

Risk ID	Description	Risk Category	Probability (1-3)	Impact (1-3)	PI Score	Expected Result, No Action	Mitigation	Contingency	Action by	Action when	Comments
ENVIRONMENTAL											
Climate	Vail's winter snowpack becomes less reliable, ski seasons become shorter, fewer skiers and guests during winter	Environmental,	3	3	6	Loss of small businesses	Current strategy is to provide early and late season events to attract guests	X	Vail Town Council, Vail Economic Advisory Council, Vail Resorts	Ongoing with Vail Town Council Work Plan and Vail Resorts	Vail will continue to reduce greenhouse gases but the issue is global.
Change Impacts: less reliable snowpack and shorter ski seasons		Financial	High probability over time	There is time to plan and diversify, add more snowmaking equipment							
Drought/	With less snowpack during winter there is a lack of water in streams and rivers	Environmental, Financial	3	2	5	Loss of water quality, less income from angling and rafting, potential forest die-off	Eagle River Water and Sanitation District proactively manages water use, small reservoirs exist to maintain minimum in stream flows	Cap water amounts and charge or fine water users who are out of compliance,	Eagle River Water and Sanitation District	Ongoing monitoring of snowpack water equivalency, Vail water efficiency plan	Efforts to improve outdated infrastructure and reduce water use during summer are underway
Lack of Water			We are entering a long-term drought with climate change	Vail has a water efficiency plan and takes measures to reduce use when needed				Mandatory switch to Xeriscaping			
Wildland Fire	Vail is surrounded by forests and has many trees within residential areas within town	Environmental	2	3	5	Loss of property, potential loss of life, environmental damage to waterways, loss of aesthetics	Vail Fire Department has implemented new regulations to limit trees, also thinned forest around perimeter of town	Evacuation plan implementation	Vail Fire Department	Ongoing	Citizens have concerns about cutting more trees due to loss of ecological and aesthetic values
		Financial									
		Social									
		Health									
Air Quality-- Smoke from Fire	During high fire season there have been increasing amounts of fires in the region and in the West that has caused visible smoke and ash in the air for weeks at a time	Health, Environmental, Social, Financial	3	2	5	Worsening air quality, EPA non-attainment listing for PM10. Increased asthma and respiratory concerns, loss of recreation ability and reduction in tourism	Urban Wildland Interface Mitigation measures (thinning around town boundaries), residential fire wise landscape guidelines and tree removal, no wood shake shingles on roofs. No wood burning stoves allowed.	Air quality monitor installation and need for increased health care, PSA and warnings for residents and guest to stay indoors	Vail Health, TOV, Eagle County	Ongoing	
Flooding—Runoff after Fire	Landslides and other erosive events following a wildfire introduce sediment to waterways	Environmental	2	3	5	Impacts to water quality, drinking water sources and aquatic life	Fire prevention, erosion control	Vail has a wildfire preparedness and evacuation plan in place	Vail Fire Department, Vail Resorts	Ongoing	While flooding is a great threat, fire mitigation measures can cause a lack of vegetation in sensitive areas causing erosion or a decline in habitat, we continue to balance these issues.
Damage to Sensitive Ecological Sites	Vail is situated in a narrow valley with Gore Creek and riparian habitat throughout. Development pressure, recreation and growing population threaten habitat	Environmental	2	3	5	Continued loss of habitat and species that depend upon them	Designated Open Space Zoning, Federally protected USFS lands, seasonal closures, development restrictions, 2018 Comprehensive Open Lands Plan, Land Use Plan, Conservation easements	X	TOV, USFS, Eagle Valley Land Trust, Vail Resorts		The Town's Comprehensive Open Lands Plan identified a need to assess biodiversity and create management plans on town-owned land. This work is expected to begin in 2020.

Water Quality	Non point-source pollution and loss of riparian habitat have impacted water quality	Environmental, Financial, Public Health	2	3	5	Reversal of recent upward trend in aquatic invertebrate populations	Riparian restoration, stormwater filtration, education and outreach, Gore Creek Strategic Action Plan	X	TOV, ERWSD	Ongoing	TOV has committed \$8.5 million to Gore Creek restoration over 5 years
Avalanches	Near record avalanches in the 2018-19 winter season, considerable closures to highways and trails	Environmental, Financial	2	2	4	Continued extremes in fire, flood and avalanche without climate action	Safety measures such as closures, blasting, climate mitigation and adaptation measures, avalanche safety, and awareness training courses, SAR Canines	Mountain or highway closures, search and rescue teams deployed	Joint- CDOT USFS, TOV, Search and Rescue, Eagle County , Vail Resorts	Preventative action and monitoring is ongoing. Large snowfall, slides, debris will prompt closures.	
Light Pollution	Safety concerns and a lack of awareness or enforcement of town code, increased development has increased light in the Valley	Environmental, Social	2	1	3	Change in wildlife habitats, impacted sleep patterns, loss of mountain experience and view of stars	Town code requirements for near Dark Skies compliant fixtures	X	TOV, CDOT	Citizen complaint within TOV boundaries, or when plans are submitted for development	Town code does not apply to CDOT highway lighting however, and can amount to considerable light pollution impact
Noise Pollution	I-70 highway noise, truck chain up area. Concert noise	Environmental, Social	1	1	2	Increasing traffic and diesel/noise levels	Highway berms, cutoff time of 10 p.m. for special events with music	X	CDOT, TOV	Citizen complaint	
Loss of Wildlife Populations	Development and loss of habitat has contributed to declines in elk and deer, bighorn sheep, impacts to birds, insects, etc.	Environmental, Social, Financial	3	3	6	Complete loss of ungulate species in the near term, other species long term	Seasonal closures, habitat improvement projects, restrictions on development, proper land use planning, funding for wildlife, citizen science and environmental education programs, wildlife forums	X	USFS, CPW, TOV, EVLT, WMSC	Data show declines, immediate need for action	Eagle County recently conducted a Safe Passages for Wildlife study which assessed and prioritized the need for wildlife crossings along I-70 within the destination. This is a critical need for safe deer and elk crossing especially and the TOV intends to devote resources to the design of these crossings in 2019/2020.
Solid Waste Diversion	Vail's tourist-based economy leads to a higher per-capita waste percentage than the national average	Environmental, Financial	2	2	4	Low recycling rates, increasing landfill costs and space	TOV recycling ordinance, education programs, recycling mobile APP, local commercial composting site, Vail Resorts Zero Waste commitments	Build additional landfill capacity	TOV, VR,	Ongoing	Current TOV recycling rate is 27%
Wilderness	Proximity of wilderness boundary to a developed area (Vail) poses risks of overuse and inappropriate use of wilderness trails in Eagles Nest Wilderness; jeopardizes wilderness experience and impact to wildlife	Environmental, Social, Financial	2	2	4	Overcrowding of trails, degradation of wilderness areas, negative impacts to wildlife populations; may result in closure of wilderness areas	Trail host and Front Country Ranger programs to educate the public on importance of LNT, proper trail etiquette, leashing dogs in wilderness, and to help monitor crowded trails and direct trail users to less busy trail options; port-a-potties placed at busy trailheads during summer and fall months; consider permit options for exceptionally busy and overused trailheads.	Create permit and reservation system and parking restrictions for trail use to limit visitors to most highly impacted trails.	TOV, USFS, WMSC	Ongoing	This is particularly concerning on the East Vail trails of Gore Creek, Deluge, Bighorn, Pitkin and Booth Lake

Lack of Resiliency	As impacts of climate change become more apparent, the threat and impacts of drought (including declining snowpack), wildfire, and other issue including global pandemics impact the environment, residents, economics, and tourism industry.	Environmental, Financial, Social, Health	3	3	6	Increased natural disasters, decrease in snowpack and available water leading to reduced tourism, reduced outdoor recreation opportunities, loss of jobs and livelihoods, reduced biodiversity, increased illness and collapse of economic stability.	County wide stakeholders developed Resiliency Plan for Eagle County, including the Vail Destination. Plan encompasses a variety of risks on this register including economic, social, health, and environmental risks.	X	Eagle County Commissioners, Stakeholders from local, state (CPW) and federal (USFS) governments, non-profit organizations, utilities, and local businesses.	Ongoing	Municipalities must take action and secure budget funding to increase resiliency efforts as identified in Resiliency Plan.
ECONOMIC & SOCIAL											
Mental Health (added April 2019)	Growing urgency for mental health services due to high numbers of suicides locally and crisis intervention needs	Social, Health, Financial	2	2	4	Higher rates of suicides and a community in distress, higher health care costs for all	Eagle County has committed \$500,000 toward addressing needs and the County passed a ballot initiative instituting sales and excise taxes on marijuana products with the proceeds dedicated to mental health services in 2017.	X	Eagle County	In process	While beyond the scope of the destination, it is worth noting that within Eagle County, 2017 was the worst year on record for suicides. Local mental health providers are reporting exponential increases in calls for service. According to the National Association of State Mental Health Program Directors, Colorado now ranks 43rd in mental health spending in the U.S., in part due to the successful ballot measure in Eagle County. Several mental health services hand resource centers have become available to residents including Speak Up, Reach Out; Mind Springs Health, and the Hope Center. These
Lack of Housing for Employees	Vail's high priced real estate and low paying jobs, VRBO and Air B and B make it difficult to find housing and challenges businesses to retain employees	Social, Financial	3	2	5	Continued sale of local housing stock to second homeowners, a loss of community, constant turnover of employees and negative impact on businesses and service levels	Vail's Housing 2027 Plan, Vail Indeed program, Middle Creek Income Qualified development, partnership with Eagle County on down-valley workforce housing project; Additional workforce housing projects in Vail	X	TOV, Eagle County, VR	Ongoing	There is currently a waitlist for affordable housing for Eagle County workforce that is three years long. Several workforce housing options have come online. Chamonix housing complex (2017) in Vail requires full time Eagle County residency and employment status, Six West Apartments (2019) in Edwards with 70% of housing dedicated to local workforce, and ERWSD housing (2019) specific for their employees. Deed restricted rental units for local workforce: Residences of Main Vail opened Fall 2023, Timber Ridge Development and West Middle Creek both starting construction in 2024.
Shorter Ski Seasons due to Lack of Snow	Climate extremes has already impacted snowpack, particularly in 2018, loss of visitors and recreation, sales tax	Environmental, Social, Financial	3	3	6	Total loss of the skiing economy in the long term, loss of water, loss of ecosystems	Climate actions - public policy, involvement with Colorado Communities for Climate action, local policy and programs (EnergySmart), pressure on Holy Cross Energy to switch to renewable energy	Up marketing on summer activities, creation of Epic Discovery Center for activities that do not require snow	TOV, Holy Cross Energy, Eagle County, Vail Resorts	Ongoing	

Lack of Economic Diversity and Resiliency	Dependence upon the ski industry for sales tax, high property values	Financial	3	1	4	Loss of businesses and tax dollars associated with skiing	Vail has increased focus on health tourism, the redevelopment of the hospital has led to increased high-paying jobs that makes up a significant sector of the economy in the destination.	A larger focus on remote-working, summer activities	TOV, VEAC, VR, Eagle County	Ongoing	
Overcrowding	Colorado has one of the fastest growing populations in the nation, impacting housing, traffic, resort communities and outdoor experiences including the state's "14ers" (14,000 ft. peaks). Negative guest experience due to overcrowding in Villages and on trails, impact to ecosystem	Environmental, Social, Financial	2	2	4	Trampled and damaged vegetation and trails, loss of habitat and wildlife, visitors decide to go elsewhere	Management of special events, efforts by TOV, USFS, Welcome Center and lodging community to spread out and manage trail use (e.g. away from the Booth Creek Trail), Leave No Trace education, Front Country Ranger Program with USFS, Town of Vail Trail Hosts and Vail Valley Mountain Trails Alliance Trail Ambassadors to educate trail users; Adopt A Trail program for trail maintenance; Bus it to Hike it program for popular trails	Close trails, permit only, mandatory public transportation, managed/pay parking	TOV, USFS, VR, Lodges	Beginning more serious coordination process 2019	
Loss of Guest Loyalty	Repeat visitation is extremely important to building the brand, and generations of skiers, property owners, successful businesses	Financial, Social	1	1	2	Decrease in sales tax, loss of identity, slip in rating, inability to target market effectively	Robust marketing and high levels of guest service, attention to surveys		TOV, VEAC, VR	Any changes in guest surveys, sales tax, or low snow year	PrimaVail guest experience employee training program was created to help elevate the guest experience and build brand loyalty.
Crime and Loss of Safety	Community and resort experience are dependent upon a safe and welcoming environment. Threats exist on property theft, domestic violence incidences, some issues with transient population and major highway access	Social	1	3	4	Fear, less visitation, residents moving out of valley, high expenditures on crime management	Police presence, well-staffed code enforcement and PD, serious prosecution of crimes, prevention plan	Increase in enforcement and checks, patrol	TOV, Eagle County PD	Ongoing	
Lack of Parking for Guests	Many front range guests, employee parking, and lack of walkability/winter/social norming for green commuting or barriers to public transportation leads to lack of available parking spaces	Social, Financial	1	1	2	Continued frustration, lack of guests, crowding and parking on frontage road	Managed parking and a large free bus system, additional parking garage built 2018. Program to incentivize carpooling and public transportation; Town of Vail developed Parking and Mobility Task Force to address parking issues and identify solutions. Eagle Valley RTA passed the ballot to allot a half cent tax in Eagle County to improve transit, especially for the local workforce and guests staying outside of Vail.		TOV	Major action completed 2018, ongoing	
Discrepancy between workforce wages and cost of living	Tourism-based economy has primarily lower wages	Social, Financial	3	2	5	Turnover in business staffing, inability of workforce to become established and raise a family, disgruntled employees, people moving away	The Town of Vail has initiated a compensation study and attempts to become a premier payer. No destination-wide strategy exists to address the wage gap	X	X	X	

Loss of Vail's Architectural Character and Iconic Buildings	Vail was built with a nod to Bavarian architecture, with some early buildings owned by German, Austrian ski racers and business owners. The Vail Nature Center was an old homestead.	Social	1	1	2	Loss of a sense of place, history, context	Vail Character and Preservation Study and creation of the Cultural Heritage Preservation Committee to develop protocols and policies to protect and educate about architectural character and iconic buildings. Create ordinance protections as needed.	X	TOV	Ongoing	Airt in Public Places and Colorado Snowsports Museum offers tours of Vail and provides education and historical context regarding architectural character as well as historical significance of iconic buildings.
Lack of Awareness about Vail's founding and early ski history	Vail was built as a ski resort first, and then became a municipality. 10th Mountain Division skiers and early innovators and pioneers had a vision for the place	Social	2	1	2	Loss of a sense of place, history, context	The Library District's historical records and educational programs on the history of Vail. Several short films and books have been created to raise awareness and preserve Vail's history.	X	TOV, Library, Colorado Snowsports Museum	Ongoing	Vail Resorts has most recently added a 10th Mountain Division Parade several times per year to increase the cultural experience and provide some insight into Vail's history; Completion of historic newspapers digitization and archiving; Vail Valley Voices - program that captures interviews with Vail's founders, local icons, and those who positively influenced Vail.
Lack of awareness about U.S. Forest Service History	Vail is surrounded by USFS land. The ski resort is on public USFS land. The importance of public lands is critical to preserve in the public consciousness	Social	1	2	3	Without the history of protection, and land ownership by all people, public lands could be at risk for further development or privatization	Public campaigns and awareness of the importance of public ownership of National Forest land. The Town of Vail passed a Resolution in support of public lands in 2017	X	USFS, private industry	Ongoing	
Lack of Awareness about Indigenous Peoples, Miners, Homesteaders and Mountain People	Vail has a history of sheep herders, lettuce farmers, and the Gore Creek Valley was inhabited by the Ute Native People	Social	1	1	2	Lack of appreciation and context, loss of a sense of place, development in an unplanned manner that doesn't respect the land in the way the early people did	Artwork, library displays and storytelling, books and some oral history on file	X	TOV	In process	The Town of Vail has created a cultural heritage committee through the sustainable destination process and is exploring more ways to expand awareness and document and celebrate history, including programs, art and events.