% this fiscal year and another 10.5% in the 2020-21 fiscal year– evidence of the wide-reaching economic impact of COVID, which virtually shut down the state for weeks. Colorado’s general fund is expected to have a \$1.5 billion shortfall in 2021.

The decrease of budget for the Colorado Tourism Office will mean less money spent on advertising and marketing for the state, which could have

a domino effect of less tourism to Durango. The decrease in tourism will also have a snowball effect on other industries, such as retail and cannabis sales.

When consumer travel confidence does return, DMMOs like Visit Durango will free up reserve funds for a fierce competition to bring tourism back to communities.

LA PLATA COUNTY OUTLOOK

During the pandemic, La Plata County had some of the lowest case counts of COVID per capita in Colorado. Social distancing, face coverings, and strong partnerships between public health, businesses and government agencies worked to maintain low case counts and help strengthen the local economy.

In July, August and September, Durango had the highest lodging occupancy in Colorado, and August sales tax receipts increased approximately 5% more than August 2019. From January to July, La Plata County’s sales tax revenues increased nearly 14% year-over-year (YOY), while sales tax from retail is up nearly 40% compared with 2019.

La Plata County’s unique advantages will continue to bolster the area, and tourism in the county is predicted to fare better than most other national destinations.

WE’RE IN BETTER SHAPE FOR RECOVERY THAN OTHERS!



IMPACT OF COVID ON THE TRAVEL INDUSTRY

With the COVID pandemic affecting tourism throughout the nation, DMMOs like Visit Durango had to adapt their marketing and advertising strategies to accommodate changes to budgets, consumer behavior, and travel restrictions.

The effects that the COVID pandemic had on the travel industry over the course of 2020 include:



IMPACT ON REVENUE

- Between March 8 and November 7, total Colorado traveler spending was \$7.4 billion, compared with \$15.4 billion in 2019. This is a \$8 billion difference, or a 53% decrease.
- Since the beginning of the pandemic, Colorado has seen a loss of \$179 million in state tax revenue and a \$149 million loss in local tax revenue.
- Since the beginning of March, the U.S. travel economy’s losses from the COVID pandemic have totaled \$453 billion.



IMPACT ON EMPLOYMENT

- Nearly half of the 16.9 million jobs in the leisure and hospitality industry were lost in March and April.
- Since then, while about half have been restored, due to the lack of relief from Congress, and the continuation of the pandemic, almost 4 million jobs are gone and a million more jobs are at risk.
- This equates to roughly one-quarter (23%) fewer leisure and hospitality jobs — nearly double than the next most hard-hit industry.

ECONOMIC RECOVERY FROM COVID



TEAMWORK AND COLLABORATION



PROMOTING SAFE TRAVELING



ADAPTING TO RAPID CHANGE

Visit Durango helped form the La Plata County Economic Recovery Task Force and continues to serve on both the strategic and tactical sub-committees. Working to keep our destination open by promoting wearing masks, social distancing, and responsible tourism during COVID will continue to be part of the overarching strategy.

Heading into 2021, Visit Durango anticipates continued demand for more rural, less crowded destinations and outdoor recreation. However, as the second wave of COVID hit Colorado during Fall and Winter of 2020, and considering the long-term implications for the economy, this pandemic will continue to impact domestic and international travel well beyond 2021.

Visit Durango will continue to execute in-crisis and recovery phased strategies to support the tourism industry and economic recovery during the COVID pandemic.

The DMMO will also be looking ahead at long-term solutions to attract more sustainable, and diverse travelers which supports a more consistent year-round economy.



WE ARE POSITIONED
FOR SUCCESS!



OUR UNIQUE ADVANTAGES



REMOTE & RURAL
LOCATION



OUTDOOR REC &
COVID-FRIENDLY
ACTIVITIES



ROAD TRIP DESTINATION
FOR DRIVE MARKETS



PRIMARILY DOMESTIC
VISITORS



AFFORDABLE IN
ECONOMIC DOWNTURN



HEALTHY & FRIENDLY
CULTURE

OUR DMMO PRINCIPLES



After analyzing the results of our resident sentiment survey, which had 1,200 respondents, our team created our DMMO’s stewardship principles under a campaign titled “Care for Durango.” The five principles of Visit Durango reflect the top priorities of the community and are at the center of Visit Durango’s mission to mitigate potential negative impacts of unmanaged tourism.

The principles reflect issues that are common to all of Colorado, but also on the local level and will ultimately protect Durango’s unique landscape, natural resources, and cultural history.

In addition, the principles are designed to protect the health and well-being of our community, residents and visitors during COVID and to support long-term economic vitality, resiliency, and increased quality-of-life for residents.

In April 2020, Visit Durango formed a sustainable tourism task force composed of local stakeholders from a variety of public and private entities, including the City of Durango, Local First, Durango Trails, 4CORE, Southern Ute Indian Tribe, San Juan Mountains Association, and Fort Lewis College Environmental Center.

The task force is designed to work with the public sector and land managers to address Durango’s infrastructure needs.

The goal is to reduce barriers for residents and visitors to act more responsibly and follow our outlined principles.

VISITORS PLEDGE TO
BE A RESPONSIBLE
TRAVELER BY
FOLLOWING THESE
PRINCIPLES!



BE HEALTHY
Wear a mask, practice social distancing, wash hands frequently, and stay home if you’re sick.

BE PREPARED
Learn about your destination before traveling to Durango or heading out to the mountains.



LEAVE NO TRACE
Stick to trails, dispose of waste properly, take only photographs, and respect the local wildlife.

BE FIREWISE
Always check and respect local fire restrictions in Colorado’s dry climate.



BE RESPECTFUL
Make the most of your trip by showing locals and other visitors plenty of kindness and respect.

PROGRAMS AND POLICY

TACTICS

- Sentiment Surveys
- Data & Research
- Task Forces
- Committees
- Toolkits
- Co-op Programs
- Research Reports
- White Papers

ACCOMPLISHMENTS

- Established a Sustainable Tourism Task Force.
- Regional CRAFT tourism cycling workshop & implementation.
- Annual Board of Directors strategic planning retreat.
- Creation of the Visit Durango Lodgers’ Tax white paper.
- Advocacy progress with elected officials on Lodgers’ Tax increase.

PARTNERS

LODGERS’ TAX STAKEHOLDER TASK FORCE

- Visit Durango
- City of Durango
- Durango Area Hospitality & Lodgers Association
- Durango Creative District
- STEAM/Convention Center Steering Committee

REGIONAL PARTNERS

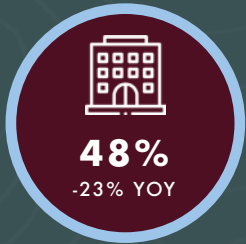
- Local
 - La Plata County
 - Bayfield
 - Ignacio
 - Vallecito
- Southwest Colorado
 - Mesa Verde Country
 - Pagosa Springs
- CTO Mountains and Mesas
 - Mesa Verde Country
 - Pagosa Springs

- Silverton
- Gunnison
- Lake City
- Montrose
- Powerhorn
- Ridgway
- Crested Butte
- Delta County
- Telluride
- Grand Junction
- Grand Circle & More
 - Colorado
 - Utah
 - Arizona
 - Nevada

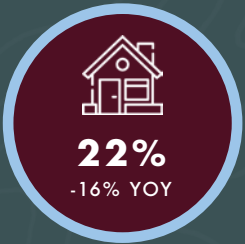
LESSONS FOR 2021

- Create on-going diversity, equity, and inclusion (DEI) training for Board and staff members.
- Use partnerships to leverage advocacy opportunities.
- Refine advocacy policy via Governance Committee and process with Executive Committee & Board of Directors.
- Use the Board of Directors for sector advocacy and let staff provide support.
- Stretch resources and strategically confront post-COVID destination competition with regional partnerships and cooperative marketing.
- Create a DEI initiative with feedback from the community and stakeholders.

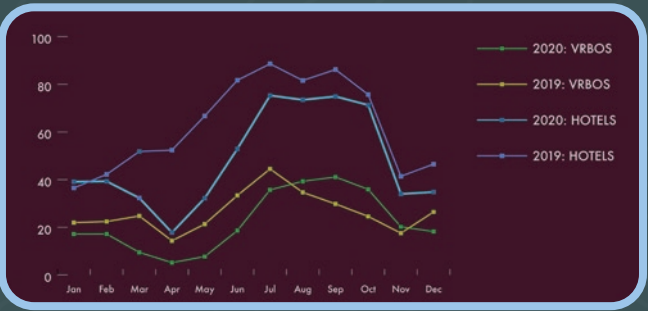
2020 OCCUPANCY RATE



Hotels



Vacation Rentals



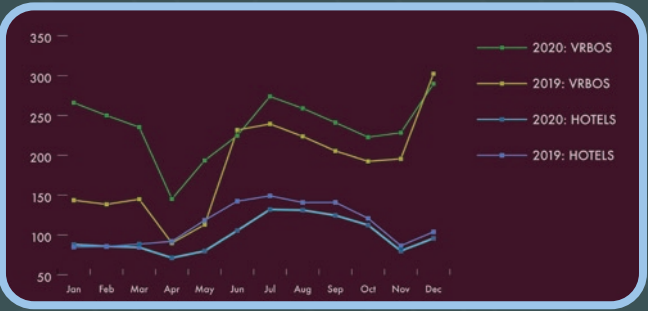
2020 AVERAGE DAILY RATE



Hotels



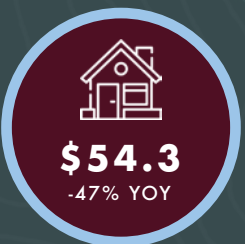
Vacation Rentals



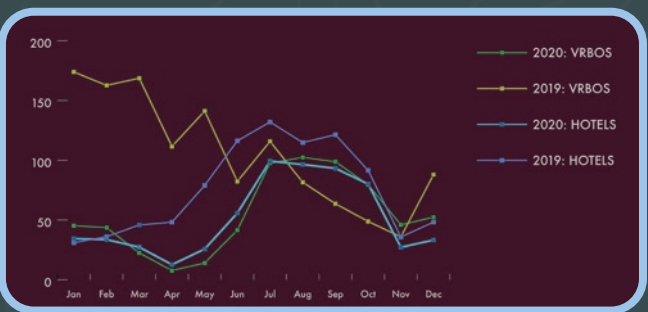
2020 REVENUE PER AVAILABLE ROOM/ACTIVE NIGHT



Hotels



Vacation Rentals



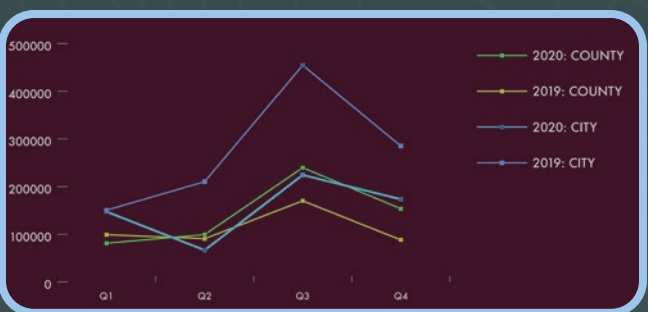
2020 LODGERS TAX COLLECTIONS



City



County



PARTNERSHIPS & COMMUNITY RELATIONS

COMMUNITY & COMMITTEE PARTICIPATION

- Colorado Tourism Office
 - Marketing Committee
 - International Sales Committee
- La Plata County Economic Recovery Task Force
 - Strategic Subgroup
 - Tactical Subgroup
- La Plata County 5-Star Certified Committee
 - Administrative Committee
 - Chair - Community Relations Subcommittee
- Durango Creative District Board of Directors
 - Strategic Planning Committee
- Tracks Across Borders Byways Board of Directors
- City of Durango EV Readiness Working Group
- City of Durango City Manager and Communications Director interviews
- City of Durango Strategic Planning Organization Input Session

COMMUNITY PRESENTATIONS

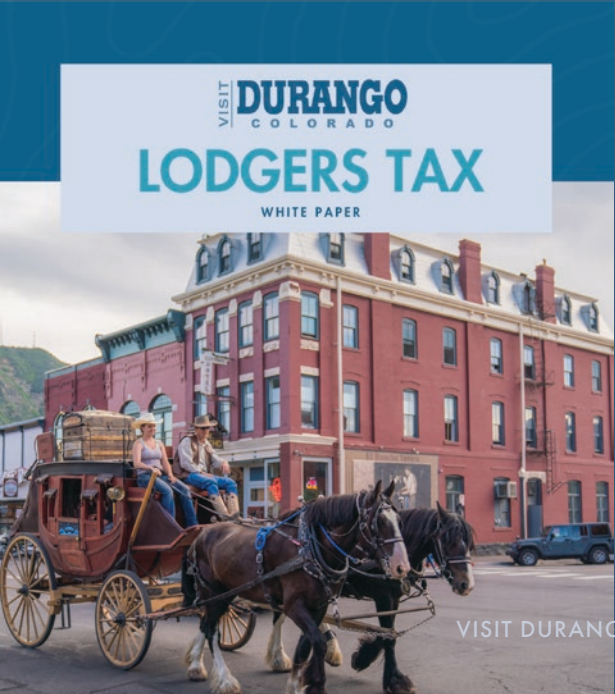
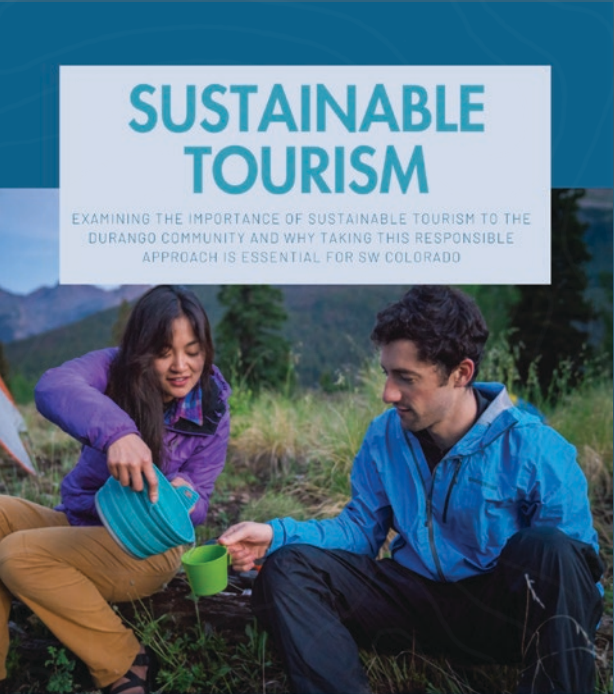
- City Council (multiple)
- Board of County Commissioners (multiple)
- Durango Area Hospitality & Lodgers’ Association
- La Plata County Forum
- Parks & Recreation Advisory Board
- La Plata County Economic Development Alliance Investors Meeting
- Durango Chamber of Commerce Lunch & Learn
- Rotary - Daybreak
- Rotary - Highnoon
- Marketing Happy Hour (multiple)
- Durango Area Realtors Annual Event
- Webinar - Visit Durango Marketing Recovery Strategy

ACCOMPLISHMENTS

- 2 New Visit Durango Board of Directors Committees Created
 - Governance Committee
 - Finance Committee
- 2 New Visit Durango Task Forces
 - Sustainable Tourism Task Force
 - Sales & Services Task Force

LESSONS FOR 2021

- Partner with DEI-focused industry organizations.
- Engage Board participation on community committees and task forces.
- Divide and conquer meeting/presentation invites amongst staff based on expertise and areas of interest.
- Create a community calendar and track agenda topics in order to keep partner organizations and the general public informed on key issues and work.
- Utilize industry resources and training for DEI.



PARTNERSHIPS & COMMUNITY RELATIONS



These are some of the local, regional, and national organizations and businesses that work with Visit Durango on a regular basis.

CURRENT PARTNERSHIPS











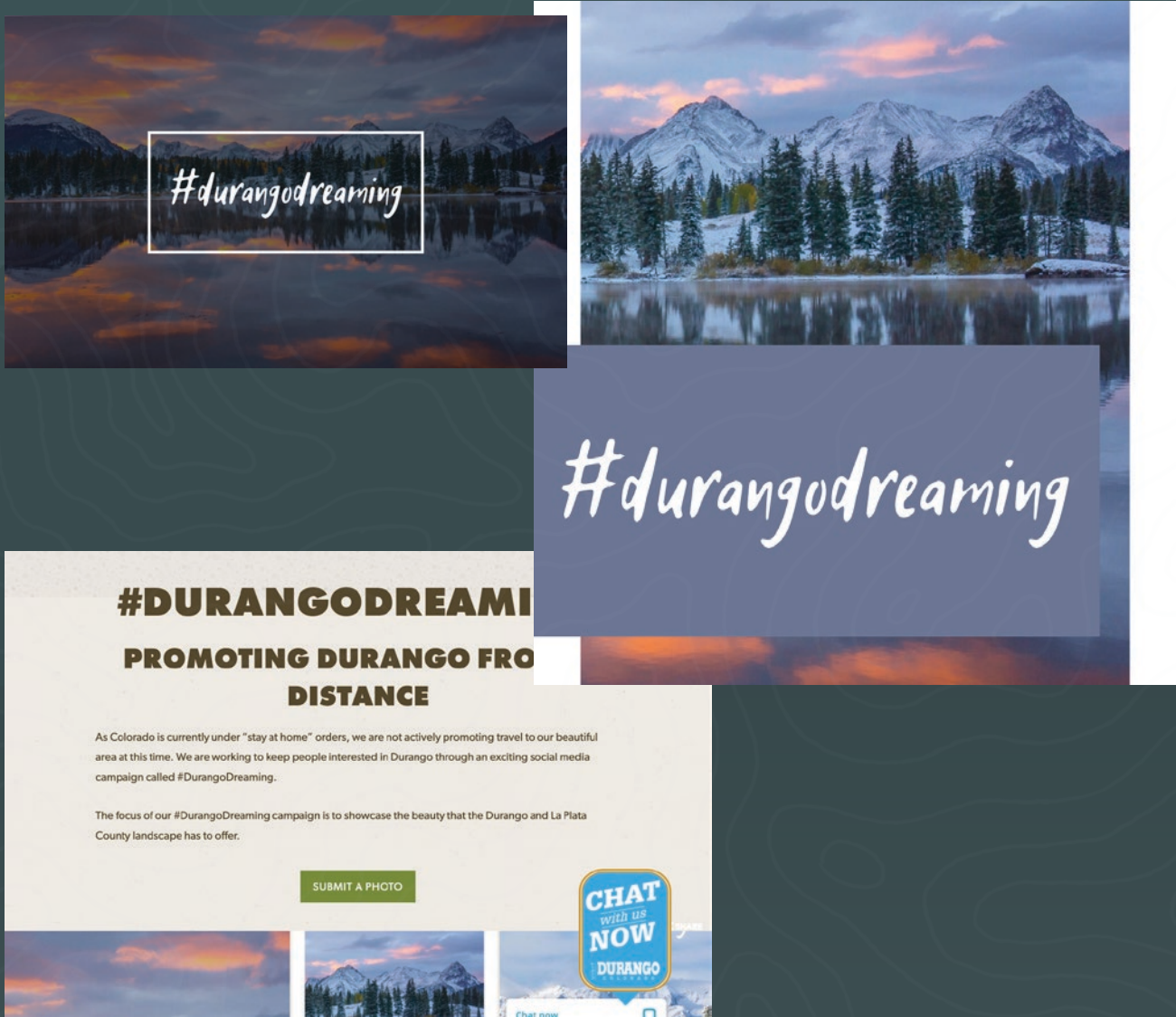
SUMMARY OF MARKETING CAMPAIGNS



A quick breakdown of the marketing campaigns that ran through the 2020 year.

#DURANGODREAMING

This inspirational campaign was used during the height of quarantine. Used primarily as a brand awareness campaign meant to keep Durango “top of mind” for future travelers. Virtual activities were integrated with scenery of La Plata County.



CARE FOR DURANGO

A campaign focused on promoting the five principles of Visit Durango to residents and visitors alike. During the height of the pandemic, Care for Durango was used primarily to promote safe travel through COVID-related advice and guidelines. Visitors were encouraged to sign a pledge declaring that they would be a responsible tourist during their visit to Durango.



SUMMARY OF MARKETING CAMPAIGNS



A quick breakdown of the marketing campaigns that ran through the 2020 year.

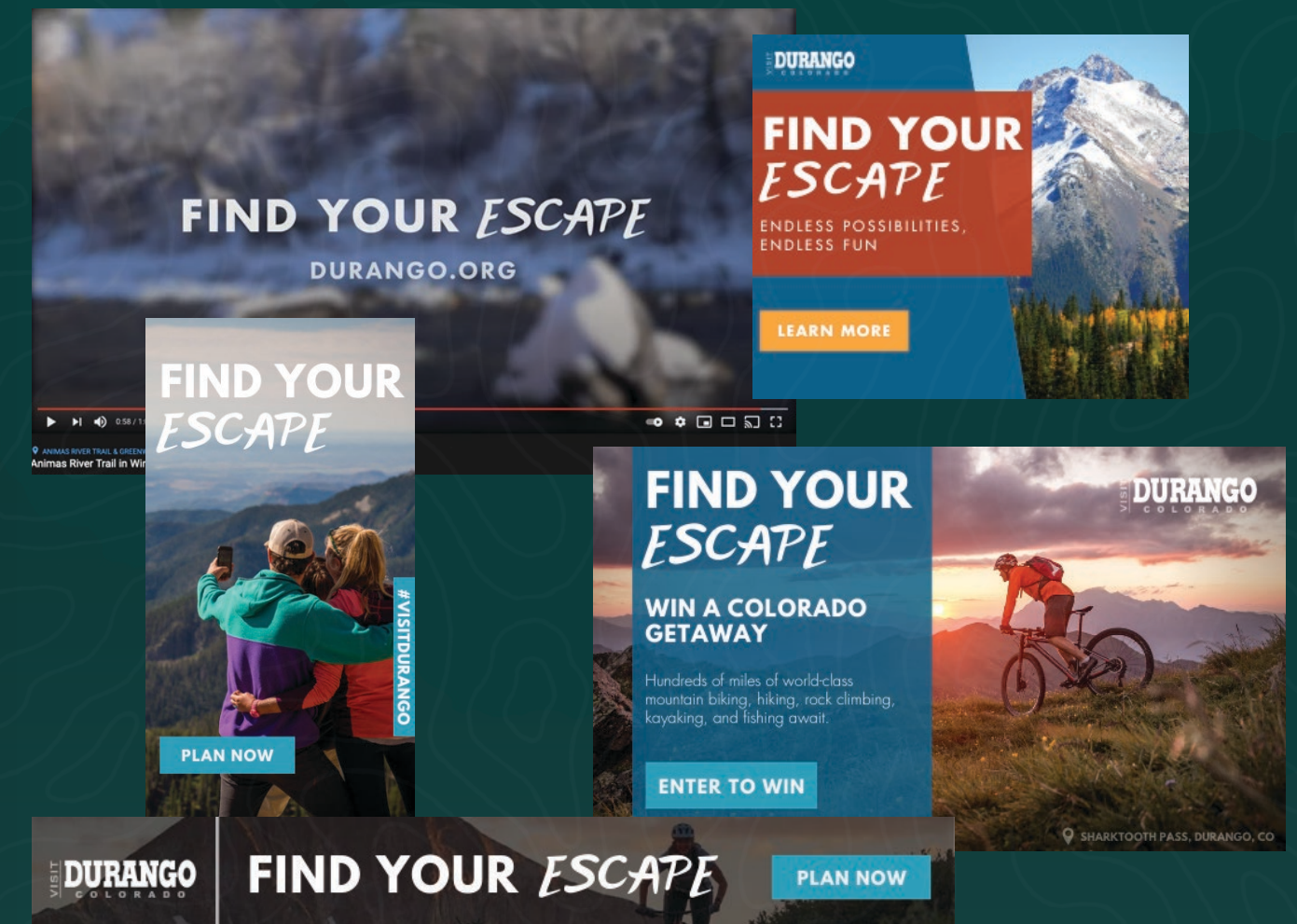
EXTENDED STAY

A campaign that was used to extend the stay of visitors already staying in Durango. In partnership with lodgers and attraction providers, this campaign was launched and promoted through Q3 and Q4. Discounted hotel rooms, tickets, and products from providers were offered as incentives for visitors to extend their stay in Durango to create greater economic impact.



FIND YOUR ESCAPE

Visit Durango's primary advertising campaign over 2020 was "Find Your Escape." With softer call-to-actions, this campaign was meant to accompany the other COVID-friendly campaigns that ran throughout the year. The purpose of this campaign was primarily brand awareness and to continue to center Durango as the "top-of-mind" destination for visitors during their planning process. This campaign emphasized La Plata County's remote and rural location, wide-open spaces, and variety of socially-distant outdoor activities.



PERFORMANCE RECAP: MARKETING- ORGANIC MEDIA

Defined as non-paid marketing, organic content was the main approach for Visit Durango's marketing in 2020.

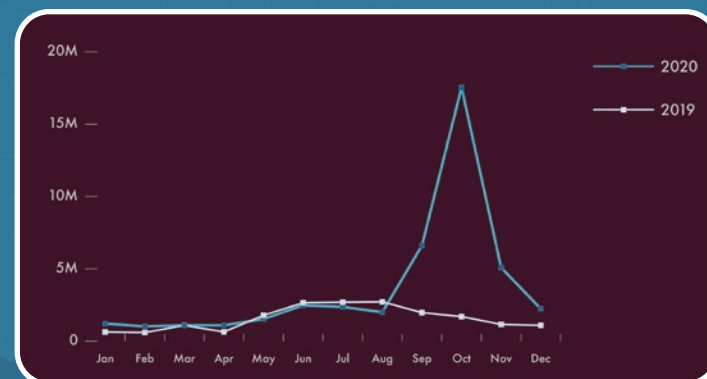
TACTICS

- Organic social media
- Content writing and blogging
- Reputation management
- Website design/development
- On-page SEO
- Collateral including travel planners
- Photography/videography
- B2C email

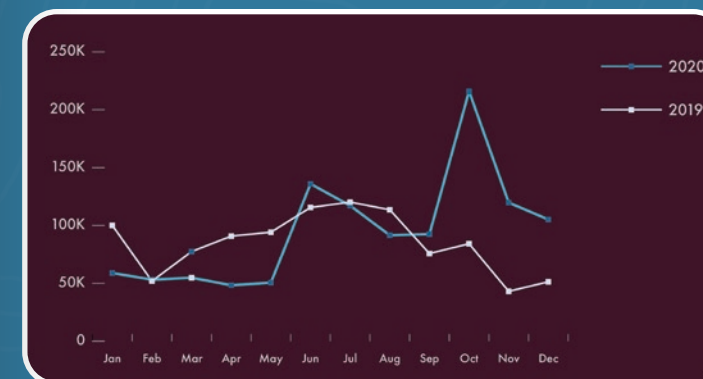
PLATFORMS

- Facebook
- Twitter
- Pinterest
- Instagram
- Google My Business
- Reddit
- Quora
- TikTok
- YouTube
- LinkedIn
- Internal blog writing
- Guest posting
- Email
- Surveying

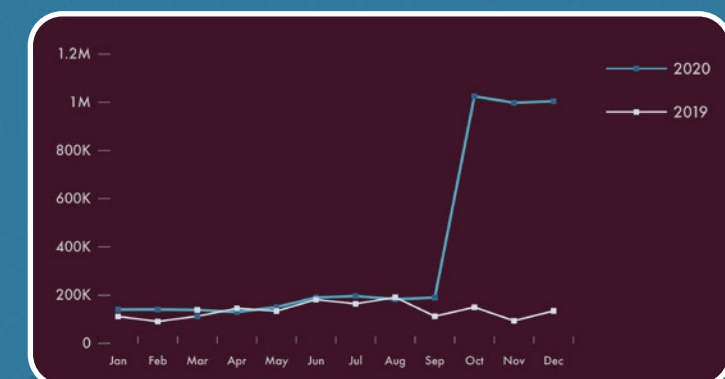
PERFORMANCE HIGHLIGHTS



Total Impressions: 44,311,080 (+136% YOY)



Total Engagements: 1,143,967 (+12% YOY)



Total Users: 4,486,625 (+176% YOY)

ACCOMPLISHMENTS

- Moved all design and content creation in-house.
- Optimized social media profiles and audiences.
- Optimized email audiences.
- Optimized website from an SEO perspective.
- Defined monthly content themes.
- Created a plan of producing most content one month ahead of the publication date.
- Prioritized DEI in staff and video shoots.
- Streamlined design and content creation process.
- Expanded into completely new platforms/tactics for Visit Durango including guest blogging, link building, Reddit, Quora, and TikTok.

LESSONS FOR 2021

- Segment content based on activity and consumer's preference.
- Place more emphasis on non-outdoor recreation products of Durango.
- Use more "dog whistling" in content by tailoring messaging, using industry-specific terms, and more authentic imagery.
- Expand into more ephemeral and video content.
- Analyze performance on a monthly basis and make changes based on data.
- Expand photography and videography assets and library.
- Hire a contractor to ensure the creation of new our photo and video library will better represent the diversity of our community and visitors.
- Create accessibility-focused landing pages on the website.

PERFORMANCE RECAP: MARKETING- PAID MEDIA



Outlined below, these are the highlights of Visit Durango's advertising efforts in 2020.

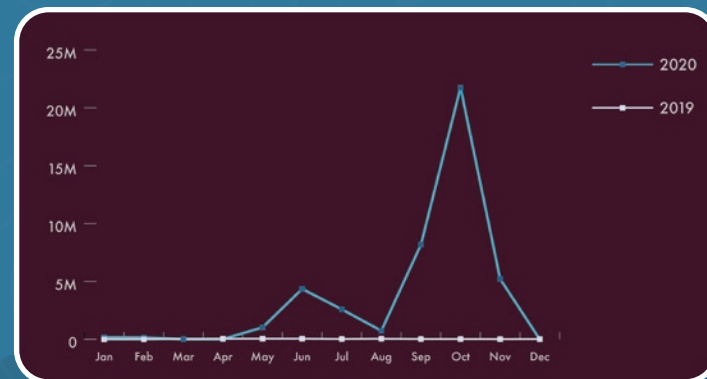
TACTICS

- Paid social media ads and promotions
- Print and traditional publications
- Digital publications
- Display banner ads
- Pay-per-click advertising
- Sponsored emails
- Native advertising
- Event advertising

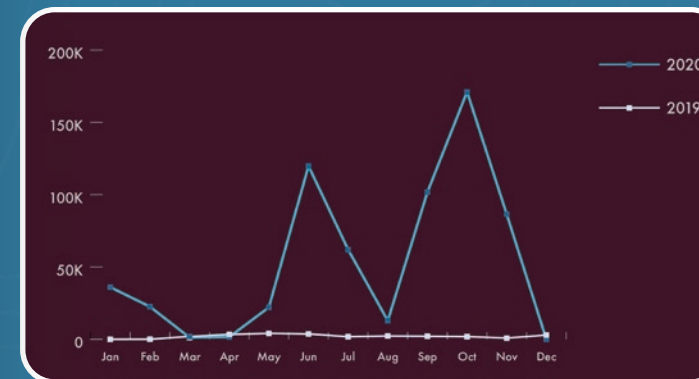
PLATFORMS

- Facebook
- Pinterest
- Instagram
- YouTube
- Google Ads
- Miles Partnership
- San Juan Skyway
- DenverLife
- 5280
- Spotify
- Colorado.com
- Grand Circle
- Sojern
- National Park Courier
- Durango Magazine
- Durango Herald
- Chamber of Commerce

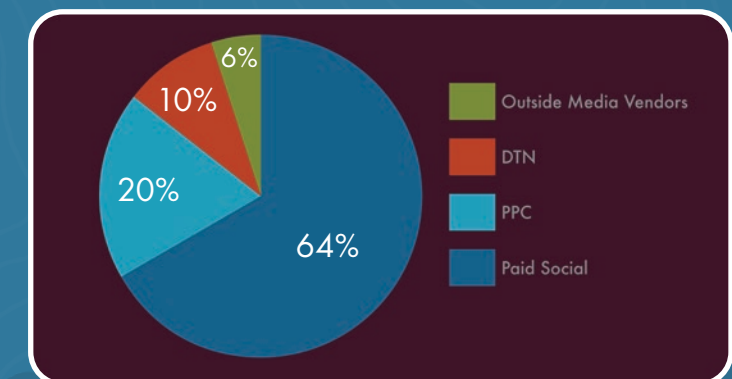
PERFORMANCE HIGHLIGHTS



Total Impressions: 44,212,289 (+13,231% YOY)



Total Engagements: 637,442 (+2,421% YOY)



Breakdown of Impressions by Channel

ACCOMPLISHMENTS

- Moved all ad buys, design, and ad management in-house.
- Optimized paid social media and PPC accounts.
- Optimized and further defined advertising audiences/targeting.
- Defined advertising geos.
- Defined content themes for advertising.
- Streamlined ad management, graphic design, and data analysis process.
- Collected and analyzed performance of past external media buys.
- Expanded into completely new platforms for Visit Durango.

LESSONS FOR 2021

- Segment content based on activity and consumer's preference.
- Start to incorporate more "flashy" and dynamic traditional advertising like outdoor billboards and bus ads.
- Vet media partners and external ad buys more critically.
- Expand into more ephemeral and video content.
- Analyze performance on a monthly basis and make changes based on data.
- Utilize more co-op advertising opportunities.
- Diversify the Marketing Committee with members from a variety of industries, backgrounds, and experiences to ensure marketing is inclusive.

PERFORMANCE RECAP: PUBLIC RELATIONS



Outlined below, these are the highlights of Visit Durango's public relations and earned media efforts in 2020.

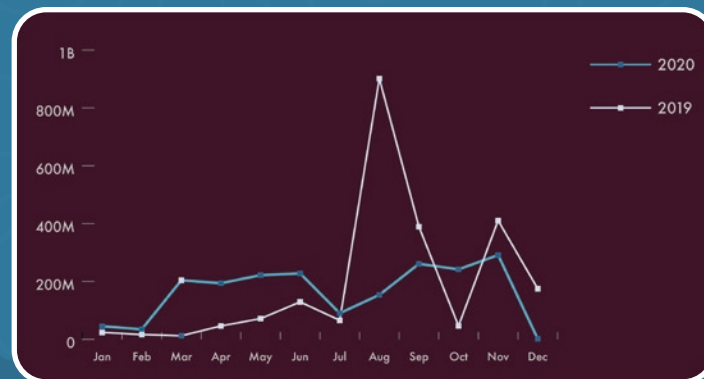
TACTICS

- Media outreach and coordination
- Print media
- Broadcast media
- Digital publications
- FAM (familiarization) tours
- Communication with Durango businesses

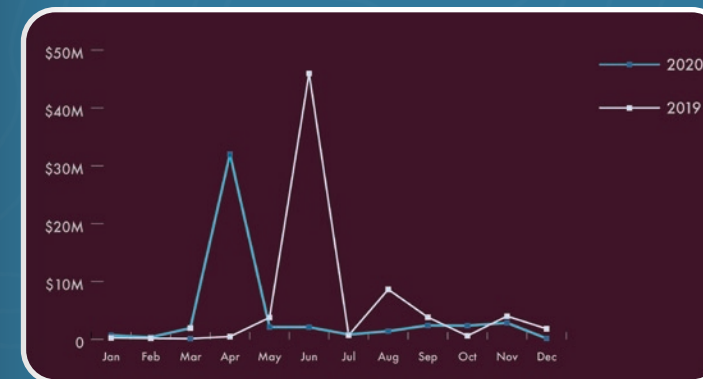
MEDIA PARTNERS

- Travel + Leisure
- Outside Magazine
- MSN News
- Mens Journal
- The Denver Post
- Golfweek
- The Denver Channel
- Westword
- Wall Street Journal
- Business Insider
- Medium
- The Atlantic
- Out There Colorado
- US News & World Report
- +300 more

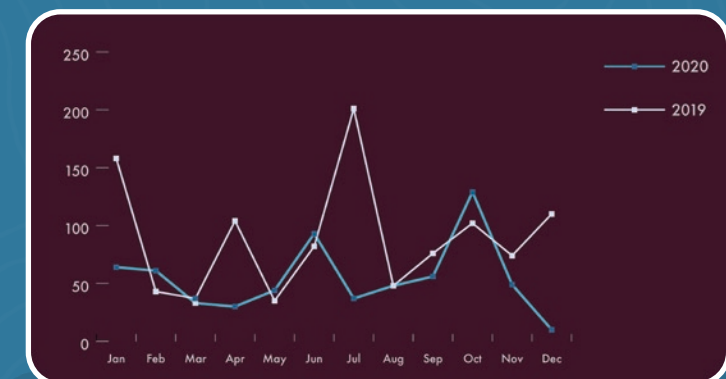
PERFORMANCE HIGHLIGHTS



Total Reach: 1,965,979,330 (-14%)



Total AEV: \$49,137,339 (-30%)



Total Placements: 654 (-39%)

ACCOMPLISHMENTS

- Moved all media outreach and coordination in-house.
- Streamlined media pitches and outreach efforts using automation software.
- Collected and analyzed performance of media partners and placements.

LESSONS FOR 2021

- Expand into influencer marketing.
- Attract FAMs during off-peak season.
- Automate media outreach and pitches via software.
- Analyze performance on a monthly basis and make changes based on data.
- Utilize more co-op publication opportunities and FAMs.

EARNED MEDIA/PR COVERAGE SAMPLES

continued from page 16

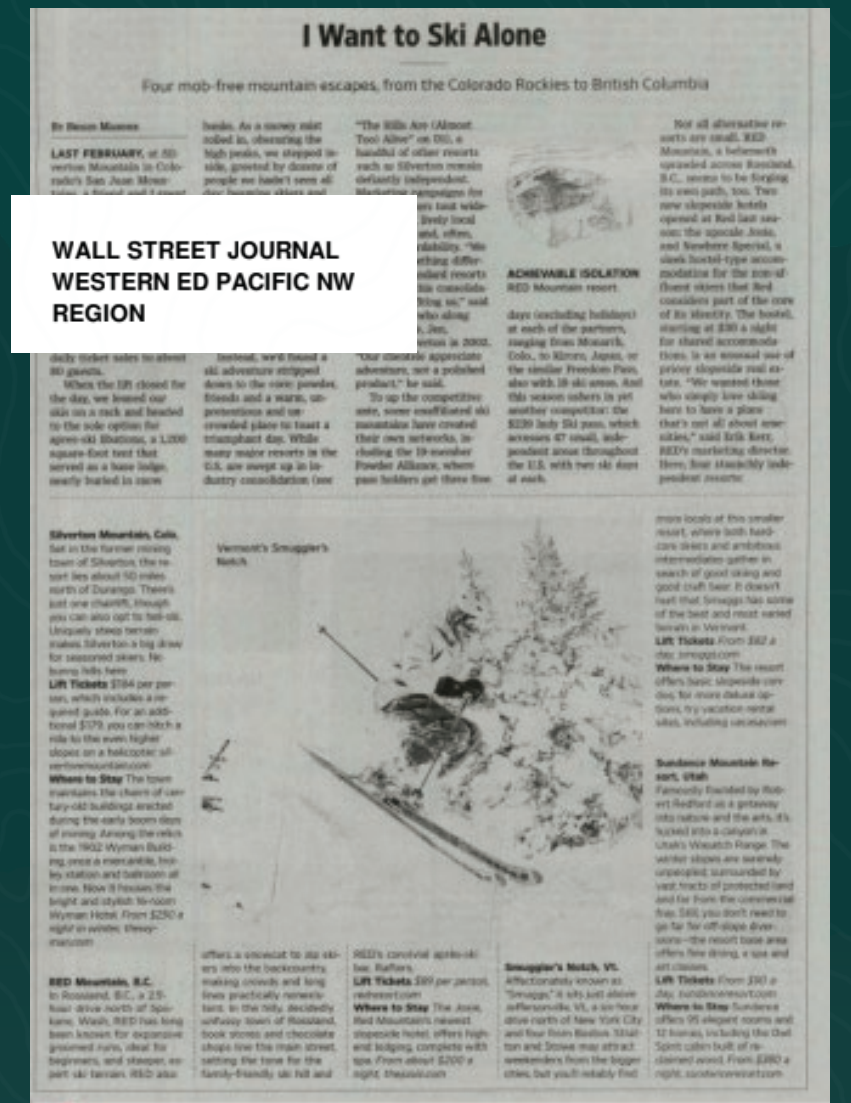
Four Corners
Regardless of restrictions, there's still an amazing amount to see and explore in the southwestern part of the state. Mesa Verde National Park (including the lodge and campground) is open, though without the ranger-led tours of the three largest cliff dwellings; visitors can still drive the mesa loop, and an abbreviated guided bus tour is available. For a different look at ancestral Puebloan culture, the nonprofit Southwest Colorado Canyons Alliance (swcocanyons.org) offers tours of the

Steamboat
Cowboy hospitality is a hallmark of this historic Western town, and Steamboat isn't letting COVID-19 put a damper on its summer season. While First Friday Art Walks are virtual and most big events are canceled, farmers' markets now include food vendors, and the vast system of trails outside of Steamboat invite hiking and biking. If your preferred trail involves walking between watering holes, the town's four breweries and one distillery are ready and



THE NUGGET MOUNTAIN BAR, COLORADO

WHEN DURANGO local win Wright bought this 1960s mining hut, he detested the idea of turning it into another Airbnb property. "Vacation rentals are a dime a dozen in ski towns," he says. "But who doesn't want to drink in an old cabin?" So Wright remade the joint, a half-mile south of Purgatory Resort, into the area's most cherished après dive bar. The bar top is made from old skis, the windows perfectly frame the surrounding peaks, a food truck serves pork belly sliders, and its giant deck has become known for live music. There's even a complimentary shuttle to take you home. —JEN MURPHY



The wild west lives on in this quaint hotel just off the main drag of what was once known as the "Hollywood of the Rockies," Durango.

Built in 1992 The Rochester Hotel has witnessed and weathered the history of this once rough-and-tumble, picturesque mining town. Thanks to a loving restoration in

Just a block off Durango's Main Street and a short jaunt from some of Durango's best dining at The Ore House and drinks at the speakeasy The Bookcase & Barber, the Rochester is also close to local shops and breweries like Steamworks Brewing Co.

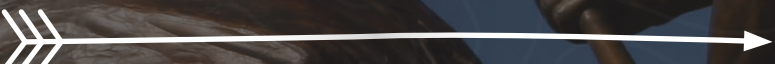
The hotel is nestled among trees and hides a Secret



© 2005 Blackwell Publishing Ltd, *Journal of Internal Medicine* 257: 101–108



PERFORMANCE RECAP: SALES, MEETINGS, EVENTS



Outlined below, these are the highlights of Visit Durango’s sales efforts in 2020.

TACTICS

- Promoted Durango at virtual trade shows including Go West Summit, World Travel Market, ABA and NTA Travel Exchange.
- Meetings with Receptive Tour Operators (RTOs), International Travel Sellers, and Media.
- Built regional partnerships with domestic and international media and Tour Operators.
- Created master list of lodging properties and attractions. Distributed the list at all tradeshow.
- Hosted monthly meetings with lodging partners to educate on working with RTOs.

PERFORMANCE HIGHLIGHTS



Virtual
Tradeshow
Meetings



Confirmed
Booked Rooms



Definite Event
Economic
Impact



Total Leads



Total Receptive
Operators/
Partners



Total Travel
Agent FAMs

WHAT WE'RE PROMOTING

- Encouraged additional night stays: i.e., if two nights; stay three
- Sustainable travel
- Hub & Spoke and Slow Travel using Durango as a base for multiple days to explore the region
- New longer-stay, regional itineraries

ACCOMPLISHMENTS

- Created domestic and international sales strategy for 2021-2022.
- Hired a sales contractor to handle domestic and international sales efforts.
- Initiated hiring process for a Sales and Marketing Director for hire in February 2021.
- Crafted new Colorado motorcoach Itinerary and introduced Durango as new destination to motorcoach operators.
- Consulted with four Durango Lodging Partners on strategy with RTOs & introduced to RTOs for new contracts.
- Increased Durango’s inventory of bookable products necessary for international tourism.
- Held state-wide industry webinars for lodging properties to educate on the importance of working with RTOs in international tourism.

WHAT WE EXPECT IN 2021

- With pent up demand, tourism is expected to come back with a bang as soon as travel fully opens up.
- High-value international travelers: people have been armchair traveling and are ready to book as soon as borders open up.
- Hoteliers are encouraged to be contracted with RTOs to access international bookings.
- Travelers will be back to those destinations that stay relevant and top of mind instead of those that went silent in 2020.
- COVID preparedness and safety measures continue to be important as part of messaging.

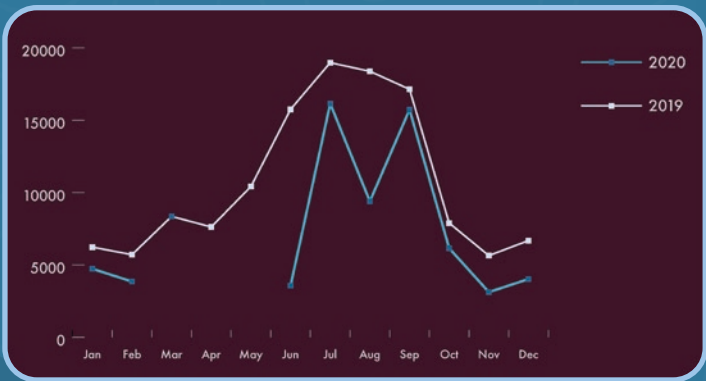
PERFORMANCE RECAP: DURANGO WELCOME CENTER

Outlined below are the accomplishments and highlights of the Durango Welcome Center over the 2020 year.

TACTICS

- Print media and maps
- Digital and print travel planner fulfillment and mailing
- Reputation management
- Visitor tracking
- People counting
- Phone and chat assistance
- Distribution of stakeholders business information and regular communication with partners

PERFORMANCE HIGHLIGHTS



Door Count: 66,700 (-14%)

**Data not available from March-May 2020*



Total DWC
Visitors



Mailed Travel
Planners



Travel Planner
Downloads



Care for Durango
Pledge Sign-ups

TECH USED

- TripAdvisor
- Yelp
- Google My Business
- People/traffic counter
- Sling
- Simpleview
- Square

ACCOMPLISHMENTS

- Installed a touchless digital temperature reading device to promote visitor health and safety.
- New people counter with better tracking and data.
- Installed a point-of-sale system for selling products in the Durango Welcome Center.
- Created an employee business expense and credit card use policy to protect Visit Durango and employees.
- Created a cultural handbook to promote a positive work environment.

LESSONS FOR 2021

- Utilize ad space seasonally for more effective results.
- Analyze visitor tracking on a weekly and monthly basis and make changes based on data.
- Review and print media relevant to current season more frequently.
- Create a more inviting and interactive public space to improve our visitor experience.
- Create collateral to provide information for travelers with a variety of needs (ADA, sign language resources, etc.).

RECAP: OPERATIONS

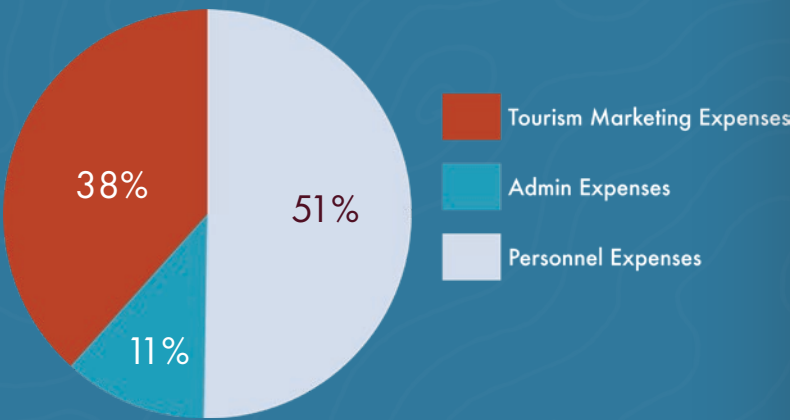


A look into the operations, budget, and staffing of Visit Durango and the Durango Welcome Center.

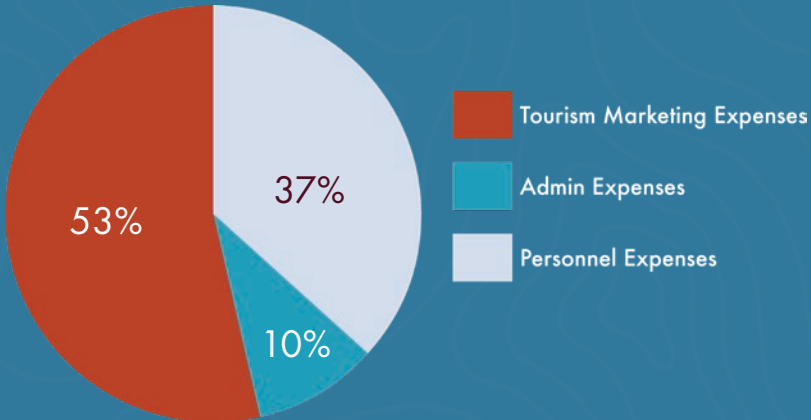
TACTICS

- Open communication between team members and managers.
- Offering a 3rd party HR consultant to assist staff members when needed.
- Began DEI training with an HR consultant.
- Improved onboarding process to promote employee understanding, company culture, and retention.
- Verifying employee payroll information to ensure accuracy and help eliminate errors.
- Employee customer service training and development.
- Prioritize DEI in staff and Board recruitment.

PERFORMANCE HIGHLIGHTS



2019 Budget: \$1,275,000



2020 Budget: \$1,131,000



Full Time Staff



Part Time Staff

TECH USED

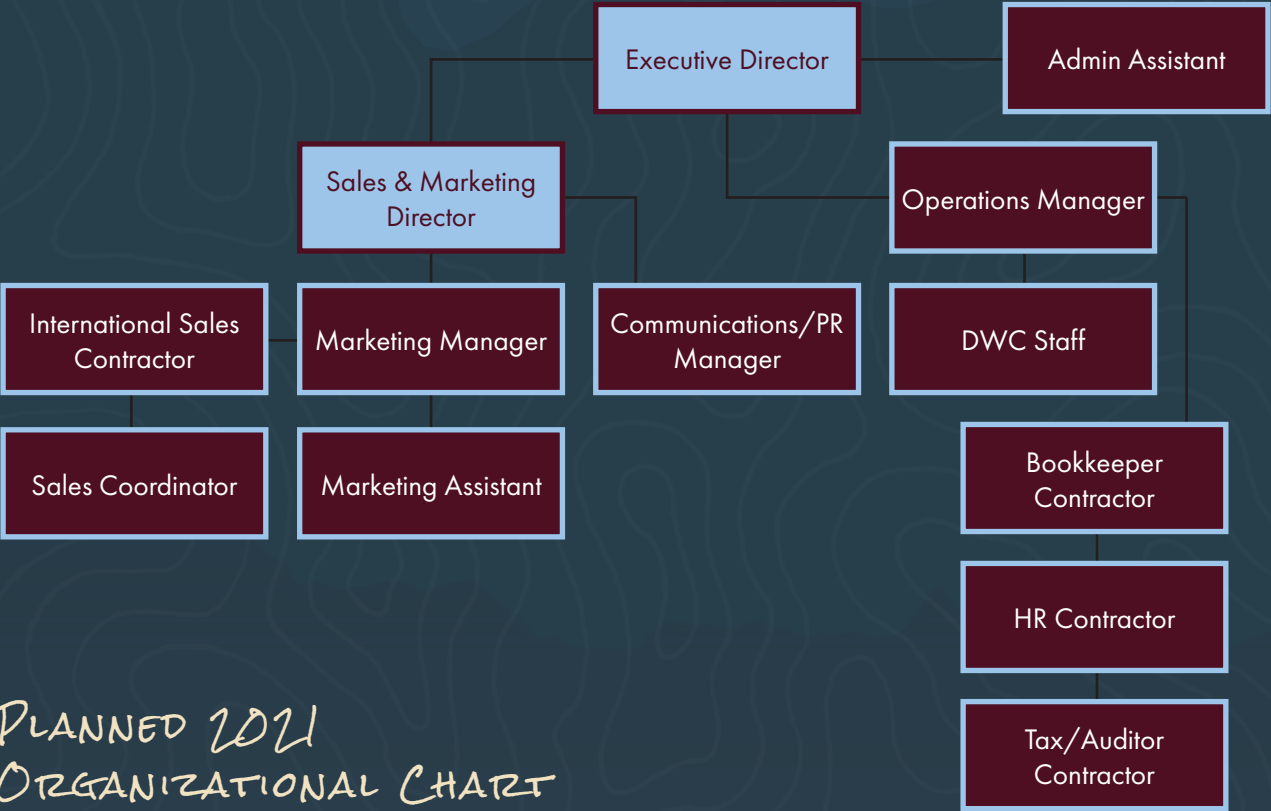
- Slack
- Sling
- Google Drive
- Flickr
- Durango Payroll Department
- SimpleView

ACCOMPLISHMENTS

- Added Equal Opportunity Employment policy to employee handbook and all job postings.
- The employee handbook was updated and reorganized.
- An employee business expense and credit card use policy was created to help protect Visit Durango and employees. This is a reference guide for expensing and purchasing on behalf of the company.
- A cultural handbook was created to help promote a positive work environment, and a stronger Visit Durango Team.
- Implemented an employee EAP program.
- Implemented new inclusive policies such as parental leave.

LESSONS FOR 2021

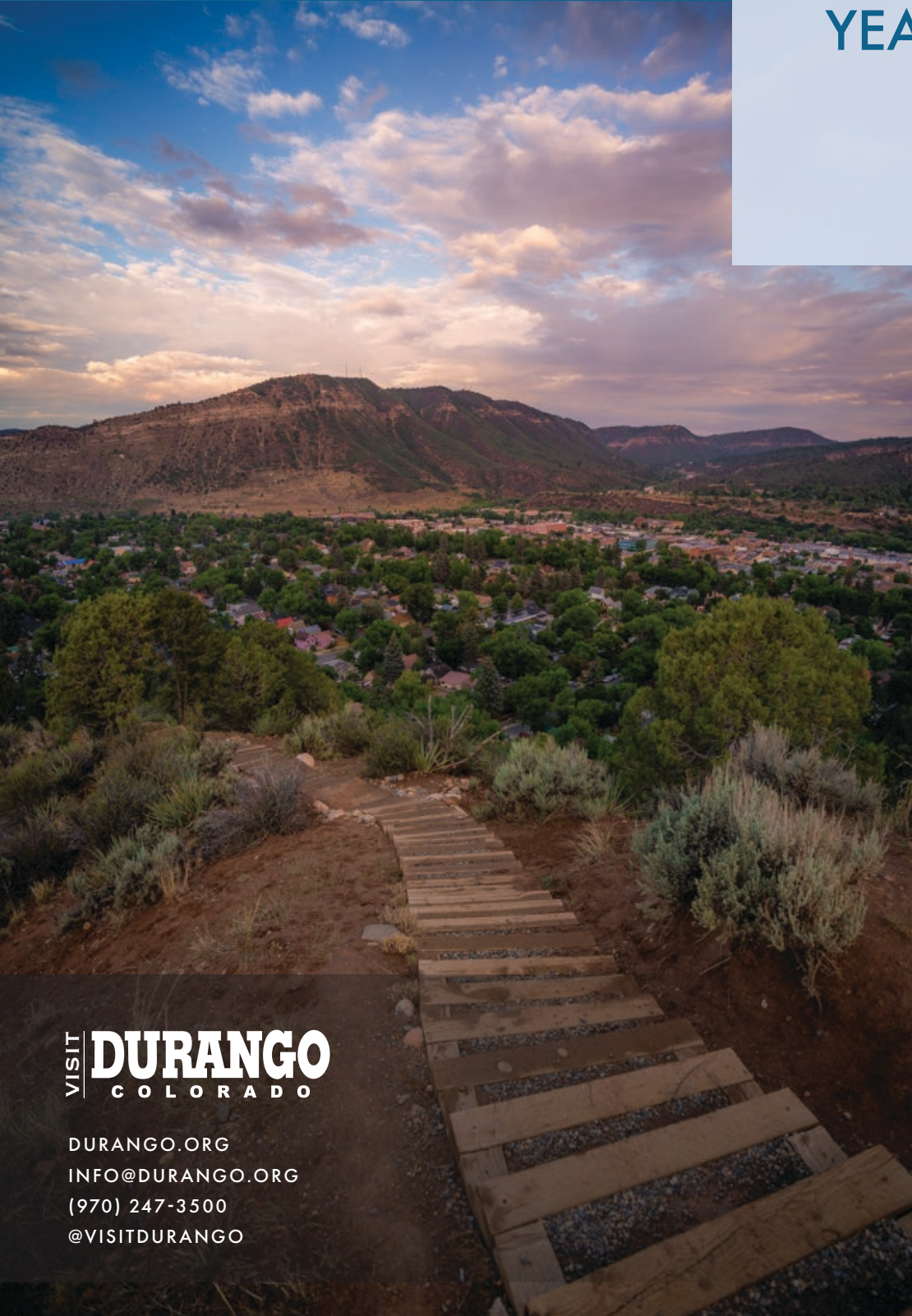
- Hire a DEI consultant to audit Visit Durango’s material and guide strategy.
- Continued Board and staff training in Diversity, Equity, and Inclusion.
- Continued team development and communication will make our organization stronger.



PLANNED 2021 ORGANIZATIONAL CHART

2020

YEAR IN REVIEW



VISIT **DURANGO**
COLORADO

DURANGO.ORG
INFO@DURANGO.ORG
(970) 247-3500
@VISITDURANGO