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2018 - 2022



# STRATEGIC PLAN

ARTS ATHLETICS EDUCATION

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# EXECUTIVE SUMMARY

In 1981, several visionaries including President Gerald R. Ford initiated the idea of creating a foundation in the Vail Valley as a way to unify the volunteer spirit and 'big-idea' mentality that helped the valley mark its place on the international map. Ever since, the Vail Valley Foundation ("VVF") has been a significant part of what makes Eagle County such a special place, and an integral aspect of life in our valley providing arts, culture, sport and education, and showcasing our important work done locally to a global audience. We wish to continue our charitable work with our donors, strategic partners and other stakeholders to raise and deploy funds for the benefit of the people who visit and live here. Our strategic plan helps ensure that by 2022, the VVF is positioned for vibrant and sustainable execution of our mission and visions in Eagle County through the coming decades.

Our strategic plan covers all projects, events, programs and venues of the VVF and is organized into four areas: Arts & Culture, Athletics, Education and Organizational Excellence. Each of these areas has an overarching goal and objective, which is implemented by a variety of strategies and tactics. We wish to express our sincere thanks to our staff and board for their time, insights and efforts in creating this plan.

## VVF MISSION

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**To enhance the quality of life in the Vail Valley and showcase our community to a global audience through arts, athletics and education.**

## VVF MISSION FOR ARTS

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To provide the broadest spectrum of the performing arts, at the highest level of excellence for the enjoyment of all guests, residents and strategic partners in our community.

## VVF MISSION FOR ATHLETICS

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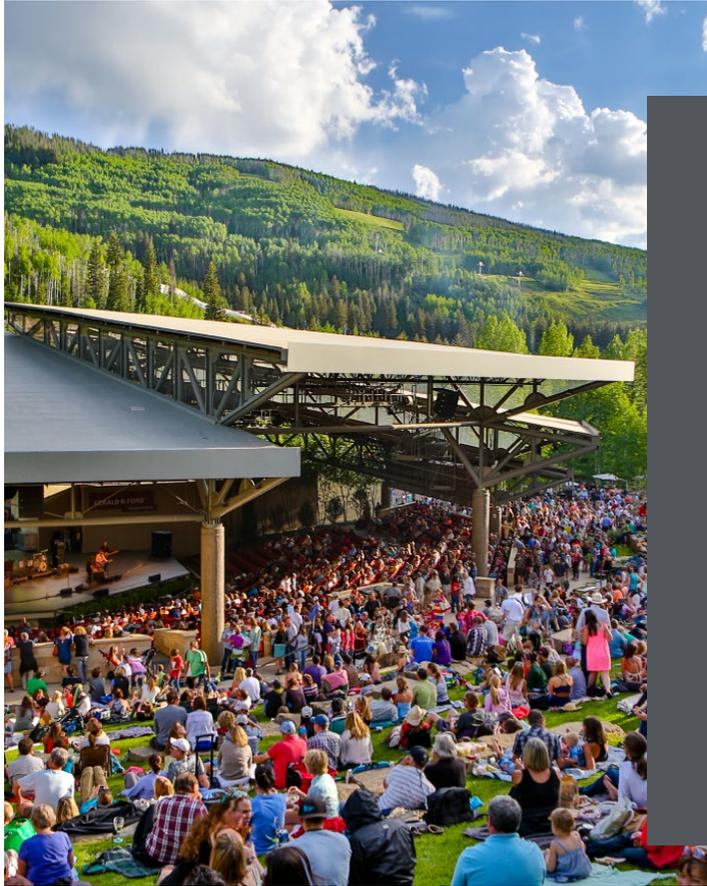
To produce international-scale outdoor lifestyle event projects that are sustainable and profitable, drive substantial local economic impact, and deliver global awareness of our unique community.

## VVF MISSION FOR EDUCATION

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To provide year-round extended learning opportunities that empower and educate the youth and families of Eagle County from cradle to career readiness.

# VAIL VALLEY FOUNDATION



## OUR VALUES

LEADERSHIP

EMPLOYEE EMPOWERMENT  
& WELLBEING

SERVICE TO OTHERS

DONOR & PARTNER  
STEWARDSHIP

FISCAL RESPONSIBILITY

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## OUR STRENGTHS

- Excellent leadership from our board and executive staff, and passionate and committed employees.
- The positive, respected and trusted reputation of the VVF.
- Exceptional operational execution across all areas of our mission.
- A clear five-year plan.

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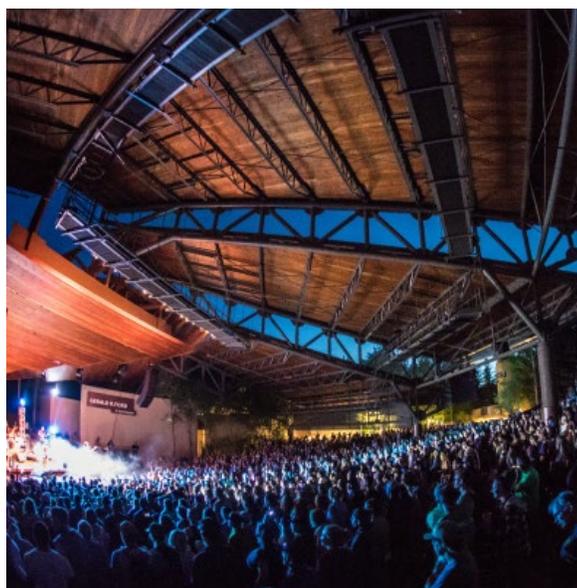
## OUR CHALLENGES

- VVF general fund membership levels require significant re-visioning and a new structure.
- We have today an exceptionally generous donor base that has given over many decades that will not be easily replaced.
- Ever-increasing cost of living making it difficult to attract and retain professional staff.
- Underdeveloped planned giving, endowment and cash reserve.

# STRATEGIC PLAN: ARTS & CULTURE

**GOAL 1: Continue to make investments in our performing arts venues, and arts and culture programming to engage and attract audiences.**

**GERALD R. FORD AMPHITHEATER (“GRFA”)**



**Objective 1.1 (GRFA) Upgrade venue to appeal to the next generation of ticket buyers and donors, and showcase our programming to the world.**

**Strategies:**

1. Install new digital screens.
2. Modernize venue.
3. Enhance/improve green room and artist areas.
4. Maximize programming of venue.
5. Launch Whistle Pig Vail in the summer of 2018.
6. Add live streaming.

**Key Performance Indicators:**

- Qualified production and live switching staff hired by June 2018.
- Achieve positive net contribution for 2018 Whistle Pig Vail.
- By September 30, 2018, contract at least two marquis artists for Whistle Pig Vail 2019.
- By spring 2020, explore capital expansion of performing arts studio inside GRFA venue.

**Tactics and Timelines:**

- By May 31, 2018, install new digital screens.
- Upgrade and expand furniture and dining areas inside the GRFA (phase 1 summer 2018; phase 2 summer 2019).
- By December 2018, have all historical performance imagery selected for venue enhancement, and by May 31, 2019, have all images installed in green room and artist areas.

**Objective 1.2 (GRFA) Upgrade the venue utilizing the highest environmental standards.**

**Strategies:**

1. Partner with the Eagle River Water & Sanitation District to reduce water use.
2. Evolve the landscaping to be less water dependent.
3. Install a new roof with solar collection and storage that utilizes the most advanced technology possible.

**Key Performance Indicators:**

- In fall 2018, Eagle River Water & Sanitation District official report will show water reduction plans have met agreed-to levels.
- Solar engineering firm under contract by March 2019.
- Solar technology and integration at GRFA yields ROI of less than 10 years.

**Tactics and Timelines:**

- By the end of summer 2018, reduce facility water use by 15%; and reduce it by 20% by end of summer 2019.
- By summer 2020, install new roof and solar collection and storage system that allows venue to collect and use solar energy four months per year independent of the power grid. During the eight months the venue is dormant, the system will continue to collect and store solar energy to feed the power grid for energy credits.
- 2018 and Q1, Q2 2019 will focus on information gathering, architectural designs through Zehren, engineering, solar feasibility study and vendor RFP process.
- By December 31, 2019, have capital funding plan in place for solar project.



# STRATEGIC PLAN: ARTS & CULTURE (cont.)

**GOAL 1: Continue to make investments in our performing arts venues, and arts and culture programming to engage and attract audiences.**

## GERALD R. FORD AMPHITHEATER (“GRFA”)

### Objective 1.3 (GRFA) Enhance strategic partnerships.

**Strategies:**

1. Find sponsors and advertisers to offset annual operating costs of the new digital screens.
2. Continue to support Bravo! Vail to ensure it remains the premier classical music festival it has become.
3. Continue to work closely with the Town of Vail to ensure we remain the long-standing operator of the GRFA.
4. Explore GRFA pavilion naming rights opportunities.

**Key Performance Indicators:**

- Informally survey Vail town council members asking their feedback on the VVF’s performance as the operator of the GRFA. Survey to be conducted starting in 2019.

**Tactics and Timelines:**

- Starting in 2019, begin discussions with Bravo! Vail to explore select peak dates in July that could be returned to VVF after the current Bravo & VVF contract term of 2022.
- By summer 2019, develop sponsorship and advertising revenue streams utilizing the digital screen itself as the ad medium to offset the annual operating cost of approximately \$65,000 for cameras, operators, producer, director and live switching (summer season 2018 will yield very little revenue against these operating expenses).

## VAIL DANCE FESTIVAL (“VDF”)



### Objective 1.4 (VDF) Position the organization to celebrate 50 successful years of the Vail Dance Festival in 2038.

**Strategies:**

1. Launch a Vail Dance Festival endowment.
2. Incorporate live streaming.
3. Maintain current schedule of 2+ weeks and 11-12 paid performances utilizing the GRFA and Vilar Performing Arts Center.
4. Given Damian Woetzel’s new role as President & CEO of The Juilliard School, explore any and all new collaborations that can partner the VDF with The Juilliard School. Continue to work with Mr. Woetzel to evolve the VDF project over the next 10 years to maintain our stature as the best in the world.

**Key Performance Indicators**

- Select VDF 2019 artist contracts to include VVF rights to live stream performances.
- VDF 2019 schedule announced to public in November 2018.
- Hiring of new Vice President of Development with extensive endowment experience.
- Achieve a Net Promoter Score of 82.

**Tactics and Timelines:**

- By the end of summer 2018, operate the VDF with a \$100,000 positive net contribution.
- By spring 2019, have a fully-vetted plan completed specific to financial and operational viability of live streaming.
- Subject to live streaming viability, VDF 2019 will live stream a minimum of one performance.
- In 2018, achieve VDF ticket revenue of \$775,000, and by summer 2019 ticket revenue reaches \$800K+.
- By spring 2020, launch a new endowment or endowments that tie into the VVF’s planned giving strategy.
- By the end of the plan period in 2022, reach a median age of 55 across all VDF attendees.
- In summer 2018, add several Juilliard musicians to the VDF.
- By summer 2020, explore with Mr. Woetzel the idea of evolving the VDF to remain primarily dance-centric but with additional elements of Juilliard musicians and theater students included in programming.

# STRATEGIC PLAN: ARTS & CULTURE (cont.)

**GOAL 1: Continue to make investments in our performing arts venues, and arts and culture programming to engage and attract audiences.**

## VILAR PERFORMING ARTS CENTER (“VPAC”)



### Objective 1.5 (VPAC) Ensure financial sustainability.

#### Strategies:

1. Grow cash reserve to an agreeable level with the Beaver Creek Resort Company.
2. Establish and maintain planned giving that ties into the VVF’s planned giving strategy.
3. Grow and diversify donor and underwriter base.
4. Grow other sources of income such as box office, rentals, concessions and grants.

#### Key Performance Indicators

- Annual VPAC ticket buyer and patron survey.
- Hiring of new Vice President of Development with extensive planned giving and endowment experience.

#### Tactics and Timelines:

- By January 1, 2020, institute active planned giving efforts along with the VVF’s larger planned giving campaign.
- By fall 2019, have an agreed-upon cash reserve goal in place approved by the Beaver Creek Resort Company, and meet set goals each subsequent year.
- By Fiscal Year 2020, drive \$30,000 in new rental revenue and maintain it in subsequent years.
- By the end of the 2018-2019 winter season, achieve a 15% increase in attendance due to audience development efforts.
- By summer 2019, increase F&B and merchandising revenue by \$20,000 per year.
- Maintain a minimum number of performances (~50 winter; ~11 summer; ~7 fall; ~20 STARS) that can still be fulfilled through existing partner funding and support.
- By the end of the plan period in 2022, establish annual collaboration with the VVF’s grant writer(s) to secure a minimum of three grants per year.
- By summer 2019, identify all available in-venue naming rights opportunities. By fall 2019, actively market such naming rights opportunities to the VPAC donor base.

### Objective 1.6 (VPAC) Develop new audiences and increase attendance.

#### Strategies:

1. Methodically weave audience development-type programming into our traditional programming to ensure we continue to support and accommodate our long-standing patrons while also beginning to attract and retain a new and younger donor base.
2. Determine appropriate programming balance across genres in light of increased competition and challenges related to booking.
3. Move away from an exclusive programming relationship with one agency to take greater control of our programming strategy year-round.
4. Use real-time demographic data from Vail Resorts to capture programming alignment with destination guests, and increase VPAC exposure to destination guests.
5. Increase VPAC marketing to Vail guests and residents.

#### Key Performance Indicators

- Attendance statistics.
- Audience mix (local versus destination guests, median age, etc.).
- Surveys.
- Net Promoter Score remains above 80.

#### Tactics and Timelines:

- By summer 2019, increase average annual attendance from 55% capacity to 65% capacity.
- By the end of summer 2018, terminate exclusive artist booking agreement with PFM.
- By the end of Fiscal Year 2020, achieve a median age of 50 across all shows.
- In 2019, 2020 and 2021, generate 500 new accounts per year.
- By fall 2019, increase total audience mix for destination guests to one-third of VPAC total.

# STRATEGIC PLAN: ARTS & CULTURE (cont.)

**GOAL 1: Continue to make investments in our performing arts venues, and arts and culture programming to engage and attract audiences.**

## VILAR PERFORMING ARTS CENTER (“VPAC”)



### Objective 1.7 (VPAC) Enhance strategic partnerships.

#### Strategies:

1. Continue to develop and maintain relationships with the Beaver Creek Resort Company and Beaver Creek Metro District, which have been long-standing, financial and strategic partners crucial to the success of the VPAC.
2. Build and leverage relationships with other stakeholders such as the Beaver Creek Property Owners Association, Beaver Creek Merchants Association, Vail Valley Partnership, Town of Avon, select local nonprofits and local lodging partners.

#### Key Performance Indicators

- New 10-year VVF and Beaver Creek Resort Company operating and lease agreement is signed by both parties by June 1, 2019.
- Beaver Creek Resort Company, Real Estate Transfer Assessment and Beaver Creek Metro District funding remains at current levels through 2022.

#### Tactics and Timelines:

- Meet with Vail Resorts and the Beaver Creek Resort Company once per month.
- Attend calls/meetings with Rocky Mountain Arts Consortium once per month.
- Collaborate annually with at least one local partner such as Bravo! Vail or the Vail Jazz Festival to enhance our programming and exposure to new constituents.
- Prior to June 2019, negotiate and sign a new, 10-year agreement between the VVF and Beaver Creek Resort Company.

### Objective 1.8 (VPAC) Maintain integrity, future relevance and appeal of physical assets.

#### Strategies:

1. Increase awareness of the VPAC through physical signage presence at the venue and in Beaver Creek Village.
2. Modernize the May Gallery to contemporize appeal for current and future donors.
3. Enhance consumer experience through facility upgrades.
4. Increase consumer safety and security through facility hardening.

#### Tactics and Timelines

- By the end of 2018, complete the branding and updating of all physical assets.
- By winter 2017-18, install two digital kiosks in Beaver Creek Village.
- By winter 2019-20, develop projection ability of venue or specific performances on ice rink prior to the start of performances.
- By winter 2018-19, install a new box office and replace building signage to reflect current branding.
- By winter 2018-19, achieve improved concessions metrics specific to customer satisfaction surveys that achieve a Net Promoter Score greater than 80.
- By the end of winter season 2018-19, complete May Gallery redesign.
- By August 2018, install lobby video wall.



# STRATEGIC PLAN: ATHLETICS

**GOAL 2: Deliver world-class events to drive substantial local economic impact and net revenues that significantly increase the capacity of the VVF to execute its mission and visions in Eagle County.**



### Objective 2.1 Expand and capitalize on the success of the Mountain Games.

#### Strategy:

Expand the number of hosting sites for the Mountain Games on a global scale to create a significant, long-term revenue stream for the VVF, while ensuring that the Mountain Games in Vail remains the pinnacle event and is considered the home of this adventure sports and lifestyle project.

#### Key Performance Indicators:

- VVF board executive committee approves expansion plans by fall 2018.
- Vermont or Oregon tourism and local governments agree to a minimum of \$500,000 per year in funding for the first three years.
- The VVF has signed title sponsor agreements for additional Mountain Games events.

#### Tactics and Timelines:

- By the end of 2018, finalize terms with Vermont or Oregon as the site for the first expanded Mountain Games.
- By the end of 2019, planning and contracts with host site(s) are completed for this new project.
- Our second Mountain Games is held in September 2020; our third is held in 2021; our fourth is held in 2022; and our fifth is held by 2024.
- By the end of the plan period in 2022, four total Mountain Games projects including Vail are in operation with two additional, international Mountain Games projects in the planning phase.
- Follow the example set by IRONMAN which has multiple sites around the world with the original IRONMAN World Championships being held in Hawaii, annually touted as the "original." In our case, Vail Mountain Games will always be "the original."

### Objective 2.2 Create a diversified organizational structure.

#### Strategies:

1. Create a C Corporation that is a wholly-owned and operated subsidiary of the VVF and whose sole purpose is to drive substantial, incremental annual revenues back to Eagle County to support the VVF's charitable work.
2. Ensure the C Corporation is structured and operated to appropriately address the inherent commercial aspects of the VVF's athletics and select active entertainment activities.

#### Key Performance Indicators:

- VVF attorneys and auditors have signed off on the C Corporation structure.

#### Tactics and Timelines:

- By spring 2019, the C Corporation is established.
- By summer 2019 Mountain Games and select VVF staff is housed under C Corporation. Decision has been made regarding Bird of Prey and or Whistle Pig Vail also being housed under C Corporation.
- By summer 2019, the VVF board executive committee has signed off on the C Corporation organizational and leadership structure.



# STRATEGIC PLAN: ATHLETICS

**GOAL 2: Deliver world-class events to drive substantial local economic impact and net revenues that significantly increase the capacity of the VVF to execute its mission and visions in Eagle County.**



## Objective 2.3 Minimize risk and improve upside of ski racing events.

### Strategies:

1. Continue to operate the annual men's World Cup, but not at a financial loss.
2. Restructure international rights and World Cup agreements to provide greater revenue upside.
3. Explore hosting another Alpine World Ski Championships in 2025 or 2027 but only if the FIS hosting contract is economically viable and we have community, local government and Vail Resorts support.

### Key Performance Indicators:

- Budget targets for 2018 (FY19) and 2019 (FY20) are met for Birds of Prey World Cup.
- New agreement with US Ski Team, starting in 2018, yields a 15% revenue increase for the VVF over previous contracts.
- Reach a final decision by January 31, 2019 on whether, in the short term, bidding for another Alpine World Ski Championships is viable.

### Tactics and Timelines:

- In 2019, restructure the international rights agreement with the FIS, Infront and US Ski Team to grant the VVF increased expense support and greater upside with broadcast, live streaming and sponsorship revenues.
- In 2018, restructure the US Ski Team and VVF World Cup agreement to more properly reflect the current cost structure and improve revenue opportunities.
- Achieve a loss of (\$180,000) for the World Cup event in December 2018 and achieve a breakeven or better net contribution for our December 2019 World Cup event.
- If the aforementioned financial objectives cannot be met, the VVF must evaluate all aspects of future world cup viability and present options to the VVF Board.

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## Objective 2.4 Enhance strategic partnerships.

### Strategies:

1. Respond to requests for new events from our community, destination guests, the Town of Vail and other stakeholders and partners, utilizing parameters that minimize our financial risk and offer an upside.
2. Consider acting as the long-term local organizing committee for a new pro cycling project, "Colorado Classic – Vail," if the project will meet VVF control, appropriate risk and financial parameters.

### Key Performance Indicators:

- Overall attendance and economic impact data from the 2018 cycling stages in Vail.
- Town of Vail satisfaction with August 2018 cycling stages.

### Tactic and Timeline:

- By November 30, 2018, determine if the Colorado Classic–Velorama project meets the following parameters: (i) VVF is not placed in an ownership or joint venture position; (ii) VVF is not in a risk position of greater than \$100,000 per year; (iii) Town of Vail agrees to fund 80%+ of the annual project expense for local Vail stages; (iv) project can be negotiated as a multi-year agreement guaranteeing the VVF and Town of Vail two competition stages in 2019 and 2020; (v) dates for the stages are always in the latter part of August during a need period for Vail. (vi) VVF has control over the Vail stages and VVF is compensated appropriately for its role as the local organizing committee.

# STRATEGIC PLAN: EDUCATION

**GOAL 3: Expand the reach of YouthPower365 in Eagle County and improve outcomes by focusing programs and programmatic curriculum equally on youth academics, enrichment, social-emotional wellbeing and parent engagement.**



**Objective 3.1 In PwrUp early childhood programs (0-4 year olds), develop a process that ensures these children are on track for kindergarten.**

**Strategies:**

1. Implement Teaching Strategies' GOLD evaluations.
2. Complete annual parent surveys and kindergarten teacher surveys.
3. Employ reading and math score comparative analysis tools.
4. Secure and put into operation three new Magic Buses to serve more children.
5. Expand Parent Mentors program.

**Key Performance Indicators:**

- Teaching Strategies' GOLD evaluations.
- Annual parent surveys and kindergarten teacher surveys.
- Third-grade reading and math score analysis.

**Tactics and Timelines:**

- By the end of the plan period in 2022, 95% of our children and their parents will be kindergarten ready.
- By summer 2018, successfully complete the capital campaign for the second new Magic Bus, which will go into operation in January 2019.
- By the end of 2019, use a third-grade reading and math score analysis comparing PwrUp cohort to a control group.
- During the plan period, increase enrollment by 20% annually.
- By the end of the plan period in 2022, the Parent Mentors program will grow to 50 individuals at each site.
- By 2020, the VVF and YouthPower365 are no longer funding Success at Six. Funding for full-day kindergarten will continue to provide local families that need financial help, but 100% will be funded by the Eagle County School District.

**Objective 3.2 In the core education programs of PwrHrs (K-12), expand programs to achieve greater academic growth.**

**Strategies:**

1. Expand afterschool and summer programs.
2. Offer open enrollment at all Eagle County schools.
3. Have all YouthPower365 staff complete Colorado State Licensure for PwrHrs in order to provide full-day summer programming to students and to be in good standing with the State.
4. Ensure all PwrHrs students have exposure to 21st Century skills.

**Key Performance Indicators:**

- Third-, Fifth- and Eighth-grade academic indicators measured through PARCC and SAT exams.
- Student perception and self-efficacy surveys from POWER values.
- Attendance improvement for all K-12 students.
- GPA improvements for all K-12 students.

**Tactics and Timelines**

- By December 2018, have reliable, vetted, third-party data and outcomes on PwrHrs effectiveness.
- By the end of 2019, YouthPower365 staff will have received updated Colorado State Licensure allowing PwrHrs, when needed, to offer full-day programming.
- By the end of 2019, reach open enrollment at all Eagle County Schools, with 50% of student enrollment at priority improvement schools and 25% enrollment at all other schools.
- By May 2020, reach 2,500 elementary; 1,200 middle; and 300 high school students through peer mentoring, academic soccer and afterschool programs.
- By the end of the plan period in 2022, 95% of participants exhibit academic growth.



# STRATEGIC PLAN: EDUCATION

**GOAL 3: Expand the reach of YouthPower365 in Eagle County and improve outcomes by focusing programs and programmatic curriculum equally on youth academics, enrichment, social-emotional wellbeing and parent engagement.**



**Objective 3.3 In PwrOn programs (career and college readiness), increase the number of young adults who will graduate college or are career ready.**

### Strategies:

1. Establish an ongoing alumni network and giving-back strategy.
2. Increase attendance at career and college readiness workshops offered during the school year.
3. Increase contact hours with PwrHrs students not yet enrolled in high school.
4. Increase the number of students enrolled in early college and community coach programs.
5. Increase the number of apprenticeships and internships available each year.
6. Require that all high school program students complete perception and self-efficacy surveys twice during high school.
7. Improve the high school graduation rate by 20%.

### Key Performance Indicators

- Number of contact hours with PwrOn students.
- Percentage of enrollment in early college and community coach programs.
- Student perception and self-efficacy surveys (POWER values).
- SAT scores.
- Number of applications for scholarship programs.

### Tactics and Timelines

- By December 2018, offer 20 apprenticeships and internships; 50 by the end of 2019; and 75 per year in 2020 and beyond. By the end of the plan period in 2022, achieve the goal of 100% of YouthPower365 program participants graduating high school and being college or career ready.
- By 2022, 100% student participation in career and college readiness workshops offered during the school year.
- By 2022, Group Mentors will grow to 50 individuals at each site.
- By 2022, high school graduation rates will increase from 63% of Hispanic males and 67% of Hispanic females, to a 94% high school graduation rate for both males and females having participated in YouthPower365 programs.
- By 2022, have a matriculation plan in place specific to career pathways for all participants.

### Objective 3.4 Ensure financial sustainability.

#### Strategies:

1. Meet annual funding needs through increases in individual major gift donations, grants and planned giving.
2. Launch an education endowment to cover G&A costs allowing all donations to go directly to programs.
3. Increase the size of the annual operating budget to achieve program objectives and devise a breakeven budget.

#### Key Performance Indicator

- New Vice President of Development is hired by September 2018.

#### Tactics and Timelines

- By summer 2018, make planned giving a part of ongoing development and marketing efforts for education.
- By December 2019, launch an education endowment.
- By summer 2018, hire an experienced full-time grant writer, producing material improvement/increase in grant funding over the next three to five years.
- By 2020, increase grant funding to \$1 million per year.
- By the end of the plan period in 2022, Youthpower365 will reach a breakeven budget without the need for the annual VVF grant allocation.
- Increase annual operating budget to \$5 million.



## STRATEGIC PLAN: EDUCATION (cont.)

**GOAL 3: Expand the reach of YouthPower365 in Eagle County and improve outcomes by focusing programs and programmatic curriculum equally on youth academics, enrichment, social-emotional wellbeing and parent engagement.**

### **Objective 3.5 Enhance strategic partnerships.**

#### **Strategies:**

1. Host a successful educational summit.
2. Maintain excellent relationships with the Eagle County Commissioners and Eagle County School District.
3. Seek official recognition as a national model for public and private afterschool partnerships.

#### **Key Performance Indicators**

- Achieve funding/revenue goals.
- Achieve attendance goals.

#### **Tactics and Timelines:**

- In November 2019, hold an Education Conference.
- By January 2020, decide if the Education Conference is to become an annual project of YouthPower365.
- By the end of 2019, be officially recognized as a national model for public and private afterschool partnerships.

## STRATEGIC PLAN: ORGANIZATIONAL EXCELLENCE

**GOAL 4: Advance operational and financial stability as well as our ability to be nimble, flexible and opportunistic.**

### **Objective 4.1 Accomplish a transformational evolution of fundraising strategies.**

#### **Strategies:**

1. Move toward emotional, mission-driven giving and away from a benefits-driven structure using an emotional connection to our mission and the impact we make every day as the primary donor benefit.
2. Shift marketing, PR and advertising strategies away from marketing "what we do" to marketing "the impact we have" in our community.
3. Launch and maintain institutional planned giving.
4. Launch new endowments for arts, dance and education programs.
5. Increase annual general fund revenue.
6. Grow cash reserve and reduce the risk of repricing and the potential call of the underlying debt associated with the 2013 bond issue.

#### **Key Performance Indicators**

- New Vice President of Development is hired by September 2018.

#### **Tactics and Timelines:**

- By September 2018, hire a highly-experienced and accomplished nonprofit and development executive professional to lead all VVF-VPAC-VDF-YouthPower365 development programs.
- By June 2020, increase general fund revenue to \$4 million (an increase of \$300,000 in revenue annually).
- By the end of the plan period in 2022, have institutional planned giving in place across the VVF.
- By 2020, increase education grant funding to \$1 million per year.
- By spring 2020, launch endowments for YouthPower365 and the VDF.
- By December 2019, materially reduce the overall VVF general fund economic benefits.
- By 2022, annual operating revenues will increase to \$30 million from planned giving, Mountain Games expansion, GRFA paid music, development revenue and grant revenue. Cash reserve to reach \$4 million.
- By 2022, the VVF has identified and executed ways to significantly reduce the overall risks to the organization associated with the 2013 refunding bonds.

## GOAL 4: Advance operational and financial stability as well as our ability to be nimble, flexible and opportunistic.

### Objective 4.2 Make VVF an exceptional place to work.

#### Strategies:

1. Engage and empower full-time staff through continued professional development and leadership training.
2. Provide advanced leadership training for directors and executives, and specific training for the sales revenue and development fundraising teams.
3. By the end of 2019, establish succession plans for all full-time, year-round staff including the President.
4. Continue to evaluate and improve employee benefits package annually.

#### Key Performance Indicators:

- Conduct annual employee engagement survey and establish short- and long-term strategies based on survey results.
- Medical, dental, vision, 401k, time off, paid leave and sabbatical benefits are considered in the top 5% of employers in Eagle County by 2020.

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### Objective 4.3 Ensure the board of directors is active and engaged, as well as gender-, age- and ethnically-diverse to better reflect the community we serve.

#### Strategies:

1. During the five-year strategic plan period, work to reduce board size and align the composition of the board to meet age-, gender- and ethnicity-objectives.
2. Ensure that 100% of the board gives and is supportive of the VVF's fundraising strategies to include annual giving, planned gifts and/or endowment campaigns.
3. Incorporate best practices for the board, nonprofit governance and organization.

#### Key Performance Indicators:

- By July 2018, term limits are incorporated into the VVF's bylaws.
- By the end of the plan period in 2022, evolve the make-up of the board to reflect age-, gender- and ethnicity-objectives. As a broad goal, (i) 33% of board members are under the age of 55; 33% of the board are aged 56-68; and 33% are aged 69+; (ii) 25% of the board reflects non-Caucasian ethnic diversity; (iii) a gender balance of 45% female/55% male is reached.
- By 2022, 75% of the board and 75% of life trustees include the VVF or a part of the VVF in their estate plan.
- By summer 2018, the title of Board Emeritus is changed to Board Life Trustee.
- By April 2019, elect a chairperson for the life trustees and schedule a minimum of one life trustee meeting prior to the end of 2019.
- By the end of 2018, revise the VVF mission statement to be more clear and succinct.

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### Objective 4.4 Achieve thoughtful growth of the organization.

#### Strategies:

1. Grow through expansion of current assets, and when/if appropriate, through the merger or acquisition of mission-aligned nonprofits in Eagle County.
2. Identify and research the next big idea for the VVF. Explore new events that are not in athletics or active entertainment which may include genres of global leadership, bipartisan politics and civility, health, wellness, aging and/or medical technology, and that are in collaboration with the community, Vail Resorts, and where appropriate, select nonprofits within Eagle County.
3. Ensure any new projects are sustainable long-term; achieve a breakeven or better financial performance within three years; are best-in-class; and place the Vail and Beaver Creek brands on a world stage.

#### Key Performance Indicators:

- By the end of 2019, explore several possible candidates for merger or acquisition.
- Prior to the end of the plan period in 2022, two new VVF projects have been created and launched.
- By early 2019, establish arts access minimums for the VPAC, VDF and GRFA similar to the access program for the VDF, which does not compromise our financial objectives but offers the lower-income population of our valley the ability to experience arts and culture at greatly-reduced prices or, when appropriate, at no cost.
- By the end of 2018, receive a final answer from Michael Bloomberg regarding the VVF's request to host the Bloomberg Global Business Forum in Vail and Beaver Creek.

**GOAL 4: Advance operational and financial stability as well as our ability to be nimble, flexible and opportunistic.**

**Objective 4.5 Enhance strategic partnerships.**

**Strategies:**

1. Cultivate and nurture strong, mutually-beneficial and lasting partnerships with local governments, nonprofits, and public and private businesses like Vail Resorts, the Town of Vail, Beaver Creek Resort Company, Beaver Creek Metro District, Town of Avon, Town of Eagle, Eagle County School District, Eagle County Commissioners, Town of Gypsum, FIS, US Ski Team, El Pomar, Bloomberg Philanthropies, Bravo! Vail, Vail Health, Walking Mountains and The Fulfillment Fund.
2. Lead and encourage the VVF's three organizational areas to develop specific strategies for their respective partners that maximize the ability to make a positive impact every day.
3. Continue to serve our strategic partners and our community as an organizational leader in Eagle County either leading or helping to tackle the larger issues or needs of our valley.

**Key Performance Indicators:**

- Annual performance review of the President conducted by the board Chairman and board executive committee, with the aforementioned strategies as measurements of performance.

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