



Visit Estes Park 2024 Operating Plan

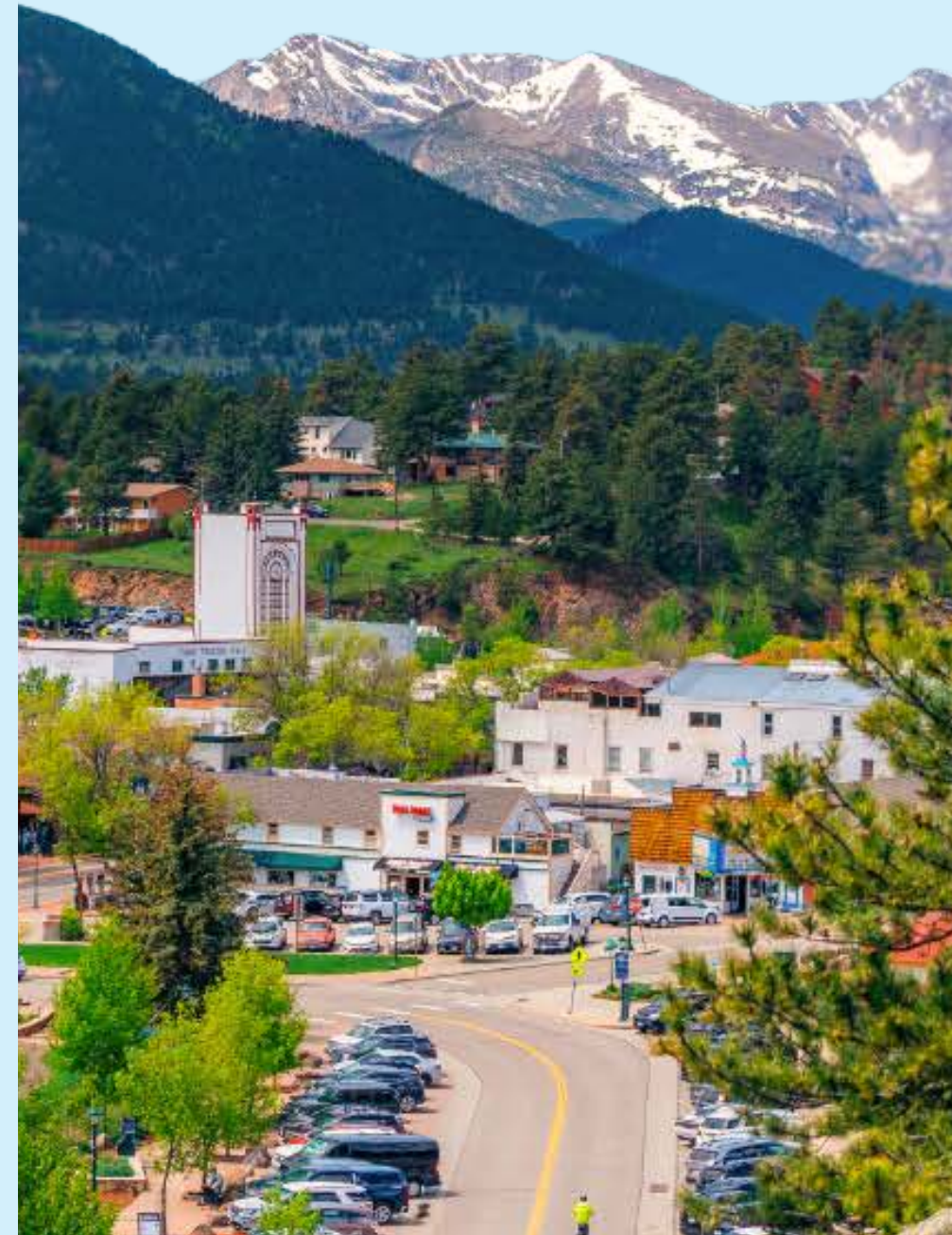
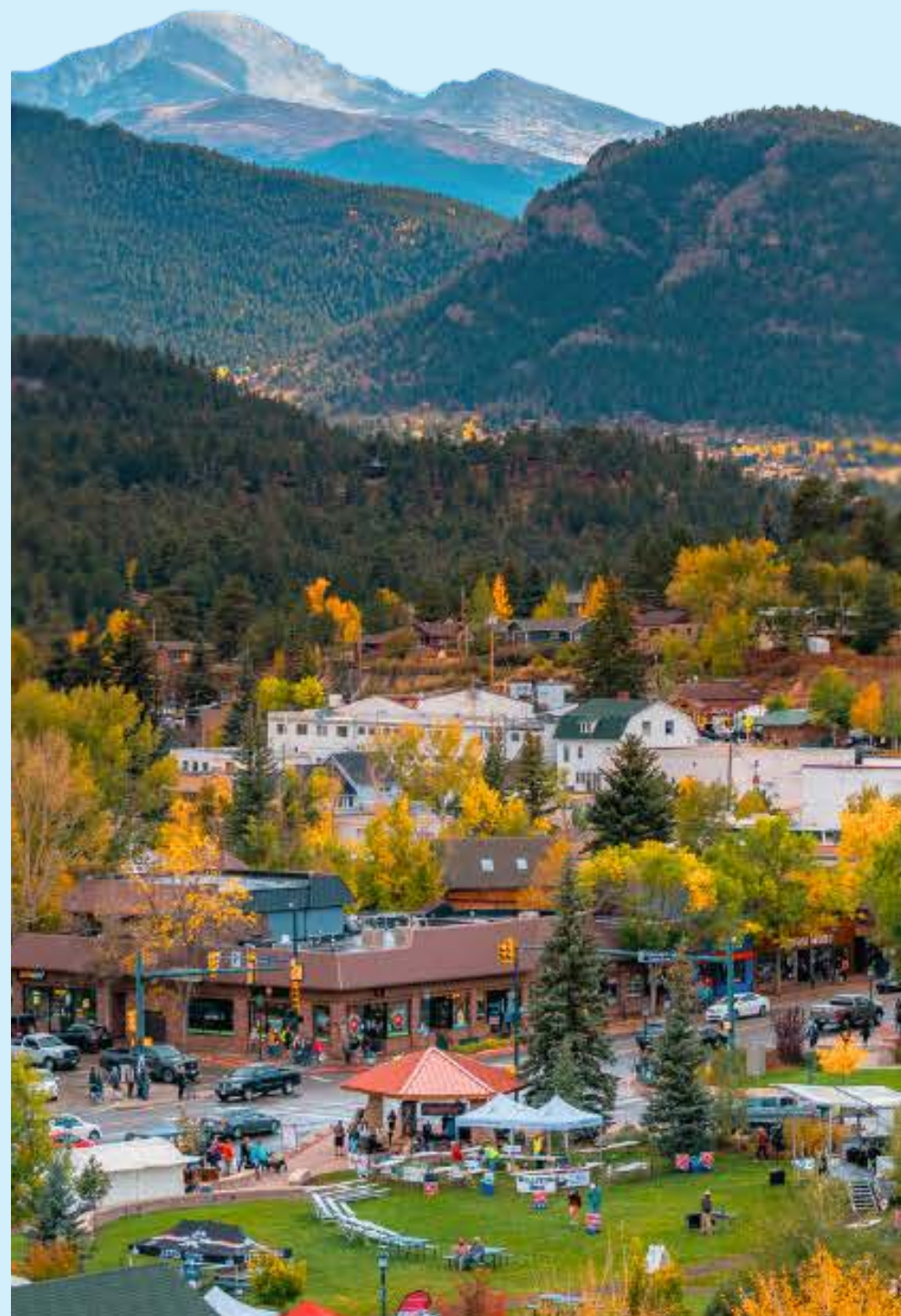


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THE SIGNIFICANCE OF TOURISM



Tourism has long played a pivotal role in driving the economy of the Estes Valley, leaving a lasting impact on the region for several generations. Through thriving tourism and events, local businesses have flourished, creating ample job opportunities for the community.

Moreover, the benefits of tourism extend beyond the economic realm, significantly contributing to the amenities enjoyed year-round by residents and supporting public safety services that safeguard life and property in the Estes Valley.

Through collaborative efforts with local businesses, residents and stakeholders, Visit Estes Park strives to create a vibrant and sustainable year-round tourism industry that enriches the lives of both visitors and the community.

By embracing technology, fostering partnerships and valuing the delicate balance between economic development and environmental stewardship, we can be conscious of our legacy impact and will ensure that tourism remains a positive force in the Estes Valley for years to come.

Letter from the Mayor of Estes Park

Estes Park is fortunate to be located at the eastern entrance of one of the most beautiful national parks in the nation. Estes is a vibrant, welcoming town for locals and visitors to enjoy. As a result, our community benefits from a strong tourism economy that supports the quality of life our residents enjoy every day.

Missions rooted in destination stewardship create a substantial opportunity for partnership between the Town of Estes Park and Visit Estes Park and have resulted in a valued collaborative relationship. Together, we strive to maintain a strong tourism economy while balancing the needs of our community members and guests.

We look forward to another year of working with Visit Estes Park in support of the Estes Park community.



Wendy Koenig





Letter from Larimer County Commissioners

Together with Visit Estes Park, we strongly believe in preserving the natural beauty of our area while ensuring a high quality of life for everyone.

Visit Estes Park is committed to being a responsible and welcoming destination, fostering a sense of belonging for both residents and visitors. By promoting sustainable tourism and prioritizing the well-being of all, we are actively working towards a future where our shared community thrives economically while conserving our precious natural resources.

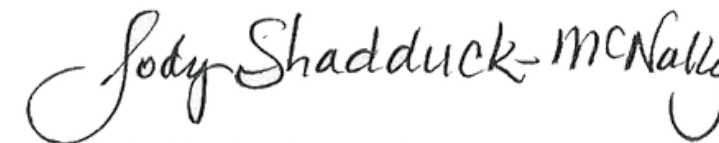
We are honored to collaborate with Visit Estes Park in this essential endeavor.



John Kefalas
Commissioner, District 1



Kristin Stephens
County Commissioner, District 2



Jody Shadduck-McNally
County Commissioner, District 3



Letter from Visit Estes Park Board of Directors

The past couple of years have been pivotal for Visit Estes Park. The passage of ballot measure 6E and implementation of other organizational initiatives like Extend the Season and partnering to bring Frozen Dead Guy Days to Estes Park cemented the organization's commitment to destination development. At the same time, marketing tactics leverage a data-driven, proactive approach to attract the right guest at the right time for each season. Inclusivity and sustainability initiatives focus on positioning Estes Park as a welcoming destination with expectations of responsible visitation by guests.

These strategies, alongside the goals in the organization's 2024 Operating Plan, reflect an ingrained community-driven approach that demonstrates Visit Estes Park's commitment to destination stewardship. In 2024, staff will build on their work in these critical areas because tourism is integral to our community's quality of life and economic opportunity, and is key to natural resource conservation. Their holistic approach will support our vibrant mountain town for generations of residents and visitors for years to come.

Sean Jurgens
Board Chair

Deborah Gibson
McShan Walker
Frank Lancaster

Vice Chair
Secretary/Treasurer
Director & Town Trustee

Pat Murphy
Rich Chiappe
Jerusha Rice

Director
Director
Director

Introduction: The Future of Our Community is Now

Estes Park is planning for the future. Following a period of heightened interest and unprecedented growth, the post-pandemic demand for travel has leveled off in many outdoor and mountain destinations, resulting in a prime opportunity for reflection and innovation.

While the everlasting beauty of the Rocky Mountains remains unchanged, the possibilities for travel experiences in the area are endless. By utilizing the latest technology and data capabilities, Visit Estes Park is reaching the right visitors, at the right time, with the right message to visit the destination.

What does this mean? That Visit Estes Park is harnessing the power of artificial intelligence to create meaningful content sharing our community values. We are redesigning the way we target and reach new travelers, as well as engage existing customers, by creating a custom, full-funnel planning tool available prior to and during travel.

As destination stewardship remains our cornerstone, Visit Estes Park is committed to creating a new travel planning experience that appeals to visitors who align with Estes Park values and prioritize environmental stewardship. Through technology, Visit Estes Park will have new opportunities to encourage visitor dispersion, deliver safety updates and educate guests on responsible ways to enjoy our environment, while making memories to last a lifetime.

Our operating plan showcases how the organization will be responsible stewards of our destination through proactive, technology and data-driven marketing tactics to manage sustainable visitor growth, alongside destination development initiatives and events that drive economic opportunity and support our workforce.



Destination Stewardship is Our Cornerstone

Destination stewardship guides the development of our strategies and informs our daily decisions. It allows us to work toward striking the right balance between enhancing the visitor experience, promoting economic vitality and preserving the quality of life in the Estes Valley.

It necessitates the careful consideration of our work's economic, social and environmental impacts and implementing strategies that ensure they are positive. The long-term sustainability of our destination depends on this balance found through destination stewardship, both as a place for our guests to visit and as a thriving, vibrant community.



Partners in Destination Stewardship

Effective destination stewardship is rooted in strong partnerships between governmental agencies and partner organizations within a destination. Knowing this, Visit Estes Park actively maintains collaborative partnerships with the the Town of Estes Park, Larimer County, Estes Park Visitor Center and Rocky Mountain National Park.

Plans are in place to strengthen relationships with Arapaho-Roosevelt National Forest, Hermit Park Open Space, Rocky Mountain National Park visitor centers, and the Colorado Welcome Centers in 2024 through communications, information exchange and programming development.





2024 Organizational Priorities

- Operating as a Community Shared Value and Asset
- Prioritizing Destination, Product and Experience Development
- Extending the Season
- Utilizing Technology, Artificial Intelligence (AI) and Data
- Recalibrating Key Performance Indicators (KPIs)
- Promoting Sustainable Travel and Destination Stewardship
- Supporting the Workforce





Mission

Visit Estes Park nurtures visitor reverence of this vibrant mountain town for business success, environmental sustainability and community harmony.

Vision

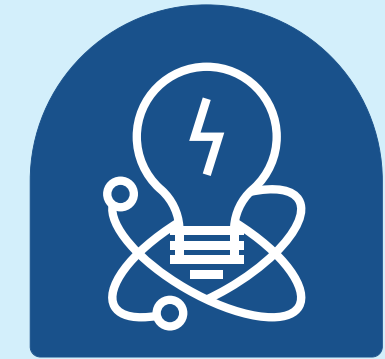
To be a year-round, family-friendly tourism and event destination that supports our vibrant mountain town with a balance of financial success, positive and memorable experiences for guests and a meaningful quality of life for our community.



Values



Collaboration



Innovation



Empathy

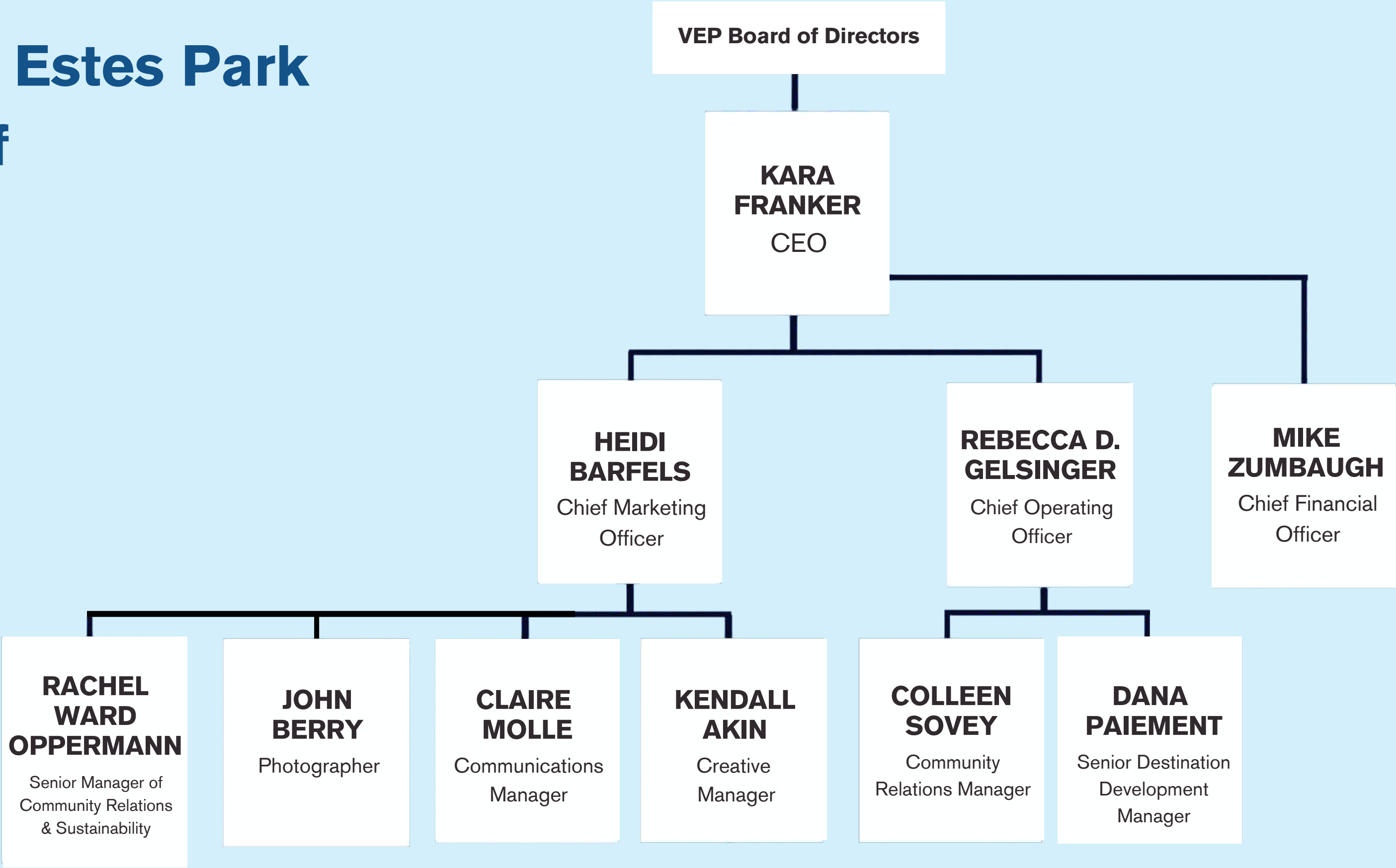


Passion



Resilience

Visit Estes Park Staff



Brand Attributes

Community Oriented

We support and foster relationships with local businesses, leaders and community members while identifying new opportunities for innovation and collaboration.

Sustainable

We embody sustainability and empower guests to do the same. This is key to preserving the natural beauty that surrounds us.

Educational

We educate guests about how to experience Estes Park and the surrounding public lands so they have the best experience while maintaining the charm of our local community and natural environment.

Inclusive & Accessible

We strive to welcome all to Colorado's Original Playground and emphasize that everyone can experience and thrive in the great outdoors.

Data & Tech Driven

We make decisions based on data to sustainably attract guests and proactively adjust our strategies.

Through the latest AI technology, we drive real-time conversation, booking and advanced content creation.

Messaging for an Evolving Travel Landscape

Here in Estes Park, visitors and residents share a common goal for an uncommon land. We treat our guests as we do our neighbors, just as we ask them to treat the local wildlife: with awareness and appreciation. Together, we are supporting our community. Promoting sustainability. And focusing on social, economic and environmental impacts. Because if we take care of this beautiful place that has drawn us together, we can continue to honor what brought us here.

Deciding Factors

When travelers are considering a destination, we position Estes Park as an authentic, vibrant mountain town, offering activities, events, dining, shopping and an experience that is welcoming and approachable.

Estes Park is affordable to families and offers a multitude of activities in every season, while also offering a basecamp to world-class adventure and outdoor experiences.



Visitor Targeting

In 2024, Visit Estes Park will continue relationships with companies including KeyData, Epsilon and Expedia, as well as a new partnership with Tourism Economics, to obtain deep, comprehensive and actionable insights about visitors on a regular basis.

These partners utilize products that track geo-location data and spending, to ensure we are marketing to visitors who will provide the highest return on our investments.



Visitor Intercept Survey Results

New data from the 2023 Visitor Intercept Survey will be delivered in 2024 to include surveys from approximately 1,500 guests. This includes data from guests visiting during major Estes Park events.

Data gathered will provide:

- refreshed intelligence on our visitor demographics and spending data, allowing us to adjust targeting as necessary
- a more accurate estimation of the economic impact visitors have on our community, further demonstrating how tourism is critical for a sustainable community ecosystem





Visitor Intercept Survey Results

March 17-April 16, 2023

The first visitor intercept survey results were delivered in 2023.

Key findings from the first survey follow below:

- One in four visitors to Estes Park reported it was their first time visiting Estes Park with most, predictably, coming from a wide array of Colorado communities.
- Consistent with this high share of visitors from the Front Range, about half of respondents were day visitors to Estes Park. 44% were staying overnight in the immediate Estes Park area and just 4% were overnight visitors staying further away.
- About half (51%) of overnight visitors stayed in traditional paid lodging and 28% were in “Rent-by-Owner” (Short-Term Rentals). On average, these visitors spent 3 nights in Estes Park.
- People are spending money in Estes Park. The top two activities people engaged in were dining out (51%) and shopping (46%).
- Most people do not plan far ahead for their trip to Estes Park. Two-thirds say they decided to visit within a month of arriving.

Messaging Key Points

**Outdoor
Experiences**

Easy Access
*whether driving or
flying into Denver*

**Unique Local
Offerings and
Events**

**Year-round
Affordability**

**Equity, Diversity
& Inclusion**
Estes is a place for all

**Sustainability-
focused Travel**

Target Audiences

- Estes Park loyalists who have traveled to the destination in the past
- Active adults, outdoorsy couples and outdoor enthusiasts
- Couples looking for a romantic getaway
- Multigenerational travelers visiting as a family, grandparents
- Adults and families interested in events
- Meeting planners and travel advisors
- Travelers celebrating milestones
- Digital Nomads
- Pre-tirees

Demographics

- Demographic:
 - AD25-54 with an emphasis on 45+
 - Family Friendly Audience: 60+ with an emphasis on Multi-generational
- Household Income: \$100K+



Target Audience Interest: Overall and Seasonal

Overall Interests: Scenic Beauty, Relaxing Mountain Getaway, Mountain Biking and Hiking, Outdoor Adventure / Enthusiast, Backpacking, Trails, National Parks, Road Trips, Craft Beer, Romantic Getaways, Family Friendly, Easy Access, Eco-tourism, Wildlife Viewing, Events

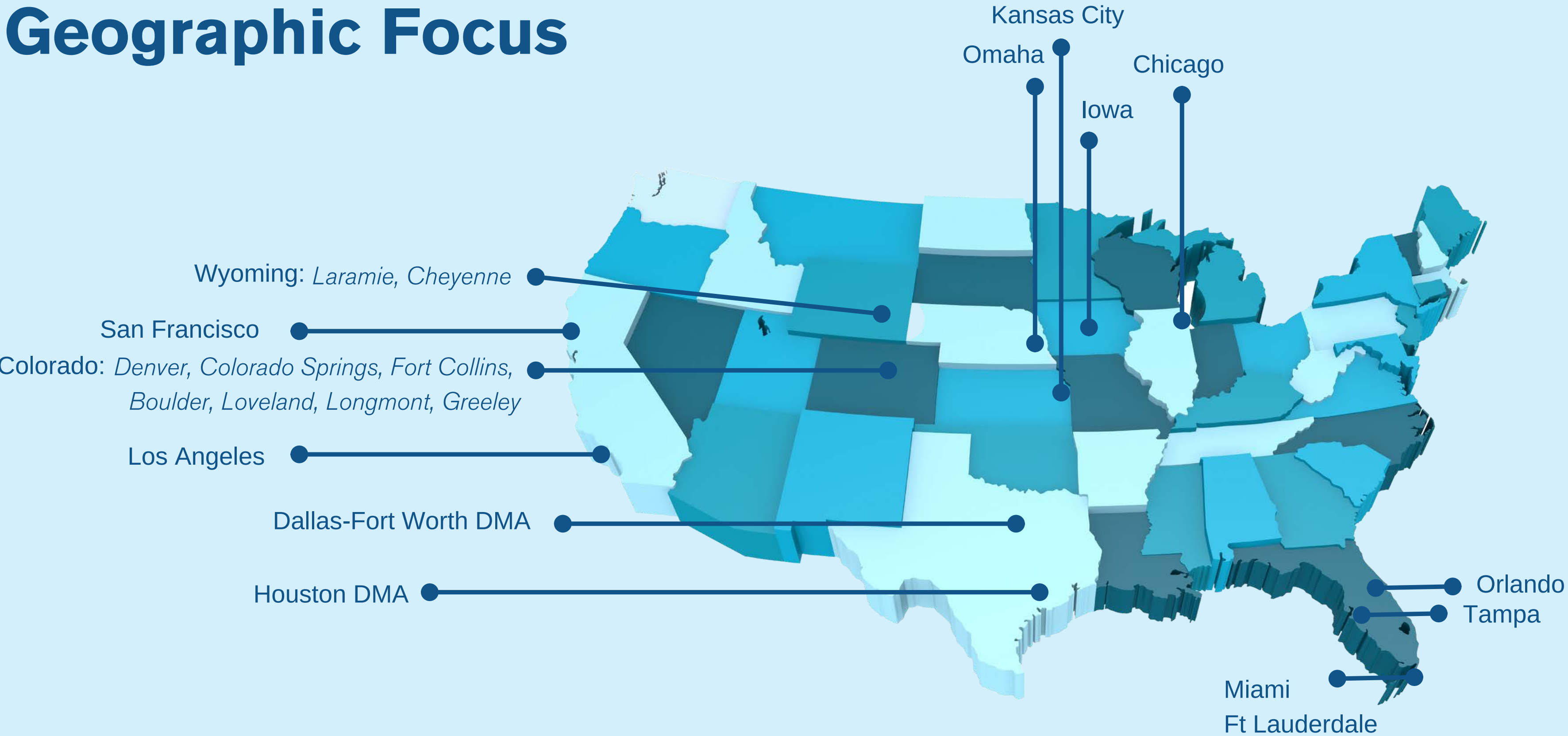


Summer/Fall Interest:
Mountain Biking and Hiking, Outdoor Adventure / Enthusiast, Backpacking, Golf, Trail, Road Trips, Craft Beverages/Breweries



Winter/Spring Interest:
Cross Country Skiing, Climate, Change of Season, Snowboarding, Snowshoeing, Backcountry skiing and split boarding, avalanche education, sledding, ice climbing, mountain town, concerts, events

Geographic Focus



Key Performance Indicators (KPIs)

DESTINATION METRICS:

Tax Revenue

Occupancy

Average Daily Rate (ADR)

Revenue Per Available Room
(RevPAR)

Stakeholder Engagement

MARKETING METRICS:

Advertising

Public Relations

Social Media

Website

AI Travel Planner



EXTEND THE SEASON

KEY ORGANIZATIONAL GOALS

Extend the Season: Frozen Dead Guy Days

March 15-17, 2024

- Increase the Frozen Dead Guy Days (FDGD) festival attendance to 10,000 attendees, boosting visitation during a slower season
- Enhance the FDGD festival experience to include more elaborate and immersive experiences
- Secure 80 FDGD offerings from lodgers, restaurants and local businesses
- Develop an integrated marketing campaign and launch a new Frozen Dead Guy Days website
- Expand FDGD marketing to reach a national audience in key target markets



Goal

Expand the Frozen Dead Guy Days festival with new and elevated Estes twists.

Strategy

Partner with Bosco Productions to produce Frozen Dead Guy Days 2024 with more elaborate and immersive experiences to engage attendees and visitors.

Tactics

- ◆ Develop additional activities and areas for different audiences, including families
- ◆ Involve local partners in a new food village and expanded bar offerings
- ◆ Reconfigure layout and signage for a more seamless experience and efficient use of space



Goal

Foster stakeholder collaboration during Frozen Dead Guy Days to strengthen community partnerships and enhance festival experience.

Strategy

Engage the community to participate in the festival, garnering their support and enthusiasm for a new annual, winter event.

Tactics

- ◆ Increase partner participation with pre and post-festival events to encourage visitor spend and increase attendance.
- ◆ Provide training and resources for local businesses to participate in the event.



Goal

Generate awareness and visitation to Estes Park during Frozen Dead Guy Days through an integrated marketing strategy.

Strategy

Create a robust multi-channel marketing campaign complete with advertising, public relations, social media and content strategies to maximize exposure, tickets sales and travel booking.

Tactics

- ◆ Activate paid social media efforts aimed at increasing email sign-ups, ticket sales and awareness
- ◆ Formulate an advertising campaign reaching new and return guests through digital display, out-of-home (OOH), television and radio promotions
- ◆ Partner with brands that align with FDGD to host promotional events
- ◆ Public relations efforts including a full schedule of press releases, pitches and TV appearances centered around the major event milestones including tickets on-sale, line-up announcement and headliner announcement
- ◆ Develop an ongoing editorial calendar to manage a consistent stream of content, articles and blog posts covering the event
- ◆ Design and launch a new FDGD website

KEY ORGANIZATIONAL GOALS

Extend the Season: Late August

- Drive visitation in the late August need period by developing a signature late summer experience to span the two weekends when occupancy slows in Estes Park.
- Enhance the visitor experience by supporting local community activities and events through a robust grant program.
- Develop an advertising, paid social media, public relations and content creation campaign to attract consumers likely to travel in late August, including couples, milestone travelers and retirees/pre-tirees.



Goal

Increase visitation in the late August need period when summer occupancy levels soften.

Strategy

Develop an enticing late August visitor experience including a new signature event and elevated local events and activities.

Tactics

- ◆ Execute a new late-summer festival on the last two weekends of August boasting an authentic Estes Park experience.
- ◆ Support local event and activity development through a sponsorship program.
- ◆ Launch an integrated marketing campaign to target travelers most likely to travel in late August.



KEY ORGANIZATIONAL GOALS

Extend the Season: Winter & Holidays

- Prolong the busier season and foster economic stability by implementing initiatives that attract visitors seeking memorable and rewarding winter travel experiences.
- Achieve sustainable destination development by sponsoring Winter and Spring programs, to enhance the area's appeal, attract more visitors and bolster the local economy.
- Increase winter/spring visitation by positioning Estes Park as a winter wonderland through advertising, paid social media, public relations and content creation efforts.



Goal

Extend the tourism season to support local businesses, retain invested employees and generate additional revenue for the community.

Strategy

Elevate the winter season in Estes Park by developing the destination into a quintessential winter wonderland through collective community efforts.

Tactics

- ◆ Generate a “fear of missing out” campaign to encourage business owners to decorate for the holidays.
- ◆ Encourage lodging partners to create or enhance existing holiday attractions.
- ◆ Enhance the downtown lighting.



Goal

Support destination development by sponsoring Estes Park events, with an added emphasis on Winter and Spring programs.

Strategy

Develop a robust sponsorship program that fosters a strong community foundation.

Tactics

- ◆ Establish a comprehensive event sponsorship application, review process and reporting system.
- ◆ Expand the sponsorship program to include an inclusivity and sustainability sponsorship.



Goal

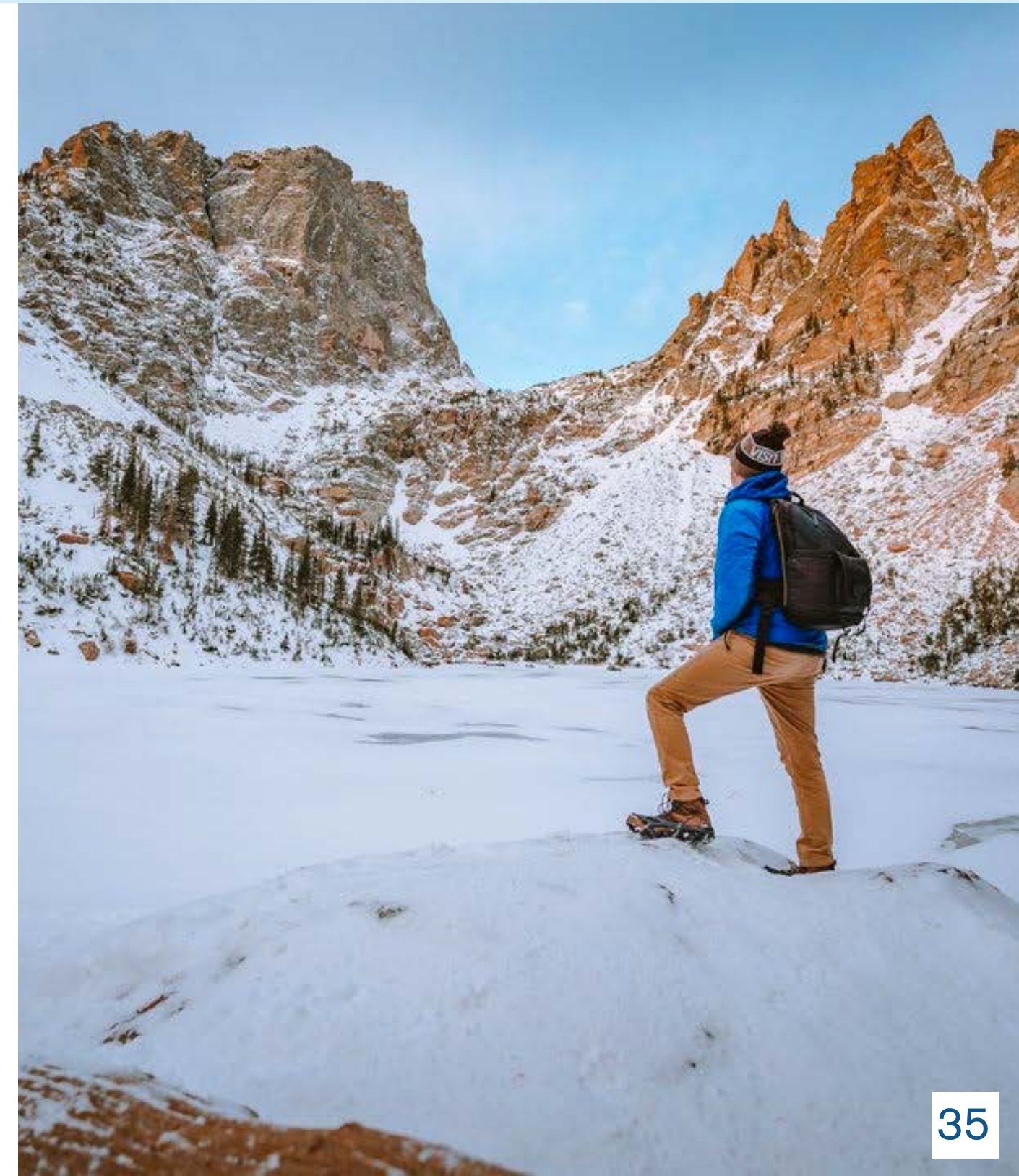
Increase awareness and visitation to Visit Estes Park in the Winter and Holiday season through an integrated marketing strategy.

Strategy

Use comprehensive tracking, combined with travel data, to inform season-specific targeting for media placements to prospects in key markets. Support the marketing plan with public relations and content efforts.

Tactics

- ◆ Execute a dedicated winter marketing campaign with season-specific interests and targeting.
- ◆ Position Estes Park as the picturesque winter wonderland, offering an affordable family-friendly getaway, through media pitches, social media and blog content.
- ◆ Promote winter activations and activities through paid, owned and earned media channels.



MARKETING



KEY ORGANIZATIONAL GOALS

Marketing & Communications

- Generate 500 million paid and earned media impressions
- Exceed 7 million organic social media impressions
- Drive 2 million visits to VisitEstesPark.com
- Deliver 400,000 referrals to lodging partner booking engines and websites
- Obtain 100,000 engagements on Rocky Mountain Roamer AI travel planner



See the outcome of last year's Marketing & Communications Goals in our [2022 Annual Report](#).



PAID MEDIA

Goal

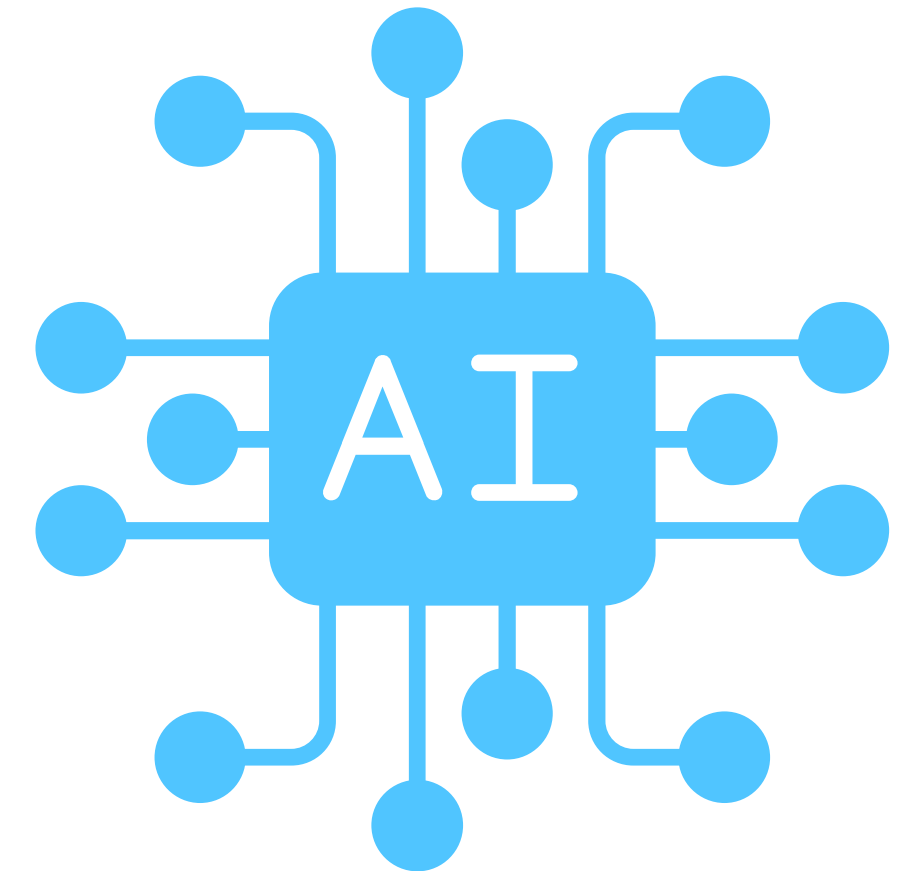
Utilize paid media to drive visitors to new artificial intelligence (AI) travel planning tool

Strategy

Develop a dedicated paid media strategy for white label artificial intelligence (AI) tool in order to reach visitors in unique locations to drive engagement and travel booking.

Tactics

- ◆ Utilize programmatic display and paid social media to drive potential visitors to AI travel planning tool, capturing our target audience and those interested in similar destinations.
- ◆ Secure out-of-home (OOH) advertising placement in key areas such as the airport or billboards to increase engagement of travelers while in market.
- ◆ Develop new Key Performance Indicators (KPIs) for artificial intelligence tool including engagement time, partner referrals and booking spend metrics.



Goal

Maximize analytics & data optimization

Strategy

Build strategy and tactics on robust analytics leveraging data to optimize efforts.

Tactics

- ◆ Utilize sophisticated targeting and retargeting strategies to reach and engage the right audience with personalized messages, delivered at the optimal time for maximum impact.
- ◆ Leverage analytical tools to optimize digital messaging and delivery to maximize performance and goal conversions that deliver on Key Performance Indicators (KPIs).
- ◆ Test different creative messages to different audience segments within digital and paid social to gain a deeper understanding of their preferences and responsiveness.



Goal

Maximize flight channels to optimize media plans

Strategy

Flight each media channel specific to the media usage habits of each audience segment.

Tactics

- ◆ Use effective media partnerships to reach consumers most likely to visit.
- ◆ Monitor key performance metrics by using media that delivers measurable results in the form of impressions, click-through rates and net economic impact.
- ◆ Focus budget on the most effective measures and added value must-haves.
- ◆ Maintain paid social media throughout the year to continue consumer conversations and promote year-round offerings.



Goal

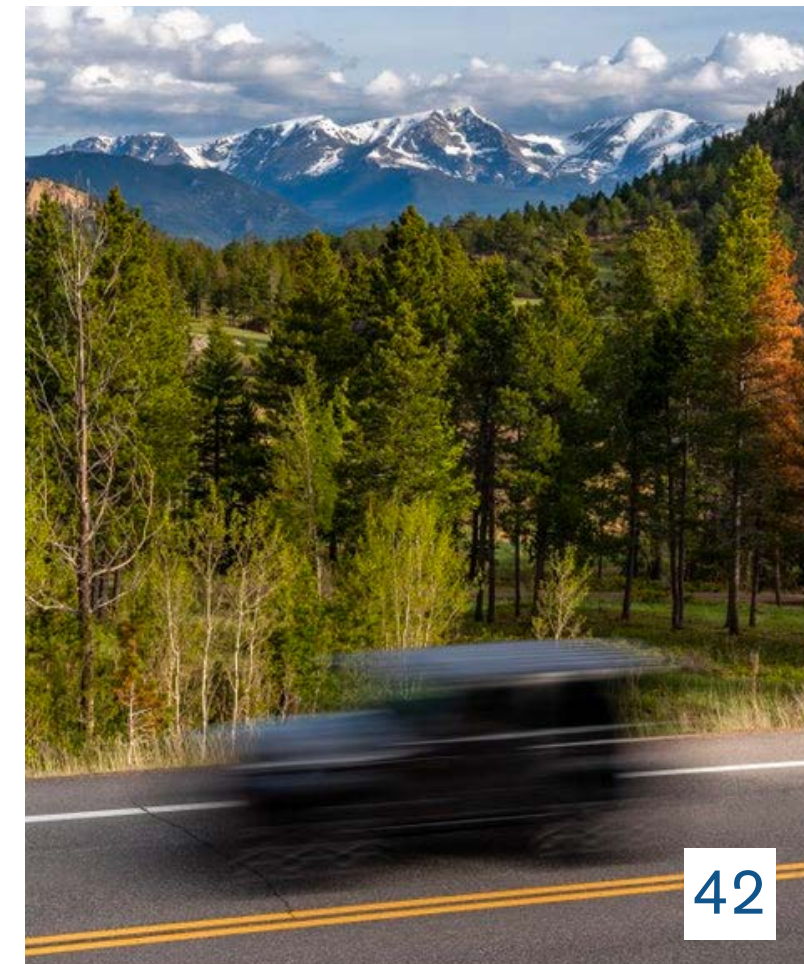
Increase destination demand in all market segments, specifically during need periods

Strategy

Generate an increase in demand for overnight lodging stays by driving intent to visit Estes Park during need periods including late August, fall weekdays, winter and spring.

Tactics

- ◆ Engage with potential visitors through mass reach and niche targeting, ensuring we capture the interest of all key audiences.
- ◆ Continually optimize campaigns based on data and analytics.
- ◆ Showcase ease of access from Denver International Airport (DEN) to Estes Park to flight markets.
- ◆ Leverage the power of analytics and strategic regional partnerships to identify and tap into emerging markets, staying ahead of trends and capturing new opportunities.
- ◆ Market to visitors more likely to travel during slower times, including milestone travelers.



Goal

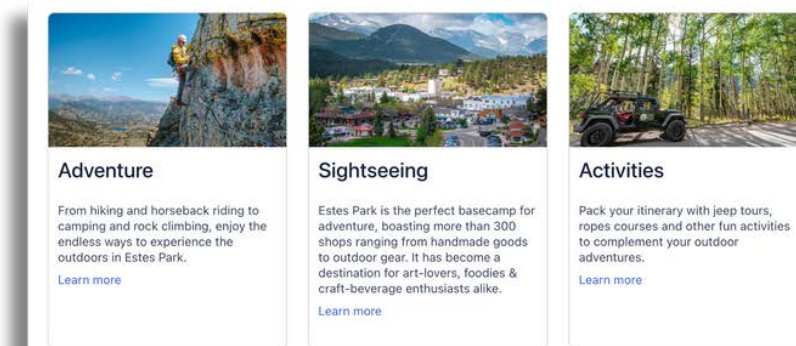
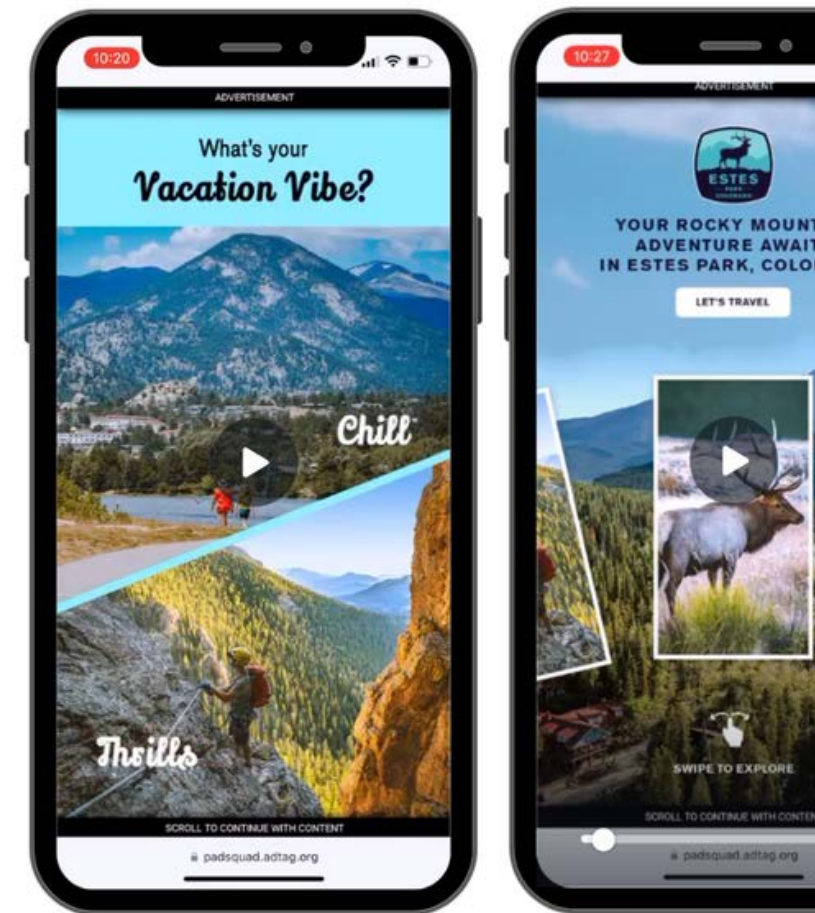
Leverage marketing assets to target audiences

Strategy

Harness the power of video and image assets to craft inspirational narratives which create emotional connections and amplify aspirational desire among travelers.

Tactics

- ◆ Develop high-impact interactive gamified units with proven success to deliver a high-end user experience driving engagement and clicks.
- ◆ Engage potential visitors through dynamic visual storytelling including listicles, search engines and print ads prioritizing attractive creative assets.
- ◆ Integrate video assets into cross-channel units maximizing views and increasing click-throughs.
- ◆ Refresh video assets by utilizing the in-house photographer to create new pieces.
- ◆ Present Visit Estes Park as an outdoor destination offering activities accessible to all ages and abilities, in all seasons.



Goal Empower and educate local stakeholders to create effective paid media plans

Strategy

Develop a media planning event with major media partners in attendance

Tactics

- ◆ Work with Visit Estes Park paid media agency to organize a paid media and advertising event in Spring 2024 at VEP offices
- ◆ Partner with major media partners such as Expedia, Google, TripAdvisor, RezStream and DTN to create a robust agenda
- ◆ Provide high-level and detailed information on the benefits of investing in different media sources to assist stakeholders in making strong advertising decisions



A person wearing a yellow helmet, a red backpack, and a grey shirt is rappelling down a steep, grey rock face. They are holding a rope and looking down. The background shows a vast, green forested valley with distant mountains under a clear blue sky. The rock face on the right is a warm, orange-brown color.

CONTENT DEVELOPMENT

Goal

Use storytelling to showcase the range of activities and businesses offered in Estes Park and educate guests on how to do Estes right.

Strategy

Develop, curate and promote world-class content through dynamic and diverse storytelling.

Tactics

- ◆ Maintain and expand a robust content library to generate affinity for the destination, highlight distinctive brand attributes and evoke an emotional connection with the consumer.
- ◆ Partner with businesses on content development to bring a diverse range of perspectives and foster community involvement and a sense of ownership.
- ◆ Increase short-form video content to convey a sense of connection with the destination and to create a participation culture across platforms like TikTok, Instagram and YouTube.
- ◆ Highlight businesses implementing green practices to attract environmentally conscious guests and maintain a regular cadence of sustainable travel articles.
- ◆ Showcase a diverse representation of identities in photography and videography to position Estes as a welcoming destination.
- ◆ Utilize new artificial intelligence (AI) platform to create more high-quality and relevant content in the VEP brand voice and style while saving time and resources on content production.
- ◆ Use artificial intelligence (AI) tools to improve content quality, clarity, engagement and delivery.

Goal

Develop strategic content to boost engagement, visitation and cultivate reverence.

Strategy

Optimize the Visit Estes Park online experience on VisitEstesPark.com, social media channels and a new artificial intelligence (AI) travel planning tool, in order to educate and inspire all audiences.

Tactics

- ◆ Channel advertising and social communications towards the new AI travel planning tool, in addition to VisitEstesPark.com content and landing pages, and track referrals to stakeholder booking engines and websites.
- ◆ Develop and manage a comprehensive editorial calendar, while optimizing the VisitEstesPark.com homepage to serve as an ideal landing page for digital visitors. Create a centralized hub for inspiration, education, and booking Estes Park travel.
- ◆ Utilize data research to implement technical and content recommendations provided by SimpleView's Search Engine Optimization team.
- ◆ Create web content that aligns with new GA4 metrics, by focusing on actions and content that is user and audience-focused, rather than session and page-focused.
- ◆ Apply search optimization techniques, including keyword research and best practices, to enhance new content pages.
- ◆ Captivate web users with content that strikes a balance between practical destination insights and resources, and aspirational storytelling.

Goal

Build visitor intent to travel through strategic outreach


Strategy

Optimize an online outreach program that leverages email newsletters to consumers.

Tactics

- ◆ Create a well-crafted welcome email drip campaign for new subscribers consisting of responsible travel trips, an introduction to the destination and other ways to engage and make them feel valued from the start.
- ◆ Design targeted re-engagement campaigns to win back inactive subscribers or those who haven't interacted with our emails for a while.
- ◆ Build the e-newsletter subscriber database, grow click-through and open rates through A/B testing and optimizing our content pillars.
- ◆ Utilize Simpleview's Act On e-mail product to integrate more efficiently into our website and to strengthen our campaigns.





SOCIAL MEDIA

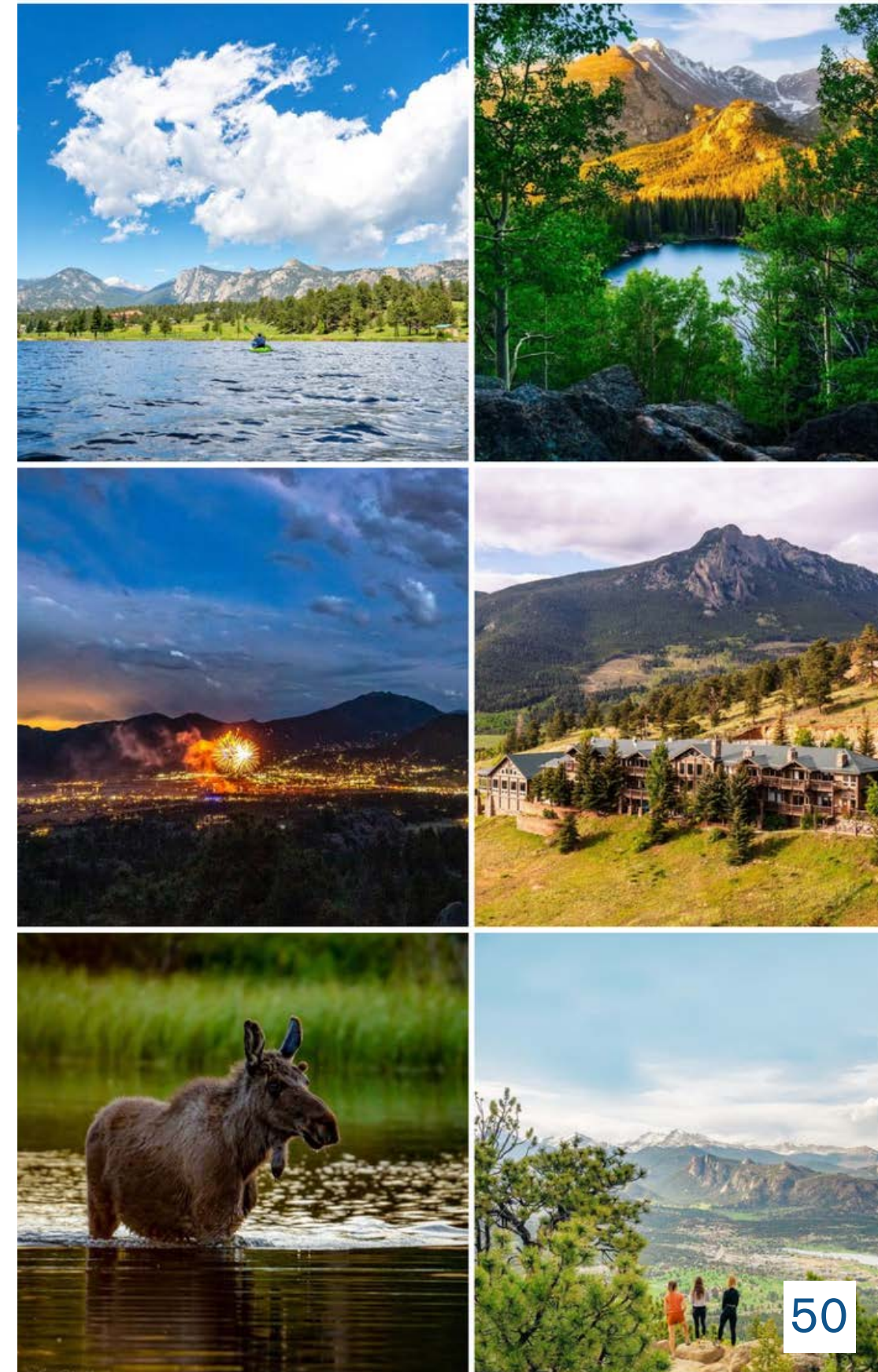
Goal **Boost engagement to maximize reach across all social channels.**

Strategy

Use key social media channels to drive awareness and create engagement with traveling consumers.

Tactics

- ◆ Continue building a highly engaged community of followers by communicating regularly with them to influence and promote Visit Estes Park's Instagram, Facebook, Twitter, TikTok, Threads and LinkedIn accounts.
- ◆ Utilize artificial intelligence (AI) to generate high-quality, unique, and engaging social media content at scale, through a custom tool trained in VEP's brand voice and style.
- ◆ Increase short-form video content to convey a sense of connection with the destination and to create a participation culture across platforms like TikTok, Instagram and YouTube.
- ◆ Use innovative social media features to give first-hand experiences of local businesses and the town in general.



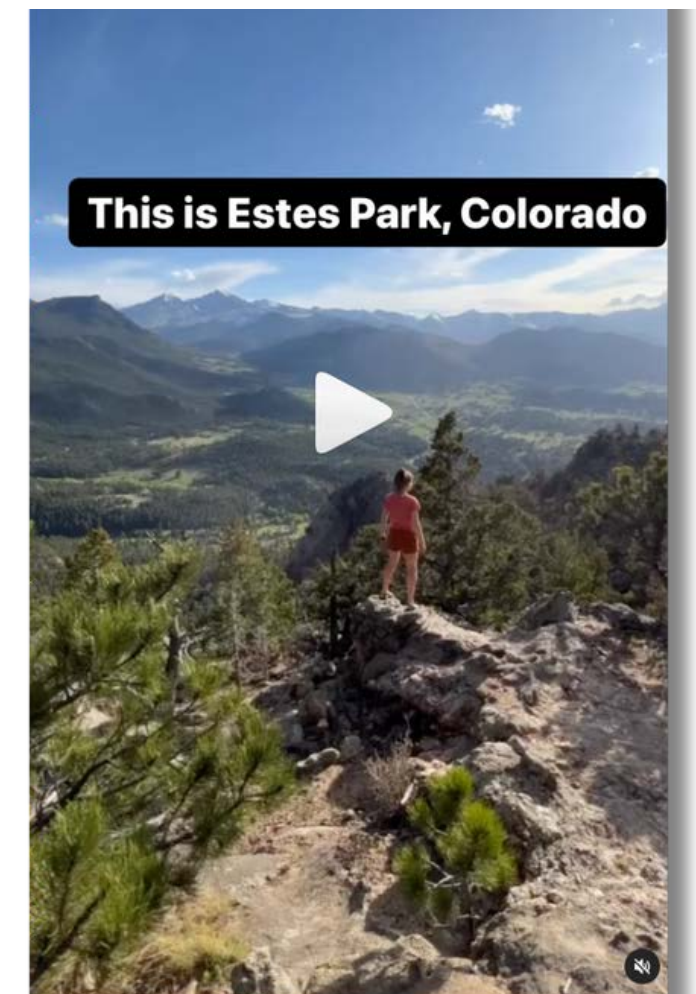
Goal Boost engagement to maximize reach across all social channels.

Strategy con't

Use key social media channels to drive awareness and create engagement with traveling consumers.

Tactics

- ◆ Highlight the Visit Estes Park team and board along with key stakeholders and their efforts on business-focused channels like LinkedIn.
- ◆ Highlight influencer content and other user generated content through CrowdRiff for travel-inspired stories from the eyes of the visitor.
- ◆ Evaluate other emerging social tools and Over The Top media (OTT) technologies (Smart TVs, Internet TV and streaming) to further expand Estes Park brand awareness.
- ◆ Extend signature event experiences through lasting social media coverage in the winter months.
- ◆ Use paid social media to reach our target markets and demographics by lifestyle preferences, expand the reach of marketing campaigns and generate awareness for destination events.



A full-page background image showing three skiers from behind as they ascend a steep, snow-covered mountain slope. The skier in the foreground is wearing a bright yellow suit and a large orange backpack. The middle skier is in a blue jacket and dark pants, and the third skier in the distance is in a white jacket and yellow pants. They are all using ski poles. The landscape is filled with evergreen trees and jagged, snow-dusted mountain peaks under a clear blue sky.

PUBLIC RELATIONS

Goal

Earn coverage positioning Estes Park as an authentic, vibrant mountain town, offering sustainable recreation and dynamic activities to all.

Strategy

Communicate and emphasize all there is to see and do in Estes, including locally-owned shops you won't find anywhere else, exciting attractions, food for every taste and world-class recreational opportunities.

Tactics

- ◆ Host press trips, group FAMs and attend media marketplaces to develop and strengthen media relationships, including media from a diverse range of backgrounds.
Write and distribute seasonal “what’s new” press releases.
- ◆ Supply destination information to TURNER PR for inclusion in monthly pitching and press releases, highlighting offerings that are unique to Estes Park, emphasizing authentic Estes stories.
- ◆ Continue to update the online newsroom and press kit collateral to meet journalist needs, including photo/video.
- ◆ Measure success by evaluating earned coverage against PR goals designed to support marketing goals and increase overall brand awareness.
- ◆ Track terms of percentage of total earned coverage, impressions and ad value.

Goal

Increase national brand awareness of Estes Park.

Strategy

- A. Leverage national travel trends to increase national brand awareness.
- B. Create newsworthy communications of Estes Park's seasonal offerings to drive year-round media interest and coverage.

Tactics

- ◆ Supply destination information to TURNER for inclusion in monthly pitching and press releases.
- ◆ Attend media marketplaces to connect with publications reaching our target audiences.
Develop engaging, personalized itineraries for individual press visits to facilitate authentic, firsthand stories.
- ◆ Optimize and fully leverage destination news and messaging strategies through integration and alignment with editorial content.
- ◆ Create content for news, pitches and editorials across audiences, including media, to maximize message reach, boost awareness and create synergy among VEP communications platforms and media outreach initiatives.

Goal

Increase international brand awareness of Estes Park.

Strategy

Leverage Colorado Tourism Office partnerships to increase brand awareness on an international level.

Tactics

- ◆ Develop a deeper understanding of Estes Park's top international markets and what inspires them to visit the destination.
- ◆ Respond to requests for information with curated information to suit international publications.
- ◆ Attend media missions reaching target international markets.
- ◆ Participate in press trips arranged by the Colorado Tourism Office to provide international journalists with firsthand experiences in the destination.





SUSTAINABILITY

Goal

Develop existing and build new programs that contribute to the pillars of sustainable tourism and tourism advocacy within our destination.

Strategy A

Build on the Do Estes Right Coalition's momentum to continue making Estes Park more sustainable in small ways.

Tactics

- ◆ Host at least two meetings in 2024 where members can share ideas and strategies, help each other problem-solve their projects, attend workshops or presentations and learn from each other.
- ◆ Host one event that involves the community in a conservation project.
- ◆ Expand the Do Estes Right Coalition to include a component focused on the inclusivity of the destination.
- ◆ Increase distribution of Do Estes Right videos through coalition member adoption.



Goal

Develop existing and build new programs that contribute to the pillars of sustainable tourism and tourism advocacy within our destination.

Strategy B

Create excitement around the value of tourism among business owners and the tourism workforce, focusing on their role in a valuable tourism economy.

Tactics

- ◆ Create and distribute a toolkit that includes talking points and shareable content for partners to utilize in conversations with fellow community members.
- ◆ Identify and partner with one to two local organizations that will commit to amplifying this messaging.
- ◆ Develop activities into an ambassador program.



Goal

Develop existing and build new programs that contribute to the pillars of sustainable tourism and tourism advocacy within our destination.

Strategy C

Expand the work of the Visit Estes Park Inclusivity & Sustainability Task Force to include partnerships with area organizations to develop and support dedicated efforts across the destination.

Tactics

- ◆ Work with Do Estes Right Coalition and the Estes Chamber of Commerce to offer accessibility and sustainability certifications to local businesses to be listed as such on VisitEstesPark.com.
- ◆ Collaborate with like-minded organizations to support and amplify efforts already undertaken in the community.
- ◆ Create an inclusivity and sustainability sponsorship program that supports projects dedicated to those values.



Goal

Present Estes Park as a welcoming destination by integrating messages of inclusion and sustainability at all levels of guest communications.

Strategy

Engage the Estes Park consumer audience with messages of sustainable, responsible and inclusive travel information and expectations.

Tactics

- ◆ Utilize short-form videos produced by creators through Crowdriff's creator program for social media posts.
- ◆ Incorporate information on inclusivity and sustainability into chat technology adopted by Visit Estes Park.
- ◆ Perform an audit of VisitEstesPark.com to determine where updates are recommended and make any necessary updates.
- ◆ Diversify marketing materials by expanding identity representation.
- ◆ Offer an improved website experience by installing accessibility software through AudioEye.

Goal

Contribute to an inclusive and sustainable community by demonstrating the importance of inclusivity and sustainability as factors in the longevity of our destination.

Strategy

Emphasize the importance of inclusion and sustainability in our partner communications.

Tactics

- ◆ Distribute performance data of VEP content to demonstrate the importance of inclusivity and sustainability messaging to the community.
- ◆ Include third-party inclusivity and sustainability data in partner e-newsletters.



Goal

Advocate for tourism by regularly communicating everything Visit Estes Park does to support the community.

Strategy

Reach the Estes Park community through written communication and in-person interactions.

Tactics

- ◆ Develop a robust editorial calendar that leverages written content, video content and infographics distributed through advertorials in the Estes Park Trail Gazette, Visit Estes Park's stakeholder e-newsletters, the Visit Estes Park Partners Facebook Group, press releases and the partners pages on VisitEstesPark.com.
- ◆ Enable the community relations team to communicate these messages during their in person meetings by keeping them informed of key talking points.



Click here to watch Visit Estes Park CEO Kara Franker's updates from the September 22, 2022 Visit Estes Park Board Meeting.



Goal

Advocate for tourism by regularly communicating everything Visit Estes Park does to support the community.

Strategy

Reach regional and national tourism audiences with positive messaging focusing on the business and benefits of tourism in the context of Visit Estes Park operations.

Tactics

- ◆ Leverage Turner PR's services to send public relations pitches to targeted regional and national media outlets.
- ◆ Collaborate with state and regional tourism partners on communications efforts.
- ◆ Create informative content championing the economics of the tourism industry and its impact on the local community.



COMMUNITY RELATIONS



KEY ORGANIZATIONAL GOALS

Community Relations & Services

- Execute a dedicated calendar of events aimed at extending the season and enhancing year-round destination offerings.
- Further develop community relations to deepen stakeholder trust and increase engagement.
- Provide tools for partners to promote their businesses through advertising and support services.
- Bring qualified groups to Estes Park with an emphasis on the fall, winter and spring months.
- Collaborate with partners on bringing international travelers to Estes Park.



See the outcome of last year's Community Relations Goals in our [2022 Annual Report](#).

An aerial photograph of a town street during a parade. The street is filled with people, some walking and some in a parade float. The street is lined with trees and buildings. In the background, there are mountains and a forested hillside. The text "COMMUNITY ENGAGEMENT" is overlaid in large white letters.

COMMUNITY ENGAGEMENT

Goal

Foster positive community relations and develop existing relationships to ensure long-term success and serve as a community-shared value. Being a shared value in our destination means we are a community asset.

Strategy A

Engage with stakeholders on a regular basis to build trust and operate as a community-shared value.

Tactics

- ◆ Conduct a partner survey in 2024 to assess and enhance community relationships.
- ◆ Reach out to partners through various channels, such as phone, face-to-face meetings or email.

Strategy B

Foster a collaborative environment within the community.

Tactics

- ◆ Establish connections between partners with new and existing events.
- ◆ Increase participation in the Beyond Program with increased communication and education.
- ◆ Facilitate partner-to-partner connections to create mutually beneficial relationships in the community.
- ◆ Collaborate with local organizations through service on various boards and committees.

Goal

Foster positive community relations and develop existing relationships to ensure long-term success and serve as a community-shared value. Being a shared value in our destination means we are a community asset.

Strategy C

Offer relevant information and avenues for growth to stakeholders.

Tactics

- ◆ Host quarterly open-house events that provides partners with OLIVE training, totaling four events in 2024.
- ◆ Collaborate with partners to offer recommendations for marketing support.
- ◆ Create a guide that will contain information on services provided by Visit Estes Park.
- ◆ Organize a Media Day event aimed at educating partners on how to build their advertising and media plans.

Strategy D

Provide partners with the relevant data they need to make well-informed business choices.

Tactics

- ◆ Encourage participation in a shared lodging reporting system.
- ◆ Establish an effective way to communicate the compiled results to partners.

Goal

Increase awareness and appreciation for the tourism industry within the community by engaging local partners.

Strategy

Build enthusiasm for tourism among local businesses and industry professionals by highlighting their crucial role in tourism.

Tactics

- ◆ Develop and distribute a toolkit containing compelling talking points and shareable content to help partners communicate the importance of tourism to the community.
- ◆ Work with the Estes Park EDC and the Estes Chamber to integrate Value of Tourism messaging into their communications and programs.
- ◆ Host an annual workforce appreciation event that highlights National Travel and Tourism Week and provides the local tourism workforce with opportunities to learn more about our community.





SALES & SERVICES

Goal

Boost the number of travel trade bookings and sales.

Strategy A

Participate in relevant trade shows, conferences and industry events to connect with travel trade professionals and showcase Estes Park's offerings.

Tactics

- ◆ Build and maintain relationships with key travel trade partners, nurturing existing partnerships and exploring new collaboration opportunities.
- ◆ Partner with local businesses for relevant trade shows and events.



Goal

Boost the number of travel trade bookings and sales.

Strategy B

Engage with local businesses to increase travel trade inventory and opportunities.

Tactics

- ◆ Provide education and training opportunities for local businesses to familiarize themselves with the travel trade industry and Visit Estes Park resources.

Strategy C

Develop compelling sales and marketing materials, including itineraries, videos and other online content, highlighting the selling points of Estes Park.

Tactics

- ◆ Create a comprehensive travel trade webpage with relevant information, resources and tools specifically designed for travel trade partners.
- ◆ Utilize digital marketing channels to reach travel trade professionals and generate leads.

Goal

Increase the number of group bookings for meetings, conferences, weddings and events, encouraging occupancy during traditionally low-demand periods.

Strategy A

Participate in relevant trade shows, conferences and industry events to connect with meeting and event professionals and showcase Estes Park's offerings.

Tactics

- ◆ Attend networking and educational events to connect with meeting planners and industry professionals.
- ◆ Renew and engage with industry groups that provide quality leads and RFPs.
- ◆ Attend valuable trade shows to grow meeting planner connections and collect leads for follow-up.

Strategy B

Collaborate with local businesses to create a comprehensive network of event services and facilitate seamless planning for group bookings.

Tactics

- ◆ Facilitate recurring and one-off educational events to empower partner businesses to engage with groups.
- ◆ Attend local wedding association and alliance meetings to connect with partners and stay informed.
- ◆ Establish strong partnerships with local wedding and event planners, offering them incentives or referral programs, when it makes sense, to bring their clients to Estes Park.

Goal

Increase the number of group bookings for meetings, conferences, weddings and events, encouraging occupancy during traditionally low-demand periods.

Strategy C

Design marketing campaigns specifically tailored to reach meeting and event planners.

Tactics

- ◆ Optimize website's meeting and event pages and online listings to highlight group, wedding and reunion offerings.
- ◆ Concentrate efforts on markets that are a good fit for Estes Park.
- ◆ Promote specials, discounts and value-added packages specifically for mid-week, shoulder seasons and other need periods.
- ◆ Showcase testimonials from meetings and events held in Estes Park.





DESTINATION DEVELOPMENT

Goal

Champion for sustainable destination development for the tourism industry.

Strategy

Engage with the community to gather input and insights that can inform the development of initiatives for effective destination management and marketing.

Tactics

- ◆ Meet with representatives from surrounding destination marketing organizations, Northern Colorado Airport, Colorado Department of Transportation, The Estes Park Economic Development Corporation, The Estes Chamber of Commerce and the Town of Estes Park to discuss shared challenges and opportunities.
- ◆ Organize biannual community roundtables to share information, gather input, and provide guest speakers, such as community leaders and experts.
- ◆ Increase participation in Estes Experiences to educate the local workforce about the destination by performing additional outreach.



FINANCE & ADMINISTRATION



KEY ORGANIZATIONAL GOALS

Finance & Administration

- Ensure compliance with all financial and budgetary requirements
- Strive to provide employees a satisfying and productive work environment
- Ensure equipment, technology and facilities meet the needs of the organization
- Empower the organization with the data knowledge necessary to make informed decisions
- Maintain a budget framework with transparency and accountability



See the outcome of last year's Finance & Administration Goals in our [2022 Annual Report](#).

Goal

Ensure that Visit Estes Park's financial and budgetary practices are in line with the standards set by the Governmental Accounting Standards Board (GASB) and Destination Marketing Organization (DMO) best practices.

Strategy

Continue to follow, and enhance as needed, established reporting mechanisms for financial data.

Tactics

- ◆ Adhere to the Colorado Open Records Act (CORA) by promptly responding to all requests for public records.
- ◆ Develop and implement an annual budget that aligns with the organization's strategic and tactical goals.
- ◆ Prepare timely and accurate financial statements that allow the board and management to make informed decisions about the organization's finances.



Goal

Create a positive and supportive work environment where employees feel valued and appreciated.

Strategy

Ensure that human resources practices are aligned with the organization's strategic goals.

Tactics

- ◆ Offer training programs that help employees develop the skills they need to do their jobs effectively.
- ◆ Create a culture of learning and development that encourages employees to take on new challenges and grow their skills.
- ◆ Provide opportunities for employees to network with other professionals and learn from each other.
- ◆ Bring employees together to discuss the organization's strategic goals and how they can contribute to achieving them.



Goal

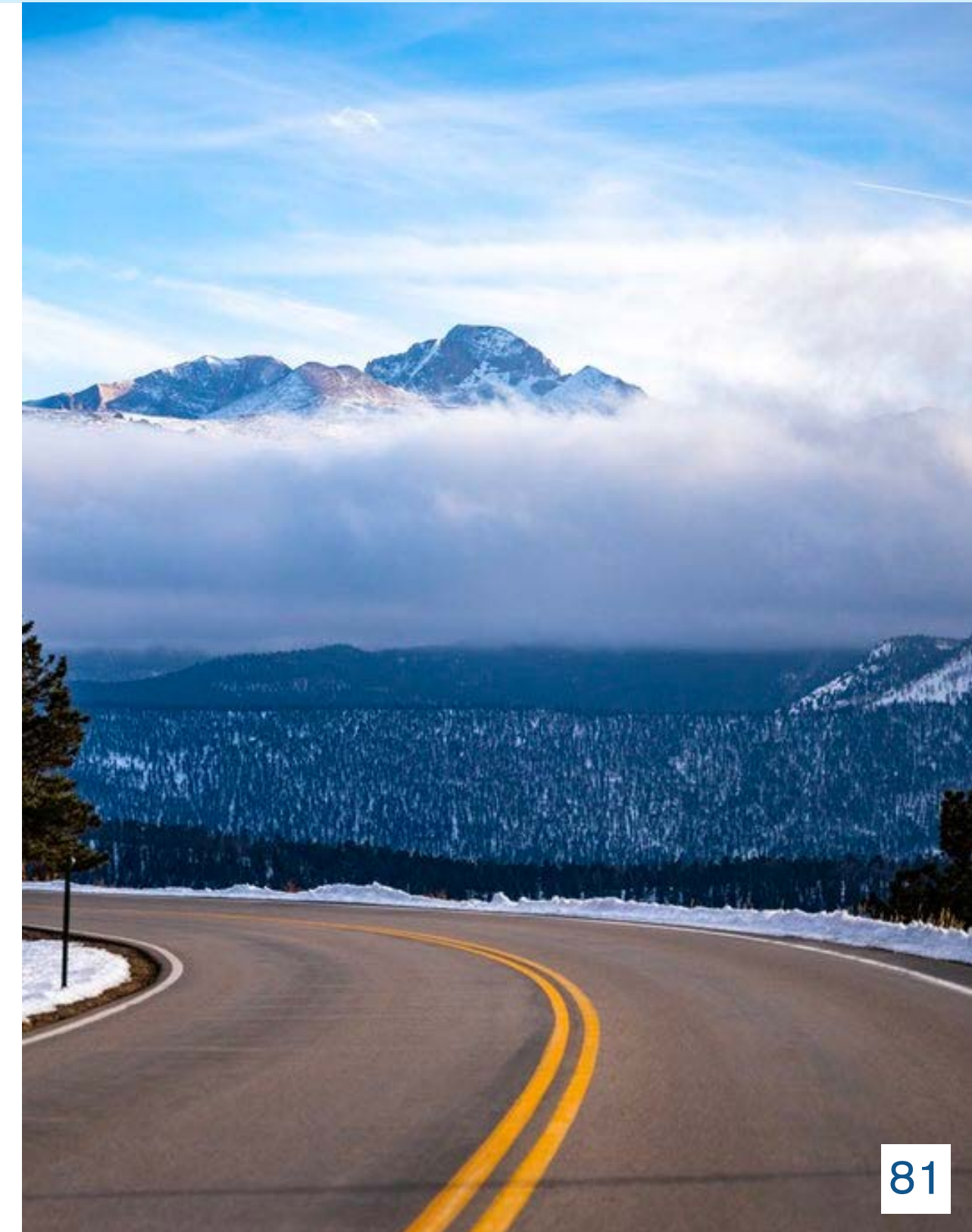
Ensure that Visit Estes Park has the equipment, technology, and facilities it needs to operate effectively.

Strategy

Collaborate with all departments to deliver support services that are efficient, effective, and responsive.

Tactics

- ◆ Invest in new technology to improve efficiency and effectiveness.
- ◆ Find ways to streamline processes and reduce paperwork.
- ◆ Empower employees with the tools and training they need to succeed.



Goal

Create a data-driven culture within the organization.

Strategy

Support staff and stakeholders in using research and data to make informed decisions.

Tactics

- ◆ Provide research and intelligence to Visit Estes Park staff to help them make informed decisions about marketing and tourism initiatives.
- ◆ Work with a Data Dashboard provider to create a system that presents all accessible & pertinent data available in a clear and concise way.
- ◆ Analyze Visit Estes Park's competitive positioning in the Rocky Mountain region, and identify general tourism trends and emerging markets.



Goal

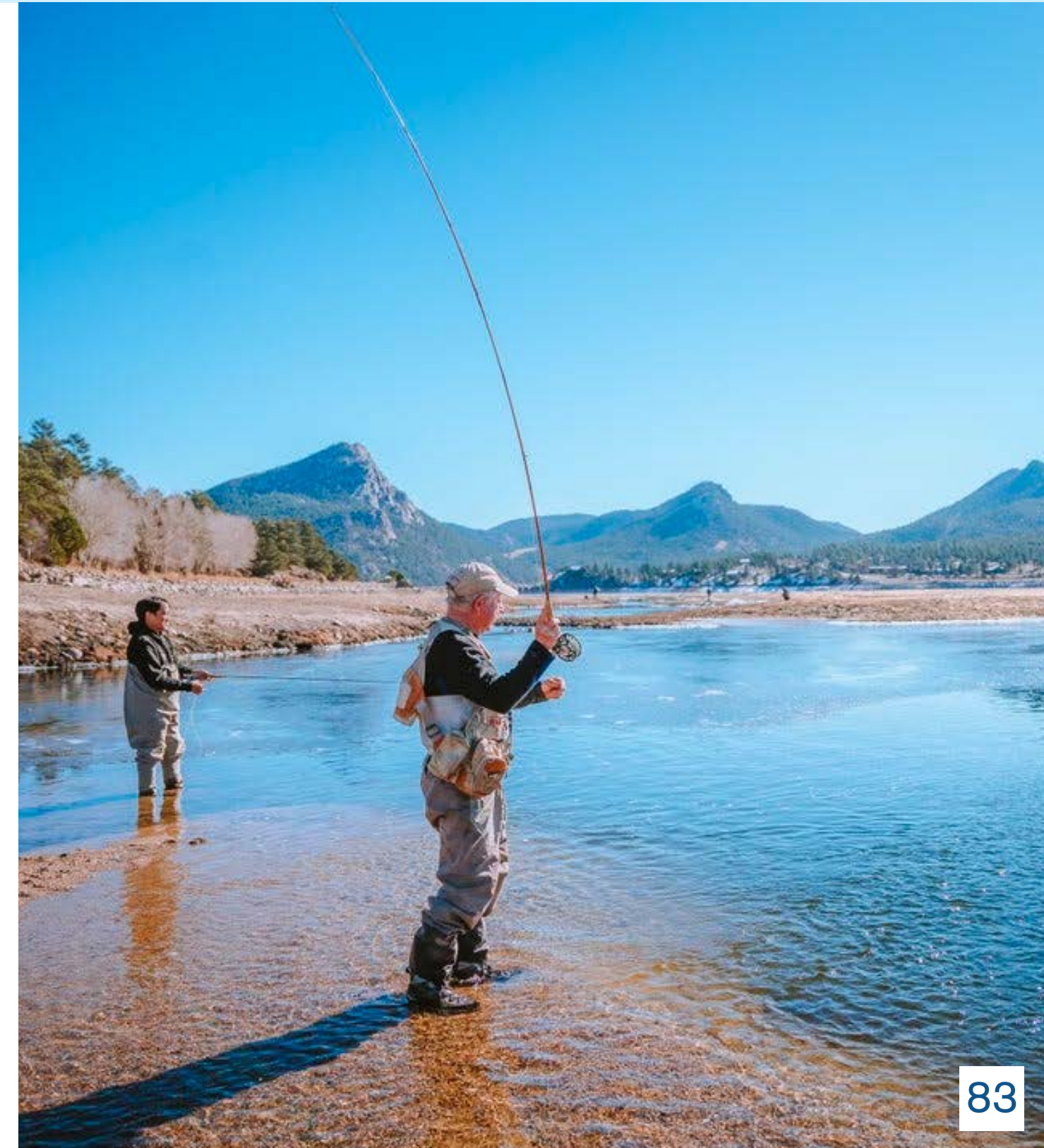
Create a budget that is transparent and accountable to the public, in line with GASB and industry standards.

Strategy

Define the budget in a way that is meaningful and useful to Visit Estes Park stakeholders.

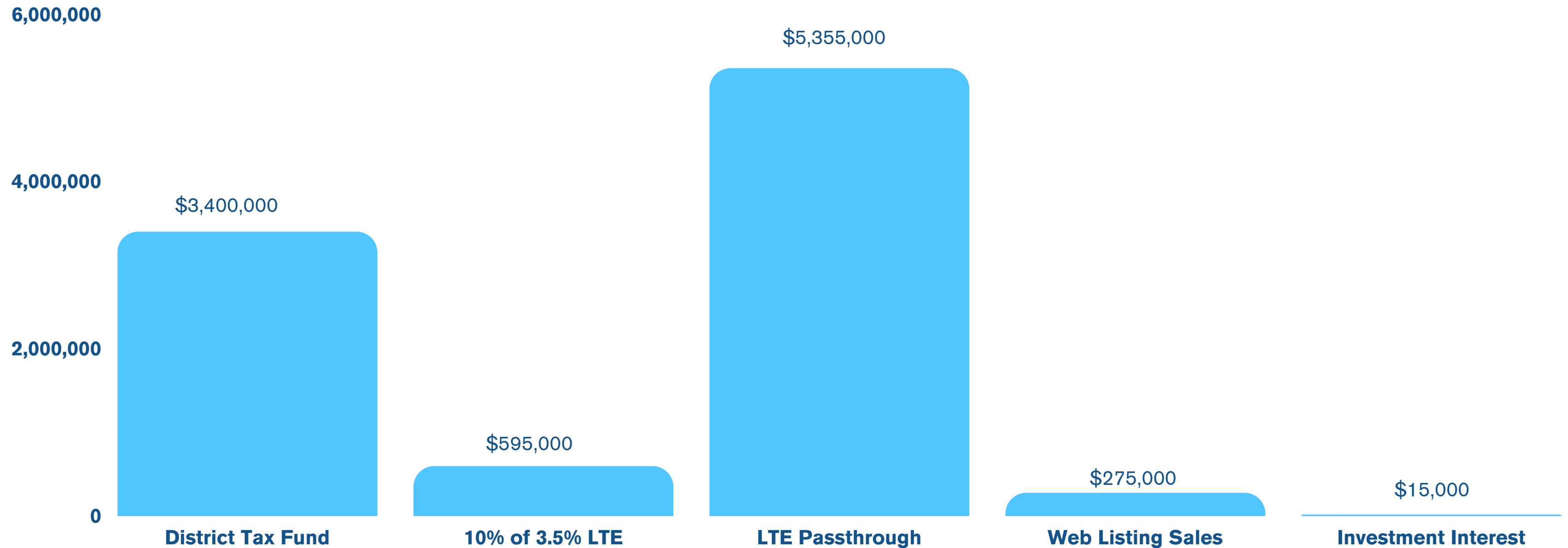
Tactics

- ◆ Collaborate with all departments to determine the organization's budget requirements.
- ◆ Build in flexibility to expand budget detail in future years as needed.
- ◆ Submit budget information to the State of Colorado as required on an annual basis.



TOTAL BUDGETED REVENUES: \$9,640,000

VEP OPERATING BUDGET: \$4,285,000



Lodging tax on stays less than 30 days in the District boundary.
VEP receives the 2% base district tax fund, plus 10% of the LTE 3.5% tax.
The remaining 90% of the LTE tax is forwarded by VEP to the
Town of Estes Park for workforce housing and childcare initiatives.

Income from paid
placement on
Visitestepark.com

Interest earned
from reserve funds

TOTAL BUDGETED EXPENSES: \$9,640,000
VEP OPERATING EXPENSES: \$4,285,000

