



Visit Estes Park
The Destination
Marketing Organization
VisitEstesPark.com

Board of Directors Minutes August 4, 2015

Board Members Attending: Bill Almond, Karen Ericson, Steve Kruger, Lindsay Lamson, Scott Webermeier

Also Attending: Elizabeth Fogarty, President & CEO
Visit Estes Park Staff Suzy Blackhurst
Visit Estes Park Staff Michael Bodman

Paul Fishman, interested resident

Public Comment. None

Board Comments. Chair Bill Almond asked to add a discussion on the Loop issue to the agenda and drop the CEO report. There were no objections.

A. Action Items:

1. Approval of Minutes from July 7, 2015 Regular Meeting

Karen Ericson moved that minutes from the July 7, 2015 meeting be approved. Scott Webermeier seconded the motion. The motion passed unanimously.

B. Discussion Items and Reports

1. Financial Report – Michael Bodman

Bodman noted that the financial report included in the meeting packet did not include the August tax disbursement which was expected later in the week. He said cash balances show a significant improvement over the past 12 months due primarily to the monthly disbursements of lodging tax. The most significant information in the report concerns the audit that has been received by the Town. He noted that the auditor gave a clean opinion that included no material findings. The auditor's management letter noted deficiencies that are less than material and, as expected, did include the district's grant revenue reporting. The auditor said that the total grant income should have been recorded as an income item even though the money had not been received. District accountant Kathy Asche doesn't agree with that finding, saying it's more a matter of interpretation, and asserting that the district complies with reporting standards. She felt very strongly that financial statements should not be restated because the auditor's finding is not of sufficient significance and the auditors did not provide instructions for restating the grant income.

Staff said they would review transactions to provide Scott Webermeier with the detail of what comprises "Other Income" in the report.

Almond asked if the financial report should be moved to the second meeting of the month so tax disbursements could be included. The consensus was that the report should be moved. The next financial report to the board will be on September 15.

Elizabeth noted that Michael also is preparing the key indicators report that was provided to board members. Lindsay Lamson asked that the Town's tax increase be shown as a contributing factor in the Town's seeing increased tax revenue.

2. Loop Discussion

Almond noted that the Town Board's recent directive to Town staff to draft ballot language that would ask for public vote on continuing with Loop planning processes instigated many conversations, including a discussion about the situation during the Executive Committee meeting with Elizabeth.

Fogarty explained that on August 11, the Town Board will decide whether to place the Loop project on the November ballot for a public vote. The Executive Committee met on July 30, 2015 and agreed to encourage the trustees to not make the loop project a public vote and also encouraged Elizabeth to present the conversation to EALA and others, as well as meet with the trustees. Elizabeth has been talking to individuals since then, emailing, and scheduling meetings with Town Board Trustees and colleagues. Fogarty noted that the Economic Development Corporation's loop committee is separate and that group's next step was to get the NEPA study and answer questions the community may have from that report. The committee's work was never to campaign or organize a "pro loop public initiative."

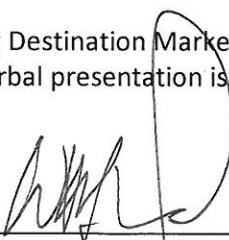
The Board discussed talking points regarding the public vote topic, which included board governance, and having the public vote on the issue sets a precedence where decisions are made with public votes and thus disempowering Trustees and disenfranchising the public who campaigned and voted for them to make such decisions. Discussions included...A trustees vote re presents the entire community, and should be protected. A public vote also would encourage people with one-topic agendas to run for office. Webermeier noted that a citizen vote on the loop equates to a public initiative without the initiative. Fogarty said that she has heard that the issue cannot be subject to a citizen's initiative. She also heard that AECComm, the consultants working on the loop project, shared that they are aware lawsuits are frequently filed in similar situations, but, unofficially, no suit has been successful.

Almond polled board members to obtain their opinions about whether Visit Estes Park should present a position at the Town Board meeting to not have the issue go to a public vote. All board members present said the Trustees should not transfer the loop project decision to public vote, and agreed to advocate for that. Elizabeth was asked to draft a position letter that she and Bill will read to the Town Board at their upcoming meeting.

3. Industry Update

Elizabeth reviewed information she gleaned from attending Destination Marketing Association International's meeting in July, including showing videos. A draft of the verbal presentation is attached separately.


Suzy Blackhurst, Recording Secretary


Bill Almond, Chair

ROUGH COPY OF NOTES FROM VERBAL PRESENTATION OF EIJ'S DMAI CEO SESSIONS

DMAI - THIS YEARS THEME WAS: Leave the path. Blaze the trail.

TOURISM IS ON THE RISE, BUT AS I SHARED IN THE STAKEHOLDER ENEWSLETTER LAST MONTH,

That may sound comforting, but the reality is, our destination will continue to be confronted with a growing number of preferred destinations which offer a variety of experiential products & services, supported by much larger marketing budgets. VEP will continue to nurture partnerships with the community to create new opportunities for success, balanced by preservation and responsible growth.

More hotel rooms booked then ever in 2014

MONEY BALL – This is the movie where.....

Oakland A's general manager Billy Beane (Elizabeth) challenges the system and defies conventional wisdom when his is forced to rebuild his small-market team on a limited budget. Despite opposition from the old guard, the media, fans and their own field manager Beane - with the help of a young, number-crunching, Yale-educated economist - develops a roster of misfits...and along the way, forever changes the way the game is played.

Basically, Oakland didn't have the budget, but despite that, they still had to fight conventional wisdom.

SHOW MONEY BALL CLIP - <https://www.youtube.com/watch?v=HiB9L3dG-Aw>

OLD WAY

IMPRESSIONS, CLICKS AND CTR %

NEW WAY IS TO DRIVE

CONFIRMED HOTEL BOOKINGS

ADR INCREASE

LOstay INCREASE

AVG OCCUPANCY INCREASE

WE'VE SHIFTED DATA ANALYSIS IN A BIG WAY!

THERE ARE SO MANY VARIABLES NOW.....

CLICK THRU RATE - DOESN'T GIVE YOU WHOLE STORY.

HOVERS - NOT WHOLE PICTURE

WHO, NOT JUST DEMOGRAPHICS. IT'S BEHAVIORS

WHAT, EXPERIENCES DO THEY WANT FROM US.

WHERE, ARE THEY COMING FROM, --WHAT SITES.

ARE OUR GUESTS FOODIES, OR CASUAL DAY HIKERS, OR NATGEO GROUPIES?

AND **WHEN**, ARE THEY COMING

3758 - IMPRESSIONS YOU NEED BEFORE SOMEONE CONVERTS FROM CA

4259 - IMPRESSIONS YOU NEED BEFORE SOMEONE CONVERTS FROM TX

\$185 CA SPENDS IN FT. WORTH

\$173- TX SPEND

WE HAVE TO FIND KPI'S THAT MAKE OUR DOLLARS GO FURTHER

ADARA AND OTHER BIG DATA COMPANIES LEVERAGES GLOBAL TRAVEL DATA TO DRIVE FUTURE PERFORMANCE

THEY COLLECT: SEARCH TRANSACTION DATA. LOYALTY INFO.

ADARA THEN AGGREGATES THAT DATA TO HELP DMO'S UNDERSTAND WHO THEIR CUSTOMERS ARE.

JUST TO NAME A FEW OF THEIR COLLECTION PARTNERS:

UNITED AIRLINES, MARRIOTT, HERTZ, CHOICE HOTELS, ALL GDS'S, FROMMERS,

80 PARTNERS. 320 MILLION MONTHLY UNIQUE PROFILES

OVER 9 BILLION ANNUAL SEARCHES AND 500 MILLION ANNUAL PURCHASE TRANSACTIONS - RESERVING A HOTEL ROOM, A FLIGHT OR RENTING A CAR.

CURATE - ADARA PULLS ALL THE SILOS TOGETHER.

18 MILLION PPL ARE LOOKING TO TRAVEL AND TRACKED BY ADARA

900,000 PASSENGERS IN THE SKY

QUESTION:

.....MOUNTAIN BIKERS SPEND.....(MORE OR LESS THAN)..... \$25 MORE PER DAY THAN ROAD CYCLISTS.

.....MTN CLIMBERS SPEND.....(MORE OR LESS THAN HISTORY TRAVELERS)..... \$3000 VS \$500 HISTORY PPL.

ADARA CAN TELL US - AVG DAILY RATE AND LENGTH OF STAY BY ORIGIN STATE

TEXAS VISITATION COMES FROM: CA, MS, TX, LA, OK, IL

CA SPENDS THE MOST IN FT. WORTH

MS STAYS LONGER

FOR EVERY 5000 EXPOSURES TO TX, HERE IS WHAT WE BOOK:

CALIFORNIA

3759 IMPRESSIONS,

\$185 ADR,

LOS 2.3 DAYS, X \$257 DAILY TRIP SPEND = \$591

FLORIDA

5355 IMPRESSIONS

\$149 ADR

3 DAYS LOS X DAILY SPEND \$262 = \$786

HOW LONG TO CONVERT BANNER FROM FIRST EXPOSURE TO ARRIVAL IN YOUR TOWN?

ANSWER - 30 DAYS. WILL MOVE SOMEONE INTO THE MARKET IN 30 DAYS.

I SHARE THIS BECAUSE THIS IS WHY OUR MARKETING PLAN AND AD BUDGET NEEDS TO REMAIN AGILE AND SHIFT ON A MONTHLY BASIS.

WE ARE CONSTANTLY SHIFTING BASED ON TRAVEL PATTERNS DUE TO SEASON, ECONOMY, STOCK MARKET, UNEMPLOYMENT, ETC...

TRIPADVISOR BANNER IS 60 DAYS CONVERSION
NOT ALL SITES MOVE GUESTS AT SAME SPEED.
TRIPADVISOR MOVES PPL SLOWER TO BOOK THAN EXPEDIA

THIS IS PAID AND OWNED MEDIA FOR THE ANALYSIS.
ON TWITTER - YOU CAN PUSH OUT PAID.
VIA ADARA AND TWITTER, FOUND A METHOD TO DRIVE ANCILLARY REVENUE VIA ECONOMY SEAT UPGRADE.
SIGNIFICANT INCREMENTAL NEW AUDIENCE REACH.
WITHIN 48 HOURS OF FLIGHT DEPARTURE, TWEETED THE ECONOMY SEAT PASSENGERS A \$65 UPGRADE.
70 PERCENT CONVERTED.

MORE AND MORE WE ARE USING THIS COMPREHENSIVE TRAVEL DATA TO SUPPORT OUR MARKETING DECISIONS.

ADARA AND OUR OTHER BIG DATA AGENCIES WILL BRING DATA DRIVEN DECISIONS.
AUDIENCE REACH MEASUREMENT
CAMPAIGN ROI ACROSS ALL CHANNELS.
PROVIDES DEEP AUDIENCE INSIGHTS
WHAT DO THEY LOOK LIKE, WHERE ARE THEY FROM, HOW DO THEY SEARCH AND BOOK, HOW MUCH DID THEY SPEND, WHERE ELSE DO THEY GO?????

SPEND MORE WHERE YOU GET RESULTS.
SMALLER NET, BUT HIGHER CONVERSIONS
JUST LIKE MONEYBALL

COMPANIES ARE NOW ABLE TO LEGALLY TRACK OUR PHONES AND VERIZON AND SPRINT ARE SELLING THAT DATA.
WHEN YOUR PHONE PINGS THE TOWER IN ESTES, AND THEN YOU GO BACK HOME, YOUR LOCATIONS ARE MONITORED AND WE KNOW WHERE YOU ARE AND WHERE YOU TRAVEL NEXT TO AND FOR HOW LONG.
ALL OF THAT IS BEING SOLD.
WE ARE ALL BEING TRACKED AND COMPANIES ARE BUYING THAT DATA.

I'M SURE YOU HAVE ALL CLICKED ON AN ONLINE ARTICLE OR NEWSPAPER.
WHAT QUESTIONS ARE THEY NOW ASKING YOU?
DO YOU WATCH CNN OR FOX
DO YOU WANT TO HIKE THIS WEEKEND OR WATCH TV?
WHAT WAS YOUR MOST RECENT PURCHASE, HIKING BOOTS OR A CAR?

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DMAI - DMO/EDC, ODD COUPLE

WE HAVE TO BE VERY DELIBERATE, SPECIFIC

WHAT DO WE HAVE IN COMMON
WHERE ARE THE SIMILAR OPPORTUNITIES

When we WORK TOGETHER, we change the community!

TECHNOLOGY WILL HELP US HERE AS WELL AND PROVIDE US NEW MARKET INTELLIGENCE

DIGITAL ACCESS ALLOWS FOR BETTER TARGETED MARKETING

MORE AND MORE ENGAGEMENT AND OUTREACH REQUIRED.

WE MUST REFINE OUR MULTI LINGUAL SKILLS TO "SPEAK" TOURISM AND ECO. DEV. AT THE SAME TIME.

ECONOMIC DEV. IMPACTS TOURISM; TOURISM IMPACTS ECON. DEV.

WE MUST NURTURE AN ENTREPRENEURIAL ENVIRONMENT THAT FITS THE BRAND OF THE DESTINATION.

WE MUST DEFINE EACH OF YOUR MARKET STRATEGIES - EDC AND DMO
AND THEN OUR STAKEHOLDER MESSAGING NEEDS TO BE SIMILAR

EDC CAN BE A BUSINESS INTELLIGENCE PARTNER.

WHEN A CONFERENCE IS IN TOWN, THE EDC CAN PROVIDE THEM W/ THE BUSINESS DEMOGRAPHICS OF THE
COMMUNITY BECAUSE THEY MIGHT BE A NEW BUSINESS OPPORTUNITY.

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TOURISM IS PART OF EVERY EDC STRATEGIC PLAN IN THE COUNTRY. EVERY ONE OF THEM.

HALO EFFECT. BE AN EXTENSION OF THE DESTINATION HALO,
OTHERWISE EDC WILL LOOK DISCONNECTED AND PROSPECTIVE BUSINESSES WILL BE CONFUSED AND TURNED
OFF.

MUST HAVE JOINT MARKETING MISSIONS

TOURISM IS A FIRST DATE FOR INVESTORS.
NOBODY INVESTS IN A COMMUNITY THAT THEY HAVE NOT VISITED FIRST.

CHICAGO EDC -
TRAINED LIMO DRIVERS TO KNOW THE ECON. DEV. OPPORTUNITIES IN THE AREA.
HAD COLLATERAL IN THE LIMO - NOT A NEWSPAPER, BROCHURE STATS.

WENT TO GM OF BEST BUSINESS HOTEL - FOUR SEASONS.
FOR ANY BIG BUSINESS CLIENT.....
LEFT A LETTER ON THE HOTEL GUEST PILLOW - IF YOU HAVE QUESTIONS ABOUT THE BUSINESS CLIMATE, LET
US KNOW. LOCAL MANUFACTURER SIGNED THE LETTER.
MORE TRUSTWORTHY THAN THE EDC.

LET'S GIVE THE EDC FREE BOOTH SPACE AT TOURISM EVENTS. LET THEM SHARE WITH GUESTS WHAT THEY
HAVE TO OFFER.
TOURISM HAS LED THE ECONOMY OUT OF THE RECESSION.
THERE ARE A FEW TECHY OPPORTUNITIES, BUT THERE ARE A LOT MORE HOSPITALITY JOBS.
AND HOSPITALITY BRINGS FAMILIES IN GREATER NUMBERS ACCORDING TO DMAI RESEARCH.
SO BUILD ON YOUR EXISTING INFRASTRUCTURE AND DON'T DIVERSIFY JUST TO DIVERSIFY.

TOURISM WILL PULL YOU OUT OF A RECESSION QUICKER THAN ANY OTHER INDUSTRY.
WE SEE THAT HERE IN ESTES, AS WELL AS
THE GULF OIL CRISIS, ALASKAN VALDEZE ACCIDENT, YOSEMITE FIRES IN THE 90'S.

TOURISM CONTINUES TO GROW FASTER THAN ANY OTHER ECONOMY IN THE WORLD.

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DMAI - ADVOCACY

DISCOVER LANCASTER

USE THE MEDIA, HOLD TOURISM MTGS, SPEAKERS BUREAU,
NETWORKING, MEETINGS WITH LEGISLATORS,

LEGISLATIVE BREAKFAST & ROUNDTABLES

THE POWER OF TOURISM IN LANCASTER COUNTY – WEBSITE – BRAG!!!!!!
WE ARE NOW SETTING UP A TOURISM PARTNER PAGE HOUSING LETTERS, THANK YOU'S, COMMUNICATIONS
WITH KEY LOCAL AND REGIONAL PARTNERS.

SHOW VIDEO - TOURISMPOWERSLANCASTER.COM

<http://www.discoverlancaster.com/tourism/poweroftourism.asp>

WOULD HAVE TO PAY AN ADD'L ____ IN TAXES TO MAINTAIN THE CURRENT LEVEL OF SERVICES.

WE ARE NOT A CVB - WHICH IS HEADS IN BEDS.

WE ARE A DMO - WHICH MEANS WE MARKET EVERYTHING.

AND FOR THAT MATTER, SO IS EALA. WE ARE LUCKY TO HAVE A PARTNER SUCH AS EALA THAT SUPPORTS
RESTAURANTS AND RETAIL JUST AS MUCH AS LODGING.

AFTER-ALL, HALF OF EALA'S MEMBERSHIP IS NON-LODGING.

WE MUST CONTINUE TO ADVOCATE

WOULD HAVE TO PAY AN ADD'L ____ IN TAXES TO MAINTAIN THE CURRENT LEVEL OF SERVICES.

WE FIND OUT INFO. ABOUT LEGISLATURES

WHAT DO YOU HAVE IN COMMON?

IT'S NOT ALL ABOUT POLITICS.

AND QUITE HONESTLY, IT'S EASIER TO ADVOCATE WHEN WE ARE NOT PLAYING POLITICS.

DMAI - GLOBAL ALL-STARS

Visit Utah. Joystick. Slide the levers up and down for your level of adventure. It's working.

KEYS TO SUCCESS: Custom content. Create. Collaborate. Curate.

Idea.....how many times can u do a zip line? We offer a new experience each time.

"Love you so much mural" Hoping to partner with EALA on something like this.

The live video with the food guy walking around Austin. --Reality virtual instead of virtual reality.

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Travel by Drone

Exemption to the rule that u can't sky a drone commercially.

Over 500 certified pilots now.

Travel by drone. ---We curate content. Send us video and we edit? it.

Best practices - understand the process. Capturing is only one step and there is a whole lot more.

Scripting, integrating other video, music.

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VisitCostaRica

.....Save the Americans!

Show video -

http://www.savetheamericans.org/?utm_medium=cpc&utm_source=google&utm_campaign=STA&utm_content=keyword&utm_term=costa%20rica%20save%20the%20americans&qclid=CjwKEAjwovytBRCdxyKqfL5nUISJACauqG1VWh5qYzBH5d835donCRfiJebVlkOzeumKhdDmsZjORoC7a7w_wcB

.....Maybe we can site millenials.

Go to Costa Rica and save your soul.

Feel nature to connect with nature.

Sand sculpture in Wall Street:

https://www.google.com/search?q=wall+street+sand+sculpture&rlz=1C1CHWA_enUS645&espv=2&biw=1920&bih=911&tbm=isch&imgil=DYW1llrE4h0ByM%253A%253BIC5Ygh4I3FgP_M%253Bhttp%25253A%25252F%25252Fcaminotravelblog.com%25252Fsand-sculpture-of-costa-rican-animals-in-wall-street%25252F&source=iu&pf=m&fir=DYW1llrE4h0ByM%253A%252CIC5Ygh4I3FgP_M%252C_&usg=__aGhB4yU53QEalbak6jiGD8hFAs%3D&ved=0CCcQyjdqFQoTCM32vffJjScCFdQQkgodMUCh2Q&ei=yz3AVY3IMtShyASxjp3IDQ#imgsrc=DYW1llrE4h0ByM%3A&usg=__aGhB4yU53QEalbak6jiGD8hFAs%3D

All sorts of habitats IN ESTES, ROCKY, GRAND LAKE, ETC..

Show video - Nature Valley – Unplug the Kids!

http://buzzpo.com/so-incredibly-sad-this-is-how-3-generations-answer-the-same-question/?utm_content=buffer2c2b4&utm_medium=social&utm_source=facebook.com&utm_campaign=buffer

<https://www.youtube.com/user/NatureValleyTV>

<https://www.youtube.com/watch?v=VHG7flk3qcA>

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Community Outreach

WE NEED TO HAVE A.....

Strategic innovation plan in place.

.....Start having monthly video conference mtgs with roger brooks.

Build an awareness that we need more money.

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April Fools joke - St Petersburg Clearwater.

Making of a Manaphin. <http://manaphin.com/>

April fools joke.

Miami Stole white sand.

.....We stole grand lakes moose.

Opening General Session - Austin Mayor.

Pioneering and questioning how we govern as municipalities.

Disrupt!! Disrupt or be disrupted! Success lures u to become complacent.

If we become complacent, then we open up ourselves to disruption.

We need to be a part of disruptive change, or we become a victim

Change adapt innovate: Circuit city, Blockbuster, Palm

Disruptive innovation.

Gillette

Dollar shave club . Com

SHOW VIDEO – DOLLAR SHAVE CLUB <https://www.youtube.com/watch?v=ZUG9qYTJMsI>

– ONLY \$3,000

An example of The road to reinvention.

<https://www.youtube.com/watch?v=ZUG9qYTJMsI>

1. Disrupters encourage courage.

Mario Andretti- If u feel like u r totally in control. U r probably not gong fast enough.

2. Crave what is next.

Detroit used to be the Silicon Valley.

But it became bureaucratic.

Not only focused on cars anymore.

Now becoming a tech city.

Confront and challenge them.

Be courageous about disrupters

WE NEED TO CONSTANTLY ASK OURSELVES, Should we continue or innovate into something new.

4. Obsessed with getting scrappy.

GORILLA MARKETING

SHOW VIDEO – DHL - <https://www.youtube.com/watch?v=vHVWegNfQl0>

DHL is faster. Blacked out and then appeared.

5. Push the boundaries

Cleveland whiskey - cut up the wood Barrells. Infused the whiskey in and out.

Cognitive Computing - Is the travel industry ready for it?

Humanity is at its next big inflection point.

IBM Watson - Think academy - Evidence based data

Jeopardy and Watson. Played two most winning members of jeopardy.

Worlds first examples of cognitive computing.

It's not programmed.

Now it can process unstructured data. It can read blogs.

SHOW VIDEO – WATSON - https://www.youtube.com/watch?v=i-vMW_Ce51w

Watch minute 6:45 – 7:49

Medical example.

Dr narrowed it down to 5 things and then down to 2 and treated it. Wrong two.

Gave data to Watson.

Found 7 from a lot more options.

Narrowed down to one and was the right one.