

# TOWN OF AVON 2017-2018 STRATEGIC PLAN

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Adopted by the Avon Town Council

Resolution 16-19, Series of 2016  
June 28, 2016

## Purpose of the *Strategic Plan*

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The *Strategic Plan* is developed and adopted to guide decision-making and provide the structure for ensuring investments and programs reflect Council priorities in achieving the vision and adopted plans of the Town of Avon. This work of the Council has been done since 2013, when the Town's first *Strategic Plan* was developed and adopted at regular Council meetings, with meeting notice.

In July of 2015, the Town Council provided the opportunity for residents and businesses to identify the most important issues in the Town through civic engagement outreach at open houses. The outreach was specific to the development of a community survey, which was distributed to all residential households and businesses in Avon on August 3, 2015. Results were presented to Council on September 22, 2015. The results have aided the Council in identifying priorities over the next several years and have provided information as to other methods to engage the public in the vision and strategic planning of the Town.

The *Strategic Plan* is updated each year to reflect dynamic change, as may be needed, and to present to the Avon community the important work planned by the Town over the planning period.

- The following section presents the *Strategic Plan Vision*, which provides a dynamic overview describing the way of life in Avon, the values the community holds and serves as a comprehensive statement regarding the focus and directed outcomes of the Town's work.
- From the *Strategic Plan Vision*, four key outcomes have been identified to set the prioritized work of the Town. The four outcomes, with successes, challenges and strategies to achieve each vision are detailed, resulting in a *Strategic Plan*.
- Once the *Strategic Plan* is adopted, a budget is prepared to meet the multi-year program, followed by each department submitting a business work plan to the Town Manager identifying the timing and process for implementing each strategy. Progress on the work plans are monitored to ensure outcomes are met.

## Strategic Plan Vision

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“... To provide a high quality of life, today and in the future, for a diversity of people and interest, and to promote their ability to live, work, visit and recreate in the community.”

TOWN OF AVON COMPREHENSIVE PLAN, REVISED MARCH - 2008

The Town of Avon, surrounded by natural beauty, is today **a strong community, which will maintain a focus on families and workers, and that will build on its strengths** to become a nationally and internationally recognized **year-round mountain resort community**. Committed to providing a high level of municipal services for our citizens and visitors, and the **stewardship of our natural resources**, Avon will **expand its cultural, recreational and educational offerings** in partnership with our broader community and regional public and private sector agencies, thereby ensuring **sustained economic vitality and a vibrant community experience**.

Recent resort-oriented accommodations projects in Avon are of a higher standard than the Town attracted at its founding and in its early years. **It is this superior level of quality development** that Avon believes will be its **comparative advantage in the future**, and, therefore, will work to attract and promote these types of developments by ensuring Town **plans and incentives are constructed in a manner which provides the development community clear and timely information**; and by steadfastly maintaining a professional and solution-oriented municipal business.

The Town will continue to **value and support our full-time and part-time resident population by providing an exceptional level of municipal services** and by working to **retain existing businesses** as the Town seeks to **expand its retail and commercial base**, while fostering our sense of community through both our spirit and the built environment. The importance of vibrancy and activity within the Town will be supported by **attracting an array of new and diverse cultural and recreational events to Avon which are in concert with the values of our community** and serve to nurture a cohesive sense of place and public.

It is the Town of Avon’s elected officials and staff **commitment to fiduciary responsibility**, effectiveness and efficiency in providing government services and a practiced belief in **open and transparent governance** that will lead the successful implementation of this vision for the growth and development of Avon.

# Strategic Plan

## Fiscal Years 2017-18

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### **SUPPORT A STRONG COMMUNITY, BUILDING ON STRENGTHS AS A YEAR-ROUND MOUNTAIN RESORT COMMUNITY**

The Town will continue to value and support our community through a strong and diverse economy, attentive to business retention and proactively partnering with the private sector to expand Avon’s retail and commercial base. The Town’s commitment to planning for future growth; openness to new community development trends; and, recognition of private property interests and the costs of doing business with the Town, sets forth a dynamic relationship for the successful construction of the built environment and business growth.

#### **RECENT SUCCESSES**

MEDICAL OFFICE BUILDING TCO/CO - ELEMENTARY SCHOOL STREET SAFETY IMPROVEMENTS - DEVELOPMENT OF E/WBC BLVD WALKABILITY DESIGN TEST & FINAL PLAN - WAYFINDING SIGNAGE - BUS SHELTER CONSTRUCTION – MARKETING PLAN COMPLETED – WILDRIDGE LOT SPLIT REGULATION UPDATE

#### **CURRENT CHALLENGES**

SHORTAGE OF AFFORDABLE LOCAL HOUSING FOR WORKERS & SENIORS - FEW HOUSING OWNERSHIP OPPORTUNITIES - CHANGING DEMOGRAPHICS OF THE SKI INDUSTRY & INCREASED COMPETITION

### **STRATEGIES**

#### **Tier 1 Priorities**

- Develop *Town of Avon Housing Guidelines*, including but not limited to an employee housing resident goal
- Develop diverse options for local working housing through public –private partnerships
- Invest in multi-modal improvements prioritizing walkability and bicycle use on streets, with transit, parking and wayfinding
  - Bid and construct approved E/WBC Boulevard walkability plan in one or two phases depending on cost
  - Complete walkability plan for the remainder of the Avon core as an initial phase of the development of a comprehensive parking and multi-modal transportation plan, including the remediation of sidewalk gaps
  - Fully support Avon transit as a key element of a walkable community, including funding of a Town late night transit loop; testing taxi, dial-a-ride or transportation network company (e.g., Uber) services for low-ride routes, including Wildridge; stay attentive to the potential role of autonomous cars
  - Determine funding for a Town of Avon internal late night bus
  - Proactively partner with ECO and other Eagle County jurisdictions to fully consider transit consolidation opportunities, expansion of commuter service for employees who work late shifts and other transit initiatives to improve service and efficiency
- With consultant services, prepare master land use plans for Tract G, Lot 5 and Swift Gulch, building on the Stan Clauson Associates, November, 2015, initial plan; and a comprehensive parking plan for the Town’s commercial core. In the Tract G planning, evaluate expansion of the Recreation Center and a parking garage. Engage a citizen committee to serve as a stakeholder group for consideration of the relocation of the Hahnewald Barn, Blacksmith Shop and Cabin in the Town of Avon. The consultant will also prepare

a parking plan for Town of Avon commercial core. The planning will be an inclusive process with the greatest civic engagement from the initial meetings through Planning and Zoning Commission recommending action and Council adoption hearings.

- Analyze the current Real Estate Transfer Tax primary exemption of \$160,000 as a mechanism to increase affordable opportunities for homeownership in Avon to support employee housing shortages for Avon businesses; as well as explore other regulatory and revenue generating options, including voluntary contributions to support the development of employee housing
- Evaluate the tiers of the Avon water tap fee to ensure that the fee accounts fairly for residential home sizes.
- Monitor the status of the Town's request to the USFS, under the Town of Avon – USFS Memorandum of Understanding, to study USFS Road 779, also known as the Metcalf access road, for progress through the planning process and budget funds for the development of the road access and/or parking lot.

### **Tier 2 Priorities**

- Evaluate the formation of a special improvement district to improve the facades of the Avon Center, Comfort Inn, First Bank, and other properties along E/W Beaver Creek Boulevard, including development of public spaces
- Map railroad right-of-way and Town easements to evaluate transportation options
- Work with local merchants on a bike sharing program

### **On-going**

- The Town shall be proactive in outreach to the Elementary School and communities to the west of the school to fully include these populations in 1) decisions of the Town, and 2) assessing and funding service, capital, maintenance and infrastructure needs; with consistent and robust outreach and marketing of the Town's programs, such as Recreation Center swim lessons, to improve accessibility and greater participation in programs and activities
- Work proactively with the owners of vacant commercial property to find leaseholders and/or redevelopment projects and, when appropriate, 1) Utilize Urban Renewal Authority tax increments generated from the existing district or in a potential new Urban Renewal Authority district, and/or 2) Other economic development incentives including tax rebates, zoning amendments, etc.
- Maintain a strong partner relationship with the Avon business community, nonprofits, Walking Mountains Science Center, Vail Leadership Institute/Vail Centre and developers.
- Actively employ the service of the Vail Valley Partnership in meeting and working with Avon's businesses
- Throughout the year, Liaison Appointees and Town Manager will meet with respective principals for developments in the Town of Avon to discuss current issues, development needs and opportunities

# Strategic Plan

## Fiscal Years 2017-18

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### **PRESERVE & ENHANCE THE NATURAL ENVIRONMENT**

Maintaining a strong foundation for the stewardship of Avon’s natural resources is a top commitment by the Town. Avon will promote sustainability through the funding of programs and projects to protect the Town’s and the regions clean waters and clean air.

#### **RECENT SUCCESSES**

UERWA UNALLOCATED POLICY ADOPTED – WATER ORIENTATON FOR TOWN COUNCIL – WILDFIRE COORDINATION WITH ERFPD FOR HOMEOWNER OUTREACH – MOUNTAIN STAR FUNDING AGREEMENT -

#### **CURRENT CHALLENGES**

POTENTIAL COLORADO WATER COMPACT CALLS & SHORTAGES - WILDFIRE POTENTIAL - POTENTIAL LONG-TERM DROUGHT IMPACTS - EAGLE RIVER PROTECTION - CLIMATE CHANGE - RESOURCE COST ESCALATION

### **STRATEGIES**

#### **Tier 1 Priorities**

- Evaluate all Town projects to the greatest extent possible under an objective of climate change mitigation, considering financial feasibility of cost reductions and beneficial impact to the environment
- Amend the Town’s landscape code to more effectively replace vegetation which has been removed
- With the expertise of the UERWA, develop outdoor landscape guidelines/regulations to reduce water use and off-site impacts, such as fertilizer run-off, which can affect the Eagle River
- Assess the Town's public tree stock in the park and in right-of-ways for timely replacement
- Proactively ensure trees on public and private property do not host and spread viruses; remove dead trees with a well-developed landscape program
- In planning for the new Police Station and Town Hall, adopt a paperless strategy to reduce waste and support files, etc.

#### **Tier 2 Priorities**

- Consider adopting a “pay-as-you-throw” refuse system and evaluate franchise agreements for waste haulers
- Consider legislation to end the use of plastic bags by retailers in the Town of Avon
- Take the lead role in working with the UERWA to assess and potentially partner with the Aspens Mobile Home Village to improve and/or replace the property’s water distribution system to eliminate water loss
- Develop a plan to improve the visual gateway and corridor along I-70

#### **On-going**

- Partner with Eagle County and its political jurisdictions to implement the *Eagle County Climate Action Plan*
- Participate as a member of the Urban Run-off Group to evaluate and support, as appropriate, needed Eagle River improvements

# Strategic Plan

## Fiscal Years 2017-18

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### **DEVELOP INCLUSIVE & DIVERSE ECONOMIC, EDUCATIONAL & CULTURAL OPPORTUNITIES**

The importance of vibrancy and activity within the Town will be supported by partnering with existing special events and attracting an array of new and diverse cultural, educational and recreational events to Avon, which meet the Town's brand and are in concert with the values of our community and serve to nurture a cohesive sense of place and public.

#### **RECENT SUCCESSES**

MAIN STREET MALL/PAVILION DIVERSE EVENT & FESTIVAL ACTIVATION - MAIN STREET MALL COMPLETION & ACTIVATION COMPLETION OF REGIONAL TRAIL AND METCALF CLIMBING LANE - EXPANSION OF MOBILE CART PROGRAM AND FOOD TRUCK PROGRAM AT NOTTINGHAM PARK - PLAYGROUND DESIGN COMPLETED WITH CITIZEN COMMITTEE - MARKETING PLAN COMPLETED - TRAILS MASTER PLAN UPDATED

#### **CURRENT CHALLENGES**

IDENTIFYING & NURTURING A DIVERSE & SUSTAINABLE YEAR-ROUND SCHEDULE OF CULTURAL EVENTS - SUMMER REVENUE, WHEN MEASURED BY SALES TAX, LAGS WINTER RECEIPTS

### **STRATEGIES**

#### **Tier 1 Priorities**

- Prepare, with consultant services, a GOCO grant to relocate and upgrade the Harry A. Nottingham Park Playground; with successful funding and grant match construct the new *Destination Jump, Splash, Learn* playground
- Continue to solicit, develop and fund, in partnership with qualified producers, a diverse program of vibrant arts, educational, cultural and recreational offerings at the Pavilion & Mall, as directed through the annual Town Council review of all offerings. In particular, seek to add live theater as a desired multi-day or evening festival. Expand use of the Pavilion in shoulder seasons to local band productions, which are low key and low budget, such as a battle-of-the-bands or open mike nights.
- Implement the adopted *Avon Recreational Trails Plan* as prioritized and adopted by the Avon Town Council, as soon as possible; pursue construction grants

#### **Tier 2 Priorities**

- Build photo monuments around the commercial core to memorialize Avon's history
- Evaluate a Scientific and Cultural District to provide funding to Walking Mountains educational programming and Avon's cultural activities
- Identify locations for the installation of outdoor percussion instruments and fund in the Capital Projects Fund, when feasible

## **On-going**

- When approving Town funded or supported festivals and events which offer alcoholic libations, require that the sponsoring non-profit is an Avon community grant recipient or locally based nonprofit.
- Support regional World Class events and the Walking Mountains School
- As appropriate, share the results of the *Community Survey* with potential business interests in terms of types of businesses and services desired in Avon
- Maximize the grant resources available through potential sources available such as through the Office of Economic Development and International Trade, including its new Outdoor Industry Recreation Office; a Scientific & Cultural Facilities District, and Department of Local Affairs

# Strategic Plan

## Fiscal Years 2017-18

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### **PROVIDE A RESPONSIVE, CUTTING-EDGE & EFFECTIVE GOVERNMENT**

Ensure that Town government is managed and operated as a “competitive” business and in a manner which is client-focused and solution-oriented, meeting the highest standards of fiduciary responsibility, implementing best practices, and using Town resources effectively and efficiently in each department. Ensure the Avon Police Department is fully invested and highly successful as a community policing agency for the Town. Provide for the development of capital projects, which support the community-resort economy, and promote the Town brand through a five-year capital investment plan, utilizing appropriate funding mechanisms such as pay-as-you-go, new mill levy and/or current tax receipt long-term debt. Support a work culture that is flexible, innovative and resilient to change.

#### **RECENT SUCCESSES**

COUNCIL STRATEGIC PLAN ADOPTED – POLICE STATION DESIGNED & BALLOT ISSUE FOR FUNDING APPROVED – PURCHASE OF NEW TOWN HALL - BALANCED BUDGETS/RESERVES MAINTAINED - CIVIC ENGAGEMENT PROGRAMS - EXPENDITURE SAVINGS - DEFERRED MAINTENANCE FUNDING

#### **CURRENT CHALLENGES**

CIVIC ENGAGEMENT OUTREACH CHALLENGES - LABOR FORCE COMPETITION - COMPETING FOR GRANTS FOR PUBLIC PROJECTS – FULL IMPLEMENTATION OF COMMUNITY POLICING PRACTICES IN THE POLICE DEPARTMENT

### **STRATEGIES**

#### **Tier 1 Priorities**

- Complete construction of the new Police Station at the Public Safety Facility and staff relocation, in an amount not exceed \$6.5 million dollars
- With Design Committee oversight, complete construction of the new Town Hall and staff relocation, in an amount not to exceed \$3.0 million dollars
- Expand the participation in the Second Annual Town Clean-up Day with earlier marketing and community picnic after the completion of the clean-up
- Implement the *Marketing Plan’s* 2017 priorities: 1) Pool marketing resources among departments for cross promotion and integrated communication; 2) Develop partnerships with local and regional businesses to keep these entities updated on Town priorities and activities; 2) Continue Town Council festival booth outreach, host coffee chats and create stand-alone displays; 3) Evaluate 2016 wayfinding investments and expand for the visitor/resident experience; 4) Create a regional media strategy; 5) Focus social media by audience; and 6) Rebrand transit
- Support the Police Department under a “community policing” philosophy through outreach to other resort communities to learn about successful practices, implementing and monitoring successful practices; and through analyzing call data and workloads to schedule and direct policing duties under the best practices community policing standards for resort communities
- Participate in the Mountain Connect broadband community; develop a program to ensure fiber is proactively developed in Avon as growth occurs

- Identify location(s) and cost(s) for the development of one or more dog parks in Avon or nearby in partnership with Eagle-Vail
- Develop a pedestrian lighting plan for Nottingham Park to increase late night safety

### **Tier 2 Priorities**

- For Nottingham Road, conduct an engineering assessment to 1) investigate the stability and condition of the road; and 2) ability to expand the paved surface to improve pedestrian safety and access
- In a collaborative work group, with Eagle County, its municipalities and major metropolitan districts, review Eagle County's revenues and expenditures apportionment
- Plan and budget for the development of Lot 5, in the Five Year Capital Improvements Plan, including adding a reserve line item for an equipment and vehicle storage facility and future office space
- Seek a short-term title sponsor for the Avon Performance Pavilion.

### **On-going**

- Maintain Town infrastructure, including all buildings, roads, parks, preserves and trails; appropriating deferred maintenance funds as required, and seeking long term debt approval, when appropriate
- Provide strategic Council leadership, consistently practicing open and transparent government
- Maintain and consistently evaluate a strong civic engagement program, including ad hoc committees, a bi-annual community survey, volunteerism program, etc.
- Maintain fund balances, contingency and reserves to guarantee a fiscal position that is resilient to economic fluctuations; transfer surplus funds to capital projects
- Continue to develop annual department work plans, which are measurable and maintain accountability
- Hold annual or bi-annual sessions in joint meeting settings with government partners