



# Visit Estes Park Marketing Advisory Committee

APPROVED: December 18, 2025



# I. MARKETING ADVISORY COMMITTEE – TIMELINE

1. **DECEMBER 31, 2025: VEP Board AUTHORIZATION**
  - VEP Board discusses creation of the VEP Marketing Advisory Committee (MAC) and Charter at the appropriate December VEP Board meeting.
  - VEP Board discusses VEP Marketing Advisor Committee Application.
  - VEP Board discusses VEP MAC Charter, by resolution #2025 -03
  
2. **Draft of Operational Documents**
  - VEP MAC Charter and Purpose Statement
  - Committee Structure & Membership Expectations
  - Application, Eligibility Criteria, and Selection Process
  - Conflict-of-Interest Statement
  - Term lengths and attendance requirements
  
3. **Outreach and Application Posting (Mid-January through March 31, 2026)**
  - VEP posts MAC application and opens the application period.
  - Outgoing VEP Board Directors are notified they may request automatic transition to MAC membership without application.
  
4. **Committee Recruitment (Mid-January through March 31, 2026)**
  - Public announcement via Visit Estes Park website, newsletter, local business networks, lodging associations, and social media.
  - Application window is open for a minimum of 30 days.
  
5. **Application Review (Mid-February through March 31, 2026)**
  - VEP Staff screens applications for eligibility.
  - VEP Staff prepares candidate slate for Board review at appropriate VEP Board Meeting.

## 6. Board Appointment of VEP MAC (April, 2026)

- Board Reviews, Approves or Adjusts VEP MAC slate at appropriate and regularly scheduled VEP Board meeting in April, 2026.
- Outgoing VEP Board Directors who requested transition are automatically included as MAC members, not required to complete the application.

## 7. Onboarding & First MAC Meeting: (April, 2026)

- MAC receives orientation, by VEP CEO or designated VEP team member (i.e. VEP Chief Marketing Officer) regarding:
  - Committee Charter
  - Role as advisory body
  - Marketing goals & current operating plan
  - Ethics and conflict-of-interest requirements

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# II. MARKETING ADVISORY COMMITTEE CHARTER

## 1. Purpose

The Marketing Advisory Committee (“MAC” or “Committee”) is established by the Visit Estes Park (“VEP”) Board of Directors (“Board”) to provide informed, strategic, and community-based guidance on marketing initiatives supporting VEP’s mission and organizational goals. The Committee serves in an **advisory-only** capacity, and has no authority to direct staff, board of directors, and/or make binding organizational decisions.



## 2. Primary Responsibilities

The Committee shall advise the VEP Board of Directors on:

### Marketing Strategy Development

- Input on annual marketing plans, as presented by VEP staff.

### Marketing Content & Campaigns

- Feedback on marketing materials, creative assets, and messaging, as presented by VEP staff.

### Events & Promotions

- Assist in identifying sponsorship opportunities for special events.

### Campaign Performance Review

- Evaluation of marketing effectiveness using provided metrics and reports by VEP staff.

### Stakeholder Feedback

- Assist in identifying opportunities for collaboration with community partners, tourism businesses, and industry groups.
- Help ensure marketing efforts reflect local perspectives and destination stewardship goals.

## 3. Authority

The MAC is **advisory only**. All decisions, directives, and policy authority remain solely with the Visit Estes Park Board of Directors.

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## III. COMMITTEE COMPOSITION & MEMBERSHIP EXPECTATIONS

### 1. Composition Goals

The MAC shall consist of, without limitation, voting members, appointed by the VEP Board of Directors. The MAC consists of between five (5) and fifteen (15) seats. The VEP Board of Directors shall strive for diverse representation from key sectors of the Estes Park tourism and business community, and Estes Park Lodging Tax District, including:

- A minimum of one **large accommodation** (20+ rooms) seat
- A minimum of one **small accommodation** (19 rooms or fewer) seat
- A minimum of at least one **vacation home or short-term rental**
- A minimum of at least one **non-lodging tourism business seat** (including businesses, but not limited to, restaurant, gift shop, brewery, attraction, tour operator, etc.)
- An **at-large community member** (not necessarily a tourism-related business owner)

Additional members may be appointed at the VEP Board's discretion to ensure diversity of experience and perspective.

### 2. Officers

- The Committee membership shall elect a **Chair** and **Vice Chair** annually.
- **Chair:** Presides over meetings and develops agendas in collaboration with VEP CEO.
- **Vice Chair:** Acts in the absence of the Chair.
- VEP staff shall provide administrative and logistical support.

### 3. Automatic Membership of the VEP CEO

The Visit Estes Park Chief Executive Officer shall serve as a voting member of the Marketing Advisory Committee. The VEP CEO seat is not included in the up to fifteen (15) seat MAC.

The VEP CEO provides critical linkage between VEP board direction, VEP staff operations, and committee feedback.

### 4. Term Lengths

- Standard term: 1 year - staggered where possible.

- Outgoing VEP Board Directors transitioning to the MAC begin a standard term at point of transition.
- Members may be reappointed at the discretion of the VEP Board of Directors.

### **5. Vacancies**

- MAC Members serve until a successor is appointed or until resignation or removal.
- The VEP Board of Directors may remove a Committee member for non-participation, conflict-of-interest violations, disruptive behavior, or other cause.

### **6. Participation Expectations & Meetings**

- The Committee shall meet at least quarterly, with additional meetings scheduled as needed.
- Committee meetings will be scheduled concurrently with regularly scheduled VEP Board meetings wherever possible.
- Review materials in advance of scheduled meetings and engage constructively.
- A majority of appointed voting members constitutes a quorum.
- Minutes shall be prepared for each meeting and made available to the VEP Board of Directors and on the VEP website.
- Maintain confidentiality where required.
- Participation may be in person or by approved remote means.
- Comply with Visit Estes Park's conflict-of-interest policy and code of conduct.

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## **IV. SELECTION PROCESS**

**Eligibility** - Applications will be reviewed by VEP staff on an annual basis, to confirm:

- Valid State of Colorado business license (if applicable).
- Affirmation of compliance with state and federal law.
- Meets experience/sector criteria as described on VEP Board approved MAC Application.

### **Evaluation Criteria**

- Number of years in business or operation.
- Marketing and/or tourism industry experience.

- Leadership role or organizational/business title.
- Ability to represent a key sector or community group.
- Demonstrated commitment to destination stewardship and responsible tourism practices.
- Understanding of Visit Estes Park's mission.

### **Final Appointment**

The VEP Board of Directors approves all appointments by motion or resolution.

### **Automatic Transition of Outgoing Directors**

Outgoing VEP Board Directors shall have the option to join the MAC immediately upon their term ending. Their acceptance must be submitted in writing prior to final MAC appointments by the VEP Board of Directors.

## **7. Conflict of Interest & Conduct**

All Committee members must comply with VEP's conflict-of-interest policy, code of conduct, and confidentiality requirements. Members shall disclose potential conflicts and recuse themselves from relevant deliberations as required.

## **8. Amendments**

This Charter may be amended by a majority vote of the VEP Board of Directors.

## V. APPLICATION FORM

### Visit Estes Park Marketing Advisory Committee – Application

Application Deadline: February 27, 2026

Submit to: VEP

#### Section 1: Applicant Information

Full Name:  
Title/Role:

Business or Organization:

Business Address:

Email:

Phone:

URL/Website:

#### Section 2: Eligibility & Business Information

1. Which sector are you applying to represent? (check all that apply):

- Large Accommodation (20+ rooms)
- Small Accommodation (19 rooms or fewer)
- Vacation home or Short term rental owner/property manager
- Non-lodging tourism business
- At-large community member
- Other (please describe):

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2. **How many years has your business / organization been in operation?:**  
\_\_\_ New business/organization    \_\_\_1-3 Years    \_\_\_3-5 Years  
\_\_\_5-10 Years    \_\_\_10+ Years
3. **Does your business or organization have a valid Colorado business license?**  
 Yes (attach or provide license number):  
 Not applicable (community organization or At-Large community member)
4. **Please describe tourism and/or destination marketing or special event experience:** Please attach a resume to this application (not required).

## Section 3: Interest

1. **Why are you interested in serving on the VEP Marketing Advisory Committee?**
2. **What specific perspectives or expertise would you bring that would benefit Visit Estes Park's marketing efforts?**
3. **Describe your familiarity with Visit Estes Park and its mission:**

## Section 4: Conflict of Interest & Compliance

1. **Do you currently serve on any boards, commissions, or advisory committees?**
  - Yes (please list):
  - No

2. **Potential Conflicts:**

Please disclose any financial, professional, or personal relationships that could be perceived as a conflict of interest:

3. **Compliance Statement (Required):**

*I affirm that my business or organization is in good standing and complies with all applicable local, state, and federal laws and regulations. I agree to abide by Visit Estes Park's code of conduct and conflict-of-interest policies if selected.*

I agree

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## VI. BOARD RESOLUTION LANGUAGE

*“The Visit Estes Park Board of Directors hereby establishes the VEP Marketing Advisory Committee and directs VEP staff to finalize all operational documents and initiate the appointment process. Outgoing Directors shall have the option to request immediate transition to membership on the Committee as their term ends with the VEP Board of Directors. The Committee structure, charter, and application process shall be constituted no later than December 31, 2025, and shall serve in an advisory capacity only.”*

### RESOLUTION NO. 25-03

#### A RESOLUTION OF THE VISIT ESTES PARK BOARD OF DIRECTORS ESTABLISHING THE MARKETING ADVISORY COMMITTEE

**WHEREAS**, the Visit Estes Park Board of Directors (“Board”) recognizes the value of community-based feedback related to marketing strategies for the Estes Park Local Marketing District; and

**WHEREAS**, the Board desires to establish a Marketing Advisory Committee (“Committee” or “MAC”) to provide structured, informed, and diverse input into the development, review, and evaluation of marketing initiatives; and

**WHEREAS**, the Committee shall serve solely in an advisory capacity, and all direction, policymaking, and organizational decisions shall remain with the Board; and

**WHEREAS**, the Board seeks to ensure continuity and consistent reporting between the Committee, VEP staff, and Board leadership by designating the Visit Estes Park Chief Executive Officer as an automatic voting member of the Committee; and

**WHEREAS**, outgoing Directors of the Board shall have the option to request immediate transition to the Committee upon its formation without participating in the application process; and

**WHEREAS**, the Board intends for the adoption of a Committee Charter and related operational documents no later than December 31, 2025, as described in the restated Intergovernmental Agreement (IGA) 99-2025.

## **NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of Visit Estes Park that:**

### **1. Establishment of the Committee**

The Marketing Advisory Committee is hereby established as an advisory body to the VEP Board of Directors.

### **2. Adoption of the Committee Charter**

The Board approves and adopts the Visit Estes Park Marketing Advisory Committee Charter attached hereto and incorporated herein by reference. The Charter shall govern the structure, responsibilities, and procedures of the Committee unless amended by subsequent Board action.

### **3. CEO Membership**

The Board hereby designates the Visit Estes Park Chief Executive Officer as a voting member of the Marketing Advisory Committee to ensure coordinated communication and alignment between VEP staff, the Committee, and the Board.

### **4. Committee Composition & Appointments**

The Board shall strive to appoint members representing key sectors of the Estes Park lodging and tourism business community, including:

- Large accommodations sector
- Small accommodation sector
- Vacation home or Short term rental sector
- Non-lodging tourism business sector
- At-large community member

The VEP Board may appoint additional members as needed to ensure diverse representation and expertise.

## 5. Outgoing Directors

Outgoing Directors of the Board may opt to join the Committee immediately upon their term ending on the VEP Board, without participating in the application process. Such requests shall be made in writing to the VEP Board Chair and VEP CEO prior to final Committee appointments.

## 6. Advisory Authority Only

The Committee is advisory-only. No decision-making authority is delegated to the Committee. All directives, actions, and policies of Visit Estes Park shall originate with the VEP Board of Directors.

## 7. Deadline for Implementation

The VEP Board directs staff to finalize all Committee operational documents; solicit, review, and present applications; and schedule the Committee's initial meeting so that the Committee is fully established and operational no later than April, 2026.

**ADOPTED AND APPROVED this 18 day of December, 2025, by the Visit Estes Park Board of Directors.**

*Sean Jurgens*

Sean Jurgens (Mar 23, 2026 09:42:29 MDT)

VEP Board Chair

*Deborah Gibson*

Deborah Gibson (Mar 24, 2026 16:19:46 EDT)

VEP Secretary