



2020 STRATEGIC PLAN



INTRODUCTION

The annual *Strategic Plan* is a component of the annual Budget. The *Strategic Plan* identifies new projects, programs and policies for the calendar year which are a priority for the Avon community. The Budget allocates the finances required to implement the *Strategic Plan* projects, programs and policies. The construction of capital improvement projects, implementation of new programs or the formulation of new policies are appropriate for the *Strategic Plan*. Projects, programs and policies are collectively referred to as "tasks" in the *Strategic Plan*. The *Strategic Plan* provides clear direction to Council and Staff for tasks that go beyond routine annual operations.

The *2017 Avon Comprehensive Plan* guides the *Strategic Plan*. The Comprehensive Plan includes many other adopted planning documents for the Town (collective referred to as the "**Comprehensive Plan Documents**"). The tasks in the *Strategic Plan* either implement capital improvements identified in the Comprehensive Plan Documents, advance the goals of the Comprehensive Plan Documents with new programs or policies, or improve the efficiency, accountability, and transparency of the Avon Town Government.

The Avon Town Council adopts the *Strategic Plan* as part of the annual budget. The Town Manager shall (1) maintain and update a *Strategic Plan* schedule which shall identify the approximate timeframes for actions to implement the *Strategic Plan*, (2) shall determine the assignment and delegation of *Strategic Plan* tasks amongst Department Directors and Staff, and (3) shall submit a quarterly progress update promptly after the end of each quarter.

Complex projects often require multi-year efforts and may include tasks from the prior year which carry-over, as well as tasks initiated this year that cannot be completed within a calendar year. Implementation of the *Strategic Plan* schedule can be impacted by unanticipated priorities, such as new or emerging policy issues, development applications which require intensive review and public involvement, and new opportunities with potential to benefit the Avon community. Council may amend or re-prioritize the *Strategic Plan* at any time.

COMMUNITY ENGAGEMENT

Community engagement is an essential function of local government decision making. Avon Town Council has determined to improve and enhance community engagement practices to increase community participation. The following specific projects and policies are proposed for implementation in 2020 to expand and enhance Avon's community engagement.

- 1. Improve Community Survey:** The community survey is a valuable tool that can allow direct participation by the greatest number of community members to identify consensus on services and policies. Improvements to the Community Survey include **(a)** implementing an accessible, attractive and accountable on-line survey format, **(b)** significantly expanding participation from 355 to over 2,000, **(c)** offering a bilingual format, **(d)** sending to residents, property owners, and business owners, and **(e)** increasing frequency to even numbered years. The Community Survey should include approximately one-half re-occurring questions on Town services to track trends in community satisfaction and one-half questions on proposed or potential community programs, policies and investments.
- 2. Website Enhancements:** Enhancements to the Avon.org website are planned including **(a)** greater information on Town initiatives in an accessible and attractive format, **(b)** information on the status of various capital improvement projects, and **(c)** expanded opportunity for on-line sign-ups and reservations.
- 3. Spanish Proficiency Initiative:** Avon's community is approximately one-half Hispanic and Spanish speaking. The Spanish Proficiency Initiative is intended to provide a modest financial incentive and recognition for Town employees who have conversational capability and full Spanish language fluency. This program is intended to increase the Town government's ability to effectively communicate with Avon's Spanish speaking members of the community.
- 4. New Property Owner Information Letter:** An informational letter for new property owners is intended to welcome new residents and property purchasers to the Avon community, provide basic information on the Town government, how to sign-up for the Town's monthly newsletter, business licensing, short-term rental licensing and other basic information that may be useful for a new property owner.
- 5. Finance Committee:** The Finance Committee is intended to involve community members in analyzing and understanding the Town's budget and finances in relation to the Town's economy and provide recommendations to the Avon Town Council as set forth in Resolution No. 19-15. Analysis of sales tax and accommodations tax fluctuations between heavy and light snow years is recommended.
- 6. Health and Recreation Committee:** The Health and Recreation Committee is intended to involve community members to review, research and study **(a)** "health community" issues, **(b)** comparison to peer community recreation facilities and programs, and **(c)** design, programming and estimated costs for remodeling and potential expansion of the Avon Recreation Center.

COMMUNITY HOUSING

Avon Town Council adopted the first Town of Avon Community Housing Plan in December 2018. Goals and objectives of the Community Housing Plan include increase deed restricted homeownership opportunities and maintain or increase the current 55% year-round resident use of existing housing stock. The following goals are intended to continue implementation of the *2018 Avon Community Housing Plan*.

1. **Wildwood Property:** Continue site assessment, including physical assessment of soils and topography and review of title issues related to Wildridge covenants. Pursue entitlement process including preparation and submittal of a Planned Unit Development Amendment application through the public process to change permitted use from open space to Community Housing. Solicit and explore partnerships to construct housing when appropriate based on results of site assessment process.
2. **Wildridge Fire House:** Conduct design work and develop cost estimates to renovate ground floor into another employee housing unit.
3. **Prepare and Implement a Deed Restriction Purchase Program:** Vail has adopted a successful deed restriction program named "Vail In-Deed". An Avon deed restriction investment program will be proposed along with preliminary market analysis, review of various forms of deed restrictions, and anticipated funding requirements.
4. **Dedicated Housing Fund Revenues:** Research and present for consideration potential revenue sources that could be dedicated to the Housing Fund.
5. **Swift Gulch Property:** Conduct design and site feasibility analysis for employee housing project. Explore partnership opportunities with Habitat for Humanity and other potential partners.
6. **East Avon Parcel:** Conduct site design and feasibility analysis for future Community Housing project on a portion of the Town owned "East Avon parcel" which the Town acquired from the U.S. Forest Service.
7. **Housing Partnerships:** Explore opportunities to work with property owners and potential regional partners to facilitate housing projects, with an emphasis on for-sale housing product and with an emphasis on Tract Y, Metcalf Road and the Village (at Avon).
8. **Monitor Primary Resident RETT Exemption:** Prepare quarterly reports for Council information regarding the use of the increased Real Estate Transfer Tax exemption for primary residents.

NOTTINGHAM PARK

Improvements to Nottingham Park implement a variety of identified projects in the Nottingham Park Plan and Town Owned Properties Plan. Improvements are coordinated for efficiency, design cohesion and multi-purpose functionality. The timing and cost of improvements are described in the Capital Improvements Plan.

1. **Old Town Hall Site/Public Restrooms:** Commence demolition of the old Town Hall in early spring of 2020. Design of public restrooms at the old Town Hall site in 2020. The size of the public restrooms is anticipated to serve events at the Avon Pavilion and Main Field of approximately 2,000 persons. Commence construction in 2021. Design should incorporate potential additions in the future for facilities or infrastructure to support events at the Avon Pavilion/Main Field area. Related improvements include

renovating the seating wall to match the Avon Pavilion stage and improvements to the patio and picnic seating area. Design consideration will include installing lighting.

2. **Design and Expand Parking for North Access:** Design expanded parking along the north side of West Beaver Boulevard along with pedestrian crossing improvements in 2020. Commence construction in fall 2020 or early spring 2021.
3. **Beach Area Public Restrooms:** Conduct preliminary design for public restrooms to be located adjacent to the existing north parking area (Lot 16, Benchmark Subdivision) to determine cost estimate for future public restrooms. Install screening and additional porta-lets near the beach area.
4. **Landscape Enhancements to West Nottingham Park:** Design and install landscape enhancements to the West Nottingham Park area.
5. **Field improvements to West Nottingham Park:** Prepare concept plans to remove softball field and chain link back stop, install grass, and establish an adult soccer field and smaller children's soccer field to support multiple soccer play. Solicit community input before finalizing designs. Proceed with implementation in spring 2020 if community support exists for project.

COMMUNITY PLANNING AND DESIGN

Community Planning and Design is an essential process of community involvement that strives to achieve strong consensus, practical and complimentary coordination between public and private improvements, consistency with previous plans and cost-effective implementation of community improvements. The following projects address specific projects where additional planning and design is required before the Town considers additional investment.

1. **Pedestrian Mall Design:** Conduct design process for the extension of the Main Street Pedestrian Mall from Lettuce Shed Lane to the west to Nottingham Park, including details for phased construction, crossing of Mikaela Way, and a temporary route and improvements across the existing Avon Recreation Center parking area. This design project is integral to Town's long-standing plans to connect Avon's accommodation core area to Nottingham Park.
2. **Convention Center Preliminary Analysis:** Council provided direction in fall 2019 to commission a study on the feasibility of a convention center in Avon. Potential areas for a convention center include (a) the former Town Hall property and former Avon Station Fire District property and (b) the northside of Planning Area A in the Village (at Avon). Retain a qualified consultant to conduct preliminary analysis of the market feasibility and potential economic benefits of a convention center. Such analysis should include, but not be limited to: determination of existing conventions centers in peer communities in Colorado, consideration of optimum convention center size for Avon, identification of required site size and required lodging base to support convention center, and estimates of required public financial participation.
3. **Joint Planning for Planning Area A, Village (at Avon):** Planning Area A, Village (at Avon) comprises 43 acres which is designated for high-density, mixed-use, commercial core development similar to the Town Center zone district. This Planning Area is anticipated for development of large accommodation buildings and mixed-use high-density residential with ground level retail. A preliminary planning analysis

to consider road layout, pedestrian access, multi-modal transportation support is desired to generate a planning concept for development of this area that will facilitate high quality investment and development. This joint planning process anticipates partnership funding from the Town of Avon, Traer Creek-RP and/or Traer Creek Metropolitan District and the Department of Local Affairs. A preliminary planning analysis is intended to provide guidance for additional planning work on Planning Area A.

4. **351 Benchmark Planning:** 351 Benchmark (old Avon Fire Station) presents a very unique opportunity for redevelopment and/or re-use. Formulate a community-based planning process for potential redevelopment and/or re-use of the old Avon Fire Station property. Incorporate questions into the 2020 Community Survey. Research examples and estimated costs of potential alternatives for redevelopment.
5. **USFS Road 779:** Coordinate with U.S. Forest Service to develop plans for maintenance and potential re-alignment of U.S.F.S. Road 779 with the goal to preserve public access. Conduct appropriate public process on conceptual designs. Consider developing parking, gates and signage on Wildridge Road rather than at the Avon/USFS boundary.
6. **Dog Park:** Research, and implement if possible, a dog park in Avon for the Avon community.

CLIMATE ACTION

The Avon Town Council adopted the Climate Action Plan for the Eagle County Community in December 2016 and joined the Climate Action Collaborative in Eagle County. The following projects set forth specific implementation actions which are intended to help Avon reach the stated Climate Action Plan goal of reducing greenhouse gas emissions by 25% by 2025 as compared to greenhouse gas emissions in 2014.

1. **Waste Reduction and Recycling:** Fully implement best practices for waste reduction and recycling for all Avon Town Facilities and for all Avon sponsored events. Install uniform trash and recycling containers throughout Town. Contact lodging and multi-family developments to determine existing practices and promote waste reduction and recycling where possible.
2. **PuRE Program:** Actively promote Holy Cross Energy customers in Avon to sign-up for 100% renewable electricity under the PuRE program. Measure progress in sign-ups. Establish five-year community wide goals in 2020.
3. **Baseline Inventory:** Perform a baseline inventory of the Avon Town government's 2014 greenhouse gas emissions and the entire Avon community. Post baseline inventory information along with Climate Action projects and progress towards Climate Action goals on the Town's website.
4. **Fleet Inventory:** Evaluate Avon's vehicle fleet inventory and determine 2014 baseline for greenhouse gas emissions. Prepare plan to update and convert Avon vehicle fleet to achieve 25% greenhouse gas reduction by 2025.
5. **Expanded Polystyrene Reduction:** Implement expanded polystyrene regulations and restrictions. Determine existing usage and amount of reduction resulting from regulations.
6. **Eagle County Climate Action Collaborative:** Participate in the Eagle County Climate Action Collaborative, develop and implement specific programs and events for Avon. Pursue regional opportunities to enhance bus transportation and ridership.

7. **Net Zero Communities:** Research Net Zero communities and practices, present findings and recommendations for implementation in Avon.

MULTI-MODAL IMPROVEMENTS

The Avon Town Council adopted a Multimodal Transportation and Parking Plan, dated July 6, 2017. The following projects implement goals of the Multimodal Transportation and Parking Plan.

1. **I-70 Underpass Enhancements:** Conduct designs to enhance for the west side of the I-70/Avon Road underpass and proceed with construction.
2. **Zagster Bike Share:** Explore expansion of Zagster bike share program, including stations, sponsorships and partnerships with outside organizations.
3. **Parking Management Plan:** Research parking management demands and potential programs for the Avon commercial core and Tract G area including, but not limited to, implementation of parking kiosks and integration of smart phone parking apps.
4. **Railway Use:** Explore opportunities for a cross-country ski track and allowing railbikes from Edwards to Minturn. Research and present costs for acquiring and operating snowmobile, trail groomer, and staffing to set and maintain cross-country ski trail.

ENVIRONMENTAL

The following projects implement areas of environmental concern not addressed elsewhere in the Strategic Plan or in the general operations of the Town.

1. **Water Quality Improvement:** Coordinate with the Eagle River Watershed Council to develop and implement plan to reduce constituent loading to Eagle River in Avon with the goal of improving water quality. Implement Avon's CIP Plan to install stormwater interceptors on Avon Road.
2. **Noxious Weed Regulation Enforcement:** Educate and notify property owners concerning noxious weed regulations. Actively monitor and administer enforcement in 2020.
3. **Ground Squirrel:** Reduce or eliminate Richardson Ground Squirrel population. Research third party services to assist.

GOVERNMENTAL

The following projects implement general areas of improvement to the Town of Avon's local government operations to increase efficiency, implement community projects, or provide additional services to the community.

1. **Water Tap Fees:** Evaluate the tiers of the Avon water tap fee to ensure that the fee accounts fairly for residential home sizes. Amend water tap fee schedule as determined appropriate by Council.

2. **Procurement Code:** Research procurement codes with peer communities, re-evaluate the current Town Manager authorization to sign contracts up to \$100,000, present an updated procurement code for adoption by Council.
3. **Install Photo Monuments:** Design and install photo monuments around Avon's commercial core to memorialize Avon's history. Submit design, estimated costs and proposed locations to Town Council for public review prior to construction.
4. **GIS Improvements:** Many communities have extensive GIS data which is consolidated, publicly accessible, and regularly updated. Research existing GIS data across Departments, utilization of GIS data by peer communities, and costs to implement and maintain an updated GIS data base for Avon.
5. **Business Map:** Research options and cost to develop an Avon business map that can be available in a convenient smart phone app form and can be printed in hard copy.
6. **Sister City:** Research sister city programs, identify costs, program activities, and benefits. Present findings to Council for direction and determination of further interest.
7. **Community Broadband:** Conduct Request for Proposal for consulting services to consider joining project THOR and consider other means of broadband expansion. Conduct survey of major business entities in Avon to determine interest in potential broadband improvements. Survey existing assets. Conduct community survey to determine preferences.