

2018 - 2022 Strategic Plan

Commission on Special Events



Adopted on May 3, 2017

This plan may be accessed at vailgov.com

Introduction

The Town of Vail has consistently been a leader in the promotion and execution of events that grow partner brands, generate revenues, and support causes both locally and globally. The Commission on Special Events seeks and reviews innovative and exciting proposals for Special Events that support the collective vision of Vail as the world’s “Premier International Mountain Resort Community”.

Mission Statement

The Vail Commission on Special Events (CSE) is accountable to deliver an annual Special Events Plan which ensures world class events and programs 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 Net Promoter Score results that lead to future loyalty.



Contributors

Adopted by the CSE: May 3, 2017

Commission on Special Events (CSE) Members

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Economic Development Office

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This is a revision of the 2013-2017 CSE Strategic Plan.



Plan Review Process

This strategic document was reviewed by the following entities:

- Vail Economic Advisory Council on 5/9
- Vail Local Marketing District Advisory Council on 5/18
- Vail Town Council on 6/6
- Town of Vail Event Review Committee on 6/22

Glossary of Terms:

- TOV – Town of Vail
- CSE – Commission on Special Events
- VEAC – Vail Economic Advisory Council
- ERC – Event Review Committee
- VLMD – Vail Local Marketing District (Town Council)
- VLMDAC – Vail Local Marketing District Advisory Council
- VCBA – Vail Chamber and Business Association
- VVP – Vail Valley Partnership
- VRD – Vail Recreation District



Ordinance

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

(Ord. 30(2004) § 7)



Ordinance

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)



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 and programs 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. Provide a superior community and guest experience

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



CSE Event Categories

Recreational, Cultural & Community Events: Signature

Goal: Deliver a diverse calendar of events in the Town of Vail that promote economic vitality and community enrichment

Signature Events:

- Established events that take place over multiple days and/or weeks
- Strong Vail Brand identity
- Drive overnight visitation
- Promotion and marketing reach through local, regional, national and international media exposure
- Several of these events receive their funding from the Town Council. Post event review and evaluation will be overseen by the CSE



CSE Event Categories

Recreational, Cultural & Community Events: Destination & Ambient

Destination Events:

- Newer events, participatory sporting events and large scale ambient events which support the CSE's criteria for promoting economic vitality and driving destination visitation
- Supports the Vail Brand
- Primarily local and regional media exposure, may attract some national exposure or sponsorships

Ambient Community Events:

- Ambient events which contribute to a sense of community, vitality and fun; enhance the guest experience and promote high NPS (Net Promoter Score)
- Primarily local media exposure
- Community celebrations: i.e. Vail America Days, Vail Holiday, Vail Family Fun Fest



CSE Event Categories

Education and Enrichment Events & Programs

Goal: Promote leadership development, intellectual opportunities and health and well-being

- Shall be part of the CSE RFP process
- Potential to *build* the Vail Brand as an educational and well-being destination
- Local, regional, (and when appropriate) national and international media exposure
- Economic impact may be in the future: Potential to return economic benefits as participants share their experiences to individuals and groups within their spheres of influence



CSE Funding Scorecard & Evaluation Criteria

Recreational, Cultural & Community

	Criteria	Rating
Potential to Increase Room Nights and Revenues:	Out of Region Guests (Current mix 50%)	0-10
	Regional Destination Guests (Current mix 32%)	0-5
	International Guests (Current mix 3%)	0-5
	Drive Group Business	0-5
	Increase Sales Tax Revenue	0-10
Brand Fit	Supports the Vail Brand	0-10
Timing	Optimize calendar - "the right events at the right time"	0-5
Demographic Fit	Optimize visitor mix (age, income, demographic targets per research data)	0-10
Community Enrichment	What is the community involvement opportunity and/or lasting community benefit?	0-5
Growth Potential	Continues to evolve by delivering fresh content, enhanced experiences	0-10
	Promotes an atmosphere of vitality, fun and celebration	
Marketing Strength	Extent and quality of promotional and marketing "reach"	0-15
	Leverage media exposure and sponsorship support	
Producer Qualifications	Proven quality, knowledge and resources to sustain and grow the event	0-10
Maximum Score		100



CSE Funding Scorecard & Evaluation Criteria

Education and Enrichment Events & Programs

	Criteria	Rating
Potential to achieve one or more of the following:	Enhance Leadership Skills: locally, nationally, internationally	0-25
	Foster a Health and Well Being reputation for Vail	
	Provide opportunities for intellectual dialogues and problem solving	
	Deliver an educational component	
	Create a lasting impact on the community	
Brand Opportunity	Builds the Vail Brand	0-15
Timing	Optimize calendar - "the right events at the right time"	0-5
Demographic Fit: Audience	Optimize quality of participants to improve future economic opportunity	0-10
Community Enrichment	What is the community involvement opportunity and/or lasting community benefit?	0-10
Growth Potential	Continues to evolve by delivering fresh content, enhanced experiences	0-10
	Achieves national/global recognition and participation	
Marketing Strength	Extent and quality of promotional and marketing "reach"	0-15
	Leverage media exposure and sponsorship support	
Producer Qualifications	Proven quality, knowledge and resources to sustain and grow the event	0-10

Maximum Score	100
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Strategic Principles

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

Research has proven that special events generate additional sales tax revenues in the Town of Vail.



Strategic Principles

- 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 and local businesses impacted by events 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 and success.
- One point of contact is needed to support special event producers for administration and permitting.
- Another point of contact is needed for funding and marketing.
- Staff partners with event producers to provide resources and process guidelines to execute their event.



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Strategic Direction

The CSE will encourage and recruit independent event organizers to produce events in Vail by acting in a supporting role to provide funding for the development of new events, as well as funding consideration for existing events that continue to contribute to the vitality of the community. The CSE will also provide guidance to event producers on date recommendations, event concepts, sponsorship, venue, marketing and any other relevant topics as appropriate.



Accountability & Post-Event Review

It continues to be the job of the CSE to develop and assist performing events, seek out new events that support the Vail brand and put on notice events not performing up to stated criteria.

In keeping with the public trust and economic realities, every event investment will be held to a high level of accountability. Each producer is required to complete a marketing checklist and adhere to the specified timeline. In addition, when necessary, the event producer must complete their event permit and meet with the ERC.

A post-event recap is required from each event receiving public funding. This recap is scheduled within 60 days after the event and will be publicly reviewed by the CSE.



Measuring Progress

Event Recap

The event recap template is comprehensive and serves as a detailed guideline for the event producer to present the results, successes and areas for improvement for their event. Some events are also earmarked to be surveyed by an independent 3rd party organization and that information is included in the recap.

Each event recap answers these strategic questions as well as others and is accompanied by a detailed report on specifics:

- Did the event investment increase Vail's economic performance?
- Is the event investment being fully leveraged to increase both revenue and marketing reach?
- Does this event contribute to a strong sense of community and better quality of life?
- What is the potential for event growth?
- How did the event results meet the CSE scorecard criteria?
- Was the event budget maximized for best results?



CSE Oversight

Diversity & Activation

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

- Attracting and developing cultural, recreation and community events that enhance and contribute to Vail's world-class reputation and have a positive impact on the community.
- Cultivating education and enrichment events that will provide opportunity for intellectual discussion as well as positively impact the community in other ways.
- Encouraging activation of events to create an expanded presence throughout the community and stimulate the participation of the merchants, restaurants and bars, and lodges.



CSE Oversight

Special Event Benefits

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

- Following objective event selection, funding and evaluation criteria
- Utilizing critical success measurements. In coordination with VLMD and appropriate research vendors, tools will be used to measure:
 - Sales and lodging tax collections (Staff)
 - Occupancy rates (DestiMetrics)
 - Impact from direct event spending (RRC Associates/Producer/Staff)
 - Quantifiable marketing exposure (Producer/Staff)
 - Net Promoter Score (NPS) (RRC Associates/Producer)
- Contributions to sense of community:
 - Does the event improve the quality of experience for guests and residents?
 - Does it draw down-valley residents into Vail?
 - Is it fun?



CSE Oversight

Communication, Cooperation and Coordination

- Provide complete and accurate information with regard to the calendar of special events to internal Town of Vail staff, organizations, guests and community members. (Staff)
- Communicate with the local business community, the Vail Chamber and Business Association (VCBA), 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 and the VEAC and continue to work cooperatively to align special events and marketing programs.
- Maintain annual meetings with the ERC.
- 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 VLMDAC.
- Maintain coordination and communication between the ERC, VRD, Vail Resorts and CSE. (Staff)
- Continue to foster a culture within the TOV that welcomes special events and provides a “can do” attitude of cooperation between TOV Departments, event producers and local businesses. (Staff/ERC)



CSE Oversight

Alignment with Town Council Mission and Goals

- Green Events: Require environmentally sustainable event practices in order to preserve our surrounding natural environment.
- 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 special events strategy delivering significant economic benefits.
- Continue to demonstrate to the Town Council that Special Events are a revenue provider for the Town, while simultaneously making Vail a more vibrant place to live, work and play.
- Deliver exceptional experiences and an abundance of recreation, cultural, community events along with educational and enrichment programs to our guests and residents.



Conclusion

This new five-year plan was updated from the previous plan to incorporate changes from the Town Council and Economic Development Office. It will be revisited annually by the CSE board and changes will be communicated to Town Council, another revision will occur in 2022.

The plan will continue to be revised accordingly as the special events program evolves and adapts to current economic conditions and Town Council priorities.

