

TOWN OF AVON 2019 STRATEGIC PLAN



Adopted by the Avon Town Council

Resolution 18-14, Series of 2018
October 23, 2018

Purpose of the *Strategic Plan*

The *Strategic Plan* is developed and adopted to guide decision-making and provide the structure for ensuring that 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 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 2018, 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.

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 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 is a strong community, focused on families and workers while building on its strengths to become a nationally and internationally recognized year-round mountain resort community. Avon is surrounded by natural beauty and the stewardship of our natural resources is a high priority. Avon is committed to providing a high level of municipal services for our citizens and visitors that reflect its values and commitment to the environment. 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.

A dedication to a high standard and a superior level of quality development will provide Avon with a comparative advantage in the future, and, therefore, Avon 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 Year 2019

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. In its commitment to supporting a strong, mountain resort community, the Town endeavors to create a visually appealing gateway to Avon.

RECENT SUCCESSES

- Adoption of the *Town of Avon Town-Owned Properties Plan*
- Adoption of the *Avon Community Housing Plan*
- Adoption of the 2017 Town of Avon Comprehensive Plan
- Completion of "Fiscal Analysis – Peer Community Comparison of Revenues, Budgets and Services and Assessments of Real Estate Transfer Tax Impacts" Report
- Launch of Topsy Taxi Program
- Avon.org website updated
- Discoveravon.org website launched
- Launch of Zagster Bike Share Program
- Voters approved broadband exemption from SB 05-152

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.
- Meet the goals and objectives of the *Avon Community Housing Plan*.
- Implement the development strategies identified within the adopted *Town of Avon Town-Owned Properties Plan* for seven sites including Tract G, Wildridge Fire House, Swift Gulch, the Village at Avon's "Park Site," "School Site" (Lot E), Public Works Site (Lot 5), and the Wildwood Properties.
 - Develop an implementation plan.
 - Continue working to bring the Hahnewald Barn project from concept through schematic design for further consideration of relocation. Assist the Planning and Zoning Commission and Avon Historic Preservation Advisory Board, collectively the Hahnewald Barn Stakeholder Group, as they review materials and provide formal recommendations to the Council. Council will make final decisions regarding the design of the project, and authorizing next steps moving forward.

- Work with Eagle County to ensure a successful transition of the regional recycling center to Lot 5.
- Ensure increased access to the Eagle River.
- 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, with consideration of terms which allow for future renovation.
- Evaluate the development of an Ad Hoc Committee to evaluate the expansion of the Avon Recreation Center for the purposes of: 1) involving community in one of the most used and expensive community assets, (2) determining the best uses as desired by the community for the expansion, and (3) allowing a community based support for any taxing ballot question to be established on a grass-roots basis.
- Invest in multi-modal improvements prioritizing walkability and bicycle use on streets, with transit, parking and wayfinding.
 - Complete the Beaver Creek Boulevard Streetscape Improvements Project.
 - Complete the Town of Avon Multimodal Transportation and Parking Plan
 - 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; 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.
- Evaluate the tiers of the Avon water tap fee to ensure that the fee accounts fairly for residential home sizes.
- Maintain the Zagster bike share program, monitor and report on challenges and successes. Explore expansion of stations, sponsorship opportunities, and partnerships with outside organizations.
- Define a broadband strategy and develop a broadband plan that identifies current assets and community needs to assist in developing architectural alternative concepts and cost opinions. Once preferred alternatives are identified and a roadmap is put in place, move into the planning phase.
- 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.

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, and county-wide organizations that enhance the economic vitality of the community.
- Consistently issue the Avon Quarterly Business Newsletter and hold annual update meetings with Avon business owners and representatives.
- 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 Year 2019

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

- Completion of the annexation of the East Avon Preserve
- Walking Mountains Conservation Easement
- Adoption of the *Climate Action Plan for the Eagle County Community* and the accompanying Implementation Schedule
- CLEER Building Energy Navigator software installed in Town facilities
- Plastic bag ban and paper bag fee adopted by Council and implemented by staff

STRATEGIES

Tier 1 Priorities

- From the *2016 Town of Avon Climate Action Plan Implementation Schedule*, adopted on March 28, 2017, implement the priorities, including but not limited to:
 - 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.
 - 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.
 - Promote investment and use of energy efficient vehicles, including electric vehicles, by evaluating opportunities to add vehicle charging stations throughout the Town of Avon.
- Evaluate ways to achieve the Town’s adopted goal to “develop and implement a program to run the Town of Avon – Municipality with 100% renewable energy.”
- 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.

- Develop a comprehensive Fire Mitigation Plan for Town-owned properties.
- Work with the Eagle River Fire Protection District on planning and implementing an emergency egress for the Wildridge community.

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

- Continue serving as an active member of the Climate Action Collaborative to fully implement and achieve the goals of the *Climate Action Plan for the Eagle County Community*.
- Continue looking for solar panel installation opportunities.
- 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.
- Work with the Eagle River Water and Sanitation District, as well as other community organizations, to protect the water quality in the Eagle River for all users.
- Continue participation in the Actively Green Certification Program.

Strategic Plan

Fiscal Year 2019

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 the Destination Jump, Splash, Learn Playground in Nottingham Park with a GOCO grant and the appropriation of Community Enhancement Fund monies
- Completion of detailed diagrams for all Avon event venues, including but not limited to dimensions, location of electrical outlets, irrigation system, domestic water hose bib, parking lots, etc.
- Completion of Eagle Valley Regional Trail and Metcalf Bike Climbing Lane
- Completion of Nottingham Park Restroom Remodel
- Appointment of Ad Hoc Special Events Committee

STRATEGIES

Tier 1 Priorities

- 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 Avon Performance Pavilion and Main Street 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.
 - Explore a partnership with the Vail Valley Foundation to provide management of non-Town produced special events at the Avon Performance Pavilion
 - To streamline and assist local and national big city promoters to efficiently produce and market events:
 - 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 the Eagle River Whitewater Park.
- 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 Performance Pavilion. As part of the evaluation assess alternatives for forming a (Liquor) Entertainment District or liquor license for venue premises.
- Continue to actively work with the USFS to identify and plan for improvements to USFS 779 and USFS 717.1B.

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 Science Center’s 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.
- Develop a plan for the completion of the Main Street Mall from the existing Mall to Lake Street and Nottingham Park.

On-going

- Maintain Nottingham Park to a high standard and continue to make it the focal point of the community.
- 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 Science Center.
- As appropriate, share the results of the *Community Survey* with potential business interests in terms of types of businesses and services desired in Avon.
- Support the unmet needs of non-profit organizations in Eagle County, by way of the Town’s annual Community Grant Program, by welcoming applications from organizations and agencies seeking funding for programs, projects, services or activities that support the Town’s stated priorities in the Town’s annual Strategic Plan.
- 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.
- Participate in the valley-wide events calendar being maintained by 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 Year 2019

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

- New Police Station at the Public Safety Facility completed
- New Town Hall completed with a LEED Silver Certification
- Civic engagement programs expanded
- Balanced budgets achieved
- Reserves maintained

STRATEGIES

Tier 1 Priorities

- Continue implementing the *Town of Avon Marketing Plan* and *Avon Brand Guidelines*
- 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.
- Update Procurement Code, including revisiting the maximum contract authority for the Town Manager, reviewing expenditure approval levels, and adding provisions for the disposal of excess or obsolete property. Also, clarify other areas of authority on easements, leases, property conveyances, license agreements, etc.

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.
- Continue to evaluate staffing levels to ensure a high level of municipal services for our citizens and visitors.

- Continue holding an annual Town Clean-Up Day event during the evening hours of a weekday in the spring that includes a community gathering after the clean-up event is completed.
- Maintain and consistently evaluate a strong civic engagement program, including ad hoc committees, a triannual community survey, volunteerism program, etc. Look to advance the Town's partnership with staff members, parents and students at Avon Elementary School.
- 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.
- Seek a *naming sponsor* for the Avon Performance Pavilion.