



VAIL'S STEWARDSHIP ROADMAP





WELCOME TO

Vail's Stewardship Roadmap:
Community-Positive
Tourism Management

SPEAKERS



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TITLE
BTITLE



Destinations Under Pressure

Finding New Paths to Creating Value

- Many destinations are feeling pressure to demonstrate the value of tourism – and their budgets.
- Organizations can build strength and relevance by expanding their roles to address what their community values – while serving visitors.
- The Opportunity: Destination leaders can find powerful new ways to harness the positive impacts of tourism for community benefit.

Broader roles, greater purpose

How is this playing out?

Leading Destinations are:

- Expanding their definition of partners – to maximize opportunities and address challenges.
- Expanding the definition of community.
- Playing a more direct role in economic development by fostering entrepreneur or supporting small business development.
- Refining the target visitor to align with what the community values.
- Developing products, experiences and places to serve visitors AND locals.

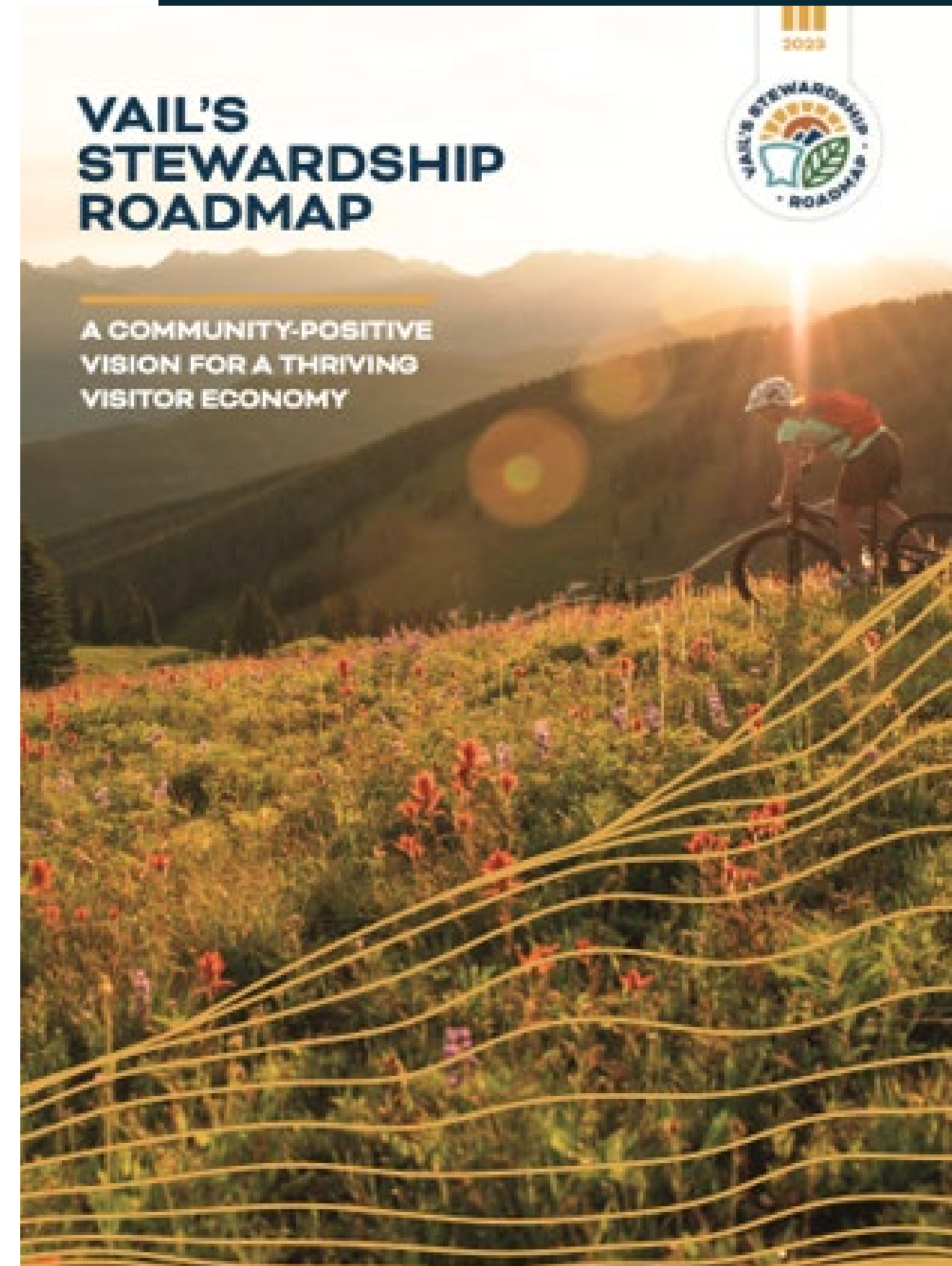


'Community – Positive' Tourism

Shaping a visitor economy to serve locals as well

Vail's Stewardship Roadmap

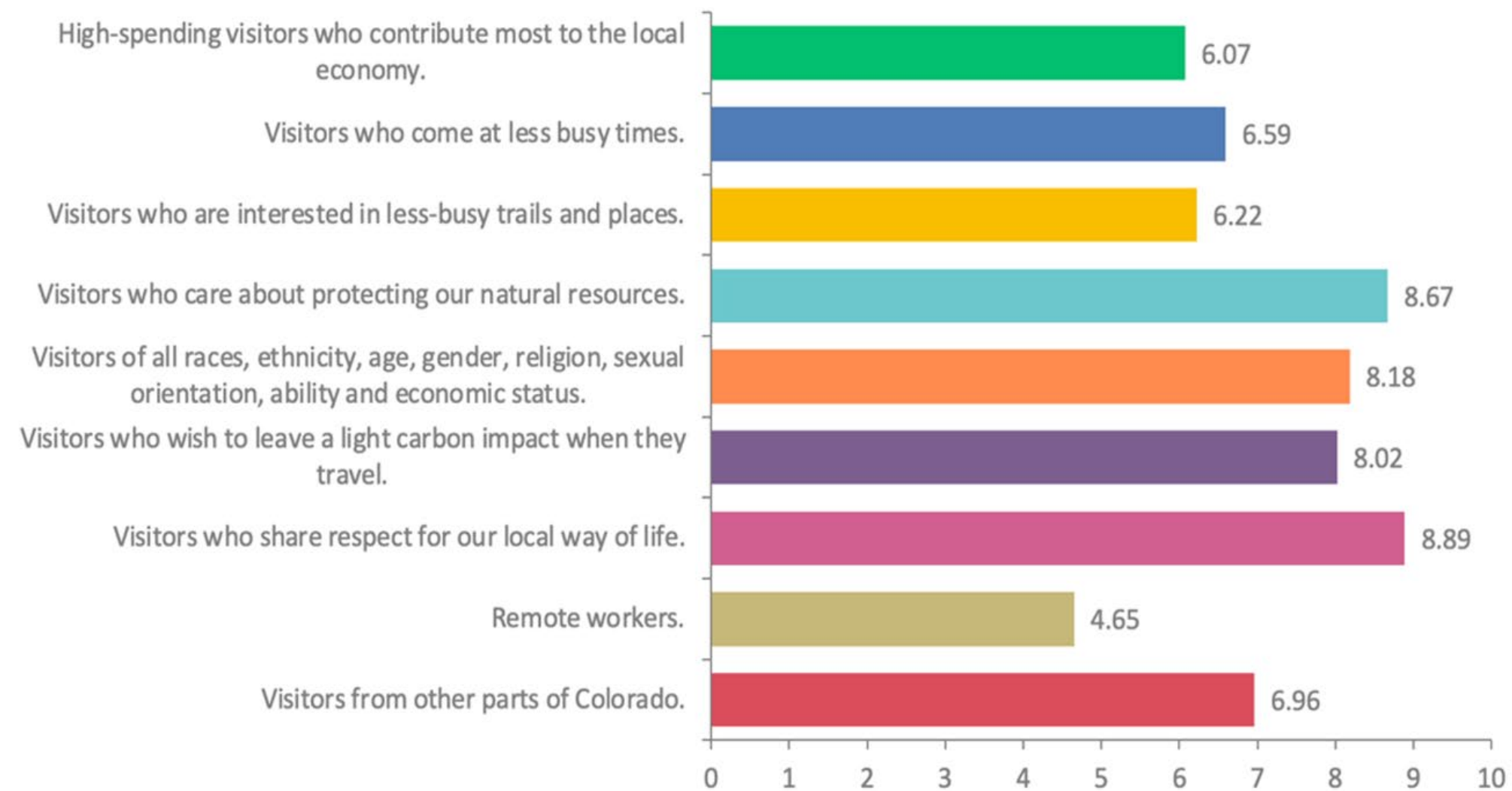
- Charts a path for the next 10 years for the heartbeat of Vail's economy to thrive.
- Formally recognizes that 'building a strong tourism economy also requires a strong community.'



ALIGNING STRATEGY WITH WHAT LOCALS VALUE

Q10: To support Vail's tourism economy, the Vail Local Marketing District Advisory Council should focus on attracting

Answered: 684 Skipped: 469



EMBRACING NEW MINDSETS IN VAIL, CO





THE MOUNTAIN IDEAL

**WORLD'S FIRST
SUSTAINABLE MOUNTAIN RESORT
DESTINATION (2018)**



ADDITIONAL RESEARCH



In-depth Studies were commissioned to support the development of the Roadmap

STUDIES

Sustainability Analysis

The Travel Foundation

Sustainability Image Research Study

Strategic Marketing Research Insights (SMARI)

Optimal Value Framework

The Travel Foundation

SURVEYS

Vail Resident Sentiment Survey

Better Destinations

2022 Vail Community Survey
(Biannual)

RRC Associates

Public Engagement

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.

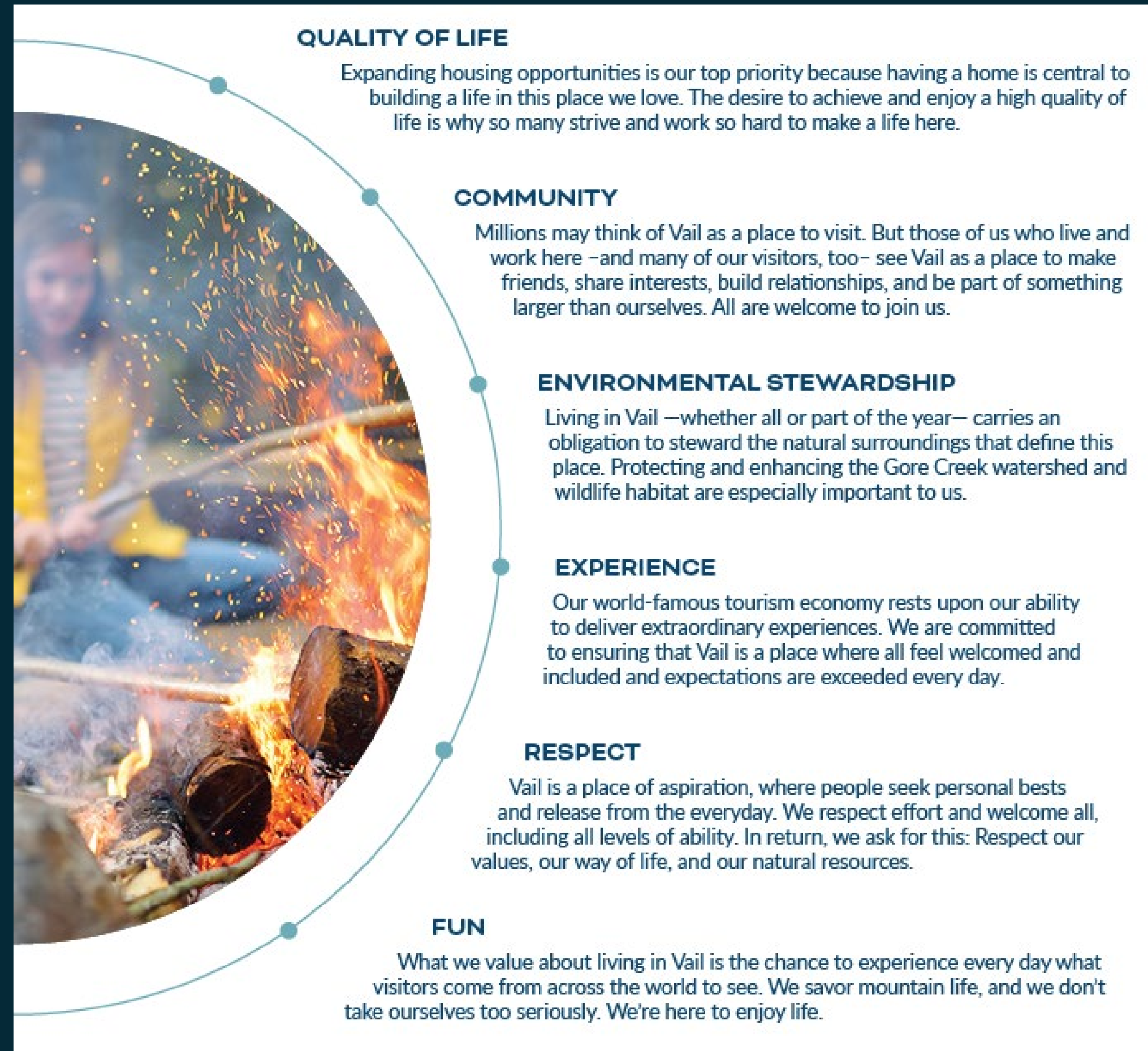
3,000

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



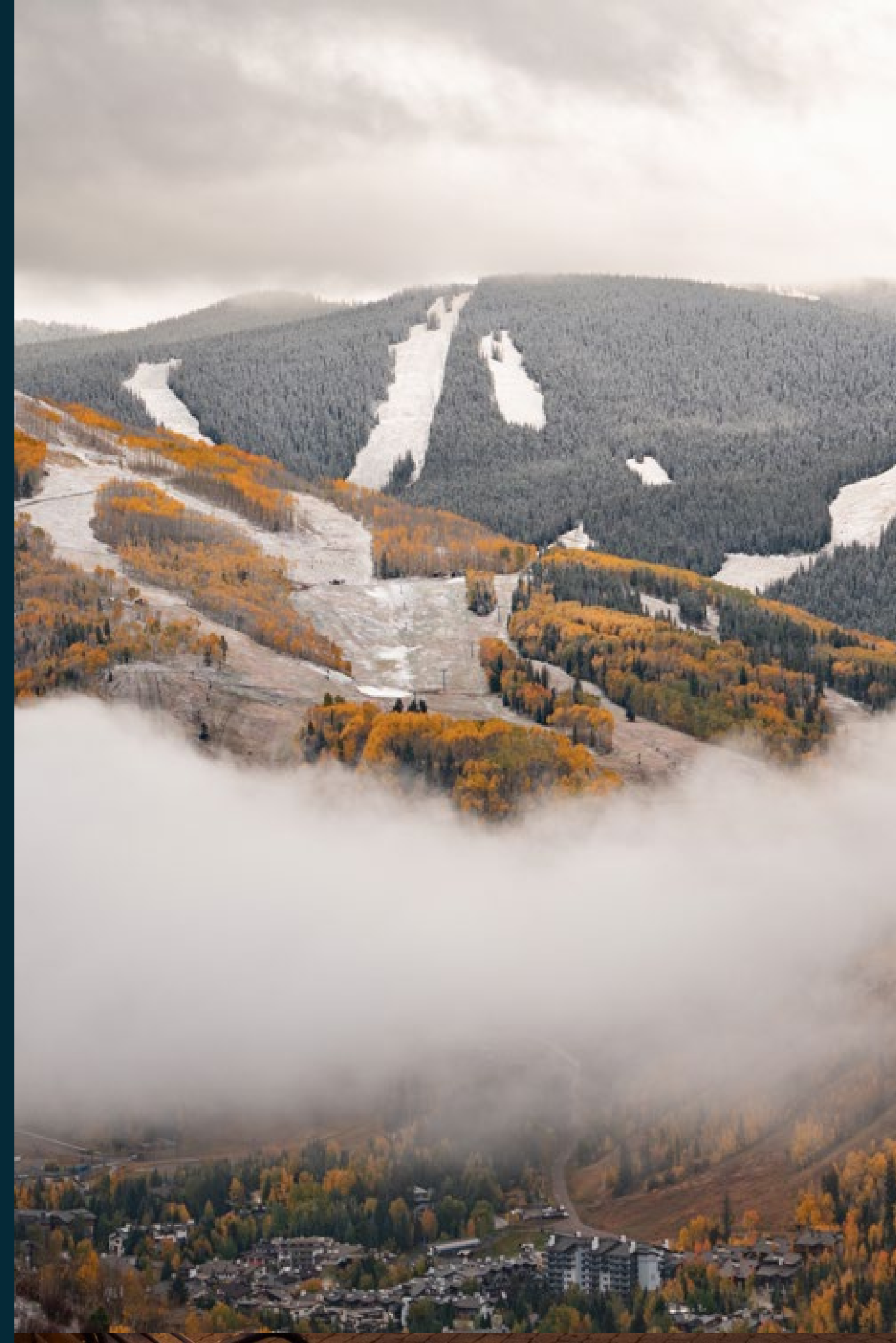
COMMUNITY VALUES

Building a strong tourism economy requires a strong community.



Five major actions and goals must be achieved for Vail to realize this vision by 2033.

Each expresses a commitment inspired by extensive consultations with the Vail community.







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

KEY MEASURES OF SUCCESS

Roadmap Targets & Indicators

Action 1: Make Vail More Liveable

Deed-restricted housing inventory*	2,100 Homes
Available workforce	To be established
Public school enrollment	Stable/Increasing
Childcare slots	Increasing

Action 2: Enhance Vail’s World-Class Experience

Visitor Satisfaction	Guest Satisfaction Survey
Visitor Net Promoter Score	To be established
Workforce Satisfaction	Biennial Community Survey
Capacity for Visitation	To be established
Visitor-Resident Ratio	To be established

Action 3: Invigorate Vail’s Spirit

Resident satisfaction	Biennial Community Survey
Resident Net Promoter Score	Biennial Community Survey New local
business creation	New local business permits
Population balance	U.S. Census



KEY MEASURES OF SUCCESS

Roadmap Targets & Indicators

Action 4: Continue Vail’s Commitment to Environmental Stewardship

Climate Action Plan for Eagle County*	50% Reduction by 2030
Gore Creek watershed health	Biodiversity targets
Community Wildfire Protection Plan (CWPP)*	CWPP Goals
Certification to a globally recognized standard for sustainable destinations	Recertification

Action 5: Energize Vail’s Brand

Lodging Tax Revenue	Increasing
Campaign Performance	Established by campaign
Occupancy Rate	Historic Occupancy Report
Average Daily Rate	Historic Occupancy Report
Brand Health	Top 3 Intent to Travel



GET IN TOUCH



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[Vail.gov](https://vail.gov)

DiscoverVail.com

THANK YOU!