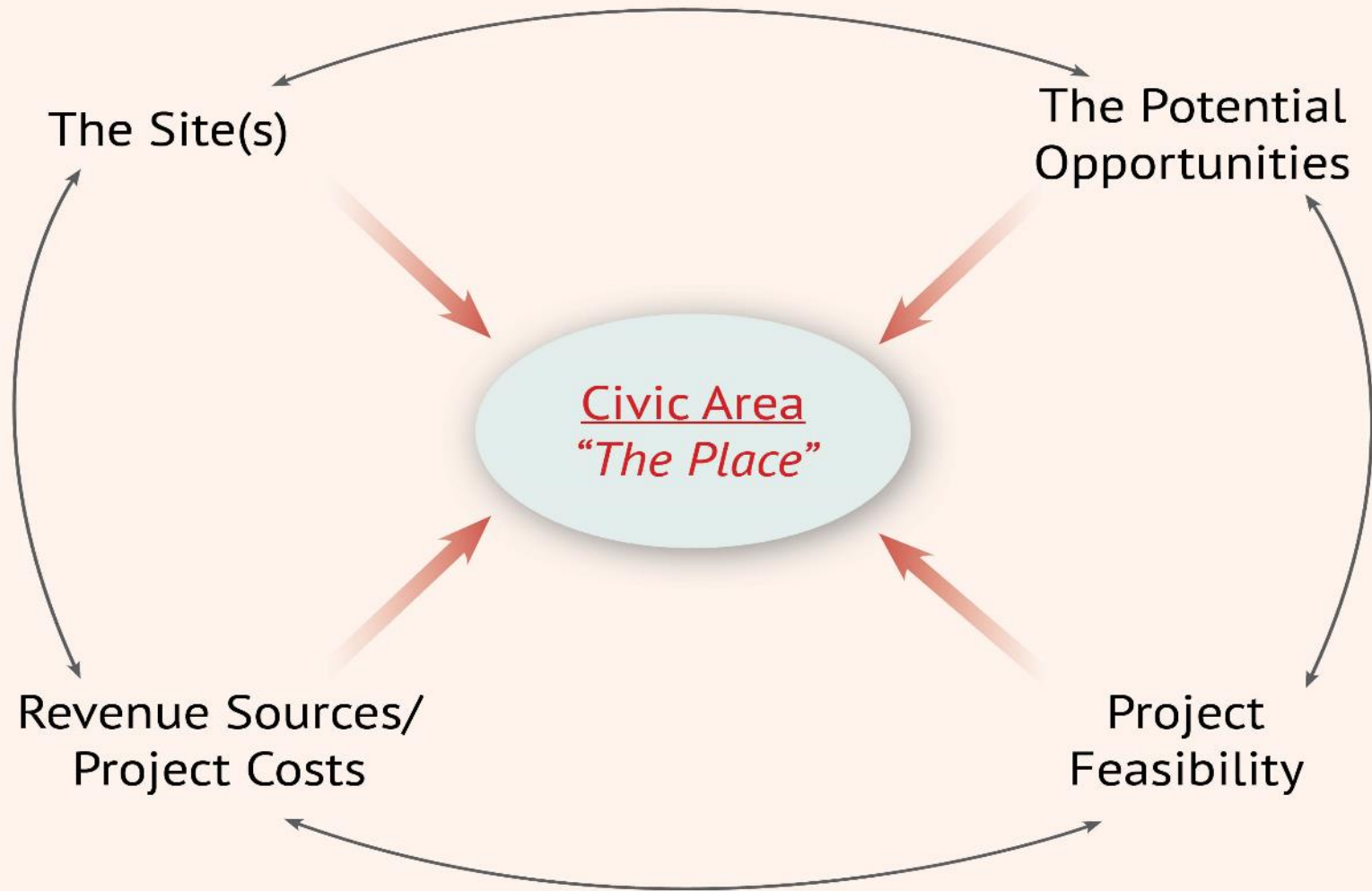


Town of Vail Civic Area Plan

Town Council Update #4

May 21, 2019



Discussion of Ideas

This is about place-making, this is about community, this is about the “whole” . . .



Goals for Today

Update on Community Engagement Window #2

Context/Realities

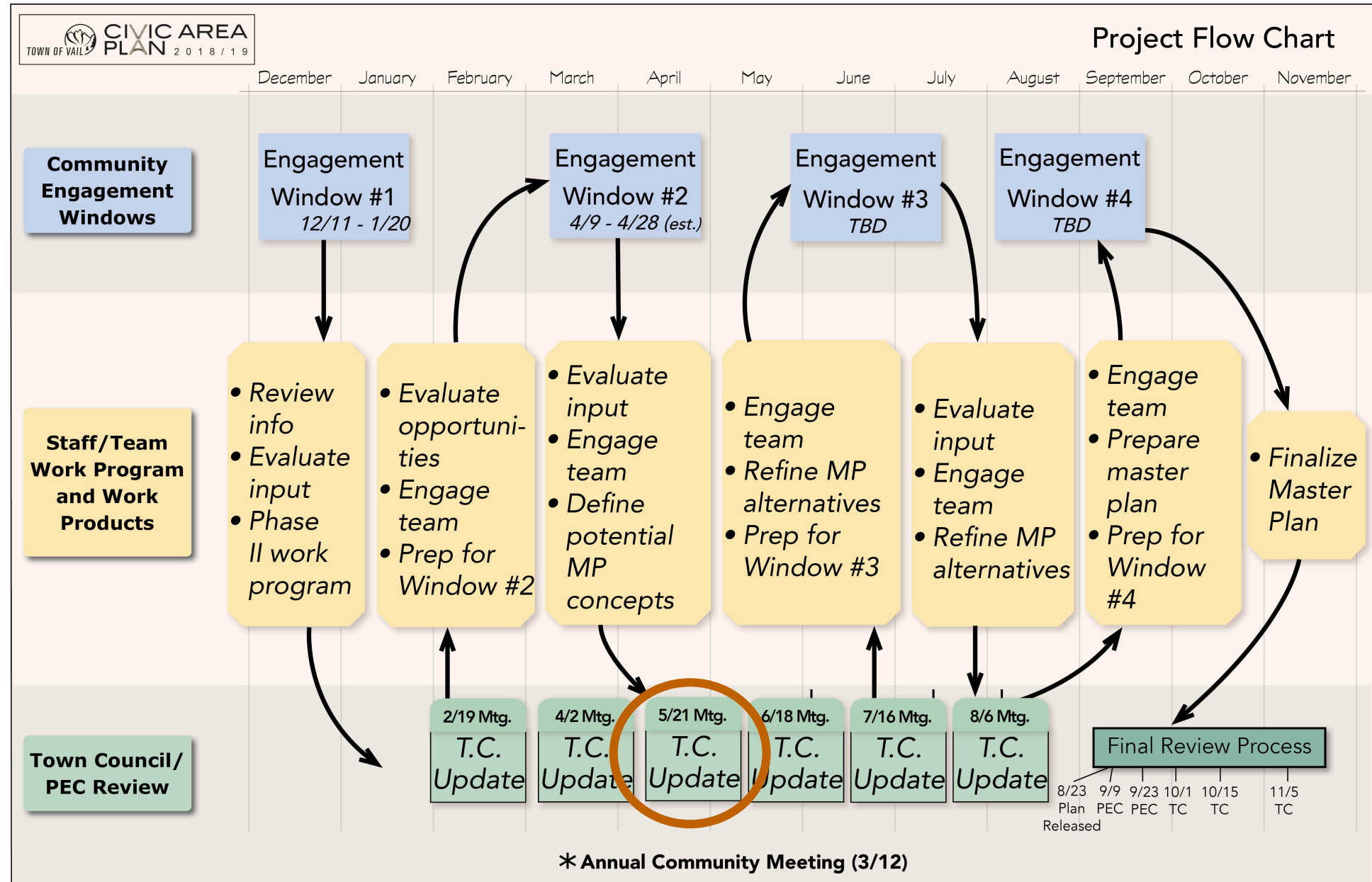
- Market and other considerations
- Revenue sources
- Order of magnitude cost estimates

Refine direction for future work

Meeting Agenda - Town Council Update

1. About the Civic Area Plan
2. Community Engagement Window #2
3. Market Considerations
4. Revenue Opportunities
5. Order of Magnitude Estimate of Project Costs
6. Next Steps

Project Timeline



Upcoming Meetings

June 18

- Focused discussion of potential ideas
- High level master plan concepts

July 16

- Update on market and cost info
- Guiding Principles
- Traffic, civil and environmental considerations
- Three Master Plan Concepts
- Goal – narrow discussion of the Master Plan

Aug 6th

- Present preferred master plan concept(s)

Formal Review Process

About the Civic Area Plan

Purpose of the Plan

How the Plan will be used

Limitations of the Plan

Next steps



About the Civic Area Plan/Draft Table of Contents

1. Introduction

- The Vision
- Guiding Principles
- The Planning Process

2. The Place

- The Improvements
- The “Places In Between”

3. Implementation

- Phasing
- Funding Strategies
- Implementation Strategies/Next Steps



Community Engagement Window #2

Outreach to Date: EngageVail.com Input Numbers

Visitors Summary

Engage Vail from 26 Nov'18 to 02 May'19



January 2019

3,184
SITE VISITS
(All Time)

567
SITE REGISTRATIONS
(All Time)

546
ACTIVATED PARTICIPANTS
(All Time)

May 2019

TOTAL
VISITS

3.4 k

MAX VISITORS
PER DAY

175

NEW
REGISTRATIONS

631

ENGAGED
VISITORS

544

INFORMED
VISITORS

1.2 k

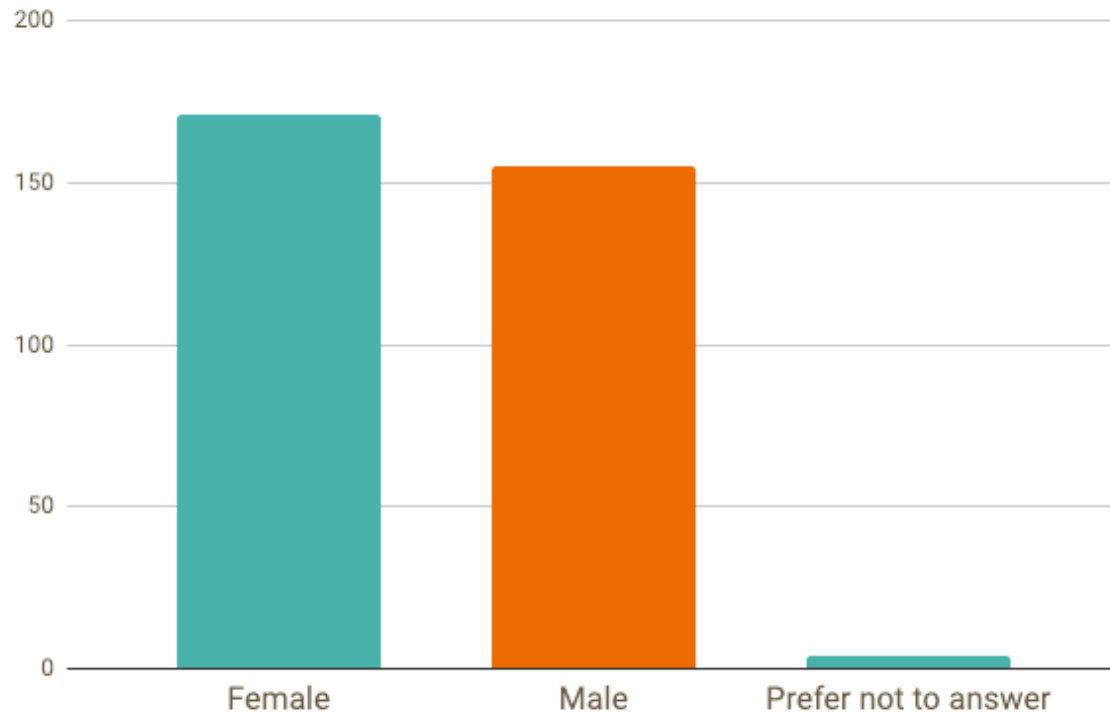
AWARE
VISITORS

2.4 k

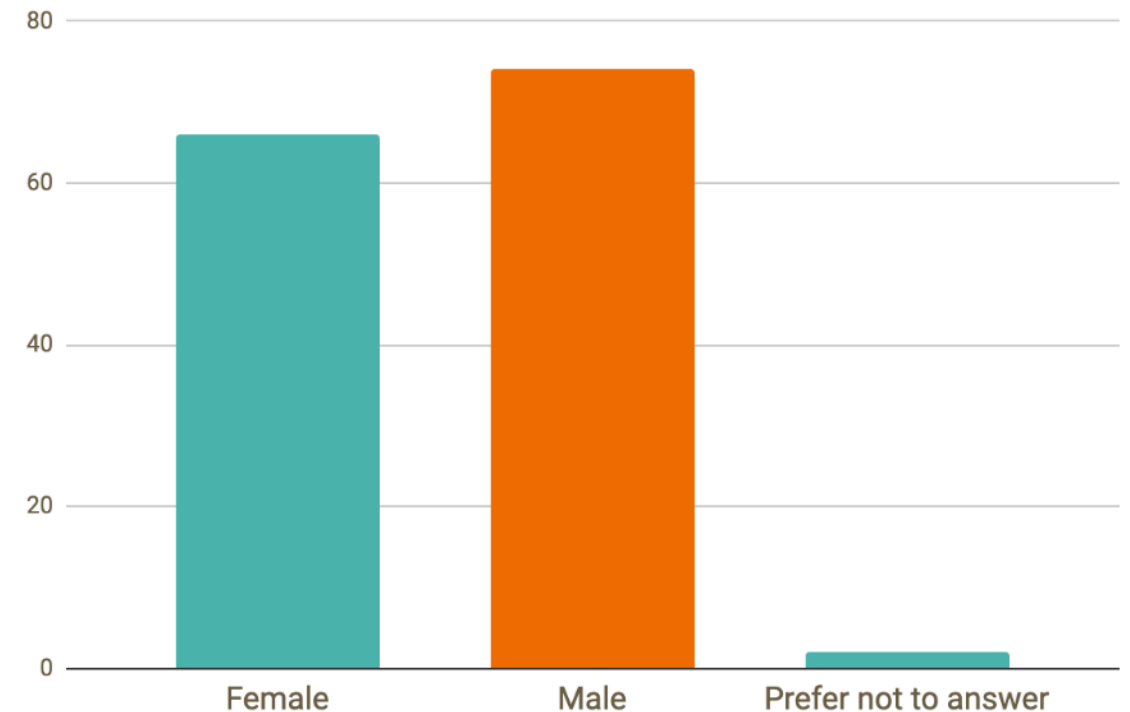
Outreach to Date: EngageVail.com Surveys

Demographics: Gender

January 2019 - Making A Great Civic Area In Vail Survey
(330 contributors)



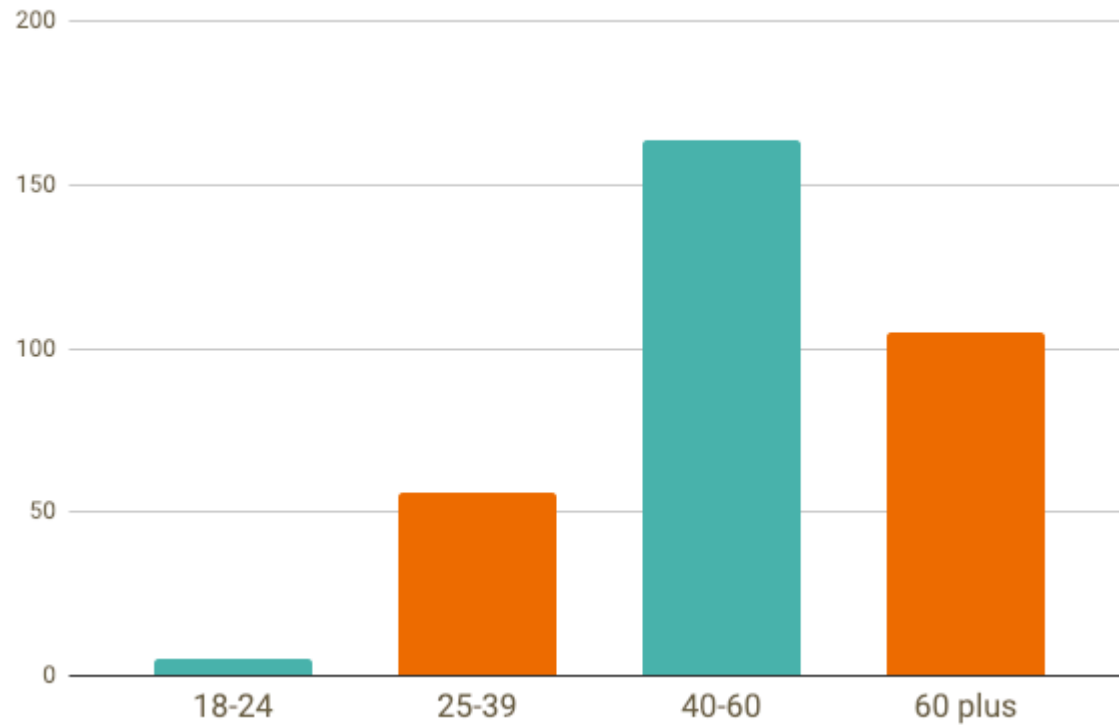
May 2019 - How It All Fits Together Survey
(142 contributors)



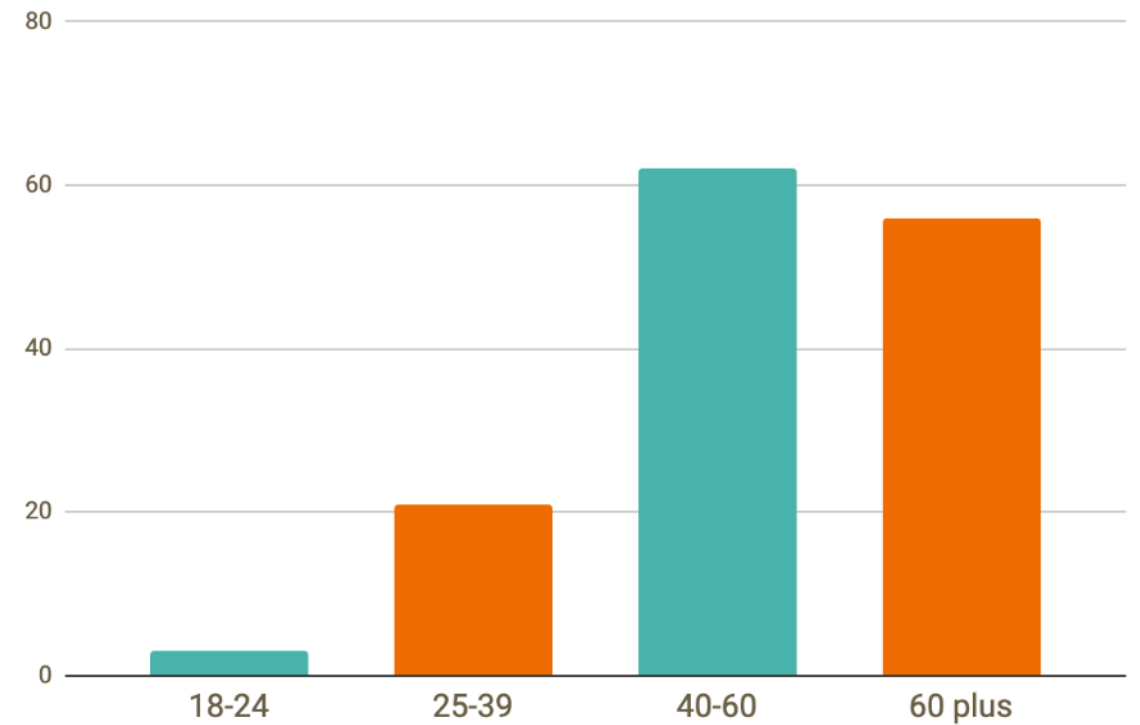
Outreach to Date: EngageVail.com Surveys

Demographics: Age

January 2019 - Making A Great Civic Area In Vail Survey
(330 contributors)



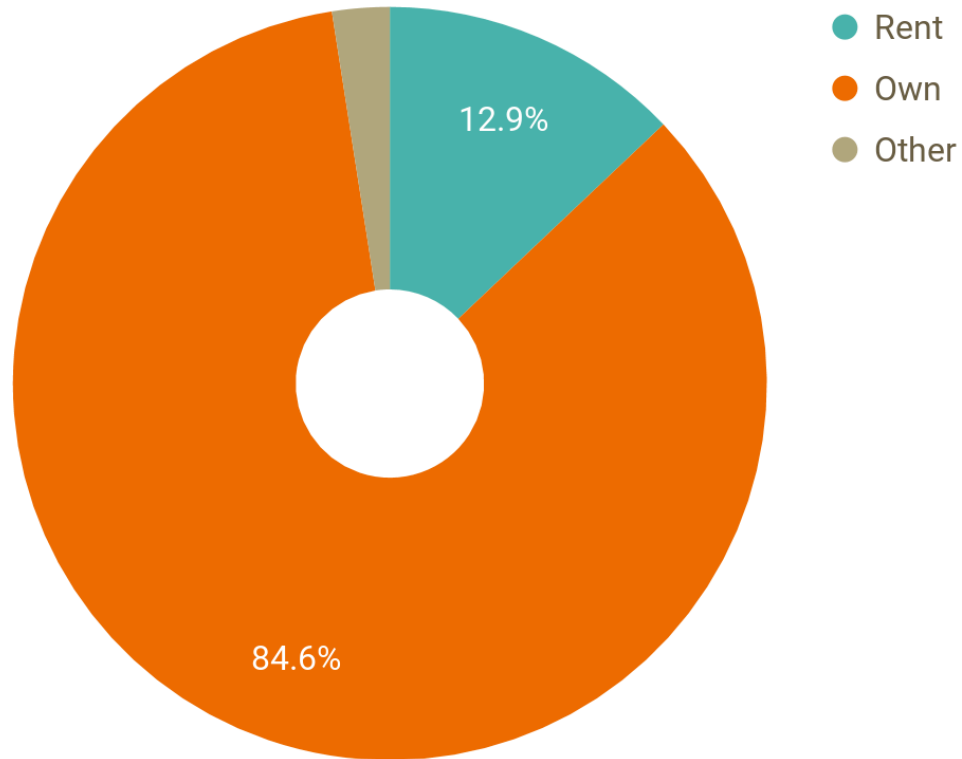
May 2019 - How It All Fits Together Survey
(142 contributors)



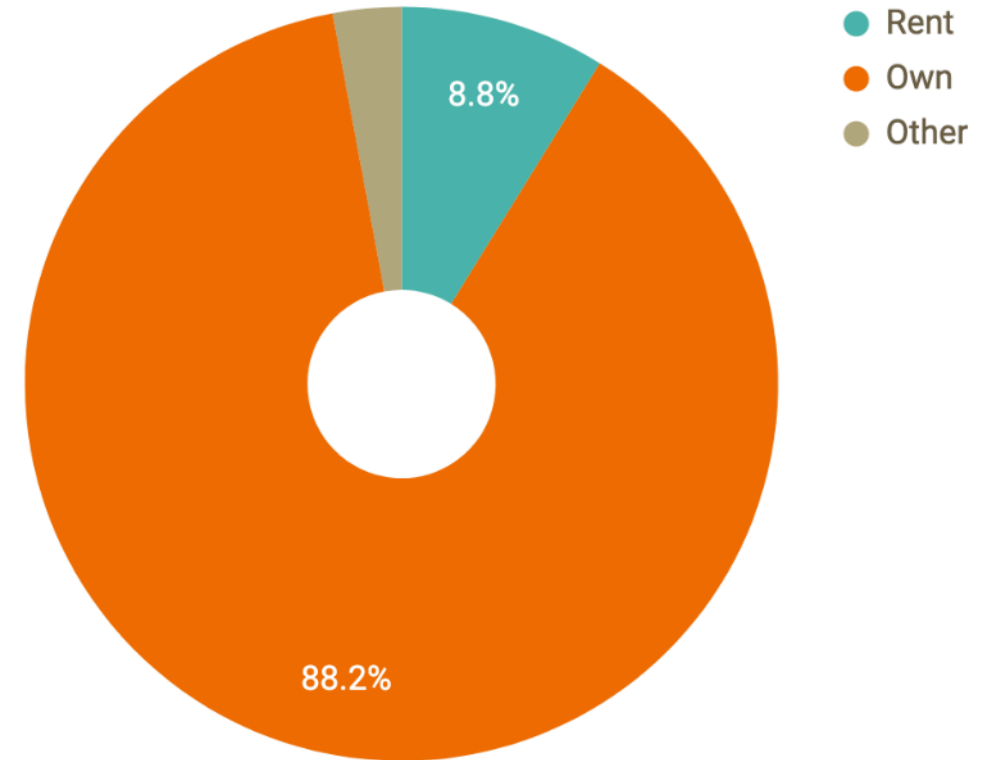
Outreach to Date: EngageVail.com Surveys

Demographics: Rent or Own a Home

January 2019 - Making A Great Civic Area In Vail Survey
(330 contributors)



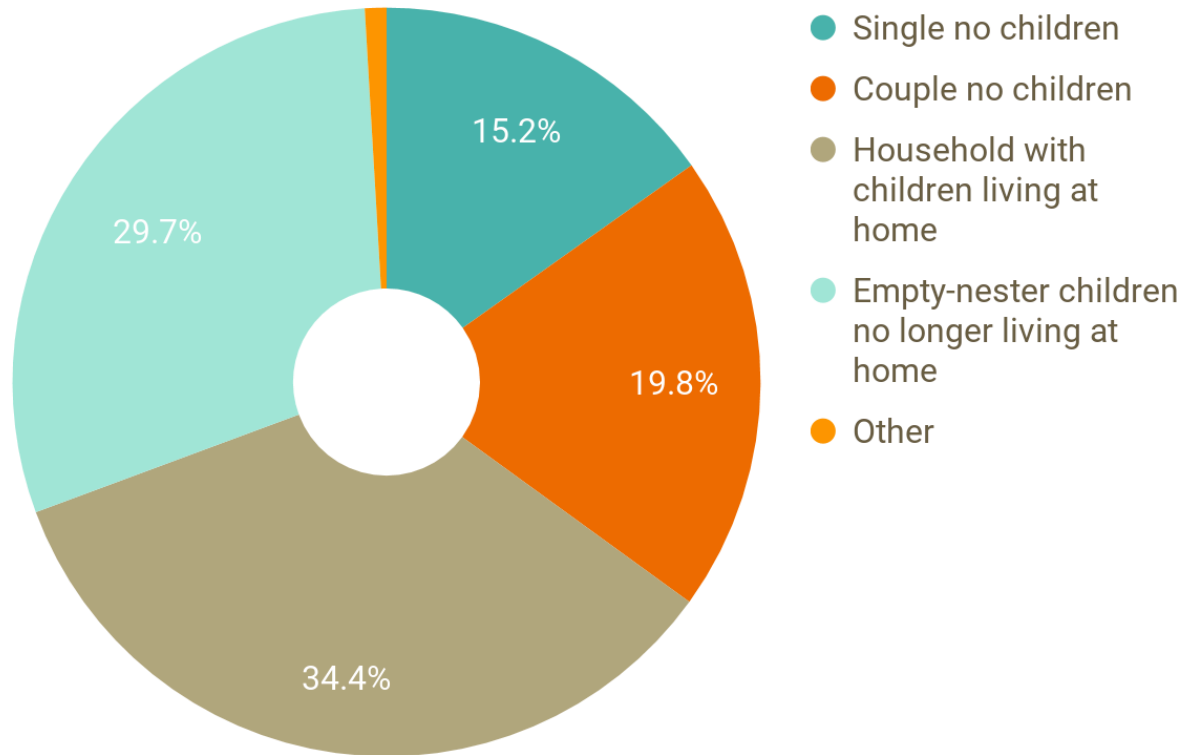
May 2019 - How It All Fits Together Survey
(142 contributors)



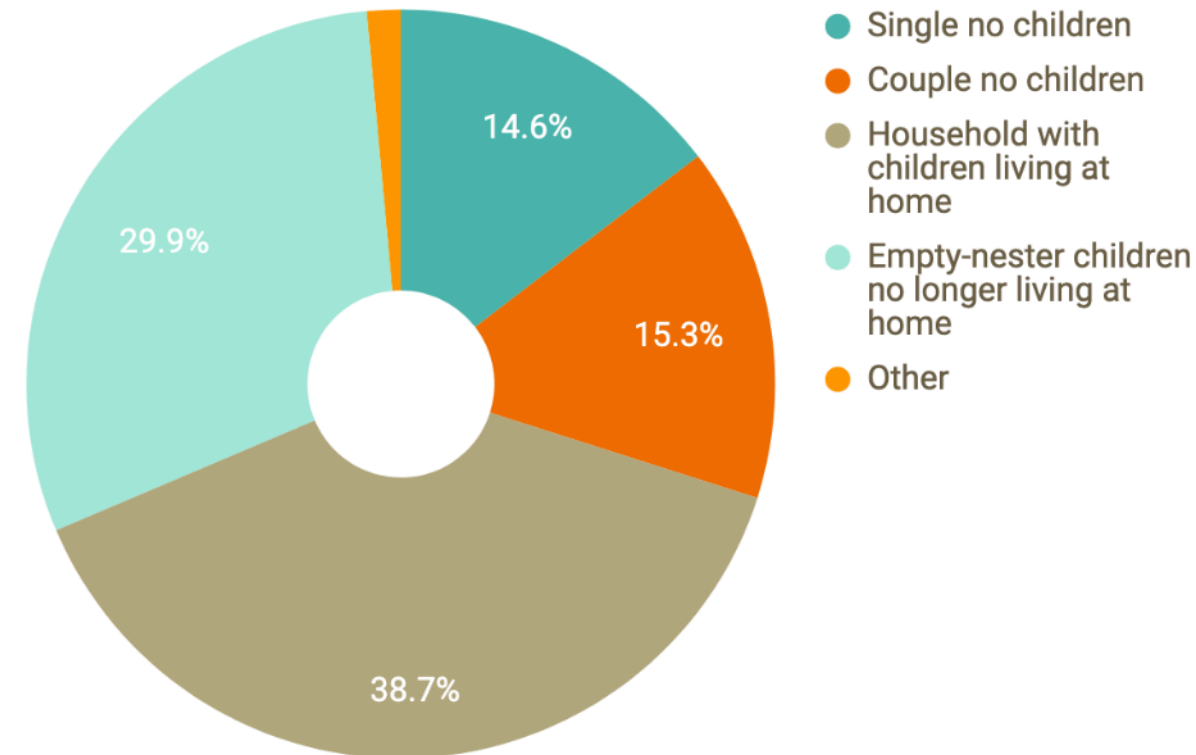
Outreach to Date: EngageVail.com Surveys

Demographics: Household Composition

January 2019 - Making A Great Civic Area In Vail Survey
(330 contributors)



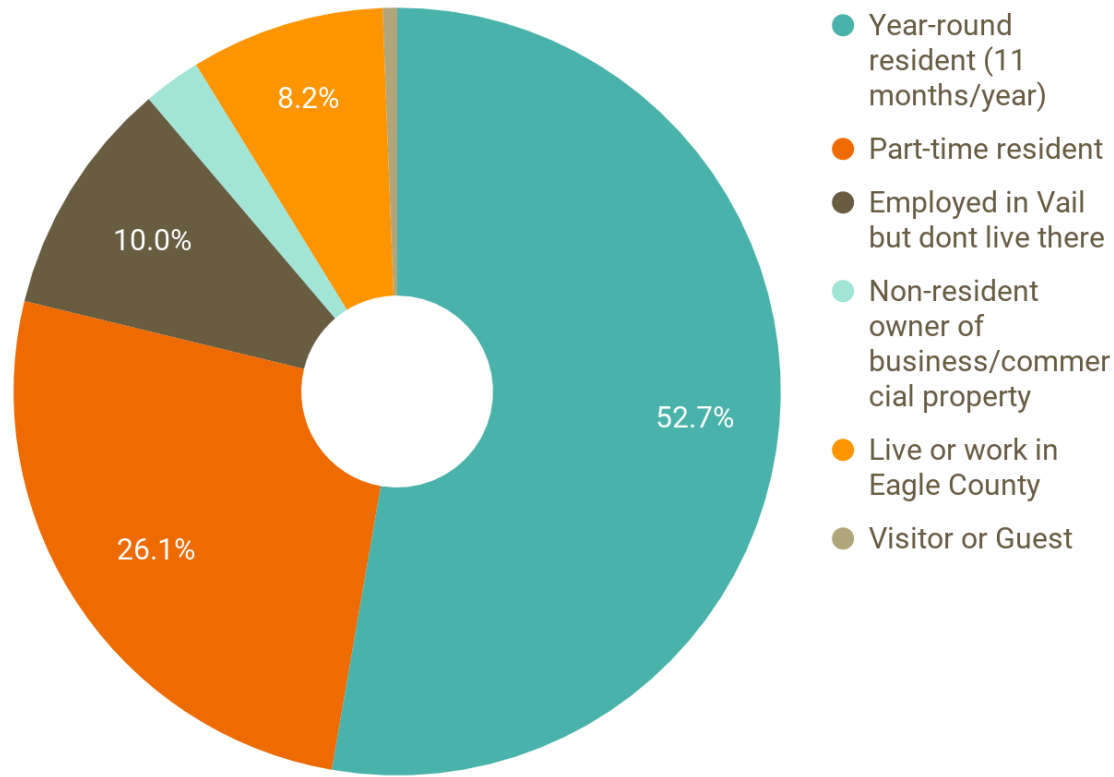
May 2019 - How It All Fits Together Survey
(142 contributors)



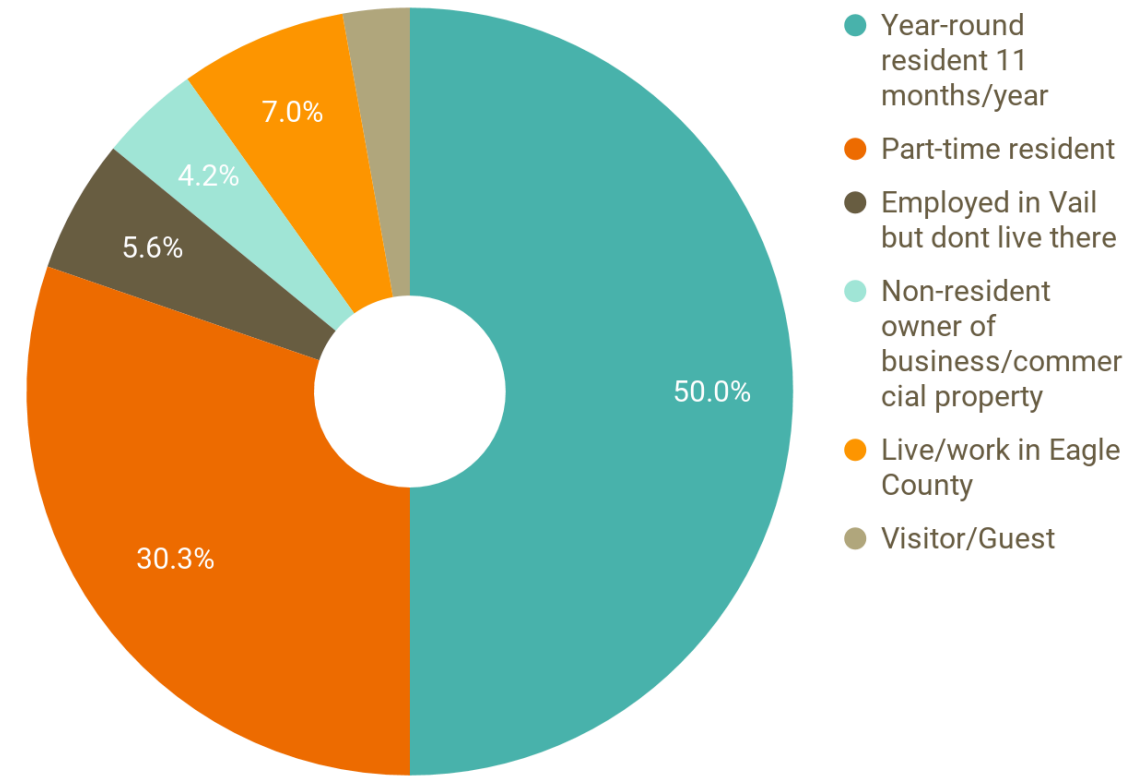
Outreach to Date: EngageVail.com Surveys

Demographics: Relation to Vail or the Surrounding Area

January 2019 - Making A Great Civic Area In Vail Survey
(330 contributors)



May 2019 - How It All Fits Together Survey
(142 contributors)



Outreach to Date: EngageVail.com Surveys

Demographics: Household Composition

January 2019 - Making A Great Civic Area In Vail Survey
(330 contributors)

Total number of households with children living at home	125
With a Vail zip code	43
With another Colorado zip code	74
With a zip code outside Colorado	8

May 2019 - How It All Fits Together Survey
(142 contributors)

Total number of households with children living at home	53
With a Vail zip code	23
With another Colorado zip code	22
With a zip code outside Colorado	8

Engagement Window #2 – Vail Public Library

What we heard

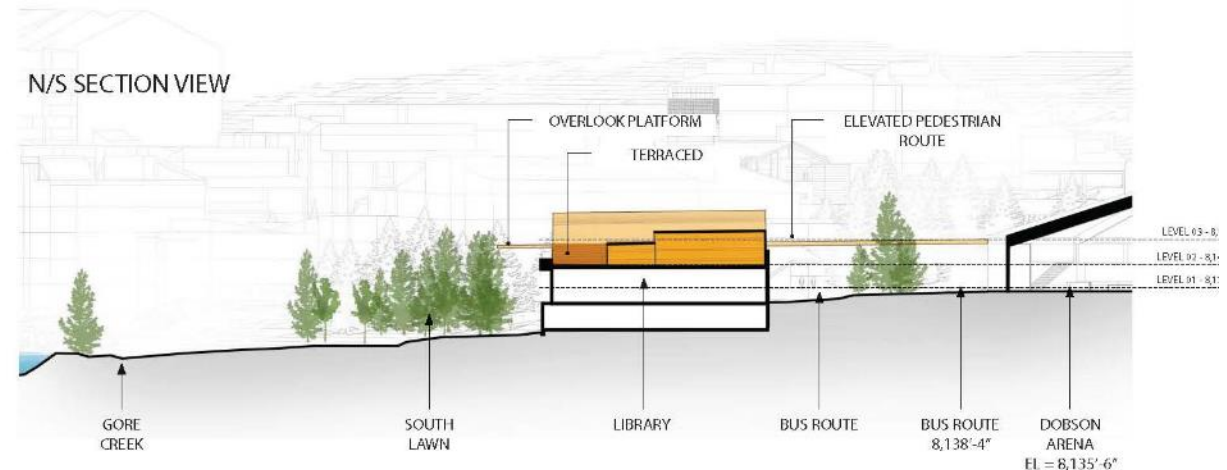
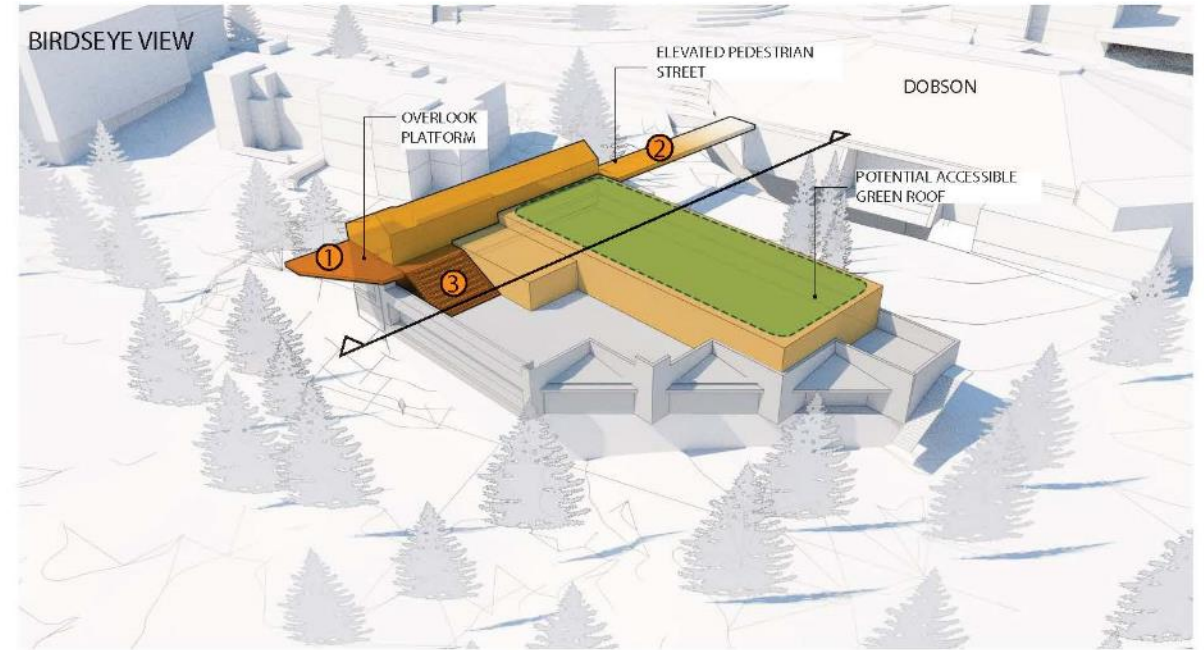
- Beloved community asset
- Outdoor programming
- Acknowledge/embrace Gore and Middle Creek
- Improve connectivity, parking
- Additional community space



Engagement Window #2 – Vail Public Library

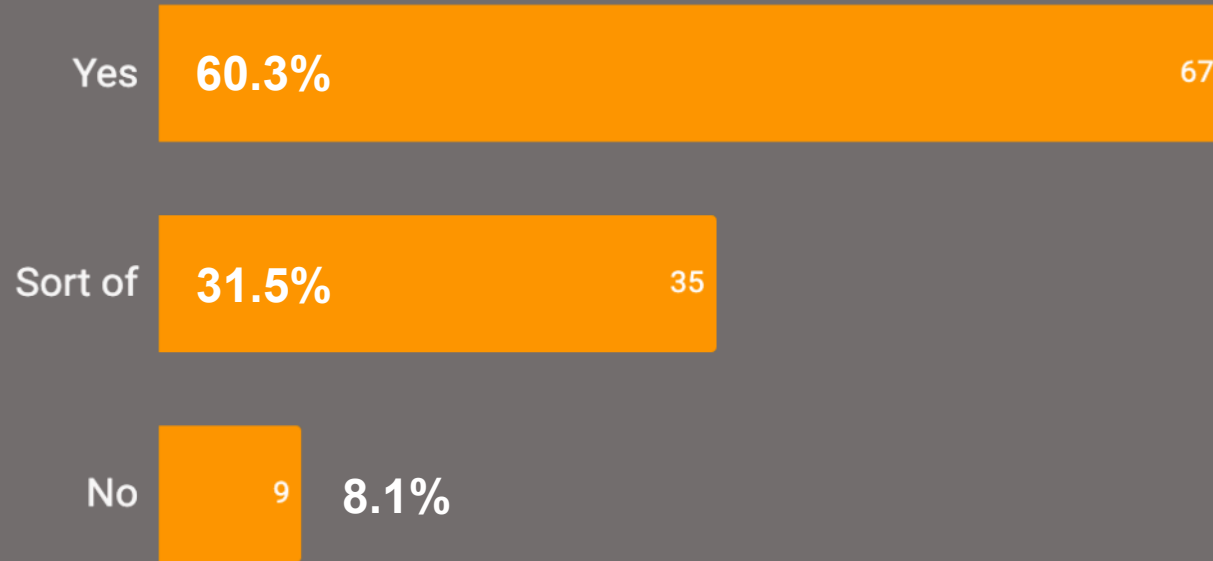
Potential Ideas

- Second level/additional space
- Viewing platform
- Elevated pedestrian street
- Outdoor programming
- Protection/connection to Gore and Middle Creek
- Parking and access



Engagement Window #2 – Vail Public Library

Question 1. Are the ideas presented for the Vail Public Library in line with what we heard from the community?



Question 2. Are the ideas presented suggesting:

Too MUCH
change

36.5%

42

Just about
right

56.5%

65

Too LITTLE
change

8

6.9%

Engagement Window #2 – Vail Public Library

How it fits together

Question 3. Would the ideas presented maintain what is so special about the Vail Public Library?

Yes **56.5%** 65

Maybe **28.7%** 33

No **14.8%** 17

Question 1. Would the idea of a bridge connecting Vail Public Library to Dobson Ice Arena be an effective way to improve existing pedestrian access?

Yes **20.5%** 28

Maybe **25%** 34

No **54.4%** 74

Engagement Window #2 – Dobson Arena

What we heard

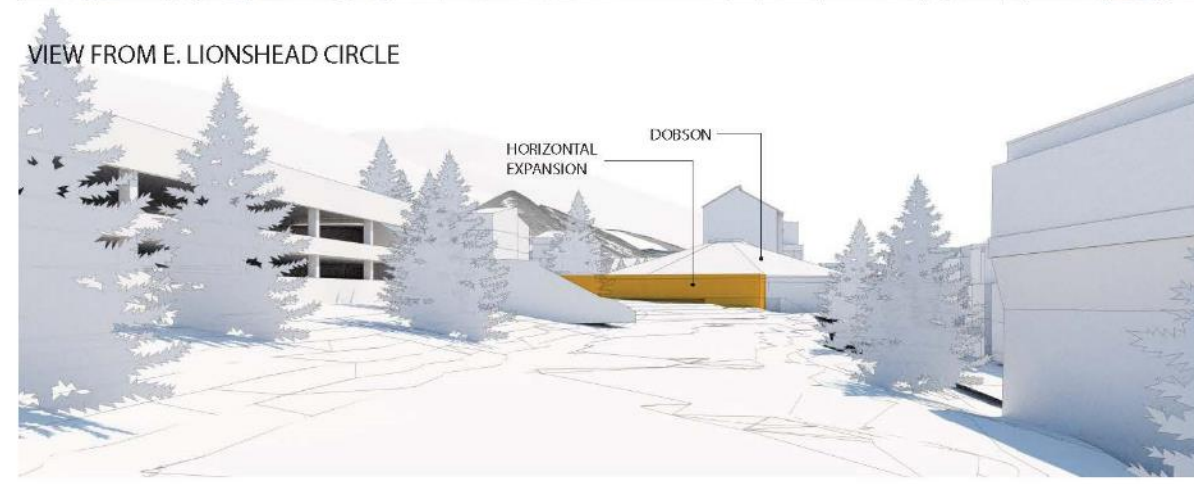
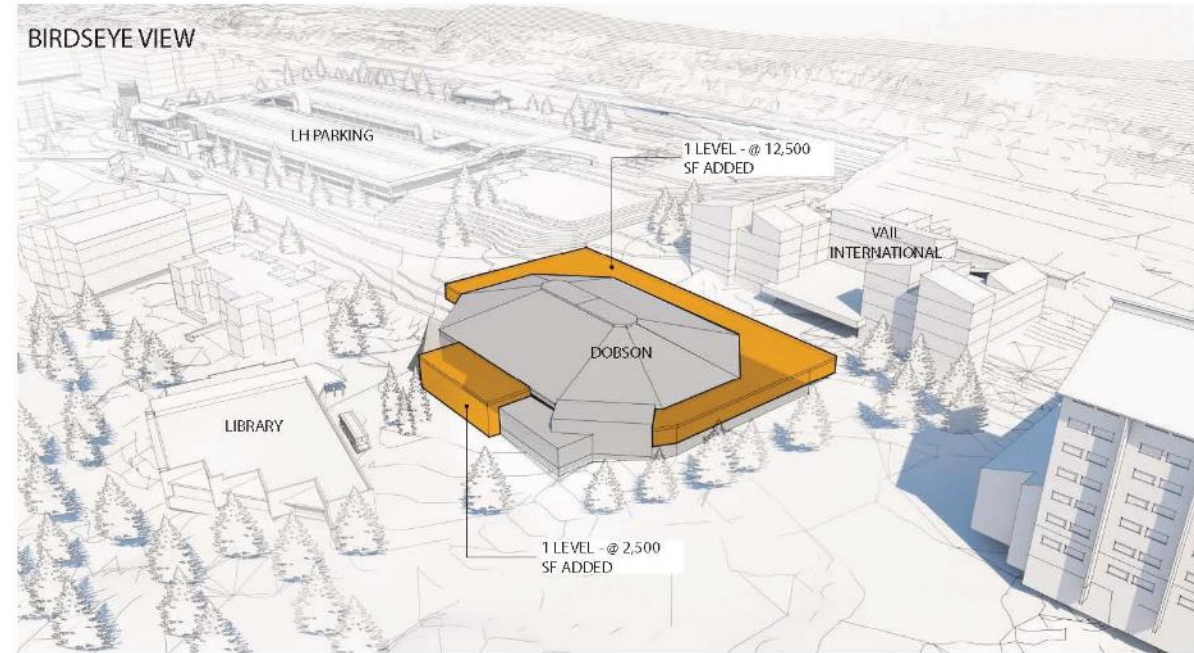
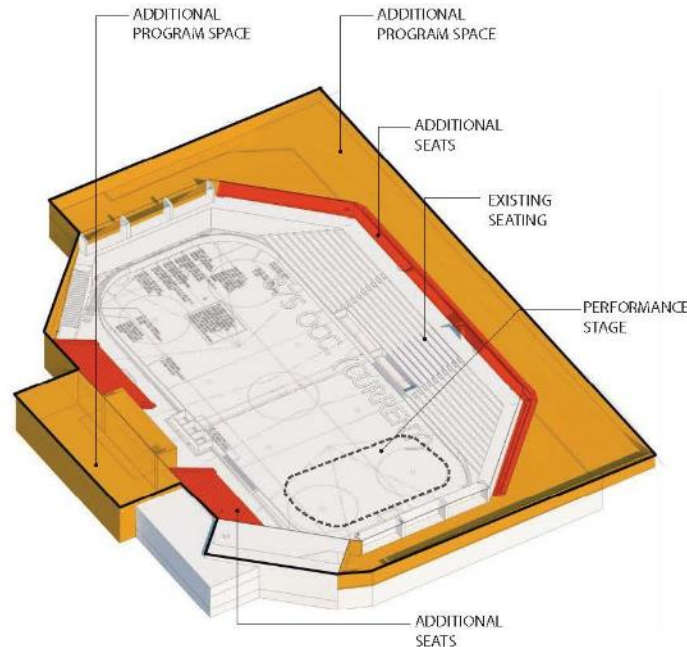
- Connection to Library
- Potential second sheet of ice
- Upgrade, expand, enhance multi-use
- Protection/connection to Gore and Middle Creek
- Parking and access



Engagement Window #2 – Dobson Arena/Idea 1

Potential Ideas

- +/-2,500sf at south entry
- +/-12,500sf expansion
- Aesthetic upgrade



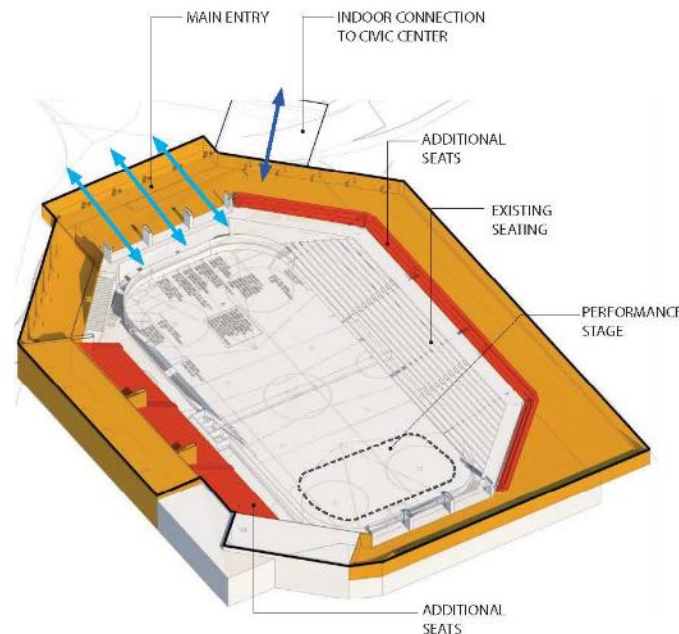
Engagement Window #2 – Dobson Arena/Idea 2

Potential Ideas

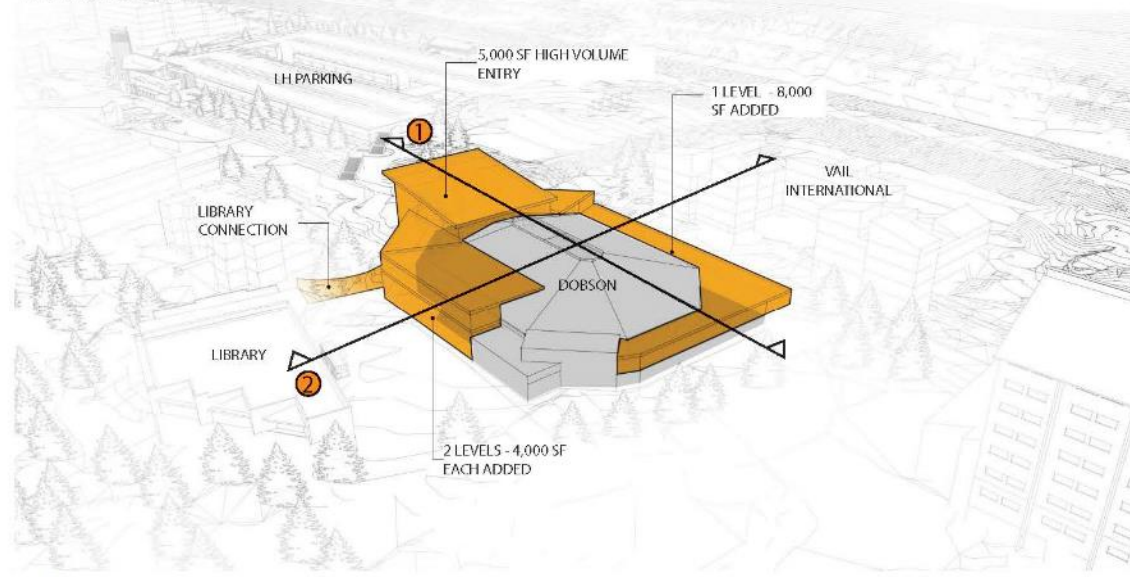
- +/- 20,000sf expansion
- New West Entry
- Connection to LH Parking
- Aesthetic upgrade

STUDY - HORIZONTAL EXPANSION W/ NEW WEST ENTRY

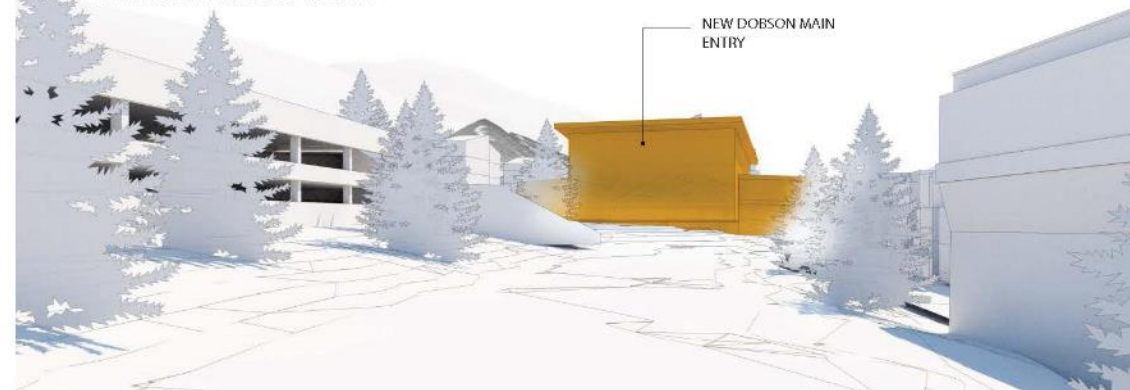
- +/- 20,000 SF OF ADDITIONAL PROGRAM SHOWN
- NEW INTUITIVE ENTRY RE-LOCATED TO WEST SIDE
- 2 LEVEL HORIZONTAL EXPANSION TO SOUTH INCREASES SEATING & PROGRAMMABLE SPACES
- ADDITIONAL SEATING CAPACITY ON SOUTH W/ RELOCATED ENTRY
- PARKING DEMAND OF POTENTIAL PROGRAM ADDED
- POTENTIAL PROGRAMS
 - REC FACILITY
 - CLIMBING WALL
 - BETTER OPERATIONS
 - LOADING
 - SNACK BAR / CAFE
 - LOCKER ROOMS
 - PHYSICAL THERAPY



BIRDSEYE VIEW



VIEW FROM E. LIONSHEAD CIRCLE

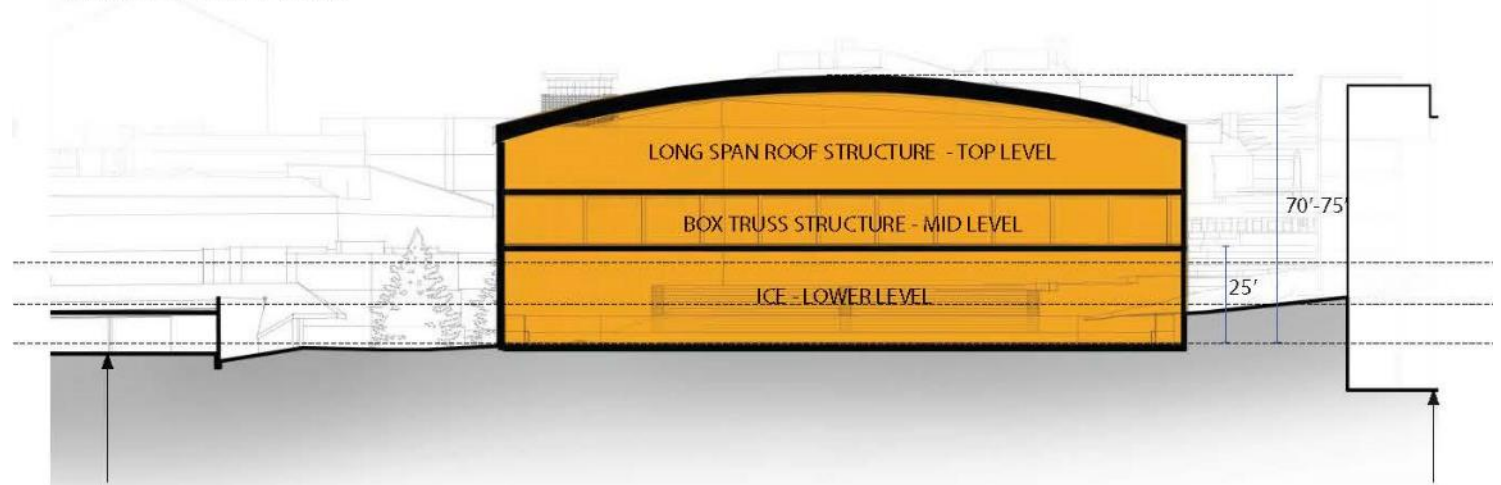


Engagement Window #2 – Dobson Arena/Idea 3

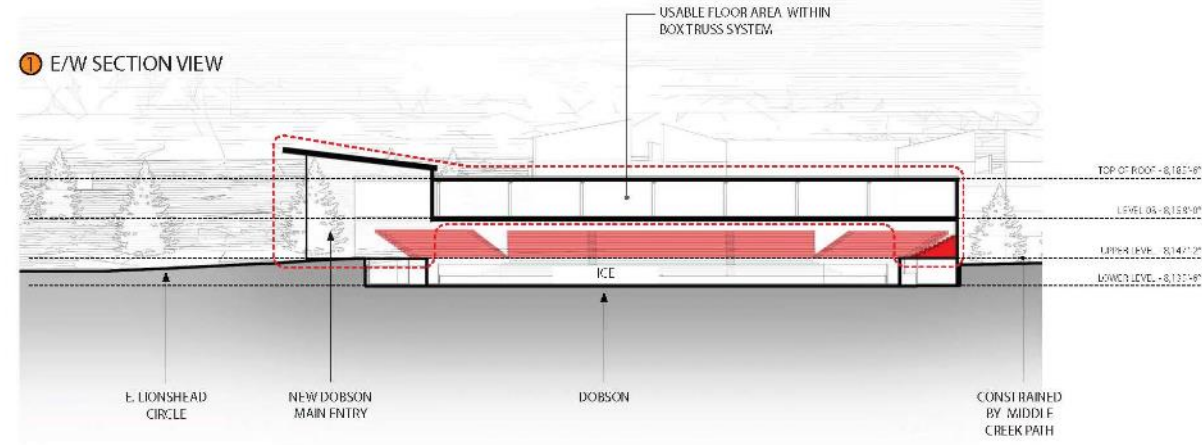
Potential Ideas

- Demo/rebuild
- Two level facility
- New West Entry
- Connection to LH Parking

N/S SECTION VIEW

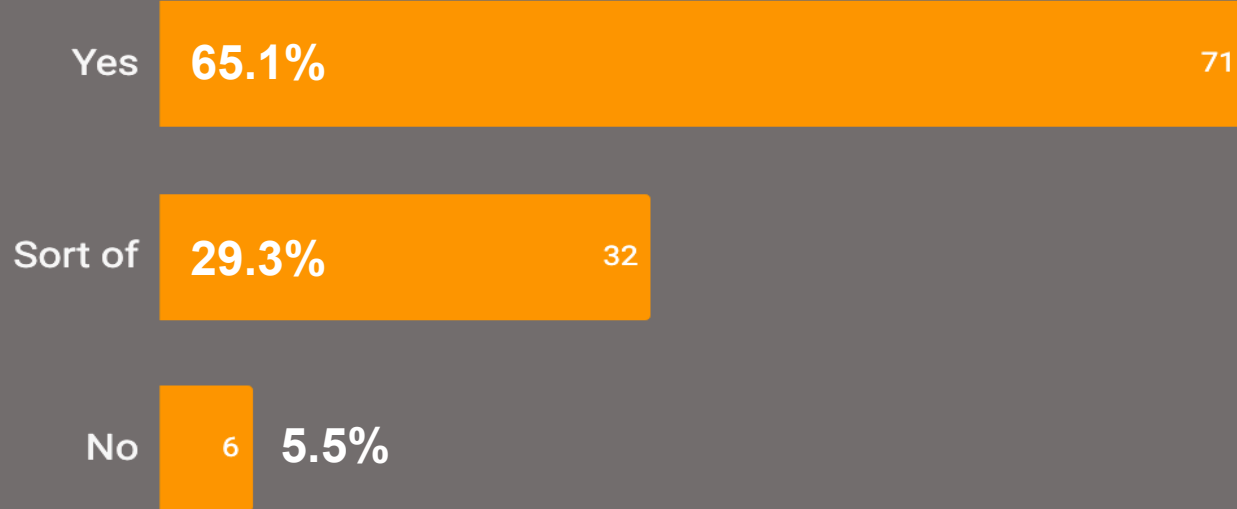


STUDY - VERTICAL EXPANSION

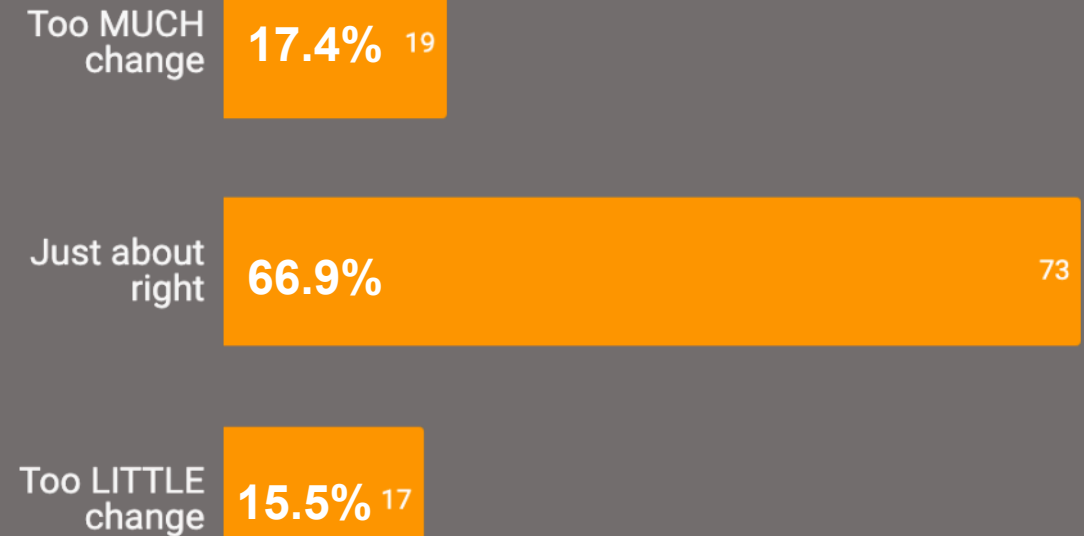


Engagement Window #2 – Dobson Arena

Question 1. Are the ideas presented for the Dobson Ice Arena in line with what we heard from the community?

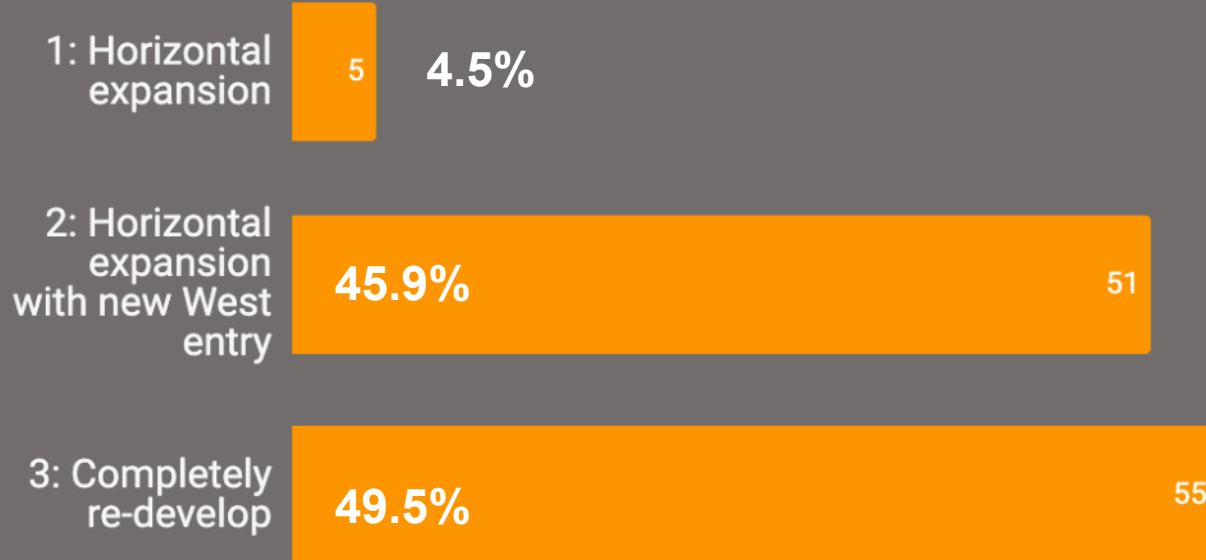


Question 2. Are the ideas presented suggesting:



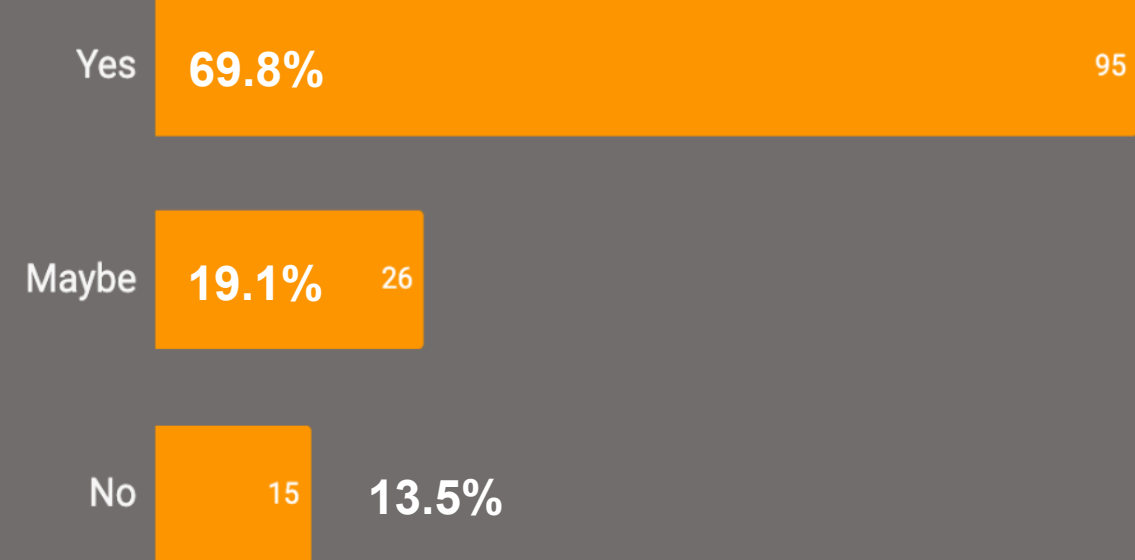
Engagement Window #2 – Dobson Arena

Question 3. Which idea presented resonates the most for you in terms of scale of needed / comfortable change?



How it fits together

Question 2. Would a West entry be an effective way to improve existing pedestrian connectivity to the Lionshead Parking Structure?



Engagement Window #2 – Lionshead Parking Structure

What we heard

- Solve parking conflicts
- Expand parking capacity
- Ped enhancements along E. Lionshead Cir
- Connectivity to Library and Dobson



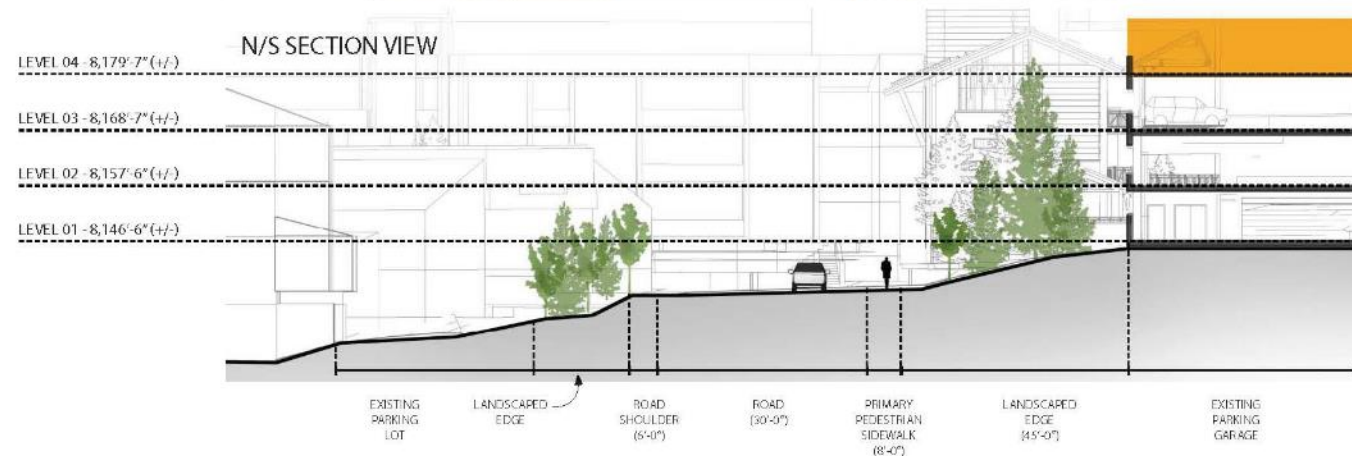
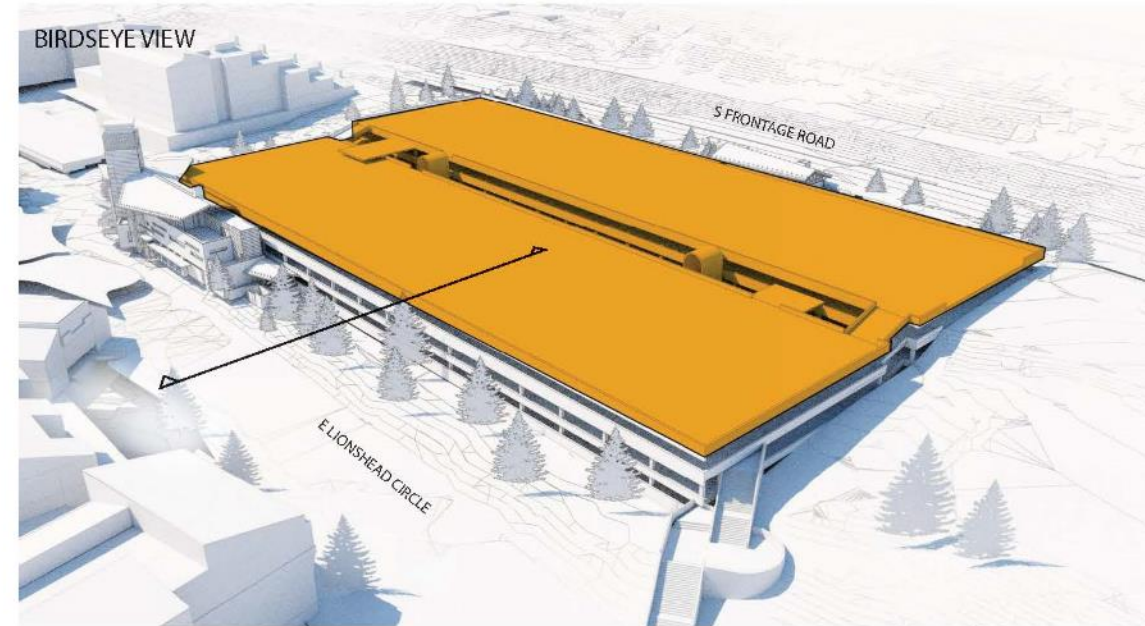
Engagement Window #2 – Lionshead Parking Structure

Potential Ideas

- +/- 388 parking spaces via new deck over existing

STUDY - NEW LEVEL OF PARKING ABOVE EXISTING

- +/- 388 ADDITIONAL SPACES
- COST / BENEFIT
 - EXPENSIVE TO BUILD OVER EXISTING STRUCTURE
- REQUIRES IMPROVEMENT OF AGING EXISTING STRUCTURE



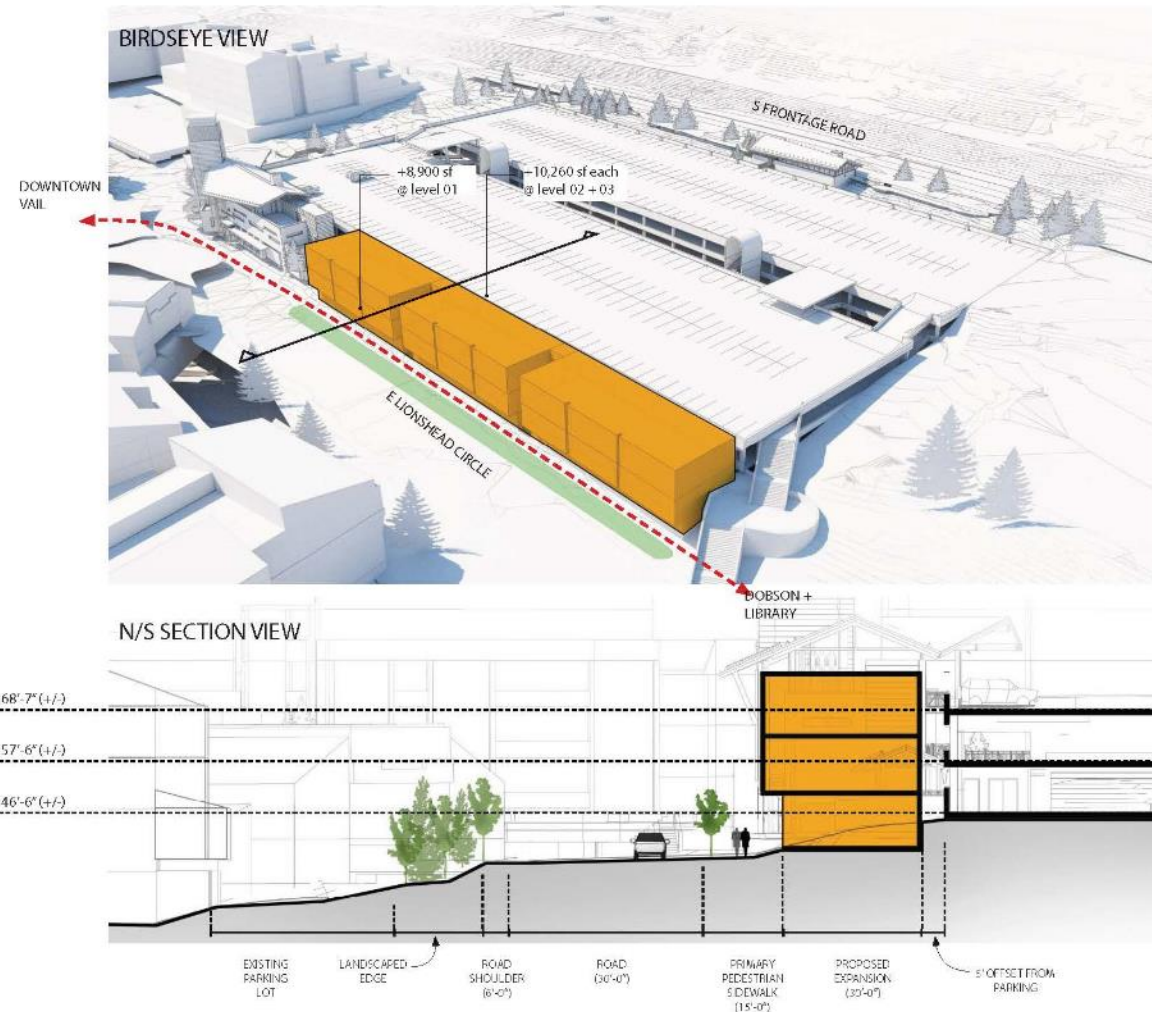
Engagement Window #2 – Lionshead Parking Structure

Potential Ideas

- 3-level wrap along south side
- Uses to animate street
- Housing on upper levels

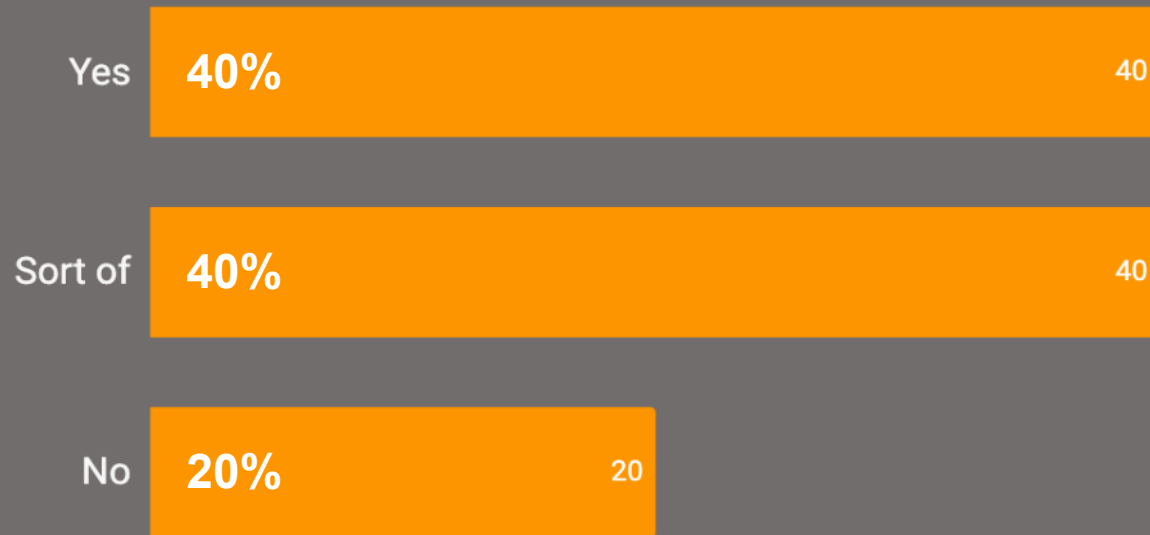
STUDY - SOUTH PARKING EXPANSION (3 LEVELS)

- POTENTIAL PROGRAMS
 - CURLING / RECREATIONAL USES
 - COMMUNITY SPACE
 - NON-PROFIT
 - MICRO-HOUSING
 - ARTIST LOFTS AND GALLERY SPACE
 - WIDE SIDEWALKS TO ACTIVATE NORTH SIDE OF STREET
 - USE LANDSCAPE TO CREATE A BUFFER BETWEEN PEDESTRIANS AND VEHICLES

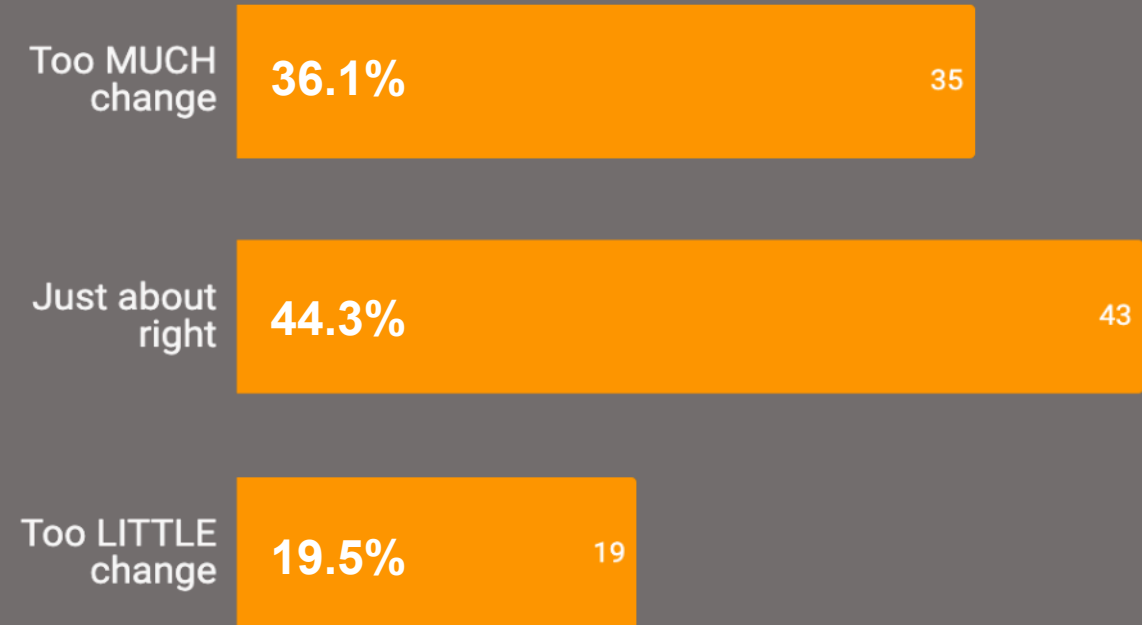


Engagement Window #2 – Lionshead Parking Structure

Question 1. Are the ideas presented for the Lionshead Parking Structure in line with what we heard from the community?



Question 2. Are the ideas presented suggesting:



Engagement Window #2 – Lionshead Parking Structure

How it fits together

Question 3. Would ground level uses (such as retail, café, or other community uses) on the South side of an expansion of the Lionshead Parking Structure be a way to improve the walking experience along East Lionshead Circle and bring life and activity to the Civic Area?

Yes **66.6%** 90

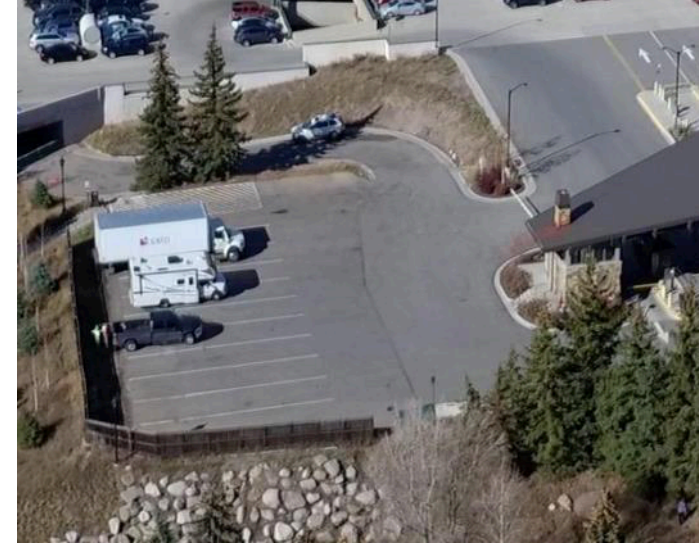
Maybe **12.5%**¹⁷

No **20.7%** 28

Engagement Window #2 – Charter Bus Lot

What we heard

- Key site to “stitch the civic area together”
- Improve connectivity
- Improve utilization of the site



Engagement Window #2 – Charter Bus Lot

Potential Ideas

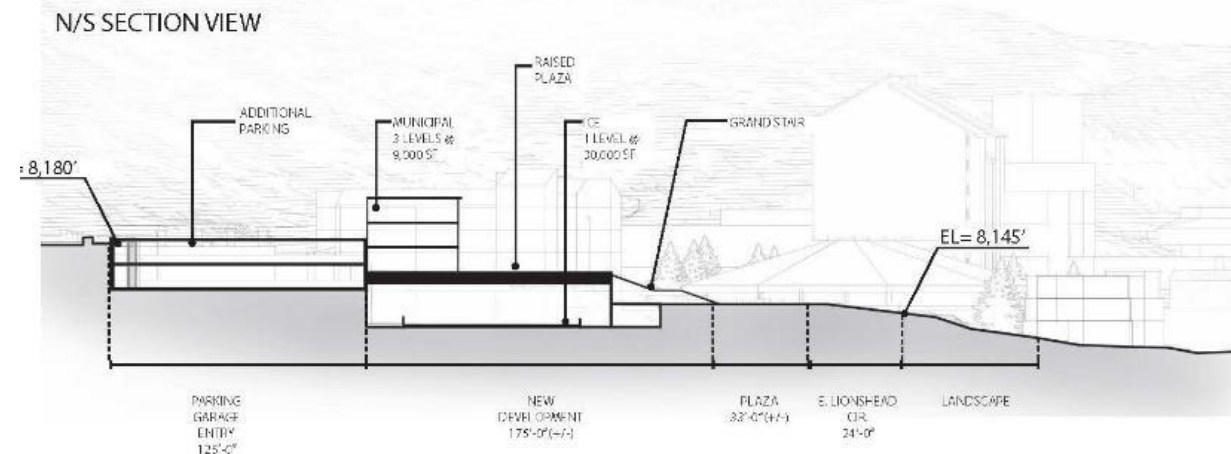
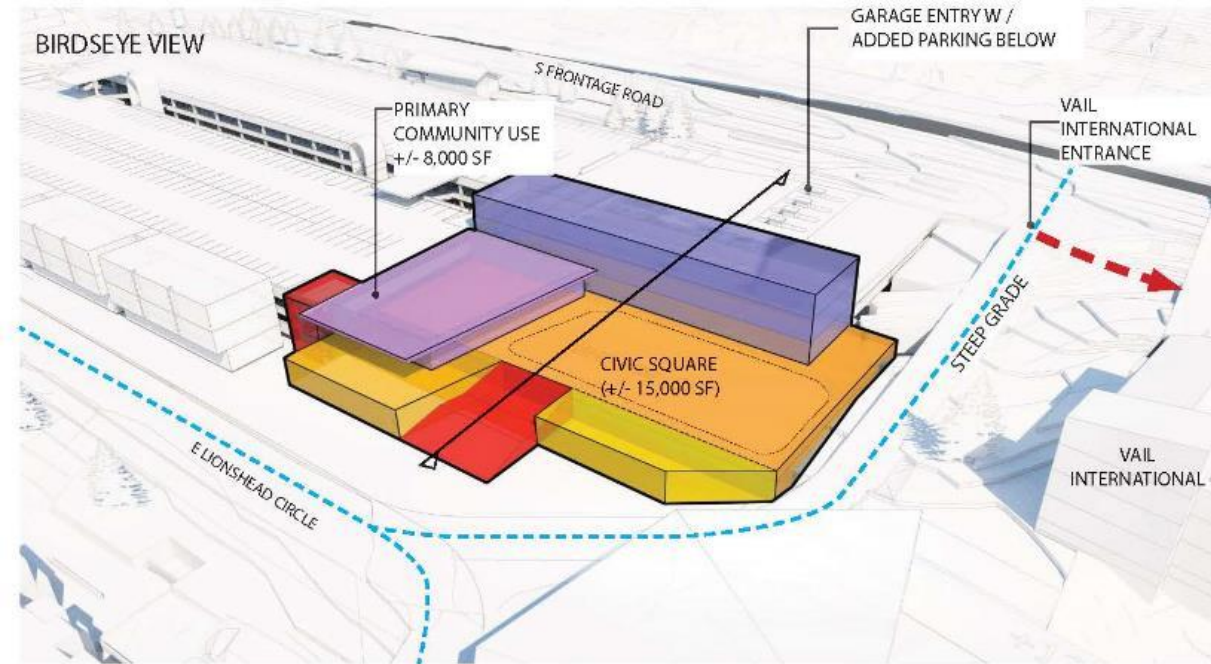
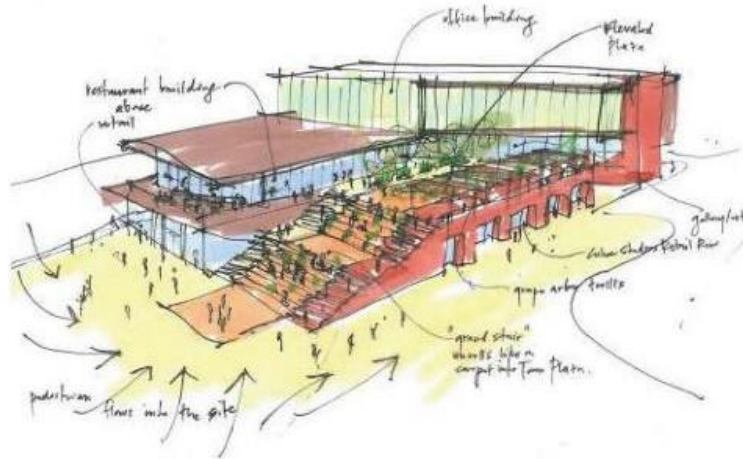
- +/-30-35,000sf below grade level space
- +/-27,000 Three-level community use building
- +/-8,000sf “signature” building
- Parking on north side



Engagement Window #2 – Charter Bus Lot

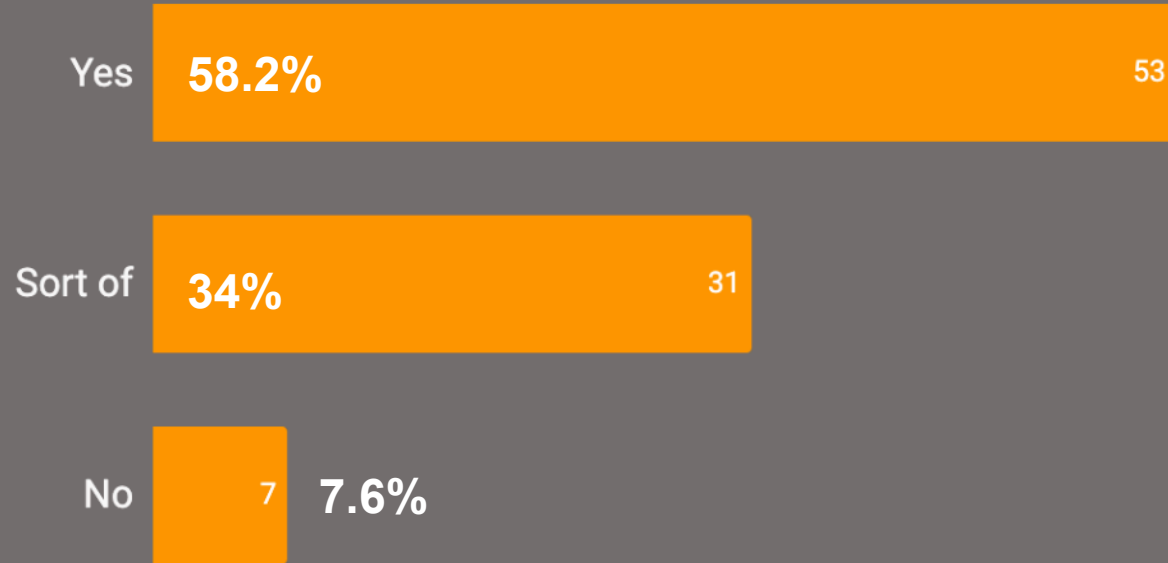
Potential Ideas

- Elevated civic square
- Plaza at street level
- Connection to Dobson



Engagement Window #2 – Charter Bus Lot

Question 1. Are the ideas presented for the Charter Bus Lot in line with what we heard from the community?



Question 2. Are the ideas presented suggesting:

Too MUCH change

21.3% 19

Just about right

67.4% 60

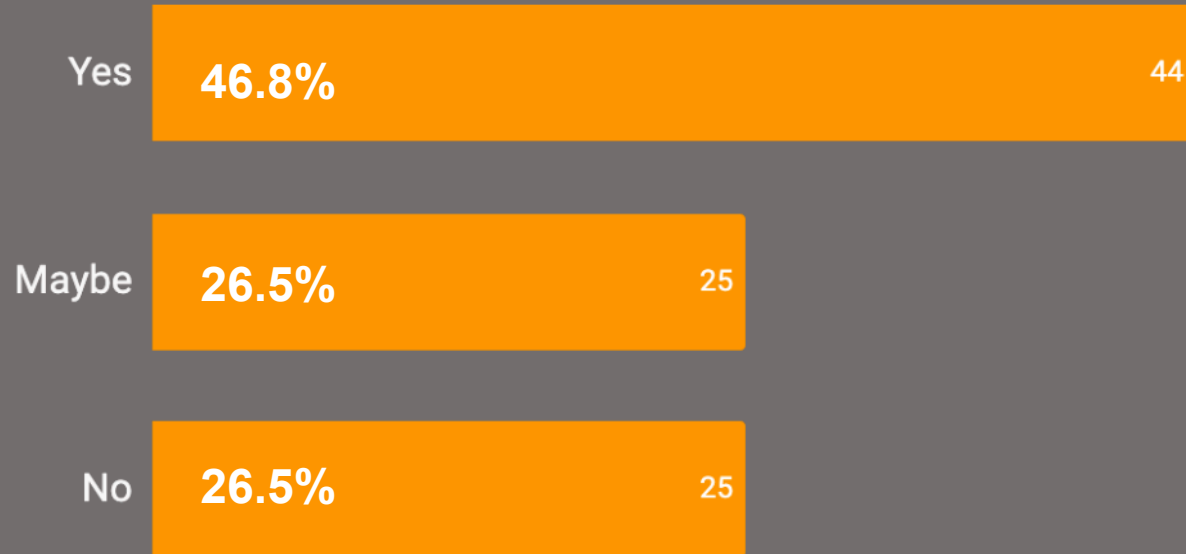
Too LITTLE change

10 11.2%

Engagement Window #2 – Charter Bus Lot

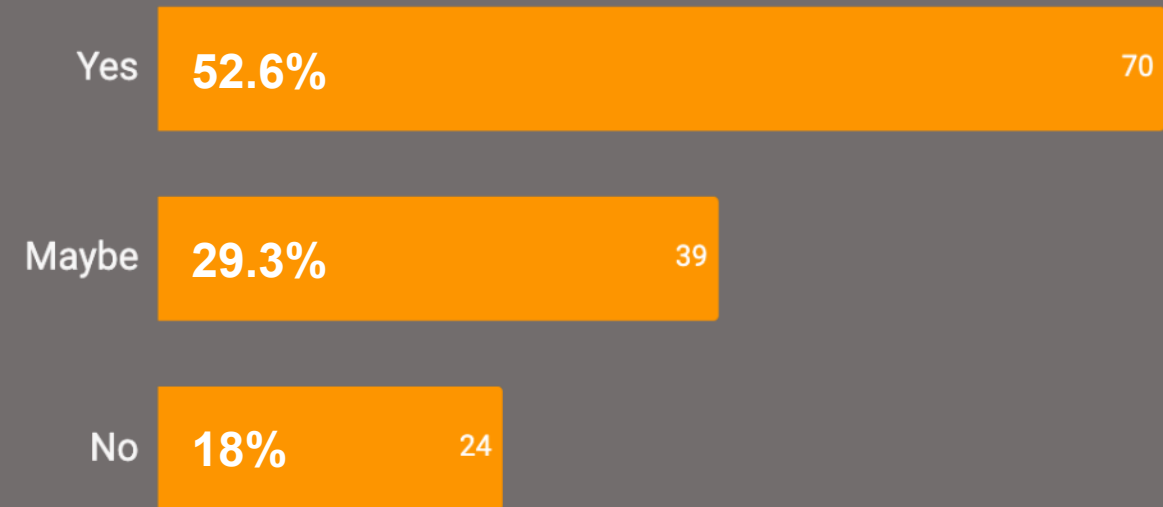
How it fits together

Question 3. Would moving the Town Hall to this location be a benefit for the Civic Area and to free up existing Municipal Site for other programs/uses?



How it fits together

Question 4. Are the ideas presented for the Charter Bus Lot an effective way to improve existing pedestrian connectivity from the Lionshead Parking Structure to Dobson Ice Arena and the Library?



Engagement Window #2 – Municipal Site

What we heard

- Partial of full redevelopment
- Major improvements needed
- Improve/add parking
- Re-locate uses
- Housing opportunities



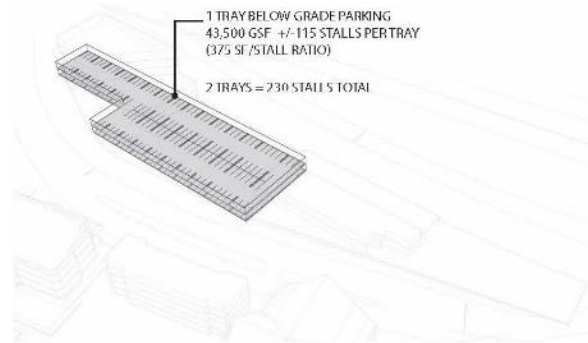
Engagement Window #2 – Municipal Site/Idea 1

Potential Ideas

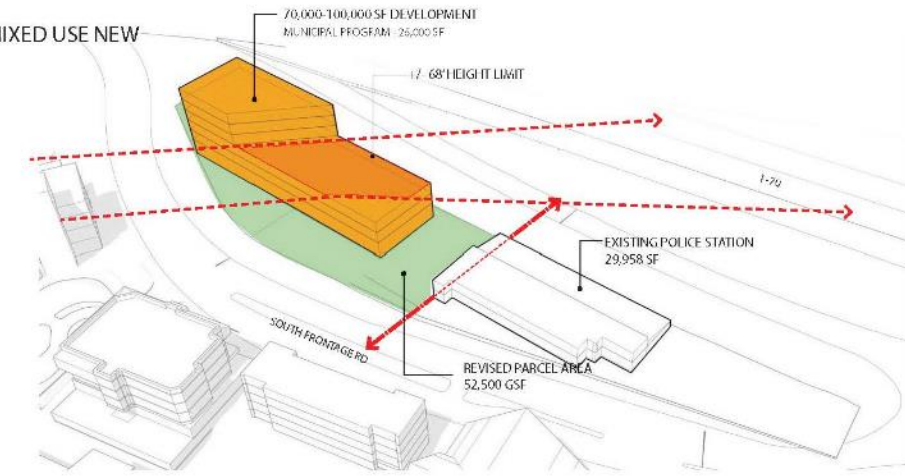
- Remove Admin and Comm Dev buildings
- 70-100,000sf building, one or two buildings
- Maintain Police Station
- Structured parking
- Potential P3 project

STUDY - MAINTAIN EXISTING POLICE STATION

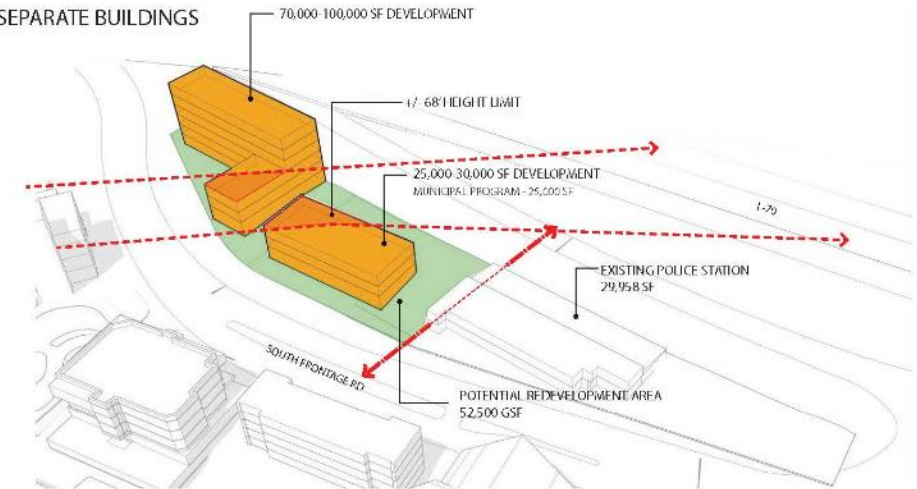
- KEEP EXISTING POLICE STATION
- ELIMINATE ON-GRADE PARKING
- ADDITIONAL COMMUNITY USE
- ACTIVATE GROUND FLOOR WITH CULTURAL/PUBLIC FUNCTIONS



OPTION 1 - MIXED USE NEW BUILDING



OPTION 2 - SEPARATE BUILDINGS



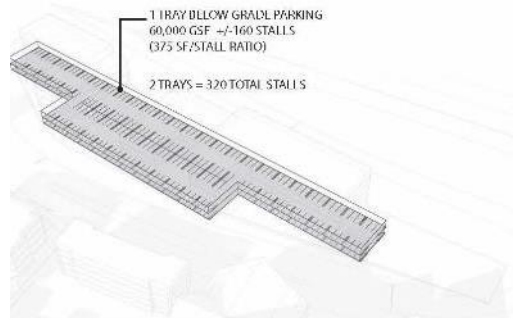
Engagement Window #2 – Municipal Site/Idea 2

Potential Ideas

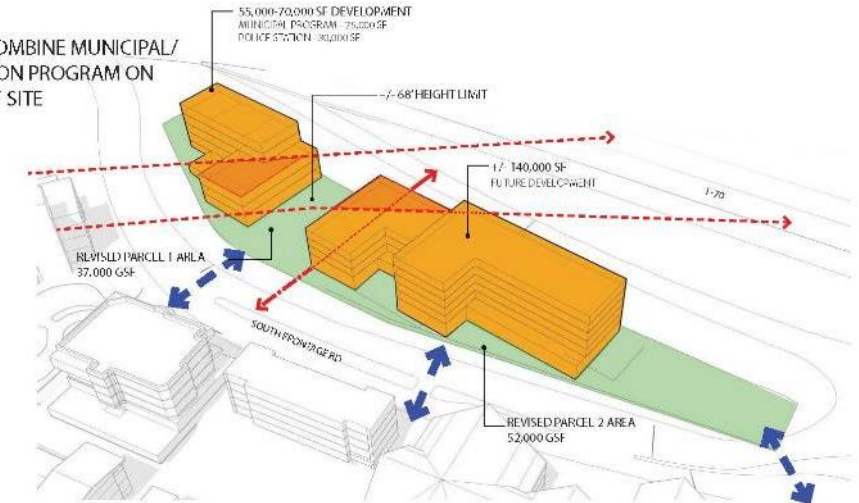
- Clear site
- Consolidate Town Hall on west end, +/-140,000sf building, or
- +/-250,000sf building
- Structured parking
- Potential P3 project

STUDY - REDEVELOP SITE

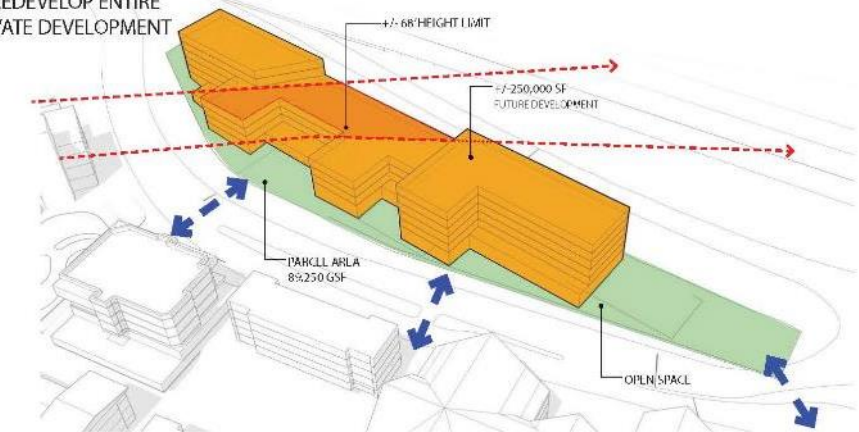
- ELIMINATE ON-GRADE PARKING
- IMPROVE PEDESTRIAN EXPERIENCE ALONG FRONTAGE ROAD WITH CULTURAL USES AND OPEN SPACE
- CREATE OPPORTUNITY FOR FUTURE DEVELOPMENT ON EAST SITE



OPTION 3 - COMBINE MUNICIPAL/ POLICE STATION PROGRAM ON WEST END OF SITE



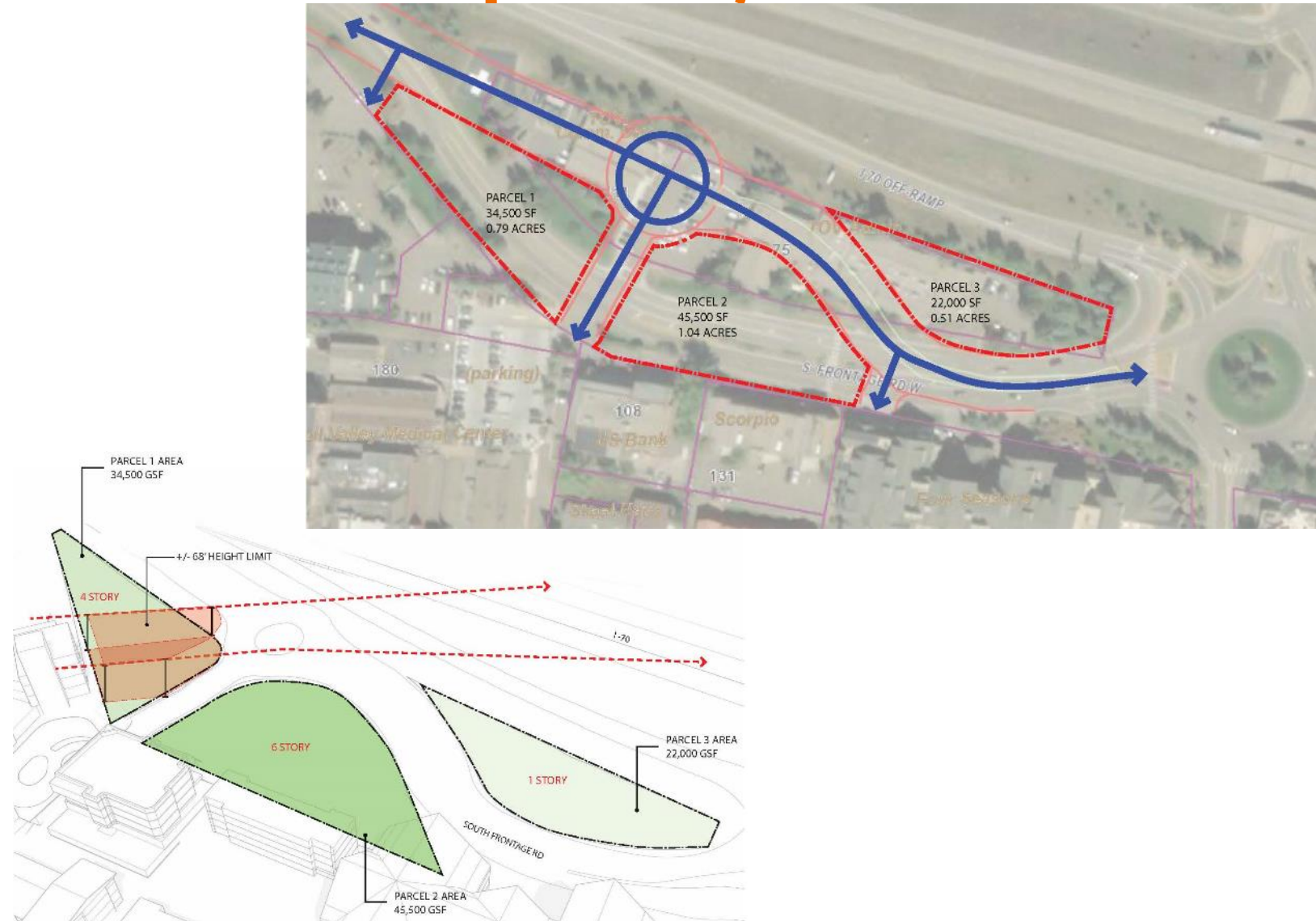
OPTION 4 - REDEVELOP ENTIRE SITE AS PRIVATE DEVELOPMENT



Engagement Window #2 – Municipal Site/Idea 3

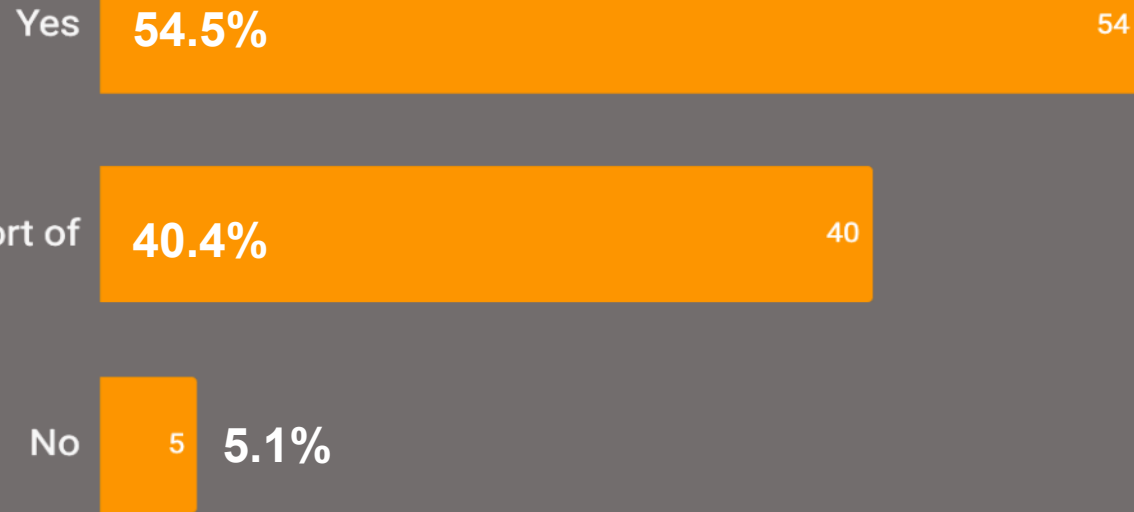
Potential Ideas

- Remove SFR “barrier”
- 3 potential development sites

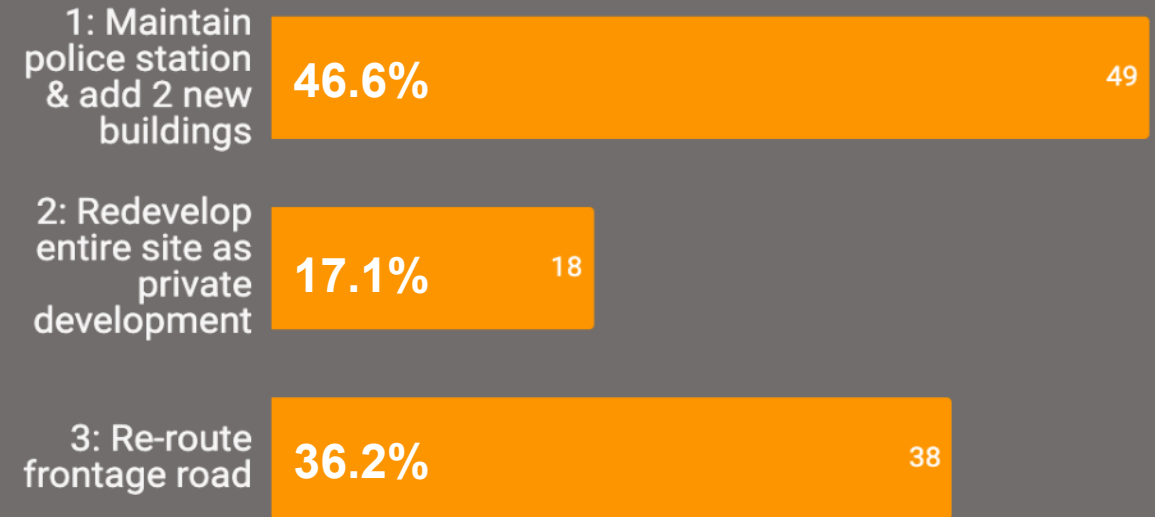


Engagement Window #2 – Municipal Site

Question 1. Are the ideas presented for the Municipal Site in line with what we heard from the community?



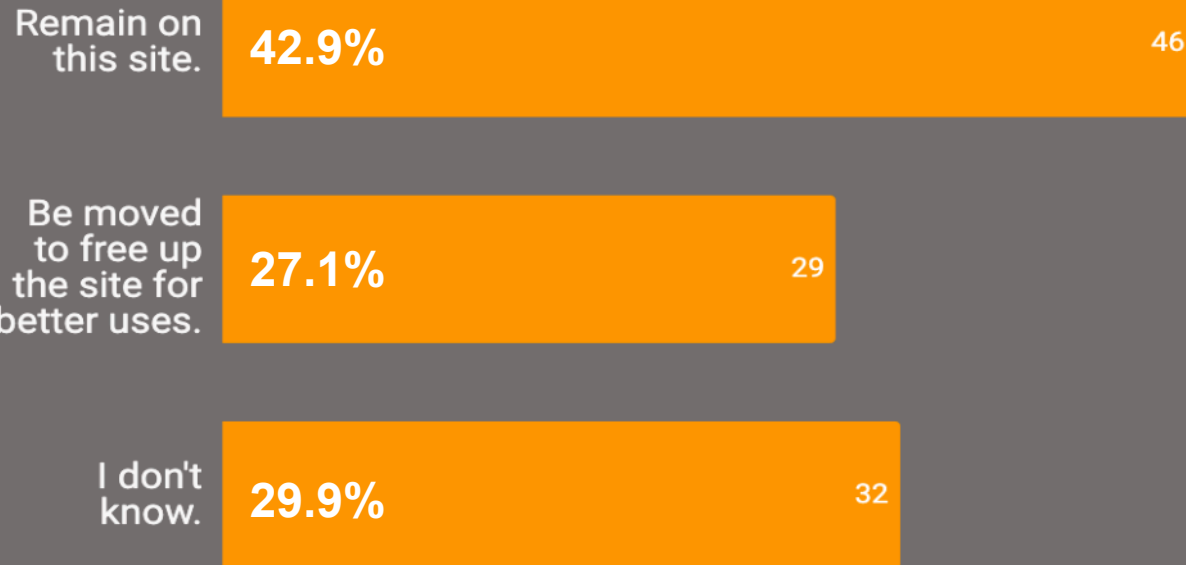
Question 2. Which idea presented resonates the most for you in terms of scale of needed / comfortable change?



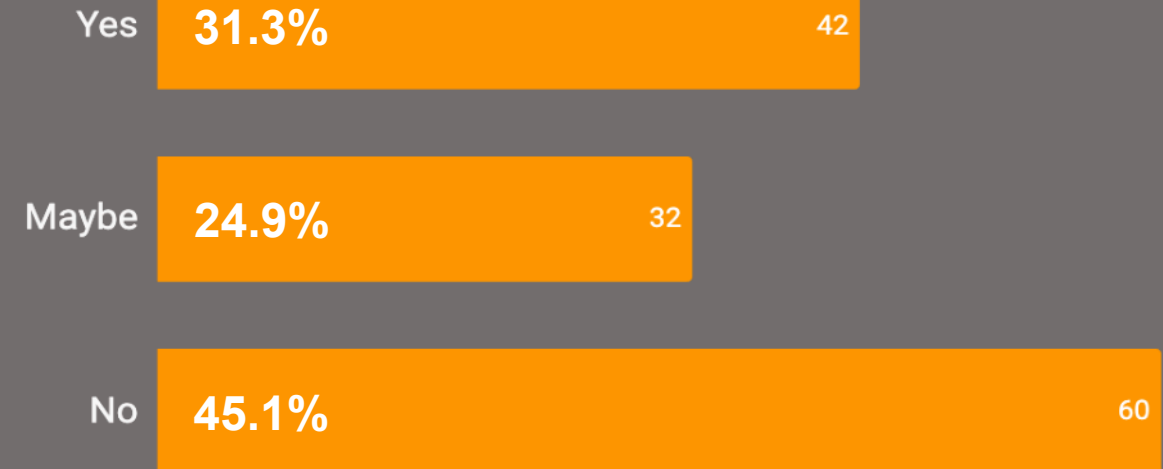
Engagement Window #2 – Municipal Site

How it fits together

Question 3. Should the Municipal Site services:



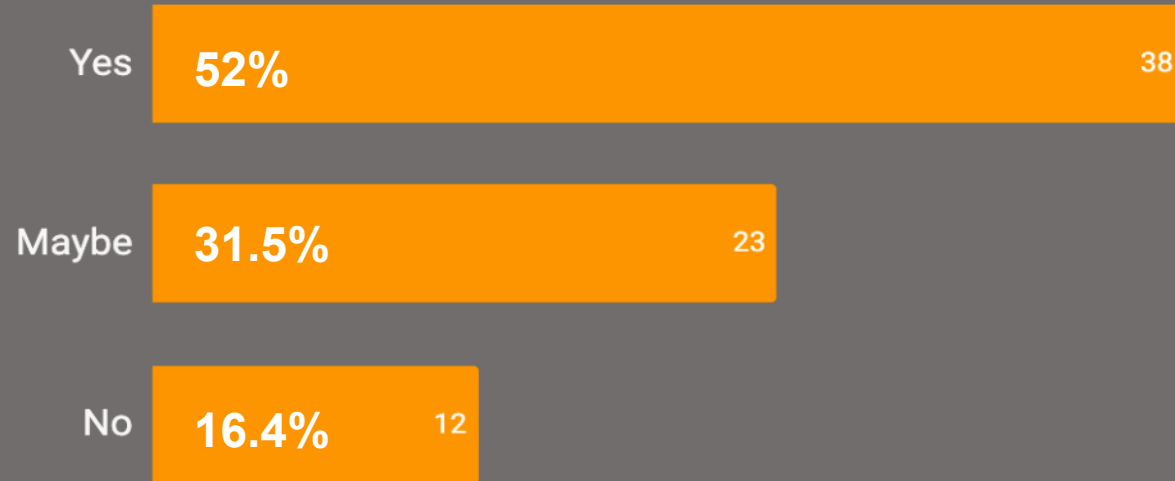
Question 5a. Would you see a community benefit of relocating the Municipal Site services to a more central / civic area within Town?



Engagement Window #2 – Municipal Site

How it fits together

Question 5b. If so, do you feel the current Municipal Site would be an ideal location for a private development, possibly with community uses and / or needs (i.e. housing)?



Engagement Window #2 – Open Ended Questions

Question 8. Open-ended comment analysis

8. Do you have any additional comments or reactions to the ideas expressed in this video?	Tag 1	Tag 2	Tag 3	Tag 4	Tag 5	Tag 6	Tag 7	Tag 8	Tag 9	Tag 10	Tag 11	Tag 12	Tag 13	Tag 14
What does the 2nd floor of the library provide beside a walk way access?	Bridge unnecessary													
The bridge between Dobson and library only works if there is meeting/event spaces to connect. Otherwise, I am not sure anyone would use it. Really like to see more solution to isolate parking just for library and rink. If the rink doubles in size and library gets more meeting space, I think we need the additional parking spaces. Still waiting to see improvements for handicap access to all. Not sure about more retail spaces and pulling people away from Lionshead/Vail Village.	Bridge unnecessary	Need for community space		Expand parking	No retail in the area (do not pull people away from Vail Village)				Improved handicap access					
I do not support housing in this area. we need more parking, housing can be in other locations.			No housing	Expand parking										
Where will buses park? Still need an area for buses to park. Anything to expand parking spaces and housing is good. Scrape Dobson and build new arena, connect it to parking as much as possible. Do not see what bridge to library/Dobson would accomplish. Expand library is good.			Expand housing	Expand parking		Completely new arena	Connect arena to parking	Expand Library					Need bus parking still	
Dobson still needs to have more seating and add an additional sheet of ice.						Expand Dobson								
A bridge is unnecessary. It's right across the street!	Bridge unnecessary													
For the last decade Vail has always has maintained its desire to lead the mountain communities, with that desire takes change and adaptation. I believe redeveloping the charter bus location so as to provide more of a public hub between lionshead and dobson is a great idea. Dobson feels like an undervalued resource partially because there is so little activity between it and lionshead shopping area. By adding retail off the parking structure and creating a potential open/public area and entrance at the west side of the rink would in my opinion really offer great opportunities.					Add retail off parking structure	Dobson West entrance would improve access								
Wondering about the cost for each of these ideas.											Concerned about cost			
My wife and I (full time residents of Vail) continue to believe that a recreation facility, i.e., gym is needed and should be part of this remarkable expansion project.		Need for recreation facility												
A pedestrian bridge from Lionshead PS would not lessen the time or decrease the steps it takes to pick up a book (or drop off one). The bridge is not needed. I couldn't determine what was proposed for the bus parking area from watching the video. A west entrance to Dobson might make the pick ups and drop offs faster. The Municipal site is good where it is. I couldn't tell what the re-designs were for the Civic Area from watching the video. Finally without knowing ball park costs it is impossible to say whether the combined ideas are too much or too little.	Bridge unnecessary					Dobson West entrance would improve access				Keep Municipal Services in same location				
I love the idea of more ground level retail and entertainment opportunities but worry about their viability without more foot traffic. I prefer more private / residential development to anchor density while requiring that ground level space is residential. Dobson should have two sheets of ice and be more focused on multi-use activities for concerts and conventions.			Expand housing		Add retail	Expand Dobson								
I don't understand the suggestion of an entrance to Dobson on the west side. There already is an entrance there, and we use it almost exclusively. Making it easier to pick-up and drop-off there would be amazing. The same goes for accessing the library—it's a pain to park in the structure just to return a book or quickly grab something from the library.						Improve Dobson access								
Need a second ice surface that is Olympic in size at same level as existing ice surface. Do not put workforce housing in this area. DO NOT PUT CONVENTION FACILITIES IN THE CIVIC AREA. IMPORTANT TO KEEP MUNICIPAL GOVERNMENT IN AREA.		No convention		Improve traffic		Expand					Keep Municipal			

- 75 contributions in total
- Multiple tags assigned manually to each comment
- 15 tags or ideas in total
- Top 6 ideas highlighted on the next slide

Engagement Window #2 – Open Ended Questions

How It All Fits Together

Question 8. Open-ended comments
Top 6 Ideas (75 contributions)



6 hits

Expand Housing

4 hits

Connect VV to Lionshead
Funding?

Keep library as is

Don't move town hall

Like bridge idea

Relocate/complete
rebuild of Dobson

3 or fewer hits

Develop Charter Bus lot

Park oversized vehicles

No housing

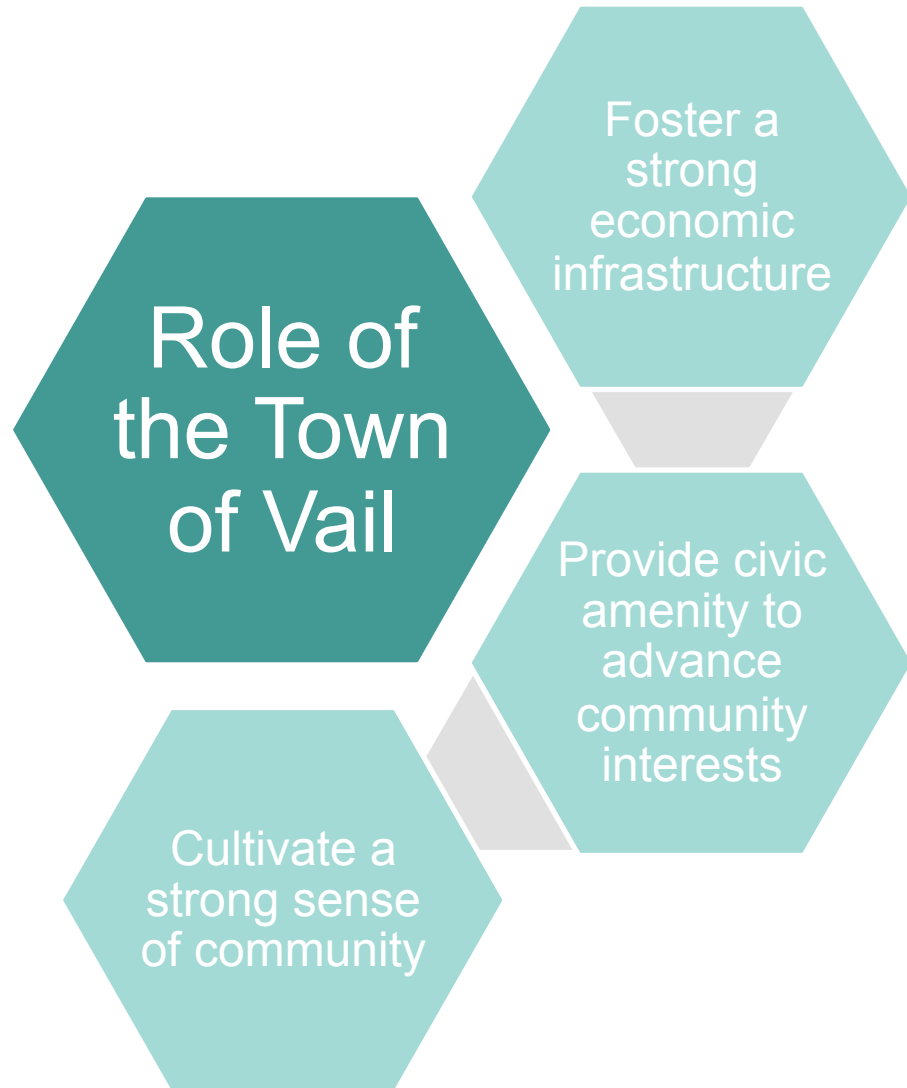
Improve ADA access

Need info on phasing

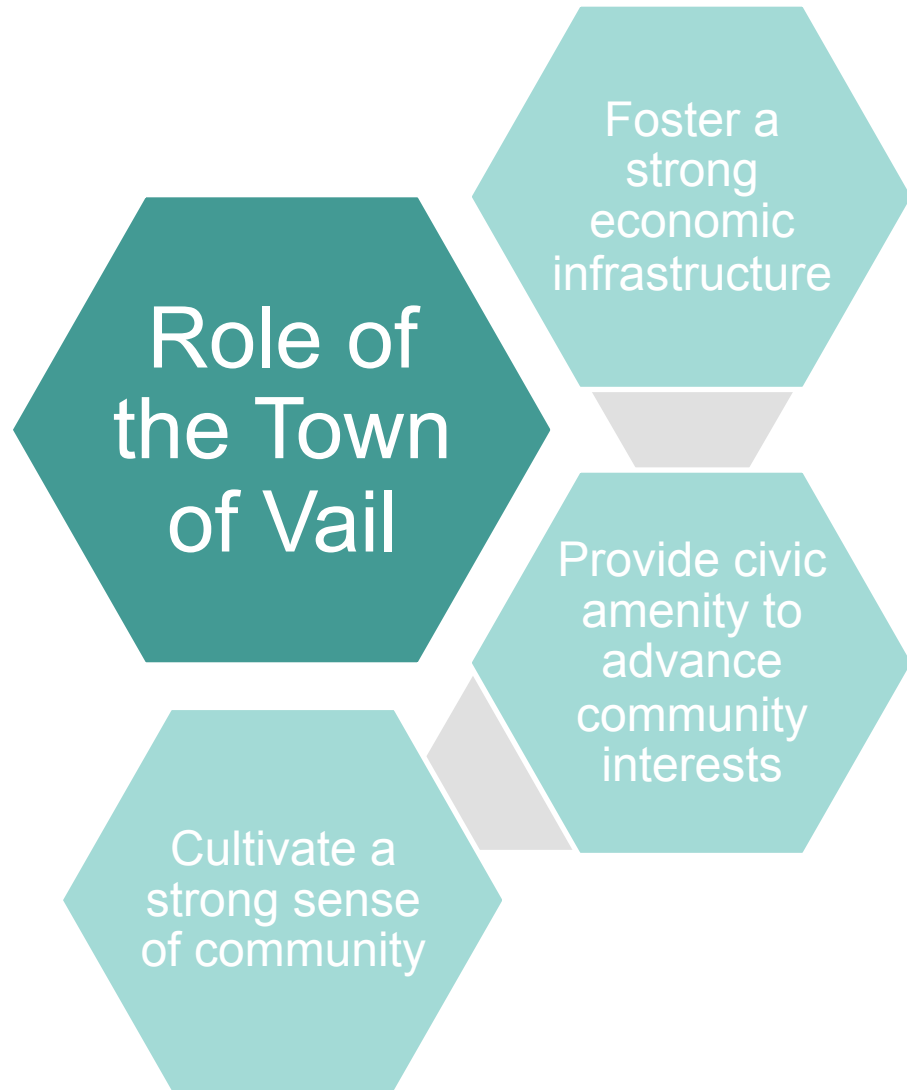
Market Considerations

Andrew Knudtsen
Economic Planning Systems

Role of the Town of Vail



Role of the Town of Vail



Invest in a Strong Economic Infrastructure

- Attract capital
- Foster stability and predictability
- Enable local businesses to thrive
- Leverage visitation brand
- Incubate business formation

Provide civic amenity to advance community interests

- Cultivate arts and culture
- Amplify fitness, wellness, winter sports

Cultivate a strong sense of community

- Elevate the role of local in the community
- Create places where locals' paths cross

Multipurpose Event Space

Background

- HVS completed thorough study in 2005
- All comped centers were net negative in terms of O&M with the Vail center expected to be negative \$980,000* in Y5
- Net new fiscal revenues were expected to off-set deficits, with \$1.5M* projected in Y5
- Construction costs covered by 0.5% sales tax and 1.5% lodging tax (subsequently repealed)
- Ownership by TOV, with marketing by regional entity

Benefits of an expanded meeting space venue

- Increase ADR, Occupancy Rates, and expenditure on Food & Beverage
- 20,000 SF ballroom will drive additional groups
- Lost business occurring today, without any marketing platform
- Existing 20,000 SF Alpine Room used dozen to half dozen times a year, with little marketing and additional costs
- Scale drives sales, particularly F&B
- Local venues have a mixed perception regarding competition, but agree that it would accentuate local market

JV Approach

- Some cities have put land under a hotel/conference facility
- In some cases, cities build the facility and hotel operates
- Land in Vail is limited and some hotels may welcome opportunity to have presence in the local market
- Current Vail hotels block rooms for other hotel use to facilitate large groups. Collegial relationships appear strong.
- Large groups benefit more than the 'host' hotel
- Guests are not resistant to the shuttles/bus through Vail

Multipurpose Event Space

Key Considerations

- Detailed breakdown on occupancy by seasonality is needed
- Summer ADR and occupancy rates have risen by 65% and 42% percent, respectively, since 2009
- How much more occupancy can be achieved in summer months?
- ADR is usually discounted in summer months as well as shoulder seasons
- For any group business space, majority of revenue is in F&B, followed by rooms

Current Assumptions

- A new **multipurpose event space is viable.**
- **Market demand appears to be sufficient** from both the supply and demand perspectives (*confirmation with additional research needed*).
- A **TOV owned space** will required \$1.4M in backfill (adjusted for 2019) for O&M deficits, which could be off-set by net new spending by group business.
- A **JV approach** would mitigate financial exposure and still expand the Vail economy.
 - Ownership group markets facility and seeks profit margin
 - Absorbs annual O & M deficits
 - Additional revenues expected to provide net positive financial position

Next Steps

1. Refine assumptions around JV terms
2. Test overall room capacity in the market
3. Test market demand for additional event space

Ice Rink / Recreation Center

- **Existing Ice Rinks**

- Dobson Ice Arena
- Eagle Ice Rink

- **Existing Rec Centers**

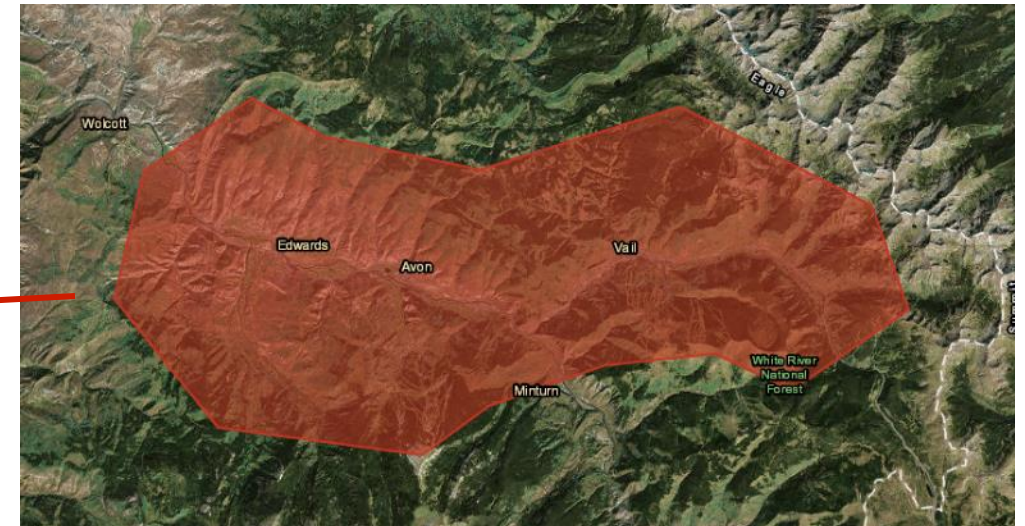
- Avon – Recreation Center
- Edwards – Mountain Recreation Edwards Field House & Freedom Park
- Gypsum – Recreation Center

- **Population of the Upper Eagle Valley**

- Vail – 5,495
- Eagle – 6,849
- Avon – 6,587
- Minturn – 1,056
- Upper Eagle Valley unincorp. Estimate – 6,454
- **Total = 26,441** ←
- **Eagle County Population = 54,662**

Indoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility
Recreation centers	69%	26,650
Gyms	63%	26,418
Community centers	45%	30,000
Senior centers	43%	49,500
Fitness center	40%	39,765
Performance amphitheater	28%	45,817
Nature centers	27%	114,620
Stadiums	15%	57,051
Ice rink	15%	28,500
Teen centers	9%	62,700
Indoor track	7%	49,715
Arena	5%	57,637

Source: 2016 NRPA Field Report



Ice Rink / Recreation Center

Need for Additional Ice

- Additional capacity is not needed, based on industry standards
- However, looking at local profile of users, there may be a need
- Emerging “Hockey School” may be a driver that could generate revenue for VRD
- Sequencing rental time for ice sheet represents unique challenge

Considerations about the existing facility

- 40 years old
- Significant deferred maintenance
- Facility has been used for range of activities, resulting in ‘wear and tear’
- VRD would not recommend remodeling

Next Steps

1. Work with VRD to estimate O&M costs associated with expanded facility
2. Test cost and revenue options to determine if additional O&M can be absorbed within the VRD (see next slide for additional revenue options)
3. Test financial model and evaluate capacity regarding capital costs for:
 1. Upgrade
 2. Rebuild
 3. Expansion
4. Understand ways to incorporate rec facilities as part of these options.

Performing Arts

Needs Related to Performing Arts

- Capacity exists at the Vilar Center, as current bookings range from 25 to 35 events per year
- Underwriting is often necessary for production of shows
- Creating redundancy among venues is not a good use of funds
- Breadth of events is narrow

Opportunities

- Either 'go larger' or 'go smaller' than Vilar Center
- If larger, can address interests of younger population and guests.
- If smaller, could address niche performances
- Local non profits appear to be served by Vilar Center
- O&M backfill can be substantial for performing arts centers
- Opportunity lies with multi-function space

Next Steps

1. Consider best ways to introduce complementary venue
2. Working with Vail Valley Foundation, quantify O&M backfill commitments for the Vilar Center
3. Develop working assumptions for the VRD to manage a venue for groups up to 4,000 + people and drive operating revenue
 1. Test ways to expand VRD relationship with AEG
 2. Understand up- and down-side to the projected utilization
4. Evaluate the concept of performing arts and test the breath of this definition

Civic Needs and Opportunities

Housing Needs

- Need has become increasingly acute
- Service and quality of guest experience critical to maintaining Vail's market position
- Commuting options diminishing
- Housing costs increasing and outpacing wage growth

Housing Benefits

- Activation of the core of the community
- Residents spend money on food and beverage and goods and services
- Local residents are more likely to care about the community experience
- Vibrancy 12 months a year would be a benefit to Vail

Maker Space Needs

- Untapped opportunity to incubate new businesses
- Local talent represented by younger and older groups
- Ways to link ideas, talent, and capital is the crux of new office

Maker Space Opportunities

- Provide resources to enable local talent to develop concepts
- Rare intersection of experience and capital in Vail

Next Steps

1. Looking to examples in Telluride, Boulder, and Denver to determine the most effective elements of Maker Space resources
2. Evaluate space requirements and costs

Discussion

Revenue Opportunities Order of Magnitude Costs

Andrew Knudtsen
Economic & Planning Systems

Public Financing Mechanisms

Description	Acronym
Urban Renewal Authority	URA
Downtown Development Authority	DDA
Business Improvement District	BID
General Improvement District	GID
Metro District (Special District)	Title 32
Public Improvement Fee	PIF
Dedicated Sales Tax	N/A
Land Lease / Land Sale	N/A
Current Town Reserve	N/A
Joint Venture Terms	JV
Philanthropy	Philanthropy
Certificate of Participation	COPs

Urban Renewal Area / TIF

Description	May be established to facilitate development or redevelopment by purchasing, rehabilitating and selling land for development. The existing Lionshead URA Plan was adopted in 2005 and expires in 2030.
Formation	The governing body, such as the Town Council, must determine that the area fulfills state criteria to be designated as a URA. If it makes that finding, the governing body files a certificate with the State Division of Local Government. That act forms the authority.
Powers	Demolish existing structures, construct or install new streets, utilities, parks, playgrounds, and other improvements, and sell property at a fair value for development in accordance with its urban renewal plan. It is important to note that funds collected in the form of Tax Increment must be expended within the time horizon of the URA.

Revenue Potential	URA
Rate	5.0%
Bond Term	10 years
Annual Revenue	\$4,500,000
Bond Amount	\$35,000,000

Downtown Development Authority (DDA)

Description	Quasi-municipal corporation which is intended to improve property values or structures in districts recognized as the concentrated area of governance and commerce. Revenues for DDAs are, similar to URAs, generated by redirecting TIF (Tax Increment Finance) to the newly formed authority. The increment is based on net new assessed valuation within the district, most often generated by redevelopment.
Formation	Municipality initiates the process to create a DDA by adopting an ordinance calling for a vote on the question at the next regular or special election. If a majority of voters within the district approve the question, the governing body forms the district by ordinance.
Powers	Can use property tax and sales tax increment to fund eligible improvements. Can also implement an additional 5.0 mill levy that can go towards operations.

Revenue Potential	DDA (Low)	DDA (High)
Total Development Value	\$250,000,000	\$500,000,000
Bond Rate	5.0%	5.0%
Bond Term	30 years	30 years
Annual Revenue	\$1,100,000	\$2,600,000
Bond Amount	\$13,100,000	\$30,500,000

General Improvement District (GID)

Description	A GID is one of several 'Special Districts' authorized by the State of Colorado. These districts are governed by the City/Town Council and are authorized to provide for a wide range of services and/or improvements.
Formation	At least 200 or 30 percent of, whichever is less, electors of the proposed district must approve the formation by petition. An election is then held. If all taxable real property owners in the district approve sign the petition, the governing body may waive the requirement for a hearing and election on the proposal.
Powers	Can establish funding mechanisms in the form of assessments, which can be defined broadly, as long as a nexus between district benefit and financial burden can be documents. Can levy ad valorem property tax with voter approval.

Revenue Potential	GID (Low)	GID (High)
Total Market Value	\$250,000,000	\$500,000,000
Mill Levy	5.0 mills	5.0 mills
Bond Rate	5.0%	5.0%
Bond Term	30 years	30 years
Annual Revenue	\$162,000	\$324,000
Bond Amount	\$1,900,000	\$3,700,000

Public Improvement Fee (PIF)

Description	A PIF works similarly to a sales tax, but is adopted as a private agreement between developers and their tenants. It typically applies to the full range of items which are subject to a sales tax, as well as services. Often, the municipality will collect the PIF on behalf of the developer.
Formation	Requires the consent of individual property owner(s).
Powers	Can levy a fee on the purchase of goods, services, and/or lodging within a specific area or developments, layering a revenue source on top of existing municipal sales taxes.

Revenue Potential	PIF (Low)	PIF (High)
Participating Rooms	40% of total	60% of total
Bond Rate	5.0%	5.0%
Bond Term	30 years	30 years
PIF Rate	1.50%	1.50%
Annual Revenue	\$1,400,000	\$2,100,000
Bond Amount	\$16,300,000	\$24,500,000

Dedicated Sales Tax

Description	This source mirrors the previously adopted tax that was dedicated to the conference center development. For this scenario, the revenues from this additional sales tax would be dedicated to a specific use or improvement, such as the multi-purpose events center. Previously, the dedicated sales tax was 0.5%, paired with a dedicated lodging tax of 1.5%, dedicated to funding the conference center.
Formation	Requires voter approval
Powers	Can levy an sales tax on the purchase of goods or lodging in the Town of Vail

	Dedicated Sales Tax		Dedicated Lodging Tax	
Revenue Potential	Low	High	Low	High
Tax Rate	0.25%	0.50%	1.00%	1.50%
Bond Rate	5.0%	5.0%	5.0%	5.0%
Bond Term	30 years	30 years	30 years	30 years
Annual Revenue	\$1,700,000	\$3,900,000	\$2,400,000	\$3,500,000
Bond Amount	\$19,600,000	\$39,100,000	\$27,200,000	\$40,900,000

Land Lease

Description	A mechanism that monetizes the value of the asset, without selling the land. Requires a long-term commitment, a minimum of 49 years, most often longer, some reaching 99 years. For this analysis, the land lease assumes a redevelopment of the Town municipal site, with a relocation and new construction of a Town Hall and municipal offices.
Formation	Requires Council approval
Powers	N/A

Revenue Potential	Lease/Sale (Low)	Lease/Sale (High)
Land Value	\$20,000,000	\$20,000,000
Lease Term	60 years	60 years
Lease Rate	8% of total land value	12% of total land value
Annual Lease Revenue	\$1,600,000	\$2,400,000
Bond Rate	5.0%	5.0%
Bond Term	60 year	60 year
Bond Amount	\$23,100,000	\$34,700,000

General Fund / Capital Projects Fund Contribution

Description	Existing revenue sources within the Town could be bonded in the form of Certificates of Participation. In the case of the General Fund, the debt service would capture an amount that approximates the annual surplus from the recent past. The redirection of Capital Fund dollars reflects a similar commitment to a previous bond issue that was retired several years ago. The Town currently has a \$30M reserve of which roughly \$10M could be dedicated towards capital projects. Finally, RETT funds could be set aside for improvements related to landscaping, but these funds cannot be bonded.
Formation	N/A
Powers	N/A

Revenue Potential	Town Surplus (Low)	Town Surplus (High)
General Fund Ann. Set Aside	\$1,000,000	\$1,000,000
Capital Projects Set Aside	\$3,000,000	\$4,000,000
Total Ann. Set Aside	\$4,000,000	\$5,000,000
Bond Rate	5.0%	5.0%
Bond Term	30 years	30 years
Bond Amount	\$46,200,000	\$57,800,000
Current Reserves	\$10,000,000	\$10,000,000
Ann. RETT Fund Set Aside	\$1,000,000	\$1,000,000

Public Financing Mechanisms

Description	Acronym	Amount of Proceeds	Ease of Adoption
Urban Renewal Authority	URA	High	High
Downtown Development Authority	DDA	High	Medium
Business Improvement District	BID	Low	Low
General Improvement District	GID	Low	Medium
Metro District (Special District)	Title 32	Medium	Medium
Public Improvement Fee	PIF	Low	Medium
Dedicated Sales Tax	N/A	High	Low
Dedicated Lodging Tax	N/A	High	Low
Land Lease / Land Sale	N/A	Medium	High
Current Town Reserve	N/A	Medium	High
Joint Venture Terms	JV	Medium	Medium
Philanthropy	Philanthropy	High	High
Certificate of Participation	COPs	High	High

Public Financing Mechanisms

Description	Acronym	Amount of Proceeds	Ease of Adoption	Revenue Potential	
				Low	High
Urban Renewal Authority	URA	High	High	\$35.0M	\$35.0M
Downtown Development Authority	DDA	High	Medium	\$13.1M	\$30.5M
Business Improvement District	BID	Low	Low	N/A	N/A
General Improvement District	GID	Low	Medium	\$1.9M	\$3.7M
Metro District (Special District)	Title 32	Medium	Medium	N/A	N/A
Public Improvement Fee	PIF	Low	Medium	\$16.3M	\$24.5M
Dedicated Sales Tax	N/A	High	Low	\$19.6M	\$39.1M
Dedicated Lodging Tax	N/A	High	Low	\$27.2M	\$40.9M
Land Lease / Land Sale	N/A	Medium	High	\$23.1M	\$34.7M
Current Town Reserve	N/A	Medium	High	\$10.0M	\$10.0M
Joint Venture Terms	JV	Medium	Medium	N/A	N/A
Philanthropy	Philanthropy	High	High	N/A	N/A
Certificate of Participation	COPs	High	High	\$46.2M	\$57.8M

Findings and Next Steps

Findings

- The TOV has the potential to be transformative
- Most funds are net new resources to the Town
- The set of options listed has been developed with modest impact to existing TOV services

Next Steps

- Ground truth model inputs
- Test for fatal flaws
- Bundle scenarios that link costs, revenues, and site planning constraints
- Establish sources and uses of funds

Discussion

Preliminary Cost Estimates

Site Options	Range	
	Low	High
1 Vail Public Library - Second Floor	\$7.0M	\$8.5M
2 Vail Public Library - Second Floor with Bridge	\$10.0M	\$12.0M
3 Dobson Arena - Remodel with Horz Expansion	\$25.0M	\$30.0M
4 Dobson Arena - Remodel with Vert & Horiz Expansion	\$30.0M	\$40.0M
5 Dobson Arena - Demo/New Building	\$32.0M	\$42.0M
6 Dobson Arena - Demo/New Building w/second level	\$110.0M	\$135.0M
7 Lionshead Parking Garage - New 4th Level of Parking (+/-388 spaces)	\$60.0M	\$75.0M
8 Lionshead Parking Garage - New Development South Wrap	\$15.0M	\$18.0M
9 Charter Bus Lot - 3 Levels of Parking (+/-400 spaces)	\$55.0M	\$70.0M
10 Charter Bus Lot - Mixed Use with Parking (+/-188 spaces)	\$75.0M	\$90.0M
11 New Town Hall	\$25.0M	\$30.0M

Next Steps

Town Council/June 18th

- Discuss potential Ideas and Opportunities
- Share conceptual master plan concepts