

# Colorado Tourism Board Meeting Minutes

## January 15, 2020

### Attendance:

#### **Governor Jared Polis**

**Board of Directors:** Courtney Frazier, Chair; Doug Price, Vice Chair; Bob Stinchcomb, Wanda James, Pete Piccolo, Kieran Cain, Lucy Kay, Sonia Riggs, Senator Dennis Hisey, Sean Demeule

**CTO:** Cathy Ritter, Director; Andrea Blankenship, Director of International Tourism; Jill Corbin, Director of Destination Development; Taren Mulch, Director of Visitor Services; David Fishman, Senior Manager of Fiscal & Operations; Elizabeth O'Rear, Senior Manager of Grant Programs; Kaiti Jacobson, Manager of Industry Partnerships; Nataszhya Rodriguez, Marketing & International Coordinator; Jackson Feld, Board Liaison & Executive Assistant

**CTO Contractors:** Bri Seifert, International FAM Contractor; Caitie Johnson, PR Strategist; Dave Fluegge, Social Contractor; Jennifer Barlett-Alpert, International; Liz Birdsall, International; Shelley Cooper Marketing Contractor; Katie Payer, Destination Development contractor.

**OEDIT:** Betsy Markey, Executive Director; Leslie Hylton, OEDIT Director of Legislative Affairs; Sarah Andrews, Chief of Staff

**MMGY Global:** Casidy McNally; Jessica Hollenbach; Kate Harrison; Kim Lenox; Sarah Arnoldi; Carrie Gill

**Karsh Hagan:** Colin Langham; Lauren Corna

**Miles:** Laura Libby; Hannah Brown

**Other:** Denise Miller, SMARI; Jordan Brooks, Frozen Fire & This Is Idaho Springs

**Meeting convened** at 11:55am

#### **Value of Tourism: Presentation/Discussion with Governor Jared Polis**

- Polis: CTO is doing well promoting the right values of the state to the right audience

**Frazier** led Welcome & Introductions

#### **Adoption of Past Board Meeting Minutes**

- Doug Price moved for approval
- Seconded by Wanda James



- Motion approved by acclamation

**Fiscal Update**, David Fishman, Senior Manager for Fiscal & Operations

**Final review/Approval of FY20 Roles and Responsibilities (see attached)**

- Courtney Frazier moved for approval
- Seconded by Sonia Riggs
- Motion approved by acclamation

**Education: Summer 2019 Campaign Effectiveness**, Denise Miller, EVP, Strategic Marketing and Research Insights

**Engagement: Discussion of Summer 2020 “Come to Life” Campaign concept**, MMGY Global, Karsh Hagan,

- On pace to exceed goal for campaign impressions, \$10M revenue through exposed media, halfway to goal for engagements, 96% video completion rate compared with 90% industry benchmark.

**Education: Impact and Opportunity of CTO Cooperative Marketing Program**, MMGY Global

- Goal: Gives partners opportunity to participate in CTO’s national Come To Life marketing campaign with customized placements matched by CTO dollars and significant added value; a total of 23 Colorado destinations and attractions are participating with investments ranging from \$1,500 to \$25,000, with more than \$160,000 in total partner dollars extending the reach of the CTO 2020 spring-summer campaign.

**Meeting Adjourned at 2:15pm**

- Sonia Riggs moved for approval
- Seconded by Doug Price
- Motion approved by acclamation



**Roles and Operating Procedures**  
**for the Colorado Tourism Board, Colorado Tourism Office and Vendor Partners**  
*Adopted on January 15, 2020*

**I. Shared Purpose**

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

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

**II. Roles**

**A. Colorado Tourism Board**

- Strategy: To review, approve and provide oversight of a cohesive Colorado tourism strategy
  - Action: Support the development and engage in oversight of a comprehensive Colorado tourism strategy
  - Example Responsibilities:
    - Represent the perspectives of broad-based constituencies
    - Support periodic data-driven performance reviews
- Policy: To advise the Colorado Tourism Office (CTO) on major initiatives and development of policy, including legislative initiatives with broad impact on the tourism industry
  - Action: Identify, evaluate and advise on initiatives with policy implications for tourism and traveler spending
  - Example responsibilities:
    - Bring industry issues forward
    - Provide and share input on major policy positions for CTO
    - Communicate policy positions to constituencies and encourage ownership
- Fiscal Integrity: To ensure fiscal integrity of Colorado tourism funding.
  - Actions: Review, discuss and approve, then monitor and modify an annual budget for the CTO; review and approve CTO recommendations of vendors for final contractual approval by the CTO (as described in III(D))
  - Example Responsibilities:
    - Ensure sound Board practices so that the CTO is in compliance with state audit and Open Meetings requirements.
    - Review, approve and monitor budget and vendor contracts in accordance with Board policy and CTO objectives.



- Advocacy: Promote Colorado tourism and advocate for continued growth of its sustainable and positive economic impact on the state.
  - Actions: In line with administration policies, identify positions on key issues impacting the economic vitality and sustainability of the Colorado tourism industry.
  - Example Responsibilities:
    - Educate government stakeholders, including the General Assembly and the Administration, on the economic impact of tourism to Colorado and the ROI of dollars invested into the CTO.
    - Educate government stakeholders, including the General Assembly and the Administration, on nationwide trends in marketing and development strategies and the investment needed to maintain and build a competitive edge for Colorado..
    - Educate Colorado residents on the value of tourism to Colorado and the successes of the CTO's stewardship initiatives, including Care for Colorado.
    - Educate ourselves on major Colorado tourism trends and industries.

#### B. Colorado Tourism Office

- To develop and execute a cohesive strategy to build the Colorado tourism industry's competitive advantage
- To drive traveler spending throughout Colorado through development and promotion of compelling, sustainable traveler experiences
- To maximize the office's impact through effective financial management and resource development, including:
  - Creation and management of an impactful annual budget
  - Procurement and management of vendor contracts in keeping with state requirements and Board approval and oversight
  - Tracking and reporting of outcomes of office initiatives, vendor performance and budget changes
  - Create conditions for clean financial audits by the Office of State Auditor
- To measure effectiveness and increase awareness of the Colorado tourism industry's impact through research and communications
- To build support for the tourism industry among Colorado residents through solid performance and building partnerships that encourage visitors to embrace responsible travel practices

#### C. Vendors

- To execute the Colorado tourism strategy under CTO direction
- To expand the capabilities and impact of the CTO



- To assist the CTO in developing strategy, measuring performance, creating initiatives and sharing its marketing and messaging platform and resources with travelers, industry partners and Colorado residents.

### III. Structure, Practices and Operating Procedures

#### A. Structure of the Colorado Tourism Board

- By statute, the Colorado Tourism Board has 15 members, including nine representing tourism industry sectors, two “at large” members and four legislators.
- The 11 members of the Colorado Tourism Board representing industry sectors and “at large” seats shall be appointed to a four-year term or to fill an unexpired term by an Executive Order of the Governor and subsequent confirmation by the Senate. Board members may be appointed to an additional four-year term, with the following exception: Board members appointed to fill an unexpired term may be appointed to two four-year terms, unless their service in an unexpired term exceeds two years. Board members who leave the tourism industry or no longer serve the sector they were appointed to represent are required to resign their seat.
- The four legislative members of the Colorado Tourism Board are appointed by the General Assembly. By statute, terms of legislative members shall expire on the convening date of the first regular session of each General Assembly. Subsequent appointments or reappointments shall be made as soon as practicable, and members shall continue to serve until a successor is appointed. Legislative members may be appointed for succeeding terms as long as they are serving as members of the General Assembly. The General Assembly shall fill any vacancy by appointment for the remainder of an unexpired term.
- At the final regularly scheduled meeting of the fiscal year prior to June 1, members of the Colorado Tourism Board shall elect a chair and a vice-chair from members whose appointments continue into the following fiscal year. The elected chair and vice-chair will begin serving effective June 1. Nominations for these offices shall be submitted by Board Members for inclusion in Board materials for the final regularly scheduled meeting of the year prior to June 1.

#### B. Board Practices

- Working Agreements
  - Start on time, end on time
  - Be present and fully engaged
  - Seek to understand
  - Speak up and share the air
  - Come prepared
  - Consider the bigger perspective



- Best Practices
  - Heightened strategic discourse
  - Healthy, constructive dialogue and debate
  - Specific focus on agreed upon priorities
  - Balance education and engagement
  - Carry the torch - Be the top ambassadors

C. Conditions of Service

- Members of the Colorado Tourism Board receive no monetary compensation for their service, but are eligible for reimbursement of reasonable travel expenses, in line with state guidelines, to carry out board-related duties.
- Upon appointment to the Colorado Tourism Board by Executive Order of the Governor, Board Members are obliged to attend a minimum of four regularly scheduled meetings per year, whether in person or via a technology-based solution, barring extenuating circumstances approved by the Board Chair and CTO Director. A Board Member not meeting this standard of participation is expected to resign. This standard does not apply to Board Members appointed by legislative leaders.
- Board Members are required to take part in a CTO Board Orientation within three months of appointment, barring extenuating circumstances approved by the Board Chair and CTO Director.
- In regard to their service on behalf of the state of Colorado, Board Members are subject to the requirements of Amendment 41.
- Board members are shielded from individual liability for acts of the Board.

D. Meetings of the Colorado Tourism Board

- The Board shall hold regularly scheduled meetings a minimum of six times per year, including two in locations other than the state capital, if practicable.
- Meeting agenda and materials shall be shared with Board Members at least seven days prior to regularly scheduled meetings.
- All action items requiring a vote shall be called out on the meeting agenda. For passage, action items must be approved by a majority of a quorum (minimum five of eight members present) of the Board. Contracts involving 10 percent or more of the Colorado Tourism Office budget require Board approval.
- Board meetings are subject to Colorado Open Meetings Law and Colorado Open Records Act (CORA) requirements. Minutes shall be taken and be available upon request per CORA requirements. Notice of Board meetings shall be posted at least 24 hours in advance on Colorado.com. Under the Open Meetings Law, a discussion of Board



business between two Board Members is considered a meeting and must be posted and open to the public.

#### E. Committees and Task Forces

- The Colorado Tourism Board or the CTO may appoint committees or task forces to develop recommendations, conduct reviews or searches or carry out other business for the benefit of the Colorado tourism industry. Committee Chair appointments will be reviewed annually by the Board Chair and the CTO Director.

- Standing committees of the Colorado Tourism Board shall include a minimum of one Board Member and shall be chaired by a Board Member. (Exceptions may be approved by the Board Chair and CTO Director). In consultation with the Board Chair, the CTO Director recommends committee chairs. Terms for committee chairs are one year. Committee chairs may serve successive terms for the duration of their service on the Board.

- Other members of standing committees are appointed by the CTO Director or designee in consultation with the committee chair. Restrictions on reappointment of committee members are the prerogative of the Committee Chair and the CTO Director or designee.

- Standing committees are as follows:

- **Tourism Marketing Committee**

- Support the CTO in driving traveler spending through inspiration of high-value travelers and execution of marketing plan.
- Advise the CTO on development of marketing campaigns and initiatives.
- Promote development of initiatives supporting industry members' marketing and communications programs.

- **International Promotion Committee**

- Support the CTO in promoting the growth of international tourism.
- Advise the CTO in development of an international tourism strategy
- Participate in review and evaluation of vendors, including in-market representatives in target markets.

- **Destination Development Committee**

- Support the CTO in developing collaboration with stakeholders to drive rural economic development through creation of traveler experiences.
- Assist the CTO in developing training and resources to build expertise and drive economic development in rural Colorado.

- **Leadership Committee**

- Support the CTO in activating the full potential of the Colorado tourism industry through its people.
- Advise the CTO in ensuring value for program participants, employers and the Colorado tourism industry.



- Assist the CTO in crafting and evaluating the program, curriculum development, recruitment of mentors and selection of program participants.
- The CTO Director or designee may appoint special committees, advisory groups or task forces to share advice and assistance with office initiatives. Depending on the assigned duties, these committees may include Board Members, CTO staff, standing committee members or other Colorado tourism representatives or stakeholders.

