



TOWN OF  
**KILLINGTON**  
VERMONT

# Economic Development & Tourism Commission Strategic Plan

Adopted August 23, 2016



# Background

In 2007, the Killington Growth Initiative (KGI), a community group composed of business leaders, local government officials, and residents, identified key challenges before the town, including a depressed economy, decline in cultural activities, lack of sustainable year-round economy, poor communication, and a strained relationship between Killington Resort and the community. KGI worked with the Vermont Council on Rural Development (VCRD) to launch a Community Visit Program in January of 2008.

During the community visit residents reflected on the assets of our community and articulated a vision for the Town, which was reflected in the *Town of Killington Report and Community Action Plan*. This report provided the framework to guide town leaders' work so that they could grow Killington's economy and sense of community. The principal goals were to build a strong Mountain/Town partnership, grow the four season events, develop a comprehensive marketing plan, and build an indoor/outdoor events center. The plan also called out actions such as developing outdoor assets such as trails, creating a town center, improving the sense of arrival, and advancing renewable energy as key opportunities and challenges. Another outcome of the KGI was the formation of the Economic Development & Tourism Commission (EDTC).

Both the *Town of Killington Report and Community Action Plan* published in January 2008, and the *2008 Community Action Plan Progress Report* published in December 2015 serve as the foundation and guiding principles for the EDTC's Strategic Plan.



# EDTC Organizational Policy

“The Commission shall serve in an advisory capacity to the Town Manager, Board of Selectman and the community. The Commission shall advise the Town on issues associated with the generation of additional four season business activity while stimulating the local economy through diversification and expansion of entertainment, special events and infrastructure to ensure that the Town of Killington remains a dynamic and vibrant destination.

The mission of the Town shall include, but not limited to, efforts to sustain and enhance the Town of Killington’s tourism-based economy, as well as to pursue other types of economic opportunities including diversification. These efforts may involve **tourism** promotion, **advertising** and **marketing**, **special events**, **business retention**, **strengthening** and **expansion**, **economic diversification** and **community investment**. The purpose of the Commission is to advise the Town and provide community input in a manner conducive to carrying out this portion of the Town’s mission. A long range strategy and plan shall be formulated by the Town for submission to the Board of Selectman and community, which shall include specific goals and objectives including the proposed allocation of funds, implementation of tasks and schedules, priorities, and the means to monitor, analyze and evaluate the plan’s success.”

*Approved by the Town of Killington Selectboard, April 23, 2013*



# Community Vision & Goals

“Be Vermont’s premier resort community, offering residents a high quality of life and tourists a memorable mountain adventure.”

- *Selectboard Strategic Plan Vision*

“Increase tourism, year round employment and support the growth of our tourism based economy.”

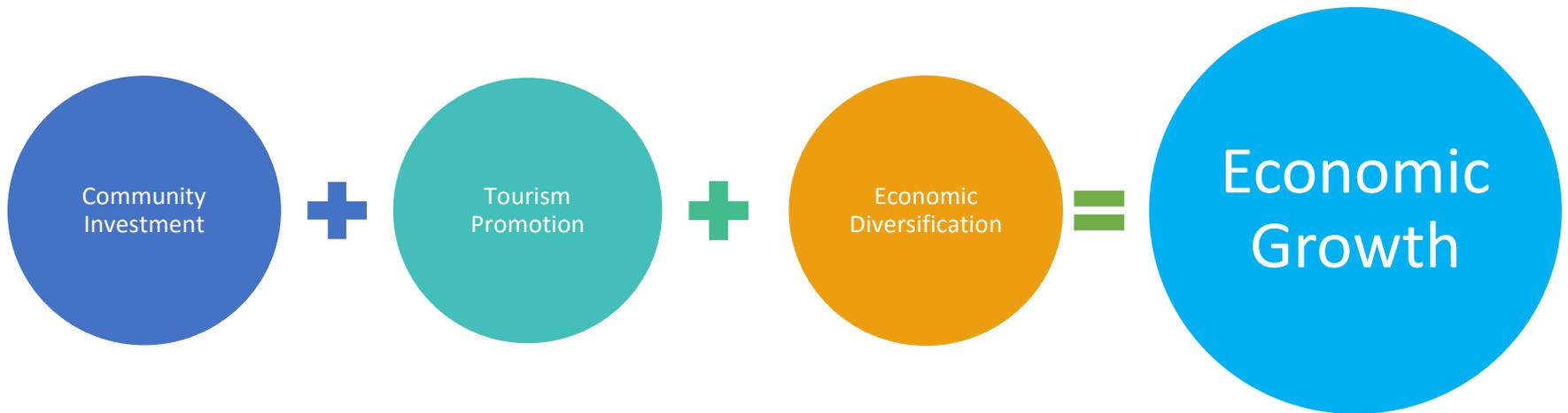
- *Selectboard Strategic Plan Goal 3*



# Strategic Objectives

The three primary objectives for the Economic Development & Tourism Strategic Plan are:

1. Community Investment
2. Tourism Promotion
3. Economic Diversification



# Measurements of Growth

## Tourism

- Lodging reports
- Event attendance

## Property Values

- Local and regional property value comparisons

## Publicity

- Audience reached

## Business Growth

- Employment
- Permits issues

## Tax Revenue

- Local Option Tax revenue collected

## Macro-Economic

- National employment and national consumer spending trends





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## Key EDTC Commission Actions

Proposed actions support each of our goals and help us realize our vision for the community



# Summary

## Objective 1: Community Investment

- 1a. Provide infrastructure and amenities to make the Town a four season destination
- 1b. Create a true sense of arrival to Killington and improve the commercial district to help attract visitors and ensure the long term viability of the Town as a tourist destination.

## Objective 2: Tourism Promotion

- 2a. Build the Killington brand as a four season destination and target likely visitors.
- 2b. Leverage the region and work with surrounding towns and businesses to market the area.

## Objective 3: Economic Diversification

- 3a. Investigate how the Town can create new full-time, non-tourism based jobs in Killington.



# Objective 1: Community Investment

Strategy	Key Actions
Provide infrastructure and amenities to make the Town a four season destination	Build a destination quality golf course that will encourage summer visitations to Killington from beyond commuting range and drive spending at Killington lodging, retail and dining businesses (complete).
	Manage the Golf Course so that operating revenue meets operating expenses, while ensuring quality course conditions are maintained, customer service meets market expectations, and operations are sustainable (ongoing).
	Make the annual debt payments for the Golf Course while funding ongoing capital needs to ensure debt is retired (ongoing).
	Create a comprehensive system of walking paths to provide additional recreational amenities (ongoing).
	Work in partnership with State and Federal agencies and residents to create a comprehensive system mountain bike trails to provide additional recreational amenities and further develop the town as an adventure sports destination (ongoing).
	Support the development of a Resort Village that includes residential, commercial and recreational facilities (ongoing).



# Objective 1: Community Investment

Strategy	Key Actions
<p>Create a true sense of arrival to Killington and improve the commercial district to help attract visitors and ensure the long term viability of the Town as a tourist destination.</p>	<p>Improve landscaping &amp; pedestrian facilities to make thoroughfares more attractive, safer &amp; connect points of interest and recreation assets (ongoing).</p>
	<p>Support the creation of amenities for travelers through initiatives such as the Welcome Center &amp; Park and Ride (ongoing).</p>
	<p>Create a master plan, implement Complete Streets for the Killington Rd to make it a more welcoming destination &amp; ensure its long term viability as a commercial district (in progress).</p>
	<p>Create a wayfinding system to easily direct visitors to points of interest &amp; services (ongoing).</p>
	<p>Work with State agencies, federal government, business &amp; community groups to best leverage additional support/grant funding to maximize Town investments (ongoing).</p>
	<p>Work with regional organizations to facilitate partnerships with local businesses &amp; non-profits to build infrastructure to benefits the town as a whole (long term).</p>
	<p>Work with the Rutland Economic Development Corporation to plan for future needs and growth in municipal services created by regional development and economic conditions by creating and maintaining policies that encourage responsible growth (long term).</p>



# Objective 2: Tourism Promotion

Strategy	Key Actions
<p>Build the Killington brand as a four season destination and target key demographics; use investments in events and marketing to increase summer and fall tourism.</p>	<p>Develop a comprehensive marketing and events campaign concentrated in the summer and fall (ongoing).</p>
	<p>Develop promotions around signature offerings i.e.: adventure, family, mountain biking, golf, fall foliage and weddings and provide incentives (ongoing).</p>
	<p>Work in partnership with the Resort, Killington Pico Area Association, Green Mountain National, Town Recreation Department, VT State Agencies and others to leverage their participation through investments and promotion (ongoing).</p>
	<p>Foster the growth of a Regional Destination Marketing Organization, and make event and marketing investments from the town as self-sustaining as possible (long term).</p>



# Objective 2: Tourism Promotion

Strategy	Key Actions
<p>Leverage the region and work with surrounding towns and businesses to market the area.</p>	<p>Establish Killington thoroughfares as VT Byways (complete).</p>
	<p>Advocate for State policies that support tax reform/reduce the tax burden for the municipality, additional tourism promotion/funding and improved roads, and public transportation (ongoing).</p>
	<p>Create regional campaigns to promote assets, offer vacation incentives and promote events (ongoing).</p>
	<p>Foster the creation of a Regional Destination Marketing Organization to leverage investments of surrounding towns (long term).</p>



# Objective 3: Economic Diversification

Strategy	Key Actions
<p>Investigate how the Town can create new full-time (tourism and non-tourism based) jobs in Killington.</p> <p><i>*This strategy has not received any funding to date.</i></p>	<p>Work with the Rutland Economic Development Corporation to target likely businesses to come to Killington. Focusing on businesses that are highly portable, require minimum investments for facilities and employees living decisions are influenced by lifestyle. Market feasibility needs to be determined.</p>
	<p>Create a facilities and telecommunications inventory/survey, and identify necessary upgrades for improvements to make relocating feasible to prospects.</p>
	<p>Form local partnerships to facilitate deals to site new businesses, and take offers to market and work with site consultants to broker relationships.</p>
	<p>Collaborate with the local and regional organization on workforce development for tourism based positions.</p>
	<p>Expand affordable housing, which is essential for building diversified economic development and supporting the town's sustainability.</p>



# Summary

Objective 1: Community Investment	Department Involved
1a. Provide infrastructure and amenities to make the Town a four season destination	Green Mountain National Golf Course, Highway & Facilities, Planning & Zoning, Marketing & Special Events, Town Manager
1b. Create a true sense of arrival to Killington and improve the commercial district to help attract visitors and ensure the long term viability of the Town as a tourist destination.	Highway & Facilities, Planning & Zoning, Marketing & Special Events, Town Manager
Objective 2: Tourism Promotion	Department Involved
2a. Build the Killington brand as a four season destination and target likely visitors.	Marketing & Special Events, Town Manager
2b. Leverage the region and work with surrounding towns and businesses to market the area.	Marketing & Special Events, Town Manager, Green Mountain National Golf Course
Objective 3: Economic Diversification	Department Involved
3a. Investigate how the Town can create new full-time, non-tourism based jobs in Killington.	Planning & Zoning, Town Manager, Marketing & Special Events

