

VAIL TOWN COUNCIL REGULAR MEETING

Agenda



Town Council Chambers

11:00 AM, February 21, 2017

Notes:

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

Public comment on any agenda item may be solicited by the Town Council.

1. Site Visits

- 1.1. Re-dedication of Vail Fire Station One 60 min.

Depart Vail Municipal Building approximately 11 a.m. in van to Fire Station One at 4116 Columbine Drive East Vail

Background: Vail Fire & Emergency Services invites the Town Council to the re-dedication of Fire Station One at 4116 Columbine Drive in East Vail. A brief ceremony will occur to celebrate the completion of the fire station improvements.

- 1.2. Luncheon with Vail Recreation District Board Members at the Vail Golf & Nordic Clubhouse at 1775 Sunburst Drive 75 min.

Presenter(s): Vail Recreation District

Background: Vail Recreation District Board members have invited Vail Town Council to the Vail Golf & Nordic Clubhouse for lunch at which time there will be a 1) review of the recreation district's history, and 2) a review of the district's financial condition.

2. Break

- 2.1. Return to Vail Municipal Building and convene afternoon meeting at 2 p.m. 15 min.

3. DRB / PEC Update

- 3.1. DRB / PEC Update 5 min.

Presenter(s): Chris Neubecker, Planning Manager

4. Presentations / Discussion

- 4.1. Slifer Square Update 15 min.

Presenter(s): Chad Salli, Project Engineer

Action Requested of Council: Town Council consider the information presented and provide input and/or necessary direction.

Background:

Staff has identified 4 significant maintenance issues concerning Slifer Square. These included the following.

1. Damaged storm sewer

2. Storm water being discharged into Gore Creek without treatment,
3. Water leaking from the fountain, and
4. Corroded steel snowmelt mains.

The Capital Project Budget included:

- \$150,000 in 2016 for design and engineering
- \$1,350,000 in 2017 for construction

At the time of budgeting it was unknown as to what the final scope, design and construction cost would be, so the above placeholder budget was requested. Now that the final scope and design is complete the engineer's estimate for construction as of this past January is \$3 Million.

Staff Recommendation: Staff recommends that the Town Council consider the information presented above and provide input and/or necessary direction.

4.2. 2010 Model Traffic Code Adoption 20 min.

Presenter(s): Daric Harvey, Police Commander Tom Kassmel, Town Engineer

Action Requested of Council: Review the attached materials for discussions about adopting the most recent version of the Colorado Department of Transportation's model traffic code.

Background: The Town's currently adopted version of the model traffic code is 40 years old. CDOT has released 4 subsequent versions of the model traffic code for statewide adoption.

Staff Recommendation: The Town should take steps to update the model traffic code used to regulate traffic control.

4.3. Transportation Impact Fee Discussion 20 min.

Presenter(s): Tom Kassmel, Town Engineer

Action Requested of Council: Review Transportation Impact Fee draft fee schedule and implementation plan

Background: TischlerBise has provided an updated Nexus Study and draft fee schedule for the Town's review. The draft fee schedule is based on anticipated future development, the current estimated cost of the capital projects to accommodate future development, and the appropriate proportioned fiscal responsibility. Staff will review in more detail the suggested draft impact fee schedule and its implementation.

Staff Recommendation:

Affirm direction of the Transportation Impact Fee

5. Interviews for Boards and Commissions

5.1. Interviews for Vail Local Housing Authority (VLHA) 60 min.

Presenter(s): Patty McKenny, Town Clerk

Action Requested of Council: Interviews will be conducted during the afternoon and one appointment to the VLHA will be made during the evening meeting.

Background: There is one vacancy on the VLHA due to a recent resignation. The appointment will be made to serve until May 31, 2017 at which time a five year term will be available for another appointment. VLHA members act as a Board of Directors for the business of the VLHA, with duties that include budget and police approvals, strategic and long term planning, and management of the town's deed restricted housing inventories.

6. Information Update

- 6.1. Future Meeting Agenda Topics 5 min.
- 6.2. Town Council Retreat February 22, 2017 Agenda
- 6.3. VLHA Meeting Minutes
- 6.4. CSE February 1, 2017 DRAFT Minutes
- 6.5. VEAC February 14, 2017 Meeting Minutes
- 6.6. AIPP Meeting Minutes
- 6.7. Holy Cross Energy Vegetation Trimming Program
- 6.8. Holy Cross Energy Middle Bench Access

7. Matters from Mayor, Council and Committee Reports

- 7.1. Vail Trailblazer Award Update 10 min.

8. Executive Session

- 8.1. Executive Session, pursuant to: 1) C.R.S. §24-6-402(4)(b)(e) - to receive legal advice on specific legal questions; and to determine positions, develop a strategy and instruct negotiators, Regarding: Chamonix Development Agreement with Triumph Development; 2) C.R.S. §24-6-402(4)(f)) - to discuss personnel matters, Regarding: Discussion of Town Manager transition. 20 min.
Presenter(s): Matt Mire, Town Attorney

9. Recess

- 9.1. Recess at 4:30 p.m.

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.



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC:

Re-dedication of Vail Fire Station One

Depart Vail Municipal Building approximately 11 a.m. in van to Fire Station One at 4116 Columbine Drive East Vail

BACKGROUND: Vail Fire & Emergency Services invites the Town Council to the re-dedication of Fire Station One at 4116 Columbine Drive in East Vail. A brief ceremony will occur to celebrate the completion of the fire station improvements.



MAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Luncheon with Vail Recreation District Board Members at the Vail Golf & Nordic Clubhouse at 1775 Sunburst Drive

PRESENTER(S): Vail Recreation District

BACKGROUND: Vail Recreation District Board members have invited Vail Town Council to the Vail Golf & Nordic Clubhouse for lunch at which time there will be a 1) review of the recreation district's history, and 2) a review of the district's financial condition.

ATTACHMENTS:

Description

VRD Presentation



VAIL RECREATION
DISTRICT

VRD/TOV Joint Session

February 21, 2017



- Historical Background
 - 1966- VMRD formed (Prior to the Town)
 - VMRD developed the golf course and tennis courts
 - 1976- TOV formed a recreation department
 - 1989- Recreation program management transferred to VMRD
 - 1991- VRMD name changed to VRD
 - 1993- TOV & VRD entered into lease of town-owned facilities
 - 1994- Election to transfer 2.76 mills from TOV to VRD for operations
 - 2001- VRD issues bonds for Dobson improvements
 - 2003- Vail Gymnastics Center constructed
 - 2004- Golf industry declines & VRD obtains Dobson bond mill levy
 - 2005- Lionshead TIF collections start, ending in 2030
 - 2007- Borne Engineering hired to assess capital needs
 - 2008- TOV & VRD enter into new leases of town-owned facilities
 - 2016- Borne Engineering capital plan updated



- Leased Facilities
 - Golf Course, Starter House and Clubhouse
 - Golf Maintenance
 - Nature Center
 - Tennis Center
 - Gymnastics Center
 - Ford Park Athletic Fields
 - Red Sandstone Athletic Field
 - Donovan Athletic Field
 - Dobson Ice Arena
 - Lionshead Community Programming
 - Golden Peak Pickleball Center



Responsibilities Under The Current Leases

TOV Responsibilities

- Building exteriors
- Building mechanical
- Tennis fencing & retaining walls
- 50% of:
 - Irrigation system
 - Tee box retaining walls
 - Bridges

VRD Responsibilities

- Building interiors
- Golf holes & driving range
- Starter house
- 50% of:
 - Irrigation system
 - Tee box retaining walls
 - Bridges
- Annual lease payment of \$122K (now up to \$137K)



- Projects Completed Since 2008
 - Dobson, Golf Club and Tennis Center ADA compliance
 - Golf hole #3 tee box retaining walls
 - Golf hole #7 tee box retaining walls
 - Golf course irrigation system
 - Two golf course bridge replacements
 - Tennis court retaining walls and fencing
 - Lionshead Community Programming facility
 - Driving range net expansion
 - Ford Park fields and concessions/restrooms
 - Zeke M. Pierce Skatepark
 - Golden Peak Pickleball Center
 - Golf clubhouse and hole #18



Upcoming Capital Projects

TOV Responsibilities

- Tennis Center roof, mechanical and restrooms
- Dobson doors, windows electrical and mechanical
- Golf Maintenance roof and exterior
- Golf Maintenance storage facility
- Gymnastics A/C system
- Golf course bridges and tee boxes (50%)

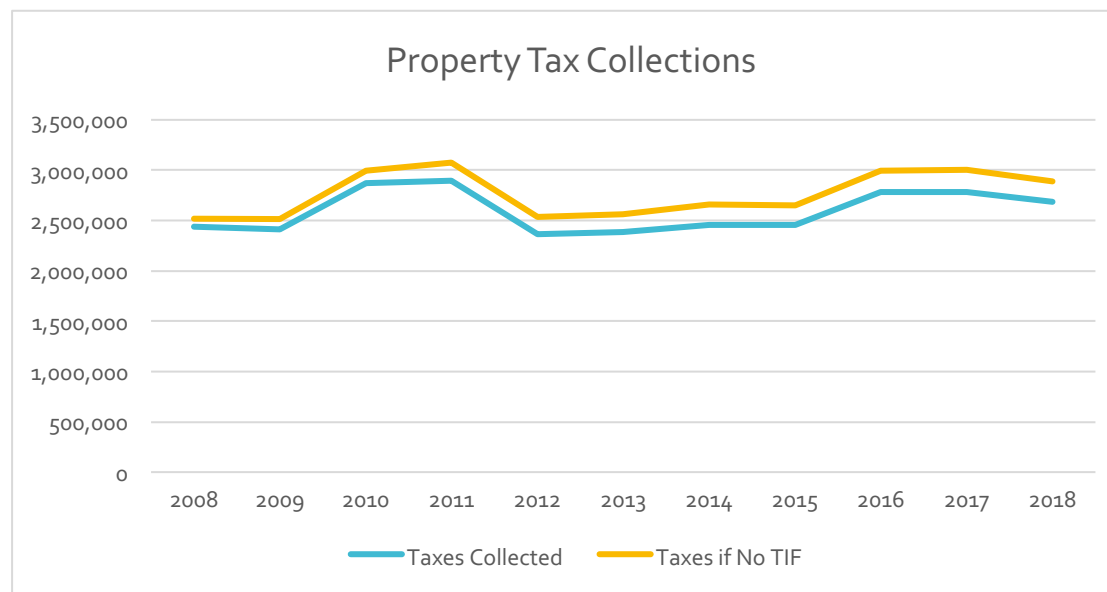
TOTAL \$4M over 10 years

VRD Responsibilities

- Tennis Center, Golf Maintenance and other facility interiors
- Tennis court screens and releveling
- Imagination Station exhibits
- Dobson rink chiller system, bleachers, scoreboards, sound system, concessions, stage, flooring and other
- Golf starter house, kitchen/event equipment
- Golf driving range, weather shelter, cart path overlays, bunkers, tees and trees
- Golf course bridges and tee boxes (50%)
- **TOTAL \$8M over 10 years**



- VRD Financial Challenges
 - Decline in property taxes after real estate downturn
 - \$1.15M contribution towards clubhouse project
 - Increased operations costs from expanded programming, affordable care act and inflation
 - Golf course construction (irrigation, bridges, hole #18, clubhouse)
 - Gallagher adjustment to residential assessment rate





- VRD Financial Challenges
 - Over next 10 years, VRD expects to only have \$1.5M of the \$8M needed for town-owned facility responsibilities.
- Possible Solutions:
 - Reduction in programs offered
 - Increase in user fees
 - TOV takes on additional responsibilities in the leases
 - Ask voters for a mill levy increase (roughly 1 mill)
 - VRD need a definitive answer from the town so that we know how much to ask for from the voters and what it will be used for



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Return to Vail Municipal Building and convene afternoon meeting at 2 p.m.



TAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: DRB / PEC Update

PRESENTER(S): Chris Neubecker, Planning Manager

ATTACHMENTS:

Description

February 13, 2017 PEC Meeting Results

February 15, 2017 DRB Meeting Results



PLANNING AND ENVIRONMENTAL COMMISSION

February 13, 2017, 1:00 PM

Vail Town Council Chambers

75 S. Frontage Road - Vail, Colorado, 81657

1. Call to Order

Members Present: Brian Gillette, Kirk Hansen, Ludwig Kurz, John Ryan Lockman, Henry Pratt, John Rediker, and Brian Stockmar

- ### 2. Report to the Planning and Environmental Commission of an administrative action regarding a request for a minor amendment to Special Development District (SDD) No. 4, Cascade Village, pursuant to Section 12-9A-10, Amendment Procedures, Vail Town Code, to allow for modifications to the approved development plans for an addition to the salon and spa within the Hotel Talisa (formerly known as the Vail Cascade Resort and Spa) located at 1300 Westhaven Drive / Unplatted, and setting forth details in regard thereto (PEC 17-0001).

Applicant: Vail Hotel Partners LLC, represented by Mauriello Planning Group
Planner: Chris Neubecker

Chairperson Rediker asked if Mr. Neubecker had any additional comments to provide beyond what was presented in the Staff Memo.

Mr. Neubecker indicated that staff had reviewed the application and found it conforming to relevant codes. The application has been approved at the staff level, and unless the PEC has questions about the application or chooses to call it up, no further action by the PEC is required.

There were no additional comments or questions

- ### 3. Approval of Minutes
- January 23, 2017 PEC Meeting Results

Motion: Approve
First: Kurz **Second:** Gillette **Vote:** 7-0-0

- ### 4. Informational Update
- An introduction and update on the Town's Art in Public Places (AIPP) program.

Referencing a PowerPoint presentation, Molly Eppard, AIPP Coordinator, provided information regarding the Town's Art in Public Places (AIPP) program to the PEC. Topics included: history of the program, Mission and Board configuration, a summary of the existing Town of Vail Public Art collection, future additions to the collection, artwork criteria, and AIPP events such as Wednesday Art Walks.

Ms. Eppard emphasized the Public Art regulations within the Vail Town Code and discussed its applicability and requirements.

Commissioner Lockman asked about the role of the AIPP in the recently reviewed Marriott Residence Inn Special Development District. Ms. Eppard and Mr. Neubecker commented that the project is currently proposing a bus shelter as their public art; the item will be reviewed at the next AIPP meeting on March 6th.

Commissioner Hansen asked if the AIPP Board approved the proposed public art at The Lion development, to which Ms. Eppard responded in the affirmative.

Commissioner Hansen asked how many of the public art work are privately owned versus Town-owned. Ms. Eppard responded there are 47 pieces of artwork owned by the Town; the number of privately owned pieces is unknown.

Ms. Eppard stated that there is a new interactive collection map available at www.artinvail.com. In the future, the website will have additional audio information that will allow for enhanced self-guided tours.

Commissioner Lockman stated that he felt there was a lack of artwork along the Gore Creek and other walking corridors; this would be an opportunity to integrate public art with education about the creek. Ms. Eppard stated that among other plans for the summer, there is an upcoming program that will place artwork near storm drains.

Commissioner Hansen asked about the status of the Pete Seibert memorial sculpture, to which Ms. Eppard replied that there is currently ongoing private fundraising for the sculpture.

Mr. Neubecker asked about the potential for an “arts campus” in Ford Park. Ms. Eppard stated there is a building in Ford Park which is being examined for the potential to be an artist studio space.

Commissioner Stockmar asked if there have been issues with vandalism and damage, to which Ms. Eppard responded that there have been a few incidents, including a couple with the 10th Mountain Division statue.

5. Adjournment at 1:44 PM

Motion:	Adjourn		
First:	Stockmar	Second:	Gillette Vote: 7-0-0

The applications and information about the proposals are available for public inspection during regular office hours at the Town of Vail Community Development Department, 75 South Frontage Road. The public is invited to attend the project orientation and the site visits that precede the public hearing in the Town of Vail Community Development Department. Times and order of items are approximate, subject to change, and cannot be relied upon to determine at what time the Planning and Environmental Commission will consider an item. Please call (970) 479-2138 for additional information. Sign language interpretation is available upon request with 48-hour notification. Please call (970) 479-2356, Telecommunication Device for the Deaf (TDD), for information. Community Development Department



DESIGN REVIEW BOARD AGENDA

PUBLIC MEETING

February 15, 2017

Council Chambers

75 South Frontage Road West - Vail, Colorado, 81657

MEMBERS PRESENT

Bill Pierce
Rollie Kjesbo
Doug Cahill
Peter Cope

MEMBERS ABSENT

Andy Forstl

PROJECT ORIENTATION

2:00pm

SITE VISITS

1. 4770 Bighorn Road/Racquet Club Townhomes
2. Marx Residence – 2627 Arosa Drive
3. Ryan Residence – 807 Potato Patch Drive

MAIN AGENDA

3:00pm

1. Chamonix Neighborhood DRB16-0508
Final review of new construction (townhouses)
2310 Chamonix Road/Parcel B, Vail Das Schone Filing 1
Applicant: Town of Vail, represented by Triumph Development
ACTION: Approve with Condition
MOTION: Kjesbo **SECOND: Cahill** **VOTE: 4-0-0**
CONDITION:

1. Prior to application for a building permit, the applicant shall provide the Public Works Department with an updated drainage study/plan for review and approval.
2. Sundial Townhome Association DRB17-0019
Final review of an exterior alteration (garages)
5040 Main Gore Place/Sundial Phase 2
Applicant: Sundial Townhome Association, represented by Pierce Architects
ACTION: Approve
MOTION: Cahill **SECOND: Cope** **VOTE: 3-0-1 (Pierce Recused)**
3. Vail Racquet Club Homeowners Association DRB17-0021
Final review of an exterior alteration (entry/siding)
4770 Bighorn Road/Racquet Club Townhomes
Applicant: Vail Racquet Club Homeowners Association, represented by Victor Mark Donaldson Architects
ACTION: Table to March 1, 2017
MOTION: Kjesbo **SECOND: Cahill** **VOTE: 4-0-0**
4. Ryan Residence DRB17-0031
Conceptual review of a New Single Family Residence
807 Potato Patch Drive/Lot 30, Block 1, Vail Potato Patch Filing 1
Applicant: Scott Ryan, represented by Pierce Architects

ACTION: Conceptual

5. Westhaven LLC & Lipnick Residence DRB17-0023 Matt
Final review of new construction (Single Family Home)
1255 Westhaven Circle Units A & B/Lot 45, Glen Lyon Subdivision
Applicant: Janie Lipnick, represented by K.H. Webb Architects
ACTION: Approve
MOTION: Kjesbo **SECOND: Cahill** **VOTE: 4-0-0**
6. Marx Residence DRB17-0025 Matt
Final review of an addition
2627 Arosa Drive/Lot 10, Block C, Vail Ridge Subdivision
Applicant: Lawrence Marx, represented by K.H. Webb Architects
ACTION: Approve
MOTION: Kjesbo **SECOND: Cahill** **VOTE: 4-0-0**

STAFF APPROVALS

- Pendulum DRB16-0531 Jonathan
Final review of a sign (business id.)
263 Gore Creek Drive/Lot C-E, Block 5, Vail Village Filing 1
Applicant: Gorsuch Ltd., represented by David Segerdahl
- Hotel Talisa DRB16-0545 Chris
Final review of a sign (building ID)
1300 Westhaven Drive/Unplatted
Applicant: Vail Hotel Partners LLC, represented by Mauriello Planning Group
- Hotel Talisa DRB17-0004 Chris
Final review of an addition (spa & salon)
1300 Westhaven Drive/Unplatted
Applicant: Vail Hotel Partners LLC, represented by Mauriello Planning Group
- Baggaley Residence DRB17-0008 Jonathan
Final review of an addition (250) (entry/porch)
4352 Spruce Way Unit 5/Lot 9, block 3, Bighorn 3rd Addition
Applicant: Jason Baggaley, represented by MPP Design Shop
- Machine Gun LLC DRB17-0016 Matt
Final review of an exterior alteration (hot tub)
141 East Meadow Drive Unit 3C/Lot P, Block 5D, Vail Village Filing 1
Applicant: Machine Gun LLC, represented by Maximum Comfort Pool & Spa
- Betty Ford Alpine Gardens/Town of Vail DRB17-0024 Jonathan
Final review of a change to approved plans (solatubes)
530 South Frontage Road East/Unplatted – Ford Park
Applicant: Betty Ford Alpine Gardens, represented by Hunn Consulting Group
- Willow Bridge Vail Realty LLC DRB17-0030 Brian
Final review of changes to approved plans (windows/roof)
1 Willow Bridge Road Unit 44/Lot 2, Sonnenalp Subdivision
Applicant: Willow Bridge Vail Realty LLC, represented by Suman Architects

Highland Properties 2816 LLC DRB17-0033
Final review of an exterior alteration (windows/doors)
285 Forest Road/Lot 20, Block 7, Vail Village Filing 1
Applicant: Highland Properties 2816 LLC, represented by Suman Architects

Matt

The applications and information about the proposals are available for public inspection during regular office hours at the Town of Vail Community Development Department, 75 South Frontage Road. The public is invited to attend the project orientation and the site visits that precede the public hearing in the Town of Vail Town Council Chambers. Times and order of items are approximate, subject to change, and cannot be relied upon to determine at what time the Design Review Board will consider an item. Please call (970) 479-2138 for additional information. Sign language interpretation is available upon request with 48-hour notification. Please call (970) 479-2356, Telecommunication Device for the Deaf (TDD), for information.

VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Slifer Square Update

PRESENTER(S): Chad Salli, Project Engineer

ACTION REQUESTED OF COUNCIL: Town Council consider the information presented and provide input and/or necessary direction.

BACKGROUND:

Staff has identified 4 significant maintenance issues concerning Slifer Square. These included the following.

1. Damaged storm sewer
2. Storm water being discharged into Gore Creek without treatment,
3. Water leaking from the fountain, and
4. Corroded steel snowmelt mains.

The Capital Project Budget included:

- \$150,000 in 2016 for design and engineering
- \$1,350,000 in 2017 for construction

At the time of budgeting it was unknown as to what the final scope, design and construction cost would be, so the above placeholder budget was requested. Now that the final scope and design is complete the engineer's estimate for construction as of this past January is \$3 Million.

STAFF RECOMMENDATION: Staff recommends that the Town Council consider the information presented above and provide input and/or necessary direction.

ATTACHMENTS:

Description

Slifer Square Update Memo



Memorandum

To: Vail Town Council
From: Department of Public Works
Date: February 21, 2017
Subject: Slifer Square Repair Project – Town Council Update

I. INTRODUCTION

The purpose of this discussion is to update the Town Council in regards to the design progress of the Slifer Square Repair Project.

II. BACKGROUND

Staff has identified 4 significant maintenance issues concerning Slifer Square. These included the following.

1. Damaged storm sewer
2. Storm water being discharged into Gore Creek without treatment,
3. Water leaking from the fountain, and
4. Corroded steel snow-melt mains.

The Capital Project Budget included:

- \$150,000 in 2016 for design and engineering
- \$1,350,000 in 2017 for construction

At the time of budgeting it was unknown as to what the final scope, design and construction cost would be, so the above placeholder budget was requested. Now that the final scope and design is complete the engineer's estimate for construction as of this past January is \$3 Million.

III. DESIGN DISCUSSION

The project includes replacement of 150 lf of storm sewer with installation of water quality features, replacement of 180 lf of snowmelt mains and 19,000 SF snowmelted pavement, construction of a new fountain and electrical/irrigation upgrades to Slifer Square. During the design it was discovered that the storm sewer not only had a section of pipe that was damaged but the profile actually ran uphill 2', tripling the amount of storm sewer pipe to be replaced to achieve positive flow down to the Gore Creek.

Once estimates for the designed project were obtained, which far exceeded the amount budgeted as a placeholder, staff reviewed options which may be taken to reduce the costs. The depth and alignment of the storm sewer and water quality vaults

necessitates reconstruction of the fountain and heated paver areas in the square. An alternate alignment could be further explored that may not require the reconstruction of the fountain but would still require all the heated paver area to be removed/replaced. This could provide a reduction in construction costs in the \$500,000 - \$800,000 range, but would not correct or replace the leaking fountain. Further cost reductions may be achieved by only replacing the corroded snowmelt mains in the area that is disturbed by the storm sewer construction, between the Covered Bridge and heated concrete bus lanes (4,100 SF snowmelted pavement), approximately \$200,000 savings. This would leave the potential for future glycol leaks under the heated concrete bus lane area and would alter the design concept of carrying pavers all the way from the Covered Bridge to the Village Transportation Center steps.

IV. BUDGET OPTIONS

Once the contractor bids are received this spring the final construction budget will be presented to the Town Council. Options for funding any construction bid overages include; full budget supplemental for 2017, partial budget transfer from the Gore Creek Water Quality budget to offset installation of water quality feature(s), budget as necessary for the project within the 2018 budget.

V. NEXT STEPS

The project is currently out for construction bids with bids due early March. Staff will present the low responsible bid to Town Council for the option to award the contract in full, with a modified scope of work or shelve the project. Construction is scheduled to begin after the mountain closes in April 2017 with a completion date of November 15, 2017. The construction schedule will follow the same as the Vail Village Streetscape with no work in the months of July and August.

Process and Schedule:

- | | |
|------------------------|---|
| • March 29, 2016 | Public Open House |
| • May 17, 2016 | Town Council Update |
| • May-Dec 2016 | Preliminary Design |
| • Dec 19, 2016 | Design Public Open House |
| • Dec 20, 2016 | Town Council: Design Concept Review |
| • January 2017 | Final Design Review Board Approval |
| • January 2017 | Construction Estimate Received/Reviewed |
| • February 2017 | Advertise for Construction Bids |
| • Spring and Fall 2017 | Construction |

V. STAFF RECOMMENDATION

Staff recommends that the Town Council consider the information presented above and provide input and/or necessary direction.



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: 2010 Model Traffic Code Adoption

PRESENTER(S): Daric Harvey, Police Commander Tom Kassmel, Town Engineer

ACTION REQUESTED OF COUNCIL: Review the attached materials for discussions about adopting the most recent version of the Colorado Department of Transportation's model traffic code.

BACKGROUND: The Town's currently adopted version of the model traffic code is 40 years old. CDOT has released 4 subsequent versions of the model traffic code for statewide adoption.

STAFF RECOMMENDATION: The Town should take steps to update the model traffic code used to regulate traffic control.

ATTACHMENTS:

Description

Executive Summary

CDOT Reference Material

CDOT Speed Alteration Guidance



Memorandum

To: Vail Town Council

From: Daric Harvey, Police Commander
Tom Kassmel, Town Engineer

Date: February 21, 2017

Subject: 2010 Model Traffic Code Adoption

Background

The model traffic code (MTC) adopted by the Town of Vail was created in 1977. The Colorado Department of Transportation conducts traffic studies around the state and periodically updates the recommended versions of the model traffic code in order to respond to national traffic management practices and safety concerns not addressed in older versions. There have been four model traffic code revisions by the Colorado Department of Transportation (CDOT) since the adoption of the 1977 MTC by the Vail Town Council. Portions of these revisions have been adopted by reference to address issues such as the construction of roundabouts, but there are still a number of 2010 MTC regulations not currently addressed in the Town Code.

In 1995, CDOT released a version of the MTC to update the MTC used in Vail. In approximately 2001, the Council considered updating the 1977 MTC but ultimately decided not to change. One of the primary discussion points during the 1995 MTC adoption hearing involved speed limits. The 1977 MTC allows for 15 mph speed limits which are still used throughout many streets within the Town. The new MTC would allow for streets designated as winding mountain roads or blind curves to be zoned at 20 mph, but most residential streets in the Town would be zoned at 30 mph. However, the 2010 MTC allows for speeds to be altered after a speed study or traffic investigation shows the need to alter the speed limits. Public Works has conducted speed studies on the streets that residents were concerned about. The study showed that although these streets are currently designated as 15 mph, the most common speed on the streets tested was on average 24 mph. This average was based on the combined average of all streets studied and the speed that 85% or more drivers typically drove on those streets. These results indicated that drivers were not going as fast as residents perceived, but were going higher than the posted limit. CDOT released some literature to guide the studies done by local agencies when trying to determine appropriate speeds.

There is a mis-perception that raising the speed limits will in turn cause drivers to increase their speeds as well. In fact, CDOT studies show that people generally drive the roadway as they perceive the conditions and will ignore limits that are unrealistically too low or too high.

The study done by public works supports this position. Although drivers are not going 15 mph, they also travel slower than the 30 mph reference in the 2010 MTC.

Another issue that was discussed was the designation of certain streets as “play streets.” The 1977 MTC defines a play street as a roadway that is restricted to those who have a residence or business on that street. Otherwise, a play street would primarily be used by pedestrians. Although the 2010 MTC does not specifically define a play street, it does specify that local authorities have the ability to place traffic control devices to regulate traffic. Current play streets were adopted by a separate ordinance from the one that adopted the 1977 MTC. IN order to keep the currently designated play streets, a definition of a play street could be added to the 2010 MTC adoption ordinance, which would allow this practice to continue.

The 1977 MTC was not updated by the 1995 revision. Since that version, CDOT has updated the recommended MTC 3 more times. A review of the 2010 MTC against the current town code was performed and a draft for adoption by reference completed.

Rationale

The 2010 MTC represents the most modern and best practice in traffic management. To continue to provide the highest standard of traffic safety in Vail, the adoption of the 2010 MTC would address issues not covered in our currently approved model traffic code. The 2010 MTC can be adopted by reference which would allow Council to modify portions of the MTC to fit with our needs. In some instances these changes require the adopting body to conduct traffic management surveys or speed studies to show why a change is needed and how it will continue to be safe. In many cases these have been conducted and the best practice recommendation would be to allow alteration of speed limits. Play street designations and speed limits in residential areas were listed as discussion topics in previous MTC discussions. The Town Engineer and Public Works have been compiling speed studies to accurately capture the speeds that the public currently travel on most roads within the Town. They have an accurate estimate of what actual trends are and recommendations for what street speed limits should be lowered. The rationale when CDOT updates a model traffic codes is to follow best practices from national and statewide traffic investigations and research into the safest practices for traffic regulation.

Staff Recommendation

The 2010 Model Traffic Code should be adopted by reference to be in line with best practice recommendations, but with modifications made to address our needs.

Effects of Raising and Lowering Speed Limits

(Part of the [Reasonable Drivers Unanimous](#) site)

[Full Text](#)

[Plain Text Version](#)

Final Report

(Abstract and Finding)

Report No. FHWA-RD-92-084

October 1992

U.S. Department of Transportation
Federal Highway Administration

Research, Development, and Technology
Turner-Fairbank Highway Research Center
6300 Georgetown Pike
McLean, Virginia 22101-2296

The objectives of this research was to determine the effects of raising and lowering posted speed limits on driver behavior and accidents for non-limited access rural and urban highways. Speed and accident data were collected in 22 States at 100 sites before and after speed limits were altered. Before and after data were also collected simultaneously at comparison sites where speed limits were not changed to control for the time trends. Repeated measurements were made at 14 sites to examine short - and long-term effects of speed limit changes.

The results of the study indicated that lowering posted speed limits by as much as 20 mi/h (32 km/h), or raising speed limits by as much as 15 mi/h (24 km/h) had little effect on motorist' speed. The majority of motorist did not drive 5 mi/h (8 km/h) above the posted speed limits when speed limits were raised, nor did they reduce their speed by 5 or 10 mi/h (8 or 16 km/h) when speed limits are lowered. Data collected at the study sites indicated that the majority of speed limits are posed below the average speed of traffic. Lowering speed limits below the 50th percentile does not reduce accidents, but does significantly increase driver violations of the speed limit. Conversely, raising the posted speed limits did not increase speeds or accidents.

Introduction

This study was conducted to examine driver behavior and accident effects of raising and lowering posted speed limits on nonlimited access rural and urban highways. While much research in recent years has focused on the effects of the 55 and 65 mi/h (89 and 105 km/h) speed limits on limited access facilities, the major emphasis of this research is on streets and highways that were posted between 20 and 55 mi/h (32 and 89 km/h)

A maximum speed limit is posted or set by statute on a highway to inform motorists of the highest speed considered to be safe and reasonable under favorable road, traffic, and weather conditions.

A review of early vehicles speed legislation in the United States suggests that regulations were established to improve public safety. The rational for government regulation of speed is based on the fact that unreasonable speed may cause damage and injury. Speed laws also provide a basis for punishing the unreasonable behavior of an individual driver.

Every State has a basic speed statute requiring drivers to operate their vehicles at a speed that is reasonable and prudent under existing conditions. This law recognizes that the maximum safe speed varies due to traffic, roadway, weather, light and other conditions, and places the responsibility of selecting a safe and reasonable speed on the driver.

The majority of motorists select a speed to reach their destination in the shortest time possible and to avoid endangering themselves, others, and their property. In selecting their speed, motorist consider roadway, traffic,

weather, and other conditions. The collective judgment of the majority of motorists represents the level of reasonable travel and acceptable risk. Prior research has shown that the upper region of acceptable risk is in the vicinity of the 85th percentile speed.

Most traffic engineers believe that speed limits should be posted to reflect the maximum speed considered to be safe and reasonable by the majority of drivers using the roadway under favorable conditions. Procedures used to set speed limits have evolved through years of experience and research. Most States and localities set safe and reasonable maximum speed limits based on the results of an engineering and traffic investigation. While all States and most jurisdictions use the 85th percentile speed as a major factor in selecting the appropriate speed limit for a given street or highway, other factors such as roadside development, accident experience, and design speed are often subjectively considered.

The lack of consensus on how to establish safe and reasonable speed limits has led to nonuniform limits. While newspapers and scientific articles dating to the early 1900's discuss the problem and need for uniform limits, engineers such as Bearwald, in 1964, criticized traffic engineers for using nonuniform limits in both rural and urban areas and called for the establishment of speed zones of a factual and scientific basis as opposed to opinion and political expediency. Bearwald's suggestion apparently received little attention. For example, Harkey recently examined speed limits in rural and urban areas in four States and found that speed limits were set from 6 to 14 mi/h (10 to 23 km/h) below the 85th percentile speed.

One primary reason for setting speed limits lower than speed considered safe and reasonable by the majority of motorists is based on the belief that lower speed limits reduced speeds and accidents. Also it has been frequently suggested that most motorists drive 5 to 10 mi/h (8 to 16 km/h) over the posted speed limit, so lower limits should be established to account for this condition.

Conversely, it is believed that raising the speed limit increases speeds and accidents. For example, following a severe accident, one of the most frequent requests made to highway jurisdictions is to lower the speed limit. These requests are founded on public knowledge that accident severity increases with increasing vehicle speed because in a collision, the amount of kinetic energy dissipated is proportional to the square of the velocity. Simply stated, when a vehicle is involved in a crash the higher the vehicle speed, the greater the chance of being seriously injured or killed. However, as noted by a number of researchers, the potential for being involved in an accident is highest when traveling at speed much lower or much higher than the majority of motorists.

Arbitrary, unrealistic and nonuniform speed limits have created a socially acceptable disregard for speed limits. Unrealistic limits increase accident risks for persons who attempt to comply with limit by driving slower or faster than the majority of road users, Unreasonably low limits significantly decrease driver compliance and give road users such as person not familiar with the road and pedestrians, a false indication of actual traffic speeds.

Unrealistically high speed limits increase accident risk for drivers who are inexperienced or who disregard the basic speed law. Unrealistic limits also place enforcement officials and judges in the position of subjectively selecting and punishing violators. This practice can result in punishing average drivers, as well as high-risk violators.

For years, traffic engineering texts have supported the conclusion that motorists ignore unreasonable speed limits. Both formal research and informal operational observations conducted for many years indicate that there is very little change in the mean or 85th percentile speed as the result of raising or lowering the posted limit. Very few accident studies have been conducted to determine the safety effects or altering posted speed limits.

Highway administrators, enforcement officials, the judiciary system, and the public need factual information concerning the effects of speed limits to address pertinent issues. For example, do lower posted speed limits reduce vehicle speeds and accidents? If the speed limit is raised, will speeds and accidents increase? Do most motorists driver 5 to 10 mi/h (8 to 16 km/h) above the posted speed limit. What are the effects of lowering and raising speed limits on driver compliance? Answers to these questions and related issues are addressed in this report.

Summary of Findings

The pertinent findings of this study, conducted to examine the effects of lowering and raising posted speed limits on nonlimited access rural and urban highways, are listed below:

- Based on the free-flow speed data collected for a 24-h period at the experimental and comparison sites in 22 States, posted speed limits were set, on the average, at the 45th percentile speed or below the average speed of traffic
- Speed limits were posted, on average, between 5 and 16 mi/h (8 and 26 km/h) below the 85th percentile speed.
- Lowering speed limits by 5, 10, 15, or 20 mi/h (8, 16, 24, or 26 km/h) at the study sites had a minor effect on vehicle speeds. Posting lower speed limits does not decrease motorist's speeds.
- Raising speed limits by 5, 10, or 15 mi/h (8, 16, or 25 km/h) at the rural and urban sites had a minor effect on vehicle speeds. In other words, an increase in the posted speed limit did not create a corresponding increase in vehicle speeds.
- The average change in any of the percentile speeds at the experimental sites was less than 1.5 mi/h (2.4 m/h), regardless of whether the speed limit was raised or lowered.
- Where speed limits were lowered, an examination of speed distribution indicated the slowest drivers (1st percentile) increased their speed approximately 1 mi/h (1/6 km/h). There were no changes on the high-speed drivers (99th percentile)
- At sites where speed limits were raised, there was an increase of less than 1.5 mi/h (2.4 km/h) for drivers traveling at and below the 75th percentile speed. When the posted limits were raised by 10 and 15 mi/h (16 and 24 km/h), there was a small decrease in the 99th percentile speed.
- Raising speed limits in the region of the 85th percentile speed has an extremely beneficial effect on drivers complying with the posted speed limits.
- Lowering speed limits in the 33rd percentile speed (the average percentile that speed were posted in this study) provides a noncompliance rate of approximately 67 percent.
- After speed limits were altered at the experimental sites, less than one-half of the drivers complied with the new posed limits.
- Only minor changes in vehicles following as headways less than 2s were found at the experimental sites.
- Accidents at the 58 experimental sites where speed limits were lowered increased by 5.4 percent. The level of confidence of this estimate is 44 percent. The 95 percent confidence limits for this estimate ranges from a reduction in accidents of 11 percent to an increase of 26 percent.
- Accidents at the 41 experimental sites where speed limits were raised decreased by 6.7 percent. The level of confidence of this estimate in 59 percent. The 95 percent confidence limits for this estimate ranges from a reduction in accidents of 21 percent to an increase of 10 percent.
- Lowering speed limits more than 5 mi/h (8 km/h) below the 85th percentile speed of traffic did not reduce accidents.
- The indirect effects of speed limit changes on a sample of contiguous and adjacent roadways was found to be very small and insignificant.

Conclusion

The primary conclusion of this research is that the majority of motorist on the nonlimited access rural and urban highways examined in this study did not decrease or increase their speed as a result of either lowering or raising the posted speed limit by 4, 10, or 15 mi/h (8, 16, or 24 km/h). In other words, this nationwide study confirms the results of numerous other observational studies which found that the majority of motorist do not alter their speed to conform to speed limits they perceive as unreasonable for prevailing conditions.

The data clearly show that lowering posted speed limits did not reduce vehicle speeds or accidents.

Also, lowering speed limits well below the 86th percentile speed did not increase speeds and accidents.

Conversely, raising the posted speed

limits did not increase speeds and accidents. The majority of motorist did not drive 5 to 10 mi/h (8 to 16 km/h) above the posted speed limit when speed limits were raised, nor did they reduce their speed by 5 or 10 mi/h (8 to 16 km/h) when speed limits were lowered.

Because there were few changes in the speed distribution, it is not surprising that the overall effects of speed limit changes on accidents were minor. It is interesting to note that compliance decreased when speed limits were lowered and accidents tended to increase. Conversely, when compliance improved after speed limits are raised, accidents tended to decrease.

Based on the sites examined in 22 States, it is apparent that the majority of highway agencies set speed limits below the average speed of traffic as opposed to setting limits in the upper region of the minimum accident risk band or about 85th percentile speed. This practice means that more than one-half of the motorist are in technical violation of the speed limits laws.

Although there are variations from State to State, on average, speed limits were posed 5 and 16 mi/h (8 and 26 km/h) below the 85th percentile speed. As all States use the 85th percentile as a major criterion for establishing safe and reasonable speed limits, it is surprising that the new speed limits posted on the experimental sections examined in this study deviated so far from the 85th percentile speed. There are several plausible reasons. One commonly cited reason for posting unreasonably low speed limits is public and political pressure. While individuals and politicians clearly influence some speed limit decision, there are other factors involved.

Although the 85th percentile speed is used as the major guideline in setting speed limits, other factors such as land use, pedestrian activity, accident history, etc., are often subjectively considered in the decision making process. Together, these factors can account for speed limits that are set 10 mi/h (16 km/h) below the 85th percentile speed. In addition, the 85th percentile speed is often estimated based on a minimum of 200 vehicles or 2 h sample. This process does not take into account the wide hourly fluctuations in the 85th percentile speed over a 24-h period. Furthermore, the vehicle selection process use of radar which is detected by motorist contribute to a bias sample, i.e., usually lower than the average 24-h 85th percentile speed.

Although the study sites could not be randomly selected, they represent a wide range of rural and urban conditions, traffic volume, and regional situations. As large changes in the posted speed limit did not create a meaningful increase or decrease in the motorists' speeds at the study sites, it is plausible that this effect would also be found on other nonlimited rural and urban access highways.

The data collected during this study indicate that there are no benefits, either from a safety or operational point of

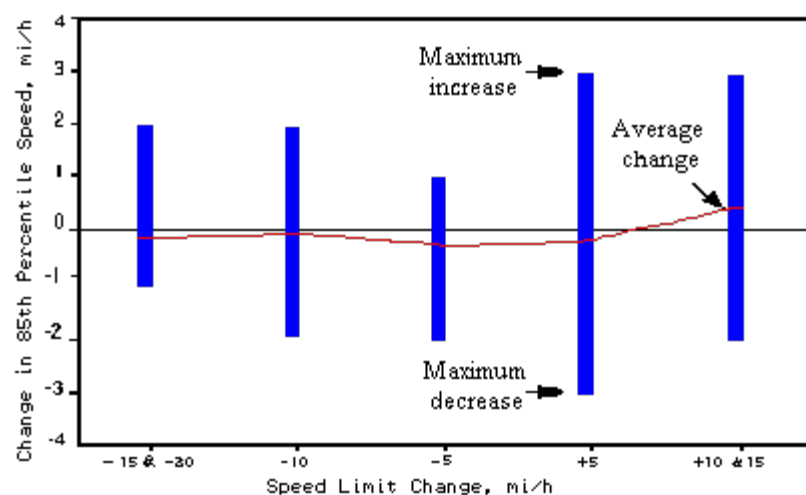


Figure 10. Maximum and average changes in the 85th percentile speeds at the experimental sites.

view, from establishing speed limits less than the 85th percentile speed. This does not mean that all speed limits should be raised. Traffic and engineer investigations should be conducted to obtain an accurate measure of the speed distribution. Greater emphasis should be placed on using the 85th percentile speed in setting safe and reasonable speed limits. These studies should be repeated as land use and traffic characteristics change.

The information provided in this report will be useful to highway agencies, enforcement officials, and other involved in establishing uniform safe and reasonable speed limits on the nation's highways. The graphics, such as figure 10 on p.15 [above], can be used to illustrate the effects of speed limit changes on vehicle speeds. As shown below, figure 41 (which shows the changes in accidents, as well as the 95th percentile confidence limits of the changes) can be used to illustrate the effects of lowering and raising speed limits in accidents. This figure should only be used by persons who have read the accident analysis section in this report and have a basic understanding of the analysis results.

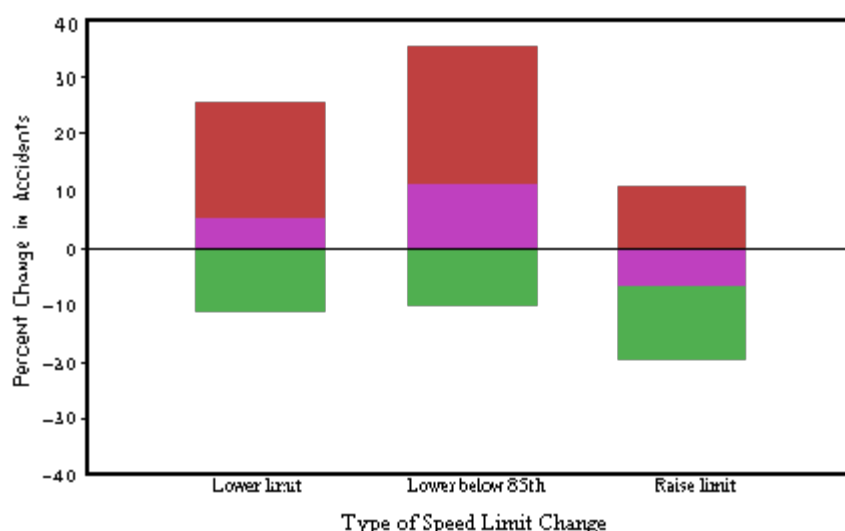


Figure 41. Summary of accident effects of altering posted speed limits.

Performing Organization Name and Address:

Martin R. Parker & Associates, Inc.
38549 Laurenwood Drive
Wayne, Michigan 48184-1073

Sponsoring Agency Name and Address:

Office of Safety and Traffic Operations R&D
Federal Highway Administration
6300 Georgetown Pike
McLean, Virginia 22101-2296

Contracting Officer's Technical Representative (COTR): Howard H. Bissell, HSR-30 and Davey L. Warren, HSR-10.

Contract or Grant Number: DTFH61-85-C-00136.

Type of report and dates covered: Final, October 1985 - June 1992

The entire report is 84 pages long. You can try calling the National Technical Information Service (general info 703-487-4770, sales 703-487-4650) and asking for this report. Even with the report number they won't be able to find it. It's being buried since it says things that certain organizations (both governmental and private) don't want to be made public. However, NMA is selling this report for \$15 plus \$4 shipping and handling. They can be contacted at 608/849-6000; nma@motorists.com; or 6678 Pertzborn Road, Dane, Wisconsin 53529.

This page is part of a larger [Reasonable Drivers Unanimous](http://www.reasonable-drivers-unanimous.com) site. Be sure to check the rest of my site out if this is your first time visiting. You won't regret it!

Related Documents

- [NMA's Model Speed Zoning Law](#)
- [Other studies on the effect of altering speed limits](#)
- [Driver Speed Behavior on US Streets and Highways](#)
- [Did the 65 mph Speed Limit Save Lives?](#)

Related Pages

- [Speed Limits](#)
-

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Why Speed Limits?

Speed limits are supposed to do two things. The primary purpose of speed limits is to enhance safety by reducing risks imposed by drivers speed choices. The intent is to reduce disparities in speeds and reduce the potential for vehicle conflicts. A related function of speed limits is to provide the basis for enforcement and sanctions for those who drive at speeds excessive for conditions and endanger others.

LAW

Prima facie speed limits are those which, "on the face of it," are reasonable and prudent under normal conditions. Normally a driver may exceed a prima facie limit if it is safe to do so; however it is up to the driver to prove that he was driving in a safe manner under existing conditions.

In Colorado, basic prima facie speed limits are:

- 20 mph on narrow, winding mountain roads
- 25 mph in any business district
- 30 mph in any residential district
- 40 mph on open mountain highways

Absolute speed limits are those which may not be legally exceeded under any circumstances. These are:

- 65 mph on open highways
- 75 mph on rural interstate routes

Section 42-4-1102, Colorado Revised Statutes, requires that speed limits are not to be higher or lower than the basic prima facie speed limits unless a Traffic Investigation has justified the change. This law applies to all State Highways, County Roads and City Streets. For State Highways, including portions within municipal corporate limits, the Investigation to justify an increase or decrease of existing speed limits is normally conducted by, and approved by, the Safety and Traffic Engineering Branch of the Colorado Department of Transportation.

Each Investigation to determine an appropriate speed limit should consider the following factors applicable to the portion of road being studied.

- Prevailing speed data (85th percentile)
- Roadside development
- Accident experience
- Road characteristics
- Pace speed
- Parking practices/pedestrian activity

The use of vehicle speed data as one of the factors evaluated for selecting a suitable speed limit is based upon the following fundamental concepts deeply rooted in the United States system of government and law:

- A) Laws cannot be effectively enforced without the consent and voluntary compliance of the public;
- B) Laws are established for the protection of the public and the regulation of the unreasonable behavior of a few individuals;
- C) The normally careful and competent actions of a reasonable person should be considered legal;
- D) Most drivers are reasonable people who will drive carefully at a speed which is suitable for existing conditions.

MISCONCEPTIONS

It is a popular misconception that reducing the speed limit will automatically slow the speed of traffic, while raising the speed limit will automatically cause an increase in the speed of traffic.

"Before and After" speed studies show that there are no significant changes in vehicle

speeds after speed limits are changed. "Before and After" accident studies usually do not show any significant change in accident rates after speed limits are increased or decreased. National studies go further and say that "it is generally at the upper boundary of a speed range where crash involvement rates are lowest."

UNREALISTIC SPEED LIMITS

Traffic investigations have shown that most people will drive the roadway as they perceive the conditions and will ignore a speed limit that is unrealistically too low or too high. A realistic speed limit is voluntarily obeyed by the reasonable majority and more enforcement effort can be applied to the unreasonable few who drive too fast or too slow.



An unrealistic speed limit that is "too low" will:

- A) Make the behavior of the majority unlawful;
- B) If enforced - cause antagonism toward enforcement personnel and traffic laws in general;
- C) Create a bad image of the community for visitors and tourists;
- D) Result in speed differentials in the traffic flow.

Speed as it relates to accident causality is primarily related to speed differentials. Speed differential is the range of vehicle speeds within the traffic stream. A large variation in these speeds complicates the driving task and necessitates sudden braking, multiple lane changes and other compensating driving maneuvers.

A speed limit properly set, will establish a middle ground for all drivers encouraging some to speed up while enticing others to slow down. This then reduces turbulence within the traffic stream and limits conflict points and reduces accidents.

There is no question, however, that speed plays a role in accident severity. Once an accident has begun to occur the degree of damage to a vehicle and its occupants is directly related to the speed the vehicle is going.



REALISTIC SPEED LIMITS

An appropriate, "just right" speed limit will result in the maximum number of vehicles traveling at about the same speed, thus reducing conflicts caused by speed differentials. The 85th percentile speed, that speed at or below which 85% of the traffic is moving, is widely accepted as being closest to that "just right" speed limit - a case of Majority Rule. Of course, other Traffic Investigation factors must be taken into consideration.

Following are some reasons for establishing realistic speed limits:

- A) To provide guidance to the driver, especially strangers to the area, as to what is a suitable speed for normal conditions;
- B) Reasonable speed limits with adequate signing tend to reduce the speed difference between vehicles. The accident rate is less when the majority of vehicles are traveling at about the same speed;
- C) To furnish enforcement personnel with a guide as to what is an appropriate speed for a segment of road so that enforcement actions may be consistent and fair;
- D) To improve the overall credibility of all traffic control devices.

WHAT YOU CAN DO

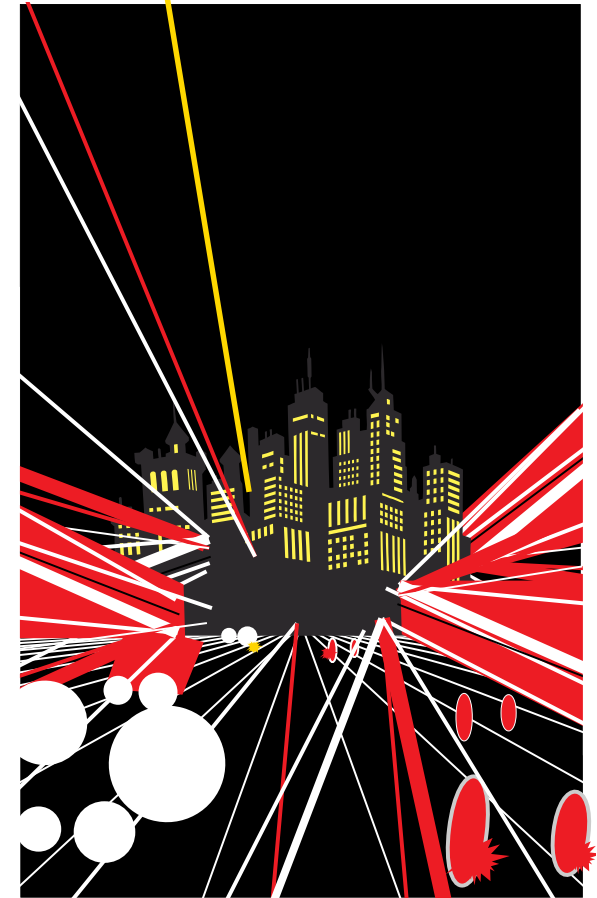
Anyone may report a road segment where the speed limit seems to be too high or too low. If the segment is a portion of county road or city street, contact should be made with that county or municipality. If the segment is a portion of the State Highway System, including U.S. and Interstate routes, contact should be with the Region's Traffic and Safety Engineer of the Colorado Department of Transportation.



Safety and Traffic Engineering Branch
4201 East Arkansas Avenue
EP Suite 770
Denver, Colorado 80222

8/02

Establishing Realistic SPEED LIMITS



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Transportation Impact Fee Discussion

PRESENTER(S): Tom Kassmel, Town Engineer

ACTION REQUESTED OF COUNCIL: Review Transportation Impact Fee draft fee schedule and implementation plan

BACKGROUND: TischlerBise has provided an updated Nexus Study and draft fee schedule for the Town's review. The draft fee schedule is based on anticipated future development, the current estimated cost of the capital projects to accommodate future development, and the appropriate proportioned fiscal responsibility. Staff will review in more detail the suggested draft impact fee schedule and its implementation.

STAFF RECOMMENDATION:

Affirm direction of the Transportation Impact Fee

ATTACHMENTS:

Description

Staff Memo



Memorandum

To: Vail Town Council

From: Public Works Department

Date: February 21, 2017

Subject: Transportation Impact Fee Review of Draft Fee Schedule and Implementation Plan

I. SUMMARY

The Town of Vail has hired the consulting firm TischlerBise to develop an updated transportation impact fee. The impact fee is anticipated to codify the current traffic mitigation fee, help fund future transportation related projects as identified in the Vail Transportation Master Plan, and allow new development to “pay its way”. Over the past year there have been multiple discussions with the Town Council regarding the codification of a Transportation Impact Fee;

- January 2016: Review of the current traffic mitigation fee and the previous effort to codify a Traffic Impact Fee in 2009, and next steps to reengage codification.
- June 2016: Discussion with consultant, TischlerBise, regarding;
- *What is a traffic impact fee?*
 - *Why implement a traffic impact fee?*
 - *What's wrong with our current mitigation fees?*
 - *Can the Town waive fees for certain types of developments?*
- Nov. 2016: Review and confirmation of the Transportation Master Plan capital project list and to what extent (percentage) a transportation impact fee can fund projects.
- January 2017: Presentation by TischlerBise of the draft schedule of Transportation Impact Fees based on the completed Nexus Study.
- February 2017: Review and discussion of Impact Fee and the capital projects list.

The purpose of this Council discussion is to more closely review the Vail Transportation Impact Fee draft fee schedule and implementation plan.

II. DRAFT TRANSPORTATION IMPACT FEE STUDY

TischlerBise has provided an updated nexus study, [The Vail Transportation Impact Fee Study](#), and draft fee schedule for the Town’s review. The draft fee schedule is based on anticipated future development, the current estimated cost of the capital projects to

accommodate future development, and the appropriate proportioned fiscal responsibility. The proposed draft fee schedule is below;

Transportation Impact Fee Schedule

Maximum Supportable Transportation Impact Fees		
<u>Residential (per housing unit)</u>	Heated Sq Ft	
Attached in Core Area	all sizes	\$5,960
Attached Outside Core	all sizes	\$7,450
Detached	2099 or less	\$8,195
Detached	2100 to 2399	\$8,444
Detached	2400 to 2699	\$8,692
Detached	2700 to 2999	\$8,940
Detached	3000 to 3299	\$9,189
Detached	3300 to 3599	\$9,189
Detached	3600 to 3899	\$9,437
Detached	3900 to 4199	\$9,686
Detached	4200 to 4499	\$9,686
Detached	4500 to 4799	\$9,934
Detached	4800 to 5099	\$9,934
Detached	5100 to 5399	\$10,182
Detached	5400 to 5699	\$10,182
Detached	5700 to 5999	\$10,182
Detached	6000 to 6299	\$10,431
Detached	6300 or more	\$10,431
<u>Hotel (per room)</u>		
Hotel in Core Area		\$5,960
Hotel Outside Core		\$7,450
<u>Nonresidential (per square foot of floor area)</u>		
Commercial		\$13.90
Hospital		\$9.93
Office & Other Services		\$6.20

Based on the previous Council discussion and the questions surrounding the incremental detached unit fee schedule, staff reviewed the draft fee schedule in more detail with TischlerBise. After this review staff and TischlerBise recommends eliminating the incremental residential detached housing unit fee and proceeding with one set fee for each net new residential detached unit (~\$9,686). This provides a simpler impact fee, eliminates ambiguity regarding remodels or size of home, and has no real impact on the anticipated total fee collection, as this portion of the fee is only expected to provide 6% of the total impact fee collection.

By removing the incremental fee, the draft fee schedule would look like this:

<i>Maximum Supportable Transportation Impact Fees</i>	
<u><i>Residential (per housing unit)</i></u>	
Attached in Core Area	\$5,960
Attached Outside Core	\$7,450
Detached	\$9,686
<u><i>Hotel (per room)</i></u>	
Hotel in Core Area	\$5,960
Hotel Outside Core	\$7,450
<u><i>Nonresidential (per square foot of floor area)</i></u>	
Commercial	\$13.90
Hospital	\$9.93
Office & Other Services	\$6.20

If Council decides to continue to pursue an incremental fee schedule, the following options can be further reviewed;

- Modify the draft residential detached unit fee schedule by creating a lower limit threshold to exempt smaller remodels. This lower limit threshold could be set at;
 - 300 SF, as this equates to the smallest size employee housing unit allowed per Town code (Single Family, Primary/Secondary Districts), or
 - 500 SF, as this equates to a typical small employee housing unit, or
 - 1000 SF, as this generally equates to the average size increase for an additional bedroom in Vail detached homes, and also is the same as the minimum threshold that Pitkin County uses.
- Or, include in the adopting ordinance that all remodels are exempt, and the net increase only applies to Demo/Rebuilds or New Builds.

Also, if Council decides that the incremental detached unit fee should remain, then staff recommends that the fees should step using a larger incremental square footage of ~500 square feet to reduce the incremental steps from 16 to 9.

III. IMPLEMENTATION PLAN

As identified within Appendix B of the Vail Transportation Impact Fee Study, the following are the highlights of the suggested implementation and administration of this fee;

- Upon codification of the fee, Town staff will administer the fee in accordance with similar terms and conditions as provided for in the Town Code.
- The fees will be updated on a periodic basis, based on an acceptable published Construction Cost Index or on actual updated costs estimates of the specific capital projects
- Project level improvements shall not be eligible for credits towards the impact fee, however if a development constructs a system improvement on the capital

improvement list a credit and/or reimbursement may be provided to the developer for the amount of construction up to the amount shown within the capital improvement project list, and may be reimbursed within a period of up to ten years.

- The Council shall reserve the right to waive and thus subsidize an impact fee on any development type; however, it is suggested this is done on a case by case basis and applied during each development entitlement process. The waiver of such fees will have direct implications to the amount of funding that the impact fee fund can provide for future projects. Below is a break down of the types of developments and the total amount of fees anticipated to be collected by each.

Figure 8 – Impact Fee Revenue Projection

<i>Development Type</i>	<i>Additional Development Units</i>	<i>Fee per Development Unit</i>	<i>Projected Revenue</i>	<i>Percent of Impact Fees</i>
Attached Housing Units in Core Area	705	\$5,960	\$4,202,000	20%
Attached Housing Units Outside Core	554	\$7,450	\$4,127,000	20%
Employee Housing Units in Core Area	41	\$5,960	\$244,000	1%
Employee Housing Units Outside Core	310	\$7,450	\$2,310,000	11%
Detached Housing Units	120	\$9,686	\$1,162,000	6%
Hotel Rooms in Core Area	270	\$5,960	\$1,609,000	8%
Hotel Rooms Outside Core	102	\$7,450	\$760,000	4%
Commercial KSF	320	\$13,900	\$4,448,000	21%
Hospital KSF	140	\$9,930	\$1,390,000	7%
Office & Other Services KSF	88	\$6,200	\$546,000	3%
Total =>			\$20,798,000	100%

IV. NEXT STEPS

Prior to presenting the final recommended Vail Transportation Impact Fee to Council, staff and the consultant team will reach out to the public, receive feedback, and then finalize the project cost estimates and transportation impact fee schedule.

V. STAFF RECOMMENDATION

Staff recommends confirming the direction of the Vail Transportation Impact Fee with the understanding a final Transportation Impact Fee schedule and Ordinance will be presented to Council for adoption within the next couple of months.

VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Interviews for Vail Local Housing Authority (VLHA)

PRESENTER(S): Patty McKenny, Town Clerk

ACTION REQUESTED OF COUNCIL: Interviews will be conducted during the afternoon and one appointment to the VLHA will made during the evening meeting.

BACKGROUND: There is one vacancy on the VLHA due to a recent resignation. The appointment will be made to serve until May 31, 2017 at which time a five year term will be available for another appointment. VLHA members act as a Board of Directors for the business of the VLHA, with duties that include budget and police approvals, strategic and long term planning, and management of the town's deed restricted housing inventories.

ATTACHMENTS:

Description

Memo VLHA Interviews and Appointment



Memorandum

To: Mayor and Town Council

From: Patty McKenny, Town Clerk

Date: February 21, 2017

Subject: Interviews and appointment to Vail Local Housing Authority (VLHA)

I. SUMMARY

Town Council will have an opportunity to interview and appoint candidates to the Vail Local Housing Authority during the February 21 afternoon and evening meeting. There is one vacancy on the board due to a resignation; the appointment will serve until May 31, 2017. The role of Authority members is to act as Board of Directors for the business of the Vail Local Housing Authority. The duties may include budget approval, policy recommendations, advocacy, staff oversight, strategic and long-term planning, and making recommendations for development and acquisition parameters. Technical experience in one of the following areas is desirable: financing large projects and developments, construction management, planning, design, and legal agreements.

II. BACKGROUND

There are five members serving on the VLHA with appointments of five years, as follows:

Name	Term expires
James Wilkins	2019
Steve Lindstrom	2020
Mary McDougall	2021
Scott Ashburn	resigned; May 2017
Molly Murphy	2018

There are eleven eligible candidates as shown by the table below. The eligibility criteria includes the following, 1) must be a full time resident of the Town of Vail, or 2) must be a full time resident of Eagle County and employed with a business that is registered with the Town of Vail.

Vail Local Housing Authority				
		CRITERIA:	OR	AND
	Name	1) FT Resident of Vail	2) FT resident of Eagle County	2.a) work for a business holding a TOV business license
1	Chas Bernhardt	NA	X	X
2	Matt Dyroff	X	NA	NA
3	Patricia Foxwell	X	NA	NA
4	Eugene (Gene) Grace	X	NA	NA
5	William (Bill) Hale	NA	X	X
6	Allison (Ali) Katz	NA	X	X
7	Jerome (Buck) Meader	X	NA	NA
8	Francisco Meza	NA	NA	X
9	Kent Petersmeyer	NA	X	X
10	John Polikandriotis	NA	X	X
11	Karen (Braden) Reid	NA	X	X

Community Development Director, George Ruther, provided some proposed interview questions below:

1. The VLHA advises the Town and staff on matters of both affordable housing policy and implementation strategies. What particular experience do you have with formulating housing policy and implementation strategies?
2. Why are you uniquely qualified to serve on the Vail Local Housing Authority?
3. If you were to be appointed the VLHA, what are one or two specific areas of focus that you would recommend the VLHA spend its time in the coming months?
4. The Town of Vail has many volunteer opportunities for citizens to serve on a board or commission. What is it about the work of VLHA that interests you in serving? How do you think your involvement will make a difference?
5. What is one "out of the box" idea you would recommend the VLHA and the Town pursue in its efforts to address issues of affordable housing in our community?
6. It is often said "your systems are set up to get the results you get". What is it about the current system of providing affordable housing in our community that you would change to get a different result?

ATTACHMENTS

- Applicant Letters of interest and resumes

#1

Patty McKenny

From: Chas Bernhardt <chasb@computervail.com>
Sent: Tuesday, January 24, 2017 4:36 PM
To: Patty McKenny
Subject: Housing Authority Board Vacancy

Letter of Interest for Housing authority board position.

Name:

Chas Bernhardt

Full time Vail resident since September 1974

Full time employed by MBA Group Inc./Better Home Improvers - TOV license 209B since 1975

Experience with contracting, construction management and TOV Planning Board 2000 – 2008.

Contact info:

Chas Bernhardt
2695 South Frontage Road West
Vail, CO. 81657
(970) 376-5994
chasb@computervail.com

Patty McKenny

From: Matt Dyroff / West Point <westpointinvestments@yahoo.com>
Sent: Thursday, January 26, 2017 10:17 AM
To: Patty McKenny
Subject: Fw: Board Position

Good Morning Patty:

Did you receive my email from the other day--see below?

Thanks

Matt

West Point Investments

Matthew C. Dyroff
2033 11th St., Suite 6
Boulder, CO 80302

----- Forwarded Message -----

From: Matt Dyroff / West Point <westpointinvestments@yahoo.com>
To: "pmckenny@vailgov.com" <pmckenny@vailgov.com>
Sent: Tuesday, January 24, 2017 7:08 PM
Subject: Board Position

Hello Patty:

My name is Matt Dyroff and I am interested in the vacant Housing Authority position and believe I can be helpful with the housing situation in Vail.

Currently, I have a daughter in 7th grade in Vail, I have been a full-time resident since 2009 and was previously a part time resident for nearly 25 years. I started the Girls Youth Hockey Program at Dobson Ice Arena in 2010 and would like to continue to give back to my community.

After a career on Wall Street in the 80's I began my Real Estate career and have been doing it ever since. My Real Estate experience is in multi-family housing, condo conversions, student housing, and work force housing in Colorado and Massachusetts. I have a thorough understanding of how to purchase, lease, finance, manage, and build apartments, condos and single family homes. Both communities where I work have experienced the same housing demands that Vail has. Boulder is where my company exists and has been operating since 1988. I have watched as Boulder has struggled with housing. The recent price inflation for rents, and purchasing a home continue to make it out of reach for the average family to own or rent. Years ago, I converted several buildings to condos in an effort to provide affordable housing.

For the last three years I have been providing "work force" housing on Martha's Vineyard, an island off Cape Cod, Massachusetts that attracts a large tourist population in the summertime. Martha's Vineyard has the same seasonal demands Vail has and efforts are under way, and have been for many years, to try to provide housing for seasonal workers. No solution has been reached yet. Currently, my company is the only Real Estate group providing long-term leases for families on Martha's Vineyard.

I certainly do not have a "quick fix" for the housing problems that face Vail, but would like to help work on a solution. Thank you for considering me for this position.

Best,

Matt Dyroff

West Point Investments

Matthew C. Dyroff
2033 11th St., Suite 6
Boulder, CO 80302

Patty McKenny

From: Matt Dyroff / West Point <westpointinvestments@yahoo.com>
Sent: Thursday, January 26, 2017 2:40 PM
To: Patty McKenny
Subject: Re: Board Position

Hi Patty--

My address is 1451 Buffehr Creek Road.

See you soon.

Matt

West Point Investments

Matthew C. Dyroff
2033 11th St., Suite 6
Boulder, CO 80302

From: Patty McKenny <PMcKenny@vailgov.com>
To: 'Matt Dyroff / West Point' <westpointinvestments@yahoo.com>
Sent: Thursday, January 26, 2017 1:55 PM
Subject: RE: Board Position

Good afternoon Matt,

Thank you for your email expressing your interest in serving on the Vail Local Housing Authority. I apologize for the delay in getting back to you.

Please note eligibility for serving on the VLHA is met by either being a resident of Vail or a resident of Eagle County and employer that holds a Town of Vail business license. Please confirm that you are a resident living in Vail by providing your home address for our records.

The interview schedule will be determined the week of Feb 13 at which time I will email you on Friday Feb 17th your interview time.

If you would please block your calendar for Tuesday, Feb 21, between 1 pm and 5 pm for an interview that would be great.

If you have further questions, please let me know.
Thanks and have a nice afternoon!

Patty McKenny
Town Clerk
Town of Vail
pmckenny@vailgov.com
479-2136

Patty McKenny

From: patricia foxwell <foxwell63@icloud.com>
Sent: Thursday, February 09, 2017 12:11 PM
To: Patty McKenny
Subject: Application for housing authority position

I am very interested in this opening. I watched Vail grow up with me,(we share the same birth year) and moved back in 2007 from the East Coast. I was fortunate enough to move into Middle Creek and have been here for 10 years now. I really want to make sure that we have a vibrant community here in Town with all ages and family size.

I will send over a resume to you later today but just heard about this opening while skiing today so please excuse any typos as I am doing this on a mobile device over lunch and wanted to make the deadline.

I have my MBA and JD and spent 5 years teaching real estate law, finance and ethics at the college level. I have also served for two terms on the Dayton,OH Habitat for Humanity board dealing with overall board issues as well as family selection.

The majority of my working career has always involved customer service so I am well versed in dealing with the needs of the customer while understanding the business constraints.

I fully intend to make Vail my home for the long term and understand how fortunate I am to have found MiddleCreek. Working at Vail resorts and living here, I see first hand the struggles that people have finding a home and staying here in the valley.

It has been wonderful to see families move into this complex and enrich our community. Because I have also considered Vail to be my hometown, I also understand the need to preserve our unique and wonderful heritage at the same time as well as the different community interests.

Please let me know if you need anything else from me to apply for this great opportunity. I will send you a resume after I come down off the hill.

Patricia Amass Foxwell
970-343-0852
Pfoxwell63@gmail.com

Sent from my iPad

Patty McKenny

From: Eugene W Grace <ggrace@graceadvisorsllc.com>
Sent: Wednesday, February 08, 2017 12:55 PM
To: Patty McKenny
Subject: Letter of Interest - Housing Authority Board
Attachments: Vail Housing Authority Board Interest & Qualifications.pdf

Ms McKenny,

I have attached my letter of interest and much more information than you need to know about me.

I have recently been approved as an expert witness in a high-profile case that also involved a public company. I had to follow certain guidelines for the submittal of my approval qualifications. Since time is of the essence, I am including the same material for your review. I apologize for the extensive detail.

My issues will be availability for a couple of the upcoming meetings. Maybe a future consideration is more appropriate but I am willing and available to be interviewed Feb 21 if appropriate.

Email or cell phone is always best to reach me. Thanks for your consideration.

Gene

Gene Grace
970-688-5891 (home)
612-7437036 (cell)

"A limit on what you will do puts a limit on what you can do" Dexter Yager

Eugene W. (Gene) Grace, CPM®
Grace Advisors, LLC
PO Box 157
Vail, Colorado 81658
970-688-5891 (home)
612-743-7036 (cell)

February 7, 2017

Patty McKenny
Town Clerk
Vail Town Council
75 S. Frontage Road
Vail, CO 81657

Via: Email to pmckenny@vailgov.com

Reference: Letter of Interest – Mid-Term Vail Local Housing Authority Board Member

Dear Ms McKenny,

This letter is intended to express my interest to be considered for the current mid-term vacancy or future vacancies for the Local Vail Housing Authority. I have extensive experience in all phases of residential development, financing, construction project management, marketing and management. I am recently retired as president of Grace Management, Inc, a national firm my wife and I established over 33 years ago; we continue to serve as advisors. We sold our firm in June 2014 to a private equity group. Attached is a brief resume of my work history and qualifications.

My wife, Mari Jo and I are relatively new full time residents to Vail, purchasing a home April 2014. We have been coming to Vail for over 25 years staying with friends, who stored our skis. As a part of our retirement planning, we formed a small consulting firm to assist past and new clients on all phases of residential housing with services, specifically independent senior housing, assisted living and memory care. This has been our area of focus for the last 33 years. We were recently nationally recognized, by our peer group association, ASHA, with a lifetime achievement award.

I have had some experience working with Town of Vail (TOV) officials, regarding the exemption of our West Gore Creek townhome and many others, within our grandfathered category, to allow for property improvements. The research and preparation of this activity gave me some familiarity with TOV regulatory environment. The process was stimulating to say the least.

We are quickly integrating ourselves into the "Vail Lifestyle". My wife is already a mountain host volunteer for Vail Resorts, additionally, a new volunteer for the My Bright Future Foundation. We both travel extensively and have a couple potential overseas trips already planned that will conflict with potential monthly Tuesday Housing Authority meetings. I am available Feb 21 if you feel it appropriate for an interview. I can plan future travel commitments around the majority of scheduled meetings. I am however, unavailable March 28 and May 23 which may eliminate me as a candidate now or consideration for future vacancies.

Please review the attached and let me know if you wish for me to meet with you Feb 21. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Eugene W. Grace", with a stylized flourish at the end.

Eugene W Grace, CPM®
Managing Member

Physical Address:
1905-w West Gore Creek Drive
Vail, CO 81657

Attachment

Eugene W Grace, CPM®
Managing Member
Grace Advisors, LLC
ggrace@graceadvisorsllc.com
612-743-7036 (cell)

Summary

I. QUALIFICATIONS

A. Employment, Educational Background and Certifications

I am a Certified Property Manager (CPM®), with an extensive background in marketing and management services. I have worked in all aspects of facility management, totaling in excess of 180 senior adult properties in over 25 states. Recently retired as President of Grace Management, Inc. At time of retirement, responsible for over 1,800 employees in 42 residential properties.

I graduated with a B.S. degree in Hotel Administration from the University of Nevada, Las Vegas. I worked for ARA Services, for ten years prior to establishing Grace Management, Inc. (GMI) in 1984. Grace Management, Inc., an Accredited Management Organization (AMO®), through the Institute of Real Estate Management (IREM), is a nationally recognized company specializing in senior housing and related services. I have been its founder and president for the last 33 years.

I have over thirty-three years experienced in the senior housing with services industry. Major corporations, financial institutions and developers have retained me to consult in the financing, development, marketing and management of senior housing. I specialize in loan workouts, receiverships, due diligence and debt restructurings for lenders involved in difficult, sensitive and often confidential transactions. More recently, my company, Grace Management, Inc., has been acquired by a private equity firm, Chicago Pacific Founders (CPF), with primary focus on new acquisitions. Within the last 24 months, CPF has acquired over 300 Million Dollars in senior housing with services properties, doubling the size of our management organization, it now owns. I remained its president till Dec 2016, remaining an advisor to consult with new ownership in the underwriting and due diligence of their portfolio of properties. A complete Curriculum Vitae is listed as Exhibit A.

B. Training Seminars and Presentations

I am currently, or have been, actively involved in numerous industry specific conferences for most of my professional life. I am a frequent speaker at regional/national forums on marketing and management related issues in the senior housing industry. A partial listing of the training seminars, listed as Exhibit B and sampling of presentation, are listed as Exhibit C to this report.

C. Publications and Industry Board Memberships

I have been involved in most of the major senior housing organizations, both state and national affiliations. A listing is attached as Exhibit D. I have had several articles and interviews published in industry periodicals. A partial listing is attached as Exhibit E.

D. Previous Expert Witness Work, Court Appointed Receiverships

I have been involved in over 20 engagements for expert witness work, court workouts and court appointed receiverships. A partial listing is attached as Exhibit F.

E. Development and Turn Around Experience

I have been responsible for numerous developments and turn around work out experiences in my career. A partial listing is attached as Exhibit G.

EXHIBIT A

Curriculum Vitae

Eugene W. Grace, CPM®
P.O. Box 157
Vail, Colorado 81658-0157
(612) 743-7036 (cell)
ggrace@graceadvisorsllc.com

PROFESSIONAL ACHIEVEMENTS

- Certified Property Manager (CPM®) - Received twenty-year award as CPM®
- Frequent speaker and trainer at national senior housing forums
- Consultant/Advisor for HUD and FNMA on senior housing loan workouts
- Qualified "Expert Witness" and Court Appointed Receiver on over 20 properties
- Served on the executive boards of NASLIE and ASHA
- Past Member of the American Bankruptcy Institute, AAHSA, NCOSH and LTC 100
- Past or Current Member of ASHA, ALFA and IREM, Lifetime Achievement Award - ASHA
- Outstanding Achievement Service Award from NASLIE
- Experienced in transitions, mergers and acquisitions of companies and properties
- Owner and Managing Member of a large senior housing community successfully sold to major REIT (Fortress) without brokers or advisors in the purchase and sale of the property
- Successfully sold (without assistance) 31-year management firm to private equity group

EXPERIENCE

Grace Advisors, LLC

Managing Member

11/16-Present

Consulting firm to specifically address; court appointed receiverships, expert witness testimony, operational and marketing reviews, seller-buyer due diligence, value enhanced development planning, confidential loan workouts, partnership conflict resolution and human capital development.

Grace Management, Inc.

President

4/83 – 12/2016

Successfully built a nationally recognized organization that has been accredited through IREM (Institute of Real Estate Management) as an AMO (Accredited Management Organization). Grace Management, Inc. operated over 42 full service licensed and unlicensed senior communities serving over 2000 senior residents in fourteen states with responsibility for over 1800 employees nationwide. Sold company to private equity group while retaining position of president for two years and currently board advisor to the private equity fund. Frequent interface with high net worth investors and other fund managers.

Grace & Associates***Management Consultant******4/80 – 4/83***

Professional management consultant, specializing in business service enterprises, food services, hotels, retirement communities, correction facilities and business conference centers. Primary emphasis on operations, personnel development, business management control systems, effective marketing programs and supervisory training.

Service Systems/Mannings Corporation***Regional Marketing & Operations Analyst******11/80 – 3/83***

Responsible for West Coast marketing and sales. Surveys, pro forma development, proposal preparation and presentation; facilities design, organizational and management consultation; operations management in new and troubled accounts.

ARA Services***Division General Manager******8/78 - 3/80***

Directed activities of \$6.3 million division with two years of successive profit improvement in excess of 30% annually. Trained and directed supervisory staff. Directed personnel functions of over 200 employees. Performed progressive marketing and new sales effort doubling sales volume in three years. Youngest Division General Manager and awarded "Most Likely to Succeed" status by fellow company executives.

Operations Manager***11/76 - 7/78***

Supervised the preparation of financial and cash flow statements and projections. Implemented internal controls and security systems. Controlled purchasing and inventory functions. Managed vault / cash control functions with weekly cash receipts in excess of \$150,000 and petty cash of \$120,000. Maintained public relations with clients. Negotiated client contracts.

Director of Satellite Operations***1/74 - 10/76***

Traveled extensively performing analytical functions. Responsible for multi-unit operations in the Pacific and Rocky Mountain regions. Alyeska operations Base Camp, Fort Wainwright, Alaska; Defense Supply Depot, Ogden, Utah; Boise State University, Boise, Utah; Boeing Industries, Seattle, Washington; and University of San Francisco. Designed and implemented accounting system for individual account analysis. Assisted in marketing effort and bid proposals. Conducted effective marketing, merchandising and personnel development training seminars.

Unit Management – Numerous College Student Housing Locations***7/71 – 12/73***

Responsible for weekly housing sales of \$9,000 supplying 1,400 student meals per day on a contract basis with additional cash and catering sales.

EDUCATION

University of Nevada, Las Vegas

B.S. Degree Hotel Administration –1971

School of Hotel Administration. Major emphasis on hotel and restaurant management; Minor in Business Administration

Morrisville State University, New York

A.A.S. Degree Food Service Management – 1968

Major emphasis in food preparation, nutrition, merchandising and marketing.

EXHIBIT B

TRAINING PROGRAMS

The following is a partial listing of training programs I have conducted on numerous occasions.

◆ **Growing Old...How Does It Feel?**

A participatory experimental workshop that teaches staff what it feels like to be 80 years plus. This session explores the physiological changes of aging and touches on the psychology of aging. Participants will learn to understand the aging process and to empathize with seniors.

◆ **The Power of a Team...Creative, Innovative Team Building**

An interactive participatory workshop designed for administrators and department heads. This session demonstrates simple techniques used to develop and/or strengthen the team. Includes discussions on developing mission statements and quality assurance programs and on staff motivation. Participants will be able to share these techniques with their fellow staff members.

◆ **Creative Marketing Strategies for Senior Housing - Shoeleather Networking**

Marketing in senior housing is based on relationships rather than on the mass/targeted marketing approaches of the other industries. Learn successful strategies and techniques to market effectively for ongoing success. Forming relationships and alliances are the key to this evolving marketing process.

◆ **Tightening the Nuts and Bolts**

Not much attention is paid to the actual operational issues of our industry--maintenance, housekeeping, landscaping, and food service. This session explores these areas in an upbeat, entertaining, and realistic manner. Participants will learn how to reduce costs and expenses and how to work and manage more efficiently.

◆ **Do We Eat to Live or Live to Eat?**

Meals are the focal points of a resident's day and a challenge for managers and department heads. Hear the results of a national survey regarding what residents really expect from their food service program. Participants will be encouraged to react to "real life" scenarios regarding food service and food service staff.

EXHIBIT C

SPEAKING PRESENTATION

(SAMPLING ONLY - I have been involved in numerous speaking engagement, I gave up listing over 10 years ago.)

June 2016	LTC	Minneapolis, MN	Aging Redefined: The Way Forward-Creating a Winning Environment
Mar. 2003	WALA	Madison, WI	Communication: How to Enthuse & Energize Staff
Mar. 2003	WALA	Madison, WI	What's Right With This Industry
Jun. 2002	Minnesota PHADA	Minneapolis, MN	Primer on AL
Apr. 2002	Am Society of Aging	Denver, CO	Gays' and Lesbians' Senior Communities
Dec. 2001	NIC	Washington, DC	Finding Help for Troubled Assets
Apr. 2001	Multi-Housing World	Orlando, FL	Perspectives on Senior Housing 2001
Oct. 2000	AAHSA	Miami, FL	Operational Turn-Arounds For Obtaining Financing
Oct. 2000	Sr Housing Show 2000	Detroit, MI	IL Case Study: Lessons Learned
Oct. 1998	NJ Housing	Newark, NJ	The Seniors Housing - Services Industry:
Aug. 1998	Contemporary Long	Atlanta, GA	Assisted Living Basics:

EXHIBIT D**Industry Affiliated Organizations**

AAHSA	American Association of Homes and Services for the Aging
ALFA	Assisted Living Federation of America
ALU	Assisted Living University
CALA	California Assisted Living Association
CLTC	Contemporary Long Term Care
FALA	Florida Assisted Living Association
GALA	Georgia Assisted Living Association
IALA	Iowa Assisted Living Association
IASHA	International Association of Homes and Services for the Aging
MALA	Maryland Assisted Living Association
MHHA	Minnesota Health & Housing Alliance
NASLIE	National Association for Senior Living Industry Executives
NCOSH	National Council on Senior Housing
NIC	National Investment Conference
PHADA	Public Housing Authorities Directors Association
TALA	Texas Assisted Living Association
WALA	Wisconsin Assisted Living Association
NASLIE	National Association of Senior Living Industry Executives

EXHIBIT E

Industry Articles and Publications

(Sampling of presentations given to numerous industry organizations)

- ***Choosing the Right Management Company***, NIC, ALFA, ASHA (numerous occasions)
- ***The Anatomy of a Management Fee***, NIC, ALFA, ASHA (numerous occasions)
- **Expert Opinion: A Conversation with Gene Grace**, Dec 15, 2010, Irving Levin Associates

EXHIBIT F**RECEIVERSHIPS & COURT APPOINTED MONITORING ENGAGEMENTS**

- Fountain View Retirement Village of Portage, two buildings located at 7818 Kenmure Drive, Portage, Michigan 49024 (39 Assisted and Alzheimer's Units) ~ Receivership
- Fountain View Retirement Village of Fremont, one building located at 102 Hillcrest Ave, Fremont, Michigan 49412 (20 Assisted Living Units) ~ Receivership
- Cumberland Retirement Village of Lowell and Alzheimer Center of West Michigan, several interconnected buildings located at 11535 E. Fulton, Lowell, MI 49331 (90 Assisted, 20 Alzheimer's and 18 Independent Apartments) ~ Receivership
- Grand Court – Westland Associated, Westland, Michigan, one large building at 37501 Joy Road, Westland, MI 48185 (153 Senior Apartments) ~ Receivership
- Colonial Care Corporation and Franklin Care Center, Inc. two interconnected buildings located at 12900 and 12950 W Chicago, Detroit, Michigan 48228. Detroit, MI. (licensed nursing home) ~ Court Appointed Monitoring and Creditor Committee financial accounting and consulting services
- Cornerstone Court, 2101 Avenue Q, Lubbock, TX 79405 (Combined licensed and unlicensed senior housing services in one building) ~ Receivership
- Medford Retirement Properties, LLC and Prime Time Retirement Apartments, Medford, Oregon (Combined approximately 120 units of licensed and unlicensed Senior Housing) ~ Receivership and Expert Witness Testimony
- Harmony Manor, LLC properties (Thirteen 8-14 bed licensed CBRF properties in rural Wisconsin) ~ Agreement to provide management services to Michael S. Polsky, a court-appointed receiver. ~ Receivership
- Northlake Gardens, LLC, 1300 Montreal Rd, Tucker, GA 30084 ~ Order appointing Receiver, Granting Restraining Order and Injunctive Relief. ~ Receivership
- ALS-Olathe I, Inc., and Sterling House Olathe, 751 North Somerset Terrace, Olathe, KS 66062 ~ Receivership
- BHS Receivership/Monitoring, Twin Cities, MN. Two nursing homes ~ Court Monitoring, operational consulting.
- The Ridgewood Retirement Center, Beaumont, TX. 95 Independent Apartment, LaSalle Bank National ~ Receivership
- The Plymouth Inn, Plymouth, MI, approximately 95 Licensed AL Units, Plymouth, MI Federal National Mortgage Assoc vs. Plymouth Health Group Limited Partnership ~ Receivership

- Briarwood Retirement, Eugene, OR. 126 units IL/AL/MC & Century Fields Retirement, Lebanon, OR. 92units IL/AL/MC New South Federal Savings Bank vs. Sunwest Management Inc. No. 16-08-16937 in the Lane County Circuit Court. Order appointing receivership approved and abated as a result of bankruptcy filing for subject properties. Expert Witness Testimony.
- The Haven at North Hills (Windsor Place) Pittsburgh, PA. 67 units AL. Wells Fargo Bank, NA vs. Fosnight Harvey Associates LP No: GD 08-018081 in the Court of Common Pleas of Allegheny County Pennsylvania ~ Receivership
- Tudor Heights Senior Living, Baltimore, MD. 64 Units AL. DNB National Bank vs. Pikesville Senior Living LLC vs. Sunwest Management Inc. No: 24-C-08-006482 in the Court for Baltimore City ~ Receivership
- Englewood Heights Senior Living, Yakima, WA. 93 Units AL/MC Prudential Mortgage Capital Funding LLC vs. Sunwest Management Inc. No: 08-2-03979-9 in the Superior Court of Washington in and for Yakima County ~ Receivership
- The Park at Riverchase, Birmingham, AL. 105 units AL Central National Bank & Trust Co of Enid vs. Sunwest Management Inc. No: C 200803535 in the Circuit Court of Jefferson County, AL ~ Receivership
- Crystal Terrace Retirement Community, Klamath Falls, OR. 87 units IL/AL MMA Realty Capital, LLC vs. Sunwest Management Inc. ~ Receivership
- Orchard Park, Clear Lake, CA. 38 units AL 8 units MC MMA Realty Capital, LLC vs. Sunwest Management Inc. ~ Receivership
- Palm Meadows Village, Hilton Head, SC. 42 units AL MMA Realty Capital, LLC vs. Sunwest Management Inc. ~ Receivership
- Summit House of Britt, Britt, IA. 46 Units IL National Bank vs. Sunwest Management, Inc. ~ Receivership
- Cambridge Court, Great Falls, MT. 46 Units AL 43 Units MC KeyBank vs. Sunwest Management, Inc. ~ Receivership
- Necanicum Village, Seaside, OR. 66 Units AL/MC – Receivership
- Sun Grove Resort Village – Phoenix, AZ 86 Units IL - Receivership

EXHIBIT G

DEVELOPMENT EXPERIENCE

I have been involved with every aspect of senior housing development spanning over 33 years and three different development boom cycles.

- Market feasibility analysis
- Architectural evaluation and selection
- Team with architects for designing an operationally efficient community.
- Work with the developer/ownership to obtain financing.
- Create the pro-forma, staffing charts and anticipated occupancy timeline.
- Work with city planning commissions, work with zoning variances, and plan approvals.
- Work through the interior design process from selection to procurement of everything from finishes to furniture to dishes to decorations.
- Set up the business aspect of the community by specifying and procuring business office items like phone systems, computers, copiers and IT needs.
- Pre-marketing and Lease up

Listed below are the properties Grace Management, Inc. has been instrumental in developing with developer partners/clients.

- Quail Summit, Canandaigua, NY – 108-unit rental campus with 58 IL, 28 AL and 22 ALZ units. Designed and built with the developer from the ground up. We were included in every aspect of this development. This property achieved 95+% occupancy in the AL within 10 months, ALZ within 12 months and IL within 26 months. This property was sold to a not-for-profit who is now our client. At the same time while we were building, our primary competition was also building a CCRC. We have succeeded in a very competitive and tight market.
- RiverPointe, Littleton, CO – 170 unit IL high rise leased to 94% occupancy within 18 months in a very competitive marketplace. Grace Management, Inc. continued to manage for 10 years after grand opening.
- RosePointe, Roseville, MN – 180 unit IL high-rise leased to over 96% in 20 months in a very competitive marketplace. Our innovative approach to optional dining and limited service programs maintained a very independent resident group that continues to thrive today.
- Merrywood, Charlotte, NC – 150 unit IL with a 20 bed AL. We designed and developed this property in partnership with the owner, marketed and managed for 5 years to stabilized occupancy before it was sold. Property was bond financed with complicated set aside occupancy restrictions.
- Valencia Court, Albuquerque, NM – 150 unit IL where we worked with the interior designer on all interior finishes and furniture selection. Occupancy increased and sustained at budgeted

levels every year with a very limited marketing budget.

- Habersham House, Savannah, GA – 64 unit AL with a 24-bed memory care neighborhood. We designed, built, marketed and managed this community from the very beginning with the owners. Property was financed with private equity and conventional bank loan.
- Colonial Oaks, Houston, TX. – 74 unit AL with a 16-bed memory care neighborhood designed and built from the ground up with the developer. This property achieved 100% occupancy after 2 years in operation.
- Appletree Court, Dallas, TX – 80 unit AL designed and built from the ground up with the builder/developer. This property achieved 100% occupancy within 14 months.
- Ashley Glen, Peachtree City, GA – 64 unit AL with a 12-bed memory care neighborhood designed from the ground up. This community achieved stabilized occupancy in 16 months.
- Governor's Glen, Atlanta, GA – 64-unit memory care community designed and built with the owner.
- Sheffield Bay, Bay City, MI – 78 unit AL and memory care community developed in partnership with local builder/developer.
- Ashford Court, Jacksonville Beach, FL – 93 unit AL with an 18-bed memory care neighborhood designed and built with the owner. We were responsible for the interior design selection, pre-marketing and grand opening of the building. This property achieved stabilized occupancy within 18 months. Owner was foreign construction group and utilized Grace Management, Inc. significantly as its USA agent.
- Victoria Mews, Boonton, NJ – 101 unit AL and memory care community in upscale location. Grace Management, Inc. was instrumental in securing financing with local housing authority, design, construction, pre-marketing and opening of the community. Grace Management, Inc. established owner Management Company to continue the management of the property and we continued to provide consulting oversight to the owner for another one-year engagement.
- Tide Pointe, Hilton Head, SC – 250 unit CCRC rental and for sale senior condominium development. Grace Management, Inc. consulted with the owner, established and developed a separate management company for the owner to continue operations of the property.
- The Remington, Irving, TX – 129 unit IL and AL community. Grace Management, Inc. assisted developer with design, construction, pre-marketing, and grand opening of the property.
- The Veranda at Hembree Point, Alpharetta, GA – 90-unit memory care community Grace Management, Inc. assisted with the HUD financing, architecture, construction, pre-marketing and grand opening of the property.

- Westbrae Court, Houston, TX –180 units IL community. Grace Management, Inc. was involved in the entire architectural, construction and pre-marketing period.
- Tarrytown Memorial, Houston, TX – 176 units IL community. Grace Management, Inc. was involved in the entire development process leading up to management of the property.
- Acorn Glen, Princeton, NJ – 110 units AL and memory care community in upscale market area. Grace Management, Inc. consulted with owner/developer with architecture, construction and pre-marketing and opening of property.
- Sudley Manor, Manassas, Virginia - 110 units AL and memory care community with an innovative approach to maximize operational efficiencies. Established owner's self-management organization and consulted for two years to gain HUD approved status as manager.
- Rose Glen, Wilkesboro, NC – 100 units IL community for local not-for-profit religious group in rural market area. This property opened in February 2007.
- Rutland Place, Mount Juliet, TN – 109 units IL community for local not-for-profit, which is adjacent to Baptist church. This property opened on June 2008.
- Connerton Court, Tampa, FL – 77 units AL/MC community. Property opened on October 2012.
- Providence Independence – Wildwood, FL, 173 units IL community, Property opened on May 2013.

TURN-AROUND EXPERIENCE

I have been responsible as the primary leader for turning around a number of under-performing properties. A listing of these turn-around experiences is reflected below:

- The FDIC foreclosed on a senior community in Houston, Texas, and asked Grace Management, Inc. to manage it. The property was in turmoil and in financial default with 50% occupancy rate. Grace Management, Inc. brought stability to the property and raised occupancy to 95 percent in two years. The property became cash positive, and we estimated that our efforts added over \$3 million to the sales value of the property.
- Grace Management, Inc. took over a senior community in Cleveland, Ohio, which was in default. At that time, the building was 70 percent occupied and had an outstanding accounts payable balance of over \$75,000. Within one year, Grace Management, Inc. eliminated all outstanding payables, reduced ongoing operational expenses by approximately 22 percent, and began making the first regular payments to HUD. By the end of the year, occupancy was up to 80 percent, despite the loss of almost 15 percent of the original residents who were not appropriate residents for the independent living community. Property sold 2 million dollars more than its appraised value. Grace Management, Inc. was credited by HUD officials for the property's increased value.

- A portfolio of four privately held multi-family apartment complexes and three office buildings had been under-performing. Grace Management, Inc. increased revenues by 51 percent for the first year and another 10 percent for the following year (while expending over \$200,000 in property improvements). Property appreciated more than 18 million dollars during our 10 years of management.
- A 209-unit age restricted condominium association in Atlanta, Georgia, was in foreclosure, and MONY, the mortgage holder, selected Grace Management, Inc. to turn-around the property. This condominium community had sustained considerable damage to its reputation over the previous three years and was only 20% sold out. Within six months and with the infusion of \$300,000 in much needed improvements along with the implementation of a solid management and marketing plan, the image had been successfully restored. All units were sold in less than three years.
- Grace Management, Inc. was selected to convert a 200-unit multi-family building in Atlanta, Georgia to a senior's full-service community. The building was converted from a multi-family property at 80 percent occupancy to a senior's specific property with 95 percent occupancy (at 230 percent of original revenues) in three years. We continue to operate this property with sustained occupancies over 93% over the last 16 years.
- Grace Management, Inc. has been a court appointed receiver on an 89-unit senior community in Medford, Oregon. Grace Management, Inc. officials testified as expert witnesses in hearings leading up to the receivership. Significant problems with proper licensing and insurance were the immediate concerns. The property was stabilized within three months and successfully sold at the foreclosure sale several months later. Lenders credited Grace Management, Inc. for the quick sale, our ability to recover outstanding loan obligations.
- Grace Management, Inc. assumed the management of a very challenging foreclosed senior assisted living property in Lubbock, Texas. Primary market area of this property is in the less desirable area of downtown Lubbock. We repositioned the property, working with outside healthcare agencies to minimize the insurance risks and costs. A Grace Management, Inc. official represented the lender/owner at city planning hearings on long outstanding fire and life safety issues. Property was successfully sold to a local operator.
- Grace Management, Inc. assumed responsibility on New Year's Day for a large urban senior independent and assisted living property in Silver Spring, Maryland. This property had been poorly managed for years. A reduction in staffing occurred within 60 days with programs instituted to ensure professional financial and operational management of the asset. A building renovation program that involved over three million dollars to remodel and update the property was coordinated by on site Grace Management, Inc. representatives as a part of our repositioning efforts. Property was successfully sold to a local not for profit operator.
- Grace Management, Inc. took responsibility for a group of small CBRF (Community Based Residential Facilities) homes scattered throughout Wisconsin. We were given two days' notice to assume control of the properties after an unsuccessful loan restructuring. The repositioning of

the properties began with a name change, building modifications and code upgrades. New county contracts were negotiated to improve occupancy. The properties were successfully re-positioned and the portfolio was sold to others. It was an extremely challenging and time-consuming assignment that others declined to undertake. We worked with the new buyers to assist with licensing and insurance issues during the transition.

- Grace Management, Inc. was a court appointed receiver on a portfolio of properties, which were lender owned in Grand Rapids, Michigan. Grace Management, Inc. coordinated licensing standards, operational and communications efficiencies and assisted in the sale of the portfolio.
- Criimi Mae hired Grace Management, Inc. to assume receivership of a 153-unit independent senior property in the Detroit area. Grace Management, Inc. took responsibility for coordinating approximately 1 million dollars in deferred maintenance and property improvements to position the property for sale. We were credited with increasing property value by over 2 million dollars.
- GMACCM and Allied Capital (now called CW Capital) to assume responsibility for a 151-unit independent and assisted living senior community in Denver, Colorado selected Grace Management, Inc. After extensive property improvements, occupancy levels increased to a level where the property may be sold. The sale, which was engineered by Grace Management, Inc., generated 1.2 million dollars more than the appraised value.
- A defaulted Owner/borrower at the suggestion of lender engaged Grace Management, Inc. (after two other management groups had exhausted available funds) with the sole purpose of closing down two operating USDA financed properties. After extensive discussions with Trustee attorneys Grace Management, Inc. increased occupancy to over 95% in one property and 60% in other one before public auction. After Grace Management, Inc.'s involvement, both properties appreciated 15.2 million dollars more than appraised values at time of initial assumption of management.
- A pension fund advisory group engaged Grace Management, Inc. to coordinate a potentially hostile assumption of a high-end portfolio of eight locations of assisted and memory care communities. The portfolio consisted of over 600 licensed beds in three campuses and two free standing locations in NC, SC and TX. At the time of our engagement the properties were at approximately 31% occupied with a NOI margin of approximately 12%. Additionally, the original developer's management company was costing over \$1.0MM a year in negative operating costs for the pension funds. The portfolio was sold in Nov 2009 with occupancy at 95% and a NOI slightly over 30%.

William E Hale
P.O. Box 1371
Edwards, Co. 81632
330-807-2519
beltonhale@gmail.com

Vail Town Council
Attn: Patty McKenny
75 S. Frontage Road
Vail, Co. 81657

#5

January 27, 2017

RE: Housing Authority Board Vacancy

Dear Patty,

I'm writing to offer my services to sit on the Housing Authority Board if the Town Council feels that my background meets the needs of Vail.

I moved to Edwards in 2013 after retiring. I currently work for Vail Resorts as a part time ski instructor.

Most of my previous professional background was spent as a financial packager for the non-profit sector. 21 years (1985 to 2006) I was the President of Neighborhood Development Services, A 501, c, 3 non-profit Community Development Corporation.

Our activities included the development of affordable housing, both rental and owner occupied throughout North East Ohio. We did this both through new construction and acquisition and rehabilitation of existing housing. During my tenure I would estimate we affected about 2,000 units.

Although the majority of the dollars used were private (loans and equity investments), we also capitalized on State and Federal loans and grants and National non-profit intermediaries (most notable is Neighborworks, but also LISC, Enterprise, and Ohio Capital Corporation).

We did several cooperative projects with Housing Authorities (mostly the Portage County Metropolitan Housing Authority). Those included both rental and owner occupied housing. Homeowner education and financing were key components in most of our joint projects.

I believe that affordable housing is a major problem for Vail and the county. I think I could be an asset to the village in that regards even though it's been about 10 years since I was active in this field.

Please call me at the above number if you agree.

Thank you,

Sincerely



William Hale

Patty McKenny

#6

From: Allison Katz <ali_katz75@hotmail.com>
Sent: Saturday, February 11, 2017 11:20 AM
To: Patty McKenny
Subject: Re: Housing Authority

Hello

Thank you for getting back to me. I work full time as a store manager for Double Diamond Ski shop in Lionshead and I do not have plans to be away except for the occasional camping trip this summer.

Thanks again and i look forward to your email about speaking to the council

Have a great weekend

Ali

From: Patty McKenny <PMcKenny@vailgov.com>
Sent: Friday, February 10, 2017 11:33 PM
To: 'Allison Katz'
Subject: RE: Housing Authority

Good afternoon Allison,

Thank you for your letter expressing your interest in serving on the Vail Local Housing Authority.

Please note eligibility for serving on the VLHA is met by full time, year round resident of the Town of Vail or a full time resident of Eagle County and employed for a business that holds a Town of Vail business license. Please confirm your eligibility for serving on this board.

The interview schedule will be determined the week of Feb 13 at which time I will email you on Friday Feb 17 your interview time .

If you would please block your calendar for Tuesday, Feb 21, between 1 pm and 5 pm for an interview that would be great.

I see your letter mentions your travel schedule and some future absences; I think it is still appropriate for an interview and the Town Council would address that topic with you.

If you have further questions, please let me know.

Thanks and have a nice evening!

Patty McKenny
Town Clerk
Town of Vail
pmckenny@vailgov.com
479-2136

From: Allison Katz [mailto:ali_katz75@hotmail.com]
Sent: Thursday, February 09, 2017 1:17 PM
To: Patty McKenny
Subject: Housing Authority

Good Afternoon

My name is Ali Katz and I would like to express interest in assisting with the Housing Authority. I have attended most of the town council meetings this past year and I feel this is a huge issue. We were personally hoping for a chance at Chamonix until the final prices were announced.

My family and I live in Edwards but both my husband and I work in Vail. Our kids go to school in Vail and we are passionate about the future of families in Vail. One of the reasons I am so passionate is because we are seeing a decrease in students at Red Sandstone due to families being forced down valley due to cost.

Our older son is a passionate skier and we want to raise him in Vail (not in Gypsum....that's not why we moved here)

I would love the opportunity to speak further

Thank you for your time

Ali Katz

Dear Clerk,

#7

I am inquiring of volunteering / serving on the "VLHA" authority,
I moved to Intermountain in '85, Eagle Vail in '84, I'm still at
Intermountain. I've worked for Timber line tours Rafting and overseas
in Antarctica for over 20 seasons each. So have been working in
transit situations and trawling workers + situations and to be lucky
to come back to Intermountain. I now in my 2nd Season Driving
the vite bus for the town, where I get to see friends and new people
But many drive away or commute, where I would use to see those
people in town in past times, I live in a 4 place Townhome and I
am the last full time resident, Rest are 2nd home, Good People but
no neighbors, I would like to see people here be here, As is good
when certain neighborhoods / complexes get on the Bus and say
Hi in passing each other on the Bus, And Look after each other.
So basically interested in serving the Board to see it easier for
People to be here and also not see the businesses go away to
as they move away as I have seen since the '80's. There could
be more Ramblings since this is long now But I tried for some
Hi Points, I also served on the Eagle Vail Fire Dept which was a great
community experience.

Sincerely
Buck Meade

Jerome
Meade

nmwasntme
@ yahoo.com



Patty McKenny

From: Francisco Meza <paco@pierasolutions.com>
Sent: Friday, February 10, 2017 1:17 PM
To: Patty McKenny
Subject: VAIL LOCAL HOUSING AUTHORITY - APPLICATION (LETTER OF INTEREST & EXPERIENCE SUMMARY)
Attachments: FMeza_LOI_& QUALS_VLHA_2017.pdf

Dear Patty McKenny:
My application and Exprience Letter for the VLHA vacancy is attached.
I reiterate my strong interest in participating in the VLHA.

Should you have any questions please let me know.

Respectfully Submitted,

Francisco "Paco" Meza

970 390 4759

Letter of Interest
FRANCISCO MEZA

Avon Resident – working in Vail

My interest in serving in the Vail Local Housing Authority is to advance the town's housing initiatives with a comprehensive, long-term, Valley wide vision and approach. Key to the above is identifying, understanding and working closely with the user groups every step of the way to maximize the value and impact of the existing investments that are made. Most important however is my strong desire to help the town of Vail and Valley continue to grow steadily and sustainably. Actively contributing to defining growth as our own paradigm; a model that we work to foster, adapt and achieve. Housing in general and resident housing in particular are both critical-to-quality components of this paradigm. Stronger policies will insure the Vail community can deliver on this key ingredient.

1. Working with buyer cohorts to better understand their immediate, mid and long term needs in conjunction with the VLHA.
2. Based on a (GIS) mapping exercise of the existing deed restricted housing stock identify and work on carrying out the pre-planning (overlay districts) for new town-center spokes. Potentially two sub-centers (one in West Vail one in East Vail) that allow density to occur and thus provide clusters of resident housing through mixed use and transportation centric nodes – maximizing land use and existing infrastructure that has already been developed.
3. Helping to create and establish intergovernmental dialogue and working groups. Recognizing underlying real estate dynamics, migration patterns and the linear backbone of the Valley, I contend, is imperative. Being open to and establishing dialogues with neighboring towns to maximize housing opportunities that occur within the larger Valley (Vail-Avon-Edwards), will help to insure the long term retention of growing family units in Vail and beyond.

My experience working with larger metropolitan inter-urban housing advocacy groups has been that the regions always benefit from their shared housing dynamics and solutions.

Thank you for your consideration.

Francisco Meza
970 390 4759

Experience

SUMMARY

- Design and Construction
- Emphasis on Residential Design & Development (Resort based and Affordable)
- Real Estate Strategy professional.

Trained architect with fifteen years of experience in all aspects of design, development and construction with a successful P&L track record against a spectrum of Design and Construction verticals and asset classes, most notably in design and construction of high-end custom residential in resort, infill inner-ring suburban affordable and master planned communities, mid to high-end hospitality. Self motivated, entrepreneurial spirit. Based in Avon Colorado.

Specialty Areas:

- Real Estate Development. Urban Design. Residential. Design & Construction
- Proven ability to manage design and construction projects
- Strategic real estate development strategy, coupled with detail oriented, results driven tactical execution.
- Launch business initiatives and also get products to market at an accelerated pace (limited resources and ambiguous environment) experience in both b2c and b2b markets.
- Demonstrated leadership, communication, analytical, presentation, negotiation and interpersonal skills; blue-collar work ethic.
Internationalist perspective.

FRANCISCO "PACO" MEZA

Born and raised in Mexico City, Paco has acquired valuable experience in urban, inner ring sub-urban and resort based residential design and development deal structuring in both the US and Mexico. He has spent fifteen years in the private sector always with an ear to the ground for opportunities to intervene in workforce housing. Searching for a quality of life enhancement, Paco and his family moved to Colorado in 2010 after twelve years in Dallas, Texas. In Vail, Paco has successfully completed a handful of residential projects in the capacity of owner representative, project manager and designer. Looking to further his ties to the community, Paco is looking for opportunities to help Vail continue to grow into a truly inclusive and sustainable town.

Before transitioning to Vail, Francisco owned and operated a high-end residential flooring, stone & tile contractor working with the top fifteen high-end custom general contractors in Dallas, Texas. Paco worked and advised for the Texas Redevelopment Authority a Houston based Regional Center focusing on EB-5 investment projects. He acted as the head of the International Real Estate Investment effort, promoting real estate development projects that target international investment focusing on south of the border and Latin America.

Mr. Meza was co-founder and development VP for Casa Mexicana, a second home resort-based residential developer in coastal towns in Mexico (Highlight development –El Encanto - Punta Mita, Mexico) and managing director of Mi Casa Nueva a privately held affordable mixed use condominium developer specializing in the US Hispanic market in North Texas (Highlight Development – Mi Casa Nueva @ Illinois) Paco successfully negotiated an important land subsidy facility from the City of Dallas Housing Department for this development.

Francisco was the Regional VP of Design and Construction for United Systems Integrators (acquired by Johnsons Controls –Global Workplace Solutions in 2005) a Connecticut based global real estate advisory and services provider. At USI Paco was in charge of managing a team of over twenty real estate industry professionals and developing the Latin America market and southeast region of the U.S totaling in the delivery of approximately \$150 M in aggregate services.

Before moving to the US in 1996, Paco worked and was Development Director Housing Institute of Mexico City (population 20 M) where he assembled and managed a land bank for emerging workforce housing development and was charged with pairing occupier groups with the developments. He is a licensed architect with a Masters Degree in Urban Design with a focus on Real Estate Development from Harvard University. Paco has a 5 year BA in Architecture and Urban Studies from Iberoamericana in Mexico City with honors. Paco has two and one half years of law studies (no degree was pursued). Mr.Meza sits on the board of the Vail Valley Soccer Club and has volunteered his time with Habitat for Humanity and as a board member for the North Texas Housing Coalition for three years.

#9

Patty McKenny

From: Kent Petersmeyer <Kent@TheCascadeTeam.com>
Sent: Wednesday, February 01, 2017 8:40 AM
To: Patty McKenny
Subject: RE: Vail Housing Authority Vacancy

Thank you Patty. The store I run for Vail Resorts sits within the Vail Resorts Retail (VRR) division of the company. Let me know if you need help locating the relevant business license.

Kent

From: Patty McKenny [<mailto:PMcKenny@vailgov.com>]
Sent: Tuesday, January 31, 2017 11:01 AM
To: Kent Petersmeyer <Kent@TheCascadeTeam.com>
Cc: George Ruther <GRuther@vailgov.com>
Subject: RE: Vail Housing Authority Vacancy

Good morning Kent,

Thank you for your email expressing your interest in serving on the Vail Local Housing Authority.

Please note eligibility for serving on the VLHA is met by either being a resident of Vail or a resident of Eagle County and employer that holds a Town of Vail business license. I am confirming your business license number at this time.

The interview schedule will be determined the week of Feb 13 at which time I will email you on Friday Feb 17th your interview time .

If you would please block your calendar for Tuesday, Feb 21, between 1 pm and 5 pm for an interview that would be great.

If you have further questions, please let me know.
Thanks and have a nice day!

Patty McKenny
Town Clerk
Town of Vail
pmckenny@vailgov.com
479-2136

From: Kent Petersmeyer [<mailto:Kent@TheCascadeTeam.com>]
Sent: Monday, January 30, 2017 3:08 PM
To: Patty McKenny
Cc: George Ruther
Subject: Vail Housing Authority Vacancy

January 30, 2017

Dear Patty:

Please view this as my Letter of Interest to possibly fill the vacancy described in today's paper. I live in Edwards, CO, I run a retail store in Vail owned and operated by Vail Resorts (The North Face at Solaris) and I am the managing broker for a residential brokerage firm known as The Cascade Team.

Here is my background and resume in bullet form:

- Grew up in Northern California.
- B.A. degree in Political Science from the University of California at Santa Barbara; achieved Phi Beta Kappa honors.
- MBA degree from Harvard Business School.
- 20+ years of residential real estate experience, including stints with several highly regarded developers of master planned communities in senior sales/marketing positions in resort destination communities such as Scottsdale, Park City and Destin.
- Relocated to Eagle County three years ago, in part to live in close proximity to my two adult children and four grandchildren.
- Currently serving on the Board of Directors for the Vail Board of Realtors' Multiple Listing Service ("VMLS").
- One of the real estate niches I have concentrated in involves finding suitable homes for local first time homebuyers who face the challenges associated with high prices, high HOA fees, limited availability of non-deed restricted units, etc.
- I have an excellent feel for the home ownership aspirations of the many young people employed by Vail Resorts and other employers, especially those in middle management positions.
- Finally, I consider myself to be A-political; I pride myself on being a pragmatic problem solver who is able, once the pertinent facts have been flushed out, to articulate the range of solutions available to a decision making body such as the Vail Housing Authority.

Thank you for your consideration.

Sincerely

Roger "Kent" Petersmeyer
Edwards, CO
970.456.8203

Patty McKenny

From: Polikandriotis, John <johnp@vsortho.com>
Sent: Tuesday, January 24, 2017 1:54 PM
To: Patty McKenny
Subject: Vail Housing Authority Board Member position
Attachments: polikandriotis cv.doc

Dear Patty McKenny,

I would like to apply for the position of Board Member with the Vail Housing Authority. I am currently the CEO of Vail Summit Orthopaedics, live full-time in Eagle County, and would love the chance to give back to my community.

I have attached my CV which describes in detail a strong background in finance, strategy, construction management and development.

In brief, prior to moving to Eagle County, I was employed as the Vice President of Ambulatory Operations for Children's Healthcare of Atlanta (CHOA). CHOA is a 3 hospital, U.S. News and World Report ranked, 575 bed, 9,500 employee system. I had oversight over 27 neighborhood healthcare facilities and was responsible for 750 FTEs and a \$350M topline revenue generating operation. My main responsibility was to oversee the community engagement, strategic planning and implementation of the ambulatory strategy which includes the incremental development of 300,000 sq. ft. of medical services.

In terms of education, I obtained a PhD from the Ohio State University, an MBA from Georgia State University with a dual concentration in Finance and in Health Care Administration, and an MPH from the University of Massachusetts in Public Health Practice. In addition, I have received Executive Leadership training from Cornell University and Harvard University and was appointed by the U.S. Secretary of Commerce to serve on the Baldrige Board of National Examiners 2012-2015.

I have developed into a highly persuasive leader who can oversee the design, implementation, and execution of numerous initiatives. I communicate and present information very effectively and can persuade others in effort to inspire top performance, manage, monitor and report on time lines, costs, and actions that meet goals.

Thank you for your time and consideration.

Sincerely,

John

John Polikandriotis, PhD, MBA, MPH, FACHE

CEO

P: (970) 477-4450 | C: (404) 550-0654 | F: (970) 668-4406

360 Peak One Drive, Suite 180
PO Box 1303 | Frisco, CO 80443



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John A. Polikandriotis, PhD, MBA, MPH, FACHE, CMPE

235 Buckboard Rd #A West

PO Box 5218

Edwards CO 81632

404-550-0654; john_polikandriotis@yahoo.com

PROFESSIONAL EXPERIENCE

Sep 2016 – present: Vail-Summit Orthopaedics (VSO)

VSO is a highly successful private practice group of specialty physicians providing the complete spectrum of musculoskeletal care. From prevention and diagnosis to treatment and rehabilitation, the experienced specialists of VSO offer patient-centered solutions to help individuals achieve their personal wellness goals.

Sep 2016-present Chief Executive Officer

- Further enhance a superior organizational culture, and bring clarity to facilitate strategies that a high functioning management team can get behind and support.
- Address and facilitate the operational, financial, and regulatory aspects of healthcare
- Assess potential growth opportunities.
- Align with and educate the partners on new models of reimbursement and provide data analytics and valid pro-formas to calibrate future direction and consensus.
- Provide leadership in advanced markets, knowledge of the orthopaedic industry, ancillary expansion, and/or the acute care environment.
- Develop, implement and/or oversee programs of quality improvement, resource management, real estate, research/scientific trials and leading edge service excellence.
- Demonstrate a relentless commitment to improvement and excellence.

Feb 2013 – Sep 2016: Children’s Healthcare of Atlanta (CHOA)

CHOA is the largest Pediatric Institution in the country with over 920,000 annual patient visits. We are a 3 hospitals, academic affiliated, 2015-2016 U.S. News and World Report honor roll ranked (5 specialties in the top 20), 575 bed, and 9,800 employee system. In addition, *Fortune* magazine has included CHOA on its elite list of “100 Best Companies to Work for” for 10 consecutive years.

Feb 2014-Sep 2016 Vice President, Ambulatory Operations

- Reporting directly to the system COO, a newly created position that provides direct operational, strategic, financial leadership, and community engagement for 24 ambulatory sites that include 6 Urgent Care facilities (135,000 annual visits), 3 hospital based and 2 free-standing advanced Radiology centers (225,000 annual scans), 14 Sports Medicine clinics (42,000 annual visits), 9 Rehab clinics (100,000 annual visits), 6 Orthotics and Prosthetics centers (20,000 annual visits), 6 medical office buildings housing specialists, and a statewide Community/Physician Outreach program.

- Oversight includes over 800 FTEs and responsible for \$340M in yearly Gross revenue (up from \$281M prior year), \$150M in yearly Net revenue (up from \$130M prior year) and \$75M to the bottom line (up from \$65M prior year).
- Oversee the community engagement, strategic planning and implementation of the ambulatory strategy which includes the incremental development of 300,000 sq. ft. of medical services over the next 3 years which includes Ambulatory Destination Centers, medical retail expansion into community medical office locations to increase the presence of pediatricians and pediatric subspecialists.
- Support and engage employed and non-employed physicians in the delivery of care throughout the system.
- Develop and implement continuous quality and performance improvement initiatives as well as customer service and staff development/retention strategies.
- Partner with community leaders, physician leaders and medical directors to drive programmatic growth, quality, marketing and research initiatives.

Feb 2013-Feb 2014 Director of Orthopedics

CHOA's Orthopedic program is one of the highest volume pediatric orthopedic programs in the country, has one of the lowest spine surgery length of stays, and is currently ranked 17th in the 2015-2016 U.S. News and World Report Best Hospitals for Pediatric Orthopedics.

- Reported directly to the VP Orthopedic/Rehabilitation Service Line, provided direct operational, strategic, financial leadership and accountability of all aspects of the orthopedic service line, including sports PT clinics, a robust sports outreach program and in partnership with orthopedic physician leaders, all orthopedic services such as spine, fractures, hip, hand and concussion programs.
- Responsible for the Orthopedic Medical Director's contracts and deliverables that included program development, quality, marketing, education and research initiatives.
- Supported and engaged all orthopedic physicians (all non-employed) in the delivery of care throughout the system.
- Developed a foundation for an orthopedic research and outcomes center of excellence

Aug 2007 – Feb 2013: Laser Spine Institute, Tampa, FL

Laser Spine Institute is a multi-state, consumer driven, minimally invasive outpatient spine ambulatory surgery center (ASC) system that performs one of the highest volume of outpatient spine surgeries in the country with over 900 surgeries per month (250 in 2007), employs over 800 employees (from 100 in 2007) and in 2013 generated over \$170M in revenue (\$60M in 2007) with greater than 75% of the surgeries coming from out of state patients.

Aug 2011-Feb 2013 Executive Strategy and Business Development Consultant

Sep 2010-Aug 2011 Senior Director of Strategic Initiatives

Aug 2007- Sep 2010 Director of Business Strategy and Research

- Coordinated and lead ambulatory surgical center (ASC) expansion efforts from market analysis to site selection to opening day for 9 new markets.

- Implemented methodologies that identified all patient touch points and increased enterprise patient satisfaction from 78% to 88% as well monitored individual center performance.
- Implemented a patient referral/testimonial process for all centers.
- Implemented protocols that reduced supply costs by 14%.
- Provided strategic direction on an \$18M/year marketing budget (community seminars, pay per click campaigns, SEO, social media, traditional media, etc.) that supported numerous facilities.
- Implemented a center specific and enterprise wide patient outcome/satisfaction dashboard that is distributed company-wide monthly.
- Provided analytical insight regarding growth trends, competition analysis, national and international expansion
- Presented on economic value creation (cost reduction, performance optimization, etc.) to the board of directors, CEO, President, CFO and other members of the executive team.
- Secured and maintained visibility into enterprise performance by developing high-profile influential and collaborative relationships with functional leaders across all levels of the company using communicated performance dashboards and scorecards (patient satisfaction, OPEX, EBITDA, individual performance, etc.).
- Forecasted future departmental needs including both human and material resources (surgeon and other medical/non-medical headcount, operating room needs, marketing spend, etc.).
- Designed, implemented, collected and analyzed patient outcomes data to support center accreditation, generation and presentation of customer friendly value messaging educational/marketing tools and peer-reviewed publications for national meetings.
- Assisted in the preparation and delivery of board materials and other CEO level presentations.

Mar 2006 – Aug 2007: Reddy US Therapeutics, Norcross, GA

Reddy Therapeutics is a \$2.3B in revenue multinational pharmaceutical company based in Hyderabad, India with a U.S. R&D arm focusing on developing and identifying novel therapeutics for cardiovascular disease.

Mar 2007-Aug 2007 Principal Scientist

Mar 2006-Mar 2007 Senior Scientist

- Influenced and redirected existing research programs and proactively created research collaborations with academic institutions.
- Analyzed scientific results to support generation of patents, publications, and regulatory submissions.
- Monitored, managed, and reported on project timelines, costs, and actions to meet project goals.
- Set meeting agendas, facilitate meetings, and monitor project plans toward milestones.

- Developed excellent communication skills with the ability to interface effectively with senior management, multi-continental, interdisciplinary project teams and subordinates.

Emory University/VA Hospital, Dept. of Pulmonary Medicine, Atlanta, GA

Mar 2004-Feb 2006 **Postdoctoral/Howard Hughes Medical Institute Teaching Fellow**

EDUCATION

May 2012	MPH Public Health Practice	University of Massachusetts, Amherst, MA
May 2007	MBA Finance/Health Care Admin.	Georgia State University, Atlanta, GA
Mar 2004	PhD Biochemistry	The Ohio State University, Columbus, OH
Jun 1997	BSc Biochemistry	North Central College, Naperville, IL

COMMITTEES/APPOINTMENTS/COMMUNITY INVOLVEMENT

2015-2016	Forsyth County Chamber of Commerce Board Member
2012-2015	Malcolm Baldrige National Quality Award National Board of Examiners
2013-2014	Institute for Conscious Global Change Board of Director
2012	Sponsorship Committee for the ACHE Western Florida Chapter
2011	United Way
2011	Medical Mission trip to Ecuador

CERTIFICATIONS/FELLOWSHIPS

2017-present	Certified Medical Practice Executive (CMPE) through the American College of Medical Practice Executives; MGMA
2013-present	Board Certified Fellow of the American College of Healthcare Executives (FACHE)
2012-present	Board Certified ASC Administrator (CASC); Board of Ambulatory Surgery
Nov 2010	Executive Healthcare Strategy Certification; Harvard University
Mar 2009	Six Sigma Green Belt (CSSGB)/Lean Certification; Aveta Business Solutions
Feb 2009	Statistical Software Certification; Minitab15
Oct 2008	Executive Leadership Certification; Cornell University
Mar 2007	Fellow of the American Heart Association (FAHA)
2004-2005	Howard Hughes Medical Institute (HHMI) Teaching Fellowship
2002-2004	American Heart Association (AHA) Pre-doctoral Fellowship

MEMBERSHIPS

American Academy of Orthopaedic Executives (AAOE)
 Medical Group Management Association (MGMA)
 American College of Healthcare Executives (ACHE)
 Georgia State University Alumni Association
 The Ohio State University Alumni Association

PATENT

2008 Polikandriotis JA, Pillarisetti R, and Saxena U. Methods and Compositions for Upregulation of GATA Activity U.S Serial # 12/113,436

PUBLICATIONS/MEETING ABSTRACTS

26 peer-reviewed publications

62 national meeting presentations and abstracts

Patty McKenny



From: Karen Reid <karenvail0705@gmail.com>
Sent: Wednesday, February 08, 2017 7:44 PM
To: Patty McKenny
Subject: Vail Housing Authority Board Member Vacancy
Attachments: Resume Nov 2016.docx

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Ms. McKenny:

I am writing regarding the vacancy on the Vail Housing Authority Board.

You will find my resume attached for your review. Since I worked in Construction Project Management for many years, I have applicable experience in varied aspects of the areas required - financing large projects, developments, construction management, planning, design and legal. My degree is in Communication. I have a lot of other life experience and skills that would be applicable as well. Also, I live in Miller Ranch and can bring the experience of living in this community to The Board.

My interest in this position on The Board stems from my desire to help work toward the goal of improved housing for locals. Also, I want to serve the community where I have lived and worked for so long and love very much.

I am available the third Tuesday of each month at the designated time since my days off are Sunday, Monday and Tuesday. (I work 4 ten hour days.) This also leaves extra time to work on Board items as needed. I have three kids, but two of them are not at home anymore, leaving only one to care for. However, she is a high school Junior and is very independent. I now have time to contribute to a cause I believe in.

I would appreciate the opportunity to discuss this position on The Board with you. Thank you for your time and consideration. I will look forward to hearing from you soon.

Sincerely,

Karen Braden

Karen Braden
P.O. Box 1424
Vail, Colorado 81658
(970) 376-1067

OBJECTIVE: Position utilizing diverse experience and acquired skills to advance my career. I want to be a valued team member, make a contribution and have job satisfaction.

EXPERIENCE:

Hospitality:

Front Desk/Concierge
Sandstone Creek Club

May 2010 until present

Construction:

Assistant Project Management

June 1995 – October 2003

April 2005 – October 2009

Vail Valley Medical Center (Also **Admin Tech** in Facilities Department)

Vail Resorts Development Company

Evans Chaffee Construction Group (Also **Sales.**)

Eagle County Government

Medical/Administrative:

Occupational Health Specialist

October 2003 – April 2005

Vail Valley Medical Center

Real Estate:

Realtor

November 1991 – March 1998

The Equity Group, Inc. , Portland, OR

McVey and Company, Vail, CO (Referral only)

Administrative:

Administrative Assistant/Escrow Assistant

August 1990 – August 1991

Oregon Title Insurance Company

Oregon Pacific Investment Company

Banking:

Teller, New Accounts, Accounting Assistant, Loan Assistant

May 1984 – July 1990

Vail National Bank

La Jolla Pacific Savings and Loan, La Jolla, CA

First National Bank, San Diego, CA

Rancho Santa Fe National Bank, San Diego, CA

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Vail National Bank
La Jolla Pacific Savings and Loan, La Jolla, CA
First National Bank, San Diego, CA
Rancho Santa Fe National Bank, San Diego, CA

Sold Lift Tickets for Vail Associates November 1983 – April 1984.

Retail Sales high school and college years – The Mug Shop, Children’s Corner and Mountain Child, Vail, CO.

EDUCATION:

Vail Mountain School, Vail, CO

1979 - High School Diploma

Mills College, Oakland, CA

1983 - B.A. Communication

University of Paris, Sorbonne, Paris, France

1982 – French Certificate

(Semester Abroad Program)

Western University, San Diego, CA

1989 – Portion of MBA

Metro Brokers School of Real Estate, Portland, OR

1991- Certificate of Completion

SKILLS:

Computer – Microsoft Applications, Groupwise, Timberline Project Management Software, Hotel Software, Internet

Typing – 60 WPM

Office Machines – telephones, fax, copiers, postage machine, etc.

Strong people skills

Excellent organizational skills

Able to juggle and prioritize multiple tasks

Extensive event planning experience

Interior design training

C.Q.I. and Team Leading experience

Speak French

PERSONAL:

Born in Lakewood, CO.

Married with 3 older children.

Interests include travel, cooking, skiing and hiking.

REFERENCES:

Available upon request.



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Future Meeting Agenda Topics

ATTACHMENTS:

Description

Future Meeting Topics



Memorandum

To: Mayor and Town Council
 From: Patty McKenny, Town Clerk
 Date: February 21, 2017
 Subject: Proposed agenda topics for future meeting agendas and 2017 Meeting Dates

I. PURPOSE

The listing below reflects proposed topics to be scheduled at future Town Council meetings and is informational only. Dates and topics are subject to change

Vail Town Council Meetings	
Topics for Future Meeting Agendas	Proposed Date Subject to Change
<u>Meeting Retreat</u>	
Town Council Retreat (Vail Town Council Chambers; noon until 4 pm)	22-Feb
<u>Regular Meeting</u>	
AIPP Board Interviews & Selection	7-Mar
Comcaste Update	7-Mar
Broadband Agreement	7-Mar
Proclamation recognizing One Book One Valley Program	7-Mar
<u>Special Meeting</u>	
Review Town Manager Resumes and Select Semi-finalist candidates	14-Mar
Annual Community Meeting (Donovan Pavilion; 5 pm until 7 pm)	14-Mar
<u>Regular Meeting</u>	
DRB / PEC Interviews	21-Mar
Ford Park 2017 Summer Managed Parking Calendar & Update	21-Mar
Meet with Eagle County School Officials to review Capital Projects for Red Sandstone Elementary School	21-Mar
<u>Regular Meeting</u>	
Select Candidate Finalists for Town Manager Interviews	4-Apr
<u>Regular Meeting</u>	
Town Manager Interviews (4/17 - 4/19)	18-Apr
Proposed Future Topics for Council Meetings	
* Burton Recap (afternoon meeting)	2-May
* Dismount Zones - Enforcment	TBD
* VRD : Clubhouse lease, skatepark agreement, events	TBD
* CFHA / Local Banks Follow up	TBD
* Update on Historic Preservation Program	TBD
* Review langauge addressing "call up timeframe" for CSE decisions	TBD
* Vail Muni Building Remodel Update	TBD



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Town Council Retreat February 22, 2017 Agenda

ATTACHMENTS:

Description

Town Council Retreat Agenda and materials

Great Place to Work Flyer



Memorandum

To: Mayor and Town Council
From: Stan Zemler, Town Manager
Date: February 21, 2017
Subject: Town Council Retreat Agenda Below

**VAIL TOWN COUNCIL RETREAT
WEDNESDAY, FEBRUARY 22, 2017
COUNCIL CHAMBERS, 75 SOUTH FRONTAGE ROAD, VAIL, COLORADO**

12:00 p.m. Lunch (Municipal Building Administration Conference Room)
12:30 p.m. Review 2016 (meetings, processes, procedures)
1:15 p.m. Review Community Survey Results: Executive Summary
1:45 p.m. Review 2015-2017 Council Action Plan
2016 Accomplishments (Are they aligned with action plan & community survey?)
2017 Work Plan (Is it aligned with action plan & community survey?)
2:30 p.m. Break
2:45 p.m. Other Business
Great Place to Work Survey
3:15 p.m. Discussion about Town Manager Transition
3:45 p.m. Adjourn

Attachments:

- ✓ 2015-17 Council Action Plan
- ✓ Community Survey Excerpts

VAIL TOWN COUNCIL ACTION PLAN 2015-17



75 South Frontage Road | Vail, CO 81657
970.479.2100 | vailgov.com





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

OUR VISION
To be the **PREMIER** international mountain resort community

enhance the local **ECONOMY**

grow a balanced **COMMUNITY**

elevate the **EXPERIENCE**

GROW A BALANCED COMMUNITY

Engage our community in honoring our social, recreational, cultural, educational and environmental values that will guide sustainable strategies throughout our neighborhoods as the foundation of our town's continued success.



ELEVATE THE EXPERIENCE

Deliver on the promise, **VAIL Like nothing on earth.™** that also supports “preserving our earth,” in everything we do.



ENHANCE THE LOCAL ECONOMY

Preserve our vibrant and diverse economy that keeps Vail at the forefront of our resort competitors.



2015-17



COMMUNITY GOALS

Engage our community in honoring our social, recreational, cultural, educational and environmental values that will guide sustainable strategies throughout our neighborhoods as the foundation of our town's continued success.

- Balanced community composition
- Civic area enhancements
- Regional opportunities supporting community living and amenities
- Educational enrichments with Red Sandstone Elementary School
- Informed community

INITIATIVES

- Define "balanced community" composition that also includes discussions about the future of West Vail
- Explore the idea of creating a "civic area" using municipal owned properties that would serve the community with government, cultural and recreational services
- Enhance community living and amenities by exploring regional opportunities for housing and recreation
- Expand opportunities for Red Sandstone Elementary School with the school district's future planning effort
- Engage community on civic topics that help the exchange of ideas, information and feedback between municipal sources and all factions of the community



TOWN COUNCIL PRIORITIES

- Civic engagement
- Balance regulations
- Define balanced community
- Red Sandstone Elementary School - plans for the future
- Chamonix housing project
- Housing Strategic Plan update
- Regional cooperation and opportunities
- Land analysis / housing opportunities
- Civic Area Plan
- West Vail Plan

ECONOMY GOALS

Preserve our vibrant and diverse economy that keeps Vail at the forefront of our resort competitors.

- Long range strategic plans to enhance competitiveness of the Town of Vail
- Create community spaces that support iconic events as well as arts, cultural, culinary and local community programming
- Collaborate with Vail Resorts on resort programming and municipal services
- Peer resort visits to share best practices

INITIATIVES

- Prepare long range financial plans that support the mission and vision for the community
- Continue reviewing current and emerging trends and working with local business community stakeholders that will help formulate future decisions supporting a competitive and diverse resort economy
- Study opportunities for multi-use facility that would support the many demands for a venue space by the public, private and non-profit sectors, including a space that would be available for current special events hosted in the community
- Coordinate with Vail Resorts the implementation of Epic Discovery in an effort to understand impacts, benefits and required municipal services



TOWN COUNCIL PRIORITIES

- Current and emerging trends
- Study opportunities for multi-use facility
- Tax Increment Financing (TIF) plan
- Leverage Epic Discovery impacts proactively



EXPERIENCE GOALS

Deliver on the promise, **Vail. Like nothing on earth™** that also supports “preserving our earth,” in everything we do.

- Excellent municipal services
- Convenient, efficient and safe parking and transportation venues
- Strategic implementation of environmental programs
- Competitive technology
- World class recreational amenities and stewardship of our natural environment
- Focus on the Vail Way™ of doing things

TOWN COUNCIL PRIORITIES

- Gore Creek Plan
- Trails Plan
- Update Strategic Environmental Plan
- Technology Strategic Plan
- Update Transportation Master Plan
- Vail Nature Center Plan
- Parking and Pedestrian Enhancement Plan
- Embrace shared economy
- Plan for Vail Resorts funding of \$4.3 M for parking
- Managed parking long term plan
- Focus on arts
- Iconic events
- Wildfire management
- Safety / evacuation plans
- Municipal services
- Professional workforce Vail Way™



INITIATIVES

- Enhance municipal services with a review of community survey input and continue to provide an excellent level of service that meets the “Vail Standards”
- Continue to improve the quality and convenience of parking and transportation for both locals and guests
- Serve as a resort leader in developing environmental programs that respect and preserve our natural environment
- Develop a Technology Plan that sets forth goals and identifies strategies for implementing leading-edge and competitive technological opportunities
- Continue to secure our position as a world class resort offering premier recreational and educational amenities and events
- Be a leader in developing an exceptional and professional workforce that aligns with the Vail Way™ brand and values



VAIL TOWN COUNCIL ACTION PLAN 2015-17



TOWN OF VAIL

75 South Frontage Road
Vail, Colorado 81657
970.479.2100 | vailgov.com

Town of Vail Community Survey 2016

**Final Report
June 2016**

Prepared for:

Town of Vail

Prepared by:

RRC Associates, LLC

4940 Pearl East Circle, Ste 103

Boulder, CO 80301

303/449-6558

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RRC
ASSOCIATESSM

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AN OVERVIEW OF RESULTS

This summary provides an overview of selected survey results as well as an identification of some of the major themes and findings that emerged from the 2016 Community Survey. The 2016 Town of Vail Community Survey used methods virtually identical to those used in 2014, 2012, and 2010, permitting comparisons of results over time. As in past surveys, this year's program resulted in extensive open-ended comments (over 300 pages) as well as statistical measures of many topics that are of interest to the community. The comments are excerpted in the body of the report, and are also presented verbatim in the attachments with no editing, punctuation or spelling correction.

In 2016, the surveys were fielded using two techniques. The primary method of distribution was through a postcard mailed to Town of Vail residents using a list obtained from a commercial vendor. In previous years, all identified postal addresses in the Town of Vail were mailed a postcard addressed to "current occupant." This year, in an effort to personalize the postcard invitation and avoid mailing to vacant residences, the list only included addresses associated with a name based on a consumer list. All known part-time resident owners were also sent cards using a list from the Eagle County Assessor. The postcards invited recipients to enter one of two unique passwords shown on the postcards to complete the survey online. Also, residents that had a password but requested (by telephone) to complete the survey using a paper form were provided a survey. The secondary method was the promotion of an "open" version of the survey designed to gather input from interested individuals that had not received the password protected invitation. Together, these two response methods resulted in 1,253 completed surveys (690 from the Invitation sample and 563 from the "Open Link"). These subsets of respondents are referred to in the report as the "Invitation" and "Open Link" groups.

Survey invitation postcards arrived in Vail mailboxes during the early part of the week of March 7, 2016. Reminder postcards were sent to residents and seasonal residents about 10 days later. In addition, the Open Link Survey was advertised as available for completion starting on March 25. This was timed to be about three weeks after the initial postcard mailing. Through various ads, the public was invited to complete that version of the survey online but without a password. Both the Invitation and Open Link versions of the survey were closed at midnight on April 18.

Responses from both versions of the survey were generally similar. As a result, much of the discussion focuses on the responses obtained using both methods of data collection. This provided the broadest cross-section of community opinion. However, the controlled Invitation group of respondents were also carefully tracked. The Appendix to this report contains a summary of survey responses dating back to 2005; it includes only responses from the Invitation (or random sample in 2005 and 2007) responses in order to establish directly comparable survey results.

The 2016 Community Survey is one of a number of public outreach efforts conducted by the Town. It is important to recognize that the survey is considered a tool for gathering input rather than a vote or a referendum on the many topics that are explored. The survey results have been dissected in various ways to identify dominant themes and messages and these findings are explored in the full report that follows.

The presentation in the final report is organized into three major areas of discussion. First, a demographic profile of respondents is presented. Then, ratings of Town departments and services are evaluated using questions that allow comparisons to past surveys. In addition, a number of issues and topics of community importance are explored. This Policy and Community Interest section of the report focuses on policy-related questions that were identified to be of interest to decision makers and the community at large, with specific input from Town Council on survey questions and wording. Taken together, these responses provide a means of benchmarking the delivery of services over time.

For the first time, in 2016 an “Employer-Employee” Survey was also distributed. It was fielded using two different methods. Several of the largest employers in Town were contacted and requested to send an invitation to complete the survey on-line to their entire workforce that had digital access. These “large employers” included the Town of Vail, the Vail Valley Medical Center, Vail Resorts, Eagle River Water & Sanitation District and the Sonnenalp. Postcards were also sent to a sampling of business owners that had not received the Community Survey. These business operators were requested to complete the survey on-line themselves, as well as to distribute the survey to all employees. Together, these two types of outreach resulted in 792 completed surveys, as well as some partially completed forms.

The results of the Employer-Employee Survey are presented under separate cover. This survey provides a new information resource that profiles a segment of Vail’s workforce, and also provides opinions on a variety of topics with particular focus on housing and transportation. This survey resulted in strong response from a relatively young, and frequently hard to reach, segment of the community and the findings are explored with emphasis on the age of respondents, whether they own or rent, and where they live in the Valley. It offer a new perspective on opinions of workers in the Valley, both those that live in Town, and outside.

KEY FINDINGS FROM THE 2016 COMMUNITY SURVEY

As noted above, this report is divided into three major sections: Demographics, Ratings of Facilities and Services, and Policy Discussions. Selected findings from each of these subject areas include:

The Demographic Profile of Respondents

The survey contained a number of demographic questions that provide a snapshot of the community, and are used to probe and analyze input from respondents. The total number of survey responses was up considerably this year (1,253 compared to 779 in 2014, the last time the survey was conducted). The improved participation was the result of increased publicity and outreach for the survey, including a second wave of reminder postcards that helped to encourage response. In general, the demographic profile of respondents is similar to past years, but with slightly more representation from those who are employed in Vail but do not live there. The differences in opinions by visitor type are explored in detail where they are helpful in explaining opinions on a particular topic.

Additionally, survey responses were broken out by other subsets of respondents including: location of residence within Vail, age cohort, and length of time lived in Vail. For the most part, the segmentation did not show large differences of opinion among residents; however, there are areas where differences exist such as ratings of bus service by where one lives, or opinions of environmental policies by age group.

Ratings of Departments

As with past surveys, Town departments were rated across a number of different measures (questions). In general, results were very positive with high levels of satisfaction across all departments. The Community Development Department in particular showed notable improvement, with strong gains in ratings across the board this year. The overall satisfaction levels with Town services and programs are high and continue to be steady—a positive finding from the 2016 version of the Community Survey.

For most of the Vail Town departments, open-ended comments were collected along with ratings. The results from these ratings have been presented to the departments and provide additional information on the perceptions of the delivery of services. Both positive and negative comments were received, along with practical suggestions. Taken together, the comments provide one of the important products from the Community Survey program and offer a means of “listening” to residents and workers in ways not fully represented at meetings or through other existing channels.

Policies and Priorities

Right Direction or Wrong Track. Respondents began the survey by indicating their opinions regarding the general state of Vail. This question that has been tracked for over a decade asked, “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?” This year, about 64 percent of respondents said the TOV is going in the “right direction” (identical to 2014) and 18 percent of respondents indicated Vail is on the “wrong track” (compared to 22 percent in 2014). While the proportion of respondents indicating that Vail is going in the right direction is unchanged, fewer respondents said Vail is on the wrong track, suggesting positive improvement.

Government Accountability and Outreach. The survey contained several questions designed to probe satisfaction with the Town government including: “approachability of staff and Town Council members,” effort to provide information to citizens, public engagement opportunities, and collaboration in decision-making processes. The responses to these four questions were relatively lower than ratings of other areas of Town services. However, satisfaction with the three categories that were also asked in 2014 all showed positive improvement this year, indicating that some progress has been made. Collaboration continues to be an area of relative weakness, with under half (45 percent) of respondents reporting that they are satisfied.

On an open-ended question about “hopes and expectations of the current Town Council,” the comments provide extensive background on the views of citizens. Respondents frequently expressed positive anticipation of the new Town Council, hoping that the new members would bring creativity and diversity of opinion to the decision-making process. Consistent with the lower ratings for collaboration, many

respondents requested that Council members listen carefully to the needs of local residents and provide adequate opportunities for community input.

Events. Vail has emphasized events as a component of economic development as well as to respond to community desires for entertainment and activities. A strong majority of respondents say events create a positive experience in Vail. On the question, “In general, how would you describe the experience that events create for you and your guests?” about 81 percent of respondents rate the experience positively, as a 4 or 5 on a five-point scale, down slightly from 2014 (84 percent) and 2012 (85 percent). Part-time residents view events slightly more favorably (84 percent) than year-round residents (76 percent).

Most respondents, when asked, indicate that the Town holds “about the right number” of events (79 percent). Ten percent indicate there are too many events while 12 percent think there are too few. When compared to community response from the 2014 survey, opinions are more positive, with more respondents selecting “about the right number” and fewer selecting “too many” or “too few.” The surveys also indicate high satisfaction for a variety of aspects of events that were evaluated: overall quality of events, event venue options, and bus transportation all have high satisfaction.

The Events questions resulted in a number of open-ended comments that included both positive and negative sentiment. On the positive side, respondents note that events improve the quality of life in Vail and stimulate the economy. Others complained about crowding, lack of well-known performers, and lack of diversity in event type.

Overall Priorities Based on a List of 9 Factors. The survey contained a number of questions related to topics of policy or overall direction. These were explored in detail by examining both the quantitative (statistical) results, as well as the large number of open-ended comments that were received.

- Respondents were asked to evaluate nine topics that are of interest to elected officials and staff, using a rating scale of 1 to 5 with 1 being “not a priority” and 5 a “high priority.” This question has categories identical to those asked previously, although in 2014 11 policy areas were probed. It is also similar to but not identical to survey questions from both 2012 and 2010. The general conclusion is that priorities identified in the past remain top priorities in 2016. All of the topics or categories that were evaluated received ratings above 3 on the five-point scale and all received over 50 percent of responses earning a rating of 4 or 5. In other words, all of the priority areas evaluated are of importance or priority to the community. It is notable that “Focus on housing for middle income and service worker households in vital support roles” exhibited a surge in 4 and 5 ratings this year (70 percent vs. 56 percent in 2014), and was noted as a priority continuously in open-ended responses throughout the survey. When asked to list the top two priorities, the most frequently mentioned actions were as follows:

- Focus on housing for middle income and service worker households in vital support roles
- Economic vitality
- Budget and capital management
- Actions to protect and enhance Gore Creek
- Environmental sustainability

Housing. Affordable and adequate housing for employees in the Town of Vail was one of the top issues that came up repeatedly throughout the survey results. Respondents identified housing as their top priority among all of the community issues and also allocated the most funding towards it in a monetary exercise designed to determine top financial priorities (discussed below). Housing emerged prominently from the open-ended comments as well; many respondents are concerned about the issue and feel it needs to be addressed by the Town.

Techniques to expand workforce housing opportunities were examined thoroughly this year in a new series of questions. Respondents are highly supportive of various techniques to address the housing problems present in Vail. On a scale from 1 to 4 where 1 is “not at all supportive” and 4 is “very supportive,” respondents rated four proposed techniques to expand workforce housing. Increasing the requirement for contributing to workforce housing among developers (77 percent gave ratings of 3 or 4), permitting required housing to be built down-valley (75 percent), requiring a contribution to workforce housing for residential development (68 percent), and permitting increased density in limited locations or circumstances (57 percent) all received larger shares of supportive respondents than unsupportive respondents.

Environmental Policies and Priorities. The survey contained three questions that explored various aspects of environmental policy. Note that “Actions to protect and enhance Gore Creek” and “Environmental Sustainability” were each identified as top priorities by about one in five survey respondents (see discussion above), an indication of importance and broad support but not at the top of the list in terms of overall considerations from the community.

Regarding environmental sustainability program focus areas, the general conclusion is that respondents place high importance on recycling and waste reduction, renewable energy projects in town, and dark sky protections. Expanding plastic bag regulations is a relatively controversial issue based on survey results, with roughly equal shares identifying it as “important” and “unimportant.” Year-round residents placed greater importance than part-time residents on most of the focus areas, as did younger respondents compared to older age cohorts. This finding is notable and deserves attention as the Town considers the opinions and needs of younger residents as an element of long-term planning and positioning.

In a consideration of Gore Creek water quality, respondents identified barriers that prevent them from using environmentally-friendly landscaping practices on their property. The top barriers were the HOA’s responsibility for landscaping or HOA rules and a lack of knowledge of eco-friendly practices, each identified as a barrier by roughly half of respondents. Conversely, the lack of visual appeal of native plants

and vegetation, costs of eco-friendly landscaping, and lack of eco-friendly landscapers were identified by less than a quarter of respondents as barriers to environmentally-friendly landscaping.

A final question regarding environmental policy had respondents rate their level of support for three practices designed to mitigate and limit wildfires. Over three-quarters of respondents indicated support for each of the methods, including the creation of defensible space on individual properties (83 percent), modifying design standards to facilitate the creation of defensible space (82 percent), and the evaluation of the defensible space around each home by trained personnel (80 percent). These findings indicate that respondents are highly receptive to wildfire prevention policies.

Parking. Concerns, ideas and constructive suggestions are all obtained through the sequence of parking-related questions on the survey. Parking is discussed in detail in the Ratings section of this report but it is also a recurring theme in terms of community priorities, financial prioritization, and written comments. The data provide information that can be used to explore policy options and ground decisions should additional considerations of parking occur.

On the operational side, various aspects of parking operations continued to receive high ratings (booth attendant courtesy, structure cleanliness) but fees/pricing structure continues to receive low satisfaction ratings (only 32 percent provided a rating of 4 or 5, while 35 percent provided a rating of 1 or 2). Several new categories were introduced this year, including ease of parking in summer, which received strong ratings. The ease of parking in winter, and convenience and safety of overflow Frontage Road parking received relatively low satisfaction ratings.

A series of quantitative questions were asked with regards to parking, including, "Is there enough parking in the Town of Vail in the summer, and in winter? Respondents generally feel that summer parking is adequate – 70 percent said "yes," there is enough parking, 20 percent responded "no," and 8 percent were uncertain. Winter parking, on the other hand, is not adequate, as only 19 percent said there is enough parking in Vail during the winter, 68 percent said there is not, and 12 percent were uncertain.

Respondents were also asked about pricing structures for parking. A strong majority (79 percent) indicated that they would not support charging a fee for parking in public lots in Vail during the summer months. Only 12 percent were supportive and 9 percent were uncertain. Given the high ratings of ease of parking in the summer and large share of respondents indicating that summer parking is adequate, this resistance to a summer parking fee is not surprising. Respondents under age 35 were particularly likely to oppose charging a fee in the summer (92 percent) when compared to those age 65 or older (74 percent). When asked about whether parking rates should be based on demand with higher rates during the busiest times and lower rates when there is little demand, respondents were split down the middle, with 39 percent responding "yes" and 42 percent responding "no," and with a substantial segment (19 percent) that "don't know."

Parking passes were evaluated. About three-quarters of respondents do not own such a pass or card. Most current pass holders intend to renew a pass (79 percent "very likely" and 6 percent "likely").

However, there remains a major segment generally unlikely to purchase a parking pass next year, with 68 percent responding 1 – “Not at all Likely.” Given the concerns for parking, there may be opportunities to continue to refine pass offerings for different local segments of users and to expand communications about the programs to address a segment that indicated that they “didn’t know about them.”

Financial Prioritization. A new question this year had respondents prioritize five improvements for the Vail community relative to one another by allocating \$100 across the various categories to best reflect their priorities. Housing emerged at the top of the list, with respondents allocating the most on average towards expanded housing opportunities for middle income and service worker households (\$27). Parking improvements to add capacity at peak times, actions to protect and enhance Gore Creek (each \$20), and transportation improvements (\$18) followed closely. The creation of a sizable enclosed space to support cultural and community activities and events was the lowest priority, with an average allocation of \$11. The dominance of housing, parking, and the environment in this financial exercise is consistent with top priorities noted throughout the survey.

Community Infrastructure. When asked for their opinions on the addition of a sizable enclosed space to support cultural and community activities and events, respondents were fairly split. Roughly equal shares identified such a facility as important (47 percent) and unimportant (46 percent), and an additional 8 percent didn’t know. Younger respondents more commonly identified this infrastructure as important, with 55 percent of those under age 35 identifying it as important compared to 40 percent of those 65 or older. A follow-up open-ended question had respondents specify what type of enclosed space they would like to see. Frequently mentioned types of spaces included multi-purpose spaces, a concert/performing arts venue, a conference/convention center, and a recreation/community center. Despite the disagreement among respondents on the importance of this space, an enclosed space ranked considerably lower than other priorities on the financial prioritization exercise (discussed below), indicating that respondents generally feel that other issues should take precedence over enclosed space.

Selected Key Themes and Findings to be Noted as Vail Looks to the Future

- **Housing** is a key concern as measured in a variety of ways. There is support for giving housing attention and perhaps strengthening requirements designed to help create more housing. Additionally, the surveys resulted in about 160 respondents indicating interest in Chamonix and providing contact information. These individuals represent a source of applicants and should be considered for outreach as the project moves forward.

The open-ended comments regarding a variety of topics call out housing as a concern. These results are evident from both the Community and Employee-Employer Surveys and provide additional information and “color” regarding the depths of feeling related to housing issues. Particularly the younger segment of the community is calling for action and change, and there is some frustration and concern for the plight of the workforce in Vail, and the challenges of staying in the community over time. These types of themes were evident in both surveys this year, but there was particular frustration expressed by workers through the Employee-Employer survey.

- Parking concerns are also expressed by survey respondents, both through the quantitative survey questions (the statistical measures) and the open-ended comments. However, this topic is complicated and opinions are less clear than those related to housing as a priority. For example, there is much more support for attention to parking for residents than visitors. And there are differences in opinions by age, with the younger members of the community placing less weight on this concern. There are also some associations between opinions on environmental issues and parking issues, with notable differences in opinions by age of respondents. As Vail looks to the future, and considers policy directions and alternatives related to parking, the environmental aspects of transportation and parking may merit consideration if new programs are considered by the Town.

Opinions are clear on several aspects of parking. Parking in winter is viewed as a problem by most, but summer parking is generally not perceived as a problem. There is very little support for paid parking in summer. However, the idea of demand-based pricing for parking did receive some support (about 39 percent) with 18 percent uncertain. Clearly, this suggests that there might be opportunities to consider management strategies to reduce the impacts of peak parking, and there may be significant support for such efforts if those that currently don't have opinions can be convinced that new programs will be of benefit.

- Opinions of Millennials and likely retirees. The survey results were probed in a variety of ways. Particular attention was given to the opinions expressed by the younger segment of respondents (millennials 34 years and younger). This is an age cohort that has been of interest in recent years and the opinions of this segment deserve attention, particularly as Vail looks to the future. Additionally, the opinions of older residents are also worthy of attention. For example, the survey showed that up to about 25 percent of seasonal resident (second homeowner) respondents indicate they are interested in retiring to their residence in Vail. And most of these respondents intend to retire within the next 2-3 years (21 percent), or 4-10 years (48 percent). In other words, Vail is likely to continue to see growth in full-time residents that are retired, and this segment will require (and expect) some different services, and may reflect new priorities in the future.
- Vail's E-services List. The Community Survey resulted in a relatively large number of respondents asking to be placed on the Town's E-services list (over 300 requests). This list has grown gradually each year and has become an efficient and valued (by survey respondents) means of communication with residents and workers. Particularly because the Town's Website and E-services are identified as important sources of information by younger residents, building the e-mail list and using digital resources for communications should continue to be a priority. Further, the surveys suggest that there is interest in improved and expanded information about local government and this topic merits continued attention as Vail looks to the future.



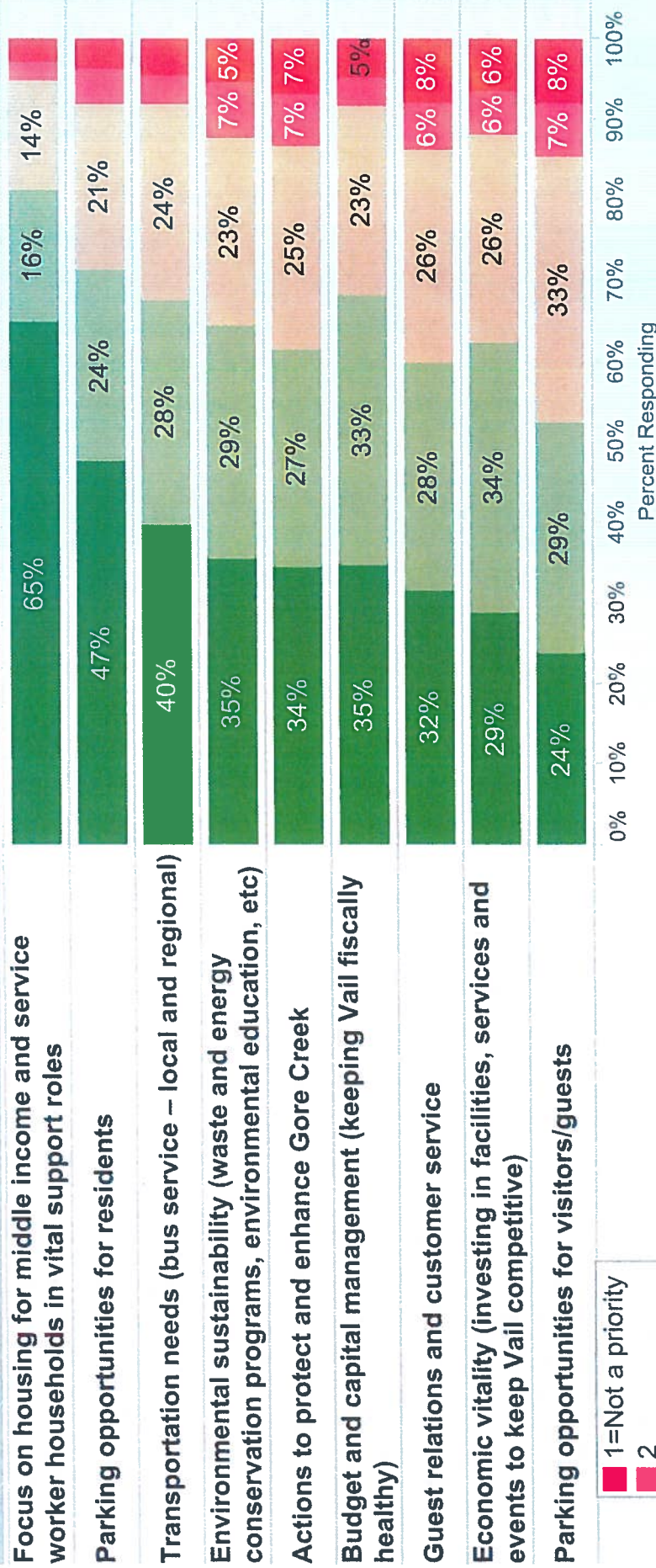
COMMUNITY PRIORITIES

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PRIORITIZATION OF COMMUNITY ISSUES

On a scale from 1 to 5, where 1 is “not a priority” and 5 is “high priority,” respondents rated focus on middle income/service worker households (81 percent gave 4 or 5 ratings) as the top priority. However, all areas were rated as priorities, with each receiving 4 or 5 ratings from at least half of respondents.

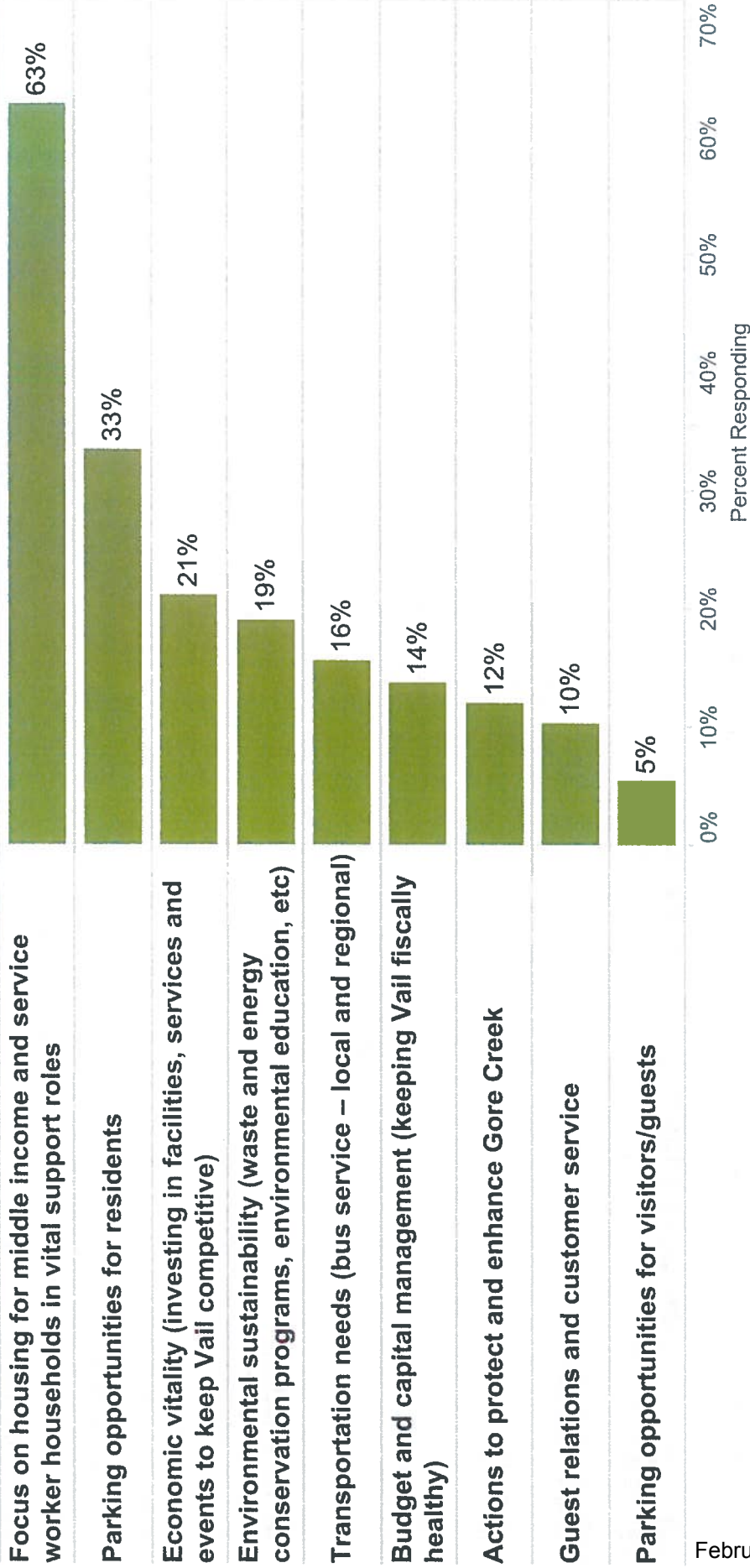
Priorities: Community Issues and Opportunities



TOP TWO COMMUNITY PRIORITIES

When asked to select their top two priorities, focus on housing for middle income/service worker households again dominated the list of community issues (63% of respondents selected this), followed distantly by parking opportunities for residents (33%).

Top Two Priorities: Community Issues and Opportunities



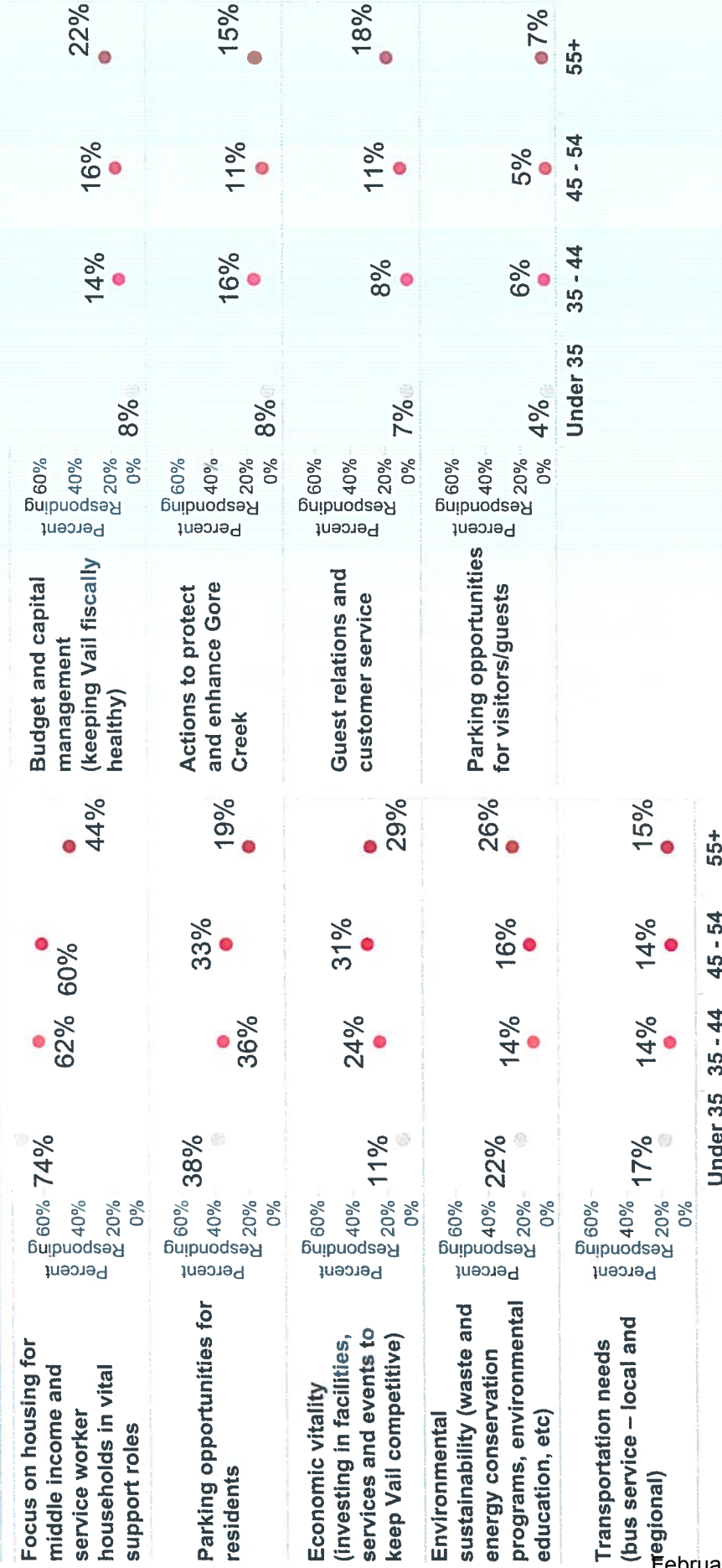


TOP TWO COMMUNITY PRIORITIES BY AGE

Younger respondents were considerably more likely to select focus on housing for middle income/service worker households and parking opportunities for residents as priorities. In contrast, older respondents placed higher priority on economic vitality, budget and capital management, and guest relations.

Top Two Priorities: Community Issues and Opportunities

By Age



DIRECTION OF TOWN OF VAIL

Respondents were more likely to indicate that the Town of Vail is heading in the “right direction” (41%) than indicate that it is on the “wrong track” (21%). A relatively large proportion of respondents said they didn’t know (38%).

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?





COMMENTS ON DIRECTION OF TOWN OF VAIL

Respondents Selecting “Right Direction”

Respondents who said Vail is moving in the “right direction” emphasized the leadership, fiscal responsibility, and transparency of the Town Government and Town Council. Many said the Town is focusing on the right issues. A sampling of comments is provided below.

Effort is being made to solicit opinions and focus on real problems in this community.

Working on housing is a good thing...

It is obvious from the upgrades that Vail is moving forward.

Vail continues to reinvest in infrastructure and events, which is necessary for all successful resorts.

Responding Selecting “Wrong Track”

Respondents who said Vail is on the “wrong track” cited problems with housing affordability and the cost of living, a lack of focus from the Town on local residents, and loss of the sense of community. A sampling of comments is provided below.

Cost of living does not match the majority of the incomes around here.

As I have stated, housing is out of control.

It's all about money here, the lovely relaxed ski vibe is gone

Seems that residents have been forgotten about and the focus has been to attract more dollars from visitors.



TOWN OF VAIL



At Town of Vail, 84 percent of employees say their workplace is great.

EMPLOYEE RATINGS



LEGEND

OFTEN OR ALMOST ALWAYS

SOMETIMES

What Employees Say

92%



I FEEL GOOD ABOUT THE WAYS WE CONTRIBUTE TO THE COMMUNITY.

91%



I'M PROUD TO TELL OTHERS I WORK HERE.

86%



I AM GIVEN THE RESOURCES AND EQUIPMENT TO DO MY JOB.

84%



I FEEL I MAKE A DIFFERENCE HERE.

84%



PEOPLE CELEBRATE SPECIAL EVENTS AROUND HERE.

PERKS AND PROGRAMS

What key characteristics tell you a prospective employee will be a great fit for your company?

When asked, many of our employees say that working for the Town of Vail feels like family. For that reason we look for applicants who are team players and are passionate about serving the Vail community. Applicants who can clearly communicate that they are committed to excellence and are ready to take ownership of Vail's future through innovation, hard work and providing exceptional guest service are the types of professionals that stand out.

What can prospective employees do to get your attention?

Living in Vail is a unique opportunity to live and recreate in this spectacular Vail Valley which we call home. Prospective employees are encouraged to learn more about the community and understand how they can contribute to Vail's future. Our hiring teams want to know that applicants cannot only do the job but that they will love living here, too. Living in a resort alpine setting is not for everyone but for the right person living in the beautiful Rocky Mountains is a dream come true.

PROGRAMS

Location & culture: Nestled up to the base of a world class ski mountain, we know that people choose to live and work in Vail for the lifestyle. Our offices and facilities have spectacular views of the mountains and have endless access to outdoor recreation. In order to make sure our employees get outside and enjoy a work- life balance, some staff members enjoy a four-day work week while others store their bikes, skis and boards at work for easy access.

Ski Pass Benefit: A tiered benefit is offered to employees of up to \$700 towards the purchase of a ski pass. Additionally, we partner with the Vail Recreation District to offer employees FREE Golf Passes (including a free bucket of balls daily at the driving range) and a FREE Nordic Skiing Pass. For the outdoor enthusiasts, these courses can't be beat and are highlighted by amazing views of the Gore Mountain Range.

Employee Home Ownership: The goal of this program is to help employees purchase a property to help make Vail their home. Participants in the Town of Vail Employee Housing Ownership Program are eligible for up to \$80,000 in assistance to purchase a property inside the Town of Vail limits. Properties outside the Town limits but within 50 miles of the Town are eligible for up to \$40,000 in assistance. Loan details and eligibility are outlined in our policies.

Professional Development: Vail prides itself in being known as the Premier International Mountain Resort Community. To ensure the future success of our community and the growth of our teams, it is important that employees continue to develop. Employees are encouraged to attend leadership courses to explore their values as well as skills' development trainings in specific fields to help them advance in



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: VLHA Meeting Minutes

ATTACHMENTS:

Description

VLHA January 10, 2017 Meeting Minutes

VLHA January 24, 2017 Meeting Minutes

Minutes
Vail Local Housing Authority (VLHA)
January 10, 2017 at 3:00 PM

Attending the meeting were members:

Molly Murphy	Scott Ashburn
Steve Lindstrom	James Wilkins
Mary McDougal	

Town staff attending the meeting:

George Ruther	Shelley Bellm
Kathleen Halloran	

Additional Attendees:

Matt Jones – Vail Resorts
Kim Williams – Valley Home Store

A quorum of VLHA Members being present, the meeting was called to order at 3:05 PM.

I. Vail Local Housing Authority (the Board) discussed upcoming Homebuyer Class.

Mary McDougall reviewed attached outline for the Chamonix Homebuyer class:

- Proposed classes set for 2/11, 2/25, 3/11 & 3/16
- Board would like to add additional classes later in process – not advertise all up front so we can get as many people to initial scheduled classes – incentive to get to class early?
- Mary to provide George with additional dates. TOV will secure location for additional dates.
- Kim suggested Monday or Tuesday for additional classes as those are days that most restaurant workers can attend
- Topics of discussion will include those listed in outline and emphasize:
 - Budgeting
 - Cost of home ownership
 - Pre-qualification – timing
- Questions for clarification:
 - Land – will the land be deeded to owners or will it be on a land lease?
 - Deeded
 - Deed restriction language – when will this be available for review by potential buyers
 - General terms will be available to potential buyers at classes

- Contracts – when will sample contract be available for review
 - General terms will be available at buyers' classes. Final terms not yet available.
 - Will be using the Colorado Real Estate Purchase Agreement
 - No modifications to contracts will be allowed
- VLHA fund a down payment assistance program for Chamonix?
 - No money available for this type of program. Council stated no additional subsidy will be available for this project.
 - Encourage large employers to create a down payment assistance program
- Budget for expense of classes – food, copies, etc. (estimate of \$250 per class at Valley Home Store)
 - Money will be funded through VLHA
 - Discussion about allowing potential lenders to sponsor events & reduce cost to VLHA
 - ComDev will come up with budget for classes
- Provide a list of lenders that offer DR loans? First Bank, Central Rockies, Guaranteed Rate
 - No list provided. Lenders may attend classes for exposure
- Example of appreciation model to be used in deed restriction?
 - Still need specifics of this program & requires approval of council.
 - Summit option - %'s / get what I paid for it
 - Cap does not guarantee appreciation
 - AMI
 - Salary Surveys
 - Affordability ties to income, not market
- Will these homes be exempt from transfer tax?
 - Yes
- Who will handle the real estate transactions – Valley Home Store? Realtors representing buyers? Developer?
 - No realtors – no commission or referral fees will be paid
 - Initial sales through Town
- Resales – will TOV and/or Valley Home Store manage these? Similar to Vail Commons?
 - Resales through town only – similar to Vail Commons
- Promoting Classes – Chamonix website (updates); ads in paper (TOV? Suzanne Silverthorn?); enrollment process (sign up in advance)
 - Website will be up middle of next week (1/11)
 - Ads will be run
 - Sign-up can be created to limit class size to 40
- Discussion ensued with particular attention to the sales at Chamonix:
 - Will we know price points prior to classes

- Should have more information as meetings with the builder and Champion continue.
- Prices cannot be set until after February 1
- When is lottery deadline – Applications early April/May drawing
- Applicants applying for down payment assistance (Eagle County) will receive credit for class requirement by attending this class
- Steve inquired whether these will be Condominiums or Townhouses? Townhouses
- Can potential buyers own land? Yes – until it is developed
- How will we verify no home ownership?
 - Kim responded that we will need to require tax returns to verify no home ownership outside Eagle County.
 - Will be difficult to verify Trusts & LLC's
- Pre-Qualification letter MUST address the deed restriction to be accepted
- When will reservations be converted to a contract?
- Earnest money must be substantial to ensure participation - % of purchase price.
- Who's on the loan – who's on the deed? – Lender specific (non-occupant co-borrower)
- Review of HOA dues & what's included
- Lottery process:
 - One hat – one opportunity per qualifying applicant
 - Pick your unit type you qualify for

II. Discussion of VLHA Budget for 2017

- 2016 VLHA budget was \$50,000.
 - Approximately ½ of this was spent on consultants
- Kathleen will provide a budget worksheet & resolution for adoption of the 2017 budget
- Sources of revenue for VLHA:
 - Middle Creek Management
 - Cash on Hand
 - Interest

III. Discussion of mechanics of Deed Restriction Acquisition

A. Process

Kathleen provided options for deed restriction purchase, document attached. After discussion of the two options, it was decided to keep the funds in the Capital Projects Fund and TOV bank accounts. This would eliminate the automatic audit provisions at \$10,000 and remove the need to set up new accounts.

A formalized process still needs to be created (example below):

- Application for deed restriction acquisition
- Pre-screen applicants (filter)
- Amount of acquisition agreed upon
- Executive session to discuss
- Resolution created to purchase restriction
- Finance transfer money at closing w/ title company

Discussion items included:

- Is this taxable income (capital gains)
- Will there be a 1099 produced?
- Use of a purchase & sale agreement
- Important that the deed is recorded prior to 1st deed of trust

B. Marketing – FAQs/Info. Sheet

How will we educate potential users of this program?

What name are we going to use for this program?

Deed Restriction Acquisition Program

Marketing campaign to launch

Application materials & documents

A fund will be established through the VLHA budget for a marketing program. The same company assisting the Chamonix marketing will likely be utilized for this program, in addition to internal resources.

George will come up with a plan for this marketing program.

C. Lender Meetings – When?

Suggested to figure out the process of the program 1st then bring the lenders together to review and provide input.

Anticipate lender meeting when deed restrictions are ready – next month.

Meeting with lenders anticipated for March 14 – lunch will be provided

Meeting adjourned.

Respectfully Submitted as approved this 24th day of January.



Lynne Campbell
Housing Coordinator

Vail Local Housing Authority

Meeting Minutes January 24, 2017 at 12:00 PM

VLHA Member Present: Molly Murphy James Wilkins
Steve Lindstrom Mary McDougal
Scott Ashburn resigned

Town staff attendees: George Ruther, Community Development Director
Lynne Campbell, Housing Coordinator

A quorum of VLHA Members being present, the meeting was called to order at 12:20 PM.

James Wilkins motioned to enter executive session to discuss the purchase, acquisition, lease, transfer, or sale of real, personal, or other property interest under C.R.S. Section 24-6-402(4)(a) located at Matterhorn Inn Condominiums Unit 9.

Molly Murphy second.

Executive session adjourned at 1:50pm and regular meeting commenced.

The Board provided staff direction to make counter offer proposal on Matterhorn Inn Condominiums Unit 9.

Board reviewed and approved meeting minutes for December 13, 2016 and January 10, 2017.

James Wilkins motioned, Molly Murphy second to approve VLHA meeting minutes for December 13, 2016 and January 10, 2017.

Meeting adjourned at 2:00pm.

Respectfully Submitted as approved this 14th day of February.



Lynne Campbell
Housing Coordinator



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: CSE February 1, 2017 DRAFT Minutes

ATTACHMENTS:

Description

CSE February 1 DRAFT Minutes



DRAFT

COMMISSION ON SPECIAL EVENTS MEETING
Vail Town Council Chambers
Wednesday, February 1, 2017 @ 8:30am

AGENDA:

Meeting materials can be accessed at the following link:
<http://65.38.144.10/weblink/0/fol/371711/Row1.aspx>

CSE Members Present: Samantha Biszantz
Barry Davis
Mark Gordon
Rayla KundolfKundolf
Kim Newbury Rediker
Marco Valenti
Alison Wadey

TOV Staff Present: Kelli McDonald, Economic Development Manager
Ernest Saeger, Special Events Coordinator
Laura Waniuk, Event Liaison Specialist

Others Present: Missy Johnson, Highline
Natalie Biedermann, Highline
Chris Hartman, Town of Vail – Welcome Centers
Beth Pantzer, Bravo! Vail
Brooke Skjonsby, Vail Resorts
James Deighan, Highline
Kathy Langenwalter, Local resident
Molly Eppard, Town of Vail – Art in Public Places
Cindy Bellenger, Say No More Promotions
Angela Mueller, REN Events
Kara Woods, Art in Public Places Board

CSE Chair, Barry Davis, called the meeting to order at 8:32am.

Swearing-in
Newly appointed and/or reappointed CSE members for terms ending
December 31, 2017 (Samantha Biszantz, Rayla Kundolf) and December 31,

2018 (Barry Davis, Mark Gordon, Marco Valenti, Alison Wadey). Tammy Nagel, Vail Town Clerk.

Administrative Items

Election of Chair and Vice-Chair of the CSE
Davis nominated Gordon as Vice-Chair.

- **Motion to approve Mark Gordon as the Vice-Chair of the Commission on Special Events.**

M/S/P: Davis/Valenti/Unanimous. The motion passed 7-0

Gordon nominated Davis as Chair.

- **Motion to approve Barry Davis as the Chair of the Commission on Special Events.**

M/S/P: Gordon/Rediker/Unanimous. The motion passed 7-0

Approval of the Minutes of the CSE Meeting December 7, 2016

- **Motion to approve the minutes of the CSE Meeting on December 7th, 2016 as presented.**

M/S/P: Rediker/Valenti/ Unanimous. The motion passed 7-0

Review financials: Refer to the spreadsheet.

Reminder: Meeting Reminders: CSE Deadlines & Meeting Reminders:

Updated Meeting Schedule for 2017: CSE, VLMDAC, VEAC

Waniuk noted that the CSE will be presenting to the VEAC on February 14th, 2017. Davis noted that Gordon and he will be in San Miguel de Allende, Mexico representing the CSE.

End of year 2016 Allocations/budget status

ERC reference documents

Event Recap:

**motion to release final funding disbursement required*

Vail Snow Daze

Please see presentation for further details.

Deighan noted that a continued lack of budget and funding allocation affects the musical talent that is booked. Deighan noted that Michael Franti was back again because he is a great act, a friend, and able to book at half the market rate.

Deighan said he believes that a lot of the restaurants, bars, and retail outlets were busy on Snow Daze weekend. Deighan would encourage the CSE not to diminish funding year over year. Deighan noted Jackson, Wyoming is investing \$1.5 million into their spring event which brought back \$7.8 million in lodging.

Davis asked what the potential is for growth. Deighan said similar to 7-8 years ago, it would be good to have an A-list act such as Kid Rock. Davis asked if Ford

Park parking lot is the venue. Deighan said he loves that venue and it may or may not be the answer. Deighan noted that STS9 wasn't a disaster and that it filled the town. Kundolf noted that the CSE only gets \$800k-\$900k each year and the challenge is going to Council to ask for more money. Kundolf noted she did like the days of large music talent acts. Wadey asked if there was a way to create a family section in the Solaris music venue. Deighan noted that it is a tough venue to do this in and noted that most kids may be in bed at that time. Rediker asked how much Jackson, WY spends overall on events throughout the year. Deighan said they don't have as many events as Vail does. Deighan noted that the town subsidizes half of the budget compared to Jackson Hole Mountain Resort because they see the value. Deighan noted that the Jackson tourism council funds \$450,000 alone.

➤ **Motion to approve the final funding distribution Vail Snow Daze**

M/S/P: Wadey/Valenti /Unanimous The motion passed 7-0

Event Recap:

**motion to release final funding disbursement required*

Vail Holiday

Please see presentation for further details.

Mueller noted the change of event name to Vail Holidays in 2017. Mueller noted that in 2017, the Kris Kringle market will be expanded to two days. Mueller noted that the RRC survey only included 25 people and only during the Tree Lighting Ceremony.

➤ **Motion to approve the final funding distribution for Vail Holiday**

M/S/P: Rediker/Valenti /Unanimous The motion passed 7-0

Event Recap:

Winter Solstice Lantern Walk

Please see presentation for further details.

Eppard noted their focus was on local children in 2016. Davis asked how they plan to grow next year. Eppard said she is talking to Chad Young with VRD to have additional lantern workshops. Eppard noted the success of partnering with Alpine Arts Center who received funding from CSE for 2017. Kundolf said that this event embodies the community, 2nd homeowners, guests, etc. and cater to an international holiday event. Kundolf said she would like it to grow more without changing the core components of the event. Rediker noted the great participation even with lodging being down during the time this year. Eppard noted that a lot of guests heard about it through hotel concierges. Eppard noted the addition of sandwich boards in both English and Spanish in 2017.

Final consolidated report of results of the 2016 survey program

Please see presentation for further details.

Cares noted the challenge and focus on attendance size estimates. Cares noted that some events they conduct both web surveys and intercepts such as Burton US Open. Becher noted that if one person goes to an expo and then a concert, that person counts as one attendee. Becher noted that they have received help from TOV Police estimating attendance at certain events and venues. Cares noted they try to communicate with the event promoter and sponsors in order to get the best attendance estimate possible. Valenti asked if the dashboard can include a year over year comparison. Becher said yes they can definitely look into that. Davis asked for the minimum number of survey responders and the largest amount of survey responders. Becher noted Bravo! Vail is the largest with around 800 responses and the larger responses being in the 100 – 200 range and the lowest responses being in the 20-40 range. Becher noted the median age of all events surveyed was 49.5. Cares noted the age range is a reminder of how diverse the event lineup is in Vail. Becher noted that importance of the event as it relates to their visit to Vail. Becher noted that overall net promoter score is 66. Becher noted the three highest attended events are Vail Farmers Market & Art Show, Bravo! Vail, and GoPro Mountain Games. Becher noted that the overall economic impact from 2017 events is \$53.2 million. Becher noted the overall economic payback ratio was \$30 of economic impact per dollar of TOV funding. Becher noted the tax payback ratio was \$1.08 in incremental taxes per dollar of TOV funding. Gordon asked if it was Burton that drives down Councils payback ratios. Becher looked at Burtons stats and concluded that yes, Burton does drive their payback ratio down. McDonald said it is important to look at the charts that breaks down event by event and that the CSE is driven by economic impact. McDonald said it is important to look at this chart but to understand that Education & Enrichment events are not meant to have a high payback ratio. McDonald noted whether the CSE would like this full report included in the next Council packet or a condensed version. Becher noted the discrepancy in the 2016 vs. 2015 economic impact is in the spending that was measured. Gordon asked if the TOV funding amount is all events, not just CSE funded. Becher said yes. Becher noted that other benefits of special events such as marketing exposure, media/PR exposure, reinforcement of the town brand, overall enhanced guest satisfaction, and community quality of life benefits. Cares noted they are shifting from the intercept approach to the web survey approach. Davis said this information is very useful to the CSE. Rediker noted that the \$100,000 funded to Spring Back to Vail in 2016 by the Council may need to be called out to Council because it does affect the return percentage. Davis noted the need to know what the outliers are year over year and how they affect the return percentages. Rediker noted her experience on Council and that they need to know the details. McDonald said she feels this is something that should not be put in the packet without a presentation to Council. Wadey agreed that communication is important when presenting this study to Council. McDonald said there needs to be a dialogue between the CSE and

Council when presented. Cares suggested combining all of the databases that RRC creates for TOV to look at the overall big picture. Kundolf asked if CSE will be able to have a discussion about the presentation before it is included to Council. McDonald said Council needs to see who the guests are that are coming, parking study, and that the entire report is very deep and needs to include a presentation to Council. Gordon asked if CSE events are broken out from 15' vs. 16'. Cares said there is room to adjust how this is presented and it would be helpful to note which events fall underneath each category. Gordon believes it is more useful to report this to CSE and Council. Kundolf noted the drop of 2% of household income of \$150,000 or more. Cares noted that this is a summary graph and that this only measures 33 events in 2016 vs. 25 events in 2015. Cares noted that the 2% is within the margins of error as well. Kundolf asked if overnight visitor is related to the importance of event decision. Cares asked if the information she is evaluating is for current events or potential future events. Kundolf said it is both. McDonald noted that the individual event survey dashboard would identify the location demographic. Becher clarified overnight visitors does include down valley stays. Becher also noted that Vail America Days is not included in surveys.

2017 Event Survey Plan/Schedule: Review final plan for 2017 independent event survey program contracted by the CSE.

Please see document for further details.

Waniuk noted this is the current survey program for 2017 with the exception of Crazy Fest due to its cancellation. Waniuk said intercept surveys do not collect comments and that web surveys do and this is why they are more valuable. Waniuk noted the use of comments about Kick-It 3v3 Soccer helped improve the funding process. Waniuk noted that no Council events are included except for Burton due to lack of budget. Gordon asked if there is a survey price per event or are some more expensive. Waniuk said it is a program cost and that customization changes the cost. Gordon asked how much we pay for Burton. Waniuk said we do not have that but can come up with a formula if needed.

Waniuk noted there will be four recap templates in 2017; Education & Enrichment with/without surveys and Cultural, Recreation, and Community with/without surveys. Waniuk noted the overall event highlights and successes slide addition. Waniuk noted that the Sustainability slide has been expanded with additional specific questions added. Waniuk noted the update to the event budget slide, including the question how were your CSE funds used. Waniuk noted the Education & Enrichment template updates as asking for qualitative data such as testimonials. Kundolf asked if changes can be e-mailed. Waniuk said yes.

Event Liaison Specialist Marketing Update

Please see presentation for further details

Waniuk said that the goal is to present Vail Holidays and Lantern Walk as a seamless event and that marketing/branding are going to be managed by the Town of Vail. Davis said he attended two Vail Yeti games and is blown away

how many out of town families are in attendance. Waniuk noted the Vail Yeti may do a Saturday night family promotion and that they will incentivize survey participants with beverages, tickets, etc. Waniuk noted that Burton US Open is conducting a lot of marketing on the Front Range. Waniuk noted the VLMDAC document which shows their approach to marketing summer events. Waniuk noted the 2016 TOV Allocations document that was requested by Phil Metz. Waniuk said this shows what the CSE funded vs. what the event budget is. McDonald noted that in-kind funding will be added for 2017. Waniuk noted Starting Hearts change of venue and date to the Vilar Performing Arts Center. Waniuk noted Slow Fashion Vail update and their focus on recycling and sustainability. Waniuk said Crazy Mountain Brewery canceled Crazy Fest in Vail on 8/19/17. Davis said the decision to allocate the additional \$10,000 in funding does not need to be moved into executive session. Davis suggested option A is to move funds to existing funded event or option B is filling the shortfall of composting at Oktoberfest and Gourmet on Gore. Wadey asked why Crazy Fest canceled. Waniuk said their reason is competition with a lot of other industry events that are happening at the time including Great American Beer Festival. Waniuk hasn't confirmed if they are having it in another location. Kundolf asked if an RFP was going to be put out for the funds. McDonald noted that it is a choice of the CSE to issue an RFP. Waniuk said the TOV environmental team suggested the option to fund composting at these events. McDonald noted that it is a third party that the funds would go to and that the CSE should earmark these funds specifically to a recycling and compostable component. Waniuk noted the final funding allocation sheet as a reference. Valenti asked if there are any other events that need help with the environmental sustainability program. Waniuk noted Taste of Vail. Davis noted the fear of allocating the cash being unfair and that two members of the CSE were not present during the funding process. McDonald noted that this can be funded the same way as the Farmers Market. Davis asked if they can allocate these funds to the environmental team and not to specific events this way they don't expect it in the future. Kundolf noted her fear that events may ask for the money again the following the year. Waniuk suggested giving Slow Fashion Vail a year and that giving them \$10,000 may not be a good return on investment. Davis said he is more inclined to support PBR West Championships instead. Gordon asked if it can be put towards 2017 budget. McDonald said no and suggested that the CSE can hold it until determining the best use. Rediker agreed it may be a good decision to hold on to it.

- **Motion to hold additional funding of \$10,000 due to Crazy Fest cancelling event until CSE determines how to best allocate funds.**

M/S/P: Wadey/Valenti/Unanimous. The motion passed 7-0

New Business and Community Input

Gordon referenced Vail Daily article that discussed the circus heading to Avon and the lower funded amount of \$21,000 even though they said their requested

amount could not move. Wadey noted that her friend is speaking in Las Vegas about sustainable fashion on February 20th and that Slow Fashion may be interested in learning. Wadey noted that discussions with Arrabelle are ongoing and that Vail Resorts may have support from Strategic Partners to help lower costs for certain events. Davis welcomed Kundolf and Biszantz.

➤ **Motion to Adjourn at 10:59 a.m.**

M/S/P: Valenti/Wadey /Unanimous. The motion passed 7-0



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: VEAC February 14, 2017 Meeting Minutes

ATTACHMENTS:

Description

VEAC February 14, 2017 Meeting Minutes

**Vail Economic Advisory Council (VEAC)
February 14, 2017
MEETING MINUTES**

Packet materials found here: <http://bit.ly/2kpcwaq>

VEAC Members Present:

Phil Metz, Chris Romer, Greg Moffet, Kim Newbury-Rediker, Rayla Kundolf, Brian Nolan, Lori Pohl, Matt Ivy, Dave Chapin

Town of Vail Staff Present:

Kelli McDonald – Economic Development Manager, Laura Waniuk - Event Liaison Specialist, Kathleen Halloran – Finance Director, Stan Zemler – Town Manager, Trevor Theelke - Land Title Guarantee Company

Others Present:

Sidney Bonser – Vail Resorts Intern, Samantha Biszantz – Root & Flower/Commission on Special Events

Financial Report, Kathleen Halloran (15 minutes)

Revenue Highlights

Upon receipt of all sales tax returns, December collections are estimated to be down 1.2% from last year. Year to date is up 2.5% from the prior year. RETT collections through December 31, 2016 total \$6,801,765 down 2.4% from this time last year.

Vail Real Estate Update, Trevor Theelke (45 minutes)

Please see presentation for full details. Theelke presented the 2016 real estate data. Four million dollars was the average price of real estate in Vail in 2016, which includes Vail Village and Lionshead. There are currently 690 realtors in Eagle County and 567 properties for sale.

2017 Event Calendar, Commission on Special Events Members (30 minutes)

Please see presentation for full details.

Town Manager's Report, Stan Zemler (30 minutes)

- **Marriott** – Will be presented again to council on 2/21.
- **Chamonix** – Targeting March 21 for a lot of decisions, for example, who are the potential buyers and are there enough? There is a continued need for further understanding of the risk of the project. Confusion about if the potential owners can own property elsewhere. Still need guaranteed maximum price for project. Currently 64 interested parties in purchase of Chamonix. Moffet said that there may be a lack of marketing outreach down valley.
- **Doubletree** – The construction stopped last week and now they are back working on it again.

- **Hotel Talisa** – They are planning to have 48 rooms open by March. That may change based on construction timeline.
- **Parking Task Force** – Meeting on February 24
- **Town Manager Recruitment Process** – Currently underway, they are actively recruiting, returning to the council on March 14 to provide information update, then they will be back in early April to present candidates. There are 3 days set aside in April where the candidates will come to Vail and meet with council, staff and community members at open houses.
- **Annual Community Meeting** – March 14 at Donovan Pavilion.

Citizen Input (5 minutes) – N/A

Other Business (5 minutes)

Moffet requested update from ECO buses and transit number. Chris Leubers is the contact who could present at a future VEAC meeting.

Next Meeting:

Tuesday, March 14, Antlers, 8:00-10:00 AM



MAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: AIPP Meeting Minutes

ATTACHMENTS:

Description

AIPP meeting minutes

**Minutes: Art in Public Places Board Meeting
Monday, January 9, 2017, 8:30 a.m.
Town Council Chambers**

AIPP board members present: Patricia Donovan, Julie Hansen, Nancy Lassetter, Bill Pierce, Kara Woods

AIPP Board members absent: Michael Kurz, Margaret Rogers

Others present: Molly Eppard, AIPP Coordinator

1. Approval of minutes from December 5, 2016 meeting.

2. Citizen input.

3. Vail storm sewer educational art installation. Pete Wadden, Watershed Education Coordinator, Community Development, Town of Vail

Molly introduces the presenter Pete Wadden and Kristen Bertuglia from the TOV's Environmental Department. Molly informs the board of the possible collaboration between the departments for an educational installation about storm sewers and the Gore Creek within the community. Pete presents a power point about the issues pertaining to education about storm sewers in the TOV. The Gore Creek has been determined an impaired waterway by the state due to the declining aquatic insects in the creek. He reviews the dangerously low insect numbers along the creek within the TOV. He touches on improvements we have made over the years for protecting storm run-off. We would like to educate people about the difference between sealed sanitary sewers which go through sanitation treatment versus unfiltered storm sewers (open grates) which flow directly to the creek. Some items which went down TOV storm drains included cooking grease, paint, window cleaner, pumpkins, hot dogs, and cement. The message is to raise awareness. The concept would be to draw visual attention to the storm sewers by having artist create fish images of the 5 trout species in the creek. He shows examples of art installations around storm drains in other towns and remarks we can have something more elevated and related to our species. The installation could be accompanied by informational signage and articles in the Vail Daily. He shows an artist from Montana who paints striking abstracted images of trout species. He comments that Molly discussed looking more towards Colorado-based artists for the project. We have looked at a non-slip decal for the application of the images to the pavers as the pavers cannot be painted. Charlie Turnbull has approved this decal as a method for placement on the pavers. Pete comments that the decal duration is three months which is what their goal is for the project. Julie asks if they have a way to measure if a program like this will make a difference. He doesn't think we can establish a clear baseline, but hopes it will cause awareness. She asks which storm drains are problematic. He comments that they are aware of some of these drains. Molly comments Charlie Turnbull recommends we focus on locations where special events take place in core

areas of the village like GoPro, Taste of Vail, Farmer's Market, etc. Molly recommends we also look at popular summer park locations like the Ford Park playing fields and BBQ areas. He remarks often times at the end of events, people dump waste into the sewers. Pete thinks the high volume of special events during the summer is their goal. Molly comments that GoPro is June 8 – 11, so this would be an ideal launch for the project. This is one part of a larger campaign in the education of the storm sewers. Molly comments that the art may be able to be incorporated into the informational signage/sandwich boards around these events, not only for visibility to spectators, but reminders to participants. Kara remarks about Vail Resorts' "Skicology" program for kids where the kids would look for hints about nature on the mountain. There could be a treasure hunt as well for kids. Molly comments the card could be interactive and a take-away to entertain the kids with coloring. Pete would like for it to be incorporated into the art walks and Walking Mountain's tours as well. Molly comments a budget needs to be determined before a call is made to artists. Nancy and Kara like the idea. Bill likes the idea, but not the examples shown in the presentation. He thinks the Montana fish painting is too aggressive. Julie comments while education is important for the youth, it needs to really focus on the offenders during the special events. There should be direct language to the vendors on the signage during these events. She supports collaborating on this project. Molly remarks we do not want it to look cartoonish or amateurish. She thinks we should reach out to the local artists and schools with the call to artists as well. Pete comments we should look at 5 species for the project. He needs to get the cost for the production of the decals. Molly concludes that we will develop it a bit more and come back to the next meeting. Pete thinks it will be \$15,000 - \$20,000 for the project from which the education budget can cover a good portion. The plan is to reach out to local schools about this opportunity.

4. Winter programs review:

Paper Lantern Project, Workshops, Winter Solstice Lantern Walk & Vail Winterfest Ice Theater.

Molly will meet with TOV staff internally next week to recap the Lantern Walk events. She thanks the board for all of their help. The lantern project and walk could not have been as successful as it was without this help from the board. It was the most successful it has ever been and we have finally achieved the quality in the project we have been envisioning for the past few years. We have great photos from the events. Molly hands out a copy of the "thank you" ad which appeared in the papers with images. Molly hands out the budget and breakdown of expenses for these projects. AIPP only spent \$174.00 on the lantern walk because Doe Browning's donation of \$3,000.00 covered it (\$3,174.00 total expenses). We should be proud of producing such a successful event for so many participants within this budget. She is glad we went forward to separate the Lantern Project from the tree lighting, so it could be at the level and standard AIPP and our sponsor expect. The Tuesday evening workshop had 50 participants which is 40 more than in past years. It was lively and filled primarily with guests and some residents. Julie and Kara compliment this festive workshop and comment everyone seemed in good spirits. Molly comments that she saw many of the participants at the lantern walk. Trish compliments that the Wednesday workshop went well. She thought it was interesting to see what people wanted from the workshop – either they stayed the duration or made a lantern quickly. She remarks that Helen did a nice job of wrapping up the workshop and getting people to the bus taking them to the

walk. Julie also enjoyed the workshop even though she was covered in glue by the end. Molly thought the run of show went well given the number of guests at approximately 500. Trish asks if Molly was overwhelmed. Molly comments that she was, but Kara, her daughter and Todd O. came to the rescue. They helped assemble over 100 lanterns, transport everything to the site, and get the pedi-cab decorated. Molly recognized Todd and Mike Griffen for their help to the TOV and both received \$100. Molly comments it was hard to hear the Dickens Carolers and would inquire about amplification for the future. Molly explains many of the carolers weren't able to make it at 4:40 p.m. because of work, so more joined as the walk continued. She thinks a 1 foot high riser stage would be necessary in the future as well. She questions if this is something which should be present for the duration of the holidays for carolers, similar to what Beaver Creek has during the holidays. She remarks that most of the events on the Holidaze itinerary were the AIPP programs. We will need to have more organized photography with Santa. Julie suggests we have Santa present a few times after the theater opens for photo opportunities. Trish comments that the bones of the program are in place, we just need to make some tweaks to improve it. Some tweaks may just be timing. She thinks the carolers weren't utilized to their fullest. Kara compliments Tricia Swenson being the emcee of the event. She kept people moving and engaged guests and Molly with questions. Kara remarks it made it feel like a program as we continued to walk through the village. There might be some conflict with the amplification of the ice theater with the carolers at the end. They may be better staged by the stairs. Molly asked the amplified music to be turned-off by the local restaurants during the opening. Julie thinks we should explore louder music for next year. Trish compliments Molly for putting all of the pieces of these events very well. The board motions to have a gift card presented to Molly. She thanks board, but remarks it isn't necessary and probably not appropriate. The board is very pleased with the success of the winter programs.

5. Rod Kagan sculpture donation for consideration

Molly passes out a hardcopy book of the artists work. She would like the board to take a look at the book to get a better understanding of the artist's body of work. Molly asks the board if they are still mostly interested in the totems by the artist. Trish clarifies that the work is donated and TOV is responsible for installation. The prices on the sheet reflect the value of what the donated sculpture would be. Julie asks Molly if she has identified sites. She comments that they did not give any parameters for location. Julie thinks we should look at the East Vail intersection improvements. She would like the board to give direction on whether to pursue the donation. Trish asks the protocol of donations in the bigger scheme of what we want the art in Vail to look like. She is uncertain if it is what fits into the scheme or not. She thinks it is a generous donation, but is it in reaction versus pursuit. Molly comments that each donation which comes before the board is determined on a case by case situation. The board needs to assess the career and quality of the artist, including public and private collections, along with exhibition history to Vail's standards. The caliber of the artist's CV should be considered when looking at donations. Aesthetically she comments that a diverse collection is something to be considered. In looking at two recent donations, the Einstein bronze bench versus the steel Tobolowsky are very different. The works were accepted for a variety of reasons determined by the board. We have also said no to donations. Some examples are of an artist without much exhibition and collection history of note, while another was going to take a very large footprint for the entire installation. Julie asks Molly for her opinion

about these particular works. Molly likes his distinct style and that he has a reputable presence in the western states, but not as much in Colorado. She remarks on Kagan's exhibition history and collections. Molly asks the board to decide if they would like to accept a work in the collection versus focusing on the location at this point. Kara remarks that it is consistent with the program in looking at the breadth of the collection. Julie would question why we would ever pass this particular donation. Molly remarks that we should look to accepting art similar to how it is in code for the private developers. The board accepts the donation of a totem installation by Ron Kagan.

6. Coordinator Updates

- Molly asks the board if they would like to have the ice screen rebuilt given the rain which has damaged the screen. It would be in the range of \$3,000 - \$4,500. Molly comments the chairs will be fine. The board directs Molly to discuss our options with Paul. The board would like to keep it running if possible.
- Art Walks – 1st & 3rd Wednesdays...We had 10 on the first walk.
- Alpine Arts Center – Grant to have more consistent programs – brings prices down to \$20 from \$40 pp.
- Molly asks if the board is interested in ART Pass events – Breck Snow Sculpting Week is January 28 - February 5th, 2017.
- Seibert Memorial – Total now is just \$3,750. There are some promised large donations which haven't arrived.
- Banner Bag Sale – made @ \$1,500

7. Golf & Nordic Center Site Visit – Greg Hall, Director Public Works, TOV
Greg Hall tours the board through the new Golf & Nordic center clubhouse. The budget for the public art is \$75,000 including any contingency. The board focuses on the first impression spaces upon entering the public / event gathering spaces. The board also focuses on the out of proportion light fixture in this entry area. Molly comments that the event space and entry points to the space truly need some attention. She comments that there were light artists who submitted for the Vail Village Welcome Center we may want to revisit. We can also determine the budget in specific areas. For example, \$xyz towards the lighting element and \$xyz towards specific walls identified in these areas. She comments that the light would also be visible as you approach the clubhouse which would be nice for hosts of events directing to that southern part of the building. The board agrees to focus on these locations with the eventual call to artists.

Meeting adjourned.



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Holy Cross Energy Vegetation Trimming Program

ATTACHMENTS:

Description

Memo

HCE Info



Memorandum

To: Vail Town Council

From: Public Works Department

Date: February 21, 2017

Subject: Holy Cross Energy Vegetation Trimming Program

I. SUMMARY

Holy Cross Energy(HCE) will be moving forward with a routine vegetation trimming ("tree-lopping") program to protect existing HCE overhead infrastructure this June. HCE will be hosting a public meeting regarding the program on March 15 in the Town Council Chambers to answer any questions regarding the program. See attached letter that will go out to impacted properties.



3799 HIGHWAY 82 • P.O. BOX 2150
GLENWOOD SPRINGS, COLORADO 81602
(970) 945-5491 • FAX (970) 945-4081

Date xx, 2017

Name
Address
City, State Zip

RE: Town of Vail Community Awareness Meeting
Holy Cross Energy - Tree Trimming Practices and Protocols

(Primary Address Reference)

Dear _____:

Please join representatives from Holy Cross Energy and the Town of Vail for an informational meeting on tree trimming practices and protocols. The meeting will be held at 6:30 p.m. in Town Council chambers, located at 75 South Frontage Road, Vail, CO on Wednesday, March 15, 2017. Light snacks and beverages will be served.

Your presence is requested because records indicate that our overhead distribution electric lines cross and/or traverse your property within the Town of Vail boundaries. Your trees and foliage, growing in, around and along our dedicated easements (*including danger trees outside of easements*), likely pose access, operation and safety issues for us.

The Holy Cross Energy Vegetation Management Guideline outlines specifics related to: 1) Safety; 2) General Line Clearance; 3) Vegetation Management; 4) Distribution and Transmission Line Clearance; 5) Overhead Inspection; and 6) Miscellaneous Vegetation Management. Please visit <https://www.holycross.com/vegetation-management> to view or download a PDF file. We ask that you review this document in advance of the meeting and come prepared with your questions.

Our desired outcome, for this awareness venue, is to inform and educate you, our valued member, on the importance of a routine and robust tree maintenance program. Your direct benefits include safety (*minimizing the potential for fire caused by tree contact with our energized lines*), reducing personal and property damage (*the possible result of old, broken or decaying limbs falling*) and improved reliability (*minimizing those pesky outages associated with tree contact*).

If you have questions, please call me directly at (970) 274-1976.

Respectfully,
HOLY CROSS ENERGY

William J. Huber,
Line Clearing Supervisor

X:\Common\MSD\Tree Trimming Practices and Protocols\Town of Vail Community Awareness Meeting Letter – Draft #3 (2.10.17)



3799 HIGHWAY 82 • P.O. BOX 2150
GLENWOOD SPRINGS, COLORADO 81602
(970) 945-5491 • FAX (970) 945-4081

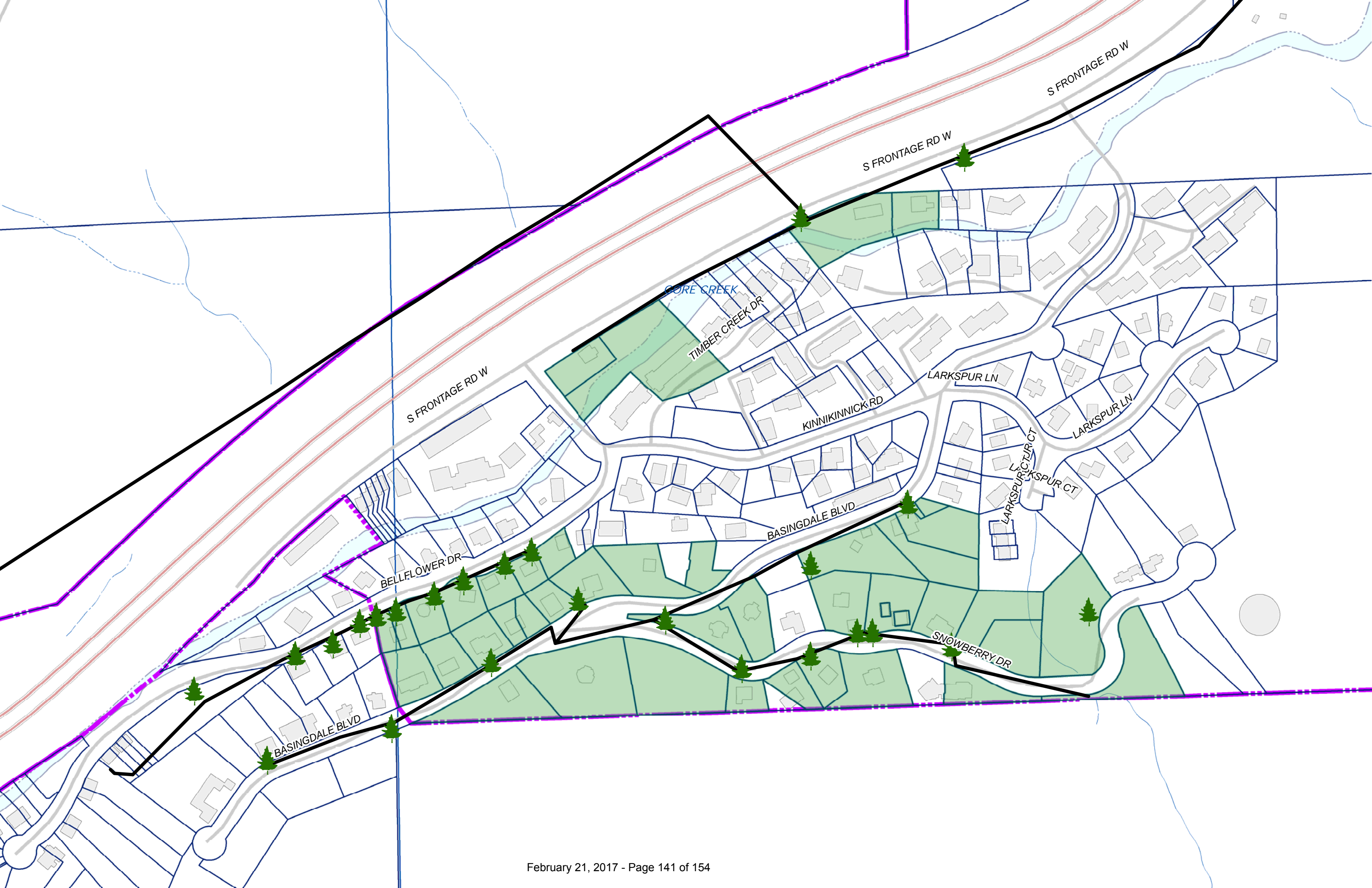
Town of Vail Community Awareness Meeting

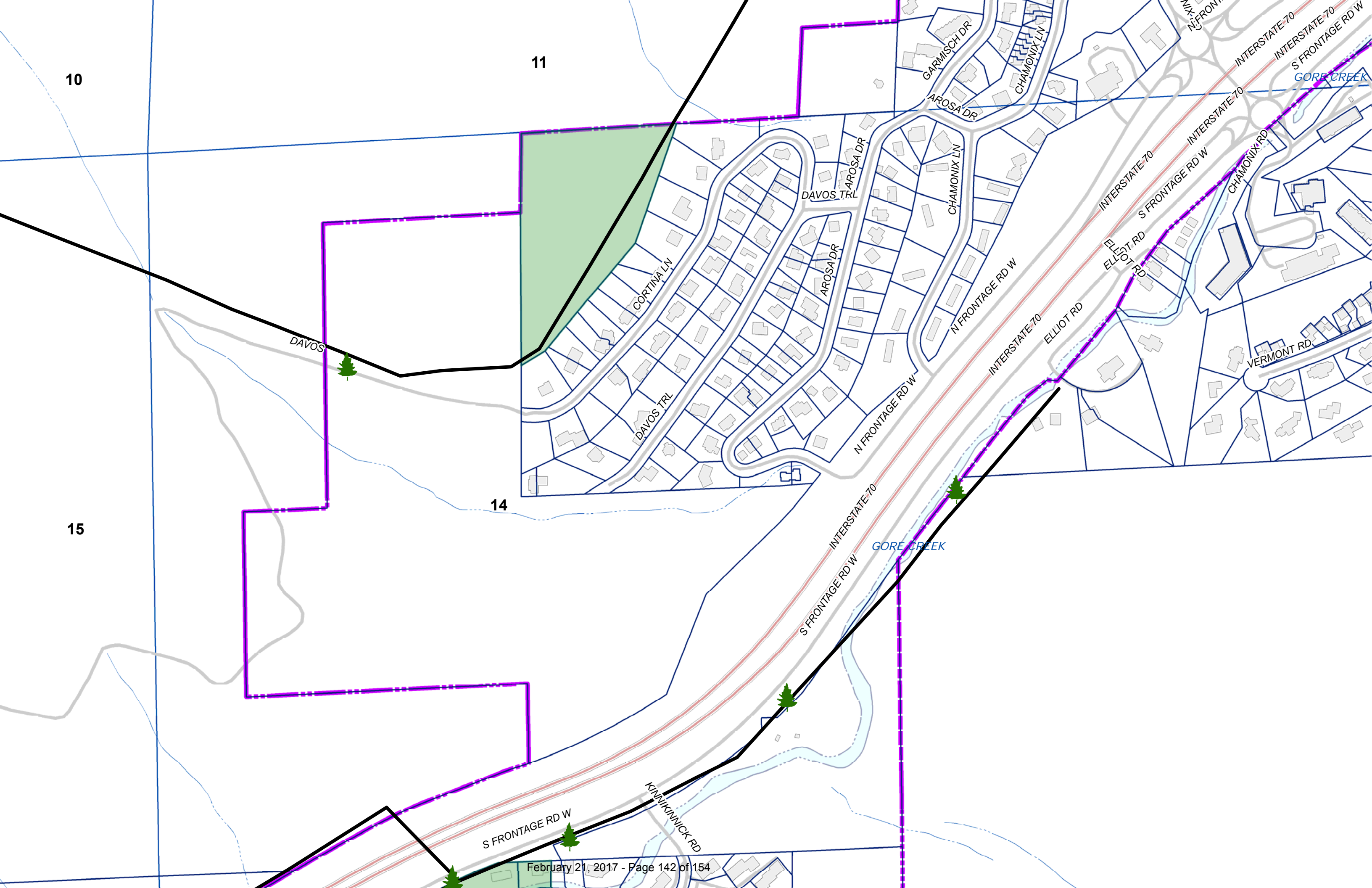
HCE Tree Trimming Practices and Protocols

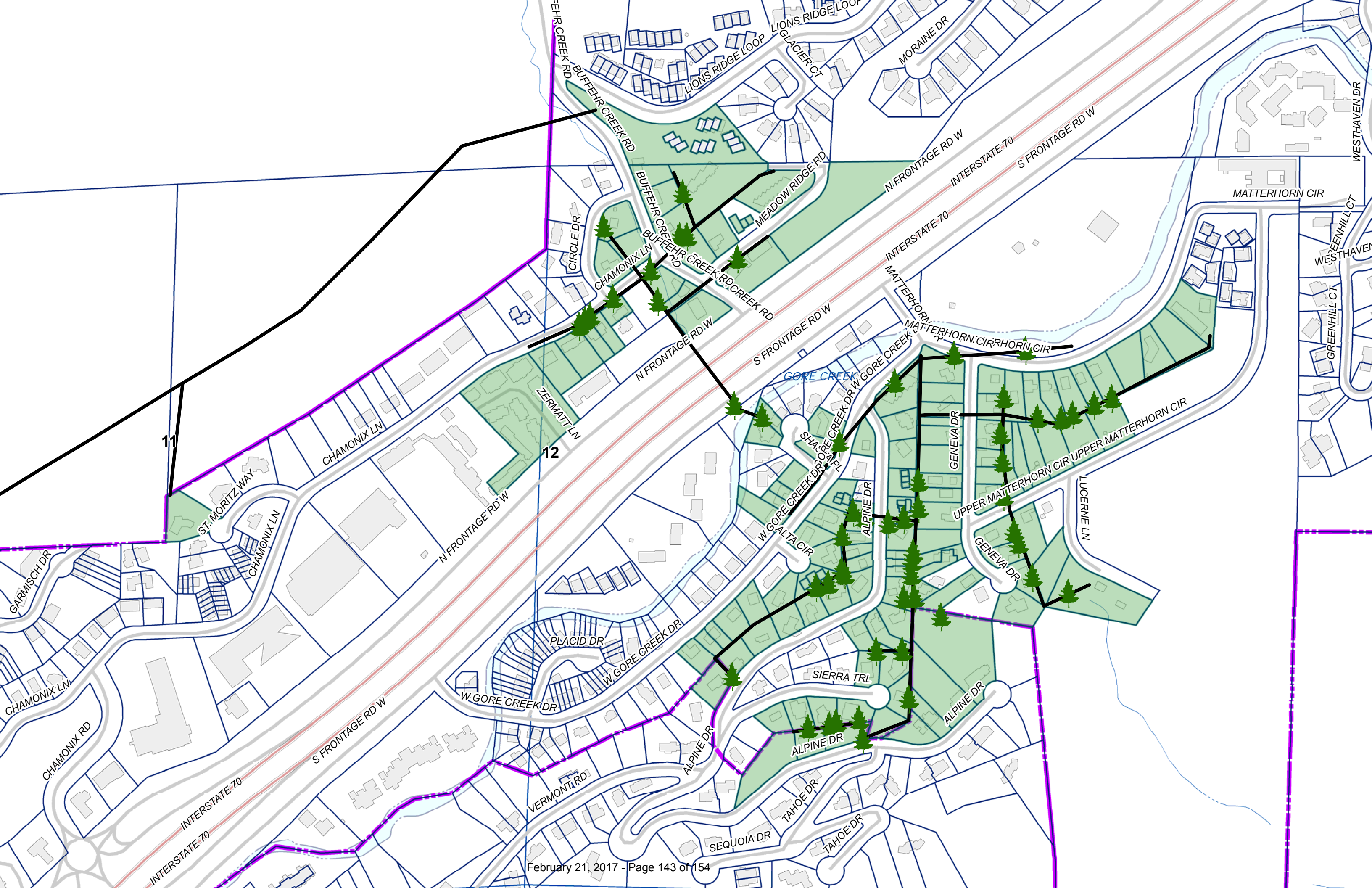
Wednesday, March 15, 2017 @ 6:30 p.m.

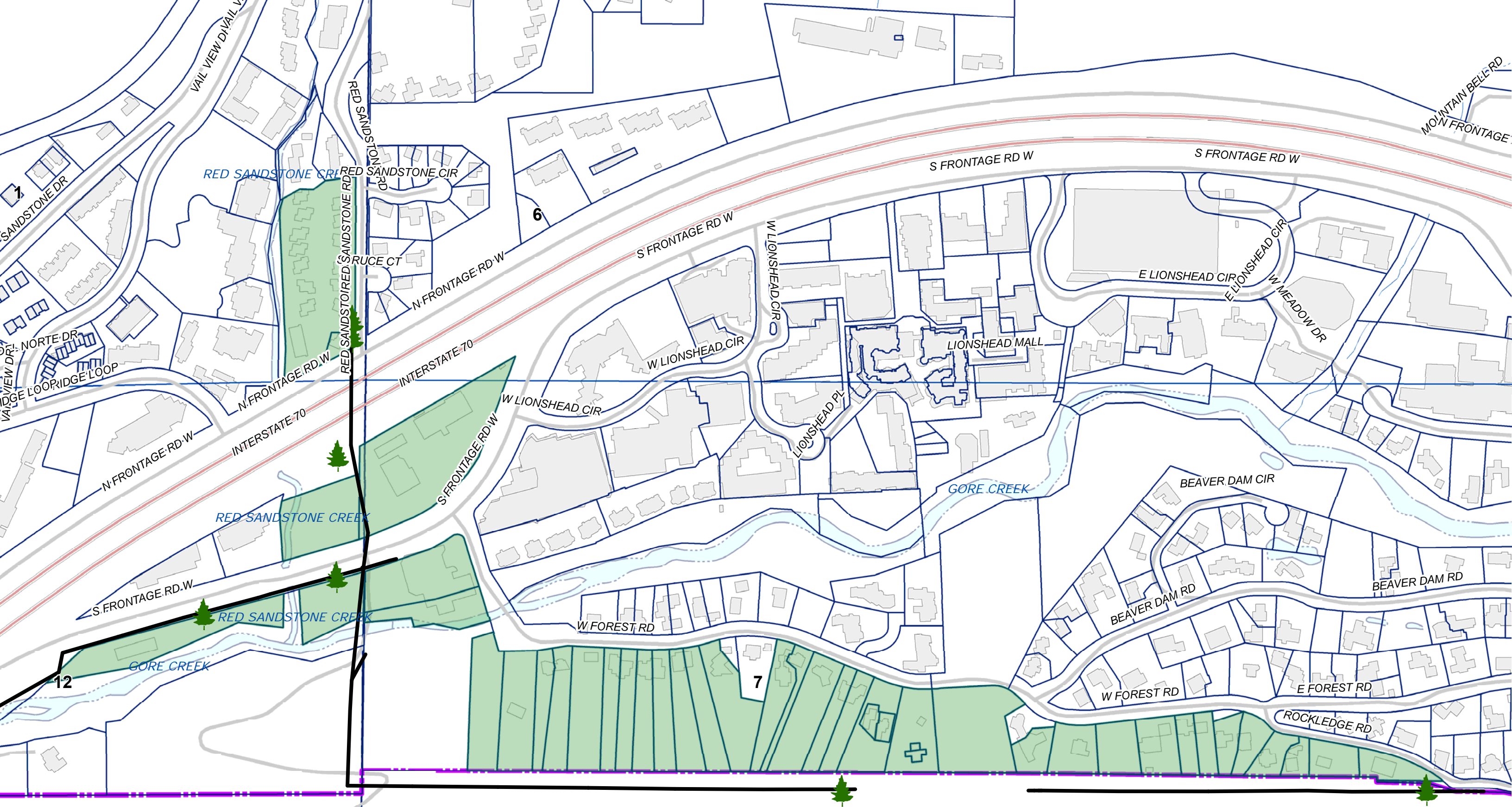
AGENDA:

- Introduce HCE and Town of Vail Representatives
 - a. HCE – Bill Huber, Rick Arnhold and Jenna Weatherred
 - b. TOV – Tom Kassmel (*Town Engineer*)
- General Objective for HCE's Routine Tree Trimming and Maintenance Program
 - a. To ensure that the Safety, Reliability and Operation of the HCE electric distribution system, both overhead and underground facilities, is maintained.
 - b. Within municipal boundaries, the Town issues an annual permit for tree operations.
- Risk of Trees Planted in Platted or Dedicated Easements (Includes CDOT Right-of-Way)
 - a. When horizontal and vertical clearances, relative to tree and foliage growth, are in violation of National Electric Safety Code requirements, maintenance activities must be conducted on a timely and periodic basis to ensure compliance with clearance standards.
 - b. Homeowners and businesses electing to plant trees in, around or along such easements may be at risk in the future should such trees "interfere" with the safe and normal operation of the HCE distribution system.
- Explanation of Mapping Process
 - a. An overlay of HCE overhead distribution facilities and dedicated/platted easements was generated. Parcels map information was queried with a list of potential impacted residents generated.
- Contact / Notification Process By HCE Tree Trimming Crews
 - a. List of potentially impacted residents is produced.
 - b. Door hangers are hung on residences.
 - c. Call to owners are made for tree removal.
 - d. Onsite visit with owner or owner's representative for tree removal.
- Tree Removals
 - a. HCE will not remove a tree unless HCE has talked with the property owner. If a renter occupies the residence, HCE will still make reasonable effort to contact the owner.
- Conversion of O/H to U/G Facilities
 - a. There are procedures in place where an individual or group can pursue the undergrounding of overhead lines.
 - b. Contractual agreements must be secured by a specified deadline.
 - c. Individual requests for conversion / engineering deposit document.
- Q & A Session

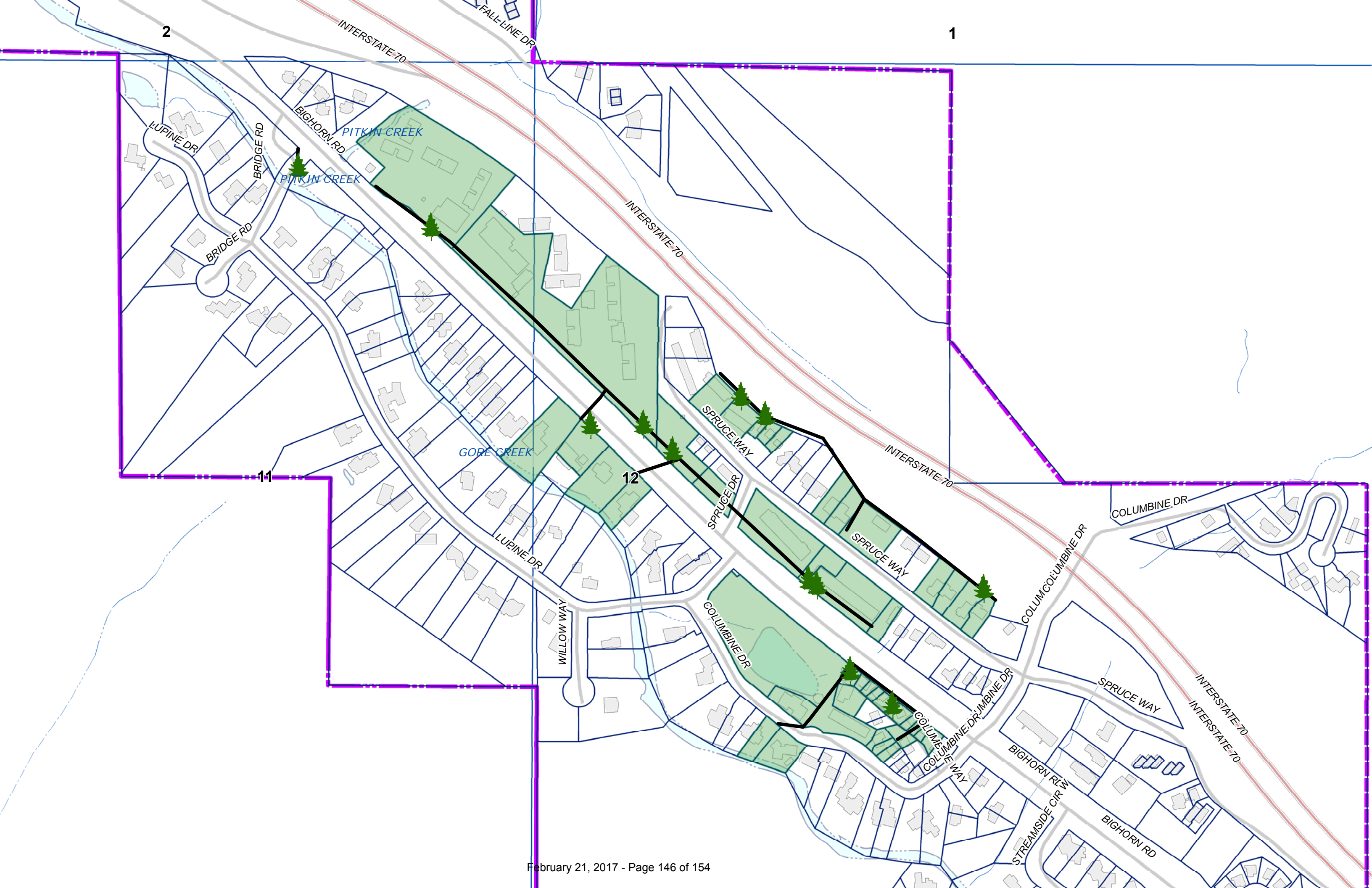


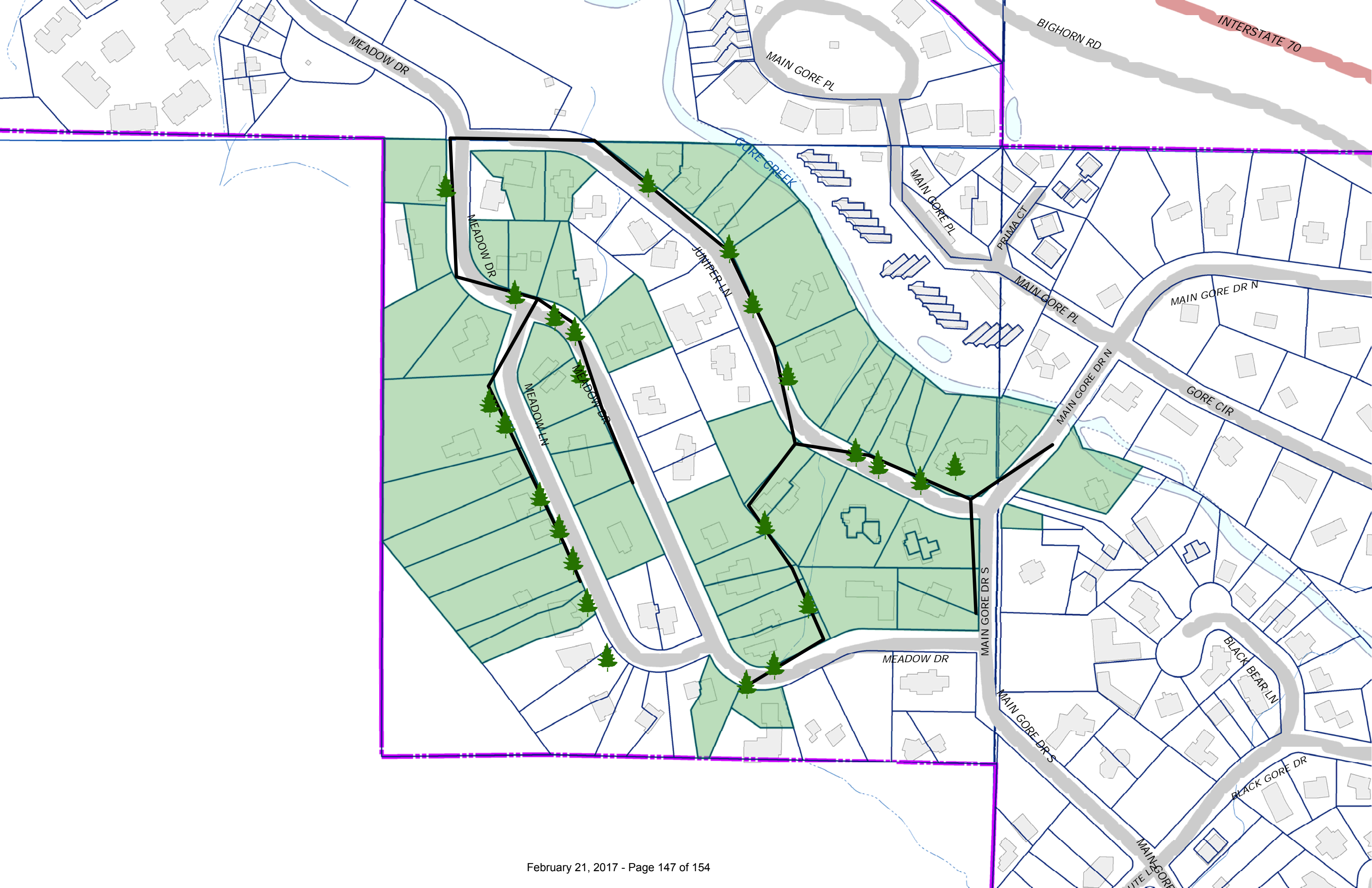














VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Holy Cross Energy Middle Bench Access

ATTACHMENTS:

Description

Memo

To: Vail Town Council

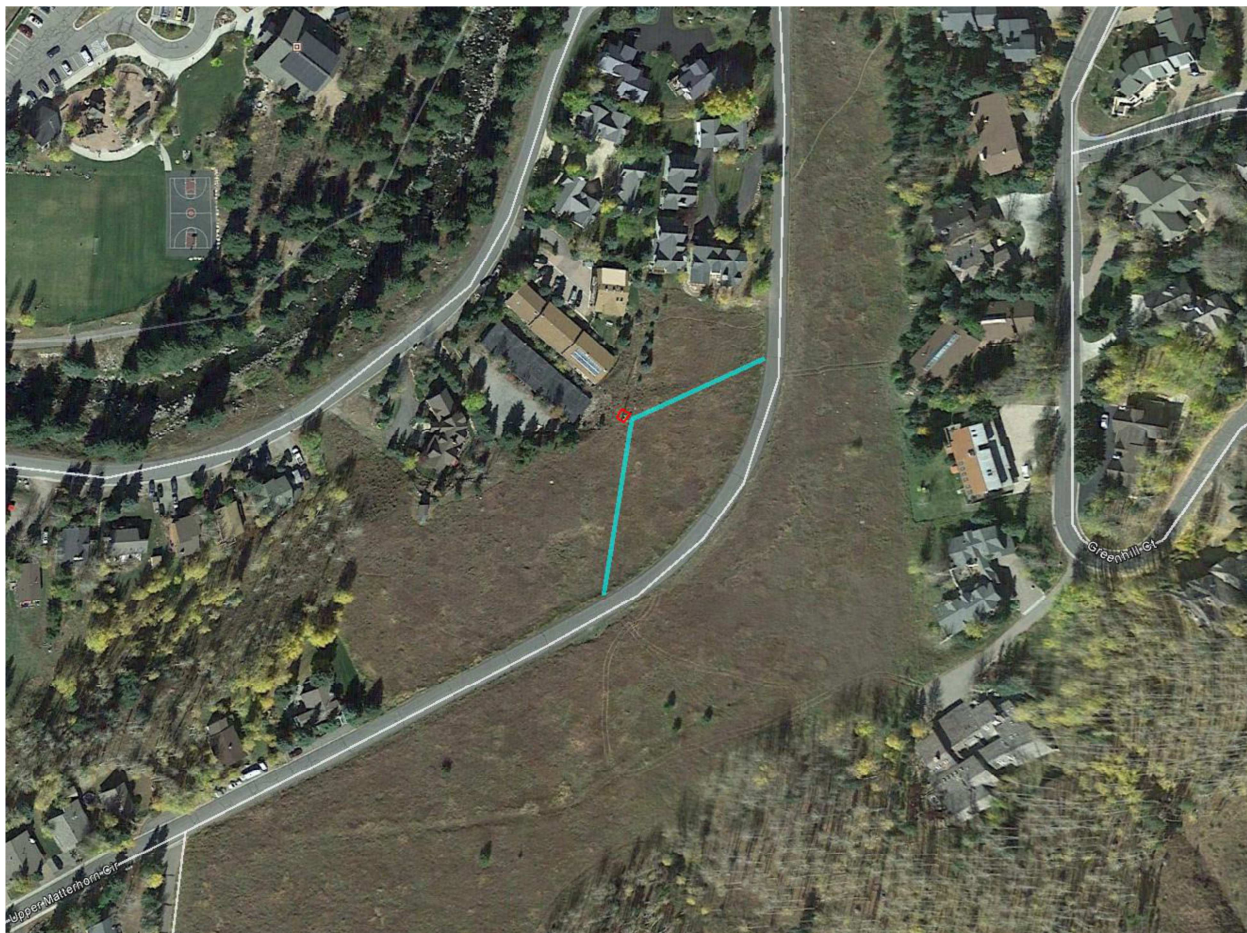
From: Public Works Department

Date: February 21, 2017

Subject: Holy Cross Energy Middle Bench Access

I. SUMMARY

Holy Cross Energy (HCE) will be accessing an existing transformer within the next couple weeks within the Middle Bench of Donovan Park Open Space. This will require plowing the snow to allow for vehicular access across the lot to the existing transformer. HCE currently has an easement right to do so; however they are providing the Town and the surrounding neighborhood with advance notice. The purpose for the access is to provide electrical service to 1552 Matterhorn Circle, the multifamily property that burned down last year and is in its final stages of being rebuilt.



(Red Box: Existing Transformer Blue Line: Approximate Plowing Route)



MAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Vail Trailblazer Award Update

ATTACHMENTS:

Description

Memo Vail Trailblazer Award Update



Memorandum

To: Mayor and Town Council

From: Patty McKenny, Town Clerk

Date: February 21, 2017

Subject: Vail Trailblazer Award Update

I. PUPOSE

The council selection committee, Jenn Bruno and Kevin Foley, met to determine the second recipient of the Vail Trailblazer Award. There were six names submitted to the Town Clerk's Office as nominations for the award; the names were suggested by several council members, a local non profit organization, and staff members. Vi and Byron Brown will be recognized and awarded this honor at several upcoming events, as follows:

- The recipient(s) will be recognized during a luncheon in March;
- The Town of Vail Annual Community Meeting in March, in which a recognition plaque will be presented.
- The recognition will be formalized by a Mayoral Proclamation adopted by the Vail Town Council
- A cumulative Honor Roll plaque will be dedicated to hang in the Vail Town Council Chambers.

It has been suggested the names of the current nominations will remain on the list for next years' selection process and will not be disclosed at this time.

II. BACKGROUND

The Trailblazer Award was created as a legacy project when the Town of Vail was preparing to celebrate its 50th birthday on August 23, 2016. A Town Council committee was formed to develop the idea and select the first recipient of the award. During the Town of Vail 50th Birthday Party Celebration Dr. Tom I. Steinberg was presented with the Trailblazer award in recognition of his more than 50 years of service to the Vail community.

The Vail Trailblazer Award is presented to recognize an individual, couple or team that exemplifies the spirit and fortitude in making Vail a great community through one or more actions that make a lasting impact. Recipients will be recognized for their pioneering contributions of time and talent, courage, leadership, vision and commitment in their endeavor to enhance Vail's social, recreational, cultural, educational and environmental values that define the community.

Nomination Criteria

Individual, couple or team should live, work, own a business or own property in Vail with the recognized activities centered in Vail. Selection criteria will be evaluated on:

- One or more actions that have made a significant contribution to the overall betterment of the community.
- Actions should demonstrate pioneering contributions of time and talent, courage, leadership, vision and commitment to enhance Vail's social, recreational, cultural, educational and environmental values that define the community.
- Contributions need not be limited to achievements immediately preceding the year of the award but may be cumulative over a period of years.

Nomination Process

The Vail Trailblazer Award will be presented on an annual basis. The nomination schedule is outlined below:

- Nominations will be collected from the community from November 1 through December 15, 2016. Please submit nominations to the Town Clerk's Office.
- Submissions will be reviewed by council member committee appointed by the Vail Town Council.



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Executive Session, pursuant to: 1) C.R.S. §24-6-402(4)(b)(e) - to receive legal advice on specific legal questions; and to determine positions, develop a strategy and instruct negotiators, Regarding: Chamonix Development Agreement with Triumph Development; 2) C.R.S. §24-6-402(4)(f)) - to discuss personnel matters, Regarding: Discussion of Town Manager transition.

PRESENTER(S): Matt Mire, Town Attorney



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Recess at 4:30 p.m.