

Executive Summary:

This is an Operation Plan for use of public dollars for a statutory district, the Visit Estes Park Local Marketing District, DBA Visit Estes Park (VEP). It is a high-level view of goals, key objectives, potential strategies and metrics to measure successful outcomes. It provides general direction and accountability for the upcoming fiscal year through the Budget Variance section. This plan is required to be completed and approved according to statutory deadlines.

Mission

We drive sustainable year-round economic growth by encouraging visitor demand.

Vision

To offer positive and memorable experiences for guests and quality of life for our community.

Let's explore these ideas

Colorado's Original Playground

This is the tagline that has been developed to better enforce that the best of Colorado exists in its purest form in Estes Park and that since our earliest days, the Estes area has been a premier and authentic source of leisure, recreation, and adventure.

Sustainable Tourism

We want to be mindful of the longevity of the good living that we promote. This isn't only about electric car charging stations and green initiatives, this is about quality of life for our families, friends, residents and our guests, in everything we do, we want to make sure that we're headed toward year-round sustainability and profitability for our stakeholders. We seek to create a more educated guest, pursuing adventures that are best for them and with the least impact upon our local natural resources, all while striving to maintain the unique character of what it means to live in Estes Park.

Positive & Memorable Experiences

I'd argue that Visit Estes Park has done a great job of creating positive, memorable experiences over the years, and it's imperative to continue to emphasize the family value of our destination to both visitors and residents alike. But we need to do a better job of directing that idea by enabling higher quality visitation by attracting quality visitors who respect and appreciate the destination. What this means on the ground level is crafting messages regarding summer marketing to be less about "get here" and more about "how to plan ahead and leave no trace behind". How to find uncrowded, lesser-known activities. How to discover a new thing to do in the destination other than RMNP. How to plan a trip timed for smaller crowds or better deals, and so on. And in the context of winter, the message is more adventurous, but still with plenty of outdoor activities and local insights built in.

The Colorado Tourism Office suggests that aligning with a more adventure-seeking, outdoor-loving audience is where real long-term growth potential lies. We agree, the outdoor recreation industry is a powerful force in the overall U.S. economy, with consumers spending \$887 billion annually on outdoor recreation and creating 7.6 million American jobs, and included in the top reasons folks visit Estes Park, they are outdoor related.

According to the CTO

“COLORADO TOURISM SETS ALL-TIME VISITOR SPENDING RECORD IN 2018”

- Travelers set an all-time spending record of \$22.3 billion on Colorado trips and vacations in 2018, a 6.7 percent increase from 2017, significantly above the national average spending increase of 4.1 percent.
- Colorado had the ninth-largest share of these travelers nationally in 2018, up from 18th largest in 2009.
- Less than a year after the CTO introduced the new Care for Colorado Principles in a first-of-its-kind partnership with the Leave No Trace Center for Outdoor Ethics, a resident sentiment study in April found 28 percent of residents already aware of the public awareness campaign.
- With new nonstop international flights launched in 2018, Colorado for the first time attracted more than a million international visitors. About 40 percent of those 1,049,000 international visitors came from the two border markets of Mexico and Canada, with the remaining 60 percent from overseas markets, including the UK, Australia, France, Germany, China and Japan.

“More and more travelers – especially Millennials and GenXer’s – are reporting that a destination’s sustainability practices are important in their choice of where to vacation,” she said. “Not only do we want to attract the kinds of travelers who care about our environment, now we have proof that Colorado is the best place for those travelers to find what they’re looking for.” - Cathy Ritter

“Overall, it was a great year in 2018. As far as sustainable tourism goes, it sounds like Estes Park is right in line with the CTO’s initiatives of educating both locals and visitors on protecting our natural resources!”
-CTO office

Marketing Program Overview

Goal #1

Create stronger leisure market visitor demand.

Goal #4

Promote the Estes Park experience in national & international markets.

- A** Dedicated Marketing Team of Four People
- B** Create stronger leisure market visitor demand through our marketing programs
- C** Dedicate more resources to Video for our website and social media channels
- D** Creative Front Range out-of-home
- E** Unique use of social platforms and influencers
- F** Promote the Estes Park experience in national & international markets
- G** Digital, continue our trend into a digital-centric plan with a hyper-analytic approach to ROI to communicate the ultimate concern: did our marketing efforts bring people to Estes Park and at the desired time of year?
- H** Content partnerships: Target meaningful, national and international media outlets to create custom editorial to support key messaging
- I** Elevate our own brand approach: Be our own media house
- J** Work with CTO on current promotions to key international markets: Germany, UK, Australia, Canada, Mexico, Japan

All to: Continue the evolution of rebranding winter and creating a more educational approach to summer messaging

How we'll measure success: Lodging tax collections, Google Analytics, consumer research results, visitor center statistics, RMNP guest statistics

Group Sales & Marketing Program

Goal #2

Create stronger group marketing program.

- A** Plan for new staff positions dedicated to Group Sales
(Possibly subsidized by Estes Park Event Center through a new IGA)
- B** Improved RFP process (Simpleview/Cvent) with site inspection & marketing support and post event survey and engage with new CVENT RFP automation system
- C** New stakeholder Group Sales Committee
- D** Enhanced stakeholder cooperative marketing opportunities will generate some offset revenue
- E** New digital Lead services (CVENT) for increased RFP's
- F** New marketing materials dedicated to promote group sales
- G** New tradeshow schedule for improving RFP's and group sales
- H** New advertising program dedicated to group marketing

How we'll measure success: Number of RFP's generated, number of service requests generated, number of site tours supported, number of group planners met with, and if possible, measure tracking of groups booked, # of room nights generated and total sales influenced.

Stakeholder Services Program

Goal #3

Promote stakeholder and community engagement.

- A** Four Staff dedicated to Stakeholder Services
- B** Education and training of staff on cooperative advertising programs for stakeholders
- C** Improved configuration of sales program
- D** Restructuring of Feature listing Lottery program
- E** Continuation and improvement of the "Free Stakeholder Services" program
- F** Provide added perceived value for stakeholders by leveraging marketing resources with Visit Estes Park

How we'll measure success: Generate advertising marketing revenues to enhance marketing capabilities to 2020 Budget, improve overall quality and appearance of advertisements on the website, and other media, provide unmatched quality of service to our stakeholders, offer successful avenues of advertising to stakeholders that helps to improve their business.

Community Engagement Program

Goal #5

Explore opportunities to integrate visitor services.

- A** Executed by the Board and CEO
- B** Every community must compete with every other community for their share of the world' attention, customers, and investment.
- C** To compete, people need to be aware of a community and meet its people.
- D** This is achieved through clearly developing, articulating and managing the community's brand.
- E** Efforts must be made to promote, market, sell and engage potential visitors.
- F** And all of this must be reinforced again and again.
- G** Addressing this need for destination promotion in Estes Park is for the benefit and well-being of every person in our community.
- H** It is a common good.
- I** It is an essential investment to develop opportunities and build quality of life to benefit all the residents of our community.

How we'll measure success: Create a new Community Advisory Board for Engagement, improve community perception and support of visitor market sector and role of Estes Park in the marketplace, transparency and understanding of Visit Estes Park programs and their direct and indirect benefit upon our local residents, families and friends, greater community feedback and recommendations to support future strategic planning.

Budget Variance Overview

In addition to the high-level budget snapshot in the 2020 Op Plan presentation, we will also look at 2018 Actuals and 2019 Budget for benchmarks of how we compare for 2020. The full budget is included in the 2020 Operating Plan and the following is a look only at key variances from year to year compared with the proposed budget:

Income Variances

District Tax Fund

18 Actual	19 Budget	20 Proposed
\$2,288,485	\$2,400,000	\$2,472,000

When reviewing revenue growth as it relates to the 2% lodging tax, we looked at the last 5 years of growth as it relates to the lodging tax.

The VEP Board made the recommendation to be conservative on future growth as we are coming off some very strong years with the Rocky Centennial and the Town Centennial in 2016 and 2017 respectively but we are still experiencing year to year growth.

The actuals we have seen after 7 months of tax revenue in 2019 points to an increase over budget of just over 6%. With these trends in mind, we recommend being more conservative than using the average of 2018 actuals and the 2019 budget and projecting a 3% increase which is half of that. This is a conservative approach while still acknowledging the increase in lodging tax we have consistently seen over the past 5 years.

Advertising Fees - Stakeholders

18 Actual	19 Actual	20 Proposed
\$300,101	\$488,000	\$602,000

This is the line item where we record revenue from our website listing sales to other stakeholder services. Traditionally Visit Estes Park has used a third-party company to manage these sales on a 50/50 revenue split. The increase of revenue in this category involves bringing all website ad and listing sales in house with our sales team. The revenue for 2019 is 50% of the 50% split with the firm as all contracts for the listings are from July 1-June 30. In 2020 this category will increase again as that will be the first fiscal year where all listing revenue will be 100% available.

Grants and Awards

18 Actual	19 Budget	20 Proposed
\$111,331	\$0	\$25,000

VEP will apply for a matching grant with the Colorado Tourism Office of \$25,000 that the Board of Directors has approved. This will be for our Athlete in Residence Program and would help us to extend the program further and add another four to six influencer bloggers. There would be an offsetting \$25,000 expense under special Advertising so this is a neutral impact to the budget.

Additionally, income from the Visitors Guide is offsetting with expense and Larimer County PILT should remain about the same. Other Income will go up a bit because we are investing funds into higher yielding interest accounts.

Expense Variances

Advertising

18 Actual	19 Budget	20 Proposed
\$1,530,343	\$1,300,000	\$1,140,000

Advertising is all activity related not only to the marketing of Estes Park but the production of that content and the fees of our agency partners. In 2020 the plan is to not spend any reserves while providing an increased level of service and ROI for our stakeholders. Also, group sales advertising which was budgeted at \$80,000 in 2019 has been moved to its own category which is now listed under Group Sales for \$110,000 in 2020.

Group Sales & Marketing

18 Actual	19 Budget	20 Proposed
Did not exist	\$80,000 in Adv.	\$110,000

This is a new line item which will provide a direct budget into the expenses associated with the new Group Marketing and Sales effort. These expenses are for advertising, marketing and attending shows. There was \$80,000 allocated in the Advertising budget for Group Sales in 2019 and now it will be in its own category.

Research

18 Actual	19 Budget	20 Proposed
\$41,483	\$100,000	\$50,000

In anticipation of possibly collaborating with the town of Estes Park, the cost would be shared at 50% and that is what we have budgeted. There is a chance that the town will not want to do a cooperative package and we would save the \$50,000 although there may be some other research costs such as our comp market set that we are negotiating with RR Associates.

Website

18 Actual	19 Budget	20 Proposed
\$113,325	\$100,00	\$65,000

The amount budgeted covers the cost of our maintenance contract with Simpleview and we are not launching a new site in 2020 as we did in 2019, so the costs will be lower.

International Promotion

18 Actual	19 Budget	20 Proposed
\$35,598	\$35,000	\$14,500

International promotion is covered more effectively through CTO & Media Familiarization Tours which we are increasing by \$50,000. For 2020. While we acknowledge that international travel is a growing segment that we must always dedicate resources too it is far more expensive to receive one guest internationally than one domestically. With a digital focus and the new tracking tools VEP will determine the success of international promotion and make better, more efficient determinations of how many resources to dedicate to this in future years.

Personnel

18 Actual	19 Budget	20 Proposed
\$35,598	\$35,000	\$14,500

The assumptions used to determine budget for labor in 2020 includes adding a 2% cost of living increase, an increase in benefits due to the new healthcare spousal coverage and a new staff member at \$90,000.

The increase in staffing labor cost is directly related to two major proposed changes in the way Visit Estes Park operates during the past year and into 2020:

1. In 2019 there was a reduction in reliance on outside agencies for web sales and content. This includes media buying, creative, social media and blog content. That focus is shifted from agency expense to four stakeholder services staff.

Related to stakeholder services, the additional revenue for 2020 is projected to be \$114,000. These additional funds from bringing the website sales in-house will help to support continued stakeholder services and continue our theme of providing more local jobs and cultivating in-house creative talent. The four positions dedicated to stakeholder services staffing in 2019 include: Director of Stakeholder Services, Staff Photographer, two Stakeholder Services Coordinators

2. A shift toward improving group sales program to support increased demand during shoulder and off-season time periods. This includes the cost of one full time Director of Sales.

Related to the VEP group sales efforts, we are also working on a new IGA cooperative agreement with the town of Estes Park's Event Center for conducting sales and marketing that may provide additional matching revenue for increased reach and capabilities for VEP in the form of added staff and marketing.

Office Supplies, Postage, and Printing

18 Actual	19 Budget	20 Proposed
\$17,694	\$32,000	\$22,000

Equipment, PC & Software

18 Actual	19 Budget	20 Proposed
\$18,937	\$55,000	\$25,000

For both Office Supplies and Equipment Expenses we expect lower costs as we don't plan to move again. If we do have to move this cost could be higher.

Cell Phone & Mileage

18 Actual	19 Budget	20 Proposed
\$1,998	\$4,500	\$11,000

Our needs have increased and we have more staff with cell phone and mileage reimbursements including group sales in 2020 so we are increasing this to match the estimated need.

Education & Conferences

18 Actual	19 Budget	20 Proposed
\$26,669	\$34,500	\$49,000

We are increasing this in 2020 to allow for additional training for the Board, CEO and Staff. We are also maintaining the \$1,500 allowance per 12 total staff and for an increase in personal development with more staff attending DI & ESTO for example.

Media Familiarization Tours

18 Actual	19 Budget	20 Proposed
\$5,844	\$14,000	\$64,000

Turner PR is the firm that has been with Visit Estes Park for a number of years. In that time, they have continually produced an excellent return. However, now that the PR Coordinator position was filled in 2018 it is time to shift some duties away from the firm and bring appropriate work back in house. We are increasing the number of familiarization tours that we are doing so we will considerably improve international and national awareness about Estes Park as a destination.

Social Media

18 Actual	19 Budget	20 Proposed
\$13,125	\$15,000	\$7,500

This is related to the cost of social media management apps that we have received a lower bid cost for thus the savings reflected in 2020.

The results of the 2020 Budget include an income of \$3,386,313 with an expense of \$3,385,500 generating a net result of \$813 positive revenue. In other words, a balanced budget, which was our teams' goal. We believe we have approached this annual operating plan with new exciting programs that will benefit our community and will help to spread demand over the next year improving our year-round performance in the tourism sector.

I would like to take a moment to thank the Visit Estes Park Team and Board of Directors for assisting in the creation of the new 2020 Operating Plan as they all contributed to and considered how best to approach this plan, to continually improve Visit Estes Park and pursue our mission.

2020 Visit Estes Park

OPERATING PLAN

We are pleased to present you with our 2020 Operating Plan. Visit Estes Park is a Destination Marketing Organization dedicated to driving sustainable year-round economic growth by encouraging visitor demand in Estes Park and the surrounding region. We strive to drive sustainable year-round demand and high-quality experiences for our guests while continually improving the quality of life for our community.

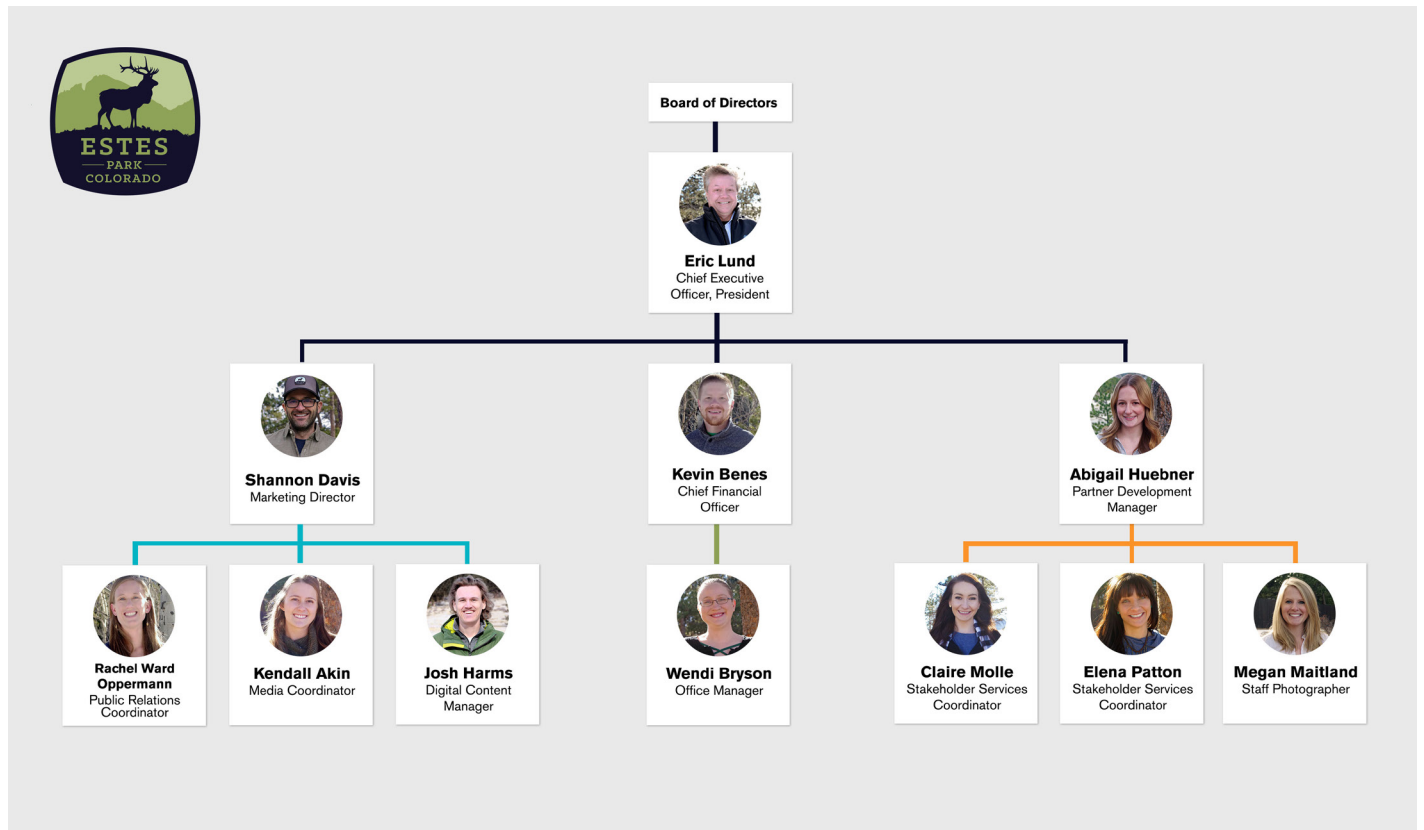
The 2020 Operating Plan supports the Visit Estes Park Mission by defining who we are and where we are going. It includes our primary goals, objectives and outcomes. Also included are the primary initiatives and budget for 2020.

Our entire Board and team at Visit Estes Park are extremely dedicated and committed to the success of everyone in the Estes Valley area. The achievements thus far, validated by all key performance indicators, creates a momentum that we will continually improve; we will continue to invest in the most professional and qualified staff combined with the support of our local business partnerships and agency partners to grow a healthy and sustainable year-round visitor economy.

We will continue to focus on continually improving our marketing efforts and encouraging engagement with all community partners and residents. We welcome your feedback regarding the 2020 Visit Estes Park Operating Plan.

Eric J Lund
President & CEO
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2019 Visit Estes Park Organizational Chart



Board of Directors

Sean Jurgens, Chair
Todd Jirsa
Marie Cenac
Pat Murphy
Deborah Gibson
Tonya Humiston
Camden Birkeland

Mission

We drive sustainable year-round economic growth by encouraging visitor demand.

Vision

To offer positive and memorable experiences for guests and quality of life for our community.

Goals, Objectives & Outcomes

Goal #1

Create stronger leisure market visitor demand.

Objective 1

Define target audience for each season and promote effectively to them and improve the quality of visitors for overnight stays and the length of stay to an average of 2.8 days.

Objective 2

Increase quantity and quality of press and influencer familiarization trips resulting in more than \$1,000,000 in media value.

Objective 3

Improve lodging revenues by 3% annually.

Measurable Outcomes: Increase lodging tax revenue by %, PR value & metrics, number & quality of press FAMs.

Goal #2

Create stronger group marketing program.

Objective 1

Expand the VEP group marketing team and develop an annual sales plan generating X# of qualified RFP leads annually.

Objective 2

Improve group marketing focused sales materials and distribute to quality potential group planners.

Objective 3

Generate an increase in group booking room nights of 5% during non-peak periods.

Objective 4

Develop a cooperative marketing program for group market stakeholders to participate.

Measurable Outcomes: Increase total group room nights and revenue generated resulting in measurable ROI.

Goal #3

Promote stakeholder and community engagement.

Objective 1

Engage community in tourism marketing efforts resulting in a high level of stakeholder satisfaction.

Objective 2

Provide clear and accessible KPI data to the public resulting in higher perceived value of VEP marketing.

Objective 3

Include stakeholders in strategic planning and development through engagement on committees, cooperative marketing programs and education and accessibility.

Measurable Outcomes: Number of stakeholders involved in programs, % of local residents who support VEP, KPI results overtime.

Goal #4

Promote the Estes Park experience in national & international markets

Objective 1

Grow marketing initiatives focused on the Authentic Estes Park experience.

Objective 2

PR campaigns that support marketing goals and align with current trends.

Objective 3

Establish a presence at international trade shows for top of mind awareness.

Measurable Outcomes: PR value & metrics, marketing reach, lodging tax revenues, ROI, Visitor Center and RMNP Visitation Counts.

Goal #5

Explore opportunities to integrate visitor services.

Objective 1

Investigate an increase in lodging tax to offset the additional expense of managing the Estes Park Visitor Center from the town and get the proposition on the next election ballot.

Objective 2

Improve Visitor Services and guest experience coordination with VEP marketing initiatives and enhance awareness between staff.

Measurable Outcomes: Improved customer service, improved revenue stream for Visit Estes Park to offset additional costs, relieves Town of Estes Park of Visitor's Center operating costs, instead making funds available for enhancing the community.

Marketing Program Overview

Goal #1

Create stronger leisure market visitor demand.

- Dedicate more resources to Video
- Creative Front Range out-of-home
- Unique use of social platforms and influencers

All to: Continue the evolution of rebranding winter and creating a more educational approach to summer messaging.

Goal #2

Promote the Estes Park experience in national & international markets

- Digital, Continue our trend into a digital-centric plan with a hyper-analytic approach to ROI to communicate the ultimate concern: did our marketing efforts bring people to Estes Park and at the desired time of year?
- Content partnerships: Target meaningful, national media outlets to create custom editorial to support key messaging
- Elevate our own brand approach: Be our own media house
- Work with CTO on current promotions to key international markets: Germany, UK, Australia, Canada, Mexico, Japan

Media Target Audiences – Getting America Outside

FAMILIES

COUPLES

ADVENTURERS

Families are the bread & butter for Estes Park

- 1+ kids in home
- Minimum household income of \$150k+
- High propensity to take family vacations, visit national parks, hike, camp and enjoy the outdoors as a family
- Highlighting: Canoeing/Kayaking –Fishing –Hiking –Whitewater Rafting

Couples, particularly those who are retired, have more to spend & more freedom to travel

- DINKs: Dual Income No Kids in home (A35–'til death do us part)
- \$250k minimum net worth
- Participate in active outdoor activities
- Good living, good eats, good memories
- Include Super Boomers as a strategic segment: Adults 55-65, overnight past trip to CO, NM, UT: HHI \$100K+ Denver: HHI \$75K+

Adventurers represent a growth area in alignment with the outdoor industry boom and is essential to Estes Park branding

- Targeting adults 25–45 with a minimum income of \$50k per year
- Highly invested inactive outdoor lifestyle
- Hiking, mountain biking, National Parks, camping, climbing, backpacking, etc.
- Highlighting: Backpacking – Mountain Biking – Rock Climbing – BC/XC Skiing – Whitewater Rafting

Group Marketing Program Overview

Goal #1

Create stronger group marketing program.

For 2019 the start of a new group sales program initiative was launched utilizing just over 4% of the Visit Estes Park annual budget. The goal was to improve demand for the group market especially during off and shoulder seasons. This resulted in Estes Park becoming more visible as a destination for group planners, wholesalers and tour operators. The Wedding Market is also very valuable to our region and three wedding shows are planned to generate increased Requests for Proposals (RFP).

The 2020 Group Marketing Program will utilize approximately 11% of the annual budget and will include two new staff positions including a Director of Sales and Sales Manager. The Group Sales Manager will be a position shared in cost with the Town of Estes Park through a new IGA. The Program will also include development of a group trade show combined with group digital and traditional marketing assets that will drive increased requests for proposal through the Visit Estes Park Website.

There will also be a new Group Sales Committee to provide stakeholder input and planning as a part of the program. A cooperative marketing package will be developed to offer stakeholders opportunities to extend their reach into the group market at a reduced cost and to help supplement the Visit Estes Park annual budget.

2020 planned improvements to group marketing program

- 2 new positions dedicated to Group Sales
- New RFP process with site inspection support and post event survey
- New partner Group Sales Committee
- Enhanced stakeholder cooperative marketing opportunities
- New digital Lead services (CVENT) for increased RFP's
- New marketing materials dedicated to promote group sales
- New tradeshow schedule for improving RFP's and group sales
- New advertising program dedicated to group marketing

A new RFP process will be developed to measure outcomes of group marketing efforts and to improve the booking rates of groups into Estes Park. Additionally, new digital group marketing assets will include pages dedicated to group planners to better assist them with group planning and customized group marketing materials that will better respond to group inquiries. These include Marketing brochures, flyers and portfolio kits dedicated to group sales marketing.

Expected outcomes include: # of RFP's generated, # of site tours supported, # of group planners met with, and if possible to measure, tracking of groups booked, # of room nights generated and total sales influenced.

Stakeholder Services Program Overview

Goal #3

Promote stakeholder and community engagement.

In 2019 the Stakeholder Services team quadrupled in size, bringing on three new team members. New hires include a Stakeholder Services Coordinator and Photographer. Internally, an existing employee took on more responsibilities to become an additional Stakeholder Services Coordinator. With this new sales team we transferred websites sales from a third-party provider, Destination Travel Network, in house to be handled by the Visit Estes Park Stakeholder Services team.

2020 will be dedicated to solidifying Stakeholder Services. This will entail educating our team on the website advertisements, producing a quality Visitors Guide, configuring the sales program to fit our stakeholders, and restructuring of the Featured Listings Lottery via a Stakeholder Services committee made up of stakeholders from all sectors of the tourism industry.

Continuation and improvement of the Free Stakeholder Services program (launched in 2019) throughout 2020 remains integral to the success and value of the Stakeholder Services program. These free services not only ensure the stakeholders that their investment in advertising with VEP is maintained throughout the year, this allows for the website to be filled with quality content and photography on listings and display ads throughout the website. Supplementary to content management, free services include posting of specials and events for stakeholders. This allows stakeholders to promote directly and quickly to guests. The guests benefit from special pricing and discovery of unique local events.

2020 Planned Solidification of Stakeholder Services Team

Education and training of staff on cooperative advertising programs for stakeholders

- A Loading and managing content on the website
- B Google analytics training in order to teach stakeholders
- C Data tracking and understanding
- D Managing visitor guide advertising coordination

Improved configuration of sales program

- A Organization of available products by services guide
- B Reworking of website and Visitor Guide advertising pricing to reflect changes in redesigns
- C Consideration and research seasonal advertising options on website
- D Amend sales time frame to accommodate stakeholder schedules

Restructuring of feature listing lottery program

- A Creation of Stakeholder Services committee
- B Survey stakeholders to find possible solutions
- C Detailed analysis of options
- D Receive input from stakeholderse on options
- E Implement changes

Continuation and improvement of the Free Stakeholder Services program

- A Distribution of materials to continue to promote free services
- B Continue offering free 2 hour photoshoots to any tourisn sector business in town
 - i Improves website and provides photography for other marketing avenues
- C Continuation of frequent and regular content management of ads, listings, events and specials

Expected outcomes include: Generate cooperative marketing revenues, improve overall quality and appearance of advertisements on the website, provide unmatched quality of service to our stakeholders, and offer successful avenues of advertising to stakeholders that supports their businesses.

Community Engagement Plan

Goal #5

Explore opportunities to integrate visitor services.

Why develop a Visit Estes Park Community Engagement Plan?

- A Every community must compete with every other community for their share of the world's attention, customers, and investment. To compete, people need to be aware of a community and meet its people.
- B This is achieved through clearly developing, articulating and managing the community's brand. Efforts must be made to promote, market, sell and engage potential visitors. And all of this must be reinforced again and again. DMO's are uniquely positioned to do this.
- C Addressing this need for destination promotion is for the benefit and well being of every person in our community. It is a common good. It is an essential investment to develop opportunities and build quality of life to benefit all the residents of our community.

What is our true reason for being?

- A** Elected by the people of the Estes Park Tourism Tax District for establishment of a destination marketing organization paid for by lodging taxes passed on to visitors
- B** Lift up and support our entire community by supporting small business in the tourism sector of our market
- C** Improve job sustainability as a year-round destination
- D** DMO Structure – Board represented by appointees of the County and Town
- E** Include our Vision, Mission, Brand Promise, About Us in marketing

Who are our customers?

- A** Visitors
- B** Board – Both County and Town
- C** Tourism Industry Stakeholders
- D** Residents
- E** Town and County Officials

Who do we serve?

- A** Everyone to the left
- B** Anyone that interacts with the destination for the visitor experience

How to be treated like an important community partner that drives investment for the ultimate beneficiary: the local communities, residents that we represent and serve

- A** Earn a seat at the table – Consider forming an Advisory Board made up of community business and non-business members – Recommend 20-25 people
- B** Listen and engage
- C** Advocate
- D** Educated
- E** Repeat the above

Advocacy Plan and Examples

- A** We start local:
 - Town, County Officials
 - Chamber, EDC, Business Community
 - Regional Entities, CADMO, MPI
 - State Elected Officials, CTO
 - Federally Elected Officials, Brand USA

Advocacy Plan and Examples

- A** Communications to VEP Board of Directors
- B** Communications to our county government
- C** Communications to our town government
- D** Communications to our industry

Transparency Policy

(What goes up on the Transparency Page website, how we should disseminate, how we convince hoteliers and other stakeholders to share this information)

- A Budgets
- B Board Meeting schedules, agendas, minutes
- C Media plans/strategic plans
- D Research data including pace reports, white papers

Speaking the Language

- A New key words in the 2019 tourism lexicon: (community, family, funding, help, information, investment, job, local, need, opportunity, people, program, project, provide, public, service, support, thank, neighbor, work)
- B Sample mission, vision, about us statements
- C Rethinking key phrases used by us
- D Restating economic impact, value and other stats:
 - **Direct Impact:** Direct economic impacts are the immediate changes that occur within the economy because of a visitor expenditure; typically; accommodation, transportation, attraction fees and spending at local restaurants.
Thus: When visitors pay for a meal, a hotel room or buy something from a local business, their money stays in the community and multiplies.
 - **Indirect Impact:** Indirect economic impacts are those resulting from expenditure by tourism related industries such as wages and purchases of goods and services from suppliers. The whole supply chain within each niche such as sales, jobs and income due to the indirect effects associated within the tourism industry.
Thus: When visitors leave their money behind at our local business, that merchant spends that money in our local community and pays people to work.
 - **Induced Impact:** Induced economic impacts involve the expenditure or output of the employees and suppliers who are paid with the money spent by the visitors.
Thus: When someone works at a local business where a visitor spends money, they take their paycheck home and spend it elsewhere in the community - on groceries, housing, cars, clothing - and all the money originally left behind by a visitor spreads around through our hometown.
 - **Tax Revenue:** The tax revenues generated by tourism-related spending in Estes Park represents a primary source of state, county and town government funding that helps to build roads, support schools, pay for healthcare and other vital programs and preserve nature.
Thus: Tourism tax revenue helps communities and people by enhancing the communities and placing people in jobs.
 - **Jobs:** Looking beyond direct impact, tourism reaches into many other sectors, such as construction, manufacturing and IT services, having a multiplier effect along the value chain. It is estimated that every job in the core tourism sector creates approximately 1.5 additional or indirect jobs in the tourism-related economy.
Thus: Tourism works for communities. Creation of jobs employing residents in a community that can grow through the economic impact of tourism.

Community Best Practices

A Community Engagement Tactics

- Form a Community Advisory Board with Board involvement: 3 Community, 3 hospitality, 3 hotels, 3 Mayor/Town reps, 3 County Reps, 3 Visitor Service industry, 2 Visit Estes Park Board
- Members (Makes recommendations and comments on programs, non-binding)
- Offer a local's discount with Parks and Rec card
- Legislative updates and Educational summits
- Newsletter, CEO communications, Annual Report
- Fall marketing roll-out and honors event, stakeholder support and training
- Free Google Business listing training
- Town Hall meetings, county commissioner meetings for updates
- Form a certified tourism ambassadors' program (Volunteers)
- Gather input for VEP strategic plan – Engage the community

B Tourism Week

- We host a gathering of Tourism Industry stakeholders during NTTW / US Travels designated week of global travel celebration

C Elected Officials Engagement Events

- Public Meetings
- One on one presentations
- Marketing Roll-Out event

Expected Outcomes: New Community Advisory Board for greater engagement, improve community perception and support of visitor market sector, transparency and understanding of Visit Estes Park programs and their direct and indirect benefit upon our local residents, greater community feedback and recommendations to support future strategic planning.

Budget Overview – 2020 Proposed Budget

Income

Distric Tax Fund

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$2,288,485	\$2,400,000	\$2,472,000	3%	3% increase over 19 budget

Visitor Guide

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$269,831	\$261,000	\$280,000	7.28%	equal to cost of production

Advertising Fees - Stakeholder

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$300,101	\$488,000	\$602,000	23.36%	18 actual x 1.5 to account for in house sales - 18-July-Dec only.

Larimer County PILT

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$6,549	\$5,412.66	\$5,412.66	0%	SALY

Grants & Awards

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$111,331	\$0	\$25,000		Per Eric, 25,000 grant in 2020

Other Income

18 Actual	19 Budget	20 Proposed	% Change
\$1,657	\$118.51	\$1,900	1503.24%

Total

18 Actual	19 Budget	20 Proposed	% Change
\$2,977,954	\$3,154,531.17	\$3,386,312.66	7.35%

Expense

Special ADV

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$128,951	\$0	\$25,000		equal to grant awards - 3800

SEO

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$27,000	\$24,000	\$24,00	0%	2000 per month contract Simpleview

Advertising

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$1,530,343	\$1,300,00	\$1,140,000	-14.04%	Group sales moved to new category 4900

Production & Distrib/Leisure

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$0	\$0	\$0		Dead category

Research

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$41,483	\$100,000	\$50,000	-100%	50% of arrivalist fee, can be reduced to 0 if town is not willing to split

Website

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$113,325	\$100,000	\$65,000	-53.85%	Website fees, post rebuild per contracts

Brand Strategy

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$987	\$5,000	\$0		

Economic Development

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$20,000	\$20,000	\$20,000	0%	EDC & Chamber

Group Sales & Group Marketing

18 Actual	19 Budget	20 Proposed	% Change	Notes
n/a	n/a	\$110,000		moved from 4514 in 2019 per EL

Trade Shows

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$1,447	\$2,500	\$0		Moved to group sales per EL

International Promotion Int

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$35,598	\$35,000	\$14,500	-141.38%	INTL advertising, FAMS and content

Audit

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$31,536	\$37,000	\$19,000	-94.74%	20 to not include forensic expenses

Bookkeeping

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$10,744	\$2,000	\$2,500	20%	Credit card processing fees

Contingencies (general Ops)

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$2,555	\$2,500	\$2,500	0%	MISC category

Personnel Services

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$596,139	\$950,000	\$1,213,000	21.68%	Current staff with 1-4% performance, 2% COL, increase in benefits now offering spousal coverage, and new staff at \$90k salary. Staff benefits are at 38%

Payroll Processing & HR

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$7,708	\$7,500	\$4,500	-66.67%	Benefit expense for town processing, HR fee

Legal

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$26,035	\$20,000	20,000	0%	SALY

Office Sup, Postage, Printing

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$17,694	\$32,000	\$22,000	-45.45%	New staff expense, potential office move Jan 1 - risk

Equip, PC & Software

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$18,937	\$55,000	\$25,000	-120%	New staff expense, potential office move Jan 1 - risk

Rent & Utilities

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$39,448	\$75,000	\$75,000	0%	same, no increase even if new space

Insurance

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$14,915	\$12,000	\$15,000	20%	SALY

Cell Phone & Mileage

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$1,998	\$4,500	\$11,000	59.09%	Needs increased, lot more mileage in 19 than expected, new staff with cell phone reimbursement

Education & Conferences

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$26,669	\$34,500	\$49,000	29.59%	\$1,500/per 13 staff + increase conference attendance, \$15,000 for CEO/Board/Staff Development

IT Support

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$3,500	\$5,000	\$2,000	-150%	ICE

Meals & Incidentals

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$4,536	\$7,000	\$9,000	22.22%	increased for more travel and new staff

Membership

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$8,848	\$18,000	\$18,000	0%	no net new memberships, cancel an existing to add new

Media Familiarization Tours

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$5,844	\$14,000	\$64,000	78.13%	increase FAM tours for 2020

Public Relations Firm

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$92,754	\$80,000	\$80,000	0%	SALY, potentially put out to bid per SD

Public Relations Promotions

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$10,305	\$17,000	\$18,000	5.56%	small increase for quality promo items, and quarterly CO press

eMail Marketing/eNews

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$2,670	\$7,200	\$9,000	20%	increase frequency

Social Media

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$13,125	\$15,000	\$7,500	-100%	went out to bid, reduction in costs

Stakeholder Communications

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$3,695	\$6,000	\$10,000	40%	request to increase from Abi

Mktg Data & Analytics Platform

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$78,806	\$0	\$0		was "Arrivalist", moved to research in

OVG Expenses

18 Actual	19 Budget	20 Proposed	% Change	Notes
\$245,368	\$260,00	\$261,000	0.38%	plan for increase per contract

Total Expenses

18 Actual	19 Budget	20 Proposed	% Change
\$3,162,963	\$3,247,700.66	\$3,385,500	4.07%

Total Income

18 Actual	19 Budget	20 Proposed
\$2,977,954	\$3,154,531.17	\$3,386,312.66

Net Income

18 Actual	19 Budget	20 Proposed
-\$185,009	-\$93,168.83	\$812.66