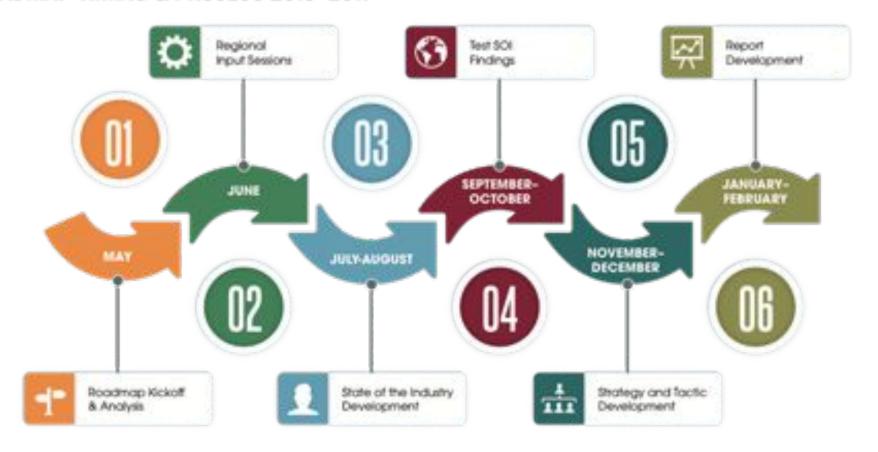
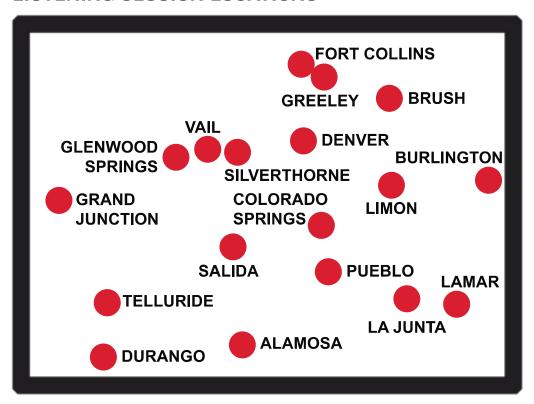




ROADMAP TIMING & PROCESS 2016-2017



LISTENING SESSION LOCATIONS



COLORADO TOURISM ROADMAP: RESEARCH

STRONG ECONOMIC IMPACT

- Triggered **\$19.1 billion in spending**, up 3%, compared with 0% nationally
- In 2015, a record **77.7 million visitors**, an 8.6% increase36 million overnight
- Generated **\$1.13 billion in taxes**, up 7.8%
- Supported more than **160,000 jobs**, up 3% from 2015, supporting a \$5.5 billion payroll

CO has posted a 31% increase in visitation, nearly twice the 16% growth rate of US travel, since depths of recession in 2009.

STRONG GROWTH RATES

- Growth in overnight trips has increased significantly over the past 5 years
- Overnight currently makes up
 46% of total Colorado visitor trips

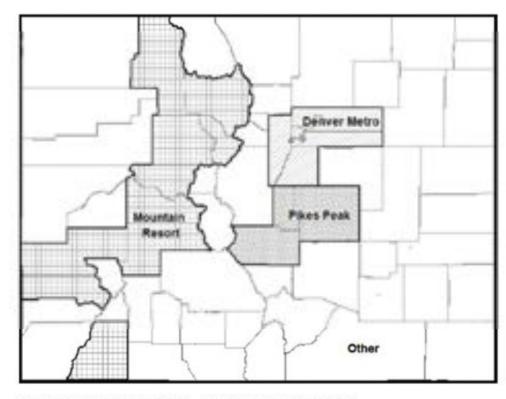
% Growth in Visitor Trips

Year	Overnight	Daytrips	Total
2011	0.3%	10.3%	5.1%
2012	1.7%	6.6%	4.1%
2013	5.1%	9.1%	7.1%
2014	8.4%	12.2%	10.4%
2015	7.1%	10.6%	9.0%

Source: Longwoods International 2015



REGIONS WITH LARGEST GAINS IN VISITOR SPENDING









Colorado's Ranking on Feelings

- Unique ability among west region states to speak to broad range of desired feelings.
- Clear reason why Colorado has been able to outperform others.

Feelings	State Rank
Beautiful	1
Fun	1
Relaxing	1
Sophisticated	1
Luxurious	1
Charming	1
Hip	1
Romantic	1
Quaint	1-4
Diverse	2
Peaceful	2
Cultural	2-3
Quiet	3-4
Boring	7

Now, please think about the states in the Rocky Mountain West. Please identify which state is "best" described by each word listed below.

Source: NTG/TRC/NLTeC - 2016 Image/Perception Study

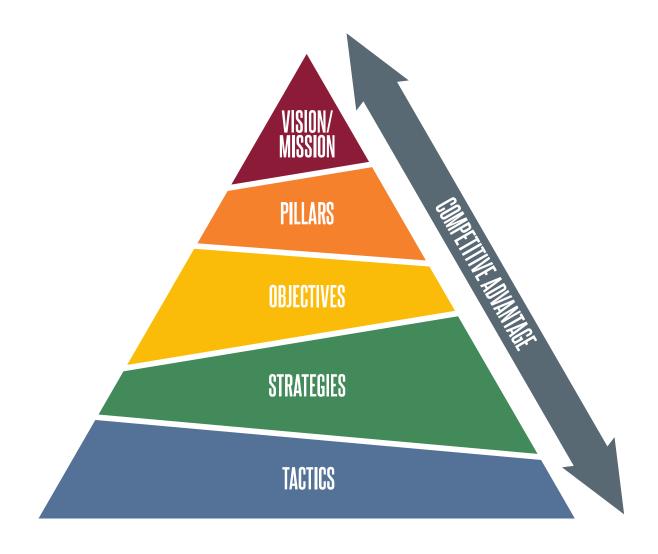
Colorado's Ranking on Activities

- Unique ability among west region states to speak to broad range of desired activities
- Clear reason why Colorado has been able to outperform others

Activity	State Rank
Skiing	1
Sled/Snowmobile	1
Climbing/Zip	1
Touring/Sightseeing	1
National Parks	1
Cultural	1
Hidden Gems	1
Shopping	1
Kid Friendly	1
Nightlife	1
Architecture	2
Historic Sites	1-3

Please think about each of the different types of experiences listed below. Which state in the Rocky Mountain West is the best for that experience.

WHERE THE RUBBER HITS THE ROADMAP



VISION

Colorado is the premier U.S. destination for active, outdoor and unique experiences that make you feel truly alive.

MISSION

Drive traveler spending through promotion and development of compelling, sustainable travel experiences throughout our four-corner state.



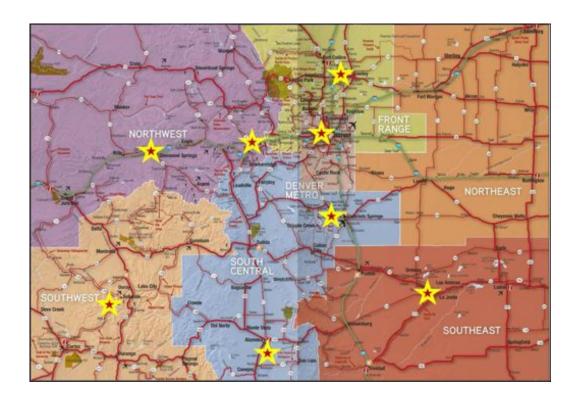


OBJECTIVES:

- Embrace "large team" thinking through partnerships that unlock the full potential of the tourism industry.
- Continue building appeal as a national destination, while generating demand for off-peak periods and less-traveled regions.
- Maximize the connection with Colorado residents.
- Refine international promotion to maximize pull from highestpotential markets.

REGIONAL BRANDING

- Generate trips in areas and seasons with capacity
- Use Colorado resident voices to present "authenticity"
- Use as part of "sales force" with friends and relatives
- Recognize ability to deepen appreciation of industry.



INSPIRE LEADERSHIP

- Donna Lynne chaired advisory group for new Colorado tourism leadership program.
- Agreement that there must be value for participants, employers and state.
- Recognition of void in leadership training opportunities for high-potential middle managers.
- Fielding an RFP for a program facilitator.
- Plan to advertise for participants in spring, make selections over the summer and induct first class at Governor's Tourism Conference in the fall for a yearlong experience.

VISION:

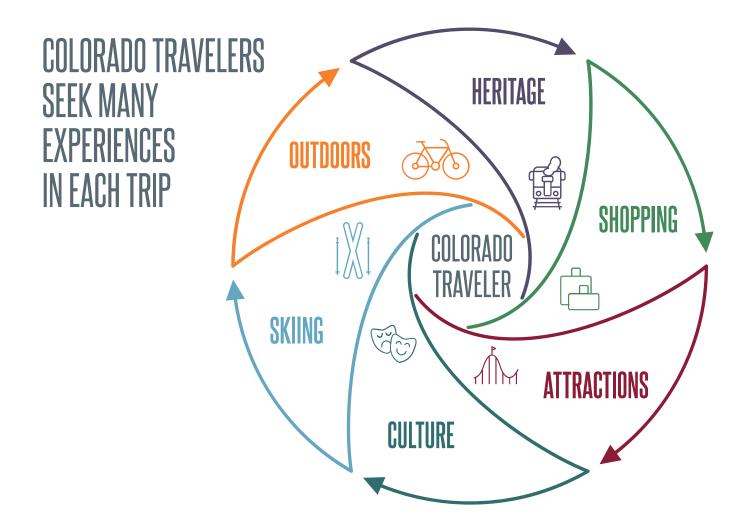
ACTIVATE THE FULL POTENTIAL OF THE COLORADO TOURISM INDUSTRY THROUGH ITS PEOPLE.





OBJECTIVES:

- Embrace "Destination Architect" thinking to stimulate economic development, especially in rural areas.
- Craft new incentive programs to stimulate product development.
- Create programs to develop visitor readiness.



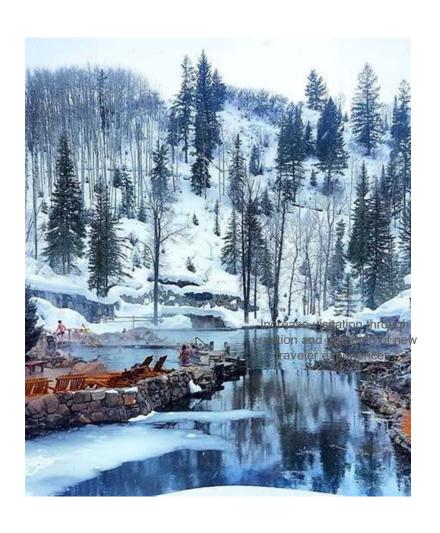
INSPIRE 'DESTINATION ARCHITECTS'

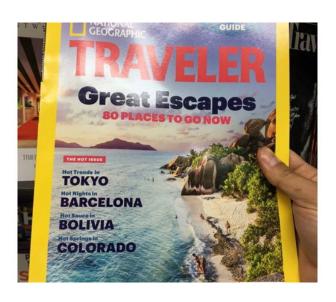
Assist DMOs across the state in creating new traveler experiences

- Provide "how to" approaches to help build capacity and proactive product development
- Use 'Mental Mortar' not bricks and mortar
- Build entrepreneurial skillset –
 help new business development
- Link demonstrated ability to grant programs



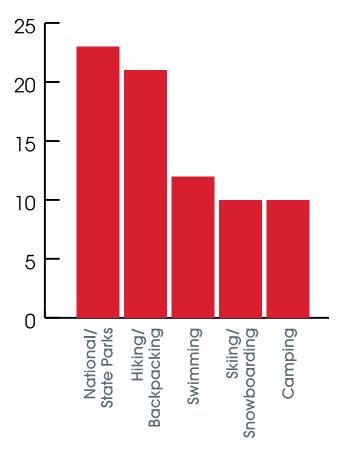
COLORADO HISTORIC HOT SPRINGS LOOP





Strawberry Park Hot Springs
-- just one of the 19 on the Loop

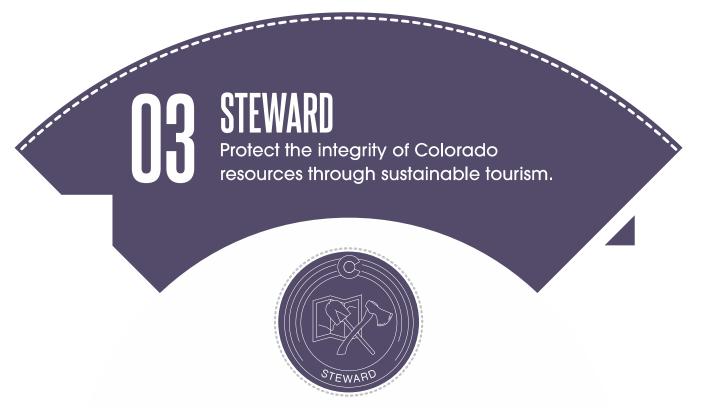
NATURE-BASED PARTICIPATION



COLORADO PARTICIPATION COMPARED TO US NORMS

Skiing/ 10.0 X Snowboarding Mountain 4.0 X Climbing Hiking/ 2.6 X Backpacking National/ **State Parks** Camping

SOURCE: NTG/TRC BASED ON LONGWOODS INTERNATIONAL 2015



OBJECTIVES:

- ► Embrace thinking that disperses visitors in productive ways.
- ► Invite travelers to embrace Coloradans' sustainability ethic while here.
- ► Create alliances with other stakeholders to magnify the impact of sustainable tourism initiatives.

REINFORCE SUSTAINABILITY

Demonstrates that Colorado visitor industry and CTO are at forefront of applying sustainable thinking

- Create strategies to drive Colorado visitors to lesser known sites and experiences.
- Demonstrate and provide recommendations on how to be a "sustainable adventurer"







IN-STATE TRAVEL INITIATIVE

- Criteria
 - 3-, 5- or 7-day
 - Cost: \$ \$\$ \$\$\$
 - Level of difficulty
- Themed, off-the-beaten path experiences
- Give travelers a chance to experience sustainable tourism, even 'voluntourism'

UTRIP: OUR NEW TRIP PLANNER















- Feature Trips: The page shows set of featured trips created for the partner.
- Levers/Sliders: Includes a predetermined set of selection criteria that are tied to the list of items displayed in the page.
- **Dropdowns:** Filtering by Region, City or Style (ie. First Timer, 3-day, 5-day, 7-day trips)
- **Items**: Users can see a list of recommended items based on the position of the levers. The page only displays a set of the list at a time and a navigation element to users can browse the full list.
- **Map**: The map displays the items that are displayed in the screen and it changes as the user navigates to other section of the list.
- Favorites: The user can add items to a list of favorites
- Share: The user can share this page and his/her favorites list via email and can also share via social. As well as build their "Wish List" and share.

COMING TO COLORADO.COM MAY 2017



OBJECTIVES:

- ▶ Build an effective advocacy platform.
- ► Develop sustainable funding to grow and protect Colorado's competitive position.
- ► Support development of critical infrastructure to support the health of the tourism economy.

KEEP COMPETITIVE LANDSCAPE TOP OF MIND

- Last fiscal year, CTO's budget was 13th highest
- Colorado's flat growth significantly below the 15% + average increase of the top 20 states
- Hefty increases this year for Utah and Oregon empower them to take better aim at potential CO travelers.

	State	Budget EV 2015 2016	0/ Change
	State	Budget FY 2015-2016	% Change
1	California	\$119,881,265	0.00%
2	Hawaii	\$93,255,548	21.20%
3	Florida	\$82,727,272	10.50%
4	New York	\$50,000,000	100.00%
5	Texas	\$46,583,000	-5.80%
6	Michigan	\$33,000,000	13.80%
7	Illinois	\$30,346,576	-44.40%
8	Virginia	\$23,567,934	25.10%
9	Arizona	\$22,170,674	-10.10%
10	Louisiana	\$21,007,513	40.50%
11	Missouri	\$20,804,990	-0.90%
12	Utah	\$19,845,767	16.30%
13	Colorado	\$19,800,000	0.00%
14	Oregon	\$19,352,007	34.10%
15	Montana	\$18,705,590	15.70%
16	Tennessee	\$18,568,731	29.40%
17	Nevada	\$17,887,678	26.70%
	South		
18	Carolina	\$16,057,718	25.40%
19	Arkansas	\$15,942,739	-3.00%
20	Wisconsin	\$15,845,601	2.70%

Source: US Travel Association

IF COLORADO WERE IN PARITY

FY16 Budget \$19,800,000

Parity* Budget \$29,000,000

*Considering average budget investment ratio to state visitor spending top 20 states

Source: NTG/TRC based on US Travel Association

Meet your Colorado Tourism Office Heritage and Agritourism Team:

- > Jill Lammers, Colorado Tourism Office, Director, Heritage & Agritourism, jill.lammers@state.co.us
- Elizabeth O'Rear, Colorado Tourism Office, Manager, Heritage and Agritourism, elizabeth.orear@state.co.us
- > Sarah-Jane Johnson, Heritage & Agritourism Public Relations, media@sjpr.net

David Fluegge, Colorado Tourism Office, Social Media, dave.fluegge@state.co.us



DEVELOPMENT

CHAMP: CULTURAL, HERITAGE & AGRITOURISM MENTOR PROGRAM

Purpose: To stimulate the development of high-quality cultural, heritage and agricultural tourism experiences for travelers in Colorado.



CHAMP

Cultural, Heritage & Agritourism Mentor Program

Program underwritten by CTO, free of charge to participants. Provides 50 hours of mentor service.

13 CHAMP projects were initiated and/or completed during FY2016.

Educational Tours: C2 Alpacas, El Paso Co.

Farm/ Ranch Stay: A Night in Heaven Ranch,

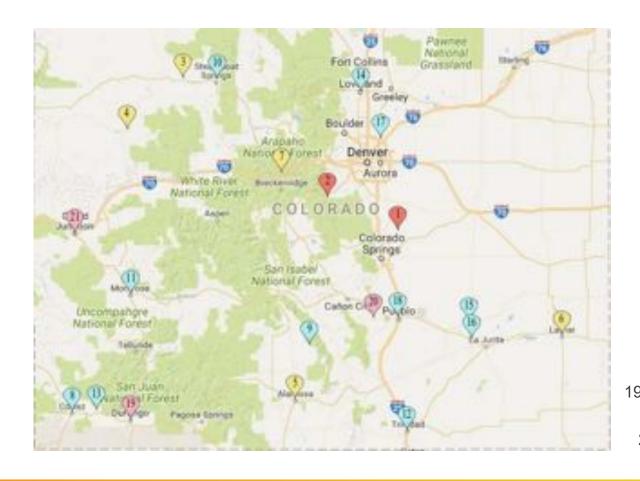
Pueblo

Marketing: Loveland Farmers Market

Farm Events: Berry Patch Farms, Brighton



CHAMP PROJECTS



1. C2 Alpacas - Colorado Springs * 2. Aspen Peak Cellars - Bailey 3. Horse & Hen Farmhouse - Hayden 4. Rio Blanco Historical Society - Meeker 5. SLV Museum Association - Alamosa 6 Snow Goose Festival - Beech 7. Summit Historical Society - Dillon 8. Cortez Cultural Center - Cortez 9. Crestone Arts District - Crestone 10. Elkstone Farm - Steamboat Springs 11. Montrose Historical Society - Montrose 12. Trinidad Welcome Center - Trinidad 13. The Mancos Project - Mancos 14. Loveland Farmers Market - Loveland 15. Alternative Colorado - Ordway 16. Canyons & Plains - Rocky Ford 17. Berry Patch Farms - Brighton 18. History Connections - Pueblo 19. Durango Cowboy Poetry Gathering - Durango 20. A Night of Heaven Ranch - Pueblo 21. Downtown Grand Junction - Grand Junction

CHAMP MENTORS

Real experience
Leaders in their field
Ability to scope and manage projects
Time and skill to mentor
Advice + Action– real deliverables

Work 1 on 1 with a Peer Mentor at No Cost through CHAMP



CHAMP QUOTES

"Do the legwork, push yourself, get out of your comfort zone, work with the consultant to turn things upside down, shake things up. I would recommend to others to start the program with an open mind and being ready to learn and perhaps change some of those longstanding processes."

Louise Colville, Rio Grande County Museum

MARKETING MATCHING GRANT PROGRAM

CTO GRANT PROGRAM

The purpose of the program is to:

- Promote tourism
- Increase visitation
- Leverage available marketing dollars
- Encourage the development of creative and innovative marketing programs
- Promote collaboration

MARKETING MATCHING GRANTS

- Funded at \$600K
- Awards up to \$25K
- 20% In-kind
- 1:1 Match
- FY17 Application Opened: 7/15/16
- FY17 Application Deadline: 10/14/16

FY18 application info coming soon!



WHO'S ELIGIBLE?

Travel regions throughout the state, Statewide associations, organizations and other **nonprofit entities** that engage in promoting travel throughout the state.

APPLICATION REQUIREMENTS

- Clearly Defined Marketing Plan Goals, Objectives,
 and Deliverables
- Measurement of ROI
- Letters of Support from Partners*/ Matching
 Sources
- Project Timeline
- Budget Worksheet
- Matching Cash Fund Source Worksheet
- •W-9 and Certificate of Good Standing*

Evaluation Criteria

- Clarity of Marketing Plan
- Creativity and Innovation
- Ability to Measure ROI
- Meets CTO Goals & Objectives
- Defined Economic Impact
- Promotes Travel
- Partnerships Well Defined

PROMOTION

WEB & COLLATERAL

Roots - Volume 1, 2 & 3 – published; Volume 4 is on the way!

Custom landing page published on Colorado.com to promote e-versions of *Roots*

Roots Brand Channel launched in July 2015 which will enable us to better track and provide better analytics

119 Places to Eat highlights restaurants in every county

COLORADO ROOTS

Roots Volume 1:

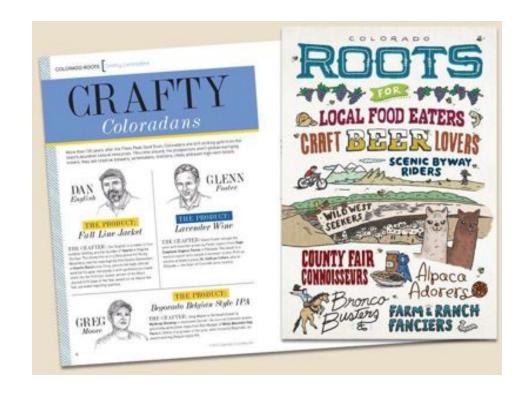
Listings: 361

Roots Volume 3:

Listings: Over 1,900

Direct Fulfillment Requests:

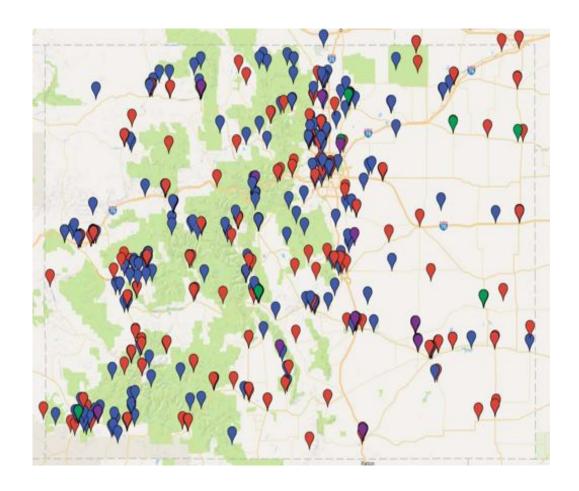
9,430



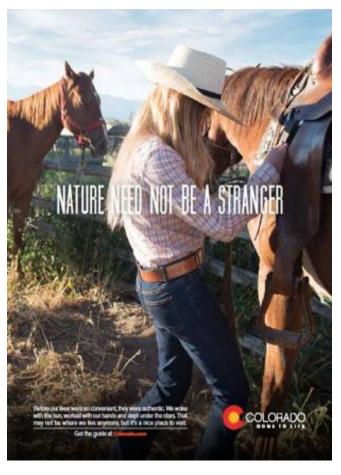
PROGRAM MAP

Key:

Red = Site mentioned in Roots articles Blue = Site mentioned in press releases Green = Site of regional workshop Purple = Site of CHAMP program



SAMPLE PRINT



Before our lives were so convenient, they were authentic. We woke with the sun, worked with our hands and slept under the stars. That may not be where we live anymore but, it is a nice place to visit.

SAMPLE E-BLAST



Spring Activities Hoods, effewsiletter



The aroms of fresh hops and caramel mail. The sound of clinking glasses. The feel of a cold bottle on a warm summer night. You can come to Colorado and learn the ins and outs of the craft brewing process. Or you can just sever the faste as you gaze upon visites that last forever.











Sample Listing on Colorado.com



How to get listed on Colorado.com



Submit a Business Listing

Tourism-related businesses and organizations in Colorado can sign up for free listings on Colorado.com.

Submit New Business or Event Listing

To submit a business listing, special offer or event you must <u>create</u> an Industry Partner account first. Please reference our <u>Business Listing Rules</u> for guidelines and listing specifications.

Already Have a Listing?

If you are already a member <u>click here</u> to log in and begin updating your business listings, events, leads and specials. Use the <u>Data Engine User Guide</u> for best practices, FAQs and instructions. CTO OVERVIEW

EVENTS

RESEARCH

TOURISM INDUSTRY RESOURCES

SUBMIT A BUSINESS LISTING

ADVERTISING CONTACT/RATES

BULK TRAVEL RESOURCES

CTO WELCOME CENTERS

CTO SPEAKING REQUEST

CTO SPONSORSHIP REQUEST

CONNECT W/ PR

MATCHING GRANT PROGRAM

CONNECTIONS E-NEWSLETTER



COLORADO TOURISM OFFICE OVERVIEW / EVENTS / RESEARCH / RESOURCES / Q.

Colorado Connection: The CTO Newsletter

Introducing the new monthly Colorado Tourism Office industry newsletter — Colorado Connection is the new voice for all that's happening at your tourism office.



Sign Up

Get the latest from the Colorado Tourism Office, including news, events, program highlights, ways to get involved and much morel

Subscribe >>

Current Issue

November 2016 >>

Past Issues

CTO OVERVIEW

EVENTS

RESEARCH

TOURISM INDUSTRY RESOURCES

SUBMIT A BUSINESS LISTING

ADVERTISING CONTACT/RATES

BULK TRAVEL RESOURCES

CTO WELCOME CENTERS

CTO SPEAKING REQUEST

CTO SPONSORSHIP REQUEST

CONNECT W/ PR

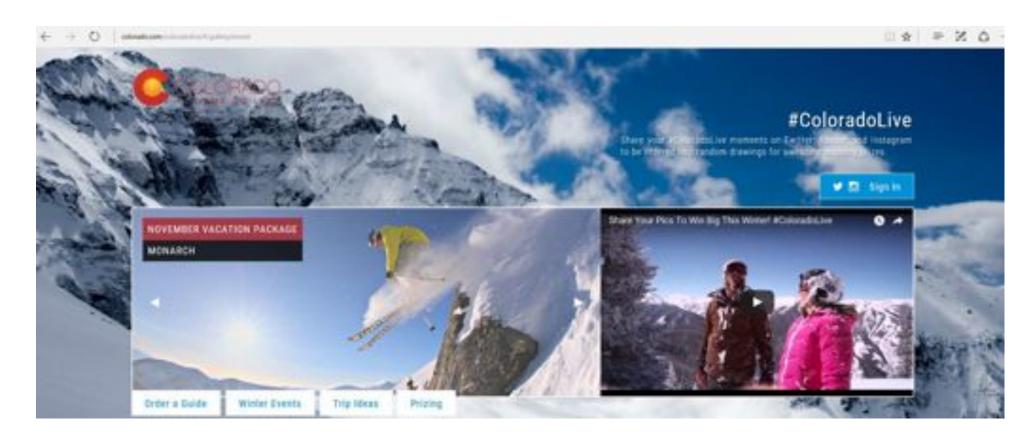
MATCHING GRANT PROGRAM

COLORADO CONNECTION: THE CTO NEWSLETTER



Sign up for the monthly Colorado Connection newsletter for details on Colorado tourism events, programs, research, news and more. Archive >>

#COLORADOLIVE



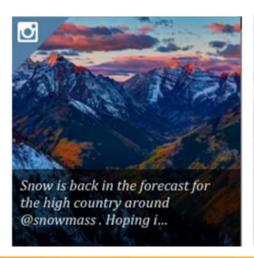
#COLORADOLIVE

- Visitors and residents post using #ColoradoLive
- Photos are featured by CTO, participate!
 - Website
 - Social Media Channels
 - Display advertising
 - Welcome Centers
- Monthly destination themed prizes
- Over 115,000 posts in last year!



INSTAGRAM TAKEOVER

- Partners take over for one week
- Showcase the best of destination
- Share 2-5 photos per day
- Spread love around state
- Use planning and thoughtful copy
- Great opportunity to start/grow channels











SOCIAL CO-OP

- Dollar for dollar social media marketing grant
- One participant per week on 3-day Facebook promotion
- Partner creates a unique piece of content on their site, we drive all traffic there
- Partner decides on target audience (your target markets)
- Match is \$1,000 \$2,500
- Open to destinations, ski resorts, some associations
- We work with you to maximize efforts
- Winter sign-up is September, email Dave Fluegge at dave.fluegge@state.co.us to be put on list



PUBLIC RELATIONS

GET INVOLVED WITH CTO PR EFFORTS



GET ADDED TO MEDIA HOTSHEET!



Press Release Material: Top places for a photo-op/wildlife viewing Highlighting scenic destinations that make for beautiful fall photos and watchable wildlife. PR Contact: Angelica Huizar

The CTO PR and social media teams distribute a monthly HotSheet to industry partners that includes info on:

- Upcoming press releases and social media content opportunities.
- Journalist leads and information on new and noteworthy media outlets.

Email: editor@colorado.com to be added to HotSheet

COLORADO VISITING JOURNALISTS PROGRAM





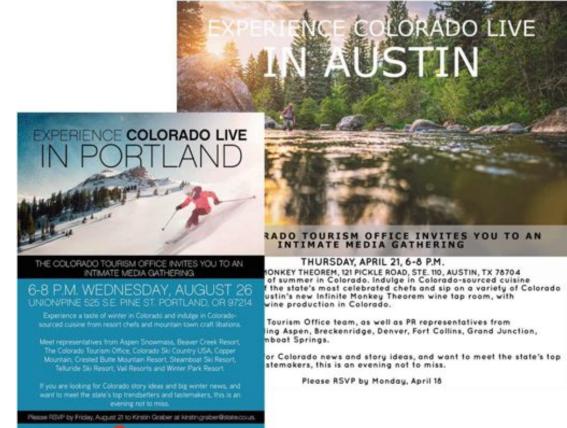
The CTO plans numerous group and individual media trips each year for journalists to experience Colorado's offerings firsthand.

- Strategic mix of blogs, digital media, short and long lead print media and influencers.
- Rely on industry partners for itinerary planning, lodging, activities and meal support.

FOCUSED CITY BLITZES

The CTO PR team travels in-market to top visiting regions to conduct meetings with journalists.

 Recent visits to Dallas, Austin, Chicago, New York, Seattle, Portland and California in the last year.



QUARTERLY LOCAL MEDIA RECEPTIONS

The CTO hosts four quarterly media receptions each year to gather industry partners and local journalists to discuss the state's latest news and story angles.

 Each reception is attended by about 20 industry partners and an upwards of 30 Colorado journalists.



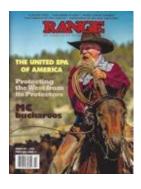




HERITAGE FOCUS FOR PR

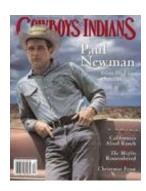
The CTO has a dedicated public relations focus to spotlight heritage and agritourism offerings across the state, specifically in rural destinations.

- Targeted media outreach to specialized media outlets
- Liaison with local and regional press
- Includes everything from farm stays, heritage and history tours, dude ranches, food tourism
- Works closely alongside the CTO team to secure media opportunities, events and more
- Send us your news today! media@sjpr.net









CREATE UNIQUE AND NEWSWORTHY OFFERINGS AND KEEP US INFORMED

Send us your top news and unique offerings for pitching and press releases.

Please add the CTO PR team your press release distribution lists.

- Carly Holbrook: <u>Carly.Holbrook@state.co.us</u>
- Kirstin Graber: <u>Kirstin.Graber@state.co.us</u>
- Caitlin Johnson: <u>CaitlinTJohnsonpr@gmail.com</u>
- Sarah-Jane Johnson: media@sipr.net





For more information

Go to:

industry.colorado.com

Contact:

Jill Lammers
Director of Heritage & Agritourism
Colorado Tourism Office

Jill.lammers@state.co.us



