



Memorandum

To: Vail Town Council

From: Town of Vail and Vail Mountain Advisory Committee

Date: February 5, 2019

Subject: Follow up Report from Retreat between Town of Vail and Vail Mountain

1. SUMMARY

The Vail Town Council and Vail Mountain Executives met August 27, 2018 to discuss a number of items that would help create a “seamless Vail guest experience” and how the town and Vail Mountain can work collaboratively to enhance the environment that supports the experience. A smaller working group, including select VRI executives and TOV management team members, was assigned to help determine next steps in supporting this effort. The attached document provides a summary of what has taken place with regards to collaborative efforts between the two entities and proposes a number of “next step initiatives” for the Town Council to review. The members of the Advisory Committee will present this information and seek feedback and direction from Vail Town Council. Simultaneously members of the advisory group have shared the follow up report attached with Doug Lovell, VP & COO, Vail Mountain, and have received feedback that has already been included in this memo.

MEMORANDUM

TO: Members of the Vail Town Council
FROM: Vail Guest Experience Collaborative Advisory Committee
DATE: February 5, 2019
WHAT: Status Update on Vail Guest Experience Collaborative Initiative: Seeking Direction on Recommended Next Steps

As a result of a first-ever retreat among Town of Vail officials and Vail Mountain Executives held in late August 2018, a renewed spirit of collaboration toward a common goal of progressing the Vail brand and experience to new heights is emerging.

Part of this renewed partnership between the Town of Vail and Vail Mountain is an agreement to identify areas where the two entities could collaborate on a multi-year strategic plan. Areas of focus for this plan would center on continued alignment and collaboration to provide a world-class experience for our collective vacationing guests and progress the tourism economy forward, focusing first on the winter season with year-round implementation to follow.

This focus on providing the Vail guest a world-class experience will not hinder any of the additional collaborative efforts the Town of Vail and Vail Mountain are working on together, such as the transit and parking task force, the Sustainable Destination efforts, the on-going dialogue regarding affordable/employee housing and the civic area master plan. Rather, this new partnership will be adding to and fulfilling on an area that the Town of Vail and Vail Mountain are aligned and feel more meaningful progress can be made working together vs. independently.

Both the Town of Vail and Vail Mountain are in process or have completed multi-year strategic vision efforts that can be leveraged to identify areas where alignment currently exists. Additionally, during the Town of Vail / Vail Mountain retreat, several areas were identified as opportunities for deeper collaboration between the two entities.

Since the August retreat, the Vail Guest Experience Collaborative Advisory Committee (Greg Clifton, Patty McKenny, Suzanne Silverthorn, Mia Vlaar, Phil Metz and Kristin Kenney Williams) have met several times and are pleased to propose the following recommendations for your input. In addition, we would like to highlight multiple recent collaborative efforts that are meeting great success: the celebration of Legacy by way of the 10th Mountain Division ski down and parade events that launched Jan. 4; the U.S. Mountain Community Summit focused on community housing solutions Jan. 15-17; the revitalized and enhanced Snowdays 4-day experience; and finalization of a multi-year Burton US Open partnership.

Areas that will provide the most synergy to create a multi-year plan for implementation of below initiatives are:

Guest Experience & Growth of a Sustainable Tourism Economy

Goals:

1. Define, from an experience standpoint, the Vail Experience with a commitment to the Legacy of Excellence Vail is known for as well as be a Leader of Innovation for Mountain Destinations
2. Provide world-class recreational amenities both on the Mountain and in Town
3. Create a collaborative, long-range strategic plan to enhance competitiveness that will include resort programming, special events, the guest experience and municipal services

Initiatives:

1. Prepare long-range financial investment plans that support mission and vision of the Town and the Mountain
2. Keep and cultivate premier recreational and cultural amenities and events, delineating between on-snow and off-snow animation ideation and responsibility
3. Be a leader in developing an exceptional guest centric and professional workforce
4. Implement customer service training to provide an excellent level of service that meets the "Vail Standard"

Recommended Next Steps:

1. Charge the Vail Guest Experience Collaborative Advisory Committee to:
 - 1.1. With a continued focus on bolstering the early winter season period, re-imagine the Thanksgiving holiday to create both on- and off-mountain guest experiences that ensure strong visitation year-over-year.
 - 1.2. Create a customer service training program, embracing the foundational work by the Vail Chamber & Business Association that can roll out to all Town of Vail business license holders.
 - 1.3. Ensure broader community stakeholder input by way of regular agenda-presentations to the Vail Economic Advisory Council; Vail Mountain's Legacy Circle (business-to-business stakeholders and discussion); the Vail Local Marketing District Advisory Council; Commission on Special Events; and the Vail Chamber & Business Association.

TIMELINE:

- Review this memo and proposed action items with Vail Town Council and Doug Lovell: First Council meeting in February.
- The Vail Guest Experience Collaborative Advisory Committee to meet every two weeks.

- Monthly updates to the Vail Economic Advisory Council; Vail Mountain's Legacy Circle; the Vail Local Marketing District Advisory Council; and the Vail Chamber & Business Association.
- Next updates to Vail Town Council and Doug Lovell: Council meetings in May and July, with July being a presentation on the proposed Thanksgiving Re-imagined initiative as well as a proposed customer service training program and including proposed budgets and implementers.
- Launch customer service training program by Sept. 1, 2019.