

# *2013 - 2017 Strategic Plan*

## **Commission on Special Events**



Photo by Jack Affleck

**Adopted on December 4, 2013**

This plan may be accessed at [www.vailgov.com](http://www.vailgov.com)



# Process

Strategic document was reviewed by the following entities:

- Town of Vail Event Review Committee (ERC) on September 26, 2013
- Vail Economic Advisory Council (VEAC) on September 10, 2013
- Vail Local Marketing District Advisory Council (VLMDAC) on October 17, 2013
- Vail Town Council on December 3, 2013



# *Process* (continued)

## Adopted by the CSE: December 4, 2013

### **Commission on Special Events Members (CSE)**

- Barry Davis, serving as temporary Vice-Chairman
- Bobby Bank
- Amy Cassidy
- Rayla Kundolf
  - Additionally, the following former CSE members were instrumental in the development of this plan:
    - Jenn Bruno, Chairman (elected to Town Council 11/05/13)
    - Sonny Kerstiens, Vice-Chairman (resigned due to employment relocation: 10/21/13)
    - Dave Chapin (elected to Town Council 11/05/13)

### **Economic Development Office**

- Kelli McDonald, Economic Development Manager
- Sybill Navas, Special Events Coordinator



# Background

## Objectives

In 2002, the Vail Town Council approved legislation that created the Commission on Special Events (CSE) in its current form. This ordinance reorganized the existing CSE and set several broad objectives:

1. Stimulating the local economy
  - Increase lodging and sales tax collections
  - Increase number of visitors
  - Insure that visitors have a high rate of intent to return
2. Create a sense of community in Vail and increase the quality of experience for both guests and residents
3. To establish a single point of contact for events administration
4. To provide street entertainment and special events that reflect the high quality image of Vail and contribute to vitality, economic viability and fun throughout the year



# *Background* (continued)

## Functions of the CSE : Town of Vail (Ord. 30(2004) § 7)

The CSE shall support the town council's goals and objectives and align its mission with the town council's marketing direction. The functions and/or duties of CSE shall include, but are not limited to: hiring and overseeing a director and/or staff, as well as event producers and/or promoters; creating, funding and seeking special events for the town of Vail; evaluating event applications and event success; submitting an annual budget for operations and events; coordinating the community calendar for special events; seeking out additional funding for special events through sponsorships and donations; evaluating and executing contracts for special events; and all other functions as directed by the town council.

Qualifying cultural events shall be exempt from the purview and funding of the CSE. However, coordination and timing of qualifying cultural events shall be considered by the CSE and included in the CSE master calendar.

(Ord. 30(2004) § 7)



# Mission Statement

*The Vail Commission on Special Events (CSE) is accountable to deliver an annual Special Events Plan which ensures world class events that are fully aligned with Vail's brand. The CSE will effectively and efficiently allocate available budget behind this objective.*

*The Events Plan will deliver measureable results in terms of specific goals: economic impact, optimization of the event calendar, positive community experience and integration, as well as positive guest-centric results that lead to future loyalty.*

# Purpose

The purpose of the Commission on Special Events Strategic Plan is to establish guidelines which will assist the CSE in developing and supporting a calendar of events that accomplish the following objectives:

1. Align events with the Vail Brand
2. Drive Positive Economic Impact
  - occupancy
  - sales tax
  - group business
3. Generate funding leverage
4. Attract destination guests ; in-state, out of state and international, who book overnight rooms
5. Achieve an optimal event calendar
6. Achieve a superior community and guest experience

Revisit and revise as the community evolves and action steps are completed.





# *Categories of Special Events*

## **Signature Events**

1. Take place over a period of several days, or several weeks
2. Attract destination visitors from outside the region, and continue to be a strong stimulus for the lodging, restaurant and retail community
3. Nationally or internationally recognized competitions or cultural events that are representative of the Vail brand as a world-class destination
4. Leverage community contributions with major sponsorships
5. Require a large number of volunteers and significant community support

**Role of the CSE:** Review, evaluate economic impacts and potential, facilitate and recommend





# Categories of Special Events

## Participatory Events

1. Attract destination guests for the duration of the event
2. Provide benefit to the lodging and restaurant community
3. Turnkey: the Town's role is that of a host site
4. Capitalize on infrastructure that might otherwise be under-utilized

**Role of the CSE:** Partner with the community, recruit, evaluate economic impacts and potential, provide sponsorship and/or site fees where necessary, facilitate, review



# Categories of Special Events

## Ambient Events

1. Contribute to higher Net Promoter Score (NPS) by providing entertainment, activities and street vitality for guests who are already here, or who might come into town for an afternoon or an evening
2. Attract visitors from within the region or the Front Range
3. Help to keep people in town longer than they might otherwise stay
4. Contribute to Vail's image as a place where there is always something fun to do

**Role of the CSE:** Communicate and partner with the business community, develop concepts, encourage sponsorship development, provide funding where necessary, evaluate economic contributions, review



# Categories of Special Events

## Community Events

1. Create a venue to celebrate major holidays and important community events, and to preserve the heritage and traditions of our community
2. Provide for a better quality of life for residents: i.e. make people happy
3. Bring “neighbors” into town (Summit County, down-valley)
4. Do not have a strong ability to attract major sponsors and/or do not provide opportunity for additional revenue sources to the event producer or measurable economic contributions to the Town of Vail

**Role of the CSE:** Facilitate, work with community organizations, contract for event production where necessary, evaluate and review



# Strategy Givens

- Special events contribute to guest satisfaction, increased spending and sense of community.
- Event funding decisions will be made in alignment with the strategies supported by the Vail Local Marketing District (VLMD).
- Cooperation and communication with other community organizations are essential to the success of the CSE's program.
- Events that receive funding from the CSE must be compatible with the Vail Brand and be of a quality commensurate with Vail's image as a world-class resort.
- The use of measurable criteria in event selection, funding and evaluation is critical to ensuring progress.
- A single point of contact is required to support special event producers.



# Strategy Givens *(continued)*

The CSE is part of the Town of Vail's Economic Development Office and relies on the Town Council to provide:

- Policy Direction
- Consistent Special Events Funding
- Proactive Development of Appropriate Special Event Venues
- Town of Vail Staff support for Special Events as required

*Every significant event destination allocates resources to the administration, ongoing support and recruiting of special events. Research has proven that Special Events generate additional sales tax revenues in the Town of Vail.*



# *Strategic Fundamentals*

The CSE will encourage and recruit independent event organizers to produce events in Vail by acting in a supporting role to provide seed funding for the development of new events, as well as funding consideration for existing events that continue to contribute to the economic vitality of the community.



# Score Card

Event funding applications will be evaluated using following weighted criteria:

<u>Criteria</u>	<u>Rating</u>
<b>Potential To:</b>	
• Increase Room Nights	
• Out of Region, Destination Guests	0-10
• Regional and Front Range Guests	0-10
• Increase Sales Tax Revenue	0-10
• Drive Group Business	0-5
<b>Brand Fit:</b> Supports the key brand message of world-class outdoor recreation, culture and well-being & brings it to life experientially	0-10
<b>Timing:</b> Contribution to an optimal calendar of events – maximize high traffic periods & optimize off peak opportunities vs. occupancy opportunities and TOV available assets, both human and capital	0-5



TOWN OF VAIL



# Score Card *(continued)*

Evaluated based on the following weighted criteria:

<u>Criteria</u>	<u>Rating</u>
<b>Demo Fit:</b> Optimize visitor mix	0-10
<b>Growth:</b>	
• Continuously deliver fresh content	0-10
• Leveraged media exposure and sponsorship support	0-10
<b>Producer Qualifications:</b> Expertise, local knowledge and resources to sustain the event in a manner compatible with the Vail brand	0-10
<b>Marketing Strength</b>	0-10

**Maximum total score: 100**



# *Event Review and Accountability*

It continues to be the job of the CSE to **eliminate events not performing as expected** while continuing to **develop and assist performing events** and seek out **new events** that support the Vail brand.

Work cooperatively with event producers to ensure that there will be adequate funding and resources to sustain those events that support the CSE's criteria into the future and continue to bring the brand to life in exciting and unexpected ways.

In keeping with the public trust and economic realities, every event investment will be held to a high level of **accountability**. A post- event recap will be expected from each event receiving public funding and will be publicly reviewed by the CSE.



# *Measuring Progress*

- Did each event investment increase Vail's economic performance?
- Are event investments being fully leveraged to increase both revenue and marketing reach?
- Are we consistently achieving more impact with public resources?
- Do these events contribute to a strong sense of community and better quality of life?



# *The CSE will...*

Provide a balanced, year round calendar of events appealing to residents and guests of diverse interests by:

- Attracting and developing events that enhance and contribute to Vail's world-class reputation
- Dedicating resources to recruit and develop new events
- Attracting and supporting participant events
- Actively encouraging activation of events to create an expanded presence throughout the community and stimulate the participation of the merchants, restaurants and bars, and lodges
- Encouraging producers to provide free entertainment as part of their events
- Developing community events that will enhance the experience of Vail's guests and residents, as well as become effective marketing tools



# *The CSE will... (continued)*

## Community Benefits

Ensure that the community benefits are commensurate with the investment of public funds by:

- Following objective event selection, funding and evaluation criteria
- Developing critical success measurements. In coordination with VLMD and appropriate research vendors, tools will be developed to measure:
  - Increased sales and lodging tax collections
  - Improved occupancy rates
  - Impact from direct event spending
  - Quantifiable marketing benefits
  - Net Promoter Score (NPS)
- Contributions to sense of community:
  - Does the event improve the quality of experience for guests and residents?
  - Does it pull down-valley residents into Vail?
  - Does it make people happy?



# *The CSE will... (continued)*

## Communication, Cooperation and Coordination

- Provide complete and accurate information with regard to the calendar of special events
- Communicate with the local business community, the Vail Chamber and Business Association (VCBA), the Lionshead Merchant Association, the Vail Restaurant Group, the Vail Valley Partnership (VVP) and the Vail Recreation District (VRD) to ensure that the events funded by the CSE have a positive impact on the local economy
- Maintain biannual meetings with the VLMDAC, ERC and the VEAC and continue to work cooperatively to align special events and marketing programs.
- Ensure that event investments are closely coordinated with the economic needs of the community as recommended by the VEAC and with the broader marketing objectives identified by the VLMD
- Maintain coordination and communication between the ERC, VRD, Vail Resorts and CSE
- Encourage a culture within the TOV that welcomes special events and provides a “can do” attitude of cooperation between TOV Departments, Event Promoters and local businesses



# *The CSE will...* (continued)

## Alignment with Town Council Mission and Goals

- Green Events: Encourage environmentally sustainable event practices
- Advocate for the development and improvement of venues and facilities for Special Events within the TOV.
- Maintain the status of Vail as the model among mountain resort communities with respect to the development and implementation of a special events strategy delivering significant economic benefits.
- Continue to prove to the Town Council that Special Events are a revenue provider for the Town, not an expense, while simultaneously making Vail a more vibrant place to live work and play by delivering exceptional experiences and an abundance of recreational, cultural and educational opportunities to our guests and residents.





# *Commission on Special Events*

