

# VISIT ESTES PARK OPERATING PLAN 2022







# TABLE OF CONTENTS

Tourism Statement .....	3
Letter from Larimer County Board of County Commissioners .....	4
Letter from Estes Park's Mayor .....	5
Letter from the Visit Estes Park Board of Directors .....	6
Letter from the CEO, Working Together for the Future of Estes Park .....	7
Introduction .....	8-11
Destination Marketing Overview .....	12-16
Current Situation Analysis .....	17-21
Key Visit Estes Park Organizational Goals .....	22-24
Marketing & Communications .....	25-45
Sales & Stakeholder Services .....	46-59
Finance & Administration .....	60-65
Budget .....	66-72
Meet The Team .....	73-74



# Tourism is Estes Park's foundation and economic driver.

Tourism is the largest economic driver in the Estes Valley, creating business opportunities and jobs, and significantly contributing to the amenities our community enjoys year-round.

Visit Estes Park works alongside its stakeholders to sustainably strengthen and build on that foundation. Our approach is community-first, collaborative and transparent. Everyone is a stakeholder and everything we do is geared toward positively contributing to the quality of life for the people of Estes Park.

How do we do it? Integrated marketing and sales strategies to encourage year-round visitor demand responsibly and sustainably, guided by detailed operating and marketing plans.







## Letter from Larimer County Board of County Commissioners

Estes Park is one of the many gems Larimer County has to offer to visitors of Northern Colorado and is a favorite outdoor destination for residents.

Tourism is an important and valued contributor to our county's economy and we look forward to the collaborative approach Visit Estes Park is taking in 2022, partnering with other destinations within the county to offer a robust experience to visitors. This approach will strengthen the appeal of our region, lifting and supporting many communities within it through the creation of business and job opportunities.

We look forward to continuing to work closely with Visit Estes Park in 2022 to support a robust and resilient tourism economy for Larimer County.

John Kefalas

Commissioner, District 1

Kristin Stephens

County Commissioner, District 2

Jody Shadduck-McNally

County Commissioner, District 3



# Letter from Estes Park's Mayor



Tourism has always been the fiber of Estes Park's economic fabric, and continues to be integral to the sustainability of our community, the health of our businesses and the quality of life for our residents. The Town of Estes Park works alongside Visit Estes Park and other Estes-area organizations to build a sustainable community that balances and satisfies the needs of our residents as well as our guests. We're able to do that with sales tax collected, in large part, from our visitors.

This revenue accounts for a significant portion of our organization's General Fund budget and helps to fund core government services and amenities that our residents enjoy every day. Working with Visit Estes Park is among the highest priorities in the Town's Strategic Plan. The Town's Vision is that Estes Park will be an evermore vibrant and welcoming mountain community.

We are dedicated to our partnership with Visit Estes Park, pursuing shared goals of Estes Park being a preferred Colorado mountain destination providing an exceptional guest experience, and to continue building a diverse, year-round economy. The Town and Visit Estes Park are always looking for ways to share data and otherwise enhance our collaboration and our effectiveness, and 2022 will be no exception.

**Wendy Koenig**

**Mayor of Estes Park**



# Letter from the Visit Estes Park Board of Directors

We are thrilled to welcome Kara Franker, our newly appointed CEO, to Visit Estes Park. Her background in the tourism industry, leadership and strategic marketing and communications will elevate not only the work Visit Estes Park produces, but our community as well. Ms. Franker’s approach is community-first. Her strategies aim to drive economic growth and support locals to create a stronger, more vibrant community for us and for guests.

Visit Estes Park was created in 2009 to provide a constant, concerted and targeted effort to drive tourism and year-round economic growth within our local marketing district. In the first 10 years of operations Town of Estes Park sales tax revenues grew from \$6,852,574 to \$16,339,342 and the tourism “season” continued to expand into the shoulder seasons and winter. The Town no longer needs to invest in tourism marketing, allowing the \$850,000 General Fund dollars previously spent to be reallocated. Sales tax revenues from tourism fund services and amenities that set our community apart from similarly sized towns that do not benefit from tourism.

With these successes our destination has seen a remarkable increase in guests. Ms. Franker’s strategies focus on attracting high value guests, ones that will stay longer and spend more. She will continue to evolve the Estes-area into a year-round destination, but one that is sustainable. As destinations compete for visitors in order to support their economic health and viability, it is vitally important to maintain a robust marketing program to remain top of mind. Data from our own state shows that cutting marketing budgets affects tourism. People will not “just come” without marketing. They’ll go elsewhere and our tourism sales tax revenue along with it.

A balanced approach to marketing our destination, one that values quality over quantity, places the community first and seeks to strengthen it from the ground up will allow us to retain and grow our economic health in a responsible way. Signs are very bright for the road ahead for our organization, our stakeholders and our community.

**Deborah Gibson**  
Board Chair, Visit Estes Park

**Sean Jurgens**  
**Scott Webermeier**  
**McShan Walker**

Vice Chair  
Treasurer & Town Trustee  
Secretary

**Pat Murphy**  
**Suzy Blackhurst**

Director  
Director



# Working Together for the Future of Estes Park & Our Community



I believe in a small business-first mentality, and in working closely with stakeholders to build strategic and sustainable plans for tourism.

As the new CEO of Visit Estes Park, I want to build consensus using this approach. I want to learn the history of what has worked and what has not worked in the past when it comes to strategic marketing for our destination.

I see it as my duty to ensure that there is open communication and transparency with our strategies, marketing plans and budget. And I welcome ideas from all aspects of the community including lodging establishments, dining and entertainment, retail, attractions, entrepreneurs, town leaders and each and every local who calls Estes Park home. It is imperative that Visit Estes Park supports our community. Your opinion matters. And I want to work with you to ensure that we are making the best possible decisions for the future of Estes Park and our tourism marketing district.

To help us do this I am implementing a data-based approach. Decisions in 2022 will be supported by data from updated visitor profiles, gathered through tactics like surveys and geo-location data analysis. The better the data, the more precisely we can target marketing dollars to the most high-value visitors who will spend the maximum amount of time and money in our beautiful town.

Targeting high-value visitors will help to alleviate crowding during our busy months while increasing revenue for our partners and contributing more temporary taxpayer dollars to our town's budget, helping to support the amenities that help to make Estes Park such a wonderful place to live.

I would love to hear from anyone who wants to talk about how we at Visit Estes Park can better serve our community. Please do not hesitate to reach out!

**Kara Franker**

**CEO, Visit Estes Park**

**[kara@visitestespark.com](mailto:kara@visitestespark.com)**



# INTRODUCTION: POST-PANDEMIC RECOVERY

Between a pandemic and fires, the year 2020 posed great challenges to the Estes Valley. The community had to navigate a mix of national, state, and local guidelines, plus natural disaster evacuations and fire mitigation work.

Indicators for 2021 point toward cautious excitement to return to travel, and hopefully a continued economic bounce-back for the Estes Valley. We must encourage people to do Estes Park respectfully and sustainably, for the sake of their own experience, the local quality of life, and the preservation of the natural beauty that draws us all together.

Educating visitors on how to do Estes Park right while continuing to market the destination year-round, and encouraging travel during need periods is essential to the community's vitality. This plan showcases how we will encourage prosperity for all while upholding the local quality of life.





# VALUES



**Collaborative**



**Innovative**



**Empathetic**



**Passionate**



**Resilient**



# MISSION

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

# VISION

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

# DRAFT





# EVOLVING 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.

## 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-DRIVEN

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





# DESTINATION MARKETING OVERVIEW

Visit Estes Park, also known as the Estes Park Local Marketing District, is a legal entity formed under the Colorado State Statute (Title 29, Article 25) and funded by the 2% lodging tax, with oversight from a Board of Directors (7) appointed by Larimer County Commissioners (2) and Town of Estes Park Trustees (5).





# DESTINATION MARKETING OVERVIEW

- Visit Estes Park strives to support the local economy by driving year-round visitation, offering positive experiences for guests while maintaining quality of life for the community.
- Visit Estes Park creates and manages destination marketing to raise awareness regionally, domestically and internationally for Colorado's Original Playground, offering nearly endless opportunities for guests of all ages, ability levels and backgrounds the chance to explore the Rocky Mountains.







# TARGETING

In 2022, Visit Estes Park will invest time, energy and resources into data collection and analysis in order to refresh our visitor profiles and to be certain that we are marketing to visitors that provide the highest return on our investments.

The current target audiences we outline are based on 2018 data collected in partnership with Arrivalist's visitation and attribution offerings, along with current data from VisitEstesPark.com. This data will become stronger and more accurate having launched a new geofencing initiative with Destination Analysts in the fall of 2021.





## TARGET AUDIENCES

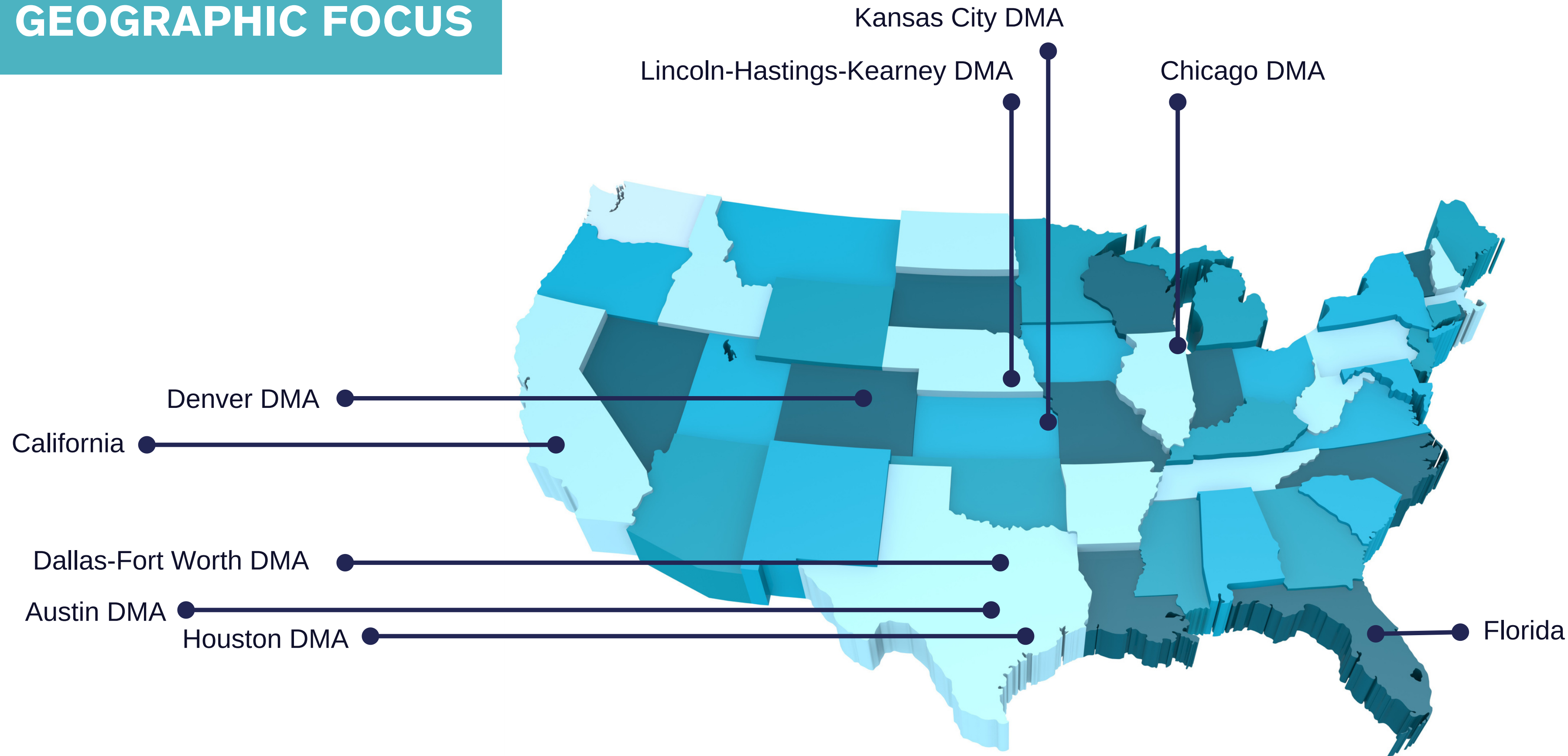
- Estes Park loyalists who have traveled to the destination in the past
- Active adults, outdoorsy couples and outdoor enthusiasts
- Couples looking for a romantic getaway
- Multigenerational travelers visiting as a family
- Meeting planners
- Travel advisors

## DEMOGRAPHICS

- Families with 1 or more children; Household Income (HHI) of \$150k+
  - Propensity to take family vacations, visit national parks, hike, camp and enjoy the outdoors as a family
- Couples, DINKs ages 35+ with \$250k net worth
  - Have a great appreciation and affection for the outdoors
- Adventurers ages 25-54 with a minimum income of \$50k/year
  - Highly interested in an active outdoor lifestyle including hiking, mountain biking, camping, climbing, backpacking, skiing, snowshoeing and national parks
- Active Seniors, ages 55+ with \$250k net worth
  - Target during shoulder season and include messaging on romantic retreats and couples experiences



# GEOGRAPHIC FOCUS



\*Designated Market Area (DMA) or media markets of focus



# CURRENT SITUATION ANALYSIS





# POST-PANDEMIC MESSAGING: KEY POINTS

1  
ACTIVE  
&  
OUTDOORS

2  
OPEN SPACE  
& ABILITY  
TO AVOID  
CROWDS

3  
OFFSEASON  
VALUE

4  
ASSURANCE  
OF HEALTH  
& SAFETY

5  
EASY ACCESS:  
WHETHER  
DRIVING OR  
FLYING INTO  
DENVER

6  
DIVERSITY &  
INCLUSION:  
ESTES IS A  
PLACE FOR  
ALL





# POST-PANDEMIC MESSAGING

Post-pandemic, Estes Park is a place for those looking to travel to do so safely.

Research and surveys show people are more likely to travel somewhere with opportunities to get outside and spread out. Estes Park and the surrounding public lands offer no shortage of that.

We will continue to highlight all of the awesome ways to get outside and experience the Rocky Mountains, regardless of ability or comfort level.



# DECIDING FACTORS

As potential guests decide where to visit, we position Estes Park as an authentic, classic mountain town, offering activities, dining out, 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.





# THE NEW NORMAL

As we emerge from the pandemic, Estes Park is uniquely posed as an outdoor destination to spread out for those who may not be looking to immediately return to crowded cities or large population centers.

Positioning Estes Park as Colorado's Original Playground, offering a basecamp with infrastructure for all levels of Rocky Mountain adventure will prove key as the world returns to travel.





## KEY VEP ORGANIZATIONAL GOALS

# MARKETING & COMMUNICATIONS

In the year 2022:

- Generate 25 million paid and earned media impressions.
- Exceed 5 million organic social media impressions.
- Drive 2 million visits to VisitEstesPark.com.
- Deliver 750,000 referrals to lodging partners booking engines and websites.



## KEY VEP ORGANIZATIONAL GOALS

# SALES & STAKEHOLDER SERVICES

- Improve community relations by building confidence, trust and a sense of shared ownership in Visit Estes Park and the Estes Park tourism industry as well as a shared sense of accomplishment and value in what travel does for the community.
- Bring qualified groups to Estes Park during off-peak times of the year to promote year-round business by generating 125 group leads in 2022.
- Increase stakeholder participation to active participation with Olive requests and other VEP related benefits. This will help educate stakeholders of VEP services and the benefits of group business.
- Attract international visitors, high-value guests that stay longer, spend more, and are willing to travel mid-week and in shoulder seasons. Attract domestic visitors through domestic travel agencies. To accomplish this, our goal is to add three more stakeholders that sign agreements with tour operators.



## KEY VEP ORGANIZATIONAL GOALS

# FINANCE, ADMINISTRATION AND EXECUTIVE

- Ensure Visit Estes Park complies with all financial and budgetary requirements by adhering to GASB (Governmental Accounting Standards Board) and DMO (Destination Marketing Organization) best practices.
- Provide management of all human resources functions to ensure a satisfying and productive work environment.
- Manage all administrative and operational aspects to ensure equipment, technology and facilities meet the needs of Visit Estes Park.
- Empower the organization with the data necessary to make informed decisions.
- Maintain a budget framework that increases transparency and accountability in accordance with GASB and industry standards.

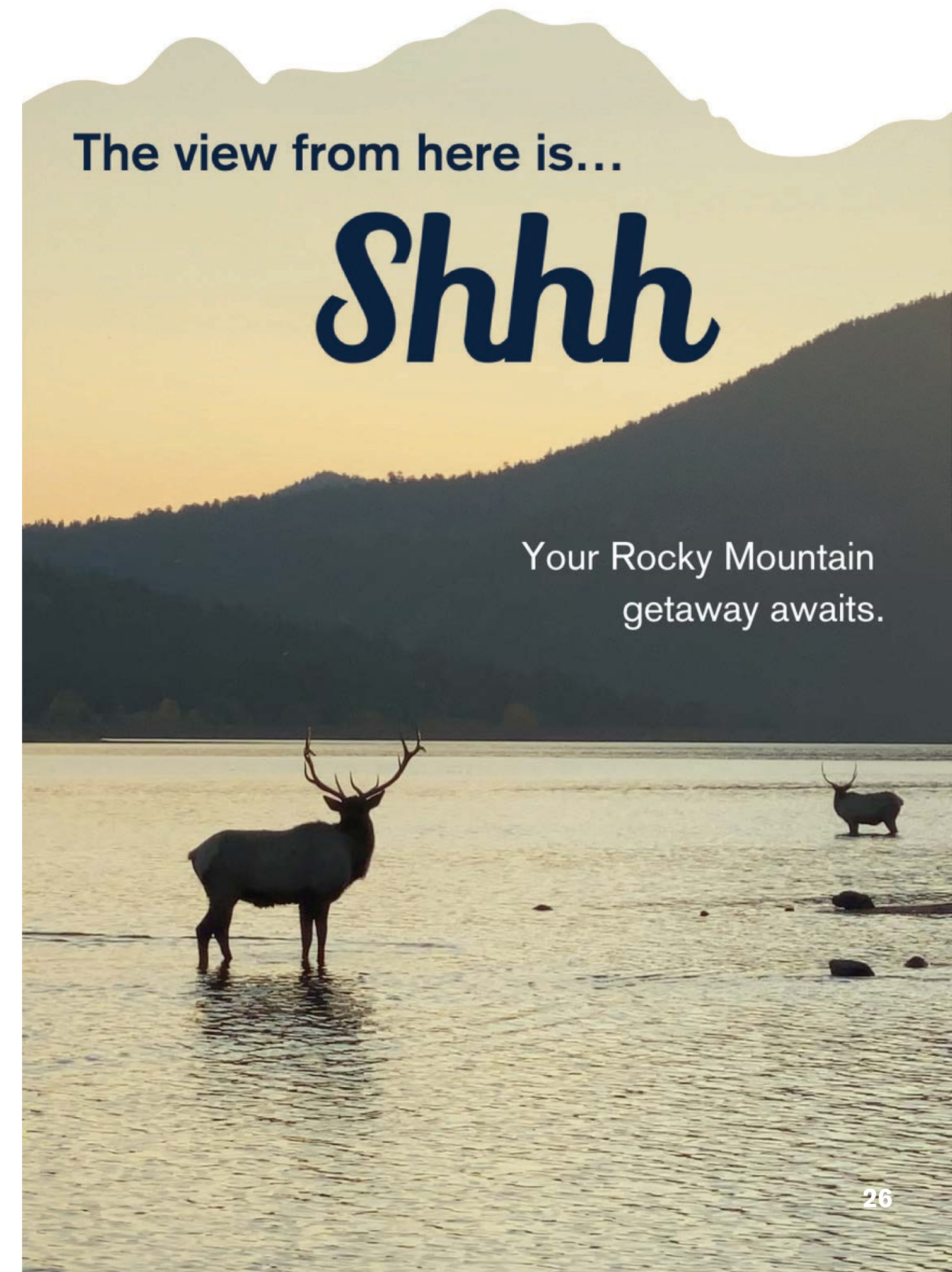


# MARKETING & COMMUNICATIONS





- The Marketing and Communications team is responsible for attracting overnight lodging visitors and expanding brand awareness of the Estes Park area to increase aspirational desire to vacation and stimulate lodging demand, while also educating guests on how to do Estes right.
- The department's primary goals include:
  - Generate 25 million paid and earned media impressions.
  - Exceed 5 million organic social media impressions.
  - Drive 2 million visits to VisitEstesPark.com.
  - Deliver 750,000 referrals to lodging partners booking engines and websites.
- Expanding our data collection and leaning into our current analytics, Visit Estes Park's Marketing and Communications team will develop creative messaging and determine the most effective distribution channels to reach target audiences via paid and earned media.  
Complemented by in-house content development and social media, campaigns will attract guests to support the Estes Park business community.



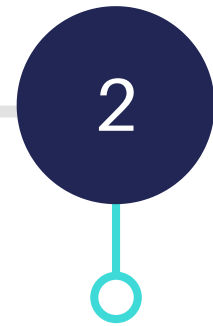


# KEY PERFORMANCE INDICATORS



## ADVERTISING

Monitor each individual media channel's performance, using Google Analytics to complete the picture.



## SOCIAL MEDIA

Monitor and evaluate social metrics of impressions, click-throughs, engagements, and reach.



## PUBLIC RELATIONS

Measure success by evaluating earned coverage against Public Relations (PR) goals designed to support marketing goals and increase overall brand awareness. PR goals are measured in terms of percentage of total earned coverage. Secondary metrics used: impressions and ad value.



## WEBSITE

Drive traffic to VisitEstesPark.com, increase total unique visitors, organic search traffic, page views and referrals to lodging partners' booking engines and websites, using Google Analytics for insights.



# PAID MEDIA





# PAID MEDIA: ANALYTICS AND DATA OPTIMIZATION

## GOAL

Maximize analytics and data optimization.



## STRATEGY

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

## TACTICS

- Reach the right audience, at the right time, with the right message through sophisticated targeting and retargeting to connect with audiences and showcase additional messages to the highest potential visitors.
- Optimize digital messaging and delivery using analytical tools to maximize performance and goal conversion that deliver on Key Performance Indicators (KPIs).
- Test different creative messages to different audience segments within digital and paid social to understand nuances and responsiveness, which showcases the most engaging messaging.



# PAID MEDIA: FLIGHT CHANNELS

## GOAL

Maximize flighting channels to optimize media plans.



## STRATEGY

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

## TACTICS

- Reach consumers most likely to visit through use of effective media partnerships.
- Use media delivering measurable results and monitor key performance metrics.
- Focus budget on measures and added value must-haves.
- Maintain paid social media throughout the year to continue consumer conversations.



# PAID MEDIA: INCREASE DEMAND

## 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, especially on fall weekdays, as well as winter and spring.

## TACTICS

- Connect with potential visitors through mass reach and niche targeting to ensure we fully encompass 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.



# PAID MEDIA: LEVERAGING ASSETS

## GOAL

Leverage marketing assets to target audiences.



## STRATEGY

Leverage video and image assets that deliver inspirational storytelling, which creates emotional connections and increases aspirational desire among travelers.

## TACTICS

- Engage potential visitors through dynamic visual storytelling.
- 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 Colorado's Original Playground offering activities accessible to all ages and abilities, in all seasons.



# CONTENT DEVELOPMENT





# CONTENT DEVELOPMENT: STORYTELLING

## GOAL

Use storytelling to showcase the range of activities offered in Colorado's Original Playground and educate guests on how to do Estes Park 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.
- Develop creative assets that integrate with paid media campaigns and keep the traveler engaged on VisitEstesPark.com.
- Draw on data from SimpleView, Google Analytics and the expertise of local partners to determine editorial coverage based on consumer interest, news value and search trends.
- Work in-house and with local freelance contributors to develop written and visual content with destination authority to present Visit Estes Park as the experts on Estes.
- Procure, create and integrate high-quality visual content (video, live broadcast, Instagram stories, photos) with high shareability and engagement across all digital platforms.
- Deepen collection of social-friendly and engaging static visual content including drone photography, plus new editorial photography and video.



# CONTENT DEVELOPMENT: BOOSTING ENGAGEMENT

## GOAL

Develop strategic content to boost engagement and visitation.



## STRATEGY

Optimize the online experience for VisitEstesPark.com and social media channels to educate and inspire all audiences.

## TACTICS

- Drive advertising and social communications to VisitEstesPark.com content and landing pages and measure lodging referrals to stakeholder booking engines and websites.
- Create and maintain an all-encompassing editorial calendar and revise the VisitEstesPark.com homepage to be the perfect landing page for digital visitors, creating a launching point for inspiration, education and booking Estes Park travel.
- Analyze data research to implement technical and content recommendations from SimpleView's Search Engine Optimization team.
- Employ search optimization, including keyword research, best practices for new content pages.
- Engage web users with content balancing practical destination insight and resources with more aspirational content.



# EMAIL MARKETING: STRATEGIC OUTREACH

## GOAL

Build visitor intent to travel through strategic outreach.



## STRATEGY

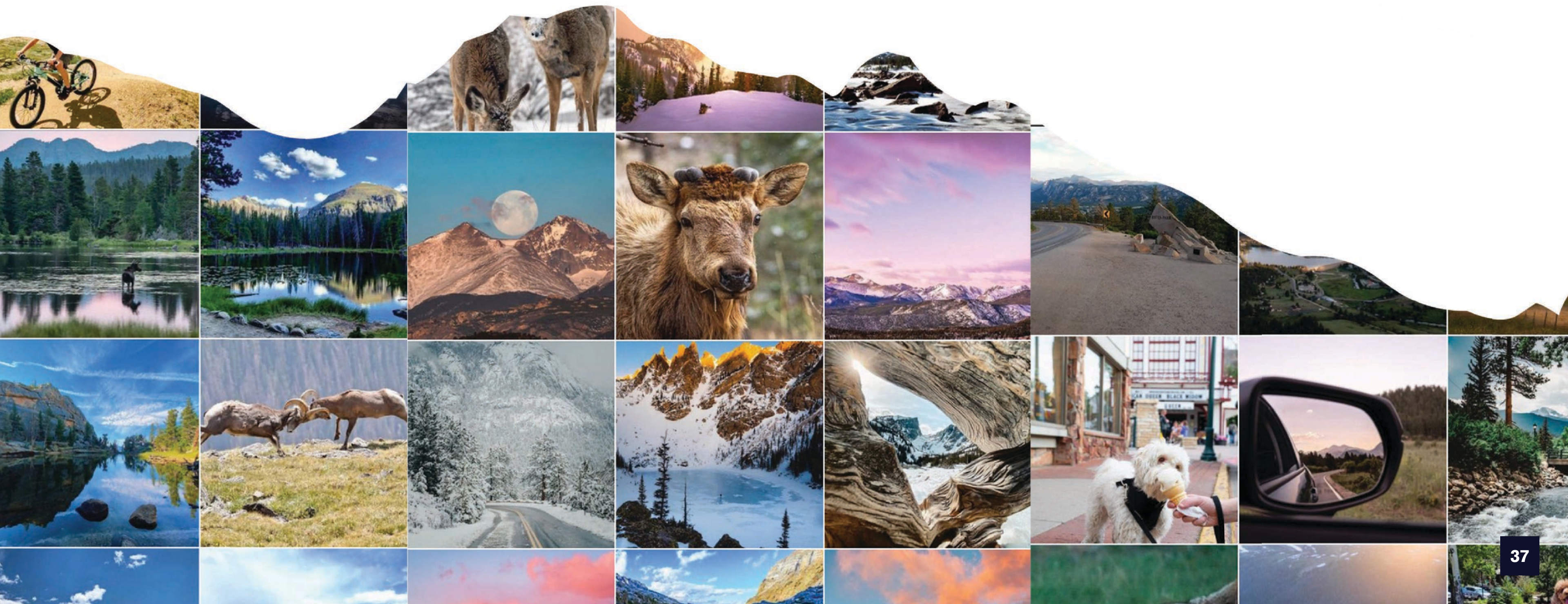
Optimize an online outreach program that leverages e-mail newsletters to consumers and to the local industry.

## TACTICS

- Build the e-newsletter subscriber database, grow click-through and open rates and engage new subscribers.
- Leverage content to educate those who have already decided to travel to Estes, as well as to inspire those who may have not booked yet.



# SOCIAL MEDIA





# SOCIAL MEDIA: BOOSTING ENGAGEMENT

## 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, TikTok, Twitter and LinkedIn accounts.
- Create social media content celebrating the people that make Estes Park home, including a behind-the-scenes look at the businesses and attractions within the destination.
- Provide authentic and realistic messaging and content on social media channels.
- Highlight the Visit Estes Park team and board along with key stakeholders and their efforts on business-focused channels like LinkedIn.
- 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.



# SOCIAL MEDIA: BOOSTING ENGAGEMENT CONTINUED

## 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

- Highlight influencer content for travel-inspired stories from the eyes of the visitor.
- Leverage YouTube, Facebook and Instagram as video distribution platforms.
- 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.
- Further amplify reach through industry partner mobilization, including business stakeholders, brand enthusiasts and a proud community willing to link to VisitEstesPark.com or share Visit Estes Park's social and multimedia messages and assets.
- Promote travel trade, group, and meetings news through social media channels such as LinkedIn.



# SOCIAL MEDIA & PUBLIC RELATIONS: TOOLS & TRACKING

## GOAL

Use best-practice tools and tracking methodology.



## STRATEGY

Use insights and measurement tools to identify public relations and social media opportunities, gauge effectiveness and make adjustments as needed.

## TACTICS

- Continue to track ROI of media relations efforts by employing news clip services, tracking media and site visits, logging proactive pitches, monitoring release performance and assessment of media buys.
- Use Google Analytics to measure traffic and social engagement.
- Refine best practices for deployment and integration of destination news content.



# PUBLIC RELATIONS

## KEY PERFORMANCE INDICATORS

Measure success by evaluating earned coverage against PR goals designed to support marketing goals and increase overall brand awareness. PR goals are measured in terms of percentage of total earned coverage.

Secondary metrics used: impressions and ad value.



THRILLIST

Condé Nast  
Traveler

TRAVEL+  
LEISURE

The New York Times

THE WALL STREET JOURNAL.



# PUBLIC RELATIONS: BRAND MESSAGING

## GOAL

Earn coverage positioning Estes Park as Colorado's Original Playground, a sustainable recreation destination accessible to all.



## STRATEGY

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

## TACTICS

- Host press trips and attend media marketplaces
- Write and distribute seasonal "what's new" press releases
- Supply destination information to TURNER PR for inclusion in monthly pitching and Help-a-reporter-out responses
- Respond to Colorado Tourism Office information requests



# PUBLIC RELATIONS: NATIONAL BRAND AWARENESS

## GOAL

Increase national brand awareness of Estes Park.



## STRATEGY

Leverage national travel trends to increase national brand awareness.

## TACTICS

- Supply destination information to TURNER for inclusion in monthly pitching and Help-a-reporter-out responses
- Attend media marketplaces
- Respond to Colorado Tourism Office information requests



# PUBLIC RELATIONS: INTERNATIONAL BRAND AWARENESS

## GOAL

Increase international brand awareness.



## STRATEGY

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

## TACTICS

- Respond to requests for information
- Attend media missions
- Participate in advertising co-ops
- Participate in press trips



# PUBLIC RELATIONS: GROUPS

## GOAL

Earn coverage in wedding and group publications positioning Estes Park as a must-book destination for weddings, group events and conferences.



## STRATEGY

Communicate that Estes Park is a destination meeting location highlighting lodging and amenities available to weddings and groups, emphasizing area attractions that set Estes Park apart.

## TACTICS

- Respond to requests for information
- Supply destination information to TURNER PR for inclusion in monthly pitching and Help-a-reporter-out responses
- Host press trips



# SALES & STAKEHOLDER SERVICES

## GOAL

Improve community relations by building confidence, trust and a sense of shared ownership in Visit Estes Park and the Estes Park tourism industry as well as a shared sense of accomplishment and travel's contribution to the community.





## WHO ARE OUR STAKEHOLDERS?

Our stakeholders are businesses within the marketing district relating to tourism. Lodging, food and beverage, shopping, recreation, tour operators, town and county leaders and anyone else who may serve guests. We also believe that all local residents are stakeholders because their quality of life is important to our decision-making and our actions have an impact on them.





# STAKEHOLDER COMMUNICATIONS

## GOAL

Improve community relations by building confidence, trust and a sense of shared ownership in Visit Estes Park and the Estes Park tourism industry as well as a shared sense of accomplishment and travel's contribution to the community.

## STRATEGY

Build and implement a multi-outlet stakeholder communications strategy to effectively communicate with stakeholders.

## TACTICS

- Create a communications plan and content calendar utilizing partners pages on VisitEstesPark.com, Facebook, e-newsletters, press releases, editorials and ads in local newspapers to communicate wins, announcements, opportunities, news, educational content, lessons learned and more.
- Adopt an inclusive, community-encompassing voice to acknowledge shared ownership of and success in the tourism industry.



# STAKEHOLDER COMMUNICATIONS

## GOAL

Improve community relations by building confidence, trust and a sense of shared ownership in Visit Estes Park and the Estes Park tourism industry as well as a shared sense of accomplishment and travel's contribution to the community.

## STRATEGY

Leverage staff as an educational resource to position staff as marketing experts and to build confidence and trust in the organization.

## TACTICS

- Create short “how-to” videos for all marketing-related aspects of Visit Estes Park.
- Offer coordinated one-on-one or small group educational opportunities in the slow season.
- Author white papers on industry topics to be shared with the community.
- Assist or advise local organizations with marketing, PR and sales needs as appropriate.



# STAKEHOLDER COMMUNICATIONS

## GOAL

Improve community relations by building confidence, trust and a sense of shared ownership in Visit Estes Park and the Estes Park tourism industry as well as a shared sense of accomplishment and travel's contribution to the community.

## STRATEGY

Implement a tourism community profiles project to encourage a shared sense of ownership in the tourism industry in an effort to acknowledge how business owners and their employees contribute to the success of the industry. Visit Estes Park employs the marketing experts but would not be successful without the work, long hours, hard-earned expertise of the community.

## TACTICS

- Create and promote profiles in local media, on VisitEstesPark.com, Facebook and LinkedIn.



# INDUSTRY COMMUNICATIONS

## GOAL

Highlight Visit Estes Park as an innovator and thought leader, putting community first, within the tourism industry.



## STRATEGY

Earn media coverage and industry recognition for the organization and its staff.

## TACTICS

- Create an industry communications plan and content calendar utilizing LinkedIn, TravMedia, press releases, TURNER PR and more.
- Identify and apply for industry awards.
- Position CEO, Director of Marketing & Communications, Marketing & Communications Manager and Director of Sales and Stakeholder Services as thought leaders on LinkedIn.



# GROUP SALES





# GROUP SALES: GROUP DEMAND DURING NEED PERIODS

## GOAL

Bring qualified groups to Estes Park during off-peak times of the year to promote year-round business. This will help generate spending in local businesses.



## STRATEGY

Increase group leads for fall, winter and spring seasons focusing on all markets.

## TACTICS

- Attend trade shows.
- Increase group advertising.
- Offer tours and site visits for planners.



# GROUP SALES: INCREASE STAKEHOLDER PARTICIPATION

## GOAL

Increase stakeholder participation to active participation with Olive requests and other VEP related benefits. This will help educate stakeholders of VEP services and the benefits of group business.



## STRATEGY

Create awareness of groups to stakeholders.

## TACTICS

- Organize group sales committee
- Create sales kit
- Quarterly newsletter



# TRAVEL TRADE





# TRAVEL TRADE: INTERNATIONAL VISITATION

## GOAL

Attract international visitors who are high-value guests because they stay longer and spend more, and are willing to travel mid-week and in shoulder seasons.



## STRATEGY

Increase brand awareness in key international markets:  
Germany, UK, France,  
Canada, Mexico & Australia

## TACTICS

- Participate in Colorado Tourism Office (CTO) co-ops:
  - Sales missions
  - Advertising
  - Webinars
  - International Pow Wow (IPW)
- Attend Go West

Note: while the VEP team has strategized and prepared to implement these international tactics in 2022, we will not commit dollars until it makes sense based on the status of COVID-related protocols between target markets.



# TRAVEL TRADE: INTERNATIONAL VISITATION

## GOAL

Attract international visitors who are high-value guests because they stay longer and spend more, and are willing to travel mid-week and in shoulder seasons.



## STRATEGY

Educate and increase awareness of international travel trade and how it will help their business in order to increase inventory for Estes Park among receptives.

## TACTICS

- Create short how-to videos featuring staff and those in the community to be pushed out through stakeholder communications plan
- Create and distribute a white paper to provide a resource stakeholders can go back to
- Host meetings with interested stakeholders to answer questions and address concerns
- Connect stakeholders with Rocky Mountain Holiday Tours
- Promote CTO webinars



# TRAVEL TRADE: DOMESTIC TRAVEL AGENCIES

## GOAL

Attract domestic visitors  
through domestic  
travel agencies.



## STRATEGY

Increase brand awareness  
amongst domestic  
operators and agents.

## TACTICS

- Research attending American Bus Association (ABA)
- Research attending National Tour Association (NTA)
- Leverage opportunities through Tour Colorado



# TRAVEL TRADE: DOMESTIC TRAVEL AGENCIES

## GOAL

Attract domestic visitors through domestic travel agencies.



## STRATEGY

Educate and increase awareness of domestic travel trade and how it will help their business.

## TACTICS

- Create short educational videos to be distributed through the stakeholder communications plan
- Create a white paper for distribution to interested stakeholders
- Schedule meetings with stakeholders interested in participating in domestic travel trade
- Consider using TURNER PR as a resource



# FINANCE & ADMINISTRATION





# FINANCE & ADMINISTRATION

## GOAL

Ensure Visit Estes Park complies with all financial and budgetary requirements by adhering to GASB (Governmental Accounting Standards Board) and DMO (Destination Marketing Organization) best practices.



## STRATEGY

Manage all financial and budgetary workflows in a timely manner to provide reliable financial data.

## TACTICS

- Maintain compliance with all Colorado Open Records Act requirements
- Produce and distribute an Annual Visit Estes Park Budget that reflects the strategic and tactical needs of the organization

## GOAL

Provide management of all human resources functions to ensure a satisfying and productive work environment.



## STRATEGY

Utilize human resources best practices across the organization.

## TACTICS

- Provide employees with training opportunities that are relevant to the needs of the organization.
- Formalize expectations for all positions.
- Foster and grow in-house talent.
- Encourage professional development for all employees.



# FINANCE & ADMINISTRATION

## GOAL

Manage all administrative and operational aspects to ensure equipment, technology and facilities meet the needs of Visit Estes Park.



## STRATEGY

Collaborate with all departments to deliver highly effective support services.

## TACTICS

- Continue to upgrade technology equipment and software to assist productivity and capabilities.
- Research and implement methods of reducing administrative burden.
- Foster talent by embracing technology and work trends.

## GOAL

Empower the organization with the data knowledge necessary to make informed decisions.



## STRATEGY

Provide reliable research and data services to staff and stakeholders.

## TACTICS

- Deliver research and intelligence support for Visit Estes Park staff to assure the full spectrum of visitor industry information can be utilized.
- Measure brand and advertising performance in key markets.
- Manage new account with Destination Analysts.
- Assess competitive positioning in the Rocky Mountain region, general tourism trends and emerging markets.



## GOAL

Maintain a budget framework that increases transparency and accountability in accordance with GASB and industry standards.



## STRATEGY

Provide relevant budget definitions that reflect the needs of Visit Estes Park.

## TACTICS

- Work with all departments to identify organization budgetary needs.
- Develop easy-to-understand budget line items in tandem with the CEO and Board of Directors.
- Create flexibility to add detail in subsequent years.

# The 2022 Budget involves the largest budget revision since the inception of Visit Estes Park.

## GOAL

Create 3 levels of budget detail providing accurate and easy to understand financial statements

## GOAL

Create accurate and long-lasting account names that avoid overly complicated industry terminology

The highest level of the budget reflects three departments that are supervised by a Director-level staff.

Marketing & Communications

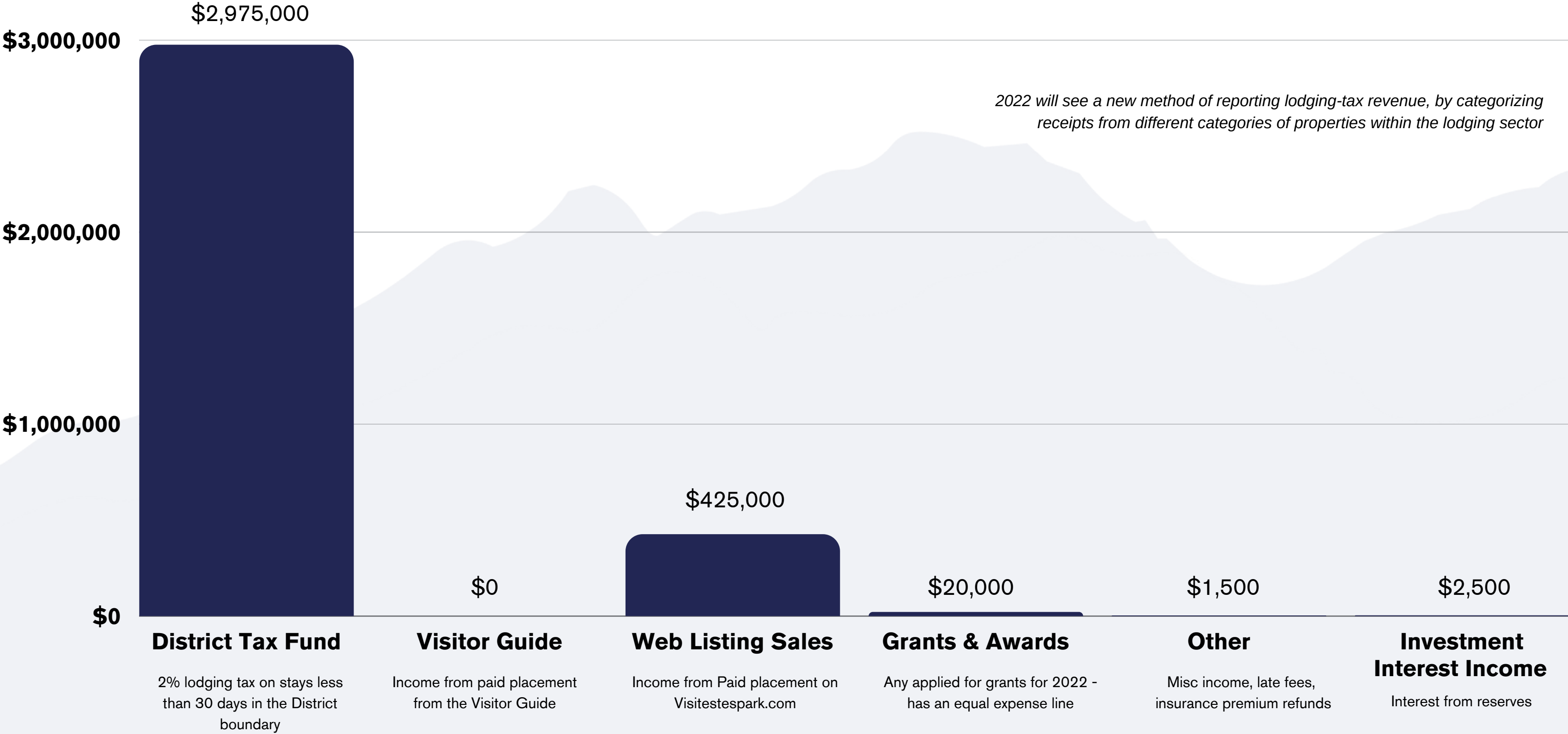
Group Sales & Stakeholder Services

Operations

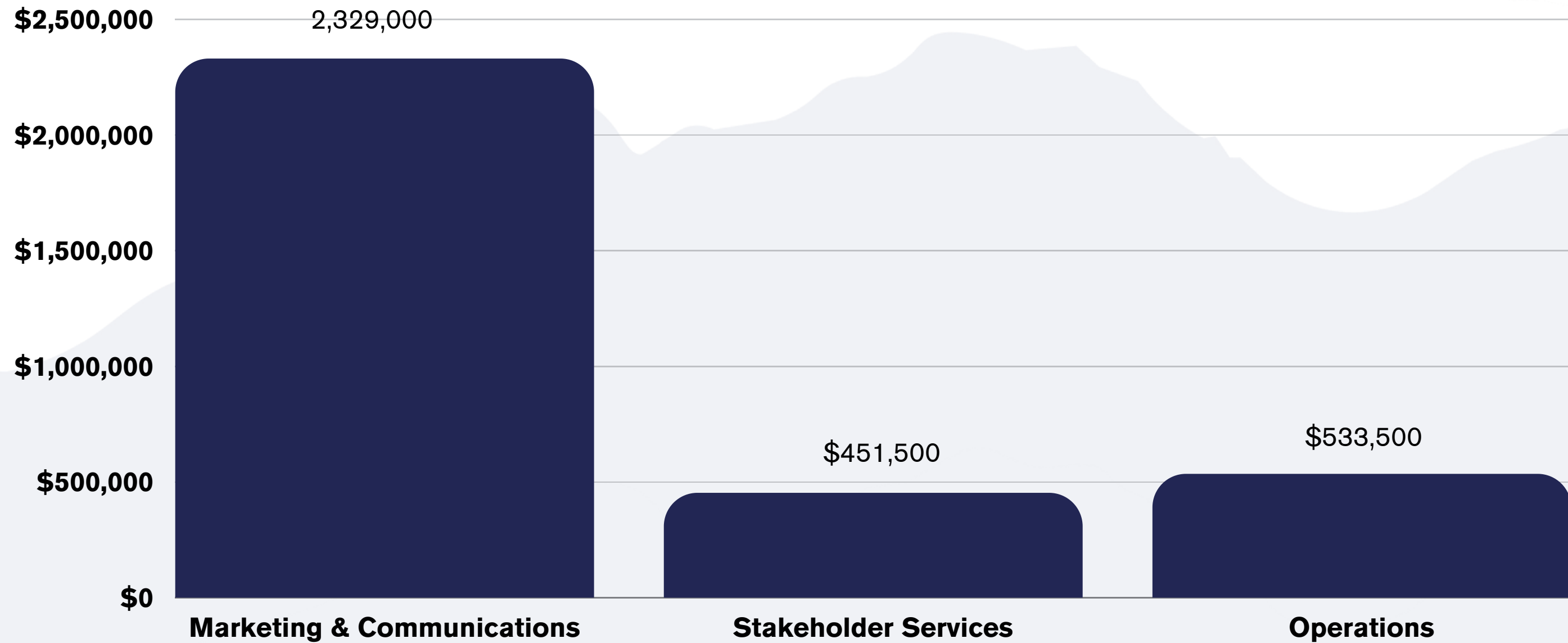
*Organizing the budget by department gives each Director a much more clearer picture of their areas of responsibility and how that relates to the overall budget.*



BUDGET REVENUE: \$3,424,000

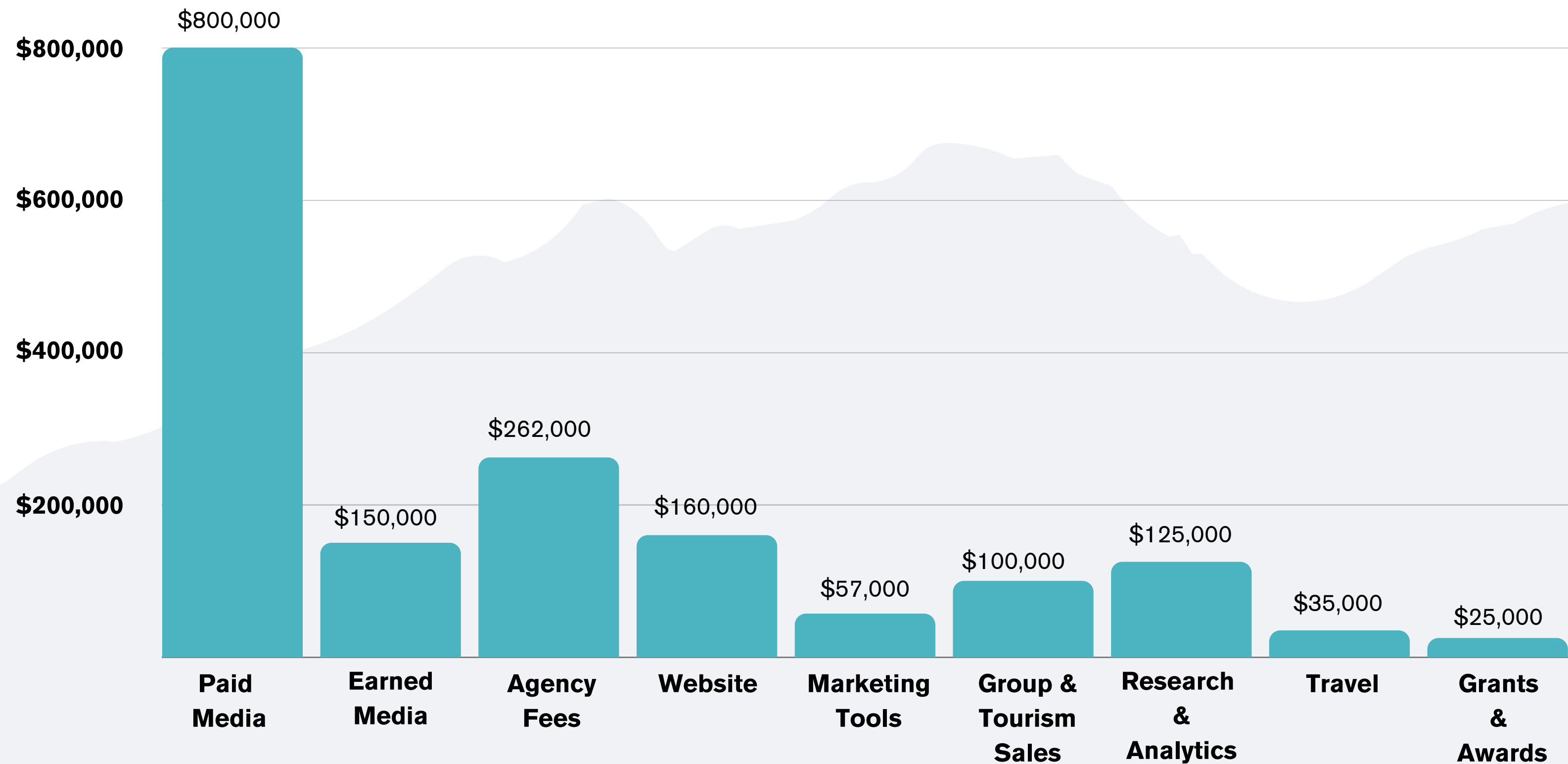


## BUDGET EXPENSES: \$3,334,000



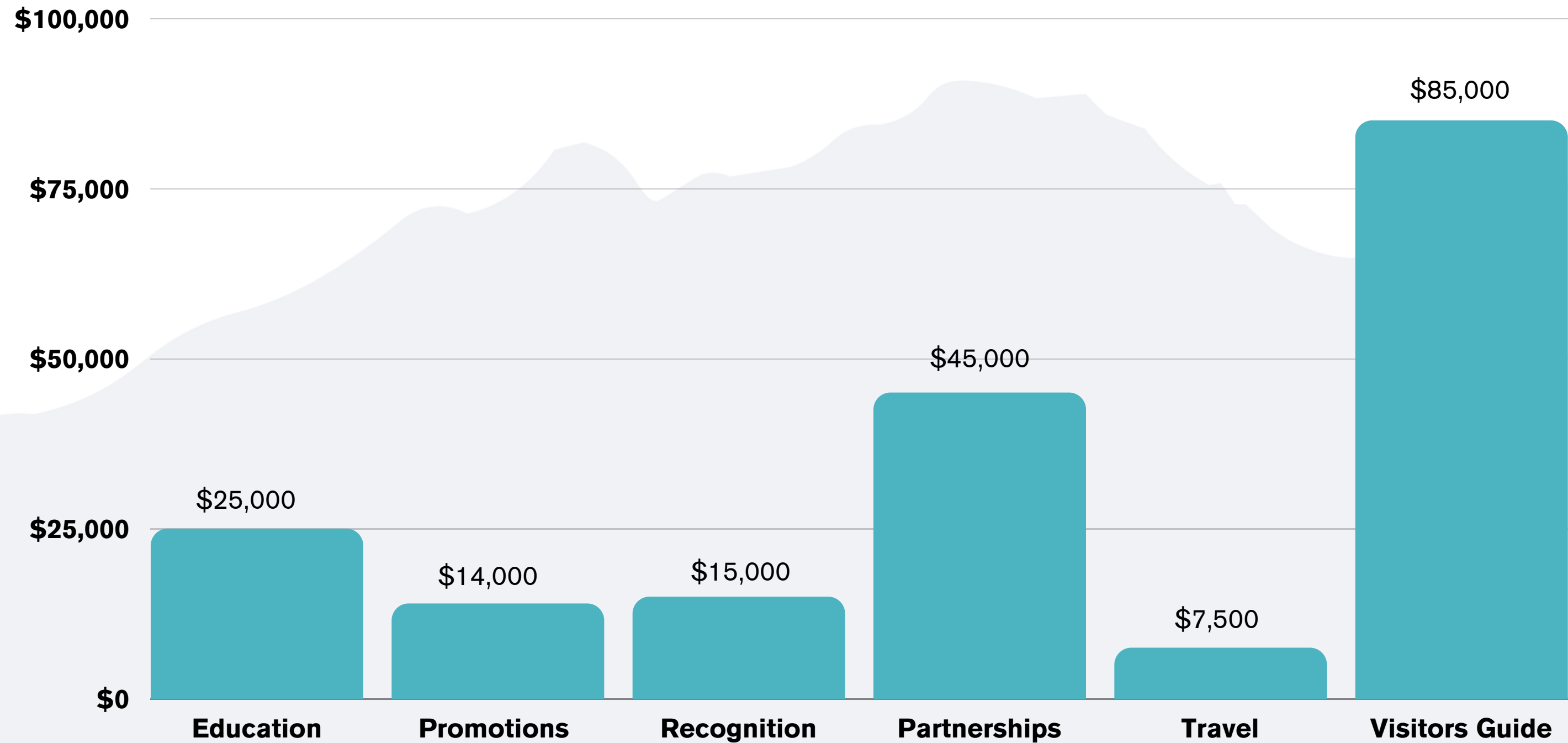


# MARKETING & COMMUNICATIONS EXPENSES: \$2,329,000



# STAKEHOLDER SERVICES EXPENSES: \$451,100

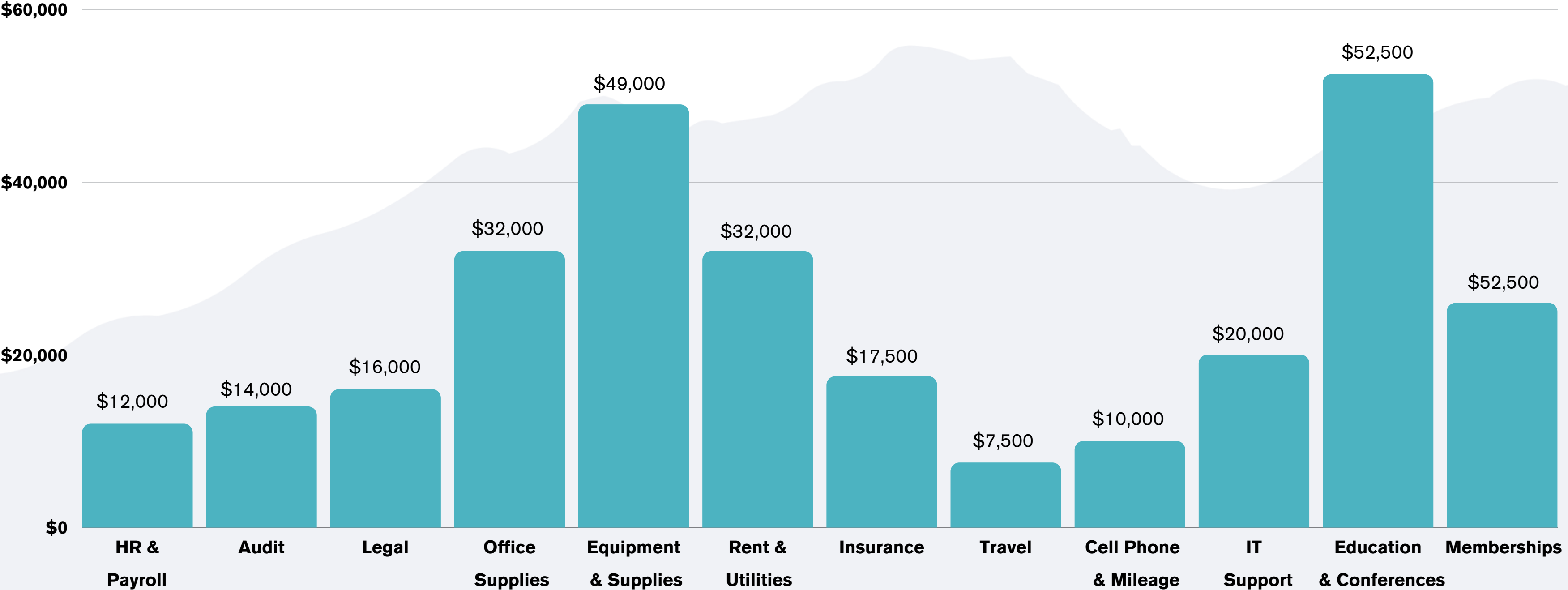
All budget items focused directly on Stakeholders



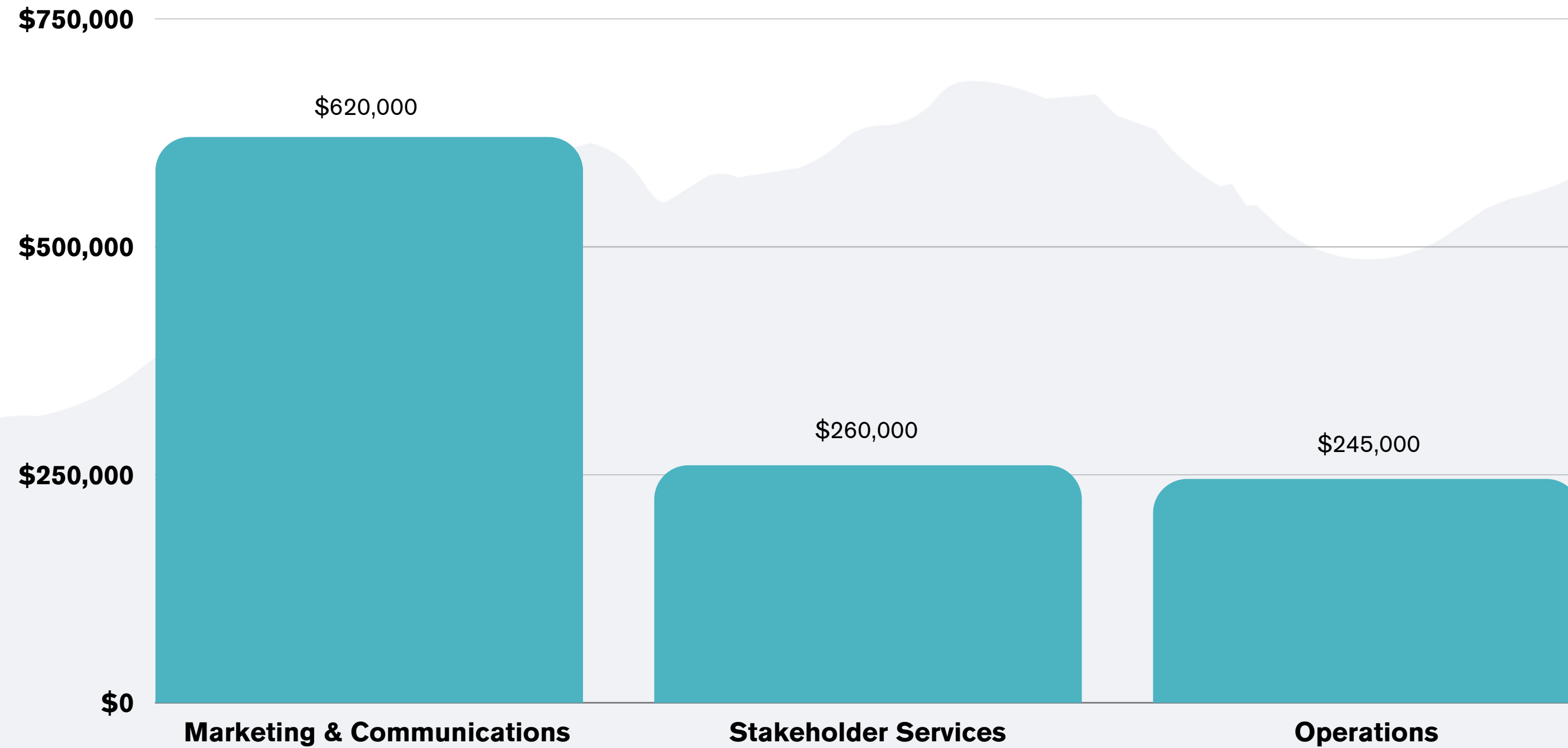


# OPERATIONS EXPENSES: \$533,500

This encompasses all expenses associated with cost of "doing business"  
ex. Rent, legal fees, financial audit, payroll, training, education, memberships



# PERSONNEL EXPENSES



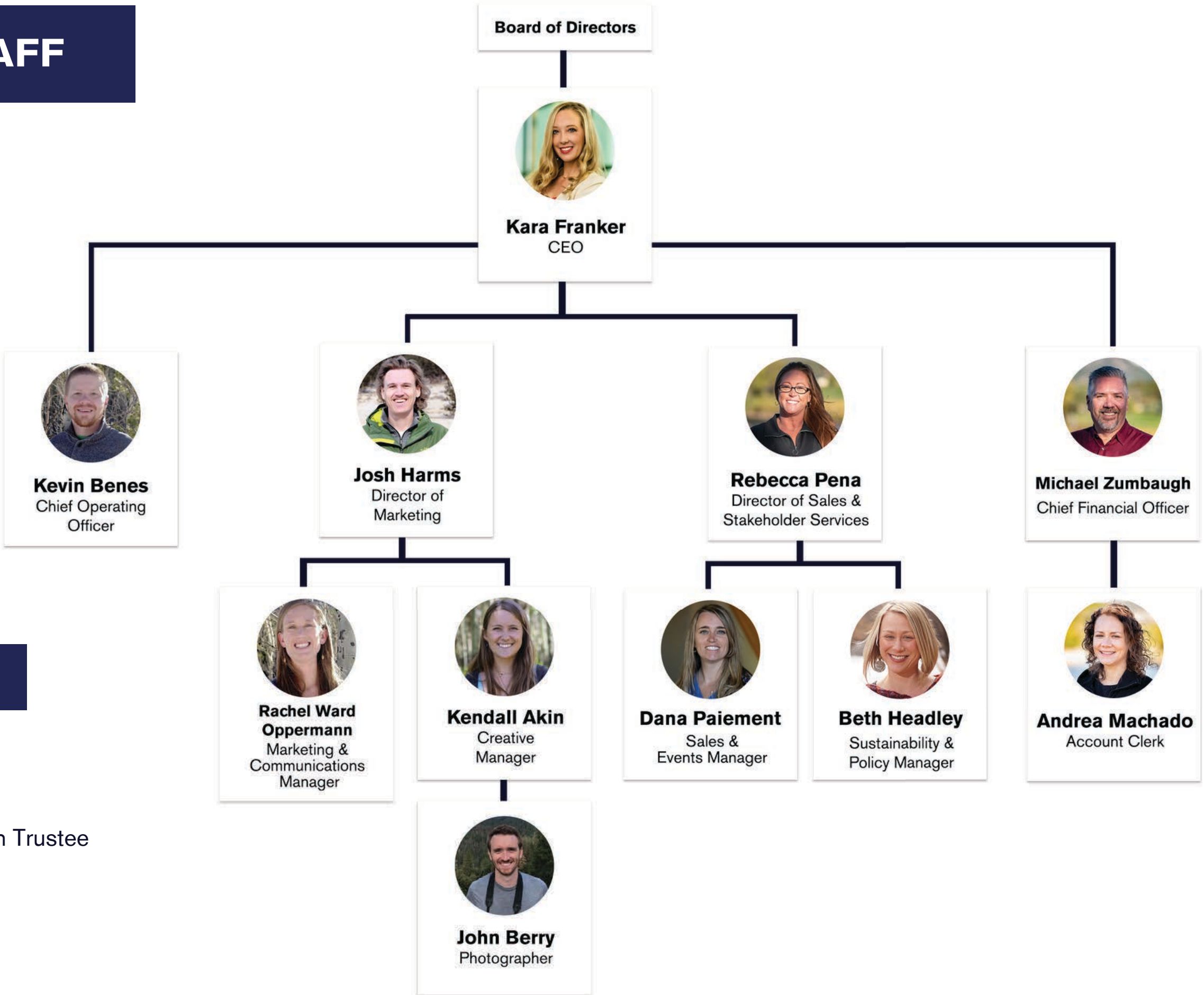


# MEET THE TEAM





# VISIT ESTES PARK STAFF



## BOARD OF DIRECTORS

<b>Deborah Gibson</b>	Chair
<b>Sean Jurgens</b>	Vice Chair
<b>Scott Webermeier</b>	Treasurer & Town Trustee
<b>McShan Walker</b>	Secretary
<b>Pat Murphy</b>	Director
<b>Suzy Blackhurst</b>	Director