

**TOWN OF MOUNTAIN VILLAGE
 BUSINESS DEVELOPMENT ADVISORY COMMITTEE (BDAC) MEETING
 TUESDAY, JANUARY 21, 2020, 11:00 AM
 2ND FLOOR CONFERENCE ROOM, MOUNTAIN VILLAGE TOWN HALL
 455 MOUNTAIN VILLAGE BLVD, MOUNTAIN VILLAGE, COLORADO
 AGENDA**

Item	Time	Min	Presenter	Type	
1.	11:00				Call to Order
2.	11:00	5	Dohnal	Informational	Introductions
3.	11:05	5	Dohnal	Informational	Review of BDAC Bylaws
4.	11:10	10	Dohnal	Action	Elect Chairperson
5.	11:20	5	Dohnal	Action	Approve 2020 meeting dates
6.	11:25	25	Dohnal	Action	Develop and Discuss 2020 Workplan
7.	11:50	5	Dohnal	Action	Next Steps
8.	11:55	5	Dohnal	Informational	Other Business
9.	12:00				Adjourn

BYLAWS

Mountain Village Business Development Advisory Committee

ARTICLE I FORMATION

Creation and Name. The name of this Committee, organized by the Town of Mountain Village ("Town"), shall be the Mountain Village Business Development Advisory Committee ("BDAC), which BDAC is authorized by Town Council to perform the tasks set forth herein. The BDAC shall not have any binding authority on the Town or Town Council and its scope of rights to provide non-binding recommendations shall be limited as specifically set forth herein.

ARTICLE II DUTIES AND RESPONSIBILITIES

Duties and Responsibilities. BDAC shall advise and make recommendations to Town Council on matters related to economic development which include but are not limited to economic development incentives through state and town resources, current business climate, business attraction and retention, marketing opportunities, and other initiatives that may promote economic development.

The Committee shall assist with providing input and expertise on ways to encourage and help businesses and individuals to invest in the Town, create jobs, and increase the tax base, which ultimately leads to a better quality of life for community residents, businesses and visitors.

The charge to the committee is to provide the following:

- Work in a coordinated fashion, respect all points-of-view and, in carrying out its duties and tasks, shall adhere to the town's comprehensive plan as well as the values and mission of the Town
- To provide a means for dialogue between the Town and community stakeholders
- Be knowledgeable local business, financial, or development related individuals that have unique insights on the best ways to promote continued investment in the Town
- Review and understand the Town's current economic development incentives
- Advise on other tools that could be used to encourage economic development opportunities
- To promote intergovernmental and public/private cooperation on business development policies
- To research and apply for grants that would benefit the Town's incentives
- Annually set goals and measures
- Annual budget development beginning for 2020
- Public outreach

ARTICLE III MEMBERSHIP

Appointments. The Committee shall consist of no less than seven members, each of whom shall be appointed by Town Council and reflect the following membership:

- Two Town Councilor Members
- A Town Business Development staff representative
- A Town Planning and Development Services staff representative
- One member from the Telluride Ski & Golf Company (TSG)
- One member from Telluride Mountain Village Owners Association (TMVOA)
- One business representative of the Town
 - Town Council may interview all candidates prior to appointing the Committee as an action at any regular or special meeting

Purpose. The responsibilities of the Committee members are outlined in Article II. Town Council may add additional tasks at their discretion.

Term. Committee members shall serve for one and two years as follows:

- One Council member and one business representative shall serve one-year terms
- One Council member, the TSG representative, and the TMVOA representative shall serve two-year terms
- All Town staff shall serve two-year terms

Replacement. Upon the vacation of a Committee member seat, the replacement Committee member(s) shall be appointed by the Town Council following the same process as the original appointment set forth in Article III, Section 1 above.

Removal. A Committee member may be removed from the Committee by a majority vote of Town Council, for good cause only. The Committee Chairperson may, but need not, request that Town Council remove a Committee member who is absent from 50% of the regularly scheduled meetings within a 12-month period.

ARTICLE IV ORGANIZATION

Officers. One of the Town Council representatives shall act as Committee Chairperson. The Chairperson shall preside at all meetings of the Committee and shall perform all duties usually incident to the office of Chairperson and such other duties as may be assigned to him or her from time-to-time by the Committee, in accordance with these Bylaws.

Each request for a new position must be reviewed by the Chair and receive a majority vote for approval. No offices may be held by the same person, and no person shall

simultaneously serve as an officer and a Chair. This Committee may also have such other offices as may be required. The names, terms, and duties of such offices, as well as the processes for filling of vacancies, will be included in relevant provisions of the Committee's bylaws and/or policies

ARTICLE V MEETINGS

Regular Meeting. The schedule for Committee meetings shall be as follows:

- The first meeting of the Committee shall occur within 30 days of the Committee members' appointment.
- The Committee shall meet at least quarterly.
- Meeting dates shall be set and scheduled by the Committee, as set forth above. Attendance by Committee members at any meeting shall be in person or by telephone conference call where all parties can hear each other.

Special Meetings. The Committee shall be permitted to call Special Meetings as needed.

Order of Business. At regular meetings of the Committee, the following outline presents the recommended order of business:

- Approval of the minutes of last meeting
- Old business
- New business
- Adjourn

Voting. When a motion for vote is made at any Committee meeting, all regular members of the Committee shall vote either by voice or roll call vote. A roll call vote shall be conducted upon the request of a regular member of the Committee or at the discretion of the presiding officer. Any action requiring a vote shall be decided by a simple majority of those Committee members in attendance at any duly convened meeting with a quorum. Any vote of the Committee is intended only to provide a means of creating nonbinding recommendations to the Town Council for consideration.

Quorum. A majority of the Committee members shall be necessary to constitute a quorum for the transaction of business.

Rules of Order. Unless otherwise specified in these Bylaws, the Committee will follow procedures outlined in Robert's Rules of Order, Newly Revised.

Agenda. Town Staff shall prepare the agenda and shall distribute no less than five calendar days in advance of any scheduled meeting. Other items of the agenda shall include, but not be limited to, disposition of minutes of the previous meeting and of any intervening special meetings, committee reports, as well as old and new business.

**ARTICLE VI
MISCELLANEOUS**

Authority. The authority of the Committee and its members shall be limited as to the express purposes and authority granted herein and shall not be expanded outside the scope of authority necessary to carry out these Bylaws and the Business Development Advisory Committee approved Mission Statement and Goals.


Amendment. These Bylaws shall not be amended, except by the majority vote of the Town Council at a duly noticed Town Council meeting.

Adopted and Approved by the Town Council at a public meeting held on April 25, 2019.

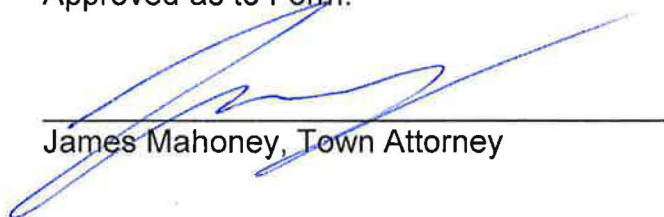
Town of Mountain Village, Town Council

By: 
Laila Benitez, Mayor

Attest:

By: 
Jackie Kennefick, Town Clerk

Approved as to Form:


James Mahoney, Town Attorney



2020 DRAFT Work Plan

Business Development Advisory Committee

1. Economic Development Incentives – State Resources

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

- [Colorado Business Resource Book](#)
- [SBDC Consulting](#)
- [Colorado Office of Economic Development & International Trade - PROGRAMS](#)
 - [Job Growth Incentive Tax Credit \(JGITC\)](#)
 - [Colorado Microloans](#)
 - [Colorado Capital Access \(CCA\)](#)
 - [Global Consultant Network](#)
 - [Job Growth Incentive Tax Credit](#)
 - [Regional Tourism Act](#)
 - [Sales and Use Tax Refunds](#)
 - [Space to Create](#)
 - [Strategic Fund](#)
 - [Transferable Tax Credit](#)
 - [Venture Capital Authority](#)
 - [Cash Collateral Support](#)
 - [Region10 Business Loan Fund](#)
 - [Colorado First and Existing Industry Customized Job Training Grant Programs](#)

May not be applicable to TMV

- [Early-Stage Capital and Retention Grant](#) – need to have a manufacturing facility.
- [Export Accelerator Program](#) – need to Advanced Manufacturing, Aerospace, Bioscience, Electronics, Energy and Natural Resources, Infrastructure Engineering, Information Technology Company must have less than 200 employees.
- [Advanced Industries Collaborative Infrastructure Grant](#)

2. Economic Development Incentives – Town Resources

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

- Potential fee waiver incentives
- Colorado Municipality Examples:
 - [City of Evans](#)
 - [Delta](#)
 - [City of Loveland](#)

3. Other Tools to Encourage Economic Development Incentives

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

- [GIS tool for property searches](#)

4. Business Attraction and Retention

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

-
-
-

5. Encourage and Help Business Invest in the Town

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

-
-
-

6. Job Creation

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

-
-
-

- Increase Tax Base - increase the number of business and/or generate more profits.

7.

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

-
-

8. Promote Intergovernmental and Public/Private Cooperation on Business Development Policies

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

-
-
-

9. Grant Applications that would benefit the Town's Incentives

Time Frame	Team Member(s)	Time Spent	Date Completed
	•		

Notes:

-
-
-

10. Marketing Opportunities and Public Outreach

Time Frame	Action Item	Team Member(s)	Time Spent	Date Completed
	•			

Notes:

-
-
-

Mountain Town Solutions

Kim Montgomery
Town Manager
Town of Mountain Village
455 Mountain Village Blvd
Mountain Village, CO. 81435

March 18, 2015

Re: EDDI Recommendations

Dear Kim:

As discussed in the February EDDI update, I believe that the Economic Development Definition Initiative (EDDI) has reached a logical conclusion as a project. While we have deviated from our original plan of pursuing EDDI discussions with every department, I believe we have gathered sufficient information from the departments we did address, as well as our business outreach and regional connectivity efforts to formulate a set of actionable recommendations, as follows.

1. **Create a new Department of Marketing and Business Development (MBD).** Our business outreach efforts tell us that our local business community needs, and would value, a more specific, consistent, and comfortable point of contact with the TMV government. Regional connectivity conversations also tell us that other communities and/or governments are moving in a direction of establishing similar departments and are realizing positive results. A job description for the Director position is attached.

The experiences of others suggest that filling this position from within (assuming the right candidate exists) is the best path. Familiarity with local businesses and the peculiarities and constraints of the local economy as well as familiarity with the Town government structure and people are key, and recruiting from outside has typically not worked well.

I believe that Nichole Zangara Riley offers an excellent fit for this new role. In her current role, she has already developed relationships with local businesses, and has also demonstrated the ability to work across departments within the Town government. While she will need to develop new skills, she has done so before and I am confident she

will do so again. Furthermore, through ongoing consulting relationships with Mountain Town Solutions and Abrams, she can extend her skill set considerably.

2. **Enhance the Offerings of Mountain Village Cable and Aggressively Market Them.** Town Council has already been briefed by Steven Lehane on plans for significant increases in broadband capacity and related speeds and has approved a project for achieving them as soon as possible. These improvements will offer an extremely powerful differentiator for TMV as a business location and MBD Department should be developing plans for marketing and sales and should be prepared to launch both concurrent with the proven delivery of them.
3. **Status Quo on Parking.** EDDI challenged all aspects of the Town's current parking system, identifying a variety of options to consider. In the end, we concluded that the status quo, while imperfect, offers the best path forward. It is predictable and offers a balance between supporting local businesses, avoiding abuse, ensuring reasonable availability, and covering costs. It is not broken, so let's not try to fix it. Future developments in the Village Center and/or at Town Hall may introduce new variables, but those are best left to be managed as necessary in the future.
4. **Unbundle/Rebundle the Community Development Department** A key finding of our business outreach efforts is that it is difficult for our constituents to deal with Town departments that attempt to fill both the business development role and a regulatory role. The Community Development Department, as currently structured, attempts to fill both roles, and we recommend an organizational restructuring that places it more clearly in the regulatory role, limited to development applications, design review, permits, and inspections (suggest changing the name to the Department of Planning and Development Services). The primary goal of this department should be to enable predictable outcomes for the development community while enforcing all appropriate regulations, without surprises. A key emphasis should be on creating absolute clarity of processes, standards, regulations and fees from the very beginning and elimination of confusion resulting from intra and inter departmental organizational structures (silos).

Business development and economic development responsibilities should be moved elsewhere in the Town government as follows:

- a. All interactions with Village Center businesses regarding infrastructure, events and the general flow of people and machines on the plazas should move to The Department of Plaza and Environmental Services.
- b. Preliminary introductions of new businesses and/or new development projects should be organized through MBD to include the Town Manager.

- c. Issue resolution protocols should be developed utilizing MBD as primary point of contact.
 - d. The promotion of and interpretation of the Comprehensive Plan should move to the Town Manager’s office, supported by the new MBD Department.
 - e. The MBD Department should “own” the development and maintenance of relationships with the business community, offering a safe, comfortable, and reliable point of contact.
 - f. VCA should remain with Community Development, but MBD should play a role in ensuring policies and processes are as efficient and positive for occupants as possible
5. **Review and update the Comprehensive Plan and Community Development Code.** The Comp Plan was intended to be a strategic plan, but for reasons that were important at the time, it is written with a level of precision and granularity that can too easily be misinterpreted as a tactical development plan or even a pre-negotiated development agreement. I suggest it be reviewed and that a new “overlay” document be prepared that reinforces the high level strategic nature of the document. I also then suggest a review and update of the Community Development Code to modify sections that may convey absolute adherence to the Comp Plan as well as sections that are overly burdensome, cumbersome, or inflexible. Finally, the approach to adopting building codes should be reviewed, with consideration given to less frequent adoptions and staying longer on older versions to create a more predictable development environment.
6. **Redraft the Telluride Conference Center contract with TSG.** For reasons valid and necessary at the time, the contract for outsourcing the operation of the TCC places a heavy reporting burden on the outsourcer (now TSG) and Town Staff (Nichole), that all parties now acknowledge offers no real value. In your February Town Council meeting, Councilman McKinley suggested that the 2015 TMV financial contribution to marketing and operations of the TCC be increased and that the contract be restructured to be far more simple, and I believe such conversations are ongoing with TSG.
7. **Celebrate a Culture of Continuous Improvement** – Led by the Town Manager, a program should be created and delivered that leads to better and more positive connections with all constituents. Learn from mistakes by treating them as learning opportunities. Listen to criticism and complaints with an empathetic attitude and find responses that “get to yes.” Invite outside input and updates from the local business community.

Respectfully,

Bob Delves
President
Mountain Town Solutions



JOB DESCRIPTION: Marketing & Business Development Director
DEPARTMENT: Marketing & Business Development Department
REPORTS TO: Director of Administration
SUPERVISES: Marketing Agency, Economic Development Contracts
EFFECTIVE: April 1

DUTIES & RESPONSIBILITIES

The following list is intended to be illustrative, and not all encompassing. The town may change these duties at any time.

Business Engagement, Retention & Recruitment

- Serve as the town's comfortable and consistent point-of-contact for new and existing businesses
- Act as liaison and ombudsmen for businesses who need help navigating town government's policies, processes, regulations, etc.
- Advocate for the business community to help them achieve desired outcomes
- Develop goals, strategies and programs to target and recruit desirable business prospects
- Increase awareness of Mountain Village as a business location
- Develop, maintain and advance relationships with the business community
- Coordinate relationships/collaborations between businesses and assist in the development of strategies to achieve common goals
- Arrange prospect visits, briefings and community familiarization tours
- Develop and create awareness of and access to inventory/network of resources available to the business community
- Develop a strong working knowledge of area businesses and industry drivers
- Help foster economic diversification in conjunction with Telluride Venture Accelerator and other key organizations
- Serve on business-related committees such as Region 10, Merchants Association, Small Business Development Center

Community Engagement & Public Relations

- Ensure the town's programs and services are consistently presented in a strong and positive manner
- Serve as a resource on marketing and business development-related matters for other organizations, governments and the public
- Establish, develop and maintain strong working relationships with other organizations, governments and the public

- Provide event and sponsorship facilitation to assist event organizers through the town approval process and connect them with other potential event partners
- Serve as the Town of Mountain Village spokesperson
- Write and distribute press releases; coordinate interviews with the media

Marketing & Project Management

- Manage all of the town's digital and print collateral including the design and distribution of such collateral
- Create marketing plans for enterprise funds; implement marketing plans
- Create style guidelines specific to the communications medium and project; manage the town brand
- Maintain the town's video, image and collateral library
- Leverage and align various communication touch-points to reach department goals and objectives
- Manage or assist with town signage and wayfinding
- Use data to guide marketing plans, strategies and tactics
- Develop and maintain the town's website and any associated sites; site navigation and responsive design being of utmost importance
- Partner with town departments to implement the strategic goals and objectives of the Mountain Village Comprehensive Plan and its associated documents as it relates to economic and business development

Contract Management

- Manage contracts with other organizations associated with the department's overall goals: Telluride Conference Center, Marketing Telluride, Inc., Colorado Flights Alliance, Mountain Town Solutions , and Abrams Strategic Group

Financial Management

- Ensure the operation and implementation of the department's programs meet budget guidelines
- Prepare and manage the department's annual budget and develop comprehensive goals and measures for purposes of reporting biannually to Town Council
- Explore the feasibility of business development grant and incentive programs

DESIRED EXPERIENCE AND PERSONAL CHARACTERISTICS

A qualified candidate demonstrates leadership qualities, business development and marketing experience. Previous experience in managing and supervising personnel and the ability to engage community leaders to advance the goals of the town are essential. Must be a passionate advocate for Mountain Village and possess excellent communication skills with the ability to work with a wide range of constituents and community representatives. Must possess excellent relationship building skills with the ability to work closely with prospects and develop effective and meaningful relationships. In addition, a qualified candidate possesses a high level of energy and drive – a “make things happen” personality – and an achievement-oriented style that entails minimal supervision and the ability to manage multiple projects and assignments. A qualified candidate possess a personal value system that encompasses high integrity, commitment to quality, a solid work ethic, good judgment, tact and diplomacy, and similar qualities of the highest caliber.

PREFERRED EDUCATION

Graduate from an accredited four-year college or university, business administration, economics, marketing, public relations or related field, and five years of experience in marketing, project management, business development, financial analysis or closely related field; or any equivalent combination of education and experience.

KNOWLEDGE, SKILLS & ABILITIES PREFERRED

Knowledge of: business community, marketing and business development

Skilled in: excellent oral and written communications, public presentations

Ability to: analyze and interpret complex information and present it in various ways that make sense to a diverse and large audience.

ENVIRONMENTAL FACTORS

Work is performed in a standard office environment; requires some travel to attend meetings and conferences.

Position involves competing demands, performing multiple tasks at one, and working to deadlines.

PHYSICAL FACTORS

While performing the duties of this job, the employee is required to lift items weighing up to 50 pounds and entertain people by participating in various types of physical activity such as hiking and skiing and/or other outdoor activities.