



Estes Park Local Marketing District: Visit Estes Park

2013 Operating Plan

September 24, 2012

Introduction

While the Estes Park Local Marketing District (LMD) is still the legal entity under which the 2% lodging tax is submitted, in January, 2012, we changed our DBA name to the more user-friendly 'Visit Estes Park'. An increasing number of official Destination Marketing Organizations (DMO's) have adopted the name 'Visit' preceding their destination, making the shift a natural move toward this emerging industry standard. As a result, the organization will sometimes be referred to as Visit Estes Park throughout this document, but the two names are essentially interchangeable. As this 2013 Operating Plan will outline, the Visit Estes Park Board of Directors and staff have again made significant progress in 2012, and we are planning for continued success in 2013.

The Local Marketing District (LMD) Model

According to Colorado State Statute, the Local Marketing District may provide any of the following services within the district:

Organization, promotion, marketing, and management of public events;

Activities in support of business recruitment, management, and development;

Coordinating tourism promotion activities.

(II) No revenue collected from the marketing and promotion tax levied under section 29-25-112 may be used for any capital expenditures, with the exception of tourist information centers.

(f) To have the management, control, and supervision of all the business and affairs of the district and of the operation of district services therein;

(g) To appoint an advisory board of owners of property within the boundaries of the district and provide for the duties and functions thereof;

(h) To hire employees or retain agents, engineers, consultants, attorneys, and accountants;

(i) To adopt and amend bylaws not in conflict with the constitution and laws of the state or with the ordinances of the local government affected for carrying on the business, objectives, and affairs of the board and of the district; and

(j) To exercise all rights and powers necessary or incidental to or implied from the specific powers granted in this article. Such specific powers shall not be considered as a limitation upon any power necessary or appropriate to carry out the purposes and intent of this article.

Visit Estes Park (LMD) Organizational Structure

Key Players

Visit Estes Park Board of Directors
Visit Estes Park Staff
Town of Estes Park Government Officials
Town of Estes Park Staff
Larimer County Officials
Rocky Mountain National Park Leadership
Community Stakeholders

Organization

The formation of the Local Marketing District and the 2% lodging tax were approved by District voters in November 2008 and lodging tax collections went into effect on January 1, 2009.

Staffing and operations began in January 2010. The Visit Estes Park Board focuses direction directly to the President & CEO of the Visit Estes Park staff. All Visit Estes Park Board direction will be focused through the President & CEO, other than ordinary involvement in committees, in order to keep reporting direct and focused without confusion. We believe this is very important to keep individual agendas from getting involved in the direct line of reporting and direction that could cause confusion. Any necessary communication and direction to be given to the President & CEO during periods between Board meetings will be handled by the Visit Estes Park Chair with a follow-up summary to the entire Board. In the absence or incapacitation of the Chair, this responsibility will be handled by the Vice Chair.

Visit Estes Park (LMD) Board of Directors

Kathy Palmeri, Chair
Bill Almond, Vice Chair, YMCA of the Rockies
Scott Webermeier, Secretary/Treasurer – National Park Village
Lindsay Lamson – Rocky Mountain Resorts
Lee Lasson – Front Desk Consulting
Lynette Lott – Valhalla Resort
Chris Wood – McGregor Mountain Lodge

Visit Estes Park (LMD) Staff

Peggy Campbell - President & CEO

Suzy Blackhurst - Operations & Finance

Brooke Burnham - Public Relations, Communications, & Social Media

Peter Marsh - Advertising

Janice Mason - Group Sales & Services

Kirby Nelson - Stakeholder Relations, Sales & Services

Mike Oline - Administrative Assistant

Visit Estes Park Mission, Vision, Core Values

Mission: Attract visitors to the District through effective and efficient marketing in order to drive year-round economic growth.

Vision: To be a year-round tourism and group destination that supports our healthy mountain community with a balance of financial success, memorable experiences for visitors and quality of life for our residents and employees.

Core Values:

- Accountable
- Ethical
- Proactive
- Respectful
- Responsive
- Transparent

2012 Operating Highlights

As planned, in January 2012, Visit Estes Park became an independent Destination Marketing Organization, complete with the new name of Visit Estes Park. Due to office space limitations, we moved our offices from the Estes Park Visitor Center to 1200 Graves Ave. With the move came a new address, new phone number, new email addresses, and our own independent IT infrastructure. In addition, we created and implemented our own Employee Handbook/HR policies and our own separate PERA (Public Employees Retirement Account) and payroll processing service. This resulted in our own brand identity and independence from the Town of

Estes Park. Visit Estes Park staff, through an IGA with the Town of Estes Park, continues to participate in Town benefits, for which we pay 3% administration fee. Visit Estes Park continues to enjoy an excellent partnership with the Town of Estes Park.

In 2011, the Town of Estes Park, recognizing the importance of tourism to the local economy and Town sales tax revenue, committed to an investment of \$85,000 to support Visit Estes Park marketing efforts in 2012. This investment enhanced Visit Estes Park's ability to provide exceptional destination marketing services, which in turn directly affects the Town's sales tax collections. The Town of Estes Park 2013 marketing investment in support of Visit Estes Park efforts has not been determined as of this writing.

On July 10th, the Visit Estes Park Board approved an additional \$75,000 in immediate summer advertising in response to the loss in business due to the Estes Park structural fire and the Colorado wildfires. The Board determined that the additional funding would come out of the emergency reserve fund balance, thereby reducing the emergency reserve from \$500,000 to \$425,000. Visit Estes Park staff worked with advertising agency Hill Aevium to put together a thoughtful advertising campaign to supplement campaigns already in place. The campaigns focused both on our in-state markets and our out-of state markets. (See 2012 Marketing Highlights beginning on page six for details).

An add-to-staff was approved by the Visit Estes Park Board of Directors in April, and as a result, a new employee was added to staff on August 27, 2012. In addition, a temporary person, managing Visit Estes Park's group sales and services efforts was converted to a full time employee, bringing the total number of employees to seven. The President & CEO continues to report directly to the Visit Estes Park Board and directs the staff.

In September 2012, an IGA between the LMD and Larimer County was developed. The 'Agreement for Distribution of Payment Between Larimer County, Colorado and Estes Park Local Marketing District' will result in payments by the County to the District. The IGA was formed because the parties disagree as to whether the LMD lodging tax is applicable to the County for use of camping and cabin accommodations located within Hermit Park Open Space. Both parties desire to amicably resolve those differences through a Payment in Lieu of Taxes ("PILT"). The County will pay the Estes Park LMD two percent (2.0%) of all camping and cabin rental fees and charges collected from accommodation users of Larimer County's Hermit Park Open Space. Payments to the Local Marketing District will begin for the cycle of September 1, 2012 – December 31, 2012.

In 2012, Visit Estes Park again earned a clean financial audit (for the year 2011) from independent auditors, Swanhorst & Co, LLC.

In 2012, we produced the 2011 Visit Estes Park Annual Report which was completely redesigned to include brand new photography, a new format, new creative look and feel, and more interesting and relevant information for our stakeholders.

The Visit Estes Park Board of Directors and staff truly appreciates our strong working partnership with the Town of Estes Park, Larimer County and Rocky Mountain National Park.

2012 Marketing Highlights

2012 has been a year of challenges and successes for Estes Park and all destinations in Colorado. The catastrophic Colorado wildfires over the summer garnered much unwanted national and international news recognition. These fires coupled with severe statewide drought conditions caused a ban on open fires including most fireworks throughout the state. When Estes Park's popular Fourth of July Fireworks display was cancelled, Visit Estes Park took a proactive approach to the situation working closely with the business community to gather factual visitor information and engage the community with new promotional efforts. As mentioned, additional promotional emergency reserve funds were allocated and a special promotion for the 4th of July, called 'Red, White & Cool' was initiated. A great example of partnership with the Town of Estes Park, the Town took the lead on the new event at the Fairgrounds, and Visit Estes Park took on quickly rolling out a thoughtful advertising campaign for the Red, White & Cool event. Advertising included online banner ads on Denverpost.com, Colorado.com, as well as pay-per-click campaigns and Facebook ads. To target business for the remaining summer and fall season, a supplemental media campaign was created to target overnight visitation from Denver, Colorado Springs, Western Kansas, Western Nebraska and Southern Wyoming, all within a day's drive. The Visit Estes Park TV commercial "Take Flight", which won a coveted Telly award in 2012, was aired to help with the promotion along with a new radio spot. Television featured the first time use of cable networks to target potential visitors demographically and geographically. Buys included extensive Olympic coverage and the Denver Broncos first pre-season game coverage. Broadcast was followed up with a targeted custom eblast to 312,000 subscribers through the Denver Post network database. As a result of this effort, Visit Estes Park has seen a 6% increase in website visitation from the Colorado market and 7% increase specifically from Denver. Our advertising agency, Hill Aevium was instrumental in creating a successful supplemental campaign.

In addition to supplemental advertising efforts in response to the effects of the Colorado wildfires, Visit Estes Park's Public Relations efforts sprung into high gear to mitigate the negative publicity created by national coverage of the High Park fire west of Fort Collins, the Waldo Canyon Fire in Colorado Springs and the Woodland Heights structural fire in Estes Park. Media advisories, daily communications to Estes Park's stakeholders and industry partners that included talking points, social media postings, and interviews with Denver area media have been integral to the efforts. Visit Estes Park created crisis-related copy for the Colorado.com home page and connected with car rental agencies in Denver and 1-800-COLORADO operators who we learned from our stakeholders were distributing incorrect negative information about the conditions in Estes Park. Through Visit Estes Park's initiative, a travel blog reporting incorrect information about the fires related to Rocky Mountain National Park was corrected. Cooperative efforts with the Colorado Tourism Office resulted in Visit Estes Park's participation in the state's "The Colorado Pledge" initiative, and in August, Visit Estes Park became one of eight partners in the "Share the Love" promotion. The Share the Love promo showcased Colorado destinations most affected by the wildfires. Turner Public Relations, our PR firm, was instrumental in helping with our PR efforts.

The overall 2012 advertising budget focused on doing more with less and making sure that each dollar spent worked harder than ever before. Primary and secondary target markets of Colorado, Texas, Illinois, California, Iowa, Kansas, Nebraska and Missouri were reached through an integrated blend of communication mediums, including consumer magazine advertising, pay-per-click ads, online display advertising, television, radio, e-newsletters, social media and website landing pages. The year-round visitor study completed in 2011 indicated the importance of the destination market as well as new data showing the importance of the Colorado overnight visitor. Families continued to be the primary summer focus followed by empty nesters and singles/couples during the fall, winter and spring seasonal periods. The overall media mix of 65% off-line and 35% on-line continued through 2012 allowing Visit Estes Park to nimbly reallocate efforts where needed.

The Spring, Fall and Winter seasons brought an increased focus through added packaging and promotions. Each seasonal effort incorporated its own landing page promoting specific specials and lodging packages further driving the message of staying overnight in Estes Park. The creative established in 2011 was reused where possible updating each ad or online banner, landing page and e-newsletter with the new photography gained in 2012. A goal of increasing

the photography that is owned by Visit Estes Park was accomplished with photo shoots during the winter 2012, capturing iconic images that complement those taken during the summer.

Tracking and reporting continued to monitor the return on investment for each initiative allowing adjustments where necessary. From the 2012 Marketing Plan, each major goal and objective continues to be monitored and tracked and success is currently on par with the achievements from 2011. Final 2011 key indicators revealed that Visit Estes Park exceeded every major goal. Lodging tax increased by 7.45% and the Town of Estes Park sales tax increased by 9.18%. Visit Estes Park's public relations effort, which generated \$4,163,003 in PR value, increased by 474%, while VisitEstesPark.com website visits increased 9.32%. So far in 2012, our Key Indicator Report dated August 13, 2012 indicates that we are exceeding all of our major goals. LMD Lodging tax is up by 25.04%, Town of Estes Park Sales tax is up 29.29%, Visitor eNewsletter Subscribers are up 4.2%, Facebook fans are up 622.57%.

Building strong partnerships between Visit Estes Park and the community continues to be a major focus. Engaging industry partners, stakeholders, tourism associations, and other community members enables us to market Estes Park as a vibrant, one-of-a-kind destination. Visit Estes Park's Brand Strategy project, has significantly led the way in establishing these connections and relationships. As of this writing, Visit Estes Park has completed three of the four phases of the Brand Strategy project, concentrating on sharing each phase in depth with the community. Together, with extensive work completed by the Estes Park Destination Brand Team (comprised of key community leaders) and partners BrandStrategy, Inc. and MMGY Global, Visit Estes Park has created a BrandPromise® (the emotional distinctiveness of the community) and a Brand Blueprint (marketing creative designed to communicate distinctive brand messages). Extensive work has begun on the fourth and final phase, Brand Culturalization. This phase, which will be rolled out beginning in the fall of 2012, will continue to engage the community on a widespread level, involving a variety of methods to educate the entire Estes Park community on delivering the destination promise to our residents and guests alike. Duane Knapp of BrandStrategy, Inc. was instrumental in creating a successful brand strategy.

In addition to reaching out to stakeholders regarding our brand strategy program, Visit Estes Park builds relationships through other avenues. Stakeholders and industry partners are encouraged to engage with the DMO via a variety of easy and accessible channels. Visit Estes Park produces a monthly stakeholder newsletter with information about recent advertising

campaigns, upcoming events, and “need to know” topics relevant to tourism in Estes Park. Visit Estes Park Board meeting reminders are sent out a few days prior to encourage stakeholder attendance. Lodging properties have an opportunity to participate in the Rocky Mountain Lodging Report, which gives Visit Estes Park trending information such as occupancy and average daily rate. Industry partners can and do participate in various purchased Visit Estes Park advertising services, like brochure rack space at the Visitor Center or enhanced listings on the official website. Other opportunities for exposure are available, e.g. seasonal landing pages where current industry partner packages and promotions are highlighted. Stakeholders can join the conversation on official social media channels like Facebook and Twitter, submit events for our complete on-line calendar of events, and reach out to any Visit Estes Park staff for one-on-one discussion. Individual meetings with Stakeholder Relations, Group Sales, Public Relations, and President & CEO are a common and encouraged method of communication with the DMO. Since we believe that input from our stakeholders and industry partners are critical to the success of our DMO, staff spends significant time reaching out to stakeholders, communicating current campaigns and offering opportunities for involvement.

The Visit Estes Park annual stakeholder meeting took place in May and garnered attendance of over 100 stakeholders. Over 300 industry partners participate in Visit Estes Park advertising services. Kirby Nelson, our Stakeholder Relations & Communications Manager represents Visit Estes Park on the board for Estes Park’s business association, Estes Valley Partners for Commerce. In a variety of ways, the DMO has focused on open communication and advocacy to and among Estes Park business stakeholders and residents.

Group sales increased in 2012, up 9% mid-August 2012 compared to all of 2011. Eighty-nine groups have booked to date, representing 5,884 room nights. Visit Estes Park has been capturing group data in a database (ACT!), so we now have quantifiable information regarding Estes Park’s group market. The market breakdown is 39% for weddings; 34% for reunions, and 27% for meetings. There have been a total of 196 leads generated year to date. Sales and marketing efforts include a much stronger emphasis on providing exceptional guest service, stronger cooperative partnerships with group business venues, and additional focus on the Estes Park weddings market. In addition, group marketing efforts have been fine-tuned and include print and on-line advertising, social media, and a strong public relations effort.

With the addition of a part-time temporary social media consultant, Visit Estes Park significantly increased our presence in Social Media. As of this writing, Facebook, Twitter, Flickr and

YouTube increased by triple digit percentages each over the same period last year. In 2012, we launched Pinterest and Google+ social media channels.

Coverage resulting in Visit Estes Park's public relations efforts has garnered more than \$560,000 in advertising value since the beginning of the year. Nearly 1 million people have viewed those stories. Special coverage generated by Visit Estes Park has appeared in USA Today, CNN, Smart Meetings, Denver Post, CBS4, Association News, Meetings Focus West, Chicago Magazine, Sugar Loco, AOL Travel, American Cowboy, Outside.com, BBC.com, Forbes.com, Snowshoemag.com, Yorkshire Post, KWGN-2, 5280 and Colorado Parent. To generate future coverage of Estes Park, 23 familiarity tours (fam tours) have been hosted through Visit Estes Park.

Work to produce the next year's Official Visitor Guide is fully underway and is on schedule to be available for distribution on December 21, 2012. While Visit Estes Park contracted with the same designer and editor who worked on the publication last year, to produce the magazine, ad sales have been conducted in house this year.

Visit Estes Park continues to invest in research, having retained Summit Economics for the research study *The Economic Impact of Tourism on the Estes Park Economy*, which was completed in August 2012. This important research study resulted in quantifiable data regarding the impact of tourism. We confirmed that tourism is the basis of the Estes Park economy and it is the #1 job creator. We learned that tourism saves each Estes Park resident \$418 in taxes, which is significant, especially when compared to the State which saves \$364 per family. We also learned that Estes Park welcomes approximately 2,000,000 visitors annually.

The VisitEstesPark.com website is almost eight years. Before we spent considerable resources including staff time and significant funding to develop a new website, Visit Estes Park identified several critical strategic initiatives that needed to be accomplished first: Year-Round Visitor Study (completed in February 2011), Estes Park Perception Study (completed in October 2011), and Estes Park Brand Strategy (the phase needed to define web strategy was completed in July 2012). Through the important efforts of a small committee of committed industry partners, working alongside Visit Estes Park staff, a website provider has been selected.

2013 Operational Plan

The Estes Park Local Marketing District continues to be organized by Intergovernmental Agreements (IGA's) between the LMD and the Town of Estes Park and the LMD and Larimer

County. In addition, the previously discussed IGA between the Local Marketing District and Larimer County for the PILT payment for Hermit Park will be also in effect.

The primary funding source for the district continues to be the 2% lodging tax which is collected by district lodging properties from their guests for stays of less than 30 days. This tax is remitted to the Colorado Department of Revenue on a quarterly basis and then distributed to the Estes Park LMD. LMD 2% lodging tax collections were \$1,250,623 in 2010 and \$1,343,774 in 2011. Estimates for 2012 are too early to accurately forecast as only the 1st and 2nd Quarter's distributions have been received. The first two quarters of 2012 however, did see a 25.04% increase over the same period in 2011. Third quarter lodging tax, which represents our high summer season, will be received from the State on or around November 15, 2011, at which time 2012 revenue forecasts will be more reliable. Due to the Colorado wildfires, summer sales tax collections are expected to be lower than the summer of 2011. Revenue is also received as a result of offering advertising to our stakeholders to promote their business through Visit Estes Park. We expect this to be about \$210,000. As discussed, the Town of Estes Park has also provided funding for our marketing efforts, however, the 2013 amount has not yet been determined.

A seven (7) Member Board is appointed with five (5) members appointed by the Town of Estes Park Board of Trustees and two (2) by Larimer County Board of County Commissioners.

Regularly scheduled Destination Leadership meetings began in 2012 between two Visit Estes Park Board members, two Town of Estes Park Trustees and staff leaders of each group. The purpose of the meetings is to open the lines of communication regarding developing a long term strategy for the destination with an eye toward driving year round economic growth. Our goal is to continue to strengthen this partnership and information sharing process.

Staff continues to work closely with Visitor Services and Events, both of which are funded and managed by the Town of Estes Park, and are a part of the Town's Community Services Division.

In September, Advertising Manager, Peter Marsh, announced his retirement effective at the end of 2012. A seasoned veteran with the Town of Estes Park and Visit Estes Park, Peter's twenty-two years of successfully advertising the area has been so appreciated. Transition of Peter's responsibilities is in progress.

2013 Marketing Plan

The marketing plans developed in our first three years of operation have laid a solid and successful foundation for current and future destination marketing efforts. The 2010 Marketing Plan developed by Hannah Marketing and the 2011-2013 Marketing Plans developed by the Visit Estes Park team will continue to serve us well on our road to destination marketing excellence.

2013 Marketing Strategies

We will focus our 2013 Marketing strategy by following the 2012-2013 Marketing Plan dated March 2012. Changes for 2013 are in two key areas – implementing the brand strategy and launching a new website.

Brand Strategy will focus on rolling out the 4th and final phase to the entire Estes Park Community. The Brand Culturalization or ‘Delivering the Estes Park Brand Promise’ consists of interactive training sessions to educate the entire community in delivering the Estes Park Brand Promise to our guests.

The existing VisitEstesPark.com website is almost eight years old. In 2013, our goal is to launch an advanced, powerful, creative, feature rich website, utilizing the latest technology and destination marketing best practices. In other words, a website/mobile site that will dramatically improve internal efficiencies, provide real value to our stakeholders, reflect our brand promise, delight the consumer planning their trip, effectively compete with any other destination website, and measurably increase visitor conversion. Functionality will include a booking engine, language translation, mobile site, itinerary builder, and social media integration. The new website will require engaging our industry partners along the way, as advertising options will change resulting in significantly improved promotional opportunities.

The 2013 media allocation will capitalize on 2012 successes and continue the shift towards more electronic media with a continued focus on the overnight visitor. Goals and objectives will be updated and tracking and reporting will continue for each marketing initiative using research, goal setting and conversion analytics. Public Relations will continue to identify unique story ideas to support the effort of attracting more overnight visitors.

2013 Media Plan Synopsis

Partnering again with Visit Estes Park, Hill Aevium was retained to complete the research and development of the 2013 media plan. Following is an overview of the integrated marketing effort for 2013 as well as specific media objectives, strategies and tactics.

Integrated Marketing Effort

The advertising plan developed is not meant to be a static or singular document. It was developed as part of a larger integrated effort being implemented by Visit Estes Park that includes:

- Public Relations
- Social Media
- Advertising
- Direct Marketing & Sales
- Stakeholder Partnerships
- Research
- Destination Branding
- Website, Digital Marketing, SEO
- Collateral Development
- Tracking and Reporting

Adjustments will be made during the year as market demands or conditions change. Tracking and reporting will utilize Google Analytics as well as 800 number calls, visitor inquiries, click through rates, impressions and a series of vanity URL's. Landing pages will be created where appropriate to further assist with tracking.

The Guest Research, Inc. Visitor Study has again been used as a basis for the media decisions along with the results of 2011 and 2012. The Visitor Study includes 13 months, providing even more information on shoulder and winter seasonal attributes.

Using Research to Drive Media Selection

Who Is Coming to Estes Park and Why?

The data from Guest Research, Inc. indicates that 63% of visitors to Estes Park are staying overnight. Day visitors make up only 37%. On average, overnight visitors spend \$500-\$860 per day depending on the season, vs. the day visitor's daily spend of \$83-\$102. 43% of all visitors are from Colorado.

Rocky Mountain National Park and a relaxing mountain getaway trade one and two positions as the reason most visitors come to Estes Park. Wildlife viewing, outdoor recreation and low cost/good value follow this.

Primary Target Demographics

The largest visitor age group ranges between 45 and 54 years of age. Average household income is \$110,000-\$149,000 and the majority of people in this group are married and have children, 26% of people in this group did not have children, 39% had children at home, and 35% have children that no longer live at home. Travel Party indicated 43% were couples and 54% were families. This changes dramatically by season.

These people are highly educated with 84% having a college degree or post-graduate degree. They are coming to Estes Park from CO, TX, NE, KS, MI, IL, IA and CA.

Seasonally

We now have the data to look at the makeup of the visitor by season in Estes Park. Note that due to multiple answers to the same question, e.g., *who were you traveling with?*, certain questions may not result in a total of 100%.

The summer day and overnight visitors are age 45-54 with a tie for second at 38-44 and 55-63. 60% are Families (3-10) and 59% are Individuals/couples (1-2).

The fall day visitor is 45-54, with overnight visitor in the 55-63 age group. 59% are Couples (1-2 people) and 46% are Families (3-10 people).

The winter day and overnight visitors are age 45-54 followed closely by those 55-63. The travel party status shifts even more to the Individual/couples at 64% followed by Families at 43%.

Group Target Demographics

The Group audience for Estes Park comes primarily from the Front Range drive market. Tracking in 2012 indicated the group market breakdown at 39% for weddings; 34% for reunions, and 27% for meetings.

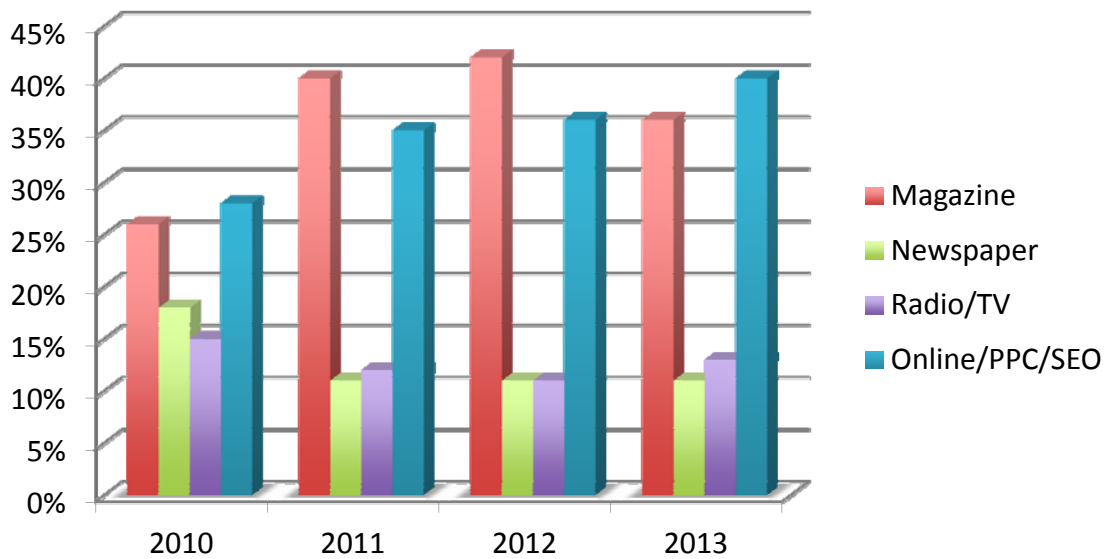
Media Objectives for 2013

- Increase overnight stays while maintaining traffic from day visitors
- Increase overnight stays from within Colorado
- Increase seasonal guest stays
- Increase conversion of Visitor Guide inquiries
- Increase website visitation to new website
- Increase group business from Front Range drive market
- Increase percentage of “new” visitation
- Increase social followers
- Expand email database

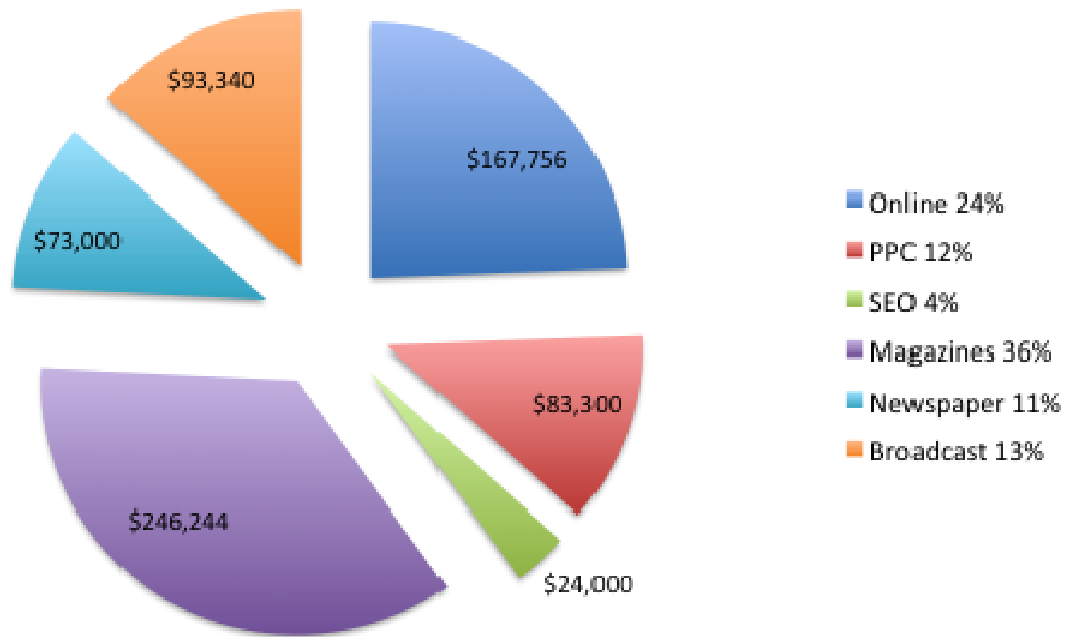
Media Strategy

- Eliminate publications that did not perform in 2012 while re-investing in publications that focus more directly on the 2013 target audience.
- Reallocate 5% of traditional media to online media creating a 60% allocation to traditional media and 40% allocation to online media outreach.
- Continue to piggy-back on the Colorado Tourism Office efforts to expand awareness of Estes Park in targeted geographic U.S. and international markets
- Target Families in the Spring and Summer / March – Mid-August.
- Target Empty Nesters in the Fall and Winter / Mid-August – March.
- Increase media spend in Colorado to target overnight visitors.
- Drive decision makers to the Visit Estes Park website as well as increase the email database.
- Increase online presence in the growing Mobile and Tablet markets.
- Use Comcast cable to specifically target key markets.
- Allocate budget for Group business focusing on primarily social type groups, e.g., weddings and reunions.

Media Breakdown by Year



2013 Media Mix
60% Traditional/40% Online
Total Media: \$687,640



Estes Park Local Marketing District
2013 Budget - Annual Operating Plan

	Budget 2012	Projected 2012	Budget 2013
Revenues			
Intergovernmental (Visitor Guide)	\$185,000	\$160,000	\$160,000
2% Tax	1,390,800	1,382,090	1,438,000
Stakeholder Services	230,000	230,000	210,000
Town of Estes Park Marketing Investment	85,000	85,000	85,000*
Other	0	0	0
Investment	0	60	0
Total Revenues	\$1,890,800	\$1,857,150	\$1,893,000
Expenses			
Personnel Services	\$502,321	\$560,000	\$629,608
	502,321	560,000	629,608
Marketing & Operations	1,705,993	1,548,313	1,470,392
Total Current Expenses	2,208,314	2,108,313	2,100,000
Total Expenses	\$2,208,314	\$2,108,313	\$2,100,000
Excess (deficiency) of revenues over expenditures	(\$317,514)	(\$251,163)	(\$207,000)
Other financing sources (transfers in)	0	0	0
Other financing uses (transfers out)	0	0	0
Increase (decrease) in fund balance	(317,514)	(251,163)	(207,000)
Beginning Fund balance	971,882	971,882	720,719
Ending Fund balance	\$654,368	\$720,719	\$513,719

RESTRICTIONS			
TABOR Reserve: 3% of expenditures	\$66,249	\$63,249	\$63,000

*\$85,000 is a placeholder, pending decision by the Town of Estes Park.