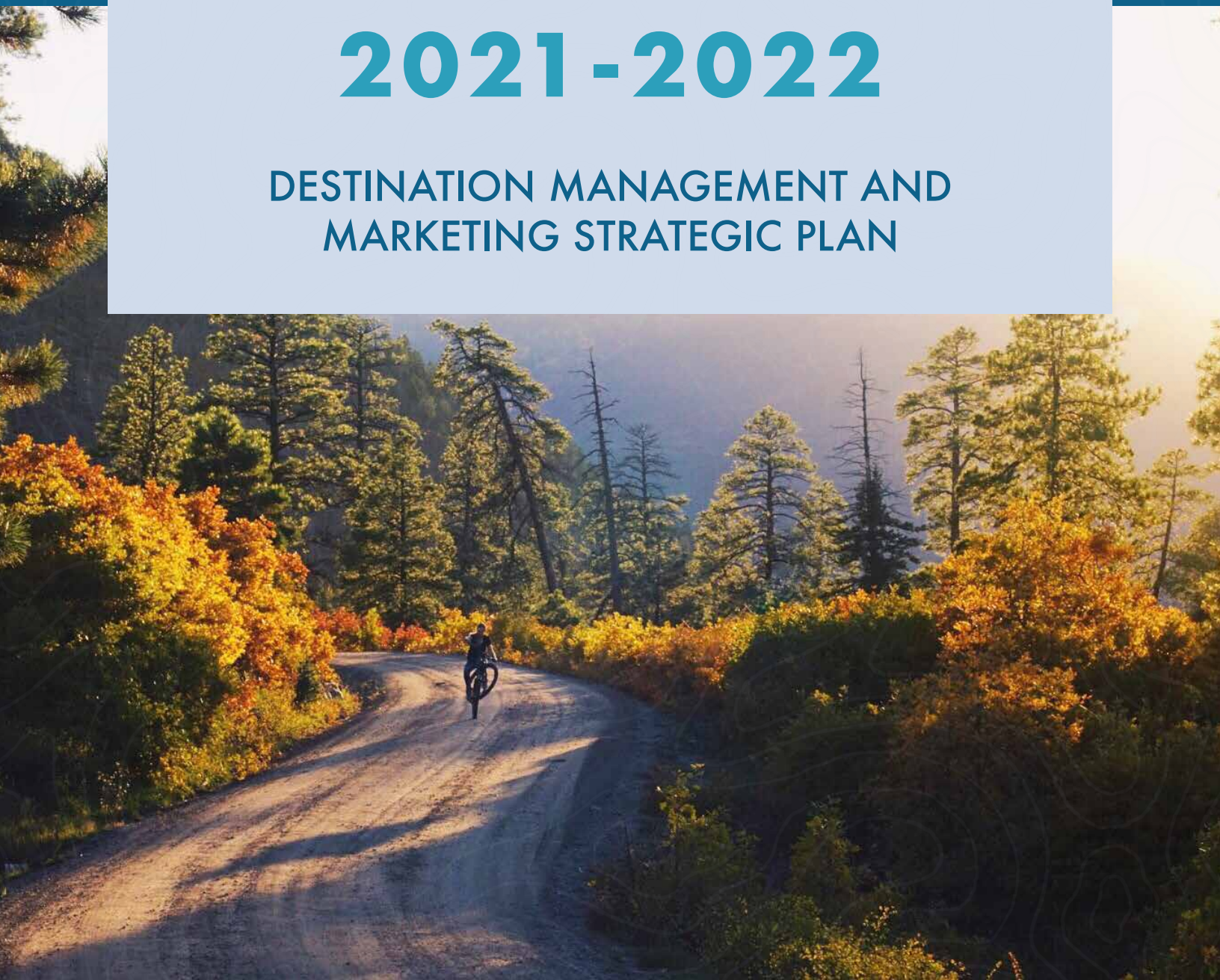




2021-2022

DESTINATION MANAGEMENT AND MARKETING STRATEGIC PLAN



AUTHORED BY VISIT DURANGO STAFF AND COMMUNITY STAKEHOLDERS

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SECTION 1

INTRODUCTION

Executive summaries and introducing the strategic plan, its purpose, and the process of creating the plan.



MESSAGE FROM THE EXECUTIVE DIRECTOR



La Plata County is a place like no other, a land of abundance and opportunity—where residents and an estimated almost 1.3 million visitors per year alike can experience life at its best. While COVID has threatened our way of life, the Durango area 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 development.

Visit Durango's new goal: quality over quantity.

We welcome the visitor who not only stays in our hotels and spends money in our town, but also has respect for our locals, our municipalities, and our environment. The visitors to Durango will not burden the area, but will uplift it. The real measure of effective tourism is about the social and economic impact to the Durango area.

We know tourism is doing its job when Main Avenue is bustling, the job market is healthy, affordable housing is on the rise, and the cultural fabric of Durango is invigorated.

This is why our two-year Strategic Plan is no longer just a Marketing Plan, it is a Destination Management and Marketing Strategic Plan. With input from the best and the brightest in the industry, this framework was created with economic recovery at its backbone.

Tourism cannot operate in a silo. It is a key facet of the area's plan to bounce back from the COVID blow. Durango will rise and recover, and this strategic plan outlines some of the key pieces of that plan.

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

EXECUTIVE SUMMARY



The team at Visit Durango has developed this plan to increase and strengthen tourism to the Durango, Colorado and La Plata County areas.

The final result of these efforts was to produce the two-year Destination Management and Marketing Strategic Plan you see before you.

This document was created in collaboration and oversight with the entire Visit Durango team, Board of Directors, Marketing Committee members, and other key stakeholders within the Durango community.

The Destination Management and Marketing Strategic Plan (hereafter referred to as "DMMS") was created as a go-to strategic plan for all of Visit Durango's marketing and management efforts for 2021 and 2022.

While our team views this document as our "playbook" or marketing "roadmap," it is a living document and is subject to change as Visit Durango and the stakeholders adapt to changes in the tourism market and the performance of our campaigns.

TEAM VISIT DURANGO



RACHEL BROWN
Executive Director



THERESA GRAVEN
Communications & Programs
Director



NICK KOGOS
Marketing Manager



BROOKE HENDERSON
Operations Manager



JENN BARTLETT
International Sales Contractor



JAKE MARASCO
Marketing Intern



MOXIE
Barketing Director



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	Sorrel Sky Gallery	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

”

PLEASURE IN THE JOB PUTS
PERFECTION IN THE WORK

- ARISTOTLE

PURPOSE OF THE STRATEGIC PLAN

The DMMS was created with an overarching goal of streamlining Visit Durango's marketing efforts and maximizing the impact of every dollar and hour that Visit Durango puts forth to increase tourism within our community.

For any Destination Management and Marketing Organization (defined in Section 2.1), having a clear and concise set of objectives that define the most desirable outcomes makes good business sense.

The DMMS defines the "who," "where," "why," and "how" Visit Durango is going to promote our attractions, activities, amenities, attributes, and areas in 2021 and 2022.

A STRATEGY IS ESSENTIAL
TO ACCOMPLISH OUR GOALS

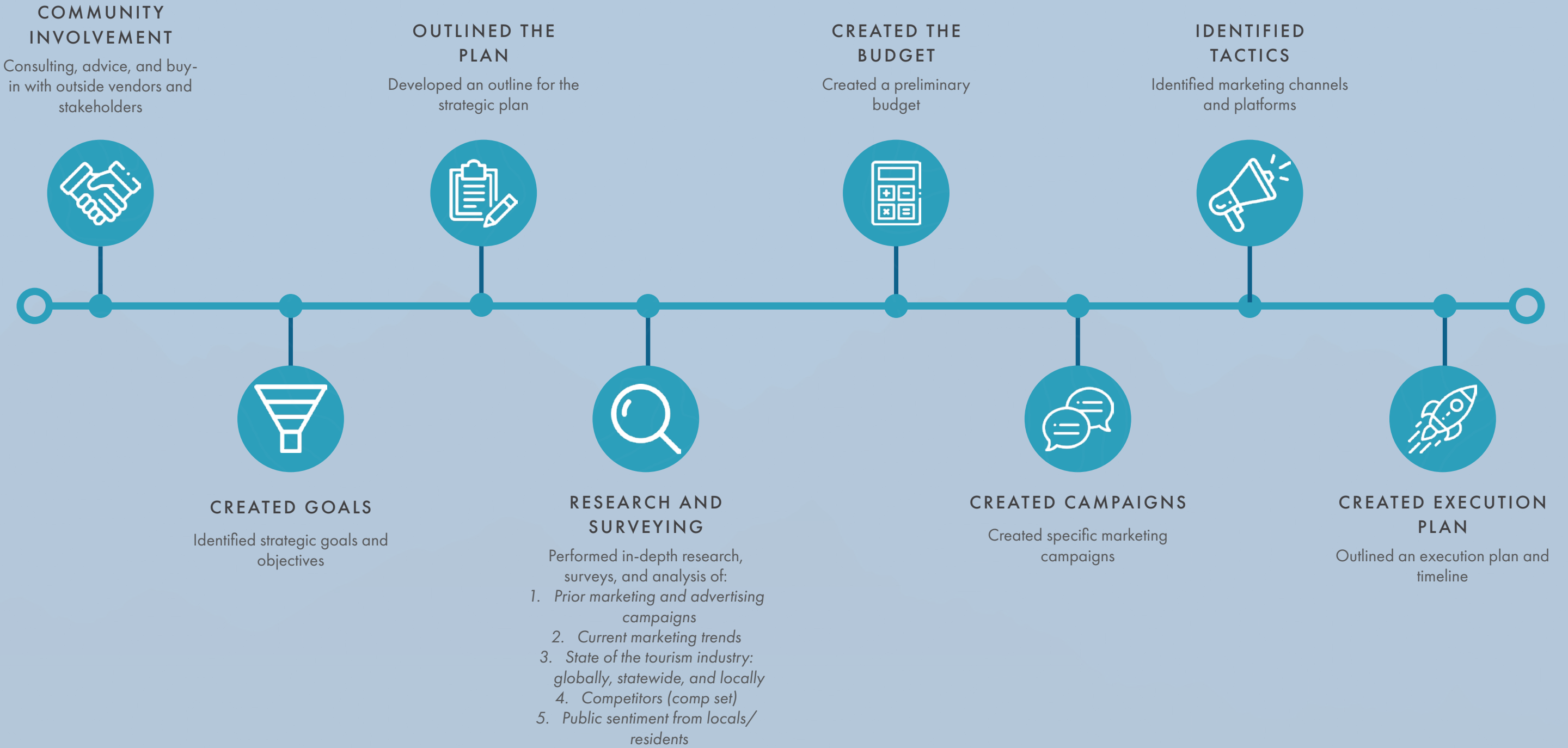
OBJECTIVES OF THE STRATEGIC PLAN

- ✓ Define the current state of the tourism industry
- ✓ Define our brand's positioning, mission, and guiding principles
- ✓ Create strategic goals and objectives tied to increasing tourism
- ✓ Identify target market and audiences for advertising
- ✓ Define tactics and channels to deploy marketing campaigns
- ✓ Create a resource to steer Visit Durango's marketing efforts for 2021 and 2022
- ✓ Provide a model plan template for La Plata County's tourism businesses

PROCESS OF CREATING THE STRATEGIC PLAN



This plan was developed in partnership with the Visit Durango team, Board of Directors, City of Durango, La Plata County, Marketing Committee members, and key stakeholders.



SECTION 2

DMO ROLES AND RESPONSIBILITIES

A breakdown of Visit Durango's shift to a DMMO and responsible tourism.



FROM DMO TO DMMO



The role of the typical Destination Marketing Organization (DMO), like Visit Durango, is evolving to fulfill a new role in communities across the world. With the abundance of online information available to travelers, the information gathering process has shifted, as has the DMO's means of delivering information to visitors. DMOs are no longer meant to just develop clever taglines and churn out advertising campaigns. Visit Durango is leading the charge on the Destination Management revolution.

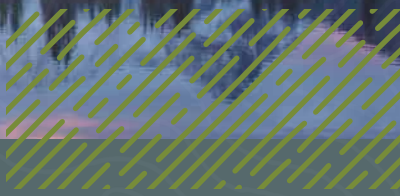
Organizations like Visit Durango are transitioning from DMOs (Destination Marketing Organizations) to DMMOs (Destination Management and Marketing Organizations).

DMMOs still advertise and market their destination, but now they also foster the entire visitor experience from beginning to end. It's not just about bringing people to Durango, it's about elevating the customer experience once they get here and communicating with that visitor after they leave.

In addition to traditional marketing channels, Visit Durango will also step into the destination management role by working more closely with community organizations, such as the Durango Downtown & North Main Business Improvement District, the Durango Area Hospitality & Lodgers Association (DAHLA), the Durango Chamber of Commerce, Local First, the Durango Creative District, the La Plata County Economic Development Alliance, and many more.

One of the ultimate goals of tourism is to increase quality of life for residents of a destination. When Visit Durango brings in visitors, it boosts economic impact. When the Durango area economy thrives, the resident experience also thrives. But it is a delicate balance.

In addition to implementing strategies that avoid overcrowding, Visit Durango will also focus on environmental sustainability and stewardship of the destination.



WHY THE SHIFT?

Unmanaged tourism can diminish the quality of life for locals and create a negative experience for visitors.

We'd like to avoid that at all costs!

THE GOAL OF VISIT DURANGO'S RESPONSIBLE TOURISM STRATEGY IS TO MAKE DURANGO A BETTER PLACE FOR PEOPLE TO LIVE AND VISIT.

This comprehensive destination management and marketing strategic plan is an entirely new strategic direction for Visit Durango.



DESTINATION MARKETING +
DESTINATION LEADERSHIP +
COMMUNITY PARTNERSHIPS +
STEWARDSHIP +

= DESTINATION MANAGEMENT



...BUT WHAT'S IMPORTANT FOR THE RESIDENTS OF LA PLATA COUNTY?

FEEDBACK FROM THE COMMUNITY



Visit Durango started the feedback gathering process by creating the region's first resident sentiment survey to identify the community's most pressing issues with visitation, and received over 1,200 responses (July 2020).

When it comes to tourism and visitors in La Plata County, the top priorities for residents included:



FIRE SAFETY

94% VERY HIGH OR HIGH PRIORITY



HABITAT PROTECTION (TRAIL EROSION, RIVER PUT-INS, ETC.)

88% VERY HIGH OR HIGH PRIORITY



RESPONSIBLE COVID RELATED HEALTH PRECAUTIONS

85% VERY HIGH OR HIGH PRIORITY



CULTURAL RESPECT

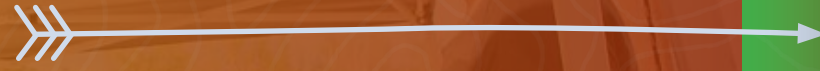
83% VERY HIGH OR HIGH PRIORITY



CONSIDERATE RECREATING

77% VERY HIGH OR HIGH PRIORITY

OUR DMMO PRINCIPLES



After analyzing the results, 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 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 Reservation, 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 infrastructure needs. The goal is to reduce barriers for residents and visitors to act more responsibly and follow the principles.

More details on Care for Durango and tactics will be addressed throughout the DMMS.

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



BE PREPARED

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

BE HEALTHY

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



BE FIREWISE

Always check and respect local fire restrictions in Colorado's dry climate.

LEAVE NO TRACE

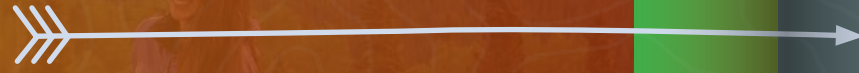
Stick to trails, dispose of waste properly, take only photographs, and respect wildlife.



BE RESPECTFUL

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

NOTEWORTHY DMMO TERMS



HIGH-VALUE, RESPONSIBLE TRAVELERS

A high-value, responsible traveler generates greater economic returns with less impact on the community.

According to research conducted by the Colorado Tourism Office, overseas international travelers continue to spend more per person per trip than any other group. The average trip expenditure for Durango's top overseas markets (the UK, Australia, France, and Germany) was \$2,438 per person, per trip. The average spend for Mexico and Canada, which contribute about 40 percent of Colorado's international visitors, was \$775 per person per trip.

Meanwhile, Colorado's domestic discretionary leisure traveler spent an average of \$495 per person per trip, compared with \$386 for the national average. Colorado's highest-spending domestic travelers are people on ski trips, who spent an average of \$1,208 per person per trip, compared with \$405 for Colorado's outdoor travelers.

42% of travelers, nationally, report that a destination's sustainability practices are at least somewhat important to their choice of destinations, with 20% saying it's very important. This is up from 36% in 2017, with just 15% saying it was very important.

Travelers age 18-24 and 35-55 were most likely to place importance on a destination's sustainability practices, with travelers age 55+ least likely. (Source: Colorado Tourism Office, Advertising Effectiveness, Strategic Marketing and Research Insights (SMARI), May 2018.)



While travel experts predict that international travel won't return to 2019 levels until 2023-2025, there is pent-up demand for North America's iconic wide open spaces.

Visit Durango is also working to promote responsible tourism to attract a more sustainable, high-value traveler.

Moving forward, Visit Durango will continue with the strategy to attract higher-spend visitors, rather than increasing the volume of travelers, to protect our natural resources and disperse travelers both seasonally and geographically.

SUSTAINABLE TOURISM

As defined by the United Nations World Tourism Organization:

"Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus-building.

Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them."

Simply put, sustainable tourism is defined as "tourism that respects both local people and the traveler, cultural heritage, and the environment."

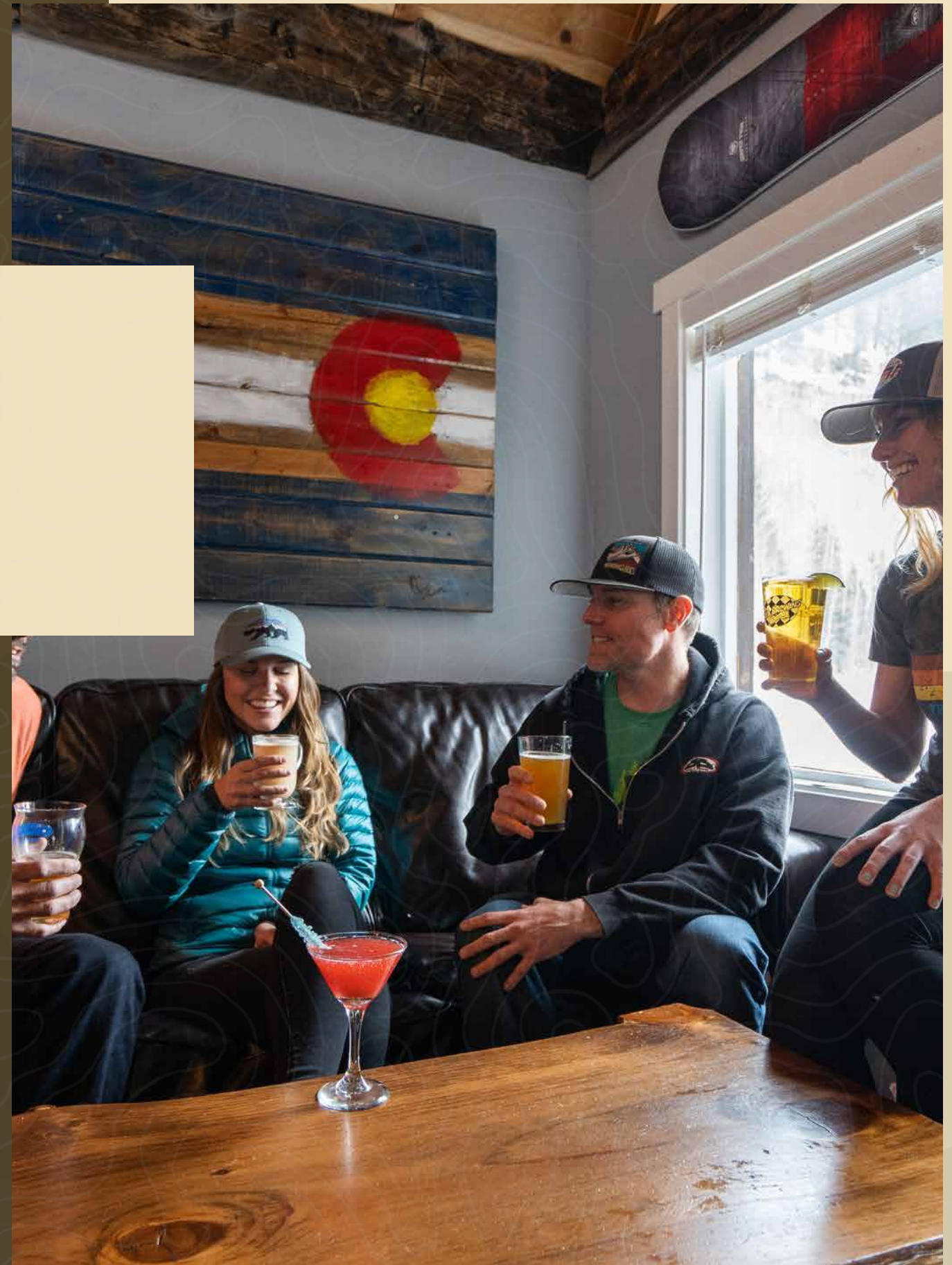
REMEMBER,
WE WANT TO
AVOID
THIS



SECTION 3

STATE OF THE TOURISM INDUSTRY

A look into the outlook of the National, Colorado,
and La Plata County tourism industry's trends.



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 expected \$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 a vaccine 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 revenue 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 will have a waterfall effect of less tourism to Durango. The decrease in tourism will also have a snowball effect on other industries, such as marijuana sales.

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

THE KEY TAKEAWAY:

TRAVEL SPENDING IS NOT EXPECTED TO RETURN TO PRE-PANDEMIC LEVELS UNTIL 2023.

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% over August 2019. From January to July, La Plata County's sales tax revenues increased nearly 14% 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 COVID
THAN OTHERS!



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



EFFECTS OF NEW HOTELS ON TOURISM



Over the course of the next few years, Durango is slated to add an additional 475 hotel rooms across six new hotels. While there's been significant debate and controversy on the impact this will have on Durango and the La Plata County community, Visit Durango sees the pros and cons for the tourism community.

LONG-TERM EFFECTS

Several months out of the year, La Plata County sees occupancy rates nearing the high 80s and even 100% during certain holidays. At these times, the increased inventory of rooms will allow for a greater number of visitors to the area.

Since the tourism industry accounts for over 1/4 of all jobs in La Plata County, we expect the new hotel rooms could create a trickle down of new jobs, new attractions, and new business opportunities.

While some have argued that it's dangerous to increase the size of the tourism industry while not increasing other industries simultaneously (i.e. healthcare and tech), we expect the community to benefit, not suffer, from a larger tourism presence.

One economic development benefit of increasing the tourism industry (via new hotels and the trickle-down businesses) is that it attracts new residents, outside investors, and new businesses.

SHORT-TERM EFFECTS

Over the course of 2021 and 2022, the increased number of hotel rooms compiled with the COVID pandemic is poised to be an uphill battle for Visit Durango and its partners. The overarching mission of putting "heads in beds" becomes more difficult with more "beds" to fill.

It is likely that the increased number of rooms will have a negative impact on the local economy over the next few years. Hotels rates, ADR (Average Daily Rate), RevPAR (Revenue per Available Room), and profits may drop as competition increases, leading to a negative "domino effect" on the local workforce.

LA PLATA COUNTY
WILL "WEATHER THE
STORM"

HOW TO ADDRESS THESE CONCERNS

While there has been a lot of concern about the aforementioned negative impacts, the Visit Durango team is equipped with new tactics and a strategy to soften the blow of the additional hotel rooms. Our team is addressing the impacts in a number of ways including:



SMARTER, MORE TARGETED MARKETING APPROACH

Thanks to budget reserves from 2020 (more in Section 4), a stronger in-house marketing team, and adjustments to our targeting, Visit Durango is able to promote Durango more effectively than ever before. New technology and software allows our team to invest in tactics and audiences that produce results and eliminate those that don't.

At the same time, our in-house marketing and communications team is able to handle the workload of the previous contracted marketing agencies while being more nimble and responsive to change.

These factors translate to a smarter and stronger way to promote Durango to increase visitation and combat the short-term impacts of the additional hotel rooms.



ASSISTING OTHER PARTNERS WITH MARKETING

With Visit Durango's adjusted goals, objectives, and purpose as a DMMO, our team hopes to empower and educate the new hotel partners with marketing and advertising advice and assistance. Through several tactics (see Section 7) marketing Durango will no longer rest on Visit Durango's shoulders alone, but will be a team-approach with new (and old) partners alike.

As part of our new role as a DMMO, Visit Durango will share its knowledge of best practices to help the community market their own businesses in a more effective manner.

Durango needs to "weather the storm" of the potential short-term setbacks and challenges while staying hopeful for the long-term economic benefits to kick in.

IMPACT OF COVID ON THE TRAVEL INDUSTRY

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

The effects that the COVID pandemic has 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 tallied \$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 the next most hard-hit industry.



IMPACTS ON LA PLATA COUNTY AND THE CITY OF DURANGO

- Sales tax revenues from restaurants and bars are down 20% from 2019.
- Lodging tax collections are projected to be down approximately 35-40% year over year.

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, in response to COVID, 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 hits 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.

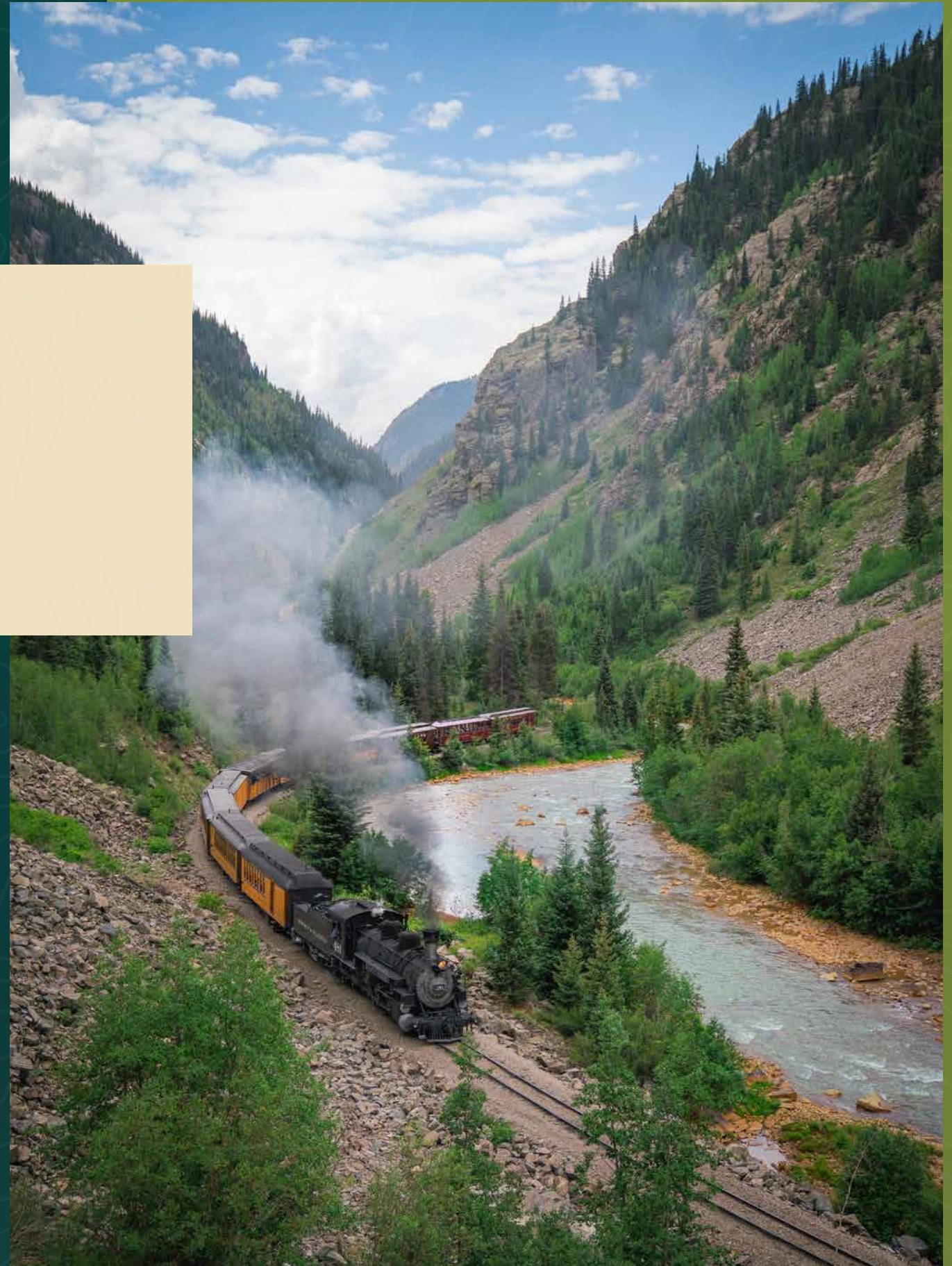
Visit Durango will continue to execute in-crisis and recovery phased strategies to support the tourism industry and economic recovery during the COVID pandemic. The DMMO will also be looking ahead at long-term solutions to attract more sustainable, high-value travelers and support a consistent year-round economy.

More details on economic recovery and tactics will be addressed throughout the DMMS.

SECTION 4

BUDGET

Comparative budgets for other DMMOs and a breakdown of Visit Durango's budget by department.



BREAKDOWN OF BUDGET



In 2019, Visit Durango conducted a Tourism Business Stakeholder Survey to help define Durango's competitive destination set. The results showed: Telluride, Pagosa Springs, Santa Fe, Moab, and Denver. The median budget of that set is \$4.29 million. Visit Durango's budget (pre-COVID) was \$1.2 million. The spend per capita in Durango is \$24 while it is, on average, \$154 for the comp set.

A competitive budget for Visit Durango would be between \$2.8-\$4.3 Million.

In order to remain conservative and cautious, Visit Durango's budget for 2021 is \$1 million. This could change drastically based on the unpredictable lodgers tax collections. The forecast for the 2022 budget is even less clear. The Visit Durango Finance Committee will remain nimble and keep a close eye on income. The budget will be adjusted on a monthly basis in order to adapt to unexpected shifts in the economy.

CITY LODGERS TAX

\$379,000

Income is conservatively estimated. While visitation will most likely be down approximately 15%-25% for the year of 2021, compared to 2019, this budget assumes lodgers tax revenues will be down by 40% for the year of 2021 for the City. This projection assumes \$340,000 of the City lodgers tax will be used for City transit. This projection does not assume the \$100,000 Special Events funds will be taken from City lodgers tax.

CARRYOVER FROM 2020 BUDGET

\$250,000

In order to prepare for the decrease in revenue in 2021, Visit Durango spent conservatively from March 2020 onwards. Due to cuts and increased efficiencies, the organization will end the year with a significant reserve fund. This fund will be carried over and included in the adjusted income for 2021. 2021 will be an appropriate time to use carryover funds due to the global pandemic and its after-effects.



COUNTY LODGERS TAX

\$379,000

Income is conservatively estimated. While visitation will most likely be down approximately 15% for the year of 2021 compared to 2019, this budget assumes lodgers tax revenues will be down by 40% for the year of 2021 for the County. However; because of the beginning of the contract between La Plata County and MuniRevs/Lodging Revs, the County income will increase, due to the expanded collections of vacation rental lodgers taxes. Most likely, with this additional income, the annual County Income will exceed \$370,0000.

DWC ADVERTISING/OTHER

\$80,000

BREAKDOWN OF EXPENSES



While the estimate of income for 2021 is conservative, it is probable that as the year goes on, Visit Durango will see certain income categories exceed this budget or alternative revenues may become available. Visit Durango will consider applying for economic incentives that 501 c6s become eligible for.

As revenues increase, Visit Durango will spend additional funding as the travel industry and market demands.

The Tourism Marketing category is expected to be the main area of extra spending, as extra funds become available, because most marketing and advertising efforts can be ramped up quickly and easily.

Visit Durango will also allocate additional funds towards the year-end reserve for 2022, as appropriate. Visit Durango aims to end the year with more than a 4% reserve.

PERSONNEL EXPENSES

\$565,000

In order to increase efficiency of the Visit Durango operations, several services, which were previously outsourced to contractors, have been brought in-house and are now completed by full-time staff.

Additionally, with the transition from a DMO to a DMMO, there is more prioritization on destination leadership, community partnerships, and stewardship. Human capital is a higher priority than in the past. Personnel expenses are projected to increase as Visit Durango assumes the hiring of the Sales & Marketing Director, Sales Coordinator, and future creative positions.

ADMIN EXPENSES

\$117,000

Administrative expenses continue to remain low as Visit Durango's operations efficiency is improved. Visit Durango will hold off on major facilities and operations upgrades past 2022.



TOURISM MARKETING EXPENSES

\$327,000

This category spend shows a decrease from previous years because as most tourism marketing services were previously completed by outside contractors, mostly outside of the region. Visit Durango is "spending local," keeping more budget spending within La Plata County and creating high-quality local, professional jobs. While the overall spend on tourism marketing shows a decrease in the budget, the actual spend has increased. The transition to in-house services shows this change as an increase to personnel expenses and a decrease to tourism marketing.

Other changes to this category include sales events and trade shows which were either canceled or virtual events in 2020 will be held in-person in 2021. Advertising spend is transitioning from print and other overpriced ad mediums to more efficient digital advertising. Visit Durango is reaching significantly more consumers with less media spend. Visit Durango will also make gradual transitions from printed materials to digital formants to save costs, when appropriate.

Visit Durango will purchase promotional items needed for in-person trade shows and FAM (familiarization) tours. There will be a switch from the overpriced platform, Crowdriff, to sourcing content from local professionals, which will provide high-quality content with a focus on off-peak season content. Canceled 2020 media FAMs and desk-side trips will return. International ad spend was significantly scaled back due to unknowns with market post-COVID. This will return, when appropriate.

Visit Durango will continue with association memberships but increase efficiencies with tourism research tools. This budget also assumes the region will move forward with the CRAFT Cycling Tourism Marketing matching grant from the Colorado Tourism Office.

SECTION 5

BRAND POSITIONING

Mission, Vision, and Positioning Statements and the defined tone and messaging for 2021 and 2022's campaigns.



OUR BRAND POSITIONING



A breakdown of the current brand positioning of Visit Durango. These statements were finalized via community and stakeholder input in mid-2020.

TERM	EXPLANATION
MISSION STATEMENT	<p>Generally speaking, a mission statement is the overall purpose of an organization. Mission statements explain the “why” behind an organization.</p> <p>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.</p>
PURPOSE STATEMENT	<p>A purpose statement describes the overarching reason that the company exists, how it should conduct itself and the impact it has on who it’s serving. Organizations use purpose statements to help drive the mission and company goals.</p>
VISION STATEMENT	<p>A vision statement is a slight variation of a mission statement but with an external-facing approach with added goals. It describes the overarching goals of the organization tied to its purpose mentioned in the mission statement.</p> <p>Simply put, a vision statement answers the question: “Where do we want to go?”</p>
POSITIONING STATEMENT	<p>While similar to a mission statement, a positioning statement sums up an organization, at this moment in time.</p> <p>It is an internal-facing guideline of “who we are,” “what we do,” and “why we’re good at it.”</p>

VISIT DURANGO’S STATEMENTS

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

VISIT DURANGO’S PURPOSE IS TO:

Build brand awareness, stimulate a year-round tourism economy, and attract and educate visitors to the City of Durango and La Plata County Area. This purpose is achieved as a destination management & marketing organization (DMMO).

VISIT DURANGO’S VISION STATEMENT IS:

Promote Durango’s unique attributes in a responsible manner to foster year-round, sustainable economic growth for the Durango area.

VISIT DURANGO’S POSITIONING STATEMENT:

“We promote Durango as an international destination for its rich culture and historic past, where the high alpine meets the high desert. We provide a positive visitor experience, drive economic impact and support our local community.”

SUMMARY OF BRANDING RESEARCH



Over the course of 2020, the Visit Durango team has held a number of work sessions with community members and stakeholders, in order to gather quantitative and qualitative data, define the look-and-feel, messaging, and voice for all marketing materials produced and promoted.

Here is a brief summary of the keynote questions and the most common answers from survey participants:

<p>1 DESCRIBE DURANGO'S CURRENT STORY IN ONE WORD</p> <hr/> <p><i>Western</i> <i>Outdoorsy</i> <i>Friendly</i> <i>Active</i> <i>Unspoiled</i></p>	<p>2 DESCRIBE CURRENT VISITORS AND RESIDENTS IN ONE WORD</p> <hr/> <p><i>Fit</i> <i>Genuine</i> <i>Outgoing</i> <i>Outdoorsy</i> <i>Diverse</i></p>	<p>3 DESCRIBE THE CURRENT PRODUCTS THAT DURANGO OFFERS</p> <hr/> <p><i>Mountains</i> <i>River</i> <i>Dining</i> <i>History</i> <i>Sports</i></p>	<p>4 WHAT IS THE IDEAL DURANGO VISITOR PASSIONATE ABOUT?</p> <hr/> <p><i>Sustainability</i> <i>Culture</i> <i>Outdoors</i> <i>Community</i> <i>Arts</i></p>
<p>5 WHAT MESSAGES NEED TO BE CONVEYED WITH THE DURANGO BRAND?</p> <hr/> <p><i>Outdoor-Adventure</i> <i>Friendly</i> <i>Authentic, not artificial</i> <i>Access to diverse activities/areas</i> <i>Socially-distant friendly destination</i></p>	<p>6 DESCRIBE HOW DURANGO'S BRAND SHOULD BE PERCEIVED</p> <hr/> <p><i>Playful</i> <i>Friendly</i> <i>Adventurous</i> <i>Wild, Unspoiled</i> <i>Authentic</i></p>	<p>7 WHAT EMOTIONS OR FEELINGS SHOULD USERS HAVE WITH THE BRAND?</p> <hr/> <p><i>Excited</i> <i>Envious</i> <i>Admiring, Longing</i> <i>Inspired</i> <i>Ready to escape</i></p>	<p>8 HOW WOULD YOU DESCRIBE DURANGO'S PERSONALITY TRAITS?</p> <hr/> <p><i>Gritty</i> <i>Fun</i> <i>Unpretentious</i> <i>Unique</i> <i>Laid-back</i></p>

FREQUENCY OF ADJECTIVES FROM SURVEYING

At a brand-envisioning workshop in September 2020, participants were asked to describe how Visit Durango's brand should look and feel in 2021 and 2022. The following adjectives were provided by participants- the larger the word, the more frequent it appeared.



DEFINED TONE AND MESSAGING

After numerous internal discussions, stakeholders meetings, and analyzing survey responses, the Visit Durango team has narrowed down the following to be utilized for the branding of the 2021-2022 marketing campaigns:



TONE AND MESSAGING WILL REFLECT THESE ADJECTIVES

SECTION 6

GOALS AND OBJECTIVES

A breakdown of Visit Durango's top-level goals and SMART objectives.



GOALS AND OBJECTIVES



Macro goals are defined as our top-level goals for the organization. Three of our goals are focused primarily on economic growth while the other three are focused on sustainability and responsible tourism.

Our goals are tied to “SMART Objectives” outlined on the following pages. “SMART Objectives” are defined as objectives that are specific, measurable, achievable, realistic, and time-bound.

ECONOMIC-FOCUSED



SUPPORT THE TOURISM INDUSTRY AND ECONOMIC RECOVERY DURING COVID



SUPPORT A MORE CONSISTENT, YEAR-ROUND ECONOMY BY DISPERSING VISITORS BOTH SEASONALLY AND GEOGRAPHICALLY



INCREASE THE OVERALL POSITIVE VISITOR EXPERIENCE IN LA PLATA COUNTY

SUSTAINABILITY-FOCUSED



ATTRACT HIGH VALUE, RESPONSIBLE TRAVELERS AND STEWARD LA PLATA COUNTY’S NATURAL RESOURCES



INCREASE QUALITY OF LIFE AND EDUCATE RESIDENTS ON VALUE OF TOURISM



EDUCATE TOURISM STAKEHOLDERS AND ADVOCATE ON THEIR BEHALF

GOAL #1



SUPPORT THE TOURISM INDUSTRY AND ECONOMIC RECOVERY DURING COVID

This goal is focused on in-crisis and recovery-phased strategies to assist our industry partners affected by COVID and the related economic issues associated with the pandemic. We will provide insights, ideas, and recommendations on how to improve their business' marketing and sales, while working to keep visitors, residents and industry partners informed.



LET'S RISE AND RECOVER TOGETHER!

SMART OBJECTIVES TO ACHIEVE THE GOAL:



MARKETING

- Hold at least one, one-on-one marketing consultations with individual partners per quarter
- 5% increase in total digital downloads of online toolkit resources year-over-year



PUBLIC RELATIONS

- Support tourism industry partners with accurate, up-to-date travel advisories and info through a B2B newsletter at least once per quarter
- Keep visitors and residents informed about public health and travel conditions by maintaining two COVID landing pages with monthly updates



VISITOR SERVICES

- Increase distribution of face masks and Care for Durango signage and resources for visitors by 10% year-over-year
- Maintain current month by month distribution through COVID in Durango Welcome Center



SALES

- Hold at least two one-on-one sales consultations with partners per quarter to get partners "trade ready"
- Work with five domestic Coach operators and five Receptive Operators & international Tour Operators on creating new Durango and regional itineraries per year



ADVOCACY

- Participate in at least four economic-focused groups or organizations per year and advocate for their initiatives or programs where appropriate
- Devote at least 20% of staff time to economic recovery-related meetings, programs, and tasks



PROGRAMS

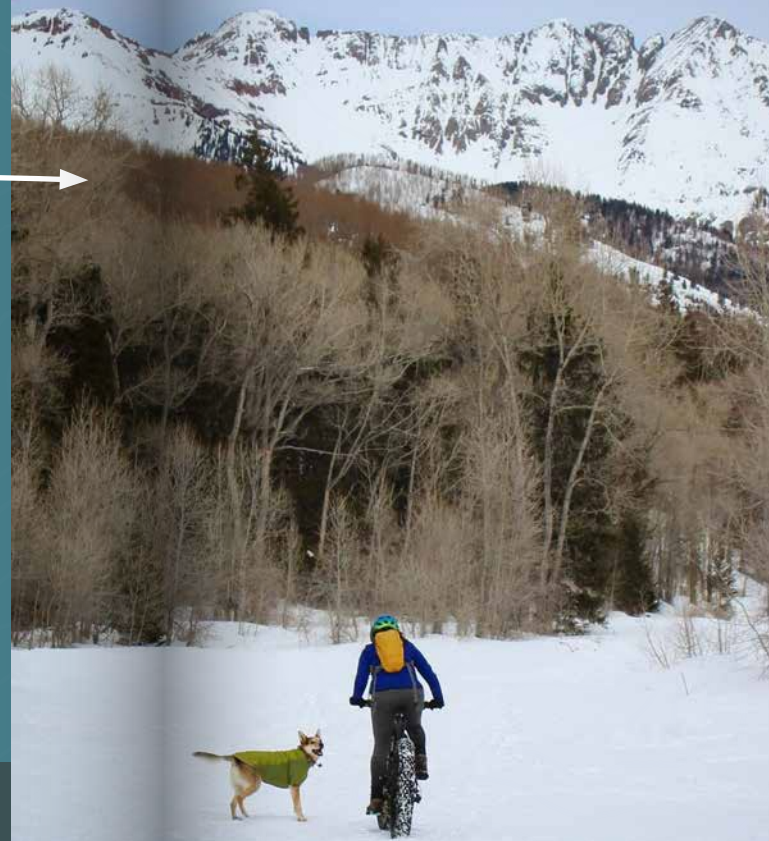
- Produce and distribute at least one Care for Durango signage piece or other resources for industry partners per quarter
- Represent tourism and attend all La Plata County Economic Recovery Task Force meetings
- Promote toolkit resources via local media outreach at least once per quarter
- Provide cleaning and COVID training and tools for our stakeholders and their employees

GOAL #2



SUPPORT A MORE CONSISTENT, YEAR-ROUND ECONOMY BY DISPERSING VISITORS BOTH SEASONALLY AND GEOGRAPHICALLY

This goal is focused on dispersing added visitors to off-peak times of the year and week while also dispersing visitors to less-trafficked areas around Durango, and different attractions and activities. In addition, we aim to increase the daily spend and extend the length of stays for in-market visitors.



LET'S DISPERSE BY
DIVERSIFYING!

SMART OBJECTIVES TO ACHIEVE THE GOAL:



MARKETING

- Increase content production for "off-the-beaten-path" La Plata County regions and attractions outside of Durango by 25% year-over-year
- Increase engagement with "off-the-beaten-path" La Plata County regions and attractions content by 10% year-over-year
- 150% increase in organic reach/impressions with advertising year-over-year



PUBLIC RELATIONS

- Host at least five individual media FAMs trips with itineraries including lesser-known attractions during off-peak
- Promote Durango to drive market/national TV outlets and increase overall AVE (Advertising Value Equivalent) by 5%



VISITOR SERVICES

- Create at least two season and theme-based itineraries with at least 15% of the content focused on "off-the-beaten-path" events, attractions, and activities
- Maintain 10% of Welcome space/area to non-downtown partners over 2021-2022
- Increase walk-in traffic during off-peak times of the year by 5% year-over-year



ADVOCACY

- 10% increase of lodgers tax and occupancy for Monday-Friday year-over-year
- 10% increase of lodgers tax and occupancy in Q1 & Q4 year-over-year
- Include at least one key partner in Bayfield, Ignacio, Vallecito, Southern Ute Reservation, and other outlying regions in current Visit Durango Committees and Task Forces in co-promotional opportunities each quarter



SALES

- Work with domestic and international motorcoach and travel sellers to create two new Durango regional itineraries focusing on off-season events and activities
- Work with Durango tourism partners to promote at least two off-peak seasonal offers



PROGRAMS

- Work with Local First, the Colorado Restaurant Association and/or other key partners to promote two off-peak initiatives per year that support a year-round economy
- Form a task force and meet at least quarterly with Bayfield, Ignacio, Vallecito, Southern Ute Reservation, and others to identify co-promotional opportunities and offer support

GOAL #3



ATTRACT HIGH VALUE, RESPONSIBLE TRAVELERS AND STEWARD LA PLATA COUNTY'S NATURAL RESOURCES

This goal is focused on attracting more affluent, sustainable visitors to the Durango area. In addition, providing information and resources for safe recreating and social responsibility for in-market visitors.



LET'S ADJUST OUR TARGETING TO ATTRACT A HIGHER-VALUE VISITOR!

SMART OBJECTIVES TO ACHIEVE THE GOAL:



MARKETING

- 10% increase in Care for Durango pledge sign-ups year-over-year
- Same objectives as Goal #2



PUBLIC RELATIONS

- Secure media coverage in at least five top-tier media outlets per year by promoting outdoor recreation, wellness, and agritourism
- Host one Voluntourism-based media FAMs with freelancers in top-tier media outlets
- Regularly promote Care for Durango content and secure at least one article with national media targets highlighting Durango's sustainability initiatives



VISITOR SERVICES

- Increase Care for Durango pledge sign-ups in the Durango Welcome Center by 5% year-over-year
- Implement donation program in Q1 of 2021 and maintain 10 donations and \$100 monthly in 2021



SALES

- Host 2+ Receptive Operator and/or Travel Agent FAM tours annually
- Participate in at least two CTO FAM tours annually
- Craft at least one responsible tourism itinerary and partner with leading associations
- Create one new ethical business partners in 2021 and 1+ new partners in 2022



ADVOCACY

- Continue partnerships with at least five state and domestic sustainability stakeholders each year
- Secure Durango into the "Colorado hot springs loop" in 2021



PROGRAMS

- Conduct monthly sustainable task force meetings and maintain key stakeholders group
- Work with 4CORE to extend carbon offset program to the tourism industry by Q2 2021

OUR TEAM WILL COMMIT 20% OF THE TOTAL RESOURCES TOWARDS THIS GOAL

GOAL #4



INCREASE THE OVERALL POSITIVE VISITOR EXPERIENCE IN LA PLATA COUNTY

This goal is focused on improving the positive emotional connection with visitors by providing more meaningful experiences and better interactions with Durango's residents. This translates to better customer-service, better communication, and better attitudes for both visitors and residents alike.



LET'S IMPROVE VISITORS' EXPERIENCES IN DURANGO!

SMART OBJECTIVES TO ACHIEVE THE GOAL:



MARKETING

- Maintain the current Tourism Sentiment Score year-over-year through COVID
- Maintain the current "positive influence of tourism" value via the Tourism Sentiment Index year over year



PUBLIC RELATIONS

- Apply for at least two awards to position Durango's marketing initiatives



VISITOR SERVICES

- Hold at least one training class for frontline workers on customer service, per year
- 3% increase in average star rating on digital, review platforms year-over-year



SALES

- Perform a group trade survey/Destination Analysis in 2021-2022 to understand past and current visitor experiences in Durango
- Based on findings, identify target visitor segments and market to segments that most resonate with Durango's values (Q1-Q4 2022)



PARTNERSHIPS

- Recruit six or more community partners for a rebranding effort in 2021 and 2022



PROGRAMS

- Serve on the City of Durango's EV Readiness task force and attend monthly focus groups and work sessions

GOAL #5



INCREASE QUALITY OF LIFE AND EDUCATE RESIDENTS ABOUT THE VALUE OF TOURISM

This goal is focused on assisting to improve the quality of life for Durango's residents by protecting our areas, dispersing visitors to non-peak and less-trafficked areas, all while educating residents about the value of tourism.

This goal will involve cooperation and assistance with other agencies across the county.



LET'S HELP IMPROVE
THE QUALITY OF LIFE
FOR RESIDENTS!

SMART OBJECTIVES TO ACHIEVE THE GOAL:



MARKETING

- Promote one business or local individual via online content per month
- Maintain the current "positive influence of tourism" value via the Tourism Sentiment Index year-over-year



PUBLIC RELATIONS

- Secure at least six articles with local media outlets highlighting Care for Durango and Visit Durango's destination management initiatives per year



VISITOR SERVICES

- Keep Durango Welcome Center open through all but most extreme COVID shutdowns and maintain (above minimum required level) cleanliness of public restrooms
- Host at least one training every other year on how tourism positively contributes to local quality of life



SALES

- Support the pilot cycling program in Q2 on the sales side by promoting local and regional cycling events to applicable markets, both domestic and internationally



ADVOCACY

- Advocate for local creative solutions needed to maintain quality of life through COVID regulations (ie. Business Bump-Outs)
- Improve Visit Durango sentiment scores on Resident Sentiment Survey by 5% year-over-year



PROGRAMS

- Launch a pilot cycling tourism program and task force in 2021
- Research and develop a potential Local Ambassadors Program for launch in Q1 of 2022

GOAL #6



EDUCATE TOURISM STAKEHOLDERS AND ADVOCATE ON THEIR BEHALF

This goal is focused on encouraging tourism-related businesses to take a proactive role in destination management and marketing.

This is done with improving participation and dialogue by partners in Visit Durango's decisions.



LET'S BE PROACTIVE AND TRANSPARENT WITH EVERYONE!

SMART OBJECTIVES TO ACHIEVE THE GOAL:



MARKETING

- 5% increase in engagement with B2B content year-over-year
- Host two industry webinars and/or toolkits on tourism marketing and sustainability per year
- Send a B2B "Hot Sheet" for Marketing and Public Relations with recommendations, advice, and metrics each quarter



PUBLIC RELATIONS

- Work with at least three new media FAM partners per year



VISITOR SERVICES

- Train Durango Welcome Center and relevant office staff quarterly on interacting with local stakeholders via materials pick-ups or deliveries



SALES

- Host quarterly Sales & Services meetings to keep stakeholders informed of Durango's sales progress, shows attended, industry trends and best practices
- Create and promote one, two-night itinerary that include new Durango activities or new Durango program initiatives such as restaurant week, responsible tourism, etc.



PARTNERSHIPS

- Conduct one tourism briefing per year
- Conduct one Board of Directors retreat and strategic planning session per year



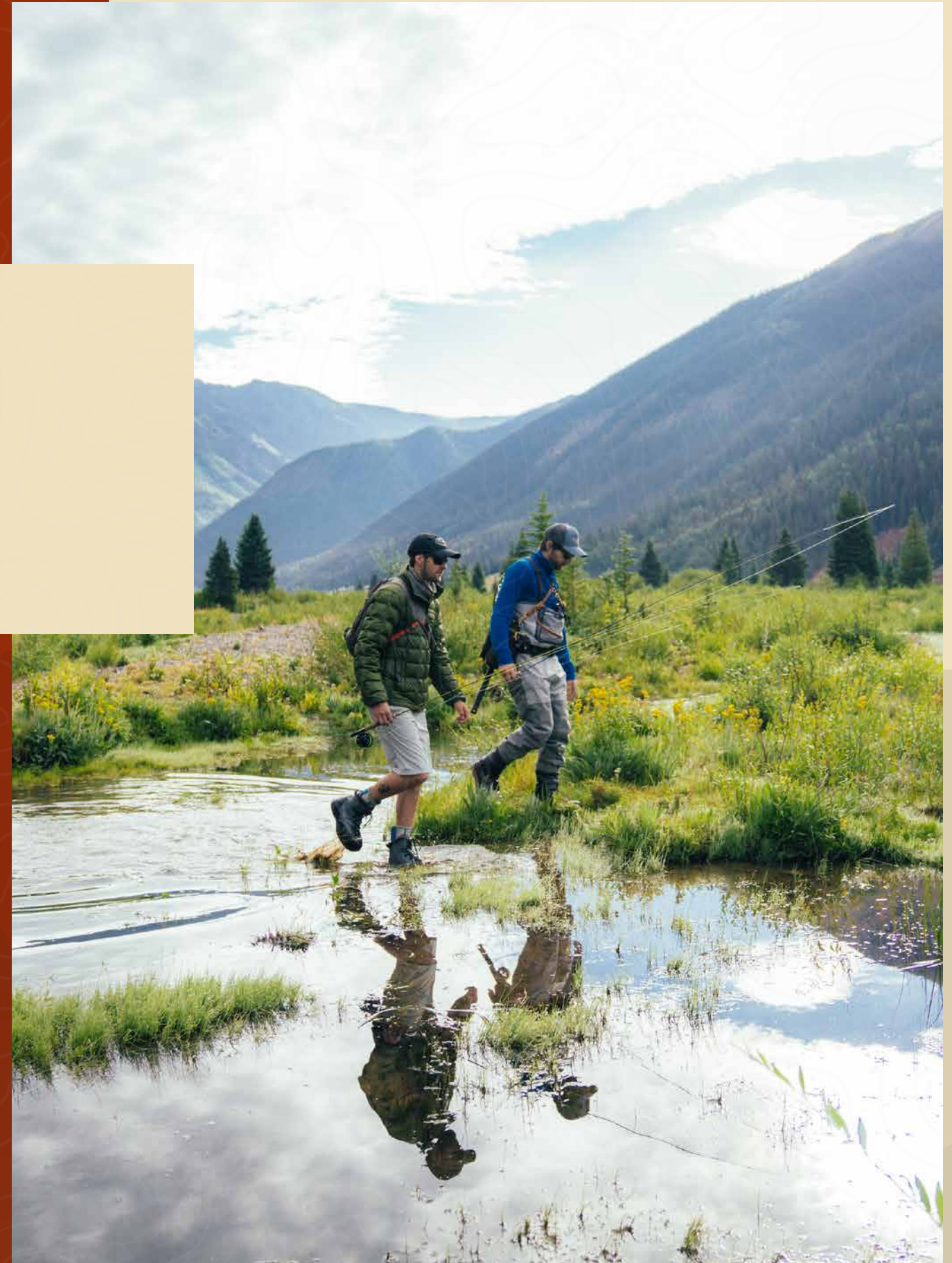
PROGRAMS

- Create one sustainable tourism training program and introduce at annual tourism briefing by Spring 2021

SECTION 7

TARGETING

The overall targeting for the marketing campaigns in 2021 and 2022.



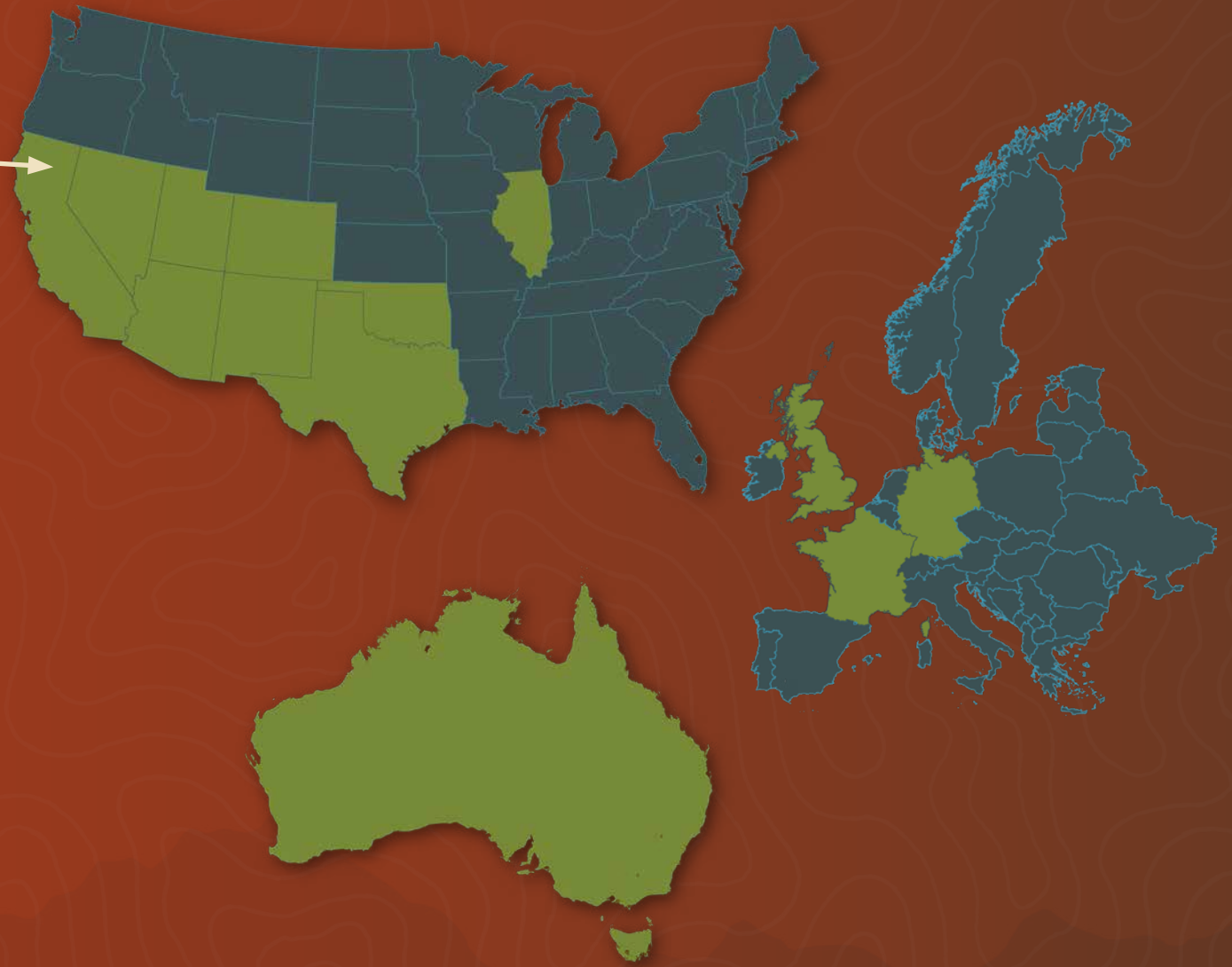
TARGETING SUMMARY: DEMOGRAPHICS

While Visit Durango sees visitors from all corners of the globe and all walks of life, we cannot physically advertise and sell Durango's products to all of them.

We cannot use the overused marketing mantra "everyone is my Client."

In order to meet our aforementioned goals and SMART objectives, we have narrowed down our demographics as follows.

This section is used to summarize what the overall targeting will be for all paid advertising campaigns and sales efforts.



AGE

- 25-34
- 35-44
- 45-54
- 55+
- Excluding under 25

GENDER

- Male
- Female
- Non-binary

ADVERTISING GEOS

LOCAL MARKETS

- Durango, La Plata County, Silverton, Mancos/Cortez, Pagosa Springs
- San Juan County, NM

DIRECT FLIGHTS

- Denver, Dallas, Phoenix
- Chicago, Los Angeles (summer)
- Houston (summer and winter)

DRIVE MARKET: 5-7 HOURS

Colorado, New Mexico, Arizona

- Denver DMA regions
- 20 mi around Denver
- Phoenix DMA regions
- 20 mi around Phoenix
- Albuquerque DMA regions
- 20 mi around Albuquerque
- Farmington DMA regions
- 50 mi around Farmington

DRIVE MARKET: 8-10+ HOURS

Texas, Utah

- Dallas-Ft. Worth DMA regions
- 20 mi around Dallas-Ft. Worth
- Houston DMA regions
- 20 mi around Houston
- Salt Lake City DMA regions
- 20 mi around Salt Lake City

EXPERIMENTAL/ADDITIONAL

Oklahoma, Nevada, California

- Oklahoma City DMA regions
- 20 mi around Oklahoma City
- Tulsa DMA regions
- 20 mi around Tulsa
- Las Vegas DMA regions
- 20 mi around Las Vegas
- Los Angeles DMA regions
- 20 mi around Los Angeles

SALES GEOS

INTERNATIONAL MARKETS

- United Kingdom
- Australia
- Germany
- France

DOMESTIC MARKETS

- Aforementioned Drive Markets
- Additional Markets are TBD

TARGETING SUMMARY: PSYCHOGRAPHICS



As we transition into a more high-value sustainable visitor, Visit Durango will focus its advertising and sales efforts on attracting visitors with the following characteristics and interests.

Targeting "Audience Types" are provided from Visit Durango's audiences used in digital advertising.

CHARACTERISTICS

- Sophisticated explorer
- Travel buffs
- Sustainability-minded and green
- Technological-savvy - "technophiles"
- Achiever-type personality
- Health-conscious and fit

INTERESTS

- Travel/hotels and accommodations
- Home and garden/home decor
- Travel/air travel
- Financial services/investment services
- Home and garden/home and garden services
- Home and garden/home improvement
- Sports and fitness/outdoor recreational equipment/camping and hiking equipment
- Financial services/banking services
- Autos, vehicles, campers, and rv's
- Travel/vacation packages

AUDIENCE TYPES

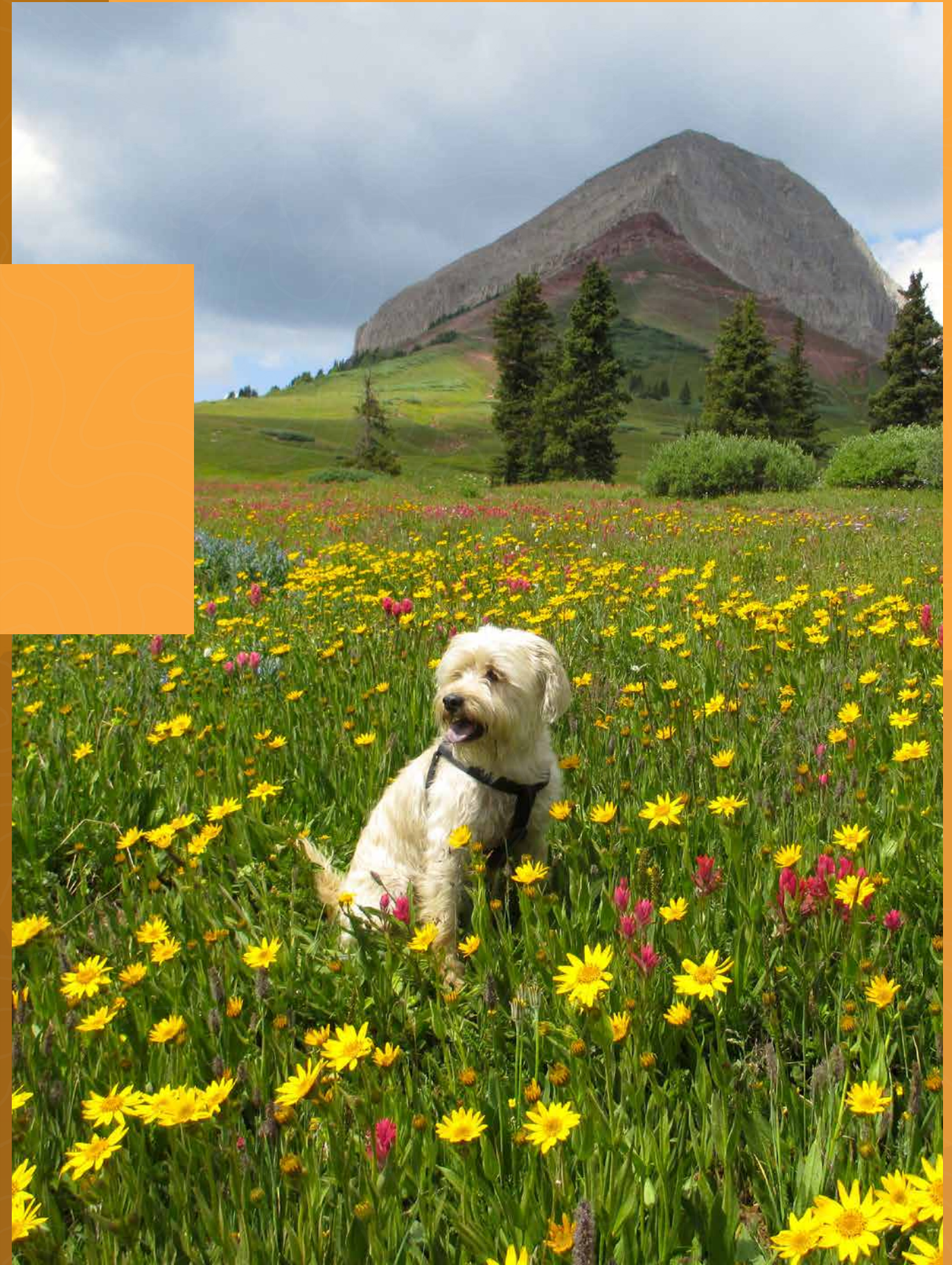
- Travel/travel buffs
- Media and entertainment/book lovers
- Banking and finance/avid investors
- Lifestyles and hobbies/outdoor enthusiasts
- Lifestyles and hobbies/business professionals
- Lifestyles and hobbies/green living enthusiasts
- Home and garden/home decor enthusiasts
- Technology/mobile enthusiasts
- Lifestyles and hobbies/shutterbugs
- Technology/technophiles
- Travel/travel buffs/luxury travelers
- Sports and fitness/health and fitness buffs
- Nature lovers

OUR REGULAR MARKETING EFFORTS WILL STILL REACH VISITORS OUTSIDE OF THESE CHARACTERISTICS!

SECTION 8

EXECUTION SUMMARY

How Visit Durango will utilize marketing and advertising campaigns to achieve the defined goals and SMART objectives.



WHAT WE'RE PROMOTING 2021-2022



WHAT WE'RE NOT PROMOTING 2021-2022

Our team will utilize marketing campaigns to push out content, advertisements, media pitches, meetings, etc. to our targeted areas and target personas focused on our goals and SMART objectives.

Over the course of 2021 and 2022, our team will promote the following pieces through our marketing campaigns.

Visit Durango will overlap as many categories

and items as possible during the execution of our campaigns.

Our promoting list is broken into five categories: activities, areas/locations, attributes (characteristics of Durango), attractions, and business sectors/industries.

These items are subject to change based on the state of the tourism industry, COVID, and our data.



POLITICALLY-CHARGED TOPICS



OVERCROWDED TRAILS



NON-LA PLATA COUNTY AREAS



TOPICS OR THINGS THAT CONFLICT WITH RESPONSIBLE TOURISM

WHAT WE'RE PROMOTING

ACTIVITIES

- Winter outdoor activities
- Spring outdoor activities
- Fall outdoor activities
- Summer outdoor activities
- Indoor activities
- Art-based activities
- Live music
- Events

AREAS/LOCATIONS

- Downtown Durango
- Vallecito area
- La Plata Canyon
- South corridor of Durango
- Animas Valley
- Animas River
- 550 corridor to Molas Pass
- San Juan National Forest
- Weminuche Wilderness
- Ignacio
- Southern Ute Reservation
- Bayfield

ATTRIBUTES

- Sunny weather
- Fall colors
- Winter wonderland
- Off-the-beaten path
- Snow
- Wildflowers
- General scenery
- Remote
- COVID-friendly

ATTRACTIONS

- Durango & Silverton Narrow Gauge Railroad
- Downtown as a national historic district
- Purgatory Ski Resort
- Hesperus Ski Resort
- Mesa Verde National Park
- Hot springs
- Cultural centers and museums
- Art galleries
- Fort Lewis College

BUSINESS SECTORS/INDUSTRIES

- Lodging
- Retail and shopping
- Restaurants and bars
- Tour operators and outfitters
- Events

CAMPAIGNS FOR 2021-2022



CAMPAIGN CATEGORIES:



EVERGREEN

Campaigns that will run constantly throughout the year. Content, messaging, and targeting will remain the same.

- GENERAL BRAND AWARENESS
- PROMOTIONAL/EXTENDED STAY
- LOCAL PEOPLE/BUSINESS HIGHLIGHTS



NON-EVERGREEN

These campaigns will be turned on and off based on the particular season. Messaging and what is being promoted will change based on the season.

- SPRING-BASED
- SUMMER-BASED
- FALL-BASED
- WINTER-BASED
- STAYCATION



SUSTAINABLE/ RESPONSIBLE

Promoting safe traveling for in-market visitors. This campaign will highlight the principles of sustainability/responsible tourism. It will run year-round with some content as being evergreen and some as non-evergreen (because of seasonality).

- CARE FOR DURANGO



B2B PARTNERS

While not a consumer-facing one, our B2B campaign will focus on connecting with our industry partners and sectors with relevant updates, information, and resources.

- B2B EDUCATIONAL/TOOLKIT

WHY CAMPAIGNS?

Simply put, campaigns tie everything together into one neat package!

They are an organized way to promote Durango's message, attributes, activities, areas, etc. to the personas we want, to achieve the goals that we identified.

Without campaigns, Visit Durango wouldn't be able to convey everything to our personas in a strong manner.

Fortunately, Visit Durango has created campaigns to utilize over the next two years.

While the specific messaging, look-and-feel, and design is not presented in the DMMS, we've outlined

the categories of the campaigns we will be running over 2021 and 2022.

These campaigns will be comprehensive in two ways:

1. The campaigns incorporate all departments including marketing, advertising, public relations, sales, the Durango Welcome Center, etc.
2. The campaigns will utilize a blend of paid media, organic media, earned media, and physical/digital assets (further identified in the following section)

Regardless of the purpose, design, and tactics used to promote the campaigns, our team will adhere to Visit Durango's brand positioning aspects and branding guidelines.

BREAKDOWN OF TACTICS: MARKETING AND PR



In order to promote Durango's message, attributes, activities, areas, etc. through the aforementioned campaigns, Visit Durango team will utilize the following tactics by department.

MARKETING

PAID

DIGITAL TACTICS

- Facebook
- Twitter
- Pinterest
- Instagram
- Google Ads
- Bing Ads
- Spotify
- YouTube
- Audio Streaming Platforms

TRADITIONAL TACTICS

- Print Publications
- Direct mail
- Outdoor
- Printed Collateral

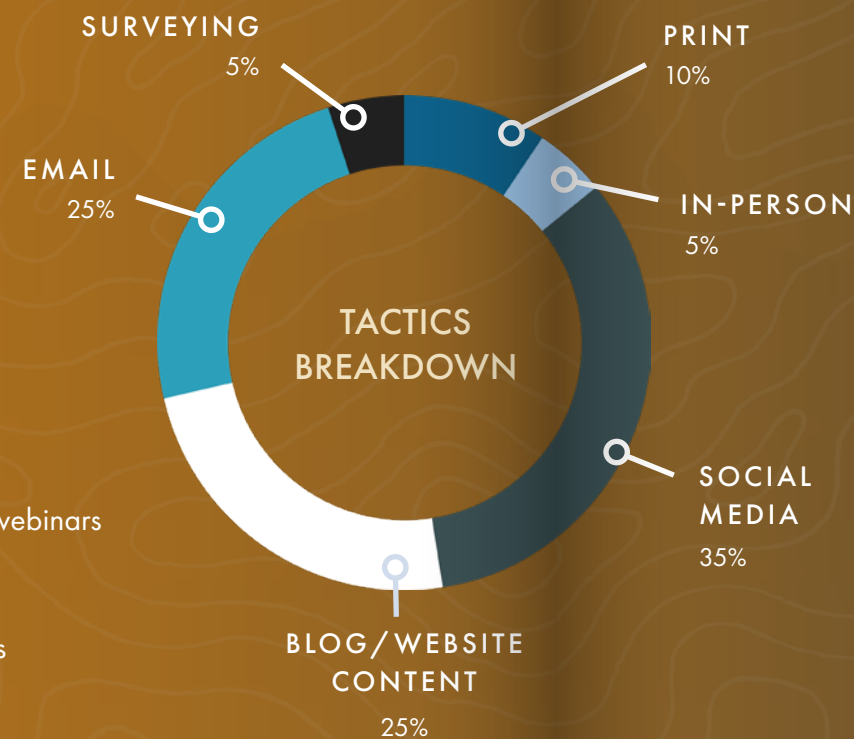
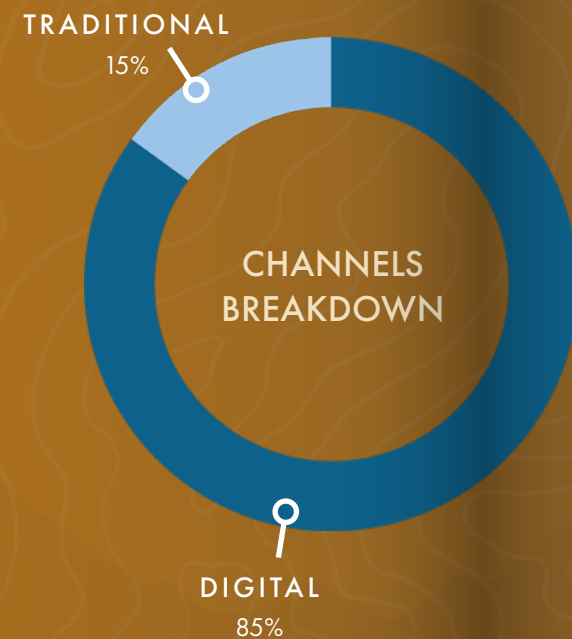
ORGANIC

DIGITAL TACTICS

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

TRADITIONAL TACTICS

- Visitor guide
- Community presentations and webinars
- Front-line worker classes
- Marketing training classes
- Community collateral and flyers
- Event/conference participation



PUBLIC RELATIONS

TRADITIONAL TACTICS

- Media relationship building
- Media outreach
- Targeting media outlets, contact lists and editorial calendars
- Press materials with news releases, blog posts, fact sheets, etc.
- Monitoring and tracking press coverage and social sentiment
- Hosting media FAMs and media trips via desk-sides, CTO and events

INDUSTRY PARTNERSHIPS

- In-person meetings and regular communications with industry partners for co-promotional opportunities
- CTO and Brand USA partnerships for hosting media FAMs
- Highlighting industry partners through traditional public relations tactics
- Participation in CTO media events with industry partners
- Sharing leads and results with industry partners

CRISIS COMMUNICATIONS

- Update crisis communications plan, procedures and messaging
- Provide crisis communications training and support to tourism industry

BREAKDOWN OF TACTICS: SALES AND VISITOR SERVICES

SALES

DOMESTIC

- Push Motorcoach group business through ABA, NTA & Tour Colorado memberships and attend annual Conventions
- Consider other trade show opportunities such as sustainable travel or adventure focused shows to highlight Durango as a desirable destination
- Develop niche, SMERF markets and special events
- Membership in key industry organizations such Destination Colorado, CSAE, CVent, etc.
- Organize and complete two Domestic Tour Operator FAM tours
- Participate in regional and CTO led FAM tours
- Organize and complete two drive-market sales missions
- Follow up with all leads generated at trade shows, on the website, from association memberships and other sources
- Build relationships with area tourism partners
- Connect clients with area tourism partners

INTERNATIONAL SALES

- Hold regional sales trainings for Receptives and Tour Operators
- Attend IPW, Go West and International Incoming Receptive association annual conventions
- Organize Receptive Operator FAM tours (explore regional opportunities)
- Participate in CTO International Travel Trade (Travel Agent & Product Manager) FAM tours
- Work closely with CTO on international marketing efforts
- Participate in CTO International Sales Missions
- Follow up with all leads generated at trade shows, on the website, from association memberships and other sources
- Provide lead quantification for each show
- Create cost analysis for each show
- Build knowledge of area resources with international market appeal
- Build relationships with area tourism partners
- Connect clients with area tourism partners

VISITOR SERVICES

DIGITAL TACTICS/ASSETS

- Visit Durango Travel Planner
- Day itineraries per activity
- Maps
- Other downloadable content

TRADITIONAL TACTICS/ASSETS

- Visit Durango Travel Planner
- Rack cards, postcards, etc
- Day itineraries per activity
- Maps
- Be Local coupon book
- Retail
- Donations
- Signage: inside and outside
- Advertising with partners

VISITOR JOURNEY MAP



In order to visualize how Visit Durango's campaigns and tactics will play out in real-life, here is a breakdown of the visitors timeline: from planning to visiting combined with our marketing process and tactics.

TACTICS USED FOR EACH STAGE

STAGES OF VISITOR'S TIMELINE

CAMPAIGNS

Print and digital advertising
Earned media and PR

Remarketing digital advertising
Organic social media

Organic social media
Blogs
Landing pages
Email

Offer and deals pages

Visitor Services interactions/collateral
Hotel collateral and signage

Email
Remarketing digital advertising

AWARENESS

DREAMING

RESEARCHING/PLANNING

PURCHASING/BOOKING

VISITING

RETENTION

SEASONAL-BASED
CAMPAIGNS
(with Remarketing focus)

GENERAL BRAND
AWARENESS

SEASONAL-BASED
CAMPAIGNS

LOCAL PEOPLE/
BUSINESS HIGHLIGHTS

CARE FOR DURANGO
STAYCATION
PROMOTIONAL/EXTENDED STAY

WE'RE READY TO GO!
ARE YOU?

SUMMARIZING THE DMMS

Over a large portion of 2020, Visit Durango teamed up with community members from both the private and public sector to build the Destination Management and Marketing Strategic Plan that you see before you. Hours were poured into fine-tuning every section from top to bottom in an effort to make sure nothing was missed or unaccounted for and that the strategic plan is as bullet-proof as possible.

The result of our hard work is a streamlined strategy that incorporates all of Visit Durango's departments in an effort to achieve community-approved goals and objectives to a new audience of tourists.

As mentioned previously, the DMMS was created to maximize the impact of every dollar and hour that Visit Durango puts forth to increase tourism within our community.

While the DMMS is a living, breathing document that will evolve over the course of 2021 and 2022, our team is feeling very confident in the research, collaboration, and development of the parts contained within this document.

That being said, Visit Durango is only as strong as the community members that surround us.

In the next two years, our team will rely heavily on the support, ideas, and manpower of our partners to execute all of the campaigns and achieve our outlined goals and objectives.

As we build content, follow leads, close deals, and build programs, we ask you to help our team along the way.

”

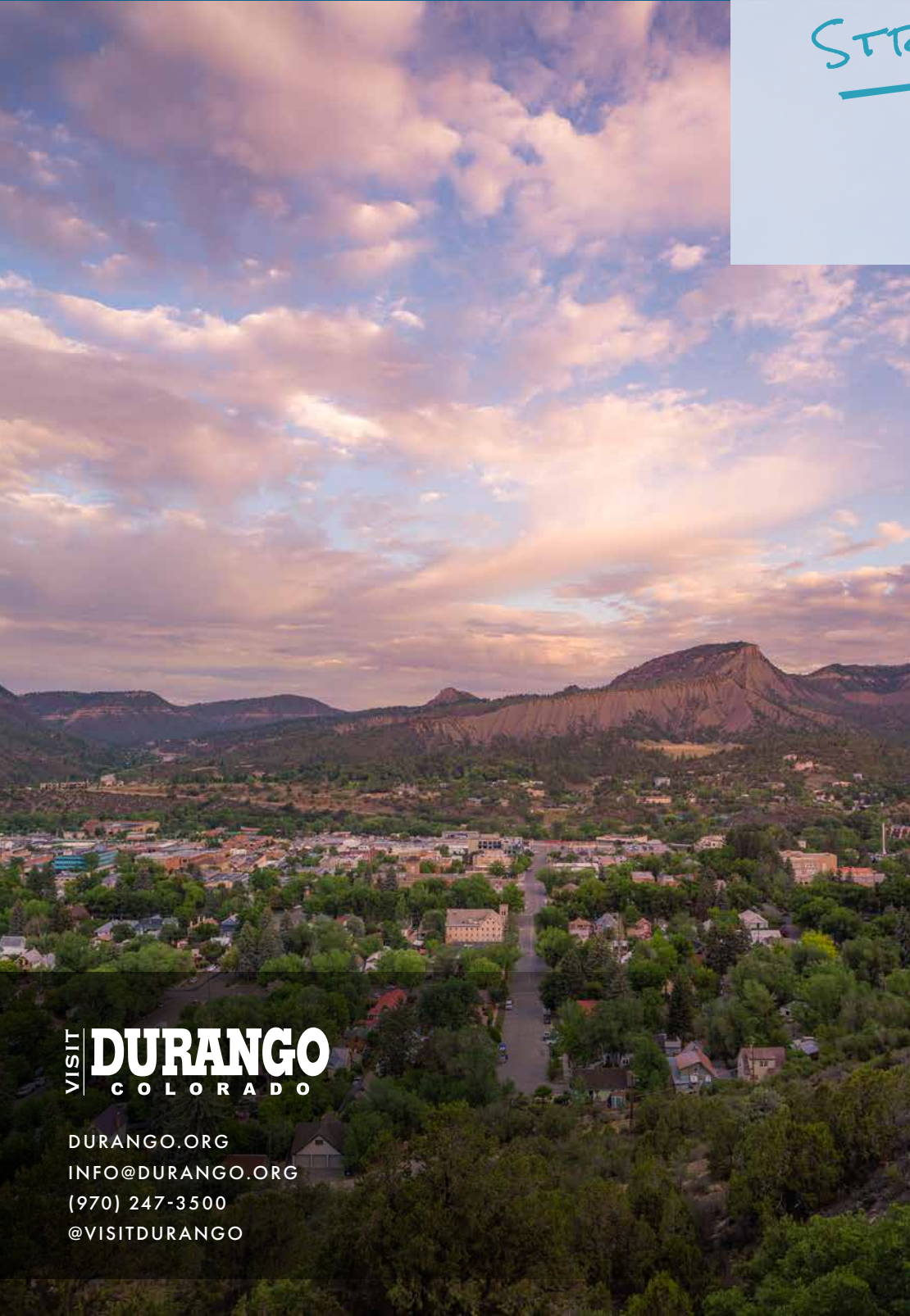
IF EVERYONE IS MOVING FORWARD TOGETHER, THEN SUCCESS TAKES CARE OF ITSELF.

— HENRY FORD

2021-2022

**DESTINATION MANAGEMENT
AND MARKETING**

STRATEGIC PLAN



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