



Visit Estes Park
The Destination
Marketing Organization
VisitEstesPark.com

ESTES PARK LOCAL MARKETING DISTRICT

VISIT ESTES PARK 2015 OPERATING PLAN

Approved September 16, 2014

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Visit Estes Park Organizational Structure

Organization

The Estes Park Local Marketing District (LMD) is the legal entity under which the 2% lodging tax is submitted. The registered “doing business as” is Visit Estes Park.

The formation of the Local Marketing District and the 2% lodging tax were approved by District voters in November 2008 and lodging tax collections went into effect on January 1, 2009. Staffing and operations began in January 2010.

The Visit Estes Park Board focuses direction to the President & CEO, other than ordinary involvement in committees, in order to keep reporting direct and focused, without confusion. We believe this is very important to keep individual agendas from getting involved. Any necessary communication and direction to be given to the President & CEO during periods between board meetings will be handled by the Visit Estes Park Chair. In the absence or incapacitation of the Chair, this responsibility will be handled by the Vice Chair.

The Local Marketing District (LMD) Model

According to Colorado State Statute, the Local Marketing District may provide any of the following services within the district:

(a) Organization, promotion, marketing, and support of public events;

(b) Activities in support of business recruitment, management, and development; Coordinating tourism promotion activities.

(c) No revenue collected from the marketing and promotion tax levied under section 29-25-112 may be used for any capital expenditures, with the exception of tourist information centers.

(d) To have the management, control, and supervision of all the business and affairs of the district and of the operation of district services therein;

(e) To appoint an advisory board of owners of property within the boundaries of the district and provide for the duties and functions thereof;

(f) To hire employees or retain agents, engineers, consultants, attorneys, and accountants;

(g) To adopt and amend bylaws not in conflict with the constitution and laws of the state or with the ordinances of the local government affected for carrying on the business, objectives, and affairs of the board and of the district; and

(h) To exercise all rights and powers necessary or incidental to or implied from the specific powers granted in this article. Such specific powers shall not be considered as a limitation upon any power necessary or appropriate to carry out the purposes and intent of this article.

Visit Estes Park Board of Directors

Bill Almond, Chair - YMCA of the Rockies
Jon Nicholas, Vice Chair - Estes Park Economic Development Corporation
Scott Webermeier, Secretary/Treasurer – National Park Village
Lindsay Lamson – Rocky Mountain Resorts & EALA Board
Lynette Lott – Rocky Mountain Resorts & EALA Board
Chris Wood – McGregor Mountain Lodge & Rocky Mountain Performing Arts Center
Adam Shake - Neanderthal Productions Social Media Consulting & EVPC Board

The seven member Board is appointed, with five members appointed by the Town of Estes Park Board of Trustees and two by Larimer County Board of County Commissioners. Each serves a four year term. Current bylaws limit each member to two consecutive terms.

Visit Estes Park Staff

Peggy Campbell – President & CEO – Retired on June 13, 2014
Elizabeth Fogarty – President & CEO – Began on June 14, 2014
Suzy Blackhurst – Director of Operations & Finance
Brooke Burnham – Director of Public Relations & Communications
Kirby Hazelton - Director of Partnership Development
Kellen Toulouse – Digital Communications Manager

Key Players

Visit Estes Park Board of Directors
Visit Estes Park Staff
Town of Estes Park Elected Officials & Staff
Larimer County Elected Officials & Staff
State Elected Officials & Staff
Rocky Mountain National Park
Rocky Mountain Conservancy
Tourism Partners
Community Partners

Visit Estes Park Mission, Vision, Core Values

Mission: Attract guests to the District through effective and efficient destination marketing and management in order to drive year-round economic growth.

Vision: To be a year-round tourism, group and event destination that supports our healthy mountain village with a balance of financial success, positive and memorable experiences for guests, and quality of life for our community.

Core Values: Accountable, Ethical, Proactive, Respectful, Responsive, and Transparent

Timeline

Projects & Marketing Partners

2008: Lodging tax passed with voter approval in November

2009: 2 percent lodging tax collections went into effect January 1.

2010: Strategic Marketing Plan (Hannah Marketing)

Turner PR hired

2011: Year-round visitor study (Hannah Marketing)

National Consumer Brand Awareness – Perception Study (YPartnership)

Began Destination Brand Strategy (Duane Knapp)

2012: Destination Brand Strategy (Duane Knapp)

Economic & Fiscal Impact of Tourism on the Estes Park Economy research study (Tucker Hart-Adams of Summit Economics)

IGA between LMD and Larimer County was established and confirmed distribution of payments in lieu of taxes (PILT) for 2% of rental fees for all camping and cabins owned by Larimer County.

2013: New marketing Creative & Advertising (Cultivator Advertising & Backbone Media)

New website & mobile site (simpleview)

Customer Relationship Management system (simpleview)

Brand Culturalization – Began Phase 4

Earned DMAI (Destination Marketing Association International) DMO accreditation; in effect for four years.

Digital Communications Manager added to staff (July).

Eliminated two positions post-flood.

Confirmed partnership with Town of Estes Park and their certified annual financial review with Clifton Larson Allen, LLC.

Total post-flood grant award: \$75,000

2014: Began using Barcelona Principles for PR tracking

Received the Award of Excellence, along with Turner PR, from the Public Relations Society of America for Crisis Communications after the September 2013 flood

Total post-flood grant award: \$421,560

Past Catastrophic Events

2012: In 2011-2012, Colorado had an extremely dry winter. This resulted in over 21 wildfires during 2012 and garnered national media attention. The most notable in regards to destruction and/or proximity to Estes Park were: Woodland Heights Fire (Estes Park), Fern Lake Fire (Rocky Mountain National Park), Waldo Canyon Fire (El Paso & Teller Counties), Flagstaff Fire (Boulder County), and High Park Fire (Larimer County).

2013: Summer season again started with catastrophic wildfires in Colorado and the west, and again garnered much unwanted national media attention. The Black Forest fire, near Colorado Springs, began on June 11, 2013. The evacuation area covered 94,000 acres, 13,000 homes and 38,000 people. The fire was 100 percent contained on June 20, 2013, but 14,280 acres had burned, at least 509 homes were destroyed, and two people had died. This was the most destructive fire in the state's history.

The natural disaster of the 2013 Colorado flood began on September 9, 2013 and peaked in Estes Park on September 13. A slow-moving cold front stalled over Colorado, combined with warm humid monsoonal air, caused up to 20" of rainfall in some areas. This resulted in catastrophic flooding, causing President Obama to declare a state of emergency for Larimer County (a total of 14 counties were designated state of emergency). The devastation isolated the town for weeks, due to the immense damage to Highways 7, 34 and 36. Homes and businesses were destroyed, leaving many displaced and seeking temporary housing. According to FEMA, the recovery from a disaster of this caliber will take an average of 3-5 years, however Estes Park is already showing signs of resiliency and renewed strength following the one year anniversary of the 2013 flood.

The federal government shutdown began on October 1, 2013 and caused Rocky Mountain National Park to close, further delaying Estes Park's flood recovery. Thankfully, an agreement was reached between the Interior Department and Governor Hickenlooper to reopen the park with donated state funds, thus reopening the park on October 12.

2014: In 2014, Visit Estes Park was charged with mitigating the negative impact the September 2013 flood had on the perception of Estes Park and the consumer demand to travel to Estes Park. There were businesses that could not re-open due to lost revenue and cost of repairs. Others tried to hold on, but eventually closed due to decreased sales as well. Many residents and businesses applied for loans and grants. Continued media coverage of the tragic flood proved challenging, yet the community joined efforts to create a consistent message that Estes Park was open and welcoming guests.

Visit Estes Park sought every available resource to effectively combat misperceptions of devastation, overcome challenges of road closures and to reposition a “damaged” Estes Park as a rebuilt destination offering renewed and expanded high-quality guest experiences. These efforts included applying for and obtaining alternative funding in the forms of contributions, increased investments and grants. The additional funds received allowed Visit Estes Park to conduct both short-term and long-term investments in advertising and public relations.

Emergency funding through regional and partner contributions and grants in 2014 totaled \$421,560.

Regional	\$ 45,000
EDA	\$126,683
CDBG-DR	\$149,877
Town of Estes Park	\$100,000

Emergency funding through regional & partner contributions and grants in December 2013 totaled \$75,000.

Northern Colorado Community Foundation	\$ 74,000
Individual Contribution	\$ 1,000

Highway 36 delays and closures continue to present Estes Park with challenges, although we continue to work with Colorado Department of Transportation and local media, supplemented by our own marketing efforts.

Local Marketing District Overview

The Estes Park Local Marketing District continues to be organized by Intergovernmental Agreements (IGA) among the LMD, the Town of Estes Park and Larimer County.

Funding and Revenue

The primary funding source for the district continues to be the 2% lodging tax which is collected by district lodging properties from their guests for stays of fewer than 30 days. This tax is remitted to the Colorado Department of Revenue on a monthly and quarterly basis (depending on size of business) and then distributed to the Estes Park LMD. LMD 2% lodging tax collections were \$1,250,623 in 2010, \$1,343,774 in 2011, and \$1,513,414 in 2012.

The 2013 lodging tax revenue totaled \$1,359,532, a 10% decrease from revenues derived in 2012. A host of factors contributed to the decline: A significant quantity of back taxes and fines payments seen in previous years was not realized in 2013. Heavy snowfall during the spring months led to a drop in travel to the Estes Valley. The September 2013 flood also had a major impact.

Continuing to work with independent financial auditors and the Town of Estes Park to ensure a smooth process and a successful audit will again be important in 2015. Visit Estes Park’s audit is

integral to the Town of Estes Park's CAFR (Comprehensive Annual Financial Report). The LMD audit was approved, showing no material weakness or significant deficiency.

Visit Estes Park will continue its work with the State of Colorado Department of Revenue in pursuing the collection of outstanding lodging taxes. Visit Estes Park will also place additional energy on both in-Town vacation rentals and 'County' vacation rentals (those rental properties located outside of Estes Park Town limits, but inside the County / Local Marketing District). We will work closely with the Town regarding VRBO regulation and tax submissions as well.

Revenue is also received as a result of offering advertising to our stakeholders to promote their business through Visit Estes Park.

Fires & Floods

Vacationers are leery of traveling to an area where there were forest fires. The Fern Lake Fire in Rocky Mountain National Park that began in late 2012 was not declared extinguished until June 2013. At about the same time in June, national news coverage of massive wildfires in Colorado Springs, the Royal Gorge, and southern portions of the state led to a drop in tourism throughout Colorado, including Estes Park.

The September flood virtually stranded Estes Park for a short period, due to Hwy 7, 34 and 36 being closed due to flood damage. Trail Ridge Road and Colorado Hwy 7 from Nederland was reopened in October. Unfortunately, this was followed by the US Government's shutdown in early October. The State of Colorado funded park operations, thereby reopening RMNP, before the federal government's shutdown ended.

Staff Partnerships with Town of Estes Park

Visit Estes Park staff will continue to work closely with the Visitor Center, Visitor Services, and Events, --all funded and managed by the Town of Estes Park, and are part of the Town's Community Services Division. The new Event Coordinator position, voted upon by Town Board September 2014, will help enhance our quality of life and build a year-round economy.

Travel & Tourism

Tourism: The Basis of the Estes Park Economy

In 2012, Visit Estes Park commissioned the first ever study to define the impact of tourism on the Estes Park economy. *The Economic & Fiscal Impact of Tourism on the Estes Park Economy* research study was conducted by Tucker Hart-Adams of Summit Economics. The study found that:

- Tourism is the basis of the Estes Park economy
- Estes Park welcomes over 2 million visitors per year (Per Summit Economics 2012 report)
- Estes Park's 2 million visitors spend about \$187 million per year in the area
- Tourism provides more than half the jobs in Estes Park

- Tourism jobs result in \$46.7 million in earnings each year
- Guests provided the Town about 54.1% of its revenues, almost \$18 million annually
- The tourism industry saves each Estes Park resident \$418 annually in municipal costs
- Tourism enhances the quality of life for each resident

*Travel Trends**

The 2014 Editions of the State of the American Traveler (published every six months), review the travel intentions, interests, visitor behavior and media usage of American travelers.

Travel Intentions Stronger but Uneven: Travel intentions are affirming – with 32% of Americans indicating they intend to travel more in the coming year. This is an increase from 30.2% noted in the prior July 2013 report. However, the recovery remains stilted and uneven with many still citing financial or other reasons for not traveling more in 2014. Affluent Americans, however, are significantly more bullish and represent a larger part of the travel market.

Spending expectations are also robust, with 32.5% expecting to increase their leisure travel spending in 2014. The July 2013 report cited 31.1%.

Masses of Media: Media use in travel planning remains highly complex and multi channeled, with mobile devices continuing its rise as a source of travel information (both before and after travel) and a similar percentage of travelers (45%) still using print as a source of information. This intersection of mobile and print use is likely to be an important staging post in the use of print in travel planning. For example, to complement digital channels, augmented reality software will drive users to mobile content. This sparks traveler interest even more to the dreaming and inspiration stage of travel planning. Awareness of a destination is initiated by internet (57%), word of mouth (48%), and print (32%).

Content is King: Investment in deep, rich, relevant information about a destination is highlighted as central to the decision of travelers to visit a destination. Relevant content on activities, and things to do with practical cost considerations such as hotel prices and the cost of getting to the destination are the most influential drivers. This shows powerful, inspirational imagery and editorial needs to be complemented with practical planning tools such as hotel and airline pricing.

Travel discounts and bargains: Continue to be less and less attractive to America's leisure traveler. Over the past several years, a continued decline in traveler interest in saving money through discounts has been seen. The proportion of American leisure travelers who expect to actively look for travel deals and discounts has been in a strong decline over the last three years. Fewer than half (43.2%) were so inclined. In January of 2010, fully 63.1 percent of travelers said they would be actively seek out deals and discounts in the upcoming year.

The most impactful **topic that persuades travelers** is “Things to see and do” at 53.5%. Hotel costs and cost of getting to the destination take a distant 2nd and 3rd place. Again, the experience is determining the choices travelers make.

Travel Sentiment and Intentions Remain Upbeat: With the continuing recovery from the global financial crisis, 30% expect to travel more, 10% less and 60% of Americans expect to travel the same in 2014-2015 as in the past 12 months. However, travel intentions are like much of the economy: At two speeds, with the top 20% of income earners extremely positive about travel—including international travel—and the middle class still cautious. Takeaway: Destinations and businesses successfully targeting the affluent traveler are enjoying real strength.

Print Remains Strong: There is clearly no evidence of a long term decline in print or DMO guide usage. The State of the American Traveler (which is independent research) has consistently shown strength and even slow growth in print usage over the last five years. **Takeaway:** Print is not dead—or even showing signs of decline in travel planning use—but its purpose, content, distribution and how it integrates with digital platforms (especially mobile) is rapidly changing. Print needs to evolve to remain relevant.

Baby boomer: 1946 – 1964

Gen X: 1965 – 1983

Gen Y/Millennial: 1984 - 2002

Millennials Define Themselves: Mobile-centric, urban, seeking authenticity, interesting cuisine and cultural experiences are terms that describe Millennial travelers (teens to age 30 or so). They are also the most ethnically diverse and liberal (on social issues) of any US generation to date. Gen Y (Millennials) are as numerous as Baby Boomers and, of course, the future of travel. **Takeaway:** Destinations seeking younger travelers need to take a closer look at their specific needs and tailor their content, marketing and media to this new audience. More rural, or nature-based destinations, face particular challenges.

Millennials Love Digital AND Print: Despite 72%+ of Millennials using smartphones in trip planning (vs. only 26% of Baby Boomers); they are just as likely to use print overall, almost as likely as Baby Boomers, to order an official print guide and more likely to visit a DMO website. **Takeaway:** Multimedia—indeed, “Masses of Media”—is critical for reaching and engaging with younger US travelers.

*Source: Miles Media, Destination Analysts and The State of the American Traveler

*The Power of Travel & Tourism Promotion**

While advertising and promotion spending may be seen as easy targets in a time of tight budgets, experience shows that failing to invest in promotion reduces a destination’s competitiveness in the travel marketplace. States and cities that neglect their promotion budgets weaken their destination brands and lose market share.

Nationwide, 14.6 million Americans – or one in eight in the private sector – are employed in jobs dependent on travel and tourism. Travel is a top 10 employer in 48 states and the District of Columbia. Unlike jobs in industries such as manufacturing and information technology, travel jobs cannot be shipped overseas.

The most recent data show that the travel industry continues to outpace the rest of the U.S. economy when it comes to adding jobs. As of June 2013, the travel industry added jobs at a 20 percent faster rate than the rest of the economy since March 2010.

Travel represents an important and growing source of revenue for cash-strapped state and local governments. In 2012, travel generated \$129 billion in tax revenue to government at all levels. This travel-generated revenue represents the equivalent of a \$1,100 tax break for each American household, which is what they would have to pay in additional taxes without the travel's contribution.

In addition to helping states and localities build a strong tax base, a vibrant travel and tourism industry improves the quality of life for local residents and makes a community more attractive to potential employees and businesses. Developing a region's travel-related assets, therefore, serves the dual purpose of attracting both. More guests and more businesses is a win-win proposition for a local economy. A 2013 survey of corporate executives offers compelling evidence. More than one-fifth (22%) of corporate executives cited "quality of life concerns" as the primary reason for the need to relocate a facility, ahead of factors such as healthcare costs (19%), poor infrastructure (17%) and labor availability (17%).

Although we do not need to look beyond the stark reality of Colorado's experiment in 1993, when the tourism budget of \$12 million was slashed to zero (dropped the state from 1 to 17 in national ranking for summer visitation, and lost over \$2 billion in tourism revenue); let us cite one other more recent example to show the trend hasn't changed. In 2011, Connecticut eliminated its entire tourism budget. After just one year of this disastrous experiment, Connecticut's travel-related tax revenue growth slowed to half the pace it achieved even during the deep recession of 2009. To reverse this decline, the travel industry helped lead a campaign to educate state and local officials about the virtuous cycle of travel promotion in terms of its positive impact on tax revenues, jobs and economic development. By changing course quickly and pumping \$15 million back in to the Connecticut economy, the state rebounded quickly and began regaining market share in 2013. Washington State and San Diego offer similar examples of the catastrophic financial decline that occurs when tourism investment is slashed.

The Bottom Line: Legislators and policymakers often face a hard task in balancing the desire for fiscal responsibility with the need to make strategic investments that produce long-term benefits for states and communities. When it comes to investing in travel promotion efforts, however, the decision should not be difficult. Wise investments in travel promotion programs feed a virtuous cycle of economic benefits – growing the number of travelers boosts spending at community businesses, which supports more jobs and increases tax revenue.

Study after study points to a consistent outcome in relation to the tourism industry. Travel is a vital contributor toward local communities. Travel spending not only sustains local jobs and businesses, it represents a critical source of tax revenue for funding local services such as fire and police protection and education. Additionally, it creates an appealing environment to recruit even more travel and non-travel related businesses. Investment in travel promotion is crucial to maintaining market share. Destinations that view travel promotion budgets as easy savings rather than strategic

investments pay the price in the self-defeating form of fewer visitors, less travel spending and lower tax revenue. Enhanced travel-related offerings produce dividends for destinations. Destinations with stronger travel assets and more developed product offerings improve the quality of life for local residents, attract new businesses and skilled employees, and increase the appeal to potential visitors.

** Source: U.S. Travel Association – The Power of Travel Promotion*

Destination Product Development

The tourism industry is the most competitive industry in the world. This industry also provides quick and efficient growth opportunities for destinations looking to embark on a new revenue source as they build their destination of choice for would-be travelers. Because of this, countries have chosen this industry to ignite their economies and are making major investments in infrastructure and marketing to ensure sustainable economic growth.

Estes Park competes on this international scale, as well as regionally in Colorado. We have witnessed the most dramatic effects of tourism infrastructure expansion as other Colorado mountain communities grow their seasons to attract year-round guests. Primarily, the ski resorts have ignited their summer season by developing national forest land and investing in high-adventure activities that cater to multi-generational families.

Estes Park must begin to analyze our current assets and evaluate what can be expanded on, what needs to be replaced, and what developments can attract private investors.

We must first begin this infrastructure phase by partnering with the Town of Estes Park and Estes Park Economic Development Corporation, as we embark on this next stage of Visit Estes Park's vision and goals. We plan to work with downtown and the community to discuss options for the FLAP Grant, and research how each available option will affect the downtown corridor. We will partner with the events department as we strive to utilize all areas of Estes for new opportunities at Bond Park, Performance Park, Lake Estes, the riverwalk, etc. We will continue to participate on the RTA evaluation committee and also assess options for a Downtown Development Authority, Urban Renewal Authority, Business Improvement District, etc.

Destination product development includes opportunities as small as working with the Rec. District to add paddle boards as part of the amenities available for guests at Lake Estes, to working with the county and national forest to research opportunities for land development.

Visit Estes Park plans to work closely with the Economic Development Corporation as we embark on this next stage of Visit Estes Park's vision and goals, which will also include involvement in Estes Park Event Complex, community wellness industries, regional tourism, and Rocky Mountain Performing Arts Center.

We are not just the marketing arm of the community, providing for a quality and memorable experience for guests. We also cultivate a quality of life for our residents that will always strike a balance between sustainability and calculated & profitable growth.

State Tourism

Visit Estes Park looks forward to partnering with the State of Colorado as we cultivate the wellness industry in Estes Park.

*Colorado is building health and wellness into the state brand and aims to be the healthiest state in the nation. The state is collaborating with the public and private sectors, as well as nonprofit foundations. With more than 253,000 health and wellness workers across the state and a \$11.3 billion annual payroll, the health and wellness industry has a compelling economic impact within Colorado.

*Colorado Office of Economic Development & International Trade

We will continue discussions with the State of Colorado, Colorado Tourism Office and CO national parks to consider a state-wide campaign, similar to Utah, celebrating the national parks of Colorado. Rocky Mountain National Park, Mesa Verde, Great Sand Dunes and Black Canyon of the Gunnison, are home to some of the world's most breath-taking and diverse scenery.

*The state of Utah is spending millions of dollars promoting its "Mighty 5" national parks. The marketing campaign features a one-minute commercial of a family exploring Utah's five national parks, which are Arches, Bryce Canyon, Canyonlands, Capitol Reef and Zion. The ad blitz includes billboards and online content, as well as an international marketing campaign.

*Public News Service – Utah, March 2014

The Mighty 5 campaign has been very successful and has created renewed awareness of what Utah has to offer.

Wellness Tourism

We look forward to partnering with the Estes Park Medical Center, Grand Heritage Hotel Group, University of Colorado, and local businesses as we cultivate the wellness industry in Estes Park. As Colorado begins to brand itself as a "wellness state," we will aspire to be a leader in the \$439 billion dollar wellness industry.

We can consider branding Estes Park as a sanctuary which can be defined by each guest's interest of choice. It can include everything from our awe-inspiring wildlife that is already part of our established brand; to high-altitude training; to spas that cater to wellness in the form of massage, acupuncture, or essential oils; to Estes Park being a respite for active and retired military personnel and families. Each guest can determine their own meaning of sanctuary. Visit Estes Park's role will be to help define these industry pockets within the wellness brand and assist in partnering with our local businesses to assist them in generating their own profitable business plans within this growing industry.

We will continue to cultivate year-round business attraction within the wellness industry through our partnership with the Estes Park Economic Development Corporation and Larimer Small Business Development Center.

Regional Tourism

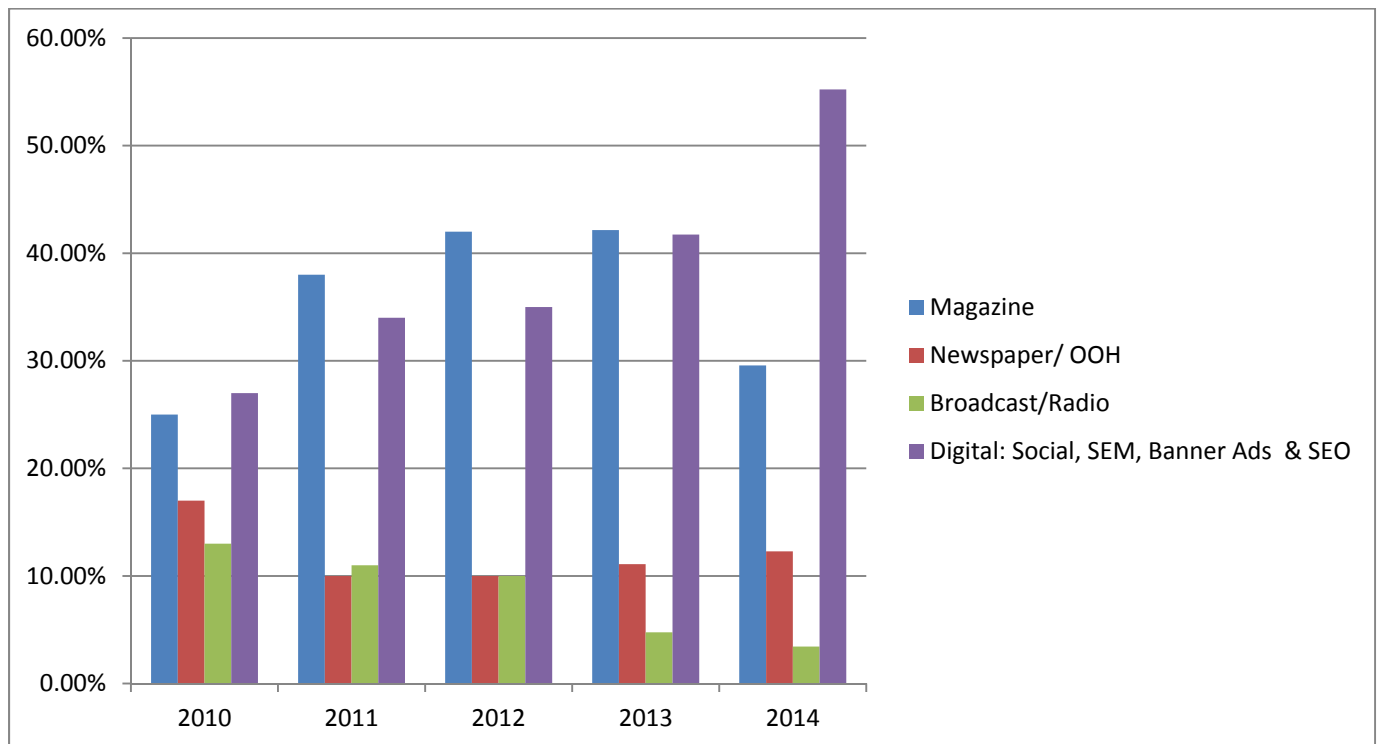
Visit Estes Park will continue to collaborate and participate in regional tourism with our partners, if the opportunities complement our current branding direction and enhance our ongoing marketing plan.

Front Range Travel Region – The exposure that we receive through the Front Range Region cooperative allows Estes Park to be regionally positioned and reminds guests of the incredible variety of experiences they can have within the Front Range region. We will continue our collaboration with multi-day Northern Colorado trip itineraries, craft brewery tours and scenic byways.

Grand Lake – Collaboration with RMNP Centennial and scenic regional byways promotion.

2015 Marketing Plan

Media Spend: 2010-2014



Marketing Plan Ongoing Focus

A diverse media mix has proven to be the most effective at reaching specified target markets. Looking year over year, there's a clear shift in the allocation of media dollars across mediums. The trend in destination marketing has shifted to digital as more and more people depend on digital and mobile platforms for researching and making travel decisions, and we're seeing greater conversion on those platforms every day. That said, we continue to place greater emphasis on digital advertising, allowing for a more efficient and effective media buy. Digital provides the opportunity to glean insight about the best-performing feeder markets and the type of people who visit Estes Park. Not

only does digital give us the ability to be highly targeted against our audience, but we are also able to continually optimize ad units and placements to work toward our media objectives.

In 2014, our print advertising investments evolved with the acquisition of additional marketing dollars through grants and financial contributions. During the spring-summer campaign, we targeted smaller publications in specific geographic areas such as the Denver, Kansas City and Dallas-Fort Worth metro areas. As additional funds came available in the summer and fall, we reinstated some of the larger, adventure publications and targeted Colorado news, parenting and adventure publications to both gain awareness and expand our share of voice within Colorado. In all of this, we are able to maintain a solid mix of national and regional advertising to reach our audiences, while delivering the right message at the right time and continuing the practice of large, inspiring creative.

Marketing Plan 2015

Highlights will include new social media programs, local campaign support, promotional campaigns to drive new guest traffic, Rocky Mountain National Park centennial promotion, and a series of seminars for business stakeholders to help them not only capitalize on our marketing efforts, but refine their own as well.

In addition, we will continue to leverage the *Where Wild Meets Life* creative campaign, first introduced in summer 2013, that positions Estes Park as a welcoming, friendly destination that serves as the ideal basecamp for a variety of Rocky Mountain adventures. The campaign will evolve to include other seasonal stories and additional ways to experience Estes Park, targeting outdoor adventurers, couples, empty nesters and families.

Visit Estes Park has formed a team of marketing experts to extend our internal resources in the areas of Advertising and Marketing, Public Relations and Media Strategy and Buying. Cultivator Advertising and Design, Turner PR, and Backbone Media have come together to create an extended marketing team to support Visit Estes Park's ongoing efforts.

Advertising

In 2014, Visit Estes Park worked with Backbone Media and Cultivator Advertising to build upon the campaign established in the summer of 2013. While hindered by the constraints brought on by the flood, the *Where Wild Meets Life* campaign resonated with consumers and showed continued promise to effectively showcase the Estes Park brand in 2014.

Advertising Objectives

Advertising Objectives Ongoing Focus:

- Reinforce the awareness that Estes Park is the premiere Rocky Mountain destination
- Reinforce the message Estes Park is open, rebuilt and offering exceptional guest experiences
- Build awareness of the RMNP Centennial celebrations
- Continue to reach previous and familiar consumers with a high propensity to travel to Estes Park

- Continue to encourage overnight stays in Estes Park by highlighting all amenities, activities, and events.
- Reinforce the emotional connection with guests
- Continue to drive awareness, attendance and lodging surrounding key events
- Continue to position Estes Park as a unique mountain village getaway by emphasizing our unique wildlife viewing, RMNP, and adventure opportunities.
- Continue to convey diversity of outdoor adventure
- Reinforce the perception of Estes Park as a year-round destination
- Highlight our affordability and accessibility during the winter season, including lack of traffic jams, and peaceful & serene village & landscapes.

Advertising Objectives 2015:

Expand Advertising Creative: Utilize the creative assets created in 2013 to build on the *Where Wild Meets Life* campaign to feature more specific calls to action and to highlight the RMNP Centennial

Secure our summer business: We will continue to provide core focus on sustaining our summer season tourism business through a collection of proven marketing tactics that not only drive awareness and consideration for visits to Estes Park, but also encourage both new and seasoned travelers to make Estes Park their destination of choice for next season's travels. In addition, we want to reinforce trip duration by helping guests understand the full scope of activities and amenities that Estes Park offers. Also, to succeed in protecting our summer season, destination product development must be a priority.

Generate awareness for diversity of activities: While visits to RMNP continue to lead the charge of destination activities, we want to build greater awareness for the diversity of activities that lead to extended stays and ever-greater memory making for our guests. This expanded array of featured experiences will continue to include more active and recreational activities in Estes Park and Rocky Mountain National Park.

Grow our year-round base: While we appreciate the importance of our summer base business, we also realize the opportunity we have to grow our shoulder-season and winter business with more regional drive-market guests. This largely untapped market has the single biggest opportunity for year-over-year growth, not only with our lodging base, but with stakeholders across the spectrum of guest services. Celebrating "adventure at all levels" will provide us year-round opportunities to highlight Estes Park and RMNP.

Advertising Strategy

Advertising Strategy Ongoing Focus

- Raising awareness, increasing competitive share of voice and building relevancy
- Maintain national, regional, and international media mix
- Continue to deliver the right message at the right time – creative should match the media environment
- Highly targeted advertising placements, optimizing for reach and frequency

- High-impact creative sizes (full pages, dynamic digital)
- Reach customers in high-visitation areas and related demographics
- Maintain high investment in digital advertising
- Speak to the appropriate target audience based on overall marketing goals and budget
- Target the leisure market, including families, empty-nesters and adventurers

Advertising Strategy 2015

Be a bigger brand: Our competitive set includes an ever-expanding set of world-class mountain destinations that have the potential to erode our core base. With the evolution of our advertising campaign, we have taken a look-of-the-leader attitude in our communications, with larger format ad units, and a campaign platform that creates a more unique position that we can own.

Inspire our loyalists: Our “tribe” includes not only those guests who consider Estes Park their regular destination, but also our local workforce and residents that have the opportunity to live the brand in the community and deliver on our promise to the guest. We need to assure that everyone that already knows and loves Estes Park has the information on our brand character so they are empowered to present the brand to our guests in their own, unique way.

Extend our seasons: To many, the “off” season is really the “on” season, when the character of the village takes on a decidedly more relaxed attitude, trail traffic diminishes to a whisper and the mountains unveil an entirely new style of breathtaking beauty. While the activities may shift, the variety and diversity of adventure does not. Also, with our generally gentle climate, guests can experience everything from golf and fly fishing to snowshoeing and Nordic skiing, all within a short excursion from the ultimate Colorado basecamp.

Leverage the Centennial: The onset of the year-long Rocky Mountain National Park Centennial celebration in September of 2014 offers the destination a unique opportunity to remind guests of the rich history of the park and the destination; to reconnect them with the nostalgia of past visits and family connections; to raise awareness of the diverse adventures offered within the park; and to compel them to visit during this special anniversary year.

Leverage upcoming events: Town of Estes Park Anniversary and National Park System Anniversary

Media Objectives

Media Objectives Ongoing Focus

- Identify best media placements and executions for communicating Estes Park messaging to the target audience
- Develop thorough media plan that delivers best mix of reach and frequency
- Optimize media plan towards advertising objectives

Media Objectives 2015

Objectives for 2015 remain consistent with, yet expand on, those of prior years. We plan to increase overnight visitation and awareness for Estes Park as the ideal Rocky Mountain destination and position ourselves as a unique getaway. We would like people to be inspired by Estes Park and spend

more time here, so we will encourage overnight stays by establishing an emotional connection with guests, and celebrating all that Estes Park has to offer. We will grow as a year-round destination with great diversity in outdoor adventure. We will strive to retain loyal guests and attract newcomers, ultimately increasing intentional visitation and its economic benefits to the community.

Estes Park's guests range from families to empty-nesters to adventurers – our media will speak to the appropriate target audience, always taking into consideration overall marketing goals and budget. Backbone will work closely with Visit Estes Park staff to identify the best media placements and executions for communicating the Estes Park message to the target audience, working hard to deliver the best mix of reach and frequency. The 2015 plan will be built with consideration of learnings from 2014 about engagement and conversion. While Backbone strongly supports a data-driven approach, they also understand the importance of the human element in the media planning process. Alignment with Visit Estes Park and their stakeholders' goals, thoughts and objectives are paramount to the continued success of this campaign.

Media Strategy

Media Strategy Ongoing Focus

In 2014, Visit Estes Park continued with Backbone Media managing the media planning and buying, along with Cultivator to develop and produce new advertising creative. The agencies collectively enabled Visit Estes Park to effectively manage the post-flood advertising campaign and advertising strategies. Along with the Visit Estes Park team, they built upon the *Where Wild Meets Life* Campaign to reach past and potential guests, and together they will build on that momentum into and throughout 2015.

Specializing in destination and mountain lifestyle brands, Backbone works hard to maximize our advertising investment. They collaborate with Visit Estes Park staff regularly to execute the media plan, review and present new opportunities, brainstorm ideas and negotiate advertising contracts. They successfully implemented Cultivator's *Where Wild Meets Life* creative platform across all mediums. The campaign plays up the breadth of Estes Park's year-round activities, while engaging with potential guests in a fun, authentic way.

Media Strategy 2015

Through the implementation of a progressive and forward-thinking strategy, the 2015 advertising strategy will continue to raise awareness, increase competitive share of voice and build relevancy resulting in greater overnight visitation. Backbone will develop the media plan to maintain a healthy mix of national and regional advertising. They will create a well-balanced, integrated mix comprised of print, digital, radio and social media. Backbone will deliver the best mix of reach and frequency that will speak to both current and new guests. The message will be scaled to effectively engage our target markets in an authentic and credible way. Our media will reach consumers at all stages of the funnel – from awareness to consideration to conversion.

Media Tactics

Media Tactics Ongoing Focus:

- Data-driven approach
- Targeted
- Beautiful and inspiring, full-page print ads in relevant print and digital sites
- Target people who have shown interest in Estes Park
- Drive traffic to the website
- Ensure media is working at the most relevant times
- Continued focus on online advertising for efficiency, tracking, and precise targeting
- Put learning plan in place to track performance for continued optimization and improvement
- Test digital with findings from pixel placement, along with view-through and click-through conversion reporting while continually optimizing
- Leverage the RMNP centennial anniversary and related events to encourage visitation, overnight stays and brand engagement
- Be thoughtful in creative direction and use the appropriate call-to-action in each and every application to drive results
- Implement video in digital ads to increase consumer engagement
- Engage our guests in social media partnerships

While the 2014 media plan reacted to the situation created by the 2013 flood, evolving with additional funding from grants and contributions, the 2015 plan will shift to include more awareness advertising and an increased effort in reaching new markets. Digital advertising will continue to be an integral part of the advertising mix. Not only does digital enable our messaging to be highly targeted and tailored to the relevant audience(s) and to deliver the right message at the right time; it also improves efficiency and tracking ability. We'll continue to feature beautiful and inspiring creative that speaks to adventurers and focuses on outdoor, active lifestyles. We will continue to invest in newspaper and radio to effectively reach select regions (Front Range and surrounding areas, as well as Texas and other key markets that drive traffic), and we will continue to look for and implement new advertising methods that will help us reach our goals.

In 2015, Visit Estes Park will continue to promote the national park centennial through advertising, tying in to social media and public relations efforts on the same theme. The centennial will be leveraged to position Estes and Rocky as an easy-access adventure retreat for Front Range residents, re-branding Estes Park in the eyes of Colorado residents from a "tired and worn tourist trap" to a high-adventure and modern destination. Realistically, this transition will need to include new tourism infrastructure. We plan to partner closely with the Town of Estes Park as we move in this direction. Our focus on new and expanded events for Estes Park will essentially buy us time, until the infrastructure can be built.

All placements will focus on high-impact creative sizes, including full pages in print and dynamic ad units in digital.

The addition of video ads in 2015 will enable a more dynamic and engaging presence in the quickly progressing digital advertising arena. This addition will continue to advance Estes Park's campaign, catching the attention of more online consumers and enticing them to engage. Given the success of the 2014 digital ads that featured stronger calls to actions and landed consumers on pages with

conversion elements (coupons, packages and listings), this tactic will continue in the creative of 2015. Strategy and scope will be aligned with opportunities that fit within the budget.

Backbone will ensure our media is working at the most relevant times, and that the creative matches the media environment across all platforms. We will engage existing customers who have already shown interest in Estes Park and people who live in Colorado or neighboring states, to capitalize on opportunity for conversion. The call-to-action will primarily center on Visit Estes Park's website, offering opportunities for deep brand engagement and conversions through coupons, packages and special offers, as well as online booking.

Visit Estes Park will continue efforts to reach out to local tourism partners, helping them to develop packages and promotions that are compelling to guests and beneficial to the businesses.

A focus on educational classes for stakeholders will be a focus for 2015, in order to optimize and improve our overall campaign objectives.

Creative Assets

Creative Assets Ongoing Focus:

Visit Estes Park continues to expand our collection of creative assets for use in paid, earned and owned media. In 2014 we have done this with assistance from our creative agency, Cultivator, to expand our collection of 'hero' shots created by Allen Kennedy for use in the new *Where Wild Meets Life* campaign. In 2014, we have also expanded our relationships with local photographers and stakeholder to utilize their assets for Estes Park marketing purposes, most notably on the website and in social media.

Creative Assets 2015:

In 2015, Visit Estes Park will continue to expand on the existing library of photography and video, for use in earned owned and paid media. To expand the photo library for use in the Visitor Guide, as well as online, we have planned a photo shoot at local stakeholder establishments. Specific areas of need include groups and weddings, family reunions, adventure activities, autumn and winter photography, new and recently added events, and sports/recreation. It is important that these photos feature models that are of a variety of ages and ethnicities and vary within group composition.

Visit Estes Park will also grow the library of "hero" shots used in the *Where Wild Meets Life* campaign by contracting a photographer through Cultivator that will exhibit a similar look and feel to existing campaign photos. These will focus more on adventure travelers and the variety of experiences available in Estes Park and Rocky Mountain National Park. Additionally, Visit Estes Park will work to obtain video assets over the coming year. This could include partnering with local tourism partners to take footage on behalf of Visit Estes Park and/or contracting a videographer to shoot and edit the video.

In-Market Engagement

2015:

Visit Estes Park will be expanding our guest reach into the destination, implementing tools that will engage guests while they are in Estes Park and having real-time experiences. To be effective, these in-market engagement tools will need promotion support in order to drive awareness and increase interactions. These supportive tools could include elements such as posters, stickers, coasters and table tents.

By year-end we hope to implement an in-market campaign that engages our guests with the RMNP Centennial. We will work with Cultivator to find a craft beer partner to possibly sponsor coasters and/or table tents. We will also highlight this campaign with posters throughout town. To round out this Centennial campaign, we are looking to partner with a Colorado brewery to host a “Centennial Brew” that we can market state-wide to further highlight the Centennial and celebrate this anniversary regionally.

Public Relations

Ongoing Focus and Stats:

Thus far, 2014 has been a very productive year in earning publicity and media interest for the Estes Park destinations and our stakeholders, keeping in pace with 2013 YTD performance. We continue to work with Turner Public Relations (with offices in Denver and New York), to expand our media relationships, increase awareness of Estes Park, and garner attention from the media. The media landscape continues to evolve with changing demands of the consumer. Shorter articles, round-ups and more “authentic” experiences grow in relevance and writers continue to search for related content. Consumers also continue to rely more and more on digital media and trusted referrals in making travel decisions. Estes Park has developed successful strategies to continue expanding our relevance to writers and editors as these changes are taking place, resulting in a healthy consumer reach.

In addition to the continued changes in consumer interests, media landscapes and digital content needs, tracking for PR measures also continues to evolve. The prior measures of ad value and impressions become increasingly difficult to accurately track as more and more media go online and through social channels. To keep up with these changes, and to balance these less-than-accurate measurements, in 2014 Visit Estes Park has included the Barcelona Principles in their PR tracking toolbox. The Barcelona Principles assign a point value (based on a 100-point scale) to articles or published stories, based on predetermined goals and target publications. While this system will better enable Visit Estes Park to target, monitor and track the effectiveness of PR efforts, the traditional tracking methods, of impressions and ad value, may decrease as a result in this shift in focus.

With limited funding relative to our competition, Visit Estes Park depends heavily on earned media, or press exposure, to supplement our national, regional and local advertising campaign. For this reason it is imperative that we continue to garner national and regional attention to increase awareness of the Estes Park destination brand, as well as to stay top of mind in the local and

statewide markets. As of this writing (YTD August 2014), Visit Estes Park's reach is 224.7 million people through media outreach with articles running in a variety of mediums from local to international, newspapers to digital. Press coverage is often measured by ad equivalency, the price paid for advertising of the same size in each publication. Occasionally, businesses will put a multiplier on that value to represent the added value of the information coming from the publication, rather than through a paid ad; however, Visit Estes Park does not use multipliers.

In the first eight months of 2014 Visit Estes Park's ad equivalency (AE) is at \$4.7 million, essentially increasing the overall Estes Park brand exposure by that amount of advertising. On the scale of 100, according to the Barcelona Principles, the average score for stories achieved through Visit Estes Park's PR efforts is 55.

Notable Stories Include:

- "5 Romantic Getaways for Valentine's Day" on the Today Show, 1.8M viewers; \$70K AE, and a pick-up on NBCNews.com
- "6 Romantic Getaways Across America" on TravelandLeisure.com; 431K impressions; \$14K AE
- "Vote for America's Coolest Small Towns" on BudgetTravel.com; 1.2M impressions; \$11K AE; 7 follow-up/syndicated stories (including Budget Travel, Huffington Post, and Weather.com) with almost 68.7M impressions and \$1.2M AE
- "The Ultimate Guide to the West's National Parks" in Sunset Magazine; 1.3M impressions; \$904K AE
- "Explore Colorado: Fun in Estes Park" on KDVR Fox 31; 819K impressions; \$7.5K AE
- "The Latest Way to Camp in the Rockies" on TravelandLeisure.com; 246K impressions; \$2.3K AE
- "5 Scenic Drives (and What to do Along the Way)" on Weather.com; 36M impressions; \$330K AE
- "After the Flood: Colorado Resort Town Rebuilds in Time for Tourist Season" on Weather.com; 36M impressions; \$330K AE
- "A Fresh Look at our National Parks" on Outside Magazine & Online; 2.2M impressions; \$108.8K AE
- "Inspired Travel: Cliffside Camping & More in Colorado" on ShermansTravel.com; 551K impressions; \$5.1K AE
- "Get Your Viking on: Scandinavian Midsummer Festival in Estes Park" in the Denver Post & online; 4M impressions; \$112.5K AE
- "A Beginner's Guide to Photographic Flowers" on Mashable.com; 1.6M impressions; \$150K AE

Travel Writer FAM (Familiarization Tour) Program Highlights

- Did a desk-side FAM trip to New York in April 2014 to meet with prominent outdoors, athletic, family and travel writers and editors resulting in multiple articles.
- Hosted a group FAM in August in conjunction with Visit Denver and CTO centered on history and the RMNP Centennial.

- Participated in the 2014 DMAI Influencer Rally, resulting in 15 influencer meetings and 25 new influencer connections.
- YTD have hosted 5 domestic and 5 international FAM tours and media visits – another 4 are in the planning stages.
- Arranging for a regional desk-side FAM tour in Denver in the fall.
- Organizing an influencer campaign in late fall/early winter as part of the CDBG-DR grant program.

PR value

PR Value Ongoing Focus & Stats

While continuing to achieve significant media stories in print, digital and television broadcast, an increase in focus on targeted publications and audiences has contributed to a slight decrease in media value and impressions year-to-date. .

Total advertising equivalency is down from \$4.79M YTD in 2013 to \$4.70M July YTD in 2014, a drop of 1.31%

Media impressions have also fallen slightly from 228M YTD in 2013 to 225M July YTD in 2014 (-1.86%)

The newly-implemented Barcelona Principles' score for articles through July 2014 is at an average 55 points out of 100

PR Value 2015

We will continue to integrate public relations (earned media) strategies and tactics with those of paid and owned media. Public relations efforts in the coming year will have an increased emphasis on reaching the national audience, targeting key national media with pitches geared at increasing awareness of the destination, promoting the national park's centennial and positioning Estes Park as the ideal mountain base camp for families, active couples and empty nesters. This will be done by highlighting the outdoor adventures and experiences unique to Estes Park within our media outreach, pitches, FAM tours, wire stories, and press events.

In addition to traditional and digital media, Visit Estes Park will continue to expand efforts in 2015 to build relationships with online influencers – especially to promote niche markets such as adventure travel, weddings, group travel and family travel.

The coming year will continue to present challenges in educating the media and the public as to travel conditions and road construction. As the permanent repairs on Highway 36 come to a close, we will have to shift our focus to the closure of Highway 34. Visit Estes Park will continue to collaborate with area and state officials to best position this information and to inform stakeholders through education and by offering talking points and up-to-date information for them and their guests. Visit Estes Park will also continue outreach efforts to the local news media both in anticipation of and reaction to potentially negative stories.

In 2015, Visit Estes Park's PR team will continue to track and rate articles based on the Barcelona Principles. This system focuses on qualitative reporting (based on reach and impact on audiences) and creates transparency and replicable results by setting tangible goals; measuring the effect of media placements on outcomes and business results; and determining both quality and quantity of coverage. Turner PR and Visit Estes Park will continue to transition from a traditional advertising value/impressions results measurement system to one that focuses on the following:

- A predetermined list of top 100 targeted publications
- Visuals, such as photos or infographics
- Headline Positioning
- Messaging
- Coverage prominence (feature story vs. roundup)
- Call to action/brand mention
- Advertising Value
- Impressions

Through Stakeholder communications - utilizing educational sessions, the new extranet and CRM functionality, and traditional means - the team will increase the collaboration with stakeholders on developing media-friendly packages, specials and stories. In 2015, we will expand our efforts in providing advice and education to stakeholders surrounding media relations. This will include media training, planning resources, FAM trip tips, product development ideas and story development, among other things.

We will continue to explore, through relationships with Cultivator, Backbone and Turner, the possibility of partnering with a complementary brand to do cross- or co-promotions in advertising, social media and/or public relations. This type of partnership can be very beneficial in furthering our brand strength, expanding reach and awareness, increasing consumer trust and creating long-term relationships and associations.

International Marketing & PR

International Marketing Ongoing

Visit Estes Park will continue to collaborate with the Colorado Tourism Office's international division and their International Promotion Committee to engage with and learn from their efforts.

International Marketing 2015

In 2015, Visit Estes Park will continue to expand efforts in attracting international travelers through international travel trade and media outreach, as well as collaboration with local and state tourism partners. This may also include attending one or more international travel tradeshow where Visit Estes Park can promote the destination and work with travel trade representatives to increase Colorado products featuring Estes Park. Go West Summit is being held in Colorado Springs this year.

In addition to possibly attending the Go West event, Visit Estes Park will host up to 34 international travel industry partners, in partnership with CTO, to introduce them to Estes Park.

Visit Estes Park will also work with local tourism partners to establish a better understanding of the value and the market processes within the destination, and further identify local partners who want to more actively pursue the international markets.

As budget allows, Visit Estes Park will develop digital content for our website in 2015 that will speak directly to specific international target markets in their language, tying in their culture and addressing their specific travel trends and preferences.

VisitEstesPark.com Website

2014: Website Ongoing & Stats

The Visit Estes Park website was launched in June 2013 with simpleview, Inc, the leader in destination marketing solutions. This new website was a result of a planned and purposeful multi-year strategy. As expected, this strategy has led to the new website exceeding the performance of the previous website. The result is a website that elevates the on-line Estes Park experience through inspiration and information.

The Visit Estes Park website is creative and feature rich, utilizing the latest technology and destination marketing best practices. The goal of the website is to improve internal efficiencies, provide real value to our stakeholders, reflect the Estes Park brand promise, delight the consumer planning their trip, effectively compete with any other destination website, and increase visitor conversion. The website was developed with the consumer in mind, giving them the features they have come to expect from a top tier travel website.

Since the start of 2014, the Visit Estes Park website continues to see key indicator growth for website performance and engagement, as reflected in Google Analytics reporting. So far in 2014, VisitEstesPark.com has been visited by 507,441 people. This is 62,096 more people compared to the same time frame in 2013 (which was 445,345 people), a 13.94% increase. We are continuing to see that with additional and authentic content, easy navigation, intriguing features, and an SEO-friendly navigation structure, more first time users are visiting the site, users are visiting more pages on the site, and they are staying longer.

YTD July 2014 improvements to site engagement:

- 41.26% increase in average session duration – Visitors are on site almost 2 minutes longer
- 13.94% increase in Users-New & returning users that had at least one session within the time period
- 4.95% increase in pageviews – More individual pages overall are being viewed
- 6.85% increase in pages per session – Visitors are viewing more pages during their visit
- 16.59% increase in new visitors – More first time visitors to the site
- 18% improvement in bounce rate – More visitors are viewing two or more pages
- 48% (Tablet) and 15.7% (Mobile) increase in sessions on mobile and tablet devices
- 1142 average per day lodging BookDirect click-throughs to lodging website/booking

engine, a 1.9% increase over the same time period last year

Website 2015

After seeing positive and affirming growth throughout the first year of the new VisitEstesPark.com website, we continue to focus on fine-tuning enhancements, improvements, and content on the desktop, mobile site and customer relation management module. These enhancements across various areas throughout the website will increase satisfaction in user experience, and result in longer time spent on site, more pages visited and a decreased bounce rate. We will be increasing the amount of support hours with simpleview, which will allow us to implement “phase two” items including additional web cams, enhanced social integration, and further incorporating our Wildlife Welcoming Committee characters in the website through fun interactive elements.

As we see a continued trend in mobile use going into 2015, we will further evaluate the performance of the mobile version, making necessary updates to enhance the mobile experience.

If the budget allows, we plan to upgrade our current website to a responsive design site. Responsive design offers an optimal viewing experience with easy reading and navigation with a minimum of scrolling, panning and resizing across a variety of devices from mobile phones, tablets, to desktop computers. It allows the site to adapt to the layout of the viewing environment.

The process of monitoring, analyzing, and making necessary updates to the website is an ongoing and fluid process that develops with changes stemming from industry standards, internal review, website best practices, analytic reporting and consumer use trends & feedback.

BookDirect - JackRabbit

BookDirect Ongoing & Stats

JackRabbit Systems lodging on-line BookDirect feature was implemented with the new website with the goal of driving higher lodging revenue to the Estes Park market.

Visit Estes Park chose the BookDirect solution because unlike OTA's (Online Travel Agencies), such as Travelocity, Expedia, Priceline and Orbitz, JackRabbit's BookDirect solution: 1) is the only solution dedicated to driving booking reservations directly to the lodging property website, 2) there is no cost to our stakeholders, 3) does not require lodging properties to manage separate inventory, 4) there are no additional 'middleman' fees incurred by our stakeholders, 5) results in a better guest experience as the guest has a direct relationship with the lodging property, 6) even if a property does not have an on-line booking engine, they can still participate and be listed, 7) includes Facebook and mobile integration for DMO's, 8) drives high quality leads directly to our lodging partners helping to increase and realize more bookings for our stakeholders from VisitEstesPark.com, and 9) is cost effective.

Highlights from 2013 JackRabbit BookDirect performance on VisitEstesPark.com include:

- 162,388 total referrals to lodging properties, from launch (June 5, 2013) to 2013 end of year.
- 773 average referrals per day, from launch to 2013 EOY.
- 1,361 average referrals per day, from launch to flood (September 11, 2013).
- 249 average referrals per day, from flood to 2013 EOY.
- 2,234 referrals for highest referral day on June 25, 2013.

Highlights from YTD July 2014 JackRabbit BookDirect performance on VisitEstesPark.com:

- 242,203 total referrals to lodging properties
- 1,142 average referrals per day
- 3,223 referrals for highest referral day on July 2, 2014
- Referrals averaged 2,361 per day in July 2014, compared to an average of 1,650 per day in July 2013.

Social Media

Social Media Ongoing & Stats

Social Media includes multiple digital channels where individuals interact in a virtual, yet social way. These channels also provide opportunities for brands and organizations, such as Visit Estes Park, to directly interact with guests and potential guests. These conversations can take place in real time and offer the opportunity for consumers to become brand advocates by sharing their positive experiences with their friends and family. Visit Estes Park works to leverage these conversations to provide information, encourage engagement/sharing, answer questions and tell the Estes Park story to tens of thousands of 'followers' and, in turn, their friends and followers as well. These efforts grow the reach of the Visit Estes Park messaging and enhance the guest experience through transparent and authentic online conversations.

In 2014, the focus and goal of the Visit Estes Park social channels has been to continue increasing the number of fans & followers who are actively exposed to the Estes Park message, create strategic content for all channels that encourages engagement through comments, shares, likes and retweets, using our followers as ambassadors who share our message. We strive to have an appropriate mix of marketing and social content, while focusing on increasing traffic from our social channels to the Visit Estes Park website. Since the start of 2014 through July, traffic to the visitestespark.com website from Facebook has increased 273% from the same time period in 2013.

As social media continues to grow exponentially in both exposure and users, it will continue to be a vital part of telling the Estes Park story to key targeted audiences, creating brand ambassadors, converting past guests to returning guests and being the tipping point for consumers considering booking a trip to Estes Park.

Notable Key Indicators in 2014: Visit Estes Park has achieved considerable growth in social media followers so far in 2014, expanding our reach and increasing the opportunities for delivering a

branded message, building authentic relationships and converting online fans into physical visitors to Estes Park.

- **Facebook:** Grew by 22.5% in number of 'Likes' (followers) from 53,085 followers to 65,052 (11,967 new followers), making us the number two destination marketing organization in Colorado in number of followers, lead only by Visit Denver.
- **Twitter:** Offering an opportunity to share real-time information, news and tidbits, Twitter has been a growing channel for direct communication to our followers. The use of hash tags (#EstesElkWatch) and the inclusion of other prominent handles (such as @Colorado) allows topic-based conversations and indirect exposure to our messaging. Tracking of keyword mentions (such as "Estes Park" or "Rocky Mountains") also gives us a chance to engage guests in conversation, make recommendations and dispel misinformation. Our following grew by 35.4% in number of followers, from 3,310 to 4,485 (1,175 new followers) so far in 2014.
- **YouTube:** 14,173 cumulative YouTube views since account was formed Jan. 2011. Of these, 4,055 views were from Jan. 2014 - Sept. 2014.
- **Pinterest:** A virtual bulletin board for sharing images and linking to additional information, Pinterest allows branded messaging to potentially drive traffic to our website and blog. Our following grew by 42.7% in number of pin-board followers, from 1,396 to 1,992 (596 new followers) so far in 2014.
- **Google+:** Used mainly as a tool to enhance our Search Engine Optimization (SEO) by helping us rank better organically through keyword-related content, Google+ was a focus of rebuilding and regrowth beginning in March of 2014. After extensive research and discussion with simpleview SEO experts, a strategic plan was developed to launch a new Visit Estes Park Google+ page under the original Visit Estes Park Google/YouTube account. This move to house all Google profiles under one main account significantly increases SEO presence for the VisitEstesPark.com website and keyword searches to relevant Estes Park terms. We have already seen a 166% growth in followers to a total of 85 followers since March of 2014 and an increase in traffic to the VisitEstesPark.com website from the Google+ page as compared to previous periods. We have also seen an increase in Visit Estes Park Google+ content that now appears on first-page search results for events and general Estes Park keyword searches.
- **Instagram:** The fastest-growing social media channel in 2014, with 200 million monthly active users (third only behind Facebook and Twitter), Instagram has given Visit Estes Park the opportunity to engage a new, younger audience through photo sharing and interaction with those who post photos taken in and around Estes Park. Our following grew by 134%, from 941 to 2210 (1,269 new followers) so far in 2014.
- **Flickr & Vine:** As consumers are moving more towards Instagram for photos and video, we analyzed interaction and engagement revolving around the Estes Park brand on Vine and Flickr and found a similar pattern of user migration. With this information, Visit Estes Park moved forward with phasing out these channels and are putting photo and micro video content on Instagram and other social channels.

Social Media 2015

With 74% of travelers accessing social media during their vacation and 76% of those travelers using a social platform to share their experiences through updates, photos, and videos while traveling, Visit Estes Park recognizes the critical importance of using social media to create authentic relationships with those Estes Park travelers, before, during, and after their visit.

In 2015, Visit Estes Park will continue to expand our social reach in both paid and organic efforts to increase awareness, attract followers and grow engagement through promotion, interaction and branded content creation.

We will achieve this by using strategic online social tactics and a developed in-market awareness campaign. Using authenticity and transparency as a guide, Visit Estes Park will develop content that is a mix of fan-generated, partner-generated, and our own content. The goal of the content is to drive traffic to the VisitEstesPark.com website and increase SEO performance.

We will continue to use the Visit Estes Park blog as an information hub, which is then shared throughout the social platforms, while strategically crafting each blog to encourage additional page views throughout the VisitEstesPark.com website.

Additionally, as video content continues to overtake content consumption, we will be focusing on development and increased placement of video on appropriate social platforms including Instagram video, Facebook and Youtube.

Email Marketing

Email Marketing Ongoing & Stats

Email marketing continues to be a strong and successful method for awareness and engagement for Visit Estes Park's digital communications mix. Email allows us to convey our message with past and potential guests about the Estes Park brand to a group of recipients who have opted-in to receive email communication. Within the past year, our email newsletters have become regular, targeted emails that contain carefully created and strategically placed content that encourages interaction and conversions to our blog and website. Our visitor e-Newsletter gained a total of 3,476 subscribers; 20.1% increase so far by July 2014 and maintains an average open rate of 31% since the start of 2014. We continue to see high open rates and engagement since switching to Distribion email software in September 2013 (from Mailchimp, --then moved to Distribion), which allows integration with the new CRM and a branded template that mimics the look and feel of the new website.

Email Marketing 2015

Each newsletter will continue to be strategically crafted to increase awareness of Estes Park news & events, focusing on driving traffic to pages that have high performance rates in conversions to lodging properties booking engines. The performance of every newsletter is carefully monitored and evaluated to make necessary enhancements to receive the maximum views and conversions.

In 2015, the email newsletter program will expand to include dedicated advertising opportunities for partners with the goal of driving traffic to specific partner's listings or websites. These advertising

opportunities provide increased exposure to participating businesses and engage readers with informative partner related services, news, or events. A deeper look will also be given to the placement and amount of emails received through use of the sign-up widget within the website and social channels. This will assist in finding the optimal placement, thereby increasing visibility of the sign-up option and increasing the amount of email addresses opting into our eNewsletter program.

To accommodate the consistent new subscriber growth, we plan to increase the email contract with Distribution.

Collateral Development

Estes Park Official Visitor Guide

Digital Only for 2014 (Print was cancelled post-flood):

Even before the formation of a Local Marketing District, for decades the Official Visitor Guide to Estes Park has been a self-sustaining publication. By September 1, Visit Estes Park was on pace to produce the 2014 Official Visitor Guide, with ad space commitments nearly complete. While collections had begun, advertiser deposits weren't due until September 12, and the deadline for receipt of final payments was scheduled for September 27. When the devastating flood hit the area between September 11 and 13, cutting off all traffic to Estes Park, it became apparent that adjustments were needed. By the end of September a decision was made to present the 2014 Official Visitor Guide as a digital-only publication for 2014.

Production partners Moore+Beckman slightly revised the magazine layout. All advertising purchased for the 2013 Visitor Guide was positioned throughout the Guide. Visitor Guide development was completed by November 30, 2013. The digital guide, produced in cooperation with Nxtbook Media, was posted on VisitEstesPark.com by mid-January 2015.

Is the Visitor Guide Still Relevant?*

As much as we're tied to our tablets, smartphones, apps and computers, there's still no substitute for holding something tangible in your hands. In 2012 the Center for Marketing Technology at Bentley, University in Waltham, Massachusetts conducted a research study to answer the question about the need for printed materials. What they found was very interesting and can guide decision-making when it comes to printing and distribution. Here's what they found:

The primary sources that impacted final decisions during the ***planning of a trip*** were based on:

- 57% - The Internet
- 48% - Word of mouth – recommendations from friends & relatives
- 32% - Printed brochures
- 25% - Maps or guides
- 15% - Mobile apps
- 8% - Billboards, signage & advertising

Printed brochures, maps and guides impacted the final decision a third of the time – behind the Internet and word of mouth.

During the trip additional decisions were made as follows:

- 81% from locally distributed brochures
- 70% - Internet
- 66% - Friends, relatives
- 63% - Maps or guides
- 34% - Mobile apps
- 31% - Billboards, signage and advertising

Seven out of ten visitors pick up at least one brochure while on a trip. Of those, nearly half (42%) plan on purchasing goods or services as a result of picking up brochure(s).

*Roger Brooks International

Visitor Center Material

To assist guests who visit the information desk in the Town of Estes Park's Visitor Center, Ambassadors and Visitor Center staff rely on an annual multi-page '***Lodging Grid***' publication that details the features of lodging properties, bed and breakfasts and campgrounds. The grid-format guide is created internally by Visit Estes Park. Cost to print the brochure is borne by The Town of Estes Park.

Visit Estes Park continues to publish ***Estes Park Happenings***, a weekly publication designed to enhance the guest experience. Happenings, a one page publication, highlights Estes Park's events and entertainment for a specific timeframe, and is a very popular piece, that is consistently published by the two local newspapers and shared on social media. The piece is emailed to all stakeholders and is used by our local businesses, Visitor Center, and residents.

Visitor Center 2015

The printed Visitor Guide will return for 2015. Ad sales for the guide are currently taking place.

Providing visitor materials that reflect the Estes Park brand will continue to be of significant importance in 2015. Working in collaboration with the Estes Park Visitor Center, collateral to be distributed will include newly designed maps and the annual lodging grid. The Visitor Center will continue serving as one of the primary distribution points for the Official Estes Park Visitor Guide.

Working in partnership with the Town of Estes Park, we will begin implementing digital touchscreens at the Visitor Center. Initially, we will maintain both the brochure racks and the touchscreens. As budget and stakeholder engagement allows, the brochures will be phased out over time.

Although our Visitor Center visitation numbers are strong, we follow the industry standard for lack of repeat Center visitation from return guests. It is important we constantly exhaust our opportunities to share with guests everything there is to do in Estes Park, including new businesses and activities. We will begin conversations with the Town of Estes Park to create an "Activity Center" within the Visitor Center. We hope to partner with area recreational businesses and assist in organizing demos at the Visitor Center, to get guests engaged and knowledgeable with our adventure tourism opportunities.

We plan to invest in a portable visitor center that can be utilized at the Farmers Market, area conferences around town and out of town expos and events. This furthers our reach with guests that may not enter the Visitor Center. This allows us to take information to the guest, rather than hoping they come to us.

Partnership Development

Partnership Development objectives entail three main areas:

1. Destination Partnerships
2. Destination Brand Strategy
3. CRM Enhancements

All three areas are tightly knit and together, provide a great opportunity for Visit Estes Park to augment its role in the Estes Park community.

Destination Partnerships Ongoing Focus

In Visit Estes Park's nearly five year operational history, the need for and power of collaboration and partnership between Visit Estes Park and Local Marketing District businesses has become increasingly evident. It is clear that Visit Estes Park's relationships with local business owners and constituents are an integral cornerstone to the success of the destination. Visit Estes Park's goal is to continue to build strong and productive stakeholder partnerships that help to enhance the destination experience and its associated growth.

In August 2014, "Stakeholder Relations & Communications" transitioned to "Partnership Development" in order to more accurately express the maturity of the DMO and its relationships with community constituents. The Visit Estes Park role is essential to creating a community-wide effort to improve and elevate Estes Park's tourism industry, and the Estes Park Destination Brand.

Visit Estes Park's ongoing focus in the department of Destination Partnerships:

- Focused on open communications and advocacy by continuing successful programs and launching new partner communication channels.
- Developed in-depth, detailed partner communication strategy to define tactics that will allow Visit Estes Park to further enhance the quality of relationships between the Visit Estes Park team and the Estes Park community.
- Continue to enhance communication structure between Visit Estes Park and stakeholders, beyond traditional methods and utilizing new DMO tools, including the CRM and stakeholder extranet
- Continue to assume the role of destination partner with the Town of Estes Park, Rocky Mountain National Park, tourism and business associations, and other community groups (Estes Valley Partners for Commerce, Estes Area Lodging Assoc., Estes Park Wedding Assoc., Estes Park Nonprofit Resource Center, Rocky Mountain Performing Arts Center, and others).

- Annual Visit Estes Park Stakeholder Meeting, now renamed “Visit Estes Park Tourism Summit,” held on May 22 at The Stanley Hotel. Summit included general session review of 2013-2014, as well as breakout sessions allowing for direct partner participation and feedback. The 2015 Tourism Summit will continue with interactive opportunities.
- Visit Estes Park’s President & CEO, Elizabeth Fogarty, sits on the Estes Area Lodging Association Board of Directors, representing Visit Estes Park as a key supporter and partner of the local lodging community.
- Visit Estes Park’s Director of Partnership Development, Kirby Hazelton, continues to sit on the Estes Valley Partners for Commerce Board of Directors, representing Visit Estes Park as a key supporter and partner of the local business community.
 - Visit Estes Park will continue to work with the Downtown Business Partners (part of the Estes Valley Partners for Commerce), an organization dedicated to the promotion of downtown Estes Park as a center of business, culture and entertainment.
- Visit Estes Park President & CEO, Elizabeth Fogarty, is a board member of the Estes Park Economic Development Corp. Jon Nicholas, Local Marketing District Board Member, is President and CEO of the Estes Park EDC.
- By continuing to lead the Association Forum (which includes participation from the Town of Estes Park, Rocky Mountain National Park, Estes Park Economic Development Corporation, Estes Valley Partners for Commerce, Estes Area Lodging Assoc., Estes Park Wedding Assoc., Estes Park NonProfit Resource Center, Rocky Mountain Performing Arts Center, and others), Visit Estes Park will look to increase the level of cooperation and collaboration for a destination-wide approach to driving travel and tourism in Estes Park, while cultivating and balancing a high quality of life for our community.
- Provide exceptional customer service to stakeholders, including one on one visits.

Destination Partnerships 2015

In 2015, Visit Estes Park will continue to focus on community outreach to solicit ongoing feedback, inform partners about the role of Visit Estes Park as the marketing expert in the Estes Park community; as well as the DMO’s mission, vision, marketing strategies, and accomplishments. To further enhance and strengthen these business/DMO relationships, Visit Estes Park will specifically focus on marketing/educational opportunities available for stakeholders.

A significant focus of 2015 will be the launch of marketing educational sessions for Visit Estes Park business partners. These seminars will be designed to help businesses capitalize on Visit Estes Park marketing efforts, and to enhance and improve their own marketing efforts. Sessions will include topics such as social media, delivering the Estes Park Promise, co-op advertising, and how to read and interpret website analytics reports. The Partnership Development Director will involve other Visit Estes Park staff and will engage Visit Estes Park industry partners such as Cultivator, Backbone, simpleview, and Turner PR.

Visit Estes Park will concentrate on further developing partner advertising programs, both for in-market pieces and for website opportunities. Strict attention will be paid to enhancing current offerings and appraising new products, reevaluating pricing and placement structures, and reporting

current and accurate performance indicators. Visit Estes Park partner advertising programs allow local tourism businesses to participate in Visit Estes Park national and international message, engage in the destination brand, and reinvest in Visit Estes Park's marketing efforts.

In 2015, increased attention will be given to establishing individual and/or group emails & meetings with Visit Estes Park partners to review analytics, conversions, and overall performance statistics for all advertising programs.

Destination Brand Strategy

Destination Brand Strategy Ongoing

Integrated brand strategy creative and messaging continues to be implemented across all advertising and marketing platforms including print, digital, social and the new VisitEstesPark.com website.

We are in the final stage of Phase 4 where we help partners understand that creating and providing exceptional experiences for Estes Park guests would be one of the most significant post-flood impacts they can control. Note this community rollout phase, unlike the first three phases of Brand Strategy, is an ongoing process and will continue throughout 2015 and beyond, in order to continue to ensure community engagement, engage new and seasonal staff, resident participation, and more.

Destination Brand Strategy 2015

In 2015, Visit Estes Park will continue to share and implement destination brand strategy within the Estes Park community. By continuing to provide community-wide interactive sessions detailing the work of the project and focusing specially on the promise concept, "Everyone's A Guest." Visit Estes Park will be able to target not only business owners and managers, but also front line workers, seasonal employees, international employee and residents. It is imperative now more than ever that Estes Park experiences are exceptional for guests, and this can be achieved by building emotional connections and delivering a consistent brand experience. Visit Estes Park will also focus on opportunities for local businesses to develop tangible "brand promise signals." These signals will include creative implementations of the brand strategy in external marketing, guest interactions, product development, and more. These concepts will allow guests and residents alike to understand the power and value of the brand's economic impact on the destination.

CRM Enhancements

CRM Enhancements Ongoing

In 2013 Visit Estes Park implemented simpleview CRM (Customer Relationship Management) System, which is integrated with the VisitEstesPark.com website. The CRM is a single, integrated web-based system that replaced old legacy databases and accompanying technologies. The simpleview CRM, created specifically for destination marketing organizations, allows Visit Estes Park to centralize all operational data and as a result, work more cohesively across all spectrums of the DMO.

CRM - Stakeholder Relations & Communications

The CRM's effectiveness is based on the concentration and housing of all DMO interactions in one system to allow communications to be more effectively integrated across Visit Estes Park's operations. The following are organized within the CRM: Partner records, website listings, communication logs, amenities, invoices, media articles, reports, site visits, local business host records, leads, consumer information (including e-newsletter signups, Contact Us records, Visitor Guide requests, and more) is all available via the CRM. The CRM allows the DMO's operations and efforts to be integrated, rather than isolated in several different databases. This allows the Visit Estes Park team to work more intimately and efficiently.

The simpleview CRM also allows all staff members to effectively review other facets of stakeholder engagement, including responsiveness to group leads, participation in media groups, and more.

CRM - Public Relations

The CRM system allows for easier and more in-depth tracking of media relations. This includes tracking of media hits, press visits and press relationship management. Articles can be entered into the CRM and tagged to stakeholder accounts. Similarly, when media representatives visit Estes Park we are able to compile the experiences they had in the CRM and link those experiences to the associated stakeholder account. All of these entries, articles, and visits are also linked to the journalist and publication accounts so that we can easily track how productive a particular visit, journalist, or publication has been for Estes Park's media exposure. Communications are also tracked in the CRM, making it easy to report on and keep up with media connections and relationships. Stakeholder benefits, such as media tour participation and/or article mentions, are also tracked in the CRM and will be displayed in the extranet, so both the stakeholder and Visit Estes Park can see, at a glance, the impact of our media efforts.

By having a single system whereby we track communications with media and with stakeholders, the Visit Estes Park team is able to keep up to date on connections and communications made with each stakeholder. This vastly improves the efficiency of our stakeholder relations and enables us to be more informed on how each relationship is developing.

CRM - Group Sales & Services

Features now available within the Visit Estes Park CRM have greatly improved reporting for the group sales business. Several reports, including leads sent to stakeholders and leads pending, are now available in real-time in the CRM. This allows Visit Estes Park to more effectively monitor lead status information for each individual stakeholder. The communications feature makes it possible to track when the lead was sent, which stakeholder received the lead, and continue to communicate with those stakeholders as additional requests are made by the group guest. This tracking through the CRM communication feature creates a clearer picture of the steps taken by Visit Estes Park to assist the stakeholder in booking the group.

This enhanced level of communication also extends to the extranet, in which stakeholders are now able to track their leads from Visit Estes Park. By responding to leads via the Visit Estes Park extranet, a stakeholder provides information to the Visit Estes Park Group Sales and Services

Manager which can then be used to better assist the guest. The collaboration between Visit Estes Park and the business stakeholder increases the potential for group business conversion. In addition, response data entered by stakeholders builds a more accurate record for each lead and allows Visit Estes Park to supply stakeholders with more definitive results.

Allowing increased opportunities for Visit Estes Park and our stakeholders' group sales managers to share information, and housing this information in one place, results in a better picture of how Visit Estes Park provides value to our stakeholders. It also gives Visit Estes Park a more realistic picture of how our group market business is being captured, leading to more effective and efficient destination-wide group sales and services efforts.

CRM Enhancements 2015

The Visit Estes Park CRM has allowed the DMO to work more effectively, and the full utilization of this system will continue in 2015.

The Director of Partnership Development will make it a priority to work with partners to encourage and sustain the use of the extranet. This forum allows stakeholders to view the benefits of their partnership and engagement with the DMO, while also allowing the DMO to expand their communications' reach and education of the partner base.

Group Sales & Services

Ongoing

Visit Estes Park's group sales and services department has recently operated as an inside sales operation and an extension of local business partners' sales teams. The goal is to increase room nights booked by providing exceptional customer service, quickly qualifying leads, sharing leads and information with partners, and following through with both partners and guests.

Primary sources of leads include Estes Park Visitor Center (phone and walk-ins), Visit Estes Park website and trade show attendance. In 2015, groups will continue to be provided with utmost service, ensuring they reserve their reunions, weddings, conferences, and retreats in Estes Park.

Qualified leads were at 154 YTD (thru Aug) for 2014, which is a 21% decrease over Aug 2013's total of 196.

Approximately 48% of all 2014 leads were weddings, 41% were reunions, and 11% were meetings.

2015

Visit Estes Park may partner with the Community Services staff and the Estes Park Events Complex, to find opportunities to better service the adventure group traveler (i.e., fly fishing exhibitions, rock climbing retreats, etc.).

If budget allows we hope to hire an administrator that can take on the group lead follow-up and also actively pursue leads. This team member can also partner with the Event Complex team to assist with closing contracts (no operational duties). This admin. can also assist with entering events on

website, and Estes Park Happenings planning. We also plan to work with our foothills neighbors to cultivate partnerships with their group contracts.

Key Performance Indicators

Tracking and reporting will continue, as we monitor the return on investment for each initiative, allowing adjustments where necessary. Additional activities will be monitored particularly as it relates to social media and website.

Regional & National Advocacy and Professional Development

Financially support and actively engage in leading industry associations and organizations.

- Turner PR media training in Denver for Brooke Burnham and Elizabeth Fogarty
- Four staff members attended the Destination Marketing Association International (DMAI) Conference in Las Vegas, NV.
- Elizabeth Fogarty will continue with CDME certification (Certified Destination Management Executive). Phase 1 began at the 2014 DMAI Annual Conference, Las Vegas, NV. It is a program that must be completed within four years.
- Tourism Industry Association of Colorado (TIAC) – Brooke Burnham attended the annual legislative reception in Denver
- The Assembly – Year Round Mountain Tourism Symposium, sponsored by DestiMetrics, LLC, was attended by Brooke Burnham
- simpleview Summit – An annual conference for online tourism marketing and sales for destination marketing organizations, was attended by Kellen Toulouse.
- Participated in community key initiatives including Economic Development Task Force, Economic Development Corporation, Town of Estes Park Master Planning, MPEC Center analysis, Performing Arts Center, Creative Arts District, America in Bloom, Visitor Center Parking Garage Structure, Community Wellness Center, and others
- Colorado Association of Destination Marketing Organizations (CADMO) attended by Elizabeth Fogarty
- Visit Denver Orientation attended by Elizabeth Fogarty and Brooke Burnham
- Annual Estes Park Tourism Summit

**Estes Park Local Marketing District
2015 Budget - Annual Operating Plan**

	Actual 2013	Budget 2014	Projected 2014	Budget 2015
Revenues				
Visitor Guide	\$23,700	\$130,000	\$137,000	\$140,000
2% Tax*	\$1,365,383	\$1,100,000	\$1,400,092	\$1,414,616
Stakeholder Services	\$159,536	\$140,000	\$170,000	\$190,000
Town of Estes Park Marketing Investment	\$0	\$0	\$0	\$0
Larimer County PILT	\$9,524	\$9,500	\$10,615	\$10,000
Alternative funding sources (Town & County)		\$100,000	\$115,000	
Worker Comp. Dividend Income	\$1,867	\$0	\$7,250	
2014 Grants & Awards	\$0	\$0	\$306,559	
Tourism Recovery Fund	\$73,000	\$0	\$0	
Foothills Contribution			\$30,000	
Other	\$5,000	\$0	\$60	
Investment	\$40	\$0	\$0	\$0
Total Revenues	\$1,638,050	\$1,479,500	\$2,176,576	\$1,754,616
Expenses				
Personnel Services	\$496,280	\$446,670	\$478,508	\$566,990
Marketing & Operations	\$1,300,183	\$1,032,890	\$1,032,890	\$1,803,368
2014 Grants & Awards			\$336,559	
Total Current Expenses	\$1,796,463	\$1,479,560	\$1,847,957	\$2,370,358
Total Expenses	\$1,796,463	\$1,479,560	\$1,847,957	\$2,370,358
Excess (deficiency) of revenues over expenditures	(\$158,413)	(\$60)	\$328,619	(\$615,742)
Other financing sources (transfers in)	\$0	\$0	\$0	\$0
Other financing uses (transfers out)	\$0	\$0	\$0	\$0
Increase (decrease) in fund balance	(\$158,413)	(\$60)	\$328,619	(\$615,742)
Beginning Fund balance	\$1,045,536	\$887,123	\$887,123	\$1,215,742
Ending Fund balance	\$887,123	\$887,063	\$1,215,742	\$600,000
RESTRICTIONS				
TABOR RESERVE: 3% OF EXPENDITURES	\$53,893.89	\$44,386.80	\$55,438.71	\$71,110.74