

## Town of Estes Park 2019 Strategic Plan: Vision, Mission and Goals\*

\*Outcome areas, Goals and Objectives are not listed in any priority order

VISION: The Town of Estes Park will enhance our position as a premier mountain community.

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

KEY OUTCOME AREAS	GOALS (5-7 YEARS)	2019 BOARD OBJECTIVES (1 year time frame)
<p><b>1 Robust Economy - We have a diverse, healthy year-round economy.</b></p>	<p>a. We will work to make Town codes and regulations more user-friendly and easier to understand and use, while ensuring they are effective and enforceable and support development.</p> <p>b. We will construct and maintain a high-speed broadband network for businesses and residents. (contingent on Board actions )</p> <p>c. We will create and sustain favorable business climate and attitude</p> <p>d. The Town will encourage events, activities and development that enhance a year round economy.</p> <p>e. The Town will participate as a partner in local, regional and state economic development efforts.</p>	<p>1. Accelerate code updates and improvements</p> <p>2. The Board will discuss and give direction on implementation of the Downtown Plan.</p> <p>3. Where appropriate, the Town will play a supportive role with specific local and/or regional economic development projects, including but not limited to those outlined in the EDC Economic Strategy Plan</p> <p>4. Continue to participate in local, regional, and state economic development.</p>
<p><b>2 Infrastructure - We have reliable, efficient and up-to-date infrastructure serving our residents, businesses and guests.</b></p>	<p>a. We will develop plans and build the financial strength for redundant raw water sources to our water treatment plants.</p> <p>b. Use results from PRPA Technical and financial studies to establish long term energy goals</p> <p>c. We will pursue flood mitigation measures to reduce the risk to lives and properties and minimize costs to the community</p> <p>d. We will complete stall replacements at the Fairgrounds</p>	<p>1. Engage the Community in discussions of the role of renewable energy in Estes Park</p> <p>2. Develop a facilities needs assessment</p> <p>3. Pursue funding for flood mitigation projects</p> <p>4. We will prioritize and pursue projects and funding to reduce flood risk and flood insurance costs for the property owners and businesses of the Estes Valley</p>

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	e. We will work in partnership with the Estes Valley Watershed Coalition, to restore stream corridors damaged by the 2013 flood and to implement resiliency projects to protect streams and property from future flooding.	5. Implement recommendations of stormwater master plan (Contingent on Board Action)  6. Develop options for upgrading and improving Cleave Street
<b>3 Exceptional Guest Services - We are a preferred Colorado mountain destination providing an exceptional guest experience.</b>	a. We have high quality, functional and clean public facing infrastructure that exceed the expectations of our guests  b. We will explore the options for the future ownership and operation of the Conference Center	1. Partner with Visit Estes Park to conduct a Visitor Needs Survey
<b>4 Public Safety, Health and Environment - Estes Park is a safe place to live, work, and visit within our extraordinary natural environment</b>	a. We will pursue achieving the staffing levels recommended in the police department staffing needs study.  b. We will improve and protect the quality of the environment.  c. We will implement projects and policies which promote sustainability.  d. We will maintain safe and healthy environments on Town owned properties.  e. In partnership with Larimer County, we will investigate alternative technologies for recycling and waste management.	1. Participate as a partner in the County's regional watershed planning.

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<p>5 <b>Outstanding 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.</b></p>	<p>a. We will serve as a catalyst to develop available housing solutions for underserved segments of our community</p> <p>b. We will serve as a catalyst to encourage infant and childcare solutions for our community.</p> <p>c. We will work to make Town codes and regulations more user-friendly and easier to understand, while ensuring they are effective, enforceable and support reasonable development.</p>	<p>1. Define housing needs and identify potential plans for action. Develop a strategy for addressing workforce housing demands, reflecting the housing needs assessment implementation strategies.</p> <p>2. Develop and adopt appropriate code changes to encourage housing development</p> <p>3. Revise code definition of Workforce for housing purposes</p> <p>4. Explore code changes that could encourage childcare services</p> <p>5. Begin implementation of the Downtown Plan.</p> <p>6. Revise the Comprehensive Plan</p> <p>7. Revisit revisions and updates to the Stanley Historic District overlay zone.</p>
<p>6 <b>Governmental Services and Internal Support - We will provide high-quality, reliable basic municipal services for the benefit of our citizens, guests, and employees, while being good stewards of public resources</b></p>	<p>a. We will maintain a well-trained and educated town staff.</p> <p>b. We will provide adequate funding for staffing needed to provide the appropriate level of services to our citizens and guests.</p> <p>c. We will conduct a citizen survey biennially to measure our performance and citizen preferences.</p>	

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<p><b>7 Transportation - We have safe, efficient and well maintained multi-modal transportation systems for pedestrians, cyclists, vehicles and transit.</b></p>	<p>a. We will continue to reduce traffic congestion throughout the Town.</p> <p>b. The street rehabilitation efforts will result in an average pavement condition index of 70 or above for the Town street network by 2024.</p> <p>c. Coordinate transportation planning with the transportation and transit plans of RMNP</p> <p>d. We will continue to develop connectivity of trails in the Estes Valley in partnership with other local entities as described in the Estes Valley Trails Master Plan.</p> <p>e. We will Include bike/pedestrian lanes wherever possible along with the street improvements.</p> <p>f. We will provide safe access for users to the trail system</p> <p>g. Pursue funding for completing pedestrian underpass at Moraine Bridge (pending flood mitigation projects downstream, allowing us to open up restricted flow areas under the bridge).</p>	<ol style="list-style-type: none"> <li>1. Pursue new peds crossing on Highway 7 with CDOT</li> <li>2. Develop wayfinding plan for downtown neighborhood, as determined by Downtown Neighborhood Plan</li> <li>3. Implement and install downtown wayfinding signage</li> <li>4. Pursue acquiring an additional electric trolley and supporting charging stations</li> <li>5. Continue to explore opportunities for funding expansion and operation of our shuttle system.</li> <li>6. Work to enhance shuttle services in town.</li> <li>7. Discontinue free shuttle services to areas outside of town limits</li> <li>8. Coordinate operating season of Town Shuttle system with RMNP Hiker Shuttles</li> <li>9. Bring back the Green route for employees.</li> <li>10. Pursue funding opportunities for construction of the Fall River Trail</li> </ol>
<p><b>8 Town Financial Health - We maintain a strong and sustainable financial condition, balancing</b></p>	<p>a. Continue to evaluate financial policies that provide adequate fund balances and reserves.</p>	<ol style="list-style-type: none"> <li>1. Explore areas for enhancing Town revenue</li> </ol>

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<p><b>expenditures with available revenues, including adequate cash reserves for future needs and unanticipated emergencies.</b></p>		<ol style="list-style-type: none"> <li>2. Review the Town's policy on marijuana sales</li> <li>3. Adopt an annexation policy to aggressively pursue annexations</li> <li>4. Review current policy of maintaining a 20% unallocated fund balance in the General Fund. Consider increasing the fund balance %</li> </ol>