



Town of Vail Request for Proposals

MANAGEMENT OF TOWN OF VAIL WELCOME CENTERS, THE VOLUNTEER COMMUNITY HOST PROGRAM AND GUEST WELCOME SERVICES PROGRAM Town Manager's Office

Overview

This is a request for proposals to aid the Town of Vail (TOV) in identifying and securing the services of an enterprise partner capable of:

1. Operational management of Vail's Welcome Centers and the Volunteer Community Host Program
2. Utilizing the Welcome Centers and Volunteer Community Host Program to build an enhanced Guest Welcome Services Program by engaging community partners, (e.g. Vail Chamber and Business Association, Vail Resorts, Inc., Vail Recreation District, the Vail Valley Foundation, Betty Ford Alpine Gardens, Walking Mountains Science Center, music, culinary and athletic event producers, etc.) in point-of-contact outreach to overnight guests, drop-in day visitors and residents for the benefit of the Town, the community and local businesses
3. Ongoing creation and recommendation of updates to guest service strategies and tactics as opportunities arise to project the Vail brand at the point of contact
4. Gathering and regularly reporting relevant metrics, e.g., Net Promoter Score (NPS) or other relevant system that demonstrates, enumerates and analyzes Guest Welcome Services Program effectiveness

The Town of Vail seeks to engage with a firm on a one-year scope of work beginning October 1, 2016. The operator will have an opportunity to renew the contract for an additional two years based on exceptional performance.

Current Situation

The Welcome Centers are the pillars of Vail's ongoing Guest Enhancement Initiative which aspires to produce a measureable differentiation between Vail and its competitors in how guests are welcomed and cared for. The Welcome Centers serve to provide a seamless, singular communications portal for guest relations and services. With a mix of personal interactions and state-of-the-art technology, the Welcome Centers create a setting for a better informed and more comfortable guest. In doing so, the Welcome Centers significantly contribute to Vail's economic vitality.

Lionshead Welcome Center. The Lionshead Welcome Center opened in May 2012. Located on the ground level of this three-story building, the Welcome Center contains a 260 square foot

secured greeting area which overlooks an additional 3,250 square foot open air day-lodge that contains seating, a fireplace, restrooms and lockers at the east end. Capacity is 389.

One of the focal points in this Welcome Center is a large media wall that displays videos, photographs and information to connect guests with Vail's brand personality. A touch-screen "virtual concierge" is located close to the southwest entrance and is available as an additional information tool as guests are waiting for assistance from the staff.

From 2012 to 2015, annual visitation to the Lionshead Welcome Center has averaged 43,000 guests, according to reports prepared by the contractor. These direct contacts are made with approximately 1 out of 10 people accessing the space. Electronic door count readings in 2015 recorded annual visitation of 357,662. *(Note: Numerous variables apply to door count readings, including counting of cleaning and maintenance staff, bus patrons and various other people not using Welcome Center services).*

This space has recently been used for several ancillary activities, including a town-sponsored community open house, a film screening and a reception. These activities have shown the potential for additional programming.

Vail Village Welcome Center. The Vail Village Welcome Center is a 950 square foot space located on the top level of the Vail Transportation Center. In 2014, the space was remodeled and adjoining restrooms were added to the east side of the building. Overall capacity is 125.

From 2012 to 2015, annual visitation to the Vail Village Welcome Center has averaged 44,000 guests, according to reports prepared by the contractor. Electronic door count readings recorded 140,163 users in 2015. While smaller, this space has the potential for after-hours ancillary programming.

Welcome Center Employees and Vail Host Program. The Town of Vail utilizes paid staff and volunteers that work indoors at the Welcome Centers as well as outdoors throughout the villages. Paid employees receive an hourly wage, as determined by the contractor, and are employees of the contractor, not the Town of Vail.

As a complement to the paid employees, the Town of Vail relies on a robust Host Program, which places volunteers throughout multiple locations in Vail to be on-the-spot ambassadors for the Town. These hosts are tasked with greeting visitors, distributing handouts and information materials and responding to a range of questions from wayfinding to special events. Overall guest contacts by the hosts have averaged 62,500 annually since 2012, with the number of contacts expanding to 78,500 in 2015 as a result of daily staffing during the winter season. The potential for daily staffing during the summer season is under review.

2016 Objective

TOV is seeking a partner who can effectively deliver a five-star customer experience.

Suggested 2016 Goals

Applicants are encouraged to demonstrate thoughtfulness regarding the following suggested goals:

1. Successfully establish and consistently deliver five-star customer service so that the guest experience is seamless across all Vail entities.
2. Increase guest satisfaction and brand loyalty.
3. Encourage repeat visitation.
4. Increase value of the Guest Welcome Services Program to local enterprises by establishing ad hoc promotional partnerships.
5. Increase Welcome Center value to the local lodging sector through guest referrals and direct bookings where opportunities arise.
6. Enhance value of the Vail brand through complementary messaging and programming investments.

Scope of Work

The scope of services will include:

- Daily operation of the Welcome Centers
- Year-round operation of the Vail Host Program
- Creation and daily management of a Guest Welcome Services Program

The selected contractor should demonstrate the ability to deliver on these and recommend other suggestions:

- 1. Recruiting, retaining, managing and optimizing paid and volunteer staff.** As previously outlined, the Town of Vail is seeking a contractor to assume all responsibilities related to the human resource management of paid staff and volunteer staff that serve in a customer service capacity. The contractor should demonstrate the ability to:
 - Establish a compensation model for paid staff, including considerations for employee recognition.
 - Create a recruiting plan that will seek to attract staff and volunteers that are aligned with the Vail brand and equipped to deliver customer service in a way that meets the diverse needs of our visitors. This may include specific recruiting efforts of multi-lingual staff.
 - Provide recommendations for hours of operation for the Welcome Centers and accompanying staffing plan.
 - Develop a staffing plan for the Host Program, a communications and deployment model that would allow Hosts to be utilized to meet the most urgent customer service needs in the Town of Vail.
 - Define scope and responsibilities of Community Hosts with an emphasis on “on your feet” thinking about ways to identify visitor needs and anticipate added means of delighting visitors with the Vail experience from first contact to reported satisfaction after their visit/stay.

2. Developing and delivering customer-centric service and programs. The Vail Welcome Center programming and operations shall reflect the Vail Town Council's goal of the delivery of exceptional guest service. The contractor should demonstrate the ability to:

- Develop and implement a training program for all paid staff and volunteer staff which equips them to deliver five-star customer service as well as accurately communicate the characteristics of the Vail brand.
- Establish and maintain a short-form database to capture visitor contact information and determine reason(s) for visit
- Work with the Town of Vail to ensure training and optimal use of the technology and tools inside the Welcome Centers, including the media wall and touch-screen monitor as well as external tools, such as iPads, Vail apps, etc.
- Deliver daily guest services with welcoming, friendly, personalized assistance in a way that reflects the Vail brand by meeting or exceeding service expectations and encouraging repeat visits to the Welcome Centers. Specific services provided may include:
 - Wayfinding/Orientation
 - Personal Itineraries
 - Commission free lodging reservations
 - Activity suggestions/Ticket sales
 - Event Schedules/Tickets
- Assemble, produce and regularly update a master event calendar and other guest-related materials in static and digital real-time formats according to criteria established by the Town of Vail.
- Ensure that all customer service staff are current in their knowledge of this calendar and activities in Vail so that the Welcome Centers provide a comprehensive one-stop shop to meet guests' information and programming needs.
- Create customer relationship management programs that encourage:
 - Social media engagement
 - Referrals from guests to others in their networks
 - Deeper engagement with the Vail brand, the Town of Vail and Vail businesses
 - Increased loyalty and return visits to Vail
- Provide recommendations to Town of Vail on creative and novel programming in the Welcome Centers that support the Town's objectives (e.g. promoting Vail's 50th birthday).

3. Building and nurturing relationships with the Vail community, to demonstrate the ability to:

- Create partnerships and alliances with Town staff, Vail Resorts, Vail Local Marketing District Advisory Council, Commission on Special Events, event promoters, chambers and others.

- Engage with the brand implementation efforts that will be led by the Vail Local Marketing District and integrate the Vail brand throughout all communications and social media channels within the purview of this engagement.
- Coordinate with other guest-focused initiatives directed by the Town of Vail, including:
 - Wayfinding enhancements
 - Parking and transit
 - Events
 - Walking tours
 - Guest services training and recognition, including integration with other programs and a rewards program to align with the Vail brand and its 5-star service expectations
 - Marketing and communications and digital media
- Engage Vail residents, business owners, employees and others in elevating guest services across the community perhaps by conducting regular service briefings highlighting lessons learned and identifying new opportunities
- Act as partner with and representative of the Town of Vail by establishing clear and open channels of communication, ensuring all interactions with the Vail community positively reflect the Town and its commitment to enhancing guest service.

- 4. Maintaining appearance of Welcome Centers.** The Welcome Center facilities are provided at no charge to the contractor. Building maintenance, regular cleaning of the public areas, utilities, snow removal and exterior trash pick up are provided by the Town of Vail. Specifically, maintenance of the interior premises will be provided in a pristine condition, including floors, windows, furniture, equipment and decorations.

The contractor shall demonstrate the ability to:

- Address immediate safety hazards, including mopping up spills on the floor and other urgent matters, such as replenishing toilet paper in the restrooms, when delays would otherwise cause a negative guest experience
- Notify Town of Vail maintenance staff to report problems or concerns
- Clean office space and back-of-house areas
- Establish guidance on suitable attire or provide uniforms for hosts and employees as well as coordinated nametags

- 5. Equipment, Furnishings and Technology.** All equipment and/or furnishings purchased with funds from the Town of Vail shall remain in ownership with the municipality. Information technology services will be provided by the Town of Vail to include hardware, software, telecommunications and training support. This includes a proprietary web based reservation system which is owned by the Town and programming of existing and future technology.

The contractor shall demonstrate the ability to provide any additional services, furnishings and equipment not already included at Welcome Centers.

6. Developing and implementing a performance measurement model for individuals and the collective staff. To ensure that the customer service programs are having a measurable impact, the contractor will demonstrate the ability to propose and implement a measurement model to gauge individual staff performance as well as the overall impact of service initiatives on customer satisfaction. In addition to the performance standards and scope of work identified in this RFP, considerations should be made to ensure quantitative and/or qualitative measurement of:

- Volume of guests served
- Volume of bookings and referrals
- Guest use patterns and utilization of the Welcome Centers
- Guest satisfaction and loyalty (Net Promoter Score or other measure)
- Individual employee performance

In addition to measures related to the guest experience, the Town of Vail wishes to ensure a high degree of fidelity to other aspects of this contract, e.g.:

- Coordination and collaboration with Town of Vail and all other guest services entities
- Innovation and creativity on the part of the contractor
- Community integration, buy-in and participation

Proposal Requirements

Written Content. Proposals should include your company's plans to address each of the six elements in the Scope of Work. The successful operator will demonstrate the ability to:

- Expertly manage the ongoing staffing and facilities needs of the Welcome Centers and Host Program
- Understand, communicate and ensure five-star customer service
- Integrate the Vail brand throughout all customer service endeavors
- Bring innovative and creative thinking to the task
- Invest in relationships and collaborate with the Town of Vail and other Vail entities
- Track, measure and report on customer service satisfaction and insights, including an ability to translate insights into specific, future-forward action items
- Develop near and long-term programs and policies that fully leverage the Town's physical assets, brand strength and amenities

Staffing. Paid staff are employees of the contractor, not the Town of Vail, and the contractor shall be responsible for all related employment costs including payroll taxes, insurances outlined above, any health insurance that may be required with the Patient Protection and Affordable

Care Act (PPACA), etc. All contracts for services with the Town of Vail require contractors to comply with CRS section 8-17.5-101 regarding prohibition against employing illegal aliens.

PHASE 1 – Preliminary Applicant Review

Proposal Format

The Vail Welcome Center proposal shall be prepared using the following format in order to facilitate evaluation:

- Letter of Transmittal
- Part 1:** Background, Relevant Experience and Qualifications
- Part 2:** Guest Welcome Services Approach
- Part 3:** Appendices

Letter of Transmittal

The letter of transmittal should be forwarded electronically to Suzanne Silverthorn, ssilverthorn@vailgov.com and addressed to:

Town of Vail
Re: MANAGEMENT OF TOWN OF VAIL WELCOME CENTERS, THE
VOLUNTEER COMMUNITY HOST PROGRAM AND GUEST WELCOME SERVICES
PROGRAM

Town Manager's Office
75 S. Frontage Road
Vail CO 81657
ATTN: Vail Welcome Center Review Team

Part 1: Company Overview, Experience, Qualifications

- Provide all pertinent background information about your organization including mission statement, primary capabilities, financial management, balance sheet and statement of sources and uses.
- Describe your company's management team and operational infrastructure that will support this endeavor. Provide an overview of the technology, financial and operational systems that your organization will rely upon to deliver the services outlined in this RFP. Tell us how your company's existing systems and operations create efficiencies for the Town of Vail. If a team is proposed, identify your team members and their backgrounds.
- Describe expertise as it relates to fulfilling the operational scope of work for the Welcome Centers.
- Provide examples of previous experience.
- Provide at least three client references with contact information and a brief description of the work performed if not mentioned in the previous section.

Part 2: Guest Welcome Services Approach. Describe your ideas about how your firm might approach development of an overall Guest Welcome Services Program. Consider the following:

- A description of a general guest services philosophy
- Creating a positioning statement (a la Nike's, "Just do it.") that will serve to focus the Guest Welcome Services effort
- How to approach determining visitor/guest needs and fulfilling them
- How to maximize impact, immediate and long-term value of initial guest contact
- Providing more opportunities for proactive communications and dynamic engagement with visitors/guests
- What characteristics would describe an ideal Vail Host?
- Fostering the "seamless guest experience"
- Establishment of a full-service, one-stop activity center
- Maximizing the use of current Welcome Center space
- Programming of the Welcome Centers
- Enhancing community use and participation in programs/events at the Welcome Centers
- How the TOV might work with property managers to provide Guest Welcome Services information to short-term renters
- Establishing industry leadership in guest services

Part 3: Appendices. Include information considerations by the proposer to be pertinent to this project that were not specifically solicited in Parts 1 & 2.

PHASE 2

Letter of Transmittal

Part 1: Proposed Business Plan

Part 2: Proposed Costs

Part 3: Appendices

Finalists selected by the Vail Town Council will proceed to Phase 2. Finalists will be required to prepare a Presentation of Qualifications and a Proposed Business Plan to be presented in scheduled presentations before the Town Council.

Part 1: Proposed Business Plan. Describe your approach for each of the six sections included in the Scope of Work and develop a one-year business plan for the Vail Welcome Center programming and the overall approach to elevating the guest experience in Vail. Please use examples when possible to demonstrate operational intentions. The business plan should include:

- Recommended staffing levels and hours of operation
- Approach for compensation of paid (and volunteer) staff
- Description of the services to be provided
- Overview of the recruitment and retention plan that reflects the realities of the Vail Valley labor market and motivational challenges of the staff
- Description of the training module/s and frequency
- Recommendations on performance measurement models

- Approach and systems for ensuring positive working relationships with the Town of Vail and other Vail entities
- Management model

Part 2: Proposed Costs. Develop a budget that includes all costs you or your organization would charge the Town of Vail to implement the one-year business plan and accomplish the scope of work in this request for proposal. Specifically, the proposal should include an itemization budget that reflects:

- 100 percent of the operating costs associated with personnel, including taxes and benefits
- Costs of training programs, employee recognition, etc.
- Management fees for program oversight and implementation
- Administrative costs, including cleaning, equipment, office supplies, accounting, insurance requirements, etc.

Part 3: Appendices. Include information considerations by the proposer to be pertinent to this Phase that were not specifically solicited in Parts 1 & 2.

Submission Requirements and Schedule

5-19-16	Request for Proposals issued and available
5- 23 – 5- 31	All interested parties are invited to schedule a tour of the facilities with an opportunity to ask questions of the current contract administrator and other Town personnel. To schedule a tour or briefing session, contact Suzanne Silverthorn, Communications Director, at ssilverthorn@vailgov.com .
6-1	Deadline for contractors to confirm participation in the proposal process. Submit letter of interest to contract administrator at ssilverthorn@vailgov.com
7-1	Submission deadline for proposals.
7-5	Submissions reviewed by Town Council in Executive Session.
7-6	Qualified finalists (3 firms) notified of advancement to next phase. Phase 2 interviews and presentation times to Vail Town Council to be scheduled.
8-2	Finalists present Qualifications, Business Plans and Proposed Costs to Vail Town Council. Contractor selection announced.
10-1-16	Start date for new service contract

Evaluation and Selection

In Phase 1, Vail Town Council will evaluate the merits of the proposals in accordance with the criteria listed below and select a short list of finalists to move on to Phase 2. Failure to provide information requested in this RFP may result in disqualification of a proposal. The sole objective

of this review will be to evaluate the responsiveness of each proposer to the requirements of the RFP. Proposals shall be evaluated based on:

- Completeness of the proposal
- Company operations and experience
- Qualifications
- Demonstration of both creative and critical thinking for approaches, solutions and operations
- Proposed Guest Welcome Services approach
- Proposed cost and related services
- Ability to integrate Welcome Center program with the Town of Vail Guest Welcome Services initiative.

Payment for Services

Upon selection and approval of the independent contractor to provide the services outlined in this RFP, the Town will develop an operating agreement with the independent contractor setting forth specific terms including a fixed amount contractor will be paid and timing of payments. Funding for year two and year three will be subject to annual review and appropriation by the Town of Vail.

Operator will receive two Silver Parking Passes for management use. Employee compensation structure should include an evaluation of transportation and parking requirements.

Administrative Control of Funds

Once a signed agreement is in place, the contractor shall keep or cause to be kept true, accurate and complete accounting records of all business and financial transactions relative to the Welcome Center programs and operations.

The operator shall provide a monthly report and annual report of all Welcome Center activity, along with a financial report, to the Town of Vail.

General Conditions

1. Limitations and Award

This RFP does not commit the Town of Vail to award a contract, nor to pay any costs incurred, in the preparation and submission of proposals in anticipation of a contract. The Town of Vail reserves the right to reject all or any submittal received as a result of this request, to negotiate with all qualified sources, or to cancel all or part of the RFP. After the selection process is complete, the Town of Vail will negotiate a contract with the first priority candidate. If negotiations cannot be successfully completed with the first priority candidate, negotiations may be formally terminated and may be initiated with the second most priority candidate and, likewise, with the remaining candidates.

2. Selection

Initial evaluation will be based upon the qualifications of the applicant. The Town of Vail reserves the right to not interview, and to make a final selection based upon the qualification statements.

3. Equal Employment Opportunity

The selected contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

4. Contract Scope

Proposed tasks within this RFP may be eliminated or expanded by the Town of Vail at any time.

5. Prohibition Against Employing Illegal Aliens. Pursuant to Section 8-17.5-101, C.R.S., *et seq.*, the selected contractor warrants, represents, acknowledges, and agrees that:

- a. Contractor does not knowingly employ or contract with an illegal alien;
- b. Contractor shall not enter into a contract with a subcontractor that fails to certify to Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien;
- c. Contractor has verified or attempted to verify through participation in the basic pilot employment verification program created in Public Law 208, 104th Congress, as amended, and expanded in Public Law 156, 108th Congress, as amended, administered by the United States Department of Homeland Security (the "Basic Pilot Program") that contractor does not employ any illegal aliens. If contractor is not accepted into the Basic Pilot Program prior to entering into this Agreement, contractor shall forthwith apply to participate in the Basic Pilot Program and shall submit to the Town written verification of such application within five (5) days of the date of this Agreement. Contractor shall continue to apply to participate in the Basic Pilot Program, and shall verify such application to the Town in writing, every three (3) months until contractor is accepted or this Agreement is completed, whichever occurs first. This subparagraph 3 shall be null and void if the Basic Pilot Program is discontinued;
- d. Contractor shall not use the Basic Pilot Program procedures to undertake preemployment screening of job applicants while this Agreement is being performed;
- e. If contractor obtains actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an illegal alien, contractor shall notify such subcontractor and the Town within three (3) days that contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien, and shall terminate the subcontract with the subcontractor if within three (3) days of receiving the notice required pursuant to this subsection the subcontractor does not cease employing or contracting with

the illegal alien, except that contractor shall not terminate the contract with the subcontractor if during such three (3) days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien;

- f. Contractor shall comply with any reasonable request by the Colorado Department of Labor and Employment (the “Department”) made in the course of an investigation that the Department undertakes or is undertaking pursuant to the authority established in subsection 8-17.5-102 (5), C.R.S; and
- g. If contractor violates any provision of this Agreement pertaining to the duties imposed by subsection 8-17.5-102, C.R.S. the Town may terminate this Agreement and contractor shall be liable for actual and consequential damages to the Town arising out of said violation.

6. Insurance

- a. The contractor shall obtain and maintain in force for the term of this Agreement the following insurance coverage’s. Certificates of insurance evidencing such coverages shall be furnished to the Town at the time of signing this Agreement. Prior to cancellation of, or material change in, any requisite policy, thirty (30) days written notice shall be given to the Town through its risk manager. All automobile liability and general liability policies shall include the Town and the Colorado Department of Transportation as an additional named insured by policy endorsement.
 - 1. Automobile Liability (including owned, non-owned, and hired) in an amount not less than one million dollars (\$1,000,000) per individual and not less than one million dollars (\$1,000,000) per occurrence.
 - 2. Worker’s compensation and employer liability in accordance with the Worker’s Compensation Act of the State of Colorado for employees doing work in Colorado in accordance with this Agreement.
 - 3. Commercial General Liability (including personal injury) in an amount not less than five hundred thousand dollars (\$500,000) per individual and not less than one million dollars (\$1,000,000) per occurrence.
 - 4. Professional Liability in an amount not less than one million dollars (\$1,000,000) each occurrence and aggregate.
- b. The contractor shall indemnify and hold harmless the Town, its officers, directors, shareholders, members, partners, principals, agents, attorneys, employees, and subsidiaries and the Colorado Department of Transportation against and from all liability, claims, damages, demands and cost, including attorney fees of every kind and nature and attributable to bodily injury, sickness, disease or death or to damage or destruction of property resulting from or in any manner arising out of

or in connection with the project and the performance of the work under this contract.

APPENDIX

- A.** Welcome Center Metrics
- B.** Vail Brand Guidelines
- C.** Vail Local Marketing District (VLMD) 2016 Strategic Plan

VII Winter 2015-2016 Town of Vail Executive Summary

	2015		2016				2016
	November	December	January	February	March	April	YTD
VV Operating Hours	252	279	280	261	285	253	1610
LH Operating Hours	266	326	324	305	322	266	1808
Total	518	605	604	566	607	519	3418
							0
VV Visitation	2050	10764	3163	2836	3032	1814	23659
LH Visitation	2446	6638	5737	3657	3632	1469	23579
Host Program	4714	14976	26374	11697	10540	3342	71643
Total Welcome Centers	4496	17402	8900	6493	6664	3283	47238
LHWC Door Counters	24915	32545	48274	56765	41337	17711	221547
VWC Door Counters	13447	25036	20049	17705	18179	11274	105690
							0
Bookings							0
East Vail							0
Vail Village/Gold Peak	4	3	2	1	4	8	22
LionsHead	1		2	1		1	5
Sandstone							0
Cascade Village							0
West Vail	1				1		2
Total	6	3	4	2	5	9	29
							0
Revenue							0
East Vail							\$0.00
Vail Village	\$436.00	\$822.84	\$1,055.00	\$315.00	\$3,428.54	\$1,370.52	\$7,427.90
LionsHead	\$158.80		\$769.18	\$299.00		\$109.00	\$1,335.98
Sandstone							\$0.00
Cascade Village							\$0.00
WestVail	\$189.00				\$259.00		\$448.00
Total	\$783.80	\$822.84	\$1,824.18	\$614.00	\$3,687.54	\$1,479.52	\$9,211.88
Previous Year	\$1,005.06	\$3,061.29	\$1,719.92	\$2,297.37	\$1,650.55	\$1,461.97	\$11,196.16
							\$0.00
Commission Free Revenue	\$117.57	\$123.43	\$273.63	\$92.10	\$553.13	\$221.93	\$1,381.78

Vail Welcome Centers

REPORT DATE

01/01/16

Town of Vail Executive Summary

ANNUAL SUMMARY	(oct/nov/dec)											
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2005-2015
VV Operating Hours	607	2917	2878	2864	2866	2879	2888	3222	3405	3396	3380	31302
LH Operating Hours	638	2806	2973	2815	2845	2866	2869	3227	3575	3529	3572	31715
Total	1245	5723	5851	5679	5711	5745	5757	6449	6980	6925	6952	63017
VV Visitation	7480	46923	41892	45345	42242	42999	45692	46067	43961	37160	49466	449227
LH Visitation	6767	48337	39033	31333	28112	27281	27087	49979	38133	41591	40937	378590
Total	14247	95260	80925	76678	70354	70280	72779	96046	82094	78751	90403	827817
Host Guest Interactions	N/A	N/A	N/A	N/A	N/A	N/A	N/A	27493	59758	53376	58661	277500
Bookings												
East Vail	5	2	7	5	16	15	15	3	3	1		72
Vail Village	125	717	763	604	710	635	440	311	312	224	171	5012
LionsHead	50	431	90	110	77	128	124	65	37	56	25	1193
Sandstone	8	97	28	36	4	6	3	3	2	2	2	191
Cascade Village	5	25	14	1	27	1	34	27	77	25		236
WestVail	15	142	36	37	9	44	12	22	15	11	9	352
Total	208	1414	938	793	843	829	628	431	446	319	207	7056
Revenue												
East Vail	\$202,787.50	\$1,937.00	\$6,557.75	\$625.00	\$4,307.28	\$4,641.57	\$10,445.32	\$903.50	\$1,400.97	\$287.03		\$233,892.92
Vail Village	\$26,127.00	\$177,693.00	\$131,824.44	\$116,267.99	\$117,808.85	\$117,044.28	\$96,098.62	\$55,910.29	\$58,799.06	\$41,535.44	\$30,411.54	\$969,520.51
LionsHead	\$10,730.50	\$45,795.50	\$20,585.93	\$19,235.96	\$16,197.25	\$22,535.73	\$28,574.27	\$13,902.98	\$9,524.43	\$8,965.59	\$5,336.50	\$201,384.64
Sandstone	\$3,690.45	\$24,266.00	\$28,115.92	\$14,849.39	\$739.90	\$2,839.32	\$2,297.92	\$1,133.44	\$2,586.67	\$810.26	\$1,207.12	\$82,536.39
Cascade Village	\$1,172.00	\$7,424.00	\$4,915.75	\$415.00	\$2,653.16	\$113.90	\$6,774.43	\$6,570.48	\$11,692.51	\$5,085.48		\$46,816.71
WestVail	\$2,813.16	\$18,525.88	\$6,925.75	\$6,346.69	\$3,348.61	\$8,071.67	\$1,813.34	\$2,279.19	\$2,564.84	\$3,288.07	\$2,940.26	\$58,917.46
Total	\$247,320.61	\$275,641.38	\$198,922.54	\$157,740.03	\$145,055.05	\$155,246.47	\$146,004.20	\$80,699.88	\$86,568.48	\$59,971.87	\$39,895.42	\$1,593,065.93
Commission Free Revenue	\$37,098.09	\$41,346.21	\$29,838.38	\$23,661.00	\$21,758.26	\$23,286.97	\$21,900.63	\$12,104.98	\$12,985.27	\$8,995.78	\$5,984.31	\$238,959.88



VAIL BRAND GUIDELINES

2 0 1 6



BRAND GUIDELINES

BRAND POSITIONING





BRAND POSITIONING

BRAND ESSENCE

The core of what our brand ultimately represents and delivers to consumers.

LIKE NOTHING ON EARTH.

BRAND POSITIONING

BRAND CHARACTER

The qualities and attributes that give rise to our brand's personality, voice, tone and behavior.

THE LEADER

AUTHENTIC – We're experienced and proven. We're comfortable being ourselves and blazing our own trail.

CONFIDENT – We believe our reputation for being the best is well-earned. We lead by example and speak proudly about the exceptional experiences we offer, without feeling the need to be braggadocios or to put others down.

INSPIRING – We're passionate about who we are and what we do. Inspired ourselves by what nature has given us, we aim to inspire others to come to Vail and experience connection, joy, wonder, awe and the feeling of being part of something bigger than themselves.

INNOVATIVE – We never settle. We are always proactive, staying one step ahead and consistently elevating every aspect of the Vail experience.

SOPHISTICATED – We are the world's premiere mountain resort and village, offering a unique combination of cosmopolitan luxury, refined culture, mountain recreation and natural grandeur.



BRAND POSITIONING

BRAND PILLARS

The key foundational features that help define and create our consumer's experience.



MOUNTAIN RECREATION

EXPANSIVE, ACCESSIBLE AND VARIED TERRAIN

- WINTER —
- More than 5,200 ski-able acres
- The most groomed terrain on earth
- Back bowls
- Blue Sky Basin
- Lift system
- Ski School
- Adventure Ridge

- SUMMER —
- Mountain/Road biking
- Hiking, Backpacking
- Rafting, Kayaking
- Lift system
- Epic Discovery
- Nature Center & Alpine Garden
- Fishing, Hunting

VILLAGE SOPHISTICATION

CASUAL TO FINE DINING, HIGH-END SHOPS AND HOTELS

- WINTER —
- Après ski
- Ice rink
- Heated cobblestone streets
-

- SUMMER —
- Spas
- Golf
- Tennis

LIFESTYLE/CULTURE

INTERNATIONAL FEEL, EVENTS AND ACTIVITIES, HERITAGE

- YEAR ROUND —
- Concerts
- Athletic competitions
- Culinary/wine events
- Cultural events
- Film festivals
- Purpose-built environment
- World-class, worldwide reputation



BRAND POSITIONING

BRAND PROMISE

A benefit-oriented statement that brings to life what we ultimately deliver for our consumers.

There's something about being in Vail that just can't be put into words. Something that makes us surrender to being fully present in this place. Something that immediately disconnects us from our everyday, while simultaneously reconnecting us with family, friends and to parts of ourselves long forgotten. Something that reminds us of what we live for, what we work for, and what it's like to forget everything else but the moment we're in. Being in Vail puts us back in touch with our sense of awe and fills us with appreciation for being amazed, for being a part of something majestic, and for just simply being. From expansive and exhilarating mountain adventures by day, to lively and luxurious village experiences by night, being in Vail resurrects within us a childlike sense of joy, awe and wonder that turns even the simplest moments into treasured memories. Vail is like nothing on Earth.

BRAND POSITIONING

BRAND STATEMENT

A feature-oriented statement that succinctly expresses how our brand uniquely fills a consumer need for our core audience.

TO discerning individuals who desire premium experiences, Vail is the pinnacle mountain destination

THAT inspires awe and wonder at every turn

SO you can create and share exhilarating and luxurious experiences with family and friends

BECAUSE only Vail delivers the best of mountain recreation and village sophistication in a unique cultural atmosphere



BRAND POSITIONING

BRAND VOICE

The tone we use to bring our brand positioning, character, personality and messaging to life in headlines and copy.

We're Vail. As the established leader in our industry, we don't need to jockey for attention. When we speak, people listen. So we speak in a tone that is simple and succinct, inspiring and intelligent, confident and bold. Our reputation for excellence and elegance precedes us. And the undeniable majesty of our mountain is powerful enough to speak for itself. Our words need only to adorn and reinforce our world-renowned reputation, evoking a sense of the wonder, awe and inspiration you feel when you're here enjoying our premier mountain experience.



BRAND GUIDELINES

LOGO USAGE





LOGO/USAGE

BRAND LOGO

The elements that comprise our logo.



Symbol

Logotype

Tagline



LOGO/USAGE

LOGO VARIATIONS

PRIMARY LOGO

SECONDARY LOGO



ALT. LOGOS





LOGO/USAGE
LOGO USAGE

PRIMARY LOGO  **VAIL** Like nothing on earth.™

The primary logo should be used in all cases where the logo stands alone – when the logo “symbol” is not used as it’s own dominant element.

Examples:

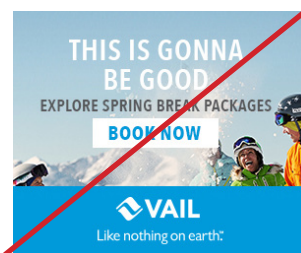


The horizontal logo should be used when space allows. The Stacked logo should only be used if there is not adequate space in the layout. (See minimum size requirements, page 15)

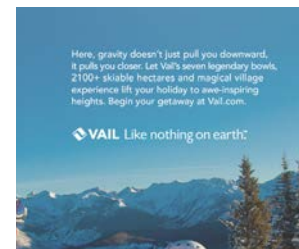
Example:



Acceptable



Unacceptable



Acceptable



Unacceptable



LOGO/USAGE

LOGO USAGE

SECONDARY LOGO **VAIL** Like nothing on earth.™

The secondary logo is acceptable to use when the logo “symbol” is used in the same layout as a significant visual element.

Examples:



The horizontal logo should be used when space allows. The stacked logo should never be used if the layout can accommodate the preferred horizontal version.

Example:



Acceptable



Unacceptable



Acceptable



Unacceptable



LOGO/USAGE
LOGO USAGE

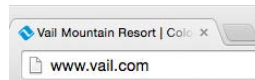
ALTERNATIVE LOGOS  

The alternative logos can be used in instances when the space is too small for the primary or secondary logo.

Examples:



Tall, thin digital banners



favicon or mobile icon



As a graphic element in a banner or print ad



When use of the tagline is redundant

NOTE: Stacked logos should only be used in the extreme case where the tagline is preferred or necessary but there is not adequate space for the primary or secondary logo options.

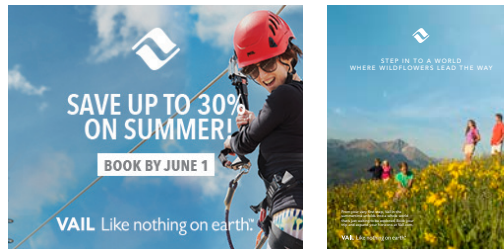




LOGO/USAGE
LOGO USAGE

WHEN TO USE LOGO COLOR VARIATIONS

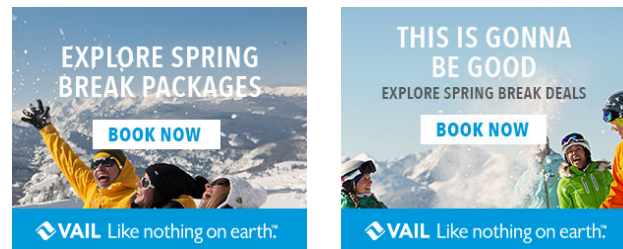
The white reversed out logo is preferred on all blue sky or darker backgrounds:



The Vail blue logo may be used on white or very light backgrounds:



When there is not significant contrast either way, or background is too busy, a blue bar with white reversed out logo is acceptable:





LOGO/USAGE

LOGO VARIATIONS

PRIMARY LOGO

SECONDARY LOGO

ALT. LOGOS

CMYK:
Used when printing
4 color press



RGB:
Used in all web and
screen applications



PMS 2925:
Used in all spot color
applications



Black:
May only be used
in applications that
blue/ white won't work



Grayscale:
Used for poor quality
reproduction



White Reversed:
Used against
dark or blue
backgrounds





LOGO/USAGE

LOGO MINIMUM SIZE



Web minimum: 180 pixels
Print minimum: 2.5"



Web minimum: 170 pixels
Print minimum: 2.375"



Like nothing on earth.™

Web minimum: 120 pixels
Print minimum: 1.675"



Web minimum: 25 pixels
Print minimum: .375"



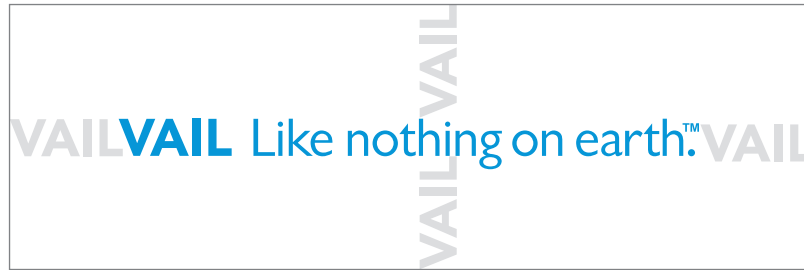
Web minimum: 60 pixels
Print minimum: .75"



LOGO/USAGE

LOGO CLEAR SPACE

Chapter Description:



Primary Logo



Secondary Logo



Alt. Logo



Alt. Logo Symbol



LOGO/USAGE

LOGO MISUSE

EXAMPLES

In no situation can the color of the vail signature, vail logo, or lockup be changed from the approved color-ways in this document.



Do not change the color.



Do not change the size.



Do not outline.



Do not change the spacing.



Do not stack.



Do not change the font.



Do not change the color.



Do not change the size.



Do not outline



Do not change the spacing.



Do not stack.



Do not change the font.



LOGO/USAGE

LOGO MISUSE**EXAMPLES**

In no situation can the Vail logos be placed over a background that does not allow the logo to be clearly legible.





LOGO/USAGE

HISTORICAL LOGOS

HISTORICAL LOGO: APPROVED

Only historical logo approved for licensing.



HISTORICAL LOGO EXAMPLES: NOT APPROVED

The following are not acceptable for use.





LOGO/USAGE

TOWN OF VAIL LOGO

TOWN OF VAIL LOGO

See Town of Vail Graphic Standards for full usage information.



Department names use Univers Bold, aligned right as shown.



BRAND GUIDELINES

BRAND ASSETS





BRAND ASSETS

COLOR PALETTE

The only colors allowed for the Vail logo, symbol, tagline and typography are Vail Dark Blue, White, Gray and Black.

Accent colors are allowed in web and screen applications to ensure adequate contrast between CTA and background imagery.

LOGO COLORS



Vail Dark Blue
PMS 2925
R0 G152 B219
C84 M21 Y0 K0



Vail White
R255 G255 B255
C0 M0 Y0 K0



Vail Gray
PMS Cool Gray 10
R128 G130 B133
C0 M0 Y0 K60



Vail Black
PMS Black
R0 G0 B0
C30 M30 Y30 K100

TYPOGRAPHY COLORS



Vail Dark Blue
PMS 2925
R0 G152 B219
C84 M21 Y0 K0



Vail White
R255 G255 B255
C0 M0 Y0 K0



Vail Gray
PMS Cool Gray 10
R128 G130 B133
C0 M0 Y0 K60



Vail Black
PMS Black
R0 G0 B0
C30 M30 Y30 K100

CTA, ONLINE USE ONLY COLORS



Vail White
R255 G255 B255
C0 M0 Y0 K0



Vail Dark Blue
PMS 2925
R0 G152 B219
C84 M21 Y0 K0



Vail Navy
R0 G65 B119
C100 M83 Y27 K12



Vail Orange
R224 G116 B0
C0 Y66 M100 K



BRAND ASSETS

TYPOGRAPHY

This outlines guidelines for all print typography.

HEADLINES:

Letter spacing of headlines should be tracked very wide, as wide as is appropriate for the layout. When used with a subhead, there should be a significant difference between primary and secondary font sizes. Should be set in all caps.

BODY COPY:

Body copy can be set in Avenir Medium in a legible size.

PRINT TYPOGRAPHY

Headline:

AVENIR: HEAVY

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Subhead:

AVENIR NEXT CONDENSED: MEDIUM

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Body Copy:

AVENIR: MEDIUM

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890



BRAND ASSETS

TYPOGRAPHY

This outlines guidelines for all web and screen advertising.

HEADLINES:

Letter spacing of headlines should be tracked moderately wide, to allow for sufficient character count in the layout. When used with a subhead, there should be a significant difference between primary and secondary font sizes. Should be set in all caps.

CTA:

Set in all caps.

ONLINE TYPOGRAPHY

Headline:

OPEN SANS: BOLD

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Subhead:

OPEN SANS: BOLD

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

CTA:

OPEN SANS: BOLD

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890



BRAND GUIDELINES

PHOTOGRAPHY

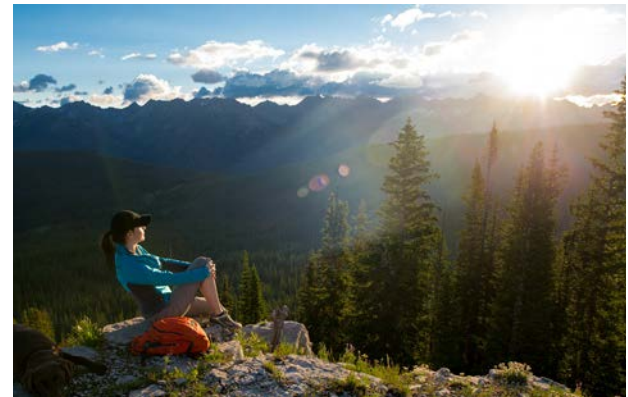




PHOTOGRAPHY

TONE

Our photography should elevate our brand. It should present our mountain and our blue sky in a way that feels warm and inviting, not stark or cold. Sunshine should be prevalent bringing a sense of joy to the scene.

BALANCES WARMTH AND BLUE SKY



PHOTOGRAPHY

AUTHENTICITY

Our photography should project the powerful emotional reaction people have while enjoying their experiences and capture them in a candid, genuine way. The image should draw the viewer into the moment as it authentically unfolds.

DISPLAY AUTHENTIC HUMAN EMOTION



PHOTOGRAPHY
PERSPECTIVE

We want to present the Vail experience as the dynamic, engaging adventure that it is. Compelling perspectives create intrigue and emotional connection.

UNIQUE, INSPIRING AND ENGAGING





PHOTOGRAPHY

COMPOSITION

Imagery should be bold, powerful and confident. We want to push the boundaries of traditional composition with unique, unexpected, highly graphic compositions and/or cropping.

MODERN, GRAPHIC CROPPING



PHOTOGRAPHY

ENDLESS SKY

When possible, we want to ensure that images do not have elements that crop off the top or bottom of the scene so we can extend the sky or foreground in post to accommodate for the current design direction.

UNIMPEDED SKY



2016 VLMD Strategic Plan & Budget



Objectives & Metrics

Overarching Goal

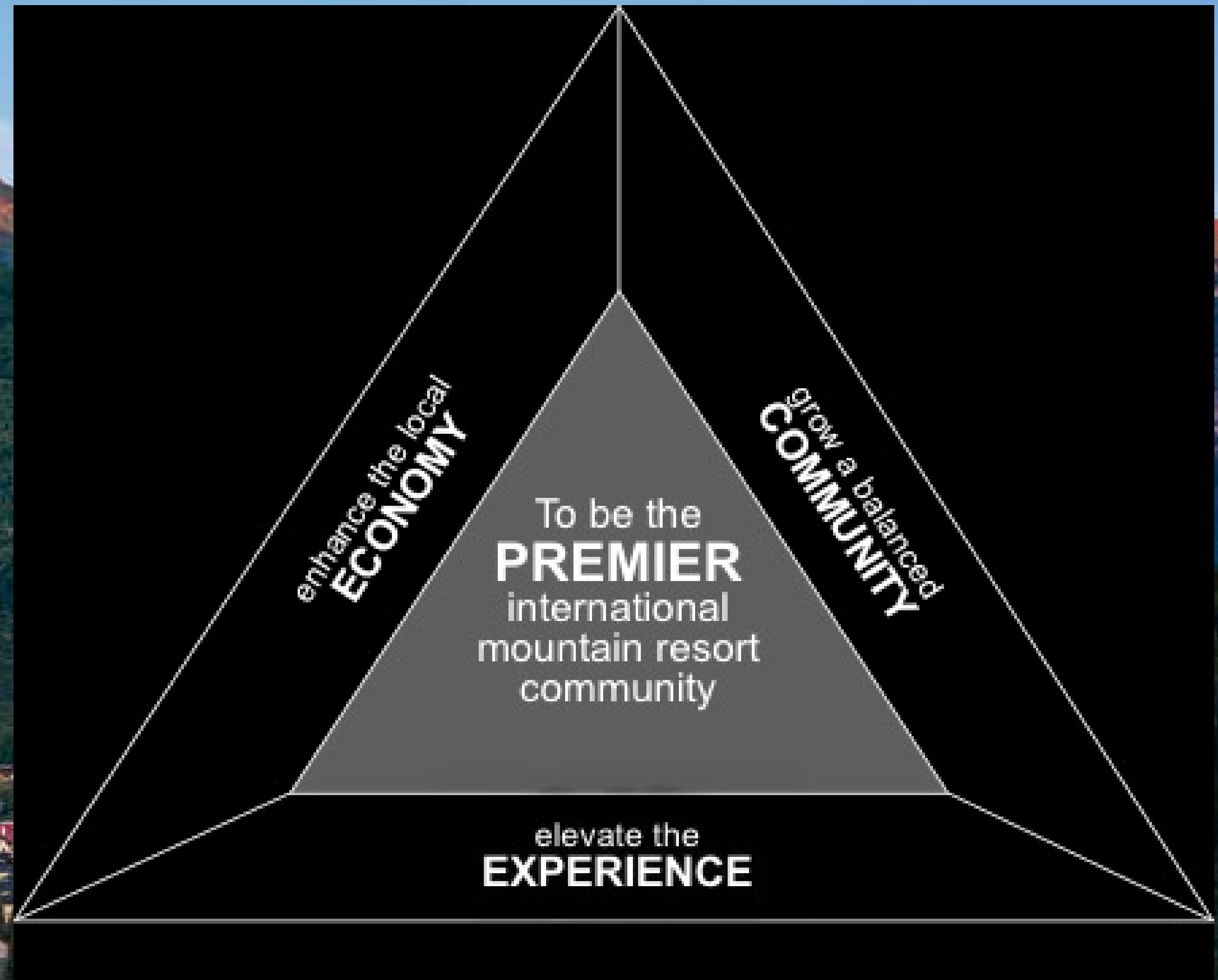
Strengthen Vail's position as a year-round destination that appeals to a broad audience, by elevating the summer brand position.

Town Council Action Plan



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.



Town Council Action Plan



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.
 - Balanced community housing composition
 - Civic area enhancements
- Regional opportunities supporting community living and amenities
- Educational enrichment throughout the community
 - Informed community



EXPERIENCE

- 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, educational enrichment programs and stewardship of our natural environment
- Focus on the "Vail Way" of doing things



ECONOMY

- Preserve our vibrant and diverse economy that keeps Vail at the forefront of our resort competitors.
 - Long range strategic plans to enhance competitiveness of TOV
- Create community spaces that support iconic events as well as arts, cultural, culinary, educational and local community programming
- Collaborate with Vail Resorts on resort programming and municipal services

2016 Marketing Objectives

Continue the momentum and build on the powerful leadership position of the year-round Vail brand

- Increase Sales Tax Revenue
- Increase May – October Occupancy
- Increase Group Occupancy
- Optimize Visitor Mix
- Monitor Net Promoter Score (due to new methodology)
- Increase Consideration percentage as measured by Burke

2015 Results & 2016 Goals

	<u>2015 Goals</u>	<u>2015 Results</u>	<u>2016 Goals</u>
Sales Tax Increase:	+3%	May – October +7.2%	+3%
DestiMetrics Occupancy:	+4%	May – October +3%	+2%
Group Occupancy:	+6%	-15%	+4%
Destination Visits:	58% of Mix	58% of Mix	60% of Mix
International Visits:	10% of Mix	9% of Mix	11% of Mix
IS Visits:	20% of Mix	NA	20% of Mix
Consideration	26% (2013)	19%	+2%
NPS:	86	84	Monitor due to new methodology

2016 What's New

- Epic Discovery expansion
- New Events
- New retail & restaurants
- Betty Ford Education Center
- Skate Park
- Wayfinding
- Upgraded Technology
- Maintain what we have at world class level