

## 2020 Mission, Vision and Strategic Plan

**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.

### Strategic Plan Goals:

#### Goal 1: Create stronger leisure market visitor demand.

Objective 1: Define target audience for each season and promote effectively to them.

Objective 2: Increase press and influencer familiarization trips

Objective 3: Target a higher quality leisure customer with more spend per day and longer overnight stays

Measurable Outcomes: Increase Lodging & Sales tax revenue by %, PR Value, Average Length of Stay, RevPAR, Occupancy, Comp Market Comparison, Rocky Mountain Visitation, Visitor Center Visitation

#### Goal 2: Create stronger group marketing program.

Objective 1: Develop group marketing team and annual group sales plan

Objective 2: Improve group marketing materials and personal selling outreach

Objective 3: Generate increased room nights specific to group bookings targeting non-peak periods

Objective 4: Utilize new technologies to maximize effectiveness in sales efforts.

Measurable Outcomes: Increase in total group room nights and revenue generated resulting in measurable ROI, Group to Leisure %

#### Goal 3: Promote stakeholder and community engagement.

Objective 1: Engage stakeholders in tourism marketing efforts

Objective 2: Provide clear and accessible KPI data

Objective 3: Include stakeholders in strategic planning and development

Objective 4: Develop a Community Engagement Plan and survey residents each year

Objective 5: Coordinate and collaborate with key industry partners and groups

Measurable Outcomes: Number of stakeholders involved in programs, % of community supportive of Visit Estes Park, Community leaders supportive of Visit Estes Park

#### Goal 4: Promote the Estes Park experience in national & international markets.

Objective 1: Marketing & PR Campaigns focused on the Estes Park experience & brand

Objective 2: Improve PR results value

Objective 3: Increase attendance at domestic and international trade shows

Objective 4: Reach higher quality customers for higher spend and longer overnight stays

Measurable Outcomes: PR Value, 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 taking over the visitor center from the town

Objective 2: Develop and implement a strategic communication plan to garner enough votes during a local election to increase lodging tax

Objective 3: Emphasize the positive outcomes of running the Visitor Center and work with Town and visitor center staff to develop a smooth transition plan

Measurable Outcomes: Improved customer service, improved revenue stream for Visit Estes Park to offset additional costs, frees up Town of Estes Park for funds currently spent on visitor center instead available for enhancing the community