

2014 ANNUAL REPORT

ECONOMIC DEVELOPMENT & TOURISM

In 2014, we advanced our goal of becoming a four season resort community, making progress in the following priority areas:

- Reducing the debt for the golf course and making the course self-sustaining
- Improving the sense of arrival to Town
- Expanding tourism amenities to make us a more viable four season destination
- Increasing tourism in the summer and fall with events and marketing

Golf

Green Mountain National is the Town's primary economic development investment and in 2014 we continued our effort to make the course a self-sustaining operation. First, the Town paid over \$543,332 against our remaining liability. Second, Golf Course Management met the Selectboard goals of having annual course revenues pay the operating and capital costs. In addition, the course was able to contribute \$50,000 to offset the Town's debt payments. Reaching these goals for the third year in a row provides clear evidence that the golf course can be self-sustaining once the debt is retired.

Enhancing the Sense of Arrival



Working in partnership with the owners of the Killington Welcome Center, and using two state grants, we constructed a 34 space park and ride that improved the safety and aesthetics of the intersection of Route 4 and Killington Rd. In 2015, in

collaboration with the adjacent land owners, we plan to open a public walking trail to provide easy access from the Park and Ride/Welcome Center to Kent Pond, Thundering Brooks Falls and the Appalachian and Long Trails.

Due to the nature of the dispersed development of the Town, Killington has no obvious center. Additionally, the majority of people who come to Town have never been here before. As a result, our Town has struggled to establish a physical sense of community and is often perceived by tourists as challenging to navigate or even find. Hearing, "There's a town? I thought it was just the ski mountain!" has been a common refrain over the years. To address these issues, we initiated a comprehensive Wayfinding program, which directs visitors to key destinations and reinforces the Town identity.



Together, the Park and Ride Facility, Welcome Center, and Wayfinding program, help address the Town's long sought desire to create a true sense of arrival for motorists driving on Routes 4 and 100.

Expanding tourism amenities to make us a more viable four season destination

By working with the United States Forest Service, we were authorized to build 15+ miles of family-friendly mountain bike trails on public lands in Town. This project could help elevate the region's status in the lucrative mountain bike market, and further promote the town as a summer destination. We envision three phases of the Mountain Bike project: Phase 1: construct the trail system on Forest Service Land; Phase 2: connect the system to the Killington Resort's trail network; and Phase 3: connect with 20+ miles of existing trails in Pittsfield. In partnership with the USDA Forest Service and the recently formed Killington Mountain Bike Association, we are actively working to secure grant and private dollars to help fund the initial stages of Phase 1.

Also in 2014, we reached an agreement with the Resort to use their land to offer the launch and take out of the Kayak Trail. This is planned to open in 2015.

Events & Marketing

Event attendance, business hours and options tax revenues indicated our investments in events and marketing continued to pay dividends in 2014. Based on preliminary numbers, we saw our fourth year of continued tourism growth in the third quarter (omitting 2011 due to Irene). With no additional town funding, we increased the total number of events in 2014 and helped grow or maintain participation in existing events. Working in partnership with the Resort and Killington Pico Area Association, we are positioned to continue that trend in 2015.

In 2015, we will continue to pursue our economic development goals with a coordinated approach of events, marketing, golf, planning, recreation, capital projects, finance and policy. I want to acknowledge Amy Morrison, Events & Marketing Coordinator, who has been extremely helpful both in her work with Events and with her contributions to the EDTC mission and strategic plan. I also want to thank the Economic Development and Tourism Commission. Their contributions to help define and refine our agenda have been invaluable.

I look forward to working with the Economic Development Commission, the Selectboard and the community in the upcoming year as we continue to pursue our vision of becoming a premier resort community.

Submitted respectfully,



Seth Webb
Town Manager

Q3 Option Tax Dollars Received 2009-14

