

VAIL TOWN COUNCIL MEETING

Afternoon Session Agenda



The Grand View, 395 S. Frontage Road W. Vail, CO 81657
and virtually by Zoom: https://vail.zoom.us/webinar/register/WN_BgkanPBLSiqBllcSJDFpgA

12:00 PM July 2, 2024

Notes:

Times of items are approximate, subject to change, and cannot be relied upon to determine what time Council will consider an item.

1. **Town Council Photo at the Vail Public Library (11:30am)** 292 West Meadow Drive, Vail, CO 81657

The regular Town Council meeting will convene at 12:00pm at the Grand View.

2. **Call to Order (12:00pm)**

3. **Presentation/Discussion (12:00pm)**

- 3.1 **RRC Community Survey Update (12:00pm)** 45 min.

Listen to update.

Presenter(s): Kris Widlak, Communications Director and Sean Maher, RRC Associates

Background: The Town of Vail biennial community survey is used to measure the town's operational performance as compared with previous years. The purpose of today's session is to provide a high-level overview of the survey results.

[Community Survey Results Council Memo 2024](#)

[2024 Community Survey Results Council PPT](#)

- 3.2 **Destination Marketing Organization (DMO) Discussion (12:45pm)** 45 min.

Listen to presentation and provide feedback.

Presenter(s): Mia Vlaar, Economic Development Director and Carl Ribaudo, SMG Consulting

Background: Please see the attached memo and presentation.

[Vail Destination Marketing Organization Discussion Memo - 07.02.2024](#)

[Vail Destination Marketing Organization Structure Final Report - 07.02.2024](#)

[Vail Destination Marketing Organization Discussion Presentation - 07.02.2024](#)

- 3.3 **Vail America Days Update (1:30pm)** 5 min.

Listen to update.

Presenter(s): Jeremy Gross, Special Event Coordinator

Background: Vail America Days is just a few days away. Staff is providing an update to Town Council on the schedule for the day, including parade participants, entertainment, flyovers, fireworks and more.

[Vail America Days Helpful Tips](#)

- 3.4 **Reserves Policy Review (1:35pm)** 20 min.
Listen to presentation and provide feedback.
Presenter(s): Carlie Smith, Finance Director
Background: Please see attached memo
[070224 Reserve Policy Review](#)
- 3.5 **Civic Area Plan Update (1:55pm)** 45 min.
Listen to update and provide feedback.
Presenter(s): Matt Gennett, Community Development Director
Background: Please see attached memo.
[Civic Area Follow-up](#)
[Council Update Presentation](#)
4. **DRB/PEC (2:40pm)**
- 4.1 **DRB/PEC Update (5 min.)**
[DRB Results 6-19-24](#)
[PEC Results 6-24-24](#)
5. **Information Update (2:45pm)**
- 5.1 **May 16, 2024 VLMDAC Meeting Minutes**
[VLMDAC Meeting Minutes May 16, 2024](#)
- 5.2 **May 28, 2024 VLHA Meeting Minutes**
[2024-05-28 VLHA Minutes](#)
- 5.3 **June 05, 2024 CSE Meeting Minutes**
[June 05, 2024 CSE Minutes](#)
- 5.4 **2024 1st Quarter Investment Report**
[2024-03-31 Investments](#)
- 5.5 **June 2024 Revenue Update**
[2024-07-02 Revenue Update](#)
- 5.6 **Proposed 2025 Budget Timetable**
[Proposed Budget Timetable 2025](#)
6. **Matters from Mayor, Council, Town Manager and Committee Reports (2:45pm)**
- 6.1 **Matters from Mayor, Council and Committees (15 min.)**
- 6.2 **Town Manager Report (5 min.)**
[TM Update 07-02-24](#)
[Vail Pass Wildlife Crossing - memo to TM](#)
[I-70 East Vail Pass 2024 June](#)
- 6.3 **Council Matters and Status Update**
[2024-07-02 Matters](#)
7. **Executive Session (3:05pm)**
(90 min.) Executive Session pursuant to:

1. C.R.S. §24-6-402(4)(a) - to consider the purchase, acquisition, lease, transfer or sale of any real, personal or other property interest, C.R.S. §24-6-402(4)(b) to hold a conference with the Town Attorney, to receive legal advice on specific legal questions, and §24-6-402(4)(e) to determine positions relative to matters that may be subject to negotiations, develop a strategy for negotiations and instruct negotiators and on the topics of: 1. Potential real property acquisitions by the Town; 2. The redevelopment of the west side of the Timber Ridge Apartments; 3. the development of the West Middle Creek housing project; 4. The encroachment onto Town of Vail property on 696 Forest Road, Vail, CO 81657 and

2. C.R.S. §24-6-402(4)(b) - to hold a conference with the Town Attorney, to receive legal advice on specific legal questions and C.R.S. §24-6-402(4)(e) - to determine positions relative to matters that may be subject to negotiations, develop a strategy for negotiations and instruct negotiators and on the topic of a certain easement agreement between the Town of Vail and Ronald Riley and Rodney Slifer dated December 20, 1985.

8. Recess 4:35pm (estimate)

Meeting agendas and materials can be accessed prior to meeting day on the Town of Vail website www.vailgov.com. All town council meetings will be streamed live by High Five Access Media and available for public viewing as the meeting is happening. The meeting videos are also posted to High Five Access Media website the week following meeting day, www.highfivemedia.org.

Please call 970-479-2136 for additional information. Sign language interpretation is available upon request with 48 hour notification dial 711.

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

TIME: 45 min.

SUBMITTED BY: Kris Widlak, Town Manager

ITEM TYPE: Presentation/Discussion

AGENDA SECTION: **Presentation/Discussion (12:00pm)**

SUBJECT: **RRC Community Survey Update (12:00pm)**

SUGGESTED ACTION: Listen to update.

PRESENTER(S): Kris Widlak, Communications Director and Sean Maher, RRC Associates

ATTACHMENTS:

[Community Survey Results Council Memo 2024](#)
[2024 Community Survey Results Council PPT](#)



Memorandum

To: Vail Town Council

From: Kris Widlak, Communications Director
Sean Maher, RRC Associates

Date: July 2, 2024

Subject: Presentation of Biennial Community Survey Results

I. BACKGROUND

The Town of Vail biennial community survey is used to measure the town's operational performance as compared with previous years. It is also used to gauge sentiment on public policy issues and solicit feedback on additional topics of community interest. Conducted every other year, the 2024 survey was fielded starting on March 25 with responses collected through May 15.

The purpose of today's session is to provide a high-level overview of the survey results garnered through the statistically valid invitation survey. A full report of all responses and open-ended comments will be provided to the Town Council and the public on the town's website at www.vail.gov.

II. SURVEY METHODOLOGY

The 2024 survey was fielded using two techniques. The primary method was a statistically valid online survey distributed via mailed postcards to all available residential addresses in the Town of Vail and a random sampling of part-time residents. As in the past, two passwords per household were provided on each postcard to encourage broad participation.

The secondary method of survey distribution was based on the promotion of an "open" version of the survey designed to gather input from interested individuals that had not received the postcard invitation. Promotion of this version of the survey was designed to reach a larger cross section of the community including employees and business owners that live outside town, and residents and part-time residents that had not responded to the invitation version.

III. ACTION REQUESTED OF TOWN COUNCIL

Review the top-level results of the Community Survey as presented by Sean Maher of RRC Associates, ask questions and determine if other discussions and/or data sets are of interest as additional follow up.



RRC



VAIL COMMUNITY SURVEY 2024

Summary of Results

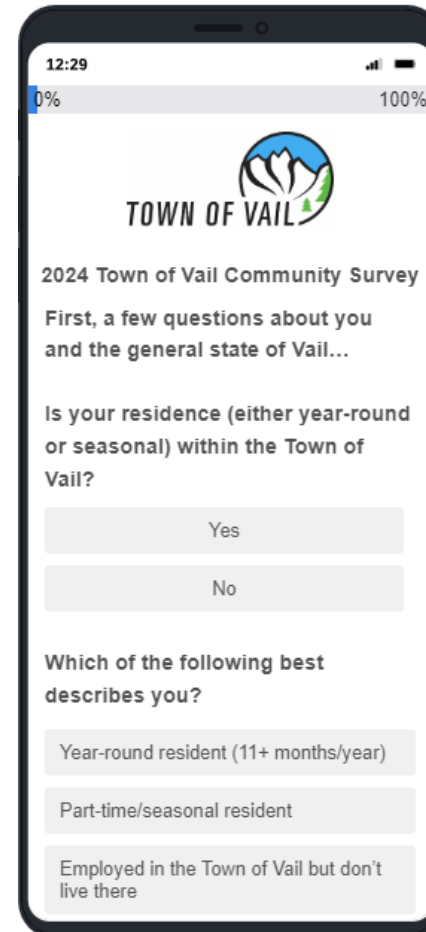


OVERVIEW OF PRESENTATION

- History and Survey Methodology
- Resident type, Age, Home ownership, Location in town, etc.
- Evaluation of Responses on “Right/Wrong Track”
- Satisfaction Ratings of Town Departments
- Exploration of Policy Topics and Identifying Priorities
- Questions/Comments on Findings from Council and Staff

SURVEY METHODOLOGY

- 2024 Survey program designed for direct comparison to biannual studies (2010-2022).
- **Distribution Channels:**
 - RRC mailed 4,950 postcards with two passcodes per HH for the online survey.
 - An “open link” was advertised to capture additional responses.

A smartphone screen displaying the Town of Vail Community Survey. The status bar at the top shows the time 12:29 and battery level. A progress bar at the top indicates 0% to 100%. The Town of Vail logo is centered, followed by the title "2024 Town of Vail Community Survey". Below the title, it says "First, a few questions about you and the general state of Vail...". The first question is "Is your residence (either year-round or seasonal) within the Town of Vail?". There are two buttons: "Yes" and "No". Below this, it asks "Which of the following best describes you?". There are three buttons: "Year-round resident (11+ months/year)", "Part-time/seasonal resident", and "Employed in the Town of Vail but don't live there".

945

**Total
Survey
Responses**

SURVEY RESPONSES

Survey Version	2012	2014	2016	2018	2020	2022	2024
Invite	412	487	541	562	680	672	587
Open Link	265	292	376	509	668	799	358
Total	677	779	917	1,071	1,348	1,471	945

Note - responses in this PowerPoint presentation are based on the Invite Survey unless otherwise noted. The number of responses vary by question.



Please participate in the
ONLINE COMMUNITY SURVEY



Tell us how we are doing:

- Evaluate your satisfaction with transit, parking, snowplowing and other town services
- Share your thoughts and ideas about the most important issues facing Vail

Log into the survey at:
VailCommunitySurvey.org
or scan





TOWN OF VAIL
c/o RRC Associates
P.O. Box 17880
Boulder, CO 80308

One or two adults from your household are invited to participate using one of the passcodes below:

Passcode: XXXXX Passcode: XXXXX

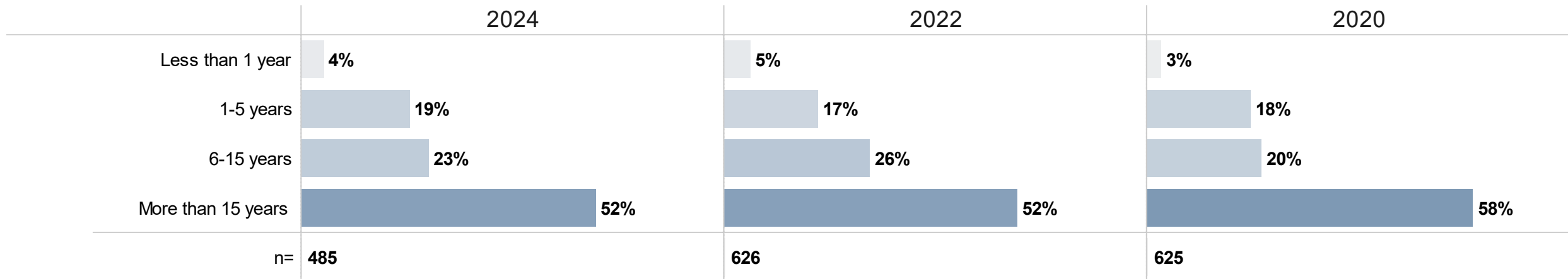
By taking the survey, you'll have a chance to win a drawing for one of ten \$100 Visa Gift Cards or the Grand Prize of an eBike. Only surveys completed in the first week will be entered into the first round drawing, so submit your survey soon!

\$100
or
GRAND PRIZE eBike

Please respond within two weeks to be sure your opinions are heard. You can also request a paper version of the survey by calling **970.479.2115**

YEARS IN TOWN OF VAIL

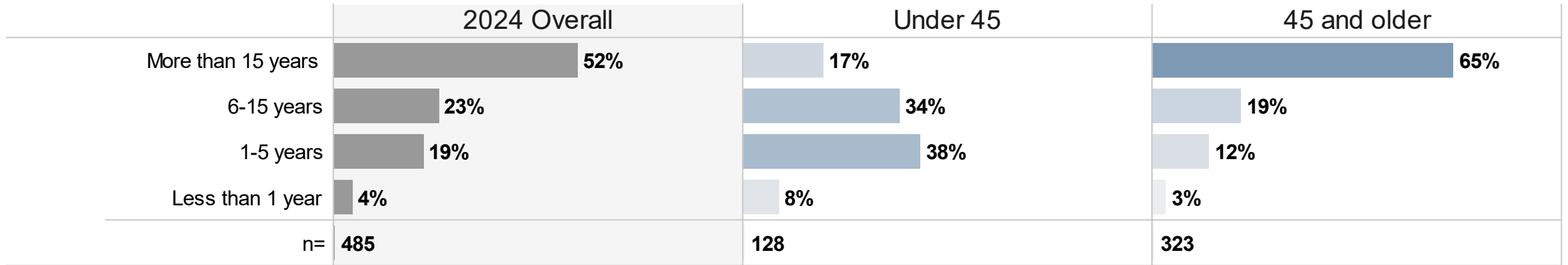
How long have you lived within the Town of Vail (or owned property if a nonresident)?



Source: RRC

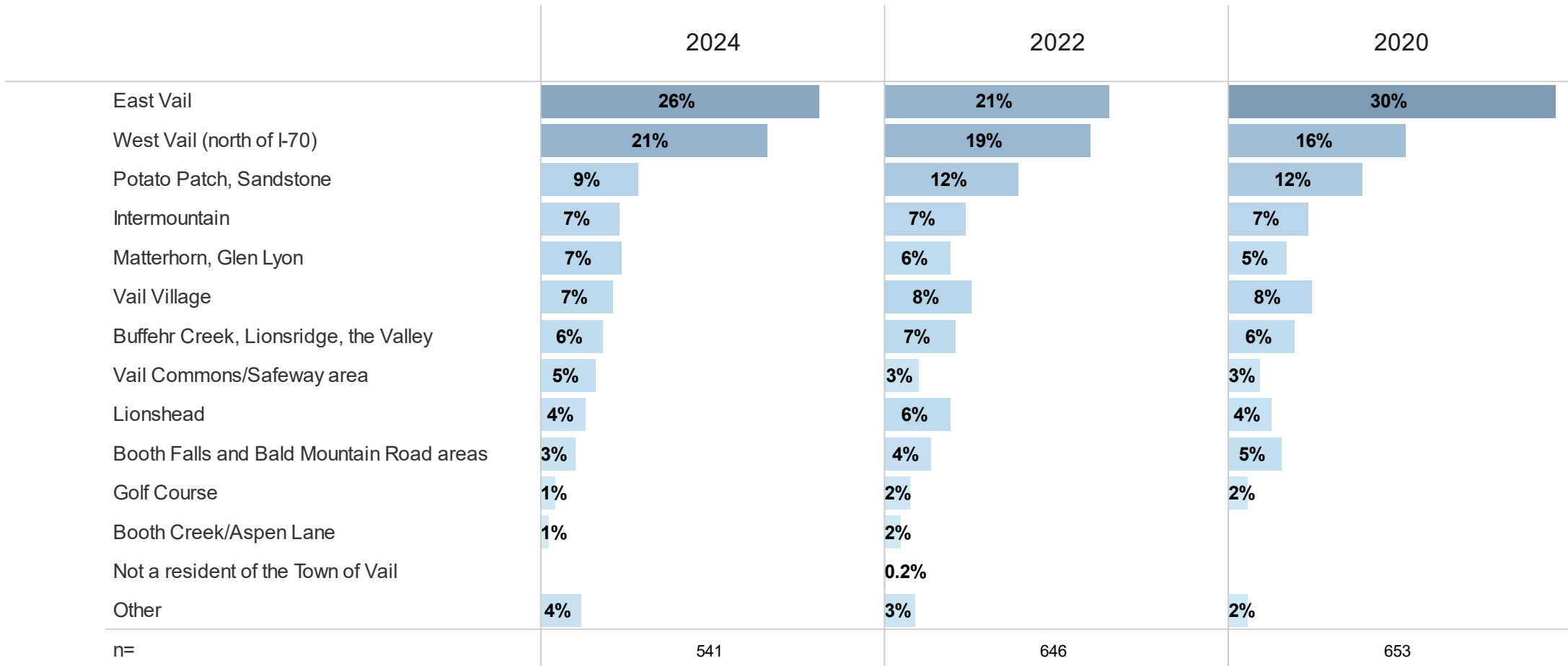
YEARS IN TOWN OF VAIL BY AGE (2024)

How long have you lived within the Town of Vail (or owned property if a nonresident)?



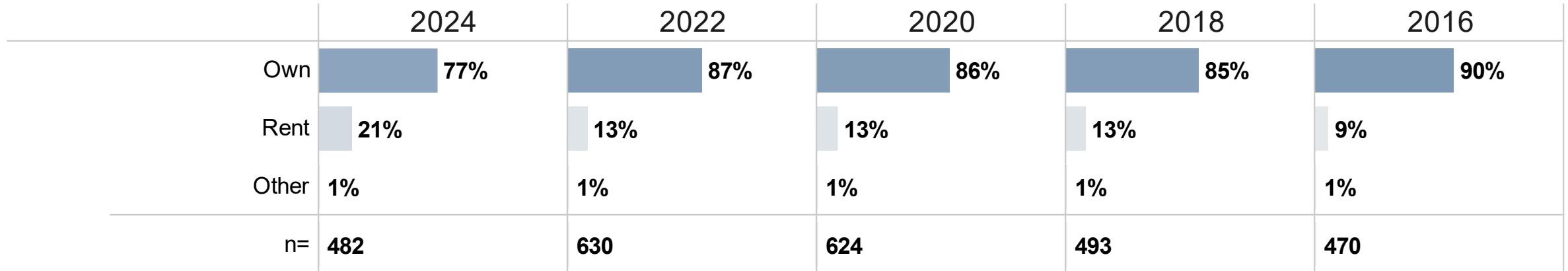
LOCATION

Overall: Percent Responding Overall & By Year

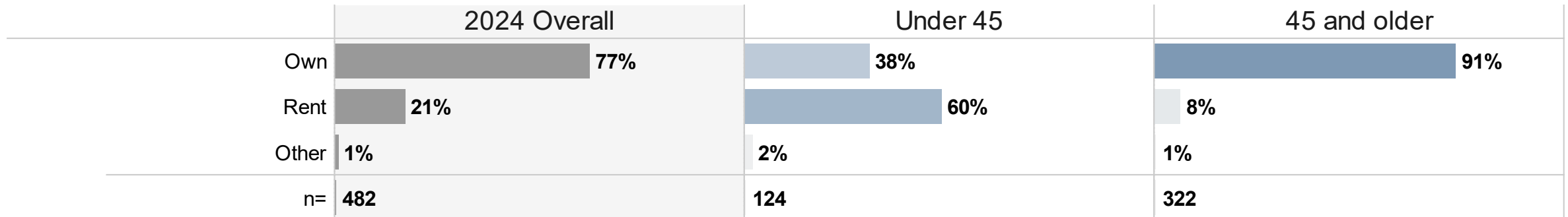


OWN VS. RENT

Do you own or rent your residence?

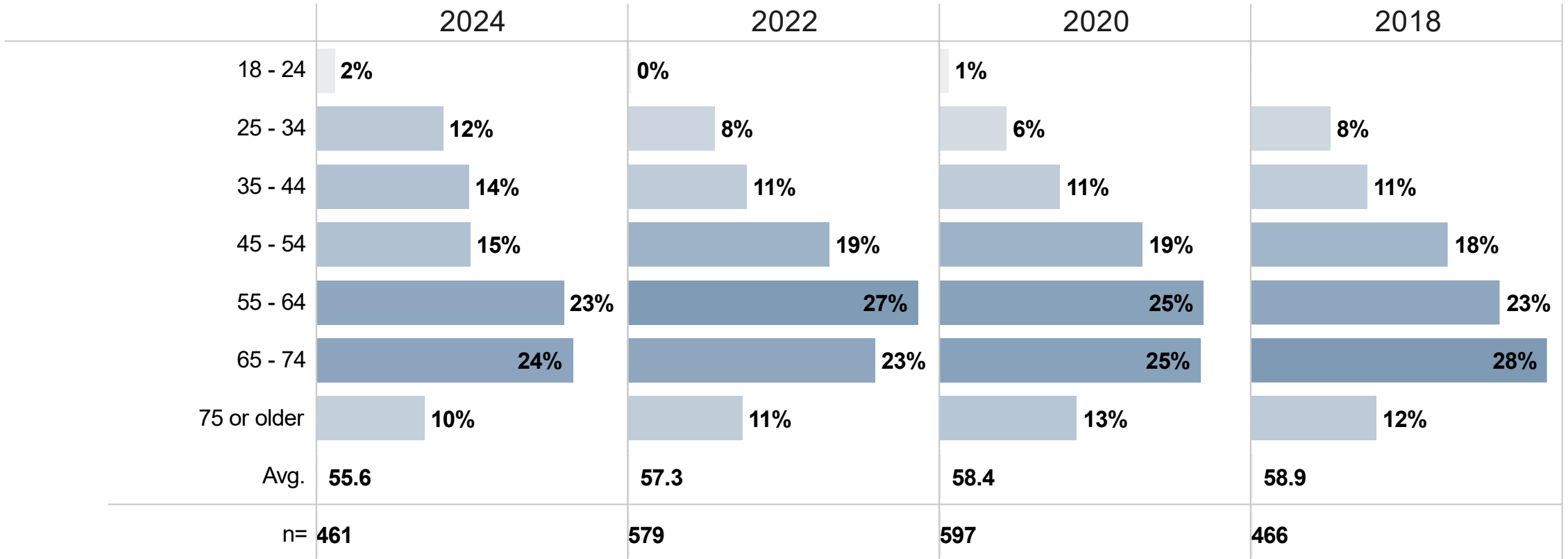


Do you own or rent your residence?



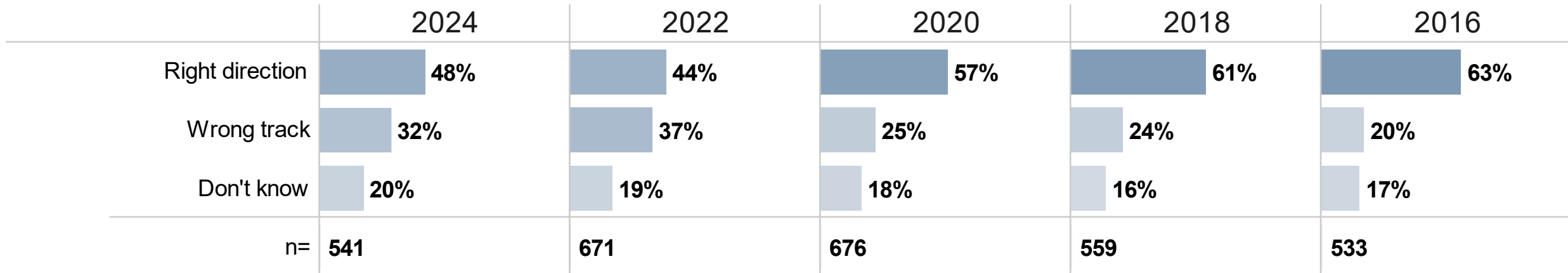
AGE OF RESPONDENT

Age of respondent



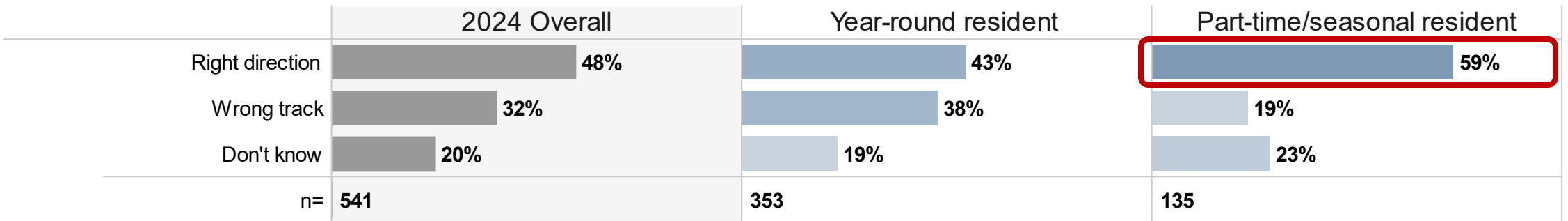
DIRECTION OF TOV

Would you say that things in the Town of Vail are going in the right direction, or have they gotten off on the wrong track?

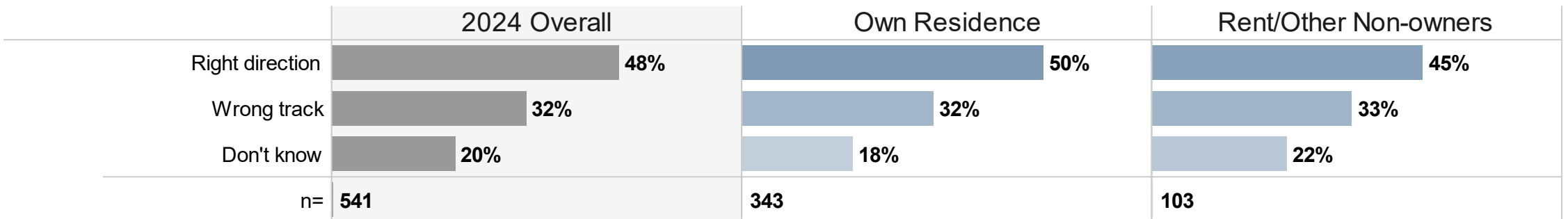


DIRECTION OF TOV CONTINUED

Would you say that things in the Town of Vail are going in the right direction, or have they gotten off on the wrong track?

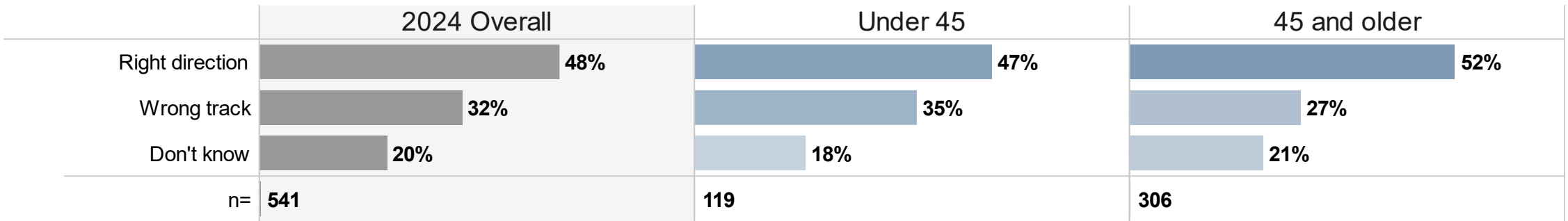


Would you say that things in the Town of Vail are going in the right direction, or have they gotten off on the wrong track?

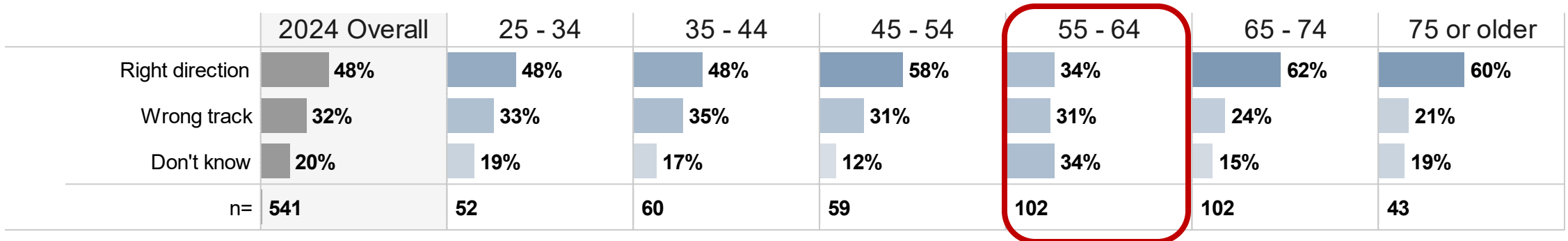


DIRECTION OF TOV CONTINUED

Would you say that things in the Town of Vail are going in the right direction, or have they gotten off on the wrong track?



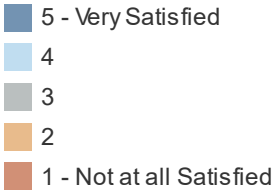
Would you say that things in the Town of Vail are going in the right direction, or have they gotten off on the wrong track?



SATISFACTION WITH PROVIDING INFORMATION

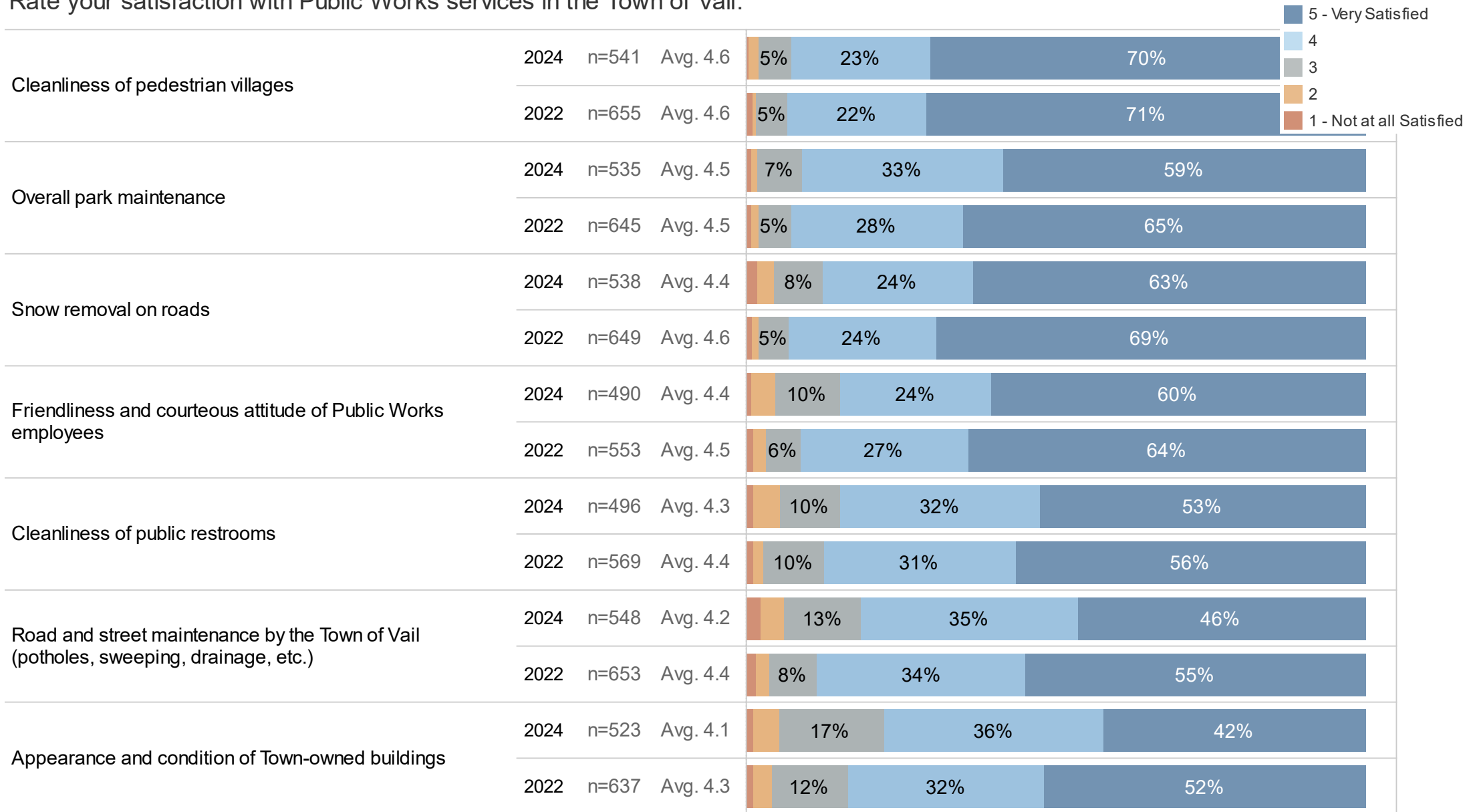
Using the 1 to 5 scale below, how satisfied are you with the Town of Vail local government in terms of providing information to constituents about what local government is doing, including offering ample public engagement opportunities, approachability, and being collaborative in the decision-making process?

Offering public engagement opportunities (both in-person and online)	2024	n=514	Avg. 3.7	4% 9%	26%	32%	28%
	2022	n=577	Avg. 3.8	5% 7%	24%	34%	31%
Approachability of staff and Town Council members	2024	n=458	Avg. 3.7	7% 9%	22%	29%	32%
	2022	n=498	Avg. 3.8	5% 10%	19%	33%	33%
Providing information to constituents	2024	n=543	Avg. 3.6	6% 10%	29%	31%	25%
	2022	n=638	Avg. 3.8	4% 8%	22%	37%	29%
Being collaborative in decision-making process	2024	n=497	Avg. 3.2	9% 17%	36%	23%	15%
	2022	n=542	Avg. 3.4	9% 13%	27%	32%	19%



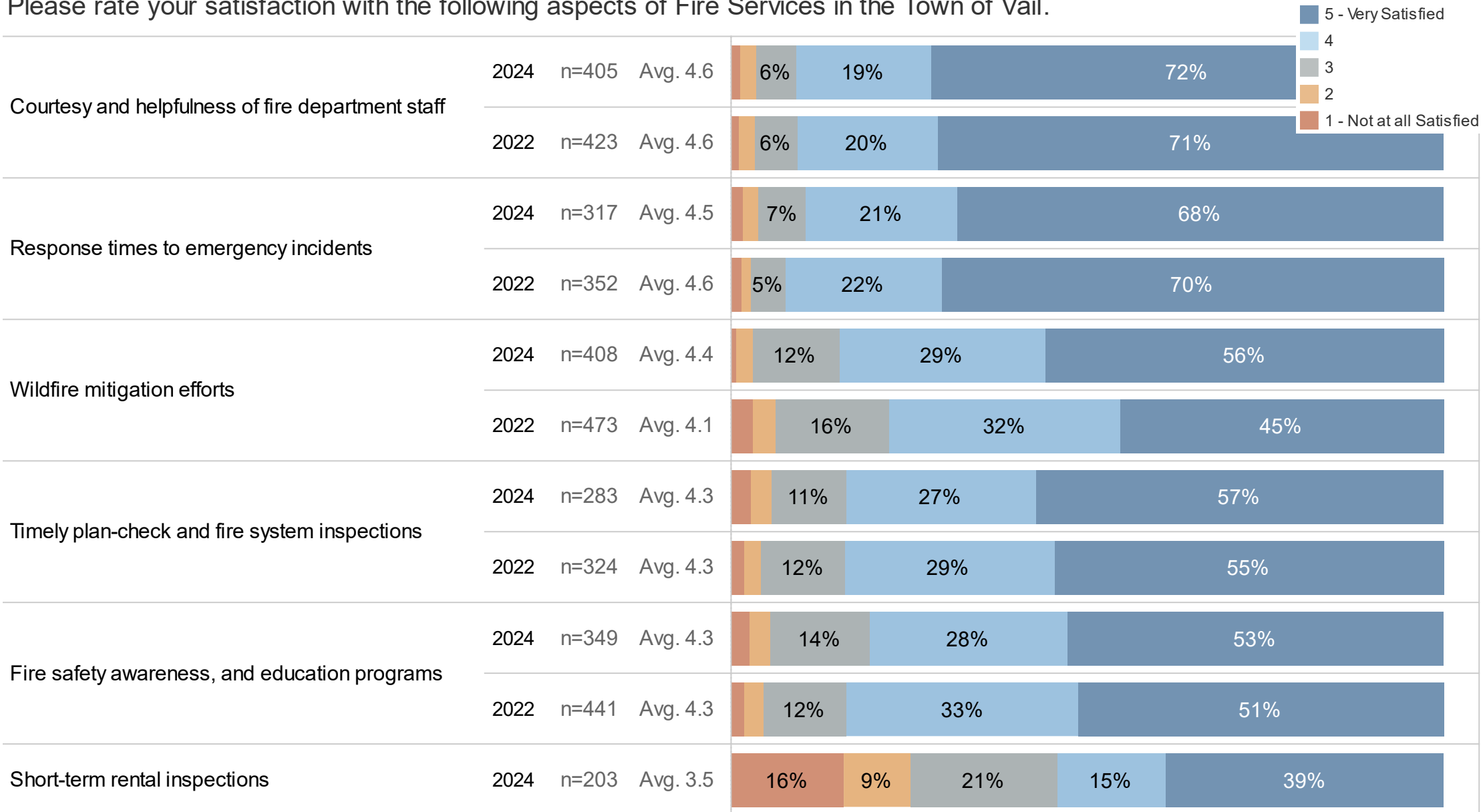
SATISFACTION WITH PUBLIC WORKS

Rate your satisfaction with Public Works services in the Town of Vail.



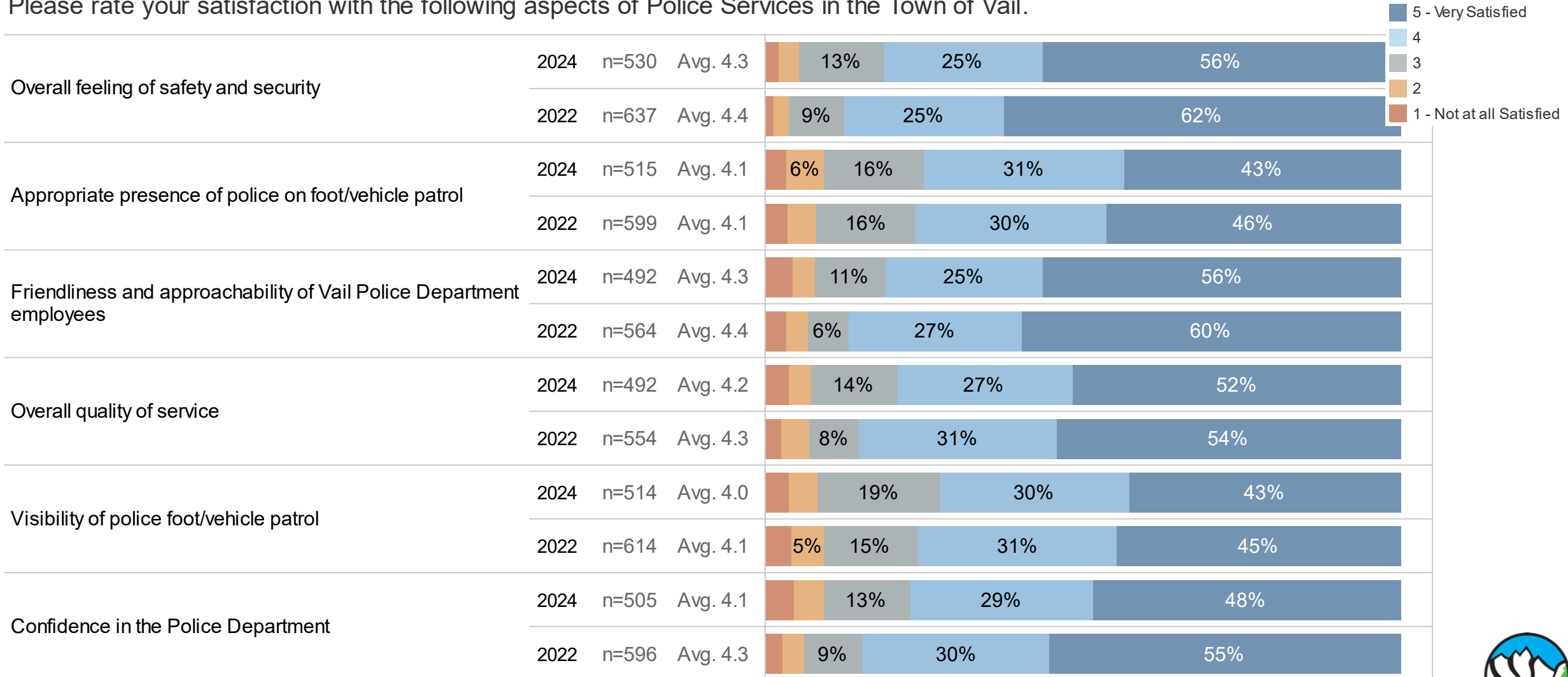
SATISFACTION WITH FIRE SERVICES

Please rate your satisfaction with the following aspects of Fire Services in the Town of Vail.



SATISFACTION WITH POLICE SERVICES

Please rate your satisfaction with the following aspects of Police Services in the Town of Vail.

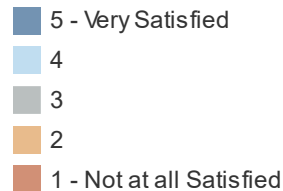


Have you used the services of the Community Development Department within the past 12 months?

	2024	2022
No	86%	85%
Yes	14%	15%
n=	554	660

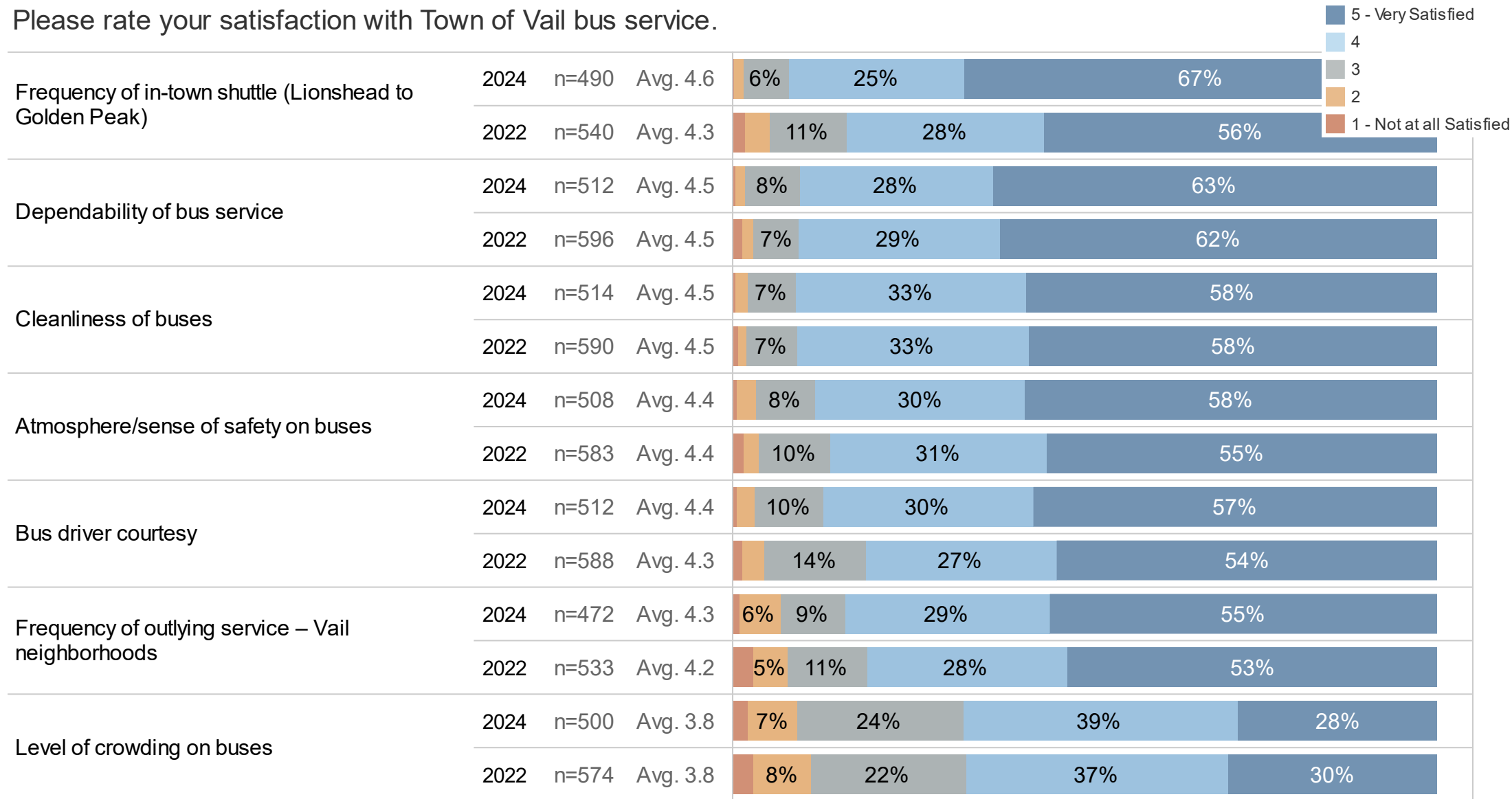
Please rate your satisfaction with the following aspects of the Community Development Department.

Availability of information (e.g., public records)	2024	n=73	Avg. 3.8	11%	7%	14%	27%	41%
	2022	n=86	Avg. 3.8	7%	7%	22%	23%	41%
Timeliness of response (to telephone calls, inspections, questions/inquiries, plan review, etc.)	2024	n=74	Avg. 3.8	8%	8%	20%	24%	39%
	2022	n=87	Avg. 3.8	10%	8%	17%	23%	41%
Building permit review and inspections	2024	n=60	Avg. 3.3	18%	13%	15%	23%	30%
	2022	n=74	Avg. 3.6	11%	8%	31%	12%	38%
Courtesy and attitude/helpfulness	2024	n=73	Avg. 3.8	7%	8%	19%	26%	40%
	2022	n=90	Avg. 3.9	9%		19%	22%	46%
Knowledge/ability to answer questions	2024	n=73	Avg. 3.8	7%	7%	25%	23%	38%
	2022	n=87	Avg. 4.0		7%	18%	20%	51%



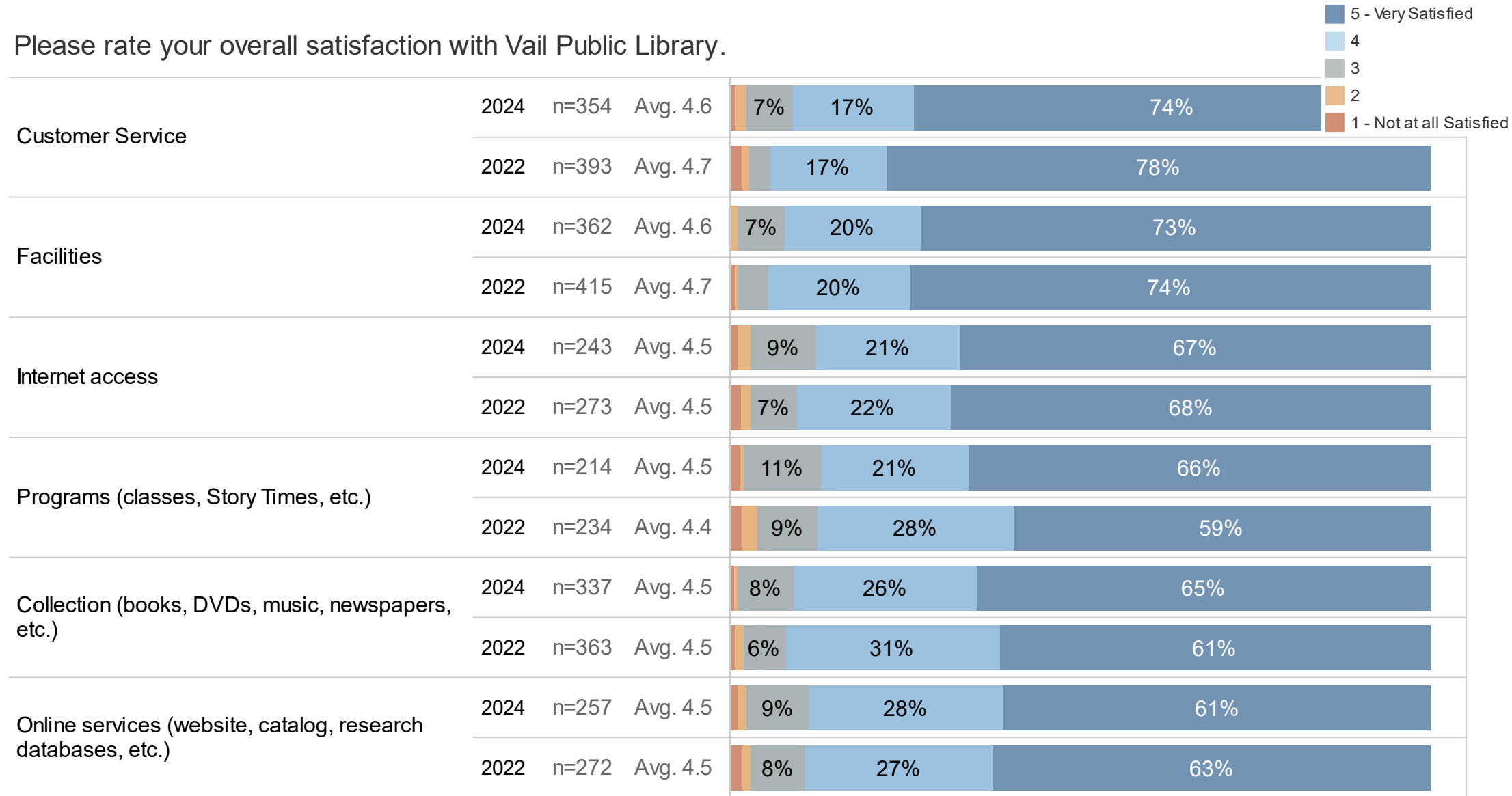
SATISFACTION WITH TOV BUS SERVICE

Please rate your satisfaction with Town of Vail bus service.



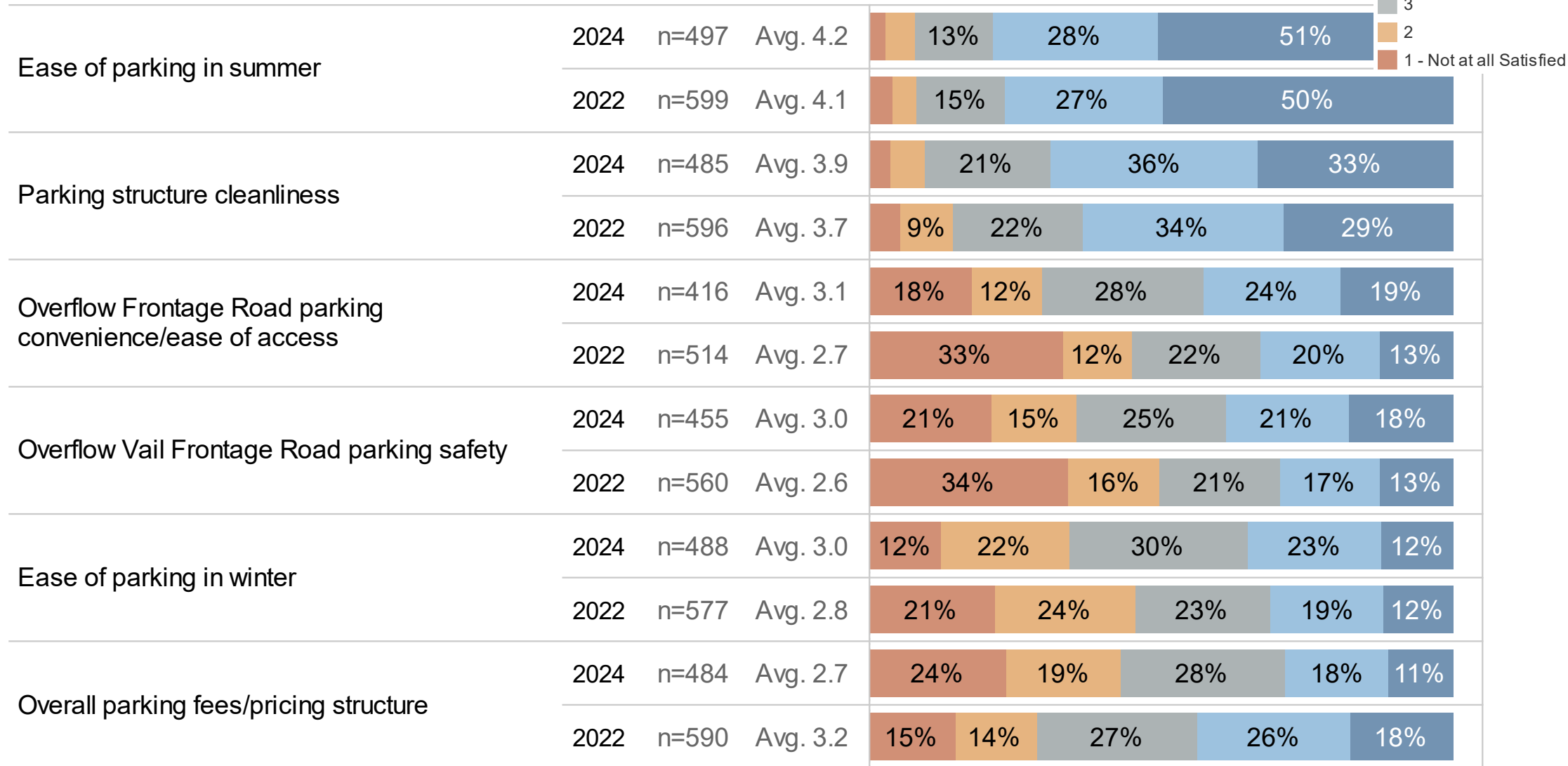
SATISFACTION WITH VAIL PUBLIC LIBRARY

Please rate your overall satisfaction with Vail Public Library.



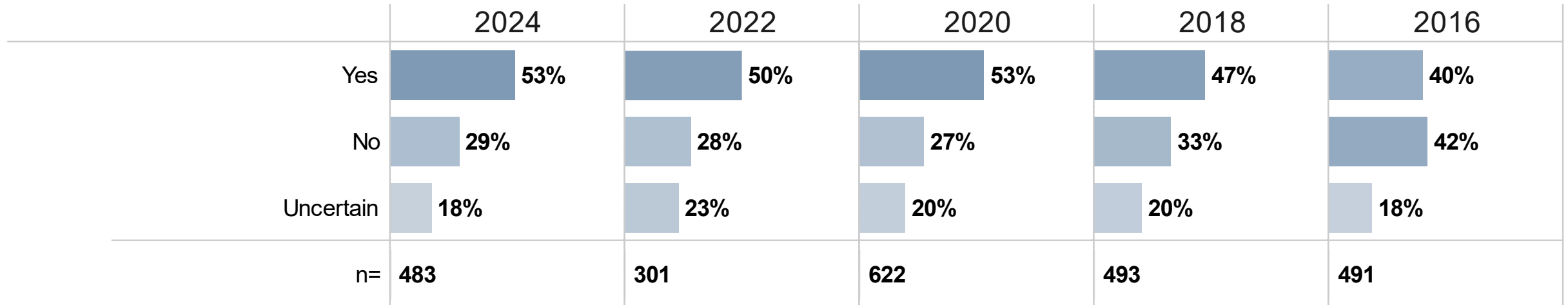
SATISFACTION WITH PUBLIC PARKING

Please rate your satisfaction with public parking services in Vail.



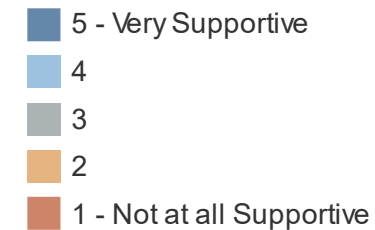
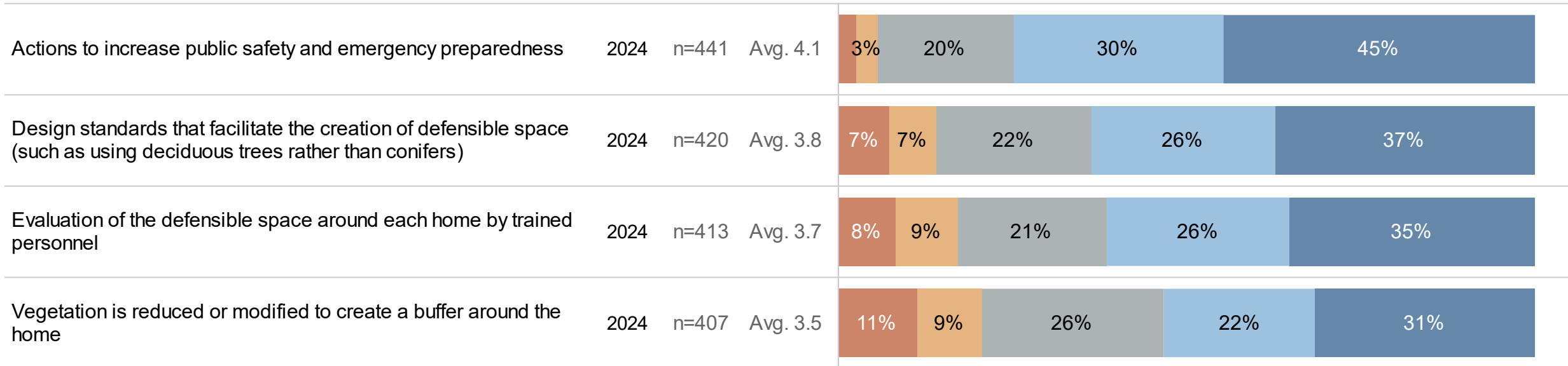
ON-DEMAND PARKING RATES

Should Town parking rates be based on demand?

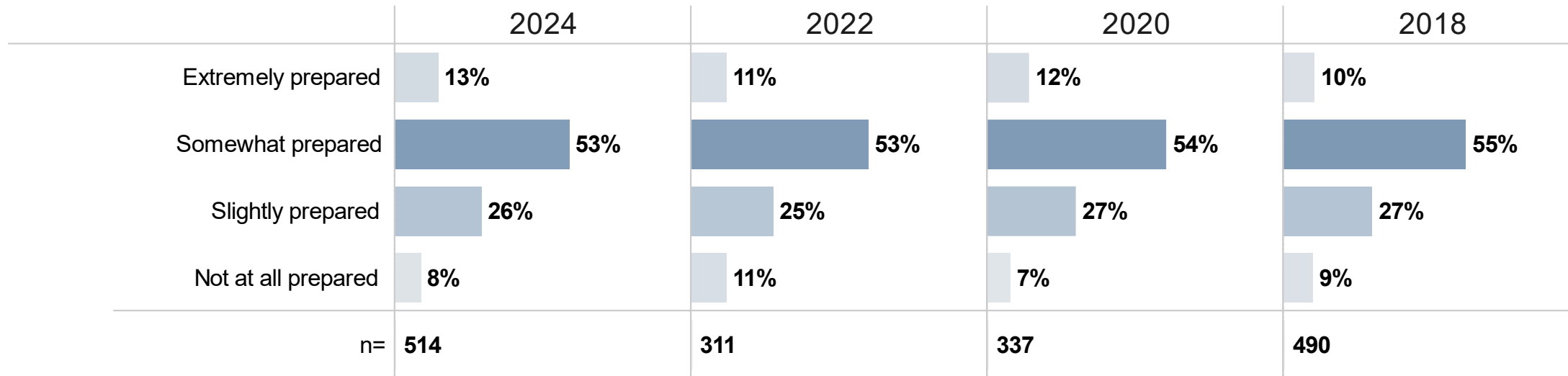


WILDFIRE RISK MANAGEMENT

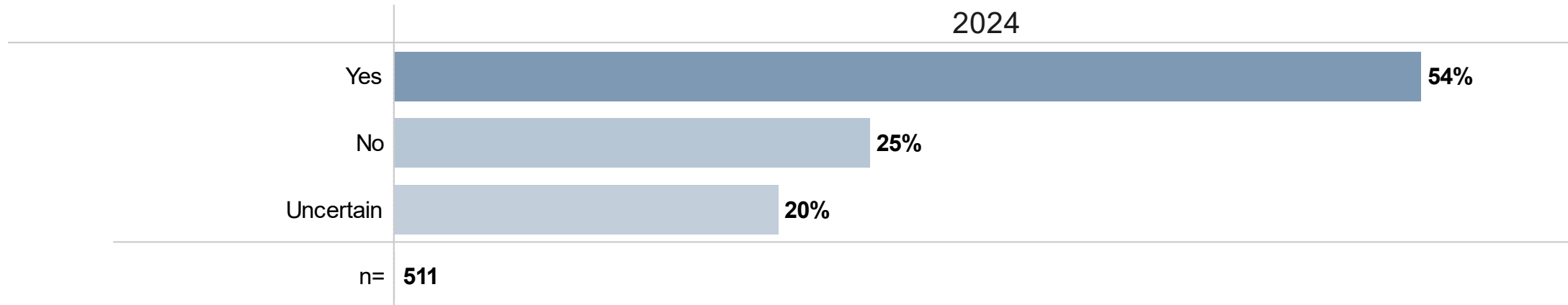
Wildfire poses a risk to our homes, environment, economy, recreation and safety. Effective wildfire mitigation requires a multi-faceted approach. Please indicate your opinion using the scale of 1 to 5 below.



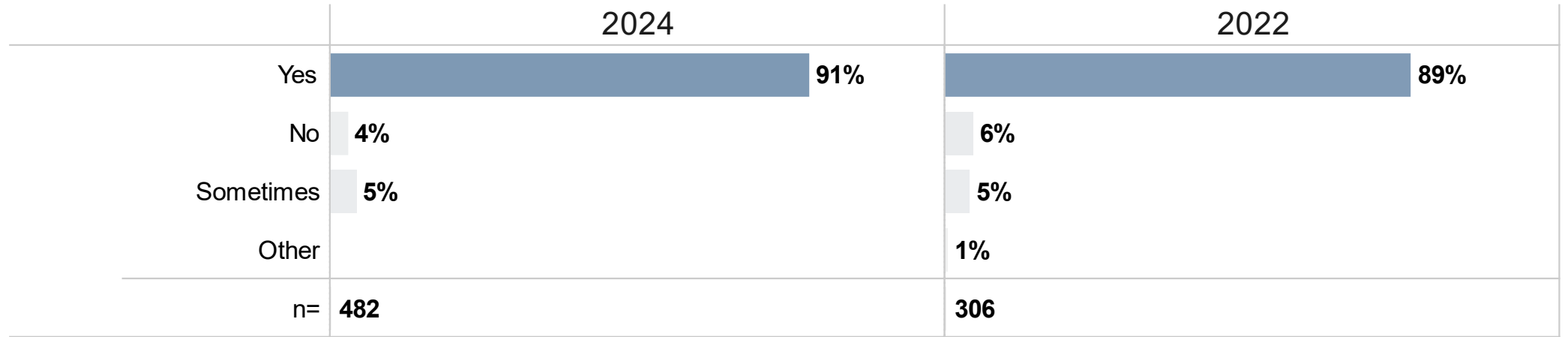
How prepared would you say you and your household are in the event of a catastrophic emergency event?



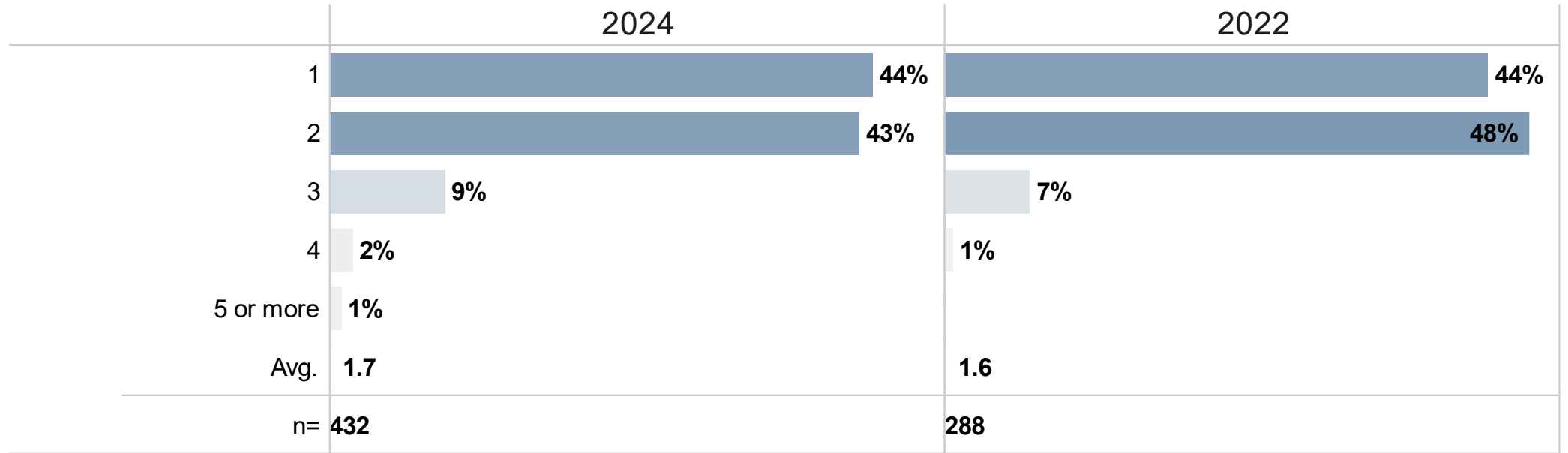
Are you subscribed to receive Notifications through EC Alert?



Do you have access to a vehicle(s) that you keep at your residence?

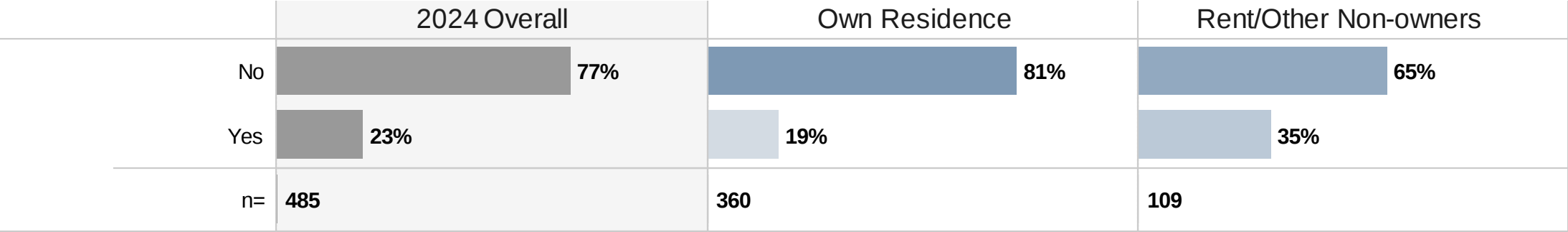


How many vehicles are typically available to your household?

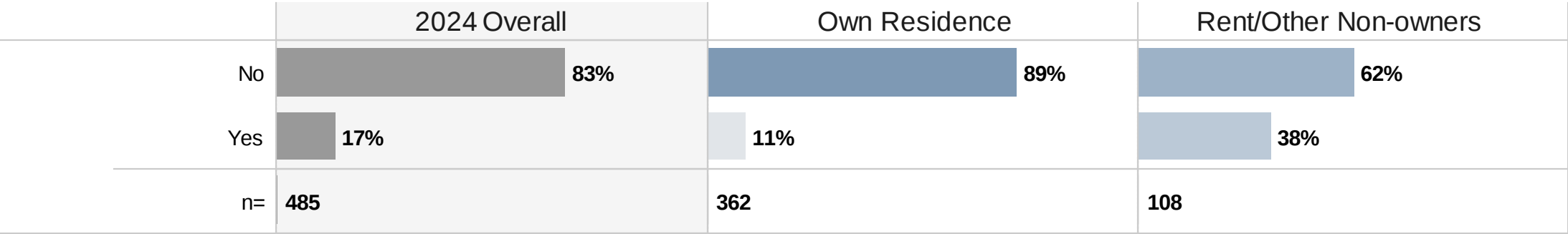


CARSHARE BY HOME OWNERSHIP (2024)

A car sharing program is short-term, on-demand car rental, available locally to members. If available, would you use a car sharing program in Vail?



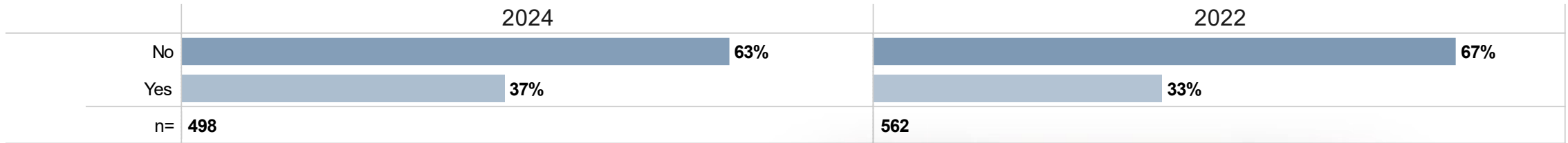
If available, would a car share program in Vail provide an alternative to owning your own car?



Source: RRC

NEW RECREATION PROGRAMS

Are there any new recreation programs/activities/facilities that you believe would benefit the residents of Vail and their guests?



If yes, please include your top one or two specific ideas:

1. Community Rec Center

- Gym, swimming pool, fitness classes, and spaces for community gatherings
- Outdoor / indoor sports facilities

2. Family-Friendly Events

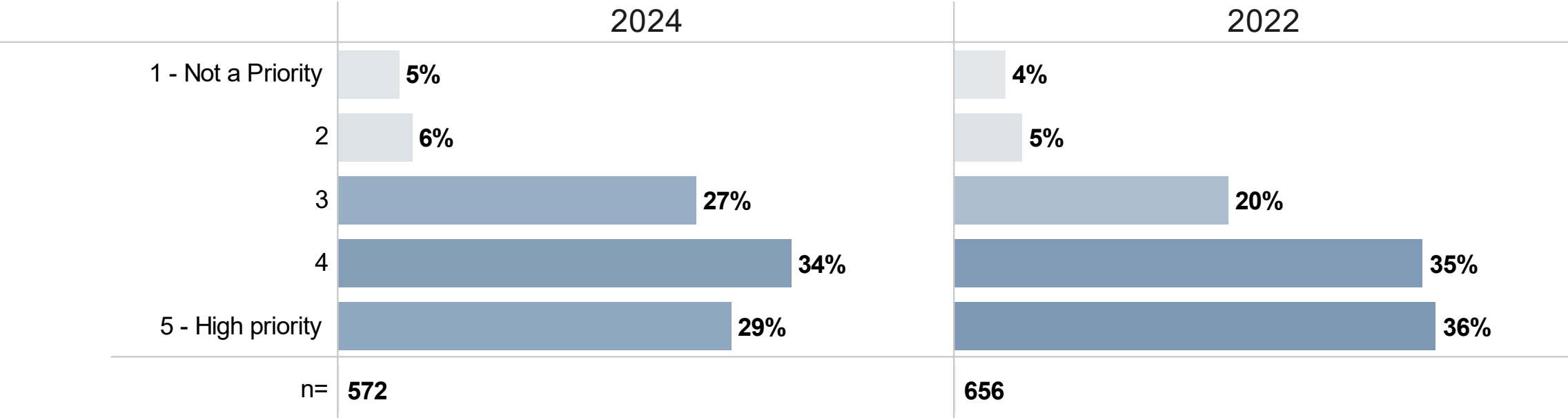
- Cultural/arts programs, hosting food truck nights, music festivals, educational programs about local wildlife, etc.

“ We need a rec center/gym/pool where families and locals can gather without having to drive through Dowd Junction ”

“ Recreation center that has a pool and indoor climbing facility ”

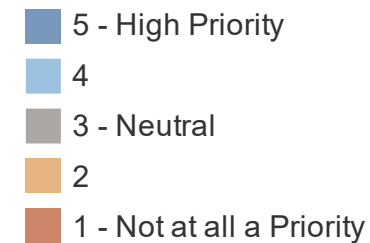
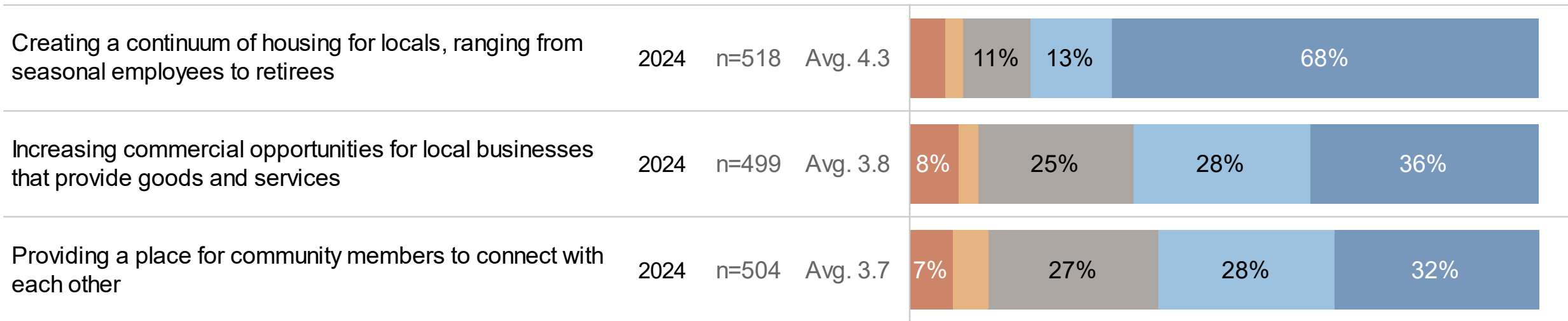
IMPORTANCE OF COMMUNITY VISIONING PLAN

What is your priority on undertaking a community visioning plan to better determine Vail's future?



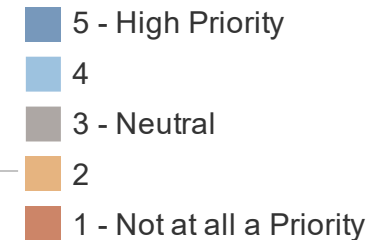
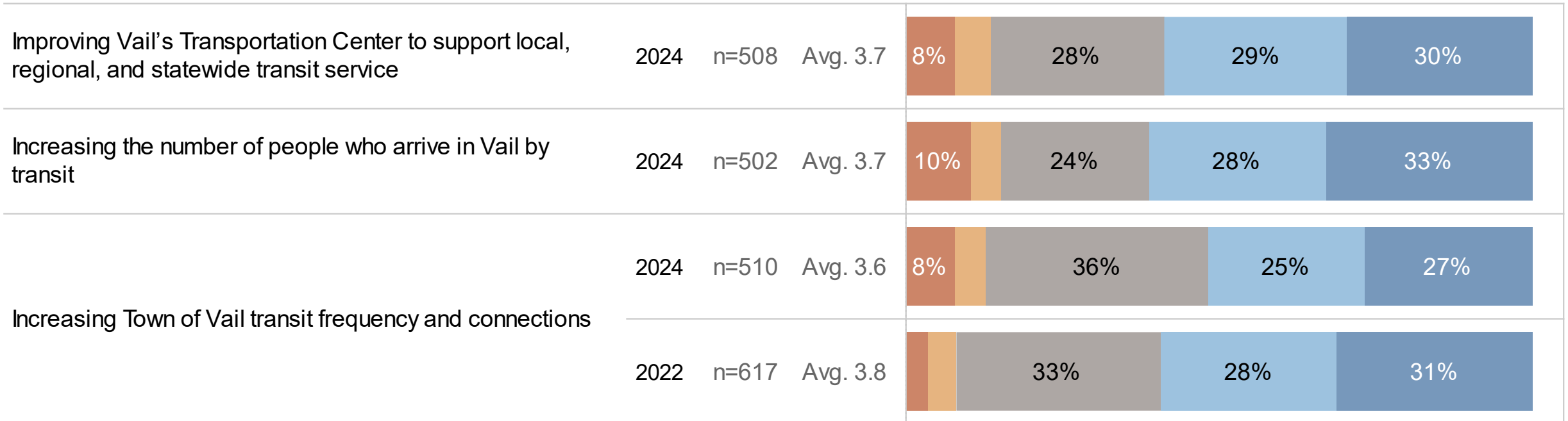
PRIORITIES: HOUSING & COMMUNITY

For each action listed below, indicate the level of priority you believe is appropriate.



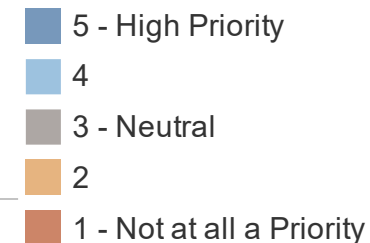
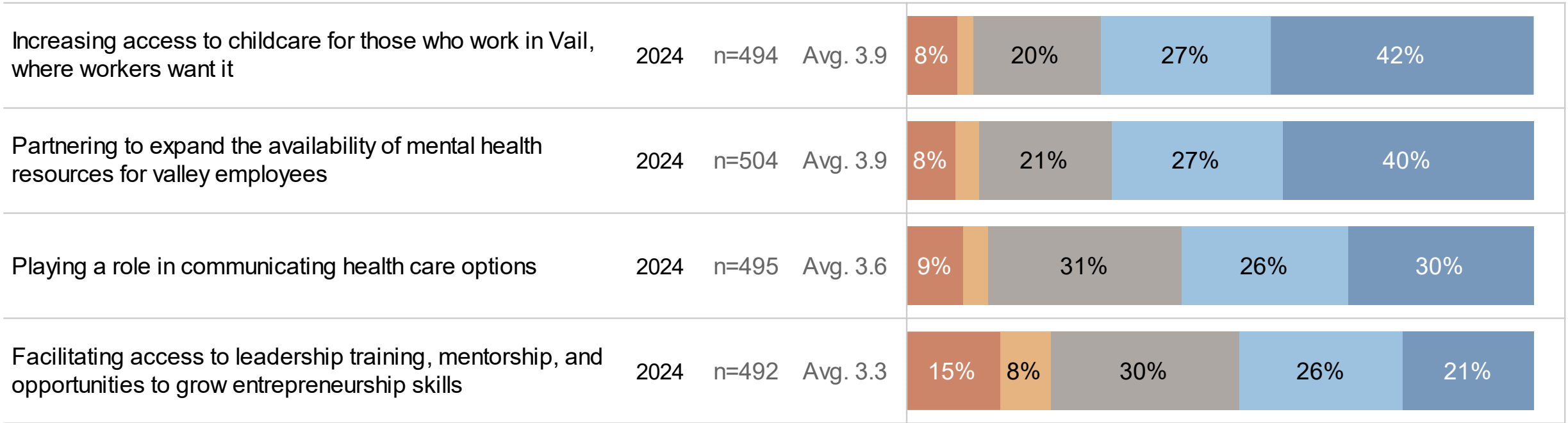
PRIORITIES: TRANSPORTATION

For each action listed below, indicate the level of priority you believe is appropriate.



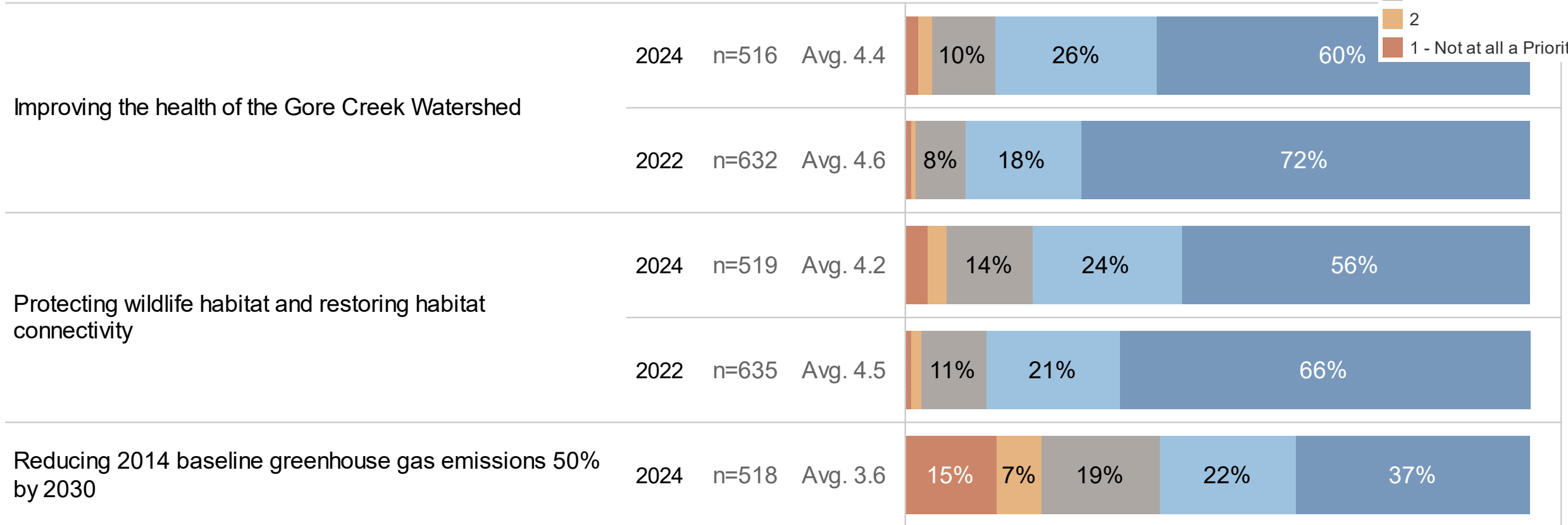
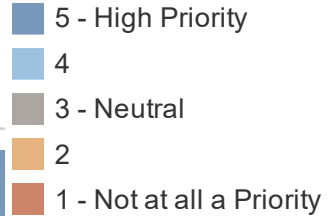
PRIORITIES: WORKFORCE SUPPORT

For each action listed below, indicate the level of priority you believe is appropriate.



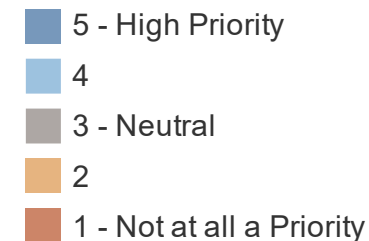
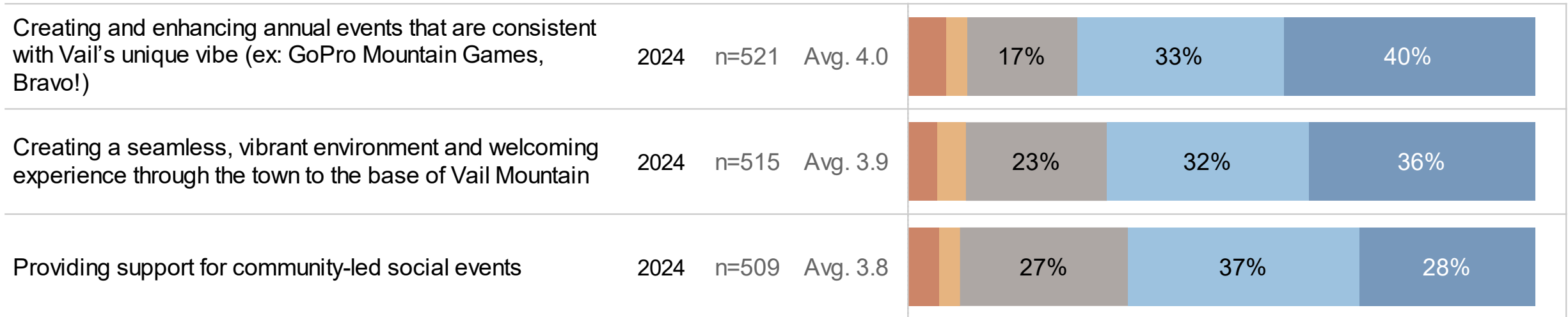
PRIORITIES: ENVIRONMENTAL & SUSTAINABILITY

For each action listed below, indicate the level of priority you believe is appropriate.



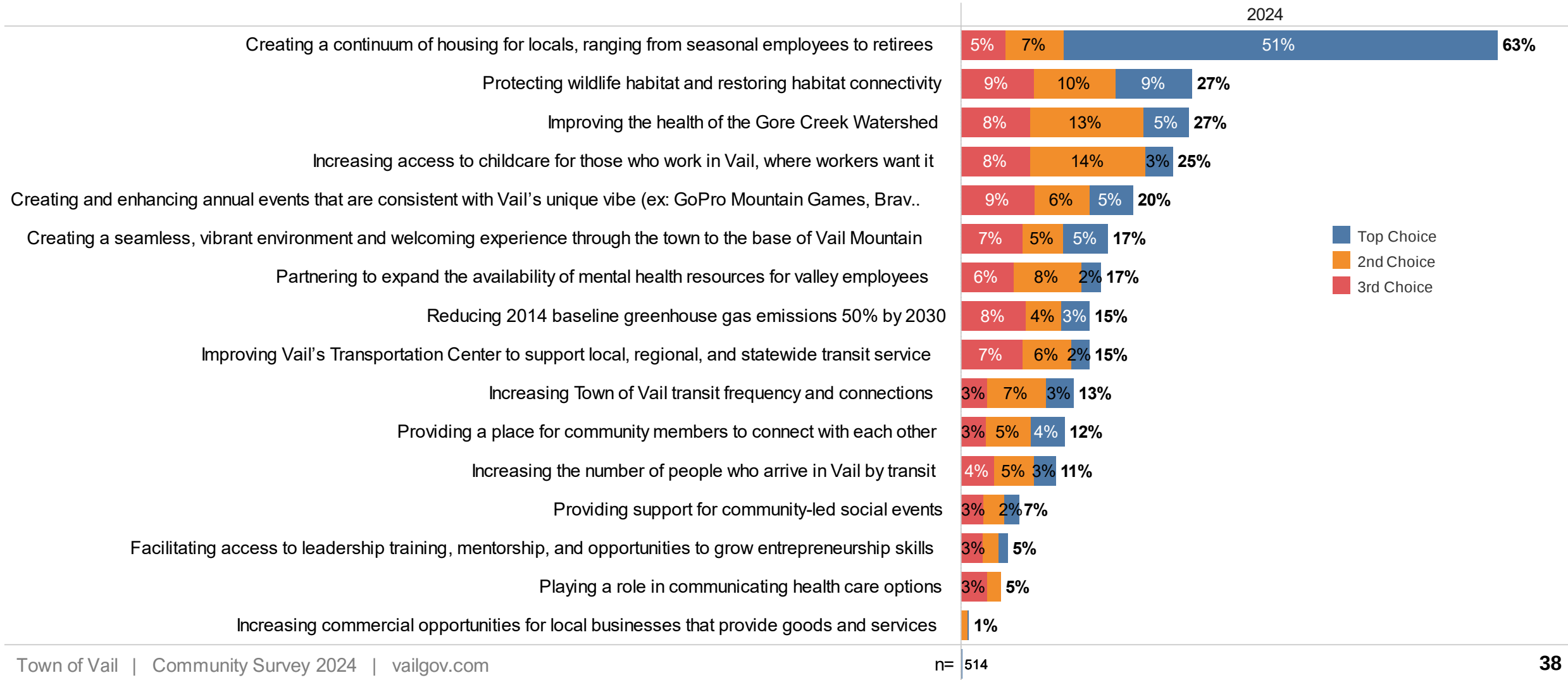
PRIORITIES: AUTHENTIC VAIL EXPERIENCE

For each action listed below, indicate the level of priority you believe is appropriate.



TOP 3 PRIORITIES

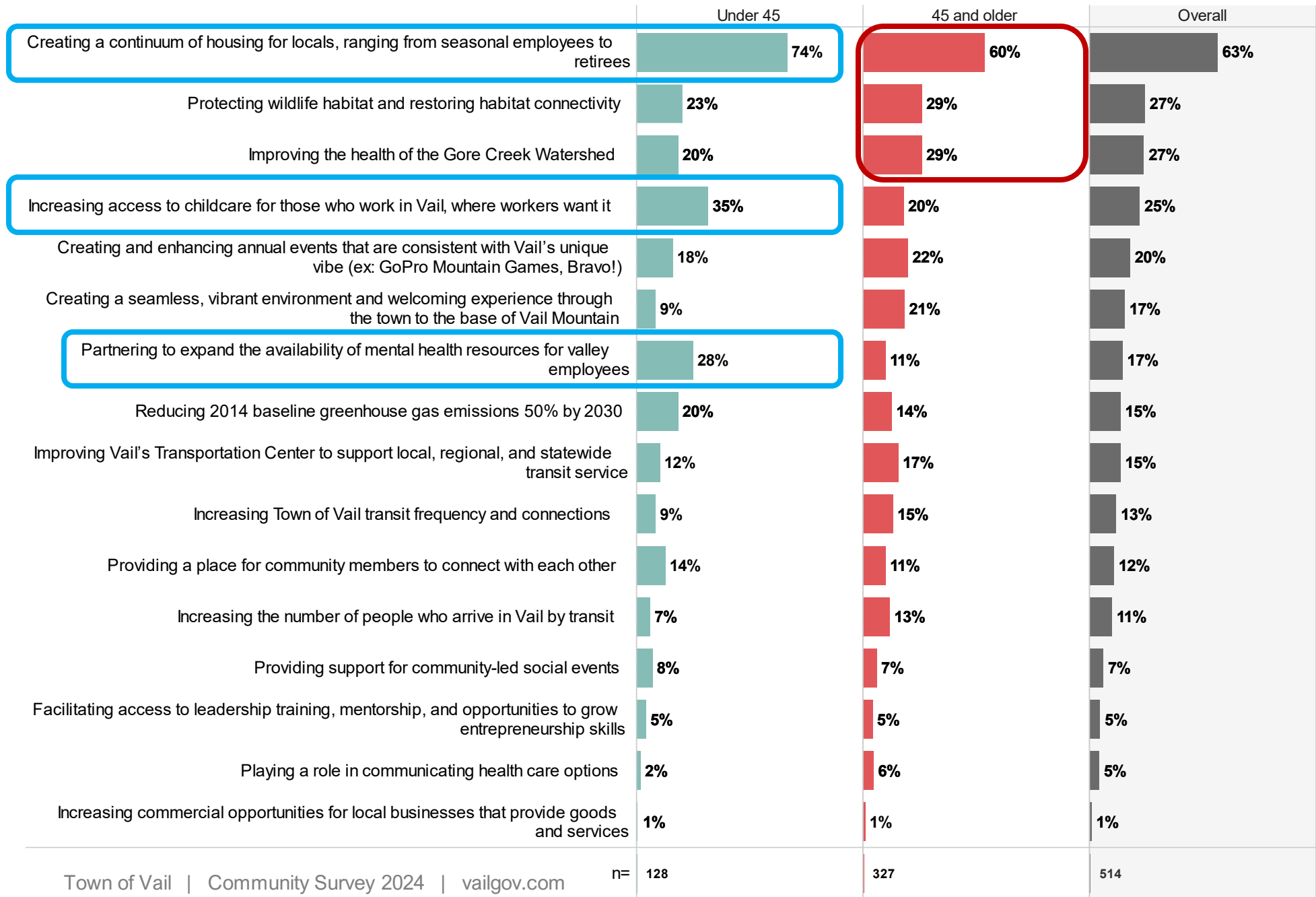
What three actions are your highest priorities?



TOP 3 PRIORITIES BY AGE COHORT (2024)

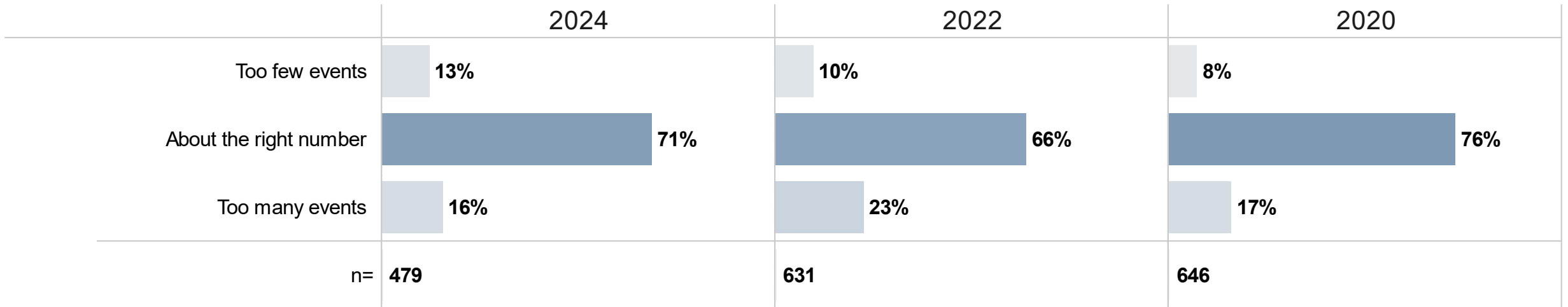
What three actions are your highest priorities?

Top 3 combined



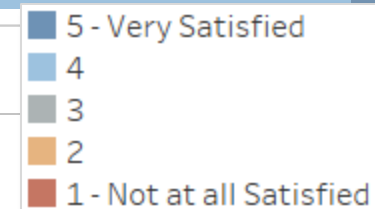
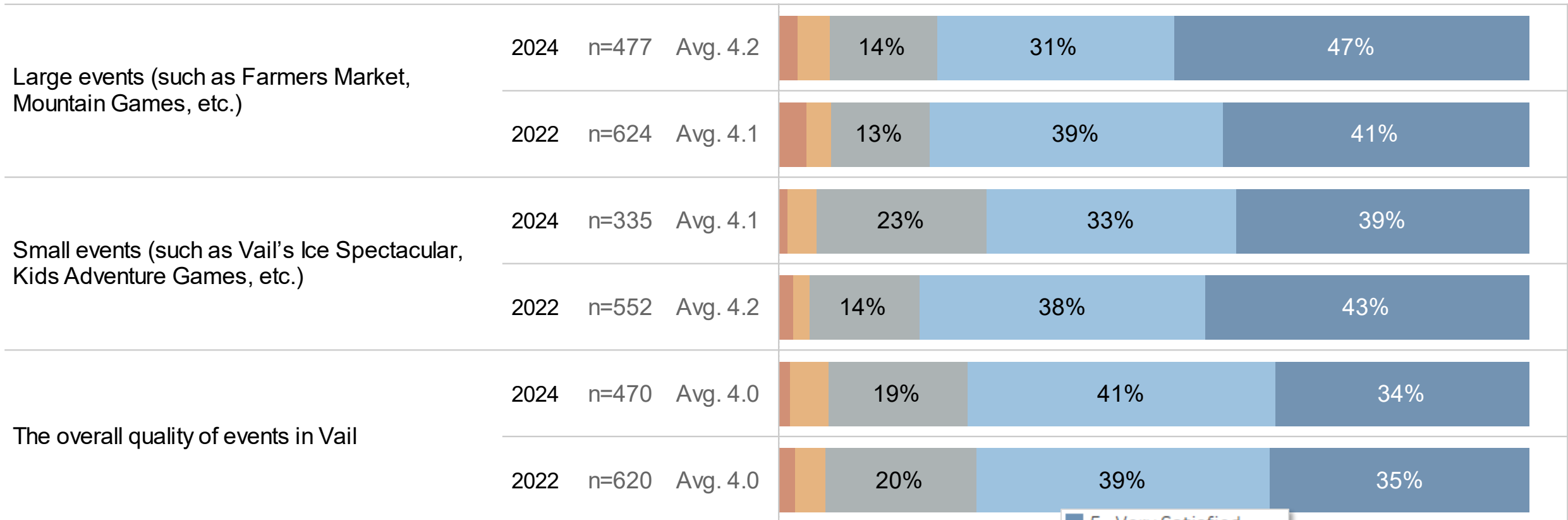
NUMBER OF EVENTS

With respect to the number of events in Vail, are there:



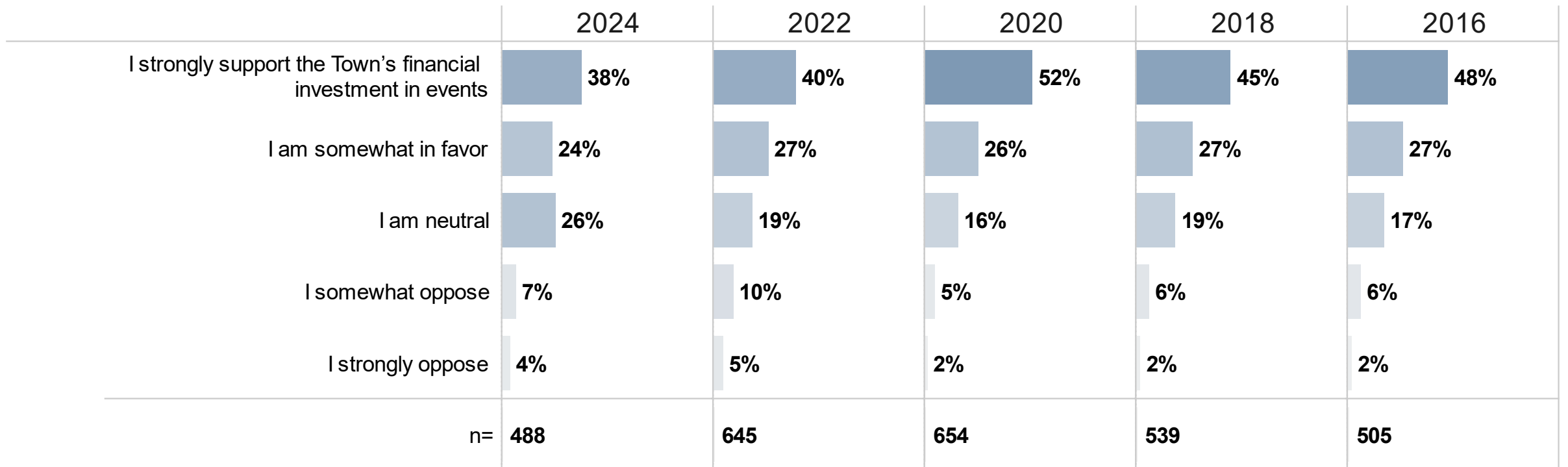
SATISFACTION WITH TOWN EVENTS

Please rate your satisfaction with the following aspects of town-wide events.



SUPPORT FOR VAIL'S EVENT INVESTMENT STRATEGY

The Town of Vail invests in various events in Vail. In general, what is your opinion of this economic development strategy?



HOUSING RATINGS

Please indicate your level of support for specific changes that might be used to increase opportunities for housing using the scale of 1 to 5 below, where 1 is "not at all supportive" and 5 is "very supportive."

Explore additional housing solutions in collaboration with our down-valley partners by investing in housing development outside the Town of Vail	2024	n=484	Avg. 4.1	7% 11% 25% 52%
Acquiring and setting aside land for future resident-occupied housing opportunities	2024	n=472	Avg. 3.9	11% 13% 26% 44%
Amend the terms of future deed restrictions to create a preference for qualified residents that are employed at businesses located solely within the Town of Vail municipal boundary.	2024	n=439	Avg. 3.8	9% 21% 28% 37%
Adopt an amnesty program to allow for the legal conversion of currently non-permitted dwelling units (for example, illegal lock-off units)	2024	n=450	Avg. 3.6	12% 7% 21% 25% 34%
Increase the amount paid to purchase deed restrictions through Vail InDEED on a wider range of home types (i.e., larger condominiums, duplexes) to expand opportunities for homeownership along the housing continuum and increase the level of affordability.	2024	n=446	Avg. 3.6	14% 8% 18% 22% 37%
Allow increases in density to facilitate the development of accessory dwelling units (ADUs) for resident-occupied housing (i.e., a small unit together with a larger residence)	2024	n=462	Avg. 3.6	15% 8% 16% 23% 37%
Adopt residential linkage regulations, which would assess a fee for all residential development in the town	2024	n=375	Avg. 3.0	24% 11% 25% 18% 21%

HOUSING RATINGS BY OWNERSHIP (2024)

Please indicate your level of support for specific changes that might be used to increase opportunities for housing using the scale of 1 to 5 below, where 1 is “not at all supportive” and 5 is “very supportive.”

Explore additional housing solutions in collaboration with our down-valley partners by investing in housing development outside the Town of Vail	Own	n=512	4.1
	Rent/Other Non-owners	n=196	4.2
Amend the terms of future deed restrictions to create a preference for qualified residents that are employed at businesses located solely within the Town of Vail municipal boundary.	Own	n=511	3.9
	Rent/Other Non-owners	n=195	4.1
Acquiring and setting aside land for future resident-occupied housing opportunities	Own	n=494	3.7
	Rent/Other Non-owners	n=191	4.4
Increase the amount paid to purchase deed restrictions through Vail InDEED on a wider range of home types (i.e., larger condominiums, duplexes) to expand opportunities for homeownership along the housing continuum and increase the level of affordability.	Own	n=515	3.7
	Rent/Other Non-owners	n=196	4.3
Allow increases in density to facilitate the development of accessory dwelling units (ADUs) for resident-occupied housing (i.e., a small unit together with a larger residence)	Own	n=486	3.5
	Rent/Other Non-owners	n=179	4.1
Adopt an amnesty program to allow for the legal conversion of currently non-permitted dwelling units (for example, illegal lock-off units)	Own	n=468	3.6
	Rent/Other Non-owners	n=182	3.8
Adopt residential linkage regulations, which would assess a fee for all residential development in the town	Own	n=406	3.0
	Rent/Other Non-owners	n=143	3.5

2024 Only

HOUSING RATINGS BY AGE COHORT (2024)

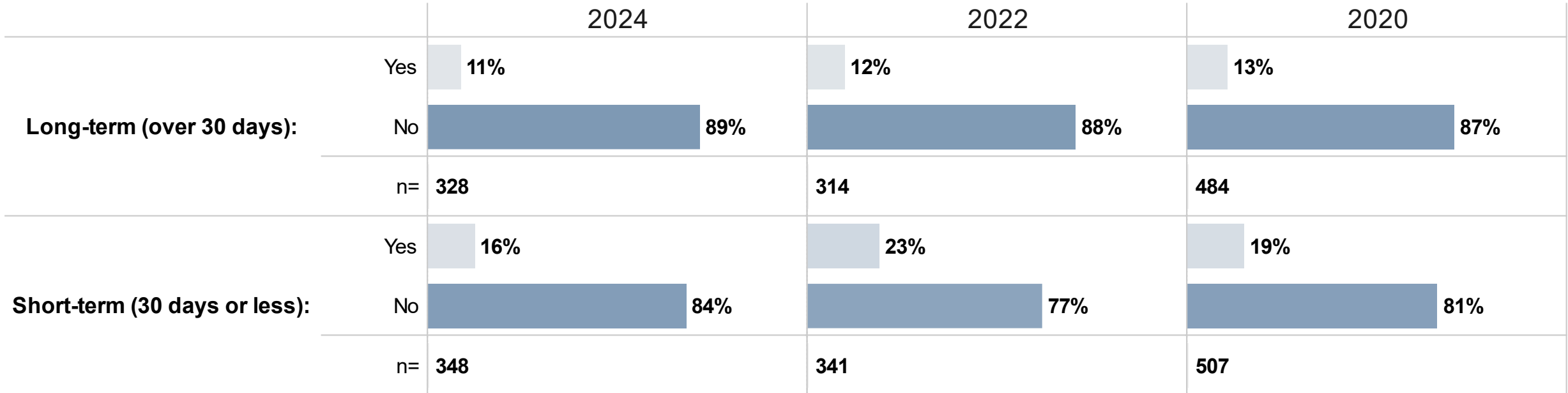
Please indicate your level of support for specific changes that might be used to increase opportunities for housing using the scale of 1 to 5 below, where 1 is “not at all supportive” and 5 is “very supportive.”

Explore additional housing solutions in collaboration with our down-valley partners by investing in housing development outside the Town of Vail	Under 45	n=243	4.2
	45 and older	n=475	4.2
Amend the terms of future deed restrictions to create a preference for qualified residents that are employed at businesses located solely within the Town of Vail municipal boundary.	Under 45	n=243	4.0
	45 and older	n=473	4.0
Acquiring and setting aside land for future resident-occupied housing opportunities	Under 45	n=240	4.2
	45 and older	n=452	3.9
Increase the amount paid to purchase deed restrictions through Vail InDEED on a wider range of home types (i.e., larger condominiums, duplexes) to expand opportunities for homeownership along the housing continuum and increase the level of affordability.	Under 45	n=243	4.2
	45 and older	n=479	3.8
Allow increases in density to facilitate the development of accessory dwelling units (ADUs) for resident-occupied housing (i.e., a small unit together with a larger residence)	Under 45	n=226	4.0
	45 and older	n=445	3.6
Adopt an amnesty program to allow for the legal conversion of currently non-permitted dwelling units (for example, illegal lock-off units)	Under 45	n=227	3.9
	45 and older	n=429	3.6
Adopt residential linkage regulations, which would assess a fee for all residential development in the town	Under 45	n=183	3.5
	45 and older	n=370	3.0

2024 Only

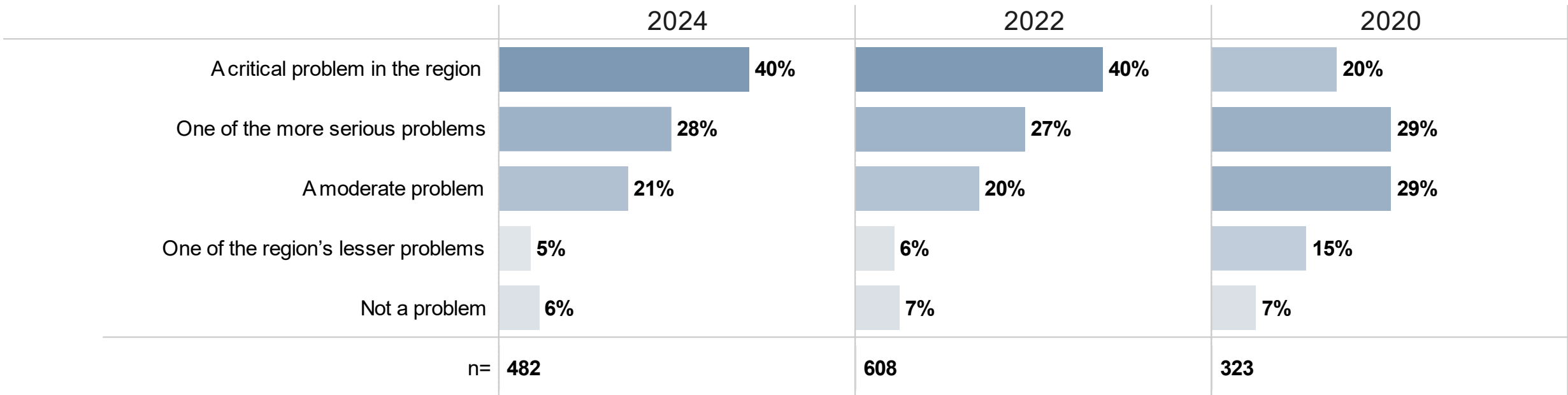
“DO YOU RENT YOUR HOME TO OTHERS?”

Do you rent your Vail area home(s) to others?



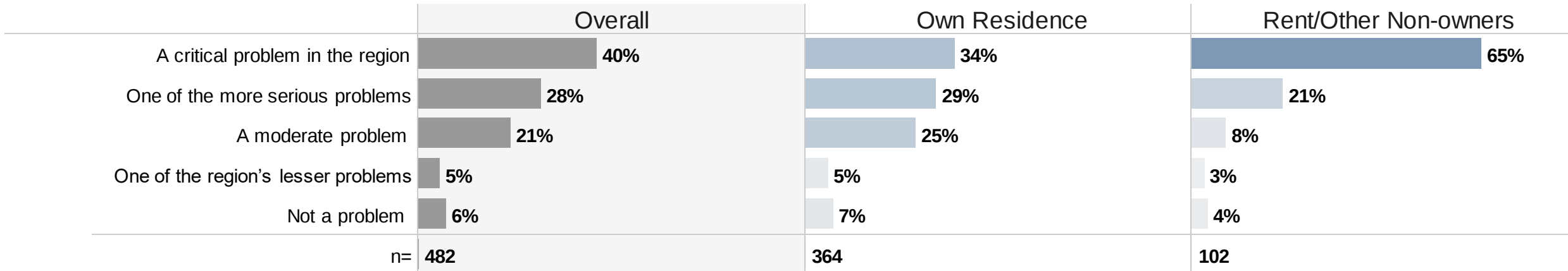
EXTENT OF HOUSING PROBLEM

In your opinion, to what extent is the loss of long-term rental housing a problem in Vail at this time?

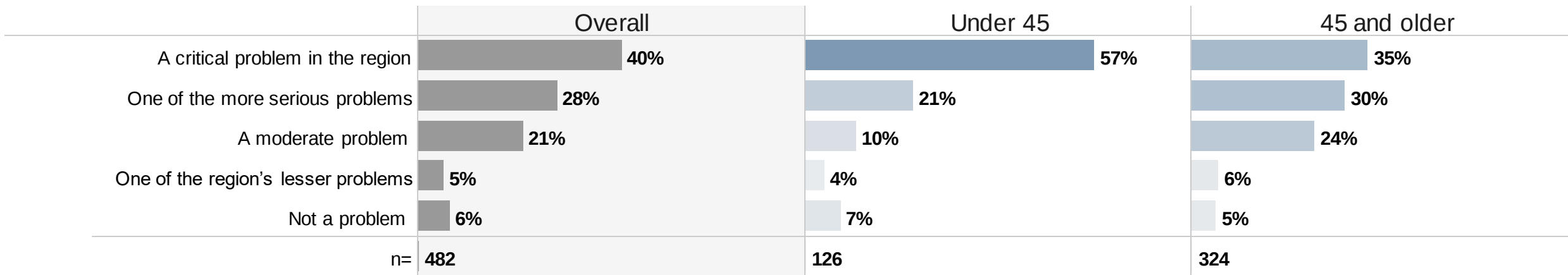


EXTENT OF HOUSING PROBLEM CONT.

In your opinion, to what extent is the loss of long-term rental housing a problem in Vail at this time?



In your opinion, to what extent is the loss of long-term rental housing a problem in Vail at this time?



QUESTIONS & COMMENTS



Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

TIME: 45 min.

SUBMITTED BY: Liz Gladitch, Economic Development

ITEM TYPE: Presentation/Discussion

AGENDA SECTION: **Presentation/Discussion (12:00pm)**

SUBJECT: **Destination Marketing Organization (DMO) Discussion (12:45pm)**

SUGGESTED ACTION: Listen to presentation and provide feedback.

PRESENTER(S): Mia Vlaar, Economic Development Director and Carl Ribauda, SMG Consulting

ATTACHMENTS:

[Vail Destination Marketing Organization Discussion Memo - 07.02.2024](#)

[Vail Destination Marketing Organization Structure Final Report - 07.02.2024](#)

[Vail Destination Marketing Organization Discussion Presentation - 07.02.2024](#)

To: Vail Town Council

From: Mia Vlaar, Economic Development Director and Carl Ribaud, SMG Consulting

Date: July 2, 2024

Subject: Vail Destination Marketing Organization (DMO) Discussion

I. PURPOSE

The purpose of this memo is to share the outcome of SMG Consulting's recommended reorganization of Vail's current tourism organization structure as managed by the Economic Development Department. The purpose of the consultation was to provide alternatives for an organizational format for the town council to consider in the evolution of the department into a comprehensive and strategic Destination Marketing Organization.

An overriding objective in developing an organizational review for Discover Vail and the Town of Vail is to develop an organizational structure that seeks alignment, efficiency, and impact within a competitive marketplace.

The tourism industry has changed over the last decade, and the competitiveness of various mountain and non-mountain destinations has increased significantly. Additionally, tourism destinations face challenges never imagined, including sustainability and stewardship, crowding and congestion, the need for employee housing, and wages and benefits for the local workforce to keep pace.

In this rapidly changing environment, the Town of Vail has taken significant steps to address and mitigate a variety of these issues. It is also critical for the Town to assess its current tourism promotion structure. The goal is to identify potential options that may improve its alignment and competitiveness, and most importantly, ensure that tourism efforts are in sync with broader town strategies and community values.

The analysis was comprehensive, including an assessment of current programs' staffing levels, a review of various destinations and their organizational structures, and a review of the current funding mechanism and tax rates compared to other tourism destinations

II. BACKGROUND

EXECUTIVE SUMMARY

The current organizational structure developed organically over time, and alignment between the Town Council, Vail Local Marketing District Advisory Council (VLDMAC), and staff is overly complex. It can be better aligned with the broader goals for the Town and within Discover Vail's marketing efforts.

A review of Discover Vail's current staffing and comparable destinations with similar budgets, particularly in the mountain resort industry, suggests that staffing levels may be low. Being understaffed has several implications, including the ability of staff to manage outside vendors and having sufficient time to plan, strategize, and execute necessary programs.

Increasing headcount in municipal government can be challenging from both political and budgetary perspectives. This raises the question of whether Discover Vail is at a competitive disadvantage in the long term due to lower staffing levels compared to other competitive destinations. By augmenting staff as needed, the organization can better adapt to a changing marketplace in a timely manner.

The proposed changes aim to organize Discover Vail's efforts into three core areas: destination marketing, the Vail experience, and business development. Additionally, the proposed structure seeks to integrate the broader community through the formation of collaborative efforts in marketing, special events, and arts and culture.

The final area of observation is the current funding mechanism. The bed tax rate, currently at 1.4%, has remained unchanged for 25 years. A review of the Town of Vail and other competitive resorts shows that Vail's total lodging tax rates are below those of key competitor destinations. The Town may want to consider increasing the bed tax rate to reduce reliance on general fund contributions, which could be redirected towards other town purposes, including quality-of-life improvements for residents.

These suggested changes are significant, and the town should proceed in an orderly manner, reviewing and analyzing each step. However, it is essential not to lose sight of the alignment between Discover Vail's organizational structure, the rapidly changing competitive environment, and the broader strategic direction of the town and community values. The report recommends a phased approach to implementing changes, which allows for assessment at each stage. Ultimately, the goal is to improve the alignment, efficiency, and effectiveness of Discover Vail.

A BRIEF HISTORY OF THE VLMD/VLMDAC

In 1999, the Vail lodging community came together to create the Vail Local Marketing District. Approved by voters in November 1999, the district came into being, funded by a marketing and promotions tax of 1.4% per night tax on overnight stays of less than 30 days in Vail.

The statute defines the power of the district to provide the following services:

- Organization, promotion, marketing and management of public events,
- Activities in support of business recruitment, management and development,
- Coordinating tourism promotion activities

The evolution of the VLMD has several significant milestones that have shaped its trajectory:

- 1999 The Vail Local Marketing District was created, tax collected beginning in 2000.
- 2006 Management of the VLMD moved from Vail Valley Partnership to Town of Vail.
- 2007 VLMD partners with Vail Resorts and uses Vail.com as primary call to action.
- 2020 VLMD creates independent presence online with DiscoverVail.com, establishes customer relationship management system.
- 2022 Colorado House Bill 1117 passes; VLMD reaffirms its commitment to utilizing its funding for marketing and promotions.
- 2024 VLMD is poised to evolve into a strategic comprehensive Destination Marketing Organization, directing the tourism work of the economic development department.

WHAT IS A DESTINATION MARKETING ORGANIZATION

- A Destination Marketing Organization (DMO) brings together marketing, promotion, special events, visitor education/experience, and destination/business development.
- The overarching goal of the DMO is to nurture and protect a robust tourism economy, healthy environment, strong infrastructure, and a thriving community.
- Efficiency results from a clear and seamless structure that prioritizes the community's needs and town council priorities in marketing the destination and delivering on the experience.
- A DMO structure will best serve the goals of the town council as it pulls together the diverse elements within a destination and aligns them strategically to a set of clear goals and deliverables.

WHY THE TOWN NEEDS A DMO STRUCTURE

- The DMO will provide a framework for strategic direction and structure vs. the current organic evolution of the organization
- The DMO will prioritize alignment to the Town of Vail strategic plan.
- The DMO, at the direction of the VLMDAC, will oversee and manage all elements of the tourism economy including special events, welcome centers and business development through their strategic plan.
- The aggregation of tourism related functions provides a foundation to consider future funding sources for sustainability over time.
- The DMO is best equipped to optimize its competitive position vis a vis other mountain destinations.
- The DMO structure is scalable and adaptable to changing market conditions.
- The DMO structure allows the organization to deploy internal and external resources to optimize results.

DMO RESPONSIBILITIES – KEY OBJECTIVES

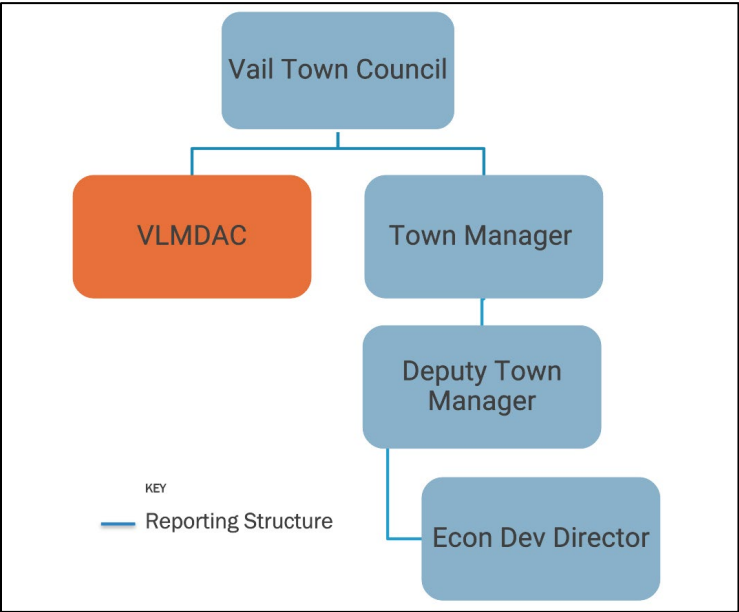
1). Bringing Guests to Vail. Advertising, social media, public relations, airline relations, group sales, lodging relationships, research/data and analytics and special events to support marketing and optimize guest visitation.

2). Delivering on the Vail Experience. The DMO oversees the guest experience. This includes customer service training, employee recognition and engagement, special events, community engagement through facilities, the Vail community and trail host program, and stewardship education.

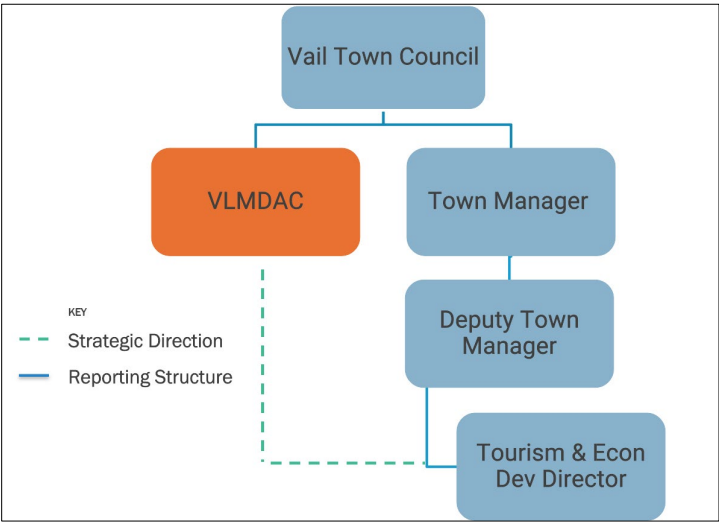
3). Business Development includes supporting local entrepreneurship, collaborating with the Vail Chamber and Business Association, and the Vail Valley Partnership, to provide leadership and professional development for small businesses.

CURRENT AND RECOMMENDED STRUCTURE

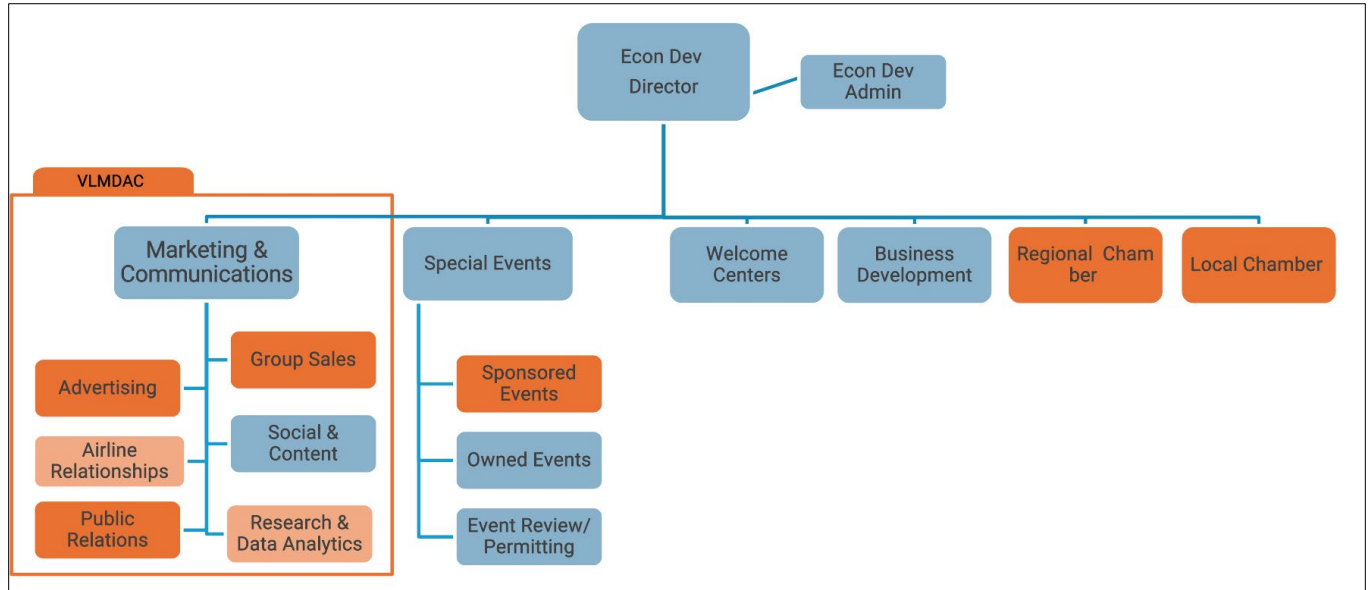
Current Direction and Governance:



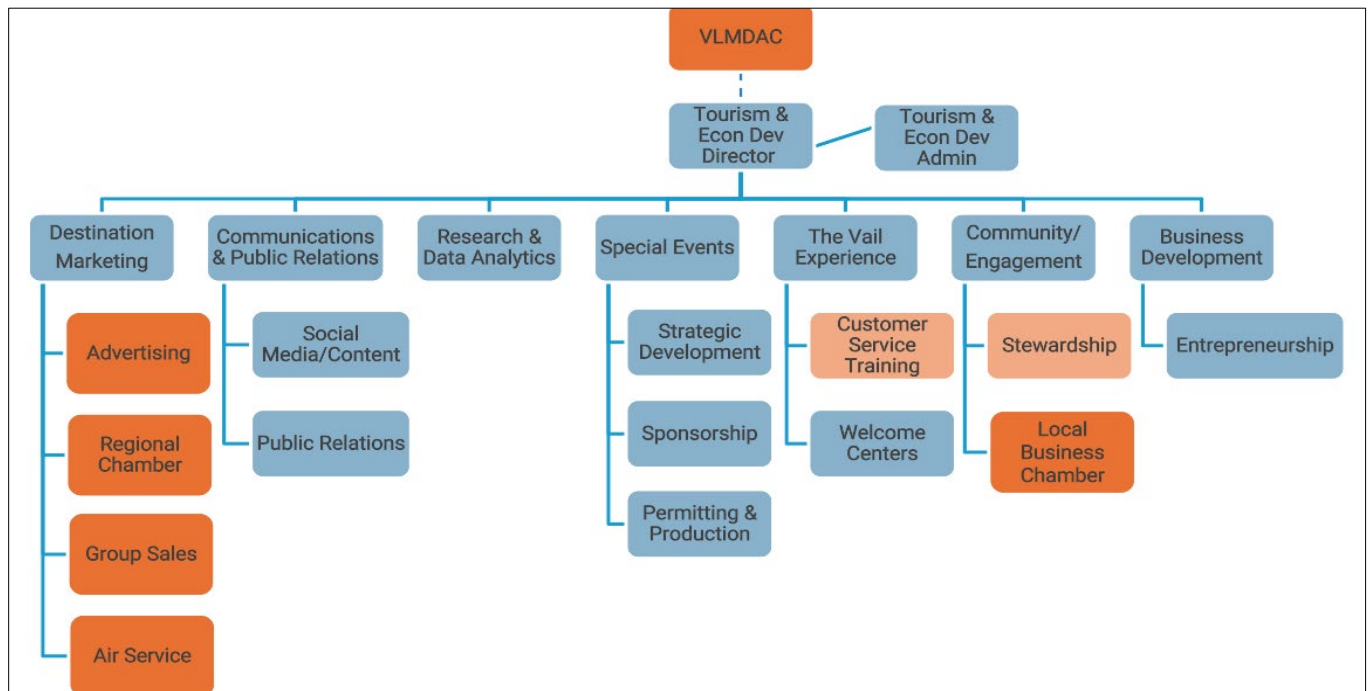
Recommended Strategic Direction and Governance:



Current Econ Dev Department Structure:



Proposed Long Term: Tourism & Econ Dev Structure:



ROLES AND RESPONSIBILITIES

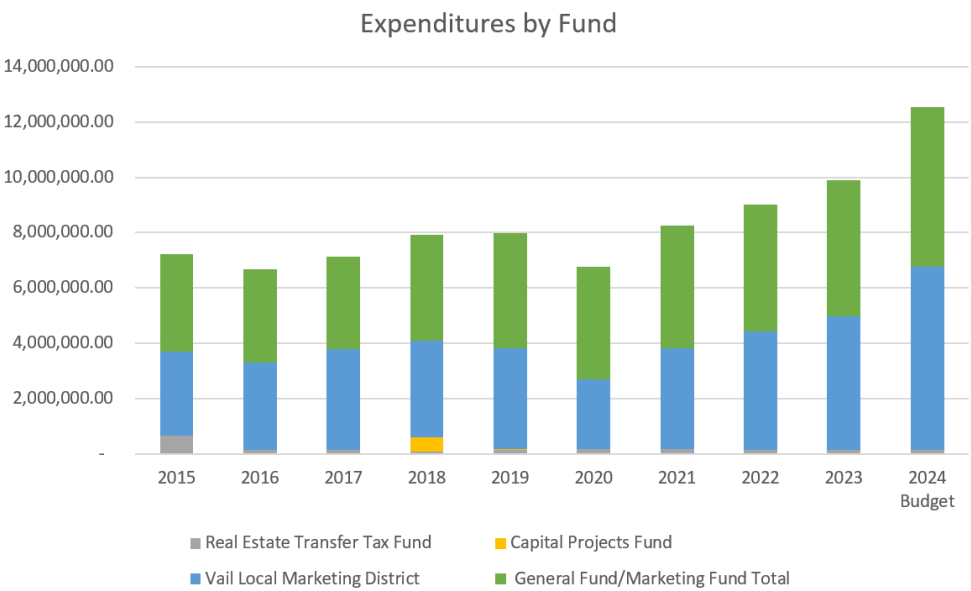
The following represents proposed changes in relative roles and responsibilities among the governance of the DMO.

	Current	Future
Town Council (VLMD)	Approve budget and operating plan Appoint VLMDAC Approve Contracts	Same, except approve contracts
VLMDAC	Provide strategic direction for operation of the destination marketing organization including marketing and promotion of destination	Provide strategic plan for comprehensive DMO including marketing, special events, visitor experience and destination development Approve Contracts
Town Manager	Econ Dev Director reports to Deputy Town Manager	Same
Economic Development Director	Manage operation of Econ Dev with direction from town manager and VLMDAC	Manage operations of the comprehensive DMO with direction from VLMDAC strategic plan and town manager.

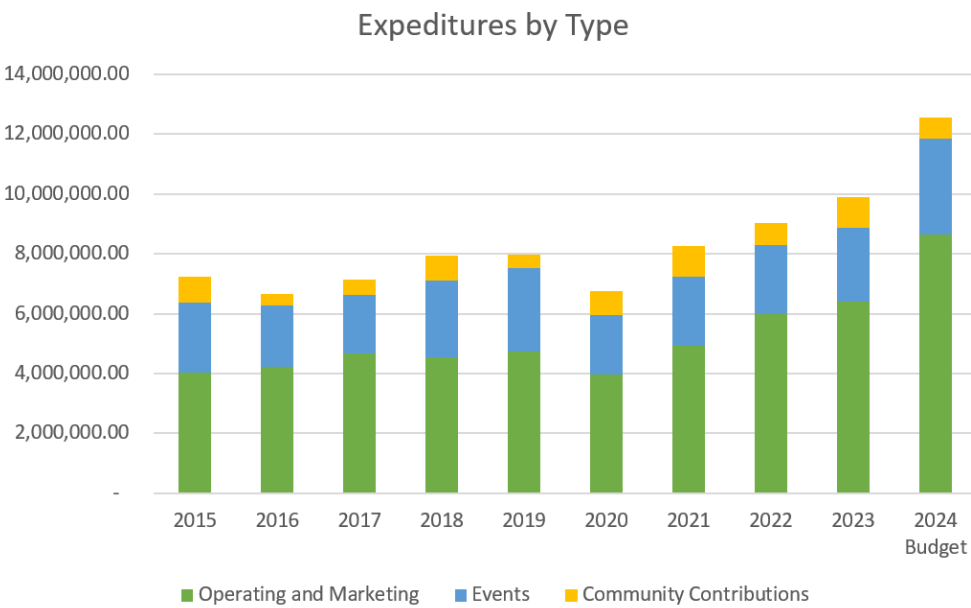
DMO FUNDING AND IMPLEMENTATION: SHORT TERM

Funding for tourism promotion, events, economic development and visitor services is provided through the general fund, marketing fund and the Vail Local Marketing District. Expenditures have grown over time with the introduction of DiscoverVail.com and year-round marketing.

The following graph illustrates town expenditures associated with tourism promotion, economic development and visitor services vis a vis other town expenditures from 2015 to 2024 (budget).



The graph below illustrates town expenditures by type for tourism promotion, events, economic development and visitor services from 2015 to 2024 (budget).



Phased Implementation: Short Term

- Change the name of the Economic Development Department to Discover Vail: Tourism and Economic Development
- Adopt new organizational structure with VLMDAC providing strategic guidance to all tourism development efforts, including signing contracts.
- Discover Vail continues marketing and adds special events, visitor services, and business development to the VLMDAC strategic plan
- VLMDAC meets in October to develop a new organizational strategic plan.
- Discover Vail creates the new Marketing, Special Events, Arts and Culture (MSAC) Collaborative committee

In summary, the benefits of a DMO structure include strategic alignment, specialized expertise, agility and flexibility, ability to staff appropriately, industry focus, increased competitiveness, brand management, objectivity and fresh perspective, effectiveness and efficiency and marketing as it relates to the Vail experience.

III. ACTION REQUESTED OF COUNCIL

Action Requested: Does town council support this proposed structure for a Destination Marketing Organization?

Town of Vail

Marketing Organization Structure

Analysis and Recommendations

Final Draft

SMG CONSULTING

STRATEGY & CREATIVITY MATTER



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Executive Summary

(Note: Discover Vail is used throughout the report to refer to the Destination Marketing Organization DMO.)

Vail, Colorado, has long been one of the country's premier destinations, offering world-class skiing, outdoor recreation, shopping, and accommodations.

For many years, Vail Resorts defined the destination as a world-class skiing destination. Over time, however, the destination has sought to diversify and attract visitors beyond the winter season and activities. During this time, the role of Discover Vail, the Town's Destination Marketing Organization (DMO), has increased in importance.

As the role and responsibilities of Discover Vail have increased, its promotional functions and staffing have also adapted organically. As tourism has become increasingly competitive, and the demands on DMOs and tourism promotion have changed over time, including within the past half-decade, the influence of residents, tourism's impact on the environment, housing, air service, and labor, coupled with the sophistication of marketing has put increased stress on the organization given its current staffing levels.

The Town of Vail is unique in that the destination marketing efforts are maintained within the town's economic development department. In contrast, most Destination Marketing Organizations are separate organizations outside local government. The organization has a \$9 million annual budget from the lodging tax and the general fund. These funds support overall marketing efforts, group sales efforts, airline support efforts through a partner organization, the Vail Valley Partnership, and the efforts of the Vail Chamber and Business Association. Additionally, regarding the special events relationship with Vail Resorts, the town funds special events. Vail Resorts works primarily with its strategic partners and also financially partners with the town on early and late-season events.

These efforts are supported by small internal staff, including the Economic Development Director, who serves as the Executive Director, and marketing, special events, and visitor information staff.

As the industry dynamics have changed and the demands on the organization have increased, the organizational structure has remained the same, creating challenges to the organization's expectations regarding current and future needs from the tourism industry, community, and Town.

The goal of the organizational structure review is severalfold: first, to identify the most effective structure possible to enable the destination to match the changing competitive environment; second, to maximize the organization's efforts as part of the strategy; and third, to better incorporate the community's needs and stewardship into Discover Vail's efforts.

Discover Vail needs to be appropriately staffed to implement the necessary tourism programs compared to other destinations and Destination Marketing Organizations. This also challenges the organization to anticipate and respond proactively to a changing tourism industry environment.



Recommendations:

Moving forward, there are several recommendations for the Town to consider, including the following:

- Renaming the department from the Economic Development Department to the Tourism and Economic Development Department to reflect the department's activities more accurately.
- Consider realigning the Vail Local Marketing District Advisory Council to streamline the reporting flow. The Advisory Council is a Board of Directors that reports to the Town Council. A more responsive structure would give the VLMDAC authority over the budget and operating plan, including supplemental budget requests.
- As a town employee, clarify the executive director's relationship with the available local marketing district Advisory Council, the town manager's office, and ultimately, the town council.
- Organize the Discover Vail organizational structure around three core areas: demand generation, managing the Vail experience for visitors, and business support.
- It is recommended that the organization evolve to a more fully staffed organizational structure that best implements the core areas mentioned above. The report outlines what a fully developed organizational structure could look like. This recommendation is based on anticipated needs and a review of competitive resorts and their organizational structures.
- Develop a community Marketing, Special Evenings, Arts, and Culture (MSAC) Collaborative committee to provide input and insight to Discover Vail.
- This evolution should occur in phases and be evaluated in that light. In the short term, the organization should add a community liaison position and a data/research analyst position. Beyond that, the organization should evaluate its specific needs, adding positions as needed.
- Consider supplanting the town budget funds over time with an increase in lodging tax allocated to tourism promotion and workforce support.

Project Overview

This project aims to review the current Discover Vail organizational structure. The review aims to assess the effectiveness and efficiency of the existing structure and make recommendations for improvements that align with the DMO's and Town of Vail's strategic goals. Any new organizational structure seeks efficiency and impact within a competitive marketplace.

The Scope of Work included the following:

1. Assess current organizational structure:
 - a. Evaluate the current reporting lines, departments, and roles within the DMO.
 - b. Identify any inefficiencies, redundancies, or gaps in the existing structure.
 - c. Analyze the clarity of responsibilities and decision-making processes.
2. Review the organization's goals to be as competitive as possible and to benefit the town, the community, and the industry, the Town, and the community.
 - a. Evaluate how well the current organizational structure supports these goals.
 - b. Identify areas where the structure could be revised to improve the organization's effectiveness.
3. Stakeholder engagement:
 - a. Conducted interviews with staff and the Town Manager's office.
 - b. Implemented a survey for the Vail Local Marketing District and the Vail Economic Advisory Council.
 - c. Gathered feedback on different options and scenarios.
 - d. Identified specific pain points or areas where improvements are needed.
4. Industry examples and benchmarking:
 - a. Research and analyze selected competitive Destination Marketing Organization DMO organizational structures. Industry best practices in DMO organizational structures.
 - b. Compare against similar DMOs or organizations in the tourism industry.
 - c. Identify innovative approaches or models that could be applicable to Discover Vail.
5. Next Steps:
 - a. Based on the assessment findings, propose a revised organizational structure that better aligns with the Town and the DMO's strategic goals.
 - b. Provide a phasing for implementing the recommended changes.

Special thanks to the Town Manager's office and the Town of Vail Economic Development Department for providing the data, information, and insight needed to develop this report.

Organizational Purpose

The Discover Vail organizational structure aims to establish a framework that defines how activities are organized, coordinated, and controlled to be as effective as possible given the Town and community's available financial and human resources. An effective Discover Vail organizational structure will enable the identification of the roles, responsibilities, and relationships between individuals, teams, committees, and vendors. Also, it assists with coordinating departments within the Town of Vail. Here are some critical purposes of organizational structure:

- 1. Clarity and direction:** The Discover Vail organizational structure defines the reporting relationships, roles, and responsibilities of individuals, committees, vendors, and teams. It ensures that everyone understands the interrelationships between the organization's elements.
- 2. Efficient coordination:** A well-designed Discover Vail organizational structure facilitates coordination and communication among elements inside and outside the Town with industry partners. It manages and coordinates channels for information flow, decision-making processes, and collaboration, ensuring that activities are aligned throughout the destination and resources are utilized efficiently.
- 3. Decision-making and autonomy:** An effective Discover Vail organizational structure clarifies decision-making and gives individuals and committees the necessary autonomy to make decisions within their assigned roles and responsibilities. This promotes agility, innovation, and timely decision-making throughout the organization.
- 4. Scalability and growth:** The Discover Vail organizational structure becomes crucial for managing complexity and ensuring scalability as the tourism industry changes and evolves as organizations grow. It allows for a strategic view of change instead of just an organic approach. As changes occur in the macro environment, an effective structure provides a framework for examining new roles, teams, or departments. It helps delegate authority, assign responsibilities, and manage the increased workload effectively.
- 5. Internal and external capabilities:** Understand what expertise and skills are needed inside the organization and those that are needed from outside vendors. Most DMOs have staffing inside the organization, and they retain outside vendors with specific areas of expertise. It is essential to have the right mix to manage outside vendors best and have the value-added expertise outside vendors can bring.
- 6. Performance accountability:** The Discover Vail organizational structure establishes clear lines of authority, which enables effective performance management and accountability. It helps set organizational performance expectations, evaluates overall performance, and identifies opportunities for improvement.

The Discover Vail organizational review aims to create an efficient, productive, and well-coordinated work environment that supports achieving organizational goals and objectives.

The Key Issues

- **Strategic direction or organic evolution of the organization**

The strategic evolution of Discover Vail refers to a deliberate, planned approach to shaping and changing the organization's structure. It involves setting clear goals and objectives, creating a detailed roadmap, and implementing changes in a controlled manner. This allows for a proactive approach to adapting to market trends, technological advancements, or other external factors that may impact the organization.

In contrast, organic evolution pertains to a more flexible and adaptive approach to organizational structure. It emphasizes a natural development process that emerges over time, influenced by internal dynamics and organizational interactions. Organic evolution allows for more spontaneous changes and adaptations, often driven by the needs and behaviors of employees or teams within the organization.

The challenge arises when deciding which approach Discover Vail should prioritize. Strategic evolution is necessary for organizations to stay ahead in a rapidly changing business environment. Organizations can better align themselves with their goals and objectives by planning and implementing changes. However, others believe that organic evolution allows for greater creativity, innovation, and employee empowerment, leading to a more dynamic and resilient organization. The conflict between the two approaches lies in finding the right balance.

- **Efficient role of committees in the town structure**

One opportunity for restructuring Discover Vail's marketing structure is streamlining the role of the Vail Local Marketing Advisory District Committee within the context of the Town of Vail's organizational structure. Revising the structure and streamlined decision-making will enable the organization to be more adaptive and responsive to a rapidly changing marketplace.

- **Future funding sources**

Discover Vail receives its funding from two primary sources: the Town of Vail general fund, which funds special events, welcome centers, economic development, and lodging tax collections allocated to promotional efforts. One future consideration is to increase the tourism promotion dollars resulting from lodging tax collections and reduce the amount of funding from the Town of Vail general fund. This shift over time will create a closer alignment between lodging tax collections and their intended purpose for marketing and promotion. At the same time, retaining shifting general fund dollars (traditionally allocated to special events) back to the general fund will increase the funds available for community quality-of-life investments and illustrate how tourism delivers more significant benefits to the community.

- **Tourism Revenue Generation**

Typically, tourism as a revenue generator is not a part of local government functions.

Many towns and destinations have tourism organizations that are external to the town and take on the primary role of Tourism development and revenue generation, which benefits the town.

- **Implementation of town stewardship program**

The Town of Vail recently invested significant time and resources in developing a community-wide sustainability and stewardship plan. This plan is designed to balance the management of visitors and their impact on the destination with the need for and recognition that tourism is vital to the community's economic well-being. Discover Vail is critical in implementing that program and will need staffing to identify appropriate resources to support these broader community efforts.

- **Marketing-related issues**

A focused organizational effort can support several marketing-related issues. These include building the Discover Vail brand and its integration into the marketing, promotions, special events, and sales programs, a consistent year-round marketing effort, not just a summer program, and, in the group business, a focus on securing and retaining group business, especially village-wide groups, within the Town of Vail.

- **Improved integration with Town of Vail partners**

The town supports the Vail Chamber and Business Association by funding the PrimiVail customer service training, engagement, and recognition program. The Vail Valley Partnership is supported based on its group sales, serving as a lodging liaison, conducting research, and representing the workforce. With adequate staffing and integration into Discover Vail's marketing programs, there is an opportunity to leverage these relationships fully.

- **Organizational Head Count**

Adding additional personnel to a municipal government can often be challenged through a community lens. The addition of staff for tourism may have potential political implications, viewed from a community perspective.

- **Competitiveness with other peer destination marketing organizations (DMOs)**

Tourism is a highly competitive industry, and destinations compete for visitors, as well as the positive economic impact they bring, including wages, taxes, and employment. A better-aligned and more competitive Discover Vail offers significant opportunities to compete effectively with other peer destinations.

1. Attracting targeted tourists: With numerous peer destinations to choose from, being as competitive as possible allows Discover Vail to highlight the unique features and offerings of the destination on a year-round basis.

2. Enhancing guest experience: Staying competitive necessitates continuously improving and innovating the Town of Vail's offerings and services. An appropriate organizational structure enables Discover Vail to focus on programs that enhance the guest experience.

3. Marketing effectiveness: Competitiveness can drive Discover Vail to refine its marketing strategies effectively to communicate the destination's advantages to potential guests. This can include targeted advertising, social media campaigns, partnerships, and personalized experiences catering to specific market segments.

4. Industry reputation: A destination that consistently strives to be competitive in the market earns a strong reputation within the tourism industry.

5. Economic impact: Competing with other peer destination resorts contributes to the region's economic growth. Tourists are more likely to choose a destination that offers a variety of competitive resorts, leading to increased visitor numbers, longer stays, and higher spending.

6. Destination Development: This includes planning, managing, and enhancing Vail's tourism assets and infrastructure to attract and cater to visitors and residents, including infrastructure, product development stewardship, and sustainability.

7. Funding: Tourism is funded by a 1.4% lodging tax, which has been in place for over 25 years. At the same time, Discover Vail's role has expanded significantly to include year-round marketing and more. Funding percentages have not changed in the Town of Vail, which provides significant funding for special events.

- **Integration of Discover Vail tourism efforts into the broader Town of Vail's strategy**

Understanding that tourism within the Town of Vail is part of a broader community strategy is essential. This integration catalyzes the Town of Vail's broader strategy, including economic development, community culture, pride, and sustainable growth. It helps create a well-rounded and prosperous community that quantifies the benefits of tourism to the local community. This integration goes beyond economic development and is vital for several reasons:

1. Economic development: Tourism can significantly drive economic growth and development. Strategically integrating tourism into a community's strategy can create job opportunities, stimulate entrepreneurship, attract investments, and generate revenue for local businesses and governments.

2. Infrastructure development: Tourism often necessitates developing or improving transportation, accommodation, and recreational facilities. Incorporating tourism into a community's strategy increases the focus on infrastructure development, benefiting tourists and locals alike.

3. Community pride and identity: Tourism can enhance community pride and identity by highlighting the local culture, heritage, and natural beauty. It encourages residents to appreciate and preserve their unique assets, fostering a sense of pride and ownership in their community.

4. Quality of life: A vibrant tourism industry can enhance the quality of life for residents. It can lead to the creation of recreational opportunities, cultural events,



and improved amenities and services. Additionally, the revenue generated from tourism can be reinvested in community development, improving infrastructure, education, healthcare, and other essential services.

5. Sustainability and conservation: Integrating tourism into a broader strategy allows for a more sustainable approach. It provides an opportunity to balance economic growth with environmental conservation and social responsibility. Communities can implement sustainable tourism practices, protect natural resources, and preserve cultural heritage for future generations.

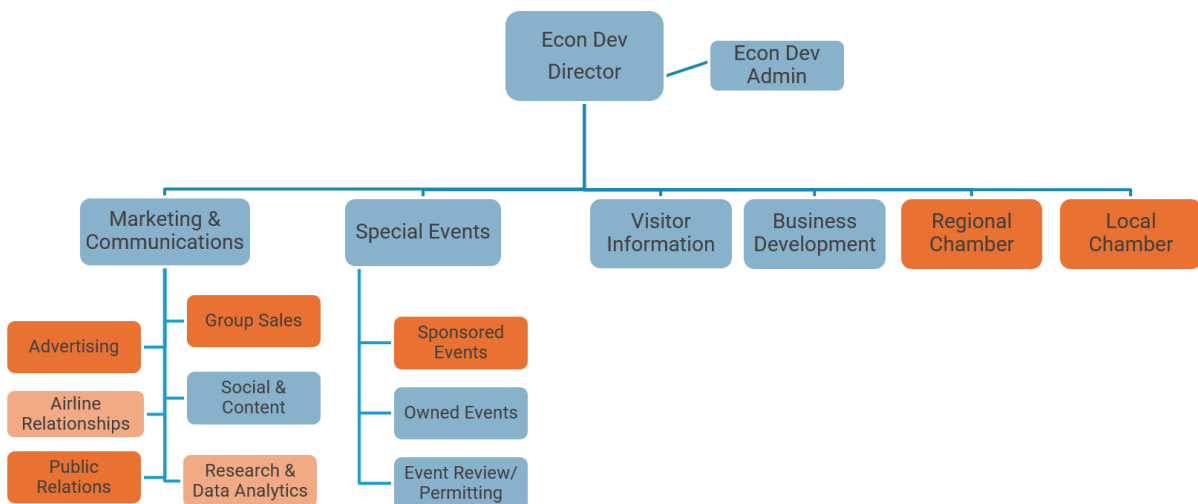
Part 1: Recommended Structure

The following section includes the current Discover Vail organizational structure for tourism promotion and several different organizational structures that can be phased over depending on current and future needs.

The Current Discover Vail Organizational Structure

The following structure reflects Discover Vail's current situation. Staffing includes the executive director, marketing communications, special events, and visitor information. The primary focus is tourism promotion and, to a lesser degree, business retention and attraction. The organization also financially supports the Vail Valley Partnership and group sales efforts. It also funds employee support programs operated by the Vail Chamber Business Association.

Figure 1: Current Discover Vail Organizational Structure



Notes:

- ✓ Each box represents a function not necessarily a person.
- ✓ All boxes in blue are internal to the organization. The Vail Valley Partnership and the Vail Chamber Business Association are outside the organization but receive some support.

The structure is within the economic development department, so no separate organization is typical of destination marketing organizations. Additionally, the role of the Local Marketing District, the Town Council, and the Town Manager's office with funding from different sources (General Fund and the Lodging tax) can provide a cumbersome reporting structure.

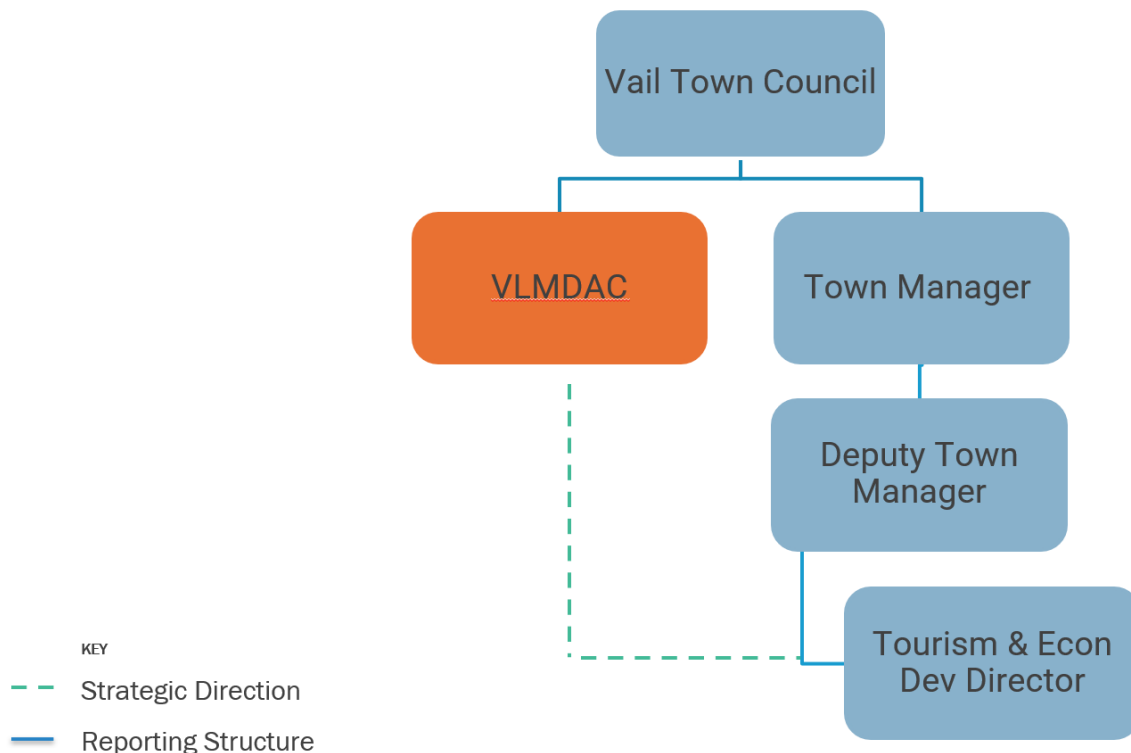
Recommended Structure

The recommended structure is proposed in the executive director's reporting structure and the overall organization reporting structure.

Executive Director Reporting Structure

The first element of the organizational structure is the reporting structure of the Executive Director. Given that the Economic and Tourism Director is a town employee, thus is a direct report to the Assistant City Manager and is responsible to the Town Manager and, ultimately, the Town Council.

Figure 2: Proposed Strategic Direction and Governance



It should be noted that the Economic Development and Tourism Director is responsible for the VLMDAC and oversees the implementation of department programs and initiatives. In this configuration, the director and the VLMDAC are responsive to the Vail Town Council but can aggressively implement programs needed to promote the destination effectively.

It should also be noted that the VLMDAC, which effectively serves as the board of directors, reports to the town council two times a year and seeks funding annually.

Proposed Organizational Structure

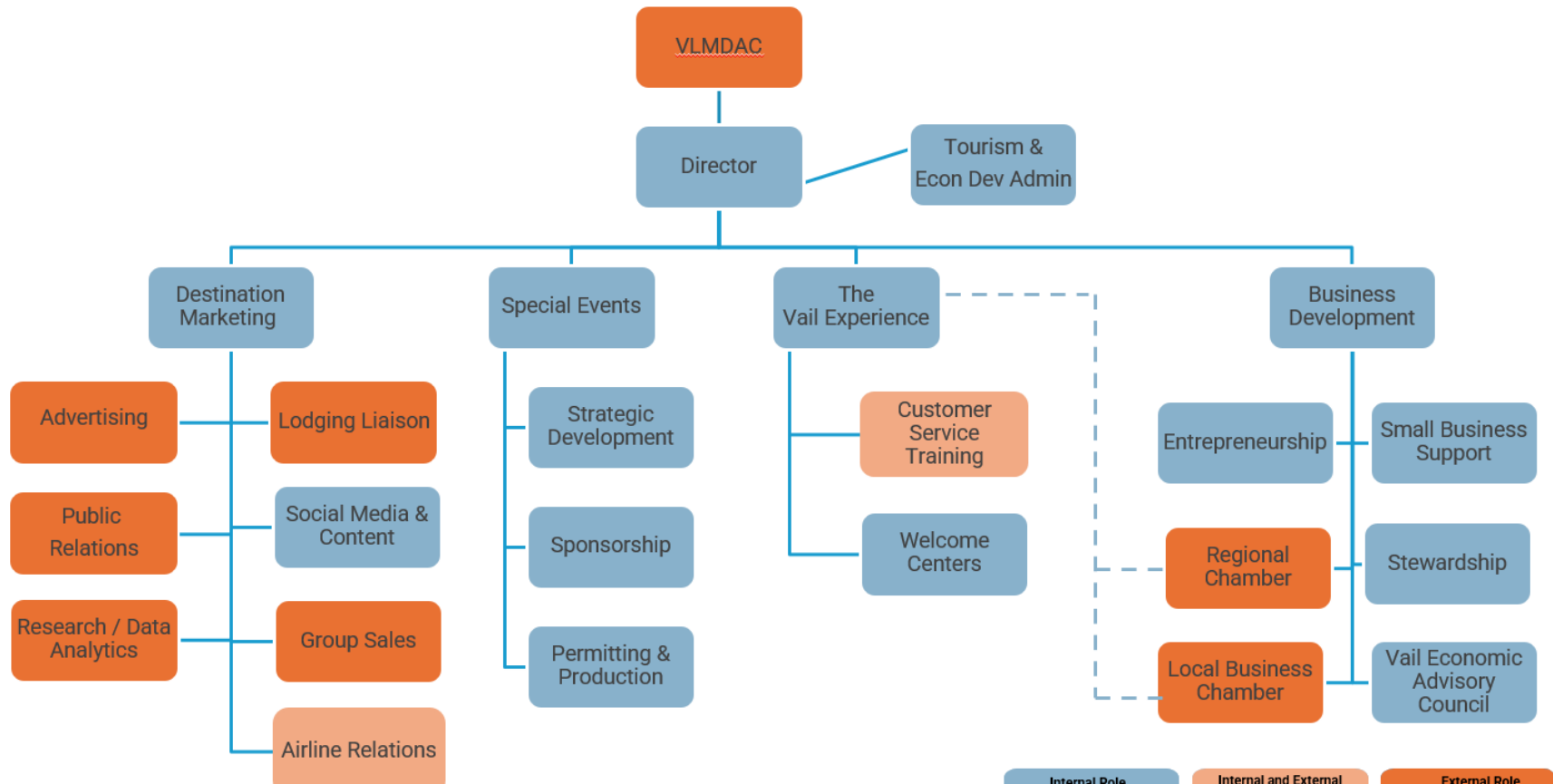
To understand the potential needs of Discover Vail, we reviewed the current functions as well as several different destination Marketing Organization (DMO) structures. Comparing different DMO organizations provides insight in the following areas:

1. **Efficiency and productivity:** By comparing different DMO organizational structures, it is possible to identify which structures are more efficient and productive for specific tasks. For example, DMO services can be provided within a local government structure or have a separate DMO.
2. **Communication and collaboration:** Given the support to external organizations, how effective is the flow of information and collaboration toward Discover Vail's goals?
3. **Employee motivation and satisfaction:** Discover Vail's structure can influence employee motivation and satisfaction. Analyzing and comparing different structures can help us better understand which ones empower employees, provide growth opportunities, and foster a positive work environment.
4. **Adaptability and flexibility:** DMOs must be adaptable and flexible in today's rapidly changing tourism industry. By comparing different structures, we can identify the potential changes that enable Discover Vail to respond quickly to market changes or new opportunities.
5. **Decision-making processes:** Discover Vail's organizational structure, which can affect decisions and who has the authority to make them. Currently, the decision-making process includes staff, the town council, and the Local Marketing District Advisory Council. Comparing different structures can identify which ones promote efficient decision-making and ensure that decision-making power is appropriately distributed within the organization.

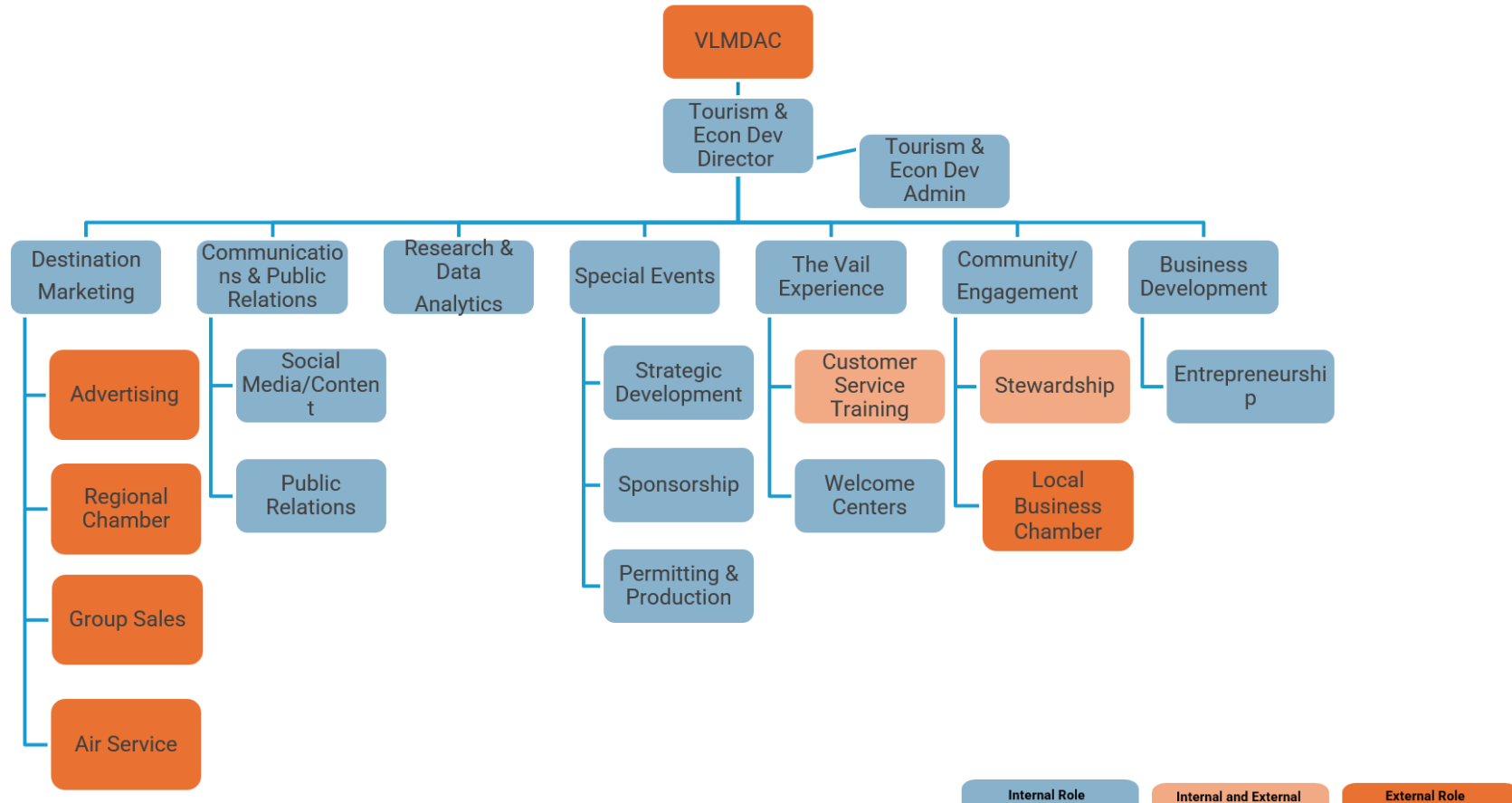
The proposed structure reflects the needed functions and is based on conversations with the Town of Vail's legal counsel. The recommended structure is based on three core areas: demand generation, the Vail destination in-resort experience, and local support for business.

- 1). **Demand Generation:** These activities include all demand generation marketing and special event efforts. Within the marketing function, activities include advertising, social media, public relations, airline relations, group sales, a lodging liaison, and research/data and analytics to support marketing activities.
- 2). **The Vail in-resort Community Experience:** These activities include customer service training, the recognition and engagement program, appropriate special events, community engagement through facilities, the Vail host program, and stewardship education.
- 3). **Business Development:** These activities include supporting entrepreneurship at the local level, supporting The Vail Chamber and Business Association and its advocacy for local businesses, and supporting the regional chamber, the Vail Valley Partnership, with its program supporting professional development advocacy and research.

PROPOSED DMO TOURISM & ECONOMIC DEVELOPMENT STRUCTURE



PROPOSED LONG TERM: TOURISM & ECON DEV STRUCTURE





The following is a summary of the roles and responsibilities of the proposed structure.

ROLES AND RESPONSIBILITIES

	Current	Future
Town Council (VLMD)	Approve budget and operating plan Appoint VLMDAC Approve Contracts	Same, except approve contracts
VLMDAC	Provide strategic direction for operation of the destination marketing organization including marketing and promotion of destination	Provide strategic plan for comprehensive DMO including marketing, special events, visitor experience and destination development Approve Contracts
Town Manager	Econ Dev Director reports to Deputy Town Manager	Same
Economic Development Director	Manage operation of Econ Dev with direction from town manager and VLMDAC	Manage operations of the comprehensive DMO with direction from VLMDAC strategic plan and town manager.



Every evolving organizational structure seeks efficiency and impact within a competitive marketplace. This proposed structure is evolving in several essential ways. The organization is set up in accessible, functional areas, and it modifies the role of the VLMDAC to a board of Directors and clarifies the reporting relationship of the Executive Director to the Town and the VLMDAC.

In the short term, this structure adds two new positions: community engagement, which oversees the new stewardship program and engages more directly with the chamber of commerce, and research and data analytics, which oversees in-house and external vendors.

This structure enables the organization to focus on generating targeted demand, enhancing the visitor experience, and supporting local businesses through its efforts, the Chamber of Commerce, and the Vail Valley Partnership. It recognizes the importance of data and analytics and enables Discover Vail to assume more industry and community leadership.

It is important to note that the success of an external Discover Vail DMO depends on effective communication, collaboration, and alignment with the city government, local businesses, and community stakeholders. Building strong partnerships and maintaining open communication channels can mitigate potential disadvantages and maximize the benefits of having a standalone DMO.

From the town's perspective, it allows the organization to be responsive to marketplace changes while having some level of oversight to ensure alignment of values, goals, objectives, etc., between the town and its priorities and Discover Vail. This can be achieved through the budgeting process, as the organization continues to be funded through the town budgeting. The figure below illustrates how, with funding from the Town of Vail, the organization would be managed by the Board of Directors, who would provide ultimate oversight but enable the town to maintain accountability with public funds.

Community Involvement

An important element of the new structure is the continued community involvement period. To that end, the town can create a Marketing, Special Events, and Arts and Culture Collaborative Committee. (MSAC) See below.

MSAC Description

The Marketing, Special Events, Arts, and Culture (MSAC) Collaborative for Discover Vail is an advisory group established to enhance the strategic direction and execution of Discover Vail's tourism initiatives. This collaboration comprises diverse stakeholders, including local business owners, cultural leaders, event organizers, marketing professionals, and community representatives, who meet periodically to provide valuable insights and recommendations.

Structure

1. Chairperson: A senior representative from Discover Vail who oversees the committee's activities and facilitates meetings.
2. Members: (Final Group Size TBD)
 - Local Business Owners: Hospitality, retail, and service representatives.

- Cultural Leaders: Directors or representatives from local non-profits, museums, galleries, and arts and cultural institutions.
 - Event Organizers: Coordinators of major local events such as festivals, concerts, and sports events.
 - Marketing Professionals: Tourism marketing, social media, and public relations experts.
 - Community Representatives: Influential residents or leaders from community organizations.
3. Support Staff: Discover Vail Administrative support to manage coordination, minutes, and communication.

Purpose

The group's primary purpose is to provide Vail Tourism with a broad spectrum of community perspectives, input, and expertise to enhance the town's attractiveness as a tourist destination and foster community engagement. The committee aims to:

1. Marketing: To provide insight into prospective marketing initiatives.
2. Special Events: Provide feedback on Vail events and Identify and recommend new special events to draw tourists and enrich the local culture.
3. Arts and Culture: Develop strategies to highlight Vail's artistic and cultural offerings.
4. Foster Community Engagement: Ensure tourism initiatives align with community interests and values.
5. Village animation and programming: Support town staff in evaluating need periods and target demographics for ambient programming.

Activities

1. Periodic Meetings: Convene quarterly meetings to discuss ongoing and upcoming initiatives, review performance metrics, and brainstorm new ideas.
2. Workshops: Conduct specialized workshops and focus groups to gather detailed feedback on specific projects or issues.
3. Event Reviews: Evaluate past events to determine successes, challenges, and areas for improvement.
4. Marketing Campaign Review: Review current marketing campaigns' effectiveness and suggest adjustments or new approaches.
5. Cultural Program Development: Collaborate with local artists and cultural institutions to develop programs that highlight Vail's unique cultural heritage.

Meeting Logistics

- Frequency: Quarterly, with additional meetings as needed.
- Location: Vail Tourism office or a central community venue.
- Format: Hybrid (in-person and virtual) to accommodate all members.
- Agenda: Distributed one week prior to meetings; includes reports on current projects, new proposals, and open discussion time.
- Minutes: Documented and shared with all members and relevant stakeholders within two weeks after each meeting.

Expected Outcomes

- Improved Tourist Experience: Enhanced visitor satisfaction through well-planned events and effective marketing.

- 
- Economic Growth: Increased revenue for local businesses due to higher tourist turnout and engagement.
 - Cultural Enrichment: A vibrant Vail cultural scene that attracts and retains visitors.
 - Community Alignment: Tourism strategies that reflect and support the interests and well-being of the local community.

Part 2: Phased Implementation

In considering potential next steps, the following questions should be considered:

- ✓ Over the long term, what is the Town of Vail's objective for funding? Currently, the town funds the economic development department with approximately \$ 3.7 million for special events, economic development, and visitor centers. Does it wish to continue that or replace funding with a lodging tax increase?
- ✓ Over the long term, what level of control does the Town of Vail want over-tourism? Is the Town willing to give up some control to create a separate Destination Marketing Organization?
- ✓ What is the best structure to be as competitive as possible? Should that structure be within the Town or as a free-standing organization?
- ✓ Which option best fits with the broader long-term (10-20 years) strategy of the Town?

Discover Vail may want to consider implementing a phased approach to the following comprehensive organizational structure.

Why a phased approach? Having a short-term interim organizational structure can be advantageous in the process of working towards a long-term permanent structure for several reasons:

1. Flexibility and adaptability: A phased approach is more flexible and adaptable than moving to a long-term structure. The interim structure can be adjusted quickly to accommodate changing circumstances or goals.
2. Experimentation and innovation: A phased approach allows Discover Vail to experiment and innovate new opportunities. Discover Vail can test new ideas and processes without committing to long-term investments or changes. This allows the organization to identify what works and what does not, allowing for continuous improvement and refinement of the long-term permanent structure.
3. Risk mitigation: A phased approach can help Discover Vail mitigate long-term commitments or investment risks. By implementing the interim structure, the organization can see what works. This mitigates the risk of investing significant resources into long-term structure and personnel that may yield different outcomes.

Overall, a phased approach offers Discover Vail the flexibility, adaptability, and opportunity for experimentation needed to achieve their desired outcomes. It enables efficient resource allocation, risk mitigation, and organizational learning, contributing to the overall success and growth of the organization.

Short Term (0-18 Months)

1. Name Change

Discover Vail is located within the economic development department of the Town of Vail. In the short term, it would make sense to rename the department to emphasize its significant focus on tourism. Vail's economic development efforts differ from classical economic development departments at the municipal level. Much of this is based on the uniqueness of the veil economy and tourism's significant impact.

It would be recommended that the town of Vail consider a name change for the department to be more in line, for example, just calling it a tourism department or, at a minimum, a tourism and economic development department. Making that change in the short term begins reframing Discover Vail's efforts as they evolve over the next several years.

2. Organizational Structure

The proposed future organizational structure for Discover Vail is recommended based on several critical criteria. These include being efficient and impactful within a competitive marketplace and revising the structure to best support the broader Town of Vail strategy for the community.

Assumptions:

- The organizational structure reflects tasks, not necessarily bodies. In some cases, one individual may be doing one or more tasks.
- It assumes that some positions may be shared with other departments within the town infrastructure.
- It assumes that positions can be phased in based on an appropriate timeline and need.
- It assumes the department's name would change to Tourism and Economic Development to reflect its activities better.

In the short term, adding two positions would require a community engagement position and a research and data analyst position. Both positions could be shared with other departments within the town infrastructure as needed. This option includes external vendors/ partners, including group sales, The Vail Chamber and Business Association, public relations, advertising/ creative, research, etc.

The community engagement position would serve as a vital link between Discover Vail and the local community. The responsibility would be to develop and implement strategies that foster positive relationships, engagement, and collaboration between Discover Vail and the business and community members and support the implementation of the stewardship and sustainability program.

The research analyst position is essential for gathering and interpreting data to inform Discover Vail's marketing strategies and decision-making processes and also providing key data analysis to town departments.

3. The VLMAC be Reconfigured as the Board of Directors

The Vail Local Marketing Advisory Council would be reconfigured as a Board of Directors and continue its crucial advisory role in developing marketing, public relations, social media strategies, and programs. In configuring the board of directors, The Town Council may want to consider a 9–11-member board with one seat for an elected official and one for Vail Resorts. The remaining seats can be filled with appropriate representation of the hospitality community, special events, recreation, arts, culture, or others.

4. Maintain Current Marketing Programs and Initiatives

Maintaining current marketing programs and initiatives while revising the organizational structure over the long term is essential for several reasons:

- **Continuity and Stability:** The town ensures continuity and stability with its marketing efforts by running the current marketing programs and initiatives. This helps to maintain relationships with existing stakeholders, as well as provide a consistent brand experience.
- **Data and Insights:** Continuing with the current marketing programs allows Discover Vail to gather valuable data and insights about your target audience, market trends, and the effectiveness of your strategies.
- **Risk Mitigation:** Implementing a new organizational structure involves inherent risks and uncertainties. The town has a fallback option by maintaining the current marketing programs in case the new initiatives face challenges. This mitigates the risk of a complete disruption in marketing activities during the transitional period.
- **Resource Optimization:** Running the current marketing programs alongside developing a transition plan for the new organizational structure helps optimize resources. It allows Discover Vail to leverage existing marketing assets, relationships, and investments while exploring potential changes in the marketing strategy under the new structure.

Maintaining current marketing programs and initiatives while investigating a new organizational structure over the long term helps balance continuity with innovation, mitigate risks, optimize resources, and facilitate a seamless transition toward a more effective and aligned marketing strategy.

5. New Organizational Strategic Plan

Discover Vail organization is at a pivotal juncture where the ever-evolving landscape of travel demands a fresh strategic approach. In a dynamic industry where competition is fierce and traveler preferences continually shift, a new strategic plan is essential for the newly configured organization. By crafting a forward-thinking strategy, the organization can adapt to emerging trends, capitalize on untapped opportunities, and address evolving consumer needs while matching the organization's capabilities. This proactive approach will ensure the organization's sustainability and

position it as a leader in destination experiences, fostering economic growth and community development.

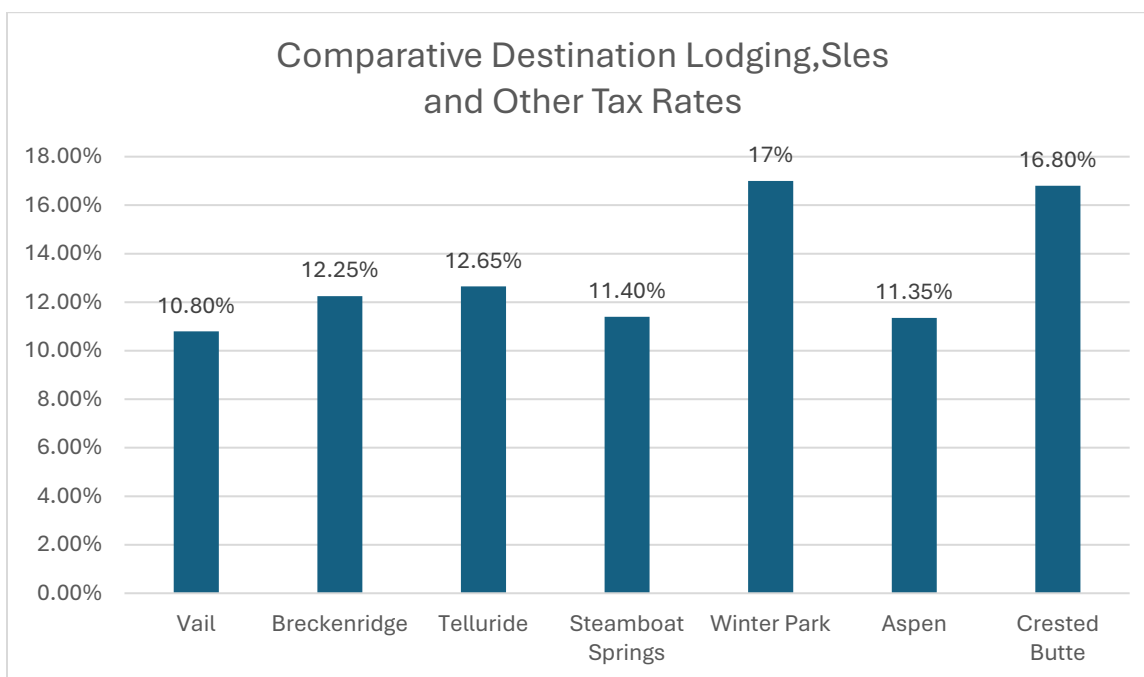
6. Develop the Marketing Special Events, Arts and Culture Collaborative Committee

Completing this first phase includes forming a marketing, special events, arts, and culture collaborative committee designed to provide Discover Vail with important insight and aid in the formation of strategies and programs designed to achieve both short—and long-term objectives and goals.

Long Term

1. Funding

Given the current funding sources for Discover Vail, a future consideration from the Towns perspective may be to reduce its funding from the General Fund, approximately \$3.7 Million. The current lodging tax instituted in 1999 is 1.4% and has not seen an increase in twenty-five years despite a need for year-round marketing efforts. A comparison with other Colorado resorts also indicates potential room for lodging tax increases:



Source: Vail Valley Partnership

An increase in the lodging tax could provide supplemental funding. This approach has several issues that need to be considered. It removes taxpayer funds from tourism promotion that could be reallocated within the city budget, saving taxpayer funds. At the same time, there would need to be a lodging tax equal to or more than the current funding level provided by the Town. It would be essential to gain support from the lodging industry to be successful in raising the tax rate. Uh

Phase 3: Organizational KPIs

The following objectives must be considered when developing KPIs for an organizational transition. Organizational Key Performance Indicators (KPIs) have several primary objectives, including:

1. **Measuring Performance:** track the overall execution of the organization and measure ongoing progress.
2. **Aligning Goals:** Developing the KPIs helps align Discover Vail's objectives and priorities with the Town of Vail's objectives.
3. **Driving Accountability:** Create accountability for the VLDMAC for Discover Vail's overall performance and contributions to the organization's success.
4. **Monitoring Progress:** KPIs enable the Town Manager and Town Council to monitor Discover Vail's progress towards achieving its short-term and long-term goals, making identifying and addressing deviations from the desired outcomes easier.
5. **Communicating Performance:** The developed KPIs communicate the organization's performance to stakeholders, such as the Town Council, the Town Manager, industry, and the community. The overarching objectives are to align, measure, and drive performance toward the organization's desired outcomes.

KPI Summary

Marketing

- Continued seasonal implementation of integrated marketing programs to meet goals and objectives.
- The development of a new Discover Vail tourism strategic plan.

Special Events

- Development of a comprehensive particular event strategy.
- Support "First Party" town and community-produced events. Increasing events where appropriate.
- Attraction of targeted "Third-Party" new special events designed to attract visitors, effectively position the destination, and generate community support.
- Assist in special event permitting, easing the process for event promoters.
- On an annual basis, identify special events opportunities that meet long-term goals for the town.

Community Experience

- Support customer training to increase the number of community participants.
- Continue to support and increase the recognition and engagement program.

Business Development

- Support entrepreneurship with information, assistance, and training on working with appropriate Town of Vail Departments for those looking to expand or start new businesses.
- Continue engagement and support of the Vail Chamber and Business Association advocacy for local business.

- 
- Continue to engage with and support the Vail Valley Partnership in its professional development, advocacy, and research programs.

DESTINATION MARKETING ORGANIZATION

PROPOSED STRUCTURE



AGENDA

1. Who we are: VLMD and VLMDAC
2. What is a Destination Marketing Organization (DMO)
3. Why we need a DMO Structure
4. Current and Recommended Structure
5. DMO Funding and Implementation Considerations
6. Action Requested

A scenic photograph of a man fishing in a river. The man, wearing a light blue long-sleeved shirt, grey waders, a green baseball cap, and sunglasses, is standing in the water and holding a fishing rod. Above him is a long, covered wooden bridge with a grey shingled roof and a complex wooden truss structure. The bridge spans the river. The background is a dense forest of tall evergreen trees. Sunlight filters through the trees, creating a hazy, atmospheric effect with visible light rays. The overall mood is peaceful and outdoorsy.

VLMD: WHO WE ARE

KEY CHAPTERS IN THE VAIL LOCAL MARKETING DISTRICT EVOLUTION:

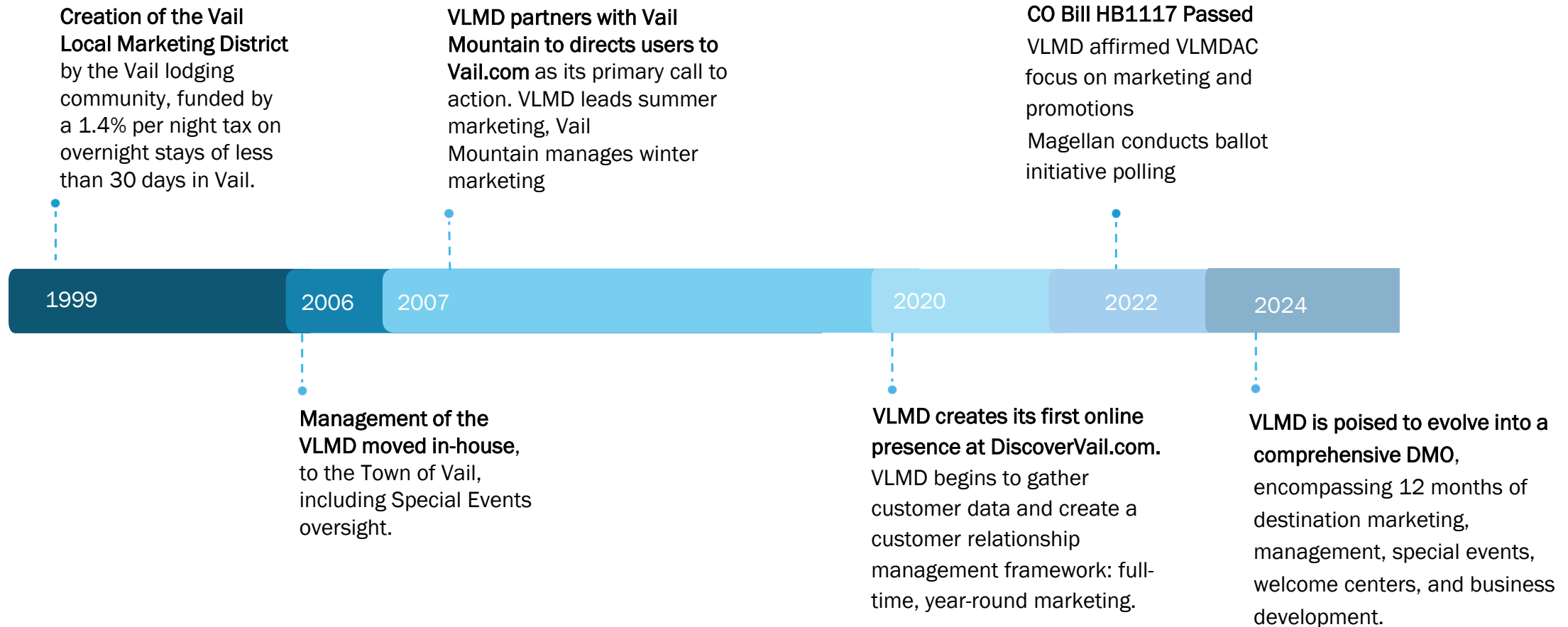
VLMD Est. 1999

Establishment of the Vail Local Marketing District, a marketing and promotions tax funded at 1.4% per night tax on overnight stays of less than 30 days in Vail.

The statute defines the power of the district to provide the following services:

- Organization, promotion, marketing and management of public events,
- Activities in support of business recruitment, management and development,
- Coordinating tourism promotion activities

KEY CHAPTERS IN THE VAIL LOCAL MARKETING DISTRICT EVOLUTION:



A close-up photograph of two young girls with long, wet, curly brown hair. They are both smiling and looking down at something they are holding together. The girl on the left is wearing a colorful, multi-colored striped shirt, and the girl on the right is wearing a pink floral shirt. The background is a blurred beach scene with people and rocks under bright sunlight.

WHAT IS A DESTINATION MARKETING ORGANIZATION (DMO)

WHAT IS A DESTINATION MARKETING ORGANIZATION (DMO)

- A DMO brings together marketing, promotion, special events, visitor education and experience, and destination/business development.
- The overarching goal of the DMO is to nurture and protect a robust visitor economy, healthy environment, strong infrastructure, and a thriving community.
- Efficiency results from a clear and seamless structure that prioritizes the community's needs and town council priorities in marketing the destination and delivering on the experience.
- A DMO structure will best serve the goals of the town council as it pulls together the diverse elements within a destination and aligns them strategically to a set of clear goals and deliverables.

A person wearing a white helmet and a red backpack is riding a mountain bike on a grassy hill. The hill is covered in green grass and small purple and orange flowers. In the background, there are rolling green hills and mountains under a bright, hazy sky. The sun is low on the horizon, creating a warm, golden light and lens flare effects. A semi-transparent white box with the text "WHY WE NEED A DMO STRUCTURE" is overlaid on the left side of the image.

WHY WE NEED A DMO STRUCTURE

WHY DO WE NEED A DESTINATION MARKETING ORGANIZATION (DMO)

- Strategic direction and structure vs. organic evolution of the organization
- Strategic alignment to the Town of Vail Strategic Plan
- Special Events, Welcome Centers and business development all part of VLMDAC strategic plan
- Future funding sources for sustainability over time
- Competitiveness with other DMO's
- Scalable and flexible to adapt to changing market conditions

WHY IS A DMO BETTER FOR VAIL?

DMO Organizational Purpose

The Discover Vail organizational review aims to create an efficient, productive, and well-coordinated work environment that supports achieving organizational goals and objectives.

- Clarity and direction
- Efficient coordination
- Decision-making and autonomy
- Scalability and growth
- Internal and external capabilities
- Performance accountability and alignment

DMO RESPONSIBILITIES

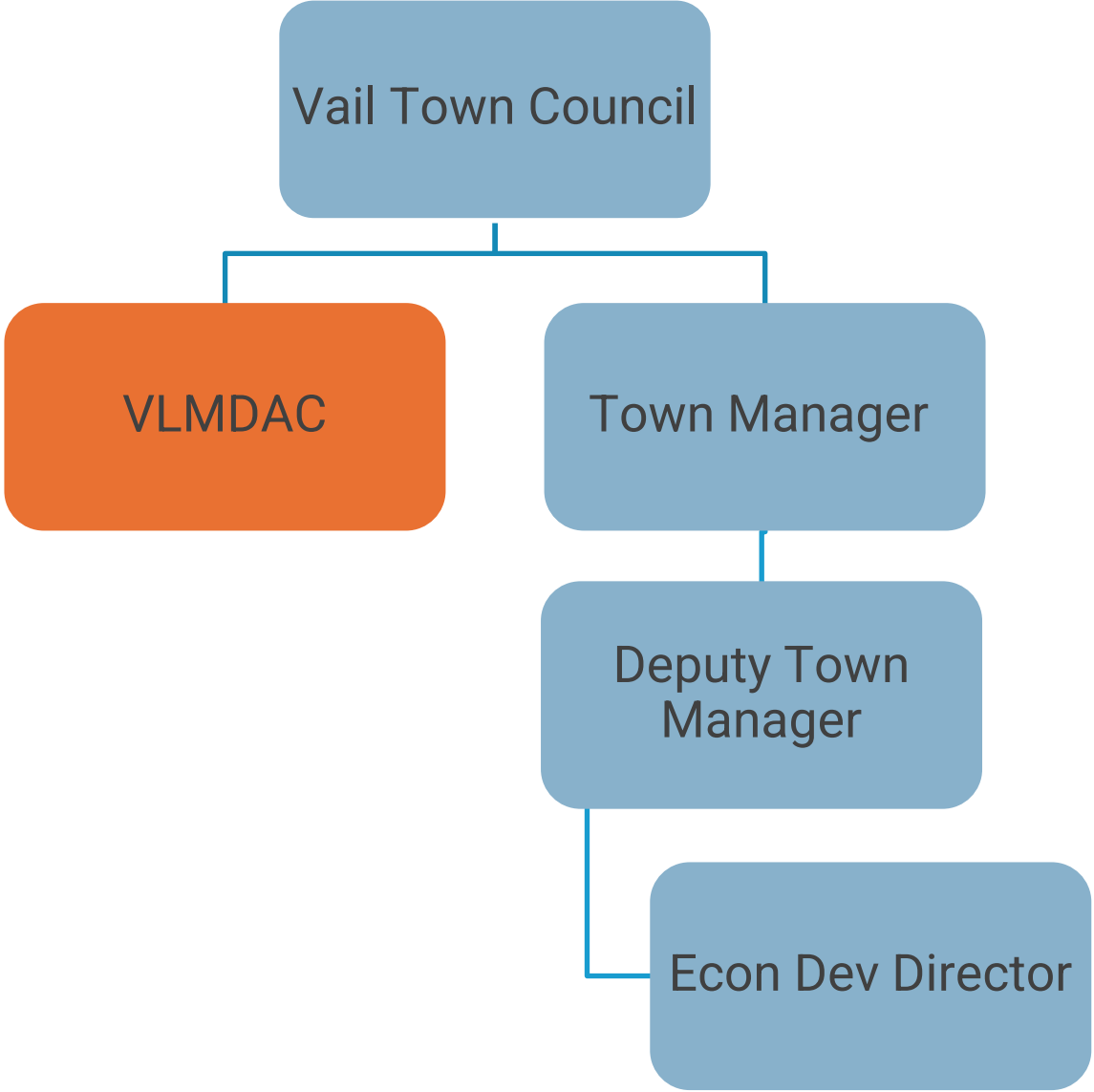
The Proposed Discover Vail DMO structure will achieve three key objectives:

- 1). Bringing Guests to Vail.** Advertising, social media, public relations, airline relations, group sales, lodging relationships, research/data and analytics and special events to support marketing and optimize guest visitation.
- 2). Delivering on the Vail Experience.** The DMO oversees the guest experience. This includes customer service training, employee recognition and engagement, special events, community engagement through facilities, the Vail community and trail host program, and stewardship education.
- 3). Business Development** include supporting local entrepreneurship, collaborating with the Vail Chamber and Business Association, and the Vail Valley Partnership, to provide leadership and professional development for small businesses.

A photograph of a stone bridge over a river. The bridge has a stone wall on top and a concrete arch underneath. Three people are playing in the water under the bridge. The sky is blue with white clouds. There are flags on poles and string lights above the bridge. A signpost is visible on the left side of the bridge.

CURRENT AND RECOMMENDED STRUCTURE

CURRENT DIRECTION AND GOVERNANCE



KEY

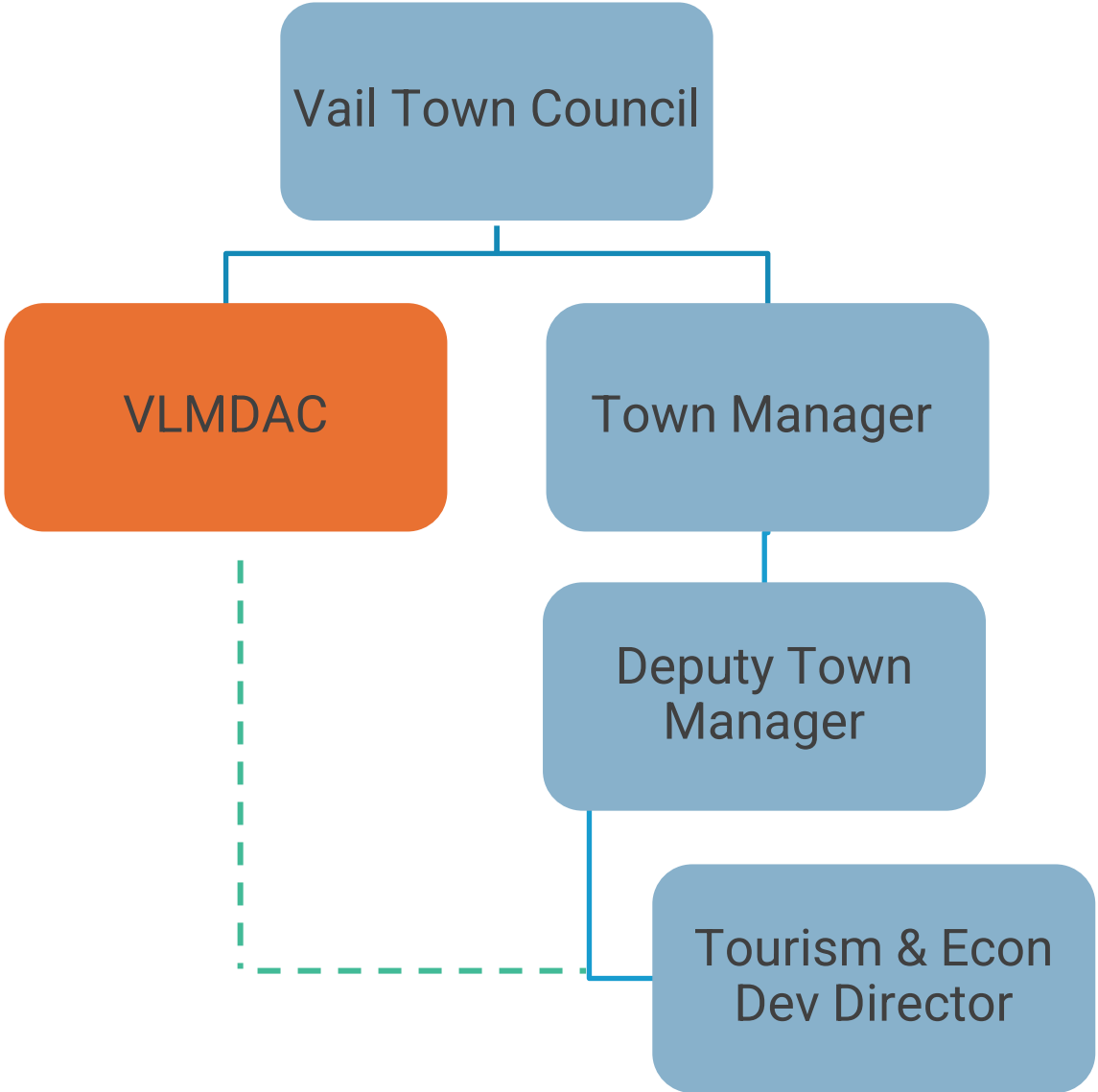
Reporting Structure

Internal Role

Internal and External

External Role

PROPOSED STRATEGIC DIRECTION AND GOVERNANCE



KEY

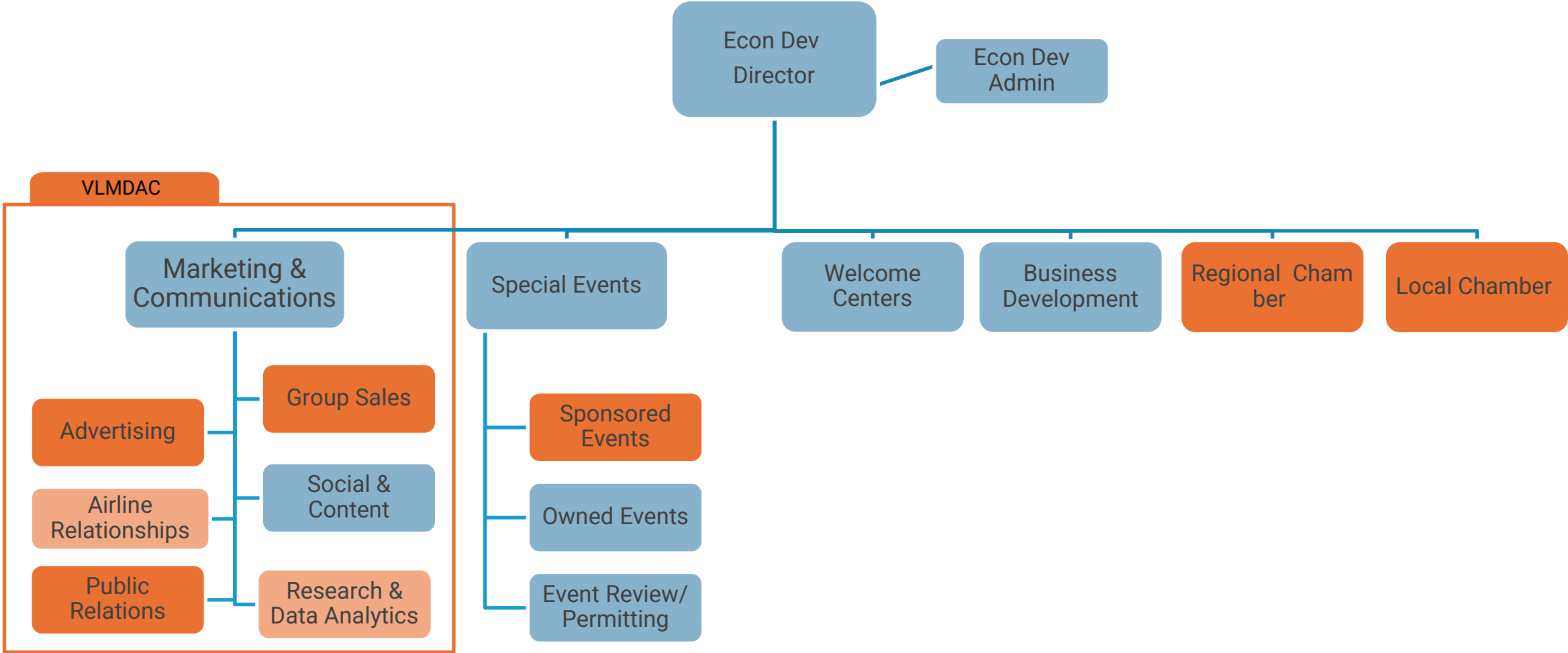
- - Strategic Direction
- Reporting Structure

Internal Role

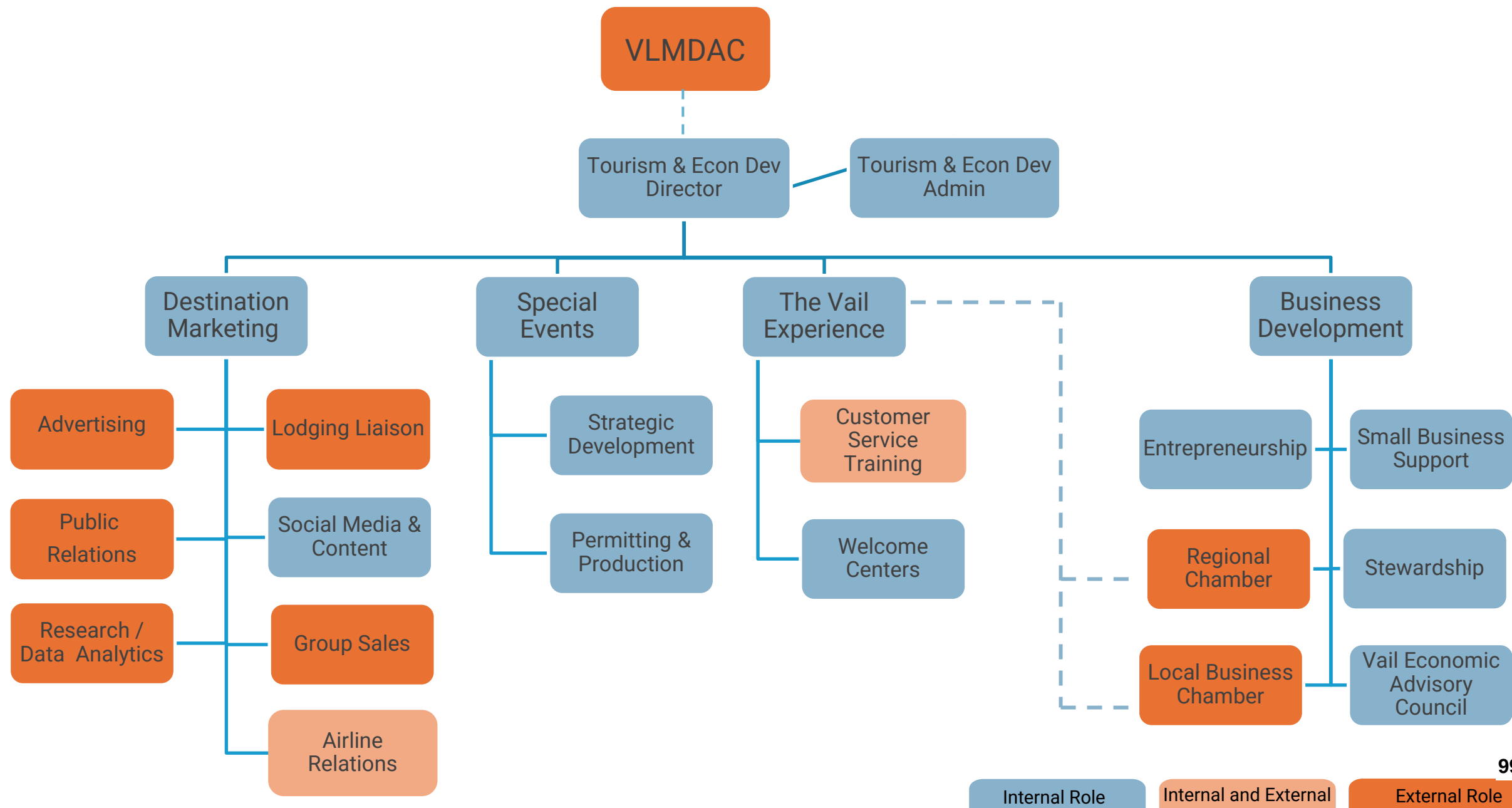
Internal and External

External Role

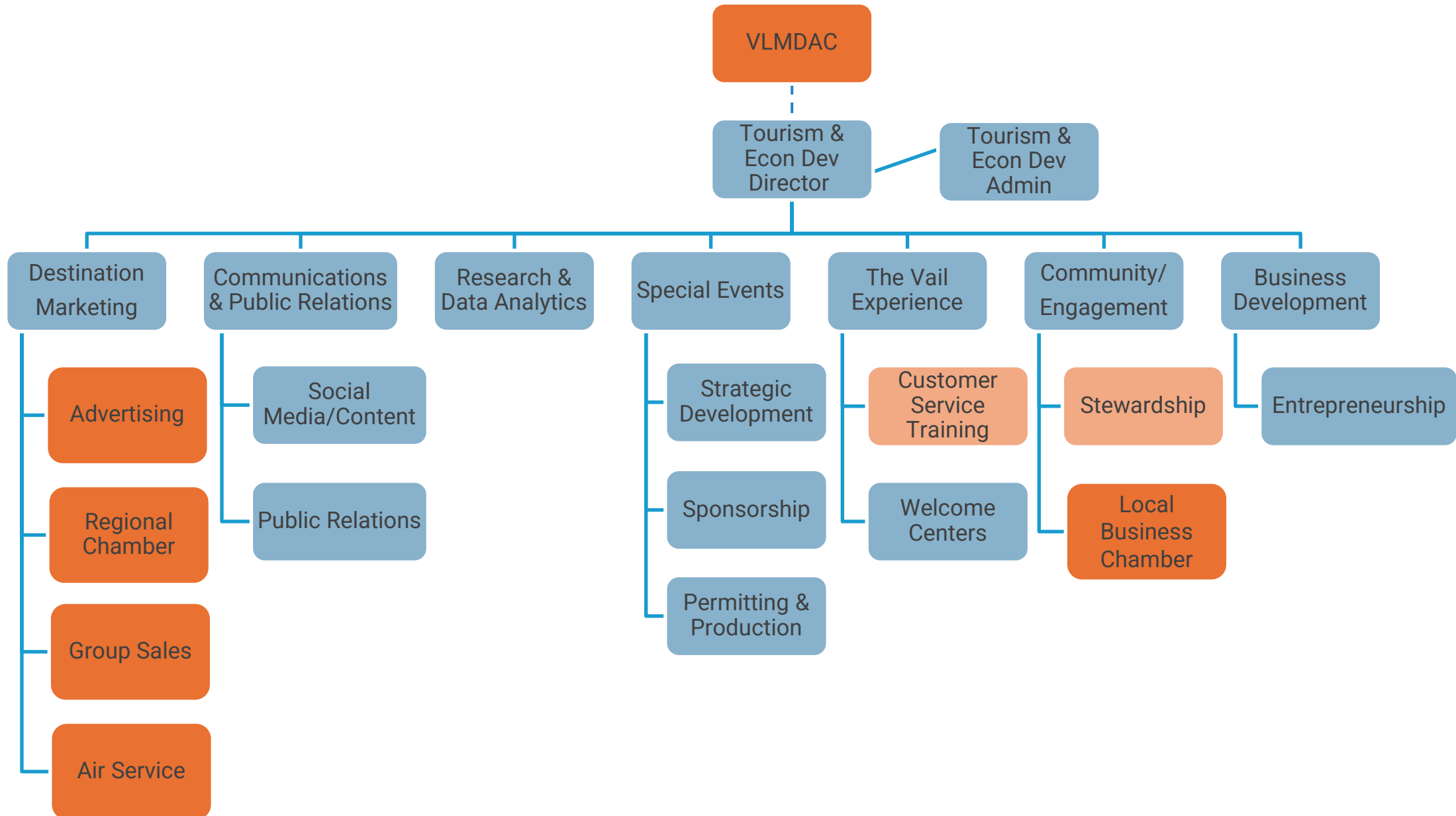
CURRENT TOV ECON DEV DEPARTMENT STRUCTURE



PROPOSED TOURISM & ECON DEV DMO STRUCTURE



PROPOSED LONG TERM: TOURISM & ECON DEV STRUCTURE



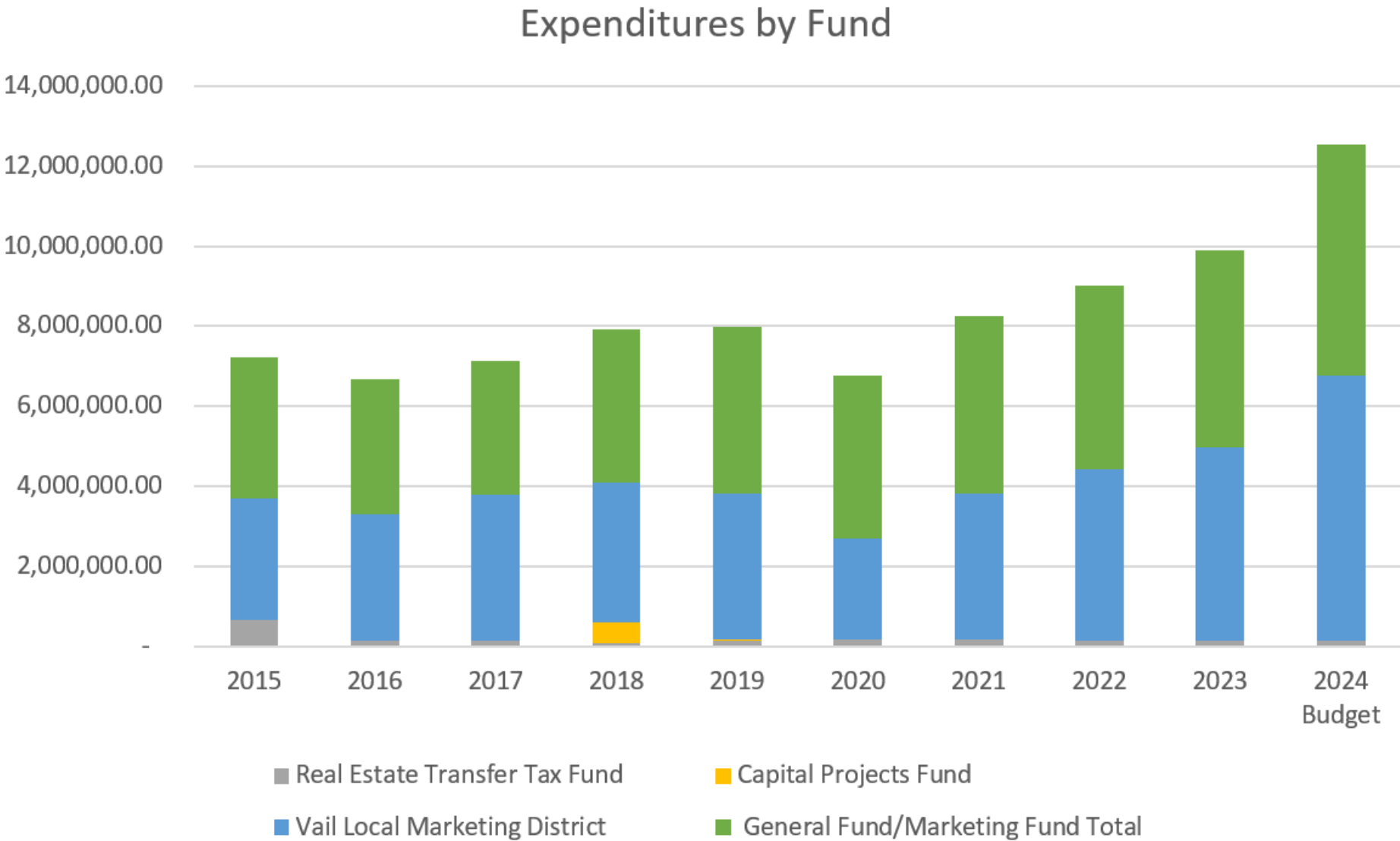
ROLES AND RESPONSIBILITIES

	Current	Future
Town Council (VLMD)	Approve budget and operating plan Appoint VLMDAC Approve Contracts	Same, except approve contracts
VLMDAC	Provide strategic direction for operation of the destination marketing organization including marketing and promotion of destination	Provide strategic plan for comprehensive DMO including marketing, special events, visitor experience and destination development Approve Contracts
Town Manager	Econ Dev Director reports to Deputy Town Manager	Same
Economic Development Director	Manage operation of Econ Dev with direction from town manager and VLMDAC	Manage operations of the comprehensive DMO with direction from VLMDAC strategic plan and town manager.

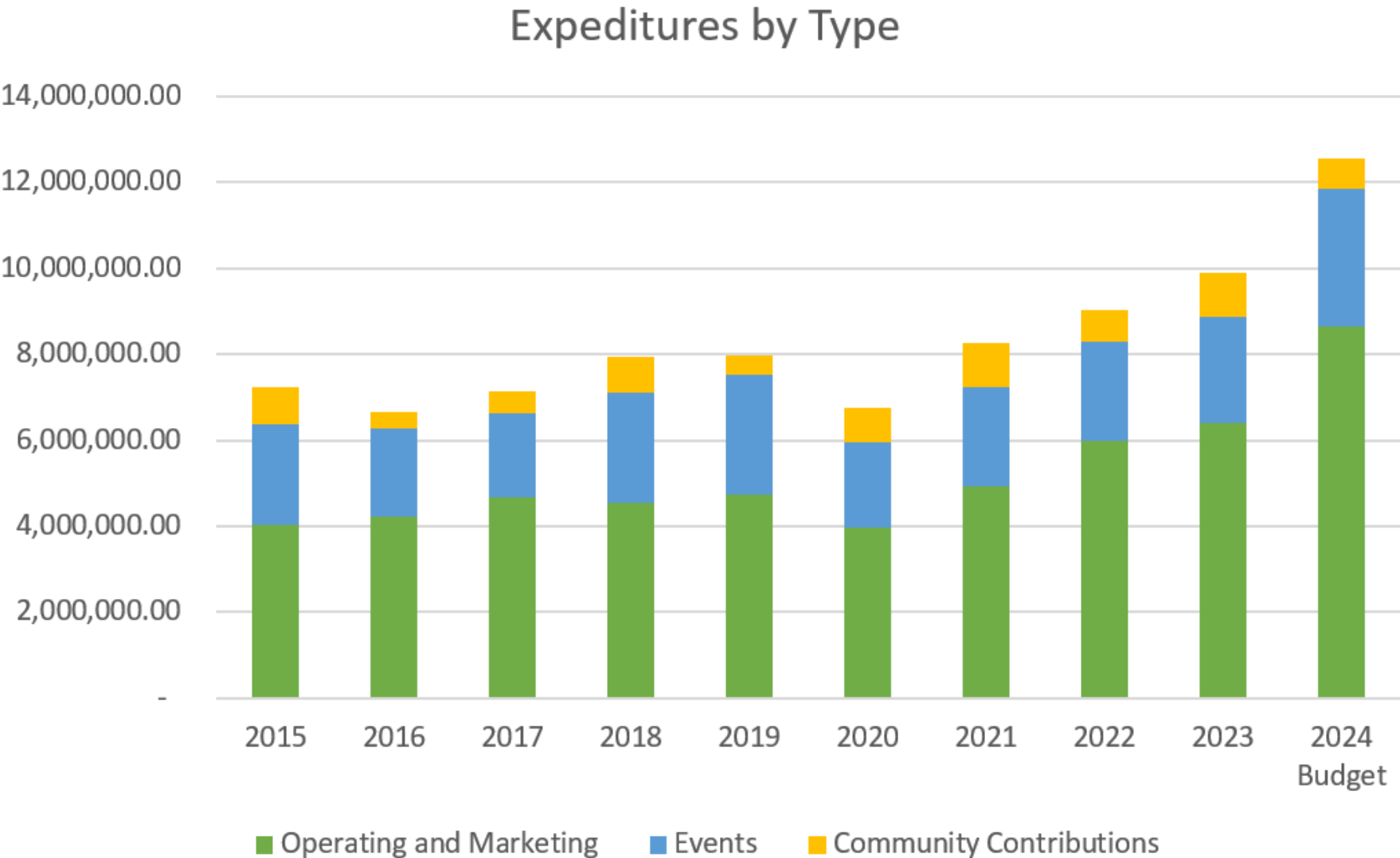
A scenic photograph of a covered wooden bridge spanning a river. The bridge has a dark shingled roof and a wooden frame with diagonal bracing. In the foreground, a man wearing a light blue long-sleeved shirt, grey waders, a cap, and sunglasses is fishing with a rod and reel. The river is calm, reflecting the surrounding greenery. The background is filled with tall evergreen trees and a misty atmosphere. A semi-transparent white banner is overlaid across the middle of the image, containing the text "FUNDING AND IMPLEMENTATION CONSIDERATIONS".

FUNDING AND IMPLEMENTATION CONSIDERATIONS

DMO (VLMD + ECON DEV) FUNDING OVER TIME



DMO (VLMD + ECON DEV) FUNDING OVER TIME



DMO PHASED IMPLEMENTATION: SHORT TERM (0-18 Months)

- Name Change: Discover Vail: Tourism and Economic Development
- New Organizational Structure
- Maintain Current Marketing Programs and Initiatives, including Special Events
- New Organizational Strategic Plan – Develop in October 2024
- Create the Marketing, Special Events, Arts and Culture (MSAC) Collaborative committee

SUMMARY: BENEFITS OF A DMO STRUCTURE

- Strategic Alignment
- Specialized Expertise
- Agility and Flexibility
- Ability to Staff Appropriately
- Industry Focus
- Increased Competitiveness
- Brand Management
- Objectivity and Fresh Perspective
- Effectiveness and Efficiency
- Marketing & The Vail Experience

ACTION REQUESTED

Action Requested: Does Town Council support this proposed structure for a Destination Marketing Organization?

THANK YOU



Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

TIME: 5 min.

SUBMITTED BY: Jeremy Gross, Economic Development

ITEM TYPE: Presentation/Discussion

AGENDA SECTION: **Presentation/Discussion (12:00pm)**

SUBJECT: **Vail America Days Update (1:30pm)**

SUGGESTED ACTION: Listen to update.

PRESENTER(S): Jeremy Gross, Special Event Coordinator

ATTACHMENTS:
[Vail America Days Helpful Tips](#)



Vail Offers Tips for an Enjoyable Fourth of July Celebration

The Town of Vail is ready to welcome guests and area residents for the Fourth of July holiday which includes Vail's popular parade, a patriotic concert, family activities and the return of Vail's fireworks, which will light up the sky on Thursday, July 4 weather permitting. Those who gather in Vail and throughout the county are asked to be mindful that fire restrictions could be enacted at any time for Vail, Eagle County and other surrounding public lands. In addition, to protect everyone, all personal fireworks are banned in Vail.

For a safe and enjoyable experience, use the following tips:

Vail America Days Parade

The region's largest parade begins at 10 a.m. Thursday, July 4. The parade will progress from Golden Peak on Vail Valley Drive, then west to Hanson Ranch Road, north on Bridge Street, west on Gore Creek Drive, north across the International Bridge, west along Meadow Drive and finally through the Lionshead Mall to finish at approximately noon. The theme for the parade is "Let the Games Begin." The parade will include over 40 floats and entries, with creative designs that celebrate the sporting nature of Vail. The parade will also feature marching bands and performances including the Denver Broncos Stampede, Colorado State University Select Marching Band and Brothers of Brass from Denver. The Vail Precision Lawn Chair Drill Team will also perform in the parade, celebrating its 40th anniversary this year! Dr Jack Eck and his wife Kathleen Eck, recent recipient of the Vail Trailblazer award, will serve as the Honorary Parade Marshals. For a good view of the parade, arrive by 9:30 a.m. and pick a location along the parade route. To help reduce congestion, spectators are encouraged to walk, ride their bikes or take the bus to the parade. Also, consider leaving your dog at home where it will be safe from the crowds and loud noises which could startle your pet.

Be sure to bring a reusable water bottle and stay hydrated during the parade. Water refill stations are located in the Vail Village and Lionshead Welcome Centers, open daily from 9 a.m. to 5 p.m.

Beginning at 7 a.m., traffic on Vail Valley Drive will be designated one-way westbound from east of the soccer field to South Frontage Road. Traffic will be rerouted at the intersection of Vail Valley Drive and South Frontage Road just east of the Vail Village parking structure. Parade vehicles and local traffic will access Golden Peak from the east along Vail Valley Drive near the Vail Golf Club. Staging of floats and participants will take place on Mill Creek Circle, Vail Valley Drive and Hanson Ranch Road. Vail Valley Drive will be closed to all vehicle traffic from east of the soccer field to South Frontage Road from 9:45 to 11:30 a.m.

Watch the parade live as it rolls into Lionshead on High Five Access Media - Channel 5 or online at www.highfivemedia.org as well as on Roku and Apple TV beginning at approximately

10:30 a.m. Coverage will also be provided the [Town of Vail's Facebook page](#). Subsequent replays will be available on cable and online, and will be available on demand on the High Five website.

Family Entertainment

Lionshead Village Bus Stop

10 - 10:50 a.m. Skin the Rabbit

12 - 1 p.m. Skin the Rabbit

1:45 - 3 p.m. Bourbon Brass Band

Vail Village, Intersection of Meadow Drive and Willow Bridge Rd.

12 - 1:45 p.m. Brothers of Brass

2:15 - 3 p.m. Guerilla Fan Fare

Ford Park Lower Bench

12 – 2 p.m. High-altitude ARNG Aviation Training Site (HAATS) Blackhawk landing and display

Patriotic Concert

The Fourth of July Patriotic Concert will take place at 2 p.m. July 4 at the Ford Amphitheater, featuring the Philadelphia Orchestra. The concert is a benefit for the Vail Veterans Program. Reserved tickets go on sale July 1 for \$25, with a maximum of 4 tickets per person.

- 8 a.m. - Reserved-seat pavilion tickets will go on sale in person only at the Gerald R. Ford Amphitheater Box Office
- 11 a.m. - Limited number of reserved-seat tickets will go on sale online at <https://grfavail.com/event/july-4-patriotic-concert/>
- On the day of the show, free, un-ticketed, lawn seating will be available on a first-come, first-served basis. Gates open at 12:30 p.m.

Bus Service

EVTA & ECO Transit will provide service for the Vail America Days parade as follows:

Catch the ECO bus for FREE at the following stops: Freedom Park in Edwards at 8:49 a.m., Avon Station at 9 or 9:20 a.m., Forest Service parking lot at Dowd Junction at 9:01, 9:21, or 9:41 a.m., or Chambers Park & Ride in Eagle at 8:50, 9:20 am. However, if you are coming from Gypsum or Leadville, fares are required. Fares are \$3 for adults and \$2 for children and seniors with proof of age. Mobile app discounts may apply. For more information on ECO Transit routes and fares, visit evta.colorado.gov/schedule or call 970-328-3520.

Public Parking

Arrive early on July 4 to enjoy free daytime parking in the Vail Village and Lionshead parking garages. The 2,500 parking spaces will be filled on a first-come, first-served basis and typically reach capacity prior to the 10 a.m. start of the parade. Once the two structures fill, additional parking will be released. Message boards will direct when free overflow parking becomes available. The overflow parking is allowed until 11 p.m. where signs indicate. Overflow parking is no longer available from the Main Vail roundabout to Vail Valley Drive on the S. Frontage Rd.

Vehicles parked in the Vail Village and Lionshead garages between 4 and 5 a.m. will be charged the overnight fee of \$35.

Parade-goers are also encouraged to utilize free daytime parking in the Red Sandstone garage located at 559 North Frontage Road, with easy access to Lionshead Village via the pedestrian overpass. The Red Sandstone parking garage is a great option for vehicles over the height limit for the Vail Village and Lionshead parking structures. The length restriction is 19 feet and the height restriction is 8 feet. Vehicles parked in the Red Sandstone garage between 4 and 5 a.m. will be charged the overnight fee of \$15.

Close-in parking at the Ford Park and Vail Athletic Fields lots will be available on a first-come, first-served basis from 6 a.m. to 11 p.m. An express event bus will run between the Ford Park bus stop, Vail Village Transportation Center, and the Lionshead Transit Center for quick transport between the villages. Visit <https://www.vail.gov/#Parking> for additional parking information.

Enjoy your trip to Vail and the Vail America Days celebration completely car-free by using transit options such as the new fare free Eco Transit bus system in Eagle County, or [Bustang](#) or [Pegasus](#), which can take you from Denver Union Station or the Denver Federal Center in Lakewood to the Vail Transportation Center in Vail Village.

Once you arrive, use the free Town of Vail Bus or a [Shift Bike](#) to get to the Vail America Days Parade.

Oversized Vehicles

Daytime Oversized Vehicles - Oversize vehicles such as trailers, RVs and charter buses have access to free day parking from 7 a.m. to 11 p.m. on the North Frontage Road across from Safeway as well as on the south side of the Frontage Road by the West Vail Fire Station with easy access to the free bus.

Overnight Oversized Vehicles - Paid overnight parking is available on the north side of the North Frontage Road west of the West Vail Fire Station for \$35 per 24 hours. This parking is only available between the oversize vehicle signs. To pay for the parking, either scan the QR code or call the phone number on the sign. There is a five-day max stay with only one stay allowed every 30 days. No camping is allowed in the Town of Vail; this area is for storage of the vehicle or trailer only. The space will be forfeited if the vehicle is moved.

Library Annual Book and Bake Sale

The Vail Public Library will hold its traditional [book and bake sales](#) during the July Fourth holiday. The library will be closed on Thursday, July 4, while staff and volunteers assist with the bake sale in front of the library from 8 a.m. to noon – or until the refreshments are gone – and the book sale from 9 a.m. to 4 p.m. The book sale continues Friday, July 5 and Saturday, July 6 from 11 a.m. to 5 p.m. and Sunday, July 7 from 11 a.m. to 2 p.m.

Fireworks Show

Vail's popular fireworks show is back for 2024, conditions permitting. The approximately 20-minute show starts at 9:45 p.m. and will be launched from Vail Mountain. Fireworks will be

visible across town with a patriotic soundtrack available on KZYR 97.7 and via www.kzyr.com. Check out the viewing area map at www.discovervail.com/4th. Note, it is illegal to shoot off personal fireworks in Vail.

Personal Fireworks/Open Fires

The use of all personal fireworks is prohibited in Vail. Personal fireworks are generally defined as anything that explodes, makes a loud noise or flies in the air. Bonfires and open campfires are also prohibited in the Town of Vail. Outdoor recreational fires are only allowed in approved commercial portable fire appliances that are equipped with spark screens. Questions about open fires and personal fireworks should be directed to Vail Fire and Emergency Services at 970-479-2250. If you live in or are visiting other areas of Eagle County, check with your local fire department for regulations or visit www.ECEmergency.org. Please be vigilant and call 911 if you see smoke or something out of the ordinary.

Dismount Zones

To improve interactions between pedestrians and users of wheeled vehicles, Vail's summer dismount zone has been reenacted in Vail Village along Bridge Street from the Covered Bridge to Seibert Circle and along Gore Creek Drive from Checkpoint Charlie to just past Gorsuch Ltd. Watch for the signs designating the dismount zone. Parts of Lionshead Village also have dismount zones. For areas outside the dismount zones, bikers and users of other wheeled vehicles are reminded that pedestrians always have the right of way and to use moderate speeds in pedestrian areas, 5 mph or less. When passing a slower party, politely alert the other party by calling out and/or ringing a bicycle bell and passing on the left.

Alcohol

To-go alcohol may be purchased from many local restaurants but may only be consumed in designated areas. Consumption of alcoholic beverages is prohibited on the streets of Vail. If you plan to drink, don't drink and drive, make arrangements to ride the bus or arrange for a designated driver. Those who arrange an alternate ride home in lieu of driving while intoxicated may leave their vehicle overnight in the parking garages at no charge. For eligibility, enter after 3 p.m. and leave before 11 a.m. the next day. Please see a parking attendant for verification.

Dogs

Vail has a leash law for dogs in the Vail Village and Lionshead areas. Your cooperation in keeping your animal in control and on a leash is greatly appreciated. Please also use the town-provided doggy waste bags. As a reminder, no dogs are allowed on Town of Vail buses.

Lost and Found

If you've lost an item on the bus, in the parking structure, or elsewhere in town, visit www.vail.gov/lostandfound to report it. Items recovered are kept at the Vail Police Department in the Vail Municipal Building at 75 S. Frontage Road. Or, call 970-479-2208. Questions about items recovered from Vail Mountain can be directed to <https://www.vail.com/explore-the-resort/about-the-resort/guest-services.aspx>.

Holiday Trash Schedule

Residents are reminded that the Fourth of July holiday may mean some schedule adjustments

for local trash haulers. Remember that Town of Vail wildlife protection regulations prohibit trash from being left at the curb other than on the day of collection and recycling regulations require that all properties recycle on site. For recycling assistance, please visit www.vailgov.com/recycling.

Emergency Assistance

Dial 911 for emergencies. Throughout the day, the Vail Police Department will increase its presence to provide a safe environment for your celebration. For emergency notifications, subscribe to Eagle County Alert at www.ecalert.org.

Fourth of July Activities/Events

For details, visit www.discovervail.com/4th or call 970-477-3522.

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

TIME: 20 min.

SUBMITTED BY: Carlie Smith, Finance

ITEM TYPE: Presentation/Discussion

AGENDA SECTION: **Presentation/Discussion (12:00pm)**

SUBJECT: **Reserves Policy Review (1:35pm)**

SUGGESTED ACTION: Listen to presentation and provide feedback.

PRESENTER(S): Carlie Smith, Finance Director

ATTACHMENTS:
[070224 Reserve Policy Review](#)

TO: Vail Town Council

FROM: Town Manager
Finance Department

DATE: July 2, 2024

SUBJECT: Reserves Policy and Project Financing

I. SUMMARY

The town has three major capital projects that Council is currently pursuing over the next several years. In order to move forward with all three, the town will need to finance at least one of these projects to maintain an adequate level of resources above the town's reserve policy. Before determining the level of financing needed for the upcoming projects, staff was tasked with reviewing our current reserve policy. The staff has researched reserve policy best practices and recommendations from the Government Finance Officers Association (GFOA), looked at reserve impacts from previous emergency events within our own community as well as others, and has compared our reserve policy to other peer communities.

II. RESERVES POLICY REVIEW

The primary purpose of a reserve policy is to provide a level of protection to the community from potential risks. The Town of Vail faces risks like revenue shortfalls during recessions and losses from extreme events such as a wildfire. The town's reserves are a safety net, ensuring that the town can respond swiftly and decisively to extreme events. They also play a crucial role in supporting vital public services during revenue declines. The GFOA recommends a minimum of two months of operating expenses but advises that communities adjust this based on the volatility of revenues, vulnerability to extreme events (wildfires), and impacts on our bond rating while also taking into consideration insurance policies. As a resort community highly reliant on tourism, with 40% of our revenues coming from sales tax collections, Vail is particularly vulnerable to economic fluctuations. Other revenue sources that support operations such as lift tax, real estate transfer tax, property tax, and parking sales are also highly dependent on tourism. The town is also at risk for extreme events that pose significant threats, particularly wildfires.

The current reserve policy is to maintain a fund balance of 35% of annual General Fund Revenues, approximately \$22.0M. The Town has no formal reserve restrictions for any other funds. The Town's total annual operating costs for 2024 are budgeted at \$70.2M across all of the Town's funds. This means that the reserve policy would cover approximately 31% of the town's current operations (approximately 3.7 months of operating costs). This excludes capital projects, maintenance, larger events, one-time events, and planning projects. As Council looks to take on additional debt to fund priorities identified through the strategic plan, Council should also take into consideration that rating agencies also associate the level of ratings with fund

balance. This is, of course, only one factor contributing to the town's rating; however, Council should be aware that this is an important consideration.

2008 Great Recession

During the Great Recession, the town's sales tax revenues decreased by \$2.7M, or 14%, in 2009 compared to 2008. The recession continued to impact revenues over the next three years and did not fully rebound back to 2008 levels until 2012. Other revenues such as lift tax, parking, construction, and RETT were also significantly impacted. Overall revenues decreased by \$14.1M, or 24.3% in 2009 when compared to 2008. Total revenues recovered in 2014. During the recession, staff cut back on operating expenditures, capital projects and managed staffing vacancies; however, reserves were still utilized in the Real Estate Transfer Tax Fund in 2009 and within the Vail Local Market District Fund in 2008 and 2009.

Wildfires

A wildfire could have devastating impacts on the Town's finances. Wildfire costs vary greatly depending on factors such as duration, size, housing density, etc. The total cost of a wildfire is difficult to quantify because, in addition to direct suppression costs, infrastructure costs, loss of revenue, other costs such as workforce loss, future impacts to tourism due to changes in the landscape, and business disruptions are hard to track. The attached excerpt from a Western Forestry Leadership Coalition report gives examples and cost estimates from a few more recent fires across the country, including the Grizzly Creek fire (2020) and the East Troublesome fire (2020) in Colorado. For the fires reviewed in the study, suppression costs alone ranged between \$20.0M to \$230.0M. ***It is estimated that 46% of the total costs of a fire are incurred at the local level and that local governments generally front reimbursable costs of disasters an average of 18 months.***

As part of this exercise, staff is also exploring the potential of adding parametric insurance. This type of insurance contract insures a policyholder against the occurrence of a specific event by paying a set amount based on the magnitude of the event.

Reserve Policy Comparison

Lastly, staff researched reserve policies of other resorts and peer communities for comparison which show that Vail's policy is similar.

- **Aspen:** 25% of General Fund annual expenditures, 100% of annual expenditures in art and culture fund, with at least 12.5% of annual appropriated expenditures in most other funds
- **Breckenridge:** Four months of operational expenditures in the General Fund, in addition to fund balance requirements in other funds
- **Frisco:** Seven months of General Fund expenditures
- **Eagle County:** 25% across all operating funds or no less than three months of annual operating expenditures
- **South Lake Tahoe:** 25% of annual operating expenditures
- **Hilton Head:** 35%-40% of annual operating expenditures
- **Sedona:** 30% of operating expenditures; Capital Fund Reserve: at a minimum, the fiscal year-end fund balance, coupled with estimated revenues, must be sufficient to fund the "pay-as-you-go" capital fund obligations for the next fiscal year

III. RESERVE RECOMMENDATION AND NEXT STEPS

Based on staff research, staff recommends keeping the town's reserve policy of 35% of annual General Fund revenues.

Eight Wildfires: How Their Impacts, Economics Influence the West

This section includes eight case studies of major western wildfires that have occurred since the last *True Cost of Wildfire* report. They cover a wide geographic range and are illustrative of some of the major types of costs incurred and their variability, referencing cost categories from the typology above.

Each case includes a description of how

costs were quantified, when possible, and what data sources were used. Several federal cost data sources are widely available and were used across most of these case studies, including the National Wildland Fire Coordinating Group (NWCG) Incident Status Summary (ICS-209) reports from the Incident Command System, and the Burned Area Emergency Response (BAER) reports.

Other federal incident costs were obtained from the Wildland Fire Decision Support System (WFDSS).

Many of the cost estimates, particularly for indirect costs, came from newspaper articles, academic studies, and consulting reports. A summary of key information and costs for each case study is given in Table 4, followed by detailed descriptions of each.

TABLE 4 Summary information for case study fires

Wildfire and State	Year	Acres	Suppression Cost	Other Quantified Costs and Losses	Unquantified Costs and Losses
Camp Fire California	2018	153,336	\$120 million (ICS-209)	• \$10+ billion insured losses (18,804 structures destroyed) • ~\$12.5 billion uninsured losses • \$5.6 billion economic losses to Butte County infrastructure • \$2 billion debris removal • \$700 million to restore power	• Loss of town social fabric and economic base • Loss of water system and decline in water quality • Extensive displacement of population from Paradise to neighboring jurisdictions • Loss of tax base
Thomas Fire California	2017-2018	281,893	\$230 million (ICS-209)	• \$2.3 billion insured losses (1,063 structures) Post-fire flooding impacts: • \$388 million insured residential property losses • \$110 million basin/channel debris removal • \$55 million bridge repairs	• Loss of power to a quarter of a million Southern California Edison customers • Impacts to wages, employment, and services from U.S. Highway 101 closure • 128 miles of perennial streams, 1,211 miles of intermittent streams heavily impacted
Carlton Complex Fire Washington	2014	256,108	\$68 million (WFDSS)	• \$98 million in insured losses (over 353 homes) • \$10 million utility repair costs • \$1.6 million damage to orchards • up to \$50 million in long-term cost for livestock industry • \$70 million estimated “annual secondary economic losses”	• Damage to 366 miles of power lines • Agricultural damage to fruit trees, irrigation systems, fences and grazing land • Two major highways closed from fire, blockages from slides • Fish habitat impacted



Wildfire and State	Year	Acres	Suppression Cost	Other Quantified Costs and Losses	Unquantified Costs and Losses
Klondike/ Taylor Creek Fires Oregon	2018	Klondike: 175,258 Taylor Creek: 52,839	Klondike: \$104 million (ICS-209) Taylor Creek: \$41 million (WFDSS)	• \$2 million in lost revenue from the Shakespeare Festival	• Evacuations of multiple communities • Intense smoke and associated health risks • Road and trail damage
Wallow Fire Arizona	2011	538,049	\$175 million (WFDSS)	• \$37 million: cleanup, assessment, and rebuilding (non-structure loss)	• 70 structures lost (cost unknown) • 324 miles of trails and kiosks/ signage damaged or destroyed • Property tax base impacts • 200 miles of roadways closed, major highway segments closed for two months
Las Conchas Fire New Mexico	2011	156,593	\$48 million (NIFC)	• \$58 million estimated cost from six-day work shutdown at Los Alamos National Laboratory	• 112 structures destroyed (cost unknown) • Post-fire flooding threatened tribal community water supply, bridges, dams, and reservoirs • Post-fire sedimentation impacted Rio Grande and Cochiti Reservoir, and shut down Albuquerque water intakes for 66 days
Grizzly Creek Fire Colorado	2020	32,631	\$41 million (ICS-209)	• \$116 million estimated cost of highway repairs/debris removal • \$45 million estimated in watershed restoration • at least \$8 million required for sediment removal for Glenwood Springs water supply	• Several multi-week closures of critical segment of Interstate 70 • Detours added up to four hours travel time • Major supply chain impacts • Glenwood Springs water supply interrupted for 40 days • Popular Hanging Lake recreation site closed for 8 months
East Troublesome Fire Colorado	2020	193,812	\$20 million (ICS-209)	• \$543 million insured losses (366 homes and 214 outbuildings and commercial structures destroyed; 1,602 structure and auto claims) • \$27 million estimated to remove debris • \$136 million estimated cost to restore watersheds damaged in the East Troublesome and nearby Cameron Peak fires	• Impacts on regional tourism and recreation industry • Highway closures lasting longer than two weeks • Drinking water supply for one million people threatened

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

TIME: 45 min.

SUBMITTED BY: Matt Gennett, Community Development

ITEM TYPE: Presentation/Discussion

AGENDA SECTION: **Presentation/Discussion (12:00pm)**

SUBJECT: **Civic Area Plan Update (1:55pm)**

SUGGESTED ACTION: Listen to update and provide feedback.

PRESENTER(S): Matt Gennett, Community Development Director

ATTACHMENTS:
[Civic Area Follow-up](#)
[Council Update Presentation](#)

To: Vail Town Council

From: Community Development Department

Date: July 2, 2024

Subject: Vail Civic Area Implementation Plan – Follow-up Presentation

I. Summary

At the May 21, 2024, Vail Town Council meeting, staff and the consultant team provided Council with an update on the work performed to date for the Vail Civic Area Plan Spatial, Architectural Programming, and Economic Analysis project. During the presentation and discussion, Council provided the project team with the following feedback:

- Prioritize replacement of municipal offices and redevelopment of the municipal site.
 - Municipal offices should redevelop on the municipal site with a portion of the site reserved for private partnerships.
 - The civic hub site and public works site may play a role while the municipal site is undergoing redevelopment.
- Hold off on additional programming studies for the civic hub site until topics requiring action can be clarified and community needs confirmed to establish consensus on a vision.
- Spatial and programming studies of all three sites is too large in scope for this implementation project. Make recommendations to consider strategies on the other two sites to preserve flexibility in the future.
- Redevelopment of the Lionshead Parking Structure should be part of a future civic hub discussion.

Since the May 21st Council meeting, the project team has modified the original scope of work for the project to focus on the programming options for the municipal site as the top priority. The team will present what seems to be the current preferred alternative for programming on the municipal site and ask council for their input and feedback to incorporate into a refined best option.

II. Next Steps

Refine the preferred programming option for the municipal site in response to further input from Council received during today's discussion.

Meet with the taskforce to share the revised project scope and ask for input on the preferred option for the municipal site.

Hold an in-person public engagement workshop to share the conceptual model for the municipal

site and identify the highest priority needs of the community for incorporation into future studies of the civic hub site.

III. Action Requested of Council

Staff requests the Vail Town Council review the presentation and provide input on the preferred option for the municipal site and proposed next steps.

IV. Attachments

- A. Revised Presentation – Vail Civic Area Implementation Plan: Spatial, Architectural Programming, and Economic Analysis, July 2024

An aerial photograph of the Vail Civic Area, showing a mix of green forested hills, a winding river, and a developed area with buildings and roads. The text is overlaid on the upper right portion of the image.

VAIL CIVIC AREA IMPLEMENTATION PLAN COUNCIL UPDATE

SPATIAL, ARCHITECTURAL PROGRAMMING, AND
ECONOMIC ANALYSIS

TOWN OF VAIL | JULY 2024

BUILDING UPON THE CIVIC AREA PLAN GOALS

VAIL'S MUNICIPAL BUILDING SITE

Address an aging structure by demolishing and replacing the buildings on site to work with all or some existing town operations to allow for a development opportunity that will allow for other uses.

A PLACE FOR COMMUNITY

By creating multi-use spaces that are complimentary to Vail and Lionshead to allow for culture, commerce, athletics, and education for the community to engage in.

THE OUTDOORS AND NATURE

Foster outdoor gatherings by creating public spaces that integrate indoor spaces with the outdoors that allow for public art and streets as parks with safety in mind.

SUSTAINABILITY

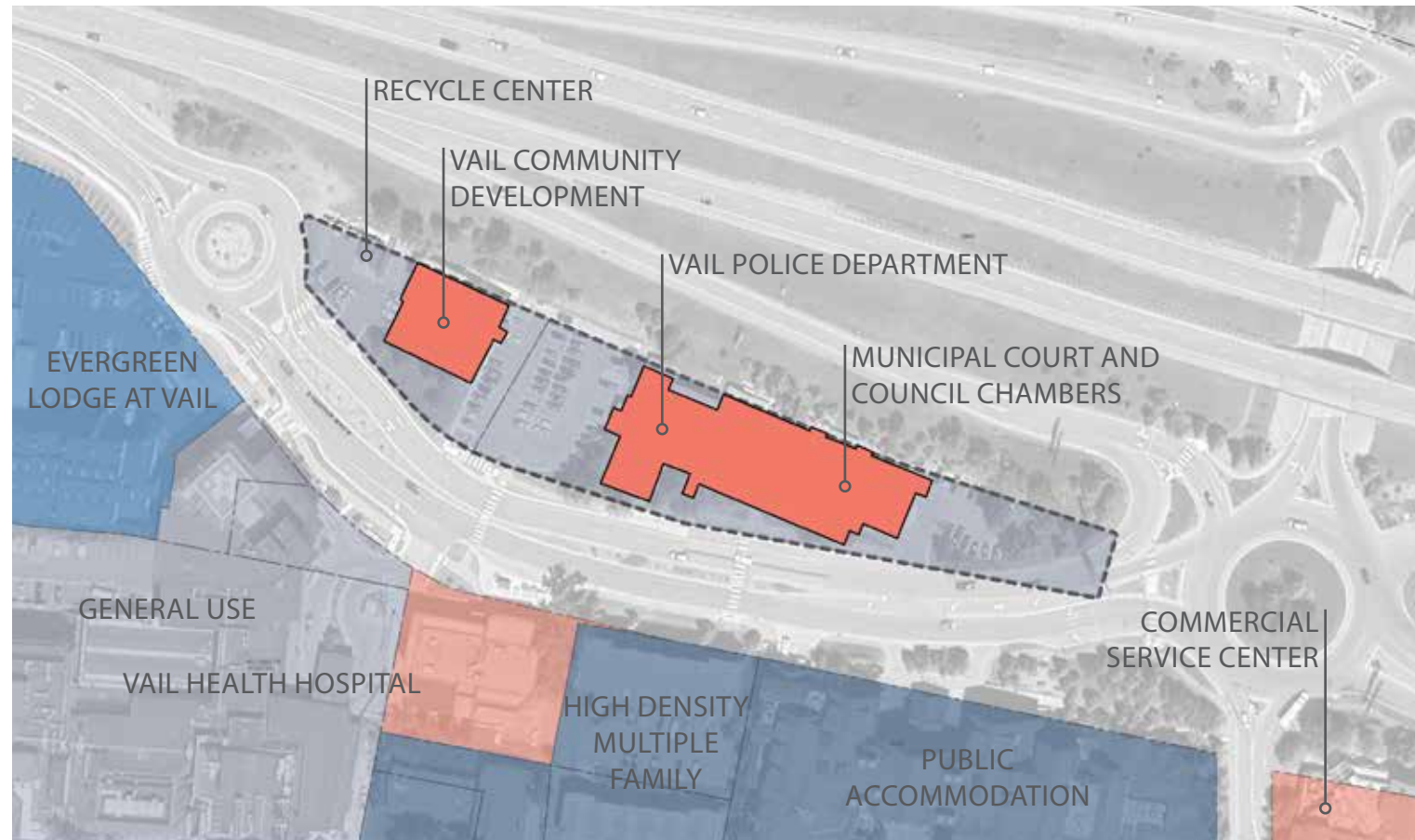
Enhance economic vitality and environmental stewardship by creating partnerships with the private sector, creating more workforce housing and incorporating renewable resources in construction of new buildings.



VAIL CIVIC AREA | IMPLEMENTATION - STUDY AREA



MUNICIPAL SITE



BIG IDEAS

- Demolish and replace all portions of existing building to improve structure.
- Re-configure all existing town operations to create development parcel for mixed-use and workforce housing.
- Integrate site with the rest of town.

VAIL CIVIC AREA | EVALUATING THE TOWN’S SPACE NEEDS

EXISTING - 44,900 SQ. FT.
+
PROPOSED - 14,000 SQ. FT.
=

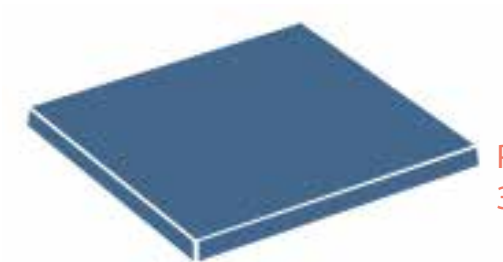
TOTAL TOWN OF VAIL SPACE NEEDS
- 58,900 SQ. FT.



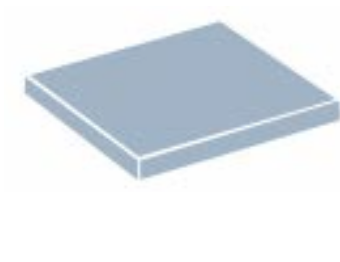
MUNICIPAL OFFICES
14,900 SF



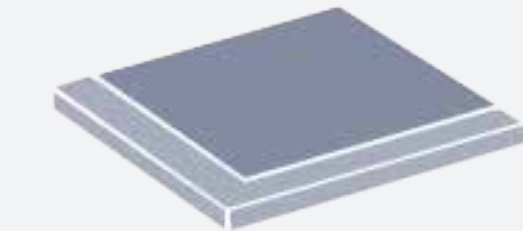
MUNICIPAL OFFICES
5,000 SF



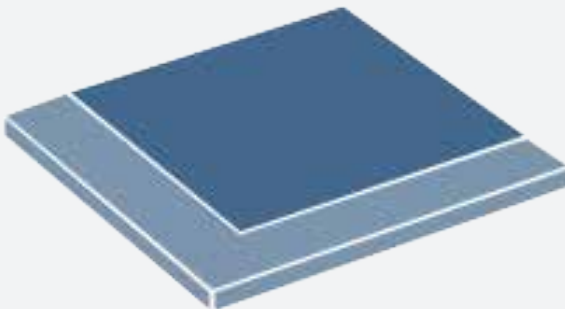
POLICE
30,000 SF



POLICE
9,000 SF



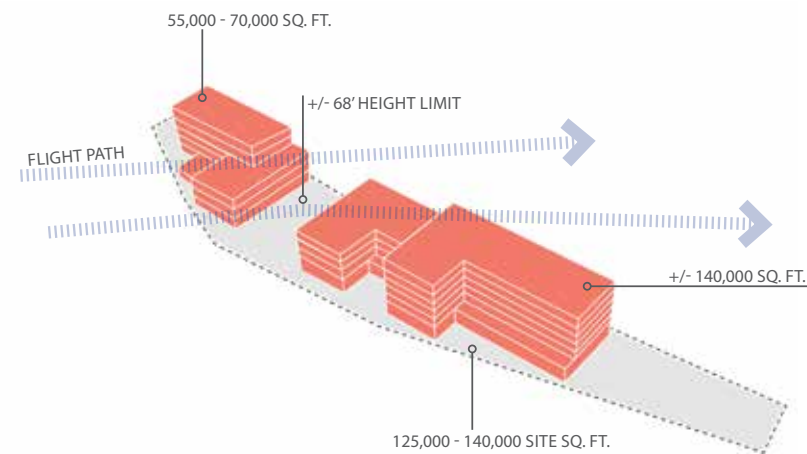
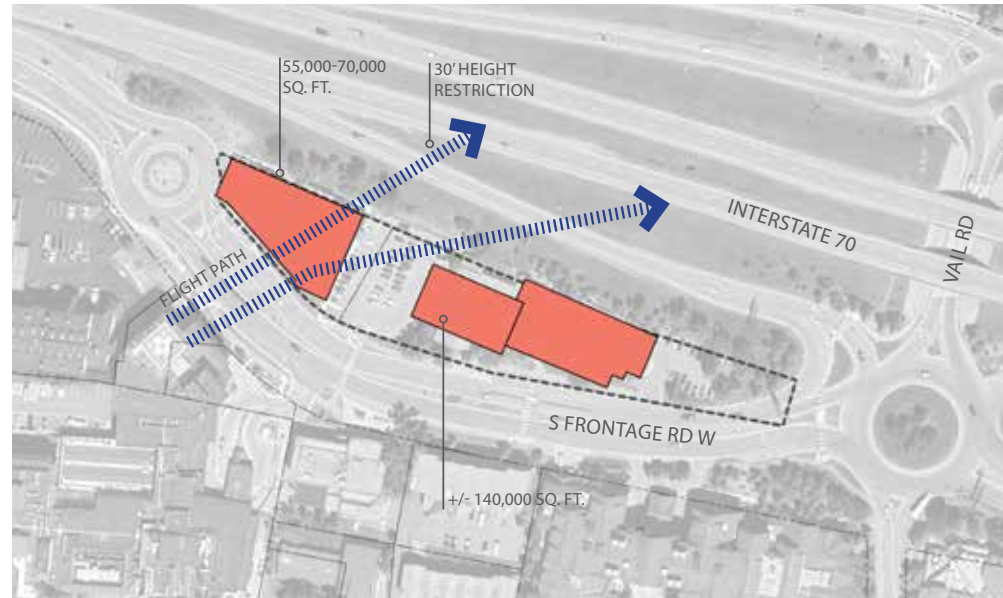
20,000 SF



39,000 SF

VAIL CIVIC AREA | POTENTIAL DEVELOPMENT BUILD-OUT

MUNICIPAL SITE: 180,000 SQ. FT. - 210,000 SQ. FT.



LEGEND

--- Existing / All of Town Services

Existing Buildings

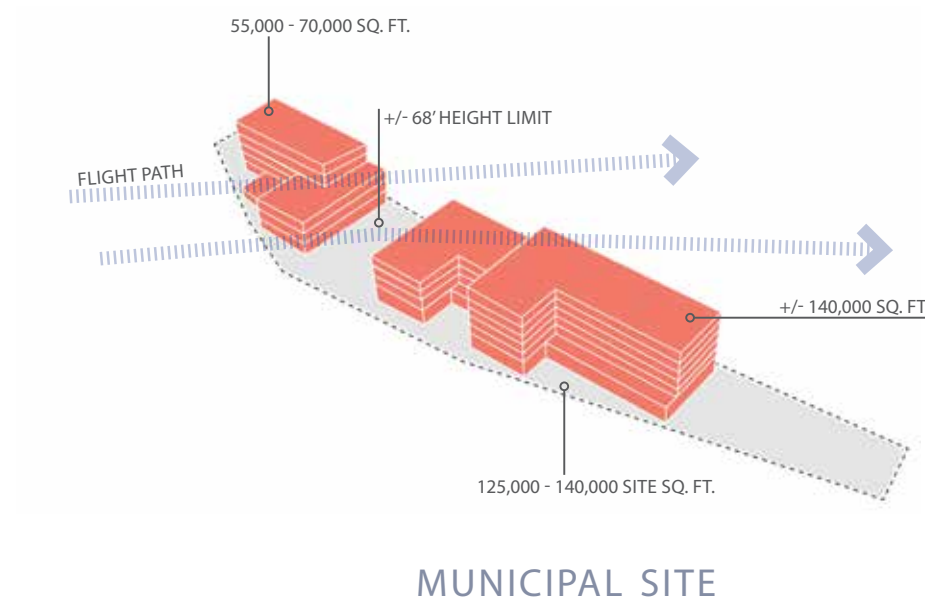
Proposed / Town Development Program

FUTURE TOWN SPACE NEEDS

58,900 SQ. FT.

BUILDOUT POTENTIAL FOR THE MUNICIPAL SITE.

+/-210,000 SQ. FT.



KEY THEMES

LIVING ROOM

Provide a multi-purposed place for flexibility that addresses a number of local needs.

PRIORITIZE LOCALS

Create a gathering place for locals that is inviting to visitors.

KEEP STAFF VISIBLE

Organize key representatives of town departments in the core. Utilize the public works site for less visible positions.

CONNECT TO NATURE

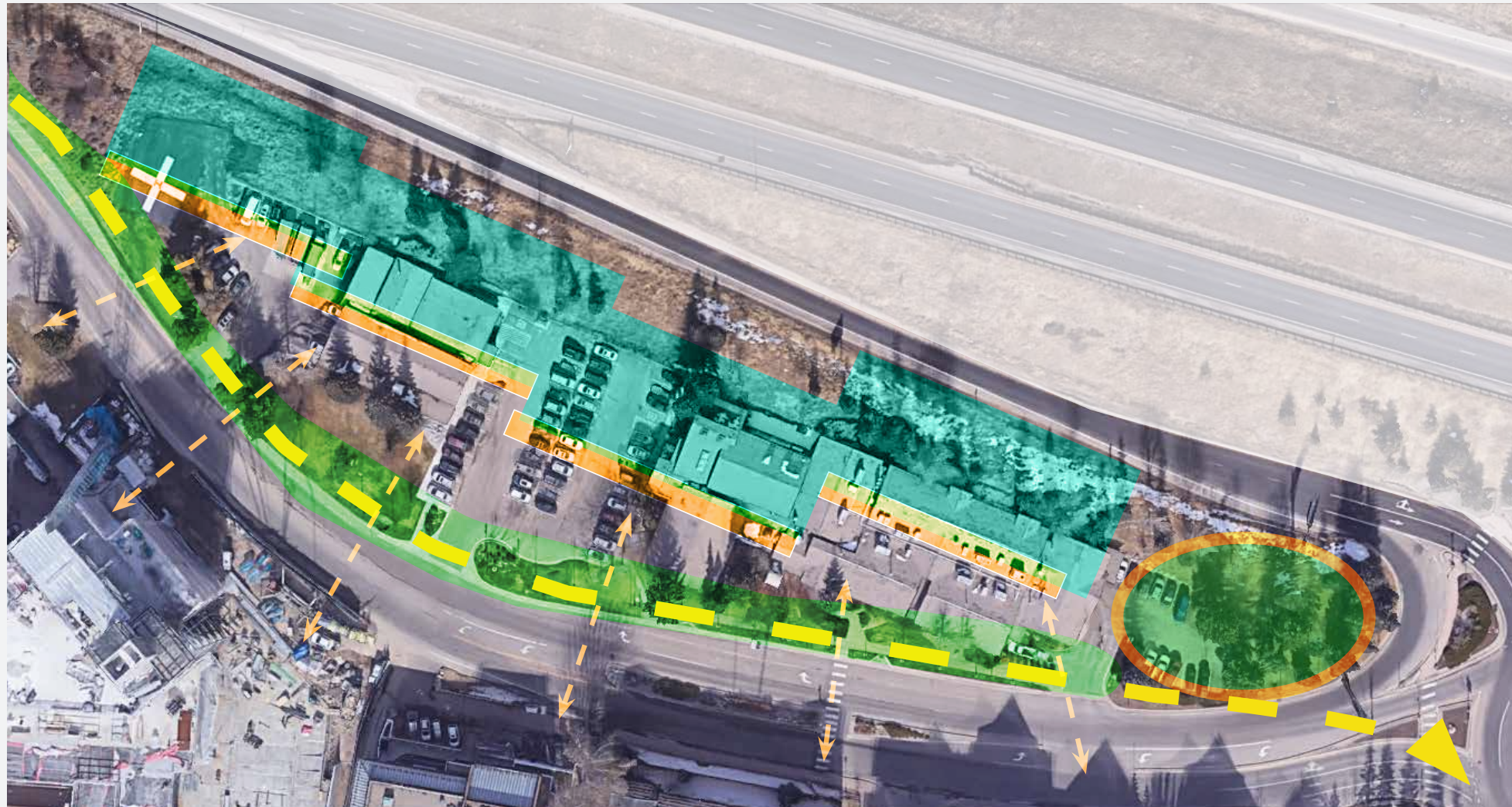
Create civic spaces which engage with the outdoors and broader views.

VAIL CIVIC AREA | MUNICIPAL SITE: BIG IDEAS AND ASSUMPTIONS

GOALS

ESTABLISH
a project gateway
along east side
of property
– no building
development east
of police station

SCREEN
all services



DIRECT
pedestrian energy to
west edge through
Evergreen site to Lot
10 and to east edge
of property into Vail
Village

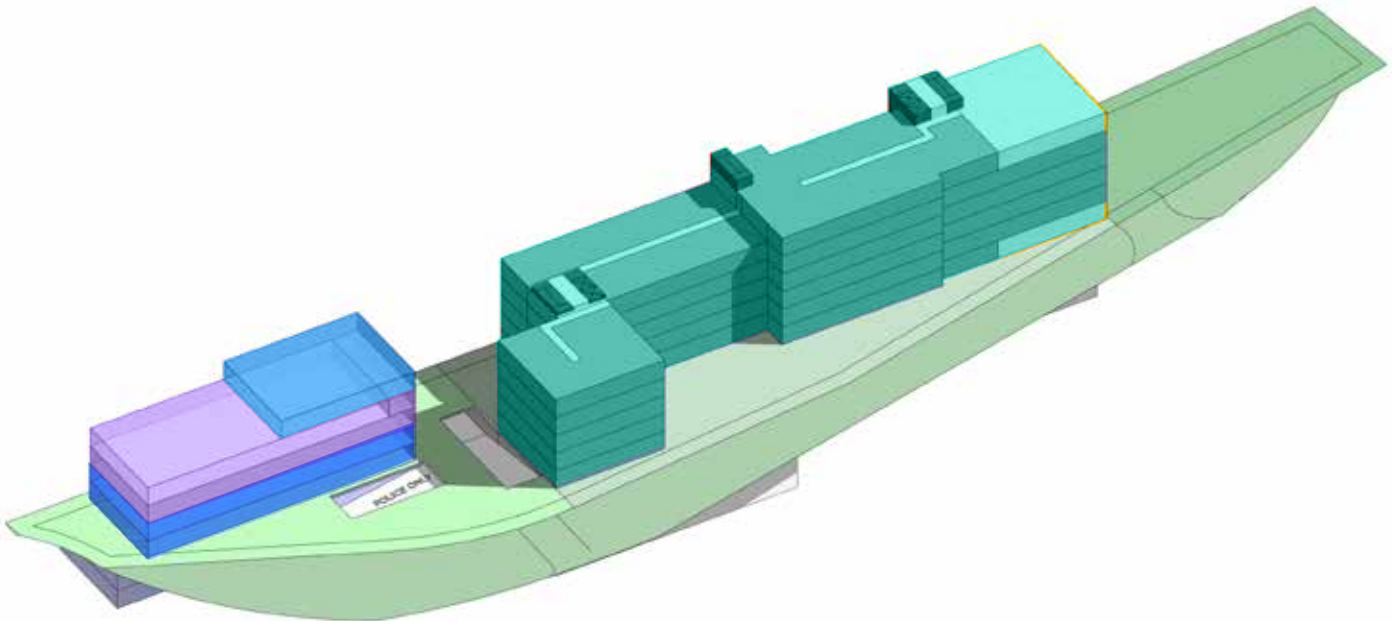
BURY
all parking – except
short-term / drop-
off uses

PUSH
to the extent possible, all building
massing to the northern edge of
property at west roundabout to
maintain open space and create
a community “front porch” for
potential community/civic uses

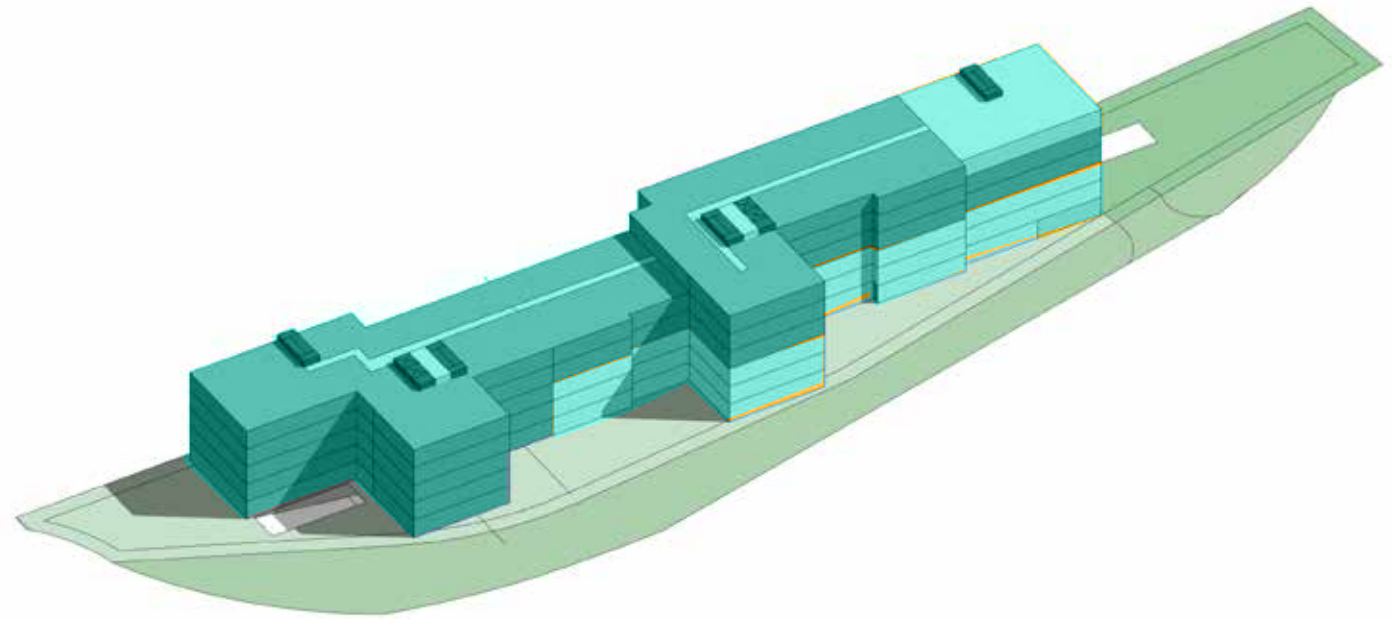
ARTICULATE
building massing into stepped
vertical bays to articulate and
reduce monolithic / linear
massing

ACTIVATE
the ground floor along South
Frontage Road with articulated
building massing, fenestration,
landscaping and non-residential
uses

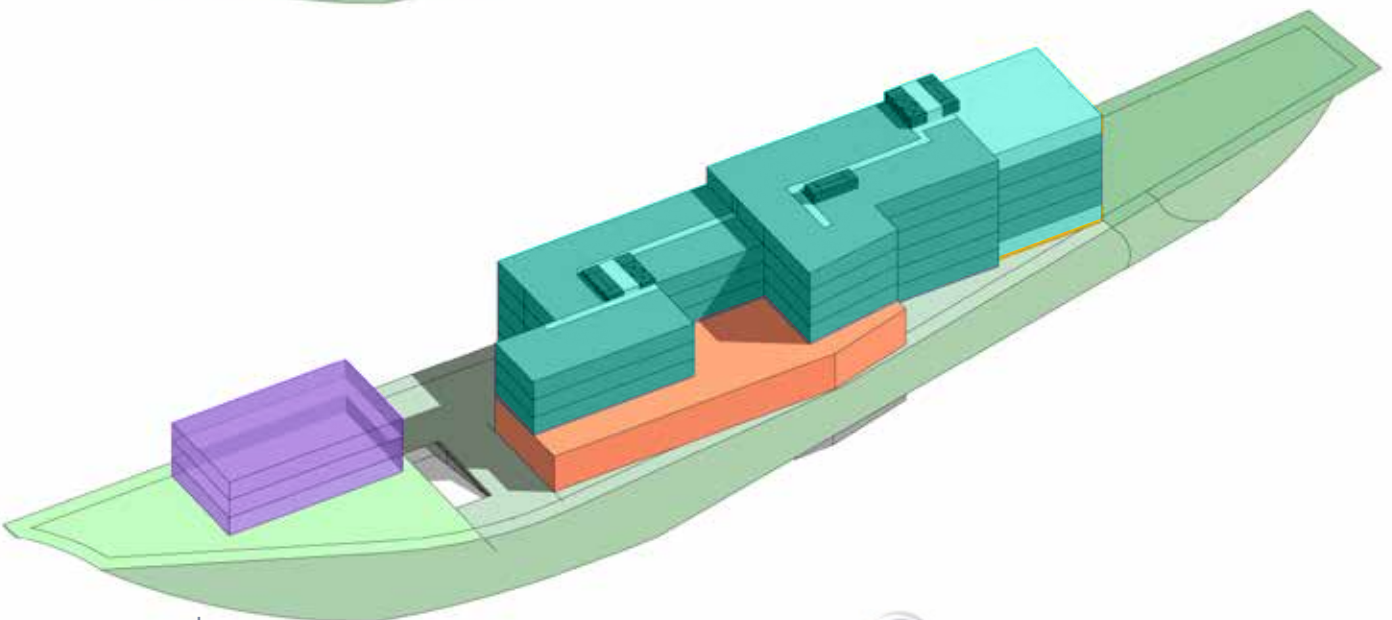
VAIL CIVIC AREA | MUNICIPAL SITE: COMPARISON



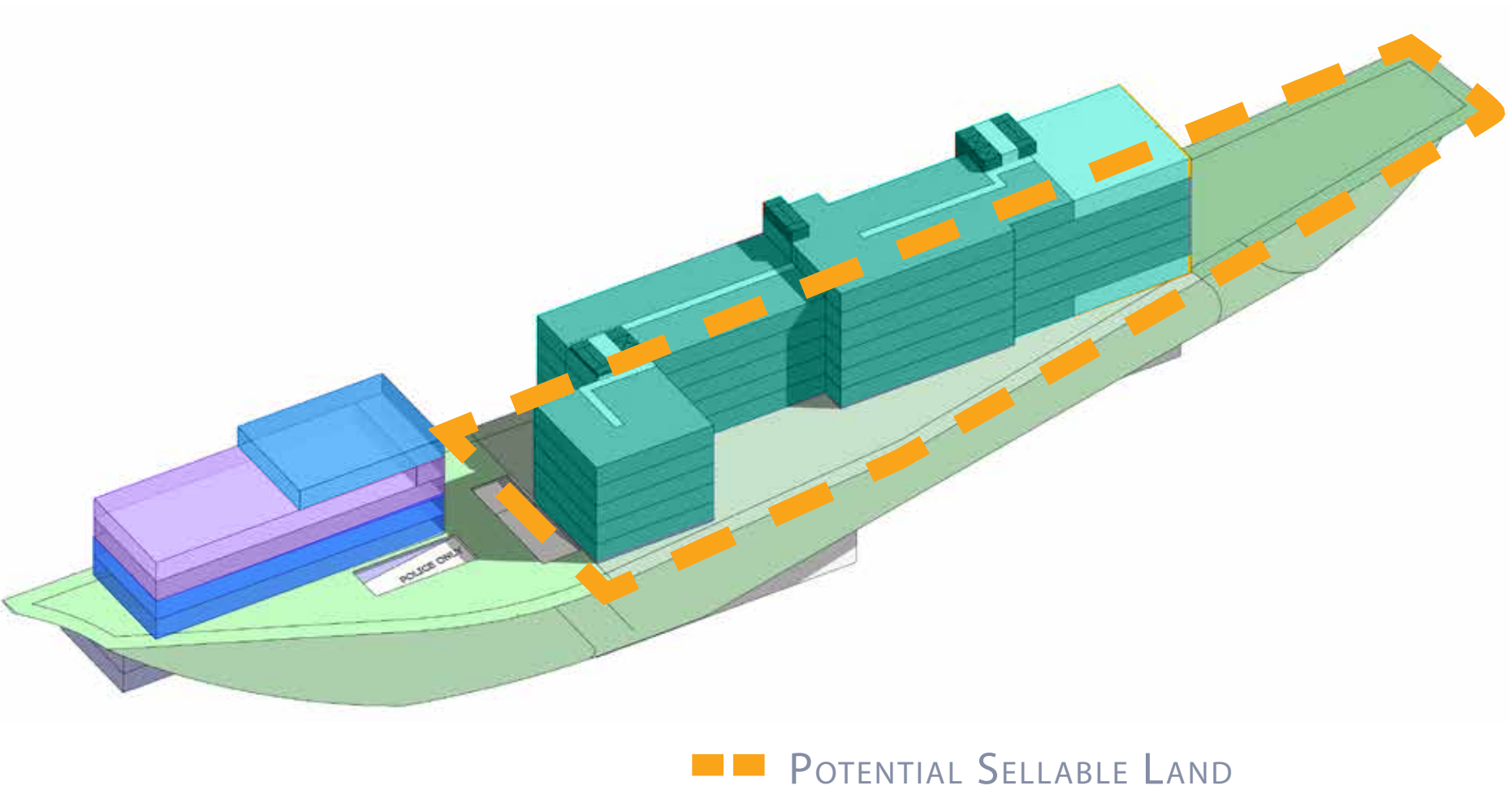
TOWN PROGRAM	
20,000 sf Municipal Offices	
19,700 sf Police	
5,000 sf Police gym	
POTENTIAL SELLABLE DEVELOPMENT	
142,400 gsf	
TOTAL	
44,700 gsf	
ALL ACRES SELLABLE	
1.38 acres	



POTENTIAL SELLABLE DEVELOPMENT	
226,000 total gsf	
ALL ACRES SELLABLE	
2.03 acres	



TOWN PROGRAM	
19,500 sf Municipal Offices	
13,000 sf Public Program	
POTENTIAL SELLABLE DEVELOPMENT	
145,100 sf	
TOTAL	
158,100 total gsf	
ALL ACRES SELLABLE	
1.55 acres	



OPTION A

TOWN PROGRAM

- 20,000 sf Municipal Offices
- 19,700 sf Police
- 5,000 sf Police gym

44,700 gsf

POTENTIAL SELLABLE DEVELOPMENT

142,400 gsf

ALL ACRES SELLABLE

1.38 acres



STEP 1: Provide a context presentation to the Civic Task Force describing the existing physical and land use conditions of the civic hub, municipal site and public works site as well as opportunities and constraints of program development scenarios.



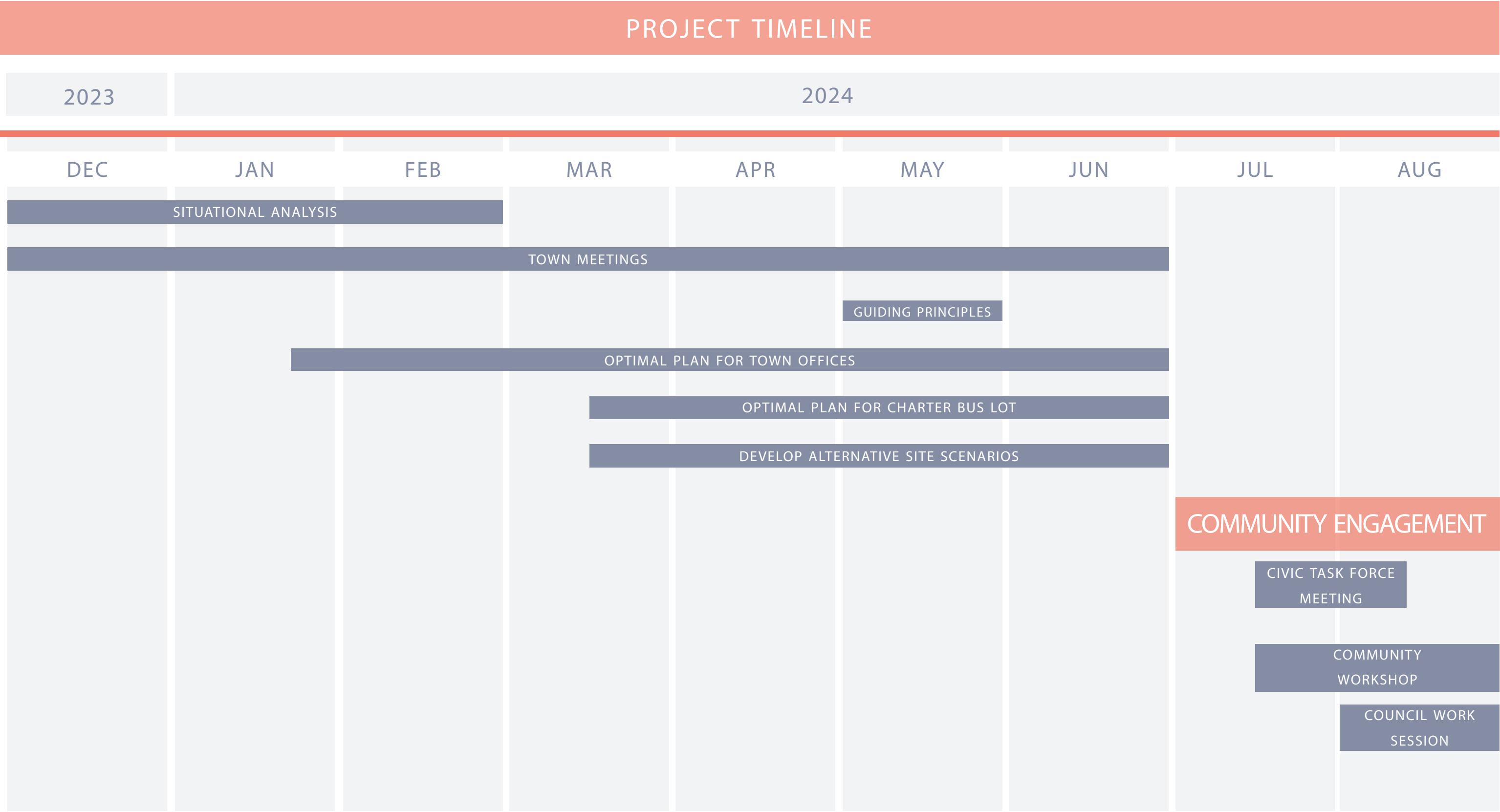
STEP 2: Summarize Civic Task Force input from previous meeting and present updated program development scenarios.

STEP 3: Refine the preferred programming option for the municipal site in response to further input from Council during today's discussion.

STEP 4: Hold public engagement workshops to identify the highest priority needs of the community and share concepts for the municipal site.

STEP 5: Review implementation plan recommendations with council.

VAIL CIVIC AREA | IMPLEMENTATION - PURPOSE OF THE PLAN



Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Jamie Leaman-Miller, Community Development

ITEM TYPE: DRB/PEC Update

AGENDA SECTION: DRB/PEC (2:40pm)

SUBJECT: DRB/PEC Update (5 min.)

SUGGESTED ACTION:

ATTACHMENTS:

[DRB Results 6-19-24](#)

[PEC Results 6-24-24](#)

Present: Roland J Kjesbo
Kit Austin
Rys Olsen
Herbert Roth

Absent: Mary Egan

1. Virtual Meeting Link

Register to attend [Design Review Board Meetings](#). Once registered, you will receive a confirmation email containing information about joining this webinar.

2. Call to Order

3. Main Agenda

3.1 DRB24-0159 - 9 Vail Road 24 LLC

Final review of an exterior alteration (landscape/gate)

Address/ Legal Description: 9 Vail Road 2E/Lot B, Vail Village Filing 2

Planner: Heather Knight

Applicant Name: 9 Vail Road 24, represented by Zehren and Associates

[DRB24-0159_Presentation.pdf](#)

(Austin recused)

Roland J Kjesbo made a motion to Table to the DRB meeting on July 3, 2024; Rys Olsen seconded the motion Passed (3 - 0).

3.2 DRB23-0147 - LeMay Residence

Final review of an exterior alteration (stucco/entry/railing)

Address/ Legal Description: 2317 Garmisch Drive/Lot 20, Block H, Vail Das Schone Filing 2

Planner: Jamie Leaman-Miller

Applicant Name: Brian LeMay

[DRB23-0147 Documents.pdf](#)

[DRB23-0147 Plans.pdf](#)

Herbert Roth made a motion to Table to a meeting date uncertain; Roland J Kjesbo seconded the motion Passed (4 - 0).

3.3 DRB24-0138 - Selak Holdings

Final review of an addition (parking/garage/elevator)

Address/ Legal Description: 1759 Sierra Trail, Lot 19, Vail Village West Filing 1

Planner: Greg Roy

Applicant Name: Selak Holdings, represented by TAB Associates

[DRB24-0138 Plans 6-19.pdf](#)

Rys Olsen made a motion to Approve with the condition that the exterior stair from the parking area meets the required side setback; Herbert Roth seconded the motion Passed (4 - 0).

3.4 DRB24-0156 - West Middle Creek

Final review of new construction (multi-family/mixed use)

Address/ Legal Description: 199 North Frontage Road West/Tract A, Middle Creek Subdivision

Planner: Greg Roy

Applicant Name: West Middle Creek, represented by Shears Adkins Rockmore Architects

[DRB24-0156 Part 2.pdf](#)

[DRB24-0156 Part 1.pdf](#)

[DRB24-0156 Part 3.pdf](#)

[DRB24-0156 Part 4.pdf](#)

[DRB24-0156 Part 5.pdf](#)

[2024.06.19 DRB Exhibits.pdf](#)

[Fire Truck Turning Exhibit.pdf](#)

[Vail WMC - 2-YR FP Setback Encroachment Exhibit.pdf](#)

[Roof Material Exhibit.pdf](#)

[DRB24-0156 Geohazard Assessment.pdf](#)

[Xcel Will Serve Letter.pdf](#)

[West Middle Creek TIS.pdf](#)

[WMC Title Commitment 5.22.24.pdf](#)

[Holy Cross Will Serve.pdf](#)

[Lumen Will Serve.pdf](#)

(Austin recused)

Rys Olsen made a motion to Approve with the following conditions of approval and the findings the application meets Vail Town Code Section 14-10-3, 14-10-4, 14-10-5, 14-10-6, 14-10-7, 14-10-8

1. Prior to building permit issuance the applicant shall provide the Ability to Serve Letter from Eagle River Water and Sanitation District.
2. Prior to building permit issuance the applicant shall provide the separate document showing the Eagle River Water and Sanitation District easement amendment.
3. Prior to building permit issuance the applicant shall provide approval from Eagle River Water and Sanitation District for the improvements in the relocated utility easement
4. Prior to building permit issuance the applicant shall revise the site plan to not encroach into the setback for Middle Creek or receive a variance to permit encroachment into the required setback.
5. Prior to building permit issuance the applicant shall receive a variance to permit the vertical circulation building encroachment into the required front setback.
6. Prior to building permit issuance the applicant shall receive approval from the Planning and Environmental Commission for a Mobility Plan per Town Code Section 12-6I-13.
7. The applicant shall provide an updated Environmental Impact Report to be reviewed by the Planning and Environmental Commission prior to building permit issuance.
8. Prior to building permit issuance the applicant shall provide an updated Geologic Hazard Assessment that states whether the site can or cannot be developed for the specific structures or use proposed with or without corrective engineering in accordance with Town Code Section 12-21-13.
9. Prior to building permit issuance the applicant shall provide PE stamped plan and detail showing all disturbed and/or topsoiled amended slopes that exceed 2:1 for review and approval by DRB per Town Code.

10. Prior to issuance of an Excavation and/or Building Permit a CDOT Access Permit approval shall be provided by the applicant.
11. Prior to issuance of Building Permit a Final Drainage Report shall be provided by the applicant for review and approval.
12. Prior to building permit issuance the applicant shall adjust Bus Stop to maintain a four-foot clearance around North Recreational Trail from all structure and walls or as approved by the Town Engineer.
13. Prior to Building Permit issuance the applicant shall realign North Recreational Trail crossing of east access to be 20' back from South Frontage Road travel lane or as approved by the Town Engineer.
14. Prior to Building Permit issuance the applicant shall add approved lighting at access points and the bus stop.
15. Prior to Building Permit issuance the applicant shall revise specifications on size of boulders for "Boulder Shoring" to be 12-18" in diameter for review and approval by the Town Engineer.
16. Prior to Building Permit issuance the applicant shall show "Boulder Shoring" at back of tree wells so that the slope is less than 2:1.
17. Prior to Building Permit issuance the applicant shall note on the landscaping plan that all erosion control blanket will be free of plastic and completely biodegradable, not only photodegradable.
18. The applicant shall provide CDOT approval for a Special Use Permit prior to construction of the bus stop.
19. The applicant shall provide CDOT approval for an Access Permit Notice to Proceed prior to construction of the proposed accesses or any temporary construction access.
20. The applicant shall receive a CDOT Special Use Permit and Town of Vail Public Way Permit prior to any required work or staging within the Frontage Road Right-of-way.
21. The applicant shall maintain the 15' height maximum for all retaining walls with any revisions necessary to accommodate fire department access.

; Herbert Roth seconded the motion Passed (2 - 1).

Voting For: Herbert Roth, Rys Olsen

Voting Against: Roland J Kjesbo

4. Staff Approvals

4.1 DRB21-0334.003 - Mexamer Forest Road LLC

Final review of a change to approved plans (chimney cap/mechanical flues)

Address/ Legal Description: 816 Forest Road/Lot 14, Block 1, Vail Village Filing

6 Planner: Jonathan Spence

Applicant Name: Mexamer Forest Road, represented by KH Webb Architects

4.2 DRB22-0170.002 - Almresi Deck Expansion

Final review of a change to approved plans (extension of DRB approval)

Address/ Legal Description: 298 Hanson Ranch Road/ Lot C, Block 2, Vail Village Filing 1

Planner: Jamie Leaman-Miller

Applicant Name: Vista Bahn Building, represented by Mauriello Planning Group

4.3 DRB23-0037.002 - Town of Vail Landscape

Final review of a change to approved plans (concrete paving)

Address/ Legal Description: 1309 Elkhorn Drive/Unplatted - TOV Public Work Offices

Planner: Jonathan Spence

Applicant Name: Town of Vail, represented by Todd Oppenheimer

4.4 DRB23-0115.001 - Moulton Residence

Final review of a change to approved plans (landscape/pavers)

Address/ Legal Description: 2558 Arosa Drive/Lot 6, Block C, Vail Das Schone Filing 1
Planner: Greg Roy
Applicant Name: H. Edward Moulton

4.5 DRB23-0363.001 - Harris Residence

Final review of a change to approved plans (landscaping)
Address/ Legal Description: 2528 Arosa Drive/Lot 7, Block C, Vail Das Schone Filing 1
Planner: Greg Roy
Applicant Name: Leanna & James Harris, represented by John G Martin Architect

4.6 DRB23-0437.001 - Torzetto Residences

Final review of a change to approved plans (landscape)
Address/ Legal Description: 4327 Streamside Circle West East and West/4337 Streamside Circle West East and West/4367 Streamside Circle West East and West/Lots 6, 7, 8, Bighorn Subdivision 4th Addition
Planner: Jonathan Spence
Applicant Name: Torzetto, represented by Fieldscape

4.7 DRB24-0058 - Wallach Residence

Final review of an exterior alteration (windows/doors)
Address/ Legal Description: 2470 Chamonix Lane H2/Lot 2, Block B, Vail Das Schone Filing 1
Planner: Heather Knight
Applicant Name: Forbes Wallach, represented by Renewal By Andersen

4.8 DRB24-0100.001 - CP I QPR Trust

Final review of a change to approved plans (railing)
Address/ Legal Description: 332 Mill Creek Circle/Lot 11, Block 1, Vail Village Filing 1
Planner: Jonathan Spence
Applicant Name: CO I QPR Trust, represented by Berglund Architects

4.9 DRB24-0142 - Grand Hyatt

Final review of an exterior alteration (chiller)
Address/ Legal Description: 1300 Westhaven Drive/Cascade Village - Vail Cascade Resort
Planner: Greg Roy
Applicant Name: Vail Hotel Partners LLC, represented by Colorado HVAC Services

4.10 DRB24-0148 - Joubran Residence

Final review of an exterior alteration (landscape/tree removal)
Address/ Legal Description: 454 Beaver Dam Road/Lot 5, Block 2, Vail Village Filing 3
Planner: Jonathan Spence
Applicant Name: David Joubran, represented by Ceres Plus

4.11 DRB24-0153 - Oneill Residence

Final review of an exterior alteration (landscaping)
Address/ Legal Description: 2820 Aspen Court B/Lot 14,Vail Village Filing 11
Planner: Jonathan Spence
Applicant Name: Thomas Oneill & Ann David, represented by Ceres+ Landscape Architecture

4.12 DRB24-0154 - Holtvluwer Residence

Final review of an exterior alteration (windows)

Address/ Legal Description: 4770 Bighorn Road 10/Racquet Club Townhomes

Planner: Greg Roy

Applicant Name: Bobbin Holtvluwer, represented by Epiphany Developments

4.13 DRB24-0162 - Squash Blossom

Final review of an exterior alteration (planters)

Address/ Legal Description: 198 Gore Creek Drive 166/Lot 1, Lodge Subdivision

Planner: Jamie Leaman-Miller

Applicant Name: John & Patrice Cogswell, represented by Squash Blossom Vail

4.14 DRB24-0170 - Town of Vail

Final review of an exterior alteration (electrical)

Address/ Legal Description: Main Gore Drive South/Public Right of Way

Planner: Greg Roy

Applicant Name: Town of Vail, represented by Russell Farmer

4.15 DRB24-0173 - Vailwest LLC

Final review of an exterior alteration (retaining wall/windows)

Address/ Legal Description: 1800 Sierra Trail/Lot 25, Vail Village West Filing 1

Planner: Jonathan Spence

Applicant Name: Vailwest, represented Ethos Landscaping

4.16 DRB24-0175 - Brown/Kutner Residence

Final review of an exterior alteration (A/C, screen)

Address/ Legal Description: 684 West Lionshead Circle 214/Lot 8, Block 1, Vail Lionshead Filing 3

Planner: Jamie Leaman-Miller

Applicant Name: Robert Brown & Jean Kutner, represented by Pierce Austin Architects

4.17 DRB24-0181 - Vail Corp

Final review of an exterior alteration (sign)

Address/ Legal Description: 244 Wall Street M1/Lot A & C, Block 5C, Vail Village Filing 1

Planner: Jamie Leaman-Miller

Applicant Name: Vail Corp The Fixed Assets Department, represented by Zehren & Associates

4.18 DRB24-0182 - Vail Corp

Final review of an exterior alteration (window/door)

Address/ Legal Description: 244 Wall Street M1/Lot A & C, Block 5C, Vail Village Filing 1

Planner: Jamie Leaman-Miller

Applicant Name: Vail Corp The Fixed Assets Department, represented by Zehren & Associates

4.19 DRB24-0183 - Schapperle Residence

Final review of an exterior alteration (landscaping)

Address/ Legal Description: 3817 Lupine Drive B/Lot 3, Bighorn Subdivision 2nd Addition

Planner: Heather Knight

Applicant Name: John F. Schapperle, represented by Berich Masonry Mountain Division

4.20 DRB24-0185 - Miller Residence

Final review of an exterior alteration (gate/loft/re-roof/patio door)

Address/ Legal Description: 4289 Nugget Lane/Lot 6, Bighorn

Estates Planner: Heather Knight

Applicant Name: Steven Miller & Ann Kennedy, represented by Alicia Davis Architect

4.21 DRB24-0190 - Matterhorn1546

Final review of an exterior alteration (deck)

Address/ Legal Description: 1546 Matterhorn Circle 6/Hobbit Hill Phase 1

Planner: Jonathan Spence

Applicant Name: Matterhorn1546, represented by Shepherd Resources

4.22 DRB24-0191 - The Hythe

Final review of a tree removal

Address/ Legal Description: 715 West Lionshead Circle/West Day Subdivision

Planner: Heather Knight

Applicant Name: The Hythe, represented by Old Growth Tree Service

4.23 DRB24-0192 - Bishop Park

Final review of a tree removal

Address/ Legal Description: 63 Willow Place/Lot 2, Block 6, Vail Village Filing 1

Planner: Jonathan Spence

Applicant Name: Bishop Park Condos, represented by Old Growth Tree Service

4.24 DRB24-0194 - Moe Residence

Final review of a tree removal

Address/ Legal Description: 2019 Chamonix Lane B/Lot 29, Buffehr Creek Resubdivision

Planner: Heather Knight

Applicant Name: Warren Moe, represented by Vail Valley Tree Services

4.25 DRB24-0195 - Cross Residence

Final review of an exterior alteration (windows)

Address/ Legal Description: 4770 Bighorn Road 1M/Racquet Club Townhomes

Planner: Jonathan Spence

Applicant Name: Kevin & Melanie Cross, represented by St John Construction

4.26 DRB24-0196 - Kelton Residence

Final review of a tree removal

Address/ Legal Description: 1034 Homestake Circle/Lot 5, Block 6, Vail Village Filing 7

Planner: Heather Knight

Applicant Name: Arthur & Elaine Kelton, represented by Vail Valley Tree Services

4.27 DRB24-0200 - Garfield & Hecht Residence

Final review of an exterior alteration (door/patio/retaining wall/fireplace)

Address/ Legal Description: 1598 Golf Terrace K36/Lot 1, Sunburst Filing 3

Planner: Heather Knight

Applicant Name: Garfield & Hecht, represented by Piera Construction Services LLC

4.28 DRB24-0203 - Vail Public Library

Final review of an exterior alteration (windows)

Address/ Legal Description: 292 West Meadow Drive/Lot 5, Block 1, Vail Lionshead Filing 2

Planner: Jonathan Spence

Applicant Name: Town of Vail, represented by John King

4.29 DRB24-0205 - Vail Spa Condos

Final review of an exterior alteration (condenser)

Address/ Legal Description: 710 West Lionshead Circle 313/Lot 1, Block 2, Vail Lionshead Filing 3

Planner: Jonathan Spence

Applicant Name: Peachtree Holdings LTD Vail Spa, represented by Eagle Mountain Plumbing & HVAC

5. Staff Denials

6. Adjournment

Rys Olsen made a motion to Adjourn ; Roland J Kjesbo seconded the motion Passed (3 - 0).

Present: David N Tucker
William A Jensen
Robert N Lipnick
Scott P McBride
Brad Hagedorn
Robyn Smith

Absent: John Rediker

1. Virtual Link

Register to attend the [Planning and Environmental Commission meeting](#). Once registered, you will receive a confirmation email containing information about joining this webinar.

2. Call to Order

3. Worksession

3.1

A work session of the Planning and Environmental Commission to review the West Vail Master Plan – Chapter 2: West Vail Center for the future prescribed regulations amendment application.

Presenter: Greg Roy

[Work Session Staff Memo .pdf](#)

Planner Roy gives a presentation. He walks through some local case studies. He touches on discussion points regarding uses.

Hagedorn and Roy discuss the areas where these commercial uses would apply.

Jensen and Roy discuss the subcategories of retail uses. The intent is for the code to be consistent with other areas of Town.

Lipnick asks about breweries and distilleries, are they the best use of commercial space? Roy says the smaller tasting rooms could be appropriate and are a lively use. Lipnick has concerns about a full-scale operation, as well as commercial cleaning services.

Discussion on the best code language regarding breweries, and how it relates to the existing definitions in code. The vibrance and activity of tasting rooms is desired but full scale production could be a concern.

Tucker asks about below grade or basement spaces. Roy says there is currently nothing, but it could be considered, recommends further thought on what might be acceptable below grade.

PEC and Roy discuss the suitability of convention facilities as a conditional use.

Hagedorn asks about childcare, Roy says it's a conditional use to match the other zone districts, Hagedorn suggests it could be a permitted use instead.

Smith recommends dwelling units and lodging units be moved from permitted to conditional, so that some paramets and conditions can be applied to these. Lodging wasn't a primary community desire in this area. EHUs would remain a permitted use.

Discussion of private parking structure and multi-use loading facilities, as well as parking requirements. Smith wants to limit surface parking as appropriate. There is further discussion of transportation services.

Tucker brings up the previous talking point of deed restrictions for commercial space. Roy says additional research still needs to be done on that, the use would not vary.

Smith says with regard to pet shops, live animal sales should be a conditional use.

Roy says arcades are an architectural feature in the Town Code. Discussion of the best place for gardens in the uses.

Discussion of tobacco stores, this would not permit marijuana shops. The Town has issued a moratorium on marijuana shops.

Hagedorn & Smith support limiting first floor office use. Discussion of how zoning standards such as site coverage and setbacks relate to the uses.

Smith suggests updating some of the numbers in Appendix 2 of the master plan.

Hagedorn asks for public comment.

Michael Warren speaks on behalf of hospitality uses. There is an opportunity for hospitality to anchor some of the actives uses which can be hard to get going. Regarding breweries, the PEC could encourage a little bit of floor area for production because that is a way of getting those businesses going but tied to more active uses that the PEC discussed.

4. Main Agenda

4.1

A request for a recommendation to the Vail Town Council for a major amendment to Special Development District No. 4 (Cascade Village), pursuant to Section 12- 9(A), Special Development Districts, Vail Town Code, to allow for the redevelopment of the covered parking, the construction of five new free-market condominiums, one new employee housing unit, and associated site improvements at Coldstream Condos, located at 1476 Westhaven Drive, Lot 53, Glen Lyon Subdivision and setting forth details in regard thereto. (PEC24-0017)

The applicant requests that this item be tabled to the July 22nd, 2024 PEC meeting.

Planner: Heather Knight

Applicant Name: Coldstream Ltd., represented by High Summit

Item began at approximately 1:42pm.

(McBride absent)

Robert N Lipnick made a motion to Table to the meeting on July 22nd, 2024; Robyn Smith seconded the motion Passed (5 - 0).

4.2

A request for recommendation to the Vail Town Council, pursuant to Section 12-3-7, Amendment, Vail Town Code, for the adoption of the Vail Mobility and Transportation Master Plan. (PEC24-0013)

Planner: Heather Knight

Applicant Name: Town of Vail, represented by Tom Kassmel

[PEC24-0013 Staff Memo 06-24-24.pdf](#)

[Attachment A. PEC Memo 6-24-24.pdf](#)

[Attachment B. Go Vail 2045 Final_wAppendices_06142024.pdf](#)

Item began at approximately 1:45pm.

Planner Knight gives a brief introduction. Tom Kassmel, Town Engineer, gives a presentation and review of the item.

Hagedorn asks for public comment. There is none.

No commissioner comment.

Robert N Lipnick made a motion to Recommend for approval with the findings on page 7 of the staff memorandum; William A Jensen seconded the motion Passed (6 - 0).

5. Approval of Minutes

5.1 PEC Results 6-10-24

[PEC Results 6-10-24.pdf](#)

Item began at approximately 1:54pm

William A Jensen made a motion to Approve ; Robert N Lipnick seconded the motion Passed (6 - 0).

6. Information Update

Item began at approximately 1:55pm

Roy says the next meeting will be back in person at the Grandview Room. Depending on the construction schedule, they hope to be back in council chambers in late July or August.

Smith recommends breaking West Vail sales tax reporting out from Cascade Village and East Vail where it is currently included.

7. Adjournment

Robyn Smith made a motion to Adjourn ; Robert N Lipnick seconded the motion Passed (6 - 0).

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Liz Gladitch, Economic Development

ITEM TYPE: Information Update

AGENDA SECTION: Information Update (2:45pm)

SUBJECT: May 16, 2024 VLMDAC Meeting Minutes

SUGGESTED ACTION:

ATTACHMENTS:
[VLMDAC Meeting Minutes May 16, 2024](#)

Vail Local Marketing District Advisory Council
Monthly Meeting
May 16, 2024, 8:30 am
Grand View Room
AGENDA

VLMDAC Board Member Attendees:

In Person- Esmarie Faessler (Sonnenalp), Theron Gore (East-West), Sam Byszantz (Council Rep/Root & Flower), Kim Fuller (Jaunt Media Collective)

Zoom- Patrick Davis (Manor Vail) Jonathan Reap (Four Seasons), Douglas Kessler (Homeowner)

Additional attendees:

In Person- Liz Gladitsch (Town of Vail), Chris Romer (Vail Valley Partnership), Carlie Smith (Town of Vail), Abby Oliveira (Town of Vail), Diana Ramirez (Town of Vail), Michal Bednarczyk (970), Bob Brown (BAAG), Slade Cogswell(970), Jenna (), Taylin(), Kristy Slack (Grand Hyatt), Andrea Heffnen (Grand Hyatt)

Zoom- Kay Schneider (Vail Valley Partnership), Amanda McNally (MYPR), Kim Brussow (Vail Valley Partnership), Jeremy Coleman(BAAG), Parker Owens(Bravo Vail) Ben Walton (Miles), Mia Vlaar (Town of Vail), Myha Gallagher, Andrea Heffner, Beth Wright-Cheeseman (Miles), Jodi Doney (EGE), Kristin Yantis (MYPR), Naveen Chandra (BAAG), Tor Linzee (The Hythe)

Call to Order

Esmarie called the meeting to order 8:32 AM

I. MINUTE APPROVAL April 18, 2024 and Special Meeting Minutes April 3, 2024

Motion to approve- first Theron / second Kim/ unanimous

II. MONTHLY FINANCIAL REPORT

\$1.2 million was collected in March which is 6.3% ahead of last year and 11.1% up from budget

Lodging tax collections Year to date \$2.9million 5.4% ahead of budget and 3.8% ahead of 2023

Year to Date Expenditures are \$667,000 which is 13% of the total budget of \$5.8mil

III. INFORMATION & DISCUSSION UPDATES

- **2024 Supplemental**

Chris Romer spoke about where we can impact marketing efforts by increasing the length of stay

Bob Brown spoke to Loyalty, building loyalty-repeat visitation

Ask lodging partners to give us the percentage of repeat summer (May through October) visitors they have had- from 2021-2022 and 2022-2023

- **CRM and Analytics Update**

The email database continues to see strong growth and increased segmentation and engagement

- **Vail Brand Poll Results**

3 Options, no decision on how to move forward

- **2025 Campaign Concepts**

Objectives:

- Enhance narrative diversity
- Build on established essence
- Promote Longer stays
- Apply the RED test (relevant, easy to understand, distinct)

The campaign feedback is overwhelmingly positive

Board to choose from Concept 1 or 2

Concept 2 is preferred but will have to wait until more Board members chime in

- **DMO & VLMDAC Strategic Visioning**

Strategic Planning Session proposed for October 9-11 in Steamboat Springs

- **Town of Vail 2024 Strategic Plan**

- **Town of Vail Updates**

- **Other Business**

- **Adjournment**

Esmarie called the meeting to adjourn at 11:06 am unanimous

Upcoming Meetings:

VLMD (Town Council) Supplemental Meeting

Tuesday, June 4, 2024, Grand View Room

VLMDAC Board Meeting

Thursday, June 20, 2024, Virtual Only

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Missy Johnson, Housing

ITEM TYPE: Information Update

AGENDA SECTION: Information Update (2:45pm)

SUBJECT: May 28, 2024 VLHA Meeting Minutes

SUGGESTED ACTION:

ATTACHMENTS:
[2024-05-28 VLHA Mintues](#)

Vail Local Housing Authority Minutes
Tuesday, May 28, 2024
3:00 PM
Virtually on Zoom

PRESENT

Steve Lindstrom
Dan Godec
Kristin Williams
James Wilkins

ABSENT

Craig Denton

STAFF

Missy Johnson, Housing Coordinator

1. Call to Order

1.1 Call to Order at 3:00 p.m.

1.2 [Zoom Meeting 1](#)

2. Citizen Participation

2.1 Citizen Participation No comment.

3. Approval of Minutes

3.1 VLHA March 26, 2024 Minutes

Presenter(s): Missy Johnson, Housing Coordinator

MOTION: Williams

SECOND: Godec

PASSED: (4 - 0)

4. Main Agenda

4.1 Bond Discussion

Presenter(s): Dan Godec

Time: 40 Min.

Lindstrom updated the group that there have been several conversations with Bond professionals to discuss items that may be relevant for projects that the Vail Local Housing Authority is involved with.

Godec provided a high level overview of the bond financing world and referenced a variety of information.

The Authority then watched the clip from the recent Town Council meeting of presentation from Piper Sandler, focused on Municipal financing.

Bonds are used by municipalities to fund projects, improvements and a variety of things. they are generally fixed rate with 10-30 year maturities. They are basically a "promise to pay note."

Godec reviewed General election bonds, which require an election to be approved. All revenue streams that a town may have is available to repay a bond. The Authority is an authorized bond issuer through status with state of Colorado. The Authority would use a revenue bond, which does not require a quote by the public, in order to issue the bonds.

There are more than 80,000 bond issuers in the country. \$ 3.7 trillion is currently outstanding in Municipal Bonds. West Middle Creek is a project that the Authority is currently considering as a bond issuer.

Godec further explained there have been conversations with Carlie Smith in Finance and opportunities for the Authority since there is not a rating. There could be further discussion around the creation of a joint entity with the Authority and Town of Vail as a non-profit LLC.

Following the overview from Godec, the Authority watched the presentation from the May 31, 2024 Town Council Meeting featuring Robin Moore with Piper Sandler. The Town Council heard a presentation on the types of long- and short-term financing available to municipal governments. The information will be used as the town makes decisions on how to fund a number of anticipated upcoming large-scale projects.

To follow the review of the presentation on High Five Media, <https://www.highfivemedia.org/show/afternoon-meeting-521202>, the Authority spoke more specifics about involvement in the West Middle Creek project.

Lindstrom mentioned that there will be a 60-minute presentation with Corum and financial discussions may come up at that Town Council meeting on Tuesday, June 4. Conversation ensued around the possibility to create a joint non-profit, tax-exempt entity and support the Town's desire to find the least expensive financing package for West Middle Creek and possibility to think even more broadly to the structure to open up possibilities moving forward.

Godec left the meeting.

5. Matters from the Chairman and Authority Members

5.1 Matters from the Chairman and Authority Members
Presenter(s): Steve Lindstrom, VLHA Chairman

Lindstrom provided an overview of the announcement and sales reservation opportunity for individuals to purchase a Timber Ridge Village condominium.

6. Adjournment

6.1 Adjournment PM (4:03 p.m. Estimate)

MOTION: Williams

SECOND: Wilkins

PASSED: (3 - 0)

7. Future Agenda Items

7.1 Vail Housing 2027
7.2 Land Banking

8. Next Meeting Date Next Meeting Date June 11, 2024

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Jeremy Gross, Economic Development

ITEM TYPE: Information Update

AGENDA SECTION: Information Update (2:45pm)

SUBJECT: June 05, 2024 CSE Meeting Minutes

SUGGESTED ACTION:

ATTACHMENTS:
[June 05, 2024 CSE Minutes](#)

Present: Douglas Smith
Alison Wadey
Kim Newbury Rediker
Marco Valenti

1. Event Previews

1.a 60 Day Preview Staff Report

[CSE 60 Day Preview - 6-5-24.pdf](#)

2. Event Recaps

2.a Vail Comedy Festival Event Recap

Time: 10 Min

[2024_Vail Comedy Fest Recap](#)

Marco Valenti made a motion to Approve Mark Masters ; Kim Newbury Rediker seconded the motion
Passed (4 - 0).

2.b Vail Cup Recap

Time: 10 Min

[2024 Vail Cup Recap](#)

Kim Newbury Rediker made a motion to Approve Taryn Miletti; Douglas Smith seconded the motion
Passed (4 - 0).

2.c Taste of Vail Event Recap

Time: 10 Min

[2024 Taste of Vail Recap](#)
[TownofVail24wrapup.pdf](#)

Kim Newbury Rediker made a motion to Angela Muller; Marco Valenti seconded the motion (4 - 0).

2.d Vail Yeti Recap

Time: 10 Min

[2024 Vail Yeti Recap](#)
[Vail Yeti Budget 23-24.xlsx](#)

Kim Newbury Rediker made a motion to Approve Kyle Forte; Marco Valenti seconded the motion Passed
(4 - 0).

3. Information Update

4. New Business

4.a Sponsorship Request

Time: 10 Min

[2024 Vail Lacrosse Tournament Sponsorship Request](#)

Kim Newbury Rediker made a motion to Approve Steve Septa - Approve at 2023 Levels of \$8500; Douglas Smith seconded the motion Passed (4 - 0).

4.b Destination Marketing Organization (DMO) Structure Discussion

Time: 10 Min

5. Adjournment

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Alex Jakubiec, Finance

ITEM TYPE: Information Update

AGENDA SECTION: Information Update (2:45pm)

SUBJECT: 2024 1st Quarter Investment Report

SUGGESTED ACTION:

ATTACHMENTS:
[2024-03-31 Investments](#)

TOWN OF VAIL MEMORANDUM

TO: Russell Forrest
Carlie Smith
Council Members

FROM: Alex Jakubiec

DATE: 1st Qtr 2024

RE: Investment Report

Enclosed is the investment report with balances as of March 31, 2024

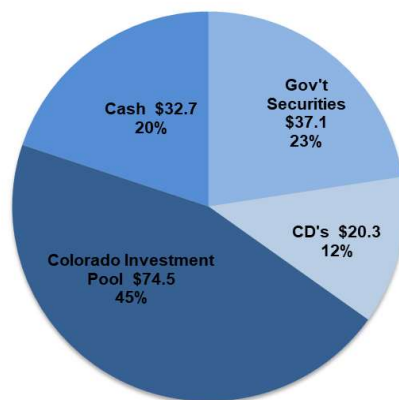
The estimated average yield for the pooled cash fund is 4.48%. As of 3/31/2024 the Treasury yield curves for 3 months, 6 months, and 1 year are 5.40%, 5.26%, and 5.03% respectively.

Following aggressive changes in the Federal Funds rates throughout 2022 and early 2023, the federal funds rate has remained stable in the target range of 5.00%-5.25%. Treasury yields remained stable through the first quarter, including historically high yields on the front end of the yield curve. The Federal Reserve's policy has remained focused on reducing inflation, they have indicated rate cuts may occur later this year but there is no clear timeline as to when this may occur.

The Town made no change to its investment mix during the 1st quarter and is purposely keeping a higher cash balance due to upcoming large expenditures.

Our investment mix follows the policy objectives of safety, liquidity, and yield in that order.

2024 1st Qtr Investment Mix
\$164.7 M



Please call me if you have any questions.

Town of Vail, Colorado
Investment Report
Summary of Accounts and Investments
As of 3/31/2024

		2024		Percentage Allowed
		Balances	Percentage of Total	
Cash				
	Commercial Banks	\$31,975,162	19.42%	50%
	Money Market Funds	\$768,814	0.47%	100%
	Total Cash	\$32,743,977	19.89%	
U.S. Government Securities				
	Government Agency Securities -First Western	\$10,332,052	6.28%	
	FNMA'S, GNMA'S, FHLMC'S & SBA'S - Dana	\$26,808,806	16.28%	100%
	Total Government Securities	\$37,140,857	22.56%	
Certificates of Deposit		\$20,276,924	12.32%	
Colorado Investment Pools		\$74,490,264	45.24%	100%
Total Portfolio		\$164,652,022	100.0%	
	Maturing Within 12 Months	135,143,130	82.08%	
	Maturing Within 24 Months	10,722,987	6.51%	
	Maturing After 24 Months	18,785,904	11.41%	
		<u>164,652,022</u>	<u>100.0%</u>	
	2-5 Yrs	7,516,338	4.56%	
	over 5	<u>11,269,567</u>	<u>6.84%</u>	
		18,785,904		

Performance Summary
As of 3/31/2024

Institution Type of Accounts	Average Return	Balances 03/31/24	
"CASH" ACCOUNTS			
Commercial Bank Accounts:			
First Bank of Vail - Operating Accounts	4.500%	\$ 31,975,162	
Money Market Accounts:			
Schwab Institutional Money Market Fund - Dana Investments	5.090%	\$ 648,756	
Piper Sandler Money Market Fund	4.940%	\$ 36,333	
First Western Fidelity IMM Gov Class	4.990%	\$ 83,725	
Total Money Market Funds		\$ 768,814	
Total "Cash" Accounts			\$32,743,977
GOVERNMENT SECURITIES			
FNMA'S, FHLMC'S & NGO'S -First Western	3.10%	\$ 10,332,052	
FNMA'S, GNMA'S, FHLMC'S & SBA'S - Dana	2.19%	\$ 26,808,806	
		\$ 37,140,857	
Total Government Securities			\$ 37,140,857
1st Bank, Vail Colorado (#0571) Matures March 11, 2025	4.000%	\$ 10,514,221	
1st Bank, Vail Colorado (#0563) Matures March 8, 2025	4.860%	\$ 1,210,728	
1st Bank, Vail Colorado (#0555) Matures March 8, 2025	4.860%	\$ 1,663,194	
1st Bank, Vail Colorado (#0547) Matures March 8, 2025	4.860%	\$ 1,187,594	
1st Bank, Vail Colorado (#0539) Matures March 8, 2025	4.860%	\$ 1,185,856	
1st Bank, Vail Colorado (#0520) Matures March 8, 2025	4.860%	\$ 1,187,326	
1st Bank, Vail Colorado (#0519) Matures March 8, 2025	4.860%	\$ 1,235,086	
Piper Sandler 560390BW5 Matures August ,17 2027	4.450%	\$ 199,552	
Piper Sandler 32022RVJ3 Matures January 30, 2026	4.760%	\$ 194,561	
Piper Sandler 724468AH6 Matures July 31, 2026	4.750%	\$ 199,856	
Piper Sandler 88423MAA3 Matures July 31, 2026	4.750%	\$ 206,890	
Piper Sandler 062119CC4 Matures July 28, 2027	4.630%	\$ 200,720	
Piper Sandler 89214PEC9 Matures November 15, 2028	5.690%	\$ 153,222	
Piper Sandler 173576AJ8 Matures October 25, 2024	4.450%	\$ 147,256	
Piper Sandler 40449HAD9 Matures October 27, 2025	4.480%	\$ 146,849	
Piper Sandler 39573LDW5 Matures Oct 28,2025	4.760%	\$ 244,290	
Piper Sandler 917352AD8 Matures Oct 28, 2025	4.710%	\$ 249,090	
Piper Sandler 33715LFM7 Matures December 30, 2025	5.120%	\$ 150,635	
		\$ 20,276,924	
Total Certificates of Deposit			\$ 20,276,924
LOCAL GOVERNMENT INVESTMENT POOLS			
Colotrust General Fund			
Interest	5.241%	\$ 74,490,264	
Total Local Government Investment Pools Accounts			\$74,490,264
Total All Accounts			\$164,652,022

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Jake Shipe, Finance

ITEM TYPE: Information Update

AGENDA SECTION: Information Update (2:45pm)

SUBJECT: June 2024 Revenue Update

SUGGESTED ACTION:

ATTACHMENTS:

[2024-07-02 Revenue Update](#)

**TOWN OF VAIL
REVENUE UPDATE
July 2, 2024**

4.0% General Sales Tax

Upon receipt of all sales tax returns, May 2024 collections are estimated to be \$1,139,371, up 1.9% from 2023 and up 2.5% from the budget.

2024 YTD collections of \$21,122,501 are down (1.3)% from 2023 and up 0.1% from the budget. Inflation as measured by the consumer price index was up 3.3% for the 12-months ending May 2024. The annual budget totals \$40.85 million.

0.5% Housing Fund Sales Tax

Upon receipt of all sales tax returns, May 2024 collections of the 0.5% housing sales tax are estimated to be \$135,148 up 2.1% from 2023 and up 0.4% from the budget. 2024 YTD collections of \$2,567,408 are down (1.3)% from 2023 and up 0.4% from the budget. The 2024 budget for the housing fund sales tax totals \$4.95 million.

Real Estate Transfer Tax (RETT)

RETT collections through June 26 total \$4,132,507, up 46.2% from 2023. The variance compared to prior year is due to an increase in the number of residential property sales which is tracking up 27%. Additionally, there have been several high dollar residential property sales. The 2024 RETT budget totals \$7,000,000.

Construction Use Tax

Use Tax collections through June 26 total \$1,441,413 compared to \$1,653,078 in 2023. The 2024 budget totals \$2,040,000.

Lift Tax

Year to date lift tax collections through May 31 total \$4,940,821, up 6.2% or \$290,527 from 2023. The 2024 budget totals \$6,675,000. The 2023/2024 season Epic Pass and Epic Pass Local both were priced with an 8% increase compared to the prior season.

Summary

Across all funds, year-to-date total revenue of \$49.6 million is up 5.4% from the amended budget and up 3.5% from prior year. The majority of the positive variance compared to the amended budget and prior year is due to higher-than-expected real estate transfer tax collections.

Town of Vail Revenue Update

July 2, 2024

4.0% GENERAL SALES TAX

2024 Budget Comparison

	Actual 4.0% Collections					2024 Budget	4.0% Collected Sales Tax	Budget Variance	% change from 2023	% change from Budget
	2019	2020	2021	2022	2023					
January	\$ 4,079,994	\$ 4,076,145	\$ 3,422,209	\$ 5,217,125	\$ 5,911,572	\$ 5,787,370	\$ 5,790,330	\$ 2,960	-2.05%	0.05%
February	4,137,087	4,285,633	3,691,850	5,686,585	6,041,108	5,914,315	6,065,431	151,116	0.40%	2.56%
March	4,237,933	2,243,518	4,364,797	5,912,059	6,055,992	6,035,677	6,364,619	328,942	5.10%	5.45%
April	1,445,071	427,518	1,751,528	2,234,296	2,264,892	2,258,798	1,762,750	(496,048)	-22.17%	-21.96%
May	763,756	503,828	1,061,516	1,227,974	1,118,011	1,111,919	1,139,371	27,452	1.91%	2.47%
Total	\$ 14,663,841	\$ 11,536,642	\$ 14,291,900	\$ 20,278,039	\$ 21,391,575	\$ 21,108,079	\$ 21,122,501	\$ 14,422	-1.26%	0.07%
June	1,606,748	1,023,517	2,149,312	2,317,931	2,272,457	2,265,104	-			
July	2,480,292	2,084,644	3,491,668	3,507,973	3,412,277	3,399,024	-			
August	2,237,050	2,138,838	2,877,550	2,997,389	2,932,111	2,920,600	-			
September	1,600,100	1,767,393	2,359,528	2,441,331	2,508,064	2,495,143	-			
October	1,165,176	1,371,727	1,734,964	1,729,558	1,773,358	1,652,467	-			
November	1,260,314	1,425,461	1,880,397	1,902,643	1,901,141	1,779,167	-			
December	4,237,178	3,625,189	5,749,365	5,602,018	5,691,428	5,230,416	-			
Total	\$ 29,250,698	\$ 24,973,411	\$ 34,534,683	\$ 40,776,882	\$ 41,882,411	\$ 40,850,000	\$ 21,122,501	\$ 14,422	-1.26%	0.07%

0.5% HOUSING SALES TAX

2024 Budget Comparison

	2022 Collections	2023 Collections	2024 Budget	0.5% Collected Sales Tax	Budget Variance	% change from 2023	% change from Budget
January	\$ 645,487	\$ 720,906	\$ 700,920	\$ 703,309	\$ 2,389	-2.44%	0.34%
February	702,730	736,788	716,760	739,790	23,030	0.41%	3.21%
March	719,717	738,244	731,610	777,135	45,525	5.27%	6.22%
April	269,018	271,930	273,735	212,026	(61,709)	-22.03%	-22.54%
May	146,657	132,333	134,640	135,148	508	2.13%	0.38%
Total	\$ 2,483,609	\$ 2,600,201	\$ 2,557,665	\$ 2,567,408	\$ 9,743	-1.26%	0.38%
June	280,460	275,113	274,230	-			
July	424,602	412,849	411,840	-			
August	361,165	352,887	353,925	-			
September	294,861	304,068	302,445	-			
October	207,397	213,568	200,475	-			
November	230,383	229,092	215,820	-			
December	671,982	687,985	633,600	-			
Total	\$ 4,954,459	\$ 5,075,763	\$ 4,950,000	\$ 2,567,408	\$ 9,743	-1.26%	0.38%

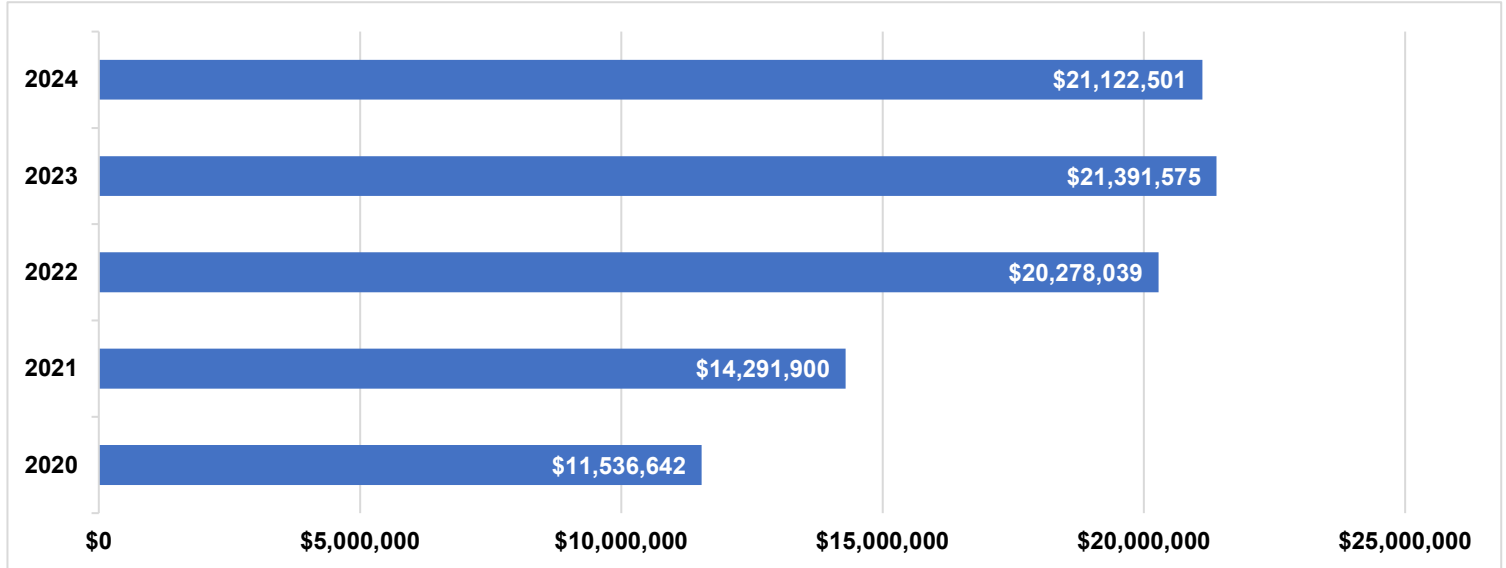


Town of Vail Revenue Update

July 2, 2024

YTD 4% General Sales Tax Collections By Year

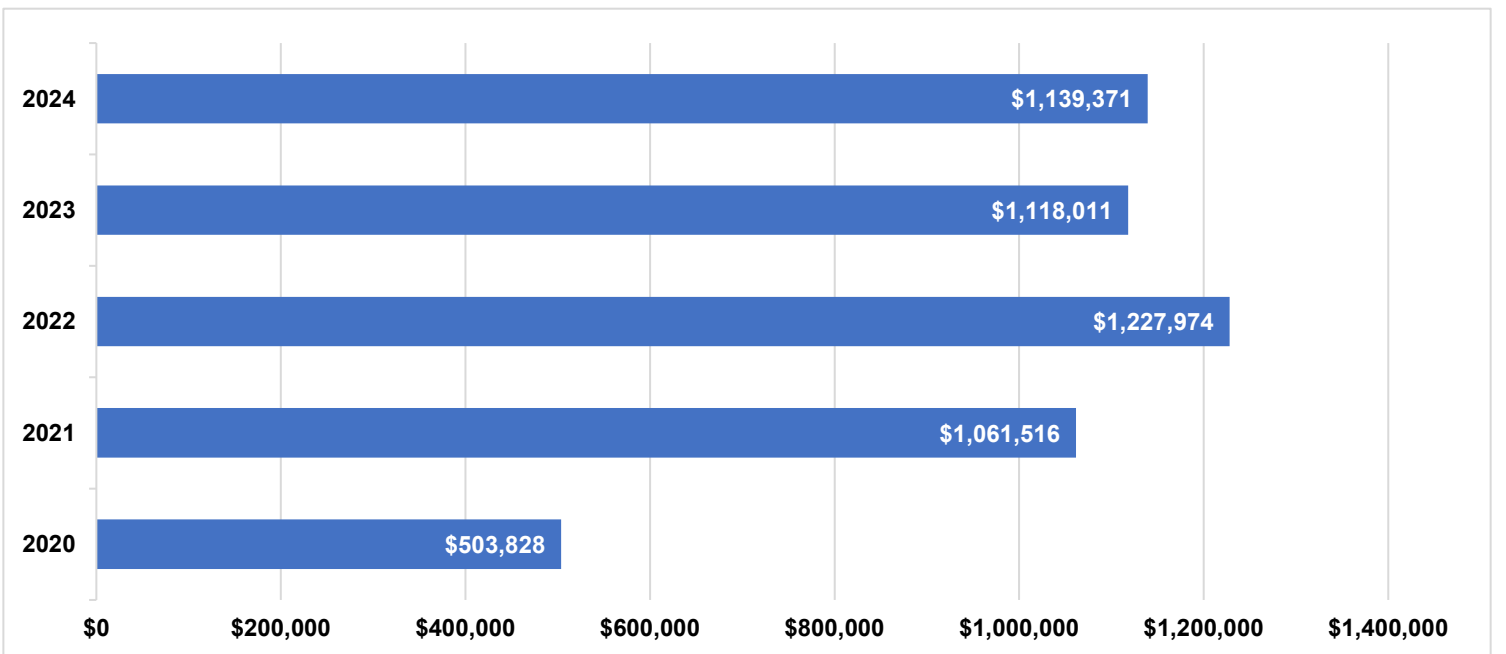
Through May 31



- YTD collections of \$21,122,501 are down (1.3)% from prior year and are down (0.1)% from the budget.
- Inflation as measured by the consumer price index was up 3.3% in May.

May 4% General Sales Tax Collections By Year

Through May 31



- May collections of \$1,139,371 are up 1.9% from prior year and are up 2.5% from the budget.



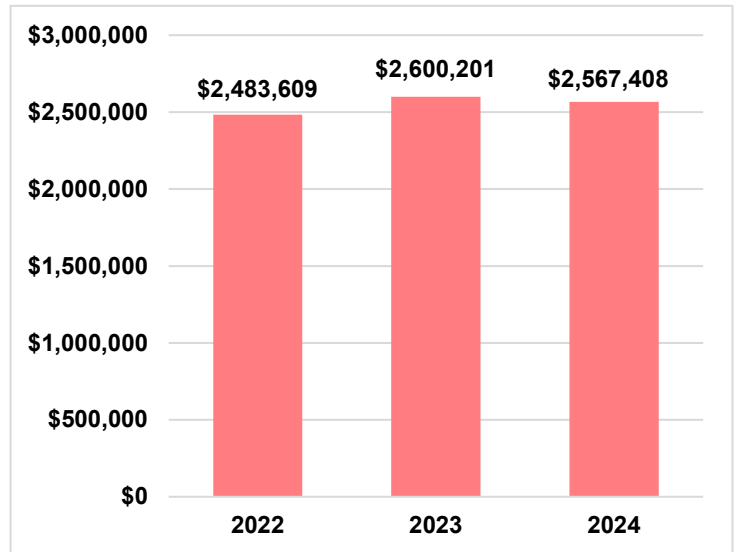
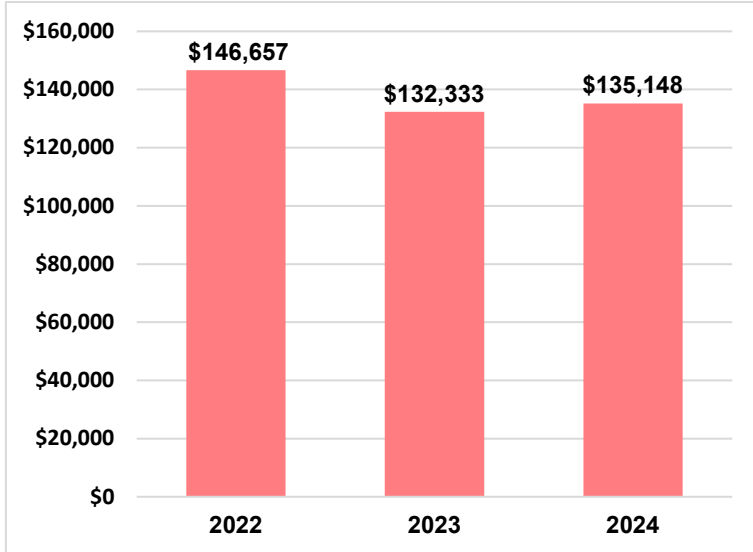
Town of Vail Revenue Update

July 2, 2024

May 0.5% Housing Fund Sales Tax Collections By Year

May Collections

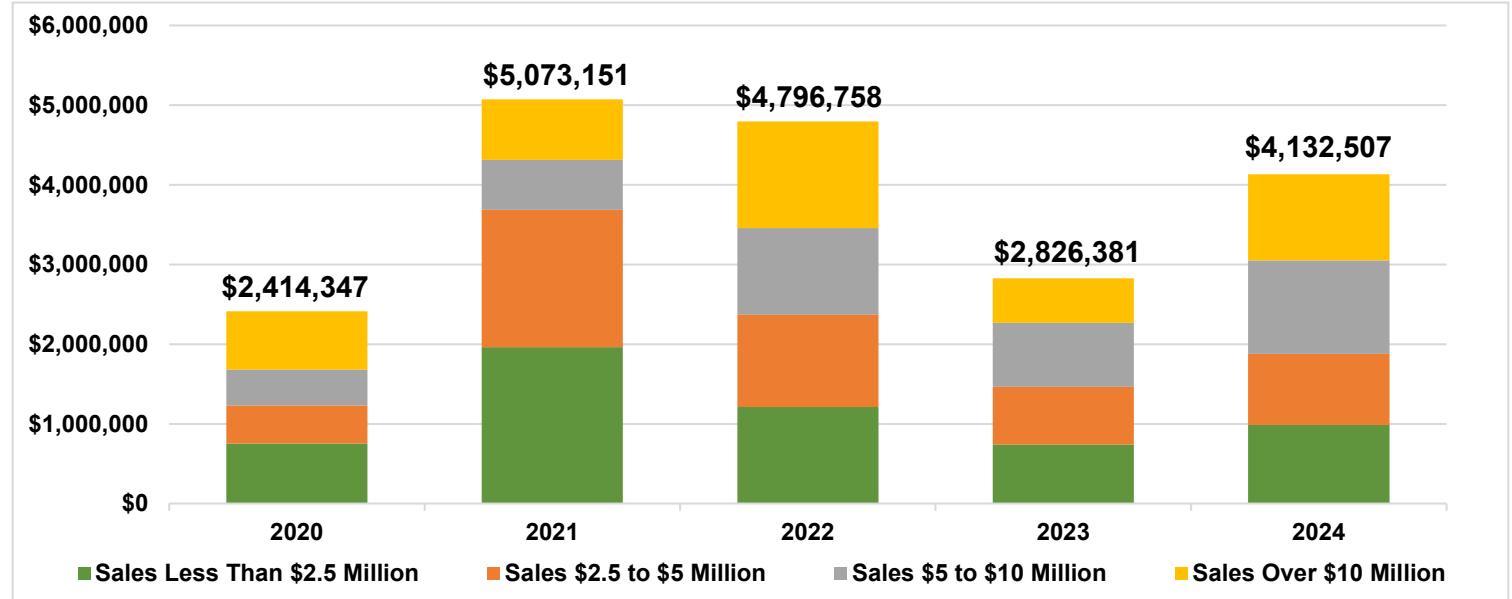
YTD Collections



- May collections of \$135,148 are up 2.1% from prior year and are up 0.4% from the amended budget. YTD collections of \$2,567,408 are down (1.3)% from this time last year and are up 0.4% from the budget.

Real Estate Transfer Tax by Year

YTD Through June 2024



- This chart shows YTD collections of 1% RETT, segmented by real property values. 2024 collections are up 46.2% from the prior year.

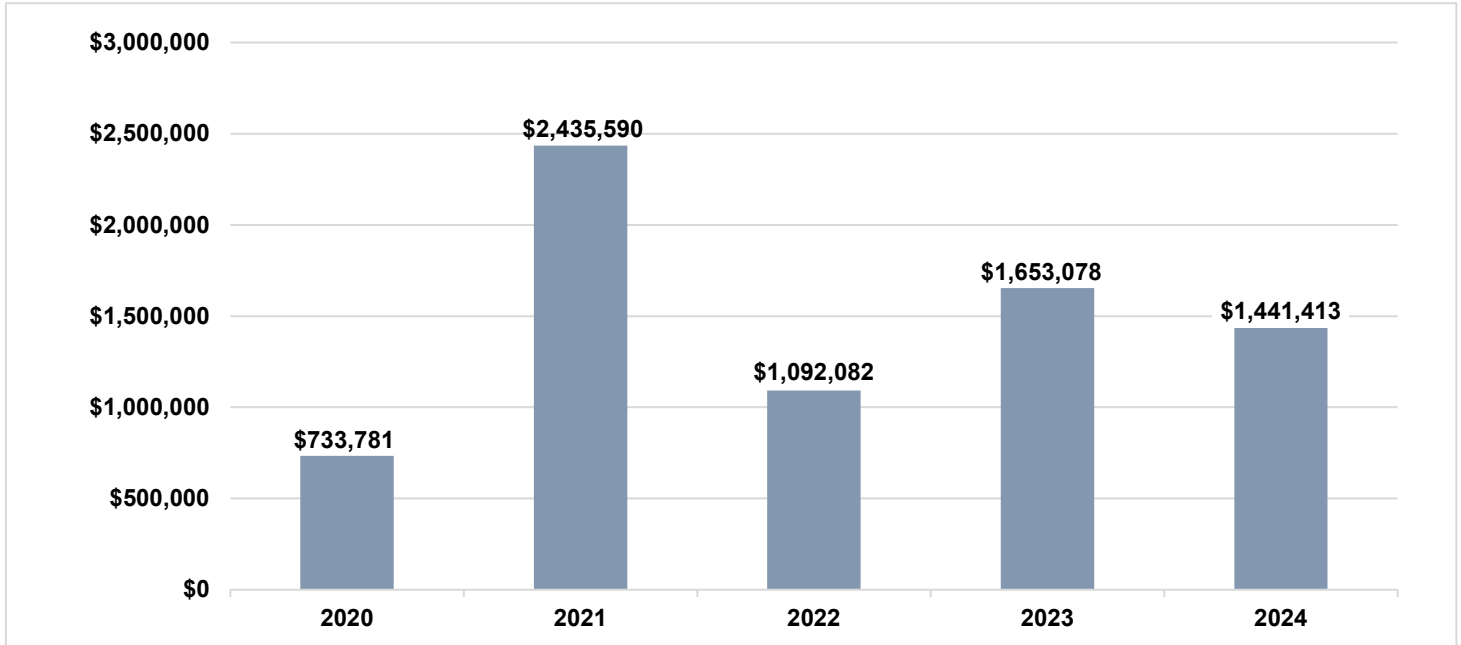


Town of Vail Revenue Update

July 2, 2024

Construction Use Tax by Year

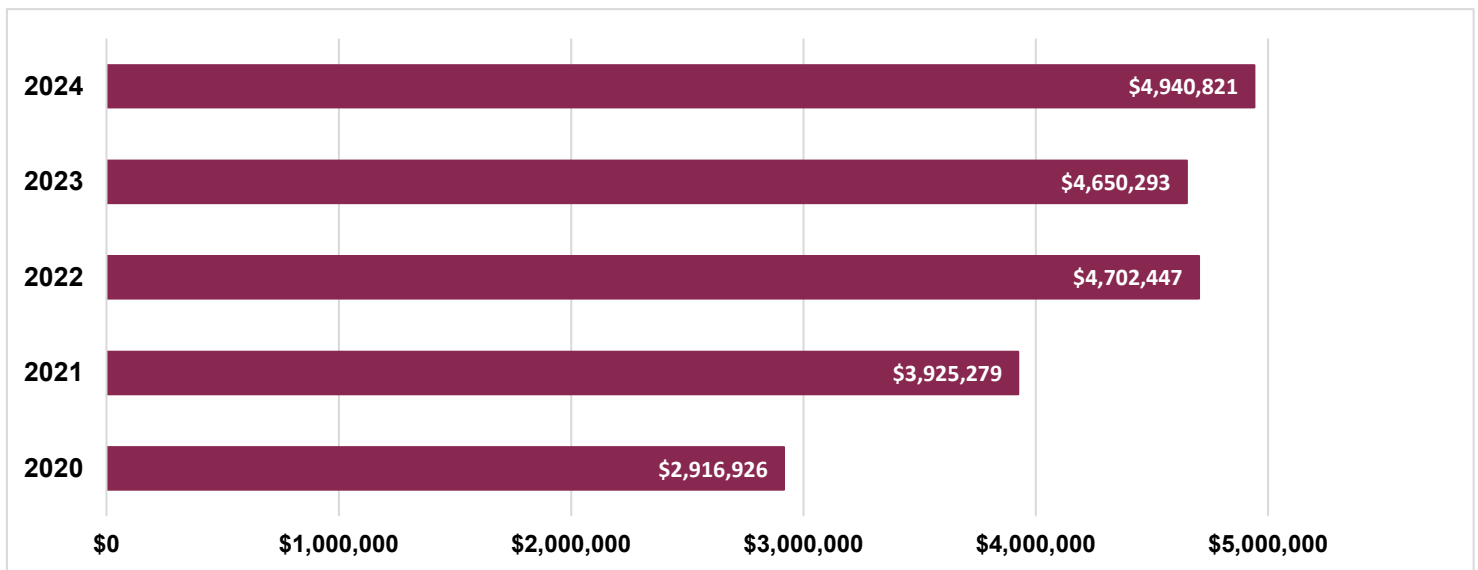
YTD Through June 2024



- Use Tax collections through June 26 total \$1,441,413, compared to \$1,653,078 from this time last year. This is a decrease of (12.8)%.

YTD Lift Tax Collections

YTD Through May 2024



- 2024 YTD lift tax collections of \$4,940,821 are up 6.2% or \$290,527 from the same time last year.

Vail Business Review May 2024 and Ski Season

July 2, 2024

The Vail Business Review breaks down the 4.5% sales tax collected for the month of May 2024. The 4.5% sales tax includes the town's general 4% sales tax and the 0.5% housing sales tax supported by Town of Vail voters during the November 2021 election, effective January 1, 2022. The housing sales tax sunsets on December 31, 2051.

Overall, May 4.5% sales tax was up from the prior year 1.9%. Retail decreased (12.8%) lodging increased 11.5%, food and beverage increased 46.8%, and utilities/other decreased (14.9%). Excluding the out-of-town category, sales tax for the month of May was up 21.8% compared to prior year.

The 2023-2024 ski season resulted in an overall (0.8)% decrease from the prior ski season. Retail decreased (1.6)%, lodging increased 0.6%, food and beverage increased 0.7%, and utilities/other decreased (11.0)%. Excluding the out-of-town category, sales tax collections for the 23-24 ski season increased 1.1%.

Town of Vail sales tax forms, the Vail Business Review, and sales tax worksheets are available on the internet at www.vail.gov. You can subscribe to have the Vail Business Review and the sales tax worksheet emailed to you automatically from www.vail.gov.

Please remember when reading the Vail Business Review that it is produced from sales tax collections as opposed to actual gross sales.

If you have any questions or comments, please feel free to call me at (970) 479-2113 or Carlie Smith, Finance Director, at (970) 479-2119.

Sincerely,

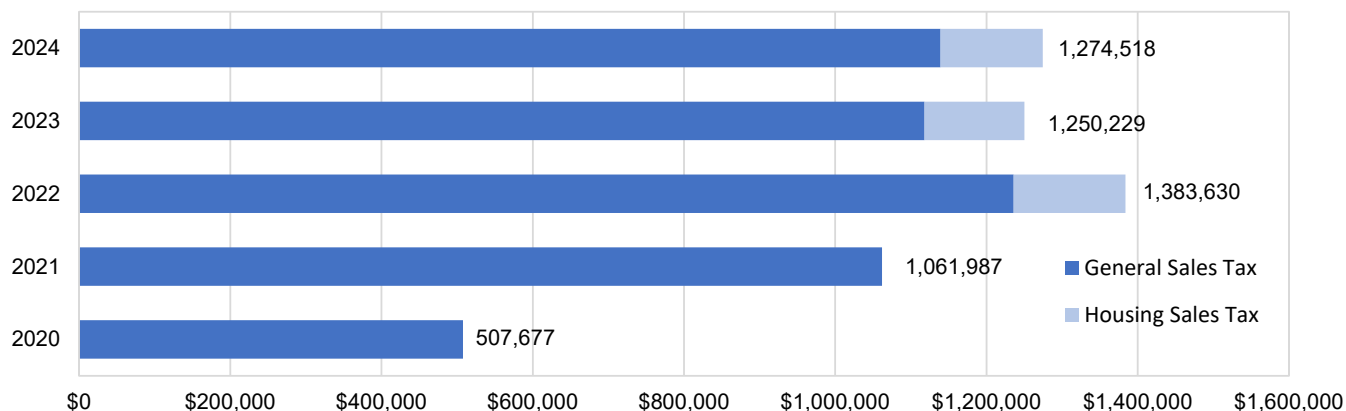
Jake Shipe
Budget Analyst



Town of Vail Business Review

May 2024 Sales Tax

May Sales Tax Collections by Year

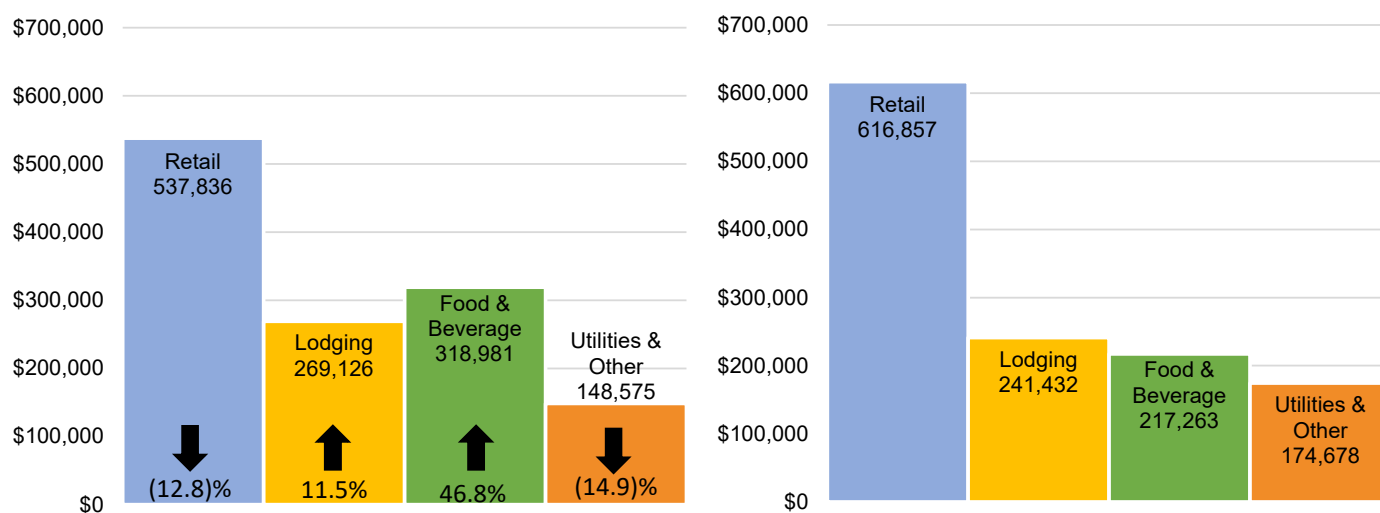


- This report represents collections of Town of Vail sales tax, as opposed to actual gross sales.
- On January 1st, 2022, Town of Vail sales tax increased from 4.0% to 4.5% on all items except food for home consumption. **2022, 2023, and 2024 above include the 0.5% increase to sales tax, depicted in light blue. Prior years show 4.0% sales tax collections.**
- Total May 2023 collections were \$1,250,229; May 2024 collections were \$1,274,518, up 1.9% from the prior year.

Sales Tax Collections by Business Type

May 2024

May 2023



- May 2024 retail sales decreased (12.8)%, lodging increased 11.5%, food and beverage increased 46.8%, and utilities and other decreased (14.9%).
- The figures above reflect 4.5% sales tax.



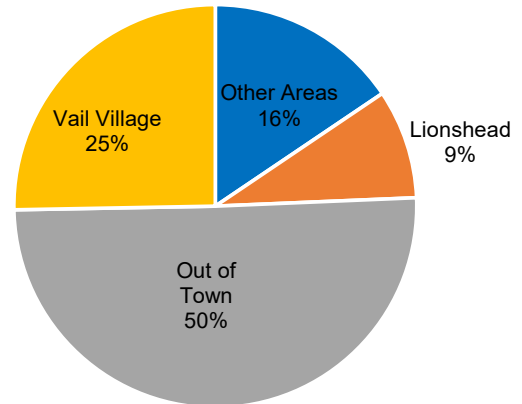
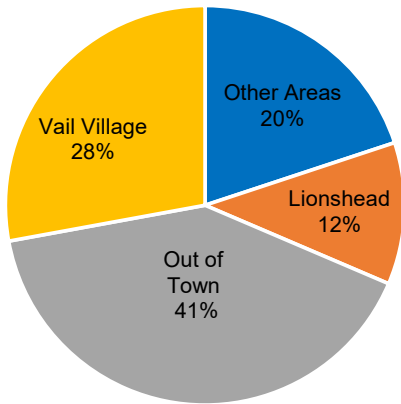
Town of Vail Business Review

May 2024 Sales Tax

Sales Tax by Location

May 2024

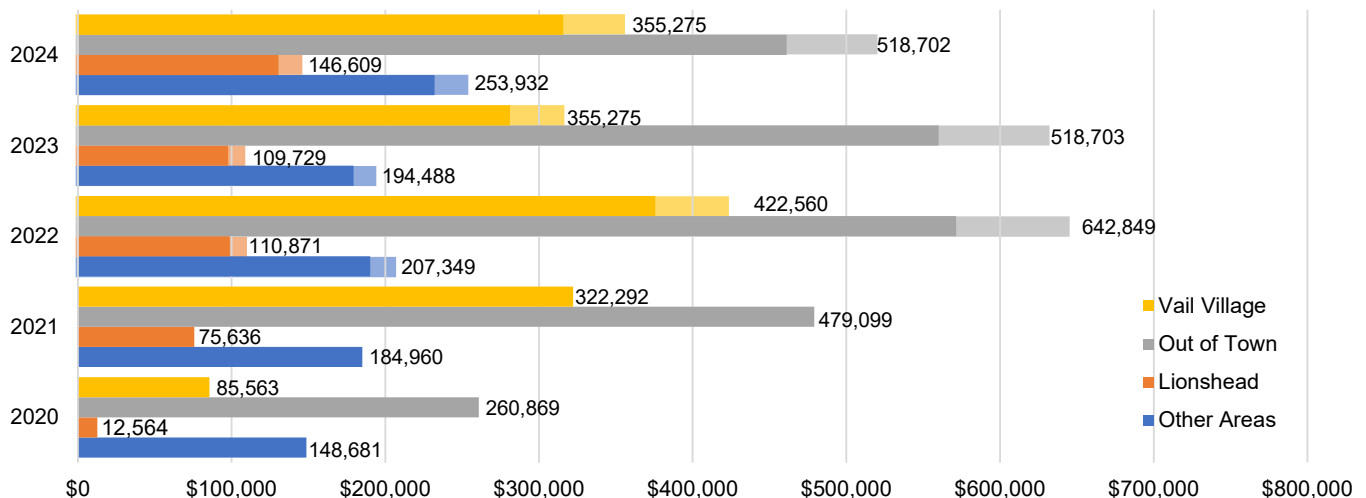
May 2023



- Vail Village sales tax increased 12.0%, Lionshead increased 33.6%, Other Areas increased 30.6%, and Out of Town decreased (17.7%). Excluding Out of Town collections, all areas were up 21.8%.
- The figures above reflect 4.5% sales tax.

Geographic Area Trends by Year

May Sales Tax



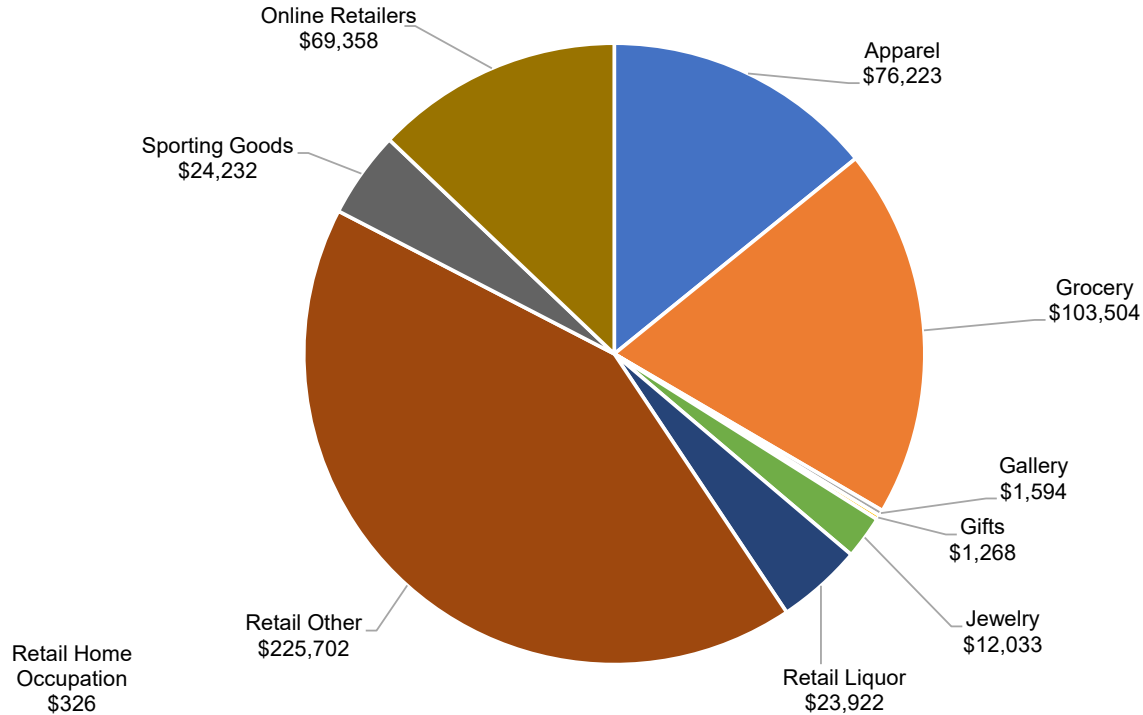
- This chart shows May sales tax collections by geographic area over time.
- 2022, 2023, and 2024 include the 0.5% increase for housing sales tax, depicted in lighter shades. General 4.0% sales tax collections are shown in darker shades.



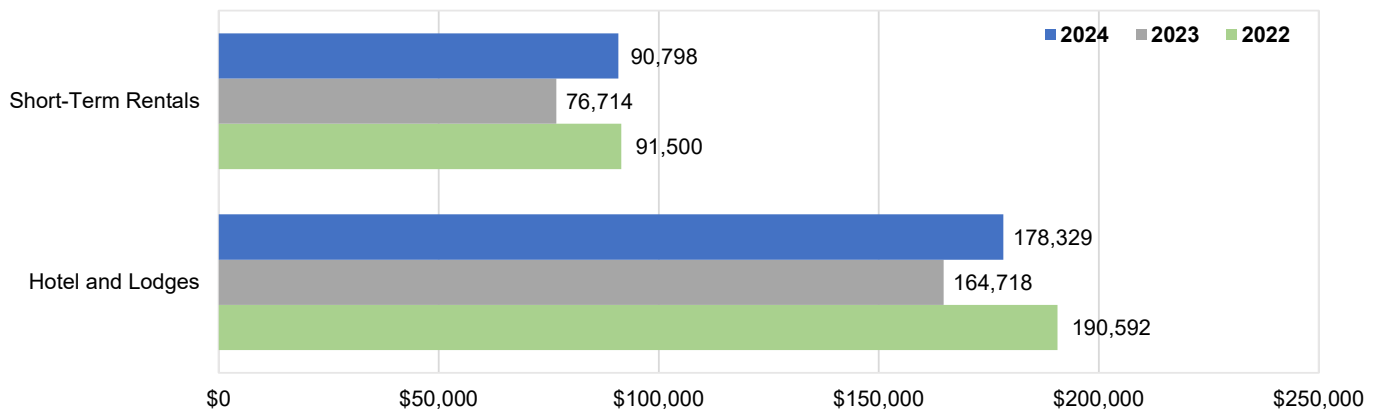
Town of Vail Business Review

May 2024 Sales Tax

Retail Business 4.5% Sales Tax Detail



Accommodation Services Sales Tax by Year



- May 2024 accommodations services increased 11.5% from the prior year. Short-term rentals increased 18.4% and hotels and lodges increased 8.3%.
- The figures above reflect 4.5% sales tax.
- Short-term rental sales tax collection numbers include online marketplace facilitators like Airbnb and VRBO. Revenue collections from facilitators may include some hotels and lodges.



Town of Vail Business Review

May 4.5% Sales Tax

2024 Collections

2023 Collections

YoY % Change

Cascade Village / East Vail / Sandstone / West Vail

Retail	123,660	121,147	2.07%
Lodging	39,724	27,879	42.49%
F & B	86,757	38,270	126.70%
Other	3,792	7,191	-47.27%
Total	253,932	194,488	30.56%

Lionshead

Retail	16,684	12,770	30.65%
Lodging	58,701	40,159	46.17%
F & B	64,806	50,748	27.70%
Other	6,417	6,054	6.01%
Total	146,609	109,730	33.61%

Out of Town

Retail	264,757	362,924	-27.05%
Lodging	117,213	105,771	10.82%
F & B	151	733	-79.47%
Other	136,582	160,412	-14.86%
Total	518,703	629,840	-17.65%

Vail Village

Retail	132,735	120,016	10.60%
Lodging	53,489	67,623	-20.90%
F & B	167,267	127,512	31.18%
Other	1,784	1,020	74.83%
Total	355,275	316,171	12.37%

Total - All Areas

Retail	537,836	616,857	-12.81%
Lodging	269,126	241,432	11.47%
F & B	318,981	217,263	46.82%
Other	148,575	174,678	-14.94%
Total	1,274,518	1,250,229	1.94%

Retail Summary

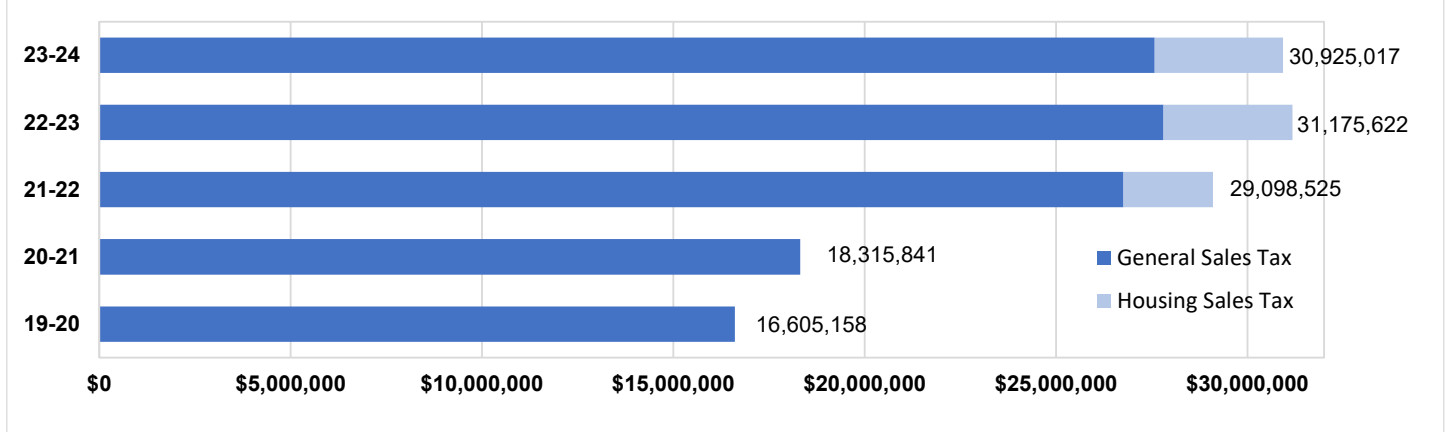
Retail Apparel	76,223	66,486	14.64%
Retail Food	103,504	100,098	3.40%
Retail Gallery	1,594	13,979	-88.60%
Retail Gift	1,268	1,518	-16.49%
Retail Home Occupation	-	45	-100.00%
Retail Jewelry	12,033	27,959	-56.96%
Retail Liquor	23,922	24,118	-0.81%
Retail Other	225,702	297,122	-24.04%
Retail Sport	24,232	20,419	18.68%
Retail Online Retailer	69,358	65,216	6.35%
Total	537,836	616,960	-12.82%



Town of Vail Business Review

Ski Season 2023-2024

Ski Season Sales Tax Collections by Year

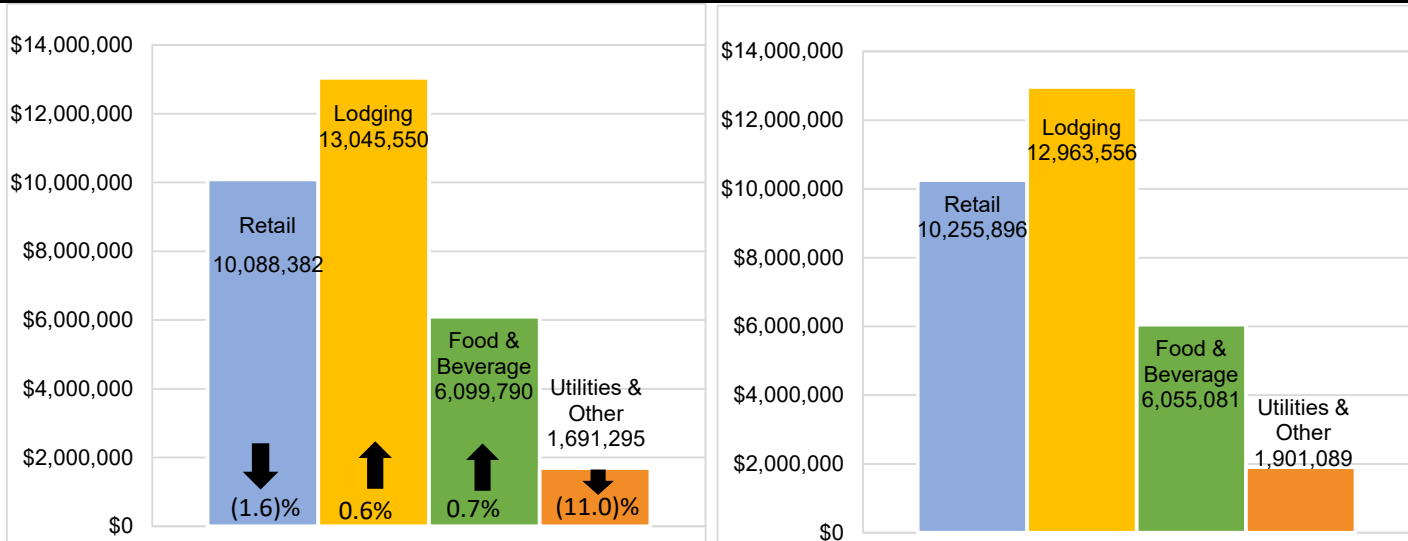


- This report represents collections of Town of Vail sales tax, as opposed to actual gross sales.
- On January 1st, 2022, partway through the 21-22 ski season, Town of Vail sales tax increased from 4.0% to 4.5% on all items except food for home consumption. Ski seasons **21-22, 22-23 and 23-24 above include the 0.5% increase to sales tax, depicted in light blue. Prior ski seasons show 4.0% sales tax collections.**
- Total 22-23 ski season collections were \$31,175,622. Total 23-24 ski season collections were \$30,925,017, down from the prior year 0.8%.

Sales Tax Collections by Business Type

Ski Season 2023-2024

Ski Season 2022-2023



- Ski Season 23-24 retail sales decreased (1.6%), lodging increased 0.6%, food and beverage increased 0.7%, and utilities and other decreased (11.0%).
- The figures above reflect 4.5% sales tax.

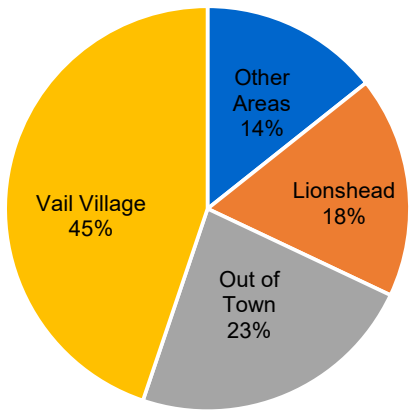
Town of Vail Business Review

Ski Season 2023-2024

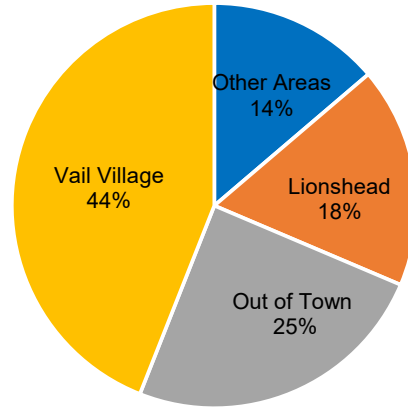


Sales Tax by Location

Ski Season 2023-2024



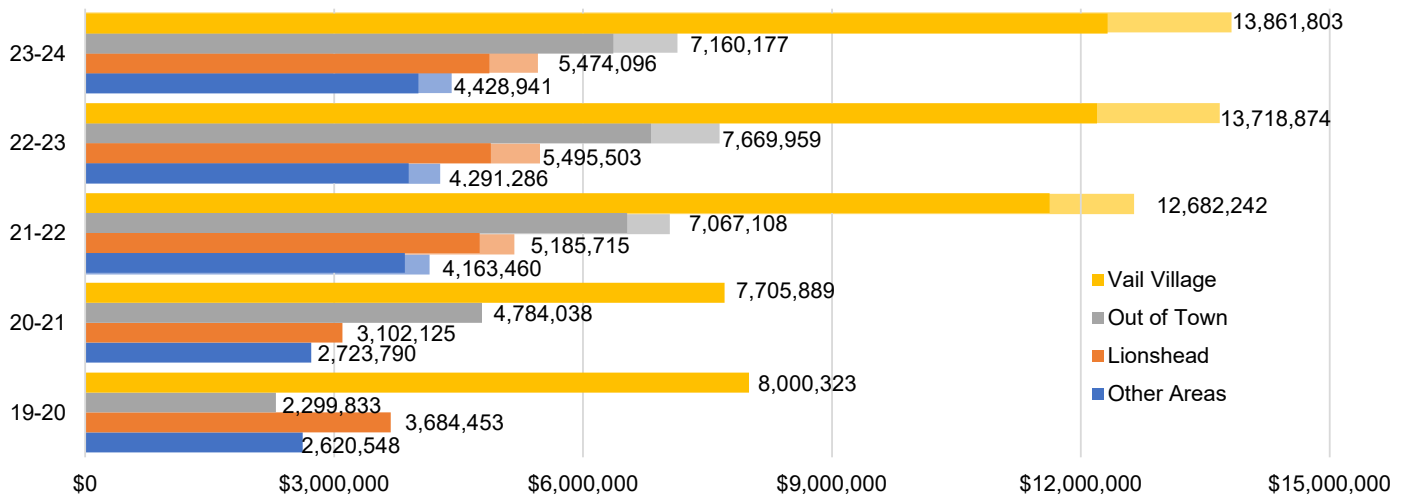
Ski Season 2022-2023



- Vail Village sales tax increased 1.0%, Lionshead decreased (0.4%), Other Areas increased 3.2%, and Out of Town decreased (6.6%). Excluding Out of Town collections, all areas were up 1.1%.
- The figures above reflect 4.5% sales tax.

Geographic Area Trends by Year

Ski Season 2023-2024



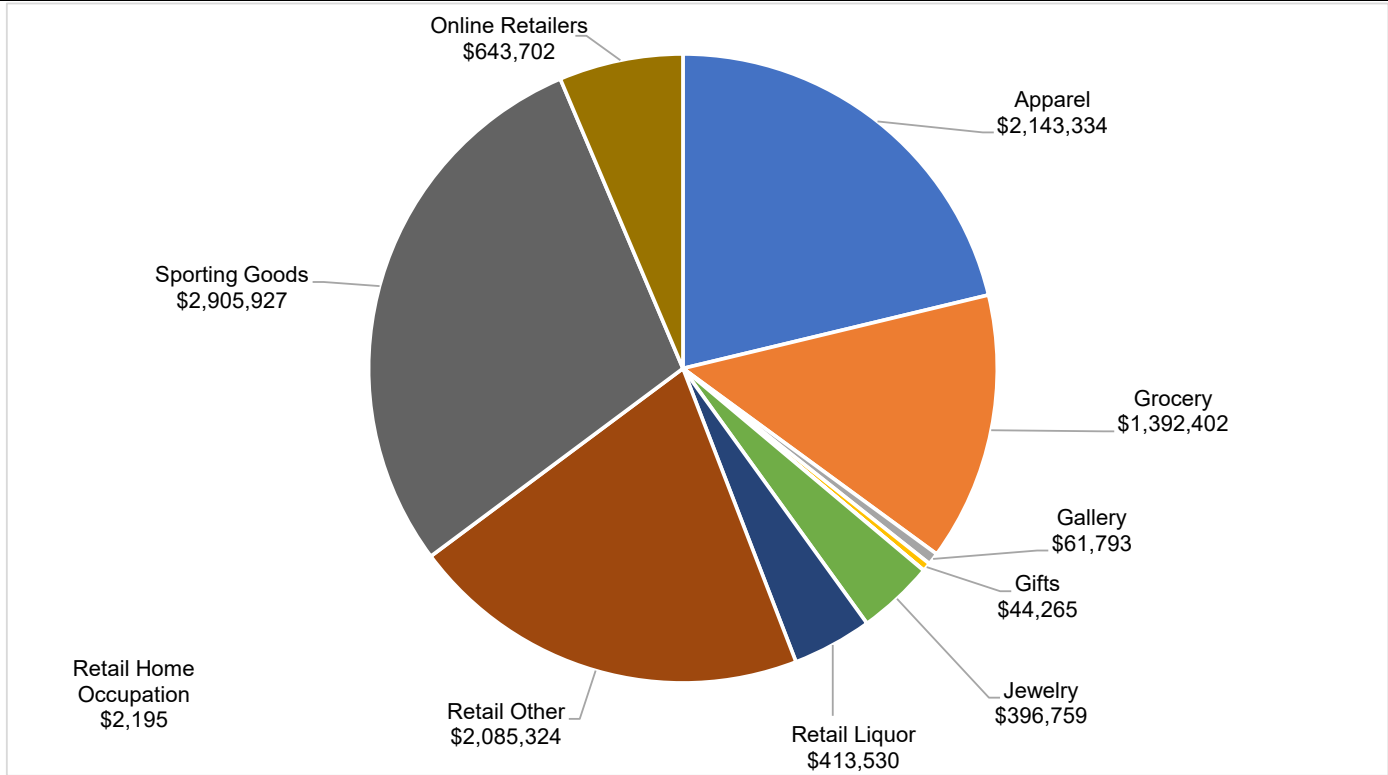
- This chart shows April sales tax collections by geographic area over time.
- 2021-22, 2022-23 and 2023-24 include the 0.5% increase for housing sales tax, depicted in lighter shades. General 4.0% sales tax collections are shown in darker shades.



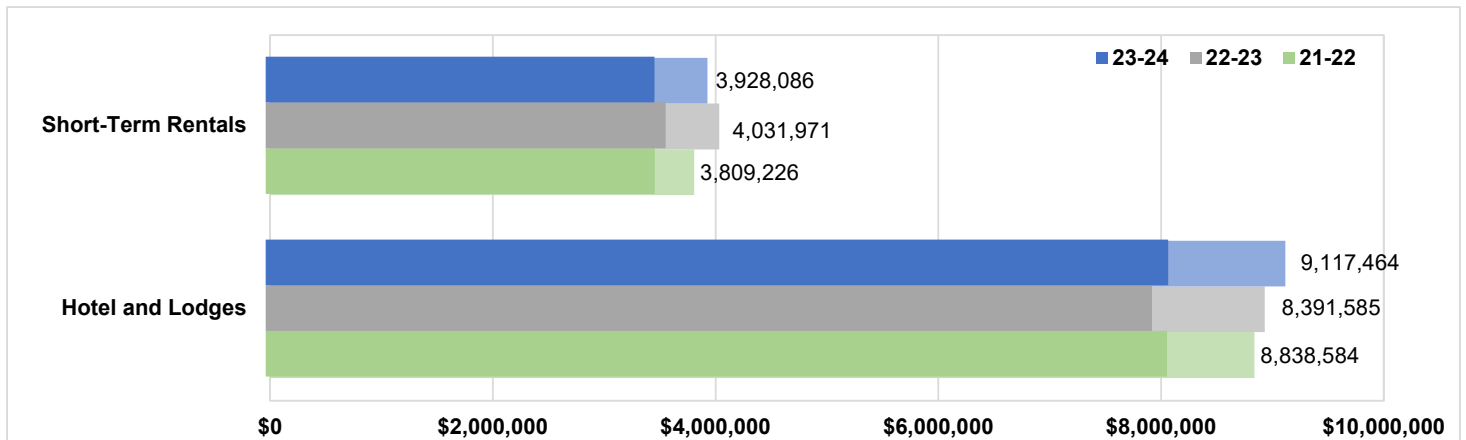
Town of Vail Business Review

Ski Season 2023-2024

Retail Business 4.5% Sales Tax Detail



Accommodation Services Sales Tax by Year



- Overall, 23-24 ski season accommodations services increased 0.6% from the prior ski season. Short-term rentals decreased (2.6%) from prior ski season and hotels and lodges increased 2.1%.
- All ski seasons include the 0.5% increase for housing sales tax, depicted in lighter shades. General 4.0% sales tax collections are shown in darker shades.
- Short-term rental sales tax collection numbers include online marketplace facilitators like Airbnb and VRBO. Revenue collections from facilitators may include some hotels and lodges.



Town of Vail Business Review

Ski Season 4.5% Sales Tax

23-24 Collections

22-23 Collections

YoY % Change

Cascade Village / East Vail / Sandstone / West Vail

Retail	1,536,903.22	1,545,170.27	-0.54%
Lodging	2,270,213.08	2,133,174.69	6.42%
F & B	588,960.96	542,205.18	8.62%
Other	32,863.28	70,736.00	-53.54%
Total	4,428,940.59	4,291,286.13	3.21%

Lionshead

Retail	1,473,002.87	1,490,971.13	-1.21%
Lodging	2,832,626.42	2,841,214.51	-0.30%
F & B	1,086,739.42	1,130,310.41	-3.85%
Other	81,726.91	33,007.06	147.60%
Total	5,474,095.62	5,495,503.11	-0.39%

Out of Town

Retail	2,386,333.27	2,624,696.10	-9.08%
Lodging	3,369,455.97	3,416,177.93	-1.37%
F & B	11,714.76	13,376.38	-12.42%
Other	1,392,673.14	1,615,708.55	-13.80%
Total	7,160,177.14	7,669,958.96	-6.65%

Vail Village

Retail	4,692,142.61	4,595,058.88	2.11%
Lodging	4,573,254.81	4,572,989.08	0.01%
F & B	4,412,374.71	4,369,189.10	0.99%
Other	184,031.21	181,637.21	1.32%
Total	13,861,803.34	13,718,874.27	1.04%

Total - All Areas

Retail	10,088,382.03	10,255,896.38	-1.63%
Lodging	13,045,550.28	12,963,556.20	0.63%
F & B	6,099,789.85	6,055,081.07	0.74%
Other	1,691,294.53	1,901,088.82	-11.04%
Total	30,925,016.69	31,175,622.47	-0.80%

Retail Summary

Retail Apparel	2,143,334.48	2,125,648.23	0.83%
Retail Food	1,392,402.22	1,363,288.18	2.14%
Retail Gallery	61,793.33	132,036.33	-53.20%
Retail Gift	44,265.30	42,494.49	4.17%
Retail Home Occupation	1,344.36	2,231.18	-39.75%
Retail Jewelry	396,759.28	389,115.21	1.96%
Retail Liquor	413,530.25	449,201.86	-7.94%
Retail Other	2,085,323.86	2,277,783.65	-8.45%
Retail Sport	2,905,927.33	2,891,799.74	0.49%
Retail Online Retailer	643,701.62	582,297.51	10.55%
Total	10,088,382.03	10,255,896.38	-1.63%

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VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Jake Shipe, Finance

ITEM TYPE: Information Update

AGENDA SECTION: Information Update (2:45pm)

SUBJECT: Proposed 2025 Budget Timetable

SUGGESTED ACTION:

ATTACHMENTS:
[Proposed Budget Timetable 2025](#)

**Town of Vail
Proposed 2025 Budget Timetable**

Budget Retreat - Council Special Meeting	08/06/24
VLMD Board review of 2025 Operating Plan	09/17/24
Capital budget discussion with Council	10/15/24
Compensation & Benefits with Council	10/15/24
First Draft Town Manager Budget	11/05/24
First reading of 2025 budget ordinance	11/19/24
VLMD Resolution for VLMD Budget	11/19/24
TOV Resolution for VLMD Budget	11/19/24
Second reading of 2025 budget ordinance	12/03/24
Vail Reinvestment Authority Budget Resolution	12/03/24

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VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Stephanie Bibbens, Town Manager

ITEM TYPE: Matters from Mayor, Council, Town Manager and Committee Reports

AGENDA SECTION: **Matters from Mayor, Council, Town Manager and Committee Reports (2:45pm)**

SUBJECT: **Matters from Mayor, Council and Committees (15 min.)**

SUGGESTED ACTION:

ATTACHMENTS:

Item Cover Page

VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Stephanie Bibbens, Town Manager

ITEM TYPE: Matters from Mayor, Council, Town Manager and Committee Reports

AGENDA SECTION: **Matters from Mayor, Council, Town Manager and Committee Reports (2:45pm)**

SUBJECT: **Town Manager Report (5 min.)**

SUGGESTED ACTION:

ATTACHMENTS:

[TM Update 07-02-24](#)

[Vail Pass Wildlife Crossing - memo to TM](#)

[I-70 East Vail Pass 2024 June](#)

**Town Managers Update
July 2, 2024**

1. Wildlife Bridge

Please see attached letter from Environmental Department.

2. Other

There may be other topics the Town Manager needs to share with the Town Council.



Memorandum

To: Town Manager

From: Department of Environmental Sustainability

Date: June 27, 2024

Subject: Safe Passages for Wildlife – Vail Pass Crossing

I. Purpose

The purpose of this memorandum is to provide the Town Manager an update on the request to participate in advancing the wildlife crossing at E. Vail Pass.

II. Background

The Vail Pass Wildlife Crossings project represents an opportunity to restore connectivity for wildlife and reduce wildlife-vehicle collisions on one of the nation's most important transportation corridors. Averaging 22,000 vehicles per day, the stretch of Interstate 70 between Vail and Copper Mountain bisects 12 miles of National Forest lands, yet East Vail Pass remains an important landscape for wildlife despite this highway barrier—including the federally threatened Canada lynx, Rocky Mountain elk, mule deer, moose, bighorn sheep, black bear, mountain lion, and bobcat. This was designated as one of six priority projects of the Colorado Wildlife & Transportation Alliance (CWTA) in 2022.

The project, comprising three new structures—two underpasses and one overpass, is currently at 60% design, with support from many partners, including the Colorado Department of Transportation (CDOT), the US Forest Service, Summit County, Eagle County, the State of Colorado, Colorado Parks and Wildlife and more. The Colorado Wildlife and Transportation Alliance is seeking to fund the remainder of the project design from community partners. Julia Kintsch, Principal at Eco-Resolutions and project lead for the Safe Passages for Wildlife project will present to the Town Council on July 16th.

III. Action Requested of Council

Direct Town staff to bring this topic back to Council at the next meeting as a presentation.



I-70 EAST VAIL PASS

Wildlife Crossings Project



Credit: Summit County Safe Passages

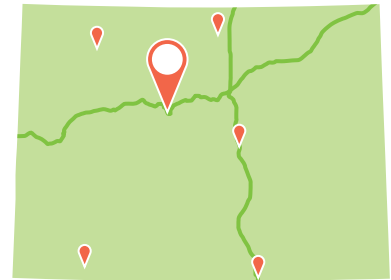
DESCRIPTION

The I-70 East Vail Pass Wildlife Crossings project represents an opportunity to restore connectivity for wildlife and reduce wildlife-vehicle collisions on one of the nation's most important transportation corridors. Averaging 22,000 vehicles per day, the stretch of Interstate 70 between Vail and Copper Mountain bisects 12 miles of National Forest lands, yet East Vail Pass remains an important landscape for many wildlife despite this highway barrier—including the federally threatened Canada lynx, Rocky Mountain elk, mule deer, moose, bighorn sheep, black bear, mountain lion, and bobcat.

This was designated as one of six priority projects of the Colorado Wildlife & Transportation Alliance (CWTA) in 2022 (see map for all locations) because of its alignment with local, state, and regional plans; its impact on improving safety in critical corridors for motorists and wildlife; and the opportunity to showcase Colorado as a national leader and garnering support for future collaborative wildlife crossing projects. The Colorado Department of Transportation (CDOT) has identified this project as a statewide priority and has thus included it in its 4-year Statewide Transportation Improvement Plan (STIP).

Mitigation investments on East Vail Pass leverage the existing infrastructure for a cost-effective solution to wildlife-vehicle conflict with far-reaching human and ecological benefits. Three new wildlife crossing structures on the westbound lanes of I-70 and continuous wildlife fencing will complement five existing bridges under eastbound lanes, creating a comprehensive mitigation system.

LOCATION



Interstate 70 Mileposts 190-194
Summit County, CO

STATUS

EXPECTED 2026

CONCEPT > 30% DESIGN > 60% DESIGN > 90% DESIGN > CONSTRUCTION



Building on the 2020 [engineering feasibility study](#), new outside funding has been secured for CDOT and its consultant team to continue advancing the project designs and environmental review processes.



Credit: Jill/USFS

BENEFITS



Protecting one of the few known breeding grounds in Colorado of a federally listed threatened species, the **Canada Lynx**.



Restoring access to **valuable habitats** for elk and other wildlife.



Avoiding collisions with wildlife for the **thousands of motorists** that drive this stretch of I-70 each day.



Preserving long-term ecological connectivity in the **heart of Colorado's Rocky Mountains**.



Restoring connectivity through over 12 miles of National Forest lands bisected by I-70 by amplifying benefits of wildlife mitigation on the west side of Vail Pass.

COMPONENTS

Three new structures—**two underpasses** and **one overpass**—are recommended for the westbound lanes of I-70 at East Vail Pass. These new wildlife crossings would combine with existing bridges under *eastbound* lanes and with CDOT's forthcoming crossings on the west side of Vail Pass in Eagle County to produce a resilient and connected landscape across the entirety of Vail Pass and establish the first wildlife overpass along I-70.

PROJECT SUPPORT

Partners of this project include state and federal agencies, municipalities, land managers, ski areas, recreation groups, conservation organizations, and local community members.



Contact: Summit County Safe Passages
scsafepassages@gmail.com
(970) 281-5843

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VAIL TOWN COUNCIL AGENDA ITEM REPORT

DATE: July 2, 2024

SUBMITTED BY: Stephanie Bibbens, Town Manager

ITEM TYPE: Matters from Mayor, Council, Town Manager and Committee Reports

AGENDA SECTION: **Matters from Mayor, Council, Town Manager and Committee Reports (2:45pm)**

SUBJECT: **Council Matters and Status Update**

SUGGESTED ACTION:

ATTACHMENTS:
[2024-07-02 Matters](#)



COUNCIL MATTERS Status Report

Report for July 2, 2024

- Town Council asked staff to inquire about possibility of a “surf wave” water feature in the Gore Creek.
- Big thank you to PW Staff for cleanliness in the villages and for a successful Go Pro Mountain Games weekend!
- Town Council asked staff to use our social media to help promote the US Forest Service campaign on camping rules and etiquette to help reduce trash and forest impacts.

Social Media Listening

<https://share.sproutsocial.com/view/b2796917-8f4f-4f64-b969-178f4fbf6490>

It was nice to see that one of the top performing posts during this period was Vail Mountain's cleanup day post in which they tagged Town of Vail for partnering in the effort: <https://www.facebook.com/100064359716935/posts/872315824923733/>

In the News

June 14

Waste Diversion Goals

<https://www.vaildaily.com/news/how-vail-plans-to-hit-its-2030-waste-diversion-goals/>

Leave No Trace Spotlight Site

<https://www.realvail.com/eagle-holy-cross-ranger-district-selected-as-a-2024-leave-no-trace-spotlight-site/a19337/>

June 17

Leave No Trace Spotlight Site

<https://www.vaildaily.com/news/leave-no-trace-to-spotlight-eagle-holy-cross-ranger-district/>

<https://www.powder.com/region-colorado/two-colorado-locations-selected-as-leave-no-trace-spotlight-sites>

Vail PD Open House

<https://www.realvail.com/vail-police-department-community-open-house/a19372/>

June 19

Dobson Remodel Replacement Ice

<https://www.vaildaily.com/news/vail-eagle-county-ice-arena-funding/>

New Housing Director

<https://www.realvail.com/vail-welcomes-new-housing-director-jason-dietz/a19401/>

Artist in Residence

<https://www.vaildaily.com/news/vail-danielle-seewalker-artist-residency-cancelled/>

<https://www.9news.com/video/features/lakota-artist-vail-speaks-symposium/73-35f4cbd6-b456-4979-9c34-c4fd3ca50384>

June 20

New Housing Director

<https://www.vaildaily.com/news/vail-hires-new-housing-director-from-summit-county/>

June 21

Dobson Means More Than Money - letter

<https://www.vaildaily.com/opinion/letter-dobson-means-more-than-money/>

June 24

Lot 10

<https://www.vaildaily.com/news/vail-looks-at-opportunity-to-create-new-pocket-park-in-civic-area/>

Construction Update

<https://www.vaildaily.com/news/eagle-county-road-work/>

June 25

Bear Encounters

<https://www.vaildaily.com/news/busy-bears-summer-vail/>

CAST Survey

<https://coloradosun.com/2024/06/25/resort-communities-survey-tourism-resident/>

June 26

Rod Slifer

<https://www.denverpost.com/obituaries/rodney-slifer-vail-co/>

June 27

Eagle Valley Trail

<https://www.vaildaily.com/news/eagle-valley-trail-new-segments/>

Upcoming Dates

July 4	4 th of July Town of Vail Parade!
July 9	Community Picnic: Bighorn Park
August 13	Community Picnic: Donovan
September 10	Vail Social