



TOWN OF AVON, COLORADO
TOWN COUNCIL RETREAT FOR TUESDAY, JUNE 14, 2016
MEETING BEGINS AT 12:00 P.M.

NEW TOWN HALL, SECOND FLOOR, 140 WEST BEAVER CREEK BOULEVARD

- 1. CALL TO ORDER & ROLL CALL**
- 2. APPROVAL OF AGENDA**
- 3. WORK SESSION**
 - 3.1. DEVELOPMENT OF THE 2017/18 STRATEGIC PLAN (MAYOR JENNIE FANCHER)
 - 3.1.1 REVIEW OF ADOPTED 2016/17 STRATEGIC PLAN
 - 3.1.2 RECOMMENDED NEW STRATEGIES FROM THE TOWN OF AVON LEADERSHIP TEAM
 - 3.1.3 WORKER HOUSING DISCUSSION
 - 3.1.3.1 NEW TOWN HALL OPTION – 4TH AND/OR 5TH FLOORS DEVELOPMENT & POTENTIAL USES
 - 3.1.3.2 SWIFT GULCH UPPER BENCHES
 - 3.1.3.3 LOT 5 WITH PUBLIC WORKS
 - 3.1.3.4 DEED RESTRICTED HOUSING – OPTION TO CONTRACT WITH THE VALLEY STORE FOR MANAGEMENT
 - 3.1.3.5 FORMATION OF A MULTI-JURISDICTIONAL HOUSING AUTHORITY
 - 3.1.4 COUNCIL DISCUSSION OF OTHER STRATEGIES FOR THE 2017/18 STRATEGIC PLAN
 - 3.1.5 PRIORITIZATION OF STRATEGIES
 - 3.2 REVIEW OF CRITERIA & PROCEDURE FOR PRIORITIZATION OF THE FIVE YEAR CAPITAL IMPROVEMENTS PLAN (ASSISTANT TOWN MANAGER SCOTT WRIGHT)
 - 3.3 NEW TOWN HALL – 1ST FLOOR POSSIBILITIES FOR COMMUNITY ACTIVATION/VIBRANCY (MAYOR JENNIE FANCHER)
- 4. EXECUTIVE SESSION PURSUANT TO COLORADO REVISED STATUE 24-6-402(4)(F) FOR THE PURPOSE OF DISCUSSING PERSONNEL MATTERS RELATED TO THE HIRING OF THE AVON POLICE CHIEF**
- 5. ADJOURNMENT – 4:45 P.M.**



TOWN COUNCIL REPORT

To: Honorable Mayor Jennie Fancher and Avon Town Council
From: Virginia C. Egger, Town Manager
Date: June 14, 2016
Agenda Topic: *Town Avon 2016-2017 Strategic Plan Review & Development of the 2017-18 Strategic Plan*

SUMMARY:

The *Strategic Plan* is an effective guide for staff, and, thereby, for the community to bring focus, funding and work direction to meet the near and longer term vision and needs of the Town of Avon. While it does not account for all Town Council direction, unforeseen needs or opportunities, other day-to-day or prioritized internal staff work, or Council agenda items, it does set forth major undertakings through the two year planning horizon.

Attachment #1 is an annotated copy of the *2016-2017 Strategic Plan*, which updates the Council on the progress for all strategies in the adopted plan.

Attachment #2 lists projects which the Town's leadership team composed of department directors and Executive Assistant to the Town Manager recommends Council consider adding to the *2017-2018 Strategic Plan*.

Mayor Jennie Fancher has organized the retreat agenda to first review and discuss Attachments #1 and #2, followed by the Council's discussion and direction regarding the development of the plan, including establishing priorities for the work.

Adoption of the *2017-2018 Strategic Plan* is schedule for consideration on the June 28th agenda. Once adopted, the leadership team and I will factor the work into the budget, including assessing any need for additional staffing or consultant services.

I look forward to the discussion.

ATTACHMENTS:

Attachment #1: *Town of Avon 2016-2017 Strategic Plan - 1st Quarter Status Report*

Attachment #2: *2017-2018 Recommended Strategies*

Attachment #3: *Criteria and Procedures for Prioritization of Capital Improvements*

ATTACHMENT #1

TOWN OF AVON
2016-2017
STRATEGIC PLAN

JUNE 14, 2016 STATUS REPORT



Adopted by the Avon Town Council

Resolution 15-16, Series of 2015
October 13, 2015

Purpose of the *Strategic Plan*

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

“... 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 2016-17

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 NEGOTIATION, APPROVAL & BUILDING PERMIT - AVON ROAD SAFETY IMPROVEMENTS FOR PEDESTRIANS AND BIKES - ELEMENTARY SCHOOL STREET SAFETY IMPROVEMENTS - DEVELOPMENT OF WALKABILITY PLAN & WAYFINDING IMPROVEMENTS - BUFFALO RIDGE BUS SERVICE - BUS SHELTER PLANNING & FUNDING - STREET & PUBLIC LOTS PARKING PROMOTION - BRAND PLATFORM ADOPTED MARKETING RFP DISTRIBUTED - REGIONAL AND KEY STAKEHOLDER MEETING PARTICIPATION

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

- Update the comprehensive plan, including demographic data update and consideration of policy support for the millennial generation and seniors **IN PROGRESS – Redline of all adopted land use plans completed for PZC review. Expected completion date: December 31, 2016.**
- Develop diverse options for local working housing through public - private partnerships; study successful models in other resort communities **IN PROGRESS – A visit to the City of Aspen was completed; have attended housing meetings hosted by Eagle County and begun conversations on deed restricted housing “client” services being centralized at the County. On June 1st, Eagle County made a request to begin discussions about forming a multi-jurisdictional housing authority. Beginning in mid-August, the Town will be continuing its planning for Tract G, Lot 5 and Swift Gulch all Town lands which can accommodate some level of worker housing. The evaluation of the new Town Hall building to support an additional two floors is now being robustly considered. This addition of approximately 10,000 square feet could all be dedicated to worker housing.**
- Invest in multi-modal improvements prioritizing walkability and bicycle use on streets, with transit, parking and wayfinding **IN PROGRESS – The design of Beaver Creek Boulevard from Beaver Liquors to Lake Street, with construction scheduled in 2017, is underway, with a test pattern planned from early July through the winter; wayfinding signage should be installed by mid-July; outreach to the owners**

of the Traer Creek properties to develop a parking and transportation plan has been made since last fall without any success.

- Complete Wildridge design guidelines to address constraints and neighborhood compatibility
COMPLETED: APRIL 12

Tier 2 Priority NO ACTION HAS YET BEEN TAKEN ON THESE STRATEGIES

- Map railroad right-of-way and Town easements to evaluate transportation options
- Work with local merchants on a bike sharing program **Staff recommends this task be deleted in favor of the private sector initiating**
- Evaluate the pros and cons of zoning Wildridge **Staff recommends this task be dropped when recognizing the limited number of properties to be developed and that there have not been many PUD amendments filed over the past five years.**
- Conduct a survey in the Wildridge development to assess interest in transit ridership, including but not limited to days and hours of operation **If a survey is done, expand to include inelasticity of demand around cost of service**

On-going

- Maintain a strong partner relationship with our business community, developers, Vail Valley Partnership and the Vail Leadership Institute **Business meeting planned for early fall 2016; communication and outreach occurs topic by topic**
- 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 **Meeting this strategy proactively**

Strategic Plan Fiscal Years 2016-17

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

WATER AUTHORITY MASTER PLAN COMPLETED -
AVON & POST BLVD ROAD IMPROVEMENTS/ WATER
CONSERVATION - IBC/WILDLAND FIRE UPGRADE -
WILDLAND FIRE MODULE IN WILDRIDGE

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

- Within the Council membership, develop succession knowledge of water rights and understandings in the Water Master Plan Agreement so that institutional history and relevant facts are retained and serve as the basis for future domestic water decisions **COMPLETED: May 10th work session with the UERWA**
- Participate with Water Authority representatives to develop a program and policy for the accounting and dedicated use of unallocated water held by the Authority **COMPLETED: Policy adopted by UERWA on May 26th.**
- Partner with ERFPD on wildfire protection, methods and education **Reviewed with Fire Chief Karl Bauer on April 5th; proactive education; Chief Bauer has provided a 2016 outreach plan**
- 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 **COMPLETED: APRIL 12TH**

- Amend the Town's landscape code to more effectively replace vegetation which has been removed
Work not yet commenced due to staff position opening

Tier 2 Priorities No activity except as noted

- 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
- Evaluate climate action plan/adaptation needs for public and private properties
- Evaluate waste reduction options
- Resolve Avon Drinking Water Facility fenced area for ownership and/or lease to the Water Authority; and, in the interim, remediate liability concerns
Action before Council scheduled for June 24th.
- Assess the Town's public tree stock in the park and in right-of-ways for timely replacement **Assessment begun; any study needs will be proposed in 2017 budget.**

On-going

- Participate as a member of the Urban Run-off Group to evaluate and support, as appropriate, needed Eagle River improvements **Town Engineer Justin Hildreth represents the Town**

Strategic Plan

Fiscal Years 2016-17

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

PAVILION COMPLETION & DIVERSE ACTIVATION -
MAIN STREET MALL COMPLETION & ACTIVATION -
2015 CHAMPIONSHIPS APRES AVON & AUDI SUCCESS
- WEST AVON MULTI-USE TRAILS CONSTRUCTED &
MAINTAINED - MALL MOBILE CART PROGRAM -
SOLICITATION FOR 3RD PARTY PAVILION
CONTRACTOR - RECREATION CENTER UPGRADES -
PLAYGROUND RFP – MARKETING PLAN RFP

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

- Fund a diverse program of vibrant arts, educational, cultural and recreational offerings at the Pavilion & Mall **Presented to Town Council on January 26th the array of festivals and events for 2016, including three new multi-day events at the Pavilion and programming for the mall – all receiving funding; continue to vet proposals and solicit activity on an on-going basis**
- Upgrade and relocate the Nottingham Park Playground, prioritizing this project for a 2016 GOCO grant application **IN PROGRESS – Design approved by the PZC; a grant will be applied for with construction planned for 2017**
- Update the *Avon Trails Plan* to provide a comprehensive, prioritized soft and hard trails plan, including trail connectivity; pursue grant funding **IN PROGRESS – Public Meeting scheduled for June 15th; with final adoption scheduled for August 9th, plus prioritized selection of trails to be constructed.**
- Develop and fund an effective marketing plan for civic engagement, Avon's events, revenue-generating programs, vacation amenities (including lake, beach, and trails), and promoting Avon as a place to play, work and live. The plan will evaluate the use of social media, website and print media. Reaching all segments of the population is paramount, including but not limited to residents, visitors, the younger generation and Hispanic population. **COMPLETED: Council adoption on May 24th.**

Tier 2 Priorities

- Provide needed improvements to Whitewater Park, its parking and access **Scheduled for Fall, 2016**

- Support regional World Class events and the Walking Mountains School **On Going; successfully bid on new event to be announced July 28th.**
- Build photo monuments around the commercial core to memorialize Avon's history **Not funded at this time**
- Work to keep and maintain the Hahnewald Barn on site **Assessment completed by citizen group with Town and UERWA funding; supporting informational needs of a citizen effort**
- If possible, find a new location for Blacksmith Barn **Not yet identified**
- As appropriate, share the results of the *Community Survey* with potential business interests in terms of types of businesses and services desired in Avon

On-going

- 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 **On going**

Strategic Plan Fiscal Years 2016-17

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. 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 PRIORITY DIRECTION/PLAN -
BALANCED BUDGETS/RESERVES MAINTAINED -
RESPONSIVENESS FOR WYNDHAM AND MEDICAL
OFFICE BUILDING REVIEWS - COMMUNITY SURVEY -
CIVIC ENGAGEMENT PROGRAMS - TOWN HALL STUDY
COMPLETED - DEFERRED MAINTENANCE FUNDING -
EXPENDITURE SAVINGS FROM ORGANIZATIONAL
RESTRUCTURING, IMPLEMENTATION OF POWERPLAN
RFP SOLICITATION FOR TRACT G

CURRENT CHALLENGES

FUNDING FOR TOWN HALL/PUBLIC SAFETY FACILITY -
FUNDING FOR OTHER CAPITAL PROJECTS - CIVIC
ENGAGEMENT/OUTREACH CHALLENGES - LABOR
FORCE COMPETITION - COMPETING FOR GRANTS FOR
PUBLIC PROJECTS

STRATEGIES

Tier 1 Priorities

- Determine location(s), costs and financing plans for the Town Hall and Police Department
COMPLETED: Design, bids and construction management underway
- 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
ON-GOING – Additional budget supplement approved on the April 12th agenda
- **NEW: Re-design avon.org website (from the Marketing Plan 2016 Priorities)**

Tier 2 Priority

- In a collaborative work group, with Eagle County, its municipalities and major metropolitan districts, review Eagle County’s revenues and expenditures apportionment **Programmed in 3rd quarter**

On-going All strategies consistently met except as noted

- 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 **None scheduled in the 1st or 2nd Quarter**



ATTACHMENT #2

LEADERSHIP TEAM RECOMMENDATIONS FOR THE 2017-2018 STRATEGIC PLAN

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

- Work proactively with Hoffmann Commercial Real Estate and Traer Creek owners to find leaseholders for the Office Depot and Sports Authority spaces
 - Evaluate redevelopment options
 - Evaluate blight study and URA District Plan recognizing the needed approvals of Eagle County and the other special districts for funding retention
- Evaluate the permanent closure of Sun Road to develop a more viable and incentivized development pattern
- Evaluate the formation of a special improvement district to improve the facades of the Avon Center, Comfort Inn and other properties along E/W Beaver Creek Boulevard, including development of public spaces
- Fully support Avon transit as a key element of a walkable community, including testing Uber/taxi dial-a-ride service for low-ride routes; stay attentive to the potential role of autonomous cars
- Take a proactive role with Vail and Beaver Creek to influence ECO to provide late night transportation to serve workers in the valley
- In the Tract G land use planning, include expansion of the Recreation Center and parking garage

PRESERVE & ENHANCE THE NATURAL ENVIRONMENT

- 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
- Develop a plan to improve the visual gateway and corridor along I-70
- 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
- Proactively ensure trees on public and private property do not host and spread viruses; remove dead trees with a well-developed landscape program

DEVELOP INCLUSIVE & DIVERSE ECONOMIC, EDUCATIONAL & CULTURAL OPPORTUNITIES

- Stay committed to providing diversity in festival and event programming
- Evaluate a Scientific and Cultural District to provide funding to Walking Mountains and Avon’s cultural activities

PROVIDE A RESPONSIVE, CUTTING-EDGE & EFFECTIVE GOVERNMENT

- Plan and budget for the development of Lot 5, in the Five Year Capital Improvements Plan, including equipment and vehicle storage and future office space
- In planning for the new Police Station and Town Hall, adopt a paperless strategy to reduce waste and support files, etc.
- Implement 2017 *Marketing Plan* action steps

- Participate in the Mountain Connect broadband community; develop a program to ensure fiber is proactively developed in Avon as growth occurs



ATTACHMENT #3
TOWN COUNCIL REPORT

To: Honorable Mayor Jennie Fancher and Avon Town Council
From: Scott Wright, Assistant Town Manager

Meeting Date: June 14, 2016

Agenda Topic: Review of Criteria and Procedures for Prioritization of Capital Improvements

ACTION BEFORE COUNCIL

Town staff is recommending the incorporation of a rating system to prioritize and program capital improvement projects, as an integral process, in the development of Avon's Five Year Capital Improvements Program. A recommended methodology and examples of rating criteria that could be used to evaluate and prioritize capital projects is presented below for discussion, during Council's Retreat. As a retreat topic, staff would like to discuss the methodology and learn if a majority of Council favors the initiating of this more formal evaluation process beginning in fiscal year 2017.

OVERVIEW

The Town's Five Year Capital Improvements Plan (CIP) has been developed in order to systematically forecast and match revenues with the Town's capital needs over a five-year period. The CIP also assists in scheduling, managing, and financing capital improvement projects in order to ensure cost-effectiveness and conformity with established policies, cash flows and adopted plans; and, in setting operational and maintenance budgets for projects.

Long-range capital planning is an important management tool, steered by the Town Council's two-year adopted *Strategic Plan* and other adopted land use and master plans, linking the capital infrastructure needs of the community, the desired amenities of its residents, and the operational needs of government with the financial capacity of the Town.

The CIP guides the budgeting and funding of all capital improvements constructed by the Town, including facilities, land and land improvements, roads and streets, and utilities. In addition, certain other major capital projects and certain debt service are included in CIP.

CRITERIA AND PRIORITIZATION

The objectives of creating a CIP criteria and prioritization process are to: (1) develop a strategic and objective process for identifying top priority projects, (2) link CIP projects to other planning tools such as the *Strategic Plan*, *Comprehensive Plan*, and other master plans, that incorporate community-level priorities, and (3) establish an independent rating system that balances a wide range of criteria. It must be noted that the implementation of a rating system should be considered as a key step in developing a five year plan, but the finalization a five-year plan for Council adoption will most likely include other considerations.

Suggested Criteria

The following are commonly listed as evaluation criteria in other organization's capital improvement programs.

1. Public Health and Safety
 - a. Does the project address a health or safety mandate?
 - b. Does the project address a potential health crisis?
 - c. Does the project address a potential safety hazard or situation?
2. Supports Stated Community Goals
 - a. Does the project help implement goals and objective identified in the Strategic Plan or other adopted plan?
 - b. Does the project implement some or all of the recommendations of a previous study?
 - c. Has the project been specifically identified by the public in a previous community survey, charrettes, etc.?
 - d. Has the project consistently been included in previous capital improvement programs?
3. Economic Impact
 - a. Does the project directly or indirectly help promote job growth in Town?
 - b. Does the project facilitate a development that will provide positive revenue growth to the Town?
 - c. What is the impact on service levels?
 - d. Does the project enhance current Town service levels or raise service levels to an appropriate level?
4. Operating Impacts
 - a. If a new project, what is the impact on the Town's operating budget?
 - b. Does the Town have the ability to support the project under current operating budget levels?
 - c. If an existing asset, does the project protect the Town from rising maintenance or replacement costs?
 - d. Is the project an efficiency improvement project? Does the project repair, replace or enhance an existing asset?
5. Capital Fiscal Impacts
 - a. Does the project have dedicated funds available?
 - b. Will funding the project now result in significant savings or economies of scale?
 - c. Can the project be effectively coordinated with other capital projects?
 - d. Is the project realistic from a financial standpoint?

Criteria Weights

Certain criteria are obviously worthy of greater weighting than others. In the evaluation process, this would be accomplished by assigning different weights to each of the above criteria. Each question within each criterion would then be assigned a grade A-F. The grade assigned to the question would be multiplied by the criteria weight to arrive at the score for the project.

PROCESS FOR IMPLEMENTING A RATING SYSTEM

Initiation of a Rating System: If Council would like to proceed to initiate a criteria-based multi-year CIP, for fiscal year 2017, we recommend the Town's leadership team, with two Planning and Zoning Commissioners finalize the weighted point system and apply it to all identified capital projects. The work will be presented to Council at the September 13th budget work session.

Delegation of the Rating System to the Planning and Zoning Commission/Leadership Team: The vast majority of capital projects implement the adopted plans of the Town. Ideally, the Planning and Zoning Commission should be considered for implementing a criteria-based CIP for those projects. There are other projects, which we feel, that are "capital" maintenance and should be designated to the leadership team to evaluate, such as road repairs and IT investments. Other projects may be funded through other monies, good examples are projects funded through the Water Fund, but are accounted for with revenue transfers into the Capital Projects Fund.

The Commission, at this time, however, has several new members and we do not believe there is adequate time to fully engage the Commission in the development of the CIP this year. We recommend the Commission take a lead role with the Leadership Team beginning in 2017.