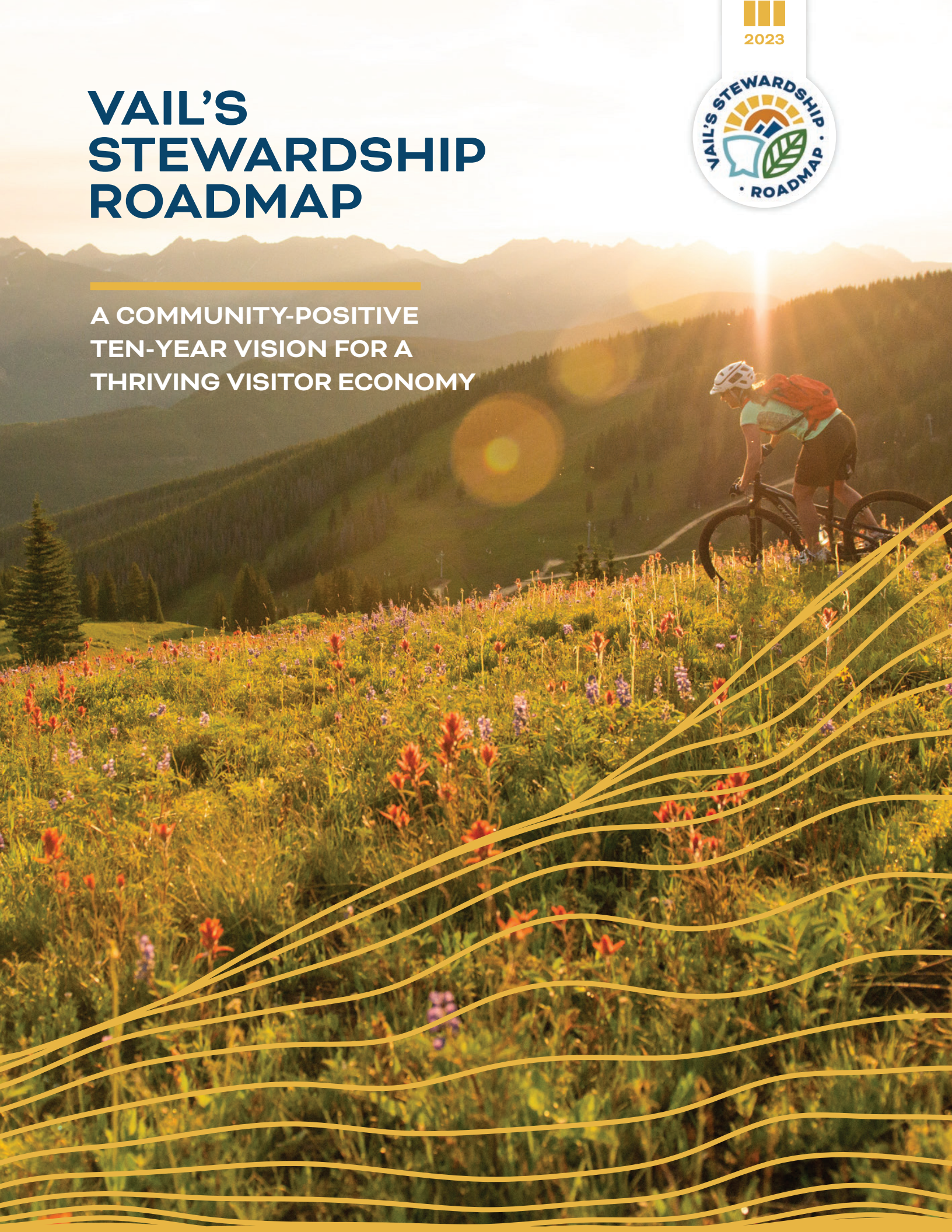


VAIL'S STEWARDSHIP ROADMAP

2023



A COMMUNITY-POSITIVE
TEN-YEAR VISION FOR A
THRIVING VISITOR ECONOMY



CONTENTS

3 THE JOURNEY AHEAD
THE REASON FOR THE ROADMAP

4 DEFINITIONS
WORDS AND PHRASES TO KNOW

6 THE COMPASS
OUR VALUES

8 WHERE THE ROADMAP TAKES US
VAIL'S STEWARDSHIP VISION & GOALS

20 WHERE WE ARE
VAIL IN 2023

23 STATE OF THE INDUSTRY
10 KEY TOURISM TRENDS

26 WHAT WE LEARNED
MAPPING THE LANDSCAPE

28 AN INTENSIVE APPROACH TO COMMUNITY ENGAGEMENT

31 THE VIEW FROM THE VISITOR PERSPECTIVE

34 VAIL SUSTAINABILITY ANALYSIS

37 THE DESTINATION AHEAD
IMAGINE IT'S THE YEAR 2033

39 THE IMPLEMENTATION PLAN
WHAT THE ROADMAP WILL ACHIEVE

45 SUCCESS MEASURES
ROADMAP TARGETS & INDICATORS

47 ACKNOWLEDGEMENTS
THE PLANNING TEAM

**Full versions of plans and studies referenced in the Roadmap can be found at <https://www.engagevail.com/stewardship>.*

THE JOURNEY AHEAD

THE REASON FOR THE ROADMAP

Like few other places on earth, Vail was founded to share an extraordinary mountain lifestyle with people from across the world. That was the vision of the two U.S. Army veterans who turned their former training grounds into a world-renowned resort community. In the 60 years since Vail rose from a lettuce patch and sheep grazing lands, tourism has been the lifeblood of our economy.

Vail's Stewardship Roadmap charts that vision into the next 10 years to make sure our vital visitor economy continues to thrive. The five goals outlined in these pages take aim at the biggest threats to our continued success, especially the housing crisis that is impacting every aspect of our community life. It provides strategies to shape a stronger, more resilient tourism economy and manage our visitor patterns. It also outlines steps to safeguard and improve our biggest asset – the stunning, irreplaceable natural surroundings that define this place.

Most important, this Roadmap brings a sharp new focus to the purpose of Vail's tourism economy. The reason we want tourism in Vail is because it lets our community sustain a remarkable way of life on this 10-mile ribbon of land between Vail Mountain and Interstate 70.

For much of our history, a main focus has been to shape Vail to meet the needs of our visitors. With this Roadmap, we formally recognize that building a strong tourism economy also requires a strong community. To this end, this Roadmap has been crafted to be "Community-Positive." It complements other Vail plans aimed at enhancing our community and lays the groundwork for a broader community visioning plan.

By so many measures, Vail is an extraordinarily successful community. This plan is designed to equip us to embrace a new tourism mindset, to optimize outside forces, and continue on a path to success as defined by and to benefit the most important stakeholders, the Vail community.

Adopted June 20, 2023 by the Vail Town Council.

Mayor
Mayor Pro Tem
Council Member
Council Member
Council Member
Council Member
Council Member

Kim Langmaid
Travis Coggin
Barry Davis
Kevin Foley
Jen Mason
Pete Seibert
Jonathan Stauffer

“

I hope to see our mountain community protected, less people moving away because they can't find housing, less crowding on the hiking and ski trails, more sustainable measures, more mental health resources, funding, help for those who need it and can't afford it.

- Vail Resident Survey Respondent

DEFINITIONS

WORDS AND PHRASES TO KNOW

COMMUNITY

If you are someone who cares about Vail, you are a member of our community. It doesn't matter whether you live here full-time or part-time or if you live somewhere else and work here or if you're just visiting for a while. Our definition of community even encompasses the wildlife that lives among us. If you care about Vail, you are one of us, and this plan is for you.

COMMUNITY-POSITIVE

New words have popped up as destinations seek relief from tourism pressures and better outcomes from and for visitors. Many are embracing "Climate-Positive" and "Nature-Positive" goals and results. The new territory we chart with this Roadmap requires a new word. "Community-Positive" signals that this plan's central goal is to deliver positive outcomes for our community.

CLIMATE ACTION

Climate action can be tangible or symbolic. Here in Vail, we keep a sharp focus on tangible actions like reducing carbon emissions and waste as well as improving water quality. By signing on to the Climate Action Plan for Eagle County, we are joined in a commitment to reduce our 2014 baseline carbon emissions 25 percent by 2025, 50 percent by 2030, and 80 percent by 2050.

DEED RESTRICTIONS

Vail's strategy for creating resident housing centers on acquiring deed restrictions on houses, condos, and apartments. Deed restrictions preserve these homes for anyone working at least 30 hours a week on average for an Eagle County business. So far, Vail Home Partners has acquired deed restrictions on 1,050 homes. About 14 percent of full-time residents responding to the town's latest community survey said they live in one. The Vail InDEED program was lauded by the Urban Land Institute in 2017.

DISTRICT-HEAT SOLUTIONS

One cost-effective alternative to fossil fuels involves creating a connected system that uses renewable energy and waste heat from multiple users. An array of these energy resources—collectively known as district-heat solutions— could power Vail's snow-melt system with far fewer carbon emissions. Currently, the snow-melt system is powered mainly by natural gas.

PLACE-BASED ENTREPRENEURSHIP

This plan's focus on new business creation centers on supporting local entrepreneurship so people can launch and operate successful locally owned businesses in Vail. This includes developing strategies to help potential new business owners build knowhow as well as overcome high costs of entry. The intention is to create more ways for Vail's tourism economy to deliver direct economic benefits to local owners, attract new long-term residents, and provide ways for more people to build lives and careers in Vail.

POPULATION LOSS

In 2020, Vail's full-time population dropped below 5,000 for the first time in decades. The biggest losses appeared to be among the town's younger residents, meaning Vail is shrinking and growing older. The town's voter rolls show a 6% falloff in voters ages 18 to 34 between 2014 and 2021. Population loss, especially among younger generations, also is surfacing in other highly desirable places where average housing costs sharply exceed average earnings.

REGENERATIVE TOURISM

Regenerative tourism creates ways for visitors and their spending to give back to local residents. For many years, Vail has plowed the proceeds of its powerful tourism economy back into its community, expanding housing opportunity, providing convenient in-town transportation, creating amenities for all, supporting the natural environment, and expanding the availability of childcare. A next-level opportunity described in these pages is to apply that thinking to a regenerative housing strategy. By structuring development to yield revenue when possible and pairing it with the proceeds of a new half-cent sales tax and available grant funding, Vail can build a war chest of funding to meet future housing needs. Creating ways for more visitor spending to stay in local pockets —such as by supporting local entrepreneurship— also is a regenerative strategy.

VISITOR SPENDING

The economic benefits of tourism can vary greatly by destination. For Vail, the huge imbalance between residents and visitors pays off handsomely. Because groceries and medications usually are exempted, all but a small portion of Vail's sales tax revenues -- including proceeds of the new transit and housing taxes -- comes from the pockets of visitors. Visitors also pay a 1.4% lodging tax on their overnight stays, with proceeds funding the Vail Local Marketing District's destination marketing activities.

SUSTAINABLE DESTINATION

Many destinations use this term to generally describe their commitment to environmental and sustainability practices. However, the Global Sustainable Tourism Council (GSTC), a body of the United Nations, has set forth a rigorous global standard according to the world's Sustainable Development Goals (SDGs) that provide a framework of criteria and metrics that demonstrate leadership in all aspects of sustainability including community livability and equity, local heritage and culture, economic vitality, protection of local resources, education, and more. Certification to the standard recognizes destinations that take a holistic approach to sustainability, seeking positive outcomes for the environment and economy through governance, management, investment and partnership.

Prior to the 2015 World Alpine Ski Championships held in Vail, the community began to contemplate achieving certification as a globally recognized sustainable destination. In doing so, Vail worked with the GSTC to enhance the global standard to include metrics specific to mountain resorts including snowmaking and snow-melting. This new standard was eventually approved by the GSTC as the Mountain IDEAL (acronym capturing key ingredients for mountain-town sustainability: Innovation, Diversity, Education, Authenticity, and Leadership.)

In 2017, Vail became the first North American destination to achieve certification to this standard after working toward this effort over the last decade, recertified in 2021, when the Town of Breckenridge also achieved the certification, with more destinations on track to follow their lead. The community has been also recognized in the annual Top 100 Sustainability Stories awards every year since 2017 by Green Destinations (a global non-profit certifying body) and earned Best of Americas at the ITB Berlin international travel trade show in both 2018 and 2020.

THE COMPASS

OUR VALUES

Whether gathered through surveys, in public meetings, or face to face, insights shared by the Vail community point to a set of values that are reflected throughout this Roadmap and that others are invited to share. This list is not exhaustive. Values that are core to the Vail identity will be explored further as part of an upcoming long-term visioning plan recommended by this Roadmap.



OUR VALUES



QUALITY OF LIFE

Expanding housing opportunities is our top priority because having a home is central to building a life in this place we love. The desire to achieve and enjoy a high quality of life is why so many strive and work so hard to make a life here.

COMMUNITY

Millions may think of Vail as a place to visit. But those of us who live and work here –and many of our visitors, too– see Vail as a place to make friends, share interests, build relationships, and be part of something larger than ourselves. All are welcome to join us.

ENVIRONMENTAL STEWARDSHIP

Living in Vail –whether all or part of the year– carries an obligation to steward the natural surroundings that define this place. Protecting and enhancing the Gore Creek watershed and wildlife habitat are especially important to us.

EXPERIENCE

Our world-famous tourism economy rests upon our ability to deliver extraordinary experiences. We are committed to ensuring that Vail is a place where all feel welcomed and included and expectations are exceeded every day.

RESPECT

Vail is a place of aspiration, where people seek personal bests and release from the everyday. We respect effort and welcome all, including all levels of ability. In return, we ask for this: Respect our values, our way of life, and our natural resources.

FUN

What we value about living in Vail is the chance to experience every day what visitors come from across the world to see. We savor mountain life, and we don't take ourselves too seriously. We're here to enjoy life.

WHERE THE ROADMAP TAKES US

VAIL'S STEWARDSHIP VISION & GOALS



FIVE MAJOR ACTIONS AND GOALS SUPPORTING COMMUNITY, ENVIRONMENT AND ECONOMY MUST BE ACHIEVED FOR VAIL TO REALIZE THIS VISION BY 2033





ACTION 1

**MAKE VAIL
MORE LIVEABLE**

Too many of the people we need in Vail are **UNABLE TO LIVE** here due to affordability and availability of homes. The single biggest threat to **OUR COMMUNITY** and our tourism economy is a housing crisis that leaves vital jobs unfilled, erodes our population's diversity, and threatens every aspect of community life, even the **AVAILABILITY OF CHILDCARE**. We can find bigger solutions and more resources by establishing new public and private partnerships and **REMOVING BARRIERS** to create more ways for people to build lives in Vail.

ACTION 1

MAKE VAIL MORE LIVEABLE

THE GOAL

By 2033, double the supply of deed-restricted homes – from 1,050 to 2,100 – for our year-round and seasonal Vail residents and workforce through a collaborative and regenerative approach.

STRATEGIES

- a. Structure development to yield returns that support creating even more deed-restricted housing.
- b. Join in public and private partnerships to secure available grants and prioritize the creation of deed restricted homes for members of the Vail community.
- c. When creating or re-developing public facilities in Vail, consider the potential for adding resident housing.
- d. Support development of fast, convenient, frequent transit strategies to expand access to housing opportunities for Vail residents and workers.
- e. Consider incorporating energy efficient and carbon reduction design strategies in future development, including deed restricted housing, when possible.

- f. Collaborate regionally with Vail Resorts, local public school districts, other employers, and nonprofits to expand housing opportunities and address other top community priorities, including childcare.
- g. Adopt amended commercial linkage and residential linkage requirements to mitigate the impacts of incremental new development in Vail.

TARGETS AND INDICATORS

Deed-restricted housing inventory

Availability of workforce

Public school enrollment of Vail residents

Childcare slots

“

More housing for employees so we can attract more employees and continue to deliver the level of service that visitors have come to expect and alleviate stress for people who live and work here.

~Vail Resident Survey Respondent



ACTION 2

ENHANCE VAIL'S “WORLD-CLASS EXPERIENCE”

Vail is known and loved for its back bowls, friendly locals, and TOP-FLIGHT EXPERIENCES, but warning notes are sounding. Visitor satisfaction fell in 2021, partly due to workforce shortages, while locals struggled with the stress of extra-long work schedules. Crowding, overuse of trails, and parking pressures prompted new policies. Shorter winters pose a looming threat. Equipping Vail's tourism economy for FUTURE SUCCESS, resiliency, and balance requires new thinking.

ACTION 2

ENHANCE VAIL'S “WORLD-CLASS EXPERIENCE”

THE GOAL

Strengthen Vail's year-round appeal as a premier international mountain resort community by embracing new opportunities to attract travelers, while managing demands on community infrastructure and extending the Vail experience to more locals.

STRATEGIES

- a. Develop a comprehensive analysis of Vail's carrying capacity including streets, transit, parking, mountain, trails, and water and consider creating a community task force to support this effort.
- b. Use geolocation-based data to assess capacity and visitor flows and guide decision-making with real-time, anonymized insights into visitor and resident behaviors and use of trails, parking, events and other Vail spaces and amenities.
- c. Address rising expectations for technology enabled seamless travel experiences in ways that enhance the guest experience.
- d. Support and develop zero-vehicle transit strategies encouraging all, especially day visitors, to leave personal vehicles behind.
- e. Continuously build the world-class experience through ongoing customer service training, highlighting the importance of accepting everyone for who they are.
- f. Explore creating new indoor venues or repurposing existing venues to support exceptional year-round cultural experiences and develop the local arts and creative economy.
- g. Leverage booming interest in wellness travel and improve local health status by advancing opportunities for physical and emotional wellness, especially in partnership with Vail's renowned healthcare providers.
- h. Broaden local access to the world-class experience to attract and reward workforce and local stewards and foster a sense of inclusion in the local tourism economy.

TARGETS AND INDICATORS

Visitor Satisfaction

Visitor Net Promoter Score

Workforce Satisfaction

Capacity for Visitation

Visitor-Resident Ratio

“

Ever growing tourism is not sustainable. There needs to be constraints that will protect the community quality of life. They should include on-mountain limits and impact limits for the surrounding environment.

~Vail Resident Survey Respondent



ACTION 3

INVIGORATE VAIL'S SPIRIT

To make VAIL feel like a place where people live, not just visit, it's essential to create ways for people to build ties as a community. That's not easy when your town of 5,000 welcomes 2.5 MILLION VISITORS a year, about 60 percent of homes have seasonal residents, and launching a LOCAL BUSINESS is RISKY and expensive. Many in Vail enjoy the vibe of mixing with visitors – and make it a point of honor to leave the famous ones in peace– but yearn for a stronger sense of community and a Vail WHERE LIFE IS FUN.

ACTION 3

INVIGORATE VAIL'S SPIRIT

THE GOAL

Make Vail a stronger community by empowering place-based entrepreneurship, generating more value from tourism for the community, and creating new ways and spaces for people to share interests, build connections, and enjoy life.

STRATEGIES

- a. Engage the Vail community in a comprehensive long-term visioning plan to build a stronger community, foster local business creation, and enhance our overall sense of place.
- b. Join in partnerships to stimulate entrepreneurship as a way to diversify Vail's economy, allow more young locals to establish careers, and encourage them to live in Vail.
- c. Identify ways to spark creation of more locally owned food, retail and experience-based businesses.
- d. Collaborate with economic development resources and institutions of higher learning to support skill-building for entrepreneurship.
- e. Explore developing a multi-purpose community or cultural center where people can connect, share talents and passions, and engage in the creative economy.
- f. Partner in events to enliven the Vail lifestyle and foster local connections among all Vail residents.
- g. As community plans are developed, weigh opportunities to create fitness centers or other wellness amenities as gathering places that promote health.
- h. Ensure that town decision-making is consistently viewed through a lens of benefiting residents as well as visitors.

TARGETS AND INDICATORS

Resident satisfaction

Resident Net Promoter Score

New local business creation

Population balance

“

Vail needs incentives for people to start and operate diverse businesses within the town... There needs to be a more diverse economy here – not so much economic disparity and more jobs that pay more than just minimum wage.

~Vail Resident Survey Respondent



ACTION 4

CONTINUE VAIL'S COMMITMENT TO ENVIRONMENTAL STEWARDSHIP

To safeguard and enhance our beloved natural assets, we have **EMBRACED CLIMATE ACTIONS** and protections for the Gore Creek watershed and wildlife habitat. Our next 10 years will require dedication to **BUILD ENERGY RESILIENCY**, address vulnerabilities, and thrive as a sustainable mountain community. To reduce tourism impacts and **ENHANCE VAIL'S VALUE** for all, we must lead to inspire more action, locally and globally, and build **PARTNERSHIPS TO EXPAND** our results.

ACTION 4

CONTINUE VAIL'S COMMITMENT TO ENVIRONMENTAL STEWARDSHIP

THE GOAL

Reduce 2014 baseline carbon emissions 25 percent by 2025, 50 percent by 2030, and 80 percent by 2050 while advancing community resiliency, improving the Gore Creek watershed, and maintaining certification to a globally recognized sustainability standard.

STRATEGIES

- a. Explore creating or hosting an iconic thought leadership event to advance mountain tourism sustainability, share best practices, and create solutions for mountain communities.
- b. Advance shared climate action and understanding of Vail's standing as a sustainable destination by partnering with Vail Resorts to advance their Commitment to Zero on Vail Mountain.
- c. Collaborate with Holy Cross Energy to seek expert proposals for innovative ways to decarbonize the town's snowmelt system, potentially through renewable energy options and district-heat solutions.
- d. Collaborate on strategies and promotions to "Restore the Gore," Vail's treasured waterway.
- e. Identify ways to improve wildlife habitat and enhance biodiversity, with attention to creating wildlife crossings.
- f. Build Vail's resilience to wildfire by supporting and promoting the Fire Adapted Vail initiative and fully implementing the Vail Community Wildfire Protection Plan.
- g. Develop a plan to build Vail's resiliency against a massive power outage, potentially through low-carbon energy sources.
- h. Partner with the Climate Action Collaborative of Eagle County Communities on shared climate action strategies and secure more grants to activate them.
- i. Commit to excellence, innovation and leadership by striving to maintain certification to a globally recognized standard for sustainable destinations.

TARGETS AND INDICATORS

Climate Action Plan for Eagle County

Gore Creek watershed health

Progress on Community Wildfire Protection Plan goals

Certification to a globally recognized standard for sustainable destinations.

“

We have a "pedestrian" village. We have an outdoor-athletic culture. Why don't we invest in making it one of the most bike, pedestrian-friendly places in the world?

~Vail Resident Survey Respondent

ACTION 5

ENERGIZE VAIL'S BRAND

Consumers rank Vail highly as a LUXURY MOUNTAIN RESORT but show more interest in taking trips to competing destinations. The local community wants Vail to target travelers who are in step with LOCAL VALUES, including those who care about natural resources and share respect for the LOCAL WAY OF LIFE. With U.S. intent to travel softening and other headwinds rising, famed destinations are feeling new pressure to sharpen their competitive edge. Vail can find OPPORTUNITY –and the travelers its community wants– by shaping its brand to amplify QUALITIES VALUED by its community and claim important attributes valued by visitors. Among these is an attribute that comes naturally in Vail: BEING WELCOMING TO ALL.

ACTION 5

ENERGIZE VAIL'S BRAND

THE GOAL

Develop a brand position that reflects community values, differentiates Vail in ways that build its competitive edge, and inspires all to care for Vail. Among these is an attribute that comes naturally in Vail: being welcoming to all.

STRATEGIES

- a. Working with the Vail Local Marketing District Advisory Council, conduct a brand development process to build Vail's competitive advantage in harmony with what the community values.
- b. Explore strategies to address Vail's capacity for visitors during non-ski months as well as mid-week and non-peak periods.
- c. Build campaign messaging around true attributes —such as Vail's friendliness and small-town charm— proven to drive traveler intent.
- d. Celebrate unique and innovative local business owners and residents to humanize Vail's most extraordinary qualities.
- e. Explore the potential of Vail's status as the nation's most sustainable destination to attract targeted travelers seeking to reduce their impact as they travel.
- f. Promote and support in-market stewardship messaging and education to increase understanding of community values and invite others to share them.
- g. Build on Vail's history of embracing diverse communities by communicating a warm welcome to diverse audiences of travelers, as well as those from around the world.

TARGETS AND INDICATORS

Lodging Tax Revenue
Marketing Campaign Performance
Occupancy Rate
Average Daily Rate
Brand Health

“

Market Vail as a sustainable and environmentally progressive place to live and visit.

~Vail Resident Survey Respondent

WHERE WE ARE

VAIL IN 2023

Vail is a town of less than 5,000 year-round residents that attracts 2.5 million visitors a year and where 61 percent of the 7,359 homes are owned by seasonal residents. Occupying just 3,360 acres, the town stretches 10 miles along Interstate 70, and is no more than a mile wide at any point. It shares a border with Vail Resorts, which operates one of the most famous ski resorts in the world on land leased from the U.S. Forest Service.



WHERE WE ARE

VAIL IN 2023

Founded as a ski resort in 1962 and as a town in 1966, Vail is positioned as the Premier International Mountain Resort Community. Tourism is the lifeblood of its economy and has been its reason for being since the day it was founded. Vail Ski Resort is one of North America's largest with 5,317 acres of terrain. It consistently ranks among the continent's most visited and favored ski resorts.

Vail's Destimetrics reports show the resort town offers between 104,104 and 115,258 available rooms per month at its 26 professionally managed condo-tel and hotel properties. In addition, a December 2021 report of the town's short-term rental landscape identifies 2,454 vacation rentals, mostly two- and three-bedrooms, with a maximum total occupancy of 15,804. All of these properties collect a modest 1.4% lodging tax that generates about \$4 million a year to fund the Vail Local Marketing District (VLMD). Formed in 1999, the VLMD markets Vail's natural attractions, businesses, and special events, primarily for summer travelers.

UNPRECEDENTED VISITOR PRESSURES

Since its earliest days, the town has strived to deliver warm, exceptional customer service. But its hospitable nature has been strained in recent years by masses of visitors who trampled trails, left trash and waste, and ignored local courtesies. Rapidly rising housing costs stoked a growing gap between typical local salaries and the cost of mortgages or rents. With many workers struggling to find a place to sleep much less build a life, businesses are challenged to operate at full capacity and deliver the brand of customer service that has been a hallmark of a visit to Vail.

Despite these challenges, Vail residents give their community an excellent rating for quality of life compared with other U.S. destinations -- 8.2 on a 10.0 scale. Downvalley residents rate their quality of life even higher -- at 8.4.

A DESTINATION BUILT WITH PURPOSE

That huge imbalance between the numbers of residents and visitors pays off in one extremely beneficial way: generation of sales and lodging tax revenue. Because Vail's sales taxes often exempt groceries and medications, a huge share of the proceeds typically comes from visitors.

Since its founding, Vail has directed the proceeds of its tourism economy into building a better community. The town began creating lower-cost resident housing decades before many mountain resort communities saw the need. Vail's free in-town transportation system is a model of convenience for all, and a newly formed Eagle County Regional Transit Authority is poised to extend similar benefits countywide.

Often with the generosity of residents, both seasonal and year-round, Vail has developed an extraordinary collection of amenities available to all, including world-class cultural offerings, public arts, year-round ice, golf courses, and health care facilities that attract patients from across North America.

HOW WOULD YOU RATE THE QUALITY OF YOUR LIFESTYLE? VS. OTHER PLACES IN THE U.S.

*Response to Vail Resident Sentiment Survey
May-August 2022*

8.2



**AVERAGE RATING
ON A 10-POINT
SCALE**

RISING CONCERNS

Vail's tourism economy also creates pressures. The housing shortage has triggered a decline in available workforce that affects everything. It keeps restaurants from filling seats and hotels from filling rooms. It's why vital job openings stay vacant. Unfilled openings for childcare workers make it even harder for working families to function in Vail. High housing costs and workforce shortages also are blamed as a root cause for rising mental health concerns. Too many are either working multiple jobs to afford Vail or pulling extra shifts to fill in for missing workers. The stakes are high for Vail to make sure its tourism economy continues to deliver strong benefits and to address its unwanted impacts.

HISTORIC HIGH LODGING RATES

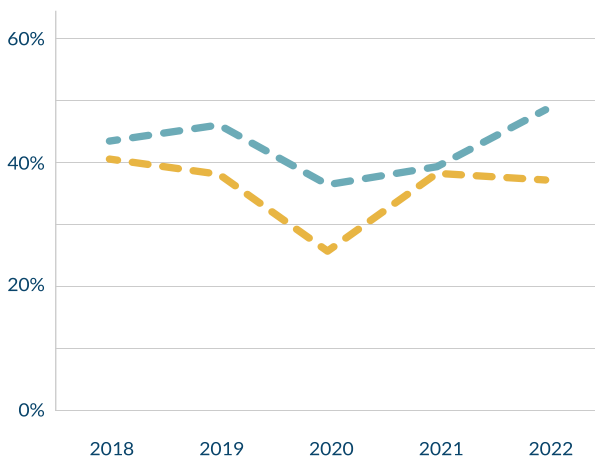
As pandemic restrictions lifted and visitors streamed into outdoor spaces, Vail's visitor economy began to boom bigger than ever. Summer 2021's occupancy rate of 45.1% was on a par with pre-pandemic levels, but the average room rate of \$308 crushed previous highs. The average occupancy rate for Winter 2021/22 was 57.3%, a height not seen since Winter 2016/17. The average daily rate hit an historic high of \$681, far exceeding pre-pandemic rate averages.

Revenue estimates, however, began to flatten midway through 2022 as occupancy numbers began falling from the blistering highs of 2021. But even though occupancy began dropping in July 2022, room rates kept climbing. The average Summer 2022 rate hit a record \$336 per night, well above the previous record of \$308 set in 2021. Bookings through June 2023 suggest rates may keep climbing to new historic highs in coming months, even though signs of a slow-down are surfacing. Bookings through June are pacing below 2022 levels, signaling lower occupancy rates ahead. Even so, projections for revenue per room through June are slightly exceeding past year performance due to higher average room rates.

While revenue currently is expected to grow 2 percent over each of the next five years, cautions are shared that falling occupancy could push lodging properties to lower their rates. At this point, Vail's newer luxury properties are expected to help keep average room rates high and generate more than enough revenue to offset declining visitor numbers. Local experts also believe Vail should continue to build non-ski month occupancy levels, which have never crested 50%, and that more visitation can be achieved through strategies attracting visitors at mid-week and off-peak times.

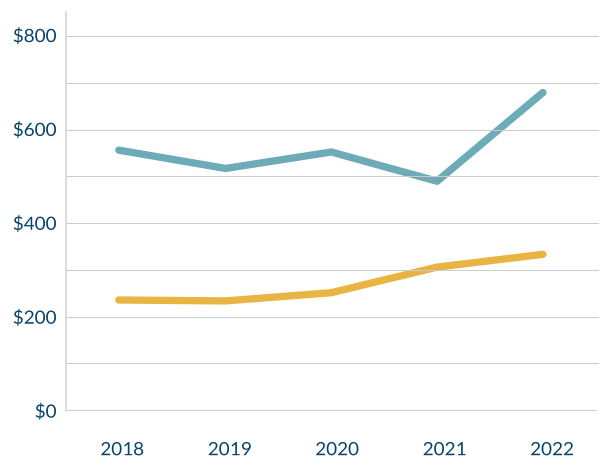
RAPID REBOUND FOR VAIL'S OCCUPANCY AND ROOM RATES

WINTER 21-22 OCCUPANCY HITS 5-YEAR HIGH



● Summer ● Winter

ROOM RATES REACH ALL-TIME HIGHS



Source: Destimetrics reports as of Dec. 31, 2022

STATE OF THE INDUSTRY

10 KEY TOURISM TRENDS



1. RAPID RECOVERY OF TRAVEL IN OUTDOOR DESTINATIONS GENERATED RECORD REVENUES AND NEW PRESSURES.

Ski towns across the U.S. were jolted by sudden shut-downs in March 2020 amidst a winter season that was shaping up as a record-breaker. While ski operators suffered heavy losses, mountain towns rebounded rapidly in summer 2020 as people hit the road and flooded into natural areas as pandemic restrictions eased. The trend intensified in 2021 as vaccines became widely available. Many of the nation's most desirable outdoor destinations were groaning under the impact of too many visitors, even as they clocked record-high lodging tax revenues, often generated by soaring room rates. A 2022 Skift Megatrend identified this phenomenon: "Ruralization of travel drives new overtourism."

2. UNDESIRABLE VISITOR BEHAVIORS FUELING RESIDENT PUSHBACK.

In many cases, fed-up residents pushed back hard against stressors such as trash, traffic, environmental damage, crowding, and even rude behavior from visitors. Tahoe residents organized "un-welcoming parties," waving "Tourists go home" pickets at visitors. Colorado passed a law allowing counties to shift all but 10 percent of their lodging tax revenues away from marketing. The Montana legislature is contemplating cutting tourism budgets in half to pay for housing development.

3. FORCES COMBINED TO CREATE A HOUSING CRISIS, ESPECIALLY IN THE MOST DESIRABLE PLACES.

Housing pressures are reaching crisis levels in many storied vacation areas. In recent years, local housing supplies fell as more homes were converted to vacation rentals, and prices climbed. But prices skyrocketed as the nation's Great Migration and Great Retirement began in mid-2020. Fueled by low interest rates, new remote working policies, and a burning desire to get away, people snapped up homes, often sight unseen at above-market prices. Rising interest rates began cooling the phenomenon in mid-2022, but now many desirable places are stuck with high housing prices.

4. HOTEL ROOM DEMAND HAS FINALLY RECOVERED, BUT CONSUMERS ARE UNEASY.

The pandemic-inspired "Revenge Travel" phenomenon appears to have played out, and U.S. travelers are keeping an uneasy eye on rising prices and the threat of inflation. It took about 2 1/2 years, but U.S. hotel

room occupancy finally recovered in September 2022. By late fall 2022, average daily rates remained about 17 percent higher than three years earlier. In some cases, revenues from historic high hotel rates masked declining occupancy rates. Short-term rental demand fully recovered in April 2021, and Tourism Economics expects demand to keep climbing in 2023, especially in small-town and rural areas and mountain and lake resort destinations.

5. BUSINESS TRAVEL IS EXPECTED TO RECOVER THIS YEAR.

U.S. domestic trip volume finally is expected to recover to 2019 levels in 2023, though business travel continues to lag. In late fall 2022, Tourism Economics predicted that business travel would recover by 90% in 2023, and fully recover in 2024. Leisure travel recovered in 2022. A major headwind for business travel is "rate-flation." Even though bookings for meetings and conventions are rebounding, high room rates – along with widely available hybrid attendance options – are reducing the number of attendees. In response, many organizations are trimming a day or two or events off the schedule. Meeting planners report rising interest in destinations focused on diversity and sustainability.

6. INTERNATIONAL TRAVEL IS SLOWER TO REBOUND.

Tourism Economics projects that 2023 inbound travelers will spend just 71 percent of what they did in 2019. Full recovery is now postponed to 2026. The strong dollar, a weakened global economy, a deep visa backlog all were listed as factors. Faster recovery is projected for Canada, the U.K., and Mexico, all expected to reach 85% of 2019 levels. Italy, France, and Germany all are expected to reach 78% to 74%, while about 71% of Australia's travel volume is expected back. Brazil continues to lag, with only 61% recovery projected for 2023, and inbound travel from key Asian markets – South Korea, China, and Japan – will remain well below 2019 volumes. Huge backlogs in visa processing times – exceeding 400 days for some countries – hinder recovery. The chair of the Inbound International Travel Association says international travelers, especially Europeans, are demanding sustainable travel experiences, but believe U.S. destinations are doing little to satisfy this interest.

7. TECHNOLOGY IS CHANGING THE FACE OF TRAVEL.

Many touch-free, no-contact innovations inspired by pandemic restrictions are now widely accepted practices, signaling a trend widely expected to transform the experience of travel. The travel economy is leaning ever more heavily into technology to manage visitor flows, deliver insights into customer preferences and behaviors, and mitigate travel hassles. The U.S. Travel Association has begun sponsoring an annual one-day conference, the Future of Travel Mobility, bringing together experts from airlines, hotels, and attractions to share insights into ways that technology is shaping the travel experience.

8. INTEREST IN WELLNESS TOURISM IS ON A STEEP CLIMB.

In late 2021, the Global Wellness Institute projected a 10% annual growth rate for the global wellness economy, with revenues rising from \$4.4 trillion in 2020 to \$7.2 trillion by 2025. The fastest growing sector by far was wellness tourism, expected to grow by 20.9% a year through 2025, with total impact rising from \$435.7 billion to \$1.276 trillion. The Institute defines wellness tourism as travel associated with the pursuit of maintaining or enhancing one's personal well-being.

9. INTEREST IN SUSTAINABLE TRAVEL CONTINUES TO RISE.

Meanwhile, studies across the tourism industry show U.S. consumers are increasingly concerned about the impact of their travels. A January 2023 Destination Analysts study showed 39.3% of U.S. travelers say they will be more proactive in reducing the impact of their travels. Just 20.1% said they're unlikely to do so. Younger travelers are far more likely to consider their impacts, with about 45% of Gen Z and 46% of Millennial respondents saying they intend to be more proactive. That compares with about 40.5% of Gen Xers and 33% of Boomers Plus. As today's younger travelers represent ever larger shares of the travel market during the next 10 years, interest in traveling sustainably is on a track to accelerate even faster.

10. MANY DESTINATIONS WILL BE UNDER PRESSURE TO EVOLVE AS CLIMATE CONDITIONS IMPACT THEIR APPEAL FOR TRAVELERS.

Fodor's "No List 2023" tallied 29 climate-related catastrophes in just the first 10 months of 2022, each causing more than a billion dollars' worth of damage. Sinking water levels, wildfire, historic storm events, and higher temperatures all are changing the equations for a destination's desirability. Wiser mountain resort communities already are positioning for longer summers and shoulder seasons and shorter winters.

WHAT WE'VE LEARNED

MAPPING THE LANDSCAPE



Vail's Stewardship Roadmap reflects many community voices, a deep awareness of current conditions, and insights pointing to new possibilities.

The thoughtful participation of community members, with more than 3,000 opinions shared, deeply informs this plan's goals and strategies. Nearly 500 people showed up to share their views in person. About half of these turned out for three rounds of public engagement sessions, first to share input, then feedback on initial findings, and finally to weigh in on a proposed Roadmap framework.

This Roadmap leans into independent research. This included three resident surveys, including Vail's biennial community survey, which included customized questions for this process. Resident survey findings reinforced much of what was shared in public engagement sessions, 12 topical focus groups, and in-depth interviews.

The research also included a ground-breaking Brand Perception and Consumer Segmentation Study, fielded in spring 2022 by a tourism research firm, Strategic Marketing and Research Insights (SMARInsights). Among its most important findings: How Vail can evolve its brand to make travelers pick Vail over its competitors —and accomplish this by communicating things that matter to the community.

Another valuable input for the Roadmap has been a comprehensive analysis of Vail's progress as a sustainable destination. Led by the Travel Foundation with support from Green Destinations and other founders of the Future of Tourism Coalition, the analysis points the way to actions Vail can keep taking to improve its community and natural surroundings.



AN INTENSIVE APPROACH TO COMMUNITY ENGAGEMENT

Vail's Stewardship Roadmap rests on a rich foundation of community engagement.

3,000

Opinions were shared by locals. These included 2,580 who responded to surveys, and nearly 500 who showed up to share views in person.

1,465

People answered tourism-related questions in the biennial Vail Community Survey.

968

People responded to a Vail resident sentiment survey.

132

People took the downvalley resident survey.

30

Community leaders took part in one-on-one, in-depth interviews.

12

Focus groups on different tourism-related topics included about 180 locals. One was conducted in Spanish.

8

Public Engagement Sessions drew about 250 attendees. Six sessions were in person at the Donovan Pavilion, and two were on Zoom.

6

Destination Stewardship Council Partners, including Vail Mayor Kim Langmaid, shared high-level oversight. Partners included the Eagle River Water and Sanitation District, Holy Cross Energy, the USDA Forest Service, the Vail Recreation District, Vail Resorts, and Walking Mountains Science Center.

1

Day-long visioning session brought together more than 25 community members to create a planning framework.

MANY MORE DISCUSSIONS WERE CONVENED.

Throughout the process, all were invited to visit EngageVail.com/Stewardship, to register for public engagement and keep up on the latest findings. A year into the planning process, EngageVail's 915 subscribers had paid a collective 1,579 visits to the site and downloaded 100 documents. Roadmap goals and strategies also were aired in several other public settings. These included meetings of the Town Council, the Planning and Environmental Commission, the Vail Economic Advisory Council, and the Sustainable Destination Council.

FINDINGS AND TAKEAWAYS

THE TOP CONCERN FOR ALL IS HOUSING.

Since Vail's earliest days, locals have worked long, hard hours to make it, but never has the chance to have a home been so out of reach for so many. Virtually every conversation touched on Vail's profound imbalance in housing attainability, which is triggering a severe workforce shortage. Businesses and organizations can't operate at full capacity. Vail's population, especially of younger people, has dropped as people moved to build lives and careers elsewhere.

VAIL AND DOWNVALLEY RESIDENTS SHARE SIMILAR CONCERNS.

Despite very different demographics, it turns out Vail and downvalley residents agree on many things. Surveys showed housing topped their list of concerns, followed by parking pressures, crowding, and damage to trails. These shared interests point to possibilities for regional collaboration to tackle everyone's biggest concerns.

NOT ONLY LONG-TIME VAIL RESIDENTS YEARN FOR THE DAYS WHEN VAIL WAS MORE FUN AND EVERYONE WAS IN IT

TOGETHER. Locals shared a longing for a Vail where people feel more connected. All recognize how tough this is for a town built as a resort. Locals enjoy interacting with visitors and appreciate their seasonal neighbors, often crediting their generous support for the town's robust arts and culture scene. Many believe new community gathering spaces would help. But others say community can happen in simple ways -- through neighborhood potlucks or by reviving wacky past traditions like St. Patrick's Day softball on skis.

SEASONAL RESIDENTS ARE MORE SATISFIED AND HAVE DIFFERENT

PRIORITIES. Based on the latest community survey in spring 2022, seasonal residents (53%) are far more likely to say Vail is going in the right direction than full-timers (40%). The same survey showed full-timers (43%) more likely to say the town is on the wrong track, compared with their seasonal neighbors (26%). More year-round residents (27%) say tourism detracts from their lives than seasonal residents (15%). Year-round residents put housing first, while seasonal residents prioritize protecting Gore Creek. For both, their next biggest priority was protecting wildlife habitat.

OPPORTUNITY ABOUND FOR YOUNG ENTREPRENEURS IN VAIL, BUT IT'S HARD FOR A NEW BUSINESS OWNER TO GET

A Foothold. Younger locals say business opportunities are "unlimited," but the cost of rent and local approval processes stand in the way. Making it easier for fledgling entrepreneurs to break into Vail's business scene could be a path to building the town's next generation of leaders. It also could be a way to introduce more diversity into the town's offerings, direct more tourist spending into local pockets, and give locals more places to gather and spend money in Vail.

RESIDENTS FIRMLY BELIEVE THAT GREATER COOPERATION BETWEEN VAIL RESORTS AND THE TOWN OF VAIL WOULD GO A LONG WAY TOWARD EASING TOURISM-RELATED PRESSURES.

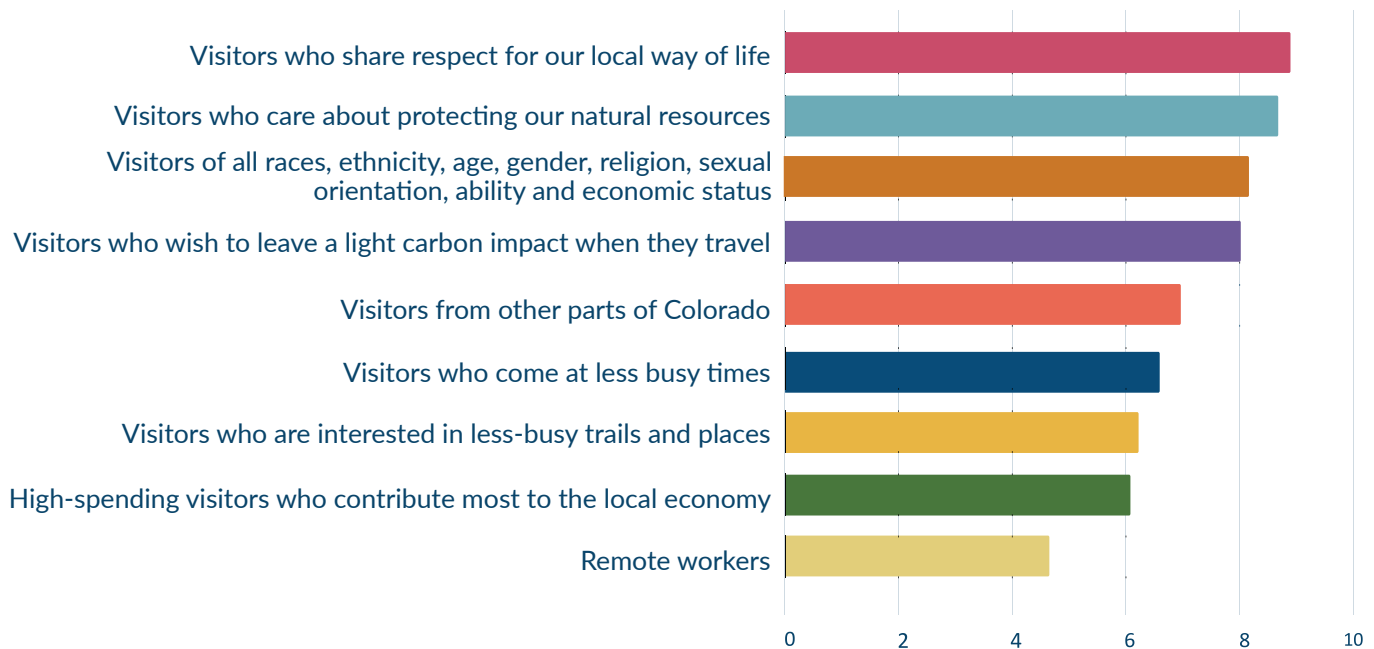
Both Vail and downvalley residents shared high agreement with that statement. Many advocated for the resort and town to collaborate more on housing, childcare, and managing capacity.

VAIL AND DOWN VALLEY RESIDENTS SEE EYE TO EYE ON THE KINDS OF VISITORS THEY WISH VAIL WOULD ATTRACT.

Support abounds for attracting visitors who share respect for the local way of life and natural resources. There also is much support, especially downvalley, for diversifying Vail’s visitor profile. Residents are highly supportive of visitors who wish to leave a light carbon footprint when they travel. All residents are somewhat supportive of higher-spending visitors and those interested in less-busy trails and places, but aren’t keen on remote workers. One public session attendee summed up the general opinion: “I don’t really care what category they fit into as long as they care about our natural resources.”

ALL BELIEVE VAIL SHOULD STRIVE TO PROVIDE A HIGH LEVEL OF CUSTOMER SERVICE. Some business owners and top hoteliers believe workforce shortages could erode Vail’s image for first-class service. The Prima Vail initiative is seen as a help, but the larger issues—housing, transit and children— demand attention. Vail’s winter trip survey for 2021/22 reported that 16 percent of visitors believed service levels had declined, with 5 percent calling it “much worse.”

TO SUPPORT VAIL’S TOURISM ECONOMY, THE VAIL LOCAL MARKETING DISTRICT ADVISORY COUNCIL SHOULD FOCUS ON ATTRACTING



From the Vail Resident Sentiment Survey, August 2022

THE VIEW FROM THE VISITOR PERSPECTIVE

The Vail Local Marketing District Advisory Council provided the Roadmap with important insight, engaging SMARInsights to conduct a Brand Perception and Consumer Segmentation Study in spring 2022. A total of 1,204 U.S. leisure travel decision-makers with household incomes of \$75,000+ completed surveys. (Vail targets a higher-income traveler for winter but aims for households with incomes of \$75,000+ for summer.)

The study yielded valuable insights into Vail's competitive position and differences between its summer and winter travelers. It also identified ways Vail can sharpen its appeal for targeted visitors.



FINDINGS AND TAKEAWAYS

VAIL NAILS THE TOP ATTRIBUTES FOR ITS TARGETED VISITORS, BUT U.S. TRAVELERS RATE VAIL ABOUT THE SAME AS OTHER TOP MOUNTAIN DESTINATIONS. Vail's targeted travelers found Hawaii and Park City more appealing overall. The rating for a Vail vacation experience was in line with those for a host of other desirable mountain destinations, including Aspen, Breckenridge, Jackson Hole, Lake Tahoe, Telluride, and Whistler.

VAIL BREAKS OUT OF THE PACK WHEN TRAVELERS ARE ASKED TO CONSIDER A GREAT PLACE FOR A WINTER MOUNTAIN VACATION. The town also ranks highly as a spot for a winter ski trip —trailing only Lake Tahoe and Aspen. But it fell down the list for visitors planning summer mountain trips, outdoor adventure, and even luxury resort experiences.

DIFFERENTIATION MATTERS AS DESTINATIONS START FEELING MORE PRESSURE TO COMPETE. Vail and its top-flight competitors all prospered during an uninterrupted decade of growth for the U.S. travel industry (2010-2019). Then, booming interest in outdoor-focused experiences overloaded many mountain towns. Now the landscape is shifting. Destinations with a distinctive market position are better positioned to inspire targeted travelers and be chosen by them.

VAIL CAN SHARPEN ITS COMPETITIVE EDGE BY PROMOTING ITSELF AS A CHARMING, UPSCALE MOUNTAIN RESORT DESTINATION THAT ALSO IS WELCOMING, INCLUSIVE AND FOCUSED ON SUSTAINABILITY. This positioning carves out a unique identity for Vail based on real attributes that are important to travelers. The study affirmed Vail is seen as a top luxury resort —along with Hawaii and Aspen— and is especially highly rated for small-town friendliness and charm. But Vail dropped to fifth place when survey respondents were asked which luxury resorts they were most likely to visit. Vail can win over travelers by highlighting qualities like friendliness and small town charm and offering a unique vacation experience, including a chance to travel sustainably.

AN ATTRIBUTE MOST VALUED BY TRAVELERS — ESPECIALLY THOSE WITH INCOMES OF \$250,000+— IS A “DESTINATION THAT IS WELCOMING TO EVERYONE.” The SMARI study found U.S. travelers rated Vail as among the most welcoming of its competitive set. By amplifying this quality, and incorporating other important local attributes into its brand image, Vail can create effective campaigns that locals can get behind. Targeted travelers also are more likely to be motivated by access to culture and history, national parks and outdoor options, world-class resorts, intimate inns and romantic experiences, health/wellness and rejuvenation, shopping, and travel packages. Vail has extraordinary experiences to offer in all of these categories.

THE TRAVELERS WHO ARE MOST LIKELY TO VALUE A DESTINATION'S SUSTAINABILITY PRACTICES HAVE ANNUAL INCOMES OF \$250,000 OR MORE. There is a common misperception that sustainable travelers are budget travelers. The SMARI study, however, verifies that high-income travelers are far more likely than others to value a destination's sustainability practices. High-income travelers also represent the sweet spot for Vail's winter marketing campaigns.

VAIL IS UNIQUELY POSITIONED TO APPEAL TO VISITORS WHO WISH TO LEAVE A LIGHT CARBON TRAIL. Not only is this traveler segment a hit with locals, but a growing body of research shows this category is expanding fast. The SMARInsights study found that 32 percent of U.S. travelers are highly motivated to choose a destination based on its sustainability practices – far more than the percentage of consumers interested in skiing. The percentage is dramatically higher (61%) among those who have visited Vail since 2020. Many of Vail's competitors are not currently as well equipped to address the interests of “responsible” travelers.

ALTHOUGH VAIL IS RECOGNIZED AS ONE OF THE MOST SUSTAINABLE DESTINATIONS IN THE WORLD, CONSUMERS DON'T SEEM TO KNOW THAT. Vail is ranked well below many of its competitors –including Jackson Hole, Whistler, Park City, Telluride, and Lake Tahoe– for its attention to its natural resources. By sharing its accomplishments, Vail can build a stronger reputation among visitors who are making it a priority to travel more sustainably and whose values are a good fit with Vail's.

VAIL OUTRANKED OTHER WINTER MOUNTAIN VACATION SPOTS



Top of Mind Winter Mountain Vacation Destinations in North America.
Source: Vail Brand Perception Study, SMARInsights, May 2022

VAIL SUSTAINABILITY ANALYSIS

More valuable insight for the Roadmap comes from examining the town's sustainable destination management practices against current global trends. The analysis was conducted by the Travel Foundation, an international NGO focused on improving impacts of tourism, with support from Green Destinations and other members of the Future of Tourism Coalition (FoTC).



FINDINGS AND TAKEAWAYS

VAIL BEARS AN OUTSIZED RISK FROM CLIMATE IMPACTS AND OTHER STRESSORS ON ITS NATURAL ENVIRONMENT. Vail's appeal is founded on its extraordinary natural resources, especially its premier ski mountain. Climate change, overuse of trails, threats to water quality, and stress on wildlife habitat all threaten the Vail experience.

NINE HIGH-PRIORITY AREAS HAVE BEEN IDENTIFIED FOR FUTURE ACTION. From the 24 impact areas mapped in the Travel Foundation's proprietary "Optimal Value Framework," the analysis identified nine currently posing high risk, mostly relating to the environment. One high-risk area highlights limited resident access to the local tourism economy. Of the remaining two, one relates to Vail's heavy dependence on tourism, while the other relates to workforce pressures. Another 10 impact areas were classified as medium-priority, while five were considered lower-risk.

VAIL'S SNOW-MELT SYSTEM GENERATES ABOUT 60% OF GREENHOUSE GAS EMISSIONS FROM TOWN OPERATIONS. Since 2003, the system that melts snow from Vail's pedestrian streets has headed off slips and falls, spared guests from the racket of early morning snow removal, and kept cinders and de-icers from entering Gore Creek. The downside is that the 12-acre system, perhaps the world's largest, requires an intensive natural gas load. By one estimate, converting the snow-melt system to electrical power would consume 5 percent of Holy Cross Energy's current energy grid.

VAIL CURRENTLY HAS INSUFFICIENT CAPACITY TO DRIVE PARTICIPATION IN ENVIRONMENTAL PROTECTION MEASURES. Slow adoption of innovative incentive programs, rebates, and certification schemes in some cases is affected by a lack of resourcing, which could be addressed to improve adoption levels.

AS A KEY PART OF VAIL'S IDENTITY, GORE CREEK RISES TO THE TOP OF STAKEHOLDER PRIORITIES, PARTLY BECAUSE IT'S SYMBOLIC OF VAIL'S HEALTH AS A COMMUNITY. Improving the Gore's water quality, maintaining its Gold Medal status, and protecting its watershed from pollutants and sediment are seen as important priorities.

VAIL FUNDS SEVERAL INITIATIVES TO ACHIEVE THE TOWN'S CARBON EMISSION GOALS. These include converting its in-town buses to electric power, developing electric vehicle charging stations, and a new electric bike sharing program. Even the town's roundabout intersections reduce carbon-burning stops and starts. Vail's innovative "Pay As You Throw" and compost pilot programs incentivize customers to recycle and reduce trash disposal. A plastic bag ban not only has kept 4.5 million bags a year off the streets but generates \$30,000-\$40,000 annually for the town's community recycling events.

VAIL CAN BROADEN ITS IMPACT THROUGH COLLABORATION. By using the Climate Action Collaborative of Eagle County Communities as a framework, the Town of Vail can partner to create an agenda for shared climate action strategies. An initial focus could be to expand current Vail initiatives countywide. A stronger collaborative also can share a unified voice for actions to address environmental threats, drive new initiatives, or secure grant funding.

The report provides a detailed list of recommendations for the town and its partners to consider.

NOTE: A high-risk designation indicates the importance of taking action. The recommendations found no lack of diligence in Vail's past actions.

SUSTAINABILITY IMPACT ANALYSIS: SUMMARY OF FINDINGS

ECONOMIC



Employment



Geographical Spread



Dependency & Resilience



Market Linkages

ENVIRONMENTAL



Adaptation



Energy



GHG Emissions



Mitigation



Habitat & Biodiversity



Protected & Sensitive areas



Waste



Water



Industry Practice

SOCIETAL



Resident Access



Resident Rights



Resident Satisfaction

CULTURAL



Intangible Cultural Heritage



Tangible Cultural Heritage

TOURISM PRODUCT



Marketing & Promotion



Tourist Satisfaction

GOVERNANCE



Destination Management Structures



Policies/Plans



Resident Participation



Funding Mechanisms

PRIORITY FOR FUTURE ACTION

- High Risk
- Medium Risk
- Lower Risk

THE DESTINATION AHEAD

IMAGINE IT'S THE YEAR 2033

The purpose of a roadmap is to guide us to a desired destination. In the context of this plan, that desired destination is the achievement of a shared vision for Vail by 2033.



VAIL'S STEWARDSHIP VISION

VAIL IS THE WORLD'S PREMIER SUSTAINABLE MOUNTAIN RESORT COMMUNITY, RENOWNED FOR ITS QUALITY OF LIFE, INSPIRING EXPERIENCES FOR ALL, AND STEWARDSHIP OF NATURE.

A resident survey fielded last summer asked respondents to envision Vail in the future and describe what they wished to see. A total of 524 shared written responses. Some wished for game-changing construction projects that would radically alter the Vail landscape, such as a monorail or train connecting Vail with the Front Range. Several backed burying Interstate 70 to create more Vail and generate new possibilities for improving quality of life for locals and wildlife. Some saw little to hope for, sharing concerns that shorter winters and unmet community challenges could tip Vail's tourism economy and brand into decline.

The vast majority of respondents, however, outlined hopes for a better Vail. Their sentiments—echoed by many hundreds in public engagement sessions, focus groups, and in-depth interviews—centered most often on the need to address a range of issues that threaten Vail's quality of life. A dominant theme was the need to address a housing shortage that imperils every aspect of life in the community while creating a workforce shortage that erodes the vitality of Vail's service economy. Their Vail of the future was a place of epic beauty with a small-town feel, where people who worked in Vail could afford to live there. With a growing

population, Vail would be attracting a new generation of energetic, creative people to keep the town vibrant. There would be less congestion on the mountain, in town, on trails, and on I-70, with balanced levels of use for all resources. Vail would be known as an environmentally progressive place to live and visit. Great public transportation links and a pedestrian/bike-friendly mindset would inspire many to leave personal vehicles at home.

Most respondents were highly aware of the value of tourism to Vail. But many saw potential to derive even greater benefits from their tourism economy, especially if it supported ways to create more independently owned businesses rooted in the community. A large number also saw much opportunity for Vail to focus efforts on attracting visitors who share the community's passion for the environment—and who value being nice to others.

This heartfelt input from the Vail community—along with insights from tourism research, the sustainability analysis, and key tourism trends—point to the shared vision this plan is intended to achieve over the next 10 years.



THE IMPLEMENTATION PLAN

WHAT THE ROADMAP WILL ACHIEVE

Five actions have been identified to achieve this vision. Collectively, these actions will strengthen our Vail community while building the vibrancy and resiliency of our tourism economy and making the world around us better.

By realizing this vision and the strategies to achieve it, Vail will build its standing as one of the best places on earth to visit and be an even better place to live.



ACTION 1

MAKE VAIL MORE LIVEABLE



GOAL: By 2033, double the supply of deed-restricted homes –from 1,050 to 2,100– for our year-round and seasonal Vail residents and workforce through a collaborative and regenerative approach.

STRATEGIES	LEAD	1-2 YR	3-5 YR	6-10 YR
a. Structure Vail Home Partners development to yield returns that support creating even more deed-restricted housing.	Housing / Finance	X	X	X
b. Join in public and private partnerships to secure available grants for deed-restricted housing to address the needs of year-round and seasonal Vail residents and workforce.	Housing	X	X	X
c. When creating or re-developing public facilities in Vail, consider the potential for adding resident housing.	Com Dev / Housing	X	X	X
d. Prioritize creating deed-restricted homes for vital workers, including first responders, childcare workers, and teachers.	Housing / HR	X	X	X
e. Support development of fast, convenient, frequent transit strategies to expand access to housing opportunities for Vail residents and workers.	Public Works / RTA	X	X	X
f. To retain more residents, consider reducing costs of living in deed-restricted housing by embracing energy-saving design strategies when possible.	Housing / Com Dev	X	X	X
g. Collaborate regionally with Vail Resorts, local public school districts, other employers, and nonprofits to expand housing opportunity and address other top community priorities, including childcare.	Manager / Housing	X	X	X
h. Adopt amended commercial linkage and residential linkage requirements to mitigate the impacts of incremental new development in Vail.	Housing/ Com Dev	X		

ACTION 2

ENHANCE VAIL'S "WORLD-CLASS EXPERIENCE"



GOAL: Strengthen Vail's year-round appeal as a premier international mountain resort community by embracing new opportunities to attract travelers, while managing demands on community infrastructure and extending the Vail experience to more locals.

STRATEGIES	LEAD	1-2 YR	3-5 YR	6-10 YR
a. Develop an analysis of Vail's capacity for visitation to guide policy, planning, and programs, whether by season or other parameters.	Manager / Econ Dev	X		
b. Use geolocation-based data to assess capacity and visitor flows and guide decision-making with real-time, anonymized insights into visitor and resident behaviors and use of trails, parking, events and other Vail spaces and amenities.	Econ Dev	X	X	X
c. Address rising expectations for technology enabled seamless travel experiences in ways that enhance the guest experience.	EconDev / VLMD		X	X
d. Support and develop zero-vehicle transit strategies encouraging all, especially day visitors, to leave personal vehicles behind.	Public Works / RTA	X	X	X
e. Continuously build the world-class experience through ongoing customer service training, highlighting the importance of accepting everyone for who they are.	Manager / Econ Dev	X	X	X
f. Explore creating new indoor venues or repurposing existing venues to support exceptional year-round cultural experiences and develop the local arts and creative economy.	Com Dev / Econ Dev	X	X	
g. Leverage booming interest in wellness travel and improve local health status by advancing opportunities for physical and emotional wellness, especially in partnership with Vail's renowned healthcare providers.	Econ Dev / VLMD		X	X
h. Broaden local access to the world-class experience to attract and reward workforce and local stewards and foster a sense of inclusion in the local tourism economy.	Econ Dev	X		

ACTION 3 INVIGORATE VAIL'S SPIRIT



GOAL: Make Vail a stronger community by empowering place-based entrepreneurship, generating more value from tourism for the community, and creating new ways and spaces for people to share interests, build connections, and enjoy life.

STRATEGIES	LEAD	1-2 YR	3-5 YR	6-10 YR
a. Engage the Vail community in a comprehensive long-term visioning plan to build a stronger community, foster local business creation, and enhance our overall sense of place.	Manager/ Comm	X		
b. Join in partnerships to stimulate entrepreneurship as a way to diversify Vail's economy, allow more young locals to establish careers, and encourage them to live in Vail.	Econ Dev/ HR	X	X	
c. Identify ways to spark creation of more locally owned food, retail and experience-based businesses.	Econ Dev	X	X	
d. Collaborate with economic development resources and institutions of higher learning to support skill-building for entrepreneurship.	Econ Dev/ HR	X	X	X
e. Explore developing a multi-purpose community or cultural center where people can connect, share talents and passions, and engage in the creative economy.	Com Dev	X	X	
f. Partner in events to enliven the Vail lifestyle and foster local connections among all Vail residents.	Econ Dev/ Comm	X	X	X
g. As community plans are developed, weigh opportunities to create fitness centers or other wellness amenities as gathering places that promote health.	Com Dev		X	X
h. Ensure that town decision-making is consistently viewed through a lens of benefiting residents as well as visitors.	Manager/All	X	X	X

ACTION 4

CONTINUE VAIL'S COMMITMENT TO ENVIRONMENTAL STEWARDSHIP

GOAL: Reduce 2014 baseline carbon emissions 25% by 2025, 50% by 2030, and 80% by 2050 while advancing community resiliency, improving the Gore Creek watershed, and maintaining certification to a globally recognized sustainability standard.

STRATEGIES	LEAD	1-2 YR	3-5 YR	6-10 YR
a. Explore creating or hosting an iconic thought leadership event to advance mountain tourism sustainability, share best practices, and create solutions for mountain communities.	Environ/ Econ Dev	X		
b. Advance shared climate action and understanding of Vail's standing as a sustainable destination by partnering with Vail Resorts to advance their Commitment to Zero on Vail Mountain.	Environ	X	X	X
c. Collaborate with Holy Cross Energy to seek expert proposals for innovative ways to decarbonize the town's snowmelt system, potentially through renewable energy options and district-heat solutions	Manager/ Environ/ Public Works	X		
d. Collaborate on strategies and promotions to "Restore the Gore," Vail's treasured waterway.	Environ/ Comm	X	X	X
e. With the Community Wildlife Roundtable, identify ways to improve wildlife habitat and enhance biodiversity, with attention to creating wildlife crossings.	Environ/ Public Works	X	X	X
f. Build Vail's resilience to wildfire by supporting and promoting the Fire Adapted Vail initiative and fully implementing the Vail Community Wildfire Protection Plan.	Fire/Comm	X	X	X
g. Develop a plan to build Vail's resiliency against a massive power outage, potentially through low-carbon energy sources.	Manager/ Environ/Pub Safety	X	X	
h. Partner with the Climate Action Collaborative of Eagle County Communities on shared climate action strategies and secure more grants to activate them.	Environ/ Finance	X	X	X
i. Strive to maintain certification to a globally recognized sustainability standard.	Environ/All	X	X	X

ACTION 5

ENERGIZE VAIL'S BRAND



GOAL: Develop a brand position that reflects community values, differentiates Vail in ways that build its competitive edge, and inspires all to care for Vail.

STRATEGIES	LEAD	1-2 YR	3-5 YR	6-10 YR
a. Working with the Vail Local Marketing District Advisory Council, conduct a brand development process to build Vail's competitive advantage in harmony with what the community values.	Econ Dev/ VLMD	X		
b. Explore strategies to address Vail's capacity for visitors during non-ski months as well as mid-week and non-peak periods.	Econ Dev/ VLMD	X	X	
c. Build campaign messaging around true attributes -- such as Vail's friendliness and small-town charm -- proven to drive traveler intent.	Econ Dev/ VLMD	X		
d. Celebrate unique and innovative local business owners and residents to humanize Vail's most extraordinary qualities.	Econ Dev/ VLMD/ Comm	X	X	X
e. Explore the potential of Vail's status as the nation's most sustainable destination to attract targeted travelers seeking to reduce their impact as they travel.	Econ Dev/ VLMD/ Environ	X	X	X
f. Promote and support in-market stewardship messaging and education to increase understanding of community values and invite others to share them.	Econ Dev/ Environ/ Comm	X	X	X
g. Build on Vail's history of embracing diverse communities by communicating a warm welcome to unique groups of travelers, as well as those from around the world.	Econ Dev/ VLMD/ Comm	X	X	X

SUCCESS MEASURES

ROADMAP TARGETS & INDICATORS



ROADMAP TARGETS & INDICATORS

Targets: Specific goals set to be attained by the Town of Vail (designated by *)

Indicators: Trends to be monitored for impact on the Town of Vail decision-making

ACTIONS	TARGETS & INDICATORS
MAKE VAIL MORE LIVEABLE	
Deed-restricted housing inventory	Double to 2,100 homes
Availability of workforce	To be established
Public school enrollment and capacity	Stable/Increasing
Childcare slots	Increasing
ENHANCE VAIL'S WORLD-CLASS EXPERIENCE	
Visitor Satisfaction	Guest Satisfaction Survey
Visitor Net Promoter Score	Guest Satisfaction Survey
Workforce Satisfaction	Biennial Community Survey
Capacity for Visitation	To be established
Visitor-Resident Ratio	To be established
INVIGORATE VAIL'S SPIRIT	
Resident satisfaction	Biennial Community Survey
Resident Net Promoter Score	Biennial Community Survey
New local business creation	Vail local business permits
Population balance	U.S. Census
CONTINUE VAIL'S COMMITMENT TO ENVIRONMENTAL STEWARDSHIP	
Climate Action Plan for Eagle County*	50% Reduction by 2030
Gore Creek watershed health*	Biodiversity targets ⁽¹⁾
Community Wildfire Protection Plan goals*	Achieve CWPP Targets
Certification to the a globally recognized sustainability standard*	Recertification
ENERGIZE VAIL'S BRAND	
Lodging Tax Revenue	Increasing
Marketing Campaign Performance	Established by campaign
Occupancy Rate	Historic Occupancy Report
Average Daily Rate	Historic Occupancy Report
Brand Health	Brand perception studies

⁽¹⁾ To include monitoring of macroinvertebrate, wildlife and critical species populations, water temperature, habitat

ACKNOWLEDGEMENTS

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