



**TOWN OF AVON, COLORADO
TOWN COUNCIL RETREAT FOR FRIDAY, FEBRUARY 20, 2015
MEETING BEGINS AT 9:00 a.m.
REGIONAL TRANSPORTATION OPERATIONS FACILITY, 500 SWIFT GULCH ROAD**

**PRESIDING OFFICERS
MAYOR JENNIE FANCHER
MAYOR PRO TEM JAKE WOLF
COUNCILORS
MEGAN BURCH, MATT GENNETT, SCOTT PRINCE, ALBERT "BUZ" REYNOLDS, SARAH SMITH HYMES**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. EXECUTIVE SESSION (THIS SESSION IS NOT OPEN TO THE PUBLIC)**
 - 3.1. MEET PURSUANT TO COLORADO REVISED STATUTE §24-6-402(4) (F) FOR THE PURPOSE OF DISCUSSING PERSONNEL MATTERS RELATED TO THE ASSISTANT TOWN MANAGER'S ROLE AS EAGLE RIVER FIRE PROTECTION DISTRICT FINANCE DIRECTOR
- 4. WORK SESSION**
 - 4.1. DISCUSSION REGARDING COUNCILORS USING SKYPE OR PHONE TO ATTEND A COUNCIL MEETING WHEN OUT-OF-TOWN
 - 4.2. AVON'S ADOPTED LAND USE PLANS
 - 4.2.1. IS THE CURRENT COUNCIL BOUND BY ADOPTED PLANS OF THE PREVIOUS COUNCILS
 - 4.2.2. THE 10 YEAR UPDATE – FROM COMMUNITY SURVEY, VISIONING, PLAN UPDATES – WHEN TO BEGIN; WHAT IS THE PROCESS?
 - 4.3. REVIEW OF JANUARY 29TH SUMMARY NOTES
 - CONTINUATION OF DEVELOPING COUNCIL'S 2015-16 STRATEGIC PLAN: WHAT DOES THE COUNCIL WISH TO ACCOMPLISH THE NEXT TWO YEARS
 - ADDITION OF PRIORITIES
 - PRIORITIZATION OF WORK
- 5. ADJOURNMENT - 2:00 PM**

MEETING AGENDAS & PACKETS: [HTTP://WWW.AVON.ORG](http://www.avon.org)
AGENDAS ARE POSTED AT
AVON TOWN HALL, AVON RECREATION CENTER & AVON PUBLIC LIBRARY

TO: Honorable Mayor Fancher and Town Council members
FROM: Eric J. Heil, Town Attorney
RE: Remote Attendance Policies
DATE: February 17, 2015

Summary: Attached is a draft of Remote Attendance Policies concerning the remote attendance and participation of Council members and non-Council members at a Council meeting. These policies are similar to policies on this topic that have been adopted in other communities. Essentially, it is not disallowed but is subject to approval by a majority of Council members present and is discouraged. Voting by Remote Attendance is not permitted for quasi-judicial public hearings or adoption of an ordinance on final reading. Also, Remote Attendance is not permitted for executive sessions.

These policies are presented for your consideration and may be adopted by motion and a simple majority vote of the Council members present at a meeting. This policy may be modified or rescinded at any time by a majority vote of Council.

Thank you, Eric

**AVON TOWN COUNCIL POLICY REGARDING:
REMOTE TELEPHONE/VIDEO MEETING ATTENDANCE**

1. **Purpose.** The purpose of this Avon Town Council Policy (“**Policy**”) is to specify the circumstances under which a member of the Avon Town Council may participate in regular and special meetings and executive sessions by telephone and/or video conferencing (“**Remote Attendance**”). Although advancements in communication equipment have enhanced the capability of Remote Attendance for board meetings in general, Remote Attendance has inherent challenges that lessens the effectiveness and efficiency of meeting participation compared to physical attendance. Such limitations include but are not limited to difficulty in viewing documentary information presented during meetings, evaluating a speaker’s non-verbal language in assessing veracity or credibility, observing non-verbal explanations (e.g., pointing at graphs and charts) during a speaker’s presentation or testimony, and participating efficiently in the procedural flow of a meeting. In addition, Remote Attendance of executive sessions prevents the Town from ensuring compliance with state law.

2. **Statement of Policy.** A member of the Town Council may participate in a Council meeting by Remote Attendance only in accordance with this Policy. Remote Attendance shall be made available and shall be limited as follows:

- A. A Town Council member may participate by Remote Attendance only when such member’s absence would otherwise constitute an excused absence. An excused absence shall include but not be limited to the inability to physically attend due to unavoidable travel schedule conflicts which are communicated to the Town Manager in advance of a meeting and unanticipated emergencies or accidents which render physical attendance not possible.
- B. Town Council must approve by a majority vote of the Council members physically present to allow a Council member to participate by Remote Attendance.
- C. The communication equipment and connections must be sufficient to allow clear, uninterrupted two way communication between the Remote Attendee and all participants physically present at a Council meeting.
- D. Multiple Council members may participate by Remote Attendance if the communication equipment is sufficient to allow clear, uninterrupted two way communication.
- E. A Remote Attendee shall neither participate nor vote on any matter that is subject to a quasi-judicial public hearing or the adoption of an ordinance on final reading. A Remote Attendee may maintain the connection and passively listen and/or watch the public hearing proceedings.
- F. A Remote Attendee may not attend an executive session.
- G. The Town Council may discontinue Remote Attendance at a meeting when a majority of the Council members physically present find that communication equipment or connection is inadequate and results in noise, poor sound quality, delay or lost connections.

3. **Effect of Remote Attendance.** Remote Attendance shall constitute physical attendance for purposes of establishing a quorum. Meeting minutes shall acknowledge any Remote Attendance.

**DRAFT – FOR DISCUSSION ONLY
FEBRUARY 17, 2015**

Motions, votes and other actions of a remote attendee shall be the same as if Council member physically attended the meeting except that the restriction on participation in quasi-judicial public hearings and attendance in executive sessions set forth in Paragraph 2. State of Policy shall apply.

- 4. Applicability.** This Policy shall apply to all meetings of the Avon Town Council.

- 5. Remote Attendance by Non-Council Members.** Non-Council members may participate by Remote Attendance when the majority of the Council members determine that Remote Attendance is necessary for the consideration of business presented to the Town, such Remote Attendance would not violate the policies set forth in Section 2. above, the public interest would be harmed, threatened or diminished by continuation of the business item, and good cause exists for the inability of the non-Council member Remote Attendee to physically attend.

- 6. Reasonable Accommodation.** The Town shall provide reasonable accommodation and shall waive or modify this Policy to provide handicapped Town Council members full and equal access to Council meetings.

ADOPTED AS AN AVON TOWN COUNCIL MEETING PROCEDURE POLICY IN ACCORDANCE WITH THE AVON TOWN COUNCIL SIMPLIFIED RULES OF ORDER ON _____, 2015

BY:

ATTEST:

Jennie Fancher, Mayor

Debbie Hoppe, Town Clerk



TOWN COUNCIL REPORT

To: Honorable Mayor and Town Council
From: Preston Neill, Executive Assistant to the Town Manager
Date: February 20, 2015
Agenda Topic: Review of Summary Notes from the January 29th Council Retreat

Included on Page 2 of the attached *2015-2016 Town of Avon Strategic Plan* is a *SUMMARY OF COUNCIL STATED PRIORITIES*, from the January 29th Retreat. The balance of the previously approved *Strategic Plan* follows this summary. The purpose of this work session item is to continue developing Council's *2015-2016 Strategic Plan* by identifying what you would like accomplished and conducting a prioritization of work.

Coffee, light morning snacks and lunch will be served.

TOWN OF AVON 2015-2016 STRATEGIC PLAN

**UNDER REVIEW AND REVISION
BY AVON TOWN COUNCIL
FEBRUARY 20, 2015**



Adopted by the Avon Town Council

Resolution 14-23, Series of 2014
September 9, 2014

2015-16 STRATEGIC PLAN
September 9, 2014

SUMMARY OF COUNCIL STATED PRIORITIES

JANUARY 29, 2015 - RETREAT

- Avon - Pedestrian & Bicycle Friendly Improvements
 - Develop a cohesive plan to foster and implement a culture of safe and easy pedestrian and bicycle travel
 - Invest in completion of sidewalk system, traffic calming techniques, winter snow management for safe walking
 - Develop pedestrian and bicycle connections to important circulators and trails, such as Nottingham Road
 - Implement more wayfinding signage and public outreach
 - Figure out an Avon Road elevated crossing
- Develop and Implement Strategies to Ensure the Hispanic Community Involvement and Economic and Social Equity from Town infrastructure and Social Investments
 - Prioritized sidewalk and safe crossing improvements at the Avon Elementary School
 - Explore working with the Youth Foundation on Avon child-parent programs, such as mentors
 - Invite Elementary School to Town Council meetings, with active agenda role
 - What are the needs of the Aspen's Trailer Park
- Build Metcalf Climbing Lane in 2015 – Evaluate cost and feasibility of segregated Metcalf Bike Path
- Develop town-wide parking plan (already underway with multi-modal parking and transportation plans initiated)
- Build and maintain economic development relationship with the Village at Avon – what can the Town do to foster development?
 - Schedule a study session to understand the Town's current development approvals, densities and respective approval roles among the Town, Village and Metro Districts
- Focus on diversifying the Avon economy with professional occupations outside of the tourism economy
- Update all Town Land Use Plans – consolidate district, park and transportation plans into one document
- Define a vision for Avon
- Update and implement the Climate Action Plan
- Develop a Creative Arts District
- Evaluate safety in Avon Town Hall Chambers
- Fully activate the Pavilion
 - Solicit theatre productions
- Prioritize the completion of the Eagle Valley Regional Trail along US 6 to Stonebridge, include path lighting
- Solicit new educational centers such as a writer's and/or language institute

Overview

The Town of Avon, surrounded by natural beauty, is today a strong community 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 2015-16

Develop and Support Business-like Practices and a High Performance Culture at Town Hall

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.

Strategies:

- Invest in a Leadership Training Program for Town Council
- Hold a Council Retreat twice a year
- Develop annual Work Plans in all departments to implement the *Strategic Plan*
- Elected officials and staff will lead by example in conducting its operations, including but not limited to abiding by Town codes, plans and initiatives for the private sector
- Develop and distribute every two years an external Community Survey should be conducted in early 2015 to assess satisfaction with Town services and to gather public input about improvement priorities and future development
- Develop and distribute an annual internal Town Hall survey to ensure staff is meeting high service expectations, efficiencies where possible, and its stated cultural values and objectives
- Continue to review all Town departments to assess the necessity of tasks and functions, effectiveness and efficiency in meeting department responsibilities, staffing levels, and future needs; evaluate effectiveness of organizational changes
- Schedule at least two (2) staff training sessions on “competitive” business practices and fiduciary responsibility
- Provide supervisor training; and “guest” service training for all employees
- Ensure Town staff practices competitive pricing in purchasing resources for the Town

Strategic Plan

Fiscal Years 2015-16

Civic Engagement & Participation

The Town of Avon believes that citizen participation is essential to good governance, constructive performance evaluation, public decision-making, innovation, facility investment and guided economic development programs. Over the next two years, the Town of Avon will work to foster and support civic engagement by encouraging citizen, visitor and youth participation.

Strategies:

- Practice open and transparent government to maintain citizen trust
- Conduct a comprehensive review of how municipalities are meeting the communication needs of constituents to expand outreach efforts. This includes the use of social media (pro/con), website and print (newspaper). All segments of the population should be included: younger generation and Hispanic population.
- Update Town of Avon website to serve as the most important information center for government services and actions, Town activities, including but not limited to special events, multi-use trails, online forms, timely news and important links
- Avon will strive to be a regional and statewide leader, taking positions on boards and participating at meetings
- Establish ad hoc community boards to assist with major projects, such as but not limited to the playground design, special event identification and development, street markets, code changes
- Establish standing committees for on-going government programs such as the Trails Advisory Group and Creative Arts Commission
- Encourage volunteerism

Strategic Plan

Fiscal Years 2015-16

Stakeholder & Regional Partnerships

Meet with owners and representatives of the Village (at Avon), Traer Creek Metropolitan District, Hoffmann Commercial Properties, East-West Partners/Starwood Capital Group and Beaver Creek Resort to develop good communication, timely understandings and the trust necessary for the future development of the Town of Avon. This outreach and communication is the responsibility of all elected and appointed officials and the employees of the Town of Avon. In addition, strong relationships are needed with regional governments. Most prominent are the interests shared with the Town of Vail, Eagle-Vail, Edwards and Eagle County in fostering smart growth and a sustainable economy.

Strategies:

- 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
- Annual or bi-annual sessions will be held in joint meeting settings with government partners
- Throughout the year, fully participate and collaborate in regional transportation planning, service expansion, identification consistency and transit efficiencies, as well as I-70 Corridor Demand Management work and advocacy for an AGS station in Avon
- Ensure Avon representatives apply for regional boards, including trails, affordable housing and transit
- A peer group will be initiated of land use planners for tri-annual meetings
- Meet to understand and learn how Eagle County revenue expenses are apportioned in Avon and neighboring communities; and for Eagle County to understand and learn how Avon's revenue expenses are apportioned

Strategic Plan

Fiscal Years 2015-16

Infrastructure, Parks, Preserves, Trails & Sustainability

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. Develop a strong foundation for the stewardship of Avon's natural resources through regional clean water programs and appropriate development of these green and valuable resources. Promote sustainability of investments through the funding of maintenance and programs and events designed to enhance the Town's energy efficiency and waste reduction efforts.

Strategies:

- Maintain Town infrastructure, including all buildings, roads, parks, preserves and trails; catch-up funding will be required
- Work with the Water Authority to promote water conservation
- Evaluate the Vail recycling/solid waste program for implementation in Avon
- Continue to prepare a Five Year Capital Plan while considering the following :
 - Bike climbing lane as part of Metcalf Road improvement
 - The current Town Hall is dysfunctional, energy inefficient and in need of major structural repair. A renovated or new Town Hall should be considered a high priority
 - Identify the options for Town Hall future uses should the current civic services be relocated
 - Development of a Public Safety building with the Fire District
 - Regional support for meeting IMBA Gold Level "Ride Center" status
 - Interim renovations and future expansion of the Recreation Center and investments in Town Park will build Avon as an important Recreation and Cultural Center with the Pedestrian Mall
 - Modification to the Cabin for bathrooms needed for the Pavilion (Stage)
 - Develop a 5-year Master Trails Program for hard and soft trails

Strategic Plan

Fiscal Years 2015-16

Economic Development

The Town will continue to value and support a strong and diverse economy by providing an exceptional level of municipal services for Avon businesses and by working to retain existing businesses as the Town seeks to expand its retail and commercial base. 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 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.

Strategies:

- Summer revenue, when measured by sales tax, lags winter receipts. The investment in special events is needed to support restaurants and lodges – and is an important role for the Town. This is implicit with the construction of the new Pavilion. Events must be evaluated annually for both ROI and ROO (Return on Objectives), with financial success being achieved within three years.
 - Continue to solicit and fund signature events at the Nottingham Pavilion (Stage)
 - Outreach to Beaver Creek and VVF should be pursued to maximize regional event partnerships
 - Develop a marketing and management plan for the Pavilion (Stage) for private requests
- With the completion of the Pedestrian Mall:
 - Funding and success of Après Avon is a high priority. Taking this success to Birds of Prey or other important weekend should be planned
 - The Creative District should be pursued; including formation of a Creative Arts Committee. A Creative Arts District Strategic Plan should be developed and adopted.
 - Town legislation to allow vendors on the Pedestrian Mall; with preference for local businesses should be enacted
 - Summer farmer's and/or arts' market(s) should be implemented
- An effective marketing plan for Avon's events, vacation amenities (including lake, beach, and trails) should be developed
- With the investments in East Avon, attention should be given to lodging development in West Avon, District standards updated and potential district formation for façade upgrades
- Formalize the organization of the Economic Development Group to actively engage businesses with Town government and for advice on special projects, such as branding was done in 2014 and to cultivate a strong non-profit business association for the important work of local shopping programs, local business promotion, etc.
- Through regional partnerships, through the year, update website data base and revenue software/spreadsheet system to assist with statistical analysis of key metrics identification in collaboration with Avon businesses and regional economic development committees; understand the demographic characteristics of visitors to the region
- Support regional efforts, with identification of Avon-specific benefits and measurable outcomes
- Review and update the Town's Private-Public Partnership Policy and investment Policy, as needed
- Compile "Avon Business Summary Report", which provides information about the characteristics of Avon's various business sectors, including inventory of retail and commercial spaces occupancy and vacancy data, and leasing rates, to use as basis for partnering with the business community in attracting and expanding business in Avon
- Seek every opportunity to maximize assets, reduce taxes and increase community funding by aligning with appropriate sponsors and sponsorship money

Strategic Plan

Fiscal Years 2015-16

Land Use & Development

The current redevelopment in Avon and preparing for future growth is essential to Avon's on-going success as a resort community. Through a critical evaluation of and modifications to the Town's planning documents, the Town has the opportunity to provide proper guidance and surety for future development and to attend to areas of health, safety and welfare. The Town's proactive planning for future growth, an openness to new community-development trends and private property interests sets forth a dynamic relationship for the construction of the built environment and requires Avon's Community Development Department and Planning and Zoning Commission to invest in professional development and information at the leading edge of resort growth.

Strategies:

- The development of an implementable multi-modal transportation and parking plan, in collaboration with stakeholders, is a high priority and should result in a program for supporting Avon as a pedestrian and bicycle friendly community, with seamless public transit and adequate parking
- Work with the East Avon owner HCRE on a master development plan, district amendment and code revisions to facilitate a streamlined process for development approvals
- Make district amendment and code revisions to facilitate a streamline process for development approvals
- Identify with the Planning and Zoning Commission 2014 Code amendments, including "clean-up" of definitions, charts, etc. identified through use of the Code over the past year and sections which should be updated, and sections which should be updated, such as the sign code. Evaluate whether Wildridge should be "zoned" rather than continuing to have a PUD Zone for the development.
- Develop the scope, public process, schedule for commencement and completion of the *Comprehensive Plan Update*, including development of questions for the Community Survey, (Early 2015)
- Revise the Sign Code
- Process Annexation and Zoning applications, including surveying and public notification requirements, for the 85.99 acre "Village Parcel" deeded to Town through the Eagle Valley Land Exchange of 2013
- Take the lead in organizing mountain resort planning group to meet in different locations at least annually with shared agenda items
- Select and tour a mountain resort community similar to Avon at least once a year for the purposes of studying transportation, design standards, affordable housing, main street improvements, etc.
- Seek to finalize the County IGA/Joint Planning Area
- Remain informed regarding potential development of the Beaver Creek East and West lots and evaluate the feasibility and advantages for annexation into Avon
- Evaluate the Wildridge/Mountain Star/Singletree seasonal wild land fire program, including summer "hot shot" staffing and community outreach for current home to amend residential landscaping
 - Organize study session with the County Commissioners and area jurisdictions to assess the areas wildland fire program
 - Develop land use regulations for new development and major renovations to protect homes from wildland fire

Strategic Plan

Fiscal Years 2015-16

Water Issues

Identify and unresolved water issues and develop a timetable and approach for resolution over the next two years; manage what can be done against higher priorities.

Strategies:

- Schedule with Council and Water Authority representatives a program and policy for the accounting and dedicated use of unallocated water held by the Authority
- Continue with the Water Authority, Avon representatives and Mountain Star residents to reach resolution of the Mountain Star water tank, fire flow, and system delivery issues
- Resolve Avon Drinking Water Facility fenced area for ownership and/or lease to the Water Authority. Evaluate and remediate liability concerns, if any, for Avon Drinking Water Facility fenced area with the Water Authority.
- Participate as a member of the Urban Run-off Group to understand activities and possible 2015 funding request for a *Gore Creek Water Quality Improvement Plan*. Seek to retain seat on the Executive Committee.
- Draft and execute an agreement with the ERWSD for long term cost sharing and O&M responsibilities of the Heat Recovery System
- Request evaluation and development of options for a lower monthly water rate for residences less than 3,500 square feet and for master water meters serving low income households
- Organize water and wastewater documents and files at Town Hall; institutionalize knowledge. This project is 95% complete.
- Develop Water Bank for Village (at Avon) water uses

Strategic Plan Fiscal Years 2015-16

Grab the Bull by the Horns Opportunities

In the last two years, Avon has taken action on unforeseen opportunities. Most notable are the West Avon Preserve Multi-use Trails and design and construction of the Pavilion (Stage) and Pedestrian Mall continuation to Benchmark Road. In addition, Avon actively sought out successful producers to develop new special events in Nottingham Park, with *Flavors of Colorado*, *WinterWonderGrass*, *Bravo!Vail* and *Man of the Cliff* each seeing a first year of seed funding support. These opportunities acted on, required the financial support and staff availability and capability to be flexible and to shift work plan priorities. Avon desires to retain an alacrity to respond to unforeseen opportunities and, whenever possible, to proactively engage in endeavors for the good future of the Town.

Strategies:

- Council members need to be in the community to learn of opportunities which can be assessed and when viable acted upon
- Maintain a fiscal position resilient to future economic fluctuations
- Develop reserves for special events, recreation amenities and business development
- Support a work culture that is flexible, innovative and resilient to change