

Strategic Direction



June 2022

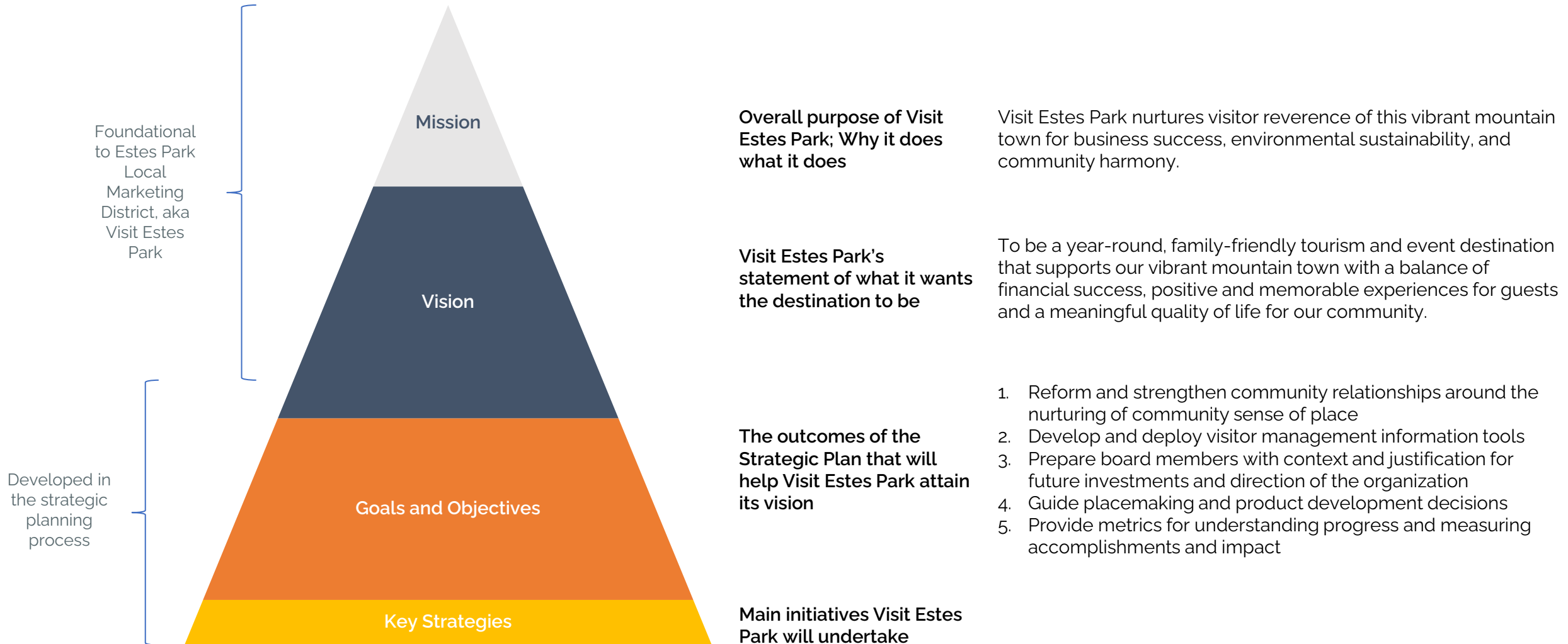


COLORADO
TOURISM OFFICE

Current Base



Strategic Retooling



Conceptual Framing



ORGANIZATION

Prepare Visit Estes Park to deliver a high quality of service to the community.

Board & Staff Development

Visitor Development

Visitor Management

Community Relations

DESTINATION

Work with stakeholders to create a resilient and stable economy for Estes Park.

Stakeholder Engagement

Business Support

Visitor Management

Product Development & Placemaking

COMMUNITY

Collaborate with the community to instill a shared sense of pride and ownership in Estes Park.

Resident Sentiment

Housing & Workforce

Priority Support

Destination Stewardship

Strategic Concepts



- Develop a **field guide for current and future Board members** to build context around the organization and commitment to its mission
- Construct a **research portal** to help guide visitor management decision making around seasonality and outreach
- Reshape **visitor information and marketing resources** to support both business success and community sustainability
- Continue to **socialize the Estes Park brand promise** to inspire stakeholder involvement, community resilience, and a shared sense of ownership
- Craft **seasonal demand drivers** for key business need periods
- Deliver a **continual system for community engagement** connecting resident wishes with business needs
- Continue to **connect team member ambassadors to community causes and organizations** to foster greater mutual understanding of tourism's role in community support
- Collaborate with the community in developing **workforce housing and childcare initiatives** through the lodging tax extension

Organization – Board Engagement

Key Outcome Goals	Strategic Action	Tactical Step	Role for Visit Estes Park	Timing/ Priority
Applied leadership from Board of Directors to form & communicate value, impact, and priorities of Visit Estes Park	Develop a field guide for current and future Board members to build context around the organization and commitment to its mission	Establish content topics and associated content for Field Guide	Lead – collect & compile	Short-term
		Build structure and format (online & print)	Lead – design	Medium-term
		Provide coordinated training and orientation of existing board members	Partner - encourage	Short-term
		Coordinate with Town and County to provide field guide and orientation to potential future board members	Partner - communicate	Medium-term

Lead = Visit Estes Park

Partner = VEP works with others

Advocate – VEP encourages/supports

Short-term = next 6 months

Medium-term = 6-18 months

Long-term = more than 18 months





■ Board Field Guide

Develop a field guide for current and future Board of Directors to build context around the organization and commitment to its mission. www.visitestespark.com/transparency/

Contents – Structure

- Articles of Incorporation
- Bylaws¹
- Roster
- Nominations

Contents – Policies

- 47 singular policies²
- Common topics

Contents – Governance

- Roles & Responsibilities³
- Budget
- Operating Plan
- Annual Audit
- Annual Report

Actions

1. Review and update bylaws – Board Committee with attorney
2. Restructure and organize policies – Executive Committee & VEP President
3. Draft roles and responsibilities – Executive Committee & VEP President
4. Build format (online & print) for the Board Field Guide – VEP staff
5. Conduct training & orientation – VEP President and Board Chair

Organization – Research Activation

Key Outcome Goals	Strategic Action	Tactical Step	Role for Visit Estes Park	Timing/ Priority
Research driven tools to guide policies and destination-related decision making by residents, officials and business owners and managers	Construct a research base to help guide visitor management decision making around seasonality and outreach	Appoint research liaison within Visit Estes Park current staff	Lead – collect & compile	Short-term
		Inventory research assets and categorize by topic area	Lead – design	Short-term
		Construct publicly accessible research clearinghouse for dissemination of results	Lead – design	Short-term
		Provide training workshop on research	Partner - communicate	Medium-term
		Assess and fill information gaps	Lead – review & commission	Long-term

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■ Research Catalog & Wishlist

ORGANIZATION	DESTINATION	COMMUNITY
Destination Marketing Accreditation Program – Standards	Visitor Profile & visitation patterns	Resident Sentiment
Annual Audit	Asset Assessment – Quality of Place gaps	Vacation Home Fee & Impact Studies
Strategic Plan	Lodging Performance	Image Study
Advocacy Plan	Dashboard/Data Consolidator	Priorities Alignment
Compensation & Benefits Research	Capacity – Compression - Comfort	Crisis Communication Plan

Organization – Resource Deployment

Key Outcome Goals	Strategic Action	Tactical Step	Role for Visit Estes Park	Timing/ Priority
All marketing, sales, and promotional positioning including collateral & digital assets reflects the sustainability principles of the community	Reshape visitor information and marketing resources to support both business success and community sustainability	Review messages (print and digital) for marketing versus managing destination assets	Lead – compile & review	Medium-term
		Categorize based on needed purpose and changes	Lead – compile & review	Medium-term
		Incorporate needed changes across messages	Lead – design	Long-term
		Communicate purpose, process, and results of program	Lead - communicate	Long-term

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Marketing Review Example



BUY 1 POSTCARD,
GET 1 FREE AT THE
VILLAGE SHOP



INN TO INN WITH
LUGGAGE
TRANSFER AT THE
CRAGS



ZIP LINES,
ARCHERY, GUIDED
HIKES AND MORE



GREEN JEEP TOURS



FAMILY FRIENDLY
CABINS ON THE
RIVER! COME PLAY!

WELCOME TO ESTES PARK

THE BASE CAMP FOR ROCKY MOUNTAIN NATIONAL PARK

Estes Park, Colorado is the base camp for amazing adventures in **Rocky Mountain National Park** and your favorite mountain getaway. Explore the Colorado Rockies. Encounter real **wildlife**. Whether you are planning a romantic weekend or the family vacation of a lifetime, Estes Park has the **events, lodging** and **activities** to create the perfect escape from the everyday. So, go ahead. Start planning today to experience Estes Park tomorrow.

Set tone of reverence

Opportunity to shape wildlife interaction

Point to seasonality option

Destination – Brand Guidelines

Key Outcome Goals	Strategic Action	Tactical Step	Role for Visit Estes Park	Timing/ Priority
Destination partners and community stakeholders value and connect with the Estes Park destination brand promise	Continue to socialize the Estes Park brand promise to inspire stakeholder involvement and community reliance	Build brand alignment map to connect different community organizations to promise	Lead – compile & design	Short-term
		Continue adapting the brand promise for sustainability and community	Lead – design	Medium-term
		Craft communications process for socializing brand promise across partners	Lead - communicate	Medium-term

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■ Brand Promise Primer

Redefine from perspective of destination sustainability and connections to quality of place for residents and guests

We are Estes Inspired. We live a purposeful life, with a shared passion for our mountainous surroundings. We strive to create a thoughtful guest experience, where mindfulness and respect are practiced every day.

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 community. Promoting sustainability. Focusing on social, economic and environmental impacts. Because ours is a common goal, for an uncommon land.

PARADIGM SHIFTS

Getaway vs. Gateway

Guest vs. Visitor

Always in season vs. On- or off-season

Favorite vs. One of many

Village vs. Resort

Considerations:

Does the brand promise reflect the notion of reverence of place?

Does the brand promise reflect the values of our residents?

Does the brand promise direct our guests on how to best engage with Estes Park?

Does the brand promise inspire our residents to welcome our guests?

Does the brand promise inspire our guests to respect our residents?

Destination – Seasonality Driven

Key Outcome Goals	Strategic Action	Tactical Step	Role for Visit Estes Park	Timing/ Priority
Balance new product developments / enhancements while creating options for dispersing visitor demand and providing unique local engagement	Craft seasonal demand drivers for key business need periods	Identify and secure one extended-timeframe, off-season event	Lead – entice & recruit	Short-term
		Research visitation patterns tied to the new seasonal event	Lead – research	Medium-term
		Incorporate key findings into changes with future events	Lead – design	Long-term
		Craft communications engagement to build understanding and value based on findings	Lead - communicate	Long-term
		Develop future off-season targets and deliver based on fulfilling community vision	Lead – target & recruit	Long-term

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■ Seasonal Demand Driver

Use data tools to target off-season options for extended term events that create visitor appeal and resident involvement

Decision-making Resources

- Seasonal industry needs analysis
- Benchmark comparative review
- Visitor profiles & visitation patterns
- Local listening
- Business operations analysis



Community – Engagement System

Key Outcome Goals	Strategic Action	Tactical Step	Role for Visit Estes Park	Timing/ Priority
Genuinely authentic constructive communication between Visit Estes Park, destination partners, and community stakeholders	Deliver a continual system for community engagement connecting residents wishes with business needs	Build benchmark understanding of both resident and business sentiment	Lead – research & communicate	Short-term
		Build communication pillars from connecting points of sentiment findings	Lead – research & communicate	Medium-term
		Craft engagement options to build understanding towards a unified vision	Lead – design	Medium-term
		Engage across options to provide comprehensive outreach and involvement	Lead – communicate	Medium-term
		Evaluate process, communicate adaptations, and build stronger engagement	Lead – refine & improve	Long-term

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Community Engagement System

Develop a system that encourages constructive continual engagement with both residents and businesses

Decision-making Resources

- Resident & Business Sentiment survey
- Visioning charettes
- Public events
- Digital gathering forums

Samples of sentiment surveys

Resident Sentiment Survey

- 85 responses so far
- 60% tourism has positive impact
- 81% tourism is important to local economy
- 45% feel informed about tourism efforts
- 14% feel like local government is doing a good job managing the pace of tourism development



Tourism Stakeholder Survey

- 23 responses
- Majority accommodations, food/bev, but all are represented
- Serve more visitors than residents
- Increase in customers and revenue in the past year
- Top business concerns in the next 12 months:
 - Retaining/hiring staff
 - Supply chain costs and disruptions
 - Housing costs for employees



Community – Team Connections

Key Outcome Goals	Strategic Action	Tactical Step	Role for Visit Estes Park	Timing/ Priority
Community members and destination stakeholders feel mutual attachment with Visit Estes Park team members, and vice versa	Continue to connect team member ambassadors to community causes and organizations to foster greater mutual understanding of tourism's role in community support	Build and prioritize list of community causes and organizations	Lead – research	Medium-term
		Select appropriate staff liaison assignments to high priority opportunities for involvement	Lead – connect	Medium-term
		Attend and engage with organizations to learn issues and needs	Lead – engage	Medium-term
		Share findings and needs across all team members and map alignment points	Lead – communicate	Medium-term
		Refine strategies where appropriate to provide meaningful destination engagement	Lead – deliver impact	Long-term

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Team Engagement Process

Prioritize opportunities for Visit Estes Park team members to act as ambassadors for community organizations

Decision-making Resources

- Lists of community organizations
- Overview of all organization priorities

Limited sample of community organizations

 <p>EVICS FAMILY RESOURCE CENTER OFFICE OF RESOURCES</p> <p>1182 Graves Ave., Unit A, Estes Park, CO 80517 (970) 586-3055</p>	 <p>COMMUNITY FOUNDATION OF NORTHERN COLORADO</p> <p>4745 Wheaton Drive, Fort Collins, CO 80525 (970) 224-3462</p>	 <p>Rocky Mountain Conservancy</p> <p>PO Box 3100, Estes Park, CO 80517 (970) 586-3262</p>	 <p>ESTES VALLEY CRISIS ADVOCATES Listening. Supporting. Empowering.</p> <p>Estes Park, CO 80517 (970) 577-9781</p>	 <p>Fine Arts Guild of the Rockies</p> <p>1125 Rambling Dr., Estes Park, CO 80517 (970) 669-1590</p>	 <p>Estes Park Nonprofit Resource Center</p> <p>1700 Brodie Ave., Estes Park, CO 80517 (970) 480-7805</p>	 <p>YMCA of the Rockies</p> <p>2515 Tunnel Road, Estes Park, CO 80511 (970) 586-3344</p>	 <p>InterExchange, Inc.</p> <p>100 Wall Street, STE 301, New York, NY 10005 (212) 924-0446</p>	 <p>Art Center of Estes Park</p> <p>517 Big Thompson Ave Unit 245, Estes Park, CO 80517 (970) 586-5882</p>	 <p>ESTES PARK RUNNING CLUB</p> <p>PO Box 3366, Estes Park, CO 80517 (970) 214-4128</p>	 <p>LWV LEAGUE OF WOMEN VOTERS OF ESTES PARK</p> <p>453 E Wonderview Ave Unit 3, PMB-188, Estes Park, CO 80517 (502) 377-6279</p>	 <p>Hope Lives! The Lydia Doby Breast Cancer Support Center</p> <p>2627 Redwing Rd, Suite 160, Fort Collins, CO 80526 (970) 225-6200</p>
 <p>The Estes Park Learning Place, Inc.</p> <p>600 S Saint Vrain Ave, Unit 2, Estes Park, CO 80517 (970) 577-0020</p>	 <p>Crossroads Ministry of Estes Park</p> <p>851 Dry Gulch Road, Estes Park, CO 80517 (970) 577-0610</p>	 <p>ESTES VALLEY SUNRISE ROTARY</p> <p>Estes Park, CO 80517</p>	 <p>PARTNERS CHANGING LIVES SHAPING FUTURES</p> <p>600 S Saint Vrain Avenue, Suite 2, PO Box 484, Estes Park, CO 80517 (970) 577-9348</p>	 <p>Rotary Club of Estes Park</p> <p>850 Peak View Dr., Estes Park, CO 80517 (305) 205-6460</p>	 <p>STANLEY HOME MUSEUM AND EDUCATION CENTER</p> <p>415 W. Wonderview Ave., Estes Park, CO 80517 (970) 415-0139</p>	 <p>United Way of Larimer County</p> <p>525 West Oak Street, Fort Collins, CO 80524 (970) 407-7000</p>	 <p>Pet Association of Estes Park, Inc.</p> <p>P.O. Box 4342, Estes Park, CO 80517 (970) 286-1652</p>	 <p>Via</p> <p>Via Mobility Services</p> <p>2855 N. 63rd St., Boulder, Colorado 80301 (303) 447-2882</p>	 <p>Estes Valley Board of REALTORS</p> <p>1200 Graves Ave, STE. 101, Estes Park, CO 80517 (970) 586-6628</p>		

Community – Workforce/Childcare Support

Key Outcome Goals	Strategic Action	Tactical Step	Role for Visit Estes Park	Timing/ Priority
Workforce housing, childcare, and other needs are addressed through an alliance of destination marketing and community support	Guide and support the Estes Park Lodging Tax Exploration Task Force direction and programming	Add balanced destination strategies to support the detailed plan through visitors	Partner – connect	Short-term
		Guide thoughts on organizational structure and collaborative operations with government	Partner – design	Medium-term
		Convene and support community information sessions and other public advocacy programs	Advocate – communicate	Medium-term
		Deliver widespread communications and public relations to drive support of direction	Partner – communicate	Medium-term

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■ Workforce/Childcare Support

Deliver support through data, information, outreach, and programming

Decision-making Resources

- Develop investment needs
- Benchmark other communities (Gulf Shores, AL)
- Fold strategies into Visit Estes Park annual operating plan
- Create program alignment map to visualize connections



THANK YOU



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