



The Work Program

This scope of work is to be conducted by Insights Collective (IC) in support of the NWCCOG multi-step project to evaluate topics related to economic forces at play in Colorado communities. Data and conversations/interviews suggest that there may be a paradigm shift in tourism from marketing to management and mitigation, and this brings with it a need and opportunity to better understand the longevity or sustainability of such a shift and the implications of implementing such changes. The IC program provides a sequential set of research steps to investigate the current situation and then to identify next steps by NWCCOG to address local needs. IC will perform services as follows:

The IC team will review results from Jon Stavney interviews and will conduct additional discussion with selected contacts to further document current conditions. Following assessment of results from Stavney interviews), the IC team will then conduct additional in-depth interviews with selected contacts from a representative cross-section of communities to broaden the understanding of the current situation and evolving challenges and needs. IC team will evaluate and qualify the additional data, then reconcile with the initial interviews conducted by Stavney, and generate a qualitative / quantitative summary assessment of the findings, including:

- Identify key themes and messages,
- If any, identify response cohorts based on the interviews,
- Group Test through the IC Think Tanking process the extrapolation of additional results to the 'base' group, and
- Recommend next steps and actions as they pertain to the quantitative/qualitative survey to be conducted by the IC team.

IC drafts proposed survey questions. Based on findings to date / noted above, IC team will develop a Quantitative Survey to be used to more precisely measure and fully understand tourism and community economic trends as experienced by NWCCOG members and allied organizations such as DMOs.

The IC Team will conduct a facilitated presentation at the Economic Forum on May 4th with interactive feedback and input from attendees . IC team will present thought-provoking discussion of information gathered to date. The session will explore initial IC ideas on a new foundation for considering the role of tourism in the eco- and sociologic structure of mountain communities. The presentation will address both broad- and such cohort-specific topics as may be uncovered in the findings and will focus largely on both the role of traditional KPIs and the

introduction of new KPIs metrics developed specifically to help NWCCOG members meet their evolving demands. There will be In-person participation at the forum by three or more IC team members present, led by Ralf Garrison.

Refining and fielding the Quantitative Survey. IC Team will develop a quantitative/qualitative survey designed for distribution to community representatives using email lists provided by NWCCOG and the Colorado Association of Ski Towns (CAST). Following distribution of the survey, the team will tabulate and analyze survey results and present findings in an action-oriented overview report. The analysis will build on the overall findings of the IC investigative work; it will include the results of Stavney's member feedback interviews, actions resulting from the Economic Forum, and full Quantitative Survey results.

Developing an Action Plan of next steps for NWCCOG as an organization, and for members. Building upon, and furthering recommendations and next steps noted above, IC will present an overview written report as the final deliverable from this research program. The report will include discussion of the status of Proof of Concept related to new KPIs, and a different foundation for considering tourism and economic trends in the context of West Slope communities.