

**Town of Estes Park 2025 Strategic Plan
R1 (2/11/2025)**

Vision: The Town of Estes Park will be an ever more vibrant and welcoming mountain community.

Mission: The Mission of the Town of Estes Park is to provide high-quality, reliable services for the benefit of our residents, guests, and employees, while being good stewards of public resources and our natural setting.

THERE IS NO RANK-ORDERING OR PRIORITIZATION IN THIS PLAN. ALL NUMERICAL DESIGNATIONS ARE FOR REFERENCE PURPOSES ONLY.

For the purposes of Strategic Policy Statements, "We" refers to the Town organization, led by the Town Board of Trustees.

KEY OUTCOME AREA (Alphabetical order)	STRATEGIC POLICY STATEMENTS	GOALS (MULTI-YEAR)	OBJECTIVES (ONE-YEAR)
Exceptional Community Services - Estes Park is an exceptionally vibrant, diverse, inclusive, and active mountain community in which to live, work, and play, with housing available for all segments in our community.			
	<p>1. We support a wide range of housing opportunities with a particular focus on workforce and attainable housing.</p> <p>2. We support the needs of our senior community.</p> <p>3. We support the needs of families in our community.</p> <p>4. We support a wide range of childcare opportunities with a particular focus on infants and toddlers.</p> <p>5. We expand and improve the durability, functionality, and efficiency of open space and public park infrastructure.</p>	<p>1.A. Plan for and utilize 6E funds to achieve Workforce and Attainable Housing goals in partnership with the Estes Park Housing Authority and other strategic partners.</p> <p>1.B. Incentivize private development of workforce and attainable housing.</p> <p>2.A. Develop a needs assessment and strategic plan to meet the needs of the senior community in Estes Park.</p> <p>4.A. Plan for and utilize 6E funds to address childcare issues consistent with the Childcare Needs Assessment and Strategic Plan.</p> <p>5.A. Implement the recommendations of the 2025 Parks & Open Space Master Plan.</p> <p>5.B. Overhaul outdated and aging landscaping in Children's Park, Riverwalk, and Wiest Park by 2026.</p> <p>5.C. Implement the 2019 Stanley Park Complex Master Plan projects at the Events Complex.</p> <p>5.D. Maintain a high level of arena footing for horse shows and rodeos at the Events Complex.</p> <p>6.A. Complete a full rewrite of the Estes Park Development Code to align with the new Comprehensive Plan.</p>	<p>2.A.1 - Increase utilization of "Access Granted" program for senior community that will allow participants to share home access codes and emergency contract information so that first responders will not have to damage anything if they need to do an emergency welfare check.</p> <p>4.A.1 - Track progress towards metrics of success established for childcare in 2024.</p> <p>5.1 - Expand the greenhouse footprint and production capacity to service expanding planting demands on public properties. (2023 CARRYOVER)</p> <p>5.A.1 - Develop a master plan for Town Parks and Open Space, in cooperation with the Recreation District and Estes Valley Land Trust. Include chapters on water-conscious landscaping and pocket parks.</p> <p>5.C.1 - Continue to work with the Fine Arts Guild to evaluate the feasibility of a performing arts center in Stanley Park. (2024 CARRYOVER)</p> <p>6.1 - Formalize an annexation policy with Larimer County. (2024 CARRYOVER)</p> <p>6.A.1 - Continue rewriting the Estes Park Development Code with participation from elected/appointed officials, stakeholders, and residents. (Multi-Year Objective)</p> <p>7.A.1 - Replace ADA non-compliant signs in Town Hall.</p> <p>7.B.1 - Develop a digital accessibility transition plan as required by state law.</p>

	<p>6. We have an up-to-date Comprehensive Plan and Development Code that reflect the will of the community.</p> <p>7. We are committed to improving community accessibility for residents and guests from diverse cultures, and residents and guests with disabilities.</p> <p>8. We enact policies that support all demographic segments of the community.</p> <p>9. We value the Estes Park Museum's work to preserve, share, and respect the unique history of Estes Park, and incorporate that history into our decision-making processes.</p> <p>10. We support public art and creative endeavors.</p>	<p>6.B. Collaborate with community stakeholders to update our adopted transportation, drainage, and parking design standards and construction policies in the Development Code by 2026.</p> <p>7.A. Implement the 2023 ADA Transition Plan.</p> <p>7.B. Continuously implement organizational processes and services to improve the accessibility of public information in all formats, with a particular focus on the needs of individuals with disabilities and those with limited English proficiency.</p>	<p>7.B.2 - Promote utilization of "Reachwell" app for non-English speaking community alerts (NoCo Alerts & EP Alerts).</p> <p>9.1 - Complete Museum Annex addition.</p>
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Governmental Services and Internal Support - We provide high-quality support for all municipal services.

	<p>1. We maintain a well-trained and educated Town Staff.</p> <p>2. We attract and retain high-quality staff by being an employer of choice, including offering highly competitive benefits and wages, and encouraging work-life balance.</p>	<p>1.A. Update and actively work on Human Resources Strategic Plan Action Items annually.</p> <p>2.A. Complete a review of the Town employee benefit package to ensure the Town remains competitive and aligned with other municipalities.</p> <p>3.A. Ensure adequate grant writing capacity as the current grant resources shift in time allocation.</p> <p>3.B. Ensure adequate resourcing to meet the current and future preventative facilities maintenance needs for Town buildings and parcels.</p>	<p>1.A.1 - Implement 2024 Organizational Culture Action Plan.</p> <p>1.A.2 - Revise Employee Success & Development Form and Process for 2025 based on feedback received in 2024.</p> <p>1.A.3 - Refresh the Human Resources Strategic Plan and share next steps with the Town Board. (2024 CARRYOVER)</p> <p>2.A.1 - Propose and implement approved recommendations from the Town employee benefit package review conducted in 2024.</p>
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<p>3. We match service levels with the resources available to deliver them.</p>	<p>4.A. Explore options to improve the Town's ability to ensure diverse membership representation on Boards and Commissions.</p>	<p>4.A.1 - Investigate translation of the volunteer form into other languages to solicit a diverse applicant pool.</p>
<p>4. We strive to ensure that the membership of our Boards and Commissions reflects the diversity of the community.</p>	<p>5.A. Conduct a community survey biennially in odd years to measure our performance and community preferences. 5.B. Evaluate inclusivity of Town community engagement processes.</p>	<p>7.B.1 - Implement new Human Resources Information System/Payroll. 7.B.2 - Add process improvement goals to the Employee Success and Development program to reinforce the value.</p>
<p>5. We strive to gain meaningful input and participation from all community members.</p>	<p>7.A. Implement a Town performance management system including appropriate measures. 7.B. Develop an organizational culture that encourages continuous process improvement.</p>	<p>7.B.3 - File all new employee records electronically starting in 2025. 7.B.4 - Evaluate the development of a searchable public GIS portal to enhance access to available property records.</p>
<p>6. We prioritize and support a culture of customer service throughout the organization.</p>	<p>7.C. Digitize Town records within Laserfiche. 9.A. Minimize risk of becoming a victim of cybersecurity threats.</p>	<p>7.C.1 - Continue evaluation of permanent Financial records for digitization. 9.A.1 - Replace Town firewalls and associated software for increased web protection.</p>
<p>7. We support a culture of continuous improvement in our internal processes and service delivery.</p>	<p>10.A. Continually evaluate the functionality of our website to ensure it serves the needs of our customers.</p>	<p>9.A.2 - Implement additional security measures to better protect the Town against cyber threats.</p>
<p>8. We operate with transparency, maintaining open communication with all community members and proactively making Town information available to the public.</p>	<p>11.A. Evaluate the service condition, safety, functionality, accessibility, and land-use restrictions of our 32 public buildings using a data-driven approach and document the outcomes in our LUCITY asset management system. 11.B. Upgrade the quality, function, and safety of the Town's public restrooms.</p>	<p>11.1 - Install Phase 1 & 2 Town Hall Variable Refrigerant Flow cooling units. (2022 CARRYOVER) 11.A.1 - Complete building life cycle audits for Town Hall and the Visitor Center.</p>
<p>9. We monitor for, and protect against, cybersecurity threats.</p>	<p>11.C. Pursue energy conservation projects that improve the efficiency of our buildings. 11.D. Establish a timeline and funding strategy to implement the Facilities Master Plan recommendations. Start with the relocation of the Police Department out of Town Hall.</p>	<p>11.B.1 - Remodel the public restrooms in Town Hall. 11.C.1 - Replace florescent lighting with LED lights in the Street Shop.</p>
<p>9. We monitor for, and protect against, cybersecurity threats.</p>	<p>11.E. Work with the Fire District to investigate and evaluate strategies to use Town-owned buildings and Town projects to demonstrate wildfire mitigation techniques for facilities.</p>	<p>11.D.1 - Start design efforts and pursue land acquisition necessary to relocate the Police Department out of Town Hall. (2024 CARRYOVER)</p>

10. We maintain a robust, transparent, accessible, and user-friendly public-facing website.

11. We ensure that our facilities are well-maintained and meet the needs of Town Departments and the community.

11.F. Plan to meet the space needs of the Facilities Division.

Outstanding Guest Services - We are a preferred Colorado mountain destination providing an exceptional guest experience.

1. We value broad collaboration in providing outstanding guest services.

2. We provide and support high-quality events that attract guests to the Town.

3. We strive to balance the impacts of visitation with the needs and quality of life of our residents and our key outcome areas.

4. We balance data-driven decisions with community values when serving our guests and residents using up-to-date and relevant data.

5. We contribute to an exceptional guest experience through a high-quality Visitor Services Division.

2.A. Develop events that attract guests to Town in the winter and shoulder seasons as well as mid-week events.

2.B. Continue to develop and attract diverse events and audiences.

2.C. Continue to support events through creativity, innovation, and technology.

3.A. Work with public- and private-sector entities to encourage additional town destination opportunities for guests, including the Museum, particularly in case visitation limits in the National Park or elsewhere remain a factor.

4.A. Continue to monitor and adjust marketing focus to events that are branded to and successful in Estes Park.

5.A. Implement the Visitor Services Strategic Plan.

5.B. Visitor Services will work with Visit Estes Park and the Rocky Mountain Conservancy on developing and implementing ways to help educate and entertain guests at the Visitor Center.

5.C. Continue to implement a Guest Services (Service Elevated) annual training for volunteers in the Visitor Center.

2.A.1 - Develop a guiding philosophy for events that includes consideration of impact on businesses and the community.

2.B.1 - Add Breakaway Roping as a women's competitive event at the Rooftop Rodeo.

2.C.1 - Utilize Laserfiche to automate event processes such as event orders, vendor inquiries and forms, and check request forms.

4.1 - Evaluate and implement better tracking metrics for the Town's outdoor festivals.

5.1 - Ensure the availability of an Official Visitor Guide mailing program.

5.B.1 - Collaborate with the Rocky Mountain Conservancy to provide on-site education opportunities at the Estes Park Visitor Center.

5.B.2 - Explore interactive exhibit for the Estes Park Visitor Center.

6.B.1 - Enhance the visitor experience in the Visitor Center through Estes Park imagery and artifacts. (2024 CARRYOVER)

6. We work to ensure that Estes Park is a sustainable tourism destination.

Public Safety, Health, and Environment - Estes Park is a safe place to live, work, and visit within our extraordinary natural environment.

1. We are committed to safeguarding the lives and property of the people we serve.

2. We support environmental stewardship and sustainability through our policies and actions.

3. We are committed to fairness and support for victims of crime and disasters.

4. We value the importance of maintaining a local emergency communication center to serve the Estes Valley.

5. We strive to enhance the safety of emergency responders.

6. We believe in and support restorative practices as a way to build and repair relationships, as well as increase understanding about the impact of crime in the Estes Park Community.

1.A. Evaluate and meet the sworn officer, dispatch, and support services staffing needs of the Police Department.
1.B. Integrate security camera systems in Town Hall, Visitor Center, Events Complex, and Museum.

1.C. Evaluate pandemic response plan.
2.A. Continue to incorporate the Environmental Sustainability Task Force recommendations into Town operations.

2.B. Modify codes and regulations to support alternative and distributed energy.

2.C. Encourage solar energy options for new and established homes and businesses, including Town Buildings.

2.D. Support beneficial electrification of buildings by encouraging the replacement of fossil-fuel appliances with cleaner electric alternatives.

2.E. The Events and Visitor Services Department will reduce the environmental impacts of Town events.

2.F. Support the County-wide Wasteshed Plan and will remain active partners with Larimer County in its implementation.

2.G. Establish the Town's role in environmental stewardship and sustainable practices.

2.H. Continue work with Larimer County on Climate Smart Future Ready initiative.

7.A. Work collaboratively with the Estes Valley Fire Protection District to build an Emergency Management function that is focused on resilience, planning for emergencies, responding to emergencies, and recovering from emergencies.

1.B.1 - Implement Phase 3 of the Security Camera project to address the needs of the Event Center and the associated parking area. (2022 CARRYOVER)

2.C.1 - Explore the feasibility of solar panels and battery storage on the proposed new Police Department building.

2.G.1 - Evaluate the feasibility of plug-in hybrid vehicles for use in the Police Department.

2.G.2 - Replace hedge trimmers, leaf blowers, and line trimmers powered with internal combustion engines with battery operated tools to comply with state standards for municipal governments.

2.G.3 - Partner with Larimer County to utilize grant funds to develop a Climate Action Plan specific to Estes Park.

2.H.1 - Collaborate with Drive Clean Colorado to accelerate equitable adoption of clean transportation options.

5.1 - Increase interagency operability by collaborating with public safety partners on radio channel sharing authorizations.

7.A.1 - Acquire dual-band radios for Police Department supervisors to assure emergency communications during critical incidents and disasters.

- 7. We train and prepare to fully and immediately respond to community emergencies.
- 8. We are proactive in our approach to wildfire planning and mitigation in response to elevated fire risks in the Estes Valley and the surrounding area.
- 9. We recognize the importance of behavioral health in our community and work with local and regional partners to improve mental health safety, treatment, and awareness.

Robust Economy - We have a diverse, healthy, year-round economy.

- 1. We foster an inclusive, robust, and sustainable economy based on a triple-bottom-line model, considering economic, social, and environmental impacts and benefits.
- 2. We create and sustain a favorable business climate.
- 3. We support a diverse economy, attracting and serving a broad range of current and potential stakeholders.
- 4. We recognize the importance of a vibrant, attractive, and economically viable downtown.
- 5. We support investment and revitalization in all of the Town's commercial areas.
- 6. We support economic and workforce development efforts led by other organizations.

- 2.A. Improve and streamline the Development Review process.
- 4.A. Implement the Downtown Plan.
- 5.A. Conduct corridor studies for the corridors called out in the Comprehensive Plan.
- 6.A. Work with the Economic Development and Workforce Council to build capacity for small business owners to address employee housing needs.

- 2.A.1 - Implement a new software module from SAFEbuilt to allow electronic submittal of development applications and automated workflow processing.
- 4.A.1 - Work with the Estes Chamber of Commerce and Downtown businesses to evaluate implementation options for the Downtown Plan. (2024 CARRYOVER)

7. We recognize the benefits of shopping locally and will actively support our local businesses and the local economy.

Town Financial Health - We will maintain a strong and sustainable financial condition, balancing expenditures with available revenues, including adequate cash reserves for future needs and unanticipated emergencies.

1. We maintain up-to-date financial policies, tools, and controls that reflect the financial philosophy of the Board.

2. We make data-driven financial decisions.

3. We will consider the most effective financing strategy for large capital projects on a case-by-case basis, ensuring that each financing package is appropriately tailored to the project under consideration.

1.A. Replace the current accounting system with a modern Enterprise Resource Planning (ERP) system by 2025.

1.B. Develop a set of general budget policies to help guide budget development in the future. This should include consideration of reserve policies, use of one time funding, budgeting approach to vacancies, etc.

1.A.1 - Complete the implementation of the Enterprise Resource Planning (ERP) system by the end of 2025.

1.B.1 - Finalize a set of general budget policies to help guide budget development in the future.

Transportation - We have safe, efficient, and well-maintained multimodal transportation systems for pedestrians, cyclists, motorists, and transit riders.

1. We value the development and maintenance of a sustainable, accessible, and efficient multimodal transportation network.

2. We will maintain a high-quality network of streets for our community.

3. We will address traffic congestion and improve traffic and pedestrian safety throughout the Town.

1.A. Upgrade and maintain our public trail network to comply with adopted safety and disability standards utilizing directed sales tax funding approved through 2034.

1.B. Evaluate the possibility of adopting impact fees and fee-in-lieu mechanisms to assist in funding multimodal transportation improvements.

1.C. Implement the Wayfinding Signage Program.

2.A. Street rehabilitation efforts will result in an average Pavement Condition Index of 80 or greater for the Town street network by 2034.

3.A. Collaborate with Federal and State partners to mitigate traffic congestion with multimodal solutions throughout the Town.

1.A.1 - Complete Phase 1 (design) of the US34 and SH7 trail reconstruction projects.

1.A.2 - Develop, fund, and implement a public trail maintenance program. (2022 CARRYOVER)

2.A.1 - Complete the rehabilitation of West Elkhorn Avenue from Moraine Avenue to Far View Drive. (2024 CARRYOVER)

2.A.2 - Complete the reconstruction of Matthew Circle.

2.A.3 - Complete the reconstruction of Steamer Parkway

4. We effectively communicate with residents and guests about the Town's parking and transportation options.

5. We consider strategic, data-driven investments in technology that promote the financial and environmental sustainability of the Town's parking and transportation assets.

6. We identify and leverage local, regional, and national partnerships that strengthen and extend the Town's parking and transportation system.

7. We consider the potential impacts of technology changes, including electric and autonomous vehicles and repurposing of parking structures, in all transportation planning.

8. We will develop and maintain sidewalk and trail connectivity in the Estes Valley in partnership with other entities.

3.B. Develop funding strategies for the design, environmental clearance, and construction of the Moraine Avenue Multimodal Improvements.

3.C. Explore the potential for year-round local and regional transit service.

3.D. Implement the Multimodal Transportation Plan.

3.E. Fund, commission, and implement a corridor study to deliver multimodal transportation improvements on US 34 between Wonderview Avenue and Steamer Drive.

5.A. Implement the Downtown Parking Management Plan in a manner that delivers parking services as a self-sustaining program by 2030.

6.A. Work with CDOT and other partners to evaluate additional regional transit options along US34 and US36.

8.A. Implement the priorities in the Estes Valley Master Trails Plan.

8.B. Obtain funding to design and build a functionally connected bike and pedestrian facility network within one mile of Estes Park public schools.

8.C. Complete the Fall River Trail using available trail expansion funds, open space funds, and grant funding.

2.A.4 - Complete the Cleave Street Improvements Project. (2024 CARRYOVER)

2.A.5 - Complete the street rehabilitation of 1st Street, 2nd Street, 3rd Street, North Court, and South Court and provide ADA compliant pedestrian facilities following the water main and service installation project. (2024 CARRYOVER)

3.A.1 - Begin evaluating traffic flow and business impacts upon completion of the Downtown Estes Loop.

3.A.2 - Utilize SB267 grant funds to design transit & parking improvements in the Visitor Center Parking Lot. (2023 CARRYOVER)

3.C.1 - Seek funding and create an implementation timeline for the year-one recommendations from the Transit Development Plan. (2024 CARRYOVER)

3.C.2 - Collaborate with RTD and the newly created GoNoCo34 Transportation Management Organization to enhance regional transit connectivity options.

3.D.1 - Select specific recommendations from the 2045 Multimodal Transportation Plan for budgeting and implementation in 2026. (2024 CARRYOVER)

3.E.1 - Seek grant funding for a corridor study that identifies needed multimodal transportation improvements on US34 (Big Thompson Avenue) between Wonderview Avenue and Steamer Drive.

5.1 - Seek funding to construct the Visitor Center Parking Lot Improvements and the first phase of the US 34 Corridor Improvements. (2024 CARRYOVER)

5.A.1 - Identify funding and construct a 3-level parking structure at the Big Horn parking lot. (Multi-year Objective)

5.A.2 - Evaluate the pros and cons of beginning to plan for implementation of Phase 4 of the Downtown Parking Management Plan prior to implementing Phase 3.

			<p>8.B.1 - Design the Community Drive Multi-Use Trail (east side of Community Drive between Manford Avenue and US36). If funded through a Safe Routes to School (SRTS) or other grant funding source, advertise for construction in Q4 2025.</p> <p>8.C.1 Complete design of the Fall River Trail Final Segment (2024 CARRYOVER) and advertise for construction to commence in Q4 2025.</p>
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Utility Infrastructure - We have reliable, efficient, and up-to-date utility infrastructure serving our community and customers.

	<p>1. We ensure high-quality, reliable, and redundant water service.</p> <p>2. We ensure high-quality, reliable, and sustainable electric distribution service.</p> <p>3. We encourage and support renewable energy sources and storage.</p> <p>4. We are proactive in our approach to mitigating flood risks.</p> <p>5. We ensure access to high-speed, high-quality, reliable Trailblazer Broadband service.</p>	<p>1.A. Ensure at least one water treatment plant can reliably operate year-round.</p> <p>1.B. Improve water accountability by decreasing per capita treated water demand through loss reduction.</p> <p>1.C. Increase the resiliency of the water distribution system.</p> <p>2.C. Use funding from the 1% Sales Tax to help reduce the risk of high-voltage power lines igniting a wildfire.</p> <p>3.A. Increase/enhance renewable energy sources and storage by collaborating with PRPA and the other Owner Communities to support PRPA's transition plan to minimize carbon-producing energy.</p> <p>3.B. Establish planning and policy guidance to direct Town investment in zero emission fleet vehicles, equipment, and infrastructure.</p> <p>4.A. Continue implementing the Stormwater Master Plan.</p> <p>4.B. Upgrade and maintain our stormwater collection system to reduce the risk of flooding and damage to public and private property.</p> <p>4.C. Pursue flood mitigation initiatives to reduce flood risk and increase public safety.</p> <p>4.D. Pursue grant funding for private and/ or public flood mitigation and stormwater projects.</p>	<p>1.A.1 - Use the Water Master Plan results to generate options for achieving reliable year-round operation of at least one water treatment plant.</p> <p>1.A.2 - Update the Water Master Plan. (2023 CARRYOVER)</p> <p>1.B.1 - Develop an enforcement process for customers who do not comply with water administrative regulations.</p> <p>1.C.1 - Initiate construction of the Mall Road Looping project.</p> <p>2.C.1 - Develop a schedule and prioritization of projects to maximize the use of 1A funds in the areas west of town with the highest wildfire risk.</p> <p>3.B.1 - Complete a Zero-Emission Transit Fleet Transition Plan. (2024 CARRYOVER)</p> <p>4.A.1 - Develop, fund, and implement a stormwater drainage system maintenance program. (2023 CARRYOVER)</p> <p>4.B.2 - Complete at least one stormwater CIP project from the list included in the Stormwater Drainage System Maintenance Policy.</p> <p>5.A.1 - Complete construction of Trailblazer Broadband system for customers in the electric service area. (Multi-year Objective)</p> <p>5.B.1 - Establish a process to verify applicant-provided information that would determine these applicants as eligible for participation in a low-cost Trailblazer program</p>
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6. We partner with the three other owner communities to advance Platte River Power Authority towards our goal of a 100% noncarbon energy mix.

4.E. Implement a Stormwater Program for Estes Park that funds the administration, operation, maintenance, and capital expansion of stormwater infrastructure over a 30 year or greater time period.

4.F. Explore the Community Rating System (CRS) program as a way to minimize flood insurance costs to the community.

5.A. Accumulate net positive revenues and apply for grants to fund capital expansion of the fiber-optic infrastructure.

5.B. Build an affordable internet connection program.

6.A. Advocate for collaboration and consolidation of common modernization platforms between the three owner communities and PRPA to support financial sustainability of PRPA's carbon-to-renewable transition plan.