

TOWN OF AVON 2017-2019 STRATEGIC PLAN



Adopted by the Avon Town Council

Resolution 17-16, Series of 2017
July 25, 2017

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. Updated each year to reflect the priorities of the Town Council, the adopted *Strategic Plan* provides the Avon community information about the important work planned by the Town, over the planning period. 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.

- The *Comprehensive Plan* is the key leadership planning document of the Town and leads the *Strategic Plan's Vision*, with the identification of tactical actions to meet the *Vision*.
- 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 and through a Community Survey. 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. A Community Survey is planned again for 2018.

The *Strategic Plan* is organized as follows:

- The *Strategic Plan Vision* 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. The *Vision* is directed by the *Comprehensive Plan*.
- 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*.

Strategic Plan Vision

“Avon’s vision is to provide a high quality of life, today and in the future, for a diverse population; and to promote their ability to live, work, visit and recreate in the community.”

TOWN OF AVON COMPREHENSIVE PLAN, ADOPTED MAY 23, 2017

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 2017-19

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; to ensuring there is a hierarchy of built forms to reflect the importance of the Town Center; an 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

ADOPTION OF THE AVON COMPREHENSIVE PLAN – APPROVAL OF BEAVER CREEK BLVD FINAL DESIGN – WEBSITE UPDATED – LOT B HOTEL APPROVAL – EAGLEBEND FINANCING – BENCHMARK COVENANTS TERMINATION - BUS PILOT TESTS, DEVIATED LOOPS & FUNDING OF EVENING SERVICE – ZAGSTER BIKE SHARE PROGRAM - VALLEY HOME STORE MANAGEMENT AGREEMENT – FRANCHISE AGREEMENT - NOVEMBER 2017 BALLOT QUESTION FOR BROADBAND EXEMPTION

CURRENT CHALLENGES

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

STRATEGIES

Tier 1 Priorities

- Meet the *Comprehensive Plan* Housing goals to 1) Achieve a diverse range of housing densities, styles and types, including rental and for sale, to serve all segments of the population; and 2) Coordinate with neighboring communities to provide an attainable housing program that incorporates both rental and ownership opportunities, which are affordable for local working families.
- Town of Avon Properties Development Strategies:
 - Finalize in 2017, through the PZC recommendation process and Council adoption process the preparation of development strategies for Tract G, Lot 5 and Swift Gulch, building on the Stan Clauson Associates, November, 2015, initial plan. In the Tract G planning, evaluate expansion of the Recreation Center and a parking garage. Ensure increase access to the Eagle River and utilization of the river is included in the planning. 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 planning will be an inclusive process with the greatest civic engagement from the initial meetings through adoption hearings.
 - Develop an implementation plan once adopted.

- In the interim, construct cleaning and minor facility upgrade budgets for Fire Station 7 and the Wildridge Fire Station for renting to workers and/or working families in late 2017/2018, with consideration of terms which allow for future renovation.
- Invest in multi-modal improvements prioritizing walkability and bicycle use on streets, with transit, parking and wayfinding.
 - Beaver Creek Boulevard – Walkability/Bike/Pedestrian/Vehicle Redesign: Bid project in fall of 2017; Construct in 2018, pending bid approval.
 - 2017 Town of Avon Multimodal Transportation and Parking Plan – Finalize PZC recommendation and program Council action for adoption in the summer/fall of 2017
 - Nottingham Road/I-70-Avon Road Underpass Improvements – Design 1) Nottingham Road drainage improvements to mitigate mud and debris flows; 2) Pedestrian safety improvements including crosswalks and sidewalks; and 3) I-70-Avon Road Underpass Safety/Beautification Entry Improvement. Bid and Construct as designs and funding are approved.
 - 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 and West Beaver Creek Boulevard west of Lake Street, and a Topsy Taxi program; stay attentive to the potential role of autonomous cars.
 - Participate in the development of the ECO Transportation Development Plan and work with the ECO Board to advance Avon initiatives, such as increasing to late night bus service to serve workers and a Topsy Taxi program.
- Evaluate the tiers of the Avon water tap fee to ensure that the fee accounts fairly for residential home sizes.
- Implement the Zagster bike share program for the period of August 31, 2017 through October 31, 2018, monitor and report on challenges and successes.
- Pending outcome of the November, 2017, election seeking exemption from SB-152, develop a program for Avon to join the Smart City vision of integrating information and communication technology to serve first Town public spaces and then, through a public/private partnership, serve residential and commercial users, through broadband development. Participate in the Mountain Connect forums.
- Work progressively with the Union Pacific Railroad to: 1) Verify the railroad ROW through Avon; 2) Gain permits for needed pedestrian infrastructure on WBCB; 3) Sustain continual clean-up of the railroad ROW; 4) Address the Richardson Ground Squirrel population; and 5) Explore opportunities for a cross-country ski track and allowing railbikes from Edwards to Minturn.
- Retain consultant services to analyze total revenues collected (all major sources) and revenue tax share from the Real Estate Transfer Tax rate, including the primary exemption of \$160,000 as a mechanism to increase affordable opportunities for homeownership in Avon to support employee housing shortages for Avon businesses. Once completed, in a collaborative work group, with Eagle County, its municipalities and major metropolitan districts, review Eagle County’s revenues and expenditures apportionment.

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 but not limited to landscaping, streetscape and beautification programs. Include development of public spaces in the district assessment.

- Evaluate whether Avon should pursue a Downtown Development Authority to support economic development partnerships.
- Support Town Council efforts to develop a *Sister City* relationship.

On-going

- 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, developers, the EGE Air Alliance, Vail Valley Partnership and the Vail Leadership Institute/Vail Centre.
- Support the efforts of the Avon Business Association, when appropriate.
- Be aware and proactive in Town projects, programs and day-to-day work in the support, retention and development of inclusive neighborhoods, with specific attention to the needs and opportunities for the Avon Elementary School, such as hosting the spring graduation
- In the Town's Swim Program, when appropriate, include Homestake Elementary students in Avon's school programs.
- 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.
- Maintain Google Transit maps for local bus schedules.

Strategic Plan

Fiscal Years 2017-19

PRESERVE & ENHANCE THE NATURAL ENVIRONMENT

Maintaining a strong foundation for the stewardship of Avon’s natural resources is a top commitment by the Town in order for the Town to protect Avon’s unique setting and its open spaces. Avon will promote sustainability through the funding of programs and projects to protect the Town’s and the regions clean waters and clean air and to conserve environmental resources.

RECENT SUCCESSES

WALKING MOUNTAINS CONSERVATION EASEMENT - WILDFIRE COORDINATION WITH ERFPD FOR FIRE RESPONSE AND HOMEOWNER OUTREACH – ADOPTION OF CLIMATE ACTION PLAN & IMPLEMENTATION PRIORITIES – PSF SOLAR – NEW TOWN HALL HEAT RECOVERY – CLEER ENERGY NAVIGATOR INSTALLATIONS - I AM PRO SNOW 110% COMMITTED – MAYORS NATIONAL CLIMATE ACTION SIGNATORY

CURRENT CHALLENGES

CLIMATE CHANGE - WILDFIRE POTENTIAL – DROUGHT – REDUCED NUMBER OF SKI DAYS - POTENTIAL COLORADO WATER COMPACT CALLS & SHORTAGES - EAGLE RIVER PROTECTION - RESOURCE COST ESCALATION

STRATEGIES

Tier 1 Priorities

- From the 2016 *Town of Avon Climate Action Plan Implementation Schedule*, adopted on March 28, 2017, implement the Year One priorities, including but not limited to:
 - Considering legislation to end the use of plastic bags and non-compostable take-out containers by retailers and restaurants in the Town of Avon.
 - Establishing the CO₂ baseline, modifying municipal buildings and street lights and monitoring.
 - Amending the Town’s landscape code to more effectively replace vegetation which has been removed and improve water quality in drainages, streams and along in the Eagle River
 - With the expertise of the UERWA, developing outdoor landscape guidelines/regulations to reduce water use and off-site impacts, such as fertilizer run-off, which can affect the Eagle River.
 - In planning for the new Police Station and Town Hall, adopt a paperless strategy to reduce waste and support files, etc.
 - 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.
 - Partnering with Walking Mountains Science Center and Eagle County to expand the Energy Smart Program and community educational outreach.
- Identify and prioritize which municipal and/or land use codes should be revised to fully implement the *Plan*, including but not limited to a re-evaluation of the Alternative Equivalent Compliance regulation to include a stronger nexus, with specific metrics for performance to the *Climate Action Plan and Avon’s Housing Goals*.

- Develop, with consultant services, the Harry A. Nottingham Landscape Plan; including in the plan timely replacement of the Town's public tree stock; invite Walking Mountains to evaluate biosphere enhancements to the northwest corner of Nottingham Lake during the planning process.
- Proactively ensure trees on public and private property do not host and spread viruses; remove dead trees with a well-developed landscape program.
- Complete the annexation of the East Avon Preserve.

Tier 2 Priorities

- Consider adopting a “pay-as-you-throw” refuse system and evaluate franchise agreements for waste haulers.
- At such time as the Eagle County Landfill is prepared to receive compostable collected materials, evaluate how to implement collection in Avon and prepare a recommendation for Council action.

On-going

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

Strategic Plan Fiscal Years 2017-19

DEVELOP INCLUSIVE & DIVERSE ECONOMIC, EDUCATIONAL, RECREATIONAL & 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. Providing an exceptional system of parks, trails, and recreational programs to serve the year-round needs of area residents and visitors is an important Town goal.

RECENT SUCCESSES

COMPLETION OF REGIONAL TRAIL AND METCALF CLIMBING LANE – COMPLETION OF PARK RESTROOM UPGRADE - PLAYGROUND GOCO GRANT – RECREATIONAL TRAILS UPDATE - DIVERSE EVENTS & FESTIVAL ACTIVATION – FESTIVAL REPORT & AGREEMENT CHANGES – APPOINTMENT OF AD HOC SPECIAL EVENTS COMMITTEE

CURRENT CHALLENGES

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

STRATEGIES

Tier 1 Priorities

- Construct the *Destination Jump, Splash, Learn* playground, which has been funded with a GOCO grant and the appropriation of Community Enhancement Fund monies.
- Under the auspices of the Ad Hoc Special Events Committee, 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. In particular:
 - Seek to expand 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.
 - Work with Bravo! Vail to pursue performance options at the Avon Performance Pavilion.
 - To streamline and assist local and national big city promoters to efficiently produce and market events:
 - Develop detailed diagrams for all Avon event venues, including but limited to dimensions, location of electrical outlets, irrigation system, domestic water hose bib, parking lots, etc.
 - Develop best marketing practices and marketing advice for event success in Avon, and coop with any Avon marketing plan, where Avon has provided funding or use of a Town venue.
 - Establish, for ticketed events, procedures and policies to limit poaching of concerts.
- Implement the adopted *Avon Recreational Trails Plan* as prioritized and adopted by the Avon Town Council, as soon as possible; and 1) pursue construction grants, when appropriate; and 2)

rigorously seek an easement to construct a connecting trail from the southern terminus of Lake Street to the Eagle River Regional Trail.

- As directed by the Town Council on May 23, 2017, implement the action plan to pursue a Colorado Creative District designation; budget and retain qualified consultant services for development of a strategic plan, as may be needed.
- Rebuild Eagle River Whitewater Park and ensure the Base Camp development approval to construct on the south side of the Eagle River a connecting path be completed prior to Certificate of Occupancy; once rebuilt, seek to engage the Vail Valley Foundation in an activation program.
- Evaluate the pros and cons of the Town of Avon using its special event liquor permit quota, as allowed for events at a *Municipal Arts and Cultural Facility*, which may include the Main Street Mall, New Town Hall, Harry A. Nottingham Park and the Avon Pavilion. As part of the evaluation assess alternatives for forming a (Liquor) Entertainment District or liquor license for venue premises.
- Issue a Community Survey on or about August 15, 2018; coordinate with CAST efforts, if constructive to do so.
- Continue to actively work with the USFS on the Town's request for USFS 779 to be open to winter motorized use.

Tier 2 Priorities

- Build photo monuments around the commercial core to memorialize Avon's history.
- Evaluate a Scientific and Cultural District to provide funding for Walking Mountains' educational programming and Avon's cultural activities.
- Identify locations for the installation of outdoor percussion instruments, including pianos, 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.
- Ensure a valley-wide events calendar is maintained through the Vail Valley Partnership.
- Be creative in activating the Town public ways with ideas such as bicycle pedal bars or a railroad trolley car.
- Schedule Council civic engagement opportunities at the Pavilion Green Room.

Strategic Plan Fiscal Years 2017-19

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 PLAN ADOPTED – PUBLIC SAFETY FACILITY COMPLETED – NEW TOWN HALL DESIGN & PRICING COMPLETED - CIVIC ENGAGEMENT PROGRAMS EXPANDED - BALANCED BUDGETS ACHIEVED – RESERVES MAINTAINED – 2017 EXPENDITURE SAVINGS - DEFERRED MAINTENANCE FUNDED

CURRENT CHALLENGES

CIVIC ENGAGEMENT OUTREACH CHALLENGES - LABOR FORCE COMPETITION – RISING COST OF CONSTRUCTION - COMPETING FOR GRANTS FOR PUBLIC PROJECTS

STRATEGIES

Tier 1 Priorities

- Complete construction of the new Police Station at the Public Safety Facility and staff relocation.
- Pursue completion of the New Town Hall as a LEED Gold (or Silver, pending costs) building, with full pricing, value engineering, Council authorization for the bid release and bid. marketing plan; present most qualified lowest price bid to the Town Council for action
- Evaluate how best to conduct Avon’s Annual Town Clean-up Day, including but not limited to date (day or evening), marketing and any type of community gathering after the clean-up is completed.
- Implement the *Marketing Plan’s 2017 – 2019* priorities.
- Monitor and adjust as needed the comprehensive Community Swim Program.
- Identify location(s) and cost(s) for the development of one or more dog parks in Avon or nearby in partnership with Eagle-Vail.

Tier 2 Priorities

- 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.

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 triannual 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.
- Host a *Ski with the Police Day* at the Beaver Creek Resort as part of Avon's Resort/Police Department agreement.
- Seek a *naming sponsor* for the Avon Performance Pavilion.