



COLORADO
TOURISM OFFICE

Colorado Tourism Board Meeting Minutes

May 11, 2023

Attendance:

CTO Board: Bob Stinchcomb, Alex Boian, Sen. Dylan Roberts, Rep. Meghan Lukens, Tammy Thompson-Booker, Phil Washington, Pete Piccolo, Sonia Riggs, Rep. Matt Soper, Laura Valdez, Nick Ragain

CTO: Tim Wolfe, CTO Director; Andrea Blankenship, Director of International Tourism; Jill Corbin; Deputy Director of Destination Stewardship; Shelley Cooper, Deputy Director for Marketing; David Fishman, Senior Fiscal/Operations Manager; Taren Mulch, Director of Visitor Services; Elizabeth O'Rear, Director of Grants and Funding; Andrew Grossmann, Director of Destination Development; Natazshya Rodriguez, Brand Manager; Jackson Feld, Destination Stewardship Specialist; Kaiti Jacobson, Program Manager; Sami Wells, Grants and Funding Manager; Hilary Lewkowitz, Destination Development Manager, Julie Dufault, International Promotions Manager, Hayes Norris, Communications Manager; Christina Tuchman, Marketing Manager; Michelle Wulfson, Marketing Copywriter; Will Anderson, Administrative Coordinator

Handlebar PR: Carly Holbrook, Caitlin Johnson

Miles Partnership: Amy Hume, Laura Libby

MMGY: Zoe Berry, Mira Whang, Jessica Hollenbach, Clayton Reid, Jaime Bartow

Karsh Hagan: Kathy Hagan

CTO Contractors: Liz Birdsall, Katie Payer, Barb Bowman

Meeting called to order at 9:05 AM

9:00 AM - Welcome & Introductions: *Bob Stinchcomb, CTO Board Chair*

- Thank you to departing board members Sonia Riggs, Pete Piccolo, Wanda James for their years of service
- Approval of Minutes
 - Motioned by Sonia Riggs
 - Seconded by Tammie Thompson-Booker
 - Approved by acclamation

9:10 AM - Director's Report: *Tim Wolfe; CTO Director; David Fishman, Senior Fiscal/Operations Manager*

- Budget review from David Fishman, CTO Senior Fiscal/Operations Manager
 - FY23 approved budget revision review
 - Estimated actuals for FY23
 - FY24 budget breakdown
 - Additional COVID-era funding coming to an end



- CTO is looking at long-term investments that will pay off in the future when additional funding ends
- Contracts review
 - FY23 budget reallocations from Welcome Centers to Karsh Hagan and Miles Partnership due to delays in procurement
- Motion to approve Contract List
 - Motioned by Laura Valdez
 - Seconded by Tammie Thompson-Booker
 - Approved by acclamation
- Director's Report from Tim Wolfe, CTO Director
 - Thanks to CTO staff & contractors for work over the past fiscal year
 - Wrapping up FY23
 - FY23 \$1.5 Million for Welcome Center refresh was adjusted down due to hold-ups in procurement
 - Working on Michelin program which is progressing well
 - Tourism eXchange
 - Brand USA board of directors approved helping with licensing fees
 - Board elections will take place at July meeting

9:30 AM - Marketing Update: *Shelley Cooper, CTO Deputy Director of Marketing*

- Review of division primary and secondary goals
- CTO is working on owning all of its assets (photography, etc.)
- Nataszha Rodriguez, CTO Brand Manager
 - Marketing FY24 Strategies & Work Plan
 - Drive economic growth to all corners of the state via seasonal campaigns, strategic work and always-on programs
 - Ensuring brand consistency and differentiation
 - Inclusiveness by ensuring authentic representation
- Christina Tuchman, CTO Marketing Manager
 - Responsible Tourism Strategies
 - Expand Do Colorado Right campaign
 - DMO funding for DCR campaign comes from customized co-ops, mentor programs through the CARES program
 - Industry Partnerships strategy review
- Hayes Norris, CTO Communications Manager
 - Economic growth strategies
 - Drive earned media coverage to all travel regions across the state via hosting journalists and Desksides in key markets
 - Inclusiveness strategies
 - Ensure authentic representation via "Colorado for All" campaign and continuing to establish best practices
 - Responsible tourism strategies
 - Amplifying efforts of stewardship and marketing via education through media hosting, pitching local/regional/industry specific publications on DCR efforts, and Tourism Tuesday e-newsletter
 - Industry partnerships strategy
 - Providing turnkey programs that amplify partner's priorities



10:15 AM - International Update: *Andrea Blankenship, CTO International Director*

- FY24 International Objective and Strategy
 - Importance of international review
 - Objectives
 - Bring international tourists back with anticipated recovery coming in 2024
 - Get direct to consumer via PR placements in key markets
 - Keep Colorado bookable via Tourism eXchange partnership
- 2022 International numbers highlights
 - 12% above forecast, flat growth for 2023 forecasted and spend close to “normal”
- Year-round initiatives
 - Key Summer markets include UK, Australia, Canada, Germany
 - Key Winter markets include Mexico, Australia, UK
- International Strategy
 - PR, Trade, Consumer communications
- FY24 Budget breakdown
 - Proposed budget
 - Change highlights
 - EDA funding review
 - In-market representation budget breakdowns
- Research updates
- Other budget line items overview
- Review of other international markets to keep an eye on
 - India, South Korea, Netherlands
- Comments
 - Phil Washington- DEN pursuing direct flights to Africa

10:45 AM - Destination Stewardship Update: *Jill Corbin, CTO Deputy Director of Destination Stewardship*

- Destination Stewardship is a newer concept
 - Defined at CTO as support for Colorado destinations that balances quality of life for residents and quality of experience for visitors while enhancing our environment and communities
- Upcoming projects
 - Extra funding from SLFRF
 - Statewide Destination Stewardship Strategic plan plus 8 regional plans
 - Statewide Destination Stewardship Research Plan and Projects
 - Educational Tools and Resources for Industry
 - Care for Colorado: Rebranding and creation of new assets
 - In-state awareness and educational campaign
- Care for Colorado & DEIA Efforts
 - Destination Stewardship Council review
 - Inclusivity in Travel Coalition review
 - Working on DEIA goals for CTO
 - Care for Colorado Commission
 - 119+ statewide partners
 - Promotes Care for Colorado principles
 - Goals overview
 - New toolkit on CTO Marketing Portal, new assets & brand book



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- Industry Programs- Kaiti Jacobson, CTO Project Manager
 - Colorado Governor's Tourism Conference in Ft. Collins 9/27-29/2023
 - CTO Learning Labs platform overview
 - Colorado Tourism Leadership Journey overview
 - Other Projects
 - National Travel & Tourism Week
 - Partnership with Colorado State Fair

11:00 AM - Welcome Centers Update: *Taren Mulch, CTO Director of Visitor Services*

- Review of 10 Welcome Center locations & operations
- Visitation still below pre-COVID number
- FY23 completed initiatives
 - Visitor Services Projects review
 - Volunteer efforts and staff training highlights
 - Welcome Center Reimagine Project
 - Design contract in place
 - Website updates
- Future goals
 - Statewide visitor services support
- Program challenges
- Welcome Center refresh project overview
 - Chase Design process highlights

11:30 AM - Noon: Lunch Break

12:00 PM - Grants & Funding Update: *Elizabeth O'Rear, CTO Director of Grants & Funding*

- Division and goals overview
 - Supports the state tourism industry by offering funding opportunities that strengthen and enhance Colorado's competitiveness, respond to industry needs, and align industry efforts
- FY24 signature grants opportunities
 - Gov Con Scholarship/Sponsorships
 - Tourism Marketing Matching Grant
 - Tourism Management Grants
- Signature Grants Impacts review
- FY24 other grants and funding opportunities
 - Tourism Recovery Marketing Grants
 - Meeting & Events Incentive
 - 23 Counties have been awarded this grant
- Meetings & Events Direct Support Grant
 - Recipients review
 - Recipients had to have multi-county impact
- What's new for FY24
 - Return of Tourism Professional Development Scholarships
 - Formalizing large event sponsorships
 - Evaluating all grant and funding opportunities with goal to roll out revamped programs for FY25



12:25 PM - Budget Approval

- Motioned by Tammie Thompson-Booker
- Seconded by Phil Washington
- Approved by acclamation

12:30 PM - Destination Development Update: *Andrew Grossmann, CTO Director of Destination Development*

- Destination Development division overview & goals
- Findings from CARES Act Grant
 - CRAFT recovery mentor programs
 - EDA Cares Act allowed to scale up
 - Broadened focus to include all CO destinations (emerging, intermediate, established)
 - Restart & Reimagine Colorado Tourism programming highlights
 - 52 destination assessments and workshops for 38 destinations
 - 82 Mentor projects for 60 unique destinations and industry associates
 - 950 total workshop attendees
 - Shared Industry Priorities list-out
- CARES Act Success Stories
 - Town of Nederland, Visit Ouray, Steamboat Springs Chamber
- FY24 upcoming programs
 - Expanding on concepts of destination life cycle
 - Resident sentiment survey results overview
 - How do we move resident sentiment to a positive place
 - Champion the value of tourism educational efforts
 - Showcasing the balance of quantitative and qualitative benefits of tourism
 - Comments/Questions
 - CTO makes determination if a destination is considered “emerging” or “established”
 - Some destination residents struggle with perception of tourism in the region but many are excited by the opportunities it provides
- FY24 Programming
 - Destination Blueprint
 - Destination & Industry Association Mentor Program
 - Colorado Dark Sky Certification Mentor Program
 - Subject Matter Expertise
 - CO Scenic & Historic Byway Commission
 - Colorado Electric Byways
 - CARES Act direct marketing support
 - Tourism-related research
- Destination Blueprint
 - Seeks to continue momentum achieved in terms of program execution and partner engagement
 - Program elements overview
 - 10 destinations selected to receive an action plan and project-based consulting to advance priorities within the action plan
 - Eligibility requirements



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- Program timeline
- Colorado Electric Byways Program review
 - 14 of 26 byways electrified (54% of established byways)

12:50 PM - Wrap Up and Q&A

- Thank you from Tim Wolfe to all board members departing board members for their years of service and new board members for their engagement
- Next board meeting on July 12, 2023

MEETING ADJOURNED 12:56 PM

- Motioned by Tammie Thompson-Booker
- Seconded by Alex Boian
- Meeting adjourned by acclamation