



VISIT ESTES PARK

JANUARY 15, 2026

BOARD MEETING

AGENDA



JANUARY 15, 2026

- CALL TO ORDER BY CHAIRPERSON
- CONSENT AGENDA
 - Approval of Agenda
 - Approval of Minutes from the December 18, 2025, Regular Board Meeting
- COMMENTS
 - Public Comments
 - Town Board Updates
 - County Commission Updates
 - Board Member Updates
 - Ex Officio Board Member Updates
 - CEO Updates
- FINANCIALS & BUDGET REVIEW
 - Review & Accept Financial Statements through November 2025
 - Motion: Discuss & Approve Authorized Signatures & Spending Authority
 - Motion: Approval for ACH Payments
- VISIT ESTES PARK BOARD OF DIRECTORS OFFICERS POSITIONS
 - Discussion & Vote to Select 2026 Officers
 - Motion: Discuss & Approve Creating an Ad-Hoc Committee or Advisory Task Force to Include Ex-Officio Board Members
- UPDATES
 - 2025 Marketing Highlights
 - Dark Skies
- NEW BUSINESS
 - Draft Letter Regarding: National Park Service (NPS) Non-Resident Fee
 - Motion: Discuss and Approve the 250/150 Proclamation
- ADDITIONAL ITEMS & DISCUSSION
- ADJOURNMENT

Call to Order by Board Chair

Current Time

Roll Call of all Board Members

Approval of Agenda and Prior Meeting Minutes

BOARD VOTING ROSTER

Chair Sean Jurgens

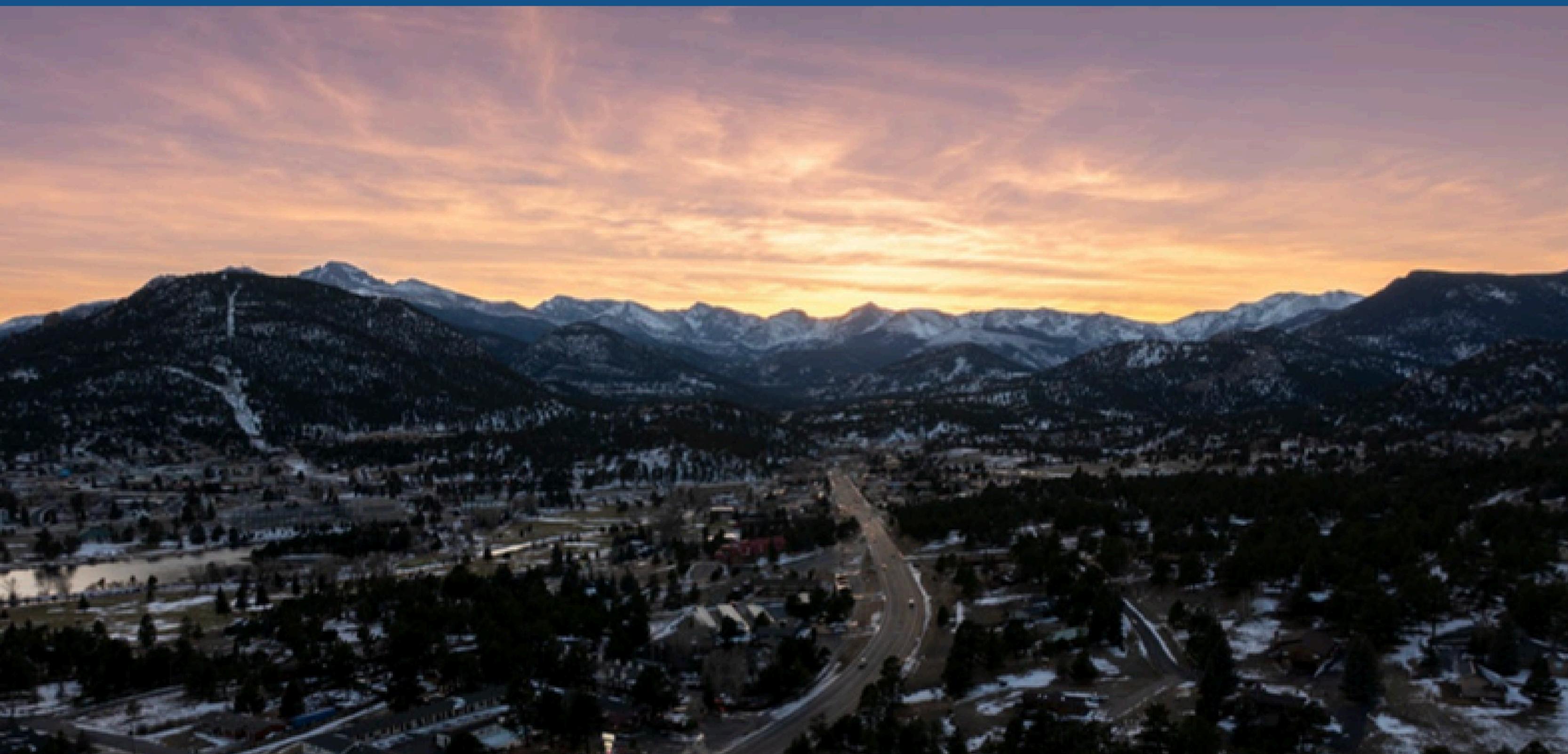
Vice Chair & Town Trustee Kirby Hazelton

Director, Town Trustee & Mayor Pro Tem Marie Cenac

Director & County Commissioner Jody Shadduck-McNally

Director Nick Smith

Public Comment



Town Board Updates



Trustee Kirby Hazelton

Trustee Marie Cenac



County Commission Updates



Commissioner Shadduck-McNally



Board Member Updates



Ex Officio Board Member Updates



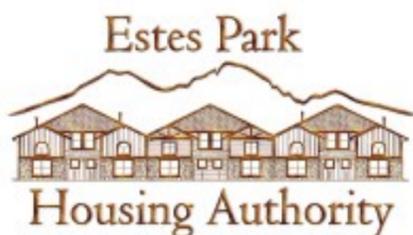
Kyle Patterson



Colleen DePasquale



Carlie Bangs



Scott Moulton



Visit Estes Park

CEO Updates



Sarah Leonard





Financials & Budget Review

Short Term Rentals

December 2025	OCC	ADR	RevPAR
	Occupancy	Average Daily Rate	Revenue per Available Room
Current Month	35.4%	\$ 299	\$ 106
Change vs. Previous Year	▲ 4.7%	▲ 5.7%	▲ 10.4%
Calendar Year to Date	49.6%	\$ 320	\$ 159
YTD Change vs. Previous Year	▲ 4.6%	▲ 0.3%	▲ 5.3%

Estes Park Visitor Center Guest Count

Visitor Center Guests

December 2025

9.5K

-18.3% YOY

YTD

382.6K

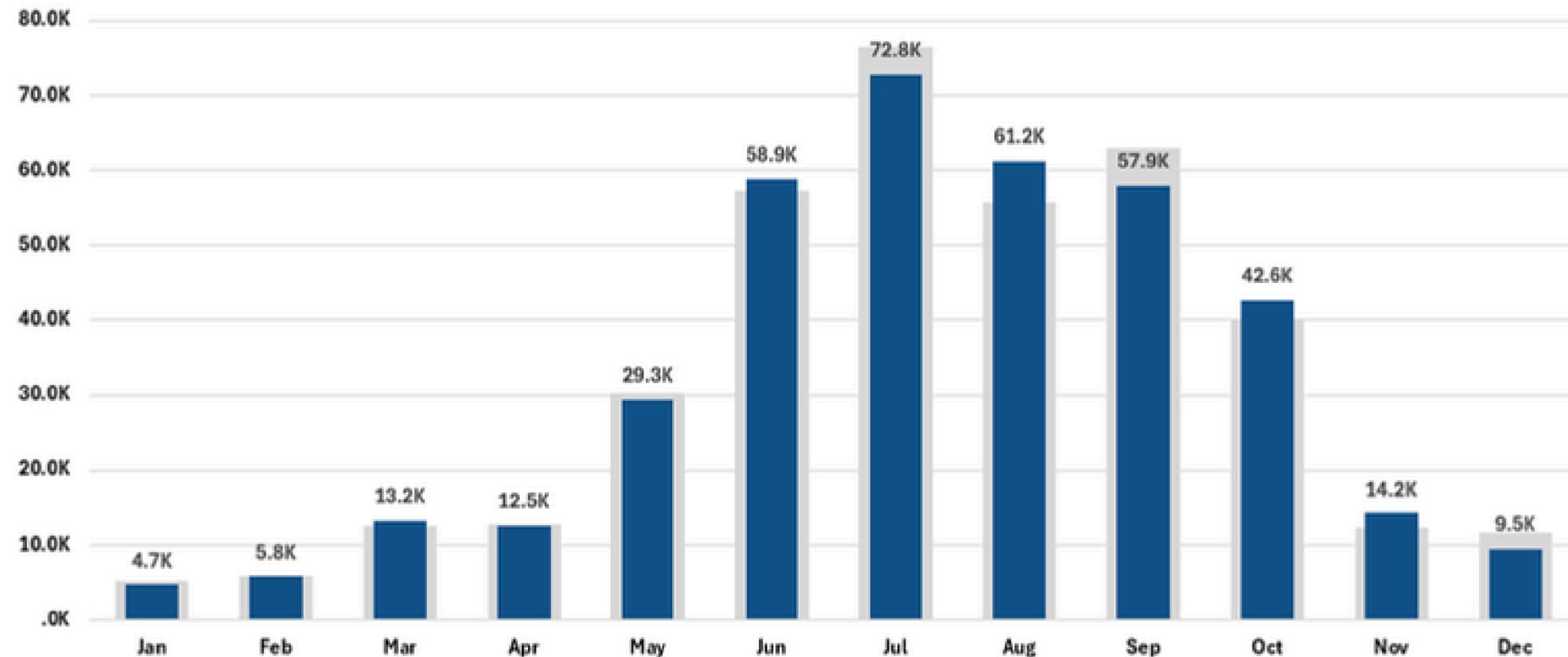
-0.2% YOY

Visitor Center Guests by Month

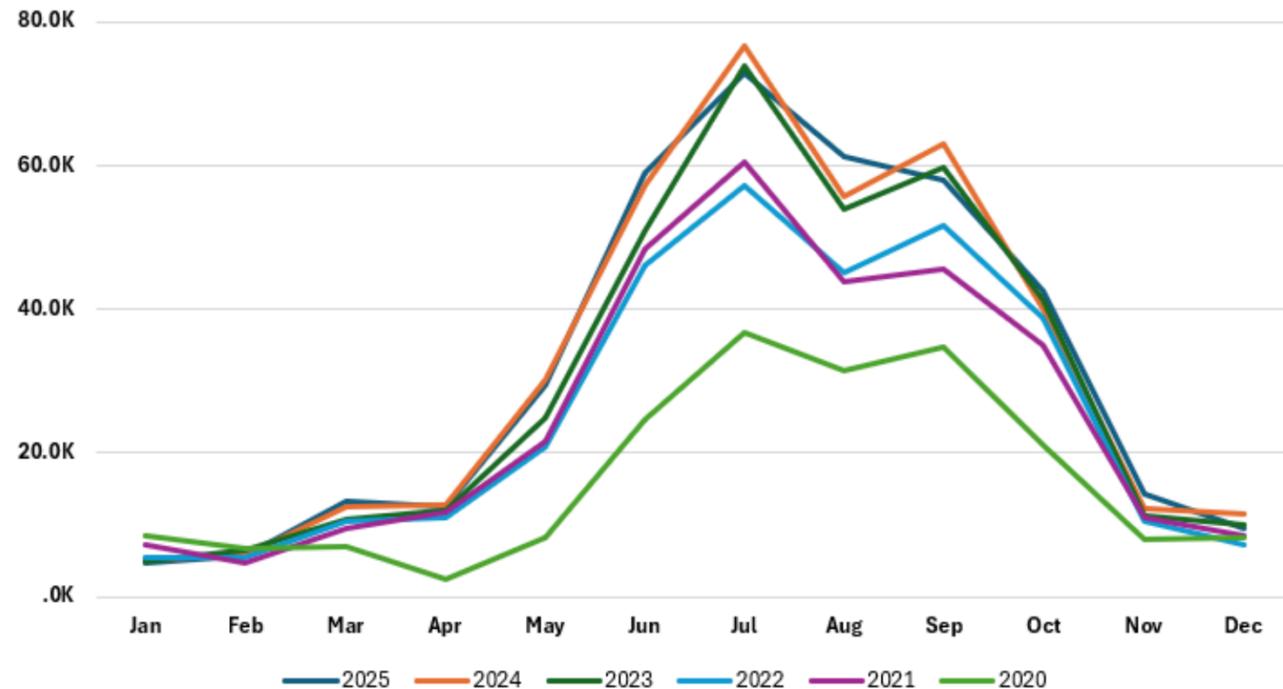
Calendar Year 2025

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Current	4.7K	5.8K	13.2K	12.5K	29.3K	58.9K	72.8K	61.2K	57.9K	42.6K	14.2K	9.5K
YOY	-9.8%	-0.7%	+4.8%	-2.3%	-3.0%	+2.9%	-5.0%	+9.6%	-8.2%	+6.2%	+15.5%	-18.3%
Year To Date	4.7K	10.5K	23.8K	36.2K	65.6K	124.4K	197.2K	258.4K	316.3K	358.9K	373.1K	382.6K
YOY	-9.8%	-5.0%	+0.2%	-0.7%	-1.7%	+0.4%	-1.6%	+0.8%	-1.0%	-0.2%	+0.3%	-0.2%

■ Last Year ■ Current Year



Monthly Visitation over the past 6 years



Total Tax Revenues* Received

* based on receipts from the State of Colorado

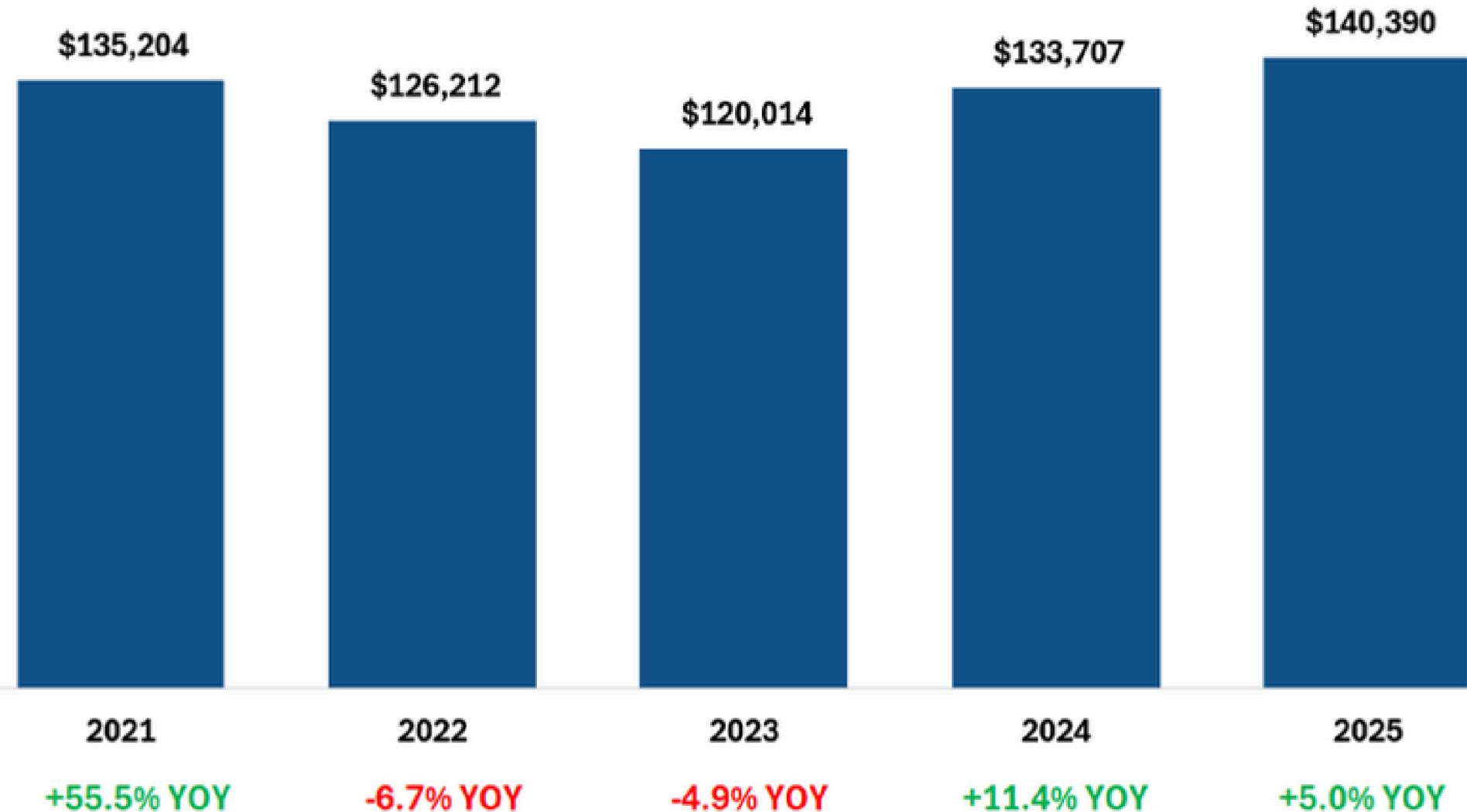
November 2025

	<u>Current</u>	<u>YTD</u>
LMD 2%	\$ 144,046	\$ 3,593,963
10% of 3.5%	25,208	628,468
3.5% Passthrough	<u>226,872</u>	<u>5,656,214</u>
Total Received	\$ 396,125	\$ 9,878,645
Total Lifetime 6E Funds Received		\$ 18,534,512

Lodging Tax Revenues

2% LMD collections,
based on actual
month of stay

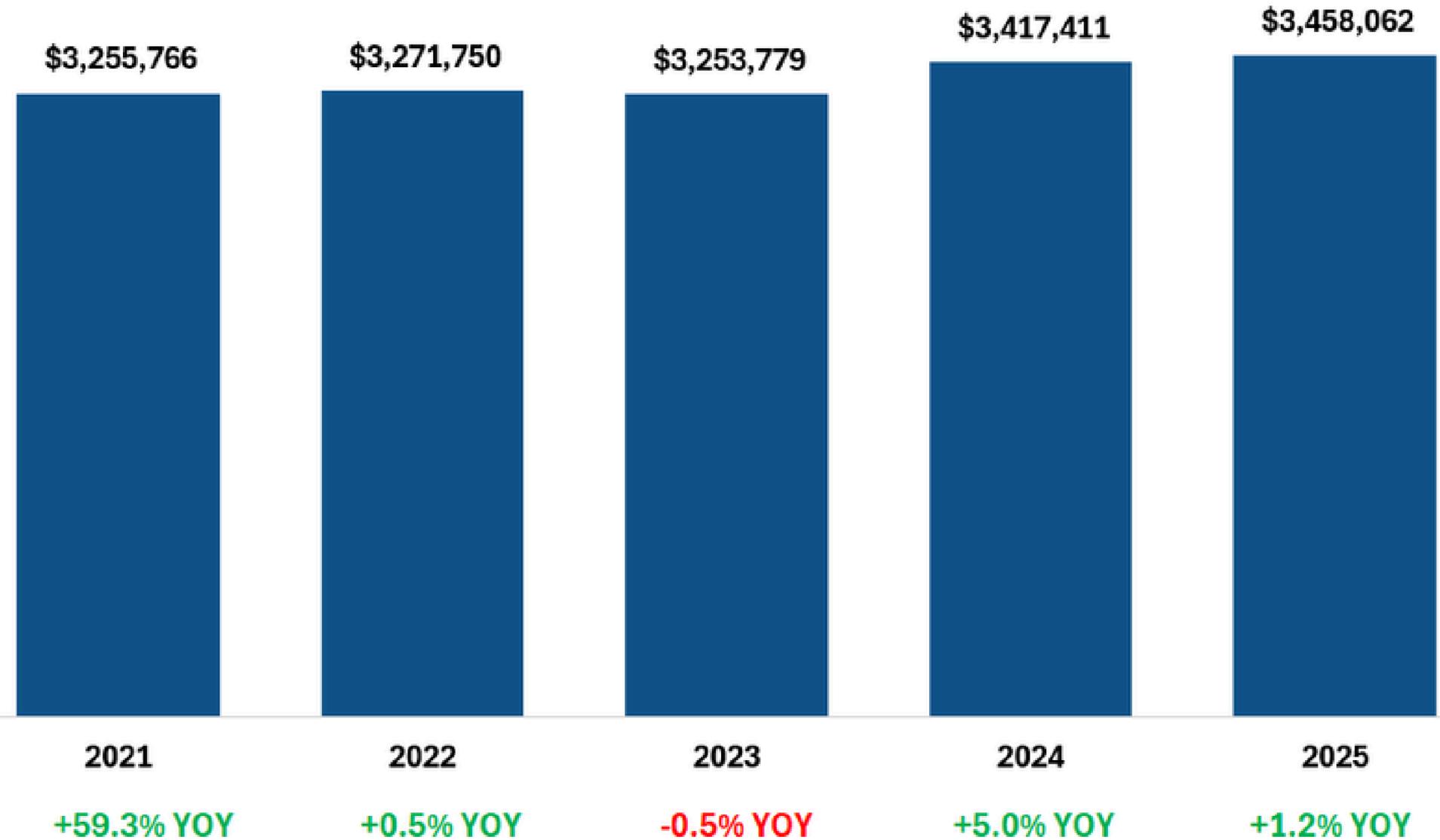
November 2025 vs. comparable months over the past 4 years



Lodging Tax Revenues

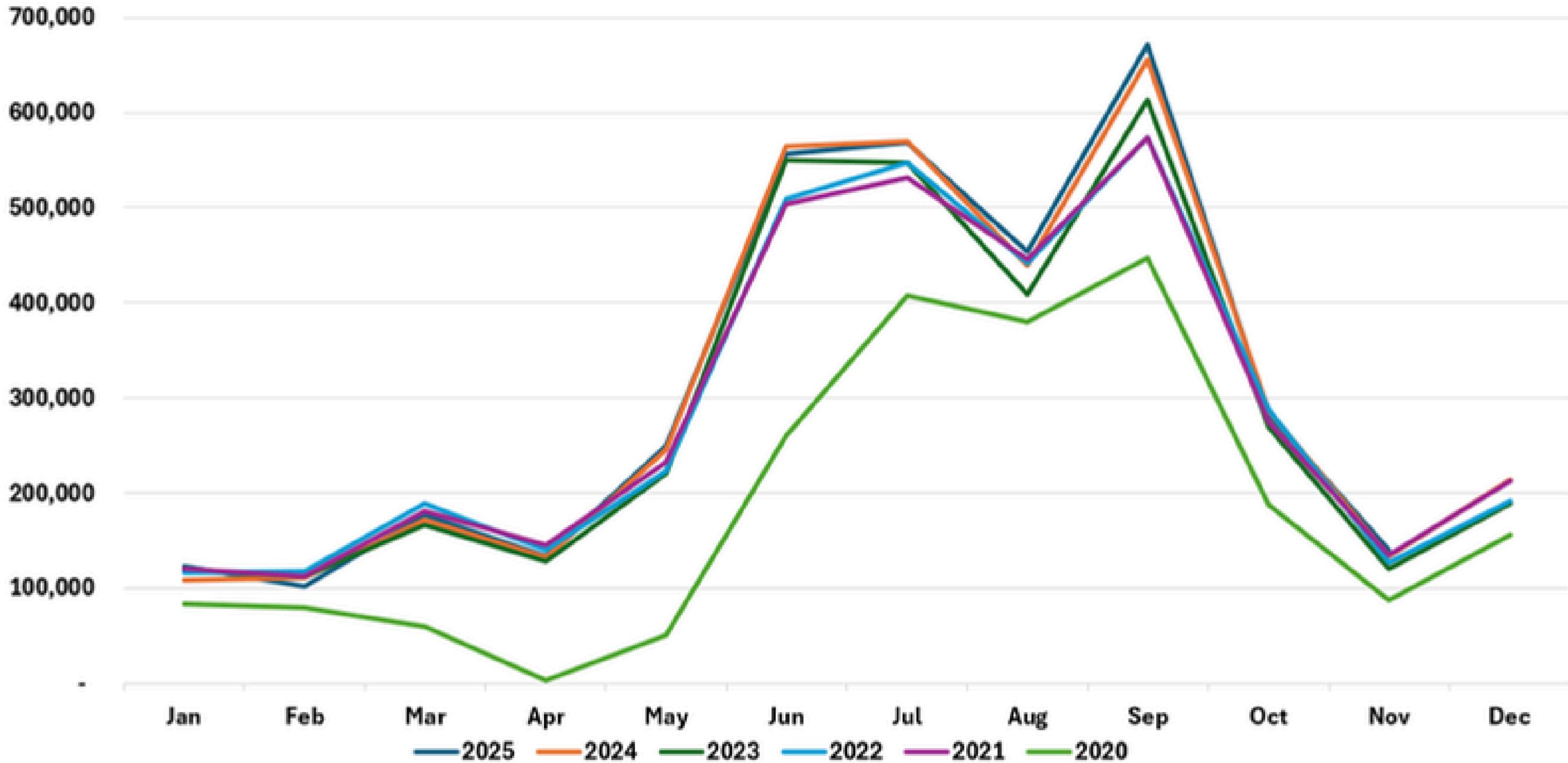
2% LMD collections,
based on actual
month of stay

January through November 2025 vs.
comparable months over the past 4 years



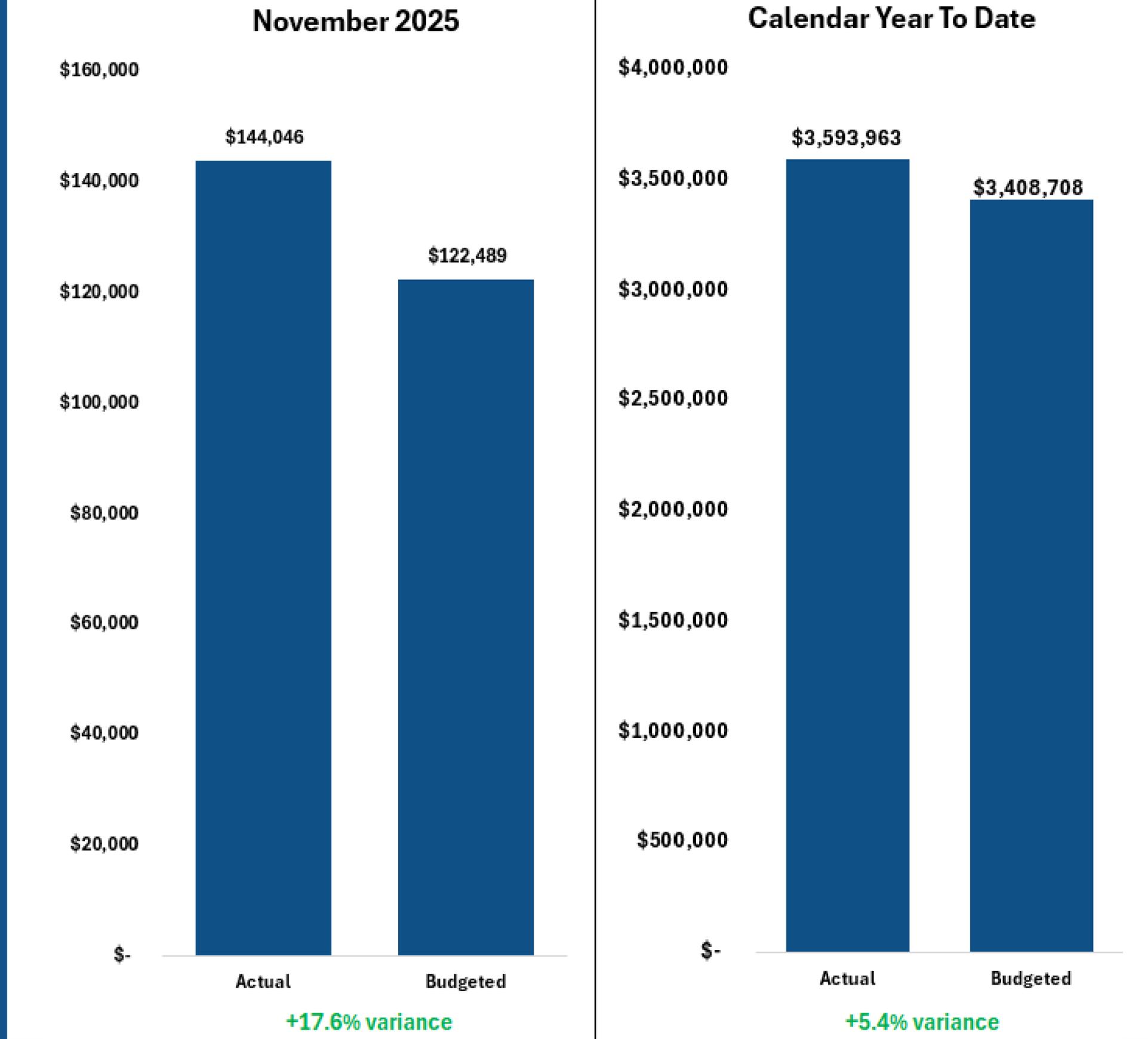
Lodging Tax Revenues

(based on month of stay)



Lodging Tax Revenues* Compared to Budget

*2% LMD collections, based on receipts from the State of Colorado Department of Revenue



Estes Park Local Marketing District Statement of Activities

For the 11 months ended November 30, 2025

	Current Period			Year To Date		
	Actual	Budget	Variance	Actual	Budget	Variance
Operating Revenues	174,520.86	147,674.77	26,846.09	4,663,058.24	4,426,481.64	236,576.60
6E Funds Received	226,871.87	192,920.45	33,951.42	5,656,214.26	5,368,714.49	287,499.77
Operating Expenses						
Employee Related	100,814.11	134,377.32	33,563.21	1,282,462.83	1,478,920.46	196,457.63
Program Expenses	302,349.69	241,563.51	(60,786.18)	2,759,991.46	2,699,677.61	(60,313.85)
Indirect Expenses	12,903.05	6,418.83	(6,484.22)	166,132.03	128,560.17	(37,571.86)
Total Operating Expenses	416,066.85	382,359.66	(33,707.19)	4,208,586.32	4,307,158.24	98,571.92
6E Funds Disbursed	226,871.87	192,920.45	(33,951.42)	5,656,214.26	5,368,714.49	(287,499.77)
NET SURPLUS/(DEFICIT)	(241,545.99)	(234,684.89)	(6,861.10)	454,471.92	119,323.40	335,148.52

Call to Action by Board Chair

**Motion to Accept financial
statements as presented**

BOARD VOTING ROSTER

Chair Sean Jurgens

Vice Chair & Town Trustee Kirby Hazelton

Director, Town Trustee & Mayor Pro Tem Marie Cenac

Director & County Commissioner Jody Shaddock-McNally

Director Nick Smith

Motion for Approval of Authorized Signatories and Spending Authority

- **The Chief Executive Officer ("CEO") of the Estes Park Local Marketing District (dba Visit Estes Park) shall be an authorized signatory of the LMD and is empowered to execute contracts, agreements, checks, banking, and other financial or legal instruments on behalf of the LMD and in the ordinary course of business.**
- **The CEO is authorized to approve and expend funds, and to execute contracts or obligations, in amounts not to exceed One Hundred Thousand Dollars (\$100,000) per transaction or commitment, provided such expenditures are consistent with the approved annual budget and policies adopted by the Board of Directors.**

Motion for Approval of Authorized Signatories and Spending Authority

- Any contract, financial obligation, or expenditure in excess of One Hundred Thousand Dollars (\$100,000) shall require two authorized signatures, one of which must be from an officer of the board of directors, other than the CEO, or shall otherwise require prior approval by the Board of Directors.**
- The Board of Directors may designate additional authorized signatories and may revoke or limit signatory authority at any time by resolution.**

Call to Action by Board Chair

**Approval of Authorized
Signatories and Spending
Authority**

BOARD VOTING ROSTER

Chair Sean Jurgens

Vice Chair & Town Trustee Kirby Hazelton

Director, Town Trustee & Mayor Pro Tem Marie Cenac

Director & County Commissioner Jody Shaddock-McNally

Director Nick Smith

Resolution 26-01 - ACH Payments Authorization

- **The board approves the use of ACH Origination electronically via Business Online Banking at Bank of Estes Park**
- **The lead finance person may upload the ACH file(s) to originate the transaction.**
- **For dual controls, the CEO (or the Board Treasurer in their absence) must approve the ACH file within the bank's system.**

Call to Action by Board Chair

**Resolution 26-01 allowing ACH
Payments to be processed
through Bank of Estes Park**

BOARD VOTING ROSTER

Chair Sean Jurgens

Vice Chair & Town Trustee Kirby Hazelton

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Director & County Commissioner Jody Shaddock-McNally

Director Nick Smith

Resolution 26-02 - Wire Payments Authorization

- **The board approves the use of Wire Transfer Payments via Bank of Estes Park**
- **The lead finance person may initiate domestic & international wires as a non-signer on the account.**
- **Maximum limits**
 - **\$100,000 limit per wire transfer**
 - **One wire transfer per month**
- **For dual controls, the CEO (or the Board Treasurer in their absence) must also approve the wire transfer request.**

Call to Action by Board Chair

**Resolution 26-02 allowing Wire
Payments to be processed
through Bank of Estes Park**

BOARD VOTING ROSTER

Chair Sean Jurgens

Vice Chair & Town Trustee Kirby Hazelton

Director, Town Trustee & Mayor Pro Tem Marie Cenac

Director & County Commissioner Jody Shaddock-McNally

Director Nick Smith

2026 VISIT ESTES PARK BOARD OF DIRECTORS OFFICER POSITIONS

Discussion on Officer Positions of:
Chair
Vice Chair
Treasurer
Secretary

Call to Action by Board Chair

Vote on Officer Positions

BOARD VOTING ROSTER

Chair Sean Jurgens

Vice Chair & Town Trustee Kirby Hazelton

Director, Town Trustee & Mayor Pro Tem Marie Cenac

Director & County Commissioner Jody Shaddock-McNally

Director Nick Smith

Discuss and Approval Creating an Ad-Hoc Committee or Advisory Task Force to Include Ex-Officio Board Members



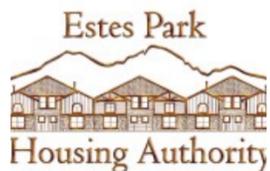
Kyle Patterson



Colleen DePasquale



Carlie Bangs



Scott Moulton

Call to Action by Board Chair

**Approval: Creating an Ad-Hoc
Committee or Advisory Task
Force to Include Ex-Officio
Board Members**

BOARD VOTING ROSTER

Chair Sean Jurgens

Vice Chair & Town Trustee Kirby Hazelton

Director, Town Trustee & Mayor Pro Tem Marie Cenac

Director & County Commissioner Jody Shaddock-McNally

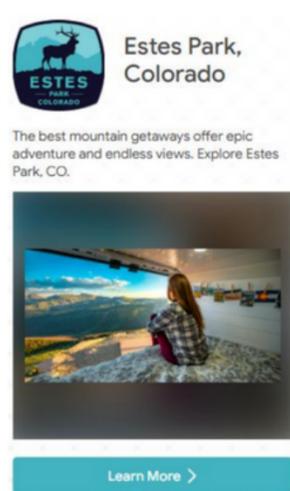
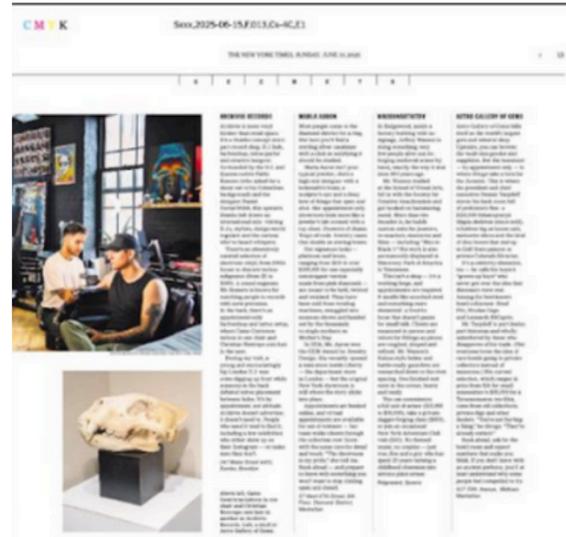
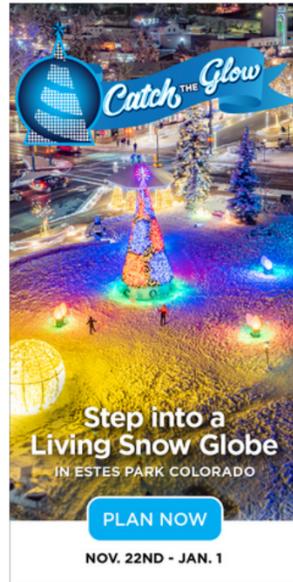
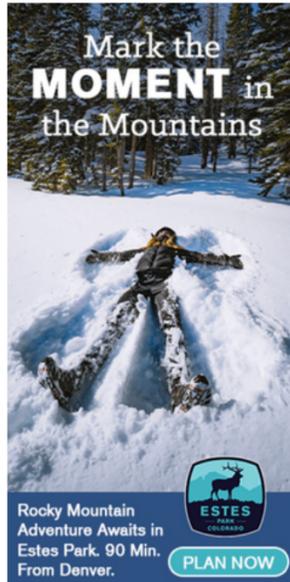
Director Nick Smith



2025 Marketing Highlights



Paid Media Results



Campaigns

2025 campaigns

- Always-on Awareness
- Skijor
- Frozen Dead Guy Days
- Great Estes Park Duck Race
- Road to Estes
- Staycation
- Catch the Glow Holiday Season

Media Impact – Observed Visits

Exposure date March - November 2025

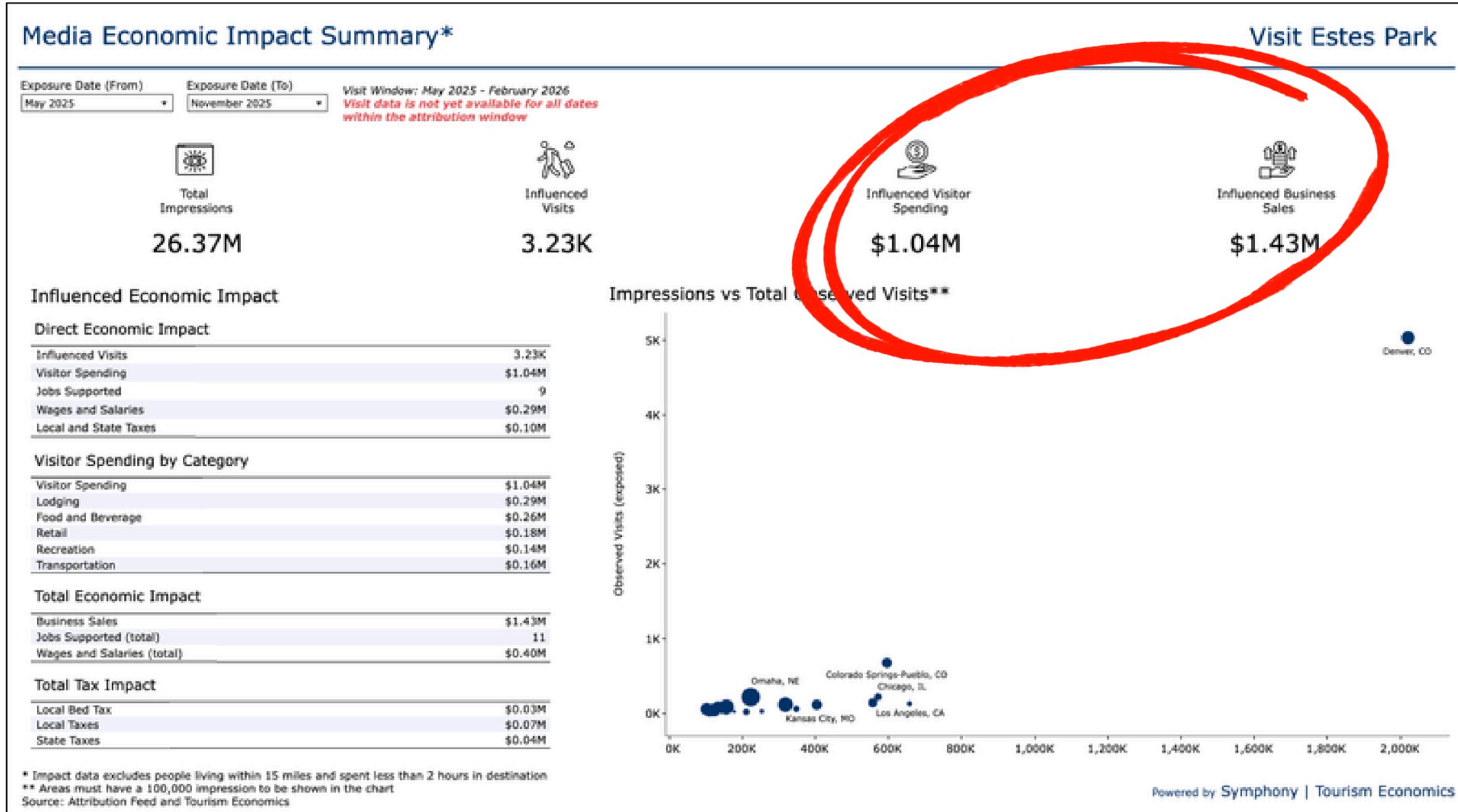
- Always-on Awareness: 16,906
- Great Estes Park Duck Race: None
- Staycation: 8,905
- Catch the Glow Holiday Season: 80
- Paid social: 725

KPIs

Totals for all campaigns

- Impressions: 291,229,164
- CTR: 0.85%
 - display: 0.41% (0.8%)
 - search: 2.35% (1.91%)
 - social: 3.83% (1-3%)
- Circulation: 2,820,788
- Email open rate: 63.07% (64.5%)

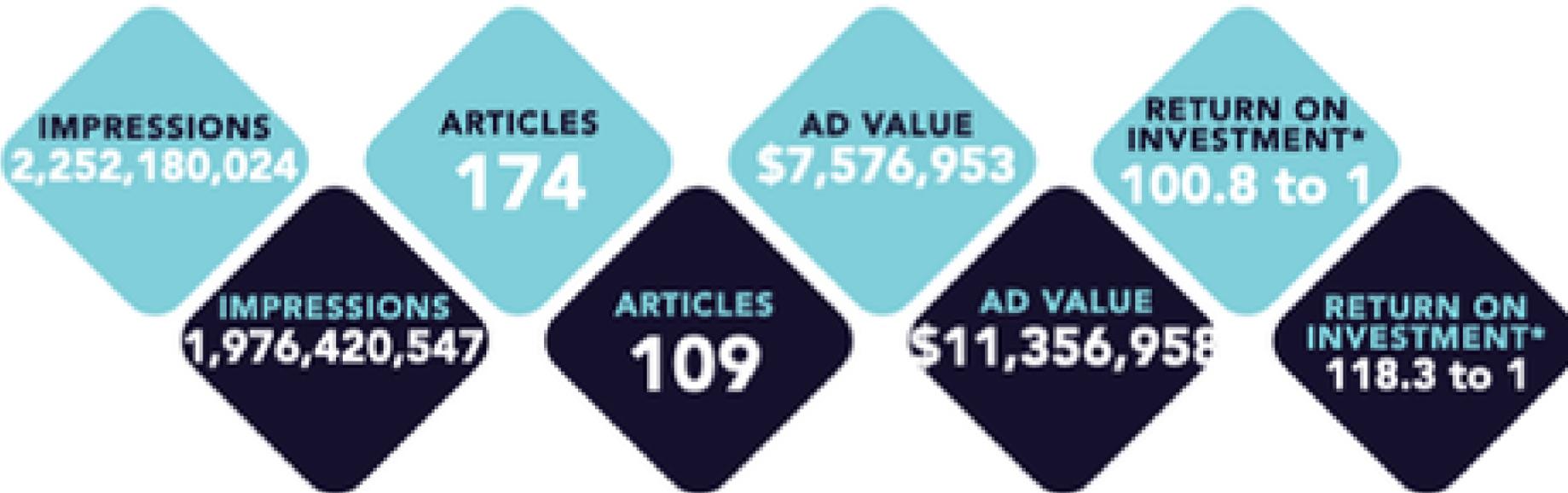
Paid Media Economic Impact



Earned Media Results

2025 PR RESULTS

YEAR-TO-DATE: JAN 1 - DECEMBER 31, 2024



YEAR TO DATE: JAN 1 - DECEMBER 31, 2025

*Total advertising equivalency to date divided by dollar investment, into TURNER's agency representation fee to date (\$8,000 per month).

TURNER



2025 COVERAGE HIGHLIGHTS

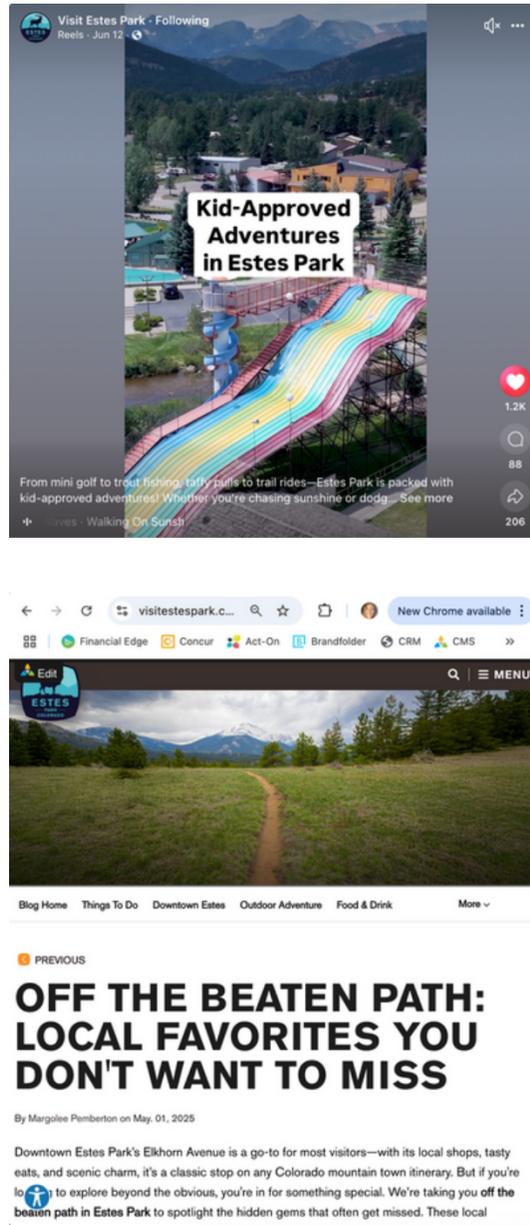
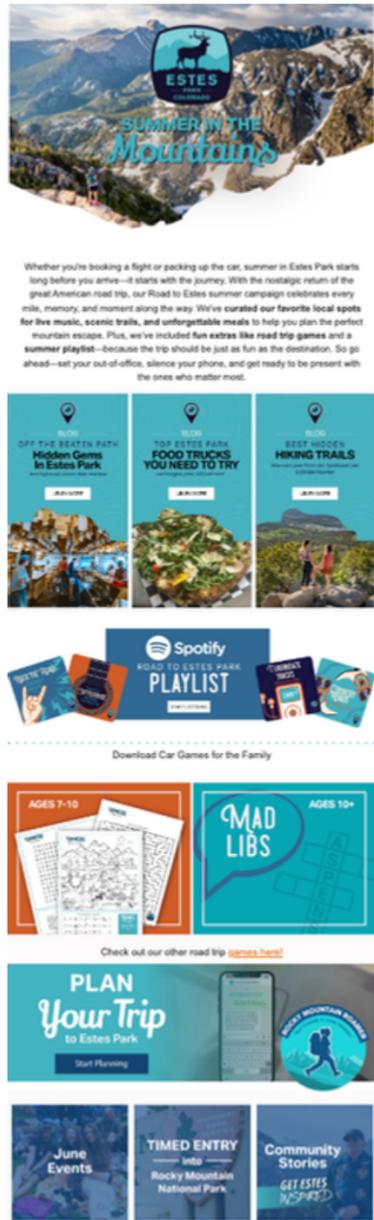
Condé Nast
Traveler

IMPRESSIONS
3,700,000

THE DENVER POST

IMPRESSIONS
2,300,000

Owned Media Results



Consumer Newsletter

- Open rate: 24.59% (20-45%)
- Click-through rate: 1.44% (1.4-2.43%)
- Click to open rate: 5.73% (8.7%)

Partner Newsletter

- Open rate: 44.83% (40-60%)
- Click-through rate: 3.72% (2-5%)
- Click to open rate: 8.45% (10-20%)

VisitEstesPark.com

- Views: 5.8M
- Organic search sessions: 1.2M
 - Down, prevalent across the industry due to AI search

Organic Social

- Facebook
 - 3-second views: 3.2M
 - 1-minute views: 4.9K
 - Non-follower display rate: 84.1%
- Instagram
 - Reach: 1.2M
 - Views: 3M
- Average engagement time per active user: 47s (52s – anything over a minute is good!)
 - Organic search: 1m 40s
 - Display, social: less than 10s
 - Paid search: 1m 6s
 - Referral: 1m 30s
 - Email: 1m 48s



What is the DarkSky International Community Certification?

A designation awarded by DarkSky International to communities that actively work to reduce light pollution, protect their night sky quality, and educate residents about the importance of dark skies, essentially signifying a commitment to preserving a naturally dark environment for astronomy and wildlife observation.

Stargazing is dependent on clear, dark skies. It enables off-season tourism which helps balance visitor numbers throughout the year and reduce the impact of seasonal peaks on local infrastructure and resources.



- **Stargazing Lodging Packages**
- **Dinner under the Stars**
- **Astronomy Merchandise**
- **Night Sky Tours & Workshops**

Estes Forward

GOAL NE1: Maintain Estes Valley's scenic character and viewsheds into and within the Valley and Rocky Mountain National Park.

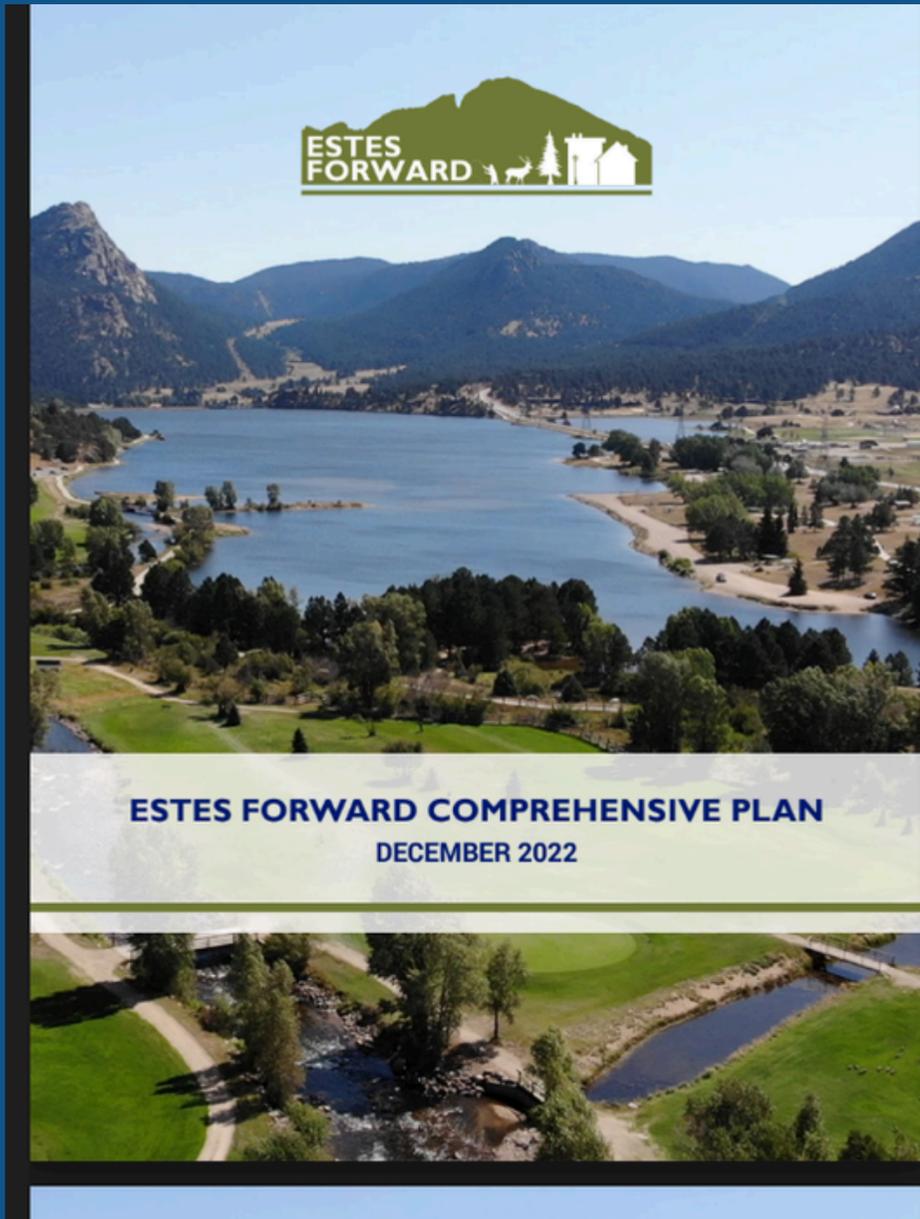
- B NE 1.1** The Town and County encourage the protection and enhancement of key community gateway views.
- B NE 1.2** The Town and County ensure that new development minimizes the impacts to visual quality within the Valley, including viewsheds of the mountains and protection of **dark skies**.
- C NE 1.3** The County encourages a scenic, natural, and ranching environment along Highways 7, 34, and 36 and Devils Gulch Road. Any development should blend in.

THE TOWN'S RECOMMENDED ACTIONS INCLUDE:

- NE 1.A: Maintain and strengthen current code requirements for **dark skies**, obtain grant funding, and develop an incentive program to replace non-compliant fixtures.
- NE 1.B: Work to minimize obstructed views by overhead utilities by burying lines as appropriate.

THE COUNTY'S RECOMMENDED ACTIONS INCLUDE:

- NE 1.C: Maintain Ridgeline Protection Zones.
- NE 1.D: Reduce impacts on viewsheds by strengthening grading standards to reduce the amount of cut and fill.
- NE 1.E: Encourage continued ranching and agriculture along with open space conservation in this area and retain rural residential zoning.



GOAL BE1: Maximize public investment and the efficient delivery of public services by strategically directing growth toward areas of existing infrastructure, while recognizing necessary housing solutions will require creative strategies with Environmental Justice as a foundational principle.

- B BE 1.1** The Town and County prioritize redevelopment and infill in areas with existing transportation networks and available water/sewer infrastructure.
- B BE 1.2** The Town and County ensure that new development minimizes the impacts to visual quality within the Valley, including viewsheds of the mountains and protection of **dark skies**.
- C BE 1.3** The County encourages a scenic, natural, and ranching environment along Highways 7, 34, and 36 and Devils Gulch Road. Any development should blend in.
- T BE 1.4** The Town encourages new development and redevelopment that prioritizes active transportation such as walking, biking, public transit, and ride-sharing in a pedestrian-scale environment.

THE TOWN'S RECOMMENDED ACTIONS INCLUDE:

- BE 1.A: Audit and amend the Development Code (DC) to reduce barriers to investment.

THE COUNTY'S RECOMMENDED ACTIONS INCLUDE:

- BE 1.B: Develop and adopt small area plans for the Future Land Use Study on the Future Land Use Study.

Table 1. Town of Estes Park Actions

ACTION DESCRIPTION	TYPE	LEAD/PARTNER	TIMING
NATURAL ENVIRONMENT			
NE 1.A: Maintain and strengthen current code requirements for dark skies , obtain grant funding, and develop incentive program to replace non-compliant fixtures.	Regulatory Reform; Partnerships & Agreements; Programs & Services	Community Development Department; Utilities Department; Platte River Power Authority	Short-term
NE 1.B: Work to minimize obstructed views by overhead utilities by burying lines as appropriate.	Capital Projects & Investments	Utilities Department; Town Administrator; Public Works Department	Long-term
NE 1.C: Maintain Ridgeline Protection Zones.	Regulatory Reform	Community Development Department	Ongoing
NE 1.D: Reduce impacts on viewsheds by strengthening grading standards to reduce the amount of cut and fill.	Regulatory Reform	Community Development Department; Public Works Department	Short-term
NE 2.A: Increase river, stream, and wetlands setbacks or buffers.	Regulatory Reform	Community Development Department	Short-term
NE 2.B: Further identify appropriate locations in Downtown and in Mixed Use Centers and Corridors for increased height allowances within	Regulatory Reform	Community Development Department	Short-term

Table 2. Larimer County Actions

ACTION DESCRIPTION	TYPE	LEAD/PARTNER	TIMING
NATURAL ENVIRONMENT			
NE 1.C: Maintain Ridgeline Protection Zones.	Regulatory Reform	Planning Department	Ongoing
NE 1.D: Reduce impacts on viewsheds by strengthening grading standards to reduce the amount of cut and fill.	Regulatory Reform	Planning Department	Short-term
NE 1.E: Maintain current code lighting requirements for dark skies .	Regulatory Reform	Planning Department	Ongoing
NE 1.F: Encourage continued ranching and agriculture along with open space conservation in this area and retain rural residential zoning.	Regulatory Reform; Partnerships & Agreements	Planning Department; Property Owners; Non-Profit Partners	Ongoing
NE 2.E: Work with conservation partners, such as the Estes Valley Land Trust, Estes Valley Watershed Coalition, and similar organizations to increase their ability to pursue land preservation and open space acquisition.	Partnerships & Agreements	Non-Profit Partners; Property Owners	Mid-term
NE 2.F: Explore the feasibility of a Transfer of Development Rights program.	Regulatory Reform	Community Development Department; County Planning Department	Mid-term
NE 3.B: Improve wildlife movement by requiring wildlife-friendly fencing on all new development, reviewing setback requirements from key habitat areas/wildlife movement corridors,	Regulatory Reform; Partnerships & Agreements	Planning Department; CPW, Non-Profit Partners; Property Owners	Mid-term

Night sky happenings in Estes Park

- ★ Rocky Mountain National Park
 - The 2024 Astronomy Festival
 - Half the Park is After Dark Astronomy in the Park
 - Stories of the Moon & Stars
- ★ Rocky Mountain Conservancy secured funding for an intern to complete a lighting inventory of RMNP
- ★ Visit Estes Park created a DarkSky page and created a podcast
- ★ Estes Park Memorial Observatory (EPMO) Free stargazing sessions, lectures, and special events
- ★ Mayor Proclamation for International DarkSky Week
- ★ Estes Park Tour Guides: Stargaze Tour
- ★ Estes Park Adventure Tours: Star Tours
- ★ Dawn Wilson Astrophotography Photo tours
- ★ YMCA of the Rockies: Nature Workshop Astronomy



**What's
Needed for
the DarkSky
Community
Certification
and Current
Status**

- 01** Convene a Coalition for the Stars:
Completed by Visit Estes Park
 - 02** Conduct a Sky Brightness Measurement Program:
Ongoing and Completed by Visit Estes Park April & September 2026
 - 03** Engage the Community with DarkSky Education & Outreach:
Ongoing and Completed by Visit Estes Park
 - 04** Develop a Lighting Management Plan/Set up a Policy Planning Framework:
In Review by the Town of Estes Park
 - 05** Inventory Outdoor Lighting:
Submitted by the Town of Estes Park
 - 06** Letters of Support:
Not required, but will help strengthen our application
- 

National Park Service

Discussion regarding non-resident fees

Draft Letter: Position on National Park International Increased Fees



250/150 Proclamation

America 250- Colorado 150 Proclamation

WHEREAS, the year 2026 marks the 250th anniversary of the signing of the Declaration of Independence; and

WHEREAS, the year 2026 marks Colorado's 150th anniversary of statehood; and

WHEREAS, Estes Park, founded in 1917 has contributed proudly and significantly to the history of our nation and our state for more than 108 years; and

WHEREAS, in 2016 the United States Congress established by Joint Resolution the America 250 Commission to encourage observance of the 250 years of our nation's existence; and

WHEREAS, the Colorado legislature established the America 250 - Colorado 150 Commission with the passage of Senate Bill 2022-011, and the Commission has determined its mission and purpose is to celebrate Colorado by acknowledging the completeness of our shared history, honor that which makes Colorado unique, and strive toward a more perfect union; and

WHEREAS, it is appropriate that Estes Park, engages fully with our past and looks toward a shared future; and

WHEREAS, the mayor and city council of Estes Park thus encourage its citizens to create and participate in programs that will commemorate the history of our city, our state, and our nation; and

NOW, THEREFORE, be it resolved that I, Mayor Gary Hall, do hereby proclaim that Estes Park will fully engage in commemorative activities leading up to and during the Commission's stated length of observance: July 4, 2025 through December 31, 2026.

I urge all community members to take advantage of the resources available from the America 250 Commission, the America 250 - Colorado 150 Commission, and the City of Estes Park to observe the Sesquicentennial anniversary by coordinating commemorative events, planning historical activities, providing opportunities for public discourse, creating new scholarship around Colorado's complete history, creating new educational opportunities, and by seeking opportunities for historic preservation. Estes Park pledges to uplift, support, and generate commemorative opportunities.

Call to Action by Board Chair

Approve the 250/150

Proclamation

BOARD VOTING ROSTER

Chair Sean Jurgens

Vice Chair & Town Trustee Kirby Hazelton

Director, Town Trustee & Mayor Pro Tem Marie Cenac

Director & County Commissioner Jody Shaddock-McNally

Director Nick Smith

Board Comments & Closing

1. Requests for future agenda items
2. Any additional items for discussion?
3. Upcoming Board Meetings
4. Current Time
5. Adjourn

BOARD VOTING ROSTER

Chair Sean Jurgens

Vice Chair & Town Trustee Kirby Hazelton

Director, Town Trustee & Mayor Pro Tem Marie Cenac

Director & County Commissioner Jody Shadduck-McNally

Director Nick Smith