

VAIL TOWN COUNCIL REGULAR MEETING

Agenda



Town Council Chambers

12:00 PM, February 22, 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. Presentations / Discussion

1.1. Town Council Retreat 30 min.

(Lunch from 12:00 p.m. - 12:30 p.m.)

1.2. Review 2016 (meetings, processes, procedures) 45 min.

Presenter(s): Town Manager / Staff

1.3. Review Community Survey Results: Executive Summary 30 min.

Presenter(s): Town Manager / Staff

1.4. Review 2015-2017 Council Action Plan 45 min.

Presenter(s): Town Manager / Staff

2. Break

2.1. Break 15 min.

3. Presentation / Discussion

3.1. Other Business 30 min.

1. Great Place to Work Survey

Presenter(s): Town Manager / Staff

3.2. Discussion about Town Manager Transition 30 min.

Presenter(s): Town Manager

4. Adjournment

4.1. Adjournment at 3:45 p.m.

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VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC:

Town Council Retreat

(Lunch from 12:00 p.m. - 12:30 p.m.)



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Review 2016 (meetings, processes, procedures)

PRESENTER(S): Town Manager / Staff



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Review Community Survey Results: Executive Summary

PRESENTER(S): Town Manager / Staff

ATTACHMENTS:

Description

Community Survey Executive Summary

Town of Vail Community Survey 2016

**Final Report
June 2016**

Prepared for:

Town of Vail

Prepared by:

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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.



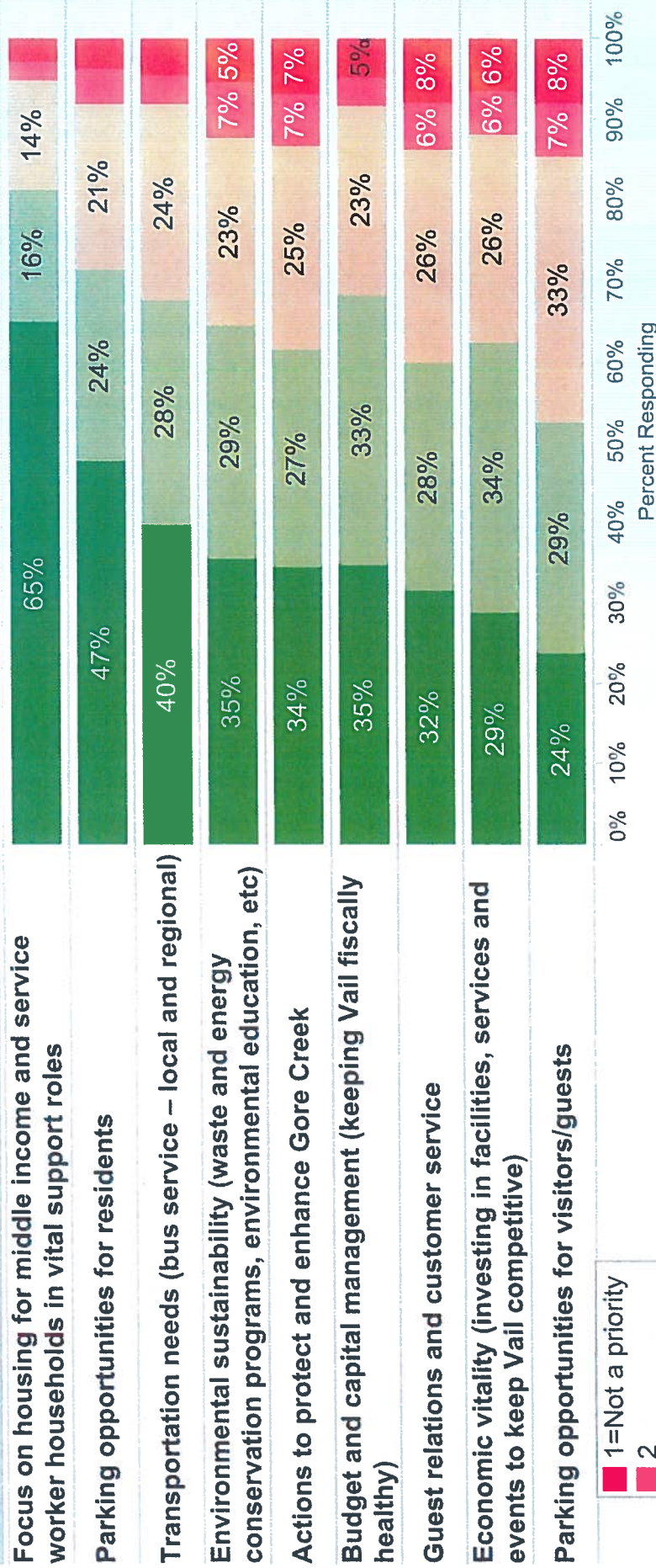
COMMUNITY PRIORITIES

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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.

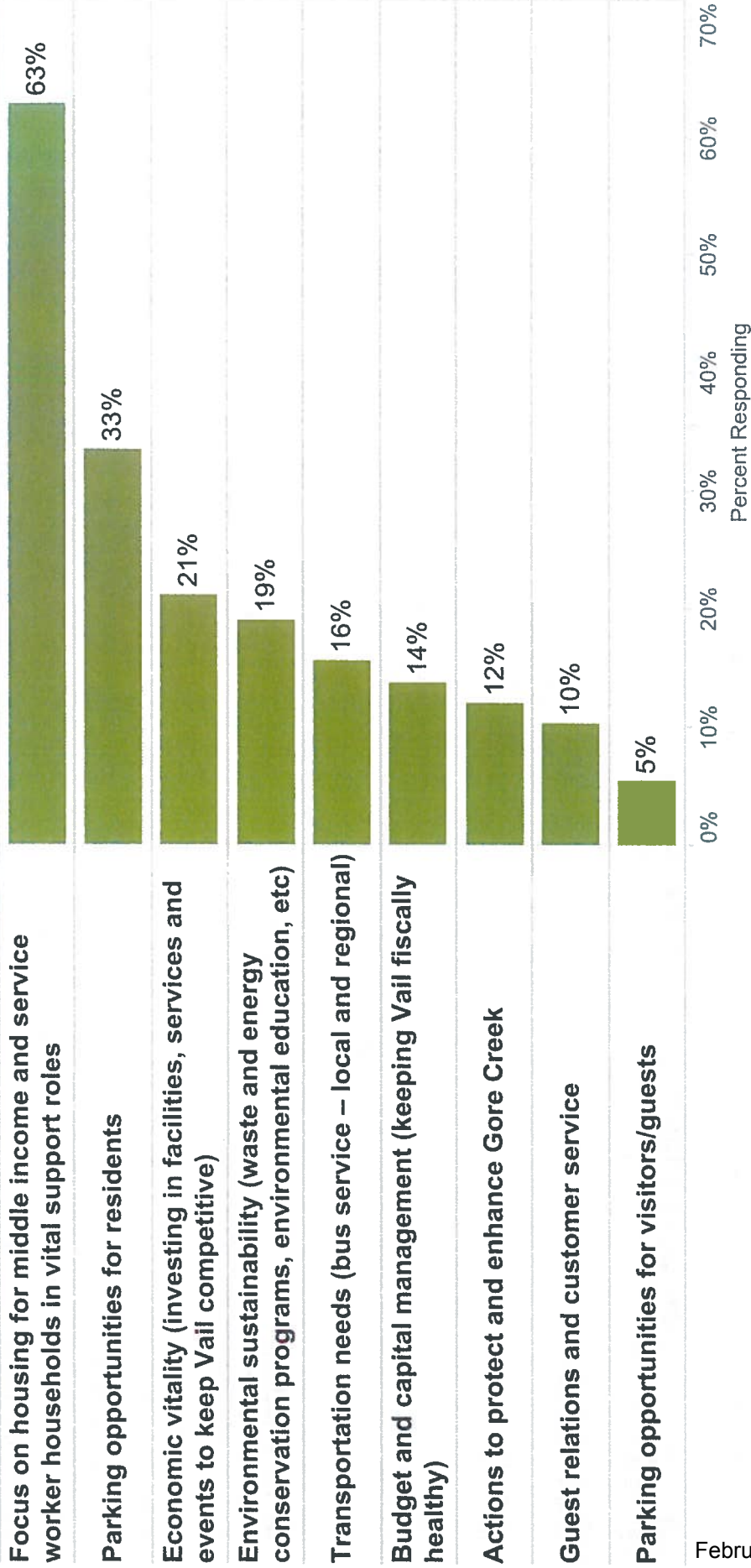
Priorities: Community Issues and Opportunities



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



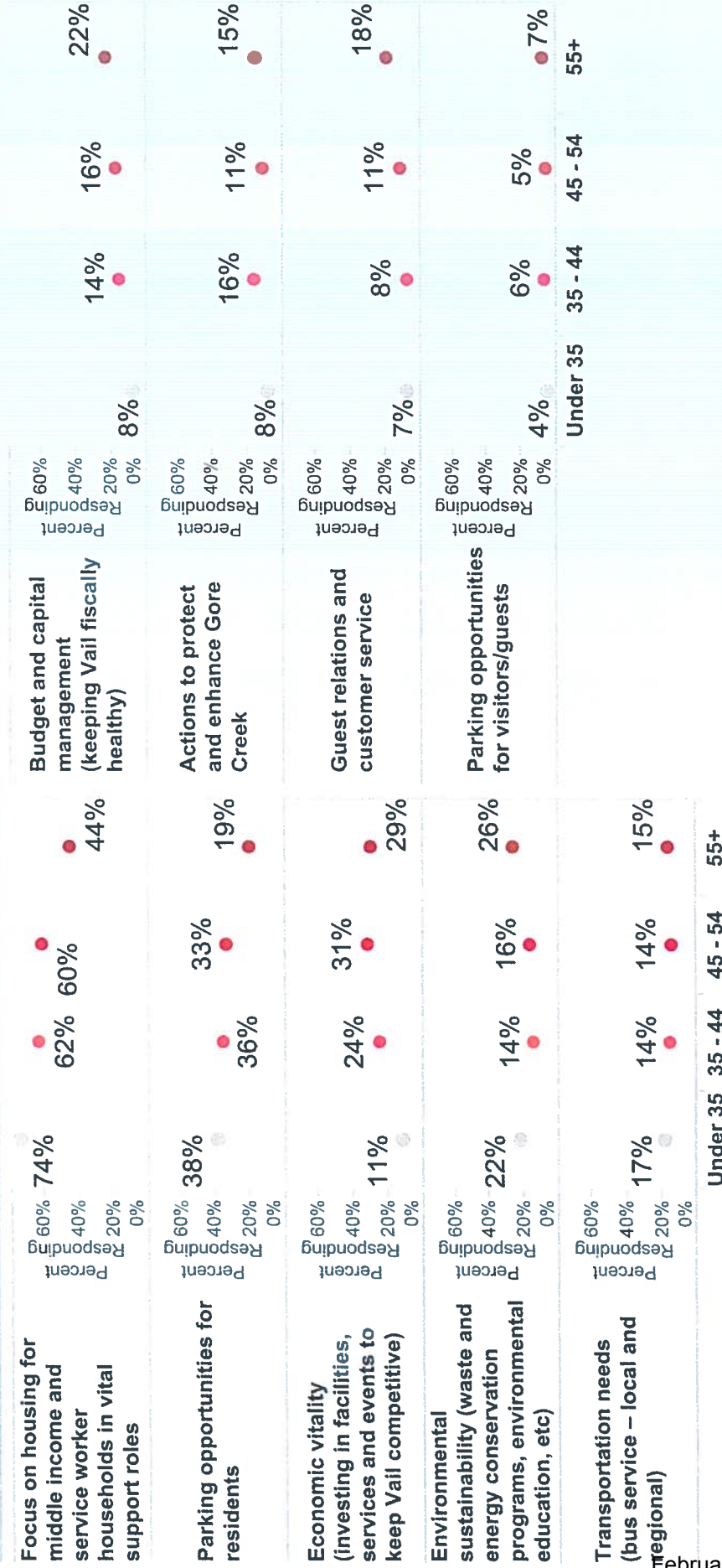


TOP TWO COMMUNITY PRIORITIES BY AGE

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.



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Review 2015-2017 Council Action Plan

PRESENTER(S): Town Manager / Staff

ATTACHMENTS:

Description

2015-2017 Council Action Plan

2015-2017 Action Plan Update

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.





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

FOCUS AREAS UPDATE
2015-2017 COUNCIL ACTION PLAN

I. Community

Grow a Balanced Community

Priorities

Civic engagement, Balance regulations,
Define balanced community, Red Sandstone
Elementary School (future plans), Chamonix housing
project, Housing Strategic Plan update,
Regional cooperation & opportunities, Land analysis
/ housing opportunities, Civic Area Plan,
West Vail Plan

Active Initiatives

Chamonix Housing Project
Housing Strategic Plan Adopted
Red Sandstone Elementary School Meetings (\$ for
capital improvements approved by voters)
Community Survey Completed

Pending Initiatives

West Vail Plan (2017 funded)
Civic Area Plan

II. Economy

Enhance the Local Economy

Priorities

Current & Emerging Trends,
Study opportunities for multi-use facility
Tax Increment Financing (TIP) Plan,
Leverage Epic Discovery impacts proactively

Active Initiatives

Economic Development Strategic Plan Update
CSE Strategic Plan
VRBO Regulations
Epic Discovery
Sister City Opportunities (Nagano, Japan, San
Miguel de Allende, Mexico, St. Moritz, Switzerland)

Pending Initiatives

Update on Current and Emerging Trends
Multi-Use Facility / Asset Inventory (event venues)
Tax Increment Financing
Peer Relationships / Sister Cities

III. Experience

Elevate the Experience

Priorities

Gore Creek Plan, Trails Plan, Update Strategic
Environmental Plan, Technology Strategic Plan,
Update Transportation Master Plan,
Vail Nature Center Plan, Parking & 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 – the Vail Way

Active Initiatives

Gore Creek Plan
Comprehensive Open Lands Plan (Trails Plan)
Transportation Master Plan
Vail Nature Center Master Plan
Parking & Pedestrian Enhancement Improvements
Meetings w/ VRI (Funding for parking)
Welcome Center Operations Transition
Wildfire management
Municipal services / Community Survey)
Leadership Training through Vail Centre
programming
AIPP Work Plan

Pending Initiatives

Environmental Strategic Plan Update
Technology Strategic Plan

2017 WORKLOAD & INITIATIVES by DEPARTMENT

Community Development

Active Initiatives

Chamonix Housing Project
Vail Housing Strategic Plan
Deed Restriction Program Implementation
Comprehensive Open Lands Plan
Environmental Initiatives

Potential Projects:

- ✓ Vail Valley Medical Center Phase II
- ✓ Hill Building
- ✓ Mountain View Residences
- ✓ Cascade Residences
- ✓ Solar Vail Housing
- ✓ Marriot Residences SDD
- ✓ Redevelopment Kendell Residence
- ✓ Four Seasons
- ✓ Concert Hall Plaza
- ✓ Vail Evergreen Lodge
- ✓ Vail 21

Pending Initiatives

West Vail Plan
Civic Area Plan

Public Works

Active Initiatives

Parking & Transportation Task Force

Capital Projects scheduled for Spring/Summer 2017:

- ✓ Manager's Residence
- ✓ Library (bathrooms)
- ✓ Ford Park improvements
- ✓ TRC improvements
- ✓ Slifer Plaza
- ✓ East Vail Interchange
- ✓ Bridge Repairs
- ✓ Booth Creek Park
- ✓ I-70 Underpass
- ✓ Municipal Building
- ✓ Pedestrian Safety 3rd phase
- ✓ Bike Path Dowd Junction

Legal

Legal Suits:

- ✓ Ford Park Sewer
- ✓ LH Snowmelt

Active Initiatives

Vail Village Inn 5
Sign Code
Model Traffic Code
Traffic Impact Fee
Deed Restriction Program
Developments (DIA) / Agreements (Reimbursement Ag): Marriott, Chamonix
Misc. Code Amendments

Economic Development

Active Initiatives

VRBO study and compliance
CSE Strategic Plan Update
Epic Discovery Impacts and Marketing
Sister City Activities
Enhancing environmental focus of all sponsored events
Technological advances of systems including event online permitting and event RFP process

Pending Initiatives

Economic Development Strategic Plan Update
Update on Current and Emerging Trends
Multi-use facility/Asset inventory (event venues)
Tax Increment Financing Plan
Peer Resort Relationships
Iconic event process/funding for large dollar requests
"Brand Gap" Analysis (VRI: what are we missing?)

2017 WORKLOAD & INITIATIVES

by DEPARTMENT - continued

Municipal Services

Active Initiatives

2018 Budget including Capital projects
Municipal Building Remodel
911 Center
IT Data Center
Red Sandstone Elementary School Improvements
(Passage of School District Bond Question)
Forest Health / Intermountain Fuels
Solar Feasibility Study
Snow removal & snow operations
Stream corridor trees
Municipal Services, i.e. expanded bus service
Parking and Transportation Task Force
Meetings with Vail Resorts, Inc.
Employee Recruitment & Retention
Staffing Special Events
Community Picnics
Bus replacements

2016 ACCOMPLISHMENTS & HIGHLIGHTS

Vail Programs

- ✓ National Library Week Programming
- ✓ Outreach Programs for Seniors through Vail Public Library & BFAG
- ✓ Cultural Exchanges between Town of Vail & City of San Miguel de Allende, Mexico (Sisterhood Agreement)
- ✓ Rent By Owner Regulations Adopted
- ✓ VPD Electronic Ticketing System Implemented
- ✓ Body Worn Cameras
- ✓ Community multi-cultural outreach (Eagle County Law Enforcement Immigrant Advisory Group)
- ✓ GRANITE (multi-jurisdictional drug task force)
- ✓ Fire Adapted Community Initiative
- ✓ Celebrating Community : Vail 50th Birthday Recognition
- ✓ Dr. Tom Steinberg awarded Vail Trailblazer Award (1st year)
- ✓ Community Picnics
- ✓ Intermountain Fuels Reduction Project (1st Phase)
- ✓ Great Place to Work Status
- ✓ Wellness Initiative: Health Program with Sigma for Town f Vail Employees
- ✓ Strong Financial Condition
- ✓ AIPP Artwork Integration into the community (Skatepark, playgrounds, I-70 project, Welcome Centers)

Long Range Planning Initiatives

- ✓ Housing Strategic Plan Updated
- ✓ Comprehensive Open Lands Plan

Environmental Initiatives:

- ✓ Colorado Communities for Climate Action Plan Participation
- ✓ Gore Creek Strategic Action Plan adopted
- ✓ Sustainable Destination Certification Application
- ✓ Recycling & Reusable Bag Programs

Vail Events:

- ✓ Burton US Open Snowboarding Championships (4th year)
- ✓ Go Pro Mountain Games
- ✓ Epic Discovery Debut on Vail Mountain
- ✓ FIPS Mouche World Fly Fishing Championships
- ✓ Bravo! Vail's new addition of the London's Academy of St. Martin in the Fields

Capital Projects

- ✓ Zeke M. Pierce Skatepark Completed with Dedication
- ✓ New Golden Peak Pickleball Courts
- ✓ Booth Creek Park Renovation
- ✓ I-70 Underpass
- ✓ Chamonix Housing Project
 - * Infrastructure completed
 - * Project team selected
- ✓ West Vail Fire Station
- ✓ Vail Golf & Nordic Clubhouse Remodel
- ✓ East Vail Interchange Water Quality Improvements
- ✓ Pedestrian Safety & Lighting Enhancements
- ✓ Ford Park Portals Installation
- ✓ Vail Village Transportation Center Remodel

Redevelopment

- ✓ Vail Valley Medical Center
- ✓ Hotel Talisa, Vail
- ✓ Lion
- ✓ Marriott Residence Inn



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Break

VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC:

Other Business

1. Great Place to Work Survey

PRESENTER(S): Town Manager / Staff

ATTACHMENTS:

Description

Great Place to Work Flyer



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: Discussion about Town Manager Transition

PRESENTER(S): Town Manager



VAIL TOWN COUNCIL AGENDA MEMO

ITEM/TOPIC: Adjournment at 3:45 p.m.