

## 2026 Strategic Plan – Actions to Achieve Council Results

### A. Issue: Create a Vibrant Vail Experience

Action/Strategy	Timing	Point of Contact	Budget Needed in 2026
<b>A.1 By December 2028, realize a net 5% increase in locally owned and operated store front business.</b>			
Define locally owned and operated store front businesses.	Q2 26	MV/KH	
Create inventory of locally owned and operated store front businesses.	Q4 26	MG	
Develop a communications model to improve relationships with commercial real estate brokers.	Q4 26	MG/MV	
Develop strategies to fill storefronts: determine code <a href="#">opportunities</a> to incent locally owned and operated store front businesses.	Q3 28	MG/MV	
Narrow to three to five key strategies to achieve net increase by 2028.	Q2 28	MG/MV	
<b>A.2 By December 2028, create polices, programming and organizational culture for the local business community to embrace and promote vibrancy and an environment of fun</b>			
Define vibrancy and fun for local businesses.	Q4 26	MV/JG	
Establish baseline – inventory of vibrancy and fun in businesses.	Q3 26	MV/JG	
Complete an inventory of vibe in Vail’s villages.	Q4 26	MV/JG	
Align land use, housing and design codes to achieve vibrancy goals.	Q3 28	MG	
<b>A.3 By December 2026, the Town Council will receive and approve a development agreement to accomplish the community goals outlined in the West Lionshead Master Plan.</b>			
The partners (Town of Vail, Vail Resorts and East West Partners) will identify topics to discuss in the pre-development agreement.	Q1 26	RF/MG	
The partners will complete a public financing plan and update needs for public parking.	Q2 26	RF/MG	Consultant budgeted
The partners will complete a development agreement.	Q3 26	RF/MG	
<b>A.4 By December 2027, residents and visitors will have access to and will utilize a playbook of diverse and compelling activities that are available in the Town of Vail throughout the year.</b>			
Develop a playbook of activities and amenities by season for distribution to the local community and businesses.	Q3 26 (winter) Q2 27 (summer)	MV/LG/ AZ	

## B. Issue: Build a Strong Community

Action/Strategy	Timing	Point of Contact	Budget Needed in 2026
<b>B.1 By March 2027, create policies and an organizational culture where community members and/or groups can utilize town facilities.</b>			
Complete inventory of town facilities, parks, other entity uses (school district), publicly used/privately owned spaces for supporting community programming.	Q3 26	KLM	TBD
Complete financial analysis for each town facility or space (P&L) and evaluate usage and capacity of those facilities.	Q4 26		
Determine needs of community for additional public uses via a new Recreation Master Plan.	Q3 26	KLM	TBD
Complete a management plan that could also be part of the Recreation Master Plan.	Q1 27	KLM	TBD
<b>B.2 By December 2029, parents/caregivers working in Vail needing childcare have access to affordable childcare located where they need it.</b>			
Work with Eagle County to update the demand study for childcare and where that demand is needed.	3Q 27	KM / RF	
Identify sites for future childcare center in conjunction with land inventory for future Recreation Master Plan update.	Q4 26	Rec Plan / TK	
Assess and ensure the sustainability of current childcare facilities and programing and develop recommendations to improve sustainability.	Q4 27	KM	
Facilitate proposed new childcare facility in West Vail.	Q2 27	RF	
Create micro enterprise opportunities for in-home childcare.	Q2 28	KM	
<b>B.3 By December 2031, Vail residents will experience an 820 unit increase in locally owned and occupied homes in residential neighborhoods, with construction beginning on the East Vail parcel by 2028. (Note 820 includes the 570 units being built now and 250 new homes in the next 5 years)</b>			
Establish integrated housing inventory and analytics system with full deed-restricted unit lifecycle tracking and AI-assisted tools.	Q4 26	JD	\$60,000 budgeted
Redevelop policy, data and decision-making infrastructure.	Q4 28	JD	
Expand deed restriction purchase program product offerings.	Q4 27	JD	
Create a financial catalyst for affordable housing.	Q2 27	JD	\$25,000 VLHA
Complete Southface Vail.	Q4 28	JD	
Complete Timber Ridge Village.	Q4 26	JD	
Initiate construction on the East Vail CDOT site.	Q2 28	JD	
<b>B.4 By December 2027, the Town Council will make a decision regarding the development of a community-anchored recreation center.</b>			

Assist VRD with issuing an RFP for the Recreation Master Plan Update.	Q2 26	TK/VRD	\$75k TOV \$75k VRD
Internally evaluate existing spaces and land that may be used for Community/Recreation opportunities; share information for use with Recreation Master Plan update.	Q4 26	TK	
Complete Recreation Master Plan which will include a land analysis that supports other actions in this plan.	Q 2 27	TK/VRD	
Present recreation center options to Council for decision regarding the development of a community-anchored recreation center.	Q4 27	TK/VRD	
<b>B.5 By February of 2028, the Town of Vail will begin intentionally developing the next generation of leaders within our community.</b>			
Develop a mentorship program and speaker series where the “Old Guard” can impart wisdom to the “New Guard.” The speaker series should be a combination of a formal session and informal networking opportunity in the same event.	Q2 27	RF	
Formalize the Next Generation group, while keeping the meetings organic, to allow the group to provide direct feedback to the Town Manager and Town Council to promote growth, innovation, and excitement for the future.	Q2 27	RF	
Work regionally with Vail Valley Partnership and other local governments to support local entrepreneurs and young leaders. Specially support VVP program to connect younger people in the community and provide leadership and basic life skills.	Q2 27	RF/VVP	

## C. Issue: Protect the Mountain Environment

Action/Strategy	Timing	Point of Contact	Budget Needed in 2026
<b>C.1 By December 2027, Vail and its partners will have a cohesive wildlife/environmental management plan for the Gore Valley to continue to promote, protect and enhance our natural habitat.</b>			
Complete the biodiversity study including inventory, land management, habitat improvement and policy.	Q2 26	KB	
Bring partners together to present findings of the study and collaborate on recommendations.	Q4 26	KB	
Utilizing the results of the biodiversity study, develop and release RFP to develop biodiversity habitat plan and policy for town-owned land.	Q1 27	KB	
Present findings to PEC/Council, develop budget.	Q2 27	KB	
Begin project planning and implementation of recommendations.	Q4 27	KB	
Launch new Restore the Gore branding and campaign.	Q3 26	KB/PW	

Improve stormwater infrastructure and operational activities ensuring the town employs best management practices to prevent, capture, and treat pollution.	Q4 28	KB/PW	
Advance statewide policy, update town regulation and increase enforcement to ensure compliance with existing laws and broaden the ability of the town to reduce pesticide impacts on Gore Creek.	Q1 27	KB/PW	
Implement site specific restoration and research projects (Golf Course revegetation plan).	Q4 29	KB/PW	
Complete instream trout habitat enhancement project at eastern end of Ford Park.	Q2 27	KB/PW	
<b>C.3 By December 2027, the town council will receive and approve a community resiliency plan including economic, environmental, wildfire and organizational resiliency, including evacuation and COOP plans.</b>			
Develop a scope of work for phase one of the resiliency plan.	Q2 26	RK	Budget \$125,000 for 2027
Prepare and issue an RFP for phase one of the resiliency plan.	Q3 26		
Complete draft plan.	Q4 27		
<b>C.4 By December 2030, the Town will achieve a 50% reduction in carbon emissions and by December 2050, the Town will achieve an 80% reduction in carbon emissions against the 2014 baseline.</b>			
Present for adoption the Exterior Energy Offset Program, a policy to mitigate and offset energy use (heated driveways, pools/spas).	Q4 26	KB/CM	
Complete Phase 2 Design of the broader Civic Area Geothermal district, establish governance and financial structure, and partnerships for implementation.	Q3 27	KB/CM	
Complete Energy Performance Contract on town facilities, geothermal district at library.	Q4 27	KB/CM	
Increase utilization of mobility programs (ShiftBike, ZipCar, SolePower +) by a minimum of 25%.	Q4 28	KB/BM	
Propose an Electric Vehicle (EV-first) procurement policy for town vehicles.	Q1 27	KB/CM	
Implement the town's EV Readiness Plan actions to reach 30% transition by 2030.	Q4 30	KB/CM	
Achieve 50% waste diversion rate through an increase in composting, plastic waste reduction, and construction and demolition diversion.	Q4 29	KB/BM	
Drive local, statewide, regional and national climate policy and programs through the adopted CC4CA policy objectives and the Climate Action Collaborative 2030 Plan.	Q3 30	KB	
Implement targeted climate education and capacity building, reaching at least 25% of town employees while also increasing community education and outreach by 25%.	Q4 28	KB	

## D. Issue: Ensure Good Governance

Action/Strategy	Timing	Point of Contact	Budget Needed in 2026
<b>D.1 By December 31, 2027, the Town of Vail will simplify and streamline communications to ensure information is transparent and accessible to the community.</b>			
Centralize website update functions within the Communications Department.	Q1 27	KW	FTE/other resource in 2026-27
Launch a new, comprehensive website at vail.gov as a one-stop shop for the information needed by all constituents.	Q4 27	KW	
<b>D.2 By July 2027, the land use and housing codes are clear, concise, legally defensible, and achieve the Town's policy goals</b>			
Amend Town Code Chapter 12-9A to include a new Sketch Plan step in the Special Development District review process.	Q2 26	MG/JD	
Select a finalist from the respondents to the RFQ for the comprehensive rewrite of Town Code Titles 12 and 14.	Q1 26	MG/JD	
Administer public engagement and implement communication plan as a component of Phase 1.	Q4 26	MG/JD	
Complete Phase 1 of the comprehensive rewrite of Town Code Titles 12 and 14.	Q4 26	MG/JD/GR	\$100,000 budgeted
Complete Phase 2 of the comprehensive rewrite of Town Code Titles 12 and 14.	Q2 27	MG/GR	
<b>D.3 By December 2027, the community will experience a customer focused organization and culture through the development of customer-focused strategic departmental business plans.</b>			
Develop a customer service training program for Town of Vail employees.	Q3 26	RF	
Implement a community-wide customer service training program.	Q4 27	RF	
Town of Vail staff trained to facilitate department-wide strategic business plan.	Q3 26	RF/KH	\$42,000 budgeted
Department strategic business plans completed over next three years.	Q4 29	RF	\$200,000 budgeted
Create a communications framework for departmental plan messaging and building culture and legacy of customer service.	Q4 26	RF/KW/KH	
Develop metrics to measure success.	Q1 27	RF/KH	
<b>D.4 By December 31, 2027 the Town will pursue and implement innovative financial strategies to ensure the viability of our community for the next 50 years and deliver best-in-class services.</b>			
Determine where town operations are financially sustainable and where they are not.	Q4 26	CS	

Engage InnoVail team to solicit internal ideas for revenue generation.	Q2 27	CS	
Solicit crowd sources and community feedback along with focus groups with financial leaders in the community.	Q4 27	CS	
Engage an intern/fellow to support research and implementation of this goal area. This would include looking at innovative strategies for supporting public operations and projects.	Q3 26	RF/HR	\$20,000
Release first round of accurate, real stories of how the town works to receive an ROI on initiatives and investments.	Q1 27	CS	
Inventory of what we can sell, trade, collateralize. (i.e. selling RMV)	Q4 26	CS/JD	

### Key to Names/Initials

AZ - Albert Zamora

BM - Beth Markham

CM - Cameron Millard

CS - Carlie Smith

GR - Greg Roy

HR - Human Resources

JD - Jason Dietz

JG - Jeremy Gross

KB - Kristen Bertuglia

KH - Kathleen Halloran

KLM - Kim McNally

KM - Krista Miller

KW - Kris Widlak

LG - Liz Gladitsch

MG - Matt Gennett

MV - Mia Vlaar

RF - Russell Forrest

TK - Tom Kasmel

VRD - Vail Recreation District

VVP - Vail Valley Partnership