THE TOWN OF VAIL continues to focus on being the premier international mountain resort community. That focus is most evident in three specific areas: enhancing ECONOMIC vitality, growing a balanced COMMUNITY and continually elevating the quality of the EXPERIENCE. In this report, learn more about what is happening in each of these areas to secure Vail’s premier position.
2014 AREAS OF FOCUS - VAIL TOWN COUNCIL

OUR VISION: To be the Premier International Mountain Resort Community!

OUR MISSION: Grow a vibrant, diverse economy and community, providing our citizens and guests with exceptional services and an abundance of recreational, cultural and educational opportunities.

**ENHANCE ECONOMIC VITALITY**

Grow a vibrant and diverse economy that keeps us at the forefront of our resort competitors for the long-term with continued opportunities for private and public investment and philanthropy.

- Long-term strategic plan to enhance competitiveness of TOV
- Economic diversity strategy
- Air service expansion leadership
- TOV endowment fund

**GROW A BALANCED COMMUNITY**

Expand upon our community infrastructure as the foundation of our town’s success with particular emphasis on an abundance of recreational, cultural and educational opportunities while building capacity for future leaders.

- Balanced community composition
- Practical housing policy
- Red Sandstone Elementary School strategy
- Residential remodel process improvements
- Future leadership program

**CONTINUALLY ELEVATE THE QUALITY OF THE EXPERIENCE**

Deliver on the promise, “VAIL Like nothing on earth,” in everything we do.

- Excellent municipal services
- Convenient and efficient parking and transportation
- Appropriately-sized environmental programs
- Effective marketing initiatives
- Cutting-edge technology competitiveness
- World-class recreational amenities
- I-70 impact mitigation
FOCUS AREA I - ENHANCE ECONOMIC VITALITY

GOAL: Grow a vibrant and diverse economy that keeps us at the forefront of our resort competitors for the long-term with continued opportunities for private and public investment and philanthropy.

KEY INITIATIVES & TACTICS

▲ Develop a long-term plan to enhance our competitiveness as a resort community with Town Council adoption by October 2014.
   — Conduct a review of existing research, develop competitive assessment (peer resort visits, analysis of infrastructure/facilities, tax strategy, service delivery, etc.) and recommend actions.
   — Components of the plan should include: 1) redirecting VLMD dollars, special events funding and expanding St. Moritz Sister City activities to grow the destination and international overnight guest market; 2) identifying strategies to increase the effectiveness of other marketing initiatives, including a review of the VLMD charter and further leveraging alignment between CSE and VLMDAC; 3) recommendations from Village Character Study; and 4) establishing 2015 and 2016 budgets to align with long-term plan.

▲ Continue an ongoing focus on maintaining economic diversity that allows our economy to flourish while protecting it from fluctuating market conditions.
   — Assess current economic drivers and determine key leverage points for increased diversity.
   — Focus includes: 1) an emphasis on the destination orthopedics market that will bring more medical meetings to Vail and other related activities; 2) facilitating completion and implementation of the Vail Valley Medical Center Master Facilities Plan; 3) continuing to market health and wellness assets; 4) strengthening ties with small businesses by engaging VEAC, VCBA and VVP to help identify additional town-related roles and/or actions for consideration; and 5) improving the regulatory environment for doing business in Vail by continuing to improve development review process, special event permit process and storefront improvement incentive program for 2015 World Championships.

▲ Provide leadership to expand EGE air service.
   — Develop a strategy to provide support to expand EGE air service including continued dialogue for international terminal and funding for flight guarantees for markets of interest to Vail.

▲ Develop and promote a TOV Endowment Fund to be launched in January 2015.
   — Establish organizing committee to create Town of Vail endowment fund with development of purpose statement, governance structure and investment policy.
   — Research investment managers and banking institutions.
   — Determine appropriateness of “Friends of Public Art,” “Friends of Gore Creek” and “Friends of Trails.”
FOCUS AREA II - GROW A BALANCED COMMUNITY

GOAL: Expand upon our community infrastructure as the foundation of our community's success with particular emphasis on an abundance of recreational, cultural and educational opportunities while building capacity for future leaders.

KEY INITIATIVES & TACTICS

▲ Define a balanced community composition.
    — Assess current community composition and determine key leverage points for desired shifts in composition while extending our geographic perspective to include the upper Eagle Valley (Vail to Edwards).
    — Conduct a gap analysis to determine if there are additional amenities to be considered that would influence families to live in Vail.
    — Build upon existing strategies that encourage Eagle County residents to utilize Vail (recreation programs, parking programs, special events, etc.)

▲ Define a practical housing policy.
    — Review, update and adopt amendments to the 2008 Town of Vail Housing Strategic Plan.
    — Determine potential viability for affordable housing to be built on the Chamonix property in West Vail and build first phase pending favorable market conditions.
    — Continue operation and management of western half of Timber Ridge while facilitating construction of Lion's Ridge Village Apartments on east side.

▲ Develop a plan with the Eagle County School District for Red Sandstone Elementary School
    — Review long-term facility maintenance and capital improvements schedule with representatives from Eagle County School District.
    — Work with Eagle County School District representatives on long-term plan to retain school as viable community asset.

▲ Improve the regulatory environment for home improvement.
    — Introduce series of customer service initiatives to further improve the town’s development review process to include: 1) permit software; 2) inspection service hardware; 3) document imaging for citizen access; 4) GIS database expansion; and 5) citizen access portal.

▲ Initiate long range planning projects.
    — West Vail Master Plan.
    — Vail Land Use Plan.
    — Zoning regulations update.

▲ Design a future leadership program.
    — Work with Vail Leadership Institute to develop a leadership program of national renown.
    — Reengage in Town of Vail organizational development to promote and support TOV’s ongoing success.
    — Create a Town of Vail transition plan to develop future leaders to continue the unique traditions, values and culture of the TOV.
FOCUS AREA III - CONTINUALLY ELEVATE THE QUALITY OF THE EXPERIENCE

GOAL: Deliver on the promise, “Vail Like nothing on earth,” in everything we do.

KEY INITIATIVES & TACTICS

▲ Continue to provide excellent municipal services.
   — Conduct SWOT analysis to determine future service delivery strategies with early focus on 2015 budget planning.
   — Define expectations for service levels, re: “Vail Standards.”
   — Benchmark municipal service level ratings from 2014 Community Survey.
   — Develop a standard operating procedure for construction management of multi-million dollar projects.
   — Maintain and improve a high level of readiness and response to natural and man-made threats to ensure a safe and secure community with continued focus on emergency preparedness, including wildland fire mitigation, education, prevention and effective evacuation strategies.
   — Determine future of new town hall.

▲ Improve the quality/convenience of parking and transportation.
   — Conduct focus groups/citizen and non user survey assessments to probe quality and convenience issues.
   — Replace existing parking equipment in 2014.
   — Construct new Lionshead parking structure entry and skier drop off improvements in 2014.
   — Complete Frontage Road bike lane/shoulder widening and turn lane projects in spring 2014 in advance of CDOT overlay in summer 2014.
   — Implement phase III wayfinding (pedestrian blades, directories/maps and bus stop signs) in 2014.
   — Review parking policies regarding supply and demand, as well as operational policies and rates prior to 2014-15 season.
   — Determine future use of $4.3 million parking pledge from Vail Resorts.
   — Review loading and delivery strategy.
   — Complete planning phase by 2015 and construct Vail I-70 underpass in 2016-17.
   — Explore additional park ‘n ride opportunities with Eagle County.
   — Contribute to ECO Transit long-range planning strategies.

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Focus on environmental programs appropriate to our size.
- Implement community-wide recycling program.
- Complete actions identified in Gore Creek Water Quality Improvement Plan.
- Continue ongoing stream tract enhancements.
- Implement phase II energy reduction program for town facilities.
- Determine public policy on future use of plastic bags.

Implement cutting-edge technology to ensure competitiveness.
- Complete cellular/Wi-Fi installation by fall 2014.
- Update town-wide camera infrastructure platform, including new bus cameras and Vail/Lionshead Village security cameras by summer 2014.
- Partner with Vail Resorts to share technology infrastructure and future strategies to enhance guest experience.
- Prioritize TOV technology needs, including redesign of website, phone system upgrade, online payments, etc.

Facilitate world-class recreation amenities.
- Complete 18th hole relocation at Vail Golf Club and companion driving range net project.
- Remodel Nordic Center/Golf Course Clubhouse.
- Complete upper bench improvements at Ford Park and Amphitheater improvements (on time and on budget).
- Use Ford Park Master Plan and development review process for Betty Ford Alpine Gardens Education Center to ensure facility complies with world-class standards.
- Complete improvements to lower bench playground and restrooms at Ford Park.
- Design and renovate Booth Creek Park.
- Locate, design and create a timetable to build a permanent skatepark.

Review mitigation strategies to reduce impact of I-70.
- Pursue noise wall demonstration project.
- Continue sand berm project in East Vail.
- Work with CDOT on maintenance and water quality issues.
**Focus Area I - Enhance Economic Vitality**

**Goal:** Grow a vibrant and diverse economy that keeps us at the forefront of our resort competitors for the long-term with continued opportunities for private and public investment and philanthropy.

**Key Initiatives & Tactics**
- Develop a long-term plan to enhance our competitiveness as a resort community.
- Continue an ongoing focus on maintaining economic diversity that allows our economy to flourish while protecting it from fluctuating market conditions.
- Continue focus on tourism-based economy.

**2015 Work Program**

- Review 2015 Action Plan Work Program
- Developing Criteria for Tier IV Contributions
- Supplemental Budget for Marketing

**Ongoing in Each Focus Area**
- Ongoing meetings w/ VLMDAC & CSE
- Discussion on VLMD Supplemental Budget for Marketing

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**Focus Area II - Grow a Balanced Community**

**Goal:** Expand upon our community infrastructure as the foundation of our community’s success with particular emphasis on an abundance of recreational, cultural and educational opportunities while building capacity for future leaders.

**Key Initiatives & Tactics**
- Define a balanced community composition.
- Define a practical housing policy.
- Develop a master plan with the Eagle County School District for Red Sandstone Elementary School.

**2015 Work Program**

- Ongoing - Meetings w/ RSES & School District & Youth Foundation
- Ongoing meetings w/ KES & School District & Youth Foundation

**LEADERSHIP - Ongoing Efforts**
- Ongoing Efforts - Vail Leadership University (TOV & VLI), Review Park City Leadership Model, Engage in outreach w/ community youth

**Technology - Ongoing Efforts**
- Ongoing efforts w/ parking structure screens, TOV new website, Review of competition, joint efforts for mobile apps, improved signage, interactive maps

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**Focus Area III - Continually Elevate the Quality of the Experience**

**Goal:** Deliver on the promise, “Vail, Like nothing on earth,” in everything we do.

**Key Initiatives & Tactics**
- Continue to provide excellent municipal services.
- Focus on environmental programs appropriate to our size.
- Implement technology to ensure competitiveness.

**2015 Work Program**

- Municipal Site Development Review
- Review Environmental Baseline
- Review Parking and Transportation 2014 Work Program
- Review Environmental Baseline

**Technology - Ongoing Efforts**
- Technology - Ongoing Efforts w/ parking structure screens, TOV new website, Review of competition, joint efforts for mobile apps, improved signage, interactive maps

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**ONGOING UPDATES**
- Food Park, Booth Creek Park, Golf Course and Nordic Center

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