# Minutes of the Special Meeting Of the Board of Directors

# Vail Park and Recreation District dba Vail Recreation District October 2, 2008

A Special Meeting of the Board of Directors of the Vail Recreation District, Town of Vail, Eagle County, Colorado, was held on October 2, 2008, at 9:00 a.m., at the Vail Golf Club – Krueger Room, Vail, Colorado, Eagle County, Colorado, in accordance with the applicable statutes of the State of Colorado.

### 1. MEMBERS PRESENT

- 1.1. Ken Wilson, Michelle Hall, Joe Hanlon, Rick Sackbauer, Jeff Wiles
- 2. MEMBERS ABSENT AND EXCUSED
  - 2.1. None

## 3. STAFF PRESENT

3.1. Mike Ortiz, Jamie Gunion, Lori Gordon, Heather Gilger, Tom Gaylord, Mark Jero, Jared, Biniecki, Scott O'Connell, Joel Rabinowitz, Chad Young, Alice Plain, Jeanne Sutherland

## 4. TOV MEMBERS PRESENT

- 4.1. None
- 5. OTHERS PRESENT
  - 5.1. None
- 6. CONSULTANTS PRESENT
  - 6.1. Eric Weaver, Robertson & Marchetti, P.C.
- 7. CALL TO ORDER
  - 7.1. Director Wilson called the meeting to order at 8:10 a.m.
- 8. APPROVAL OF 8/28/08 MEETING MINUTES
  - 8.1. Director Hanlon moved to approve the August 28, 2008 Board meeting minutes, Director Sackbauer seconded. Approved unanimously

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## 9. PUBLIC INPUT OF ITEMS NOT ON AGENDA

- 9.1. None
- 10. Director Hanlon made a motion to enter into Executive Session for the purpose(s) of: §24-6-402(4)(e), C.R.S., "Determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators." -Lease negotiations. Director Wiles seconded. Approved unanimously
- 11. Director Hanlon made a motion to exit out of Executive Session, Director Wiles seconded. Approved unanimously

# 12. SUPERVISORS PRESENTATION ON DEPARTMENTS 3 YEAR GOALS AND PRIORITIES

12.1. All of the supervisors gave a presentation on their departments top 3 priorities for the next three years for programming, capital funding and how they would accomplish this, and if they would need funding for these tasks.

# 13. AUGUST FINANCIAL REPORT- MR.ERIC WEAVER

13.1. Mr. Eric Weaver reported that the staff will need to cut about 800k in operation subsidies and capital spending from the budgets submitted by the departments. Mr. Weaver questioned the Board as to whether they would support increasing user fees, where appropriate, to help reduce the operating subsidy. The overall response from the Board was that they would support increasing user fees to cover the ever increasing operating costs of the VRD programs.

# 14. ANY OTHER MATTER WHICH MAY COME BEFORE THE BOARD

- 14.1. The board discussed having all of the golf leagues on one day, to help enhance play for the rest of the guests on all other days. This is still up for discussion for next year.
- 14.2. The discussion of employee housing was brought up and Mr. Ortiz is looking into 2 different options. The board is also looking into bringing back the retirement plan to what it was before the VRD had its financial difficulties. The VRD is looking into different ways to attract and to retain good employees, whether it is to have housing options, better retirement, better pay, better heath care, or better benefits. All of these things are up for discussion.

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14.3. There will be no meeting on October 9, 2008. The next VRD board meeting will be held on October 23, 2008 which is our normal scheduled meeting time.

# 15. ADJOURNMENT

15.1. Director Hanlon motioned to adjourn at 4:25 PM. Director Wilson seconded. Approved unanimously

Michelle Hall, Secretary

Lori Gordon, Assistant Finance Director

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### 2008 BOARD RETREAT DEPARTMENTAL PRIORITIES

#### **Gymnastics**

Our program philosophy is changing, I want to start the kids early and get them involved in a quality program (safe, fun, and progressive) so they want to continue.

Mike and I discussed having Sara Lybarger join our staff to help the growth of the program. She was an intern with us in the spring and she has shown that she is willing to go the extra mile to promote our program in positive and progressive way. With her help we will be able to offer many more preschool and entry level classes, this will get more kids in the gym and we will see an increase in enrollment.

- 1. I plan to increase our enrollment and retain our students by providing more classes and involving current students in a show 1 to 2 times per year (like a recital). With the increase in enrollment we will need more parking. I think the Sun Vail condo's (building next door) is going to be redeveloped soon, maybe we can negotiate the use of some of their parking (just a thought)
- 2. I want to host gymnastics meets as well as gymnastics training camps. These events would increase heads in beds as well as revenues for local businesses.
- 3. I believe that safety is a top priority and want to require all of the staff to be CPR certified as well as USA Gymnastics Safety certified. This will help the quality of our instructors and our program.

### **Nature Center**

- 1) Facility Expansion
  - a) Add a 1000 sq. ft. classroom
  - b) Water and sewage
  - c) Remodel interior of existing building
    - i) Enables all-weather, all-season programming, makes building more attractive and usable by more people, more accommodating for parties, weddings, groups, etc.
    - ii) Funding: TOV, VRD, fundraising campaign (water: TOV only)

## 2) Expand Programs

- Weekends kids' adventures and campouts, family hikes, winter programs (winter ecology, avalanche/snow cave training, events at Nordic Center), Hispanic-themed nature programs, outdoor programs for women, Foresight guides Brail Trail, medicinal plant classes, ADA-specific trails and fishing deck
  - Expanding our programs will create variety in order to reach more people and provide more interest in the Nature Center
  - ii) Opportunities to enhance physical and social well-being of residents and guests
  - iii) Visitors from Denver-area and out-of-state guests may choose Vail over other resort towns (or even drive here specifically for the day) because they want to come to VNC programs
  - iv) Target specific demographics such as Hispanics, women, disabled to increase visitation and enhance social well-being of residents and guests
  - v) Funding: Fees, grants, community volunteers

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- 3) Expand Partnerships
  - a) Gore Range Natural Science School, SOS/Meet the Wilderness, Women in the Wilderness, Vail Resorts solar and wind power, Trout Unlimited fishing deck and displays, U.S.F.S. trails and education, Club 50 volunteers, Youth Conservation Corps volunteers, Town of Vail
    - i) Expanding partnerships will help to promote the Nature Center, provide better programming and resources, increase volunteerism, increase visitation and use of Nature Center facilities, increase participation in Nature Center program

#### **Parks Maintenance**

- 1. Donovan Park is beautiful little park in West Vail featuring a mid size turf sports field, basketball court, playground, restrooms, along with a Pavilion that host weddings, business retreats, and a variety of group outings. This field is perfect for youth sports and summer camps and right now is underutilized and under maintained. It needs some consistent maintenance practices. The VRD can turn this field around, if given control of the irrigation system. This would require very little funding, as the irrigation water is coming straight out of the Gore Creek. This park can be a safe and well used, aesthetically pleasing asset to the company with rental usage increased as much as 200 300%.
- 2. I would love to see Booth Creek Falls Tennis courts turned into something a little more productive. These courts are used a handful of times a year, they need some repairs, and are rather unsightly right now. I know it is slightly out of the way, but I think it would still make a pretty good spot for Skate/BMX Park. Its really not that close to any of the houses or condo's nearby, it's on the bus route, and from what I have seen in other towns, such as Frisco, Breckenridge, Rifle, even Denver, they are not putting the skate parks in the center of downtown anyways. Most skate parks are a destination location, meaning Mom or someone else is driving them there, dropping them off and picking them up. For the most part these are not places you come across accidentally while running around town. I used to skateboard every day for years and I would gladly travel 1-2 miles for a quality skate park. This property is large enough to have a parking lot as well as 1-2 acres of land for development. In fact if it was just a parking lot and that's it, I still think that it might get a lot more use than it does now.
- 3. The volleyball courts at the Athletic Field are being used more and more each year, almost everyday of the summer so far. We have talked about putting more sand in the courts both for aesthetics as well as safety, and with usage rates rising, now might be a good time to finally pull the trigger. Everyone knows that wind can easily blow sand around, and this is what has been happening for the last 10 -15 years. This course of action will require some capital funding, but at some point, will have to done in order to insure safety, as well as beauty.

#### **Dobson Arena**

3 Priorities over the next 3 years

In no particular order....

- Service and Replace Special Event Equipment
  - We need to service the forklift and replace batteries on the man lift
    - These could probably be worked into the operations budget
  - We also need to look into new stage
    - This would need some capital funding

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\*\*The more events we do the quicker this stuff is breaking down.

- Replace Ice Resurfacer
  - Our Zamboni resurfacer is 14 years old and runs on gasoline.
  - o There is a trade in option.
  - o I would like to replace with an electric machine. \$100,000-\$110,000.
  - o This will eliminate any impurities in the air created by the exhaust.
- Install a Reverse Osmosis filtering system
  - o This will purify the water used to make ice.
  - o Cost is \$25,000-\$30,000
  - o This system will create a better product and lower energy costs.

### Honorable Mention

- Adult Broomball
  - o We plan to make our adult broomball league as popular as our adult hockey leagues.
  - o Minor funding needed for equipment.

## Marketing/Communications

# Priority No. 1

Continue to increase name recognition of the VRD within the community and increase overall awareness of VRD programming to both residents and guests.

- Promote VRD milestones and programs as indispensable to the community while promoting youth and adult programs via communication outlets including web, print, television, photography, video and radio, as well as through partnerships within the community. Will continue to seek out new communication tools.
- Specific Vail Golf Club communications to include course maintenance, irrigation system replacement, ADA requirements etc., as needed.

## Priority No. 2

Vailrec.com becomes the No. 1, 24/7 source for VRD information.

• It's time to catch up and get ahead of the competition. A phased Web site redesign to improve user navigation, functionality, content and in-house maintenance. The redesign will fit the needs of residents and guests through an on-line registration application, easier navigation, sharper look, updated content, video applications and more. Will include an easy-to-use maintenance area for VRD staff.

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#### Priority No. 3

Improve communications among VRD directors, coordinators and frontline staff, plus VRD Board.

 A first-time focus of the marketing department, this will include strengthening and aligning the VRD's internal communications structure to support both staff and VRD Board. Tactics could include working with staff on a new orientation program, completion of a crisis communications plan, new employee recognition program, allemployee meetings/gatherings and internal communication tools (newsletters).

To achieve the above priorities, the marketing department requests annual VRD Board of Directors approval of the marketing budget to include in 2009 funding for a Web redesign and video applications. The marketing department also requests continued support from VRD staff/Board that are crucial in sharing information with the marketing department, which then communicates it. Looking ahead, if there becomes a need for increased communications/marketing, the marketing department will seek support to hire additional personnel (marketing coordinator) as feasible.

### **Facilities Maintenance**

- 1) New facilities & buildings In the next three years the VRD will be involved in either the acquisition of or the construction of new facilities and buildings. These projects will be funded either exclusively by the VRD or in a cost sharing between the VRD and the TOV. Forming Strategic partnerships has also been identified as a possible source of income to pay for some of the projects. Public benefit for each of these projects ranges from having a negative impact on guests (i.e. no lockers at the clubhouse) to extremely positive for introducing new programs and attractions for the TOV. Here are the projects that are being addressed:
  - Vail Golf Course Club House currently scheduled for basic ADA upgrades however will need significant maintenance dollars once a commitment to the facility is made. Don't settle for less!!!
  - Youth Services also needs ADA upgrades and long term future for a youth services home is being addressed
  - Nature Center Is in need of upgrades or a new facility (tremendous opportunity!!)
  - Ford Park Restrooms replacement, movement, and remodel are all on the table
  - Climbing wall and BMX Track Park new programs for the VRD!!!!
     This is a great opportunity to transform an under utilized area into a potential new attraction for the TOV

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- 2) Major Capital the Bourne report provides the VRD and TOV with a "roadmap" to dealing with the aging infrastructure within the district. These projects are funded through the capital expense budget.
  - 900K in deferred and new maintenance items for club house (not including ADA)
  - 350K in ADA plans for Club house
  - 312K in capital needs identified by Bourne for 2009 that are VRD specific
- 3) Maintenance & projects

I will continue to develop maintenance strategies for each of the facilities and have clear standard operating procedures for each. Items included are: routine inspections, recycling programs, cleaning schedules, maintenance Schedules: (daily, weekly, monthly, and yearly), staff training, equipment logs & tracking and preferred contractor lists.

### **Sports**

- 1. Continue the study and implement a redesign of Ford Park.
- Including 2 4 contiguous full-sized fields. (move Tennis to the redesigned golf club house)
- At least half being artificial turf.
- Study the possibility of lighting the fields
  This would allow us to become much more attractive to bringing in large scale tournaments which in turn put heads in beds and increases sales tax. This requires a great deal of capital funding.
- 2. Look to diversify our sports offerings
- Winter marquee events...possibly a small snowshoe series building on our success with the Trail Running and Bike Series
- Duathlon type events
- Partner w/ Nature Center to offer low adventure type activities catering to what's in our backyard which makes us unique from other recreation entities.
- End of ski season type event such as a "Pull/ Pedal/ Paddle"

  This would be minimal cost to us and as we have seen from our survey of trail runners. These people do spend money and stay in town.
- 3. Continue to build and add partnerships
- With the move of BMHS to Edwards it gives us the perfect opportunity to partner with both Eagle-Vail and ECSD to utilize athletic facilities at both the old High School and surrounding fields. This would allow us to maximize our offerings to both the locals and the guests. We currently have the use of Red Sandstone gym only that limits our sports offerings in the snow season as it is at maximum use. It is important to build partnerships to best utilize strengths and weaknesses of different organizations to best benefit both the local and the guests while keeping costs down.

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### **Youth Services**

Now: VRD Youth Services Future: VRD Community Programs

- VRD needs a space with the broadest menu of programs possible
  - o "Anchor" recreation such as figure skating, hockey, gymnastics, climbing
  - Multi-purpose rooms designed to house Pre-Kamp Vail and Camp Eco Fun in the summer months (Camp Vail to remain at RSE). Community Recreation during the school year.
  - We feel Imagination Station should have a home in this facility. We could explore increasing the investment to make it a high-end amenity or have a "free foyer" with indoor playscapes and exhibits.
    - Requires significant Capital Funding from TOV and VRD: It is my understanding that Hillwood "owes" the current Youth Services square-footage to the town if it re-develops the Lionshead Structure. Also, this new facility would be an appropriate allocation of RETT dollars from the TOV.
- "Serious Leisure" or "Meaningful Recreation"
  - o Arts such as ceramics, painting, photography, "partner dancing", etc.
  - Liberal Arts discussions/learning opportunities around essays, novels, documentary films, etc.
    - Program fees should be able to cover the cost of putting on these programs once there is available space. Should learning opportunities be free? (tithe?)
- Re-invest energy and staff time in events
  - History
  - We could host family events and improve existing events through family-friendly components, thereby fulfilling a VLMD mission of marketing to children and families.
    - TOV CSE feels strongly that these events put heads in beds and increase restaurant/shopping visits.
    - We have learned that sponsorship dollars and family visits do not pay for an event such as Family Carnival. Furthermore, we would not pursue revenue in Youth Activity Tents at Vail Arts Festival etc. These services would require a higher VRD subsidy. The majority of the expense would be staff time; there would be a smaller expense on materials.
- Youth Recreation opportunities are on the right track for local families
  - o BrightStart partnerships and education incentives
  - Staffing partnerships
  - o Working Families –TOV issue of workforce housing.
- Framework of future discussion

#### **Tennis**

1. The top priority for tennis would be addressing the parking problem. Currently paid parking occurs 4-8pm every day from June 20<sup>th</sup> through August 10<sup>th</sup>. If we could alleviate the parking issue it would enable tennis programs such as mixed doubles leagues and ladies leagues and evening leagues for ladies and men,

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to happen during the evening. The additional cost to the tennis center would be very minimal as it would only require one staff member from 7-8:30 and would result in an increase of about 25-30% in income fees. This would give working people an opportunity to use the Ford Park Tennis Center facilities.

- 2. We need to repair courts 1,2,5,6,7, and 8 as we have done on 3 & 4. Currently the cement block walls are pushing out resulting in cracking. Additionally the brick curbing is also all loose and the Fencing is rolling up. We already have bids to do the work from Lee Renner. This should be a town repair.
- 3. What has helped build the Tennis program that we have today is our programming and facility. We need to keep increasing our programs with leagues, special events, and additional tournaments targeting players not currently being reached. We need to keep an open mind to different activities that meet the needs of the community. We can further build the tennis program by keeping our facility and our courts in the best playing condition as they are now. We have to find more opportunities for locals and guests of Vail to play tennis at Ford Park Tennis courts.

## **Golf Operations**

- 1. Providing Excellence in Customer Service
  - a. We need to adjust some of our policies to provide the majority of users with a higher quality experience, i.e. Allowing Pass play on the weekends before 12pm. We need to adjust our rules so we stop upsetting our locals who are the majority users. We need to cater to this group. Allow Pass holders to book 2 days on advance 7 days a week. Allow guests to book up to 30 days in advance. We book several small group outings throughout the summer- usually groups of 20-50 players who are paying full rate. The outside guest accounted for 17% of our play we feel we would be able to fill at least 17% of our rounds with allowing pass play to occur 7 days a week at anytime.
  - b. Improve our Pace of Play We have a full spectrum of golfers as a public golf course catering to resort guests, locals, and rookie golfers. We plan on the following in the future: Clocks on the golf course placed strategically for players to alert them of their position on the course, signs in each cart stating when guest has teed off, additional rangers on course at peak times, and a computer at the starter building. We plan to record turn times as well as finish times through out the summer to calculate the average pace in shoulder and peak season. (additional costs for additional rangers)
  - c. The bottom line is —"What is our Identity "...we need to do a better job catering to our core users-our locals. Corporate groups and outings schedule tee times well in advance our resort guests and Denver clientele schedule their tee times well in advance. We can make the bottom line work and still cater to our locals...We are a public course.
  - d. Communication As we begin our capital improvements next summer and the years to follow we need to communicate to our users through email, mailers, press releases etc As we enter 2010 we need to do a good job on PR to get the word out about the new irrigation system and how this has improved our playability. (some additional funding collateral for carts mailers)
- 2. Providing lesson programs to fulfill all needs of our users. Our locals and guests should not need to go any where else for these services.

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- a. Provide great instruction covering all needs i.e. Beginner Golfers, Senior's, Women,
  Juniors, More Competitive players this requires listening to our users and adjusting
  programs as needed. We are doing a good job but we can improve our group lesson
  offers especially to beginners.
- b. Hiring the proper staff to cover these programs. Additional Golf Professionals with knowledge of teaching and club fitting. We need to do a better job of communicating our programs to our locals.
- 3. What things are standing in the way of our users having a great experience.
  - a. Dress Code we need to drop the "blue jean" requirement keep the collared shirt requirement.
  - b. Pass holder Rules restricted play
  - c. Pace of Play- as listed above
  - d. Customer Service We need to offer competitive wages and incentives to our seasonal employees. I would like to be able to offer health insurance, spouse discounts for golf, commissions. The happier the staff – the better the customer service. Golf shop Employees wage needs to increase from \$10/hr to \$12.50/hr. (Needs some additional funding)

# **Golf Maintenance**

1. Master Plan: The Master Plan will provide consistency for the future of Vail Golf Club. This plan will give direction to guide towards the Recreation District's mission. The long-term investment will prioritize our spending and maximize our revenue as the customer, economy and the game change throughout time. The Board of Directors and the Staff need to embrace this plan for all future benefits with the golf course.

Main goal – Providing a fresh look, maximizing potential and creating a memorable experience.

**2. Irrigation System:** It has been a long road to this point and the VRD has created positive momentum. The VRD will have to be supportive of a renovation of this magnitude. The 2009 season is going to be a very positive year that will commence bringing this golf course to new light and open the possibilities for the future.

**Main goal** - Produce the best agronomic and playable conditions for our guests.

**3. Best Management Practices (BMP):** The ultimate goal for any golf course. BMP's will focus on agronomy, environmental stewardship, playability, guest service and personnel management. This is an ongoing procedure to be improved each year.

**Main goal** – Creating a sound and positive environment while being the best place for employment and recreation in the valley.