



Telluride Tourism Board Evaluation

Charting the Future Course for the TTB



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1.0 Introduction and Purpose of Plan

1.0 Introduction and Purpose of Plan

In 2005, the Mayors of the towns of Telluride, Mountain Village with San Miguel County initiated a comprehensive evaluation of the Telluride Convention and Visitors Bureau. Under review were the organization's deployment strategies, corporate structure, funding and finance, staffing, operating efficiencies and performance effectiveness. Following this review and evaluation, a newly constituted Board of Directors, with the approval of these two towns and the county, incorporated a new destination marketing organization, Marketing Telluride, Inc., we frame this as Telluride 1.0.

This redevelopment milestone modernized marketing approaches and reestablished a vision to present Telluride, over time, to a worldwide audience as a premiere winter ski destination. A new leader and sales and marketing team was recruited to implement this vision with the support of the hospitality industry and Telski, the ski operator. This transition and the ensuing efforts were moderately successful in consolidating cooperating efforts, expanding destination awareness and enhancing visitor related revenue. Following the devastating recession related effects experienced in the 2008 – 2010 timeframe, the organization's volunteer leadership sought new professional leadership and a shift in a more comprehensive, data-driven marketing platform that would enhance competitive position and grow revenues from the visitor economy.

Between 2011 and 2018, significant growth in both winter and summer revenues had been realized. The summer season in particular, has been bolstered by an evolving lineup of music, art and other entertainment related festivals, that along with enhanced natural product initiatives, has positioned the area as a sought-after destination for what is now, a significant portion of the year.

To a degree, the region had become a victim of its own success with the inconveniences of congestion, impacts to the environment and visitor traffic detracting from what some residents believe is an unparalleled quality of life. In response, the Board of Directors of MTI, more commonly known as the Telluride Tourism Board (TTB), initiated another review of organizational effectiveness to ensure effective resource deployment strategies and that overall organizational performance was properly aligned with the needs of the industry and the community. In late 2018, The Radcliffe Company and Nichols Tourism Group was retained to conduct this assessment and what follows are a series of recommended strategies to assist in the next organizational transition, essentially Telluride 2.0.

Telluride 2.0 is built on a framework of four strategic pillars: Operational Refinements, Destination Marketing, Long-Range Vision and Community Engagement.



1.1 Planning Team and Process

David Radcliffe established TRC in 2001, as a multi-dimensional hospitality-related consulting firm after 26 years in convention bureau management. For 14 of those years, Mr. Radcliffe led the nonprofit Greater Phoenix Convention and Visitors Bureau as its President and CEO, earning an international reputation for his innovative leadership and management capability in every aspect of destination marketing and management. In the mid-2000 time period, Mr. Radcliffe led the planning process which led to the transition and formation of the TTB.



NTG is an advisory firm that has assisted destinations in developing tourism strategic planning for more than 25 years and has worked with a wide range of states, counties, cities and state/national parks in development of these types of plans. Often the destinations have sensitive natural environments like Sonoma County in California's wine country, Sarasota Florida with its arts and cultural beach offerings, the Grand Canyon National Park, or unique historical destinations like Virginia's Historic Triangle with Williamsburg, Jamestown and Yorktown.



One of the first steps undertaken in the planning process was to refine the scope and study process to ensure it met the needs of the TTB. Conversations were undertaken by the consultants with Michael Martelon (the TTB CEO) and a variety of board members to discuss the planned approach. The agreed-on methodology included the following steps:

1. Review a wide range of background materials related to the destination's performance in recent years,
2. Spend multiple days in the destination, undertaking a series of site visits to be fully aware of key products and experiences offered in the destination,
3. Investigate the organization structure and bylaws, considering any adjustments or refinements that should be considered,
4. Interview a mix of TTB staff and board members, industry professionals, political leaders and the general public to gather the array of perspectives related to critical issues facing the destination and the organization,
5. Considering findings of the first four study elements, present a series of recommendations regarding the organization.

This process began in late 2018 and findings were presented to the TTB, as well as to a general public meeting, in June of 2019 to consider which additional feedback was considered. Through this inclusive process, a full range of perspectives were incorporated.

Section 2 of the report presents findings on these background elements. Section 3 then provides recommendations to speak to Section 2 findings and the four plan Pillars. Objectives associated with each of the pillars are then presented, along with tactical steps to move the plan forward.



2.0 State of the Industry

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In developing elements to help ensure the effectiveness of the TTB, the “State of the Industry” was analyzed, considering past destination performance and the TTB’s role in this performance.

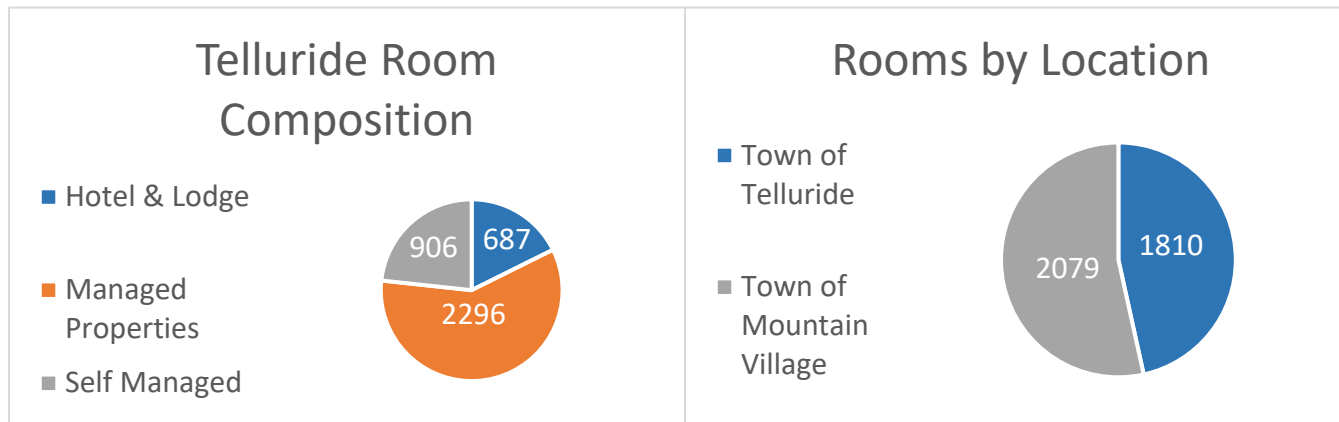
2.1 The Destination of Telluride

Telluride is a unique destination in that it provides two distinct experiences, the historic Town of Telluride and the much newer ski environment of the Town of Mountain Village. For purposes of this report, when Telluride is cited, it considers both towns. If individual towns are being noted, it will be discussed as such.

Telluride possesses approximately 3,900 accommodation units. One of the unique elements of Telluride is that only 18% of their accommodations are in traditional hotel rooms. The majority of accommodations, 59%, is positioned in managed properties, primarily condominiums. The balance, 23%, are positioned in self-managed short-term rental properties. This evolving short-term rental segment is one that many destinations are working to actively manage, to help ensure it is effectively integrated as a sustainable part of the destination’s offerings.

This inventory is roughly equally divided between the Town of Telluride and the Town of Mountain Village, with Mountain Village possessing a slightly larger share, or 53% of inventory.

When business performance of these accommodations is considered, the evolving success of the destination is evident. Going back to 2008, the timeframe of the most recent national recession, Telluride experienced an annual occupancy rate of approximately 38%, a level 22 points below the national norms. As economic conditions worsened in 2009, occupancies dropped further to 30%. Although national occupancy performance also dropped, it was at a more moderate level, reflecting the more discretionary nature of a winter ski vacation in a traveler’s purchase decision.

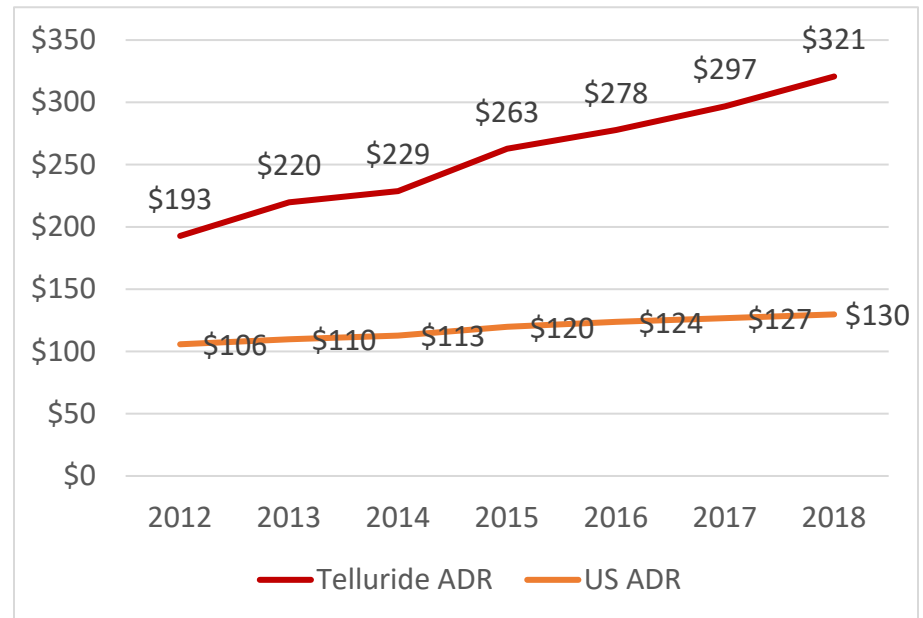


Source: TTB

Historical Occupancy Performance

Year	U.S. Occupancy	Telluride Occupancy	Variance from from U.S.
2008	59.8%	37.9%	-21.9%
2009	54.6%	30.3%	-24.3%
2010	57.5%	32.9%	-24.6%
2011	59.9%	32.9%	-27.0%
2012	61.3%	34.4%	-26.9%
2013	62.3%	36.7%	-25.6%
2014	64.4%	39.7%	-24.7%
2015	65.6%	44.7%	-20.9%
2016	65.5%	44.8%	-20.7%
2017	65.9%	44.6%	-21.3%
2018	66.2%	42.2%	-24.0%
% in Rate Decline 08-09		-8.7%	-20.1%
% in Rate Growth 09-18		21.2%	39.3%

Historical Average Daily Rates



Source: TTB and STR Global

While occupancy performance was impacted more heavily, Telluride has rebounded more extensively than national norms. Between 2015 and 2017, occupancy rates approached 45%, approximately 7 points above 2008 levels. Occupancies dropped somewhat in 2018, but still between the 2009-2018 timeframe, Telluride occupancy rates grew by 39%, as compared to the national average of 21%. Even with these improvements, Telluride still experienced average occupancies 24 points below national norms in 2018, reflecting the seasonality realities of the destination.

Although occupancy rate trends are impressive, it's gains in average daily rates (ADR) that truly reflect the success of Telluride in attracting a higher return-on-investment guest. In 2012, Telluride possesses an ADR of \$193, a level 80% higher than national norms. Over a six-year period, Telluride ADRs grew by 66% to \$321 per night, fully 2.4 times greater than national norms. This greater-discretionary-spend guest allowed for healthier businesses and increased tax resources for both towns to utilize in serving both visitors and residents.

It's important that these gains in ADRs are not considered in a vacuum. It has to be recognized that Telluride is an expensive destination for both businesses and the public sector to operate. Many expenses are much higher than that experienced in a traditional destination. Seasonal workforce realities and the lower average occupancy norms also impact many businesses. Overall, it should be recognized that when compared to the average U.S. visitor, these higher-spending guests provide a much greater positive economic impact to the destination, with the same or similar impacts to area infrastructure and natural environments.

Another way to consider these performance gains is to contrast revenue per available room (RevPAR), a measure that combines both occupancy performance and ADRs. When historical trends in RevPAR are compared, Telluride was approximately 11% higher than national norms. Spurred by enhanced brand recognition and identity by a wide range of publications, by 2018 this RevPAR variance had grown to just under 70%.

Historical RevPAR

Year	U.S. RevPar	Telluride RevPar	Variance from U.S.
2012	\$65	\$72	10.8%
2013	\$69	\$87	26.1%
2014	\$74	\$100	35.1%
2015	\$79	\$125	58.2%
2016	\$81	\$136	67.9%
2017	\$84	\$144	71.4%
2018	\$86	\$146	69.8%

Source: TBB and STR Global



Who books a ski vacation based on scenery alone? Folks who've been to Telluride, that's who.

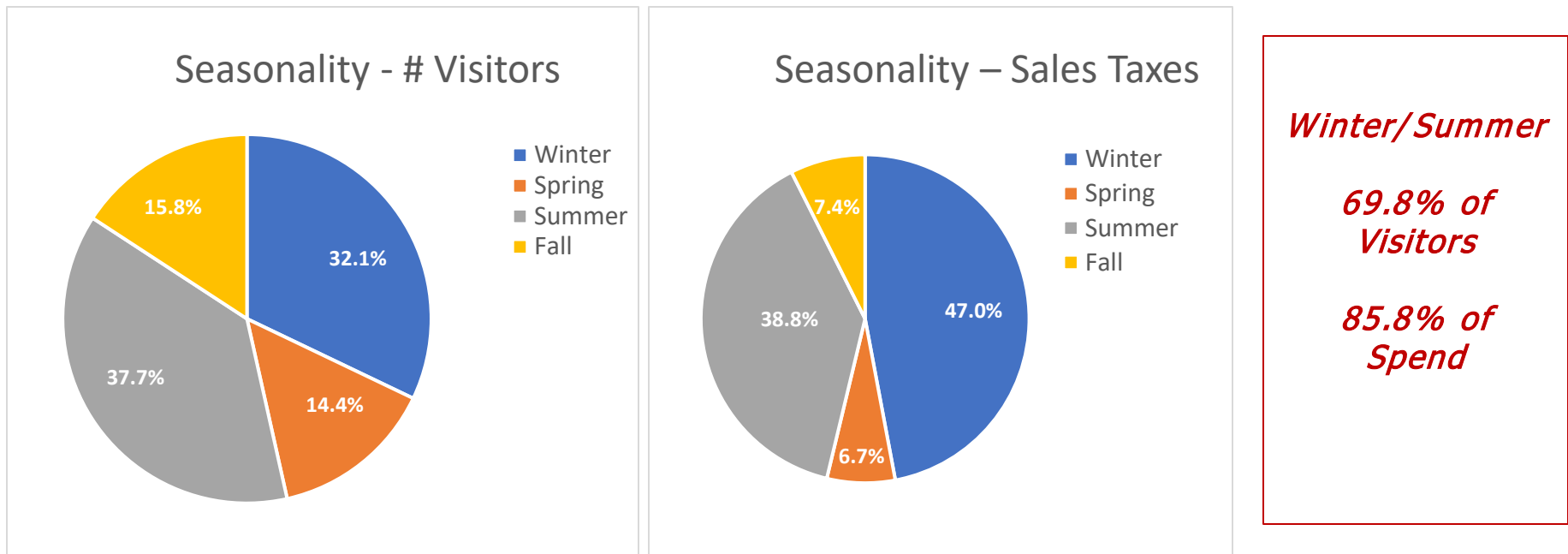
Ski Magazine 2018



The TTB has estimated visitor volumes by season. The organization defines winter as the months of December through March, Spring as April and May, Summer as June through September and Autumn as October and November. Considering these seasons, the importance of winter and summer is clear as they generate 70% of the destination guests. Important to recognize, not so long ago, summer was clearly off season; but today, it generates the greatest number of visitors to the destination.

The importance of the Winter and Summer seasons is reinforced to an even greater degree when seasonality is considered not only in terms of number of visitors, but in terms of the expenditures of these visitors and the sales tax revenues generated for the two towns. While as noted, Winter and Summer seasons generated 70% of destination guests, these two seasons generate an even more significant 85% of the sales and associated taxes.

The previously noted gains in lodging performance not only brought greater health to Telluride businesses, it also significantly helped both towns increase the resources they possess to serve the needs of area residents. Considering the period 2010 to 2018, this eight-year period saw taxable sales revenue for Telluride grow by 76%. This occurred at a time when the consumer price index (CPI) grew at 15%. The overall growth rate is not only significant, the gains throughout the seasons also reinforce the success that has been achieved in building off- and shoulder-season periods. The season with the greatest sales revenue growth was summer growing by 98%, followed by fall at 81%, winter at 63% and spring at 36%.



Source: TBB, Town of Telluride, Town of Mountain Village

When considering the split of the tax revenues between the two towns, the Town of Telluride attracts 62% of sales tax generation for the overall year. As might be expected, the split in spending is more equal in the winter season at a 50/50 split. For the other 3 seasons, the Town of Telluride attracts roughly 70 to 80% of spending.

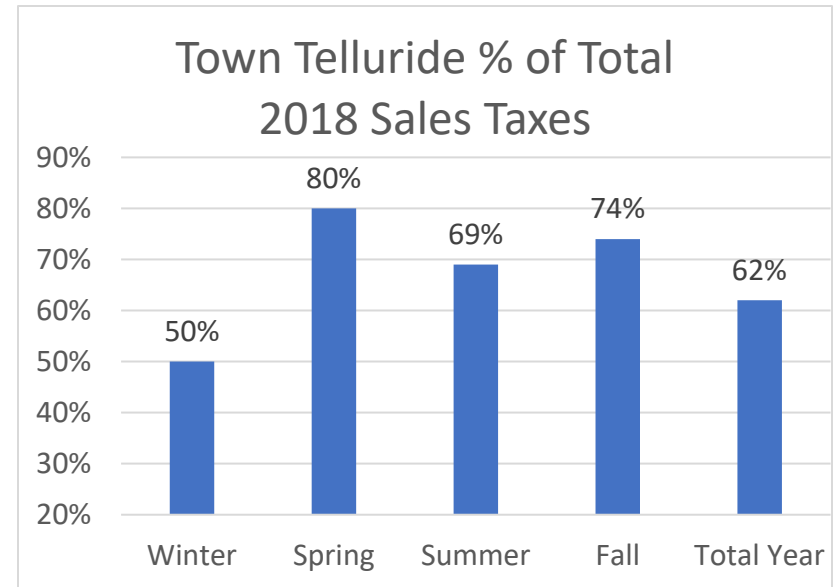
A logical question that arises when looking at these above average performance achievements is “What has driven this success?” While there are many factors that have played into this performance, we believe three are particularly important.

The first is the *uniqueness of the destination itself*. Its ability to provide two distinct experiences – a historical, iconic Colorado town and a new amenity laden ski experience in a beautiful natural environment. This has been captured in the destination’s branding efforts and has been recognized in a broad range of publications and awards.

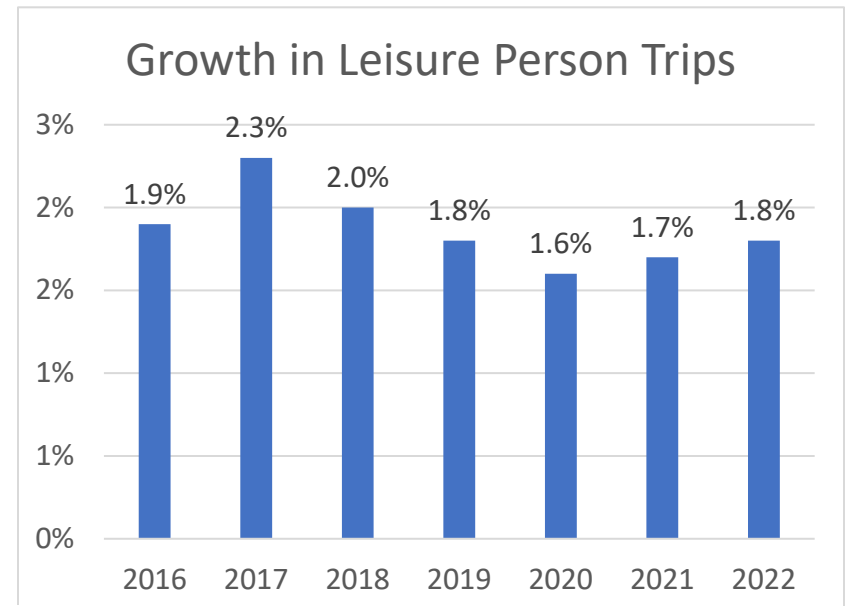
The second factor is the *successful collaborative spirit* that has brought the accommodation sector together, combining their collective insights on Telluride guests and providing a destination-wide understanding of the characteristics of these guests. The vast array of other destinations across the country do not have this type of collaboration and rely on broad survey effort to provide some level of understanding of the guests and their makeup.

The third important factor has been the *deep abilities of the TTB to mine this data* and utilize it in marketing and promotional efforts. Extensive market segmentation has been developed and utilized in deploying marketing resources, allowing the TTB to connect and engage high-value segments and convince them that of all the destinations attempting to attract them, Telluride is the “right one” for their vacation experience.

Although much of Telluride recent performance has been very positive, a note of caution should also be recognized. Nationally, travel as measured by leisure person trips has been quite healthy. Between 2016 and 2018, leisure travel has grown by 1.9 to 2.3%. The US Travel Association forecasts that 2019 will see a slowing from recent past levels and that this slowing will continue into 2020. They see the potential for some improvement in 2021 and 2022, but this generally assumes the nation will see no national recession. This is a significant unknown, but according to a 2019 Reuters’ survey of top economists, 20% believed we would move into a national recession within the next 12 months and that factor increased to 40% when the timeframe was extended to the next 24 months. It is important that Telluride as a destination does not take the recent gains and successes as a given and ongoing efforts will be required to keep Telluride top-of-mind in the visitor’s minds.



Source: Town of Telluride and Town of Mountain Village

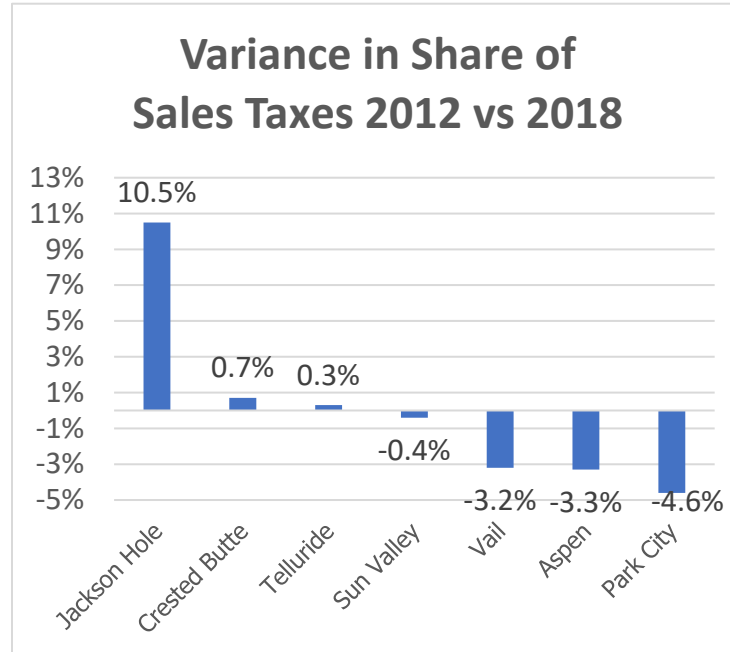


Source: US Travel Association

This above average performance is also seen when sales tax increases of other regional competitive set ski destinations are considered. Looking at the timeframe of 2012 contrasted to 2018 sales tax collection levels, Telluride is positioned as the destination with the third greatest gains in sales tax receipts at a 65.5% increase in annual sales tax receipts. Jackson Hole, with a heavy concentration on summer is first at 164.2%, and Crested Butte, a destination with approximately half of the Telluride economy in scale, posts an 84.1% increase. When comparing the percentage that each destination possessed in total sales tax share from 2012 as compared to 2018, Telluride is essentially flat; Jackson is up dramatically; Crested Butte is up less than a point; and, Vail, Aspen and Park City are down. So, while Telluride has seen very impressive growth, the competitiveness of the regional ski market is evident, as the TTB efforts have enable the destination to simply maintain market share.

**Growth in Sales Tax
2012-2018**

Destination	% Increase
Jackson Hole	164.2%
Crested Butte	84.1%
Telluride	65.5%
Sun Valley	41.4%
Vail	38.3%
Aspen	32.4%
Park City	28.3%



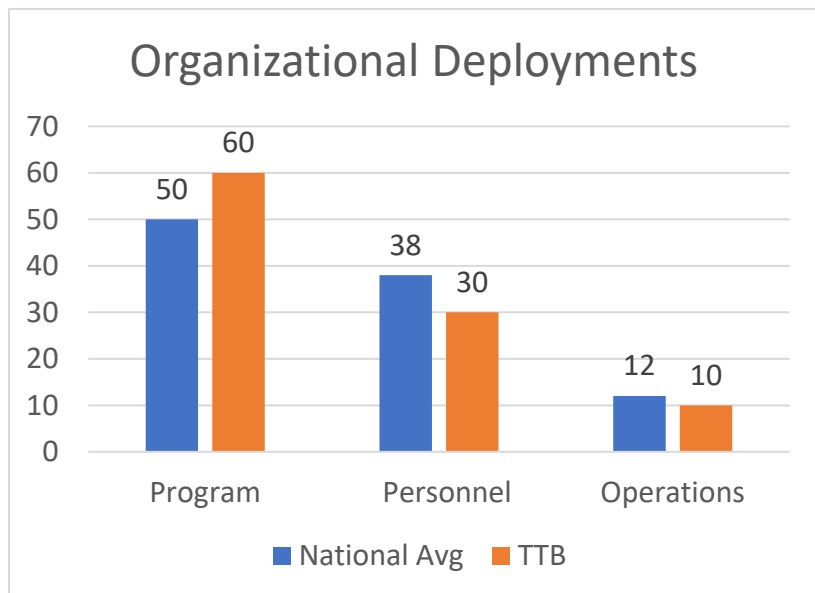
Source: TTB based on municipally published taxes

2.2 The Visit Telluride Organization

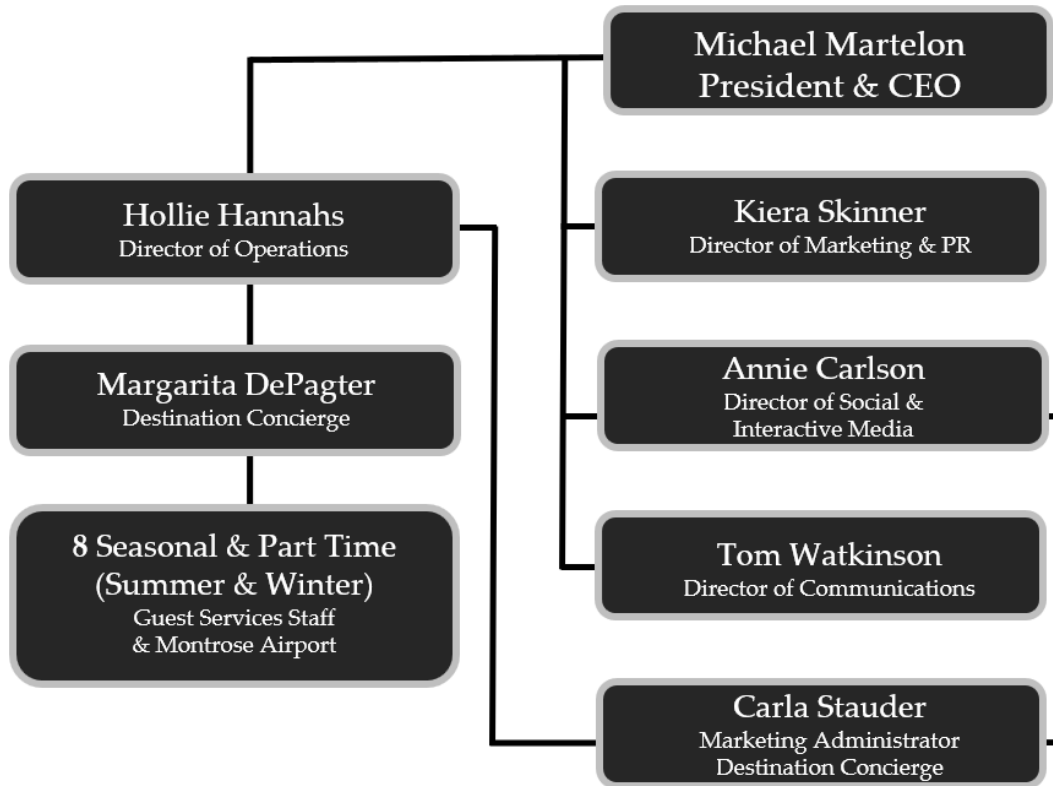
A mix of factors were considered when TRC/NTG investigated the organization itself. One of the first was staffing. The TTB has 7 full time staff and when the seasonal/part time staff is also considered, the organization operates with approximately 10 to 11 full-time equivalent positions (FTEs).

To place these staffing levels in context, norms for organizations at a similar funding level can be considered using data from Destinations International, the tourism industry's lead trade association and their *Organizational and Financial Survey*. The average number of FTEs cited by the survey is 17, thus the TTB is operating at a very efficient level, with staffing approximately one-third below these national norms.

These efficient staffing levels is also recognized when the general deployment of organizational resources is considered. When comparing TTB to averages cited by the Destinations International



Source: Destinations International and TTB



survey, the allocation directed to programmatic purposes (marketing, PR, sales, etc.) is 10 points higher than the national norms. This is achieved with a lower percentage allocated to both personnel and operational expense line items.

These staffing levels and organizational deployments reflect the operational efficiency of the current staff and are particularly impressive given the destination performance factors cited in the previous section. The staff is relatively senior in nature and hold good potential to respond to broadened responsibilities in the future.

The TTB has a seven-member Board of Directors and an additional two members with emeritus status. This smaller board size allows for efficient decision making and significantly varies from the 20+ person board that existed in the mid-2000s. The board brings a good diversity of backgrounds, including lodging, retail, food & beverage and attractions.

Although efficient, there does appear that there is greater potential to utilize Board members more extensively in strategic decision making related to organizational direction. Additionally, given the diversity of representation and high quality and their business capabilities, Board members should be utilized more extensively as an outward face of the TTB, communicating key factors to both community leaders and residents.

The TTB organization is funded through these main sources:

- The Town of Telluride in conjunction with San Miguel County
 - Provides revenues from the 2% lodging tax
 - Provides revenues from Building License fees
 - Provides revenues from Business License fees
- The Town of Mountain Village
 - Provides revenues from the 2% lodging tax
 - Provides revenues from Business License fees

Collectively, these sources have provided the TTB a reliable, consistent source of funding that has been instrumental in the previously presented superior destination performance.

The organization's bylaws were reviewed to evaluate consistency with national norms and organizational best practices. They were found to generally align with these norms and were consistent with 501c6 non-profit corporations.

When considering the primary and secondary roles the organization has played in the past, it is clear that marketing and promotion is the main role it has played and most individuals, both inside and outside the organization, view the entity in this context.

On a secondary basis, the organization provides visitor services to guests, both in a pre-trip planning process via its website, as well as once in the destination through its new visitor center on Colorado Avenue. This facility provides direct interaction with destination counselors and provides an engaging, visually attractive environment for area visitors to get oriented to both towns as well as the broader region.

Additional roles include working to help visitors get to the destination, and how to get around the destination once they arrive. This "visitor flow management" role will likely take on increased prominence in future years. Finally, the organization's role in aggregating and analyzing data related to destination guests is a key role in fulfilling its primary marketing role.

One of the important steps forward since the initial relaunch of the organization in the mid-2000s is the improved relationships between the two towns. There is a positive working relationship that currently exists and the TTB plays an important role in collaborating with both towns. While this collaboration exists, one of the challenges is that there are sometimes divergent attitudes regarding tourism-related matters between the leadership of the two towns and their residents.

Board of Directors

Dan Jansen, Chairman;
Albert Roer, Vice Chairman/Treasurer;
Frank Ruggeri, Secretary; Claire Afman, Officer;
Wendy Basham, Officer; Patrick Berry, Officer;
Lars Carlson, Officer; Michael Martelon, Ex Officio;
Larry Mallard, Emeritus; Tom Elrod, Emeritus



This divergence can make for a difficult role of the TTB in finding balanced solutions. This is made more challenging in that there is no common long-range tourism vision and strategic plan that both towns embrace collaboratively. While there are long-range town plans, they too infrequently define with specifics factors like:

- What does long-term tourism sustainability mean for the destination,
- What strategies will be used to address sustainability, and
- What metrics will be considered to track effectiveness?

There is also a general lack of awareness among residents of both the benefits and challenges the tourism industry brings to the towns. This does not just include the economic and tax benefits of visitor spending, but also the enhanced quality of life the industry affords to all residents.

A final point regarding the organization itself is the positive collaboration it has with the CFA, TSG and other area industry and public organizations. There are significant synergies between the organizations, albeit through distinct channels.

2.3 Interview Input

In addition to the analysis presented in the previous two sections, the TTB had TRC/NTG team conduct one-on-one interviews with a wide variety of individuals to help ensure the wide range of perspectives were considered in this planning process. These individuals included not only TTB leadership and members, but also town leadership and general residents. Through these diverse voices a clearer understanding of both positive factors and areas of concern were noted.

As expected, there were a wide range of thoughts generated and the following provide examples of themes that TRC/NTG team heard on a recurring basis.

TTB Strengths

- The TTB team has done a great job marketing and applying analytics,
- Brought new level of data mining and applications to the destination,
- TTB truly is having positive impacts for the destination,
- A collaborative spirit has been built between TTB, CFA, Telski and the towns,
- The TTB and staff does a good job keeping Board informed,
- The TTB has generally stayed out of politics for the most part.

TTB Challenges

Destination Itself

- The two towns can have divergent resident and political philosophy's,
- There are also divergent perspectives in the resident base – “no growth” versus “smart growth and expansion is good”,
- Lack of affordable housing,
- Traffic – particularly in summer, this challenge is driving much of resident push back,
- No collective view on long-range tourism vision – what is sustainable,
- More needs to be done with “visitor flow management” – where and how visitors get around.

TTB Organization

- TTB messaging with data and deep analytics great for some audiences, but others need different approaches for effective communication,
- The TTB's successes and marketing sophistication go unnoticed by some,
- There is a general lack of true appreciation by residents of the benefits of tourism – lack of connection with residents not employed by industry,
- The face of Visit Telluride needs to be expanded,
- The destination needs to continue to build off-season demand,
- The TTB needs to broaden the bookends beyond just a marketing role – not be pigeonholed as a one-trick pony organization – the TTB can be a strategic thinker, supporting new creative thinking for the towns – play key role in helping to develop solutions to housing, traffic, resident quality of life,
- Need to spread summer festivals to provide time for recovery – more calendar coordination,
- Need broader outreach to the community/residents to help them understand role of tourism and how it touches and impacts everyone – critical to diffuse expanding voice of just “shut it down”.



3.0 Organizational Strategies

3.0 Organizational Strategy Implementation

Considering the findings as presented in Section 2, the TRC/NTG team offers the following planning framework including four key focus areas, or pillars. Each pillar then possesses objectives and associated tactics to implement a successful transition from Telluride 1.0 to Telluride 2.0. These objectives align with the outcomes of our research and are designed to address the strategic issues that have been identified through this process. The following four planning pillars represent and respond to these issues and are presented as a roadmap in assisting in the process of organizational evolution.

An important distinction that should be recognized is that unlike many similar organizational assignments, these recommendations do not focus on marketing and promotional strategies. As noted in the previous section, the TTB has done a very effective job in these roles and the varying capabilities are well recognized by many. Thus, the old adage of “Don’t fix what’s not broken” is applicable here and the recommendations are focused on evolving roles for the organization.

3.1 Strategic Pillars and Summary of Objectives

As has been noted, organizational performance has been exemplary within the context of the Visit Telluride mission; however, our research and recommendations suggest that the evolving needs of the destination require added focus, while maintaining the historic marketing efforts. These four pillars, Organizational Refinements, Destination Management, Long-Range Vision and Community Engagement are the cornerstones in the development of Telluride 2.0.

Each of the strategic pillars has an associated goal statement that summarizes the key theme of the pillar. A mix of objectives associated with each of the pillars is noted below and the following section follows with more detailed explanations of the objective and associated tactics to move the objective forward.



Operational Refinements



Objective 1	Expand Organizational Awareness
Objective 2	Deepen Board Engagement
Objective 3	Expand Staff Responsibilities
Objective 4	Bolster Town Connections

Destination Management



Objective 1	Support New Product Initiatives
Objective 2	Increasingly Direct Visitor Flow Management
Objective 3	Continue Building Demand in Shoulder/Off Seasons
Objective 4	Build on Organizational Collaboration

Long Range Tourism Vision



Objective 1	Develop a Long-Range Tourism Vision
Objective 2	Define What Sustainable Tourism Means for Telluride

Community Engagement



Objective 1	Deepen Connection and Engagement with Community
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3.3 Objectives and Tactic

The following sections present the four strategic pillars with further explanation of their associated objectives and tactics.

3.3.1 Operational Refinements

The first pillar focuses on refinements to the current TTB organization, oriented toward organizational transparency, board engagement, expanded staff responsibilities and deepened connections to both towns.

Objective 1 – Expand Organizational Awareness

Maximize organizational transparency and communication practices to ensure broad community understanding of the TTB mission and its alignment with the economic vitality and quality of life of San Miguel County residents.

Although effectively building brand position for the destination and successfully executing marketing initiatives, the TTB communications orientation has been historically oriented to its customers outside of the local market. It is not surprising therefore, that some vocal members of the community and some leaders associate the periodic inconvenience of visitor traffic with “overperformance” by the TTB. The economic context is overshadowed by emotions aligned with the TTB successes in attracting visitor traffic without a corresponding appreciation of how this traffic drives important benefits to residents. It is therefore incumbent upon the TTB to build an internal communication strategy that connects and aligns the visitor economy with resident quality of life.

Tactics

The following tactical implementation steps will help accomplish the objectives aligned with this strategy.

1. Develop periodic communications that maintain up-to-date information on critical issues facing the organization and the community. Develop and maintain broad-based, comprehensive lists of stakeholders, residents and government officials. Use this format to address marketing challenges, competitive positioning and destination successes.
2. Seek periodic opportunities to engage on community issues and challenges. Opine on how the visitor industry drives economic vitality. Build an inventory of local businesspeople and merchants that can offer testimonials on how the visitor industry impacts their business and how in-turn, these businesses enhance quality of life for residents.

Objective 2 – Deepen Board Engagement

Fully engage the TTB Board of Directors to advance the interests of the organization.

The TTB, like many destination marketing organizations, has evolved as a staff-driven organization whose professional leadership initiates program direction and marketing focus with an eye on the overall mission of the organization. Although the TTB has historically engaged as stewards and strategic advisors, it can play a greater role in helping the professional team address important community-based issues.

Since the early 2000's, DMO's nationally began important transitions in operating practices and functions to gain greater relevancy within their communities. In most cases, this included activating their volunteer Board of Directors to serve additional support roles and embrace some leadership functions that were historically reserved solely for the CEO and the professional team. In the transition to Telluride 2.0, it is important for the Board to become more active in strategy development and engage as active communicators within the community on behalf of the TTB.

Tactics

1. Commit to utilizing members of the Board as key agents in the overall communication strategy. Use Board members to speak on behalf of the organization on community issues and on matters that affect the organization and the broader industry.
2. Commit to a strategic orientation in the conduct of regular meetings: focus on issues and not exclusively on data or performance. Use the Board to help establish "big picture" direction for the organization, while maintaining the security of operational decision making and implementation to the professional team.
3. Develop comprehensive communication strategies that maximize community understanding of the importance of the visitor industry and TTB's role in driving economic vitality within the County.
4. Develop and maintain the Telluride "tourism story". The full range of economic impacts and the anecdotal content from local business leaders as identified earlier should form the basis of the story.

Objective 3 - Expand Staff Responsibilities

Utilize the range of skills and capabilities of TTB staff more extensively, particularly as new roles and responsibilities are embraced by the organization.

With the transition to Telluride 2.0 and an increasing focus on a wider range of organizational roles, as well as problem solving and leadership, maximizing the talent and exposure of the existing professional team is necessary and advisable.

Tactics

1. Consider the broad range of organizational roles as required by the plan and develop skill sets of the team to address the expanded responsibilities.
2. Maximize the full involvement of the team in all areas of engagement within the community.
3. Identify opportunities for professional staff to engage with other community organizations and the Towns of Telluride and Mountain Village. Focus on community efforts oriented to enhancing quality of life in the region and utilize the staff expertise and industry understanding as a platform to assist in problem solving.

Objective 4 - Bolster Town Connections

Bolster connections with the Towns of Telluride and Mountain Village to enhance synergies.

Although Visit Telluride enjoys good, cooperative relationships with the two largest townships in San Miguel County, enhancing the profile of Visit Telluride as an important, essential community partner to Telluride and Mountain Village is essential. To this end, the plan calls for further engagement and involvement of Visit Telluride as an interested community partner in addressing the needs of the community, beyond its core responsibility of marketing the destination. As an evolving destination management organization, Visit Telluride should seek opportunities to advise its public partners on issues that impact the visitor economy and serve as an advocate for resident quality of life.

Importantly, this objective in no way is meant to suggest the TTB appropriate key roles of the town and its leadership in developing strategies and plans to guide the towns in their future development. Rather, the organization will embrace a broader responsibility in being an important alliance partner with the towns in developing solutions that help ensure long term sustainability and a positive quality-of-life of area residents.

Tactics

1. Seek opportunities to address local governmental bodies with regularity. Update leaders on the state of the industry and the visitor economy within the region.
2. Seek opportunities for the TTB to weigh in on community issues that are linked to the visitor industry both favorable and unfavorably. Seek positions that demonstrate TTB as a vital community organization and partner in solving critical community issues.

3.3.2 Destination Management

While the first pillar focused on objectives and tactics that enhanced the operating effectiveness of the organization, the second pillar focuses on expanded roles the TTB should embrace as it continues to mature. This includes an expanded role in supporting the development of new products and experiences for the destination, crafting new solutions to enhance visitor flow management, continue building demand in shoulder- and off-seasons and demonstrating effective organizational collaboration.

Objective 1 – Support New Product Initiatives

Increasingly take on the role of creating awareness and data-driven decision making to drive the success of new, synergistic visitor related products.

The TTB has historically focused primarily on marketing and promoting the products that exist in Telluride, connecting them to targeted visitor segments. While they have played important roles in event execution, this objective would have the organization increasingly be a catalyst in identifying and stimulating the development of synergistic products and experiences that will keep Telluride fresh in a visitor's mind.

Tactics

1. Help identify and support new product initiatives of others, taking best practices and crafting them with a Telluride "take". The organization would rarely, if ever, play an actual development role, but rather would proactively consider new opportunities that would enhance a Telluride experience and then work to identify entities and approaches that could maximize the potential success of new experiences.
2. Consider allocating some level of current and/or future organizational resources to help stimulate targeted products and experiences. As this product development role evolves, the TTB should direct some portion of resources to incentivizing the "right" product to move forward. These resources could potentially be used in early stage feasibility analysis or in providing funds to help in gap financing. These resources would not provide the main funding source for new initiatives but would provide "tools in the toolbox" to help move targeted projects forward.

Objective 2 – Increasingly Direct Visitor Flow Management

Work to proactively develop new ways to stimulate desired visitor flows, moderating congestion and facilitating how visitors get around the collective destination.

One of the greatest challenges facing Telluride is traffic and congestion during peak demand periods and the resulting negative reactions of area residents. The TTB can take on increased roles in directing visitors as they navigate in and around the destination. New tools and technologies should be considered to help limit both vehicular and foot traffic congestion.

Tactics

1. Take a proactive role in identifying potential parking solutions and funding options, working collaboratively with both towns and the county. The TTB has been an important partner in considering parking solutions and alternatives and this should continue into the future. This role would take on not only a function in the development of new facilities, but also in educating and stimulating visitors to use these facilities. Use of electronic counters and apps that would allow visitors an understanding of both the location and number of spaces available would help in reducing traffic flows resulting from searches for potential places to park.
2. Identify opportunities that would further disperse summer visitation to broader areas, moderating congestion in the Town of Telluride. Much of the most serious congestion occurs in Town of Telluride during the summer months when much of the foot and vehicle traffic is concentrated along Colorado Avenue. Through expanded efforts to promote and direct visitors to lesser utilized experiences in Mountain Village and throughout the county, these visitor concentrations could be moderated for much of the day, while still maintaining much of the visitor spending in the two towns.
3. Craft communication approaches to engage visitors and demonstrate how they can navigate Telluride as a destination without a car, thus influencing vehicular reduction. This tactic focuses on connecting and engaging with visitors – helping them understand how they can get around the destination without a car. Much of this would be targeting the visitor before they arrived in the destination – when they were still in a trip planning mode.

Objective 3 – Continue Building Demand in Shoulder/Off Seasons

Continue to focus new promotional efforts in building off- and shoulder-season demand, while focusing on quality versus quantity of visitors during peak season periods.

As presented in Section 2, a lot of success has already been achieved in this area, but these efforts should be continued, focusing promotional efforts in the off and shoulder periods. While marketing efforts would still continue in the peak summer and winter seasons – these efforts would be focused on quality, not quantity of guests. It should be reinforced that it is not just about bringing another guest to the destination – it’s about bringing the right guest – the guest that will contribute to Telluride's economy, while being a sensitive guest there.

Tactics

1. Review current promotional resource allocation related to seasonality – communicate to broad community the goals of “when and how” resources are deployed so both industry and residents understand the deeper goals of promotional efforts. By revisiting current marketing deployments and considering seasonality needs, the TTB can better ensure the resources are being used in ways that recognize current realities associated with attracting visitors in high-demand periods.
2. Develop quality versus quantity metrics and demonstrate effectiveness in achieving goals. While ADR, RevPAR and sales tax collections demonstrate the enhanced spending potential of guests, other metrics should be considered that help demonstrate how targeted visitors are helping the destination achieve other goals such as help restoring environmental sensitive areas, contributing to sustainable efforts of Telluride or expanding quality of life aspects such as arts and heritage.

Objective 4 – Build on Organizational Collaboration

Build on the current positive organizational relationships between the TTB and CFA, TSG and other area partners, demonstrating the synergistic capabilities to the community.

A final goal track in this pillar is to increasingly demonstrate the organizational collaboration between the Telluride Tourism Board and area partners. While the successful collaboration between the organizations has been demonstrated in the performance data presented in Section 2, too many in the community don’t have a good understanding of the synergistic relationship between the two organizations or of the results of these collaborative efforts.

Tactics

1. Demonstrate collaborative achievements to community – ensure they recognize effectiveness and synergies of the partnership. Through this tactic, the TTB will increasingly demonstrate to the community the variety of ways the organizations are working together and the results of these cooperative efforts.

3.3.3 Long Range Vision

The third pillar focuses on the development of shared vision of the roles the future tourism industry should play in both towns, as well as in the broader San Miguel County. Without this shared vision of what is desired in the future, it will be difficult, if not impossible, for the TTB to craft strategies help meet collective needs and desires.

Objective 1 - Develop Long Range Tourism Vision

Initiate a comprehensive, community- based process that results in a shared vision of the future economic vitality of San Miguel County and the visitor economy's role in realizing that vision.

The Towns of Telluride and Mountain Village, along with San Miguel County have all developed long-range community plans within recent years. The visitor economy is the recognized economic driver, yet its role in these plans is not effectively articulated. In the absence of a clearly defined vision of the role the visitor economy in the region's economic development strategy, the industry and the larger community will lack guidance from time to time as the community evolves. Visit Telluride, as the recognized destination marketing agent for the region, should proceed with efforts to establish community consensus on the future development of the region.

Tactics

1. Participate in a broad-based community planning process that results in a long-term tourism vision. Building consensus on the future role of the tourism industry in the region's economic vitality and quality of life will require the input from both industry and non-industry leaders as well as a cross section of county residents. The process associated with this effort will be as important as the resulting plan, so comprehensive efforts to ensure a full array of perspectives from a broad group of stakeholders will be essential.

2. With intergovernmental support, retain a recognized industry consultancy to facilitate an interface with elected officials, local businesses, employees and community residents. Identify seasoned professionals with demonstrable, strategic tourism experience in mountain resort destinations who understand the unique challenges of highly seasonal markets. Establish a steering committee of thought leaders from both the public and private sector to help guide the process and serve as the primary liaison with the selected consultants.

Objective 2 – Define What Sustainable Tourism Means for Telluride

Build clarity in what factors and metrics the destination will use to evaluate the potential for long-term sustainability.

The whole theme of “tourism sustainability” is increasingly being discussed in destinations around the country, especially those successful places with sensitive ecosystems. This objective would work in conjunction with Objective 1 and help define with sustainability means for Telluride.

Tactics

1. Engage both the industry and community in developing a mix of factors that help evaluate and demonstrate long-term sustainability for Telluride. This process would go beyond defining sustainability as just a number of visitors, but also by identifying a broad mix of sustainability metrics, whether water utilization, recycling capabilities, vehicular congestion, habitat restoration, or others that are meaningful for the community.
2. Identify best practice examples at other tourism dependent destinations and use to help craft solutions relevant for Telluride. As the theme of sustainability is increasingly being considered across the country and even internationally, Telluride should look to a wide range of others to identify best practices and how they can be applied in the unique aspects of Telluride.
3. As new initiatives are identified, determine which roles and responsibilities should be directed to the TTB, versus the towns. Like many other elements of Telluride 2.0, it will be important that a collaborative spirit is maintained between the TTB and town leadership. Clarity in who might take the lead in varying sustainability initiatives should be developed to help ensure effectiveness in implementation.

3.3.4 Community Engagement

The final pillar focuses on how to build greater awareness of the full range of residents and town leadership in the varying facets of the tourism industry and how it affects day-to-day lives of residents. Too often, only the negative aspects of the industry are focused on and proactive steps need to be taken to ensure the full range of benefits and challenges are understood.

Objective 1 – Deepen Connection and Engagement with Community

Work to expand the channels and messages the TTB uses to connect and engage local residents, better ensuring they recognize the role of tourism in their day-to-day life.

The TTB has demonstrated their strong capabilities in connecting and engaging external visitors and these skill sets also need to be directed inward toward local residents. It should be understood that external visitor marketing efforts will always be job one for the TTB, but some of the abilities should be used to help build resident understanding.

Tactics

1. Connecting the visitor economy to resident quality of life (QOL). The visitor industry contribution is most often focused on economic benefits whether in terms of spending, job creation or tax revenues. More needs to be done to also demonstrate how the industry benefits resident quality of life, whether in the diversity of quality food & beverage options, the continued evolution of elements such as the arts community or in the ability of the towns to deepen educational resources to families and their children.
2. Develop comprehensive communication strategies that maximize community understanding of the importance of the visitor industry and TTB's role in driving economic vitality within the County. As new examples of how the visitor industry contributes to QOL are developed, a mix of messaging and channels need to be identified that have the greatest potential to connect and engage residents. Importantly, these messages need to be delivered with not just a hard-quantitative orientation, but often with a softer qualitative voice that will resonate with a broad range of individuals. As these new Telluride "tourism stories" are developed, anecdotal content and first-person examples from local business leaders should form the basis of many stories.