



STRATEGIC ACTION PLAN

**Adopted by the Vail Town Council
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****NOTE: IF APPENDICES ARE NOT INCLUDED,
THEY CAN BE VIEWED AT WWW.VAILGOV.COM/2020**

EXECUTIVE SUMMARY

The Vail 20/20 Focus on the Future process began in 2006 as a way to build upon Vail's successes, keep the resort community competitive and to seek opportunities to improve the community through a strategic plan. Goals of the 20/20 process were adopted as follows:

- Create a plan that identifies commonly shared values in the community.
- Create a clear vision for Vail.
- Integrate a plan to coordinate Vail's strategies for the future.
- Create a plan that transcends the administrations of town staff, Vail Town Council and appointed boards and commissions.

Vail's last community visioning process took place in 1996, which involved the community in the creation of shared values, goals and actions. Now, more than a decade later, that earlier work from Vail Tomorrow has been re-examined as part of the Vail 20/20 process.

The public input process for Vail 20/20 has included two public workshops, a meeting with Vail's stakeholders, a workshop with Vail Mountain School students, and an open house to respond to a first draft of the Strategic Action Plan. Environmental sustainability, workforce housing, I-70 mitigation, wildfire preparedness and management of growth and redevelopment were identified during these meetings as top priorities for the town. In all, more than 300 voices were heard to assist in setting a direction for the future.

The Vail 20/20 Strategic Action Plan begins with a set of values that outline what is truly important to the community. The plan then details land use and development, parks and recreation, environment, housing, transportation, economy,

community and public safety topics, including specific vision statements, long-term goals, and actions and strategies over the next 5 years to achieve those goals.

The appendices include the following information: Background information, current practices, current strategies, guiding documents, and public input for each topic (Appendix A), summaries of public input (Appendix B), Vail Tomorrow summaries (Appendix C), 2007 Community Survey (Appendix D).

Vail's Vision is the general vision statement for Vail's future, based on input from the community during the Vail 20/20 process, and is as follows:

We are the "Premier Mountain Resort Community" by providing high quality of life and experiences for both residents and visitors. This is achieved through environmental stewardship, world-class recreational, cultural and educational opportunities, a strong year-round economy, diversity of housing, and superior infrastructure. The town actively seeks input and cooperation from the community and its neighbors to ensure fulfillment of its vision.

The following provides a summary of each topic and general themes expressed by 20/20 participants. For more information, visit www.vailgov.com/2020.

Land Use and Development: The completion of current redevelopment in Vail and preparing for future growth is essential to Vail's ongoing success as a resort community. Through evaluation of and modifications to the town's planning documents, the town has an opportunity to ensure proper guidance of future development. During 20/20, some participants expressed concerns over the scale of development in Vail, while others expressed satisfaction with the town's management of growth and development.

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Parks and Recreation: Aging infrastructure, the need for new recreation facilities and programming to meet public demand and a lack of funding have been identified as important challenges to be addressed by Vail's leaders and its partners. During 20/20, participants expressed a desire for new facilities, increased maintenance for existing facilities and additional marketing for recreation programs.

Environment: Vail's reputation as a resort industry leader lends itself to setting exceptional standards for environmental stewardship. During 20/20, participants encouraged the town to become a leader in environmental sustainability, including improvement in town practices and creation of new environmental opportunities for businesses, residents and guests.

Housing: The high cost of housing and a lack of developable land continue to challenge the community in providing adequate workforce housing. Opportunities exist to increase the amount of employee housing through redevelopment of existing housing, the purchase of deed-restricted units and through developer requirements. During 20/20, participants placed workforce housing as a top priority for the community and government leaders to address.

Transportation: Vail strives to operate a seamless transportation system while experiencing an increase in users in every mode of transportation. This increase has caused the town to reevaluate and seek new opportunities for funding sources and solutions to traffic congestion and parking needs. During 20/20, participants expressed concerns regarding I-70 noise and pollution, increased traffic in Vail and the need for additional parking options.

Economy: Increasing capital and operational expenses for the town, a sales tax driven municipal budget, workforce housing needs and a seasonal economy impact the community's long-term financial health. During 20/20, participants expressed interest in creating a year-round economy, funding capital projects and focusing on workforce housing.

Community: Vail's community direction and diversity is impacted by variables such as housing, employment and affordability. These variables have caused a decline in the number of families living in Vail, while representation from other demographic sectors such as retirees and part-time homeowners moving to Vail full-time has increased. During 20/20, participants expressed optimism in addressing the many challenges associated with improving community diversity, which in turn, will contribute to a healthier resort.

Public Safety: The town continues to look for opportunities to improve its public safety divisions including constructing a new fire station in West Vail to improve emergency response times in the neighborhood, as well as renovation to the Main Vail fire station. Additionally, the increase in wildfire danger caused by the ongoing pine beetle outbreak poses a threat to public safety and the town is working with local and regional partners to prepare itself and its residents in the event a wildfire occurs. During 20/20, participants expressed the need for a new fire house in West Vail and ongoing response to the beetle outbreak.

The Vail 20/20 Strategic Action Plan has been developed to guide decisions by key leaders to ensure these decisions are aligned with the community's desired future, as outlined in Vail's Vision above. The plan will also be used to improve effectiveness and efficiency in capital and operational budgeting for the town. As such, Vail's 20/20 values and vision statements, goals and actions should be reviewed as needed to maintain a strategic direction into the future.

VAIL 20/20: COMMUNITY VALUES

Vail's Community Values serve as the foundation for the Vail 20/20 Strategic Action Plan and are the essence of Vail's identity.

Premier Resort Community: Vail values its role as a premier resort community, which recognizes the interdependent relationship between the resort, community and municipality. Vail's success as a resort depends largely on its success as a community, as the community fosters relationships between locals and visitors. We make plans and take actions that are investments in the experiences and lives of many different generations, today and into the future. It takes work and reinvention to stay No. 1, and Vail is committed to innovation and creativity to achieve our goals.

Diversity: Vail values maintaining a diverse population of residents, workers and visitors, with a broad representation of age, family composition, ethnic background and economic means.

Activities Benefit Individuals and the Community: Vail values a vibrant community life supportive of spiritual and physical well-being and encouraging of intellectual and cultural growth. This value includes providing a wide variety of educational, recreational, entertainment, art and cultural opportunities. These offerings are accessible to all and appeal to residents and guests of all ages, incomes and interests. These activities promote the development of relationships that strengthen the community.

Natural Environment: Vail values the environment as a source of health, beauty, recreation and economic strength that makes Vail a special place to live, work and play. As stewards of the environment, Vail is committed to promoting sustainable environmental practices in every aspect of the community.

Safety and Health: Vail values a sense of personal security for its citizens and their children, as well as for property. Quality healthcare and physical activities support the health of the community.

Participation and Cooperation: Vail values the participation of its citizens in community life, decision making and planning for the future. To foster effective communication, the community subscribes to a Common Code of Ethics for conduct in civic life including honesty, integrity, civility, respect, trust, goodwill, transparency, openness, selflessness and generosity. A sense of ownership and responsibility is achieved through open communication and cooperation between community members, businesses, interest groups and local and regional governments. Cooperation is essential to addressing issues that extend beyond town boundaries.

Leadership: Vail values a transparent, fiscally responsible and ethical municipal government that engages community members, private partnerships, municipalities and other entities throughout the region to make sound decisions that serve all interested parties for the long term.

Healthy Economy: Vail values world-class service and a vibrant, diverse, year-round economy that caters to full and part-time residents, visitors and business owners and operators. A growing employment and revenue base supports the economy, which thrives on environmental sustainability, amenities and events, transportation and other infrastructure.

Sense of Place and Character: Vail values the strong history of the town and its unique character and legacy while acknowledging the importance of reinvention. This is reflected in the high quality of the built environment with design and features that endure over time.

Transportation and Transit Network: Vail values a sustainable, multi-modal transportation system that effectively provides ease of access to residents, visitors and the workforce in an environmentally and technologically forward manner.

LAND USE AND DEVELOPMENT

20/20 Vision: *The pedestrian ambiance and scale of Vail Village and LionsHead continues into 2020, where the European alpine charm of Vail is replicated in its new development. The unique character of Vail is evident from the Tyrolean building style that speaks of Vail's history, to the mountain contemporary style that heralds technological advancement. The vibrant mixed-use pedestrian core areas of Vail attract guests, residents and businesses. The diversity of businesses within the core areas provides something for everyone and the new affordable housing options are seamlessly integrated into the community's fabric. Growth has been carefully managed to be sustainable and complementary to the natural environment.*

20/20 Implementation: Based on input from the community during the 20/20 process, town staff developed the following goals and action strategies to support the land use and development vision. The goals also reflect the common themes heard from the community during the 20/20 process, including a need for more employee housing, increased environmental sustainability, reduction of I-70 impacts and managed growth.

Goal #1: Vail will continue to manage growth, maintaining a balance between the bulk and mass of residential, commercial and recreational uses to ensure the quality, character, diversity and vitality of the town by ensuring that all regulatory and advisory land use documents are updated and current, providing ease of compliance and enforcement, and uniformity among regulatory and advisory documents.

Actions/Strategies

- Update planning documents, ensuring public participation and regional government participation to reflect current conditions, management of growth and gain a clear understanding of a preferred future scenario for Vail, including:
 - West Vail Master Plan
 - Chamonix and Wendy's site Master Plan

- Land Use Plan
 - LionsHead Master Plan
 - Vail Village Master Plan
 - Comprehensive Open Lands Plan
 - Ford Park/Donovan Park Master Plan
 - Three Mile Plan (annexation plan)
 - Comprehensive map that includes parcels, zoning and hazards
 - Timber Ridge Redevelopment Plan
- Work with Eagle County to incorporate the Vail Integrated Land Use Plan as part of the Eagle County Comprehensive Plan.
 - Make amendments to the Vail Town Code to reflect planning document updates, including the Sign Regulations, Zoning Regulations and Development Standards Handbook.
 - Work with utility companies and town staff to address capacity issues and identify future concerns for development and redevelopment projects.

Goal #2: Land use and development decisions will address environmental sustainability as a priority of the community.

Actions/Strategies

- Create green building standards for all new buildings within the town.
- Ensure that all Comprehensive Plan updates address environmental issues, including recommendations for improvements.
- Work with public and non-profit partners to ensure that environmental issues within the town and region are being addressed.
- Educate developers and applicants on how to incorporate environmental sustainability into projects.
- Promote alternative transportation through planning efforts that will reduce Vail's carbon impact.

Goal #3: Ensure fairness and consistency in the development review process.

Actions/Strategies

- Provide transparency of the review process by improving communications.
- Embrace policies and practices that ensure honest governmental interaction.
- Define ways in which to improve communication with the public.
- Review and improve policies regarding notification of design review applications.
- Provide adequate training for members of the town's boards, commissions and committees regarding goals and purposes for regulation.
- Develop a streamlined design review process and include in regulation updates.

Goal #4: Provide for enough deed-restricted housing for at least 30 percent of the workforce through policies, regulations and publicly initiated development.

Actions/Strategies

- Update housing regulations to include more zone districts that are required to provide employee housing.
- Redevelop Timber Ridge to increase number of employee beds.
- Use employee housing fund for buy-downs and other programs that will increase the number of employees living within the town.
- Address the zoning regulations to provide more incentives for developers to build employee housing units.

PARKS AND RECREATION

20/20 Vision

Vail embraces a healthy lifestyle and is a place where one of any age, economic status, race and culture can indulge in a multitude of diverse recreational activities. With Vail Mountain, Gore Creek and a strong regional system of diverse recreational facilities and amenities, the Vail Valley is a premier destination for the recreation enthusiast. Through Vail's vast and unprecedented era of capital improvements, pace is maintained by offering exceptional recreational programs in world-class facilities that are actively communicated and marketed to users.

20/20 Implementation

Based on input from the community during the 20/20 and the Vail Parks and Recreation Master Plan processes, town and VRD staff developed the following goals and action strategies to support the parks and recreation vision.

Goal #1: Evaluate current recreational programming, facilities and amenities and ensure they meet the needs of all users on a year-round basis.

Actions/Strategies

- Evaluate need for new youth services space, pending potential LionsHead parking structure redevelopment.
- Continue to gain community input on desired programs on both current and future plans.
- Provide affordable recreation programs and packages for seasonal workers and residents with moderate income levels.
- Identify programs not meeting minimum capacity and work to improve programs and marketing.
- Work with local tourism organizations to provide alternatives to skiing and additional summer activities.

- Develop an understanding of the future of parks and recreation amenities through planning and public participation, and update the Vail Parks and Recreation Master Plan as needed.

Goal #2: Establish and improve upon partnerships with public, private and non-profit entities, ultimately delivering added benefits to recreation users.

Actions/Strategies

- Update lease and management agreements between the town and VRD.
- Seek opportunities to provide aquatic programming by collaborating with hotels and athletic clubs.
- Collaborate with Western Eagle County Metropolitan Recreation District and Eagle-Vail Metropolitan District to create a seamless and valley-wide recreation experience.
- Work with Vail Resorts, Inc. and the Forest Service to build new trail systems.
- Work with Vail Resorts, Inc. to improve biking and hiking on Vail Mountain and create additional on-mountain recreation opportunities.
- Continue to evaluate and increase marketing for Vail's parks and recreation programming by partnering with the Vail Valley Partnership, Vail Chamber and Business Association, Vail Local Marketing District, Vail Resorts and other organizations to promote events and services to guests and new residents.
- Work with private sector and water controlling entities to improve fishing opportunities.

PARKS AND RECREATION

Goal #3: Conduct necessary capital improvements of Vail's current recreational facilities and amenities to meet high standard of quality for users.

Action/Strategies

- Explore combining efforts among the town and VRD for turf management and landscaping.
- Explore creation of an adopt-a-park program and/or park ambassador program to improve park maintenance.
- Quantify current deferred capital maintenance backlog for recreational facilities.
- Create trail connections that take users off the road.
- Enhance the Nordic skiing facilities through grooming improvements.
- Plan for and provide new destination play environments throughout Vail.

•Begin update of Parks Safety and Improvement Plan to plan for implementation completion.

•Convene a citizen committee to make a recommendation to the Vail Town Council on the location and design of a permanent Vail skate park.

Goal #4: Evaluate and prioritize needs and obtain funding for recreational facilities and programming in Vail.

Actions/Strategies

- Reevaluate the VRD's fee policy including resident/non-resident fees to reward the Vail taxpayers; consider an inclusion election and/or a special recreation tax for "non-included areas;" establish non-resident fees.
- Consider the use of Real Estate Transfer Tax to fund VRD initiatives.
- Consider a ballot initiative in May 2008 by the VRD to address recreational facilities and programming needs.

ENVIRONMENTAL SUSTAINABILITY

20/20 Vision

Vail is an environmental leader and a sustainable community. Vail collaborates with the community to restore and protect the natural and built environment in balance with its economic and social needs.

20/20 Implementation

Based on input from the community during the 20/20 process, town staff met with a team of interested citizens and developed the following goals and action strategies to support the environmental sustainability vision. The goals also reflect the common themes heard from the community during the 20/20 process, including being an environmental leader, a need for more employee housing, reduction of I-70 impacts and managed growth.

Goal #1: Measure, Monitor, Manage: Gain a clear understanding of our current baseline scenario of environmental health and impacts and create clear and concise measurable goals.

Actions/Strategies

- Establish a baseline scenario for green house gas emissions, waste levels, water quality and forest health, as well as any other measurable scenario for environmental health.
- Establish measurable, attainable goals for improving the baseline scenario through calculated research.
- Take action from the remaining goals in order to achieve each established goal for improving environmental health.

Goal #2: Energy Management in Buildings and Transportation: Reduce the town's 2007 baseline green house gas emissions.

Actions/Strategies

- Encourage or require building certifications that promote material efficiency through LEED (Leadership in Energy and Environmental Design) certification and/or other green building programs.

- Complete a town greenhouse gas emission baseline inventory to understand goals and to promote the use of renewable energy and energy efficiencies in town facilities.

- Build awareness of the climate change problem through public education and awareness programs.

- Partner with Holy Cross and other utility companies to promote and educate consumers about energy efficiency.

- Encourage adoption of green building strategies and practices.

- Implement energy efficiency and conservation measures for municipal facilities.

- Research alternative fuel options for town transit/fleet operations.

- Partner with the I-70 Coalition and ECO Transit to promote and leverage mass transit projects.

- Support employee housing initiatives in order to reduce trips into Vail.

- Enforce vehicle idling laws to reduce carbon output.

Goal #3: Ecosystem: Improve the health and diversity of the forest and mountain ecosystem while recognizing the interdependence of the wildland urban interface (WUI) corridor within Vail.

Actions/Strategies

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- Reduce extreme wildfire hazard areas in the wildland urban interface as outlined by 2010 through the Vail Valley Forest Health Project and the town's Community Wildfire Protection Plan.

- Partner with the Forest Service on future wildland fire mitigation and fire prevention projects.

- Encourage updating and/or enforcement of the town's regulation making pine beetle infested trees a nuisance, through property assessments and owner education, as well as the use of the town's wildfire mitigation crew.

- Research state and federal grant opportunities for wildfire fuel reduction projects, public education and fire prevention programs.

- Research potential code amendments to further protect homes from wildland fires.

- Initiate Trees for Vail program as a forest restoration program in the Town of Vail.

- Work with non-profit organizations and the Colorado Department of Wildlife to improve wildlife conditions.

Goal #4: Resource Efficiency - Reduce, Reuse, Recycling: Reduce the rate of residential, commercial and construction waste through programs centering on reducing, reusing and recycling waste.

Actions/Strategies

- Increase recycling participation and reduce per capita landfill waste through an ordinance requiring residential and commercial recycling.

- Increase the number and quality of recycling drop off locations within the town, specifically in East and West Vail.

- Encourage creation of on-site recycling opportunities for multi-family housing units.

- Develop a small commercial cardboard recycling collection program for Vail based businesses.

- Promote and require recycling of construction waste and building material.

- Create a culture of waste reduction and resource efficiency by delivering a clear and consistent message.

- Replace current animal waste disposal bags with biodegradable bags.

Goal #5: Water Quality: Maintain Gore Creek watershed as a Gold Medal fishery, while working to maintain tributaries that meet and/or exceed aquatic life standards set by the state of Colorado.

Actions/Strategies

- Annually review funding to support the Eagle River Watershed Council and other partners and continue participation in the Black Gore Creek steering committee.

- Support permanent on-stream solutions that protect Gore Creek from past operation and maintenance of the I-70 roadway (i.e., Basin of Last Resort), including annual review of funding opportunities and public support of the program.

- Develop and implement best management practices for sedimentation and erosion control in the watershed.

- Work with the Colorado Department of Transportation in the development of actions that reduce past and future I-70 operations and maintenance impacts to Black Gore Creek, Gore

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Creek, Miller Creek and Polk Creek, via public participation process and comment period.

- Support a storm water pollution prevention public education program in the town.

- Integrate Town of Vail storm water protection and compliance program with the Forest Service and Vail Resorts to prevent discharge of sediment into Gore Creek.

Goal #6: Education: Ensure the community is educated and aware of environmental issues to encourage responsible environmental actions.

Actions/Strategies

- Work with the Town Council to identify environmental issues that need immediate attention as well as those that will require action in the future.

- Conduct public awareness campaigns to promote environmental stewardship (i.e. increased recycling, energy efficiency).

- Build awareness of the Vail ecosystem by coordinating the promotion of outdoor recreation amenities with local stewards of the environment.

- Work with non-profits to promote environmental programming in Vail and regionally.

- Research the need to create an Environmental Council supported by a variety of funding sources that promotes environmental education and ecotourism in Vail.

- Encourage the business community to conduct an educational campaign to promote and design programs that support Vail as an ecotourism destination.

- Promote and communicate the value of Gore Creek within the Vail community.

- Work with a local or regional university to identify ways to improve Vail's environmental health.

- Partner with Vail Resorts to implement environmental programs within and around Vail.

- Conduct a campaign to educate public on wildlife resistant garbage containers.

HOUSING

20/20 Vision

The number of employees living within the town has steadily increased, thanks to the town's commitment to ensure affordability and availability of housing. The number of deed-restricted rental and for-sale units required of both private and public projects has increased. The diversity of deed-restricted units can accommodate the seasonal worker, as well as all levels of year-round employees, including those with families. Housing in general has been transformed to include green building standards.

20/20 Implementation

Based on input from the community during the 20/20 process, town staff with the Vail Local Housing Authority, developed the following goals and action strategies to support the housing vision.

Goal: The Town of Vail recognizes the need for housing as infrastructure that promotes community, reduces transit needs and keeps more employees living in the town, and will provide for enough deed-restricted housing for at least 30 percent of the workforce through policies, regulations and publicly initiated development.

Actions/Strategies

- Research and propose next steps for strengthening the town's inclusionary zoning and commercial linkage policies, including requirements for more zone districts.
- Research parking requirements for employee housing and consider reducing requirements for employee housing developments.
- Ensure pay-in-lieu funds generate as many workforce housing units as possible.
- Establish protocol for disbursement of dedicated housing fund resources.
- Research and secure potential alternative (besides pay-in-lieu) funding sources for employee housing.

- Work with the County and other regional entities to ensure housing is addressed on a regional level.

- Preserve existing affordable/workforce housing within the town.

- Expand "buy down" program that gives cash for deed restrictions of units.
- Evaluate impact and explore options for replacement of EHUs from Timber Ridge during redevelopment.

- Expand the number of employee beds in the Town of Vail.

- Redevelop Timber Ridge to increase affordable/workforce housing and maximize redevelopment potential with high density zoning.
- Update Chamonix/Wendy's Master Plan to increase employee housing development potential.
- Redevelop Chamonix parcel per the master plan.
- Redevelop the A-Frame lot for employee housing.
- Conduct inventory of all sites with development potential and pursue opportunities for acquiring undeveloped or underdeveloped properties.
- Consider increasing incentives in performance zoning for property owners who build EHUs.
- Continue to purchase properties for TOV employee rentals.
- Amend development standards to allow for development of EHUs on properties.
- Evaluate opportunities for potential land swaps with the Forest Service.
- Evaluate opportunities for annexation of land from other jurisdictions.
- Update the Vail Land Use Plan and identify more areas for employee housing.
- Enumerate the effects of housing employees within the Town of Vail, including a cost-benefit analysis of employee housing.

TRANSPORTATION

20/20 Vision

Vail is recognized as having a comprehensive transportation system and through continued redevelopment, has reinforced its transit-oriented lifestyle. Transit, walking and biking are the major modes of travel along with extensive, multi-modal connections between major destinations. Those who choose to drive are welcomed with a well-maintained roadway system directing vehicles to Vail's managed parking areas. Goods and service delivery are distributed through the town's dispersed loading and delivery system. Getting to and from Vail is safe and efficient. Connections throughout the intermountain area are seamless and a big factor in Vail's quality of life. Workers enjoy a one-hour commute from the Denver Metro area or Glenwood Springs in a reliable and environmentally friendly method, while residents and guests enjoy the same commute to Denver for work or visits to the many cultural venues and events. Convenient connections to the nearby airports make year-round travel to Vail easy from anywhere in the world.

20/20 Implementation

Based on input from the community during the 20/20 process, town staff developed the following goals and action strategies to support the transportation vision.

Goal #1: Create an integrated Transportation System with high levels of service that caters to the many needs of our residents, guests and employees and embraces the many issues of the surrounding natural and built environment in its design, implementation and operation.

Actions/Strategies

Parking

•Aggressively manage parking to minimize major capital investments to increase supply while encouraging travel modes other than single occupant vehicles.

•Maintain the supply of parking where all demand is met except up to a maximum of 15 days of winter and three days of summer when parking demand exceeds supply.

•On parking overflow days, provide on-street emergency parking and additional bus stops to ensure a maximum walking distance of a quarter mile to a bus stop or half mile to the final destination.

•Parking revenue shall offset all parking costs, including operations and capital, and combined with the ski tax, shall pay for the operational and capital costs of transit.

•Meet future parking needs of approximately 1,000 spaces by developing parking supply that is conveniently located to destinations.

Bikeway

•Integrate Frontage Road plans to include bikeway construction.

•Work with regional trail authorities to implement a comprehensive regional bike trail system to ensure Vail will be the center of a regional bike trail system connecting areas as far as Aspen, Rifle, Breckenridge, Fairplay, Kremmling, Leadville and Salida.

•Create regulations that provide convenient connections between developments and bikeways.

•Work with private developers to ensure all arterials in Vail have bikeways along them and that there are connections between neighborhoods.

•Codify and require developments to provide easements and construct connections.

•Work with the Forest Service, Bureau of Land Management, Greater Outdoors Colorado,

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Colorado Trail and other partners to implement the Rocky Mountain trail system that provides regional connections for hiking, mountain biking and other non-motorized modes of transportation, with Vail in the center of the system.

- Increase bicycle parking in commercial core areas.

Pedestrianization

- Ensure that all pedestrians have a maximum of a quarter mile or less to walk from transit stops to major destinations.

- Ensure that walking distances from residential areas to transit stops are one-sixth of a mile in high density areas (5 minute walk), one-third mile in medium density areas (10 minute walk), and a half mile in low density areas (15 minute walk).

- Ensure transit and pedestrian connections are integrated into the design of development projects.

- Evaluate the need for amendments to Zoning Regulations and master plans to incorporate transit oriented development and more mixed use development.

- Analyze current manmade pathways and acquire easements to build legitimate pathways (including streamwalk).

- Improve sidewalks on frontage roads and other necessary places.

Transit

- Annually review transit costs and parking revenue and adjust as necessary in order to maintain balance.

- Provide peak time line haul service of five to eight minutes and max of 15 to 20 minutes on outlying peak service.

- Ensure and plan for all major parking areas to be integrated with significant line haul transit connections.

- Research feasibility of an advanced mass transit system in Vail.

- Provide a max of 30 minutes to one hour off-peak service that is coordinated with expected walk times and people's ability to reach stops during both the winter and summer.

- Coordinate and work with ECO Transit to ensure service can be provided as demand is driven by Vail's aggressive parking management and travel demand management strategies.

- Work with local, regional and state governments to ensure that Vail's mass transit system is interconnected to a county-wide and statewide system, including connections to Summit and Garfield counties.

Roadway

- Maintain the current Levels of Service on roads throughout the town through road improvements (LOS C in clear daytime conditions, LOS D in harsh winter conditions on arterials, LOS D at cross streets during peak times in clear daytime conditions).

- Work with the Community Development Department to ensure land use patterns do not adversely affect travel demand without mitigation or no change in level of service.

- Keep arterial roadway size to four lanes with a center median with a 35 mph speed limit.

- Create a secondary parallel loop route to the frontage roads with two lane 25 mph speed for emergency service.

- Provide alternate routes to detours with proper signage.

TRANSPORTATION

- Seek funding and creation of a Simba Run underpass to allow additional routes across I-70.

I-70

- Work with CDOT to ensure I-70 functions adequately for the movement of people and goods to and from Vail.

- Participate in the I-70 Coalition to assist with solutions for traffic congestion along I-70.

- Convene citizen group to work with staff on a study of I-70 and long-term mitigation of noise and intrusiveness.

- Work with the Colorado Department of Transportation and other organizations to research feasibility and funding for mass transit along I-70 that provides seamless connectivity to Denver Metro System. The measurement of success would be a 60-minute trip from Vail to Denver (C-470).

- Continue to improve the entrances to Vail to ensure a LOS C.

- Work with Eagle County and CDOT to encourage safety improvements on Vail Pass and Dowd Junction.

- Continue to explore options for burying or rerouting I-70.

Air Service

- Encourage year-round air service with adequate year-round connections from around the world to airports in the region.

- Work with ECO Airport, Grand Junction Airport, Denver International Airport and shuttle services to create plan for year-round air service that serves Vail.

- Support local marketing efforts to work with travel package companies to ensure that service to Vail is affordable and accessible.

Goal #2: Minimize the environmental impact of the transportation system on the town and the region.

Actions/Strategies

- Ensure town vehicles minimize their carbon dioxide emissions by upgrading current fleet with energy efficient and low emission vehicles.

- Research methods for reduced energy use in streetscape and other parts of system that have high-energy consumption.

- Continue to mitigate noise pollution issues throughout the town through sand storage berming and other methods; work with community to create new long-term solutions for I-70 noise.

- Monitor effects of air pollution from transportation sources and research potential mitigation.

- Encourage the Colorado Department of Transportation to reduce road sanding yet maintain safety standards.

- Maintain current sand sediment basins and work with CDOT to increase capacity and number of basins.

- Encourage Sediment Control Action Plan (SCAP) for Vail Pass and Vail.

- Reduce point and non-point sources of pollution from transportation.

- Work with Division of Wildlife to ensure that transportation improvements do not affect wildlife.

- Enhance natural environment through initiatives to improve ecosystem health.

TRANSPORTATION

- Respect currently adopted view corridors by encouraging development that enhances view.

ECONOMY

20/20 Vision

Vail's economy is supported through a year-round viable business environment that meets the market demands of both residents and visitors. The major redevelopment of much of the town has expanded and enhanced Vail's pedestrian and commercial core areas, which provides a strengthened tax base. A diversity of retail, lodging, dining, cultural events, service businesses and both indoor and outdoor recreation opportunities funds a growing employment and revenue base. The town's strong infrastructure, environmental stewardship and its cooperation with economic and community partners benefits Vail's financial system. Through prudent cost-management and balancing of diversified revenue sources, the municipality has sustainable funding for its capital and operational needs.

20/20 Implementation

Based on input from the community during the 20/20 process, town staff worked with the Vail Economic Advisory Council and developed the following goals and action strategies to support the vision for Vail's economy.

Goal #1: Increase the Town of Vail's economic activity as measured by tax revenue to, at a minimum, keep pace with annual inflation.

Actions/Strategies

- Support retail opportunities in Vail including completion of streetscape in Vail Village and LionsHead; modification of Vail's sign code to offer better opportunities for businesses to promote themselves; implementation of the LionsHead Master Plan; adoption and implementation of the West Vail Master Plan; and redevelopment of the LionsHead parking structure.

- Benchmark local economic performance via economic and industry indicators including but

not limited to the Vail Business Review, same store comparisons and the Travel and Tourism Trends Study.

- Research cost and need for an Economic Vitality Study to evaluate Vail's current retail offerings, retail marketing opportunities, recommend strategies for enhancement of Vail's retail experience and better define the Town of Vail's role in economic development.

- Work with Vail's economic partners, including but not limited to Vail Resorts, Inc., Vail Valley Medical Center, Eagle County School District, Vail Mountain School and others to maintain strong relationships with the town's largest economic contributors.

- Continue to facilitate Vail's Billion Dollar Renewal, including re-branding of the renewal, which will generate additional economic activity and tax dollars.

Goal #2: Focus on building a year-round economy; reduce economic seasonality by growing the summer economy at a rate greater than or equal to the winter economy.

Actions/Strategies

- Market and promote Vail to local, regional, national and international visitors as a year-round destination.

- Utilize data from the Vail Local Marketing District and seek ways to increase summer (May-October) visitors, including group business.

- Annually review funding for economic vitality programs such as Bravo!, Hot Summer Nights, Vail International Dance Festival, Street Beat Concert Series, Vail Jazz Foundation, Commission on Special Events, Visitor Information Centers and other programs.

ECONOMY

Goal #3: Maintain a town-wide workforce in which at least 30 percent of people who work in Vail also live in Vail.

Potential Action

- Support the local economy by working with the business community to address future workforce housing needs as they relate to business in Vail.
- Goal #4: Identify and implement additional revenue sources to support Vail's capital needs.

Potential Action

- Address funding shortfalls for future capital needs through research and implementation of new revenue sources.

PUBLIC SAFETY

20/20 Vision

The Town of Vail delivers world-class emergency services that provide a safe environment that supports being the Premier Resort Community.

20/20 Implementation

Based on input from the community during the 20/20 process, town staff developed the following goals and action strategies to support the community's vision for public safety.

Goal #1: Identify and address potential public safety threats that may jeopardize the community's safety and security.

Actions/Strategies

- Identify potential immediate and future public safety threats.
- Create a risk assessment of short-term and long-term public safety threats.
- Identify an action plan to address immediate and future public safety threats.
- Develop and practice mutual-aid responses to identified public safety threats such as the wildfire risks posed by the pine beetle and other hazardous forest fuels.
- Identify short and long-term resources and staffing needed to address the public safety threats, such as the West Vail Fire Station, and collaborate regionally, wherever appropriate.
- Identify an action plan to retain public safety employees, which are critical to the success of a safe, secure and customer-friendly community.
- Identify the causes of public safety employees leaving the TOV and address root causes.
- Identify an action plan to address substance abuse problems to reduce crime and disorder and other social issues to ensure a health community.
- Work with other county agencies to prevent and address substance abuse in the community.

COMMUNITY DIVERSITY

20/20 Vision

Community connections are an essential part of Vail's livelihood. Vail is a close-knit and inclusive mountain community and its passion for the place is infectious. Whether a person lives, works, or visits here, there is a special bond that ties people together. This is a place where everyone is welcome and community contributions are highly valued. Vail takes great pride in celebrating its diversity and together its people appreciate the distinct recreational, cultural and educational qualities that can only be found in Vail. The community actively participates in the growing number of activities taking place in facilities that are well maintained and appeal to Vail's diverse needs. As individuals, stakeholders feel a responsibility to participate fully in the community, exchanging ideas and sharing a commitment to fulfill the collective vision in making Vail the best place on Earth. Vail is known worldwide for its innovation, civic leadership and overall best practices. For visitors and residents, there is no better place than Vail.

20/20 Implementation

Based on input from the community during the 20/20 process, town staff developed the following goals and action strategies to support the community diversity vision. The goals also reflect the common themes heard from the community during the 20/20 process.

Goal #1: Create opportunities for enhanced community interaction through increased activities, occasions and physical locations that bring our diverse community members together.

Actions/Strategies

- Retain and build upon existing activities and occasions that strengthen our community life.
- Assess existing and future community facility needs in partnership with the Vail Recreation District, Vail Valley Foundation, Vail Resorts, Eagle County School District, Vail Valley Medical Center and others.

Goal #2: Create opportunities to strengthen community diversity.

Actions/Strategies

- Embrace policies and practices that accommodate a diverse population including the town's goal to house 30 percent of the community's workforce in Vail.
- Retain and recruit community institutions that strengthen our diverse community characteristics.

Goal #3: Expand opportunities for effective community leadership.

Actions/Strategies

- Build upon Vail's ongoing reputation of responsible and effective leadership.
- Increase opportunities for citizen involvement in the decision-making process.
- Increase community civility in the decision-making process.
- Work with community to make Vail an environmental leader.