

1 - Agenda, September 27 2022 BOCC work session

2 - TAPP - LMD review and presentation

**GUNNISON COUNTY BOARD OF COMMISSIONERS**  
**MEETING NOTICE**

**DATE:** Tuesday, September 27, 2022

**Page 1 of 1**

**PLACE:** Board of County Commissioners' Meeting Room at the Gunnison County Courthouse  
200 E. Virginia Avenue; Gunnison, CO 81230  
**(REMOTE OPTION BELOW)**

**GUNNISON COUNTY BOARD OF COUNTY COMMISSIONERS WORK SESSION:**

- 8:30 am
  - Call to Order
  - Tourism and Prosperity Partnership; Annual Local Marketing District Review and Presentation
- 9:30
  - Gunnison Valley Health; Emergency Medical Services Building Update
  - Adjourn

Please Note: Packet materials for the above discussions will be available on the Gunnison County website at <http://www.gunnisoncounty.org/meetings> prior to the meeting.

**ZOOM MEETING DETAILS:**

Join Zoom Meeting: <https://us02web.zoom.us/j/82753657556?pwd=MjNDbTZHTFNRVdDemZJdC91aVBIZz09>

Meeting ID: 827 5365 7556

Passcode: 471302

One tap mobile

+12532158782,,82753657556#,,,,\*471302# US (Tacoma)

+13462487799,,82753657556#,,,,\*471302# US (Houston)

*NOTE: This agenda is subject to change, including the addition of items up to 24 hours in advance or the deletion of items at any time. All times are approximate. The County Manager and Deputy County Manager's reports may include administrative items not listed. Regular Meetings, Public Hearings, and Special Meetings are recorded and **ACTION MAY BE TAKEN ON ANY ITEM**. Work Sessions are not recorded and formal action cannot be taken. For further information, contact the County Administration office at 641-0248. If special accommodations are necessary per ADA, contact 641-0248 or TTY 641-3061 prior to the meeting.*

**AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM**

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**Agenda Item:** Tourism and Prosperity Partnership; Annual Local M

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**Action Requested:** Discussion

**Parties to the Agreement:**

**Term Begins:**

**Term Ends:**

**Grant Contract #:**

**Summary:**

Attached are two items for TAPP's upcoming review and presentation next Tuesday

**Fiscal Impact:**

**Submitted by:** Melanie Bollig

**Submitter's Email Address:** mbollig@gunnisoncounty.org

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**Finance Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

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**County Attorney Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes  No

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**County Manager Review:**

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 9/23/2022

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 60

Agenda Date: 9/27/2022

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**TOURISM & PROSPERITY PARTNERSHIP**

# 2023 Plan & Budget Request

September 2022

# Setting the Stage

Budget assumes that Tourism, Sustainable Tourism, ICELab Economic Development, and Western are all still important to the BOCC.

- ▶ Tourism: June slowdown. More to come? (pg 8)
- ▶ CTO Longwoods shows the importance of Tourism (pg 15)
  - ▶ 75% of restaurant/bar sales
  - ▶ 50% of all county taxable sales
- ▶ STOR financial and participation support continuing
- ▶ Rady providing a new opportunity
  - ▶ Entrepreneurship
  - ▶ Outdoor Industry Engineering causing excitement
- ▶ Mountain Sports is growing in double digits at Western

Other than OI  
Entrepreneurship  
effort at Rady, no  
new programs

- ▶ Budget and plan also reflect likelihood of passage of new uses of LMD ballot question 6A
- ▶ Typically we'd propose new programs
- ▶ Choosing instead to build reserves

# Organizational Efficiency

We compare our spending to our competitive set via membership in the Destination Marketing Association of the West.

- ▶ The average DMO in the western US of our size has nine people; we have six.
- ▶ The average DMO spends 35% of its budget on personnel; we spend 22%.
- ▶ And these other DMO's spend all their funds on marketing; we have not found another organization that has economic development on its plate.

# Where are we today?

- ▶ Western, working
- ▶ ICELab, working
  - ▶ Bentonville, watching
- ▶ Tourism, feel we are on the right track but a slowdown feels imminent
  - ▶ Others are noticing our success with mountain biking and following suit

# Tourism

- ▶ Strongest Winter on record
  - ▶ LMD +24%, November-April (pg 2)
  - ▶ 10,000 additional air passengers flown minimizing RTA payouts (pg 3)
  - ▶ Strong performance of ad campaigns (pg 4)
  - ▶ Growth in all measure monitored on website (pg 4)
- ▶ Summer
  - ▶ Don't have final results, early indications that we had fewer people but more revenue per person (pg 7)
  - ▶ We are in a visitor slowdown
  - ▶ LMD -4%, May-July (pg 8)
  - ▶ August and September appear to be strong (pg 9)
  - ▶ Began summer marketing with a long term branding approach and shifted to conversions (pg 13)
  - ▶ Despite occupancy demand being down, airline performance strong (pg 11)
  - ▶ 6,400 additional passengers flown in (pg 11)

# Tourism Looking Forward

- ▶ Both seasons
  - ▶ Continue to promote flights
  - ▶ Follow industry trend of content buys with distribution plans
  - ▶ Ongoing addition of stewardship content
- ▶ Winter 2022-23
  - ▶ Focus on adventure/extreme skiing product with secondary focus on Nordic skiing
  - ▶ Hopefully two new winter JSX flights
- ▶ Summer 2023
  - ▶ Focus on mountain biking product with secondary focus on gravel biking and fly fishing

# Stewardship

- Multi platform content distribution (pg 23)
  - Email
  - Video
  - Social media
  - Blog
  - Engagement with web content
- Data Dashboards (pg 24)
- CTO Grant to expand content (pg 23)
- Continued financial support for CBMBA, Gunnison Trails and STOR through the NFF

# Western

- ▶ 2022 was our first large endeavor into supporting Western
- ▶ We looked for programs that had synergy across our various missions
  - ▶ Rady Outdoor Industry Engineering + Blister Labs
  - ▶ Western Mountain Sports
- ▶ Can we continue to lean into these programs?
  - ▶ Expand Mountain Sports support into Mountain Bike
  - ▶ Rady School capstone projects
  - ▶ Blister Speaker Series

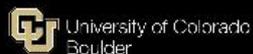
# Western Mountain Sports

- ▶ Data on Freeride program specifically not yet finalized
- ▶ As of 9/19 this year and last
  - ▶ Mountains Sports undergrad enrollment 21 point spread from Western undergrad
  - ▶ Freeride undergrad enrollment 20 point spread (expect to continue pace)
  - ▶ Mountain bike undergrad enrollment 40 point spread
- ▶ 74% of Mountain Sports athletes said the program was important in their decision to attend Western
- ▶ Based on this spread
  - ▶ 2.96 x return on our \$200k investment in 2022
  - ▶ \$597k annual return (Year One and growing)
  - ▶ This factor will grow



## Outdoor Industry Engineering + Blister Labs Updates:

BOCC Meeting  
September 22<sup>nd</sup>, 2022



PARTNERSHIP PROGRAM  
COMPUTER SCIENCE & ENGINEERING



# Faculty & Research Areas



- Outdoor Industry Engineering
- Engineering Management
- Entrepreneurship
- Product Development & Manufacturing
- Robotics
- Data Science and AI
- Biomechanics
- 4+1 Program with OIMBA



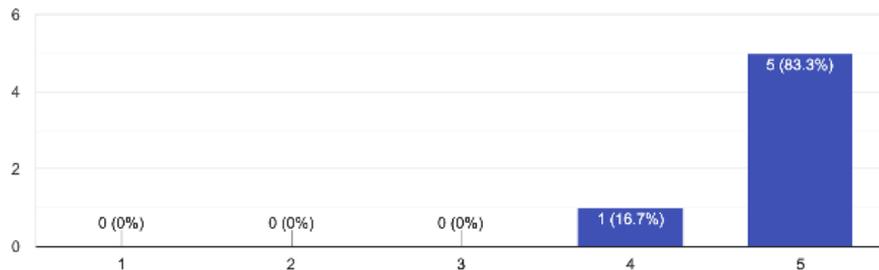
- 6 Core CU Engineering and Computer Science faculty
- + 2 Lectures
- + 1 New Hire!



# Faculty Survey Results

On a scale of 1-5, how interested are you on integrating Outdoor Industry related topics into the classroom and class projects?

6 responses

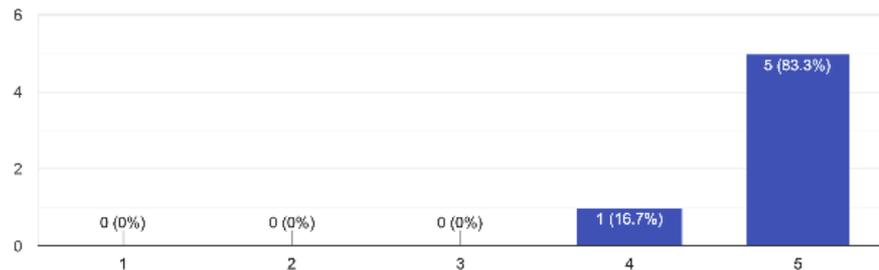


*I chose to join the Partnership Program to have the opportunity to teach and assist with hands on projects in a phenomenal facility. This position combines my passions for fabrication, design, and project-based learning. I was especially drawn to the outdoor industry component because all core engineering subjects/concepts can be taught and explored through projects that students feel invested in. – Eric Ortolano (ME & CS Faculty)*

\*\* All 6 core faculty responded to the faculty survey

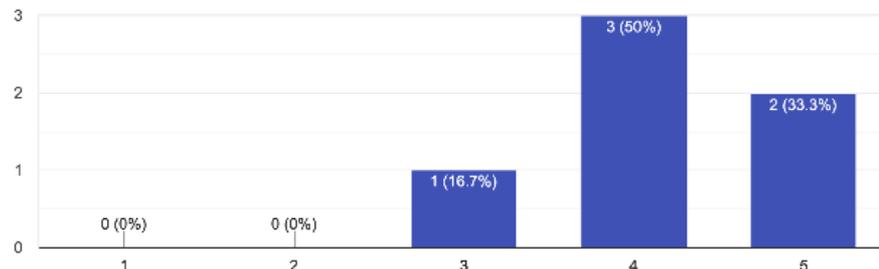
On a scale of 1-5, how interested are you in Outdoor Industry research related topics?

6 responses



On a scale of 1-5, how interested are your students with Outdoor Industry related projects? Or, how interested do you think your students would be, to work on Outdoor Industry related projects?

6 responses

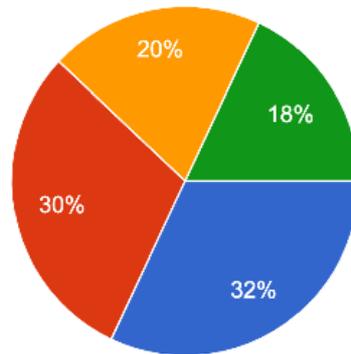
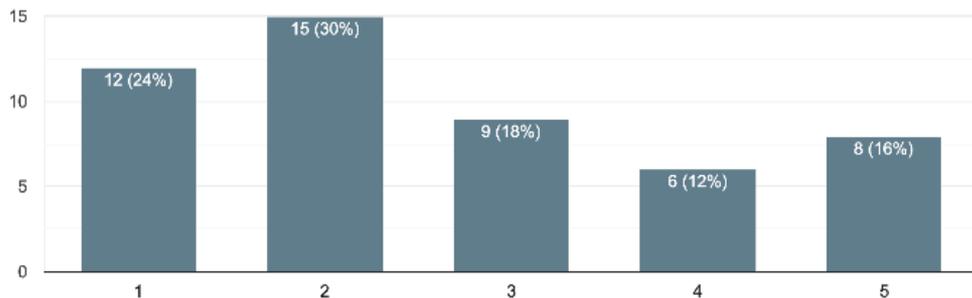


# Student Survey Results

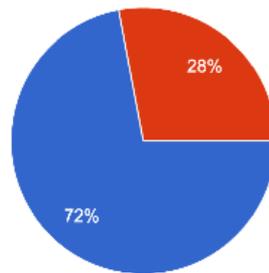
On a scale of 1-5 (5 being the most), how much did the Outdoor Industry Engineering (OIE) opportunities influence your decision to come to the partnership program. Many of these projects are in partnership with Blister Labs.

16% stated a 4 or 5 out of 5

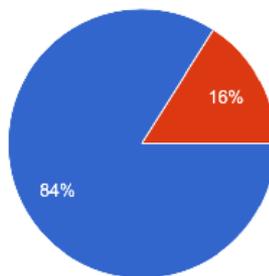
On a scale of 1-5, how excited are you to work on Outdoor Industry Engineering related projects in the classroom? (1 most, 5 least)



- 1st year
- Sophomore
- Junior
- Senior



- Colorado In-state
- Out-of-state



- BS Mechanical Engineering (CU Boulder)
- BS Computer Science (CU Boulder)

# Student Numbers: Current

- 71% retention for all engineering last year
- 82% retention for sophomore – junior year (Western – CU student)
- **URM and First Gen** are 6% and 14% above the national averages
- 14% enrollment increase growth (includes transfer students)

Mechanical Engineering Cohort Rates (Retention Data)								
	Cohort Head Count	First Year Retained		Second Year Retained		Third Year Retained		Overall
		Cohort	Rate (YTD)	Cohort	Rate (YTD)	Cohort	Rate (YTD)	Rate
2019	28	21	75%	17	81%	14	82%	50%
2020	48	38	79%	25	66%			52%
2021	65	46	71%					71%
2022	69							

Current Western-CU Boulder Partnership Program Student Data - Fall 2022													
	Current Students	URM*	% URM	Female	% Female	First Gen**	% First Gen	Resident	% Resident	<u>Non Resident</u>	<u>% Non Resident</u>	Rady Scholarship Recipients	% Rady Scholarship
<b>Mechanical Engineering</b>	158	22	14%	20	13%	46	29%	115	73%	43	27%	71	45%
<b>Computer Science</b>	39	4	10%	6	15%	6	15%	31	79%	8	21%	12	31%
<b>Total</b>	197	26	14%	26	15%	52	33%	146	74%	51	26%	83	42%

\*URM data is pulled from the Race and Ethnicity fields in Banner (self-reported by students)

\*\*First Generation data is pulled from the First Gen field in Banner (self-reported by students)

# Student Numbers: 1st Year Students

**Prospective Rady School Student Data - Fall 2022**

	Accepted	URM	% URM	Female	% Female	Resident	% Resident	Non-Resident	% Non-Resident	First Gen	% First Gen	Rady Merit	% Rady Merit	Average HS GPA
<b>Mechanical Engineering</b>	180	43	24%	27	15%	146	81%	33	18%	40	22%	123	68%	3.70
<b>Computer Science</b>	32	13	41%	7	22%	23	72%	6	19%	7	22%	25	78%	3.78
<b>Total Rady Programs</b>	212	56	26%	34	16%	169	80%	39	18%	47	22%	148	70%	3.74
<b>Non-Rady Programs</b>	2707	898	33%	1454	54%	1994	74%	700	26%	942	35%	-	-	3.52

# Blister Gear30 Podcasts



**uglymoney** •

Registered User



Join Date: Jul 2005

Location: Moose, Iowa

Posts: 7,531

Blister member and should have been sooner. I love all the podcasts and the buying guide. I come to TGR for all the reviews also, but it is hard to sift through them sometimes. For instance a ski in my quiver has wildly different reviews from different people on here. I don't know most of the people on here or how they ski, whereas I think Blister makes it easier to cut through the noise.

Blister reminds me of how TGR used to be. People taking the reviews and info and gear nerding seriously. Still happens but it gets washed out here and is a ton of work for no reward so it has faded a bit.

I've always considered myself a non gear nerd. I just want stuff that works until I break it, because breaking stuff is where I shine. Blister does it for me? Simple enough.

Also, my stepson was so inspired by the Blister Labs/Western collab that he enrolled at Western this fall and almost all of his classes are in that new engineering building. That was a direct result of him riding the chairlift with his ski friends at Chestnut who told him about it, having heard about it on the podcasts. So he comes to us with his wild eyed plan to go to Western this fall, we had also heard the podcasts and told him about it also (he doesn't care or listen to what we say though), so we helped him help himself make it happen.

No idea if he makes a go of it, but he is one kid who is super excited about the possibilities, and his life for once. So there is that.



Laurel Fisher reported that 3 of the first-year students and transfer students, during advising, stated that they came to Western and the partnership program because they heard one of the Blister Gear30 podcasts.

# Summer Research Program

## 12 students were part of the Summer Research Program

- 9 partnership program students
- 3 students from CU Boulder

## 2/3 of the students from CU Boulder transferred to the partnership program

- The 3rd student was interested in transferring, however they had a research commitment on the CU main campus

## Summer Research Program Projects

- Ski testing (static, dynamic, and field tests)
- Wheel bike testing (static, dynamic, and field tests)
- Water resistant fabric testing (static and dynamic tests + evaluation of standards)



Engineering



# Course Projects: OIE + Blister Labs

- **MCEN 4228: Product Development and Definition:** Upper-level ME elective course
- **MCEN 3047: Data Analysis and Measurements:** Upper-level ME core course
- **MCEN 4999: Testing and Standards:** Upper-level ME independent study course
- **MCEN 4045 + 4085: Senior Capstone(year long):** 3 Blister Labs related projects (2 ME and 1 CS)



# On-Going Research Projects AY 22-23

## Ski Testing

- Senior Capstone 22-23
- Sean Humbert + Sean Humbert Lab
  - Need: 2-3 Graduate students

## Bike Wheel Testing

- Senior Capstone 22-23
- Ongoing research with Greg and Travis

## Fabric Testing

- Independent Study (Lauren + Student)
- Ongoing research with Lauren

## Ongoing Goals

- Continue to advance testing both in the lab and in the field
- Continue to create podcasts and publish data through Blister and Blister Labs
- Continue to have faculty and students work together to develop advanced technologies for gear testing
- Find and hire graduate students to help advance projects
- Build out research lab space focusing on OIE + Blister Labs projects

# Industry Collaborations & Connections

K2 Skis R&D Center (Seattle WA)  
Arc'teryx (Vancouver, BC)  
Checkerspot (Berkeley, CA)  
Santa Cruz Bikes (Santa Cruz, CA)  
Patagonia (Ventura, CA)  
Atomic Skis & Boots (Altenmarkt, Austria)  
Blizzard / Tecnica (Mittersill, Austria)  
ENVE Wheels (Salt Lake City, UT)  
Rossignol Skis & Boots (Grenoble, France)  
Dynastar Skis (Grenoble, France)  
Lange (Montebelluna, Italy)

Moment Skis (Reno, NV)  
Flylow (Truckee, CA)  
Allied Cycle Works (Bentonville, AK)  
Renoun Skis (Burlington, VT)  
4FRNT Skis (Burlington, VT)  
WNDR-ALPINE (Salt Lake City, UT)  
Gore-Tex (Newark, Delaware)  
Wagner Custom Skis (Telluride, CO)  
Folsom Custom Skis (Denver, CO)  
ATK Bindings (Fiorano Modenese, Italy)

# Goals & Future Work



COLORADO

Office of Economic Development  
& International Trade

## OIE Program + Blister Labs

- Build-out lab space for the OIE program (flex space in Rady)
- Build-out research program with graduate students and faculty - more advanced analysis tools are needed to continue with research
- Work with industry partners directly on projects
- Bring industry partners to campus

## Entrepreneurship + Engineering Education

- Engineering Management + Engineering Entrepreneurship Minors
  - 20% of graduating seniors have declared one of these minors
  - Students can complete in 4 years (BS degree + Minor)
- Engineering Entrepreneurship Minor launch
  - Seminar speaks
  - Entrepreneurial Product Design: Spring 2023 (David & John!)

# Entrepreneurship

- Seminar Speaks
  - Pact Outdoors
  - John Norton
- Engineering Entrepreneurship Minor
  - Plug-in program into ME and CS degree programs
- EMEN 4825: Entrepreneurial Product Design
  - Spring 2023 (John and David)
- Student interest in ICELab
- 20% of graduating students have declared:
  - Engineering Management
  - Engineering Entrepreneurship



## Mechanical Engineering w/ Engineering Entrepreneurship minor Degree Plan

The following plan lists all the specific course requirements for the Bachelor of Science in Mechanical Engineering degree with an Engineering Entrepreneurship minor from the University of Colorado Boulder in partnership with Western Colorado University. The order in which these courses are taken may vary with course availability. **Students are responsible for completing all course prerequisites.** Please note that this is a suggested degree program; your program may vary.

# Questions or Comments?

Jenifer.Blacklock@Colorado.edu



University of Colorado  
Boulder



**WESTERN**  
COLORADO UNIVERSITY

**PARTNERSHIP PROGRAM  
COMPUTER SCIENCE & ENGINEERING**

# Economic Development

## Goals

- The ICELab advisory board outlined 5 year goals for the ICELab. Success for TAPP is meeting these metrics in our first five years. (pg 16)



Year		2019		2020		2021		2022	
Gunnison County	Cumulative Metrics	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Forecast
	Companies Recruited	1	1	2	2	3	5	4	5
	Jobs Created	5	5	12	22	20	33	30	41
	Jobs >\$50k/60k Created	1	3	3	6	5	10	8	13
	Revenue \$ Increase	\$200,000	<b>\$847,000</b>	\$700,000	<b>\$1,144,971</b>	\$1,500,000	<b>\$1,633,426</b>	\$2,500,000	<b>\$2,700,000</b>
	WCU Interns/Grads placed	2	5	4	13	7	19	11	24

# Economic Development Looking Forward

- ▶ Support Local
  - ▶ Continue to run incubator for exporting startups of any industry
  - ▶ Rady Engineering has high entrepreneurial potential
- ▶ Outdoor Industry Hub
  - ▶ Focus builds reputation
  - ▶ Resources are growing
    - Natural resources
    - Outdoor Rec degree + OIMBA
    - Rady OI focus + Blister Labs
    - OI passion in employees and mentors
    - Network of OI entrepreneurs

# In Summary

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- ▶ Solid progress in our efforts
- ▶ Building reserves in anticipation of 6A passing

# \$3.39M LMD + \$140k ICELab Income

	General	ICELab	STOR	TA Non-Snow	TA Snow	Western	TOTAL
<b>Income</b>							
Income	3,390,000	138,128	0	0	0	0	3,528,128
<b>Expenses</b>							
Admin/Other	14,049	41,691	0	2,848	2,808	0	61,396
Air Specific Media	0	0	0	0	143,190	0	143,190
Content Creation	0	3,393	0	83,995	86,405	30,000	203,793
Digital Media	0	1,580	0	397,501	201,762	70,000	670,843
Grants Awarded	0	0	0	24,566	93,434	0	118,000
Personnel	38,879	376,040	0	171,723	193,752	0	780,394
Press Trips	0	7,245	0	25,543	22,953	0	55,741
Print Media	0	1,180	0	4,857	5,343	0	11,380
Public Lands Experience	0	0	75,000	1,593	0	0	76,593
Research	65,628	182	30,250	0	1,000	0	97,060
Social Media	0	1,757	0	65,170	144,590	0	211,517
Special Projects	0	68,338	0	0	500	850,000	918,838
Subcontractors	11,860	12,900	0	36,705	36,884	5,196	103,545
Travel/Meals/Entertainment	5,857	16,170	0	5,613	5,069	0	32,710
Visitor Centers	50,000	0	0	10,000	10,000	0	70,000
Websites and Apps	34,774	0	0	153	5,036	0	39,964
<b>Total Expenses</b>	<b>221,047</b>	<b>530,476</b>	<b>105,250</b>	<b>830,268</b>	<b>952,726</b>	<b>955,196</b>	<b>3,594,963</b>

# Cash Flow - \$3.39M LMD + \$140k ICELab Income

	<u>12/31/2022</u>	<u>1/31/2023</u>	<u>2/28/2023</u>	<u>3/31/2023</u>	<u>4/30/2023</u>	<u>5/31/2023</u>	<u>6/30/2023</u>	<u>7/31/2023</u>	<u>8/31/2023</u>	<u>9/30/2023</u>	<u>10/31/2023</u>	<u>11/30/2023</u>	<u>12/31/2023</u>
Income		286,839	360,362	286,788	289,065	286,793	286,781	299,000	286,500	286,500	286,500	286,500	286,500
Expenses		303,996	294,231	272,307	322,705	296,073	301,781	207,017	279,167	244,634	379,738	367,422	325,891
Available Balance	100,000	82,843	148,974	163,455	129,815	120,535	105,535	197,518	204,851	246,717	153,479	72,557	33,166



## TOURISM & PROSPERITY PARTNERSHIP

**September 27, 2022**  
**Board of County Commissioners**  
**Work Session**

The purpose of this report is to supplement our presentation to the Board of County Commissioners with the details of our activities over the last year. The data contained within is how we made our decisions on moving forward into 2023's budgeting process.

# Table of Contents

## **Tourism**

- Summary - 2*
- Winter 2021/2022 Lodging Tax Results - 2*
- Winter 2021/2022 Airline Results - 3*
- Winter 2021/2022 Media Results - 4*
- Winter 2021/2022 Arrivalist Results - 7*
- Summer 2022 Lodging Tax Results - 7*
- Summer 2022 Airline Results - 11*
- Summer 2022 Media Results - 13*
- Summer 2022 Arrivalist Results - 15*
- Longwoods Study - 15*

## **Economic Development**

- Summary - 16*
- Goals and Metrics - 16*
- Economic Development Content and Website Analytics - 19*

## **Stewardship**

- Summary - 21*
- Stewardship Content Site Analytics - 22*
- Data Dashboards - 24*

# Tourism

## Summary

Our goals in tourism have been to grow lodging revenues and support the airline service into the valley. We continue to have success in these areas and continue to work with our regional partners to drive these metrics. Lodging revenues are up 11% YTD through July. After a record start to the year, it appears that this summer may have come down a bit from pandemic highs. We are seeing signs that there are fewer total visitors this summer, but we are getting higher room rates out of those that are coming, keeping LMD revenues strong. Despite total visitors being down, more passengers are flying in than we have seen in previous summers. These passengers book sooner, stay longer and spend more than their drive market counterparts. At the same time they are filling the added air capacity allowing for further expansions of service in the future.

## Winter 2021/2022 Lodging Tax Results

Lodging tax grew every month this winter except for April because the ski resort closed earlier this year than last. In total, lodging tax collections grew 24% YOY. March was a record month beating out July for the top spot. This is much more in line with typical ski valleys who see peak visitation during the winter months.

Month	November	December	January	February	March	April	Total
YOY % change	42%	19%	28%	6%	43%	-8%	24%

*Table 1*

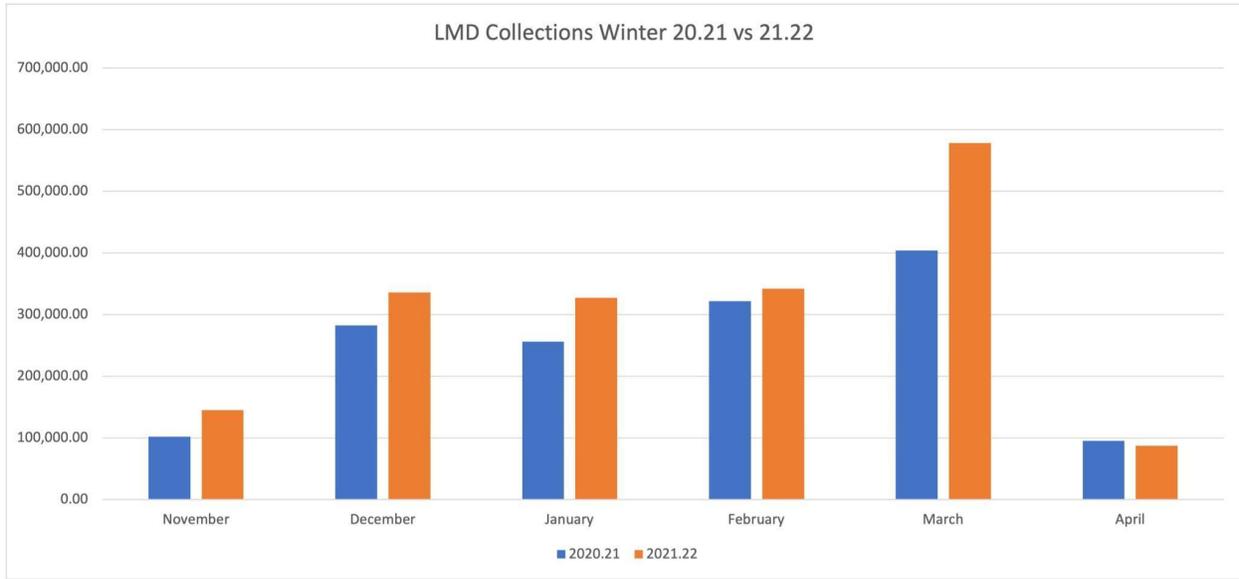


Fig. 1

## Winter 2021/2022 Airline Results

In winter '21-22, we had increased capacity from both United and American Airlines. Even with more planes coming in, there were fewer empty seats than in '20-21. This meant that we had nearly 10,000 additional big-spending visitors in our market this last winter. On top of that, the RTA's payouts were minimal, allowing them to spend more of their funds on other areas of their focus.

21.22 INBOUND FLIGHTS				20.21 INBOUND FLIGHTS				Seat Sold Difference
Month	Capacity	Sold	LF	Month	Capacity	Sold	LF	
December	7,214	5,472	75.9%	December	6,401	4,023	62.8%	1,449
January	10,357	6,064	58.5%	January	7,142	3,593	50.3%	2,471
February	9,912	8,240	83.1%	February	7,318	5,292	72.3%	2,948
March	12,196	8,162	66.9%	March	8,840	5,696	64.4%	2,466
April	4,770	1,218	25.5%	April	3,640	790	21.7%	428
<b>TOTAL</b>	<b>44,449</b>	<b>29,156</b>	<b>65.6%</b>	<b>TOTAL</b>	<b>33,341</b>	<b>19,394</b>	<b>58.2%</b>	<b>9762</b>

Table 2

21.22 OUTBOUND FLIGHTS				20.21 OUTBOUND FLIGHTS				Seat Sold Difference
Month	Capacity	Sold	LF	Month	Capacity	Sold	LF	
December	7,080	3,818	53.9%	December	6,401	2,812	43.9%	1,006
January	10,199	6,768	66.4%	January	7,063	4,241	60.0%	2,527

February	9,982	7,651	76.6%	February	7,318	4,691	64.1%	2,960
March	12,126	9,191	75.8%	March	8,860	6,277	70.8%	2,914
April	4,840	1,765	36.5%	April	3,640	1,189	32.7%	576
TOTAL	44,227	29,193	66.0%	TOTAL	33,282	19,210	57.7%	9983

Table 3

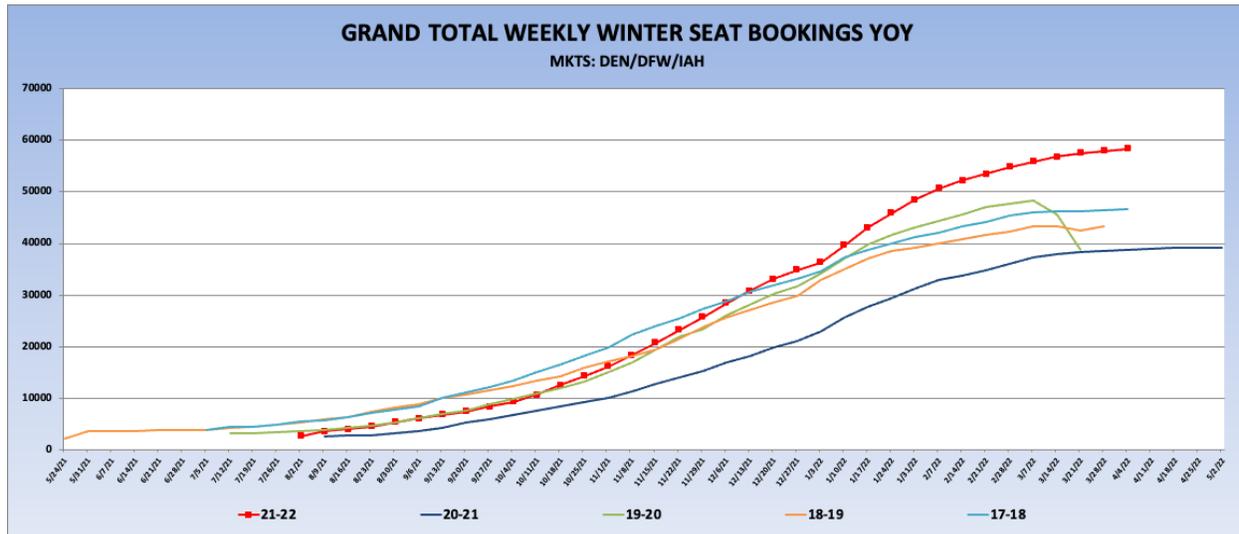


Fig. 2

## Winter 2021/2022 Media Results

Our winter marketing campaigns were broken into three distinct groups: Dallas, Houston and National. The first two were specifically targeted to our direct flight markets in Dallas and Houston. The third, was targeted based on interest, and not geography. This group went to serve all the direct flights with a particular focus on the Denver flight. Overall, we served our ads 25 million times over the course of the season with an overall CTR of 1.75% and airline conversion rate of 1.31%.

Our marketing continues to be content-focused and heavy on imagery and [videos](#). Our messaging focuses on the extreme skiing product that distinguishes us from our competitive set. We generally serve this content to two distinct groups. The first is a more hardcore skier, we serve very ski-focused content to this group. The second is a more general audience that not only appreciates the steep skiing, but also the wonderful small towns in our community.

For a full detailed report of each of our media buys, please see [this report](#).

## Marketing Terms and Industry Averages

**Impressions:** The number of times an ad has been served to someone.

**Reach:** The number of people that have been served an ad (usually lower than impressions since people can be served an ad more than once)

**Click Through Rate (CTR):** The percentage of people that clicked on an ad they were served.

**Conversion Rate:** The percentage of people that clicked on a predetermined button or link on our website (airline button, lodging button, etc).

Industry average CTR for Banner ads: 0.12%

Industry average CTR for Paid Search: 4.68%

Industry average CTR for Paid Social is 0.90%

---

**TOTAL MEDIA DATA (Social & Digital)**

**24,894,014 Impressions**

**403,949 Landing Page Views**

**1.75% CTR**

**5,272 Airline Clicks**

**1.31% Conversion Rate (airline clicks)**



*Fig. 3*

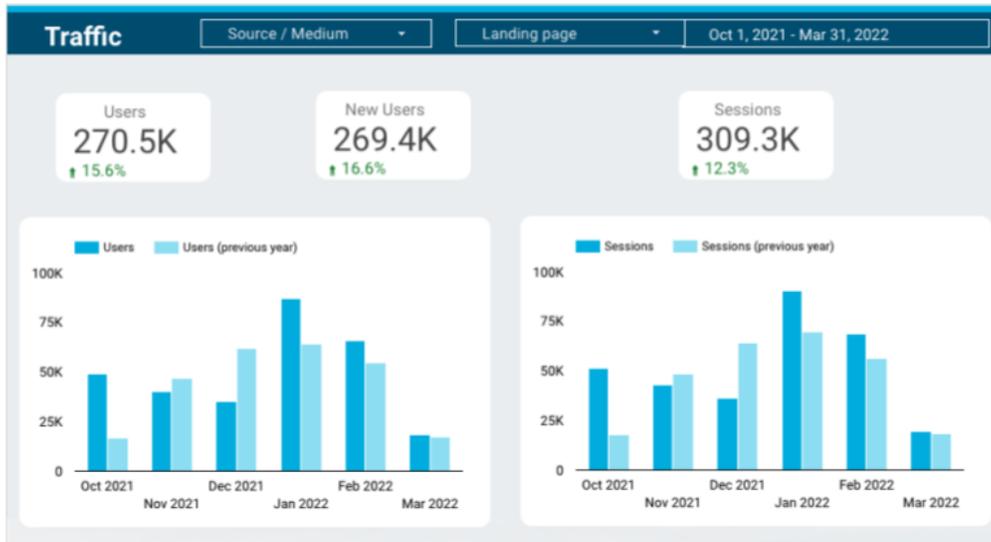
## Overall Conversions on Website



31

Fig. 4

## Website Traffic



32

Fig. 5

# Winter 2021/2022 Arrivalist Results

Arrivalist is a location data company that allows us to understand visitor behavior. When it comes to marketing, we look at visitation rates of cohorts that have and have not been exposed to our advertising. This helps us to understand which ad buys are most effective at driving actual visitation. We can also better understand which markets respond best to our advertising. During our Winter 2021/2022 campaign a device that was exposed to our advertising was 786% more likely to show up in our market than the control group.

Full details of our Arrivalist report can be found [here](#).

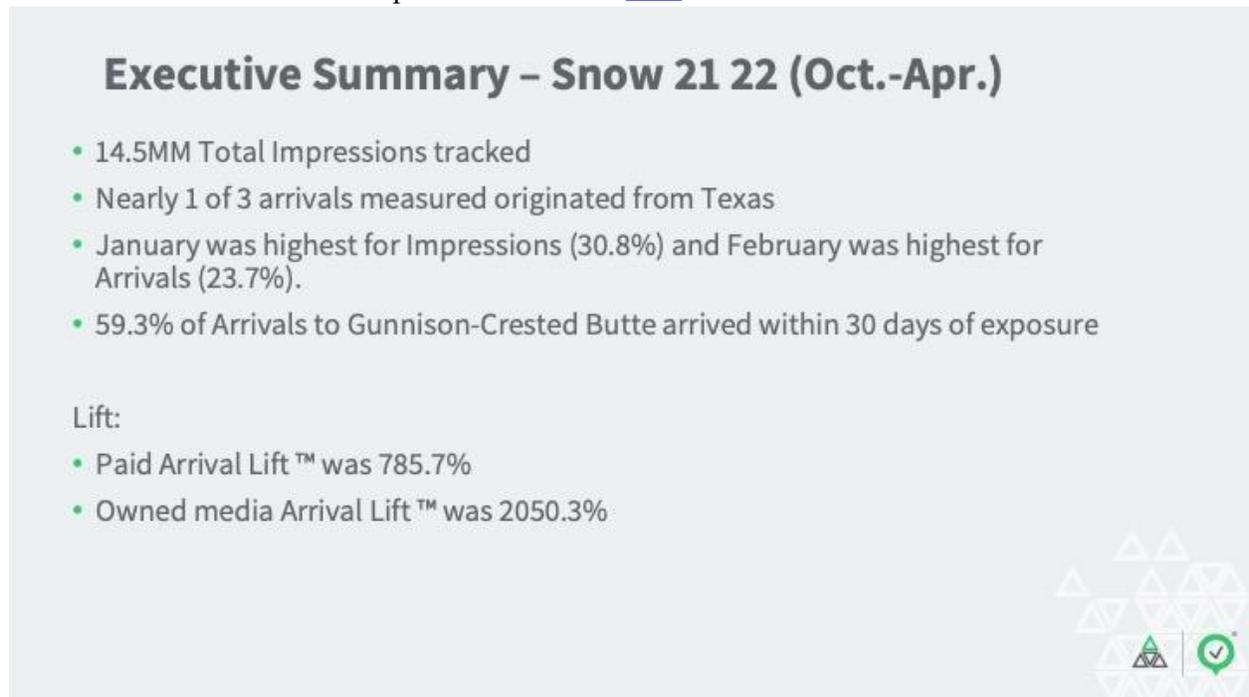


Fig. 6

# Summer 2022 Lodging Tax Results

We only have LMD collections for the first three months of summer. June showed a 12% decline in collections, our first such decline since June of 2020 during pandemic restrictions. In total for this period, lodging tax collections declined 4% YOY. August and September are historically large summer months, and these months will determine how the whole of summer will look. Key Data is our best forward-looking report and it is showing that August occupancy is down a bit, but rates are up more than making up the difference. September is currently showing strong occupancies in Key Data, but we have seen this summer that in-the-month bookings are down, causing our occupancy pace to look good far out but dropping off as we get closer in. Like the rest of the summer, September is showing rates up which is a good sign that even if occupancy demand is down, we are attracting higher-spending guests.

Month	May	June	July	Total to date
YOY % change	8%	-12%	0%	-4%

Table 4

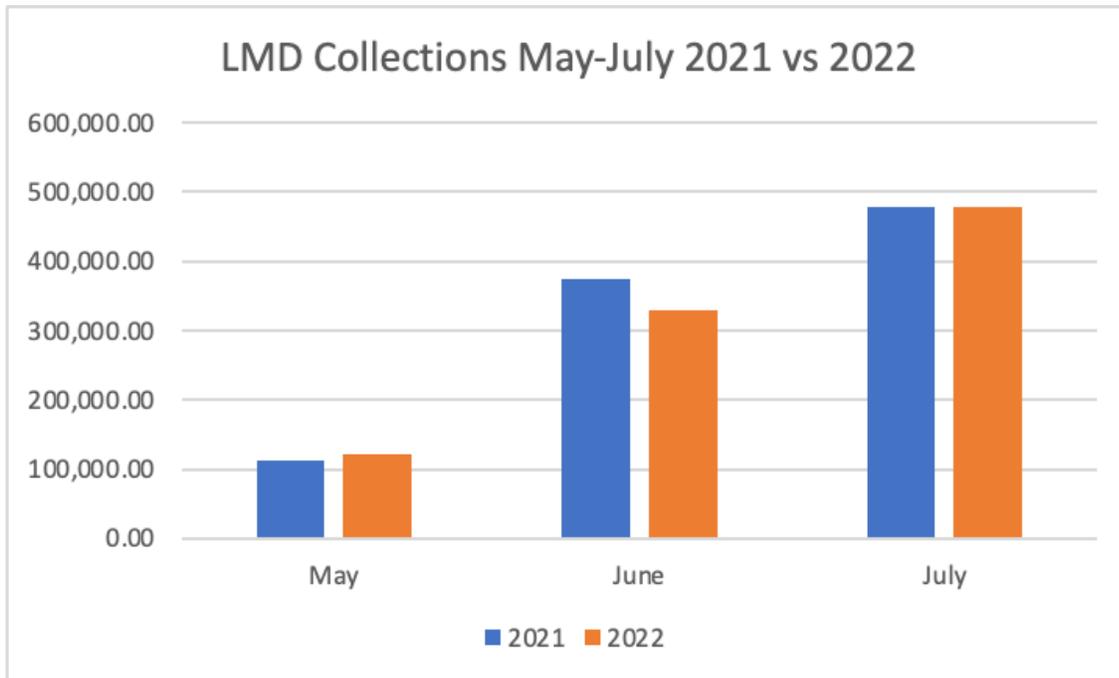


Fig. 7

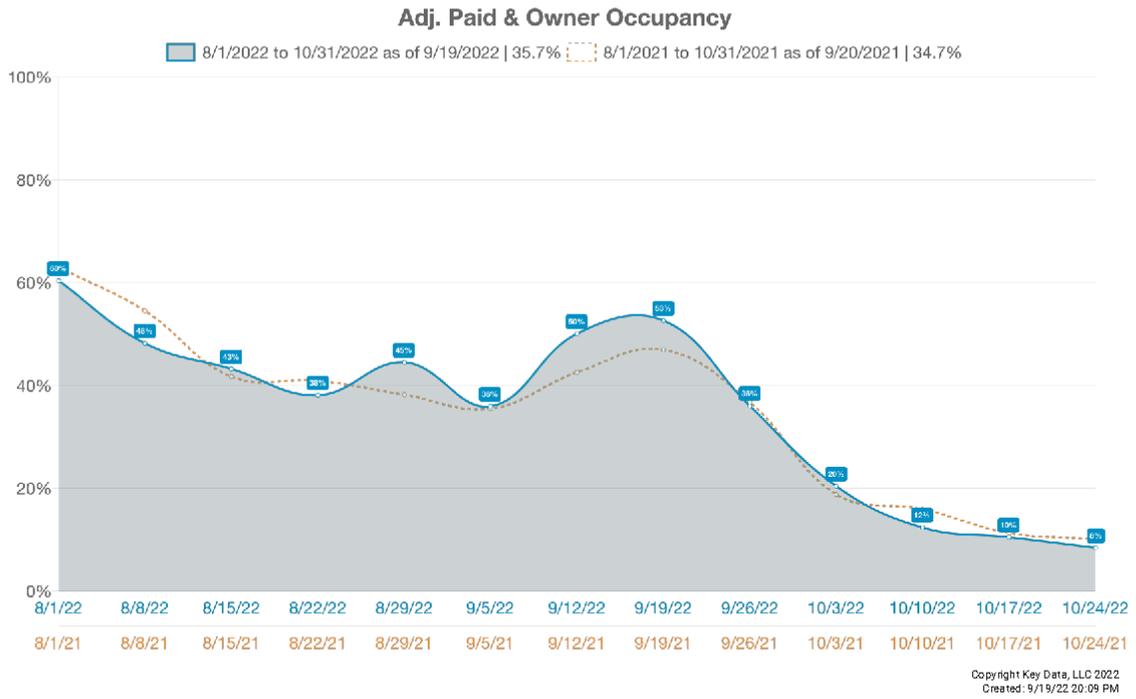


Fig. 8

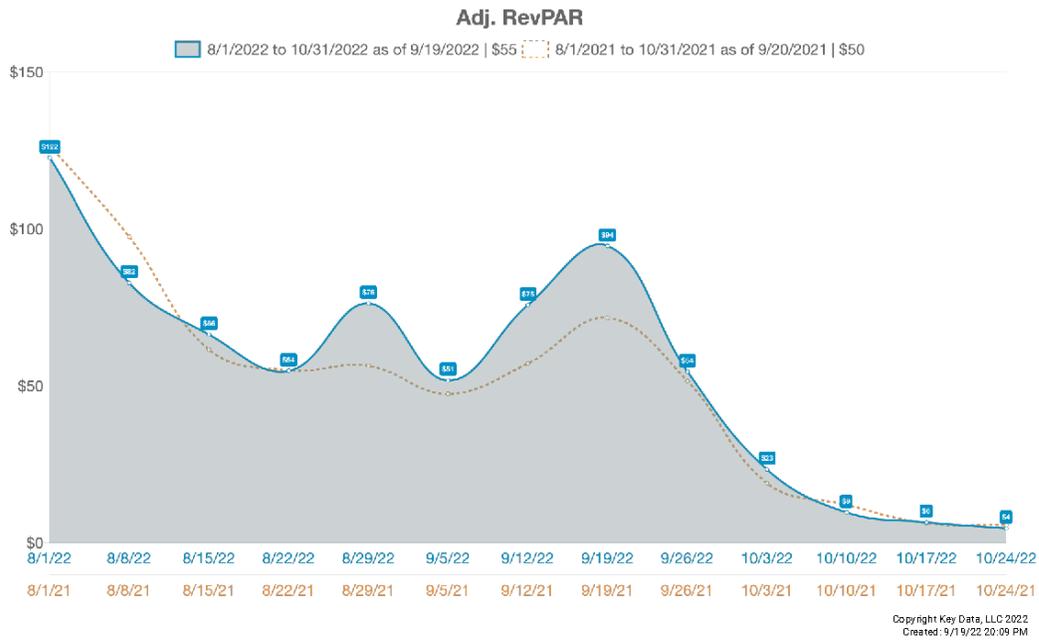


Fig. 9

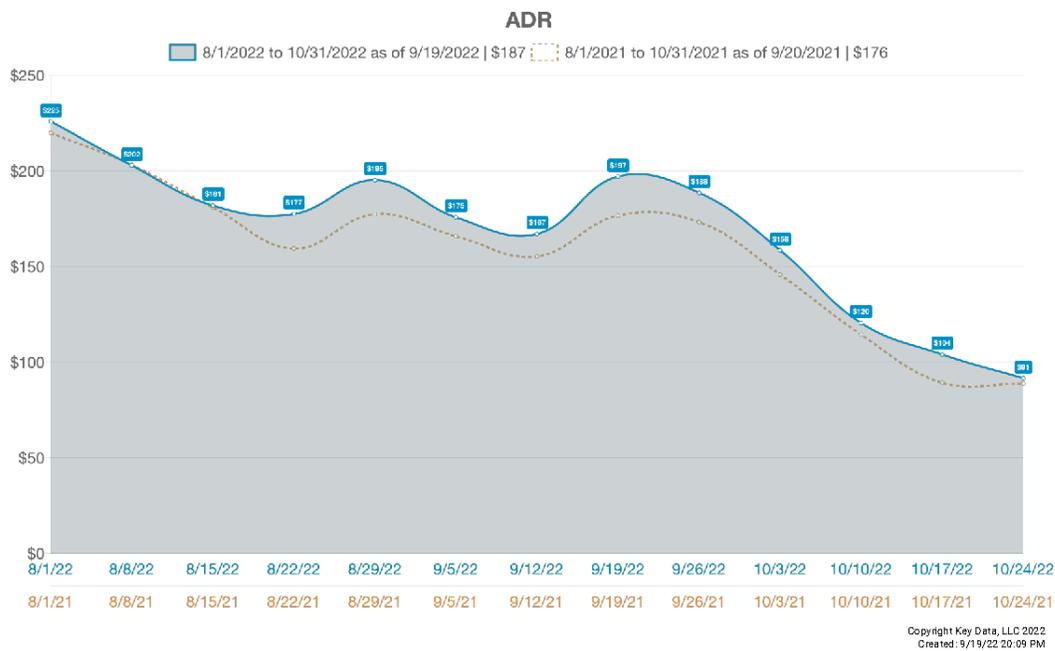


Fig. 10

# Summer 2022 Airline Results

While air has a smaller share of our total visitors in the summer in comparison to winter, these visitors are high value in that they spend more than our drive market guests. With increased service from United and new service from JSX, we were able to grow the total inbound capacity by around 8,000 seats. We filled this 43% increase in available seats and surpassed last year’s inbound load factor with an additional 6,407 passengers into the county. These high-paying visitors likely helped to drive early bookings and increased rates in the lodges. This summer we saw a decrease in occupancy demand but an increase in the cost per lodging night. This means we likely had fewer people in the market but each of those people had a higher spend than the previous year.

SUMMER 2022 UNITED INBOUND FLIGHTS				SUMMER 2021 UNITED INBOUND FLIGHTS				Seat Sold Difference
Month	Capacity	Sold	LF	Month	Capacity	Sold	LF	
June	6,628	3,960	59.7%	June	3,108	2,271	73.1%	1,689
July	7,130	5,112	71.7%	July	5,056	3,738	73.9%	1,374
August	6,208	4,038	65.0%	August	5,986	3,185	53.2%	853
September	4,626	3,150	68.1%	September	4,462	2,537	56.9%	613
<b>TOTAL</b>	<b>24,592</b>	<b>16,260</b>	<b>66.1%</b>	<b>TOTAL</b>	<b>18,612</b>	<b>11,731</b>	<b>63.0%</b>	<b>4529</b>

Table 5

SUMMER 2022 UNITED OUTBOUND FLIGHTS				SUMMER 2021 UNITED OUTBOUND FLIGHTS				Seat Sold Difference
Month	Capacity	Sold	LF	Month	Capacity	Sold	LF	
June	6,488	3,489	53.8%	June	3,108	2,343	75.4%	1,146
July	7,130	5,096	71.5%	July	5,256	3,919	74.6%	1,177
August	5,992	4,449	74.2%	August	6,056	3,862	63.8%	587
September	4,702	3,320	70.6%	September	3,480	2,209	63.5%	1,111
<b>TOTAL</b>	<b>24,312</b>	<b>16,354</b>	<b>67.3%</b>	<b>TOTAL</b>	<b>17,900</b>	<b>12,333</b>	<b>68.9%</b>	<b>4021</b>

Table 6

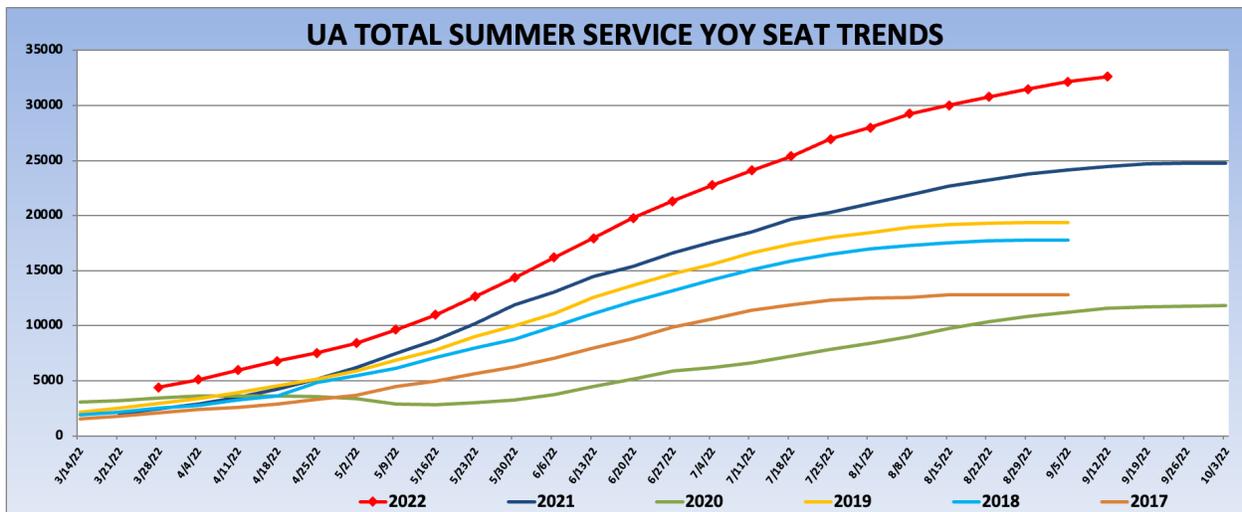


Fig. 11

JSX Load Factor As of 9.12			
Month	Capacity	Pax	Load Factor
June	60	42	70%
July	840	785	93%
August	720	658	91%
September	480	393	82%
<b>Total</b>	<b>2100</b>	<b>1878</b>	<b>89%</b>

Table 7

# Summer 2022 Media Results

Our summer media buys are just wrapping up. We had a well rounded media plan that focused both on long-term brand awareness as well as conversions with a focus on flights. Early on in the summer, we focused on a national market that was targeted based on interests and not geography in an effort to fill the Denver and Houston flights. We excluded the drive markets as we wanted to grow the higher-value air customers. As summer progressed, we saw that flights were performing well, but occupancy demand was down. At the end of July, we refocused our efforts into the drive markets in hopes of driving more last-minute bookings from the front range market. We served around 37 million impressions with a total click-through rate of .6%. While this click-through rate is lower than last winter, it was expected because many of our buys were focused on brand awareness as opposed to conversions. A great example of this was our promotion of Born From Junk [Part 1](#) and [Part 2](#) on [Freehub](#), which was focused on long term branding as opposed to in-season bookings.

Our messaging and video [content](#) focused on our public lands and access to world class mountain biking. Similar to winter, our more general audience was served additional imagery and info on our wonderful towns, while our more hardcore audience was served ads that focused more on the trails product. We are leaning into more ad buys that include both content creation and the distribution of that content. We began diving into the gravel biking product with an image-heavy article in [Cycling Tips](#). We also are creating video content that is being distributed this year but will also serve as ad creative next year, like the [Mikayla in Wonderland](#) video produced and distributed by Matchstick Productions.

Full detail on all of the summer media buys can be found in [this report](#).

## Marketing Terms and Industry Averages

**Impressions:** The number of times an ad has been served to someone.

**Reach:** The number of people that have been served an ad (usually lower than impressions since people can be served an ad more than once)

**Click Through Rate (CTR):** The percentage of people that clicked on an ad they were served.

**Conversion Rate:** The percentage of people that clicked on a predetermined button or link on our website (airline button, lodging button, etc).

Industry average CTR for Banner ads: 0.12%

Industry average CTR for Paid Search: 4.68%

Industry average CTR for Paid Social is 0.90%

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## TOTAL MEDIA DATA

**\$474,475 Budget Spent**

**37,186,936 Impressions**

**152,201 Landing Page Views**

**644,591 Engagements**

**0.60% CTR** (Up from 0.55% last summer)

**4,463** (Airline, Lodging, Hiking, Gravel, Trail Conditions Clicks)

**3% Conversion Rate**

**\$3.11 Cost Per Click** (up from \$2.90 last summer)

**\$12.75 Cost Per Thousand Impressions (CPM)**



*Fig. 12*

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## High-Level Media Findings

- **Well-round media plan** - We connected with potential visitors at every stage of the marketing funnel. Approximately 42% of the budget was used for awareness/consideration (video views & engagement), while the rest was used to drive website traffic.
- **Content marketing** - We pushed out blog content and "click bait" topics through singletracks, paid social, mtbr.com and more, and all out-performed more general (non-content) topics from last year.
- **All video/article media buys** - All video buys cost under 40 cents per view and our article views were under \$5 per view.
- **Singletracks Enewsletters** - Very successful with a low CPC, engaging content-focused ads, highly targeted audience.
- **MSP Video** - Not only did the MSP distribution perform well, but the video was one of our top-performing pieces of creative used for paid social campaigns.
- **Gravel Biking** - Our Gravel media buys exceeded expectations. The Cycling Tips article & banners, plus our Blister Enews performed on par or better than our similar MTB media buys.
- **Content + Distribution is a great tactic** - Our media buys that included videos/photos/articles PLUS distribution performed with extremely good CPCs, especially considering that the budget included the production of the content.
- **Some banner campaigns had high CPCs** - Banners on MTBR, Blister, The Radavist and our Native Ads all brought in web traffic for over \$10 per click. However, some of these placements are also good for awareness, not just web traffic.
- **Product-focus** - While we have seen messaging around flights perform well in the past, this year we saw great success on paid social with copy focused on our trails and towns, with no mention of "how to get here".
- **Low Conversion Rate (especially on Airline clicks)** - Our conversion rate on airline button clicks in the summer is much lower than what we see in the winter. However, the button clicks this summer are very similar to summer 2021.

*Fig. 13*



Fig. 14

## Summer 2022 Arrivalist Results

Like many of our summer results, we do not have final data yet. Arrivalist data becomes more accurate around 60 days after travel. We are still in one of the peak travel times of the year and that data won't finalize for another couple of months. That said, we can glean some insight this early on. So far, it appears that some of our content buys with Pinkbike and Cycling Tips are performing well.

[Click here](#) for the full Summer 2022 Arrivalist preliminary report.

## Longwoods Study

Longwoods International began tracking domestic American travelers in 1985 and has conducted large-scale syndicated visitor research quarterly since 1990. It is currently the largest ongoing study conducted of American travelers, providing clients with more reliable data and greater ability to home in on key market segments of interest. [This report](#) provides an overview for Colorado's domestic tourism business in 2021 and is distributed by the Colorado Tourism Office. We used this study to estimate the impacts that visitors have on the Gunnison County economy. We found that around 50% of all taxable sales in Gunnison County can be attributed to the spending of visitors. Visitors account for 75% of all taxable sales in bars and restaurants.

2021 Longwoods Study Visitor Spending By Category				
Lodging		27%		
Local Transportation		24%		
Restaurants & Bars		20%		
Sports & Entertainment		16%		
Retail		13%		
Vistor Spending in Gunnison County				
	2021 Actual	Total Visitor Spend	Actual Visitor Spend on Lodging	Vistor Spend on Restaurants & Bars
2021 LMD Collections 4%(High Estimate)	3,489,999.38	323,148,090.74	87,249,984.50	64,629,618.15
2021 Lodging Sales Tax Collections 1%(Low Estimate)	762,220.00	282,303,703.70	76,222,000.00	56,460,740.74
		Total Spend	Actual Spend on Lodging	Restaurant/Bars/Liquor Stores
Actual Sales Tax 2021 1%	\$6,185,096.00	\$618,509,600.00	\$76,222,000.00	\$82,194,300.00
% of tax collections generated by visitors (high)		52.25%		78.63%
% of tax collections generated by visitors (low)		45.64%		68.69%

Table 8

# Economic Development

## Summary

The ICELab’s mission is to create more high paying jobs in Gunnison County. A set of cumulative metrics was established in 2019 to measure the progress the ICELab has with the companies it assists.

## Goals and Metrics

ICELab goals established in 2019

Gunnison County	Cumulative Metrics	2019	2020	2021	2022	2023
		Companies Recruited	1	2	3	4
Jobs Created	5	12	20	30	45	
Jobs >\$50k Created	1	3	5	8	13	
Revenue \$ Increase	\$ 200,000	\$ 700,000	\$ 1,500,000	\$ 2,500,000	\$ 4,000,000	
WCU Interns/Grads placed	2	4	7	11	16	

Table 9

The following charts show our actual progress in each of the goals in comparison to the established goals. Actual numbers are shown with a solid line; goals are shown as a dotted line.



Fig. 15

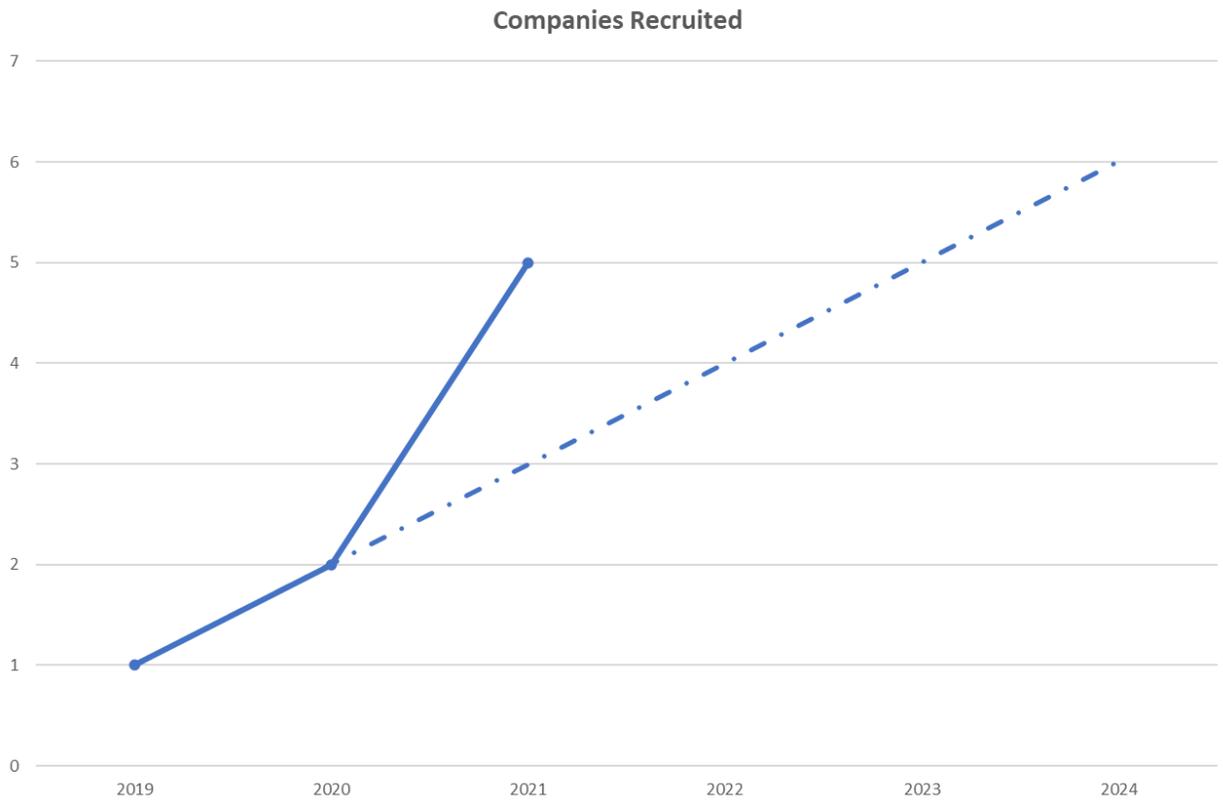


Fig. 16



*Fig. 17*

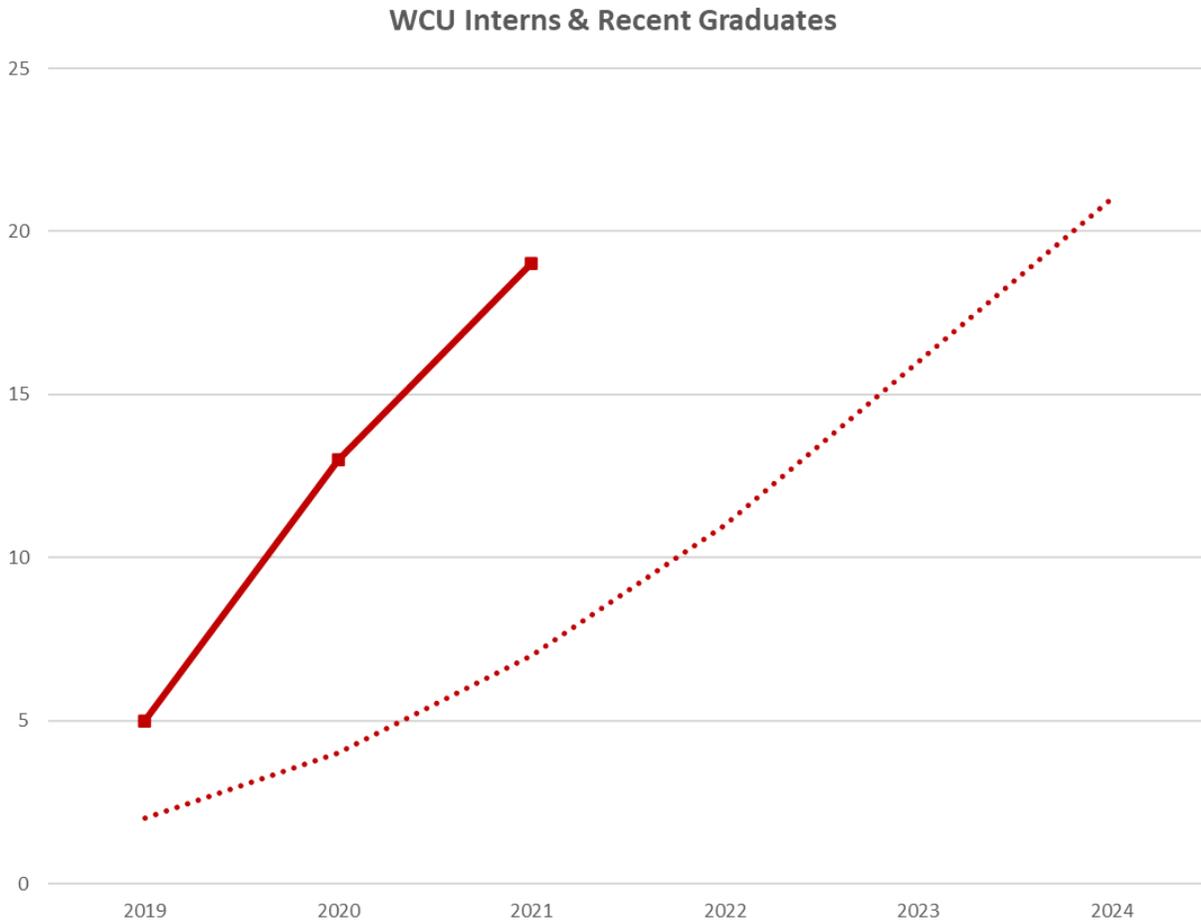


Fig. 18

# Economic Development Content and Website Analytics

## Context for economic-development-related web content

The volume of internet users searching for info about economic development and business resources for startups and small businesses is very low, especially compared to users searching for tourism info. For example, Google Keyword Planner estimates that fewer than 1,000 people worldwide search for the term “small business development” every month. In comparison, tens of thousands of people search for “colorado skiing” every month. Therefore, we don’t compare the volume of economic development site traffic with tourism traffic. Instead, we will look at

other metrics, such as time on page, that will tell us whether our economic development visitors are finding the info they're looking for on our site.

## Google Analytics data (as of 9/20/2022)

### Pageviews

Since the launch of the new site on Nov. 1, 2021, there have been 14,886 pageviews of [economic development pages](#).

### Time on site

Since the launch of the new site, the average time a user spends on an economic development page is 2 minutes and 39 seconds. This is high compared to the industry benchmark of 1 minute. Users who spend a long time on a page are thought to be interested in the content and finding answers to their questions. Aside from the [main economic development page](#), the [ICELab page](#) is the most-visited page on the economic development side of the site.

Page ?	Pageviews ? ↓	Unique Pageviews ?	Avg. Time on Page ?	Entrances ?	Bounce Rate ?	% Exit ?	Page Value ?
	14,886 % of Total: 1.86% (798,657)	12,576 % of Total: 1.74% (721,451)	00:02:39 Avg for View: 00:03:23 (-21.54%)	6,217 % of Total: 1.12% (557,130)	52.23% Avg for View: 57.30% (-8.84%)	48.41% Avg for View: 69.76% (-30.60%)	\$0.52 % of Total: 64.89% (\$0.80)
1. <a href="#">/live/</a>	3,945 (26.50%)	3,062 (24.35%)	00:01:59	460 (7.40%)	27.60%	27.45%	\$0.99 (190.78%)
2. <a href="#">/live/work/icelab/</a>	3,601 (24.19%)	2,893 (23.00%)	00:05:09	2,601 (41.84%)	36.21%	67.23%	\$0.36 (68.50%)
3. <a href="#">/live/work/real-estate-and-rentals/</a>	603 (4.05%)	525 (4.17%)	00:03:37	344 (5.53%)	37.57%	62.02%	\$0.43 (83.03%)
4. <a href="#">/live/real-estate-values/</a>	517 (3.47%)	488 (3.88%)	00:02:20	15 (0.24%)	43.75%	45.45%	\$0.90 (172.35%)
5. <a href="#">/live/cost-of-living/</a>	479 (3.22%)	391 (3.11%)	00:01:04	49 (0.79%)	49.02%	22.96%	\$1.05 (201.85%)
6. <a href="#">/live/work/</a>	384 (2.58%)	305 (2.43%)	00:02:47	169 (2.72%)	32.94%	46.09%	\$0.66 (126.55%)
7. <a href="#">/live/work/business-resources/</a>	358 (2.40%)	283 (2.25%)	00:03:46	110 (1.77%)	41.96%	48.60%	\$0.55 (105.85%)
8. <a href="#">/live/public-lands/</a>	257 (1.73%)	229 (1.82%)	00:02:13	139 (2.24%)	46.76%	56.03%	\$0.46 (88.05%)
9. <a href="#">/event/live-from-mt-crested-butte/</a>	230 (1.55%)	196 (1.56%)	00:05:40	184 (2.96%)	61.83%	66.09%	\$0.28 (53.89%)
10. <a href="#">/live/learn/one-valley-prosperity-project/</a>	230 (1.55%)	178 (1.42%)	00:05:25	158 (2.54%)	27.78%	62.17%	\$0.48 (92.78%)

Fig. 19

## ICELab email newsletter

The ICELab email newsletter is sent out at least once a month to approximately 2,500 subscribers. The average open rate is 30.5%. The newsletter includes information about

networking events, grants, funding opportunities, incubator and accelerator programs, and local business news.

## **Success combining economic development and tourism sites**

Our tourism site, [gunnisoncrestedbutte.com](http://gunnisoncrestedbutte.com), has always had strong SEO and ranked highly in search engine results, often showing up on the first page of Google for goal keywords. The old economic development site, [gcbeconomicdevelopment.com](http://gcbeconomicdevelopment.com), did not rank highly in search engine results and was very difficult to find. People often called or emailed TAPP staff asking what our economic development URL was since they couldn't find it via Google search. Combining the economic development site with the new tourism site was a strategic move to give a leg up to the economic development content and make it easier to find via search.

## **Economic development SEO blog content**

This summer, the ICELab team started producing [SEO-focused economic-development-related blog posts](#), which have performed well. So far we have published three posts, with more to come. This series of posts is designed to improve the site and organization's trustworthiness by teaching basic principles of business development.

# **Stewardship**

## **Summary**

Our primary goal in stewardship has been to bring better visibility to the work of the STOR committee. We work directly with STOR to understand what info needs to be shared with our visitors. We use our channels as the megaphone for this message. While TAPP has continued supporting the National Forest Foundation with funding, our main focus has been to be the online presence of the STOR committee. We continue to develop and share stewardship content across all of our marketing channels. In addition, we are working to better prepare our community for the future trends in visitation.

# Stewardship Content Site Analytics

## Google Analytics data (as of 9/20/2022)

### Pageviews

Since the launch of the new site on Nov. 1, 2021, there have been 4,887 pageviews of Stewardship pages. It's tough to compare this to anything, since our SEO consultants have confirmed that no one in the tourism sector is getting a lot of pageviews for stewardship content. It's notoriously difficult to get users to engage with stewardship content, so we've taken the approach of [weaving in stewardship content in our general tourism pages](#) in addition to creating solely stewardship-focused pages.

### Time on page

Average time on page is higher than industry average at 2 minutes and 9 seconds. Something that is hard to quantify is our inclusion of Stewardship on the [main menu of the site](#), which was quite unorthodox according to our SEO consultants and web development team. Having a link to stewardship content in such a high-profile place on the site brings more awareness to the subject and more people to the page than if it were buried in a menu.

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	4,887 % of Total: 0.61% (798,657)	4,317 % of Total: 0.60% (721,451)	00:02:09 Avg for View: 00:03:23 (-36.20%)	1,168 % of Total: 0.21% (557,130)	51.15% Avg for View: 57.30% (-10.72%)	37.98% Avg for View: 69.76% (-45.56%)	\$0.54 % of Total: 66.89% (\$0.80)
1. /stewardship/	1,117 (22.86%)	951 (22.03%)	00:01:54	122 (10.45%)	49.59%	36.08%	\$0.86(160.13%)
2. /stewardship/travel-alerts/	694 (14.20%)	612 (14.18%)	00:03:07	169 (14.47%)	44.91%	47.84%	\$0.84(157.16%)
3. /stewardship/sustainable-tourism-and-outdoor-recreation-committee/	557 (11.40%)	469 (10.86%)	00:04:12	115 (9.85%)	44.74%	47.40%	\$0.75(140.30%)
4. /stewardship/public-transportation-in-gunnison-and-crested-butte/	482 (9.86%)	426 (9.87%)	00:05:23	284 (24.32%)	47.20%	67.84%	\$0.46 (84.89%)
5. /stewardship/responsible-travel/	312 (6.38%)	259 (6.00%)	00:03:44	105 (8.99%)	53.64%	48.08%	\$0.71(131.70%)
6. /stewardship/spring-trail-restrictions-in-gunnison/	154 (3.15%)	135 (3.13%)	00:06:51	68 (5.82%)	30.43%	62.99%	\$0.50 (93.89%)
7. /stewardship/heroes-mel-yemma/	63 (1.29%)	61 (1.41%)	00:02:31	51 (4.37%)	50.98%	80.95%	\$0.16 (30.56%)
8. /stewardship/sustainable-tourism-and-outdoors-recreation-committee/	26 (0.53%)	20 (0.46%)	00:03:18	2 (0.17%)	100.00%	26.92%	\$1.65(307.56%)
9. /category/stewardship/	22 (0.45%)	21 (0.49%)	00:00:13	15 (1.28%)	93.33%	68.18%	\$0.24 (44.38%)
10. /stewardship/responsible-travel/?customize_changeset_uuid=84d8911c-64a0-4243-ad59-0c60500738c4&customize_theme=yootheme-child&customize_messenger_channel=preview-0&customize_autosaved=on	11 (0.23%)	5 (0.12%)	00:00:19	0 (0.00%)	0.00%	0.00%	\$0.40 (74.56%)

Fig. 20

## Video plays (as of 9/8/2022)

The [STOR video](#) has received 10,198 plays and reached 62k+ people via the site, YouTube, Facebook and Instagram.

## Email newsletters

Since the launch of the new site, we've sent out 16 email newsletters and included at least one STOR content block in 14 of them. On average, we get 7,300 opens per email sent (25% open rate for a list of 29,200 subscribers), generating more than 100,000 impressions on STOR content in less than a year.

## Content Creation

We continue to create content to feed the Stewardship portion of our website. We have created a blog series where members of the STOR committee write [guest blog posts](#). We also received a grant from the Colorado Tourism Office for the creation of a video series that highlights the entities that are doing the stewardship work in our area. Each video has a call to action to get folks involved by volunteering or donating to the cause.

# Data Dashboards

This year, we launched [data dashboards](#) so that the community can better understand our visitors. These dashboards allow for businesses, land managers, and essential services to better predict what future visitation might look like. An important piece to our stewardship efforts is to prepare the community for the impacts of visitors. In addition to forward looking data, we also share data on historic visitation. This helps businesses better understand where our customers are coming from and when they can expect to be busiest. We have also shared this data with those who are considering opening new businesses in the county.