

COLORADO TOURISM BOARD BOOK

FOR FISCAL YEAR 2021

COME TO LIFE  COLORADO™



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- WEB Colorado Travel Year 2019, Longwoods International
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VITAL INFORMATION

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LONGWOODS STUDY

VISION

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

MISSION

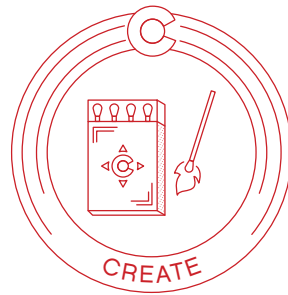
Drive traveler spending through promotion and development of compelling, sustainable travel experiences throughout our four-corner state.

STRATEGIC PILLARS



Strengthen Colorado's **competitive position and the resiliency** of its tourism industry.

- Domestic and international marketing and promotion
- Monetization of resources
- Technology Leader (the MTN)
- High-Performing Team
- High Performing Industry
- Research/Optimization



Increase visitation through **creation and branding** of new traveler experiences.

- Destination Architect
- Regional branding
- Support for entrepreneurship
- Hospitality initiatives/ Colorado Concierge
- Development grants



Protect the integrity of Colorado resources through **sustainable tourism**.

- Dispersion initiatives
- In-state/off-season travel initiative
- 'Voluntourism'/Giving
- Eco-Tourism
- Alternative Transportation



Communicate the **power of tourism to drive economic and lifestyle benefits**.

- Funding Support
- Industry Relations
- Education (GovCon, Tourism Day, Road Show)
- Research & Performance
- Metrics



COLORADO TOURISM

at a glance

\$24.2 BILLION

traveler spending



\$1.5 BILLION

state & local taxes

Campaign ROI

TOP 10%

in the U.S.

181,200

JOBS

TOP 2

DREAM DESTINATION

8 NEW TRAVEL REGIONS



\$683,729+
IN GRANTS
for 27 Counties

SOCIAL AUDIENCE:

1.19 MILLION



696,659* visitors at 10 Colorado Welcome Centers

450,000 ANNUAL
Vacation Guides



1,053,336
INTERNATIONAL VISITORS

2.4 MILLION
engagements*

A top-performing state website in U.S.




10.1 MILLION
visitors to COLORADO.com



1.2 BILLION
impressions and
\$12.3 MILLION
in advertising equivalency*

MORE THAN 190
Colo-Road Trip Itineraries

COME TO LIFE  COLORADO™

INDUSTRY.COLORADO.COM

*Asterisk indicates Fiscal Year 2020 outcomes.
All other data points reflect 2019 outcomes.
Please note COVID-19 containment affected FY20 outcomes.

FY21 BOARD CALENDAR

- = industry events
- = CTO committees
- = CTO board meetings

MEETINGS MAY BE RESCHEDULED WITH AGREEMENT OF BOARD AND/OR COMMITTEE CHAIRS. ALL MEETINGS ARE PUBLIC.

JULY 2020						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

TOURISM MARKETING COMMITTEE ■

July 16
Virtual/Rocky Mountain, 2:30 pm–4 pm

COLORADO TOURISM BOARD MEETING ■

July 22
Virtual, noon–2 pm

DESTINATION DEVELOPMENT COMMITTEE ■

July 29
Virtual, 1 pm–3 pm

AUGUST 2020						
SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

TOURISM MARKETING COMMITTEE ■

August 20
Virtual/Rocky Mountain, 2:30 pm–4 pm

SEPTEMBER 2020						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

INTERNATIONAL PROMOTION COMMITTEE ■

September 16th
Virtual, 1 pm–3 pm
(may change if scheduled as part of Gov Con)

COLORADO TOURISM BOARD MEETING ■

September 16
Virtual, noon–2 pm

COLORADO GOVERNOR'S TOURISM CONFERENCE ■

September 17
Virtual, 9:30 am–5 pm

LEADERSHIP JOURNEY COMMITTEE MEETING ■

September 24
Virtual, 10 am–12 pm

OCTOBER 2020						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

TOURISM MARKETING COMMITTEE ■

October 22
Virtual/Rocky Mountain, 2:30 pm–4 pm

DESTINATION DEVELOPMENT COMMITTEE ■

October 28
Virtual, 1 pm–3 pm

NOVEMBER 2020						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

COLORADO TOURISM BOARD MEETING ■

November 18
Virtual, noon–2 pm

DECEMBER 2020						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

INTERNATIONAL PROMOTION COMMITTEE ■

December 16
Virtual/Rocky Mountain, 1 pm–3 pm

TOURISM MARKETING COMMITTEE ■

December 17
Virtual/Rocky Mountain, 2:30 pm–4 pm

JANUARY 2021						
SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

COLORADO TOURISM BOARD MEETING ■
January 13
 Virtual, noon-2 pm

DESTINATION DEVELOPMENT COMMITTEE ■
January 20
 Virtual, 1 pm-3 pm

FEBRUARY 2021						
SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

TOURISM MARKETING COMMITTEE ■
February 18
 Virtual/Rocky Mountain, 2:30 pm-4 pm

MARCH 2021						
SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

INTERNATIONAL PROMOTION COMMITTEE ■
March 10

Virtual/Rocky Mountain, 1 pm-3 pm
 (may change to March 17th if website group no longer meeting to maintain 3rd Wednesday)

COLORADO TOURISM BOARD MEETING ■
March 17
 Virtual, noon-2 pm

LEADERSHIP JOURNEY COMMITTEE MEETING ■
March 18
 Virtual, 10 am-12 pm

APRIL 2021						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

TOURISM MARKETING COMMITTEE ■
April 15
 Virtual/Rocky Mountain, 2:30 pm-4 pm

MAY 2021						
SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

COLORADO TOURISM BOARD MEETING ■
May 19
 Virtual, noon-2 pm

WESTO 2021 ■
May 20-21

DESTINATION DEVELOPMENT COMMITTEE ■
May 26
 Virtual, 1 pm-3 pm

JUNE 2021						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

INTERNATIONAL PROMOTION COMMITTEE ■
June 16

Virtual/Rocky Mountain, 1 pm-3 pm

TOURISM MARKETING COMMITTEE ■
June 24

Virtual/Rocky Mountain, 2:30 pm-4 pm

END OF FISCAL YEAR 20 ■
June 30

■ = industry events
 ■ = CTO committees
 ■ = CTO board meetings

EXECUTIVE APPOINTMENTS



COURTNEY FRAZIER, CHAIR
Outdoor Recreation Activities
**Colorado Dude & Guest
Ranch Association**

cfrazier@coloradoranch.com



DOUG PRICE, VICE CHAIR
Cultural Event Facilities & Groups
**Colorado Springs
Convention & Visitors Bureau**

doug@visitcos.com



ALEXANDER BOIAN
At Large
Vail Resorts

aboian@vailresorts.com



SEAN DEMEULE
At Large
Ameristar Casino Resorts

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WANDA JAMES
Tourism-Related Retail Industry
Simply Pure

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LUCY KAY
Destination Marketing Organizations
Breckenridge Tourism Office

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PETE PICCOLO
Retail Industry
Bicycle Colorado

pete@bicyclecolorado.org



SONIA RIGGS
Restaurant Industry
Colorado Restaurant Association

SRiggs@corerestaurant.org



BOB STINCHCOMB
Ski Industry
Alterra Mountain Company

BStinchcomb@alterramtnco.com



TAMMIE THOMPSON-BOOKER
Hotel, Motel & Lodging Industry
Valor Hospitality Partners

ttbooker@mars-llc.com



LAURA VALDEZ
Private Attractions & Casinos
Fort Collins Museum of Discovery

lvaldez@fcmmod.org

LEGISLATIVE APPOINTMENTS



SEN. KERRY DONOVAN
Colorado State Senate

kerry.donovan@state.co.us



SEN. DENNIS HISEY
Colorado State Senate

dennis.hisey.senate@state.co.us



REP. BARBARA MCLACHLAN
Colorado House of Representatives

Barbara.mclachlan.house@state.co.us



REP. MATT SOPER
Colorado House of Representatives

matthew.soper.house@state.co.us

GOVERNOR'S BOARD APPOINTEES

13 MEMBERS (11 Appointed by Governor) 4-Year Terms	APPOINTED	CONFIRMED	EXPIRES
SEAN EDWARD DEMEULE, EVERGREEN (R) rep. at large member from tourism-based industries, small community, repl. Frazier (chng designation), appt.	06-04-18	03-05-19	06-01-21
DOUGLAS P. PRICE, COLO. SPGS (R) rep. cultural event and facility groups, repl. Bowman, (resigned 04-04-18) reappt.	06-04-18	03-05-19	06-01-21
ALEXANDER BOIAN, ERIE () rep. at large member from tourism-based industries, reappt.	11/23/20		
UTE "LUCY KAY, DILLON () rep. destination marketing industry, repl. Price (chng in designation), appt.	06-05-18	03-05-19	06-01-22
COURTNEY LEE FRAZIER, PARKER (U) rep. other outdoor recreation activities, small business, repl. Steyn, reappt.	06-04-18	03-05-19	06-01-22
PETER JON PICCOLO, DENVER (U) rep. tourism-related transportation industries, reappt.	05-23-19	01-28-20	06-01-23
TAMMIE LEA THOMPSON-BOOKER, CRAIG (R) rep. hotel, motel and lodging industry, appt.	05-23-19	01-28-20	06-01-23
SONIA QUINN RIGGS, DENVER (U) rep. food, beverage and restaurant industry, reappt.	05-23-19	01-28-20	06-01-23
WANDA JAMES, DENVER (D) rep. tourism-related retail industry reappt.	06-25-20		06-01-25
ROBERT STINCHCOMB, LAFAYETTE (R) rep. ski industry reappt.	06-25-20		06-01-25
LAURA VALDEZ, FORT COLLINS (D) rep. private travel attractions and casinos, repl. Fulton, appt.	06-25-20		06-01-25

UPDATED 11-30-20

FY21 BOARD POLICY & PROCEDURES

ADOPTED 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 & 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 & 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.

FY21 FISCAL POLICY FOR BOARD MEMBERS

Board Member’s Responsibility:

Members of the Colorado Tourism Board are entitled to reimbursement of reasonable travel expenses related to their service on the board. A board member is responsible for controlling expenses to ensure that the state receives adequate value for the expenditure of public funds and shall request reimbursement only for those expenses on the reimbursement form. (A copy of the state Travel and Mileage Expense Report is included in your Board Book. If needed, additional copies are available from the CTO Executive Assistant or Fiscal Manager.)

CTO Responsibilities:

The CTO Fiscal Manager shall process reimbursement of travel expenses following CTO review and approval. The CTO Fiscal Manager or CTO Director may require all supporting documentation deemed necessary to accurately review and authorize expense reimbursement.

Single-Day Travel:

If travel is completed wholly within a single day, reimbursement for lunch shall not be allowed. Expenses for breakfast will be allowed if a board member’s responsibilities require departing from home prior to 5AM. Dinner expenses will be allowed if a board member’s responsibilities prevent a return home until after 8PM.

In-State Travel:

Prior written (or email) authorization by the CTO Director is required for all in-state travel.

Out-of-State & Foreign Travel:

Board members must secure prior written authorization by the CTO Director, the OEDIT designee and the Governor’s Office for all out-of-state travel, including foreign travel, conducted as part of a board member’s service. This authorization must be secured prior to the booking of any travel. Out-of-state and foreign travel must be booked by a CTO employee through the state travel vendor.

Travel to Conferences, Meetings, Training Sessions & Other State-Business-Related Activities:

A board member is eligible to be reimbursed for travel expenses to conferences, meetings, training sessions and other activities performed on behalf of the CTO. The federal mileage rate will be used to calculate reimbursement for miles traveled in a personal vehicle. State employees will be reimbursed 90% of the prevailing IRS rate per mile for each mile actually and necessarily traveled while on official state business and, when authorized to be utilized and necessary for official state business. The calendar-year 2020 federal mileage rate is 52c per mile. (The federal rate is updated each January 1.)

Airfare, Lodging & Meals:

All airfare and hotel lodging must be booked through a CTO team member, usually the Executive Assistant. The board member shall submit receipts for all expenses—including airfare, baggage costs, taxi, lodging and meals—and be reimbursed for actual costs.

Business Meal Meetings:

For reimbursement of meals relating to CTO business, a board member must state on the receipt the purpose of the meal, list the names of those in attendance and include an ITEMIZED receipt (not just a credit-card receipt). For reimbursement of food or non-alcoholic drink provided during a business meeting, board members should ask the CTO Executive Assistant to secure the CTO Director’s approval of an Official Function Form in advance of the business meeting.

Rental Vehicles:

Prior written or email authorization is required for reimbursement of a board member’s use of a rental car for travel. Rental cars should be booked through the CTO Executive Assistant to control travel costs and ensure that insurance coverage is adequate. Various upgrades provided at extra cost by vehicle-rental companies, such as satellite radio, GPS units, additional insurance, etc., are not reimbursable unless necessary for state business or safety reasons and approved by CTO Director. The board member shall submit receipts and be reimbursed for the actual and approved costs of using a rental vehicle.

Summary of Allowable Expenses:

TYPE OF TRAVEL EXPENSE	REIMBURSEMENT	RECEIPT REQUIRED?
Lodging	Actual	Yes
Meals	Per Diem Rate	No
Incidental Expenses	Per Diem Rate	No
Transportation (other than airfare)	Actual	Yes, if over \$25
Rental Vehicles	Actual	Yes
Mileage for Personal Vehicles	Miles x 90% current federal mileage rate (95% for 4-week drive)	No
Airfare	Actual	Yes
Tips	Included in Per Diem Rate	No
Other Allowable Travel Expenses	Actual	Yes, if over \$25

Travel Expense Reports/ Reimbursements:

- ▶ It is important to use the current fiscal-year travel reimbursement form and complete the entire form before submitting.
- ▶ Travel Expense Reports should be submitted monthly to the CTO Executive Assistant, who will forward them to the CTO Fiscal Manager.
- ▶ Board members may be reimbursed for childcare services authorized by the CTO Director. Reimbursement shall not be made for services provided by a family member. Receipts shall be furnished with all reimbursement requests.
- ▶ **The CTO is not authorized to provide reimbursement for alcohol purchases.** Additionally, alcohol may not be on any receipt submitted for reimbursement. (Many dining establishments are willing to place charges for alcohol on a separate receipt.)

Non-Allowable Travel Expenses

- ▶ Per state fiscal rules, the following items are not allowable travel expenses and will not be reimbursed: alcoholic beverages, entertainment expenses*, personal expenses, political expenses, traffic fines and parking tickets and certain insurance coverage.
- ▶ *Non-alcohol entertainment expenses related to FAMs are allowable and require prior authorization through an Official Function Form. The CTO Executive Assistant is available to assist board members in securing an Official Function Form.

Allowances for Travel Not Solely for State Business:

In some instances, a board member may travel in part for state business and in part for personal or political reasons. In these instances, the board member shall make a reasonable allocation of the expenses between state business and personal or political purposes, and the reimbursement request for such expenses shall contain such allocation and sufficient documentation to explain the basis for the allocation. If a board member obtains lower rates for lodging or transportation because travel is extended for personal or political reasons, these lower rates shall also apply to the state business portion of the travel.

AIRFARE OR RENTAL CAR

If the cost of airfare or car rental is less than it would have been without extending travel for personal reasons, there will be no extra cost to the board member.

If the cost of the airfare or car rental is higher than it would have been without extending travel for personal reasons, the extra cost will be paid by the board member. For example: If the air fare for a business trip is \$500 and extending the trip for personal reasons brings the air fare to \$700, the board member must write a check to the State of Colorado for the difference of \$200. Backup documentation is required to show the impact of personal travel on either airfare or car rental.

LODGING

Extra nights for extended travel are to be paid by the board member.

COLORADO TOURISM OFFICE STATUTE

COLORADO REVISED STATUTES

*** THIS DOCUMENT REFLECTS CHANGES CURRENT THROUGH ALL LAWS PASSED AT THE FIRST REGULAR SESSION OF THE SEVENTIETH GENERAL ASSEMBLY OF THE STATE OF COLORADO (2015) ***

**TITLE 24. GOVERNMENT-STATE
OTHER AGENCIES
ARTICLE 49.7. COLORADO TOURISM OFFICE**

24-49.7-101. LEGISLATIVE DECLARATION-POLICY

(1) The general assembly hereby finds and declares that the tourism and travel industries are vital to the general welfare, economic well-being, and employment opportunities of the state and its communities and citizens and that the continued health and expansion of these industries requires a long-term and continuing investment by the state in the planning, promotion, coordination, and development of Colorado as a quality national and international tourist and travel destination.

(2) The general assembly therefore declares it to be the policy of this state to guide, stimulate, and promote the coordinated, efficient, and beneficial development of tourism and travel in Colorado. In addition, it is the policy of this state to provide a long-term and continuing investment in tourism and travel promotion and to support such investment with general fund revenues.

(3) The general assembly further finds and declares that the promotion and development of tourism and travel requires a unified, consistent, and positive statewide effort to be successful and that it is the policy of the state that all levels of state government participate in attaining the state policies expressed in this section. To this end, all state departments shall cooperate with the Colorado tourism office created in this article and shall, to the extent possible, assist the office in its efforts by making property and services available to the office that will facilitate or reduce the costs of such promotion and development. In addition, the Colorado tourism office and all state departments shall cooperate with the tourism and travel industries to further the policies expressed in this section.

24-49.7-102. DEFINITIONS

As used in this article, unless the context otherwise requires:

- (1) "Additional source fund" means the Colorado travel and tourism additional source fund created in [section 24-49.7-106 \(2\)](#).
- (2) "Board" means the board of directors of the Colorado tourism office created in [section 24-49.7-103](#).
- (3) "Fund" means the Colorado travel and tourism promotion fund created in [section 24-49.7-106 \(1\)](#).
- (4) "Member" means a member appointed to the board pursuant to [section 24-49.7-103](#).
- (5) "Office" means the Colorado tourism office created in [section 24-49.7-103](#).

24-49.7-103. COLORADO TOURISM OFFICE-CREATION-BOARD OF DIRECTORS-DEFINITIONS

(1) In order to implement the state policies declared in this article, there is hereby created within the office of the governor the Colorado tourism office. The office shall be governed by a board of directors.

(2) (a) The board shall consist of fifteen members. It is the intent of the general assembly that members on the board shall represent diverse geographic areas, statewide associations, and small business owners who can show a direct correlation between the success of the statewide efforts of the office and the economic support of their community and the industry they represent.

(b) Eleven members shall be appointed by the governor and confirmed by the senate. Two of such members shall represent small business owners and two shall be residents of a small community. For the purposes of this subsection (2), "small business" shall be defined for each representative industry by the association that represents that industry and "small community" shall mean a city or town with fewer than fifty persons employed full-time in tourism-based industries in such city or town or a permanent population of less than fifteen thousand people. The governor shall appoint the initial members of the board on or before August 1, 2000. Of the members appointed by the governor, two shall be appointed at large from tourism-based industries and one member shall be appointed from each of the following industries and groups from lists submitted by such industries and groups:

- (I) The hotel, motel, and lodging industry;
- (II) The food, beverage, and restaurant industry;
- (III) The ski industry;
- (IV) Private travel attractions and casinos;
- (V) Other outdoor recreation industries;
- (VI) Tourism-related transportation industries;
- (VII) The tourism-related retail industry;
- (VIII) The destination marketing industry; and
- (IX) Cultural event and facility groups.

(c) Two members shall be from the house of representatives to be appointed as follows: One member shall be appointed by the speaker of the house of representatives, and one member shall be appointed by the minority leader of the house of representatives. Two members shall be from the senate to be appointed as follows: One member shall be appointed by the president of the senate, and one member shall be appointed by the minority leader of the senate. The four legislative members shall be appointed as soon as practicable after the convening date of the first regular session of each general assembly; except that the initial four legislative members appointed from the sixty-fifth general assembly shall be appointed no later than August 1, 2005. Terms of members appointed pursuant to this paragraph (c) 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 after such convening date, and members shall continue in office until the member's successor is appointed. Legislative members may be appointed for succeeding terms as long as they are serving as members of the general assembly. The person making the original appointment shall fill any vacancy by appointment for the remainder of an unexpired term.

(3) The term of each member appointed by the governor shall be four years; except that, of such members initially appointed, two shall be appointed for a term of one year, three shall be appointed for a term of two years, three shall be appointed for a term of three years, and three shall be appointed for a term of four years. A member appointed by the governor to fill a vacancy arising other than by expiration of a member's term shall be appointed for the unexpired term of the member whom he or she is to succeed and any such appointment shall be made within ninety days after the vacancy occurs. Any member appointed by the governor shall be eligible for reappointment for one additional four-year term.

(4) A member shall serve at the pleasure of his or her appointing authority. The chairperson of the board shall be elected annually by members of the board at their first meeting held after the commencement of each state fiscal year. A majority of the members of the board shall constitute a quorum for conducting the business of the board. If a quorum is present, the affirmative vote of the majority of the members present at the meeting shall be the act of the board.

(5) The board shall meet quarterly or at such other times as the chairperson may determine.

(6) Except as otherwise provided in [section 2-2-326, C.R.S.](#), members shall serve without compensation but shall be entitled to reimbursement for actual and necessary expenses incurred in the performance of their duties. The board shall adopt such rules governing its procedure as it may consider necessary or advisable and shall keep a record of its proceedings, which record shall be open to inspection by the public at all reasonable times.

24-49.7-104. POWERS AND DUTIES OF THE BOARD

(1) The board shall have the following powers and duties:

(a) To adopt an annual operating budget for the office;

(b) To set and administer policies regarding expenditures from the fund and the additional source fund for travel and tourism promotion, written and graphic materials, cooperative and matching promotional efforts, and other travel and tourism developmental and promotional activities benefiting the state;

(c) To annually gather and disseminate statistical information on the travel and tourism marketing effort, the amount and manner of expending public and private moneys in promoting travel and tourism, and the economic effect of the travel and tourism marketing effort upon the state. Such information shall be provided to the general assembly and the travel and tourism industry as a benchmark to measure the regional and statewide success of the prior year's efforts and to guide the efforts of subsequent years.

(d) To plan for the promotion and development of the travel and tourism industries;

(e) To cooperate with other public and private agencies and organizations in the development and promotion of Colorado's travel and tourism industries;

(f) To gather and disseminate information on Colorado's travel and tourism industries and to operate state visitors' centers for the purpose of disseminating such information;

(g) To purchase or lease real and personal property deemed necessary for the operation of visitors' centers or for any other activities of the board;

(h) To contract for those services and materials required by the activities of the board. Such services may include any administrative, secretarial, clerical, or other staff or personnel services deemed necessary.

(i) To expend moneys in the fund and the additional source fund for the planning, advertising, promotion, assistance, and development of tourism and travel industries in this state, for reimbursement for actual and necessary expenses of the board as authorized in [section 24-49.7-103](#), and for operational expenses of the board;

(j) To accept and administer federal grant-in-aid moneys and to accept and administer donations and gifts of other moneys, property, or services devoted to the development and promotion of tourism and travel in the state;

(k) To finance and govern the operation and development of a toll-free telephone number and an internet site promoting travel and tourism in the state and the state visitors' guide as state-owned assets;

(l) To engage in activities for which private moneys can be secured and used for promotional activities including, but not limited to, telecommunications promotions, publication of privately financed electronic and paper visitor guides, and similar activities;

(m) To ensure that contracts involving the expenditure of moneys from the fund and the additional source fund are granted on a fair and equitable basis and that the purchasing value of such moneys is maximized to the fullest extent possible;

(n) To sue and be sued as a board, without individual liability, for acts of the board within the scope of the powers conferred upon it by this article;

(o) To take appropriate actions to establish the office and to facilitate the transfer of travel and tourism promotional activities from the Colorado tourism board and the Colorado travel and tourism authority to the office;

(p) To exercise any other powers or perform any other duties that are consistent with the purposes for which the office was created and that are reasonably necessary for the fulfillment of the board's assigned responsibilities.

(2) It is the intent of the general assembly that, in addition to its other duties, the board attempt to initiate joint efforts between public and private entities, joint marketing programs, and privately financed tourism promotional ventures when such activities are consistent with the powers and duties of the board.

24-49.7-105. ADMINISTRATIVE COSTS-TRANSFER OF EMPLOYEES

(1) Except as provided in subsection (2) of this section, any administrative expenses and any staffing or other resource requirements associated with the office or the expenditure of moneys from the fund and the additional source fund shall be met with existing employees transferred from the department of local affairs and the Colorado office of economic development created in [section 24-48.5-101](#) pursuant to subsection (3) of this section and with a combination of existing staff, office space, and resources of the office of the governor at the time the office is created.

(2) The board may expend moneys in the additional source fund for administrative expenses associated with the office or the expenditure of moneys from the fund or the additional source fund.

(3) (a) On and after August 1, 2000, employees of the department of local affairs prior to said date whose duties and functions concerned the duties and functions assumed by the office pursuant to this section and whose employment in the office is deemed necessary by the administrator of the office to carry out the purposes of this article shall be transferred to the office and become employees thereof.

(b) On and after March 18, 2003, three full-time equivalent personnel positions of the Colorado office of economic development created in [section 24-48.5-101](#) shall be transferred to the Colorado tourism office created in [section 24-49.7-103](#). The employees shall be employees appointed by the governor and not classified employees in the state personnel system.

(4) Any employees transferred to the office pursuant to paragraph (a) of subsection (3) of this section who are classified employees in the state personnel system shall retain all rights to the personnel system and retirement benefits pursuant to the laws of this state, and their services shall be deemed to have been continuous. All transfers and any abolishment of positions in the state personnel system shall be made and processed in accordance with state personnel system laws and regulations.

24-49.7-106. COLORADO TRAVEL AND TOURISM PROMOTION FUND - COLORADO TRAVEL AND TOURISM ADDITIONAL SOURCE FUND-CREATION-NATURE OF FUNDS

(1) There is hereby created a fund in the state treasury to be known as the Colorado travel and tourism promotion fund, which shall be administered by the board and which shall consist of:

(a) All moneys transferred thereto in accordance with [sections 12-47.1-701 \(2\)](#) and [38-13-116.7 \(3\)](#), [C.R.S.](#); and

(b) Any moneys appropriated thereto by the general assembly.

(2) There is hereby created a fund in the state treasury to be known as the Colorado travel and tourism additional source fund, which shall be administered by the board and which shall consist of:

(a) Any grants, donations, gifts, or other moneys provided to the state for the promotion of travel or tourism in the state; and

(b) All moneys that otherwise may be made available to the additional source fund or the office to be expended for the purposes set forth in this article.

(3) (a) The moneys in the fund shall be annually appropriated by the general assembly for the purposes of this article. All moneys not appropriated, including interest earned on the investment or deposit of moneys in the fund, shall remain in the fund and shall not revert to the general fund of the state at the end of any fiscal year. Any moneys not expended or encumbered from any appropriation at the end of any fiscal year shall remain available for expenditure in the next fiscal year without further appropriation.

(b) The moneys in the additional source fund shall be continuously appropriated for the purposes of this article. All moneys not expended, including interest earned on the investment or deposit of moneys in the fund, shall remain in the additional source fund and shall not revert to the general fund of the state at the end of any fiscal year.

(4) and (5) Repealed.

(6) Notwithstanding any provision of paragraph (a) of subsection (3) of this section to the contrary, on June 30, 2011, the state treasurer shall deduct two million five hundred thousand dollars from the Colorado travel and tourism promotion fund and transfer such sum to the general fund.

24-49.7-107. EXEMPTION FROM PROCUREMENT CODE

Notwithstanding any other law to the contrary, the office and the expenditure of moneys from the fund and the additional source fund shall not be subject to the provisions of the "Procurement Code", articles 101 to 112 of this title.

24-49.7-108. AUDIT REQUIREMENTS

On or before August 1, 2002, and not less than every five years thereafter, the state auditor shall review or cause to be reviewed the manner in which moneys from the fund and the additional source fund are expended, any contracts entered into pursuant to this article, and the activities of the board and the office to ensure compliance with the provisions of this article. Upon completing such audit, the state auditor shall provide a report to the governor and the general assembly reviewing the findings of the audit and making recommendations for statutory changes, if any.



COLORADO OPEN RECORDS ACT POLICY FOR THE COLORADO OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE

The Colorado Office of Economic Development and International Trade (“OEDIT”) is committed to transparency and open government. The following policy specifies how the Colorado Open Records Act (“CORA”) (§ 24-72-201 to 206, C.R.S.) will be applied in a uniform and reliable manner. This policy will help ensure OEDIT complies in all respects with CORA and meets all constitutional and statutory duties to the people of Colorado in an orderly and expeditious manner. This policy is not intended to be duplicative of CORA or supersede state law.

This policy applies to OEDIT only. This policy applies solely to records requests where OEDIT is the custodian of records pursuant to CORA. Other state agencies may have different CORA policies.

Office procedure for handling records requests

All records requests made of OEDIT by mail, fax, courier, e-mail or other means shall be immediately provided to the Communications Manager. All records that may be responsive to specific requests for information must be provided to the Communications Manager as soon as possible. The Communications Manager will respond to all CORA requests except in extraordinary circumstances.

OEDIT will only accept records requests made in writing or electronically via e-mail or fax. Records requests or requestors that cite the federal Freedom of Information Act will be treated as though they were made pursuant to the Colorado Open Records Act.

When responding to a records request, OEDIT shall make every effort to respond within three working days as required by § 24-72-203(3)(b), C.R.S. OEDIT can issue up to a seven-working-day extension if it finds extenuating circumstances exist, as described in § 24-72-203(3)(b), C.R.S. A request is received by OEDIT the day an e-mail, fax or letter containing a request is opened. The three working-day response time begins the first working day following receipt of the request. A request received after 12 p.m. or any day OEDIT is officially closed will be considered received as of the following working day.

No employee of OEDIT may modify, redact or omit any records they are required to provide to the Communications Manager pursuant to this policy, or his or her designee handling the request. Decisions about the applicability of CORA to particular writings will be made by Executive staff.

When feasible, OEDIT will endeavor to provide electronic copies or files to requestors if such alternative is significantly less burdensome to provide than paper records (see “The format of records produced” below). When responsive records cannot be easily or cost-effectively provided electronically to a requestor, OEDIT will work with the requester to schedule a time to inspect the records in person. OEDIT is open from 9 a.m. to 5 p.m. Monday through Friday. OEDIT may grant exceptions where OEDIT, requestors or the records produced require special accommodations.

OEDIT staff should never assume a document is exempt from CORA and should always consult attorneys in the Governor’s Office of Legal Counsel before making a final determination.

¹ This policy also generally applies to requests made pursuant to the Colorado Criminal Justice Records Act.

These provisions shall not apply to records requests received and handled by employees as part of their work for client agencies or officials when the custodian of records is not OEDIT.

Fees for document retrieval, review, copies and release of records

When a substantial request is made — requiring the production of more than 25 pages of documents or the use of more than one hour of staff time to locate or produce records — OEDIT will charge the requestor for all copying expenses and reasonable, actual costs associated with staff time in accordance with § 24-72-205(5)(a), C.R.S. and applicable law.

When the number of pages produced in response to a records request exceeds 25 pages, OEDIT will charge \$0.25 per page for all documents photocopied. When researching, retrieving, reviewing or producing records consumes more than one hour of staff time, OEDIT will charge \$20 an hour for all staff time after the first hour associated with researching, retrieving, reviewing and producing records for a requestor. OEDIT also may charge an hourly rate not to exceed \$30 an hour (after the first hour) when specialized document production or specialized skills are required to research, retrieve, review, locate, compile or produce records pursuant to a records request, including the use of third-party contractors. Any costs charged to a requestor shall not exceed the actual cost of producing the records, in accordance with § 24-72-205(5)(a), C.R.S., and applicable law.

For requests where OEDIT anticipates more than 25 pages will be produced and/or more than one hour of staff time will be consumed, OEDIT will provide a requestor with advance notice and an estimate of compliance costs. Such costs must be paid in full before the production of records unless alternative arrangements have been made.

The format of records produced

The Colorado Open Records Act guarantees that all public records must be open for inspection by any person at reasonable times, except as provided in CORA or as otherwise specifically provided by law (§ 24-72-201, C.R.S.). CORA does not guarantee access to public records in a specific format. When the production or review of records in a specific format would interfere with the regular discharge of duties of OEDIT employees (§ 24-72-203(1)(a), C.R.S.) or levy an undue burden upon OEDIT, the legal counsel will determine the appropriate format for the records to be produced. Records maintained electronically may be produced electronically at OEDIT's discretion; this may or may not mean records are provided in their native format.

OEDIT may require that members of the public or press only be allowed to review copies of documents when the custodian of records determines that allowing access to originals could interfere with the regular discharge of duties of OEDIT or its staff or production of original records could jeopardize the condition of the records.

Last Updated: August 13, 2014

LAW SUMMARY

Office of Legislative Legal Services



OPEN MEETING REQUIREMENTS OF THE COLORADO SUNSHINE LAW¹

The Open Meetings Law (OML),² which is part of the Colorado Sunshine Law, generally requires any state or local governmental body to discuss public business or to take formal action in meetings that are open to the public. A "meeting" refers to any kind of gathering, convened to discuss public business, whether in person, by telephone, electronically, or by other means of communication. The Colorado Supreme Court has held that "a meeting must be part of the policy-making process to be subject to the requirements of the OML."³ Therefore, for example, emails can be considered "meetings", but the term does not include chance meetings or social occasions where public business is not the central purpose of the meeting.

State Body

DEFINITIONS: Any board, commission, or other advisory decision-making body of the state; state college or university board; the General Assembly; or any entity that has been delegated the governmental decision-making function.

Local Body

Any board, commission, or other advisory decision-making body of a political subdivision of the state; or any entity that has been delegated the governmental decision-making function.

¹ This summary contains information commonly requested from the Office of Legislative Legal Services. It does not represent an official legal opinion of the General Assembly or the state of Colorado and does not bind the members of the General Assembly. It is intended to provide a general overview of Colorado law as of the date of its preparation. Any person needing legal advice should consult his or her own lawyer and should not rely on the information in this memorandum.

² § 24-6-401 and 24-6-402, C.R.S.

³ *Bd. County Cmm'rs v. Costilla County Conservancy*, 88 P.3d 1188, 1194 (Colo. 2004).

	State body	Local body
MEMBERS:	Two or more members of the body conducting business are subject to this law.	Three or more members of the body (or two members if two constitutes a quorum) conducting business are subject to this law.
NOTICE:	The statute requires full and timely notice, posted in its designated place within a reasonable time prior to the meeting.	The statute requires full and timely notice, posted in its designated place within a reasonable time prior to the meeting. A local body may comply by posting notice at least 24 hours prior to the meeting.
MINUTES:	Minutes of meetings must be taken and promptly recorded and are open to public inspection.	Minutes of meetings must be taken and promptly recorded and are open to public inspection.
EXECUTIVE SESSION:	Requires announcement of topic for discussion, citation to authorizing law, and a two-thirds vote of all members. Discussions held in an executive session must be electronically recorded. No record or electronic recording is required to be kept of the portion of a discussion by the governing board of a state institution of higher education held in executive session that constitutes a privileged attorney-client communication.	Requires announcement of topic for discussion, citation to authorizing law, and a two-thirds vote of the members present. Discussions held in an executive session must be electronically recorded. No record or electronic recording is required to be kept of the portion of a discussion in executive session that constitutes a privileged attorney-client communication.

LAST REVISED: 09/30/2013
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AMENDMENT 41

Amendment 41 Standards of Conduct in Government

1 **Ballot Title:** An amendment to the Colorado constitution concerning standards of
2 conduct by persons who are professionally involved with governmental activities, and,
3 in connection therewith, prohibiting a public officer, member of the general assembly,
4 local government official, or government employee from soliciting or accepting certain
5 monetary or in-kind gifts; prohibiting a professional lobbyist from giving anything of
6 value to a public officer, member of the general assembly, local government official,
7 government employee, or such person's immediate family member; prohibiting a
8 statewide elected officeholder or member of the general assembly from personally
9 representing another person or entity for compensation before any other such
10 officeholder or member for a period of two years following departure from office;
11 establishing penalties for a breach of public trust or inducement of such a breach;
12 creating a five-member independent ethics commission to hear ethics complaints, to
13 assess penalties, and to issue advisory opinions on ethics issues; and specifying that the
14 measure shall not apply to home rule jurisdictions that have adopted laws concerning
15 matters covered by the measure.

16 **Text of Proposal:**

17 *Be it Enacted by the People of the State of Colorado:*

18 The constitution of the state of Colorado is amended BY THE ADDITION OF A NEW
19 ARTICLE to read:

20 **ARTICLE XXIX**
21 **Ethics in Government**

22 **Section 1. Purposes and findings.** (1) THE PEOPLE OF THE STATE OF COLORADO
23 HEREBY FIND AND DECLARE THAT:

24 (a) THE CONDUCT OF PUBLIC OFFICERS, MEMBERS OF THE GENERAL ASSEMBLY,
25 LOCAL GOVERNMENT OFFICIALS, AND GOVERNMENT EMPLOYEES MUST HOLD THE
26 RESPECT AND CONFIDENCE OF THE PEOPLE;

27 (b) THEY SHALL CARRY OUT THEIR DUTIES FOR THE BENEFIT OF THE PEOPLE OF
28 THE STATE;

29 (c) THEY SHALL, THEREFORE, AVOID CONDUCT THAT IS IN VIOLATION OF THEIR
30 PUBLIC TRUST OR THAT CREATES A JUSTIFIABLE IMPRESSION AMONG MEMBERS OF THE
31 PUBLIC THAT SUCH TRUST IS BEING VIOLATED;

1 (d) ANY EFFORT TO REALIZE PERSONAL FINANCIAL GAIN THROUGH PUBLIC
2 OFFICE OTHER THAN COMPENSATION PROVIDED BY LAW IS A VIOLATION OF THAT TRUST;
3 AND

4 (e) TO ENSURE PROPRIETY AND TO PRESERVE PUBLIC CONFIDENCE, THEY MUST
5 HAVE THE BENEFIT OF SPECIFIC STANDARDS TO GUIDE THEIR CONDUCT, AND OF A
6 PENALTY MECHANISM TO ENFORCE THOSE STANDARDS.

7 (2) THE PEOPLE OF THE STATE OF COLORADO ALSO FIND AND DECLARE THAT
8 THERE ARE CERTAIN COSTS ASSOCIATED WITH HOLDING PUBLIC OFFICE AND THAT TO
9 ENSURE THE INTEGRITY OF THE OFFICE, SUCH COSTS OF A REASONABLE AND NECESSARY
10 NATURE SHOULD BE BORN BY THE STATE OR LOCAL GOVERNMENT.

11 **Section 2. Definitions.** AS USED IN THIS ARTICLE, UNLESS THE CONTEXT OTHERWISE
12 REQUIRES:

13 (1) "GOVERNMENT EMPLOYEE" MEANS ANY EMPLOYEE, INCLUDING
14 INDEPENDENT CONTRACTORS, OF THE STATE EXECUTIVE BRANCH, THE STATE
15 LEGISLATIVE BRANCH, A STATE AGENCY, A PUBLIC INSTITUTION OF HIGHER EDUCATION,
16 OR ANY LOCAL GOVERNMENT, EXCEPT A MEMBER OF THE GENERAL ASSEMBLY OR A
17 PUBLIC OFFICER.

18 (2) "LOCAL GOVERNMENT" MEANS COUNTY OR MUNICIPALITY.

19 (3) "LOCAL GOVERNMENT OFFICIAL" MEANS AN ELECTED OR APPOINTED
20 OFFICIAL OF A LOCAL GOVERNMENT BUT DOES NOT INCLUDE AN EMPLOYEE OF A LOCAL
21 GOVERNMENT.

22 (4) "PERSON" MEANS ANY INDIVIDUAL, CORPORATION, BUSINESS TRUST, ESTATE,
23 TRUST, LIMITED LIABILITY COMPANY, PARTNERSHIP, LABOR ORGANIZATION,
24 ASSOCIATION, POLITICAL PARTY, COMMITTEE, OR OTHER LEGAL ENTITY.

25 (5) "PROFESSIONAL LOBBYIST" MEANS ANY INDIVIDUAL WHO ENGAGES HIMSELF
26 OR HERSELF OR IS ENGAGED BY ANY OTHER PERSON FOR PAY OR FOR ANY
27 CONSIDERATION FOR LOBBYING. "PROFESSIONAL LOBBYIST" DOES NOT INCLUDE ANY
28 VOLUNTEER LOBBYIST, ANY STATE OFFICIAL OR EMPLOYEE ACTING IN HIS OR HER
29 OFFICIAL CAPACITY, EXCEPT THOSE DESIGNATED AS LOBBYISTS AS PROVIDED BY LAW,
30 ANY ELECTED PUBLIC OFFICIAL ACTING IN HIS OR HER OFFICIAL CAPACITY, OR ANY
31 INDIVIDUAL WHO APPEARS AS COUNSEL OR ADVISOR IN AN ADJUDICATORY PROCEEDING.

1 (6) "PUBLIC OFFICER" MEANS ANY ELECTED OFFICER, INCLUDING ALL
2 STATEWIDE ELECTED OFFICEHOLDERS, THE HEAD OF ANY DEPARTMENT OF THE
3 EXECUTIVE BRANCH, AND ELECTED AND APPOINTED MEMBERS OF STATE BOARDS AND
4 COMMISSIONS. "PUBLIC OFFICER" DOES NOT INCLUDE A MEMBER OF THE GENERAL
5 ASSEMBLY, A MEMBER OF THE JUDICIARY, ANY LOCAL GOVERNMENT OFFICIAL, OR ANY
6 MEMBER OF A BOARD, COMMISSION, COUNCIL OR COMMITTEE WHO RECEIVES NO
7 COMPENSATION OTHER THAN A PER DIEM ALLOWANCE OR NECESSARY AND REASONABLE
8 EXPENSES.

9 **Section 3. Gift ban.** (1) NO PUBLIC OFFICER, MEMBER OF THE GENERAL ASSEMBLY,
10 LOCAL GOVERNMENT OFFICIAL, OR GOVERNMENT EMPLOYEE SHALL ACCEPT OR RECEIVE
11 ANY MONEY, FORBEARANCE, OR FORGIVENESS OF INDEBTEDNESS FROM ANY PERSON,
12 WITHOUT SUCH PERSON RECEIVING LAWFUL CONSIDERATION OF EQUAL OR GREATER
13 VALUE IN RETURN FROM THE PUBLIC OFFICER, MEMBER OF THE GENERAL ASSEMBLY,
14 LOCAL GOVERNMENT OFFICIAL, OR GOVERNMENT EMPLOYEE WHO ACCEPTED OR
15 RECEIVED THE MONEY, FORBEARANCE OR FORGIVENESS OF INDEBTEDNESS.

16 (2) NO PUBLIC OFFICER, MEMBER OF THE GENERAL ASSEMBLY, LOCAL
17 GOVERNMENT OFFICIAL, OR GOVERNMENT EMPLOYEE, EITHER DIRECTLY OR INDIRECTLY
18 AS THE BENEFICIARY OF A GIFT OR THING OF VALUE GIVEN TO SUCH PERSON'S SPOUSE
19 OR DEPENDENT CHILD, SHALL SOLICIT, ACCEPT OR RECEIVE ANY GIFT OR OTHER THING
20 OF VALUE HAVING EITHER A FAIR MARKET VALUE OR AGGREGATE ACTUAL COST
21 GREATER THAN FIFTY DOLLARS (\$50) IN ANY CALENDAR YEAR, INCLUDING BUT NOT
22 LIMITED TO, GIFTS, LOANS, REWARDS, PROMISES OR NEGOTIATIONS OF FUTURE
23 EMPLOYMENT, FAVORS OR SERVICES, HONORARIA, TRAVEL, ENTERTAINMENT, OR
24 SPECIAL DISCOUNTS, FROM A PERSON, WITHOUT THE PERSON RECEIVING LAWFUL
25 CONSIDERATION OF EQUAL OR GREATER VALUE IN RETURN FROM THE PUBLIC OFFICER,
26 MEMBER OF THE GENERAL ASSEMBLY, LOCAL GOVERNMENT OFFICIAL, OR GOVERNMENT
27 EMPLOYEE WHO SOLICITED, ACCEPTED OR RECEIVED THE GIFT OR OTHER THING OF
28 VALUE.

29 (3) THE PROHIBITIONS IN SUBSECTIONS (1) AND (2) OF THIS SECTION DO NOT
30 APPLY IF THE GIFT OR THING OF VALUE IS:

31 (a) A CAMPAIGN CONTRIBUTION AS DEFINED BY LAW;

32 (b) AN UNSOLICITED ITEM OF TRIVIAL VALUE LESS THAN FIFTY DOLLARS (\$50),
33 SUCH AS A PEN, CALENDAR, PLANT, BOOK, NOTE PAD OR OTHER SIMILAR ITEM;

34 (c) AN UNSOLICITED TOKEN OR AWARD OF APPRECIATION IN THE FORM OF A
35 PLAQUE, TROPHY, DESK ITEM, WALL MEMENTO, OR SIMILAR ITEM;

36 (d) UNSOLICITED INFORMATIONAL MATERIAL, PUBLICATIONS, OR SUBSCRIPTIONS
37 RELATED TO THE RECIPIENT'S PERFORMANCE OF OFFICIAL DUTIES;

1 (e) ADMISSION TO, AND THE COST OF FOOD OR BEVERAGES CONSUMED AT, A
2 RECEPTION, MEAL OR MEETING BY AN ORGANIZATION BEFORE WHOM THE RECIPIENT
3 APPEARS TO SPEAK OR TO ANSWER QUESTIONS AS PART OF A SCHEDULED PROGRAM;

4 (f) REASONABLE EXPENSES PAID BY A NONPROFIT ORGANIZATION OR OTHER
5 STATE OR LOCAL GOVERNMENT FOR ATTENDANCE AT A CONVENTION, FACT-FINDING
6 MISSION OR TRIP, OR OTHER MEETING IF THE PERSON IS SCHEDULED TO DELIVER A
7 SPEECH, MAKE A PRESENTATION, PARTICIPATE ON A PANEL, OR REPRESENT THE STATE OR
8 LOCAL GOVERNMENT, PROVIDED THAT THE NON-PROFIT ORGANIZATION RECEIVES LESS
9 THAN FIVE PERCENT (5%) OF ITS FUNDING FROM FOR-PROFIT ORGANIZATIONS OR
10 ENTITIES;

11 (g) GIVEN BY AN INDIVIDUAL WHO IS A RELATIVE OR PERSONAL FRIEND OF THE
12 RECIPIENT ON A SPECIAL OCCASION.

13 (h) A COMPONENT OF THE COMPENSATION PAID OR OTHER INCENTIVE GIVEN TO
14 THE RECIPIENT IN THE NORMAL COURSE OF EMPLOYMENT.

15 (4) NOTWITHSTANDING ANY PROVISIONS OF THIS SECTION TO THE CONTRARY,
16 AND EXCEPTING CAMPAIGN CONTRIBUTIONS AS DEFINED BY LAW, NO PROFESSIONAL
17 LOBBYIST, PERSONALLY OR ON BEHALF OF ANY OTHER PERSON OR ENTITY, SHALL
18 KNOWINGLY OFFER, GIVE, OR ARRANGE TO GIVE, TO ANY PUBLIC OFFICER, MEMBER OF
19 THE GENERAL ASSEMBLY, LOCAL GOVERNMENT OFFICIAL, OR GOVERNMENT EMPLOYEE,
20 OR TO A MEMBER OF SUCH PERSON'S IMMEDIATE FAMILY, ANY GIFT OR THING OF VALUE,
21 OF ANY KIND OR NATURE, NOR KNOWINGLY PAY FOR ANY MEAL, BEVERAGE, OR OTHER
22 ITEM TO BE CONSUMED BY SUCH PUBLIC OFFICER, MEMBER OF THE GENERAL ASSEMBLY,
23 LOCAL GOVERNMENT OFFICIAL OR GOVERNMENT EMPLOYEE, WHETHER OR NOT SUCH
24 GIFT OR MEAL, BEVERAGE OR OTHER ITEM TO BE CONSUMED IS OFFERED, GIVEN OR PAID
25 FOR IN THE COURSE OF SUCH LOBBYIST'S BUSINESS OR IN CONNECTION WITH A PERSONAL
26 OR SOCIAL EVENT; PROVIDED, HOWEVER, THAT A PROFESSIONAL LOBBYIST SHALL NOT
27 BE PROHIBITED FROM OFFERING OR GIVING TO A PUBLIC OFFICER, MEMBER OF THE
28 GENERAL ASSEMBLY, LOCAL GOVERNMENT OFFICIAL OR GOVERNMENT EMPLOYEE WHO
29 IS A MEMBER OF HIS OR HER IMMEDIATE FAMILY ANY SUCH GIFT, THING OF VALUE, MEAL,
30 BEVERAGE OR OTHER ITEM.

31 (5) THE GENERAL ASSEMBLY SHALL MAKE ANY CONFORMING AMENDMENTS TO
32 THE REPORTING AND DISCLOSURE REQUIREMENTS FOR PUBLIC OFFICERS, MEMBERS OF
33 THE GENERAL ASSEMBLY AND PROFESSIONAL LOBBYISTS, AS PROVIDED BY LAW, TO
34 COMPLY WITH THE REQUIREMENTS SET FORTH IN THIS SECTION.

1 (6) THE FIFTY-DOLLAR (\$50) LIMIT SET FORTH IN SUBSECTION (2) OF THIS
 2 SECTION SHALL BE ADJUSTED BY AN AMOUNT BASED UPON THE PERCENTAGE CHANGE
 3 OVER A FOUR-YEAR PERIOD IN THE UNITED STATES BUREAU OF LABOR STATISTICS
 4 CONSUMER PRICE INDEX FOR DENVER-BOULDER-GREELEY, ALL ITEMS, ALL CONSUMERS,
 5 OR ITS SUCCESSOR INDEX, ROUNDED TO THE NEAREST LOWEST DOLLAR. THE FIRST
 6 ADJUSTMENT SHALL BE DONE IN THE FIRST QUARTER OF 2011 AND THEN EVERY FOUR
 7 YEARS THEREAFTER.

8 **Section 4. Restrictions on representation after leaving office.** NO STATEWIDE
 9 ELECTED OFFICEHOLDER OR MEMBER OF THE GENERAL ASSEMBLY SHALL PERSONALLY
 10 REPRESENT ANOTHER PERSON OR ENTITY FOR COMPENSATION BEFORE ANY OTHER
 11 STATEWIDE ELECTED OFFICEHOLDER OR MEMBER OF THE GENERAL ASSEMBLY, FOR A
 12 PERIOD OF TWO YEARS FOLLOWING VACATION OF OFFICE. FURTHER RESTRICTIONS ON
 13 PUBLIC OFFICERS OR MEMBERS OF THE GENERAL ASSEMBLY AND SIMILAR RESTRICTIONS
 14 ON OTHER PUBLIC OFFICERS, LOCAL GOVERNMENT OFFICIALS OR GOVERNMENT
 15 EMPLOYEES MAY BE ESTABLISHED BY LAW.

16 **Section 5. Independent ethics commission.** (1) THERE IS HEREBY CREATED AN
 17 INDEPENDENT ETHICS COMMISSION TO BE COMPOSED OF FIVE MEMBERS. THE PURPOSE
 18 OF THE INDEPENDENT ETHICS COMMISSION SHALL BE TO HEAR COMPLAINTS, ISSUE
 19 FINDINGS, AND ASSESS PENALTIES, AND ALSO TO ISSUE ADVISORY OPINIONS, ON ETHICS
 20 ISSUES ARISING UNDER THIS ARTICLE AND UNDER ANY OTHER STANDARDS OF CONDUCT
 21 AND REPORTING REQUIREMENTS AS PROVIDED BY LAW. THE INDEPENDENT ETHICS
 22 COMMISSION SHALL HAVE AUTHORITY TO ADOPT SUCH REASONABLE RULES AS MAY BE
 23 NECESSARY FOR THE PURPOSE OF ADMINISTERING AND ENFORCING THE PROVISIONS OF
 24 THIS ARTICLE AND ANY OTHER STANDARDS OF CONDUCT AND REPORTING REQUIREMENTS
 25 AS PROVIDED BY LAW. THE GENERAL ASSEMBLY SHALL APPROPRIATE REASONABLE AND
 26 NECESSARY FUNDS TO COVER STAFF AND ADMINISTRATIVE EXPENSES TO ALLOW THE
 27 INDEPENDENT ETHICS COMMISSION TO CARRY OUT ITS DUTIES PURSUANT TO THIS
 28 ARTICLE. MEMBERS OF THE COMMISSION SHALL RECEIVE NO COMPENSATION FOR THEIR
 29 SERVICES ON THE COMMISSION.

30 (2) (a) MEMBERS OF THE INDEPENDENT ETHICS COMMISSION SHALL BE
 31 APPOINTED IN THE FOLLOWING MANNER AND ORDER:

32 (I) ONE MEMBER SHALL BE APPOINTED BY THE COLORADO SENATE;

33 (II) ONE MEMBER SHALL BE APPOINTED BY THE COLORADO HOUSE OF
 34 REPRESENTATIVES;

35 (III) ONE MEMBER SHALL BE APPOINTED BY THE GOVERNOR OF THE STATE OF
 36 COLORADO;

37 (IV) ONE MEMBER SHALL BE APPOINTED BY THE CHIEF JUSTICE OF THE
 38 COLORADO SUPREME COURT; AND

1 (V) ONE MEMBER SHALL BE EITHER A LOCAL GOVERNMENT OFFICIAL OR A
2 LOCAL GOVERNMENT EMPLOYEE APPOINTED BY THE AFFIRMATIVE VOTE OF AT LEAST
3 THREE OF THE FOUR MEMBERS APPOINTED PURSUANT TO SUBPARAGRAPHS (I) TO (IV) OF
4 THIS PARAGRAPH (a).

5 (b) NO MORE THAN TWO MEMBERS SHALL BE AFFILIATED WITH THE SAME
6 POLITICAL PARTY.

7 (c) EACH OF THE FIVE MEMBERS SHALL BE REGISTERED COLORADO VOTERS AND
8 SHALL HAVE BEEN CONTINUOUSLY REGISTERED WITH THE SAME POLITICAL PARTY, OR
9 CONTINUOUSLY UNAFFILIATED WITH ANY POLITICAL PARTY, FOR AT LEAST TWO YEARS
10 PRIOR TO APPOINTMENT TO THE COMMISSION.

11 (d) MEMBERS OF THE INDEPENDENT ETHICS COMMISSION SHALL BE APPOINTED
12 TO TERMS OF FOUR YEARS; EXCEPT THAT, THE FIRST MEMBER APPOINTED BY THE
13 COLORADO SENATE AND THE FIRST MEMBER APPOINTED BY THE GOVERNOR OF THE
14 STATE OF COLORADO SHALL INITIALLY SERVE TWO YEAR TERMS TO ACHIEVE STAGGERED
15 ENDING DATES.

16 (e) IF A MEMBER IS APPOINTED TO FILL AN UNEXPIRED TERM, THAT MEMBER'S
17 TERM SHALL END AT THE SAME TIME AS THE TERM OF THE PERSON BEING REPLACED.

18 (f) EACH MEMBER SHALL CONTINUE TO SERVE UNTIL A SUCCESSOR HAS BEEN
19 APPOINTED, EXCEPT THAT IF A MEMBER IS UNABLE OR UNWILLING TO CONTINUE TO
20 SERVE UNTIL A SUCCESSOR HAS BEEN APPOINTED, THE ORIGINAL APPOINTING AUTHORITY
21 AS DESCRIBED IN THIS SUBSECTION SHALL FILL THE VACANCY PROMPTLY.

22 (3) (a) ANY PERSON MAY FILE A WRITTEN COMPLAINT WITH THE INDEPENDENT
23 ETHICS COMMISSION ASKING WHETHER A PUBLIC OFFICER, MEMBER OF THE GENERAL
24 ASSEMBLY, LOCAL GOVERNMENT OFFICIAL, OR GOVERNMENT EMPLOYEE HAS FAILED TO
25 COMPLY WITH THIS ARTICLE OR ANY OTHER STANDARDS OF CONDUCT OR REPORTING
26 REQUIREMENTS AS PROVIDED BY LAW WITHIN THE PRECEDING TWELVE MONTHS.

27 (b) THE COMMISSION MAY DISMISS FRIVOLOUS COMPLAINTS WITHOUT
28 CONDUCTING A PUBLIC HEARING. COMPLAINTS DISMISSED AS FRIVOLOUS SHALL BE
29 MAINTAINED CONFIDENTIAL BY THE COMMISSION.

30 (c) THE COMMISSION SHALL CONDUCT AN INVESTIGATION, HOLD A PUBLIC
31 HEARING, AND RENDER FINDINGS ON EACH NON-FRIVOLOUS COMPLAINT PURSUANT TO
32 WRITTEN RULES ADOPTED BY THE COMMISSION.

33 (d) THE COMMISSION MAY ASSESS PENALTIES FOR VIOLATIONS AS PRESCRIBED
34 BY THIS ARTICLE AND PROVIDED BY LAW.

1 (e) THERE IS HEREBY ESTABLISHED A PRESUMPTION THAT THE FINDINGS SHALL
2 BE BASED ON A PREPONDERANCE OF EVIDENCE UNLESS THE COMMISSION DETERMINES
3 THAT THE CIRCUMSTANCES WARRANT A HEIGHTENED STANDARD.

4 (4) MEMBERS OF THE INDEPENDENT ETHICS COMMISSION SHALL HAVE THE
5 POWER TO SUBPOENA DOCUMENTS AND TO SUBPOENA WITNESSES TO MAKE STATEMENTS
6 AND PRODUCE DOCUMENTS.

7 (5) ANY PUBLIC OFFICER, MEMBER OF THE GENERAL ASSEMBLY, LOCAL
8 GOVERNMENT OFFICIAL, OR GOVERNMENT EMPLOYEE MAY SUBMIT A WRITTEN REQUEST
9 TO THE INDEPENDENT ETHICS COMMISSION FOR AN ADVISORY OPINION ON WHETHER ANY
10 CONDUCT BY THAT PERSON WOULD CONSTITUTE A VIOLATION OF THIS ARTICLE, OR ANY
11 OTHER STANDARDS OF CONDUCT OR REPORTING REQUIREMENTS AS PROVIDED BY LAW.
12 THE COMMISSION SHALL RENDER AN ADVISORY OPINION PURSUANT TO WRITTEN RULES
13 ADOPTED BY THE COMMISSION.

14 **Section 6. Penalty.** ANY PUBLIC OFFICER, MEMBER OF THE GENERAL ASSEMBLY, LOCAL
15 GOVERNMENT OFFICIAL OR GOVERNMENT EMPLOYEE WHO BREACHES THE PUBLIC TRUST
16 FOR PRIVATE GAIN AND ANY PERSON OR ENTITY INDUCING SUCH BREACH SHALL BE
17 LIABLE TO THE STATE OR LOCAL JURISDICTION FOR DOUBLE THE AMOUNT OF THE
18 FINANCIAL EQUIVALENT OF ANY BENEFITS OBTAINED BY SUCH ACTIONS. THE MANNER
19 OF RECOVERY AND ADDITIONAL PENALTIES MAY BE PROVIDED BY LAW.

20 **Section 7. Counties and municipalities.** ANY COUNTY OR MUNICIPALITY MAY ADOPT
21 ORDINANCES OR CHARTER PROVISIONS WITH RESPECT TO ETHICS MATTERS THAT ARE
22 MORE STRINGENT THAN ANY OF THE PROVISIONS CONTAINED IN THIS ARTICLE. THE
23 REQUIREMENTS OF THIS ARTICLE SHALL NOT APPLY TO HOME RULE COUNTIES OR HOME
24 RULE MUNICIPALITIES THAT HAVE ADOPTED CHARTERS, ORDINANCES, OR RESOLUTIONS
25 THAT ADDRESS THE MATTERS COVERED BY THIS ARTICLE.

26 **Section 8. Conflicting provisions declared inapplicable.** ANY PROVISIONS IN THE
27 STATUTES OF THIS STATE IN CONFLICT OR INCONSISTENT WITH THIS ARTICLE ARE HEREBY
28 DECLARED TO BE PREEMPTED BY THIS ARTICLE AND INAPPLICABLE TO THE MATTERS
29 COVERED BY AND PROVIDED FOR IN THIS ARTICLE.

30 **Section 9. Legislation to facilitate article.** LEGISLATION MAY BE ENACTED TO
31 FACILITATE THE OPERATION OF THIS ARTICLE, BUT IN NO WAY SHALL SUCH LEGISLATION
32 LIMIT OR RESTRICT THE PROVISIONS OF THIS ARTICLE OR THE POWERS HEREIN GRANTED.



What Happens When You Stop Marketing?

The Rise and Fall of Colorado Tourism

Dr. Bill Siegel
Chairman & CEO, Longwoods International

Longwoods
INTERNATIONAL



PREV



NEXT



What Happens When You Stop Marketing?

The Rise and Fall of Colorado Tourism¹

Dr. Bill Siegel
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Abstract

This paper provides through over 20 years of research a quintessential demonstration of the necessity and financial value of marketing. It details the state of Colorado's roller-coaster funding ride, including the complete loss of its tourism marketing budget, and the subsequent successful fight for renewed financial support. Because this is a public sector case, we are not bound by secrecy, and thus are privileged to be able to share it with you.

In 1993, Colorado became the only state to eliminate its tourism marketing function, when it cut its \$12 million promotion budget to zero. As a result, Colorado's domestic market share plunged 30% within two years, representing a loss of over \$1.4 billion in tourism revenue annually. Over time, the revenue loss increased to well over \$2 billion yearly. In the important summer resort segment, Colorado dropped from first place among states to 17th.

It took until 2000 for the industry to convince the legislature to reinstate funding with a modest \$5 million budget. Research tracked the effectiveness of the state's tourism campaigns over the next few years, and demonstrated an ROI of over 12:1. In 2006, Governor Bill Owens signed a bill upping the tourism promotion budget to \$19 million. By 2007, travel to Colorado rebounded to an all-time high, with 28 million visitors spending \$9.8 billion enjoying their trips to the state.

The Colorado saga provides a cautionary tale for financial decision-makers who, in these difficult economic times, are naturally looking at major cutbacks in all areas, including promotion. It clearly illustrates that marketing is an essential net generator of revenue and profits to the organization, not a cost.

¹ This paper was the keynote address at the Nevada Tourism Summit, March 18, 2009, an event sponsored by **Save Nevada Tourism**, a group founded in response to a draft bill proposing to slash the state's tourism marketing budget by 58%. It is based in part on a presentation by Bill Siegel and Eugene Dilbeck at the Advertising Research Foundation's **RETHINK!** Conference, New York, 2006. Excerpts from the Colorado case were also presented at the Travel Industry Association's Educational Seminar for Tourism Organizations (ESTO) by Tom Curtis, Senior Vice President at Longwoods, in Phoenix, August 2007.

Introduction



“Half the money I spend on advertising is wasted; the trouble is I don’t know which half.”

- John Wanamaker, Philadelphia merchant, c. 1900

More than one hundred years have passed since John Wanamaker uttered his famous lament about the lack of hard evidence for the effectiveness of advertising. Despite the huge growth of the communications industry since that time, the search for solid proof of the financial value of advertising continues to this day.

Recent polling has confirmed that defining and measuring ROI has become a top priority for senior marketers.² According to Robert Liodice, CEO of the Association of National Advertisers:

*“The face of marketing is changing and now more than ever measuring marketing success is an investment. Once it becomes an investment, the need for accountability goes up. CEOs are now demanding the same level of accountability from marketing that they are accustomed to receiving from operations and finance.”*³

Now it is 2009, and with the world in the midst of a global recession, marketing budgets are threatened with serious cutbacks in both the private and public sectors. It is within that context that I am pleased to share with you a case history involving research for the state of Colorado which clearly and simply answers the question:

“What happens when you take a successful advertising campaign and cut the budget to zero?”

It is a stunning demonstration of the power of marketing and the downside of indiscriminate budget slashing. You will see why, within the tourism industry, the Colorado story has become the poster child for justification of marketing funding. It draws on over 20 years of research, including custom ROI studies and Longwoods Travel USA®, the largest ongoing study of American travelers.⁴

² Source: MMA/ANA/Forrester Research, 2005.

³ Source: RBR/TVBR Media Mix, 2005.

⁴ The Colorado program was awarded a best-practice case in research, *Guide to Best Practices in Tourism and Destination Management, Volume 2*, by Rich Harrill, Ph.D. American Hotel & Motel Association, 2005.

The Rise of Colorado Tourism

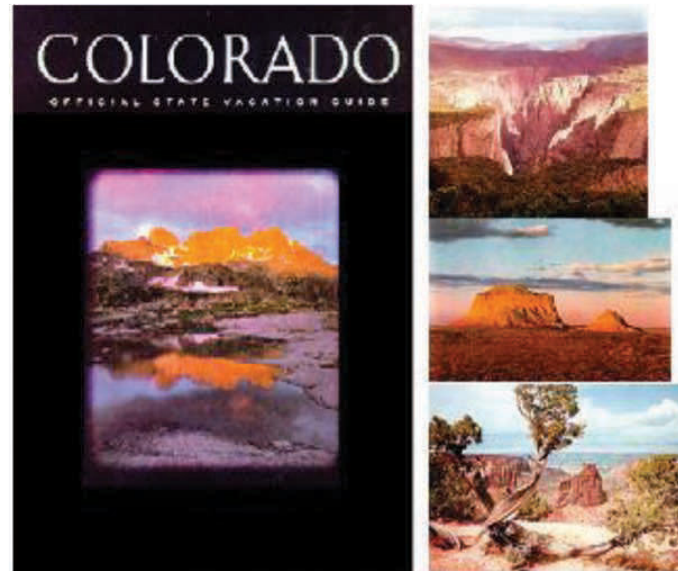


Figure 1. “Mountains, Mountains, and More Mountains”

Our case study begins in 1983, when the Colorado Tourism Board was created to promote the state. To generate dedicated promotional funding for the new tourism board, a small but broad tax of 0.1% on travel-related products and services was enacted. The original tourism tax had a five year sunset provision, but in 1988, because of the program’s success, the legislature increased the tax to 0.2% and extended it for five more years.

Longwoods International was first hired by the Colorado Tourism Board in 1986 to conduct image and visitor research for the state. We found that, with the exception of skiers, Colorado was largely a regional destination drawing people from neighboring states like Texas, Nebraska and Kansas who wanted to escape from prairies and flat farmland. Given the new marketing budget, and since Colorado was blessed with a unique travel generator – the Rocky Mountains – there was a significant opportunity to draw visitors from across the country and transform the state into a national “fly-in” destination.

The results of our first benchmark study showed, however, that Colorado’s image was weak. While it was seen as having beautiful mountain scenery and wilderness areas (good for skiing and outdoor recreation), Colorado was perceived as lacking amenities for a summer vacation, such as good hotels and restaurants, and – after you’ve stared at the mountains – not having a lot of things to see and do.

We summarized the perception of Colorado at that time as “*Mountains, Mountains, and More Mountains.*” Remarkably, the state was reinforcing this negative stereotype by showing empty mountain landscapes in its promotional material (See Figure 1).

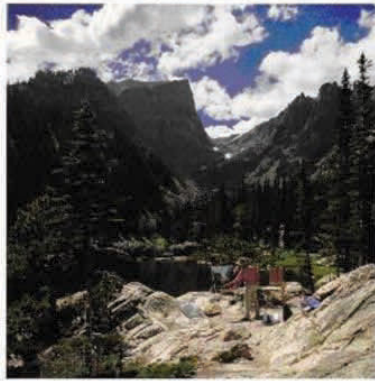
Our recommended strategy was to reposition Colorado as “*Mountains and Much More,*” with the “*Much More*” to be determined by the research. The goal was to hit the top hot buttons in terms of what people wanted from a Colorado vacation. We suggested building on Colorado’s natural strength as the iconic Rocky Mountain experience, but moving the mountains to the background, with people, fun, excitement, and attractions in the foreground.

Our visitor research uncovered an additional problem: While Colorado ranked number one among U.S. states in the ski resort category, it ranked only 14th in the summer resort segment. Upscale resort communities like Aspen and Vail were world-renowned among skiers, but suffered for business after the snow melted. We were puzzled by this because, in general, summer is the high season for Colorado vacations. The reason given was that the industry had not traditionally promoted the resorts for summer.

The logical solution was to transform the state's ski towns into all-season resorts. The infrastructure was already in place, including hotels, restaurants, bars, shops, and attractions. Ideally the costs could be amortized year-round, and local businesses could hire permanent rather than seasonal staff.

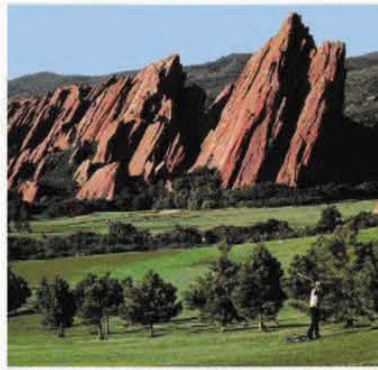
We recommended featuring the resort experience in the summer campaign to demonstrate that there were amenities like golf, spas, excellent hotels and fine dining up in the mountains, not just empty wilderness.

Besides All The Historical Sites,
Western Museums And Indian Ruins, We
Have A Few Other Points Of Interest.



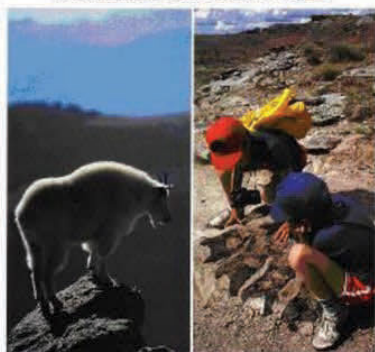
Colorado Tourism Board, Box 30789
Dept. 130, Denver, Colorado 80230
Phone: 303.733.4333
Fax: 303.733.2076
www.colorado.com

This Is Where The Deer
And The Antelope Play. But Why
Let Them Have All The Fun?



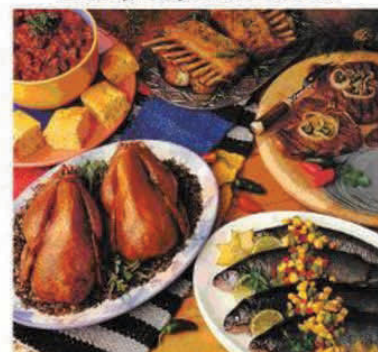
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Visit A Place Where The
Zoos Don't Have Fences And The
Museums Don't Have Walls.



Colorado Tourism Board, Box 30789
Dept. 130, Denver, Colorado 80230
Phone: 303.733.4333
Fax: 303.733.2076
www.colorado.com

After A Day In The Mountains,
Most People Could Eat A Horse.
Luckily, They Don't Have To.



Colorado Tourism Board, Box 30789
Dept. 130, Denver, Colorado 80230
Phone: 303.733.4333
Fax: 303.733.2076
www.colorado.com

4

Figure 2. "Mountains and Much More"

A series of clever magazine ads was developed based on the new strategy, and they ran in national and regional publications (See Figure 2).⁵ Over the next few years, the campaign built impressive equity in the marketplace:

- When we tracked the state’s image a few years after the campaign was inaugurated, it had shifted from somewhat dull and limited to an exciting, must-see destination.
- The number of people calling or writing in response to the ads increased dramatically, and the cost per inquiry plummeted.
- The state was evolving from a regional to a national destination.
- By 1992, Colorado had moved to 1st among U.S. states in the summer resort category, up from 14th just a few years earlier.
- Colorado’s overall market share of U.S. travelers grew by 50%, representing over \$1 billion in additional spending annually.

By every indication, Colorado was now perceived as the “*Mountains and Much More*” destination that visitors wanted. The advertising campaign was a proven success, bringing visitor expenditures, tax dollars and jobs into the state.

The Fall of Colorado Tourism

Then disaster struck. An anti-tax activist from Colorado Springs, Douglas Bruce, successfully spearheaded an amendment to the State’s Constitution called the Taxpayers Bill of Rights (TABOR), which required any new taxes or tax increases to be approved by state voters in a referendum. This effectively removed the traditional responsibility of taxation from politicians and placed it directly in the hands of the populace. By the early 1990’s, the Colorado Tourism Board had a dedicated budget of approximately \$12 million for tourism promotion, paid for by a tax of 20 cents on every hundred dollars of tourism expenditures, including hotels, rental cars, outdoor recreation, restaurants, and attractions. It was a very small tax, largely paid by people from out of state, but it was a tax nonetheless. Over the years, we have conducted many public opinion polls for governments on fiscal issues, and have almost never seen a tax people liked. Unfortunately for the state’s travel industry, Colorado’s tourism tax was no exception.

The Colorado Tourism Board had a five-year mandate with a sunset clause coming in 1993, just one year after the Taxpayers Bill of Rights passed in 1992. Prior to that, tourism funding decisions were largely invisible to the public. Were it not for the new bill, the Board’s mandate would likely have been quietly renewed by the legislature without controversy. Tourism was, after all, a key industry for the state, and the campaign was working well.

But now the question had to be decided by a referendum of voters, with their new-found power to veto taxes like this one. Perhaps most damaging was the wording of the referendum question, which framed the tourism tax as a new one, not a continuation of a successful mechanism for bringing visitors’ dollars into the state coffers. Technically speaking, it was indeed a new tax because the sunset clause ended funding for the Colorado Tourism Board until it was officially renewed.

⁵ A Denver agency, Karsh & Hagan, created the campaign.

The local tourism industry mounted a defense by running television commercials that proclaimed how important the industry was to the state, and how many people it employed. All of this was true, but the industry had picked the wrong issue to make their case. *Our polling research at the time showed that Colorado voters already understood the importance of tourism. They simply didn't want a tourism tax.* What voters did not understand was that the existing tax was only 0.2% of tourism expenditures and that it was primarily paid for by out-of-state visitors, not by them.

When we explained these facts to survey respondents, they flipped their opinion and supported the tax. Incredibly, they actually believed the tax was too small! Unfortunately, the industry did not address the tax issue, and continued to talk about how important tourism was for the state.

Just before the vote, Douglas Bruce and his supporters came out strongly against the tourism tax. *It's not that we are against tourism, they reasoned. But the Rocky Mountains were there long before the Colorado Tourism Board, and they'd be there long afterwards. Surely the tourists will keep on coming.*

Bruce's coup de grace was to argue that, if the rich ski resorts could afford over a million dollars to run a propaganda advertising campaign on behalf of the tourism tax, then surely they should not be lining up at the trough for public funds. Let those fat-cat corporate welfare bums pay for promoting tourism themselves. Bruce's message received extensive media coverage on the eve of the referendum, but the industry had no spokesperson in place to challenge his point of view.

Bruce missed the point that the Tourism Board was primarily responsible for promoting summer tourism, and that the ski operators separately promoted winter with private sector funds. The main beneficiaries of summer tourism spending were a myriad of small businesses across the state, the kind of businesses that don't have the money, time, or mandate to organize a state tourism campaign. Nonetheless, his simple message resonated with voters and carried the day.

In the 1993 referendum, the tourism tax was defeated by a margin of 55% against. Shortly afterwards, Colorado became the only state in the U.S. without an official tourism function. The phones kept on ringing, but there was nobody left to answer them.

The results were devastating and surprisingly immediate:

- Within two years, according to our Longwoods Travel USA® syndicated tracking program, Colorado lost 30% of its market share of U.S. tourism (See Figure 3).
- This translated into the equivalent of over \$1.4 billion annually in lost revenue to the state.
- By the late 1990's, the damage had escalated to \$2.4 billion each year.
- An independent economic impact study conducted by Dean Runyan Associates confirmed the decline of the tourism industry in terms of its contribution to the state economy from 1996 to 2000.⁶
- After moving from 14th to 1st place nationally in the summer resort category, Colorado slipped to 17th place in 1994, just one year after the loss of funding (See Figure 4).
- We observed a dramatic increase in the number of Colorado residents and travelers staying with friends and relatives, as opposed to high-yield customers.
- Colorado was starting to shift back toward a regional drive destination, as opposed to the national fly-in venue it had become as a result of marketing.⁷

⁶ Dean Runyan Associates, 2001. *The Economic Impact of Travel on Colorado.*

⁷ Longwoods International, *Colorado Travel Year 2004.*

The Colorado case study answers the question that we as marketers would all like the answer to, but would never have the desire or nerve to test: *What happens if you take a successful marketing program and cut it to zero?* It took just two years for Colorado's business to bottom out.

It was a bit like owning a Ferrari, but not having the money for gasoline.

Colorado's Share of U.S. Overnight Pleasure Trips

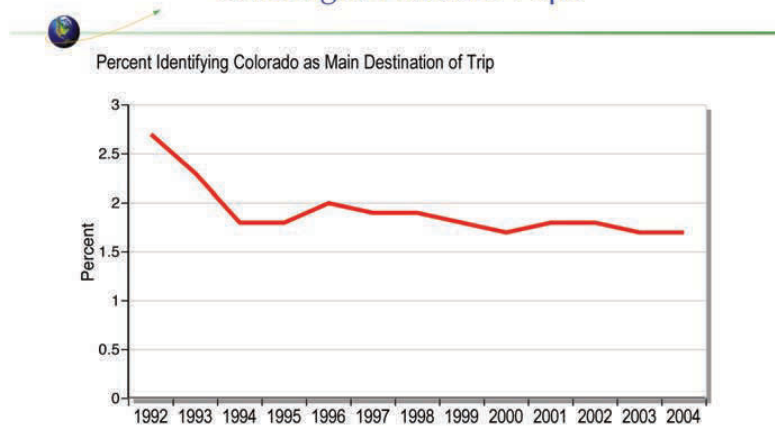


Figure 3. Colorado Loses Market Share after Funding Cut to Zero

Colorado's Rank Among 50 States as a Summer Resort Destination

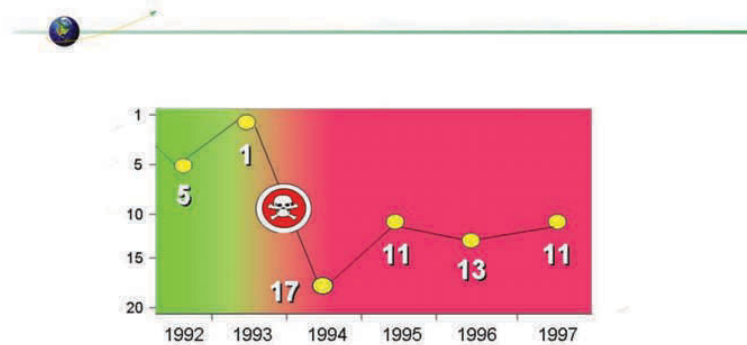


Figure 4. Colorado's Position in the Summer Resort Segment Plummets

Private Sector Funding Model Fails

After the loss of funding, a new agency, the Colorado Travel & Tourism Authority was established by the legislature to attempt to market the state with private funds. The idea was for the industry to be self-assessing, and to use the money for tourism promotion. The Colorado Travel & Tourism Authority had staff but no marketing dollars. They shared responsibility with the original agency, the Colorado Tourism Board, which had responsibility for welcome center operation, but had no staff. The two agencies fought regularly over funding and areas of responsibility.

Despite representing a state with one of the strongest private tourism sectors in the U.S., the new Colorado Travel & Tourism Authority was unable to raise sustainable funding or to coordinate its private sector partners under a marketing umbrella. It was like trying to herd cats. Industry contributions to the cause were not mandatory, so the people who paid their share were rightly resentful of those who passed the buck. Not surprisingly, free ridership prevailed over altruism and dedication to the common good.

It was becoming increasingly clear that the private sector funding model was a failure. Each player in Colorado's widespread tourism industry had its own marketing job to do, whether it's a ski resort like Aspen, Vail, Breckenridge, or Steamboat Springs; a city like Denver or Colorado Springs; an attraction, airline, hotel, rental car firm, etc. Each was naturally motivated to get its own message out. But tourists can stay at a Sheraton or rent a car from Hertz virtually anywhere. For them, the hook is *Colorado*.

In 1997, I was invited by the University of Denver to present our research quantifying the state's tourism decline at a meeting of frustrated industry leaders. The facilitator, Robert Mill, a faculty member in the business school, concluded the session by asking the assembled audience to shout out, on the count of three, the name of the Colorado organization they represented.

All at once, each person in the audience called out the name of their respective city, resort, hotel, service or attraction: "*Denver — Vail — Marriott — Colorado Springs — Boulder — Avis — Grand Junction — Garden of the Gods*" ... and a myriad of other names.

The resulting cacophony was incomprehensible.

"Louder!!" said Professor Mill. "I can't hear a thing except noise."

The audience tried again, louder this time, but the result was even less intelligible.

"Now on the count of three, tell me what state you live in," the good professor intoned. "One, Two, Three:"

Their answer came through as clear as a bell:

"**COLORADO!!!**" "Now you see why we need to speak with one voice," he said.

It was a great illustration of Benjamin Franklin's famous quotation at the signing of the Declaration of Independence in 1776: "*We must all hang together, or assuredly we shall all hang separately.*"

The professor's message was clear: It is the people of Colorado who own Colorado, not Vail, Sheraton, or Hertz. Without the glue of public funds for tourism promotion, the industry would not be able to coordinate and deliver a clear message to the traveling public.

Rising from the Ashes

Gradually, momentum for a return to state funding began to build. We were asked to make a presentation to Senator Elsie Lacey, head of the joint budget committee, illustrating the loss of revenue to the state since the tourism tax was defeated in 1993. She was sympathetic because her constituents included many small businesses who were suffering from the loss of visitors.

Then in 1998, Longwoods International was commissioned by the Colorado Tourism Board and the Colorado Travel & Tourism Authority to prepare a White Paper reviewing the situation and recommending a solution based on three different funding scenarios. The White Paper was approved by the industry in 1999 and distributed to legislators and the media. It was well received, and as a result, the two feuding state tourism agencies voted to disband.

They were replaced on July 1, 2000, by the new Colorado Tourism Office, which received \$5 million in funding from the state. After a seven year hiatus, Colorado was back in the tourism business again, but with that limited amount of funding, it was an uphill battle. Despite the fact that Colorado is a long-haul destination and has to work harder to attract visitors, its marketing budget was still less than half the average of other states.

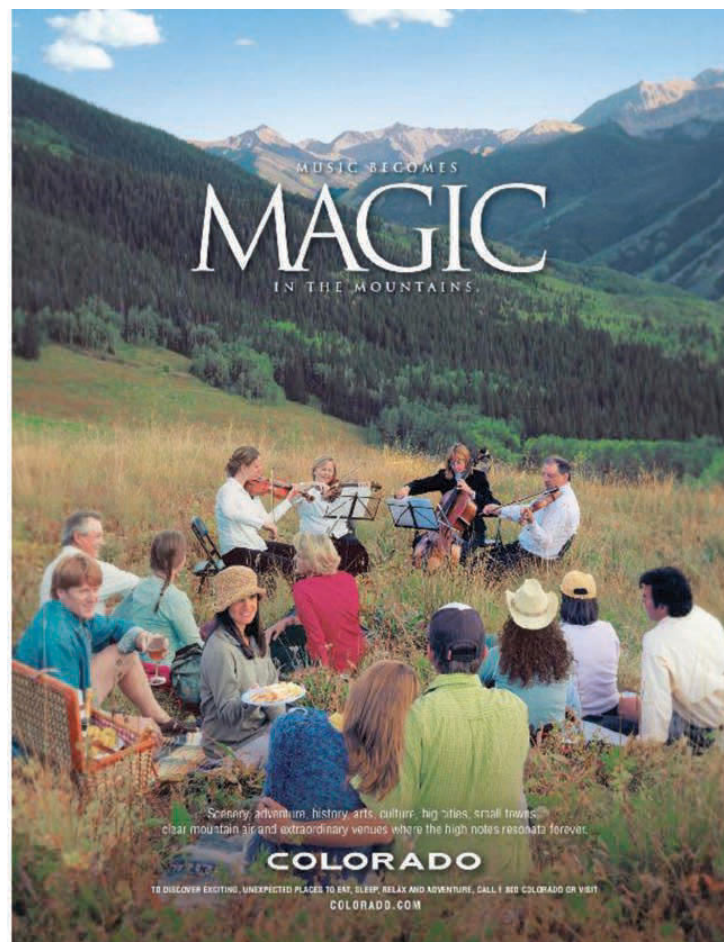


Figure 5. A New Take on “Mountains and Much More”

In 2003, Governor Bill Owens championed a one-time \$9 million capital infusion for tourism promotion, but the tourism industry continued to fight for sustained dollars.

Working hard to make the most of its meager resources, the Colorado Tourism Office hired PRACO, a Colorado Springs agency, to develop a new campaign promoting the state. The priority was to demonstrate to the legislature that the limited investment of public funds generated a positive return on taxpayers' investment in tourism promotion.

Longwoods was hired to evaluate the impact of three years of advertising using our highly conservative methodology for measuring ROI⁸. The results indicated that the campaign generated major impacts in the target markets:

- 72.1 million American adults were aware of the 2004 campaign.
- Top-of-mind awareness of Colorado as a “dream destination” was significantly lifted by the campaign in all three years.
- The image of Colorado was enhanced by the campaign in each year as well.
- People aware of the campaign were about twice as likely to be planning a trip to Colorado versus those unaware.
- From October 2003 to December 2004, the campaign resulted in an incremental 5.3 million trips, representing 17% of Colorado’s total tourism visitation.
- In 2004, this generated \$1.4 billion of additional spending and \$89.5 million in state and local taxes.
- The campaign appeared to be building equity over time.

The bottom line:	2002	2003	2004
Advertising Expenditures	\$2,546,000	\$5,182,000	\$4,947,000
Visitor Spending per Ad Dollar	\$205	\$203	\$292
Tax Dollars Returned per Ad Dollar Invested	\$12.74	\$12.63	\$18.10

The research also revealed a major untapped opportunity for the state: Despite now ranking **5th among states as a dream destination** (after Hawaii, Florida, Alaska and California), Colorado ranked only **23rd in actual visitation**. At the same time, Colorado ranked **35th in funding for tourism promotion**.

⁸ Longwoods International, Colorado Travel Year 2004.

There was a clear opportunity to close the gap between Americans' desire to visit Colorado and their actual behavior with a properly funded promotional campaign. The Denver Post summed it up nicely:⁹

"The moral of the story is that in the modern tourism economy, it's not enough to have spectacular scenery. You also have to advertise your product. While Colorado was hiding our state's virtues under a bushel, other states were promoting vigorously and stealing our business — Politicians are always pledging to run state government like a business. But in business, you often need to invest money to make money. With a return of more than \$15 in tax revenue for every buck we spend on promotion, it's high time Colorado got back into the tourism business."

A Happy Ending

After a dry spell lasting more than a decade, Colorado's tourism industry was able to put forward a credible case to the Governor and State Legislature to support tourism with sustainable dollars. **In June 2006, Governor Bill Owens signed into law House Bill 1201, which almost quadrupled the tourism marketing budget to \$19 million.** No longer the poor cousin to its state peers, Colorado moved from 35th in tourism spending to about 7th. *"In every case, we will make more money than we spend for these incentives,"* the Governor told the press.¹⁰

With a serious budget now in place, the Colorado Tourist Office hired MMG Worldwide to develop a fresh approach to marketing the state, integrating the web, traditional media, and public relations into a \$6.9 million spring/summer multichannel campaign with the theme: *"Let's Talk Colorado."*

The extra dollars allowed the state to get its message out to more key markets, such as Boston, Minneapolis, New York, Phoenix, San Diego, San Francisco, and Washington DC. The media buy included television, radio, magazine, newspaper, direct marketing, and search engine marketing. Additional flights of advertising were run in fall and winter.

Longwoods conducted online surveys to measure the impact of the *"Let's Talk Colorado"* campaign, with data collection in October, 2007 and May, 2008.¹¹ The results came back as very positive:

- The campaign lifted the image of Colorado overall and generated a positive halo effect on specific attributes that motivate people to visit the state.
- Future intentions to visit Colorado were significantly higher as a function of campaign exposure.

The bottom line:

Advertising Expenditures	\$10,742,000
Total Visitors Generated	5,973,000
Total Spending Generated	\$2,078 Million
Tax Dollars Generated	\$139.3 Million
Visitor Spending per Ad Dollar	\$193
Tax Dollars Returned per Ad Dollar Invested	\$12.96

⁹ Bob Ewgen, *Denver Post*, 2005.

¹⁰ JoAnne Kelley, *Rocky Mountain News*, June 6, 2006.

¹¹ Longwoods International, *Colorado 2007 Ad Campaign Evaluation*.

We continued to track visitors to Colorado through our quarterly Longwoods Travel USA® syndicated research program, which is subscribed to by a number of countries, states, cities, and regional destinations. With a significant marketing program in place, Colorado tourism has undergone a major recovery over the past few years and is now back up to record levels.

As reported by the Denver Post:¹²

“Travel to Colorado and Denver increased 4 percent in 2007, and travel spending jumped 10 percent from the previous year to \$9.8 billion. According to data released Tuesday, 2007 marked the fourth consecutive year the state’s tourism industry saw an increase in domestic visitors and dollars spent.

‘The most significant growth occurred in marketable leisure trips, which are not tied to business, family or friends’ said Kim McNulty, executive director of the Colorado Tourism Office. — Marketable leisure trips were up 8 percent over 2006, marking the biggest hike in these types of trips since 1992, when funding for tourism marketing was slashed by the state. That year, marketable leisure trips topped out at 12.5 million before dropping to an all-time low of 9.6 million in 2000, the year the state began funding tourism advertising again.

‘This is exciting for Colorado, and it validates the way we market the state. - - - It’s great news — especially with all the economic downturns — to have gains in ‘07 over the great gains we saw in ‘06,’ said Richard Scharf, president and chief executive of the Denver Metro Convention & Visitors Bureau.’



Figure 6. “Let’s Talk Colorado”

¹²Elizabeth Aguilera, *Denver Post*, June 18, 2008.

In Conclusion

I have now personally specialized in the design and implementation of ROI research for over thirty years. My company, Longwoods International, has measured many campaigns in such categories as packaged goods, financial services, automotive, technology, consumer durables, gaming, and retail, as well as tourism.¹³ We have seen numerous examples of excellent returns generated by a combination of the right messaging strategy, compelling creative that engages the consumer at an emotional level, and an effective media buy.

We've also observed an occasional failure, including an award-winning campaign noted for its stunning creative that generated zero ROI. Research identified that the messaging was off strategy and the ads, while beautiful to look at were not motivating. With the appropriate adjustment to the creative, the next year's campaign generated an excellent return.

I would love to be able to share these case studies with you, but for most this is impossible because the private sector is — *private* — and secrecy generally prevails. In addition, I have not yet encountered a single private sector client who would dare to totally stop advertising.

The Colorado case study offers us a unique glimpse into a 20-year program of research that documents the stunning impact of the state's virtually complete and unprecedented elimination of its tourism marketing budget. In what may well be the classic demonstration of the financial value of marketing, the case clearly documents the lost opportunity when funding was cut:

- Over \$2 billion in lost sales annually by cutting \$12 million in promotional dollars.
- Over 30% decline in market share.

It shows as what was gained once state funding for marketing was reinstated:

- More than \$190 in sales for every dollar spent.
- Over 12:1 bottom-line ROI to the Colorado state treasury.

Within tourism, the Colorado story has become a legend, with many of the state's competitors citing these numbers to their legislators as evidence for why their programs should be funded, not cut. In these challenging economic times, when marketing budgets are an easy target in the private sector and public sector alike, the lesson from this case is quite simple:

**THINK TWICE BEFORE SLASHING YOUR MARKETING BUDGET.
DON'T BE THE NEXT COLORADO!**

¹³ Peer awards have been received from the Marketing Research & Intelligence Association (RBC Royal Bank), Travel & Tourism Research Association (Hawaii; Maine); Guide to Best Practices in Tourism & Destination Management (Colorado; Tennessee; Hawaii; Maine; Finger Lakes Wine Country)

Acknowledgements

Many individuals and entities have been central to the Colorado story. I would like to give credit to just a few of these, whose leadership and vision have made this case and its documentation possible. First I'd like to thank Don Merrion and the Colorado Tourism Board members for hiring us in 1986, making Colorado the first state client of Longwoods International. Michael Erdman, Senior Vice President at Longwoods, has done a magnificent job of conducting the research that has documented the Colorado story so well. To Kim McNulty, Executive Director of the Colorado Tourism Office and Richard Scharf, President and Chief Executive of the Denver Metro Convention & Visitors Bureau, it's been a privilege to work with you and to be able to document your success. Finally, I would like to thank Eugene Dilbeck, formerly state travel director for Texas, Oklahoma, and New Jersey, President of the Denver Metro Convention & Visitors Bureau, Chair of the Research Committee of the Colorado Tourism Office, Executive Director of the Center for Travel and Tourism at the University of Denver, and now Senior Vice President at Longwoods. Eugene came up with the classic line in 1990 when his budget was under pressure in New Jersey. "Bill," he said, "you don't get to play the marketing game unless you justify yourself." Since then, I've never heard as simple and clear a rationale for marketing accountability.

Cover photo: Matt Inden/Weaver Multimedia Group & courtesy of Colorado Tourism Office.

About the Author



Dr. Bill Siegel, Chairman & CEO, Longwoods International

Bill received his PhD from the University of Michigan in 1970, and taught psychology, research methods and statistics at the University of Western Ontario and the University of Western Australia, where he was Distinguished Visiting Lecturer. He switched to market research in 1976, when he was invited to design and manage a multimillion dollar advertising ROI study for the CEOs of the telephone companies across Canada.

Since founding the Longwoods Group of Companies in 1978, Bill has consulted to leading Fortune 500 companies and governments around the world.

His work has been cited in broadcast and print media, including **USA Today**, **Newsweek**, the **New York Times**, and **The Times of London**. He is a regular speaker at governors' conferences and meetings, such as the Advertising Research Foundation, the American Marketing Association, the Brookings Institution, the Bureau of Broadcast Measurement, the Economic Development Administration, the European Society of Marketing Research, and the Public Relations Society of America.

Bill has served on boards for a number of organizations, including Georgia Tech, Waterloo University, Ryerson University, and the Travel and Tourism Research Association. He was commissioned as Honorary Citizen of New Jersey by Governor Florio for his work helping market that state.



CTO COMMITTEES

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PREV



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FY21 ROLES & OPERATING PROCEDURES

TOURISM MARKETING COMMITTEE

ADOPTED JUNE 2018

Supports the Colorado Tourism Office (CTO) in developing marketing strategies and campaigns that inspire travel to Colorado.

I. Shared Purpose

- ▶ **Compete:** To drive traveler spending in Colorado.
- ▶ **Create:** To support communities and tourism-related businesses in creating and promoting travel experiences.
- ▶ **Steward:** To promote responsible tourism practices in Colorado.
- ▶ **Advocate:** To advance understanding of how tourism can build Colorado's economies.

II. Roles

A. COLORADO TOURISM OFFICE DOMESTIC MARKETING PROGRAM

- ▶ To develop and execute a cohesive Colorado tourism strategy
- ▶ To inspire and convert interest in Colorado travel through development of effective marketing and communication plans
- ▶ To maximize the office's impact through effective financial management and resource development, including:
 - ▶ Creation and management of an annual budget
 - ▶ Procurement and management of vendor contracts in keeping with Board approval
 - ▶ Tracking and reporting of outcomes of office initiatives, vendor performance and budget changes.
- ▶ To increase awareness of the Colorado tourism industry's impact through research and communication

B. TOURISM MARKETING COMMITTEE

- ▶ Support the CTO in inspiring travel to Colorado and driving traveler spending.
- ▶ Advise the CTO on development of marketing campaigns and initiatives.
- ▶ Promote development of initiatives supporting industry members' marketing and communication programs.

C. CTO MARKETING VENDORS

- ▶ To execute the Colorado tourism strategy under direction of the Colorado Tourism Office
- ▶ To expand the capabilities and impact of the Colorado Tourism Office marketing program
- ▶ To assist the Colorado Tourism Office in sharing its marketing and messaging platform and resources with industry partners

III. Procedures

- ▶ Standing committees of the Colorado Tourism Board shall include a minimum of two Board members and shall be chaired by a Board member. In consultation with the Board chair, the CTO Director recommends committee chairs. Terms for committee chairs are one year. There are no restrictions on reappointment of committee chairs.
- ▶ Other members of standing committees are appointed by the Colorado Tourism Office 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.
- ▶ The committee shall hold regularly scheduled meetings a minimum of 10 times per year, including two in locations other than the state capital if practicable.
- ▶ Upon appointment to the CTO Tourism Marketing Committee, members are obliged to attend a minimum of seven regularly scheduled meetings per year, whether in person or via a technology-based solution. A member not meeting this standard of participation is required to resign.
- ▶ Meeting agenda and materials shall be shared with committee members at least seven days prior to regularly scheduled meetings.
- ▶ Committee meetings and agendas will be posted 24 hours prior online.
- ▶ Members of the Colorado Tourism Marketing Committee receive no monetary compensation for their service and are not eligible for reimbursement of travel expenses.
- ▶ In regard to their service on behalf of the state of Colorado, members are subject to the requirements of Amendment 41.
- ▶ Members are shielded from individual liability for acts of the Board or CTO.

FY21 INTERNATIONAL PROMOTION COMMITTEE

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FY21 ROLES & OPERATING PROCEDURES

INTERNATIONAL PROMOTION COMMITTEE

ADOPTED JUNE 9, 2020

Supports the Colorado Tourism Office (CTO) in developing an international program to drive and promote travel to Colorado from international markets.

I. Shared Purpose

- ▶ **Compete:** Drive high-value international-traveler spending to Colorado.
- ▶ **Create:** Develop and promote new travel experiences for international tourists visiting Colorado.
- ▶ **Steward:** Promote responsible tourism practices in Colorado and enhance traveler disbursement throughout the state.
- ▶ **Advocate:** Educate our destinations on the importance of international tourism and its economic drivers.

II. Roles

A. CTO INTERNATIONAL PROGRAM

- ▶ Encourage inbound international travel to the state of Colorado. The program employs in-market representatives to effectively promote, educate, and pitch Colorado to media, travel trade and consumers in the primary target markets. The goal of the program is to inspire visitation to Colorado through public relations, consumer campaigns and product development in each market to enhance bookings and visits to all parts of Colorado.
- ▶ Maximize the program's impact through effective financial management and resource development, including:
 - ▶ Creation and management of an annual budget.
 - ▶ Procurement and management of vendor contracts in keeping with state fiscal policies.
 - ▶ Tracking and reporting of outcomes of program initiatives, vendor performance and budget.
- ▶ To increase awareness of the international traveler's impact through communication and education

B. INTERNATIONAL COMMITTEE

- ▶ Support the CTO in development of a comprehensive international strategy to drive international traveler spending in Colorado.
- ▶ Advise the CTO on programs and initiatives for the development of international tourism.
- ▶ Promote understanding of the importance of international tourism to the state's economy.

C. INTERNATIONAL REPRESENTATIVES

- ▶ Execute the program strategy under direction of the program director.
- ▶ Expand the capabilities and impact of the international program.
- ▶ Conduct cooperative marketing programs, media events, training workshops, and familiarization tours in conjunction with Colorado destination partners to promote travel to Colorado.

III. Procedures

- A. The Committee shall be chaired by a Board member. In consultation with the Board chair, the CTO Director recommends committee chairs for one-year terms, effective July 1. There are no restrictions on reappointment of committee chairs. Restrictions on reappointment of committee members are the prerogative of the Committee Chair and the CTO Director or designee.
- B. The Committee shall hold regularly scheduled meetings a minimum of four times per year.
- C. Upon appointment to the Committee, members are obliged to attend at least three regularly scheduled meetings per year, whether in person or via a technology-based solution. A member not meeting this standard of participation is required to resign.
- D. Meeting agenda and materials shall be shared with committee members at least two days prior to regularly scheduled meetings.
- E. Committee members receive no monetary compensation for their service and are not eligible for reimbursement of travel expenses.
- F. In regard to their service on behalf of the state of Colorado, members are subject to the requirements of Amendment 41.
- G. Members are shielded from individual liability for acts of the Committee.

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Wendy White - Colorado Department of Agriculture
Christy Costello - Colorado Creative Industries
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Gayle Langley - Colorado Department of Local Affairs/Main Street Program
Nathan Fey - Office of Outdoor Recreation Industry

CTO CONTRACTORS

Katie Payer - CRAFT Coordinator
Kara Penn - Mission Spark/Program Support
Carly Holbrook - PR Strategist Caitlin Johnson - PR Strategist

FY21 ROLES & OPERATING PROCEDURES

DESTINATION DEVELOPMENT COMMITTEE

ADOPTED JUNE 2018

Supports the goals of CTO's Destination Development Program by fostering collaboration with stakeholders to create authentic experiences that inspire travel and bolster economic growth through tourism in rural Colorado.

I. Shared Purpose

- ▶ **Compete:** To drive traveler spending in rural Colorado.
- ▶ **Create:** To support rural communities and tourism-related businesses in developing and enhancing visitor experiences across the state.
- ▶ **Steward:** To promote responsible tourism practices in rural Colorado.
- ▶ **Advocate:** To advance understanding of how tourism can help build Colorado's rural economies.

II. Roles

A. CTO DESTINATION DEVELOPMENT STAFF

- ▶ To develop and execute a cohesive Colorado rural tourism development strategy
- ▶ To maximize the program's impact through effective financial management and resource development, including:
 - ▶ Creation and management of an annual budget.
 - ▶ Procurement and management of vendor contracts in keeping with state fiscal policies.
 - ▶ Development of partnerships with nonprofits, tourism-related businesses and aligned state offices to advance rural tourism.
- ▶ Tracking and reporting of outcomes of program initiatives, vendor performance and budget.
- ▶ To increase awareness of the Colorado rural tourism industry's impact through communication and education.

B. DESTINATION DEVELOPMENT COMMITTEE

- ▶ Advise the CTO on programs and initiatives that support the development and advancement of rural tourism in Colorado.
- ▶ Promote understanding of the importance of tourism to rural economies.
- ▶ Support the CTO in the development of potential strategies to drive traveler spending in rural Colorado.

C. DESTINATION DEVELOPMENT VENDORS

- ▶ To execute the program strategy under direction of the program director.
- ▶ To expand the capabilities and impact of the Destination Development Program.
- ▶ To assist the Destination Development Program in sharing its marketing and development platform and resources with industry partners.

III. Procedures

- A.** The Committee ideally shall include a minimum of two Colorado Tourism Board members and shall be chaired by a Board member. In consultation with the Board chair, the CTO Director recommends committee chairs for one-year terms, effective July 1. There are no restrictions on reappointment of committee chairs. Restrictions on reappointment of committee members are the prerogative of the Committee Chair and the CTO Director or designee.
- B.** The Committee shall hold regularly scheduled meetings a minimum of four times per year, including two in locations other than the state capital, when appropriate.
- C.** Upon appointment to the Committee, members are obliged to attend at least three regularly scheduled meetings per year, whether in person or via a technology-based solution. A member not meeting this standard of participation is required to resign.
- D.** Meeting agenda and materials shall be shared with committee members at least seven days prior to regularly scheduled meetings.
- E.** Committee members receive no monetary compensation for their service and are not eligible for reimbursement of travel expenses.
- F.** In regard to their service on behalf of the state of Colorado, members are subject to the requirements of Amendment 41.
- G.** Members are shielded from individual liability for acts of the Committee.

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AMIE MAYHEW
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IAN STEYN
Cruise Inn RV Parks

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303-562-7080

MEETING SCHEDULE:

Thursday, August 20th, 2020
10am - Noon

***The Colorado Tourism Journey Leadership Committee will be taking a short hiatus, which corresponds with the Class of 2020's hiatus from May 2020-March 2021

FY21 ROLES AND OPERATING PROCEDURES LEADERSHIP COMMITTEE

ADOPTED JULY 1, 2019

Supports the Colorado Tourism Office (CTO) in developing a leadership program to activate the full potential of Colorado tourism through its people.

I. Shared Purpose

- ▶ **Compete:** To strengthen Colorado's competitive advantage through development of a stronger, more unified tourism industry.
- ▶ **Create:** To foster collaboration and create high performing tourism leaders.
- ▶ **Steward:** To promote responsible tourism practices in Colorado.
- ▶ **Advocate:** To educate participants understanding of tourism's economic impact on Colorado.

II. Roles

A. COLORADO TOURISM LEADERSHIP JOURNEY PROGRAM

- ▶ Aims to strengthen Colorado's competitive advantage through development of a stronger, more unified tourism industry that will be even better equipped to serve as one of the state's leading economic drivers.
- ▶ Maximize the program's impact through effective financial management and resource development, including:
 - ▶ Creation and management of an annual budget.
 - ▶ Procurement and management of vendor contracts in keeping with state fiscal policies.
 - ▶ Tracking and reporting of outcomes of program initiatives, vendor performance and budget.
- ▶ To increase awareness of the leadership program through communication and education.

B. LEADERSHIP COMMITTEE

- ▶ Support the CTO in development of a comprehensive leadership strategy.
- ▶ Advise the CTO on programming and initiatives for the development of leadership program.

C. LEADERSHIP PARTNERS

- ▶ Execute the program strategy under direction of the CTO director and program manager.
- ▶ Expand the capabilities and impact of the leadership program.

III. Procedures

- A.** The Committee shall be chaired by a Board member. In consultation with the Board chair, the CTO Director recommends committee chairs for one-year terms, effective July 1. There are no restrictions on reappointment of committee chairs. Restrictions on reappointment of committee members are the prerogative of the Committee Chair and the CTO Director or designee.
- B.** The Committee shall hold regularly scheduled meetings a minimum of four times per year.
- C.** Upon appointment to the Committee, members are obliged to attend at least two regularly scheduled meetings per year, whether in person or via a technology-based solution. A member not meeting this standard of participation is required to resign.
- D.** Meeting agenda and materials shall be shared with committee members at least three days prior to regularly scheduled meetings.
- E.** Committee members receive no monetary compensation for their service and are not eligible for reimbursement of travel expenses.
- F.** In regard to their service on behalf of the state of Colorado, members are subject to the requirements of Amendment 41.
- G.** Members are shielded from individual liability for acts of the Committee.



CTO STRUCTURE

P. 55
CTO ORGANIZATIONAL CHART

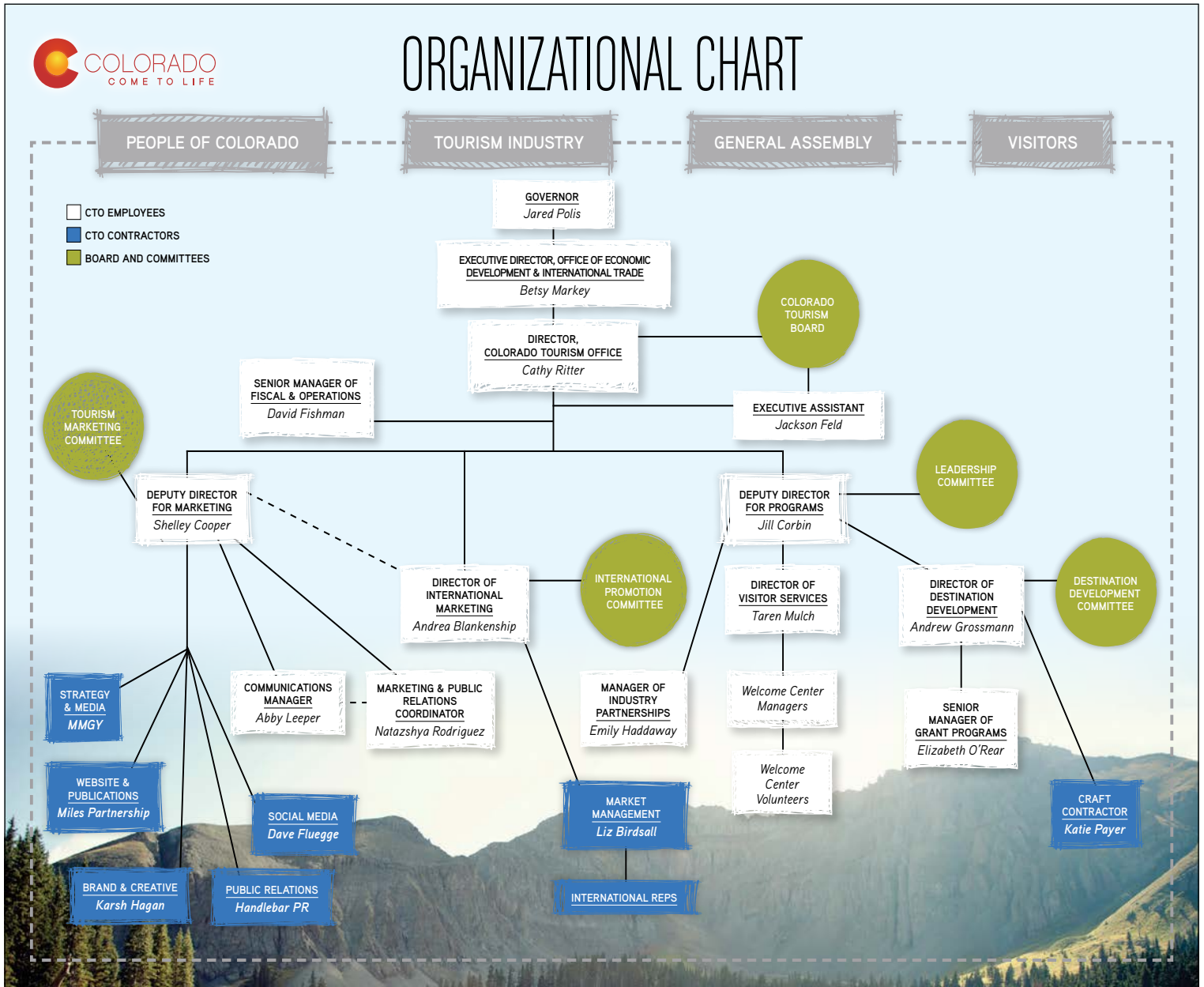
CLICK TITLES OR PAGE NUMBERS TO NAVIGATE TO EACH SECTION



PREV



NEXT



COLORADO TOURISM OFFICE ROLES

CTO EMPLOYEES
 CTO CONTRACTORS



DIRECTOR, COLORADO TOURISM OFFICE
Cathy Ritter
STRATEGY, BRAND & INDUSTRY RELATIONS



SENIOR MANAGER OF FISCAL & OPERATIONS
David Fishman
ACCOUNTING, CONTRACTS & OPERATIONAL NEEDS



DEPUTY DIRECTOR FOR MARKETING
Shelley Cooper
MARKETING STRATEGY & PROMOTION



DEPUTY DIRECTOR FOR PROGRAMS
Jill Corbin
PROGRAMS, STRATEGY & PARTNERSHIPS



DIRECTOR OF INTERNATIONAL MARKETING
Andrea Blankenship
INTERNATIONAL MARKET STRATEGY & PROMOTION



EXECUTIVE ASSISTANT
Jackson Feld
BOARD LIAISON & EXECUTIVE OFFICE SUPPORT



DIRECTOR OF VISITOR SERVICES
Taren Mulch
HOSPITALITY & WELCOME CENTER MANAGEMENT



DIRECTOR OF DESTINATION DEVELOPMENT
Andrew Grossmann
BUILDING TOURISM ECONOMIES & EXPERIENCES



COMMUNICATIONS MANAGER
Abby Leeper
MEDIA RELATIONS & CRISIS COMMUNICATIONS



MARKETING & PUBLIC RELATIONS COORDINATOR
Natazshya Rodriguez
COLO-Road TRIPS, MARKETING & PR

CTO-OPERATED CENTERS
Burlington, Fruita



MANAGER OF INDUSTRY PARTNERSHIPS
Emily Haddaway
INDUSTRY RELATIONS & SPECIAL EVENTS



SENIOR MANAGER OF GRANT PROGRAMS
Elizabeth O'Rear
PARTNER SUPPORT & GRANTS

CENTERS OPERATED VIA MOA
Alamosa, Silverthorne, Trinidad

CONTRACTUAL CENTERS
Cortez, Dinosaur, Fort Collins, Julesburg, Lamar

SOCIAL MEDIA
Dave Fluegge
SOCIAL MEDIA CO-OP & COMMUNITY MANAGEMENT

PUBLIC RELATIONS
Handlebar PR
PUBLIC RELATIONS STRATEGY & STORYTELLING

MARKET MANAGEMENT
Liz Birdsall

CRAFT COORDINATION
Katie Payer



CTO BUDGET

P. 58
FY21 BUDGET

P. 59
FY21 BUDGET PIE CHARTS

P. 60
FY21 CONTRACTS

CLICK TITLES OR PAGE NUMBERS TO NAVIGATE TO EACH SECTION



PREV



NEXT

FY21 BUDGET

Appropriations	FY21 Appropriation/Carry Forward Funds	FY20 Appropriation/Carry Forward Funds
Total General Fund	11,628,000	4,500,000
<i>General</i>	<i>10,528,000</i>	<i>4,000,000</i>
Welcome Centers ¹	500,000	-
Destination Development	600,000	500,000
Agritourism Fund	600,000	600,000
Casino Gaming/Tourism Promotion	4,000,000	14,579,623
Casino Gaming/Welcome Centers	-	516,000
Total Appropriation	16,228,000	20,195,623
Carry Forward Funds ²	2,222,000	1,103,558
Tourism Promotion Fund Reserve	(2,000,000)	
Grand Total of FY 21	16,450,000	21,299,181

¹ Supplemented by \$186,772 in General

² Estimate of Carry Forward Funding

Tourism Promotion (GF + carry forward + fund balance)	FY21 Approved Budget	FY20 Board Approved Budget ³
Advertising and Marketing	10,878,554	11,026,000
Administration	560,635	517,500
Board Expenses	25,000	30,000
Event Sponsorships	-	300,000
Governor's Conference and Events	25,000	150,000
Groups Sponsorships	225,000	225,000
Destination Development	600,000	300,000
International Promotion	500,000	2,400,000
Leadership Program	25,300	30,000
Memberships/Event Registrations	87,465	85,000
Marketing Matching Grants	550,000	550,000
Opportunistic Marketing Allocations	24,062	100,960
Public Relations Programming	534,401	568,500
Research/Strategic Plan	400,375	543,375
Social Media Programming	133,340	158,000
Travel	20,000	35,000
Web/Publications/SEM/E CRM/Ad Sales/Cont ⁴	548,096	942,547
Welcome Centers ⁵	686,772	230,000
Colorado Concierge	26,000	16,000
OREC	-	150,000
OEDIT Shared Expenses	-	221,741
Grand Total	15,850,000	18,579,623

³ In FY20 the Approved Budget shows the General Fund and the Casino Gaming/Tourism Promotion Fund separately. Due to changes in the FY21 appropriation, the amounts are combined.

⁴ Additional \$400K for this line in agritourism

⁵ For FY20, Welcome Centers also had its own GF appropriation

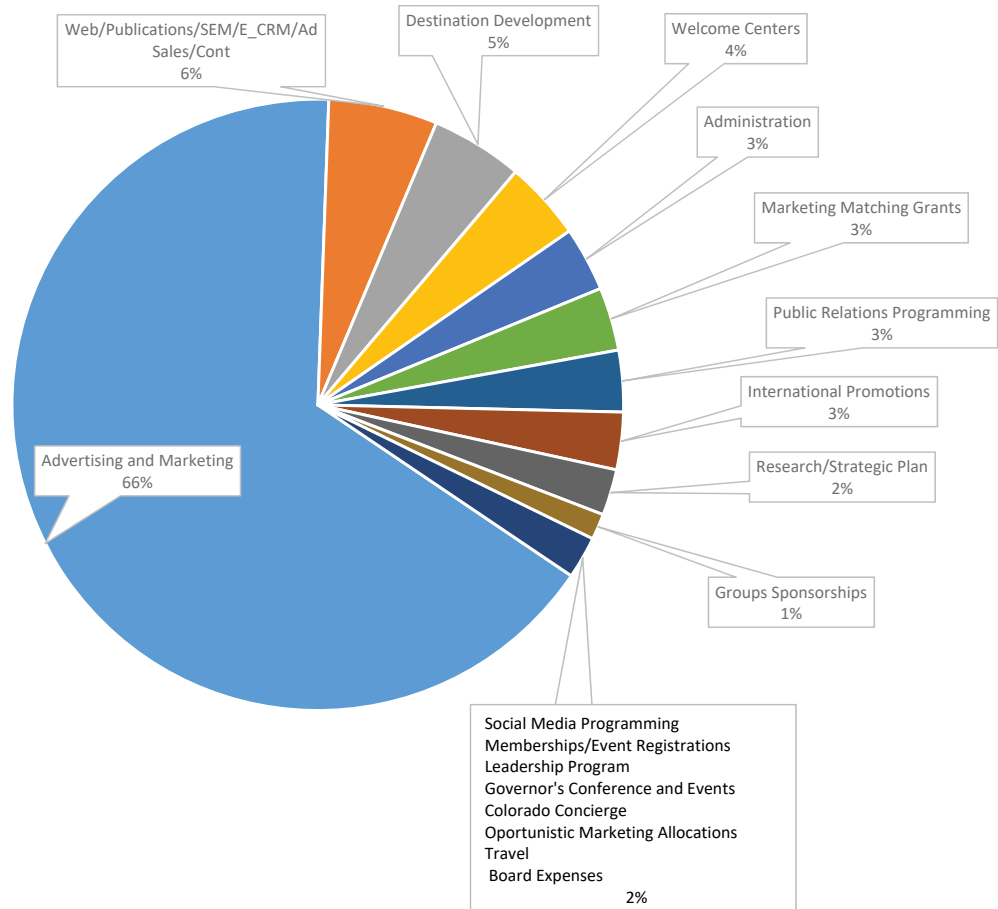
Agritourism/Destination Development	FY21 Approved Budget	FY20 Board Approved Budget
Destination Development (Agritourism)	200,000	600,000
Web/Publications/SEM/E CRM/Ad Sales/Cont ⁶	400,000	
Destination Development (General Fund) ⁶	600,000	500,000
Destinatin Development (from Casino Gaming/Tourism Promotion)		300,000
Grand Total	1,200,000	1,400,000

⁶ This portion of DD budget represented in General Fund table above

Welcome Centers (Breakout of GF)	FY21 Approved Budget	FY20 Board Approved Budget
Julesburg	86,520	86,520
Cortez	65,040	65,040
Burlington	80,414	135,413
Fruita	123,332	132,761
Dinosaur	70,858	70,858
Lamar	54,720	54,720
Fort Collins	87,780	87,780
Hospitality ⁷	-	16,000
Administration/WC Promo	118,108	112,908
Grand Total	686,772	762,000

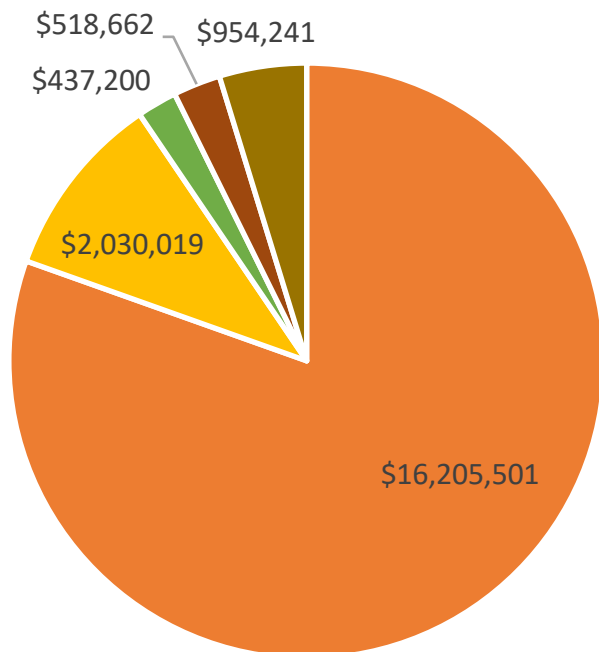
⁷ Moved from Welcome Center to Colorado Concierge in general fund

FY21 Colorado Tourism Office Appropriation Allocation



FY21 Appropriation Allocation by Roadmap Pillars

■ Compete
 ■ Create
 ■ Steward
 ■ Advocate
 ■ Other





COLORADO TOURISM OFFICE
FY21 Contracts (over \$150,000)

Organization Name	Amount
Domestic Marketing	
MMGY GLOBAL LLC	\$10,090,000
Karsh/Hagan	\$646,150
Colorado.Com/Publications	
MILES PARTNERSHIP LLLP	\$948,096
PR & Social Media	
Handlebar PR	\$365,975
International Marketing	
Destination Development	



KEY CTO PROGRAMS

CLICK TITLES OR PAGE NUMBERS TO NAVIGATE TO EACH SECTION

P. 62 CTO MARKETING

- ▶ P. 62: COME TO LIFE BRAND PYRAMID
- ▶ WEB LINK: BRAND STANDARDS
- ▶ WEB LINK: PARTNER ADVERTISING PROGRAM
- ▶ P. 63: CTO PAID MEDIA CO-OP
- ▶ P. 64: HOW TO GET INVOLVED WITH PR INITIATIVES
- ▶ P. 65: TRAVEL RESOURCES
- ▶ P. 66: SOCIAL PROGRAM

P. 67 'ARE YOU COLO-READY?' DESTINATION STEWARDSHIP PLAN

P. 68 CARE FOR COLORADO

P. 72 COLORADO CONCIERGE

P. 73 COLORADO TOURISM LEADERSHIP JOURNEY

P. 74 DESTINATION DEVELOPMENT

P. 75 INTERNATIONAL PROMOTION

P. 76 VISITOR SERVICES

Brand Pyramid

The Colorado Brand Pyramid illustrates the many dimensions of the state and serves as a blueprint for the Come To Life brand.

Essence

A single thought that captures the essence or soul of the Brand.

COME TO LIFE

Personality

How the Brand is expressed or comes across to customers.

Open, Honest, Playful, Seeking, Warm, Casual.

Values

Beliefs and attitudes the Brand stands for that resonate with the target.

Active lifestyle. Appreciation of nature. Authenticity.
Inclusivity. Individualism. Living fully.

Emotional Sensory Benefits

The total customer experience. How you feel or your state of being when associating with the Brand.

Optimistic & alive. Inspired by possibilities. Capable of great adventures.
Welcomed and included. Connected to something bigger.
In touch with best self.

Functional Benefits

What the product/service does for the customer.

Inspiration to get out and do things. Creative & innovative spirit.
Surrounded by possibilities. Uncomplicated.
Accessibility and variety of experiences.
Serendipitous discovery. Always good time to play.

Features

Tangible aspects and facts of the Brand.

Natural beauty. Vast cultural offerings. Great outdoors. Four distinct seasons.
Rich heritage. Mountains & plains. Distinctive towns & cities.
Denver International Airport. Strong infrastructure.

SOCIAL MEDIA COOP PROGRAM GUIDE FOR INDUSTRY PARTNERS

Why have a coop program?

As many of you have noticed, reach has dramatically declined on Facebook. Unfortunately, social networking has essentially become a pay-to-play game. If you want your fans/potential customers/visitors to see your message you need to invest paid promotion. CTO created a Paid Social Media Co-op Advertising effort to will leverage the power of the CTO's social channels to help give more widespread distribution to partner content.

The basic premise of the pilot program is that we promote industry partner content on CTO channels and push consumers to content on partner pages/sites. In addition, we are creating an opportunity to not only increase your reach into the marketplace, but also ensure that the promoted content goes to your target audience, using various targeting tools that Dave has at his disposal.

And finally, you'll be able to invest a nominal amount of dollars, double your budget through the co-op with the CTO and dip your toes into paid social advertising (if you have not ventured into those waters). Since this is managed by the CTO, there is no management fee, 100% of funds go to your media purchase.

How does it work?

Once a week, there is an opportunity for an industry partner to participate in the program. The CTO will promote the industry partner content through the Visit Colorado Facebook page for a maximum duration of 3 days. Signup goes out twice per year and is done on a first-come basis.

- ▶ Industry partner creates a relevant piece of content
 - ▶ Content Types: Video, Blog Post, 3rd Party Content
 - ▶ CTO will consult & critique if necessary to ensure we are maximizing engagement
 - ▶ CTO has final say on whether content fits the program
- ▶ Industry partner decides how much budget they would like to invest in the program and what the goals are for their effort (clicks, engagement, awareness, etc)
 - ▶ Budget requirements: Minimum \$1,000 – Max Match \$2,500
 - ▶ Match dollar for dollar to max, partner can contribute more than max match
- ▶ Industry partner will decide on the audience they want to target; CTO will come up with a plan using Facebook targeting tools. (Note: the intent here is to not just target Visit Colorado fans, but use resources to reach beyond current audiences.)
- ▶ CTO will craft a message on Facebook about the content and post it
- ▶ CTO will create and manage a paid media campaign promoting that content with the industry partner goals in mind.

Have these been done before?

CTO has been running the program for many years and it has become a highly sought after program, partly due to the limited spots available. To view past content, please visit: <http://bit.ly/PastCTOcoop>

HOW TO GET INVOLVED WITH CTO PR INITIATIVES

The main goal of the Colorado Tourism Office (CTO) PR team is to generate positive national and regional travel and tourism media coverage of the state. The team works with journalists and influencers for social, online/digital, print and broadcast coverage. These placements would not be possible without assistance from Colorado industry partners in sending the CTO PR team news and information about their destinations and assisting with hosting journalists. Below is an outline of ways to get involved:

Sign-Up to Receive the Monthly PR Hot Sheet:

This is a monthly newsletter that outlines the CTO's PR and social media initiatives for the month. From the PR side, it highlights recent media placements, upcoming press release topics, media leads, upcoming media trips and more. If you don't already receive the Hot Sheet, email any member of the PR team to get on the list.

Monthly Press Releases:

The CTO PR team distributes monthly press releases highlighting unique aspects of the state. Industry partners can find upcoming press release topics in the Hot Sheet and submit appropriate information for possible inclusion. Press releases are distributed to local and national media lists and usually receive good pick-up and exposure.

In-Market Media Events & Meetings:

The CTO PR team travels to top target markets to host events and one-on-one meetings with members of the media to get Colorado story ideas on their radars. Partners are encouraged to keep the team updated on news for these visits.

Visiting Journalist Program:

The CTO PR team pitches and hosts about 40+ journalists each year to visit Colorado and experience the state's offerings firsthand. These journalists are usually on story assignment or have strong story prospects. While the CTO has some budget for airfare for these journalists, the PR team relies heavily on industry partners to assist with itinerary planning, meals, lodging and activities. The reward is story coverage.

Local Quarterly Media Receptions:

The CTO hosts four quarterly media receptions each year to gather industry partners and local Colorado journalists to discuss the state's latest news and story angles. Each reception is attended by about 20 industry partners and upward of 30 Colorado journalists. A great networking opportunity with the local media.

Proactive Story Pitching:

The CTO PR team proactively pitches stories about travel trends and news from across the state and appreciates industry partners sending unique story angles, press releases and news on a regular basis.

CTO PR Contacts:

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Communications Manager

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720-662-4049

NATAZSHYA RODRIGUEZ
Marketing & Public Relations Coordinator

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CARLY HOLBROOK
Public Relations Contractor

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CAITLIN JOHNSON
Public Relations Contractor

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720-233-8520

TRAVEL RESOURCES OVERVIEW

OUR TRAVEL RESOURCES REACH NEARLY 14 MILLION VISITORS EACH YEAR.

Print:

- ▶ **Official State Vacation Guide:** Inspirational content, gorgeous photography and travel ideas influence visitation in this annual publication.
 - ▶ **Quantity:** 300,000 sent by direct request via Colorado.com; 100,000 distributed via racks in Colorado Welcome Centers and other racks popular with the drive market
 - ▶ Includes digital edition and mobile app
 - ▶ Publishes in December
- ▶ **Love, Colorado Magazines:** A free, subscription lifestyle magazine targeting new and returning travelers.
 - ▶ **Distribution:** 175,000 subscribers
 - ▶ Publishes in February and October
- ▶ **International Holiday Guides:** 2018 run included French, German, Chinese Japanese, Spanish (Mexico) editions

Digital:

- ▶ **Colorado.com:** The trusted source for online travel-planning info including articles, business listings, maps and events.
 - ▶ 10.1 million visitors in 2019, making it the most-visited state tourism website in the country
 - ▶ Includes 9,000-plus industry-partner business, event and special offer listings (free and paid opportunities available)
 - ▶ Home to the Colo-Road Trips itinerary site, the Sleep Somewhere Cool Blog and the Scenic & Historic Byways microsite
 - ▶ Advertising opportunities include sponsored articles and videos, formatted banners, leaderboards and more

- ▶ **Consumer Enewsletter:** Subscribers receive timely travel ideas, itineraries and events crafted to motivate travel
 - ▶ Opt-in database includes 320,000 subscribers; 292,000 out of state, 23,000 in state
 - ▶ Includes formatted advertising in each blast
 - ▶ Additional two custom blasts available each month for advertisers
- ▶ **Welcome Leads Program:** Partners can grow their opt-in database and gain exposure in front of our qualified audience with direct leads from Colorado.com
- ▶ **Colorado Welcome Centers Advertising:** Video messaging greets visitors at each of the 10 Colorado Welcome Centers
 - ▶ Reaches 1 million visitors annually
- ▶ **Search Engine Marketing:** Driving traffic to Colorado.com and supporting SEO and other objectives of the site
- ▶ **Google Posts:** Above-the-fold opportunity to garner attention from potential visitors and drive them to Colorado.com from Google's search-results page
- ▶ **Industry.Colorado.com:** The official site of the Colorado Tourism Office includes information on the current programs and initiatives
- ▶ **ColoradoTourismConference.com:** The registration site for the CTO's annual Colorado Governor's Conference on Tourism
- ▶ **Industry Newsletters:** Monthly blasts include the Colorado Connection, the PR Hot Sheet and many other emails supporting CTO programming

Other:

- ▶ **1-800-COLORADO:** Coloradans answer calls from potential visitors, giving travel advice and assisting with guide orders

SOCIAL PROGRAMS

Social Co-Op Program:

The social media co-op program is a dollar-for-dollar matching program where partners have an opportunity to have a piece of content distributed and promoted using the CTO social media channels. We run one co-op per week on Facebook.

The content consists of blogs, videos, third-party articles, photo albums — good content that is not an ad. The minimum investment is \$1,000; we will match up to \$2,500, but partners can invest above and beyond.

The content lives on the partner's site and the target audience for the media is whoever their target audience is, not the CTO's. This allows smaller destinations that may not be able to draw travel coming in on a flight to target in state (if that is where the travelers are coming from). The signup goes out twice a year and is awarded on a first-come, first-served basis — it moves quickly! Every partner that participates in the co-op program essentially receives a consulting session for free that talks about content creation, targeting and even how to take the momentum from the campaign and continue it.

Instagram Takeover:

In an effort to show off the entire state and the wide range of activities, we allow partners to do a week-long takeover of the Visit Colorado Instagram account — no one knows their area better than they do. They are consulted on how to tell a story, what makes engaging content and more before they are given access. This is a free service, and twice during the winter we do a ski-focused takeover called 28 Days of Ski.

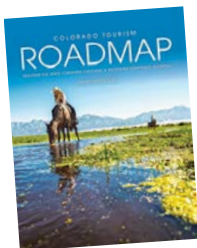
Content Crew:

The Colorado Content Crew was developed in 2018 and consists of in-state content creators (photographers/videographers/bloggers) that love to show off Colorado and all there is to around the state. Crew members may receive things like press passes to events or lift tickets in exchange for covering the event. We have also connected the crew members to the agency creative team in an effort to secure imagery from this audience.

The content crew is not paid (usually), but if partners want them to come, they typically must entice them. Crew members also will takeover the CTO Instagram channel to show off seasonal shots around the state.

Content Marketing:

Content marketing was started years ago as a test with the Miles team to find out if we could reduce paid-search investment and have the same effect on search ranking by driving social traffic to articles. We quickly realized that it performed well, so the social team works closely with the Miles team to promote new articles, up and comers, and to reciprocate learnings from what is performing well on social channels.



'ARE YOU COLO-READY?' DESTINATION STEWARDSHIP PLAN



Since March 15, 2017, the Colorado Tourism Office (CTO) has been guided by the Colorado Tourism Roadmap, which spells out a strategic plan for the state's tourism industry. The Roadmap's **STEWARD** Pillar aims to **Protect the integrity of Colorado resources through sustainable tourism** via the following objectives:



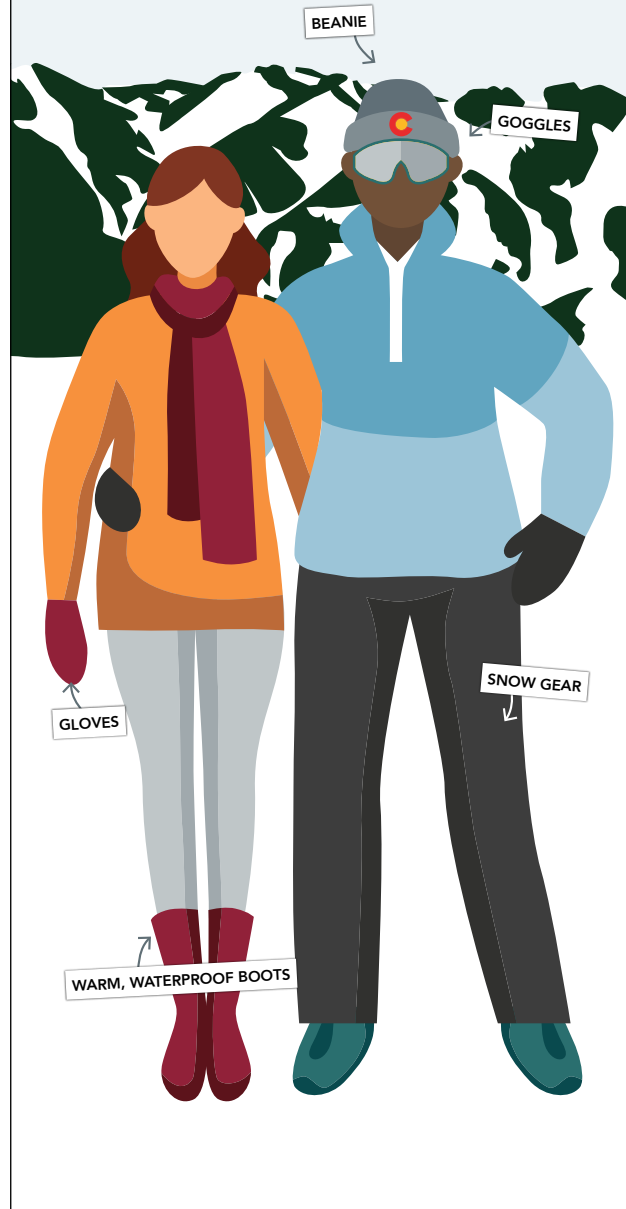
ARE YOU COLO-READY?

With a little preparation, a spirit of adventure, and a soft spot for nature and the past, you'll be on the trail to exploring Colorado like a local.



ARE YOU COLO-READY?

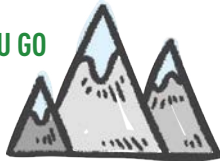
With a little preparation, a spirit of adventure, and a soft spot for nature and the past, you'll be on the trail to exploring Colorado like a local.



LEAVE NO TRACE – CARE FOR COLORADO PRINCIPLES

01 KNOW BEFORE YOU GO

- This land really *is* your land. Our state and federal agencies manage 42 percent of Colorado’s majestic landscape, and our cities and counties maintain even more. Learn about and respect the spaces we all own, share and sing about.
- Stay back from the pack. Find your way to less-visited and off-peak destinations to minimize down time and maximize your connection with special places.
- Bring along reusable water bottles or hot drink tumblers to limit waste and stay hydrated in our dry climate.



02 STICK TO TRAILS

- With 39,000 marked trails and 13,000 designated campsites, there’s no need to venture beyond. By sticking to these areas and camping at least 200 feet from lakes, rivers and streams, you’re helping natural areas stay natural.
- Even though shortcuts can be tempting, please don’t take them. A few extra strides on the path will protect plants and the homes of the true locals.



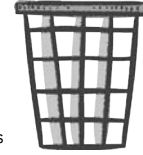
03 LEAVE IT AS YOU FIND IT

- Leave plants, rocks and historical items as you find them so others experience the joy of discovery.
- Any of our 750 different species of wildflowers will live forever in a photo. Snap away, but only with a camera.
- Colorado is beautiful all on its own. Building structures or campsites on public land isn’t cool. Keep it pristine for everyone to enjoy.
- Treat all living things with respect. Carving or hacking plants and trees may kill or disfigure them.



04 TRASH THE TRASH

- Pack it in, pack it out. Or pick it up to leave a place better than you found it. Put litter, even crumbs, peels and cores in your nearest waste/recycling bin.
- Wash yourself, your dog or whatever else needs cleaning at least 200 feet from waterways, and use biodegradable soap. A bubble bath is no treat for fish.



05 BE CAREFUL WITH FIRE

- Colorado’s low humidity has perks, but can create dry, dangerous conditions. Keep campfires small and manageable to avoid sparking wildfires.
- When putting out a fire, water it until you can handle the embers. Never let a fire burn unattended.
- Use care when smoking in Colorado’s dry climate. Always put cigarettes out completely, and don’t leave your butts behind.
- Always check for local fire restrictions.



06 KEEP WILDLIFE WILD

- Colorado is home to tens of thousands of furry, scaly and feathered creatures. To keep them – and you – safe, don’t approach them.
- It is not adorable to feed wild animals. You could alter natural behaviors, exposing them to predators or even euthanasia.
- Keep your furry buddies leashed when enjoying dog-friendly trails, and pack out their waste. All the way to a trashcan.



07 SHARE OUR TRAILS & PARKS

- Chances are you’re not out in nature to people watch, so try out the lesser-known paths and sites.
- Silence your cell phone before stepping into nature, and speak softly without using the speaker function.
- Be considerate when passing others on the trails and yield to the uphill hiker and biker – they need the momentum.
- Listen to nature. Keep your voice and music soft so all can enjoy the peace of Colorado.



©Leave No Trace Center for Outdoor Ethics

COLORADO PACKING LIST

“DRESS IN LAYERS!” ARE WORDS TO LIVE BY.

Our dramatic elevation changes mean we can ski in the mountains and then drop a few thousand feet to bike or drink a craft brew on a sunny patio.

SUMMER PACKING MUSTS:

01



SUNSCREEN, LIP BALM, A HAT & SUNGLASSES.

Remember, you may be a mile or more closer to the sun, and much of Colorado gets 300 days of sunshine every year.

02



BATHING SUIT & FLIP-FLOPS/SANDALS.

You don't want to miss out on taking a plunge into a natural hot spring, a rafting adventure, or a pristine creek or waterfall.

03



REFILLABLE WATER BOTTLE OR HYDRATION SYSTEM

(such as a CamelBak). Start drinking water as soon you arrive in our dry, elevated climate. And don't stop.

04



RAIN JACKET.

The atmospheric conditions that bring winter snow make for sudden afternoon showers in the summer, especially on our loftiest peaks.

05



HIKING BOOTS OR OTHER STURDY, ATHLETIC SHOES.

You never know when you're going to want to answer the call of a beautiful trail.

06



LIGHTWEIGHT FLEECE OR VEST.

Even on our hottest days, temps are chillier after sunset, especially at higher elevations.

07



DAY PACK.

This is standard gear in Colorado to carry all of the above.

08



JEANS OR HIKING PANTS.

Relax, denim is acceptable attire nearly everywhere; but hiking pants or leggings are great for a day out exploring our wilds.

IN WINTER, BRING ALL OF THE ABOVE, WITH A FEW ADDITIONS:

01



BEANIE.

Keep one handy for under your ski helmet, a night by the fire or even a wintry dip in a natural hot spring. Even guys wear the ones with poms.

02



WINTER COAT.

Dress like a local in anything from puffy down to a snow-ready, water-resistant parka.

03



SNOW GEAR.

A thermal layer and warm, waterproof boots, snow pants, and gloves are essential if you're planning to play in the powder.

04

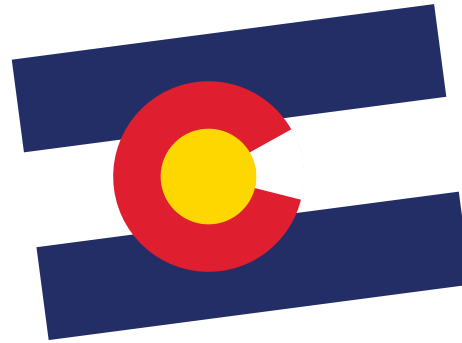


SUN-SHIELDING ITEMS.

Nothing like an intense goggle tan on your face to make you value sunscreen, no matter the season.

ACT LIKE A LOCAL

OK, NOW YOU'RE DRESSED LIKE A LOCAL. HERE'S WHAT YOU NEED TO PASS FOR ONE.



LEARN THE LINGO!

FOURTEENER

This is what we call those peaks that rise more than 14,000 feet above sea level. We've got 58 of them, more than any other state in the continental U.S. Hardy hikers aim to "bag" – or summit – all of them.

CONTINENTAL DIVIDE

Also known as "the Divide," this ridge runs along the crests of the Rocky Mountains north to south. Rivers and streams west of the Divide flow to the Pacific Ocean, and east of the Divide to the Gulf of Mexico.

5280

Denver is the Mile High City because it sits 5,280 feet (or one mile) above sea level. To be precise, the 13th step of the Colorado State Capitol Building or the line of purple seats in Coors Field will put you exactly at 5280. (Pronounced: fifty-two eighty)

FRONT RANGE

The Rocky Mountain range most visible from Colorado's most populous cities – Denver, Colorado Springs, Fort Collins and Boulder – and from much of the Eastern Plains. Much of the urban region near these mountains is known as the Front Range as well.

WESTERN SLOPE

This region refers to all of Colorado west of the Continental Divide. It's home to the Grand Mesa, the largest flattop mountain in the world (near Grand Junction).

CENTENNIAL STATE

Colorado's official nickname refers to the year it earned statehood. That happened in 1876, the centennial anniversary of the United States' declaration of independence.

FOUR CORNERS

The point where Colorado, New Mexico, Arizona and Utah come together at one point in our extreme southwest corner, 40 miles from the Colorado city of Cortez.

HIGH COUNTRY

A fancy way to say "the mountains," uttered mostly by local weathercasters.

THE TUNNEL

If you are headed to or from the High Country on I-70, you'll likely pass through the 1.7-mile Eisenhower/Johnson Memorial Tunnel. Since 1973, the tunnels have provided easy passage across the Continental Divide.

POWDER DAY

Powder days follow snowy nights. That fresh snowfall means the conditions are set for skiing and boarding that feels like you're floating down the slopes on air. Our deep, dry, fluffy powder is also good for cushioning the occasional fall.

MUD SEASON

This glorious harbinger of spring is typically slotted on the calendar for late April or May. It occurs when winter's snow starts to melt and rivers swell, making for amazing fishing, thrilling whitewater rafting and great High Country lodging deals.

DENVER SHORTHAND

LODO

Short for Lower Downtown, Denver's lively, walkable, historic downtown.

LOHI

Short for Lower Highlands, a neighborhood full of exceptional food and drink with outstanding views of downtown Denver.

RINO

Short for River North, a hip cultural and food scene emerging in Denver's former warehouse district.

ALTITUDE Denver is the Mile High City, and many popular destinations are even higher altitude. Staying hydrated and adjusting for a day or two before embarking on a strenuous adventure is the best way to make sure being high up doesn't get you down.

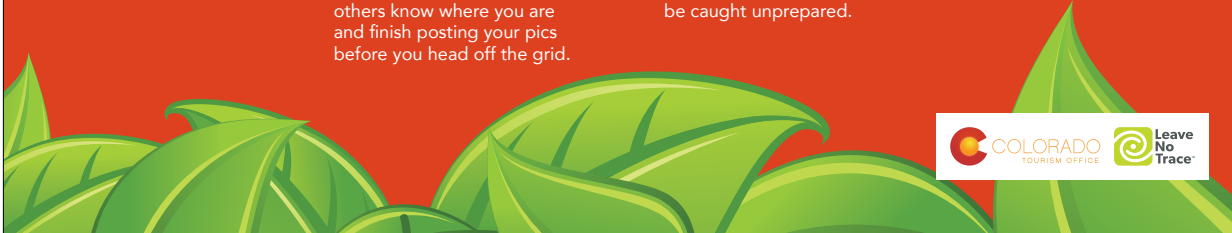
ALCOHOL It has more impact at altitude, so take it easy until you get your mountain legs.

CELL COVERAGE You won't have any trouble staying connected when you're in a town, but once you head out on a trail, river, slope or back road, that could change. Let others know where you are and finish posting your pics before you head off the grid.

SPARSE SERVICES If you spot a sign saying "No gas or services for the next 56 miles," believe it.

FOR HIKES, ROAD TRIPS & OTHER EXCURSIONS, pack more food, water and cold-weather wear than you expect to need so you won't be caught unprepared.

BEAR-PROOF TRASHCANS If you want to toss your trash and the lid won't budge, you're probably encountering a bear-proof trash can. Look for instructions on the can – there's usually a lever or button to push that's too tricky for hairy paws to manage.



COLORADO CONCIERGE

Goal:

To equip frontline workers, business owners and locals with great answers to the simplest of questions: "What is there to do around here?"

- ▶ Create better experiences for travelers and residents.
- ▶ Better disperse travelers throughout Colorado by creating informed locals who can recommend lesser-known wonders.
- ▶ Equip locals to share the Care for Colorado Principles.
- ▶ Provide frontline workers with an opportunity to improve their customer service skills, earn certifications and position themselves for career growth, while earning prizes and recognition.

THE COLORADO CONCIERGE PROGRAM SUPPORTS THE ROADMAP'S CREATE PILLAR.

Program Overview:

- ▶ The Colorado Concierge Program has been designed as a free resource for all Colorado businesses to educate frontline workers in Colorado-style hospitality.
- ▶ Workers can access the web-based training platform on a computer or via mobile apps (iOS & Android) for phones and tablets.
 - ▶ The platform provider is TravPro. Miles Partnership manages the content.
- ▶ The content aims to build Colorado workers' understanding of their identity as Coloradans, mainly by acquiring basic knowledge about the state and the kind of experiences travelers might find in each of the eight travel regions. It also trains workers how to share vital information for travelers, including the Care for Colorado Principles and laws around legal cannabis.
- ▶ The customer service training module was deeply informed by CTO-commissioned research, which identified the essence of Colorado hospitality, found that travelers rank Colorado hospitality highly and that genuine hospitality is important to travelers.
- ▶ The research found strong agreement with this definition of Colorado hospitality: "A genuine, kind-hearted invitation to take part in the life and wonder of Colorado."

Benefits:

- ▶ Equips frontline workers statewide to share Colorado's unique style of customer service to improve the visitor experience and generate increased satisfaction.
- ▶ Develops a powerful, cost-effective source of promotion – statewide word-of-mouth referral – to inspire visitors to do more, spend more and explore less-known destinations.
- ▶ Provide Colorado businesses with a free resource to incentivize, educate and support their frontline employees.
- ▶ Give frontline workers statewide an opportunity to earn certifications and prizes, while building customer service skills that can support career growth and, in many cases, deliver direct benefits.
 - ▶ Example: When a patron asks "What is there to do around here?," restaurant Worker may use their knowledge to share travel tips and advice on how to travel like a local, which could encourage a larger tip!

Modules:

- ▶ Colorado Essentials
- ▶ Care for Colorado
- ▶ Colorado Travel Regions
- ▶ Colorado-Style Customer Service
- ▶ Traveler Health and Safety

COLORADO TOURISM LEADERSHIP JOURNEY

Goal:

To activate the full potential of Colorado tourism through its people and build the industry's bench strength.

Program Overview:

- ▶ Yearlong, tuition-based executive training program that includes five experiential learning opportunities, monthly small group meetings, 1:1 mentoring, assigned readings and completion of an action learning project.
- ▶ This one-year program begins and concludes at the annual Colorado Governor's Tourism Conference and includes three additional experiential learning opportunities spanning three days (half day, full day, half day) at locations around the state.
- ▶ This program is ideal for high-performing people seeking to advance their effectiveness as tourism leaders.
- ▶ For employers, it offers a cost-effective way to develop, reward and retain top talent.
- ▶ The CTO engaged the Keystone Policy Center, a public policy group, as well as Leadership Guide Jeff Klem with Adventures in Leading to design a curriculum aimed at fostering both career and personal growth for participants.
- ▶ Recruit participants from a broad spectrum of industry sectors, including, DMOs, Ski, Hotel, Casino, Restaurant, Gaming, Agritourism, Media/Marketing/Advertising, Charitable/Social Organizations, public lands agencies, and more.

Application Information:

- ▶ In light of the COVID-19 pandemic, the Colorado Tourism Leadership Journey is currently paused until March 2021. Applications for the Class of 2022 will be open from April 2021 – June, 30, 2021, at industry.colorado.com/learn-more-about-leadership-journey
- ▶ Tuition is \$2,500 and covers the cost of program facilitation, the primary text and participation in experiential learning opportunities, including attendance at two successive Colorado Governor's Tourism Conferences and three in locations around the state. Travel and lodging costs (approximately \$200 per night) are not included in tuition and are the obligation of the participant and/or employer.
- ▶ Limited scholarships are available based on need.

Program Outcomes:

- ▶ Through the Colorado Tourism Leadership Journey, participants will develop:
- ▶ Leadership skills, including creative team problem-solving, listening and communication skills, emotional intelligence and the development of deeper self-awareness.
- ▶ Lifelong relationships and networking pathways through connection with participants, mentors and presenters.
- ▶ Connections with state and national resources and networks through experiential learning in a variety of Colorado contexts.
- ▶ A sense of shared identity as a contributor to an industry that promotes Colorado's economy and well-being.

DESTINATION DEVELOPMENT

Goal:

To support the economic vitality of rural Colorado and enhance visitor experience in less-visited areas of the state.

Colorado Rural Academy for Tourism (CRAFT)

The Colorado Tourism Office developed CRAFT in 2018 to provide training, technical assistance and funding to support rural economic development through a competitive selection process.

- ▶ **CRAFT Studio 101:** Provides comprehensive tourism industry education and facilitates a 12-week collaborative planning process for rural destinations that are in the early stages of incorporating tourism into their economic development strategy. Up to \$10,000 in implementation funding is available after successful completion. Four communities are selected each year.
- ▶ **CRAFT Studio 201:** (A component of OEDIT's Rural Technical Assistance Program) – Provides customized support for destinations to advance a specific tourism-related goal or strategy through 100 hours of work with a mentor. Up to \$7,500 in implementation funding is available after successful completion. Four communities are selected each year.
- ▶ **CRAFT Workshops:** Provides a one- to two-day training for destinations wishing to advance a tourism-related strategy relating to a specific industry segment, such as cycling, outdoor recreation, cultural heritage or agritourism. Up to \$2,500 in implementation funding is available after successful completion.
- ▶ **CRAFT Mentor:** Provides up to 50 hours of work with a mentor for tourism organizations or businesses wishing to advance a specific tourism-related goal or strategy. Up to \$1,000 in implementation funding is available after successful completion.
- ▶ **CRAFT Toolkits:** Provides an online resource hub for tourism partners on a wide range of topics on industry.colorado.com and in a downloadable PDF format.

Grants

- ▶ **Tourism Development Grants:** Provides funding for tourism projects that enhance visitor experience in rural Colorado through a competitive selection process.
- ▶ **Marketing Matching Grants:** Provides funding for not-for-profit organizations to implement unique and effective marketing strategies that inspire new forms of travel to and within the state through a competitive selection process.

Additional Funding Opportunities

- ▶ **Tourism Entrepreneurship Scholarships:** In collaboration with Colorado SBDC, this provides individual tourism businesses/entrepreneurs a scholarship to participate in a LEADING EDGE training course through a competitive selection process.
- ▶ **Rural Professional Development Scholarships:** Provides individual rural tourism partners a scholarship to participate in professional development opportunities that advance their tourism expertise through a competitive selection process.
- ▶ **Colorado Governor's Tourism Conference Rural Tourism Scholarship:** Provides scholarships for tourism stakeholders in Colorado to attend the conference for the first time.

Other Initiatives

- ▶ **Colorado's Scenic & Historic Byways:** Destination Development is the CTO's point of contact for the Colorado Scenic and Historic Byways Commission. The CTO launched ColoradoByways.com to promote Colorado's 26 Scenic and Historic Byways in late FY20 after receiving a \$141,000 grant through a State Historical Fund and will continue to advance the microsite in FY21.
- ▶ **Colorado Electric Byways:** Destination Development is CTO's point of contact with the Colorado Energy Office (CEO) on supporting the installation of EV charging stations along the 26 byways to promote traveling them behind the wheel of an electric vehicle. The CTO and CEO have a shared WIG to electrify 10 of the 26 Scenic and Historic Byways by the end of FY21.
- ▶ **Regional Strategies:** The CTO is working with tourism champions in each of the eight travel regions of Colorado to convene a diverse set of stakeholders to present the results of Destination Think's Niche Rollout Plans and implement collaborative strategies that support priority recommendations identified in the plans.

INTERNATIONAL PROMOTION

The Colorado Tourism Office's International Promotion promotes Colorado to international travelers, using representatives in key target markets to advertise and pitch Colorado's unique offerings to consumers through media, travel trade and consumer campaigns. The goal is to capture incremental bookings from top inbound international markets and create awareness of Colorado as a destination to increase visits to all parts of Colorado.

By visitation, Colorado's top international markets are Mexico, Canada, the United Kingdom, Australia, France, Germany, Japan and Brazil. The international traveler is Colorado's highest value traveler, staying longer and spending more than any other tourist. In terms of spend, the top five markets are the UK, Mexico, Australia, Canada and Germany, respectively. The CTO currently has representation in three countries: Australia, Germany and the UK.

The International Team evaluates several factors when choosing target markets:

- ▶ Analysis of market trends through data and statistics
- ▶ Connectivity through established nonstop flights or potential nonstop flights
- ▶ Established strategic relationships upon which we can build program activities
- ▶ Colorado destination partners' needs

The in-market representatives focus on three main segments:

Consumer, media/PR and travel trade (tour operators).

Our goal is to:

- ▶ Increase the number of international visitors to Colorado
- ▶ Increase the average length of stay of overseas visitors to Colorado
- ▶ Increase general awareness of Colorado
- ▶ Develop and grow Colorado travel and tourism product
- ▶ Increase website traffic and unique visits
- ▶ Generate additional in-kind media values
- ▶ Generate additional magazine, TV, radio and newspaper coverage

We promote Colorado internationally through the following activities:

- ▶ Consumer marketing, through Brand USA and other organizations
- ▶ Trade shows, both travel trade and consumer-facing (WTM, ITB, IPW, Go West Summit)
- ▶ Tour operator and media familiarization Trips (FAMs)
- ▶ Education, training and sales calls
- ▶ In-market promotional campaigns
- ▶ Sales missions
- ▶ Press meetings, releases and events
- ▶ International Holiday Guides
- ▶ Colorado.com (Int'l pages)

VISITOR SERVICES

The Visitor Services Program oversees 10 Colorado Welcome Centers, located primarily along major entry ways to the state and serving just shy of 1 million visitors annually. Julesburg serves more than a third of all welcome center visitors, with Burlington and Fruita serving another third.

A 2017 study found the centers inspired about 22 percent of travelers to add more experiences to their Colorado trip, generating about \$23 million in traveler spending. With a Welcome Center budget of \$730,000, that represents a return on investment of \$31.50 for every \$1 spent.

Mission Statement

The mission of the Colorado Welcome Centers is to drive travelers throughout the state and increase their activities, length of stay, and spending while visiting.

Management Structure

Each Welcome Center falls under one of three management structures:

- ▶ **CTO-OPERATED:** The CTO provides direct oversight of the centers at Burlington and Fruita. Paid staff in these locations are CTO employees, and the buildings are owned and maintained as rest stops by the Colorado Department of Transportation (CDOT).
- ▶ **CONTRACTUAL:** The CTO provides financial support for five welcome centers under fee-for-service contracts with five different entities:
 - ▶ Sedgwick County manages the Julesburg center, which also is housed in a rest area owned by CDOT and maintained with CDOT funding.
 - ▶ City of Fort Collins/Visit Fort Collins manages the Fort Collins center.
 - ▶ The City of Cortez contracts with Mesa Verde Country Visitor Information to run Cortez.
 - ▶ The City of Lamar operates the Lamar center from a former train depot.
 - ▶ As of July 1, The Town of Rangely will operate Dinosaur.
- ▶ **MEMORANDUM OF AGREEMENT (MOA):** Through an annual MOA, the CTO provides management and promotional support for centers in Alamosa, Silverthorne and Trinidad, but provides no direct financial contribution.

Staffing

Colorado operates its welcome centers at a cost well below the national average, primarily due to the services of about 350 volunteer travel counselors. Each center has 1.5 paid staff, who are responsible for recruitment and training of volunteers. Many managers report increased difficulty in recruiting and retaining volunteers from rural communities.

Brochure Distribution

Colorado Welcome Centers distribute maps and travel literature to visitors free of charge. Attractions, associations, destinations and other entities promoting visitation to Colorado can qualify through a CTO review process to have their materials displayed in the centers. Once approved, the only cost to the organization is for shipping the brochures to the centers.



CTO RESEARCH

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SMARI: IMPORTANCE OF SUSTAINABILITY

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TOURISM ECONOMICS: COLORADO'S
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2019 COLORADO TOURISM SENTIMENT STUDY,
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COLORADO TRAVEL YEAR 2019,
LONGWOODS INTERNATIONAL

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COLORADO.COM WEBSITE USER &
CONVERSION STUDY, DESTINATION ANALYSTS

WEB LINK

LOVE, COLORADO RESEARCH SUMMARY



COLORADO TOURISM INDUSTRY

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COLORADO ASSOCIATION OF DESTINATION
MARKETING ORGANIZATION MEMBERS

P. 80
TOURISM INDUSTRY ASSOCIATION OF
COLORADO MEMBERS

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CTO TALKING POINTS

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STEWARD FAQs

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ECONOMIC IMPACT OF CTO

- ▶ **Unlike many state agencies, the Colorado Tourism Office (CTO) is a revenue generator for the state, a “profit center.”** It’s been documented in destinations across the country that investing in tourism marketing yields returns far in excess of the investment. The reverse is also true: cutting back on tourism marketing triggers losses far in excess of the savings.
- ▶ This was famously demonstrated when Colorado in 1993 became the first major U.S. destination to eliminate its state-funded tourism promotion program. **A well-documented research study found the referendum to end the \$12 million program ended up costing the state about \$1 billion in traveler spending the first year and ultimately \$2 billion a year.** Colorado slid from being the top U.S. destination for “country resort” vacations to 17th place. It took 21 years – until 2015 -- for Colorado to achieve and surpass the market share it had held for discretionary leisure travelers in 1994, the year the cuts took full effect. *Longwoods Study: What Happens When You Stop Marketing? The Rise and Fall of Colorado Tourism, 2009*
- ▶ For FY21, CTO has a \$16.228 million appropriation, including one-time access to a \$4 million balance in the CTO’s casino gaming revenue fund. This is down from an appropriation of nearly \$20.2 million in FY20.
- ▶ The CTO also projects revenue generation of \$2.7 million in FY21, including \$2.4 million from ad sales, \$200K from paid media coop, \$50K from social coop match and \$50K from Gov Con sponsorships. This is down from about \$3.1 million in FY20, when CTO generated \$2.7 million in ad sales.
- ▶ **The CTO’s FY21 Board-approved budget allocates \$16.45 million as follows:** 84% on marketing (73.9% domestic; 3.0% international; 3.3% PR; 2.4% research; 1.4% domestic motorcoach/meetings & conventions); 4% on welcome centers; 7% on destination development (rural); .5% on industry education; and 4.5% payroll/office costs/memberships, etc.
- ▶ In 2019, the CTO’s work directly supported an industry that generated **\$24.2 billion in traveler spending and \$1.5 billion in state and local tax revenues, while directly supporting 181,200 jobs.** *Dean Runyan & Associates, 2019.*
- ▶ **While other destinations and attractions promote travel to Colorado, CTO is the only entity marketing Colorado as a whole.** Destinations and attractions across the state rely on CTO’s national “Come To Life” marketing campaign to generate traveler interest, which they convert into transactions.
- ▶ **The CTO maintains Colorado.com, which in FY20 was ranked among the top-performing state websites** (second only to Visit Florida’s). Of the 10.1 million visitors to Colorado.com, 41.5 percent jumped to a partner website, meaning CTO directly fed about 4.2 million web users to Colorado-based tourism providers. *SEMRush, Google Analytics*
- ▶ **CTO was widely credited with helping “save” the 2018 ski season with a \$200,000 special allocation by the Board for a two-week advertising blitz in late January** (dubbed “ski-mergency”) telling the nation’s skiers: “Snow is falling in Colorado. Don’t miss it.” CTO’s touting of “Snow’s Perfect State” benefits every destination in the state. If Colorado has a bad ski season, even hotels in Burlington suffer.
- ▶ **CTO’s national marketing campaign consistently ranks among the top 10% nationally for ROI.** For FY20, a third-party researcher reported that CTO’s media spend of nearly \$8.55 million directly influenced 2.3 million travelers who spent \$3.85 billion; thus, for every \$1 spent on media last fiscal year, CTO generated a \$450 return, one of the highest state campaign ROI’s in the U.S. *Strategic Marketing and Research Insights (SMARI)*
- ▶ **CTO has an unusually small staff for a state tourism office** and, hence, relies on contractors to handle many duties typically handled in-house in other states. Apart from three Welcome Center staff, CTO has 10 employees, with an authorized FTE of 4.0 in the Long Bill. Our Roadmap consultant found that if CTO’s staffing were at the national average for state tourism offices, we’d be spending about \$500,000 more a year on pay.
- ▶ Individual program performance:
 - ▶ A 2017 study showed the 10 Colorado Welcome Centers collectively serve about 1 million visitors annually and inspire about \$23 million in incremental visitor spending. **With \$730,000 spent that year on welcome centers, that yielded an ROI of \$31.50 for every \$1 spent.** The same study showed the average cost per guest interaction was well below national averages, just 48 cents, compared with a national average of \$2.72 identified by Destinations International in 2013. Colorado has the nation’s only welcome center program operated primarily by volunteers, a major factor in keeping costs so far under the average.
- ▶ **The CTO PR program in FY20 placed stories generating 1.3 billion impressions and \$12.3 million in advertising equivalency, with an ROI of 22:1.** These findings came out of a new PR tracking tool from Cision, providing deeper insights into digital engagement. The PR effort secured 160 placements in its top 100 target outlets and coverage in 34 of 50 top target outlets. Colorado tourism was featured in multiple high-quality publications including *The New York Times, Lonely Planet, The Wall Street Journal, AFAR, Outside, Travel + Leisure and Sunset.*
- ▶ A primary metric for success of our Destination Development program is the year-to-year change in traveler spending in our rural counties. **For 49 rural Colorado counties (with less than 50,000 residents), traveler spending increased from \$4.69 billion in 2018 to \$5.1 billion in 2019, up 7.93 percent compared with a statewide increase of 7.3 percent.**
- ▶ The CTO’s international program promoted Colorado in five overseas target markets, with project-based work in three others. **In 2019 Colorado attracted 1.053 million international travelers, who collectively spent \$1.8 billion and are Colorado’s highest value tourist,** spending an average of \$1,706 per person per trip while in the state. An important role for this CTO program is supporting marketing for non-stop flights into DEN.
- ▶ Colorado in recent years has grown into a true national destination. CTO research shows that when vacationers consider a Colorado vacation, they’re comparing us with California, Florida, New York, Nevada and Arizona. “Halo Effect” research shows that state tourism marketing plays a significant role in perceptions of a state as a good place to do business, a good place to start a business, a good place to go to college, a good place to retire, etc.

COLORADO ELECTRIC BYWAYS TALKING POINTS

As part of its participation in the Scenic and Historic Byways commission the Colorado Tourism Office is partnering with the Colorado Energy Office (CEO) and the Colorado Department of Transportation (CDOT) to electrify all 26 of the byways.

Please find a list of talking points below about Colorado Electric Byways:

- ▶ As the lead agency on this effort, the CEO developed a FY21 Wildly Important Goal (WIG) to electrify 10 of the byways and a FY23 WIG to electrify 22 of the byways.
- ▶ As of July 1, 2020, four of the byways are electrified (Flat Tops Trail, Silver Thread, Lariat Loop, and Grand Mesa)
- ▶ Colorado Electric Byways will be electrified with a combination of DC fast charging and destination charging at hotels, lodges, tourist attractions, trailheads and downtown commercial areas so that tourists will be able to shop and dine at local establishments while they wait for their vehicle to charge.
- ▶ The effort to electrify the byways is happening in parallel with other CEO efforts to develop EV fast-charging corridors across the state that will help connect residents and visitors from urban centers to the start and finish of each electrified byway.
- ▶ CEO, CDOT and the CTO are evaluating each Scenic and Historic Byway to determine where additional charging infrastructure may be needed and prioritize which byways to electrify first.
- ▶ The CTO is working with the CEO to build awareness of its Charge Ahead Colorado grant program that provides funding for installing level 2 and level 3 charging stations with a 20% match. This opportunity has been shared with the byways committee and the local byways reps and the CTO will continue to find ways to build awareness of the opportunity.
- ▶ Once a byway is fully electrified, the Colorado Tourism Office will curate Electric Byway itineraries for Coloradans and out-of-state visitors to encourage visitation to communities along the byway in an electric vehicle. These itineraries will be added to the ColoradoByways.com, the microsite the CTO launched to promote the 26 byways in June 2020.
- ▶ Traveling Colorado's in an EV reduces local emissions and helps keep Colorado's natural areas and tourist attractions clean and pristine. Unlike fueling a conventional vehicle, EV charging is not limited to specific locations like gas stations. EV chargers can be located anywhere one might want to encourage visitors to stop.

Additional points:

- ▶ Paired with local wind and solar resources, EV charging offers the opportunity for byway communities to sell locally generated electricity to visitors. This creates the potential for more tourist dollars spent in Colorado to stay in Colorado.
- ▶ Electrified byways can attract environmentally conscious tourists who are more likely to respect Colorado's natural beauty.
- ▶ Travel Oregon launched the first Electric Byways program in 2014 - OregonElectricByways.com

STEWARDS FAQS

WHY IS THE COLORADO TOURISM OFFICE (CTO) PROMOTING RESPONSIBLE TOURISM?

On March 15, 2017, the Colorado Tourism Board unanimously adopted the statewide industry strategic plan known as the Colorado Tourism Roadmap, embracing STEWARD as one of the four Pillars. Established to “Protect the integrity of Colorado resources through sustainable tourism,” the STEWARD Pillar grew from Coloradans’ concerns about the impacts of travelers. In more than 20 face-to-face listening sessions throughout the state, tourism stakeholders and other residents shared concerns ranging from impacts on water, land and wildlife to the experience of too many people in the same place. It was clear that failing to address those concerns could threaten public support for Colorado tourism.

Three years later, as the COVID-19 pandemic began to worsen in April 2020, it became apparent that the CTO’s definition of responsible tourism needed to expand to encompass protecting human resources as well. This new take on responsible tourism aims to assure locals and visitors alike that their health and safety is top of mind in this new age of travel.

HOW IS THE CTO PUTTING THE STEWARD PILLAR INTO ACTION?

The first objective under the STEWARD Pillar is to “Embrace thinking that disperses visitors in productive ways.” The CTO addresses this mainly through our robust collection of Colo-Road Trips, an online collection of close to 200 itineraries aimed at inspiring travel in less-visited destinations and seasons. Even Expedia is using the CTO’s multi-day itineraries as a planning resource, based on research showing travelers are seeking less-common experiences.

Colo-Road Trips points travelers to lodgings, restaurants and things to do and is loaded with call-outs for “Insider Tips” and “Sustainability Activities,” full of insights on how to travel like a local and where to find “voluntourism” opportunities. Tourism industry partners have a standing invitation to work with the CTO in developing new Colo-Road trip itineraries. In Spring 2020, The Colorado Tourism Office also launched a new microsite with detailed maps, itineraries, videos and trip tips for exploring the 26 scenic and historic byways in Colorado.

Additionally, the CTO’s Destination Development program supports dispersion by helping small rural communities develop new traveler experiences in less-visited parts of the state, while the Colorado Welcome Centers share travel advice encouraging visitors to explore all parts of the state. The CTO’s main publications – the Official State Vacation Guide and the Love, Colorado seasonal guide – provide travelers with a balanced mix of content promoting both the state’s most famous destinations as well as the roads less-traveled. To address overuse of Colorado’s most popular trails, the CTO promotes COTREX, an app developed in 2018 by the Colorado Department of Natural Resources, creating guidance to 38,000 miles of Colorado trails.

WHY DID CTO PARTNER WITH THE LEAVE NO TRACE CENTER FOR OUTDOOR ETHICS?

With passage of the Roadmap, CTO began considering ways to implement the second objective of the STEWARD Pillar: “Invite travelers to embrace Coloradans’ sustainability ethic while here.” Rather than invest in the heavy lift of creating and branding new messaging, the CTO set its sights on identifying a partner with established messaging and credibility. That search led to Boulder-based Leave No Trace Center for Outdoor Ethics, founded in 1994 by the U.S. Forest Service and reorganized as a nonprofit in 2000. The Leave No Trace Seven Principles already were widely embraced by public lands agencies, outdoor manufacturers and Subaru and known to the public. Following board-level discussions, the CTO and Leave No Trace developed an innovative memorandum of understanding, with a renewable one-year task agreement, signed in a public ceremony Oct 11, 2018. With that action, CTO became Leave No Trace’s first state strategic partner. Both are mindful of developing the relationship in a way that could serve as a model for other destination marketing organizations.

HOW WERE THE CARE FOR COLORADO PRINCIPLES DEVELOPED?

The first item in the CTO’s task agreement with Leave No Trace was foundational to the partnership – development of shared messaging based on the Leave No Trace Seven Principles to educate travelers about reducing their impacts on Colorado. The CTO and Leave No Trace shared a commitment to creating the messaging in an engaging way. After many

rounds of review, involving CTO team members, vendors, Board Members and others, the CTO and Leave No Trace settled on the language for the Care for Colorado Principles. These were shared publicly at the start of the 2018 Memorial Day weekend, the official start of the summer travel season, in a brand-new, light-hearted “Are You Colo-Ready?” brochure that also was packed with tips on traveling like a local.

HOW IS THE CTO SHARING THE CARE FOR COLORADO PRINCIPLES?

In addition to the “Are You Colo-Ready?” brochure, the original Care for Colorado resources included a cheeky animated video with a catchy jingle and the “Are You Colo-Ready?” quiz to inspire others to share the Care for Colorado Principles far and wide. These resources were greatly expanded in 2020 and are now shared on a new Care for Colorado content hub on Colorado.com.

The latest materials include four “Etiquette” videos, each of which lifts up one of the Leave No Trace Care for Colorado Principles. There also is a new video encouraging travelers to take five steps – including mask-wearing and distancing -- to “Care for Coloradans.” All of these materials are available free of charge to all Colorado businesses, organizations and Colorado residents in two industry toolkits.

Additionally, the CTO has incorporated the Care for Colorado Principles into its own channels, including Colorado.com; the OSVG; Love, Colorado; advertorial placements; and the Colorado Welcome Centers.

Leveraging a relationship with a Leave No Trace outdoor manufacturing partner, the CTO purchased polos at a greatly reduced cost for all Welcome Center personnel, branding the polos with both the CTO and Leave No Trace logos. All Welcome Center personnel were trained in how to share the Care for Colorado Principles in case travelers asked why they were wearing the logo. CTO works closely with Leave No Trace to ensure that all executions of the Principles are consistent with their philosophy and brand.

The CTO also shares a training module on the Care for Colorado Principles on its Colorado Concierge hospitality training platform, introduced in fall 2019.

HOW CAN OTHER COLORADO ORGANIZATIONS JOIN THIS INITIATIVE?

One of CTO's goals in creating the Care for Colorado Principles was to provide the Colorado tourism industry with a platform for sharing a consistent message with travelers about protecting Colorado resources. All of the materials CTO creates are available for re-use by partners. The "Are You Colo-Ready?" brochure has been customized by more than ten industry partners for distribution to their own audiences. Other destinations are exploring this opportunity. The animated video and "Are You Colo-Ready?" quiz are available for all Colorado destination partners to share. The Colorado Rural Academy for Tourism (CRAFT) includes a Sustainable Tourism Workshop among its program offerings and a Sustainable Tourism Toolkit in its online offerings.

Since 2019, building on its alliance with Leave No Trace, the CTO has led creation of a statewide coalition, now named the Care for Colorado Coalition, to drive destination stewardship and share the Care for Colorado Principles. By broadening the initial collaboration, and forming partnerships with other Colorado-based trade associations, the CTO has been able to share the Care for Colorado Principles in a highly cost-effective way by leveraging the communications channels of dozens of partners.

Current Care for Colorado Coalition members include:

- ▶ The Colorado Hotel and Lodging Association
- ▶ The Colorado River Outfitters Association
- ▶ The Colorado Dude and Guest Ranch Association
- ▶ The Colorado Association of Destination Marketing Organizations
- ▶ The Colorado Association of Ski Towns
- ▶ The Colorado Mountain Club
- ▶ Bicycle Colorado
- ▶ Colorado Parks and Wildlife
- ▶ Destination Colorado
- ▶ Tour Colorado
- ▶ Agreements also are pending with other key organizations.

Members of the Coalition have access to all of the Care for Colorado materials, training and other membership benefits, including a digital badge. Each strategic partners signs a partnership agreement that includes a pledge to share the Care for Colorado Principles with their own audiences. All of this work directly addresses the third STEWARD objective to "Create alliances with other stakeholders to magnify the impact of sustainable tourism initiatives."

REGIONAL NICHE AUDIENCES

1) WHY DID THE CTO IDENTIFY NICHE AUDIENCES FOR EACH OF THE EIGHT TRAVEL REGIONS?

After the Colorado Tourism Board established and branded new travel regions across Colorado in fall 2018, it became clear that industry partners were seeking additional support for maximizing the potential of their new regions. The Colorado Tourism Office re-engaged regional branding consultant Destination Think in a new round of research to identify high-potential niche audiences for each region. With completion of the project in June 2020, each region now has a strategy for targeting travelers whose passions and interests align with what sets their region apart.

Rather than spend precious marketing dollars to raise consumer awareness of individual regions, Destination Think instead recommended identifying the right audience for each region as a focus for collaborative marketing and future product development. By joining together to target the same “passionate community of travelers,” each region can build its reputation as a desirable destination among a high-potential travel segment.

2) HOW WERE THESE NICHE AUDIENCES IDENTIFIED?

Using the same process deployed to create the travel regions, the Colorado Tourism Office worked with Destination Think to hold a series of broadly representative, daylong workshops in each of the eight travel regions. Beginning in April 2019, the Think team took industry partners in each region through a series of exercises to identify the most compelling opportunities for attracting travelers. The goal was to identify a productive audience of travelers in tune not only with a region’s offerings, but with local values.

Findings from these workshops, along with a deep dive into “passionography” research for each market segment, formed the basis for eight niche rollout plans identifying niche audiences for each region and a full strategy for maximizing their potential.

3) WHAT ARE SOME OPPORTUNITIES IDENTIFIED FOR MARKETING COLLABORATION?

- ▶ Pikes Peak Wonders: For Nerd Recreationists, use influencers to share a mix of education and adventure in telling of experiences among striking landforms.
- ▶ Rockies Playground: For Healthy Outdoor Adventurers, communicate the health and wellness benefits of elevated activities and experiences.
- ▶ Mountains & Mesas: For Awestruck Adventurers, attract multimedia production and well-known publications to inspire outdoor enthusiasts with imagery of stunning landscapes.
- ▶ Canyons & Plains: For Cultural History Buffs, create a mini-documentary series that highlights the most compelling chapters of the region’s history.

4) WHAT ARE SOME OPPORTUNITIES IDENTIFIED FOR COLLABORATION AROUND DEVELOPMENT?

- ▶ Denver & Cities of the Rockies: For Outdoorsy Urbanites, improve wayfinding through urban and nature trails that connect areas and catalyze easy exploration and discovery.
- ▶ Mystic San Luis Valley: For Conscientious Photographers, embed compelling, high-quality photography within businesses and public spaces.
- ▶ The Great West: For Authentic Culture Seekers, build compelling itineraries that highlight visible connections to the past.
- ▶ Pioneering Plains: For Birders, develop signature trails and increase the number and variety of birding trails.

5) HOW WILL THE CTO WORK WITH INDUSTRY PARTNERS IN EACH TRAVEL REGION TO MAXIMIZE THE POTENTIAL OF THE NICHE AUDIENCES?

In the absence of a formal regional structure, the CTO is collaborating with champions in each of the eight travel regions to lead adoption of the niche strategies. As a first step, the CTO hosted stakeholder gatherings in each region to present its Niche Rollout Plan and discuss next steps. A key focus of this work will be identifying projects that can be developed collaboratively within each region and that connect directly to one or more of the recommendations in the Niche Rollout Plan.

The CTO also is structuring its grant programs to prioritize funding for projects that further the aims of the Niche Rollout Plan in each region.

Finally, the CTO also is leveraging these niche audiences as appropriate in its own communications and targeted marketing strategies.

REGIONAL NICHE AUDIENCES



THE GREAT WEST
AUTHENTIC CULTURE SEEKERS

Authentic Culture Seekers constantly seek unique, off-the-beaten-path, authentic experiences that are outside of mainstream tourism.




ROCKIES PLAYGROUND
HEALTHY OUTDOOR ADVENTURERS

The Healthy Outdoor Adventurer is competitive, ambitious, and achievement-oriented, usually with a hectic schedule and high-performance job.



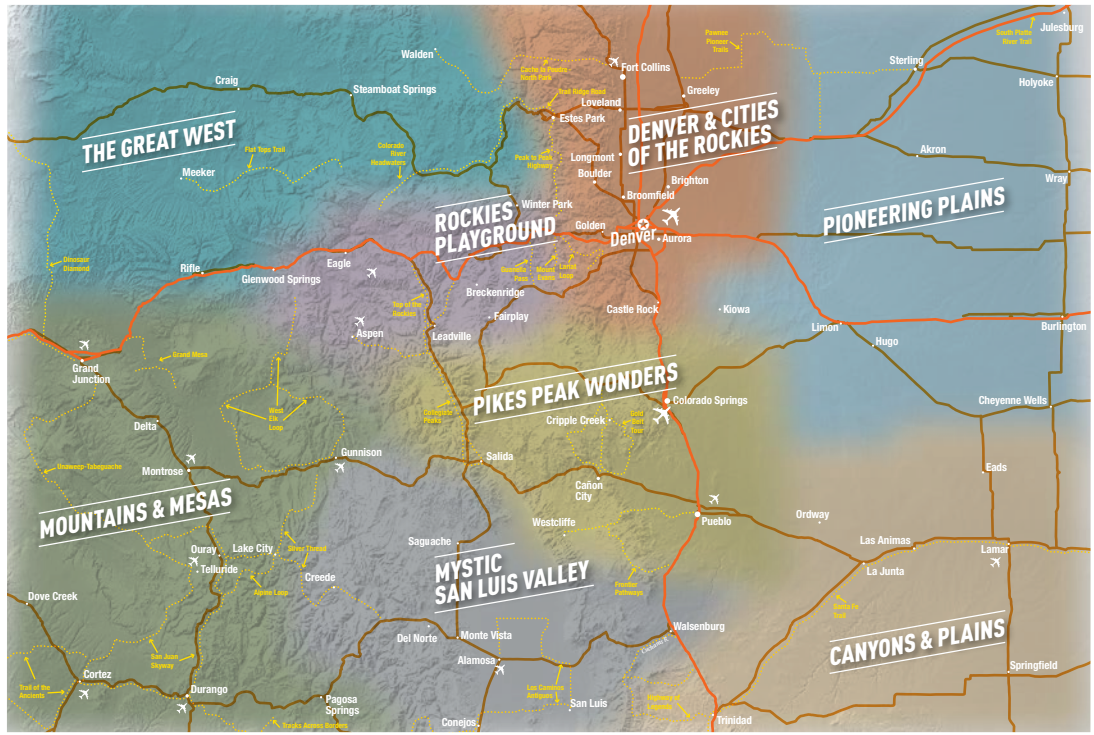

DENVER & CITIES OF THE ROCKIES
OUTDOORSY URBANITE

For the Outdoorsy Urbanite, a great trip provides a blend of nature activities and urban cultural experiences where simple luxuries and a good meal are never far away.



PIONEERING PLAINS
BIRDERS


Birders are thoughtful and dedicated individuals with a passion for observing birds. They have a strong affection for the natural world and are curious to learn about different ecosystems.

MOUNTAINS & MESAS
AWESTRUCK ADVENTURISTS & MOUNTAIN BIKERS


The Awestruck Adventurist is confident, independent and adventure-oriented.

The Mountain Biker is driven by their love of the sport, their enjoyment of nature, and appreciation for the challenge.



MYSTIC SAN LUIS VALLEY
CONSCIENTIOUS PHOTOGRAPHERS

Conscientious Photographers are adventurous, observant and patient individuals with a deep love of the natural world.



PIKES PEAK WONDERS
NERD RECREATIONIST

Nerd Recreationists are proud, perpetual learners. They stand behind their nerd status and see it as a positive label that reflects their intense level of interest about one or more subjects or passions.



CANYONS & PLAINS
CULTURAL HISTORY BUFFS

Cultural History Buffs have a deep interest in acquiring geographical, historical, cultural, and social knowledge from the places they visit.





ADDITIONAL RESOURCES

WEB LINK
CTO ROADMAP

WEB LINK
FY20 BOARD REPORTS