

**REQUEST FOR PROPOSAL
For Vail Local Marketing District
In-Resort Project Manager**

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I. INTRODUCTION AND OVERVIEW

Location and History: Town and Resort

Vail is an iconic destination mountain resort community in North America with world-class offerings and is an industry leader driving the Snowsports, outdoor, and travel categories. While widely known for its winter offerings, Vail is also the ideal summer mountain destination. Vail in the summer is relaxing and adventurous with resort and village amenities, events and activities for visitors from across the world to experience.

Tourism is the overarching driver of the local economy. The community, like most mountain resorts, is comprised of a mix of full-time and part-time residents, and full-time and seasonal workers. Vail's population is approximately 5,000 and Vail receives over two and a half million visitors annually.

The Town of Vail's vision is to be North America's Premier International Mountain Resort Community, located approximately 100 miles west of Denver, CO at the foot of the Gore Range in the Rocky Mountains. Founded as a ski resort in 1962 and as a Town in 1966, Vail is well known for its beautiful mountains, plentiful sunshine, and quaint pedestrian villages. Surrounded by the White River National Forest, the Town of Vail totals 3,360 acres, and is 10 miles long and at most 1 mile wide.

Vail Ski Resort, which is adjacent to the town in the White River National Forest, is one of the largest ski resorts in North America with 5,317 acres of terrain. Vail Mountain is owned by Vail Resorts, and consistently ranks as one of the most visited and favorite ski resorts in North America.

II. OPPORTUNITY BACKGROUND

The Vail Local Marketing District is seeking a strong project manager to coordinate in-resort related marketing projects that will support achievement of summer goals including, but not limited to, driving overnight visitation during need periods of May through October 2023. We are in search of partner/s that can demonstrate strong collaboration, agility, creative problem solving and deep passion/understanding of the travel industry and competitive landscape, along with a high level of experience and familiarity with Vail.

III. **ABOUT THE VAIL LOCAL MARKETING DISTRICT (VLMD) AND THE VAIL LOCAL MARKETING DISTRICT ADVISORY COUNCIL (VLMDAC)**

The VLMD was formed in 1999 to market and promote the Vail destination its natural attractions, local lodging, businesses and special events. The VLMD is funded by a 1.4% lodging tax that currently generates approximately \$4 million annually. The VLMD, sitting as the Vail Town Council, has ultimate approval of the operating plan and budget of the VLMD. The VLMD appoints a nine-member advisory council known as the VLMDAC which is comprised of marketing professionals who are property owners in Vail, to guide the efforts of the district. The stated focus of the district is to drive overnight visitation during the non-winter months of the year. The VLMDAC meets publicly on a monthly basis.

More information can be found on the Town of Vail web site at <https://www.vailgov.com/government/boards-commissions-authority-district/vail-local-marketing-district> and <https://www.vailgov.com/government/boards-commissions-authority-district/vlmd-advisory-council-vlmdac>.

Currently the responsibility for marketing and managing the destination is shared between the resort operator Vail Resorts/Vail Mountain and the Town of Vail. These two entities work closely to present Vail as a single year-round brand. Winter season marketing is primarily overseen, funded and managed by Vail Resorts, while non-winter marketing is primarily overseen, funded and managed by the Town's Vail Local Marketing District (VLMD).

With direction from VLMDAC, the Town of Vail staff works directly with contracted vendors who manage various aspects of the marketing effort. The contracted vendors ("partners") work together to propose an annual operating plan, which is presented to the VLMDAC for input and approval. The Town of Vail and the partners report monthly on marketing results, insights and recommendations. They work collaboratively to execute the plan and make revisions as the market and needs change throughout the year. Partners work together on projects and consult one another as needed.

Contracted partner/s will serve as thought leaders to the Vail Local Marketing District Advisory Council (VLMDAC), and Town of Vail staff; responsible for creative platform development, campaign executions, and channel / communication planning through channel tactical delivery. Partner/s will be accountable for results-driven, high-quality service that reports out monthly on project status, measurement plans and campaign results.

VLMD Business Goal

The key VLMD business goal is to drive responsible revenue growth in Vail by focusing on quality of guest, length of stay, and guest spend, along with effective communication of community values. Measurement is primarily gained through occupancy levels and average daily rate, lodging and sales tax revenues, guest satisfaction surveys and net promoter score. An emphasis is placed on driving demand during lower demand time periods.

As the Vail Local Marketing District Advisory Council (VLMDAC) looks to the future, and in service of the VLMD's overarching business goal, the VLMD's 2023 strategic approach is guided by the following Marketing Priorities:

- **Optimize Visitation:** Target overnight guests who stay longer, spend more and embrace the community's values, in addition to targeting specific times of the year with an emphasis lower demand periods including mid-week and shoulder seasons.
- **Grow Database and Build the Relationships:** Expand the Vail database, use data to understand the guest, enhance guest engagement and loyalty by optimizing content and 1:1 personalized messaging to achieve stated goals.
- **Destination Stewardship:** Protect Vail's natural assets and resources, while elevating the guest and resident experience by educating the guest on Vail's community values including sustainability. Incorporate outcomes of Steward Vail destination stewardship plan in 2023.

- Brand Positioning: In accordance with the town council action plan, position Vail as the Premier International Mountain Resort Community. Continue to strengthen and reinvigorate the Vail brand through “Life is but a Dream” campaign. Support partners and the community in delivering on the brand promise.

Marketing and Sustainability: Vail’s Destination Stewardship Plan

The Town of Vail is in the process of creating Steward Vail, a Destination Stewardship Plan (DSP) that will be used as a tool to help guide destination marketing and management efforts in 2023. Since its certification as Sustainable Destination in 2018 under the criteria set forth by the Global Sustainable Tourism Council (GSTC) and in accordance with the United Nations Sustainable Development Goals, the Town has established itself as a leader in sustainability practices. Vail works with six Memorandum of Understanding (MOU) partners (U.S. Forest Service, Vail Resorts, Eagle River Water and Sanitation District, Vail Recreation District, Holy Cross Energy and Walking Mountains Science Center) on the ongoing certification. Outcomes of the plan will be relevant to future marketing.

Current Environment and Challenges

The Town of Vail recognizes that tourism is the primary driver of the economy, creating jobs, opportunities and revenue that support our municipal operations. The Town also acknowledges that it’s critical to achieve a balance between the tourism economy and the protection and preservation of Vail’s natural and built environment. Vail’s commitment to sustainability sets the stage for a long-term approach to protecting the quality of life for the community by protecting our environment, climate and natural resources including wildlife and ecosystem services, and natural attractions, all within the context of a healthy tourism lead economy.

IV. TERM

The term of this Agreement shall commence on January 1, 2023 and conclude on December 31, 2023. The parties shall have the option to renew a contract yearly based on the annual operation plan and contracted deliverables. Such renewal is not automatic.

V. SCOPE OF SERVICES

Each scope of work requires:

- Development of measurements and metrics
- Fulfillment of deliverables and tangible results based on KPIs
- Collaboration on the year-round Vail brand with all stakeholders

The successful partner will demonstrate the ability to:

- Manage expenses to approved budgets
- Provide accountability and meet deadlines
- Establish positive working relationships with all stakeholders
- Keep planning and execution pace with the ever-changing tourism and travel industry
- Be resourceful, nimble, flexible, dedicated and results-oriented
- Be positive and creative in bringing innovative solutions to the table

RFP Selection Criteria:

1. Successful capabilities and demonstration of skills per scope of work in written proposal
2. Project Management Approach and Cross-Functional Integration / Collaboration style
3. Flexibility in cost proposal structure and ability to establish menu-pricing
 - Full cost transparency including detailed cost structure breakdown of hourly rates based on service provided
 - Client testimonials (2-3 client references and contact information included in response)

1. IN-RESORT PROJECT MANAGEMENT

Ongoing Responsibilities

- Coordinate internal and external resources, ensuring projects remain within scope, schedule, and defined budgets, in collaboration with partner group and at direction of Town of Vail
- Analyze project progress and, when necessary, adapt scope, timelines, and costs to ensure that project team adheres to project requirements
- Establish and maintain relationships with appropriate client stakeholders, providing day-to-day contact on project status and changes
- Establish and maintain processes to manage scope over the project lifecycle, setting project quality and performance standards, and assessing and managing risk within and across multiple projects
- Determine and recommend resource allocation to streamline project efficiency and maximize deliverable outputs
- Report project outcomes and/or risks to the appropriate management channels as needed—escalating issues as necessary based on project work plans
- Work in collaboration with Town of Vail Economic Development staff (TOV staff)

Photo/Video Content Capture / Production Management

Management of video/photo capture and production projects such as website, social video and other non-brand campaign projects with review and approval from TOV staff. Photo/video vendor contracted separately and not part of this scope.

- Manage the photography/video asset budget
- Negotiate, manage and oversee vendor relationship with local photographer/videographer teams.
- Support relationship between Agency, photographer/videographer and other parties involved; problem solve
- Work with partners to gain alignment on strategy, approach, and shot list to further expand the Vail summer library and social messaging, including photo and video
- Assist photography/videographer in defining scope of work agreement and priorities given budget parameters
- Arrange location permitting, fee negotiation and approvals as needed
- Support photographer/videographer to accomplish the provided shot list
- Pre-production involvement as needed: Review of talent, locations, wardrobe
- On site presence/support during shoots as needed
- Hold vendors to production timeline and deliverables
- Provide final videos and photos to appropriate parties as outlined by Content Strategy Team

Community Asset Program Management

- Manage the community asset acquisition program, a user generated content program to purchase submitted photos if they fit the brand. Learn more about the program here: <https://discovervail.com/ugc-photo/>
- Paid and organic community outreach to photographer/videographers; educating them on brand standards and asset requirements.
- Coordinate payment and acquisition of assets, aligning to terms of usage

Photo/Video Asset Management

- Respond to asset requests and provide access if approved
- Manage Intelligence Bank asset portal system (hosted by the TOV), ensuring all photo and final video assets are uploaded, as well as relevant and appropriate historical assets.
- Update TOV staff with photo/video assets to be provided in the seasonal business toolkit

Local In-Kind Advertising Management

- Work with TOV staff to collect all event program ad deadlines, work with agency/freelancer to resize/deliver to event producer. Note TOV funds certain Vail events, which sometimes provide in-kind ads to the town, which are utilized by the VLMD.
- Manage in-kind bus ad creative twice a year, working with agency/freelancer on creative and delivering assets to printer. Printer then delivers ads to agency to install. Note TOV has bus ads and parking structure ads that can be changed twice a year.

2. MEETINGS, AGENDAS & PRESENTATIONS

- Bi-Monthly one-on-one meetings and ongoing communication with TOV staff
- Coordinate and finalize agenda for 12 monthly VLMDAC meetings, collecting agenda items from partners and organizing/approving with TOV staff
- Develop 12 monthly VLMDAC presentations; coordinating submission from partners, editing content, proofing content, correcting formatting issues, reviewing and finalizing presentation with TOV staff prior to submission to the board
- Record action items at Board and Partner meetings and follow up with partners to ensure answers are provided. Provide follow up to TOV staff and note where they need to be next addressed
- Work with TOV staff developing presentations as needed for community and other VLMDAC related presentations (i.e., Town Council, CSE, Event Producers, VCBA, etc.)
- Attend 12 monthly VLMDAC meetings, provide appropriate representative to attend if unable to attend.
- Coordinate monthly Partner Meeting agendas and communicate meeting assignments/expectations to partners prior to meeting.
- Attend as requested by TOV staff Town Council, community, other board meetings.

3. OPERATING PLAN / BUDGET INVOLVEMENT

- Work with TOV staff to plan partners' meetings, developing meeting agendas, prepare partners for meetings, build presentation content, coordinate F&B for meetings as needed

- Contribute to strategic planning & budget/partner meetings, support Agency and TOV staff in the development of the Budget, Operating & Strategic Plan including results, goals, objectives, key performance indicators, strategy, personas, big ideas and tactical plan

4. WEBSITE CONTENT MONITORING AND POPULATION

[DiscoverVail.com](https://www.discovervail.com) is the website created and monitored by the VLMD, where all paid media directs to and is the official tourism website for Town of Vail. Project manager will use extensive local knowledge of Vail to provide continuous content monitoring, fact checking, and record of changes needed. Services include:

- Provide ongoing web updates/maintenance on existing content
 - Audit and provide seasonal updates to landing pages, articles, photos, SEO and Meta descriptions as needed and when directed by team managing SEO.
 - Provide suggested website changes to correct inaccuracies. Consult with TOV staff for content not aligned with strategy, and work with partners to enhance content.
 - Ensure business listings are up to date (with supporting detail provided by the Town of Vail)
 - Upload content from content contributors. All content including copy, meta, SEO, photography, buttons, links, tagging information, etc. to be provided for upload.
 - Communicate with TOV staff on events added to calendar and add event info into other areas of website as needed.
- Vail.com cross-linking and content enhancement: Vail.com represents Vail Mountain. Provide twice annually a seasonal audit of vail.com to ensure Vail the destination is accurately represented. Seasonal audit includes review of their events page and in-resort offerings to track inaccuracies and suggest improvements.

JANUARY 1, 2023 – DECEMBER 31, 2023 BUDGET NOT TO EXCEED: \$115,000

VI. TIMELINE & PROCESS

Step 1: Candidates are asked to submit proposals containing the following items by August 10, 2022 by 3:00 p.m. MST. Please email to the following individuals:

Town of Vail

Mia Vlaar, Economic Development Director mvlaar@vailgov.com

Liz Gladitsch, Marketing Specialist lgladitsch@vailgov.com

1) Background

A statement covering resources, expertise, client list (indicating any client conflicts) and references. If a team is proposed, please also enclose their backgrounds.

2) Examples of previous work relevant to the travel industry. Detail specific case studies that demonstrate abilities and results in these areas.

3) Approach to the scope of work previously outlined.

Step 2: Selection process:

- July 29, 2022 by 3:00 p.m. MST, Interested parties can submit questions and answers will be provided to all interested candidates for equal information sharing
- August 3, 2022 by 3:00 p.m. MST, Questions answered
- August 10, 2022 by 3:00 p.m. MST, RFP deadline
- August 12, 2022 narrow field to maximum of 3
- August 18, 2022 11:00 a.m. MTS, post Vail Local Marketing District Advisory Council Board Meeting.
- August 18, 2022 selection