



BUSINESS AND MARKETING PLAN

SETTING A COURSE FOR RECREATION/TOURISM MARKETING IN CUSTER COUNTY

UPDATED – December 2012

Custer County Tourism Board
205 South 6th Street, Westcliffe, Custer County Colorado 81252

OVERVIEW

MISSION STATEMENT

The primary objective of the Custer County Tourism Board (CCTB) is to increase economic activity in Custer County by stimulating the growth of tourism in the county.

To achieve this objective, the CCTB will continually reassess the status of Custer County tourism to identify positive features. The CCTB will provide direction, information and leadership to Custer County businesses and organizations which promote tourism.

This may include: The direct placement of advertising and promotion; the cooperative funding of advertising and promotional activities; the support and funding of select tourism related projects. (Revised- 12/11/12)

MAJOR ACCOMPLISHMENTS

- ✓ Award of Colorado Tourism Office Grant for a full page display ad in the OVG in collaboration with Trinidad and Huerfano County 2010 and 2011
- ✓ Development and distribution of a Scenic By-Ways Color Map in 2010 in collaboration with the 5-county marketing group.
- ✓ Regional Display ad in Audubon Magazine in collaboration with the 5-county marketing group.
- ✓ Funding of RV Boat & Travel Show in 2010 and 2011 in collaboration with CCD and CCMCC.
- ✓ Redesign of website, mobile device friendly website; and Facebook presence in 2011.
- ✓ Events Round-Up and events portal on the CCTB website

✓ FOCUSED OBJECTIVES FOR 2011 – 2015

Focused Objective #1: Increase Awareness of the County and its Recreational & Tourism related offerings

| # | Action Plan Steps | Parties Responsible | Timeline | Resources/Comments: Technical, Funding, etc. |
|---|---|---|---------------------------------|--|
| 1 | ✓ Awareness and collaboration of <u>Branding Process</u> efforts which will consistently brand all areas related to tourism in Custer County. | 'Cliffs Action Revitalization Team (CART); Custer County Merchants and Chamber of Commerce (CCMC) CCTB: K. Seei | | Status: COMPLETE 2010 Updated CCTB logo for consistent branding |
| 2 | ✓ Re-design of the Tourism Website | CCTB: B. Weisenbach ; K. Seei . | Phase 1: 1/1/11 Phase 2: tbd | Status: COMPLETE 2012 Need to maintain Bloggers |
| 3 | ✓ Social & Electronic Marketing | CCTB: | Phase 3 | Status: FACEBOOK & MOBILE DEVICE FRIENDLY ELEMENTS COMPLETE 2012 Not-started - -Enewsletter, |
| 4 | ✓ Printed County Fulfillment Piece | CCTB: B. Weisenbach | 1/1/11 Redesign 3/1/13 | Status: COMPLETE 2011 / Needs Redesign! Extended shelf life, possible dated insert. Not to exceed first class letter postage, can fold for mailing and as standard "rack" piece. |
| 5 | ✓ Contact Database | CCTB: C. Howard | 12/31/13 | Status: not-started Establishment of a lead "database for e-marketing. No established funding. No established partners |
| 6 | ✓ Awareness Campaign Specific to the CO Film Commission | CCTB: L. Attebery / C. Howard | 12/31/13 | Status: not-started Establish a marketing package for CO Film Commission and other "entities". Criteria Sheet? No established funding. No established partners. |
| 7 | ✓ Custer County Geo-caching | CCTB: B. Weisenbach | 4/1/11 | Status: COMPLETED 2011 / PROJECT SCRAPPED |

Focused Objective # 2: Continue efforts to collaborate with targeted counties regarding promotional display advertising, as well as the cooperative funding of advertising for county tourism related activities as deemed appropriate

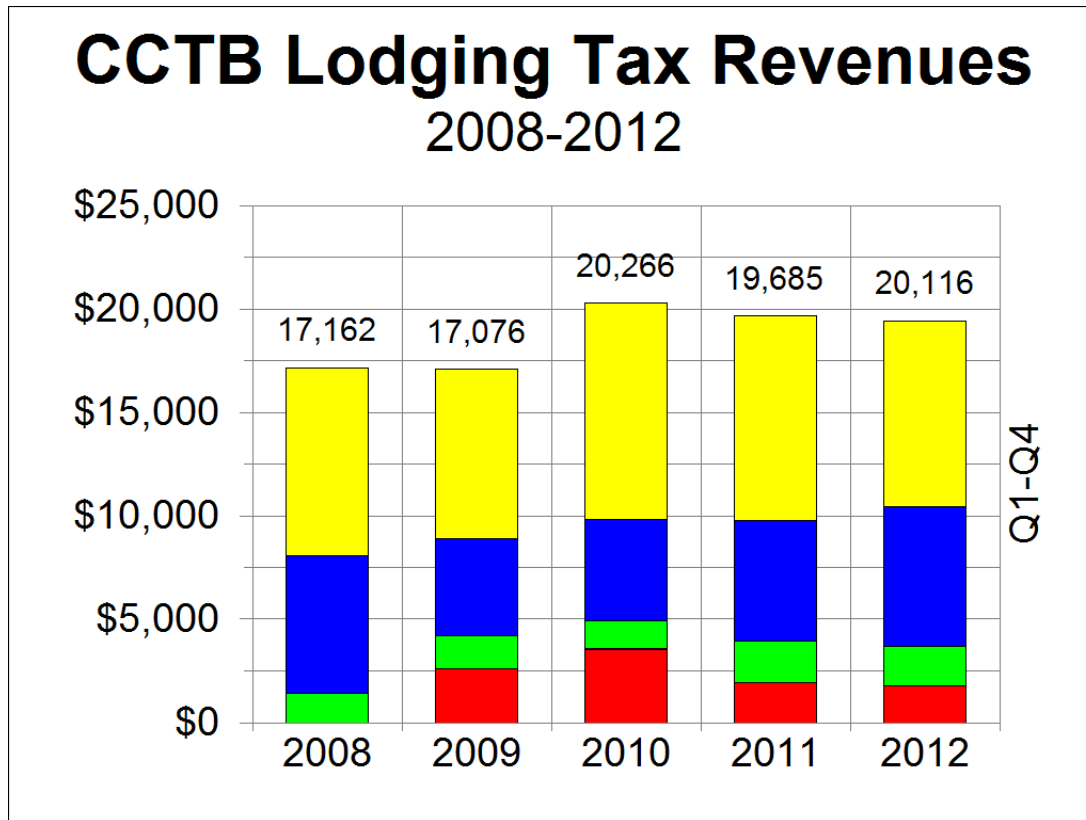
| # | Action Plan Steps | Parties Responsible | Timeline | Resources/Comments: Technical, Funding, etc. |
|---|------------------------------|--|----------|---|
| 1 | OSVG display advertising | CCTB: B. Weisenbach | ongoing | Status: COMPLETE 2011 & 2012. No Established partners 2013. No Grant funding 2013. Huerfano Tourism Board, Trinidad Tourism Board, CTO Continue CO-OP ad opportunities <u>until</u> Custer County has stand alone full page ad presence in OSVG. |
| 2 | Regional Display Advertising | CCTB: Not Assigned. No established Partners. | TBD | Status: not started No current regional display advertising efforts underway. Ensure that future efforts offer deliverables in writing and that those deliverables are delivered as agreed. |

Focused Objective #3. Support the creation of special event that foster new overnight lodging sales

| # | Action Plan Steps | Parties Responsible | Timeline | Resources/Comments: Technical, Funding, etc. |
|---|--|---------------------|--------------------|---|
| 1 | Amend the Special Events Marketing Policy to encourage the development of events in off-season and shoulder-season months. | CCTB | Complete 15-Sep-10 | Status: Complete. Policy amended to bi-annual grant awards that encourage tourism in the off-shoulder and shoulder-seasons. (Oct-Apr) |
| 2 | Establish a scoring matrix for use by the CCTB in evaluating grant awards in accordance with policy objectives | CCTB: Not Assigned | Target 5/1/13 | Status: Drafted/Seei. TBD. |

ANAYLSIS OF 2012 AND THE ECONOMY

Note: Custer County Lodging Tax Receipts noted here are on a cash basis. Not an accrual based as county audit adjustments might reflect on other county data.



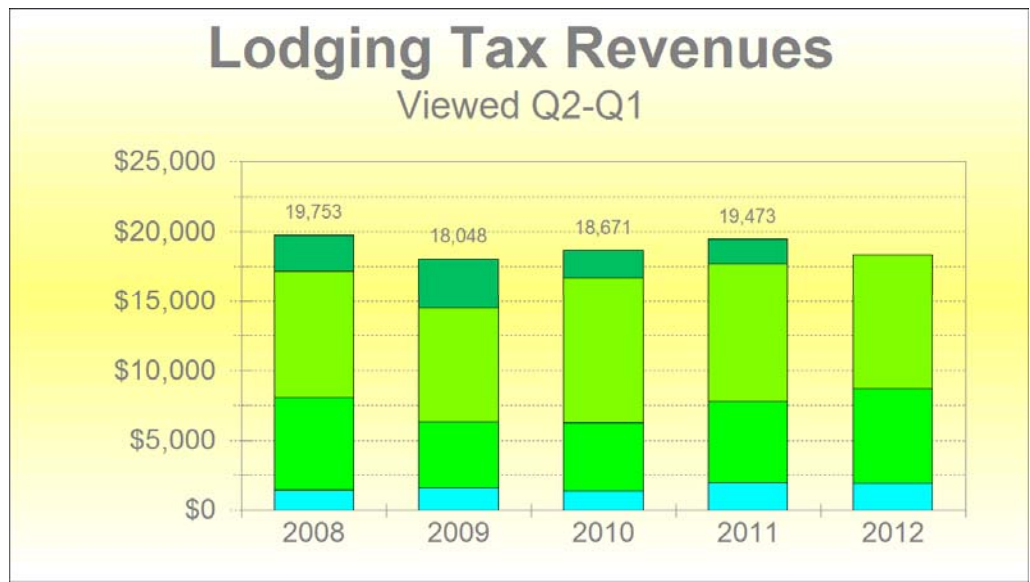
Lodging tax revenues in 2009 appear flat; down less than 1% from the first year the tax was collected. However, 2009 will serve as the baseline year, (as there are zero revenues in Q1/2008, due to the institution of a first time tax).

In analyzing revenue, quarterly tax receipts are indicative of the prior quarter's taxable lodging sales with-in the county. I.e., Q4 income noted here is a reflection of Q3 sales, etc.

(2008 Q1 receipts are absent, as they would have reflected Q4/2007 sales, prior to the implementation of the lodging tax. With the inclusion of Q1 revenues in 2009 (as an estimate of Q1/08), 2008 revenues would have been \$19,752. It can be therefore be expressed, that 2009 revenues were actually down 14% from 2008.

This data can be supported from Colorado Department of Revenue data and other local data.

2010, lodging collections are up 16% over 2009, suggesting two things: First, a possible recovery of sales from 2009 lows; and secondly, (as all lodging vendor's do not note such a recovery – even through 2012); that there appears to be an increase in compliance with the lodging tax collections.



When viewed from Q2 – through the following year’s Q1 receipts, lodging tax revenues may more accurately reflect lodging sales for the fiscal year. From this perspective, lodging sales peaked in 2008, which is consistent with the state and national economy. Sales are showing continued recovery, however Q4/2012; which reflects Q3 actual sales shows a noticeable decline in both 2011 and 2012. These receipts reflect July, August and September; and typically should be the strongest of the season. Q3 receipts in general were up considerably, despite extensive negative media exposure which hurt Colorado sales statewide during the month of June.

Lodging tax revenues were anticipated to be \$25,000 annually; according to ballot initiative data. Thus actual average results, initially 23% lower than expectations, are still 20% below the expectations of the CSU Extension Office Lodging Tax Study. The CCTB should closely measure receipts against these objectives and strive for cooperative reporting among vendors and voluntary compliance with lodging tax remittance as well as compliance measures by local clerks and state officials. Data from the 2009 FY Colorado Annual Report shows statewide lodging sales of \$3,633,245 in 2008; compared to \$2,889,464 in 2009; a decline of 20.5% statewide. Data from the 2010 and 2011 Colorado Annual Report show statewide lodging sales of \$2,616,818 in 2010, (a further decline over 2009) and \$2,847,165 in 2011, a recovery still below 2008 levels.

The Custer County Treasurer’s Office retains a 5% collection fee, which is deposited into the county’s general fund and is not earmarked for a specific budgeted line item. The State of Colorado also retains a fee for collection of the County Lodging Tax, which cannot currently exceed 3.333%; according to CRS 30-11-107.5.

OVERALL BUSINESS OBJECTIVES FOR 2011-2015

- ✓ The objectives in the CCTB Marketing **Plan should provide guidance for all decisions including finances, personnel and marketing.**
- ✓ These objectives should be quantitative and measurable statements of what the CCTB wants to accomplish over a specified period of time.

Business Objective #1. Increase lodging tax receipts by 10% in 2011 & 2012

| Target Year | Prior Year Sales * | Targeted Increase | Total Annual Targeted Sales * |
|-------------|--|-------------------|---|
| 2011 | 18,017 (2010 est) 20,266 actual | 10% | 19,819 22,293 / FAILED – \$19,685 |
| 2012 | 19,819 (2011 est) 19,685 actual | 10% | 21,801 21,653 / FAILED - \$20,116 |

Business Objective #2. Increase lodging tax receipts by 2% in 2013-2015

| Target Year | Prior Year Sales * | Targeted Increase | Total Annual Targeted Sales * |
|-------------|--|-------------------|-------------------------------|
| 2013 | 21,801 (2012 est) 20,116 actual | 2% | 22,237 20,518 |
| 2014 | 22,237 | 2% | 22,682 |
| 2015 | 22,682 | 2% | 23,135 |

Business Objective #3. Obtain annual grant awards or other non-tax revenues in the amount of at least 25% of annual lodging sales tax receipts.

| Target Year | Prior Year Sales * | Targeted Grants/ Other Revenue | Total Annual Targeted Sales * |
|-------------|--|-----------------------------------|---|
| 2011 | 18,017 (2010 est) 20,266 actual | 25% | 4,504 5,076 / SUCCEED |

| | | | |
|------|--|-----|--|
| 2012 | 19,819 (2011 est) 19,685 actual | 25% | 4,955 4,921 / SUCCEED |
| 2013 | 21,801 (2012 est) 20,116 actual | 25% | 5,450 5,029 / FAILING TO MEET (No CTO grant App) |
| 2014 | 22,237 | 25% | 5,559 |
| 2015 | 22,682 | 25% | 5,670 |

For Objectives 1-3: All figures to be revised annually. *

Business Objective #4. Extend Outreach of Agri-Tourism, Cultural/Heritage Tourism, and Nature –Based Tourism

| # | Action Plan Steps | Parties Responsible | Timeline | Resources/Comments: |
|----|--|---|-------------------|---|
| 1. | Continue Audubon "Birding" campaign in National Magazine w/Regional Partners | CCTB: R. Weisenbach | Complete 12/31/12 | Status: Ongoing. Two Years advertising in National Publication; resulting in leads generation and fulfillment marketing. PROJECT CONCLUDED |
| 2. | Work w/Library to collaborate on "Guided Tours" of local Historical and Cultural Assets, such as the SC Museum; WC School House; AAW; Beckwith Ranch and others. | Not Assigned. Amy Moulton as a Partner /Lead? CCCC/TOSC/AAW/BW/PRYC | 5/25/13 | Status: not started The project would involve volunteers to lead scheduled tours at scheduled times to visitors throughout the tourism season, rather than dedicated "open" hours for museums, etc. This would increase visits while decreasing overall man-power, of mostly volunteers. |
| 3. | Increase visibility of existing local "Sustainability Efforts" | Not Assigned. Sustainable Ways | 5/23/13 | Status: not started Seek out Solar Home Tours, Geo-Thermal; Greenhouses; etc to promote "Sustainability to day-trippers and overnight visitors to the Valley. |
| 4. | Support By-Ways; Trail Systems; and Pike Exploration in the county | Not Assigned. CART; Frontier Pathways Scenic By-Way; Others | 12/31/13 | Status: Make Available existing maps of Trail Systems and Produce New Scenic & Historic Driving/Riding/Walking Tour Information – Including the use of QR Codes and website driven; goals and budget by 9/10/13 |

| | | | | |
|----|--|--|-----|--|
| 5. | Improve TODS (Tourist Oriented Directional Signs) | Not Assigned. Dorothy Urban, SRCC; Frontier Pathways; CDOT | N/A | Status: Efforts begun by local partners; monitor and contribute as appropriate. |
| 6. | Identify and encourage the growth and promotion of segments of Nature Based-Tourism for the physically challenged in Custer County | Not Assigned. Outdoor Buddies; Cross D Bar Trout Ranch; Others | TBD | Status: not started Outdoor Buddies & Cross D Bar currently lead events. Determine appropriate ways to support these and other organizations. While there are is no existing funding, there are possible grant opportunities to extend participation for veterans and others with disabilities. |

MARKET ENVIRONMENT ANALYSIS

Many resources exist to gauge current market conditions, including the Longwood's Study.

Key Findings from the Longwood International Colorado Travel Year 2008, Final Report, dated August 2009: [\(with Updates from the 2011 travel year, Final Report dated June 2012\)](#)

- Accommodations spending rose 1% in 2008.
- Food & Beverage Spending was down 5%; while retail purchases were down 10%.
- Those staying in commercial lodging accounted for 70% of all travel spending in the state. [\(68% in 2010.\)](#)
- Overnight travel dropped 2% from a record high in 2007. [\(Overnight travel rose by 4% in2011; compared to 1% nationally\)](#)
- Day trips climbed 8%. [\(Day trips climbed 10% in 2011.\)](#)
- Business travel was particularly affected by a drop of 11%. [Business travel also continued its national rebound in 2011, growing by 3%, and adding to the gain of the previous year: *Though still remaining 30% below the last peak in this type of travel*](#)

- Colorado was home “origin” to 35% of overnight visitors making the 6th successive increase. @41% in 2010 & 2011
- Following Colorado, in order: CA, TX, AZ, FL, NM, WY, NE, MO, & KS. (CA, TX, AZ, NM, IL, KS, NY, FL, NE, UT – 2011)
- The most popular travel regions, in order: Denver Metro, S. Central, N. Central, N. West
- Most Popular Website: Colorado.com (29% of visitor’s report usage of the site)
- Primary Publications used: CO State map and one of the state’s [Official State Vacation Guides](#)
-
- Colorado Statewide Visitor Profile:
 - Fairly even gender split; (same in 2011)
 - Average age 44 (46 in 2011)
 - Married (2/3 married in 2011)
 - Have kids/teens at home (4/10 have teens at home in 2011)
 - Household income above \$50k (living in smaller households with slightly lower income 2011)
 - Work full-time
 - ½ have college degrees
 - ½ of the vacations are planned AT LEAST 3 months in advance
 - Likely to have earlier bookings - higher than average
 - Most popular Cultural/Heritage Attraction in S. Central Region:

- Royal Gorge

Other findings:

- Fuel Prices have hurt travel/tourism sales, but led to increases in in-state travel and day trips
- 2009 Economic factors will likely see large downturns, specifically in shoulder seasons, mid-week, length of stay and business travel.
- Target audiences, with spending power, must be a clearly defined segment with focused marketing efforts.
- Increase competition, due to poor economic conditions, will require a focused use of funds.
- ½ used internet to plan and/or book; although internet usage appears to have plateaued.
- 60% drove to their destinations
- The number of visitors coming to Colorado on marketable leisure and business trips rose by 4% setting a new record. However the drop of 6% in visits to friends and relatives resulted in a flat overall picture.

The Towns of Westcliffe and Silver Cliff have implemented the Downtown Colorado Inc. program under the leadership of the recently organized implementing group, CART. The Custer County Economic Development Committee and Five-County Tourism Group have also worked to identify community assets, with regards to tourism infrastructure. (Historical; Cultural; Eco/Tourism; etc). The CCTB should not repeat this effort, but rather solicit this information as an addendum to this document, to be requested from the towns of Westcliffe and Silver Cliff, Custer County EDC; CART, CCMCC and any other organization currently pursuing economic development/tourism in Custer County. The CCTB acknowledges its County wide role in marketing tourism and will use this plan as a tool to guide its actions annually, rather than reacting to the requests not integrated into this action plan.

MARKET IDENTIFICATION / SEGMENTATION

1) Business / Event oriented:

- a. Events requiring advance ticket sales and/or registration are prime examples of measurable overnight stays in specific time-frames.

- i. Bike races and/or other new events on off-peak weekend.
- ii. Existing Events
- iii. Music/Art/Photography Workshops/Theater – perfect mid-week travel.
- iv. Bowling Tournaments.
- v. Car Clubs, Motorcycle Rally's/Tours; Off Road Clubs.
- vi. School Events.

b. Business Conferences/Training:

- 1. DOW, Forest Service.
- 2. DOC; Law Enforcement.
- 3. CDOR or other Government.
- 4. Water Forums, Open Space.
- 5. Military training exercises.

Note: Many of these are tax-exempt entities and would support all of the objectives of this outline, with the exception of overnight sales and occupancy goals.

2). Retirees / Leisure Travel / Real Estate:

- a. Ability to travel mid-week and off season – perfect audience for those steep discounts during the weekdays.
- b. More spending power than families, even during recession. Self-guided driving tours, scenic bi-ways, shopping, food and beverage consumer.
- c. Can be part of 35% in state visitors; or out-of-stage visitors.

d. Media can include Colorado.com; OSVG, and publications/editorial content in magazines, newspapers – specific to the audience. (Sunset/AARP/AAA/etc.)

Note: Realtor spending on marketing far exceeds the CCTB budget, how can we capitalize on their existing marketing?

3) Activities / Recreation:

- a. Specifically targeting shoulder-season and off-season activities, such as fall colors and winter recreation such as back-country skiing, snow-shoeing and snow mobiling. Hunting seasons run late summer, (archery,) through early winter, (Ranching for Wildlife programs,) and offer opportunities as well.

4) Leads

- a. CTO leads
 - i. Direct
 - ii. Bonus
- b. Other leads
- c.
 - i. Realtors
 - ii. CCMCC
 - iii. Lodging databases

Marketing Objective #1: **ON HOLD** Business / Event Oriented

| # | Action Plan Steps | Parties Responsible | Timeline | Resources/Comments: |
|---|--|---------------------|----------|--|
| 1 | Increase Off Season / Shoulder Season Occupancy | CCTB | 5/1/2011 | Status: Actual performance estimates for shoulder season undetermined Increase occupancy rates 20% for Oct-April Market off-season travel |
| 2 | Increase Overnight Stays Sunday through Thursday | CCTB | 9/1/2011 | Status: not started Increase mid-week occupancy 10% in June, July & August. |

Marketing Objective #2: Retirees / Leisure Travel/ Real Estate

| # | Action Plan Steps | Parties Responsible | Timeline | Resources/Comments: |
|---|----------------------|---|----------------------|---|
| 1 | Fulfillment Piece(s) | CCTB: R. Weisenbach Tabb/Cline/Howard Others? | 4/1/2011 8/1/2012 | Status: See focused Objective #1 Determine CCTB role with that of others printed pieces Provide fulfillment pieces for local real estate offices by 4/1/2011. Re-address fulfillment goals 8/1/2012. -Printed County Vacation Guide? -Summer in the Valley earlier? (Ref Longwood's study / 12 of vacations are planned at least 3 months in advance) |
| 2 | OSVG | CCTB / Partners NO Partners for 2013! | 1/1/2013 | Continue to target By-ways and other driving campaigns for retirees and others. Stand Alone Ad 2013 |
| 3 | Royal Gorge | CCTB | TBD | Consider Royal Gorge as MOST popular Cultural/Heritage Attraction. (Ref. Longwood's Study) |

Marketing Objective #3: Colorado.Com & Other sites

| | Action Plan Steps | Parties Responsible | Timeline | Resources/Comments: |
|---|---|---------------------|--|--|
| 1 | Increase Accuracy of all county business on sites | Contract Labor | In Process 12/11/12 Target 1/15/13 | Determine how to reset and re-input data for accuracy with local businesses. Consider a vendor to assist , job fair style. |
| 2 | Events | Contract Labor | Complete12/11/12 | Input <u>all</u> county events on site Who is creating calendar Who can input data |
| 3 | Update OSVG Listings | B. Weisenbach | Target 1/15/13 | OSVG ad purchase, list major events and update them. |
| 4 | Trip Advisor | Not Assigned | TBD | Incorporate Trip Advisor, Bing and others into marketing efforts. |

Marketing Objective #4: CTO Leads

| | Action Plan Steps | Parties Responsible | Timeline | Resources/Comments: |
|---|--------------------|---------------------|----------------|---|
| 1 | Direct Leads | CCTB | TBD | Provide an electronic fulfillment for 100% of leads with email contact. Provide a feeder marketing piece to all USPS to all other leads. |
| 2 | Bonus Leads | CCTB | TBD | Provide an electronic fulfillment for 100% of leads with email contact. |
| 3 | Leads Distribution | CCTB: BOD action | Target 3/12/15 | Determine new strategy for distributing leads. Pros/Cons Analysis. |

2013 BUDGET

| | <u>Jan - Mar 13</u> | <u>Apr - Jun 13</u> | <u>Jul - Sep 13</u> | <u>Oct - Dec 13</u> | <u>TOTAL Jan - Dec 13</u> |
|---|--------------------------|-------------------------|-------------------------|-------------------------|-----------------------------------|
| Income | | | | | |
| 31500 Lodging Tax Receipts | | | | | |
| Q1 | 1,500.00 | | | | 1,500.00 |
| Q2 | | 1,500.00 | | | 1,550.00 |
| Q3 | | | 6,000.00 | | 6,000.00 |
| Q4 | | | | 10,000.00 | 10,000.00 |
| Total 31500 Lodging Tax Receipts | <u>1,500.00</u> | <u>1,500.00</u> | <u>6,000.00</u> | <u>10,000.00</u> | <u>19,000.00</u> |
| 33999 Other Grants | | | | | |
| Total Income | <u>1,500.00</u> | <u>1,500.00</u> | <u>6,000.00</u> | <u>10,000.00</u> | <u>19,000.00</u> |
| Expense | | | | | |
| 44320 Lodging/Tourism | | | | | |
| 203 Supplies | | | | | |
| 210 Other | 1,000.00 | | | | 1,000.00 |
| 304 Professional Services | 4,500.00 | 2,100.00 | 450.00 | 450.00 | 7,500.00 |
| 305 Communication | | | | | |
| 316 Internet Marketing | 750.00 | 750.00 | 750.00 | 750.00 | 3,000.0 |
| 317 3rd Party Advertising | 1,400.00 | 500.00 | | | 1,900.00 |
| 318 Printing | 11,000.00 | 5,500.00 | | | 16,500.00 |
| 400 Treasurer's Fee | <u>100.00</u> | <u>100.00</u> | <u>300.00</u> | <u>500.00</u> | <u>1,000.00</u> |
| Total 44320 Lodging/Tourism | <u>18,750.00</u> | <u>8,950.00</u> | <u>1,500.00</u> | <u>1,700.00</u> | <u>30,900.00</u> |
| Total Expense | <u>18,750.00</u> | <u>8,950.00</u> | <u>1,500.00</u> | <u>1,700.00</u> | <u>30,900.00</u> |
| Net Income | <u><u>-17,250.00</u></u> | <u><u>-7,450.00</u></u> | <u><u>4,500.00</u></u> | <u><u>8,300.00</u></u> | <u><u>-11,900.00</u></u> |

Priorities for the 2013 budget are in-line with the following objectives/considerations:

- Stand Alone presence in OSVG
- Mailer Label Ad in OSVG & Response Piece*
- Re-branding / Consistent Printed & Web branding
- Fulfillment Piece* – Mailable w/single first class stamp
- Website updates to re-brand
- Grant Revenue

Priorities for the 2014 budget to be in-line with the following objectives/considerations:

- OSVG / w local or regional partners – or stand alone
- Other printed pieces (Maps, Local Stories, et all)
- Billboard
- E-newsletter
- Grant Revenue

Priorities for the 2015 budget to be in-line with the following objectives/considerations:

- OSVG / w local or regional partners – or stand alone
- Website updates/re-design
- Social Media
- Contact Database
- Grant Revenue

EVALUATION AND CHANGE

As primary objectives are obtained, the 3-5 year outlook for the plan should shift its focus to increase funding for the marketing of specific, measurable special events. New events should not conflict with other activities, but rather the community should seek to build a calendar of events and extend should seasons and off-season travel. The Bluffs Project has the potential to over-market summer with competing events and lack of beds. It also has the potential to market new shoulder season events, which should be supported by the CCTB as consistent with this plan.

According to the Colorado Lodging Review and Outlook report dated October 29, 2012; both REVPAR and Occupancy rates in Custer County trend at ½ the state levels, indicating that additional motel rooms in the county are unwarranted and unsustainable. Statewide supply continues to be at an all time high. Efforts to increase overnight visits to family and friends are worthwhile during summer months; as are additional seasonal accommodation opportunities such as B&B and VRBO compliant beds. Marketing of seasonal events by other organizations supporting local commercial district's, should have a market segment clearly targeting day-trippers from the region. GDS booking fees net 25-35% of the room sale; fortunately Custer County has NOT yet been "pressured" into selling vacant rooms on GDS driven sites such as Expedia, Travelocity, etc. Online bookings are available by most lodging vendors w/o a GDS interface, direct from the vendor's websites.

The tourism board should continue its focus on the marketing of off-season and shoulder season events to strengthen lodging sales, without the negative affects of the continued over-marketing of summer weekends.

As with any marketing tool, this plan and its success should be measured annually against its performance objectives, including lodging tax collection, increased occupancy, and sales. As “Awareness” campaigns can be difficult to measure, tools shall include monitoring the number of electronic email attachments opened, social media responses and web-site traffic along with any information that can be database driven. A mechanism for modification of the plan, based on a lack of desired results, should be presumed. Annual review of goals and accomplishments can be included in a revised document or plan supplement.

The tourism board must also consider in its planning, that the Custer County Chamber of Commerce (CCCC) has no funding or strategic goals for marketing. The CCCC has discontinued its annual Visitor’s Guide and other member services and is struggling with membership and its operating budget. Cliffs Action Revitalization Team (CART) Board of Directors and standing committees have formed to implement the recommendations from the Colorado Downtown, Inc Report. The CCMC, CART, Custer County Economic Development Corporation and other various organizations are focusing on goals related to the goals in the CCTB Marketing Plan. An intentional coordination effort should be initiated in order to enhance the results of each entity’s objectives and facilitate collaborative work between the entities. Efforts between the groups have begun in the in the form of Summit Meetings. The meetings should be held 3-4 times annually and communication between the groups and their individual goals continues to have opportunity for improvement. The groups should work to collaborate, and/or separate responsibility for common goals. A clear distinction continues to exist between county-wide marketing and the core commercial district in the towns of Silver Cliff and Westcliffe.