TOWN OF MOUNTAIN VILLAGE BUSINESS DEVELOPMENT ADVISORY COMMITTEE (BDAC) MEETING TUESDAY OCTOBER 18, 2022, 11:00 AM

via Zoom

https://us02web.zoom.us/j/84692581593?pwd=V1RrQ2VOMVFoNHI1Y1FpYVJ6QmtBZz09 (see login details below)

AGENDA

Item	Time	Min	Presenter	Туре	
1.	11:00				Call to Order
2.	11:00	5	Benitez/Dohnal		Economic Snapshot
3.	11:05	5	Dohnal/Norton	Informational	Off Season Stimulus Update
4.	11:10	25	Dohnal/Norton	Action	2022 Work Plan/Budget Allocations
5.	11:35	20	Dohnal/Norton	Work session	2023 Workplan/Budget Allocations
6.	11:55	5	Dohnal/Norton	Informational	Other business
7.	12:00				Adjourn

To join the Zoom Webinar Meeting from Computer or Mobile Device download the Zoom App in the Appstore or go to the link below.

Zoom webinar.

Topic: Business Development Advisory Committee Meeting Please click the link below to join the webinar:

https://us02web.zoom.us/j/84692581593?pwd=V1RrO2VOMVFoNHl1Y1FpYVJ6OmtBZz09

Or iPhone one-tap:

US: +13462487799,,603416368# or +16699006833,,603416368#

Or Telephone:

Dial (for higher quality, dial a number based on your current location):

US: +1 346 248 7799 or +1 669 900 6833 or +1 253 215 8782 or +1 301 715 8592 or +1 312 626 6799 or +1 929 205

6099

Meeting ID: 846 9258 1593

Passcode: **712988**

International numbers available: https://zoom.us/u/acCvpQcIkn

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 (7.19.22) recoding

To view the most recent BDAC meeting recording visit

https://us02web.zoom.us/rec/share/duqzT59vnWTasD_HvTnNW4_2VPjcJJ0POSG75S47txjVKIiHFpJWeeN4gaBx_PP4f.k_p_EUC3SZeQI_YW?startTime=1658249422000

Passcode: xE@5REbd



455 Mountain Village Blvd. Mountain Village, CO 81435 (970) 729-2654

TO: Business Development Advisory Committee (BDAC)

FROM: Economic Development Department

DATE: October 13, 2022

RE: Off Season Stimulus Update – extending the gondola Fall season

Summary

As discussed at the July 19, 2022 BDAC meeting, staff analyzed operating the gondola an additional weekwith the purpose of extending the fall tourist season.. This memo provides additional information and data to supplement this evaluation.

Attachments

• Exhibit A – 5 year lookback at lodging occupancy rates for week following gondola closure and percentage rate drop as compared to week prior to gondola closure.

Background

The gondola historically stops for the season the 3rd weekend in October, after which most Mountain Village businesses close for off season. Guests who are visiting Mountain Village during this time are left with few activity and dining options and employees are left with a gap in employment until the winter season begins. The idea of running the gondola an extra week during the Fall season was discussed at the July 19, 2022 BDAC meeting.

Financial Implications

The gondola costs \$982/hr to operate. Extending the season and running the gondola an extra week would cost \$120,295 to TMVOA who funds gondola operations. Occupancy falls to 15% immediately after the gondola closure with a small increase in visitation the following weekend with a peak of 22% occupancy the Friday following the closure in 2022. As compared to the week prior to the gondola closure, for 2022, occupancy falls on average 41%.

Discussion

In reviewing, in collaboration with TMVOA, the cost of running the gondola as compared to the benefit to the limited guests still in the area at this time, may not be an effective use of resources nor provides the economic benefit needed to justify the financial cost of operating the gondola an additional week.

	1	1			
5 Year Look at Occupancy the Week					
Before Gondola Fall Closure	2018	2019	2020	2021	2022
Monday	30%	22%	30%	34%	32%
Tuesday	20%	20%	29%	32%	31%
Wednesday	19%	22%	29%	30%	28%
Thursday	19%	28%	31%	33%	26%
Friday	22%	45%	33%	37%	32%
Saturday	33%	47%	31%	36%	30%
Sunday	35%	28%	22%	23%	23%
Average	25%	30%	29%	32%	29%

5 Year Look at Occupancy the Week					
Following Gondola Fall Closure	2018	2019	2020	2021	2022
Monday	13%	21%	18%	15%	15%
Tuesday	13%	18%	16%	14%	15%
Wednesday	14%	17%	17%	14%	15%
Thursday	13%	22%	17%	13%	18%
Friday	16%	23%	20%	20%	22%
Saturday	16%	17%	19%	19%	21%
Sunday	6%	8%	15%	11%	14%
Average	13%	18%	17%	15%	17%

-49% -40% -40% -53% -41%



2022 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 Initiatives – Town Resources

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Timeline
1	Telluride Conference Center	Provide feedback and actively participate in an RFP process to define and pursue the optimal use of the conference center	All BDAC members	Completed
2	Development of a Public Arts Commission	 To encourage public art throughout the Mountain Village Center Develop a procedure to update current plaza art. Call to Artists 	Zoe Dohnal working with Michelle Haynes	Completed TBD
3	Public Plaza Enhancements	Provide recommendations to staff and council for investments in public plaza infrastructure. i.e. transition propane fire pits/heaters to hardline nat. gas.	All BDAC members	Ongoing
4	Village Vitality - StoryWalk	 Install 16 display cases along Blvd trail to display 12 different books during the year, along with audio recordings and coordinated events and activities to correspond with the books. CO Outdoor Equity Grant submitted. 		TBD
5	Winter Village Vitality	 Numerous market vendors have inquired about a Holiday Market in conjunction with Holiday Prelude Explore the idea of running a market with Holiday Prelude in Heritage plaza. 		TBD
4	Façade Enhancements	Development Fee Rebate		n/a

2. Business Retention

Priority	Action Item	Sub-Action Item	Team Member(s)	Timeline
Ranking				

1	Business Recognition Program	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	n/a
2	Marketing Grants for Businesses	Potentially reopen grants	n/a
3	Tiered Reimbursements	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.	n/a

3. Marketing Opportunities and Public Outreach

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Timeline
1	Extending Season	 Develop strategies to extend the shoulder season 	BDAC and TMVOA	Under Review
2	Eliminate Storefront Vacancies	 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)	Timeline
	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)	Timeline
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	Action Item	Sub-Action Item	Team Member(s)	Timeline
Ranking 1	Lunch & Learns	Resume hosting quarterly lunch & learns November: Winter in Mountain Village – Concierge kickoff & business networking	Economic Development Department	Ongoing
2	Business/Employee development Reimbursements	Excellent resources and learning opportunities provided via Region10, SBDC, OEDIT. • Offer reimbursements to businesses who complete training and education opportunities to develop and enhance skills & improve economic performance	Economic Development Department	Pending
3	Job Training	Training for new skills in our COVID new normal -Job Training* • Telluride Mountain College opportunities. • TIPS certification program • Colorado First Job Training • Cross-Training • Management Training • Sales tax education -Remote Market	Sherri Reeder	Potential

Agenda Item #4

		 Location Mentor Employment Program. How to utilize remote workforce for MV businesses. How to encourage remote workers to work out of MV 		
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	n/a – no longer hosted

7. Economic Development Incentives – State and Regional Resources

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Timeline

8. Economic Development Incentives - Private/ Commercial Resources

Priority Ranking	Action Item	Sub-Action Item	Team Member(s)	Timeline
	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	Infrastructure optimization		Zoe Dohnal
Village Center Vitality	 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. 		Molly Norton
E-newsletter / blog	Business e-newsletter		Molly Norton
Business Resources	 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. 		Molly Norton
Optimize the plaza infrastructure	Cleaning and operations plan		JD Wise

Regulation Advocacy

Action Item	Sub-Action Item	Notes	Team
			Member(s)
Work Closer with	 Advocate for businesses in County meetings 		Zoe Dohnal/
the County			Council

Business Retention

Action Item	Sub-Action Item	Notes	Team Member(s)
Ecommerce Assistance	 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/Molly Norton
Help with supplies	 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 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/LT/Mol ly Norton
TMV Website Enhancement	 Develop a marketing strategy to help Mountain Village businesses during their recovery period. Building out the TMV business resource page and directory 		Zoe Dohnal/Molly Norton
Online Business Directory	 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 		Molly Norton/LT
Tourism Marketing	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

	E	Total Expenses	E	TMV xpenses	TMVOA Expenses
Story Walk Project	\$	26,000.00	\$	26,000.00	
Lunch & Learn and other training opportunities	\$	5,000.00	\$	5,000.00	
Holiday Market	\$	5,000.00	\$	5,000.00	
Call to Artists	\$	14,000.00	\$	14,000.00	
ExpensesTotal	\$	50,000.00	\$	50,000.00	\$ -
	To	tal Budget	ΤN	/IV Budget	TMVOA Budget
Budget Total	\$	50,000.00	\$	50,000.00	
Surplus (Deficit)	\$	-	\$	-	\$ -



20223 DRAFT Work Plan

Business Development Advisory Committee

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- Advise on other tools that could be used to encourage economic development opportunities.
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Agenda Item #5

Work Plan Items

	Objectives	Action Item(s)	Status	Team Member(s)	Timeline
1	Telluride Conference Center Evaluation	Review findings from REVPAR on optimizing the economic impact of the conference center and recommendations on the best model to reach that goal. Provide feedback and participate in an RFP process to define and pursue the optimal use of the conference center	Approved & in progress	All BDAC members	OngoingQ1 2023
2	Development Support of athe Public Arts Commission	 To encourage public art throughout the Mountain Village Center & attract village vibrancy. Call to Artists Develop a procedure to update current plaza art. 		Economic Development team	Ongoing
	Public Plaza Enhancements	Provide recommendations to staff and council for investments in public plaza infrastructure. Items are stated in proper fire pits/heaters to hardline nat. gas. Create a cohesive revisioning of Village Pond/Conference Center plaza		All BDAC members	Completed
	Village Vitality	Increase foot traffic in the Village Center Collaborate with TMVOA for village vibrancy activities (ex: holiday/winter markets, family oriented events/festivals, daily/accessible kids activities)		All BDAC members	

Commented [MN1]: Should this move to the job responsibilities section now that there is an official process? Is it still part of BDAC now that there is a commission and process or should this be geared now more towards the potential of funds towards public art?

Commented [MN2]: Suggestions I would make: Improved music/performance stage (visually appearing, seating, shade) More shade-covered play/rec areas

Family-oriented trails (storywalk)
Playground improvement or other playground
areas/equipment

Commented [MN3]: Kids activities (similar to town park having free outdoor activity items to be checked out - could we partner with Guest Services or a retailer to administer this? Such as fishing poles, cornhole, mini golf, tennis rackets & balls (for platform court), kites, lawn games, etc)

Agenda Item #5Agenda Item #5

			Economic Development team	
4	Façade Enhancements	Development Fee Rebate		Potential

Objective	es	Action Item(s)	Status	Team Member(s)	Timeline
<u>Eliminate</u>	Storefront .	Proactive business/retail outreach for any open storefronts	Pending	<u>Economic</u>	<u>Ongoing</u>
Vacancie	<u>s</u>	 Include spaces for lease on economic dashboard 		Development team,	
		staff is developing		Sherri Reeder, Anton	
				<u>Benitez</u>	
		•			
1 Business	Recognition Program	Formal recognition among those businesses/			Ongoing
		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			
	g Grants for	Potentially reopen grants			Potential
Business					
3 Tiered R	eimbursements	 A pay-for-performance program that pays out 			Potential
		annually to qualified businesses. This could include			
		wage reimbursement, an award for targeted job			
		placement, relocation reimbursements. i.e., Austin			
		Business Expansion Incentive Program.			

	3. Marketing Opportuniti	es and Public Outreach			
	Objectives	Action Item(s)	Status	Team Member(s)	Timeline
1					

Commented [MN4]: Any ideas to add?

	Objectives	Action Item	Status	Team Member(s)	Timeline
1	Learning Opportunities	Ideas for lunch & learn topics Summer & Winter in Mountain Village – Concierge kickoff & business networking Customer Service topics Business topics: Marketing, Financial, etc		Economic Development team	Quarterly
2	Business/Employee Development Reimbursements	Offer reimbursements to businesses who complete training and education opportunities to develop and enhance skills & improve economic performance		Economic Development team	
<u>3</u> 1	Host Job Training	Training for new skills in our COVID new normalskills that increase the service level, value, and experience of guests and residents of Mountain Village -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		Sherri Reeder, Economic Development Dept	PotentialAs opportunities arise
<u>4</u>	Job Training	Telluride Foundation opportunities		Economic Development team	As opportunit

Commented [MN5]: What should we focus on?

Agenda Item #5Agenda Item #5

				with Telluride Foundations partners	
3	Job Training	Open TSG hospitality classes to the public		Sherri Reeder	TSG no longer
					running these
					classes

Commented [MN6]: Removed unless TSG is bringing these classes back

1. 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	Submit Colorado Outdoor Equity Grant for Story Walk	Zoe Dohnal	Completed/Submitted

2. 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

Commented [MN7]: No longer relevant. Lauren Kirn now manages grants

2	Colorado	https://choosecolorado.com/covid19/	Zoe Dohnal	Potential
	Department of			
	Economics and			
	International			
	Trade			

3. Economic Development Incentives - State and Regional Resources

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

Agenda Item #5

Business Development Staff Performance Goals

EXHIBIT A

Objectives and action items moved from BDAC WorkPlan and added to Town staff job descriptions, roles and responsibilities.

Economic Development Incentives – Town Resources

Action Item	Sub-Action Item	Notes	Team Member(s)
Conference Center	Infrastructure optimization		Zoe Dohnal
Village Center Vitality	 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. 		Molly Norton, Zoe Dohnal
E-newsletter / blog	Monthly Bbusiness e-newsletter		Molly Norton
Business Resources	 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. 		Molly Norton

Optimize the	Cleaning and operations plan	JD Wise
plaza		
infrastructure		

Regulation Advocacy

Action Item	Sub-Action Item	Notes	Team Member(s)
Work Closer with	Advocate for businesses in County meetings		Zoe Dohnal/ Council
the County			

Business Attraction & Retention

Action Item	Sub-Action Item	Notes	Team Member(s)
Ecommerce Assistance	Providing resources to businesses to help them succeed. This will include consulting on website creation, marketing assistance, and training		Zoe Dohnal, Molly Norton
Help with supplies	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	Phase 1	TMVOA is a partner	Zoe Dohnal/ <u>Lauren</u>
Арр	 Geolocate all businesses 		Tyler/Molly Norton
	 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.		
	3,		

TMV Website • Develop a marketing strategy to help Mountain Molly Norton **Enhancement** Village businesses. during their recovery period. Building out the TMV business resource page and directory **Online Business** Building out and updating the directory. Molly Norton 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 **Tourism Marketing** • Initiating a new contract with MTI and working Zoe Dohnal with Karsh Hagan for asset development

Employee Development and Job Training

Action Item	Sub-Action Item	Team Member(s)	
Lunch & Learns	Organize quarterly Lunch & Learns	Molly Norton	

Agenda Item #5



2023 DRAFT Budget Business Development Advisory Committee

ExpensesTotal \$ - \$ - \$ - Total Budget TMV Budget TMVOA Budget Budget Total \$ 50,000.00 \$ 50,000.00 Surplus (Deficit) \$ 50,000.00 \$ 50,000.00 \$ -		Total Expenses	TMV Expenses	TMVOA Expenses
Total Budget TMV Budget TMVOA Budget Budget Total \$ 50,000.00 \$ 50,000.00				
Budget Total \$ 50,000.00 \$ 50,000.00	ExpensesTotal			
Surplus (Deficit) \$ 50,000.00 \$ 50,000.00 \$ -	Budget Total	_	_	_
	Surplus (Deficit)	\$ 50,000.00	\$ 50,000.00	\$ -