

Gunnison-Crested Butte Tourism Association  
Board of Directors Meeting Agenda - August 10, 2010 –7:30 AM, Almont Resort

**MISSION STATEMENT** - enhance economic vitality by marketing our county as a year-round destination and foster relationships with community partners to ensure a quality guest experience.

**VALUE PROPOSITION** - Through life-enriching adventures and inspirational, authentic experiences, Gunnison County delivers lasting memories unlike any other vacation destination.

7:30 AM Call to order – 2nd Work Session

- Discuss Tourism Association request for funds for organizational assessment
- Discuss CBMR's request for funds from the LMD
- Continue work on new Strategic Initiatives document (revised doc from May 2010 Board Retreat)
  - Film as tourism

8:30 AM **Call to order** – August 2010 Board Meeting of the GCBTA

Establish quorum

**Consent Agenda:**

- Approval of minutes from July 13, 2010 meeting
- Acceptance of finance report (budget will be handed out at the meeting and posted at gcbta.com by afternoon of July 10, 2010)
- Staff Reports (LMD/Sales tax/web traffic/phone call volume /Executive Overview/PR)

Motion to approve Consent Agenda by: \_\_\_\_\_ 2<sup>nd</sup> by: \_\_\_\_\_

8:45 AM **V. Old Business** –

- i. Review and approve Executive Director Succession Plan
- ii. Conflict of Interest; this will be reviewed at every board meeting per IRS recommendation

9:10 AM **III. New Business** –

- i. RTA Update
- ii. Public Lands Update
- iii. Chamber Updates
- iv. CBMR Update
- v. Other updates

9:30 AM Adjourn

**Attachments:** August Agenda, July 2010 meeting minutes, Stats Report, Executive Overview of Reports, PR Report, Progress Report; final draft Executive Director Succession Plan, Living Strategic Initiatives document and 7.13.10 Work Session Notes

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**PROGRESS REPORT**  
**July 13 – August 9, 2010**

- a. 7/13 JC/R. Strickland meeting re: Acclimate branding plan
- b. 7/14 JC/BB lunch with 3 German journalists here for Cattlemen’s Days Rodeo
- c. 7/19 RG/JC Town of CB quarterly update
- d. 7/20 CR/SP/JC/EK LMD Board quarterly update
- e. 7/20 JC meeting with C. Elliott re: WSC intern program
- f. 7/20 WB/JC Town of Mt. CB quarterly update
- g. 7/22 JC meeting with P. Swenson
- h. 7/22 JC meeting with T. Scott
- i. 7/22 JC at Economic Development meeting (now Gunnison Country Economic Council)
- j. 7/23 JC radio telephone interview with “we sent Brent”
- k. 7/25 JC all day touring L. Grey, CO Film Location Coordinator
- l. 7/26 JC all day touring L. Grey; evening meeting for “film as tourism” discussion
- m. 7/27 CR/SP/JC City of Gunnison quarterly update
- n. 7/29-8/4 JC out of office
- o. 8/9 JC/BB meeting with community leaders re: Quiznos Pro bike event
- p. 8/9 JC meeting with K. Van Hoesen and Yoga for the Peaceful business
- q. GCB Community Calendar – continue to make contact with area events/groups to load info on web site
- r. Clip Book Update – ongoing;
- s. Web site optimization efforts ongoing; Continued enhancements on web site: more pages with specific content for optimization;
- t. Ongoing purchase of media per the 2010 media plan; creating insertion orders; approving ads
- u. E-newsletters for specialty interests regular E-communication to our lists and purchased lists
- v. Collecting monthly fulfillment databases from our web site, Chambers and reader service lists (adding to master database by category); forwarding to Dove Graphics for fulfillment; filling international requests using CD’s

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Executive Overview of Reports/Attachments – August 10, 2010  
Tourism Association Board Meeting

Beginning July 13, 2010 meeting, all reports are approved as part of the consent agenda.

**Stats Report:**

The Stats Report shows the following YTD:

Web: up 42% year over year

Phone call volume: up 9% year over year

NOTE: 2007 – 2009 Mt. CB lodging, restaurant and retail tax numbers have been adjusted to reflect a 5% tax rate for sound comparison to 2010 which is a 5% sales tax rate.

LMD tax: YTD May down 30.33, basically flat to last month. County Finance Director is projecting year end numbers down approximately 7-8%. Historically, 3<sup>rd</sup> quarter has largest revenue collection so we will know more accurately by mid to late October.

At the time of our board meetings, this early in the month, our chance of having tax figures from within 45 days is 50/50. So, we report with a 60 day lag to be sure we actually had the figures instead of always having to say, “Some figures are not in yet...” Please let us know if you have any questions.

**Director’s Report (Progress Report 2<sup>nd</sup> page of the Agenda document):**

This information is self explanatory and describes major activities of staff and board members when they have been involved on behalf of the Tourism Association. Please let us know if you have any questions!

**PR Report:**

This report is self explanatory and describes some of the major activities benefiting the Tourism Association as a result of the efforts of Beth Buehler, our Director of Public Relations. This is a two month report. Please let us know if you have any questions!

**Current Budget:**

Beginning July 13, 2010 meeting, the budget is approved as part of the consent agenda.

**NOTE:** I am keeping the following information in this report for reference purposes:

The current budget reflects the revised document with cuts totaling \$123,005, made as a result of first quarter 2010 LMD collections being down 31%. As LMD revenues come in, J. Chaney and L. Nienhueser, county finance director will review monthly revenue payments due to the Tourism Association based on the revised budget.

The line items most affected in the budget reduction were:

- Due/Memberships
- Miscellaneous
- Local Media (2009 Annual Report was electronic for the first time this year saving close to \$5,000)
- Radio (with loss of Atlanta and Chicago, all TX cities are still well represented)
- Director Incentive (removed balance available for 2010)
- Photography (streamlined photos; local photographer made a great offer to help reduce spending, too)
- Printing (removed costs to update Group Planner in 2010)
- Travel/Tradeshows (removed Go West Summit)

On Wednesday, June 9<sup>th</sup> we started working with Ridgeway Accounting & Consulting to do our bookkeeping. Our invoices are dropped off every other Monday/Tuesday and picked up and mailed on Wednesday/Thursday depending on J. Chaney’s schedule.

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As of end of July we are 58% of the way through the year. We have received LMD revenues totaling \$630,000.00 through July in addition to the \$75,000.00 from the 1<sup>st</sup> quarter Mt. CB grant which was spent in the 1<sup>st</sup> quarter of 2010. for ; with the revised budget numbers we are 51.77 % in expenses, and have collected 50.8% of revenues (based on \$123,005 fewer LMD budget dollars). Our proactive approach reacting to the reduced 1<sup>st</sup> quarter LMD collections will keep us on track. A copy of the most current budget showing expenses will be available at the August meeting.

**Minutes:**

Attached. Follow up work includes board providing direction on use of the Intern Data Collection project; C. Riggs suggesting revised bylaws text re: Question: What happens when enough members have a conflict of interest?

- In our bylaws, Section 7 does not discuss COI, so we may need to add to a section and default to another party (suggestion made to default to Executive Director) in the event more than the quorum has a COI. Secretary, Carolyn Riggs will look into drafting some language

Beginning July 13, 2010 meeting, the minutes are approved as part of the consent agenda.

Thank you,  
Jane Chaney  
Executive Director

## **PR REPORT for July 9 – Aug. 4, 2010**

*Buehler Communications Inc. for Gunnison-Crested Butte Tourism Association*

### **Press Releases/Articles**

- Press releases distributed to media lists: September Splendor in the Rockies, Fall Drives, Gunnison Car Show Weekend, Art Events
- Summer/Fall press releases are written and loaded in the media room at GunnisonCrestedButte.com.

### **Media Contacts**

- Information about hot deals that include adventure to theadventurelife.org; October – January events to RV Journal; locally made products to writer for ColoradoBiz; riding sports, experiencing Colorado in the sky and historic inns/hotels/B&Bs to AAA Colorado EnCompass writers, times/places to take wildflower photos to photographer Blaine Harrington
- Photos of fall scenery to Colorado Expression, wildflowers and activities amongst the wildflowers to American Cowboy
- Media Visits Completed: Tom Wilmes, managing editor of American Cowboy; Mike Terrell Mountain Getaway and OnTheSnow.com; Eric Peterson, author of Frommer's Colorado; German Journalists Knud Kohr & Susann Spitler photographer Eva Haberle; Diana Lambdin Meyer, AAA Midwest Traveler & other publications; German journalist Guenter Reimann; Regan Dickinson, Examiner.com; Dana Donovan, Houston Family
- Helen Anders from the Austin American-Statesmen stayed in Gunnison and visited CB on a self-organized visit
- Jane and I reviewed the G-CB pages for the upcoming edition of Frommer's Colorado guidebook, working with author Eric Peterson
- Worked with Jane and Erica to provide visitor stats to CNL Lifestyle's PR rep to help him make a pitch to Texas media
- Contacted Lonely Planet author Nate Cavalieri who is working on the company's first Colorado guidebook and updating the Rocky Mountain guidebook
- Respond to Colorado Tourism Office (CTO) PR opportunities – Discover the American West in Colorado press release, Where to Watch Wildlife press release, posting on CTO's Facebook and provided several summer photos
- Others as they respond to press release emails or have editorial/photo needs
- Respond to writers inquiring about media FAMs

### **Media Hits – Outside the Area**

- Crested Butte Arts Festival – KWGN-TV, Denver Post Food Calendar, Denver Daily News, Examiner.com, Denver Post, mountaingetaway.com
- Black Canyon of the Gunnison- Examiner.com and mentioned in a travel story on the Today Show and in a story about 7 Natural Wonders printed in Air Tran Magazine (in-flight publication)
- High Country Cool (four towns featured including CB) – Wild Blue Yonder in-flight magazine for Frontier
- Cattlemen's Days Tough Enough to Wear Pink – americancowboy.com
- Canyons, Rivers & Mountains SW Colorado (including Black Canyon) – Examiner.com
- Great Fishing in Small Streams (including G-CB area) – Grand Junction Daily Sentinel
- Staycation Spotlights (mentioned Timberline and The Ruby of CB) – Denver Daily News
- CB Ski Destination – skiing.suite101.com
- CB Music Festival – Denver Post Travel section two times, Denver Life Magazine, AAA Home & Away, Examiner.com, Denver Post (Bill Husted's column)
- CB Music Festival, Cattlemen's Days, CB Wildflower Festival – Colorado Springs Gazette's Colorado Calendar
- CB Land Trust Wine & Food Festival – Denver Post food calendar, <http://culinary-colorado.blogspot.com>, Summit Daily News
- Gunnison Car Show Weekend – cruisinstyle.com, funtravels.com, Denver Post Travel section
- CB Wildflower Festival – Denver Post Family Fun section
- CB Destination – 4 pages in a German travel guide about the Southwest U.S. (writers visited summer 2009), milehighmamas.com, two stories on Examiner.com
- Slogar – Ski Magazine
- CB's Role in Mountain Biking Lore – Ran in Colorado Springs Gazette and picked up by Denver Post,
- G-CB travel info and photos of area – Helen Anders blog at statesman.com/blogs

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- CB Wildflower Festival and Writing the Rockies: The Gunnison Creative Writers Workshop – Colorado Country Life calendar
- Bike Ride Colorado (including Pearl Pass Mountain Bike Tour) – Competitor
- CB Arts Festival & Rocky Mountain Plein Air Painters Show in CB – Southwest Art
- Art Events in CB – Examiner.com
- Crested Butte Brewing Co.'s new Gunnison Location – Denver Post

**Other Activities**

- Drafted list of possible categories for Vacation Planner Committee meeting
- Edited G-CB's page in the Colorado Winter Vacation Planner
- Continue to update media lists, clip books and media room on web site



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Local RETAIL SALES TAX**~ Comparison from same month last year													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD
<b>Gunnison*</b>	* (Combined Specialty Shops/ Apparel/ Misc. Retail)												
<b>2003</b>	33800	18854	23350	21577	28186	35032	38139	51656	33009	21808	23289	32087	125767
<b>2004</b>	30453	18905	24578	23050	26727	37323	42663	56619	38733	26421	21876	38017	123713
<b>2005</b>	31270	21585	27675	25174	31252	41670	45953	57106	40844	26053	26817	46445	136956
<b>2006</b>	34281	22709	32054	27558	36027	45750	48912	61352	52595	36759	26987	48654	152628
<b>2007</b>	39257	25575	34673	29426	34290	44994	50425	57994	48440	37492	27294	49494	163221
<b>2008</b>	33290	23709	32007	23946	29722	45219	45315	55822	49338	32397	25873	44378	142674
<b>2009</b>	34635	18704	25316	19565	26808	38870	40562	47947	46133	29942	22379	36504	125028
<b>2010</b>	29268	21656	27343	20152	26452								124871
<b>% Change</b>	<b>-15%</b>	<b>16%</b>	<b>8%</b>	<b>3%</b>	<b>-1%</b>	<b>-14%</b>	<b>-10%</b>	<b>-14%</b>	<b>-6%</b>	<b>-8%</b>	<b>-14%</b>	<b>-18%</b>	<b>0%</b>
<b>CB</b>													
<b>2003</b>	40376	32044	47565	11711	17846	41054	74890	77901	40650	19756	20795	55017	149542
<b>2004</b>	38076	35460	51931	16176	19859	43925	95643	82213	48493	25765	23,233	74181	161502
<b>2005</b>	40661	42003	57623	20002	23412	52407	88892	85371	49599	25184	24,391	77234	183701
<b>2006</b>	41661	45824	58616	19192	22590	54297	102484	91510	58133	25380	29,530	77065	187883
<b>2007</b>	42678	43363	57392	20907	25417	57318	101251	90688	54122	23933	26,349	76794	189757
<b>2008</b>	42085	42,835	52543	18312	20066	50543	94849	100153	45375	28255	22,016	67532	155775
<b>2009</b>	37208	37,377	46202	14723	20212	49748	91684	87259	46289	22182	19,147	61450	135510
<b>2010</b>	32713	35364	46397	14399	20616								128873
<b>% Change</b>	<b>-12%</b>	<b>-5%</b>	<b>0%</b>	<b>-2%</b>	<b>2%</b>	<b>-2%</b>	<b>-3%</b>	<b>-13%</b>	<b>2%</b>	<b>-21%</b>	<b>-13%</b>	<b>-9%</b>	<b>-5%</b>
<b>MTCB</b>													
<b>2003</b>	55624	50997	86055	7835	1413	4593	8925	11902	4771	2813	5456	67949	200511
<b>2004</b>	56078	58907	72592	6852	2159	5381	11204	11190	13165	6656	11219	69221	194429
<b>2005</b>	62964	57946	82382	11049	4477	7659	12743	10194	12934	6505	16698	79169	214341
<b>2006</b>	71167	68623	92235	10791	4654	7815	13779	10361	15843	11745	28722	83968	242816
<b>2007</b>	57994	56205	85217	13687	4061	10027	16846	12526	21893	7562	17542	97771	213103
<b>2008</b>	64513	61793	90106	17805	4841	12819	14097	21577	14759	5482	13971	87473	234217
<b>2009</b>	48535	50220	69695	7355	3260	5721	9085	8818	10458	3545	10312	67643	175805
<b>2010</b>	50376	55292	80662	6741	2494								193071
<b>% Change</b>	<b>4%</b>	<b>10%</b>	<b>16%</b>	<b>-8%</b>	<b>-24%</b>	<b>-55%</b>	<b>-36%</b>	<b>-59%</b>	<b>-29%</b>	<b>-35%</b>	<b>-26%</b>	<b>-23%</b>	<b>10%</b>

**2%**

Local RESTAURANT SALES TAX**~ Comparison from same month last year													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD
<b>Gunnison</b>													
<b>2003</b>	27556	23845	31212	28967	35032	40953	49786	47605	43275	39854	28464	29586	111580
<b>2004</b>	29756	29809	33462	32070	36348	42905	55324	49260	45552	38642	32983	32449	125097
<b>2005</b>	31352	31602	35439	34261	38697	45671	60418	56648	52463	43810	37662	39562	132654
<b>2006</b>	36138	36593	43118	35581	44293	52187	63496	58653	57038	46717	37916	39741	151430
<b>2007</b>	38164	35638	45155	39384	44701	57368	67262	62531	60840	50335	40555	42693	158341
<b>2008</b>	38838	42421	44430	40616	49952	54282	67420	68725	60096	49743	40772	41591	166305
<b>2009</b>	37722	36487	41541	36960	44397	57368	69260	63986	57607	46210	33979	42094	152710
<b>2010</b>	34427	36544	39231	35175	42730								145377
<b>% Change</b>	<b>-9%</b>	<b>0%</b>	<b>-6%</b>	<b>-5%</b>	<b>-4%</b>	<b>5%</b>	<b>3%</b>	<b>-7%</b>	<b>-4%</b>	<b>-8%</b>	<b>-20%</b>	<b>1%</b>	<b>-5%</b>
<b>CB</b>													
<b>2003</b>	33897	35617	38671	13758	15097	33961	63971	54136	31508	18166	16906	36753	121943
<b>2004</b>	39137	43149	51339	15542	16823	34503	76128	57602	38845	16960	17,169	46013	149167
<b>2005</b>	39772	46341	56335	17739	18358	39181	85956	65602	43298	25442	19,452	49275	160187
<b>2006</b>	49427	54961	60383	19536	18501	43392	85855	72985	43866	23441	22,293	56462	184307
<b>2007</b>	56383	57427	67508	21029	22848	47074	87097	74102	52602	26055	24,136	59782	202347
<b>2008</b>	54704	60109	66590	21701	20506	47987	87931	77768	49917	28897	21,165	50918	203104
<b>2009</b>	49781	51376	61241	14323	21640	45487	90054	75236	42302	24324	17,820	51661	176721
<b>2010</b>	43311	47936	54305	13946	17820								159498
<b>% Change</b>	<b>-13%</b>	<b>-7%</b>	<b>-11%</b>	<b>-3%</b>	<b>-18%</b>	<b>-5%</b>	<b>2%</b>	<b>-3%</b>	<b>-15%</b>	<b>-16%</b>	<b>-16%</b>	<b>1%</b>	<b>-10%</b>
<b>MTCB</b>													
<b>2003</b>	51156	46957	61334	6102	349	2870	8099	7102	1815	1230	1293	28947	165549
<b>2004</b>	37399	44873	44184	3508	258	2817	7507	5350	3596	1379	4645	32812	129964
<b>2005</b>	39125	41873	51687	4713	336	2268	7313	5208	2060	0	2634	32205	137398
<b>2006</b>	29870	62998	55186	4245	0	17442	6957	4350	3307	459	3501	26456	152299
<b>2007</b>	64438	62450	94686	15208	4512	11141	18718	13918	24326	8402	19491	108634	236781
<b>2008</b>	71681	68659	100118	19783	5379	14243	15663	23974	16399	6091	15523	97192	260241
<b>2009</b>	60669	62775	87119	9194	4075	7151	11356	11023	13073	4431	12890	84554	219756
<b>2010</b>	30104	32368	34819	4073	40								101364
<b>% Change</b>	<b>-50%</b>	<b>-48%</b>	<b>-60%</b>	<b>-56%</b>	<b>-99%</b>	<b>-50%</b>	<b>-27%</b>	<b>-54%</b>	<b>-20%</b>	<b>-27%</b>	<b>-17%</b>	<b>-13%</b>	<b>-54%</b>

**-26%**

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**TERMS AND EXPLANATIONS: (Updates can be found at [www.GCBTA.com](http://www.GCBTA.com) by the 15th of each month.)**

YTD is an acronym for Year-To-Date

LMD is an acronym for Local Marketing District

Local Marketing District (LMD) TAX~ Is reported by Gunnison County in the Modified Accrual Method AND HAS A 90 DAY LAG  
SALES TAX REPORTS HAVE A 90 DAY LAG and are collected locally and reported by each municipality

Local sales tax **does not** represent unincorporated Gunnison and is reported at 3% rate after July 07 in Gunnison City report  
CB Home Rule effective date- Nov 2003

Web Traffic is measured by Unique Visits. A Unique Visit is defined as one person's visit to the web site  
and does not distinguished between first time and returning visits.

MTCB sales tax changed from 4.5% to 4% on 1/1/09. According to MTCB, no reporting is available to compare current collections

2 factors in 08 contributed to high web traffic we did not experience in 09 that the TA did not control. 1) an article was  
published on CNN.com and we received 3000 +/- clicks. 2) Ride the Rockies posted a link to the TA in 08 which  
had about 500 clicks. All said, if you remove those traffic sources from 08, our 09 traffic would be about the same.

3 properties paid 4th Q08 in Feb of 09

CBMR Closed earlier in April in 2009 than the previous 2 years

Club Med closed April 2006 at the end of ski season

CBMR opened Elevation Nov 2006 with 150 rooms for 06/07 winter; winter 06/07 63% of hotel available

Reopened Elevation Dec 2007 with 50 rooms; up to 126 for bulk of season;

CBMR closed Elevation March 31, 2008 for renovation; winter 07/08 54% of hotel available

**Heavy E-communications to targeted arts & recreation groups; CO and surrounding drive market states**

2007 - 2009 Mt. CB numbers were adjusted to 5% by Karl Trujillo for sound comparison to new 2010 tax rate of 5%

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**Succession Plan Policy for Executive Director (updated: 6/28/10)**

- Statement of commitment to prepare for inevitable leadership change.
  - It is the policy of the Gunnison-Crested Butte Tourism Association (TA) to be prepared for an eventual permanent change in leadership – either planned or unplanned – to insure the stability and accountability of the organization until such time as new Executive Director is identified. The board of directors shall be responsible for implementing this policy and its related procedures.
- Statement of commitment to assess leadership needs before beginning a search.
  - It is the policy of the board to assess the needs of the organization to help insure the selection of a qualified and capable leader who is representative of the community, a good fit for the organization’s mission, vision, values, goals and objectives, and who has the necessary skills for the organization.
- Plan to appoint interim leadership to ensure smooth operations and compliance with contractual obligations.
  - To insure the organization’s operations are not interrupted while the board of directors assesses the leadership needs and recruits a permanent executive director, the board shall create an Executive Transition Committee who will in turn appoint an interim Executive Director as described below. The interim Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed.
- Within 5 business days the board shall appoint an Executive Transition Committee, in the event that a permanent change in leadership is required. This committee shall be comprised of at least one member of the executive committee, two members of the board of directors, the PR Director and Marketing Coordinator. It shall be the responsibility of this committee to implement the following preliminary transition plan:
  - Communicate message with *key stakeholders* regarding actions taken by the board: 1) naming an interim successor, 2) appointing a transition committee, and 3) implementing the succession policy. The organization shall maintain a current list of *key stakeholders* who must be contacted, such as Chamber of Commerce Directors who will notify their chamber members, Executive Director of the RTA who will notify the RTA board of directors, all government managers who will notify their elected officials and staff and, the local media. Notification to local media will be done by the PR Director of the TA, executive transition committee or interim Executive Director.
  - Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition.
  - Review the organization’s business plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next Executive Director.
  - Establish a time frame and plan for the recruitment and selection process.
- Within 15 business days the committee shall appoint an interim executive director
  - The Marketing Coordinator may be appointed to this interim position based on that individuals consent and/or another individual may be appointed by the committee.



**CONSENT FORM**

**INTERIM EXECUTIVE DIRECTOR**

I, \_\_\_\_\_ the undersigned, agree to work together with the Gunnison-Crested Butte Tourism Association’s (further referred to as TA) executive transition committee (further referred to as “committee”) for a duration designated by this committee and act as the Interim Executive Director of the TA. I understand that I am to make a recommendation to the committee as to the immediate needs of the Gunnison-Crested Butte Tourism Association and act upon those needs as directed by the committee.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



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To be updated each April when new Executive Committee takes their seats; this document can continue to be added to as necessary from year to year.

Current year: April \_\_\_\_\_

\_\_\_\_\_ Signatures at Community Banks of Colorado; Co-Presidents or President/Vice President

\_\_\_\_\_ Updated password document filed in Policy/Procedures binder

\_\_\_\_\_ Consent Form for Interim Executive Director on file in Policy/Procedures binder

Signature to denote all above has been done.

\_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Co-President or President

\_\_\_\_\_  
Date

**Gunnison-Crested Butte Tourism Association “Living” Strategic Initiatives Document**

**Outcomes May 21, 2010 Board Retreat**

- a. **Better informed board of directors.**
- b. **Clear understanding of the goal of the TA and the initiatives for 2010**
- c. **Agreement in process and plan to identify the objectives for each initiative during work sessions before the regular meetings monthly.**
- d. **Change in format for monthly meetings to increase efficiency**

**Overall Goal: Overnight Visitors**

**Strategic Initiative #1**

**Increase community support and recognition of the Tourism Association through communication and collaboration.**

Action items:

1. **Means of communication and collaboration**

**Strategic Initiative #2**

**Identify and maximize strategic partnerships**

Action items:

1. **Identify partners:**
2. **“How to” of maximizing partnerships**

**Strategic Initiative #3**

**Promotional marketing efforts to increase brand awareness and increase market share.**

Action items:

1. **Media Plan**
2. **Brand discussion (created balanced understanding of “brand” among board)**
3. **“How to” more specifically of increasing market share**

**Directors note:** Do we want to consider using our “overall goal” of increasing overnight visitors as a litmus test for all staff and board efforts? Do we need to focus on what actions will help us exceed our overall goal?

**Gunnison-Crested Butte Tourism Association Board of Directors Meeting Minutes  
July 13, 2010 –7:30 AM, Almont Resort**

**MISSION STATEMENT** - Enhance economic vitality by marketing our county as a year-round destination and foster relationships with community partners to ensure a quality guest experience.

**VALUE PROPOSITION** - Through life-enriching adventures and inspirational, authentic experiences, Gunnison County delivers lasting memories unlike any other vacation destination.

7:30 – 8:30: Work session

8:36 AM: **Call to order** - July 2010 Board Meeting of the GCBTA  
*Could not establish quorum.*

**IN ATTENDANCE:** J. Valenzuela, S. Pierotti, C. Riggs, C. Elliott, D. Cole, J. Chaney, E. Kelleher

**OTHERS:** D. O'Reilly, H. Channel, T. Scott, R. Bond, S. Snell-Dobert, J. Wirsing

**NOT IN ATTENDANCE:** W. Bearth, D. Weins, A. Green, M. Taylor, R. Gardner, C. Ladoulis

**Consent Agenda: (Did not have a quorum)**

- Approval of minutes from June 8, 2010 meeting
- Acceptance of finance report (notations are included in the Executive Overview of Reports)
- Staff Reports (LMD/Sales tax/web traffic/phone call volume /Executive Overview)

*Could not approve consent agenda.*

**V. Old Business –**

- Review Executive Director Succession Plan (*could not approve at meeting*)
  - J. Chaney made slight grammar changes to document
  - Discussion of Bullet #4, second section: Is this budgeted for? (Answer: No and the suggestion was to recommend it be a contingency fund line item)
- Review Intern Data Collection – J. Chaney/E. Kelleher
  - J. Chaney: We need to begin with end in mind – What is the use for data? Some data is not comparable, YOY comparisons are only possible, but since we are a seasonal destination – how meaningful is the data? What is truly necessary? What are uses? J. Chaney asked the board to advise how we move forward with the data
  - Stats Report is built into web software program; An Excel spreadsheet online is just as easy to follow, understand, and update (with the current stats report data we collect)
  - We do not have the funds to continue to build out the web based software program; Excel will suffice
- Conflict of Interest (IRS focus)
  - Every BOD member signed a COI policy when they begin their term. The document is valid for the duration of their term with the TA.
  - We will now add COI statement to top of every agenda to comply with policy
  - Question: What happens when enough members have a conflict of interest?
  - In our bylaws, Section 7 does not discuss COI, so we may need to add to a section and default to another party (suggestion made to default to Executive Director). Secretary, Carolyn Riggs will look into drafting some language.

Gunnison-Crested Butte Tourism Association  
Board of Directors Meeting Agenda - August 10, 2010 –7:30 AM, Almont Resort

**III. New Business –**

- RTA Update – S. Truex (presented by J. Chaney)
  - Continental flight loaded, daily from Houston, (4 trips in Jan/2 wks in Feb.)
  - \$2 fare for bus this winter
  
- Public Lands Update – S. Snell – Dobert:
  - FS Just finished field surveys w/ University of Idaho and should have data by mid-winter. Questions within survey: Where people are from, interests, length of stay. There will also be a backcountry use survey – who’s hiking, where they are hiking, what they are looking for. Surveys conducted through NPS, first time for Curecanti & Black Canyon.
  - Fire danger is moderate here.
  - Question regarding guided hikes at Curecanti & Neversink, Sandy will get in touch with Jane regarding answer.
  
- Gunnison Chamber Update – T. Scott:
  - Cattleman’s Days this week, parade on Saturday
  - Visitor Center is busy 300-400 ppl/day
  - Pony parade at Miller Furniture
  - People’s Choice Awards (running in Shopper) – Banquet 9/10
  - Hell’s Angel’s currently looking for new compound
  
- Crested Butte / Mt. Crested Butte Chamber update – R. Bond:
  - Visitor Center has been incredibly busy - never seen it that busy!
  - August 14 – First farm to table dinner (fundraiser for Think Local First program)
  - Ski Industry Forum in July (date TBA)
  - Fall festival – 2<sup>nd</sup> Saturday in September
  
- CBMR Update - D. Cole:
  - Daren will organize event subcommittee to boost certain parts of the year (met with D. Wiens and he’s interested in helping); hasn’t been able to get to it this past month.
  - June down, July – Sept. pacing up
  - Winter – up significantly, groups
  - New sales representatives – Dallas, Denver, Atlanta
  - Group business up 45%
  - Working with TA & RTA w/ air marketing plan
  - Finished S&M plan; will share it soon
  - Bluegrass in Paradise last weekend, 800 to 1000 in attendance
  
- Other updates – J. Chaney:
  - Vacation Planner meeting was held at end of June (in attendance: J. Chaney, E. Kelleher, B. Buehler, K. Amen with graphic design/B&B who does our ads, T. Scott, K. Van Hoesen and R. Bond
  - J. Chaney met with County mapping yesterday in regards to fold out map and left a message for John Murphy (NFS) re using their new Travel Management Plan map. Update 7/14/10: John said it will be many months before the maps will be ready.
  - Map for vacation planner – overlay of county, BLM/FS map to fit on 6 panels
  - Goal: Functional map for the entire county
  - Daren will talk w/ Gore Clothing regarding weatherproof maps; J. Chaney expressed concern having an “advertiser” when no other locals are permitted. T. Scott and R. Bond will give it some thought since they would need to deal with any issues.

9:20 AM Adjourn

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**WORK SESSION RECAP - Tuesday, July 13, 2010**

7:30 AM Call to order – 1st Work Session (outcome of 2010 May Board Retreat: agenda format change). Continue work on new Strategic Initiatives document (revised doc from May 2010 Board Retreat)

**Initiatives Discussed at BOD Retreat (Not in any particular order)**

**Strategic Initiative #1:** *Increase community support and recognition of the Tourism Association through communication and collaboration.*

**Strategic Initiative #2:** *Identify and maximize strategic partnerships*

**\*Strategic Initiative #3:** *Promotional marketing efforts to increase brand awareness **of the destination** and increase market share.*

**We chose to discuss Strategic Initiative #3 at the July BOD meeting. A synopsis of the discussion is below.**

**We should keep the following in mind when discussing our Strategic Initiatives:**

- Let's make sure our actions items support our real mission which is increasing "overnight visitors"
- What will the measurement be? Will there be a tactical scorecard (to determine how well we are coming along) or will tax figures and return visitors be our indicator?
- Hopefully, this document continues to grow....as it captures progress we make.
- The clearer we document our initiatives and objectives, the easier it is for others to understand.

Question: Does brand awareness refer to destination or organization?

Answer: Destination, Initiative #1 is more pertinent to organization. (Suggested language change: "...to **increase brand awareness of destination** and increase market share.") This is an external marketing goal.

- The new **Strategic Initiative #3** would read: *Promotional marketing efforts to increase brand awareness of the destination and increase market share.*

**Objectives Discussion Regarding: Promotional marketing efforts to increase brand awareness of destination and increase market share.**

Questions: Where are we on the re-branding timeline? What is the next step? Did the kiosks provide any brand awareness information?

Answer:

- Kiosks did not survey brand recognition, they were more guest service oriented.
- Branding measurement would require more survey work
- History: 2002 Board did summer & winter branding studies (good resource)
- Town report (condensed version) provides consumer opinion about our brand
- Full reports (summer and winter about 94 pages each)
- Posted on gcbta.com

Question: What is our brand?

Answer: Colorado Pure & Simple

1. Brand essence – Real (everyone else used it, too) so we switched to Genuine & Authentic
2. Brand persona – A warm & caring host or hostess who lets me be myself (friendly, helpful locals who would let you open their fridge and get what you want). "I can be who I am here" (We let people be who they are)
3. Rational – (What am I getting?) Perceived of being a budget-friendly destination, broad base of economy priced lodging options.

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4. Emotional – Friendly locals, how we connect w/ people, how people feel they can connect with us, flora & fauna, comfortable, “easy. “It just feels right”
5. Visual recognition – logo (connected to photos on website & creative)

Discussion: Can we better promote what people are looking for?

- Increase return visitors: Marketing to people who have come here – cross market different opportunities in area
- Relationship between brand & emotional connection to activities people can do here
- We need to distinguish difference between branding & marketing of brand
- Stay true to brand, brand will support activities (Brand distinguishes us from competition)

**Measurement:**

How much real estate in a consumer’s mind does our brand occupy?

- Measurement through survey work (which is what 2002 BOD did)
- Understanding repeat visitor percentage
- Could put our brand in front of people and have them rank
- Suggestion: Can we improve upon past statistics?
- Need to understand the statistics
- Easy to say we were at 70% this year and we would like to get to 75% next year (in sales this measurement is possible; measuring/improving statistics that are out of our control is more challenging)

Discussion: Quality control to make sure our branding fits – rather than intense measurement

- Occasionally looking at “Are we still on track?” (how do we define this?)
- Measurement: Sales tax increase/decrease, etc? (can we really affect this?)
- Tax can be misleading for different reasons
- Need to be cautious of comparing tax to success
- Surveying to understand why people are coming here
- Best way to know why people are here is to talk to people
- Repeat visitors – key indicator of how strong our brand is and how well we are doing as a destination

**Survey Idea**

1. Use old branding study questions & look at how they were asked
2. Questions created were to promote authentic answers
3. Limit number of questions (not 58) to determine if we have changed or if consumer has changed
4. “On the street” surveys or via chambers (who interact w/ visitors anyway)
5. Surveys need to be about 3 questions, simple, and easy to answer quickly
6. Incentive to win trip for participating in survey

**Market Share Discussion:**

- Continue effective marketing and advertising and build more brand equity in this new campaign (Current campaign: Tongue & cheek phrases, stick figures, pictures in visual package.)
- Colorado Pure & Simple – our character
- Expand upon “What do people think of when they think of us?” (Comments: “It just feels right,” “It’s the place (to....),” refrigerator analogy, lasting memories (which vary depending on who you are and what you like to do).
- Use the fact that nobody else has what we have as an asset (Official Wildflower Capitol, Cattleman’s Days, Blue Mesa largest lake, Curecanti NRA, Observatory, etc.)

**Objectives:**

- Our brand idea and the word on the street need to match (consumer perceives brand)
- Continue to monitor sales tax (stats report)
- Survey guests presently visiting
- Look at results of “Meet the locals questionnaire” online to derive data about individuals interested in visiting our area.
- Use web survey to understand why people don’t come here (Have you visited before? Why not?)