

**TOWN OF MOUNTAIN VILLAGE
BUSINESS DEVELOPMENT ADVISORY COMMITTEE (BDAC) MEETING
TUESDAY April 19, 2022, 11:00 AM**

via Zoom

<https://us02web.zoom.us/j/84692581593?pwd=V1RrQ2VOMVFoNHI1Y1FpYVJ6QmtBZz09>

(see login details below)

AGENDA

Item	Time	Min	Presenter	Type	
1.	11:00				Call to Order
2.	11:00	5	Benitez/Dohnal		Economic Snapshot
3.	11:05	10	Dohnal	Informational	2022 Workplan & Budget review
4.	11:15	40	Dohnal	Work session	Conference Center problem statements development
5.	11:55	5	Dohnal	Informational	Other business
6.	12:00				Adjourn

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Zoom webinar.

Topic: Business Development Advisory Committee Meeting

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Please note that times are approximate and subject to change.

Public Comment Policy:

- The Town Council will take your comments during all virtual Town Council meetings through the zoom conference app for items proper to receive public comment via the written comment feature on zoom.
- Please do not comment until the presiding officer opens the agenda item to public comment. Public comments submitted outside of the proper time may not be considered.

- All those wishing to give public comment must identify their full name and affiliation, if any, to the Town of Mountain Village.
- Please keep your comments as brief and succinct as possible as they will be read aloud at the meeting. Please refrain from repeating what has already been said by others in the interest of time. You may simply state that you agree with a previous speaker's comments.
- Commenters shall refrain from personal attacks and maintain a civil tone while giving public comments.

Previous meeting (1.18.22) recoding

To view the most recent BDAC meeting recording visit

https://us02web.zoom.us/rec/share/6tqFHSgy4Jex8RZqg_9P2nfAVB_LycxsNEyH5K9zqA6j7Ky3YvS8JPVdHxCWoIRS.OZbFuBD6d3d0ctB Passcode: #bqey3bC



2022 **DRAFT** Work Plan

Business Development Advisory Committee

The Work Plan has been compiled as a tool to help the Business Development Advisory Committee (BDAC) plan for future potential impacts to local businesses, help with the strategic allocation of resources, identify and assist community economic drivers, and guide communication around specific decisions and actions.

The charge to the advisory board 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 of Mountain Village.
- To provide a means for dialogue between the Town and community stakeholders.
- Be knowledgeable local business, financial, or development-related individuals who have unique insights into the best ways to promote continued investment in the Town of Mountain Village.
- 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

Specific elements found within the work plan are intended to help identify changing business climates over time and to help target specific activities and goals to best suit issues as they evolve.

Finalizing a work program helps the Board prioritize work. It does not mandate project completion, nor does it preclude work on other projects not identified. Having this flexibility, together with support from the Council and other stakeholders, helps the Board best serve the community.

Typically, much more work is identified on a work program than can be accomplished in any given year.

Given the complexities facing the Town of Mountain Village and the local business community, staff will work to prioritize any feasible project that is deemed effective in assisting local businesses in a fiscally responsible way. If an item shifts to a direction to staff, the item will be removed from the work plan and added to staff roles and responsibilities, as shown in *Exhibit A*.

Work Plan Items

1. Economic Development Incentives – Town Resources

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Date Completed
1	Telluride Conference Center	<ul style="list-style-type: none"> Provide feedback and activity participate in an RFP process to define and pursue the optimal use of the conference center 	All BDAC members	Ongoing
2	Development of a Public Arts Commission	<ul style="list-style-type: none"> To encourage public art throughout the Mountain Village Center Develop a procedure to update current plaza art. 	Zoe Dohnal working with Michelle Haynes	Potential
3	Public Plaza Enhancements	<ul style="list-style-type: none"> Provide recommendations to staff and council for investments in public plaza infrastructure. <i>i.e. transition propane fire pits/heaters to hardline nat. gas.</i> 	All BDAC members	Potential
4	Façade Enhancements	<ul style="list-style-type: none"> Development Fee Rebate 		Potential

2. Business Retention

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Date Completed
1	Business Recognition Program	<ul style="list-style-type: none"> Formal recognition among those businesses/ employees that contributed to the Town's economic well-being and have demonstrated a commitment to the vitality. This award is not on a consistent timeline. The community can submit a nomination through an online form on the TMV website 		Ongoing
2	Marketing Grants for Businesses	<ul style="list-style-type: none"> Potentially reopen grants 		Potential
3	Tiered Reimbursements	<ul style="list-style-type: none"> A pay-for-performance program that pays out annually to qualified businesses. This could include wage reimbursement, an award for targeted job placement, 		Potential

		relocation reimbursements. i.e., <u>Austin Business Expansion Incentive Program.</u>		
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3. Marketing Opportunities and Public Outreach

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Date Completed
1	Extending Season	<ul style="list-style-type: none"> Develop strategies to extend the shoulder season 	BDAC and TMVOA	Ongoing
2	Eliminate Storefront Vacancies	<ul style="list-style-type: none"> Proactive business/retail outreach for any open storefronts 	Zoe Dohnal, Sherri Reeder, Anton Benitez	Ongoing

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

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Date Completed
	DOLA Grants		Zoe Dohnal	Ongoing
	GOGO Grants		Zoe Dohnal	Ongoing
	Other Grants		Zoe Dohnal	Ongoing

5. COVID Economic Development Incentives – Local, State and Regional Resources

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Date Completed
1	Continue COVID-19 support business support	including use of the Weatherport temporary structures	Zoe Dohnal	Potential
2	Colorado Department of Economics and International Trade	https://choosecolorado.com/covid19/	Zoe Dohnal	Potential

6. Employee Development and Job Training

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Date Completed
1	Job Training	Training for new skills in our COVID new normal -Job Training* <ul style="list-style-type: none"> • Telluride Mountain College opportunities. • TIPS certification program • Colorado First Job Training • Cross-Training • Management Training • Sales tax education -Remote Market <ul style="list-style-type: none"> • Location Mentor Employment Program. • How to utilize remote workforce for MV businesses. • How to encourage remote workers to work out of MV 	Sherri Reeder	Potential
2	Job Training	Telluride Foundation opportunities	Zoe Dohnal with Telluride Foundations partners	Potential
3	Job Training	Open TSG hospitality classes to the public	Sherri Reeder	Potential

7. Economic Development Incentives – State and Regional Resources

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Date Completed

8. Economic Development Incentives – Private/ Commercial Resources

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Date Completed
	Utilizing TSG resources			
	Utilizing Madeline resources			

Business Development Staff Performance Goals

EXHIBIT A

(Moving from BDAC Workplan to Town staff roles and responsibilities)

Economic Development Incentives – Town Resources

Action Item	Sub-Action Item	Notes	Team Member(s)
Conference Center	<ul style="list-style-type: none"> Infrastructure optimization 		Zoe Dohnal
Village Center Vitality	<ul style="list-style-type: none"> Continuing permitting special events, plaza vending, and plaza license agreements Continue networking with special event promoters to capture event opportunities. Continuing enhancing and expanding Market on the Plaza Continuing working with TMVOA on plaza music and weekly events Partnering with Telluride Arts to create an installation utilizing “The Cabins,” wrapping 11 cabins in vinyl renderings of unique art pieces. A reveal celebration, along with programming, is being developed. Gondola 25th anniversary celebration in partnership with TMVOA. 		Zoe Dohnal
E-newsletter / blog	<ul style="list-style-type: none"> Business e-newsletter 		Zoe Dohnal
Business Resources	<ul style="list-style-type: none"> Enhance webpage with updated information and resources. Create a business welcome packet for new Mountain Village business owners with steps on requirements and resources and a menu of items of what TMV has to offer to new businesses. Create a streamlined process to connect interested entrepreneurs with available commercial space. 		Zoe Dohnal
Optimize the plaza infrastructure	<ul style="list-style-type: none"> Cleaning and operations plan 		JD Wise

Regulation Advocacy

Action Item	Sub-Action Item	Notes	Team Member(s)
Work Closer with the County	<ul style="list-style-type: none"> Advocate for businesses in County meetings 		Zoe Dohnal/ Council

Business Retention

Action Item	Sub-Action Item	Notes	Team Member(s)
Ecommerce Assistance	<ul style="list-style-type: none"> Providing resources to businesses to help them succeed in the 'new normal'. This will include consulting on website creation, marketing assistance, and training 		Zoe Dohnal
Help with supplies	<ul style="list-style-type: none"> Assisting businesses with PPE and other inventory shortages 	Looking to revamp	JD/Loebe/Zoe

Marketing Opportunities and Public Outreach

Action Item	Sub-Action Item	Notes	Team Member(s)
Mountain Village App	Phase 1 <ul style="list-style-type: none"> Geolocate all businesses Ensure accurate business information Work with Town's GIS specialist, third-party website developers, and third-party app developers to streamline information processing. Complete discovery phase with developers to define app's functions. Begin launch strategy. 	TMVOA is a partner	Zoe Dohnal/Casey Dukeman
TMV Website Enhancement	<ul style="list-style-type: none"> Develop a marketing strategy to help Mountain Village businesses during their recovery period. Building out the TMV business resource page and directory 		Zoe Dohnal
Online Business Directory	<ul style="list-style-type: none"> Building out and updating the directory. Working with web developers to create a streamlined processes for businesses to submit updated information which will automatically be reflected on the Town's website. GIS Specialist creating an interactive map for better wayfinding 		Zoe Dohnal
Tourism Marketing	<ul style="list-style-type: none"> Initiating a new contract with MTI and working with Karsh Hagan for asset development 		Zoe Dohnal

Grant Applications that would benefit the Town's Incentives

Action Item	Sub-Action Item	Notes	Team Member(s)
Main Streets		Initiating application	Zoe Dohnal
EDA Grants		Initiating application	Zoe Dohnal



**2022 DRAFT Budget
Business Development Advisory Committee**

	Total Expenses	TMV Expenses	TMVOA Expenses
Telluride Conference Center Study	\$ 100,000.00	\$ 50,000.00	
Public Plaza Enhancements			
ExpensesTotal	\$ 100,000.00	\$ 50,000.00	\$ -
	Total Budget	TMV Budget	TMVOA Budget
Budget Total	\$ 50,000.00	\$ 50,000.00	
Surplus (Deficit)	\$ (50,000.00)	\$ -	\$ -

Economic Development Incentives - Town Resources

- Development Fee Rebate**
Limitations: evaluate the cost/benefit analysis of subsidizing fees
- Hardscaping and Bustop improvements**
Limitations: staffing/financing
- In case County restrictions increase bring out the tents**
- Review Town Ctr plan--hard structure(s)?**
Limitations: financing/location flexibility (for events, etc.)
- Get rid of old art and replace with new**
Limitations: financing
- 2nd market on the plaza**
Limitations: staffing/financing
- Transition propane fire pit/heaters to hardline nat. gas**
Limitations: financing
- Vending Cart Schedule (operating hours)**
- Improved landscaping in Core**
Limitations: staffing/financing

A pay-for-performance program that pays out annually to qualified businesses. This could include wage reimbursement, an award for targeted job placement, relocation reimbursements. i.e., Austin Business Expansion Incentive Program.

Business Retention/ Acquisition

- Business Recognition Program**
- Tiered Reimbursements**
- Establish a work space for new businesses or visitors**
Limitations: space/infrastructure/staffing/financing
- New Business Support/subsidize**
Limitations: evaluate the cost/benefit analysis of subsidizing fees
- Evaluate Recreational activities GAPS other than skiing and golf**
Limitations: staffing. Whose role? TSG or TMV or both?
- New Marketing Programs**
- Business Acquisition collaboration/communication**
- DDA (Downtown Development Authority)**

A downtown development authority is a type of tax increment finance authority available to a township. Under tax increment financing, an authority captures a defined portion of the property tax revenues in a designated area. Typically, a DDA captures the growth in tax revenue within a designated development area for use in financing a variety of public improvements in the area, often through the issuance of bonds. The act says a municipality can create a DDA by resolution in order "to halt property value deterioration and increase property tax valuation where possible in its business district, to halt the causes of that deterioration, and to promote economic growth."

Employee Development and Job Training

- Telluride Foundation**
 - TSG Hospitality Classes**
 - Job fair**
Limitations: staff housing shortages
 - Job Training**
- Job Training*
 -Telluride Mountain College opportunities.
 -TIPS certification program
 -Colorado First Job Training
 -Cross-Training
 -Management Training
 -Sales tax education
- Remote Market
 -Location Mentor Employment Program.
 -How to utilize remote workforce for MV businesses.
 -How to encourage remote workers to work out of MV

Marketing Opportunities and Public Outreach

- Develop strategies to extend the shoulder season**
Limitations: staffing/financing
- Benchmark TMV website to comparable resort areas**
Limitations: Telluride.com is the destination website
- Proactive business/retail outreach for any open storefronts**
- Evaluate whether we need greater diversification of retail offerings**
- Continue music in the plazas. Add more live performances?**
Limitations: TMVOA responsibility, financing, consider a band stand location
- Special themed discount days in early and late summer**
Limitations: business participation
- Conf. Center Roundtable-TSG Groups, Madeline, Peaks, TAL**
- Increase activation of ALL plazas**
Limitations: staffing/financing
- Family Fun Day**
Limitations: staffing/financing

State and Regional Resources

COVID Recovery Resources

Private/Commercial Resources

TSG Resources
 Madeline Resources



Telluride Conference Center Problem Statements

Work session April 19, 2022

The BDAC committee is tasked with developing the initial problem statements in regard to the Telluride Conference Center. Lauren Gibbons, Telluride Ski and Golf's Director of Conference Center Sales, provided a strategies report (Exhibit A) to help guide the conversation. Please prepare your thoughts for discussion.



EXHIBIT A

Telluride Conference Center Strategies Report
Lauren Gibbons, Director of Conference Center Sales

Future Events (contracted): Next 6 Months:

- Gondola 25th Anniversary
- Telluride Fire Protection District
- Eastern Pennsylvania Ski Council
- Flatlands Ski Association
- Retina Conference
- Texas Ski Council
- Telluride AIDS Benefit
- Carecraft
- Chicago Metro Ski Council
- Mayo Clinic
- MountainFilm
- Telluride Theatre
- Telluride Film Festival

TCC 2022 Updates:

- **\$395,147** already contracted for January-December 2022
 - Significant increase from FY2019 - \$190,000 in contracted revenue
- TCC Revenue in 2019 was: \$336,973. Pacing ahead of 2019 revenue despite current pandemic environment. Additional revenue opportunities for most of the already contracted groups for A/V and additional food & beverage offerings.
- No pandemic cancellations at the TCC to date- we have worked to reschedule several groups to later in 2022 and are seeing groups who have not yet contracted for 2022 and hesitant to sign given the current case levels in Telluride and nationally.



Telluride Conference Center Strategies Report –

- Implemented new TCC pricing guide with established minimum thresholds and target ranges based on number of attendees and time of year.
- Developed a pre-event and post event profit and loss evaluation tool with TCC operations to better measure group expenses, costs, and revenue.
- Weekly business review meetings with TCC operations as we work to level-set current groups and optimize future booking potential.
- Implemented tracking system to identify trends regarding lost business reasons & revenue.
 - To date hotel rate being too high in addition to not enough hot beds available are the most common reasons for lost business.
- Re-vamping website, CVENT, HPN, Helms Briscoe online presence.
- Updating catering menus with TCC operations.
- Revamping proposal templates and information for clients that offers hotel quotes, TCC quotes, activity quotes and information on travel and destination all in one easy to navigate proposal- through one primary contact.
 - Given recent hotel price increases compared to prior years -have reverted back to multiple contacts versus the TCC relaying price increases across the board for all hotels, meeting space and food and beverage minimums.
- Driving advance commitment for corporate, association and continuing education groups farther in advance 2023/2024 and fill in short-term with local social, wholesale, or concert bookings.
 - Slightly more challenging given the pandemic and recent spikes in cases.
 - We're seeing the market hesitate on booking future years and expect more short-term demand as the climate improves.
- Evaluating all historic, repeat contracts and re-negotiating concessions in addition to locking in both rental & food & beverage minimums well in advance.
 - Emphasis on multi-year bookings like Mayo (2023, 2024 & 2025 booked in one contract).

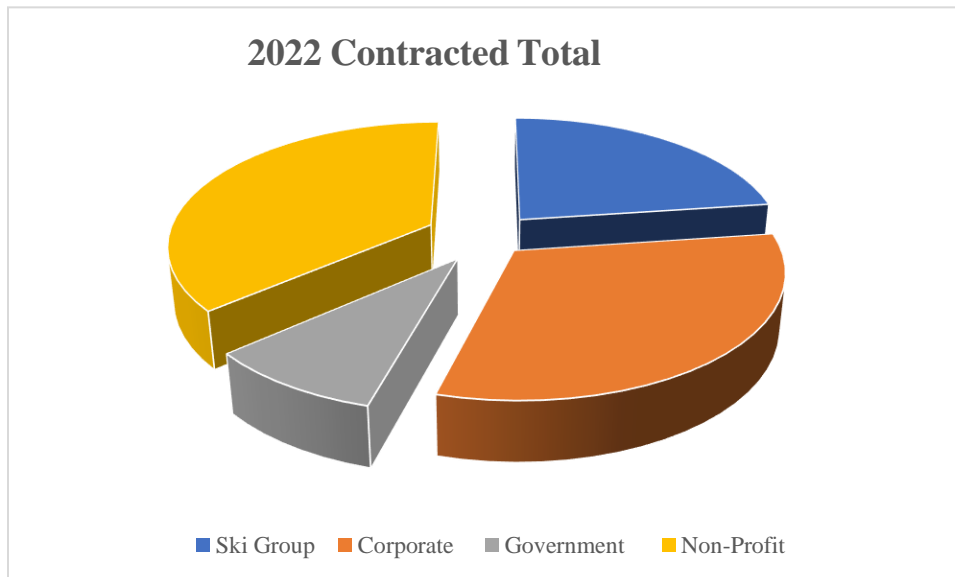
•Target Markets:

- Drive Market:** Local client outreach as we see trends for smaller, local, meetings continue in corporate segment.
 - o **Lack of TCC Parking-** Deterrent for day group business in Montrose, Grand Junction & Durango.
- Social:** clubs, retreats, festivals.
- Corporate:** healthcare, pharma, tech, finance, insurance, oncentive, Texas or Denver HQ,
- Education:** universities, CME/CLE
- Associations:**
 - Short-term: state and regional groups
 - Long-term: national (need more hot beds for larger meetings to consider the destination)
- Wholesale:** Successfully renegotiated and contract all 2021/2022 wholesale groups to include food and beverage and rental pricing and level set for future years



TCC- SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Desirable mountain destination Conference Center • Year-round outdoor experiences • Opportunity to sell all lines of business (one-stop-shop) • Partnership with Peaks on some hotel/TCC bookings for one contract versus two separate. 	<ul style="list-style-type: none"> • Disproportionate ballroom size to room block offerings. Easily can accommodate 300-person meeting- hard to find even 100 hotel rooms to contract • Lack of consistent property identities or comparable hotelroom product to offer groups • Conference Center not attached to any lodging facility • Splitting up groups between lodging accommodations- doesn't speak to unity and keeping attendees centralized in one place – adds evening activity and break challenges, challenging to divide f&b revenue and rental revenue across all properties and still accommodate group's meeting and flow preferences • Transportation cost & time as well as selling against Vail's Epic Shuttles – we do not offer a one-stop shop contract concept for groups or planners
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Brand awareness / reengage strategic group marketing efforts • Opportunity to “grow” within the MV community (outgrow) • Peaks meeting space and smooth transition to TCC) 	<ul style="list-style-type: none"> • Lost ability to manage sales of the plaza space or set pricing for groups to utilize this space outside the TCC (greatly reduces food & beverage options outside of dining in the ballroom where meetings are held) • Pricing not competitive from transportation & package standpoint against other mountain comp set destinations • New hotel meeting space potential in MV, similar sized ballroom with larger breakout space could make TCC redundant



• Exploring the possibility of implementing a **Partnership Incentive Plan** for local hotels to sell Mountain Village as a destination and include the TCC:

- In an effort to further develop our relationships with local hotels, we suggest implementing a partnership incentive plan for the Telluride Conference Center. Given the recent rate increases at both the Madeline & Peaks Hotels, in addition to the Mountain Lodge and Bear Creek Lodge focusing primarily on the social, wedding & wholesale group markets – the most challenging aspect of selling corporate & association groups at the conference center currently is finding an affordable, 125+ hotel room nights on peak, to simultaneously contract.



None of our hotel partners are currently motivated or incentivized to cross-sell the conference center. Given Telluride’s unique location, there is an extremely limited (non-existent) day-group market and it is essential we also contract hotel room blocks to win 125+ person conferences, particularly in the corporate, association & continuing education markets.

By introducing a partnership incentive plan we hope to achieve the following:

- Increase lead volume from Telluride hotels.
 - Encourage cross-selling and partnership with the TCC.
 - Have great collaboration and open dialogue surrounding selling win-win contracts for both the TCC and Telluride hotels.
 - Similar to Keystone’s Conference Center concept– generate more largescale buyout leads across multiple hotels in Mountain Village and Telluride.
 - Drive advance commitment and multi-year contracts.
 - Focus on contracting multiple lines of business (tickets, rentals, mountain venues, shuttles & activities) – creating more value add for clients and locking in these alternate line of business (LOB) years in advance.
 - Create the opportunity to partner on the creation of a ‘one-stop’ shop contract across multiple hotels, venues & lines of business.
- **2022 Update:** Presently this initiative is on hold given the lack of hot beds available to sell to group block. Most hotels aim to balance group hotel rooms and transient hotel rooms- typically holding a group room ceiling of no higher than 50% of available hotel rooms at any point in time and this % can be reduced over peak transient/FIT dates such as vacations and holidays.
 - **Madeline-** 83 hotel rooms
 - 43 hotel rooms
 - **Peaks Hotel-**131 hotel rooms
 - 65 hotel rooms
 - With only roughly 108 hotel rooms combined- a group of that size could easily fit in these two hotels meeting space and not need the conference center space.
 - Additionally, these hotels first and foremost aim to sell their own meeting space and meet their own food & beverage minimums- before looking to expand into the conference centerspace.
 - We should be targeting 200-300 person groups for the TCC Ballroom. Another challenge is getting a group of that size to hold food & beverage functions in the hotels as well as the TCC as well as use smaller meeting spaces in both hotels.

Top Lost Business Reasons

TCC Lost Group Revenue	Number of Groups listing lost reason	Lost Business Reason
\$ 350,000.00	14	Hotel rates too high
\$ 240,000.00	9	Not enough hotel rooms to fulfill requested room block
\$ 635,000.00	6	Both hotel rates listed as too high and not enough hotel room inventory

Examples of Lost Potential Business RFPS Attached:

Winter Corporate Group Example #1 -230 Attendees:

Competing Resort Offer:

Single Rate	Fri 1/7	Sat 1/8	Sun 1/9	Mon 1/10	Tue 1/11	Wed 1/12	Thu 1/13	Fri 1/14	Total Rooms	Committed Revenue
\$309.00	0	20	95	173	173	173	150	20	804	\$248,436.00
\$275.00	0	0	15	27	27	27	0	0	96	\$26,400.00
\$245.00	0	0	0	15	15	15	0	0	45	\$11,025.00
	0	20	110	215	215	215	150	20	945	\$285,861.00

Telluride's Offer:

2023		sat	sun	mon	tues	wed	thur	fri	
Madeline Run of House	\$625.00	0	70	70	70	70	70	0	\$218,750.00
Peaks Run of House	\$309.00	20	40	145	145	145	80	20	\$183,750.00
Total		20	110	215	215	215	150	20	\$402,605.00

- Group contracted additional \$90,000 in Food & Beverage with competing ski resort

Summer Association Group Example #2- 125

Attendees: June 2nd-7th.

Thursday - 25 rooms
 Friday - 65 rooms
 Saturday - 65 rooms
 Sunday - 25 rooms

Competing Resort Offer:

Lodging (June 2-7, 2022)

- Standard Rooms @ \$182/night
- One Bedroom Suites @ \$287/night
- \$15,000 Food & Beverage Minimum
- Waived Meeting Space Rental

Telluride Offer:

- Run of House Hotel Room: \$225/night
- 2 Other Telluride Hotels did not have availability

- \$30,000 Food & Beverage Minimum
- \$9,000 TCC Rental