

VISIT ESTES PARK 2018 OPERATING PLAN



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BUDGET



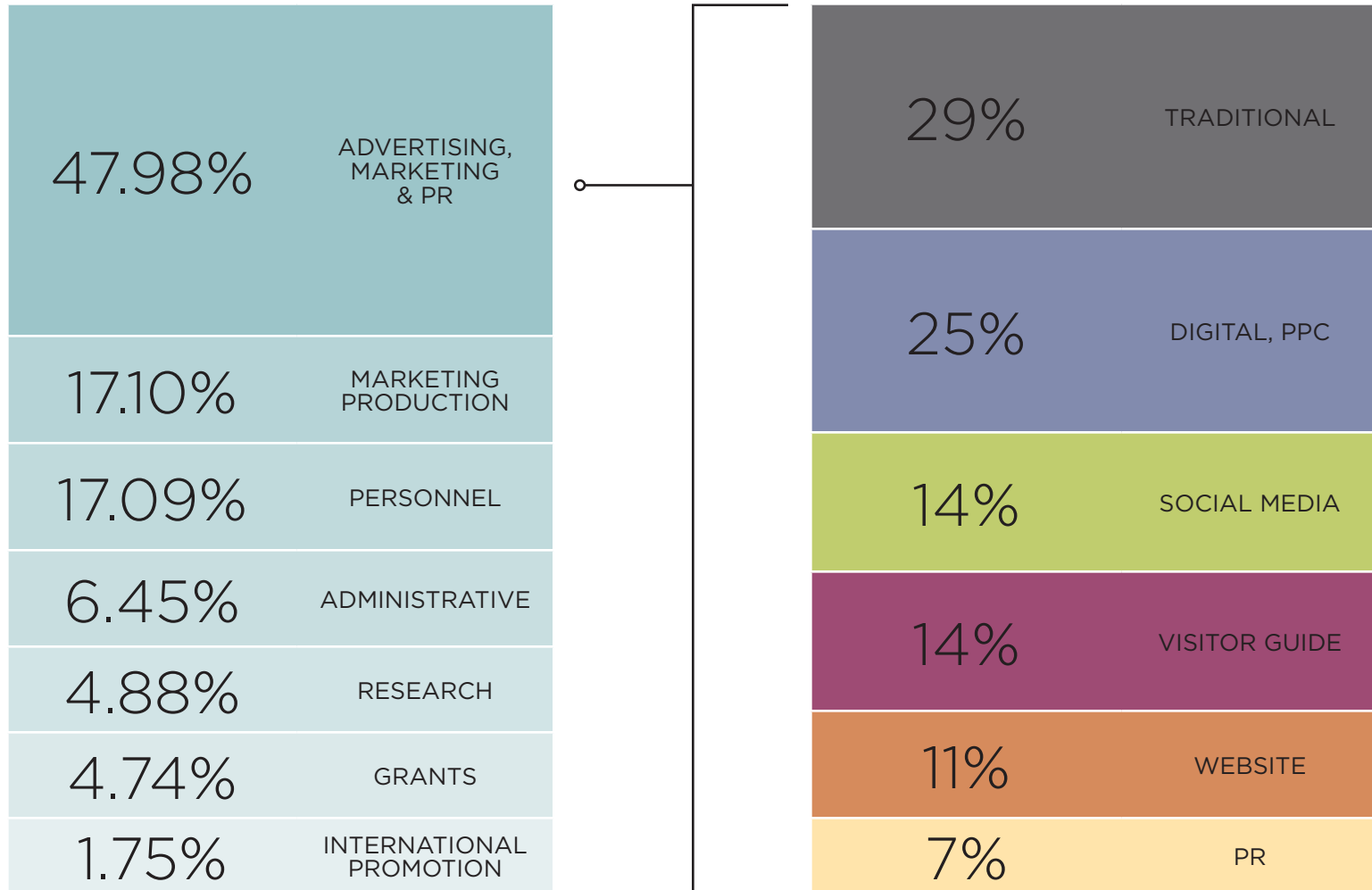
BUDGET COMPARISON

| | 2016 ACTUAL | 2017 ACTUAL* | 2018 BUDGET |
|---------------------------------------|-----------------------|-----------------------|-----------------------|
| 2% District Lodging Tax | \$2,151,604.28 | \$2,352,055.61 | \$2,233,284.22 |
| Official Visitor Guide | \$204,392.08 | \$178,474.40 | \$260,468.00 |
| Stakeholder Services | \$307,759.02 | \$330,401.36 | \$323,000.00 |
| Larimer County Payment in Lieu of Tax | \$4,814.03 | \$5,412.66 | \$5,412.66 |
| Grants & Awards | | \$90,885.00 | \$179,000.00 |
| Other Income | \$986.09 | \$118.51 | \$118.51 |
| Investment Interest Income | 271.36 | \$351.12 | \$175.27 |
| Total Revenue | \$2,669,826.86 | \$2,957,698.66 | \$3,001,458.66 |
| Beginning Fund Balance | \$1,723,477.55 | \$2,019,277.06 | \$2,029,683.55 |
| TOTAL FUNDS AVAILABLE | \$4,393,304.41 | \$4,976,975.72 | \$5,031,142.21 |
| TOTAL EXPENSES | \$2,374,027.35 | \$2,947,292.17 | \$3,526,744.68 |
| SURPLUS | \$2,019,277.06 | \$2,029,683.55 | \$1,504,397.53 |

*Draft data until 2017 audit is complete

2018 BUDGET EXPENSE OVERVIEW

2018 BUDGET: \$3,526,744.68



BUDGET COMPARISON

| | 2016 ACTUAL | 2017 ACTUAL | 2018 BUDGET |
|-----------------------------------|--------------|--------------|--------------|
| PERSONNEL SERVICES | \$545,100.73 | \$646,821.66 | \$638,115.41 |
| MARKETING & OPERATIONS | | | |
| Special Advertising and Marketing | \$0 | \$56,338.27 | \$179,000 |
| Search Engine Optimization | \$24,000 | \$24,000 | \$24,000 |
| Media Placement-Traditional | \$475,544.84 | \$519,700.06 | \$530,000 |
| Media Placement-Digital | \$458,259.02 | \$587,380.38 | \$694,696.72 |
| Media Planning and Buying | \$100,346.86 | \$86,156.17 | \$105,000 |
| Creative Assets-Outside Fees | \$9,140.42 | \$1,100.00 | \$5,000 |
| Creative Assets-Agency Fees | \$700 | \$73,690.04 | \$25,000 |
| Creative Expenses-Agency Fees | \$67.94 | \$1,552.89 | \$2,000 |
| Agency Planning and Management | \$89,913.79 | \$180,337.59 | \$220,568 |
| Advertising Contingency | \$0 | \$644.76 | \$0 |
| International Promotion | \$33,559.21 | \$32,338.11 | \$66,000 |
| Research | \$10,064.67 | \$26,817.40 | \$99,250 |
| Website | \$85,914.70 | \$96,372.50 | \$178,974 |
| Brand Strategy | \$153.71 | \$92.30 | \$5,000 |
| Economic Development | \$20,000 | \$20,000 | \$20,000 |
| Contingency-Brand and Strategy | \$70.04 | \$0 | \$0 |
| Trade Shows | \$326 | \$3,519.40 | \$2,100 |
| Audit | \$5,000 | \$3,278.16 | \$5,500 |
| Bookkeeping | \$8,240 | \$9,485.00 | \$10,500 |

| | 2016 ACTUAL | 2017 ACTUAL | 2018 BUDGET |
|--|--------------|--------------|-------------|
| Contingencies-General Operations | \$6,787.37 | \$297.55 | \$2,500 |
| Payroll Processing and Human Resources | \$5,922.86 | \$9,262.63 | \$6,765 |
| Legal | \$14,694 | \$51,204.10 | \$56,000 |
| Office Supplies, Postage, Printing | \$21,072.05 | \$31,807.70 | \$20,000 |
| Office Equipment and Software Updates | \$31,467.28 | \$11,873.18 | \$8,000 |
| Rent and Utilities | \$37,624.61 | \$36,929.10 | \$37,164 |
| Insurance | \$5,251.55 | \$8,379.53 | \$9,927.55 |
| Cell Phone and Mileage | \$3,573.96 | \$3,172.75 | \$4,250 |
| Education | \$30,913.49 | \$37,578.34 | \$43,131 |
| Information Technology Support | \$3,576.99 | \$1,822.11 | \$3,500 |
| Meals and Incidentals | \$5,547.20 | \$8,430.73 | \$6,700 |
| Membership | \$11,960.09 | \$12,216.96 | \$17,835 |
| Media Familiarization Tours | \$14,347.20 | \$7,847.93 | \$13,850 |
| Public Relations Firm | \$73,418 | \$78,034.80 | \$95,000 |
| Public Relations Promotions | \$7,201.43 | \$1,827.83 | \$16,550 |
| eMail Marketing | \$1,920 | \$2,870.00 | \$3,600 |
| Social Media | \$12,608 | \$13,125.00 | \$20,000 |
| Stakeholder Communications | \$4,736.35 | \$7,194.51 | \$5,900 |
| Marketing Data and Analytics Platform | \$0 | \$0 | \$84,900 |
| Official Visitor Guide | \$215,002.99 | \$253,792.73 | \$260,468 |

| | | | |
|--|-----------------------|-----------------------|-----------------------|
| TOTAL MARKETING AND OPERATIONS EXPENSE | \$1,828,926.62 | \$2,300,470.51 | \$2,888,629.27 |
| GRAND TOTAL (PERSONNEL, MARKETING & OPERATIONS) | \$2,374,027.35 | \$2,947,292.17 | \$3,526,744.68 |

OBJECTIVES



2018 OBJECTIVES

Prudently
use lodging tax-
generated funding



Increase
visitation during
winter and
spring



Provide innovative
promotional
opportunities, including
training when appropriate,
for stakeholders



Maximize
awareness of the
Estes Park area



Strengthen
Visit Estes Park's
management system
through policy governance



2018 OBJECTIVES

Prudently
use lodging tax-
generated funding



- ✓ Commission a tourism economic impact study
- ✓ Maintain a balanced budget in accordance with Colorado state law, where expenses do not exceed available revenues and beginning fund balances
- ✓ Receive a clean audit opinion from an independent CPA audit firm
- ✓ Seek advice about and consider expanding best practice internal financial controls

2018 OBJECTIVES

Maximize awareness of the Estes Park area



✓ Increase recognition of the Estes Park area within key demographics (families, DINKs, outdoor adventure enthusiasts, bridal parties, millennials)

✓ Invest in media abroad

✓ Strengthen online and social media presence with videos and social media postings

✓ Evolve to use the new tagline:
Colorado's Original Playground

2018 OBJECTIVES

.....
Ad creative using
new tagline
.....



2018 OBJECTIVES

.....
Increase
visitation during
winter and spring
.....

- ✓ Conference and group meetings bookings
.....
- ✓ Leverage blog posts through paid media
.....
- ✓ Complete production on fall and winter videos for use in 2018-2019
.....
- ✓ Host FAM Trips
.....
- ✓ Expand ad buys

2018 OBJECTIVES

Provide innovative promotional opportunities, including training when appropriate, for stakeholders



- ✓ Rebrand and improve usefulness of Extranet
- ✓ Create digital “classroom” for stakeholders
- ✓ Install touch screen/digital kiosk in the Estes Park Visitor Center

2018 OBJECTIVES

Strengthen
Visit Estes Park's
management system
through policy governance



- ✓ Adopt formal Policy Governance System, including Board Process Policy, Board Management Delegation, Executive Limitations

MEDIA TARGET AUDIENCES



MEDIA TARGET AUDIENCES

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FAMILIES
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COUPLES
.....



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BRANDING
.....



All media will target three audiences: active families, outdoorsy couples and overall outdoor enthusiasts to increase brand awareness.

MEDIA TARGET AUDIENCES

FAMILIES



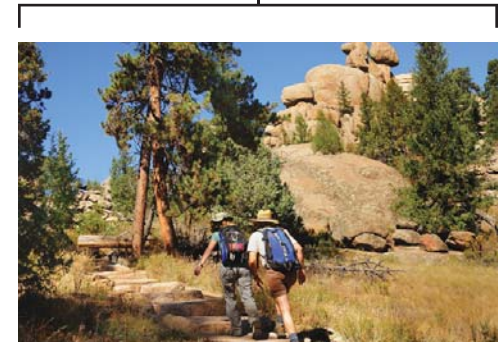
- 1+ kids in home
- Minimum household income of \$150k+
- High propensity to take family vacations, visit national parks, hike, camp and enjoy the outdoors as a family

COUPLES



- DINKs: Dual income no kids in home (A35-50+)
- \$250k minimum net worth
- Net worth takes those who are retired into account as they may not necessary register to have active income
- Participates in active outdoor activities

BRANDING



- Targeting adults 25-54 with a minimum income of \$50k per year
- Highly interested (participates in the below activities) in active outdoor lifestyle
- Hiking, mountain biking, National Parks, camping, climbing, backpacking, etc.

- All of the above audiences will be geo-targeted to: Denver DMA, Kansas City DMA, Lincoln-Hastings-Kearny DMA, Chicago DMA, Austin DMA, Houston DMA and Dallas-Ft Worth DMA

TARGET AUDIENCE >> 7.3MM

FAMILIES

- Kids in HH
- HHI \$150k+
- Visited a National Park on vacation
- Traveled within the U.S. with family
- Participated in outdoor activities while on vacation
- Household owns any camping equipment
- Participated in one or more of the following in the last year:
 - Backpacking
 - Mountain Biking
 - Canoeing/Kayaking
 - Fishing
 - Hiking
 - Rock Climbing
 - Downhill or Cross Country Skiing
 - Snowboarding
 - Snowmobiling
 - Surfing/Windsurfing
 - Water Skiing
 - Whitewater Rafting

COUPLES

- Adults 35-50
- Married with no kids or living with significant other
- Household net worth of \$250K+ to account for retirees
- Visited a National Park on vacation
- Participated in outdoor activities while on vacation
- Household owns any camping equipment
- Participated in one or more of the following in the last year:
 - Backpacking
 - Mountain Biking
 - Canoeing/Kayaking
 - Fishing
 - Hiking
 - Rock Climbing
 - Downhill or Cross Country Skiing
 - Snowboarding
 - Snowmobiling
 - Surfing/Windsurfing
 - Water Skiing
 - Whitewater Rafting

BRANDING

- Adults 25-54
- Individual income of \$50k+
- Visited a National Park on vacation
- Participated in outdoor activities while on vacation
- Household owns any camping equipment
- Participated in one or more of the following in the last year:
 - Backpacking
 - Mountain Biking
 - Canoeing/Kayaking
 - Fishing
 - Hiking
 - Rock Climbing
 - Downhill/Cross Country Skiing
 - Snowboarding
 - Snowmobiling
 - Surfing/Windsurfing
 - Water Skiing
 - Whitewater Rafting

- All of the above audiences will be geo-targeted to: Denver DMA, Kansas City DMA, Lincoln-Hastings-Kearny DMA, Chicago DMA, Austin DMA, Houston DMA and Dallas-Ft Worth DMA