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FINAL REPORT

TOWN OF AVON
COMPREHENSIVE PLAN UPDATE
MARKET CONDITIONS

Prepared for:

Town of Avon

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I. ECONOMIC AND DEMOGRAPHIC FRAMEWORK

This section provides a demographic and economic context for Avon. The analysis addresses trends in population, households, housing, employment, lodging and visitation. The purpose is to document existing and projected conditions, and provide a basis for Town policies to be adopted as part of the Comprehensive Plan Update.

POPULATION AND HOUSEHOLD TRENDS

Avon was the fastest growing municipality in Eagle County from 1990 to 2002, as shown in **Table 1**. Avon added over 4,200 residents at an annual rate of 10.7 percent during this time period. As of 2002, Avon's population reached 6,081 with 2,089 households. Overall, Eagle County added almost 24,000 new residents from 1990 to 2002, with an annual growth rate of 6.3 percent. Household trends generally mirrored population trends, as also shown in **Table 1**. Avon added 1,382 households at an annual rate of 9.4 percent. The number of households grew slightly slower than population, indicating an increase in household size.

Table 1
Historical Population and Household Growth
Town of Avon Market Potentials

	1990	2000	1990 - 2000	
			Change	Ann. %
Persons				
Avon	1,798	5,561	3,763	12.0%
Basalt	1,128	2,681	1,553	9.0%
Eagle	1,580	3,032	1,452	6.7%
Edwards[1]	---	8,257	---	---
Gypsum	1,750	3,654	1,904	7.6%
Minturn	1,066	1,068	2	0.0%
Red Cliff	297	289	-8	-0.3%
Vail	3,659	4,531	872	2.2%
Remainder of County	10,650	12,586	1,936	1.7%
Total	21,928	41,659		
Households				
Avon	707	1,890	1,183	10.3%
Basalt	443	1,052	609	9.0%
Eagle	592	1,064	472	6.0%
Edwards[1]	---	2,852	---	---
Gypsum	602	1,150	548	6.7%
Minturn	389	399	10	0.3%
Red Cliff	91	109	18	1.8%
Vail	1,680	2,165	485	2.6%
Remainder of County	3,850	4,467	617	1.5%
Total	8,354	15,148	6,794	6.1%

Source: Colorado State Demographer, Economic & Planning Systems
[1] Edwards is recognized as a Census Designated Place (CDP) for the 2000 Census.

As shown in **Table 2**, household size increased from 1990 to 2002 in both Avon and in Eagle County. Household size in Avon and Eagle County was slightly larger than the State of Colorado. The average household size in Eagle County was estimated at 2.73 persons for 2002, and 2.79 for Avon, compared to 2.54 persons for the State of Colorado. The larger household size in Eagle County reflects the higher than average number of shared living arrangements and roommate-households.

Table 2
Average Household Size
Town of Avon Market Potentials

Place	1990	2000	2002 (est.)	Change 1990-2002
Avon	2.63	2.80	2.79	0.16
Eagle County	2.61	2.73	2.73	0.12
State of Colorado	2.51	2.53	2.54	0.03

Source: Colorado State Demographer, Economic & Planning Systems
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Table 3 shows a population projection prepared by the office of the Colorado State Demographer. Eagle County and the Central Mountains Region are expected to grow faster than the State as a whole. Population growth in Eagle County is expected to occur at rates between 1.6 and 2.6 percent per year from 2000 to 2025. The fastest growth is expected from 2005 to 2010 when the County will add 7,200 people at an average annual rate of 2.6 percent per year.

Table 3
Projected Population Growth
Town of Avon Market Potentials

	2000	2005	2010	2015	2020	2025
Projected Population						
State	4,335,540	4,691,258	5,137,928	5,632,645	6,133,491	6,652,082
Central Mountains	147,334	158,343	180,718	209,380	240,840	274,885
Eagle County	41,659	49,601	56,816	64,436	72,157	79,673
Increase		**2000-2005**	**2005-2010**	**2010-2015**	**2015-2020**	**2020-2025**
State	--	355,718	446,670	494,717	500,846	518,591
Central Mountains	--	11,009	22,375	28,662	31,460	34,045
Eagle County	--	7,942	7,215	7,620	7,721	7,516
Annual Average Rate		**2000-2005**	**2005-2010**	**2010-2015**	**2015-2020**	**2020-2025**
State	--	1.6%	1.8%	1.9%	1.7%	1.6%
Central Mountains	--	2.0%	2.4%	2.4%	2.3%	2.1%
Eagle County	--	1.6%	2.6%	2.4%	2.1%	1.8%

Source: Colorado State Demographer, Economic & Planning Systems.
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AGE

In 2000, the two largest age groups in Avon were the 25 to 34 and 35 to 44 year age groups. Twenty five to 34 year olds accounted for 30.5 percent of the Town's population, while 35 to 44 year olds made up 16.6 percent of the population. When compared to County averages and other jurisdictions, Avon's share of the 20 to 24 year age group was higher than others. The concentration of this age cohort can also be seen in the high percentage of renter households, discussed in the following section on tenure. Gypsum had the highest proportion of school-aged children, ages 5 to 19, which were 27 percent of the population.

Table 4
Population by Age, 2000
Town of Avon Market Potentials

Age	Avon	Basalt	Eagle	Edwards	Gypsum	Minturn	Red Cliff	Vail	County
Under 5 Years	520	204	253	619	312	57	21	152	2,960
5 to 19 years	775	468	733	1,669	998	194	49	355	7,740
20 to 24 years	826	141	140	628	222	102	30	614	3,830
25 to 34 years	1,698	557	576	1,754	627	264	60	1,484	9,610
35 to 44 years	921	576	661	1,585	786	197	46	688	7,929
45 to 60 years	667	596	494	1,565	552	176	44	840	7,411
60 to 74 years	141	115	112	391	118	57	26	345	1,803
75+ years	13	24	63	46	39	21	13	53	376
Under 5 Years	9.4%	7.6%	8.3%	7.5%	8.5%	5.3%	7.3%	3.4%	7.1%
5 to 19 years	13.9%	17.5%	24.2%	20.2%	27.3%	18.2%	17.0%	7.8%	18.6%
20 to 24 years	14.9%	5.3%	4.6%	7.6%	6.1%	9.6%	10.4%	13.6%	9.2%
25 to 34 years	30.5%	20.8%	19.0%	21.2%	17.2%	24.7%	20.8%	32.8%	23.1%
35 to 44 years	16.6%	21.5%	21.8%	19.2%	21.5%	18.4%	15.9%	15.2%	19.0%
45 to 60 years	12.0%	22.2%	16.3%	19.0%	15.1%	16.5%	15.2%	18.5%	17.8%
60 to 74 years	2.5%	4.3%	3.7%	4.7%	3.2%	5.3%	9.0%	7.6%	4.3%
75+ years	0.2%	0.9%	2.1%	0.6%	1.1%	2.0%	4.5%	1.2%	0.9%

Source: US Census, Economic & Planning Systems
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INCOME

Table 5 shows households by income range for the study area. In 2000, the median household income in Avon was $56,921, which was approximately $6,000 lower than Eagle County. Per capita income in Avon was $30,115, compared to $32,011 in the County. The largest household income groups in Avon were households in the $30,000 to $49,999 (20.5 percent of households) and $50,000 to $75,000 ranges (23.8 percent of households). Edwards had the highest median household income at $70,869. Vail had the highest per capita income at $42,690.

Table 5
Households by Income Range, 2000
Town of Avon Market Potentials

Income Range[1]	Avon	Basalt	Eagle	Edwards	Gypsum	Minturn	Red Cliff	Vail	Eagle County
Less than $10,000 to $14,999	102	37	89	100	58	15	13	143	834
$15,000 to $29,999	289	94	112	293	108	104	18	298	1,708
$30,000 to $49,999	370	207	171	466	271	71	26	425	2,926
$50,000 to $74,999	430	281	281	714	361	92	27	541	3,711
$75,000 to $99,999	222	215	223	463	223	52	16	253	2,431
$100,000 to $149,999	225	120	94	470	118	52	4	283	2,074
$150,000 to $200,000+	170	92	36	477	48	19	1	231	1,526
Total	1,808	1,046	1,006	2,983	1,187	405	105	2,174	15,210
Less than $10,000 to $14,999	5.6%	3.5%	8.8%	3.4%	4.9%	3.7%	12.4%	6.6%	5.5%
$15,000 to $29,999	16.0%	9.0%	11.1%	9.8%	9.1%	25.7%	17.1%	13.7%	11.2%
$30,000 to $49,999	20.5%	19.8%	17.0%	15.6%	22.8%	17.5%	24.8%	19.5%	19.2%
$50,000 to $74,999	23.8%	26.9%	27.9%	23.9%	30.4%	22.7%	25.7%	24.9%	24.4%
$75,000 to $99,999	12.3%	20.6%	22.2%	15.5%	18.8%	12.8%	15.2%	11.6%	16.0%
$100,000 to $149,999	12.4%	11.5%	9.3%	15.8%	9.9%	12.8%	3.8%	13.0%	13.6%
$150,000 to $200,000+	9.4%	8.8%	3.6%	16.0%	4.0%	4.7%	1.0%	10.6%	10.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Median Income	**$56,921**	**$67,200**	**$62,750**	**$70,869**	**$59,671**	**$51,736**	**$50,104**	**$56,680**	**$62,682**
Per Capita Income	**$30,115**	**$30,746**	**$22,657**	**$39,784**	**$21,790**	**$23,135**	**$19,864**	**$42,690**	**$32,011**

[1] 1999 Dollars
Source: US Census, Economic & Planning Systems
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HOUSING AND RESIDENTIAL CONSTRUCTION

In this section, information and trends on residential construction, occupancy, tenure, and second home ownership are presented.

RESIDENTIAL CONSTRUCTION

In Avon, an average of 29 single family building permits was issued each year as shown in **Table 6**. Basalt, Eagle, and Vail showed similar trends in single family housing construction. There was more single family housing construction in Gypsum than in the other incorporated towns, where a total of 751 single family building permits were issued from 1990 to 2002. The largest amount of housing construction occurred in unincorporated Eagle County, which includes the rapidly growing community of Edwards. A total of 3,536 single family permits were issued in unincorporated Eagle County during this time, or an average of 272 per year.

Table 6
Residential Building Permit Trends, 1990-2002
Town of Avon Market Potentials

Place	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	Change 1990-2002 Total #	Change 1990-2002 Ann. Avg.
Single-Famliy Detached															
Avon	**16**	**27**	**16**	**27**	**43**	**40**	**17**	**19**	**31**	**38**	**36**	**18**	**52**	**380**	**29**
Basalt	17	27	26	23	57	55	32	38	42	76	26	27	19	465	36
Eagle	7	9	7	21	58	54	42	24	15	12	20	56	66	391	30
Gypsum	13	25	21	34	42	48	72	67	113	46	94	131	45	751	58
Minturn	3	1	3	0	2	2	5	3	3	3	6	2	1	34	3
Red Cliff	0	1	1	0	0	0	2	2	0	0	2	2	2	12	1
Vail	32	34	31	37	39	42	15	36	43	17	6	18	10	360	28
Unincorp. Eagle County[1]	224	180	182	215	381	333	311	425	377	343	258	150	157	3,536	272
Total	**312**	**304**	**287**	**357**	**622**	**574**	**496**	**614**	**624**	**535**	**448**	**404**	**352**	**5,929**	**456**
Multi-Famliy															
Avon	**22**	**20**	**67**	**23**	**47**	**153**	**38**	**142**	**88**	**13**	**12**	**0**	**289**	**914**	**70**
Basalt	4	2	0	4	18	16	18	42	59	56	33	24	12	288	22
Eagle	0	0	0	4	104	6	36	32	34	50	0	42	0	308	24
Gypsum	6	0	0	0	4	7	64	0	6	36	0	0	0	123	9
Minturn	6	7	4	0	0	0	12	20	22	22	6	7	0	106	8
Red Cliff	0	0	0	0	0	2	2	2	0	0	0	0	0	6	0
Vail	82	65	38	72	38	61	89	44	31	35	38	0	0	593	46
Unincorp. Eagle County[1]	211	93	167	456	256	209	224	591	274	134	164	89	37	2,905	223
Total	**331**	**187**	**276**	**559**	**467**	**454**	**483**	**873**	**514**	**346**	**253**	**162**	**338**	**5,243**	**403**
All Permits	**643**	**491**	**563**	**916**	**1,089**	**1,028**	**979**	**1,487**	**1,138**	**881**	**701**	**566**	**690**	**11,172**	**1,036**

[1] Includes Edwards CDP

Source: U.S. Census Bureau - C-40 Permit Data, Economic & Planning Systems.

H:\13876-Avon Comp Plan\Data\[13876-C-40 data 1990 to 2002 Eagle County.xls]final table

With the exception of unincorporated Eagle County, the largest amount of attached and multi-family housing (condominiums, townhomes, and apartments) occurred in Avon. Significant amounts of multi-family housing were constructed in Avon during 1995, 1997, and 2002. During these three years, 584 units of attached housing were constructed, accounting for more than half of the 914 units constructed in Avon from 1990 to 2002.

TENURE AND OCCUPANCY

Tenure

As shown in **Table 7**, approximately half (47 percent) of Avon residents were renters in 2000. In 1990, renters accounted for 63 percent of the households. For both periods, Avon has had the highest percentage of renter housing in the County. Home ownership has increased from 1990 to 2000, as evidenced by the decrease in the percentage of renter households. This trend was present in a number of other communities in the County as well as the State.

Table 7
Housing Tenure
Town of Avon Market Potentials

	1990				2000			
	Owner Occ.	Renter Occ.	Occup. Units	Total Units	Owner Occ.	Renter Occ.	Occup. Units	Total Units
Units								
Eagle County	4,802	3,552	8,354	15,226	9,649	5,499	15,148	22,111
Avon	262	445	707	1,344	894	996	1,890	2,557
Basalt	295	148	443	507	710	342	1,052	1,218
Eagle	339	253	592	624	675	389	1,064	1,116
Edwards[1]	---	---	---	---	2,069	783	2,852	3,953
Gypsum	412	190	602	642	1,150	280	1,430	1,490
Minturn	207	182	389	434	205	194	399	448
Red Cliff	68	23	91	98	74	35	109	122
Vail	781	899	1,680	6,102	2,165	1,032	3,197	6,421
Remainder of County[2]	N/A	N/A	N/A	5,475	N/A	N/A	N/A	4,786
Percent								
Eagle County	57%	43%	100%	100%	64%	36%	100%	100%
Avon	37%	63%	100%	100%	47%	53%	100%	100%
Basalt	67%	33%	100%	100%	67%	33%	100%	100%
Eagle	57%	43%	100%	100%	63%	37%	100%	100%
Edwards[1]	---	---	---	---	73%	27%	100%	100%
Gypsum	68%	32%	100%	100%	80%	20%	100%	100%
Minturn	53%	47%	100%	100%	51%	49%	100%	100%
Red Cliff	75%	25%	100%	100%	68%	32%	100%	100%
Vail	46%	54%	100%	100%	68%	32%	100%	100%
Remainder of County[2]	N/A	N/A	N/A	100%	N/A	N/A	N/A	100%

[1] Edwards is recognized as a Census Designated Place (CDP) for the 2000 Census.
[2] Estimated: Total for Eagle County, less totals for individual municipalities.
Source: Colorado State Demographer, US Census Bureau SF1 Dataset, Economic & Planning Systems.

Seasonal Occupancy

As shown in **Table 8**, Vail has the highest concentration of second homes, where two thirds of all housing units are second homes. Data provided by the Northwest Council of Governments show that approximately one third of all residences in Avon and Basalt are considered second homes. Eagle, Gypsum , Minturn, and Red Cliff have higher proportions of full time residents compared to the rest of the County.

Table 8
Type of Residence as a Percent of Total Dwelling Units
Town of Avon Market Potentials

Place	Primary Residence	Second Home
Avon	65.5%	34.5%
Basalt	68.0%	32.0%
Eagle	90.4%	9.6%
Gypsum	93.4%	6.6%
Minturn	82.4%	17.6%
Red Cliff	86.1%	13.9%
Vail	32.8%	67.2%
Unincorp. Eagle County	48.3%	51.7%
Total Eagle County	51.2%	48.8%

Source: NWCOG, Economic & Planning Systems
H:\13876-Avon Comp Plan\Data\[13876-Seasonal-Primary.xls]Seasonal Occupancy

EMPLOYMENT TRENDS

In this section, employment data and trends are presented for Eagle County and the Town of Avon. Eagle County is presented first, followed by a closer look at Avon. For the years before 2001, employment by industry is classified under the Standard Industrial Classification (SIC) system. Effective in 2001, employment data is only available under the North American Industrial Classification System (NAICS). The NAICS added new categories and reorganized some of the former SIC classifications. Thus, comparisons between the two classification systems are difficult.

EAGLE COUNTY

In **Table 9**, employment by sector under the Standard Industrial Classification (SIC) system is shown for Eagle County from 1991 to 2000. In 2000, the largest employment sectors include Services (37 percent), Wholesale and Retail Trade including eating and drinking places (22.3 percent), and Construction (17.7 percent). Within the Services group, lodging places (9.9 percent) and amusement and recreation services (11.7 percent) were the largest industries in terms of employment.

Table 9
Estimated Employment by SIC Sector for Eagle County
Town of Avon Comprehensive Plan

Economic Sector	1991	1995	2000	2000 Pct. Total
Agriculture	Suppressed	Suppressed	Suppressed	---
Mining	14	46	11	0.0%
Construction	2,112	3,949	6,277	17.7%
Building Construction	589	1,107	1,573	4.4%
Maintenance and Special Trades	1,485	2,515	4,122	11.7%
Heavy Construction, other	38	328	582	1.6%
Manufacturing	251	480	447	1.3%
Transportation, Communications and Utilities	592	814	1,161	3.3%
Wholesale and Retail Trade	4,870	6,482	7,889	22.3%
Wholesale Trade	170	274	339	1.0%
Building Materials, Hardware, Garden Supplies	161	306	365	1.0%
Furniture, Apparel and General Merchandise	Suppressed	714	891	2.5%
Food Stores	489	759	735	2.1%
Automotive Dealers and Service Stations	Suppressed	180	216	0.6%
Eating and Drinking Places	2,501	3,271	3,973	11.2%
Miscellaneous Retail Trade	839	977	1,370	3.9%
Finance, Insurance, and Real Estate	1,554	2,111	2,865	8.1%
Services	7,540	9,857	13,086	37.0%
Lodging Places	2,707	3,108	3,484	9.9%
Personal Services	222	335	396	1.1%
Business Services	390	544	1,156	3.3%
Repair Services, parking	144	209	427	1.2%
Amusement and Recreation Services	Suppressed	3,236	4,140	11.7%
Health Services	584	863	1,326	3.7%
Legal Services	52	77	106	0.3%
Private Education Services	Suppressed	83	160	0.5%
Social Services, Including Day Care	108	138	180	0.5%
Membership Organizations	284	397	534	1.5%
Engineering and Management Services	300	632	937	2.6%
Private Household Services	Suppressed	235	241	0.7%
Government	1,676	2,057	2,593	7.3%
				0.0%
Total	18,950	26,314	35,364	100.0%

Source: Colorado State Demographer, Economic & Planning Systems

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As shown in **Table 10**, the total number of jobs in Eagle County increased at a rate of 6.1 percent per year from 1995 to 2000. There were over 9,000 new jobs in Eagle County during this time period. The largest number increases were in Services (3,229 jobs), Construction (2,328 jobs), and Wholesale and Retail Trade (1,407 jobs). In Construction, much of the increase was in maintenance and special trades which includes carpenters, roofers, masons, and other trade specialists.

Table 10
Change in Employment, Eagle County, 1991-2000
Town of Avon Market Potentials

	Change 1991-1995		Change 1995-2000	
Economic Sector	**#**	**Ann. %**	**#**	**Ann. %**
Agriculture	Suppressed	---	Suppressed	---
Mining	32	34.6%	-35	-24.9%
Construction	1837	16.9%	2328	9.7%
Building Construction	518	17.1%	466	7.3%
Maintenance and Special Trades	1030	14.1%	1607	10.4%
Heavy Construction, other	290	71.4%	254	12.2%
Manufacturing	229	17.6%	-33	-1.4%
Transportation, Communications and Utilities	222	8.3%	347	7.4%
Wholesale and Retail Trade	1612	7.4%	1407	4.0%
Wholesale Trade	104	12.7%	65	4.3%
Building Materials, Hardware, Garden Supplies	145	17.4%	59	3.6%
Furniture, Apparel and General Merchandise	Suppressed	---	177	4.5%
Food Stores	270	11.6%	-24	-0.6%
Automotive Dealers and Service Stations	Suppressed	---	36	3.7%
Eating and Drinking Places	770	6.9%	702	4.0%
Miscellaneous Retail Trade	138	3.9%	393	7.0%
Finance, Insurance, and Real Estate	557	8.0%	754	6.3%
Services	2317	6.9%	3229	5.8%
Government	381	5.3%	536	4.7%
Total	7364	8.6%	9050	6.1%

Source: Colorado State Demographer, Economic & Planning Systems

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In **Table 11**, employment by sector under the NAICS is shown for Eagle County. The total number of jobs reported in 2002 was 33,530, down slightly from the 35,364 reported in 2000, reflecting the softening of the local and national economy. Accommodations and Food Services was the largest sector, with approximately 6,400 jobs and 19.1 percent of total employment in the County. Construction also remained a large sector, with 5,283 jobs and 15.8 percent of total employment.

Table 11
Estimated Employment by NAICS Sector for Eagle County
Town of Avon Market Potentials

Economic Sector	2001	2002	2002 Pct. Total
Agriculture	Suppressed	Suppressed	---
Mining	361	375	1.1%
Utilities	48	51	0.2%
Construction	5,940	5,283	15.8%
Manufacturing	686	593	1.8%
Wholesale Trade	370	410	1.2%
Retail Trade[1]	3,284	3,153	9.4%
Transportation And Warehousing	794	675	2.0%
Information[2]	356	371	1.1%
Finance Activities	645	640	1.9%
Real Estate	1,515	2,528	7.5%
Professional and Technical Services	3,178	3,073	9.2%
Management of Companies and Enterprises	224	219	0.7%
Administrative and Support Services	1,477	1,427	4.3%
Education	193	205	0.6%
Health Care and Social Assistance	932	805	2.4%
Arts and Entertainment	Suppressed	Suppressed	---
Accommodations and Food Services	6,434	6,414	19.1%
Other Services, Except Public Administration	1,579	1,493	4.5%
Government	2,656	2,731	8.1%
Estimated Total Jobs	33,451	33,530	100%

[1] Does not include general merchandise stores.
[2] Estimated due to suppressed data.
Source: Colorado State Demographer, Economic & Planning Systems

LOCAL EMPLOYMENT TRENDS

The ES-202 Data Series, produced by the Bureau of Labor Statistics in partnership with the Colorado Department of Labor, was used to examine industry employment trends and characteristics for Avon and the surrounding communities. Most economic data is only available at the county or regional level. ES-202 is individual business data that can be aggregated by city. However, because ES-202 data was not designed to be used below the county level and businesses with multiple locations can report under a single location, there are geographic errors inherent in the data when it is used below the county level. While ES-202 can be used at the sub-county level to develop broad indicators of general trends and conditions, it should not be interpreted in specific jurisdictions to be complete. ES-202 includes wage and salary employment covered by unemployment insurance (FICA). It excludes sole proprietors, domestic workers, and the military. It therefore usually accounts for only 80 to 85 percent of total employment.

In **Table 12**, employment by industry and location is shown. The last column of the table shows the proportion of total County employment located in Avon for each industry sector. For all employment positions, Avon represents 19 percent of the County total. Notable sectors that exceed the average include Construction (31 percent) and Retail (27 percent). The Service sector falls below the average at 14 percent.

Table 12
Employment by Industry, ES202 Series, Fourth Quarter 2002
Town of Avon Market Potentials

Industry	Avon	Beaver Creek	Eagle	Edwards	Gypsum	Vail	Other Areas[1]	Total	Avon Pct. of Total
Agriculture	0	0	13	2	1	0	15	31	0%
Mining & Utilities	31	0	10	1	1	87	4	134	23%
Construction	1,114	0	637	688	399	274	494	3,605	31%
Manufacturing	66	0	37	24	136	10	46	319	21%
Wholesale Trade	43	0	68	82	42	23	31	289	15%
Retail Trade	682	65	209	296	115	1,025	101	2,493	27%
Trans. & Warehousing	60	0	119	141	64	90	19	492	12%
F.I.R.E.	441	407	198	254	94	816	15	2,225	20%
Services	1,944	510	1,589	1,458	319	7,562	420	13,802	14%
Government	244	0	454	79	27	278	22	1,105	22%
Total	**4,625**	**982**	**3,334**	**3,025**	**1,197**	**10,164**	**1,167**	**24,495**	**19%**
Percent of Total	**19%**	**4%**	**14%**	**12%**	**5%**	**41%**	**5%**	**100%**	

[1] Other locations include the following: Bond, Dotesero, McCoy, Eagle-Vail, Minturn, Red Cliff, and Wolcott
[2] Data does not include local employees of businesses headquartered outside Eagle County (i.e., US Postal Service)
Source: Colorado Department of Labor - ES202; Economic & Planning Systems

EMPLOYMENT FORECAST

An employment forecast for Eagle County prepared by the Colorado State Demographer's office is shown in **Table 13**. It is expected that the demand for labor in Eagle County will grow rapidly until 2015, and then grow at more moderate rates from 2015 to 2025. By 2025, there will be demand for a total of approximately 100,000 workers to fill various jobs within the County, more than twice the estimate for 2005 of 42,363 employees.

Table 13
Eagle County Employment Forecast, 2000-2025
Town of Avon Market Potentials

	2000	2005	2010	2015	2020	2025
ES 202 Jobs	28,187	35,608	47,156	58,998	69,978	81,115
Annualized Change	1.9%	7.3%	5.8%	4.6%	3.5%	3.0%
ES 202 and Proprietors	37,762	47,117	62,397	78,067	92,596	107,332
Annualized Change	3.2%	7.3%	5.8%	4.6%	3.5%	3.0%
Adjustment Factors						
Multiple Job Holding Rate	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Unemployment Rate	2.2%	3.8%	3.6%	3.6%	3.6%	3.6%
Labor Force Demand	33,276	42,363	57,003	72,167	86,240	100,531
Annualized Change	2.8%	7.6%	6.1%	4.8%	3.6%	3.1%

Source: Colorado State Demographer, Economic & Planning Systems
H:\13876-Avon Comp Plan\Models\[13876-General Demographics.xls]Employment Proj

VISITATION AND LODGING

SKIER VISITS

Skier visits in 2002-03 increased by approximately 460,000 over the 2001-02 season as shown in **Table 14**. Skier visits at Beaver Creek and Vail increased by 42,397 and 74,937 over the 2001-02 season. Vail averages approximately 1.6 million skier visits each year, while Beaver Creek attracts an average of 618,000 skier visits each year. On average, Colorado has had approximately 11.4 million skier visits each year. Skier visits have fluctuated up and down between 5 and 7 percent since the 1998-1999 season, and have yet to recover to the numbers seen during the 1997-98 season. While the overall visits have increased, the composition has been a concern. With fewer destination skiers and more day visitors, overall expenditures have been declining.

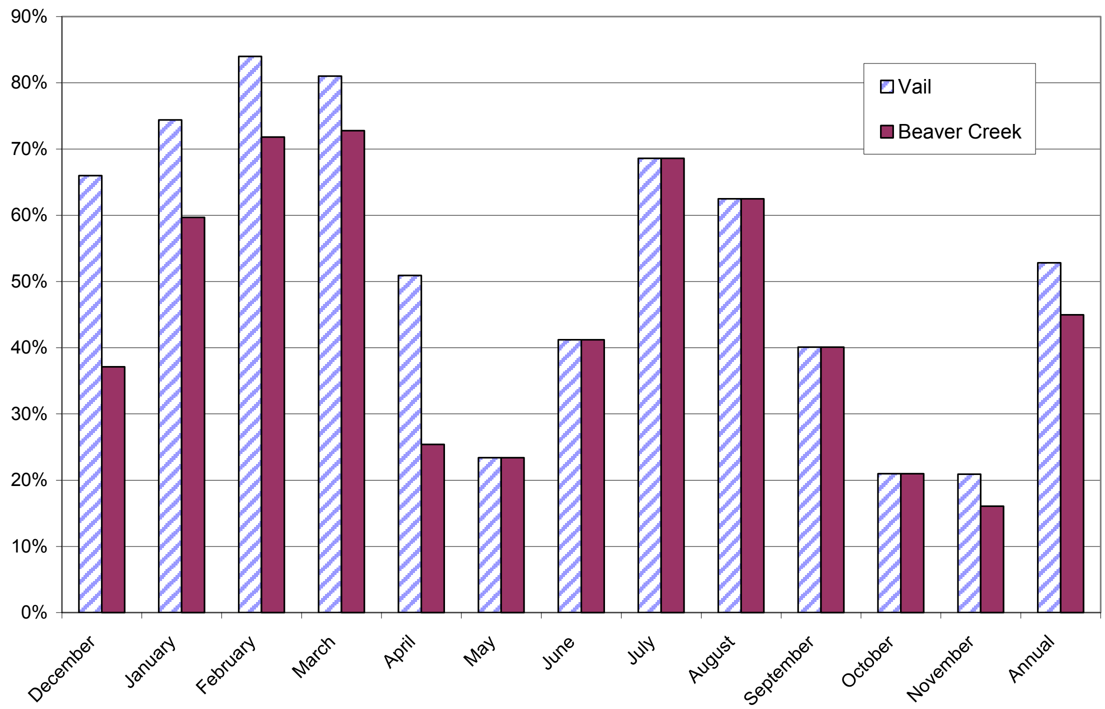
Table 14
Skier Visit Data, Destination and Front Range Resorts, 1998-2003
Town of Avon Comprehensive Plan

Resort	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	Ann. Avg. 1993-2003	Change From Last Season
Destination Resorts								
Aspen	345,351	334,536	331,121	319,343	310,381	315,130	330,209	4,749
Aspen Highlands	149,963	142,090	127,389	140,640	136,136	157,317	142,984	21,181
Beaver Creek	668,520	614,549	586,004	676,528	675,956	718,353	618,222	42,397
Snowmass	884,066	777,140	707,600	740,241	676,505	699,701	754,630	23,196
Steamboat	1,053,145	1,013,254	1,024,832	1,003,317	1,001,003	1,001,020	1,025,142	17
Telluride	375,027	382,467	309,737	334,506	341,370	367,252	328,992	25,882
Vail	1,597,932	1,334,939	1,371,702	1,645,902	1,536,024	1,610,961	1,553,256	74,937
Front Range Resorts								
Breckenridge	1,300,883	1,385,927	1,444,365	1,422,783	1,468,518	1,424,770	1,358,859	-43,748
Copper Mountain	921,065	867,394	803,312	992,888	1,005,913	1,058,016	917,256	52,103
Keystone	1,149,270	1,253,192	1,192,198	1,230,100	1,069,111	1,038,942	1,134,577	-30,169
Winter Park	1,042,290	980,408	902,827	978,539	975,256	998,772	987,618	23,516
Total for the State	**11,979,719**	**11,366,365**	**10,891,318**	**11,666,672**	**11,146,131**	**11,605,777**	**11,415,690**	**459,646**
Pct. Change	**1.1%**	**-5.1%**	**-4.2%**	**7.1%**	**-4.5%**	**4.1%**	**---**	**---**

Source: Colorado Ski Country, Economic & Planning Systems

Lodging occupancy changes with the seasons, as shown in **Figure 1**. Intuitively, the winter months are the busiest; however, July and August also draw significant numbers of visitors. The shoulder seasons of spring and fall have the lowest occupancies.

Figure 1
2001 Lodging Occupancy by Month
Town of Avon Market Potentials



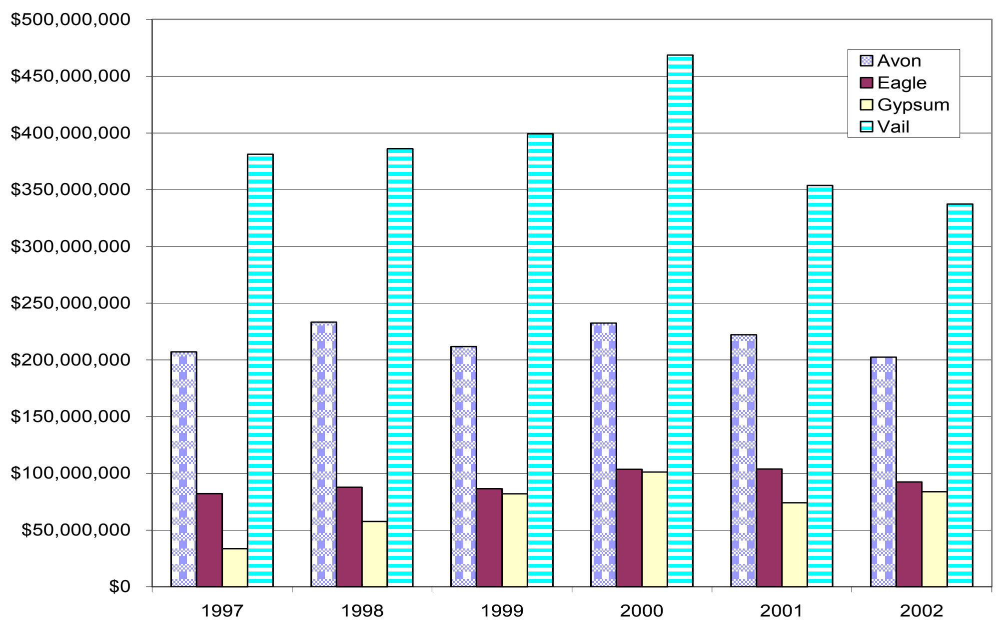
II. Fiscal Framework

The purpose of this chapter is to provide an overview of the Town of Avon's fiscal conditions. The analysis addresses the type and amount of Avon's annual revenues, with an emphasis on sales tax revenue.

REGIONAL CONTEXT

Regional sales activity is provided below in Figure 2, based on data collected by the State. Sales peaked in 2000 for each of the four communities shown and the reduction seen in Avon is consistent with other jurisdictions. Because local jurisdictions define sales differently from the State, the figures will differ from local records of sales and sales tax.

Figure 2
Sales by Community, 1997- 2003
Town of Avon Comprehensive



AVON EXPENDITURES AND REVENUES

A summary of the Town's 2004 budget is provided in **Table 15**. Total revenues are projected to be $18.8 million with taxes contributing 49.0 percent and charges for services generating 26.5 percent. Expenditures are estimated at $19.2 million, requiring approximately $500,000 from the fund balance. Expenditures for the Town's six departments represent 62.9 percent of total costs, or $12.1 million. Debt service reflects 13.2 percent of the total and will require $2.5 million. Capital improvements are budgeted for $3.3 million and include $800,000 for planning and design of a transportation center and $1.2 million for the Town Center/Mall implementation.

Table 15
Town of Avon Budget, 2004
Town of Avon Comprehensive Plan Update

Fund	Amount	Percent
Revenues		
Taxes	$9,187,022	49.0%
Licenses and Permits	$132,050	0.7%
Intergovernmental	$1,804,981	9.6%
Charges for Services	$4,963,132	26.5%
Fines and Forfeitures	$50,750	0.3%
Special Assessments	$33,000	0.2%
Investment Earnings	$220,288	1.2%
Other Revenue	$974,272	5.2%
Subtotal	**$17,365,495**	**92.6%**
Other		
Sales of Fixed Assets	$5,000	0.0%
Transfers In	$1,306,911	7.0%
Capital Lease Proceeds	$75,800	0.4%
Subtotal	**$1,387,711**	**7.4%**
Total Revenues	**$18,753,206**	**100.0%**
Expenditures		
General Government	$1,937,127	10.1%
Community Development	$437,410	2.3%
Public Safety	$1,637,976	8.5%
Public Works	$2,812,432	14.6%
Transportation	$3,252,484	16.9%
Recreation and Culture	$2,012,104	10.5%
Subtotal	**$12,089,533**	**62.9%**
Other		
Debt Service	$2,529,069	13.2%
Capital Improvements	$3,279,914	17.1%
Transfers Out	$1,306,911	6.8%
Subtotal	**$7,115,894**	**37.1%**
Total Expenditures	**$19,205,427**	**100.0%**
Net Sources and Uses	-$452,221	--
Beginning Fund Balance	$10,500,079	--
Ending Fund Balance	$10,047,858	--

Source: Town of Avon, Economic & Planning Systems

The detailed estimate of 2004 tax revenue is provided in **Table 16**. Sales tax is the largest generator, at 37 percent, with property tax providing 28 percent. When the 2004 sales tax estimate is combined with the sales tax in-lieu payments, the total $4.5 million figure is generally similar to the $4.5 million collected in 2003.

Table 16
Estimated 2004 Tax Revenue
Town of Avon Comprehensive Plan Update

Fund	Amount	Percent
General Property Tax	$2,543,144	28%
Specific Ownership Tax	$149,256	2%
Real Estate Transfer Tax	$1,350,000	15%
Sales Tax	$3,409,510	37%
Payments in-lieu of Sales Tax	$1,090,732	12%
Utility Tax	$120,000	1%
Accommodations Tax	$310,000	3%
Franchise Fees	$225,000	2%
Total	**$9,197,642**	**100%**

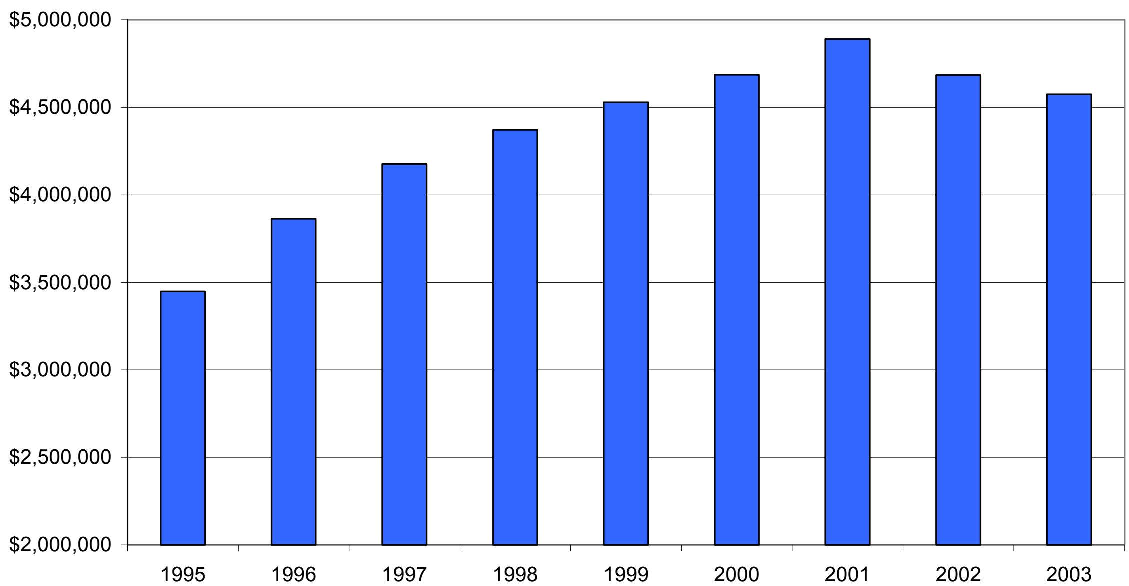
Source: Town of Avon, Economic & Planning Systems

SALES TAX REVENUES

Avon's historical sales tax revenue is provided in **Figure 3**. Based on the Town's definition of taxable sales, the peak revenue year occurred in 2001. Additional detail is provided in **Appendix Table A-1**. From the mid- to late-1990's, the Town benefited from double digit sales tax growth. This growth could not be sustained and fell to approximately 3 percent from 1999 to 2001. In 2002 and 2003, revenues contracted by 4.2 percent and 2.3 percent, respectively.

When the historical revenues are evaluated by month, the most noticeable reductions are found in summer months. For the period from 1999 to 2003, June, July, August, September, and November have decreased, with negative average annual rates of change that range from 1.4 percent to 3.9 percent. Winter and shoulder seasons have provided steady increases.

Figure 3
Sales Tax Collections, 1995-2003.
Town of Avon Comprehensive Plan



The seasonal difference in sales tax collections is shown below in **Figure 4**. As expected, December is the highest month, reflecting the combination of the start of ski-season and, more importantly, holiday sales. The rest of the months are generally balanced. Particularly when this distribution is compared to the seasonal visitation patterns, Avon's relatively uniform distribution reflects the local orientation of much of its retailers. The pattern also illuminates the lack of visitor spending and the need to increase the presence of this sector.

Figure 4
Sales Tax Collections by Month, 2003
Town of Avon Comprehensive Plan

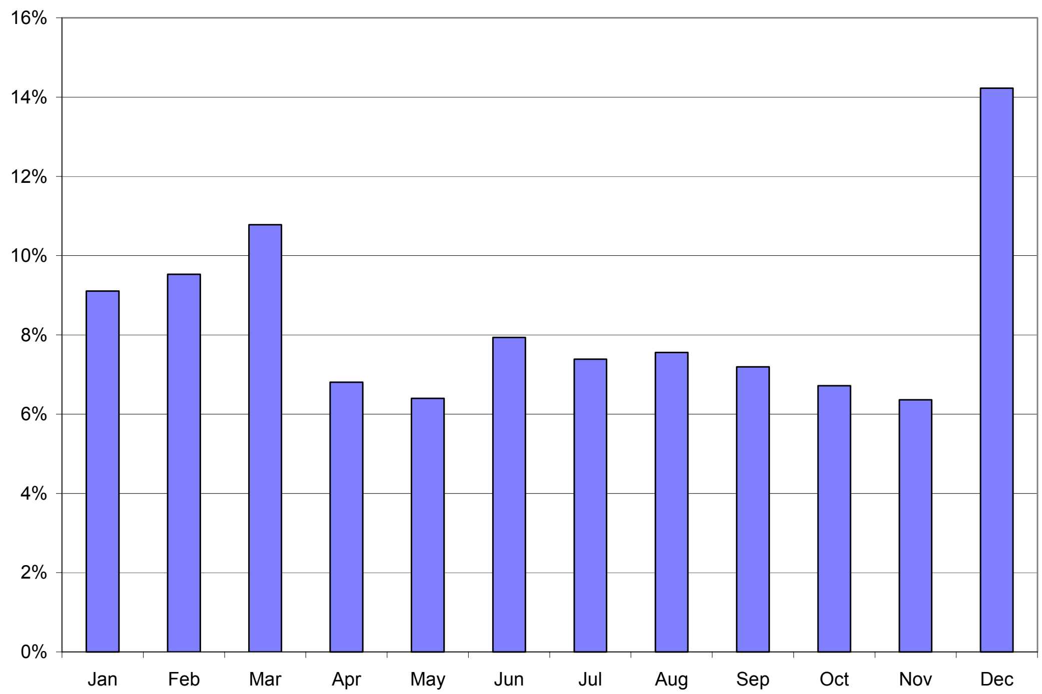
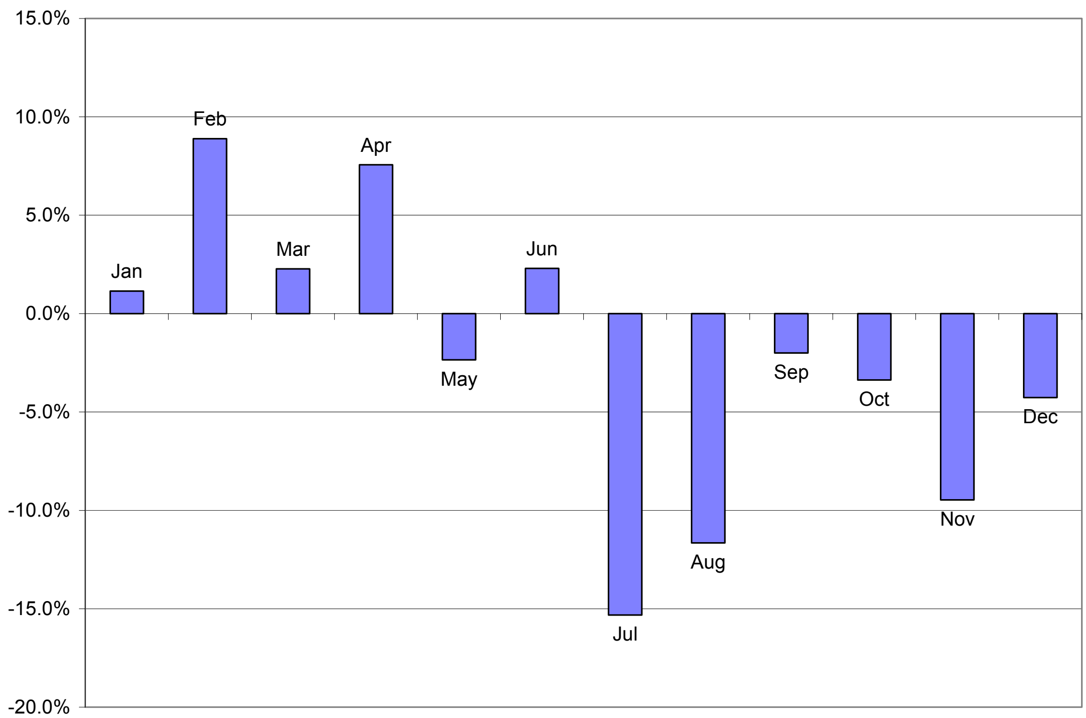


Figure 5 below compares 2002 and 2003 revenues by month. The sharp decline in July reflects the opening of Avon Village, when the Town lost a significant revenue source. The later months show recovery, with shoppers returning to Avon stores after the initial opening of Avon Village.

Figure 5
Percent Change in Sales Tax Collections, 2002-2003
Town of Avon Comprehensive Plan



The type of businesses generating Avon's sales tax is provided below in **Table 17**. A small number of Food Stores, accounting for two percent of all stores, provide 32 percent of the Town's revenue. Similarly, General Merchandise generated 24 percent of revenues for the year, with only eight percent of the stores.

Table 17
Composition of Sales Tax Revenue, 2003
Town of Avon Comprehensive Plan

	Businesses		Sales Tax Revenue	
Categories	**#**	**%**	**#**	**%**
Auto	21	4%	$104,009	3%
Building Mat. & Sup	45	8%	$159,596	4%
Eating & Drinking	18	3%	$303,734	7%
Food Stores	13	2%	$1,343,523	32%
Furn./Home Furnishing	2	0%	$20,076	0%
Gen. Merchandise	43	8%	$982,399	24%
Miscellaneous	9	2%	$30,358	1%
Motel	1	0%	$38,421	1%
Other	389	70%	$1,146,211	28%
Transportation/Utilities	5	1%	$1,211	0%
Wholesale	12	2%	$13,324	0%
Total	**558**	**100%**	**$4,142,862**	**100%**

Source: Town of Avon, Economic & Planning Systems

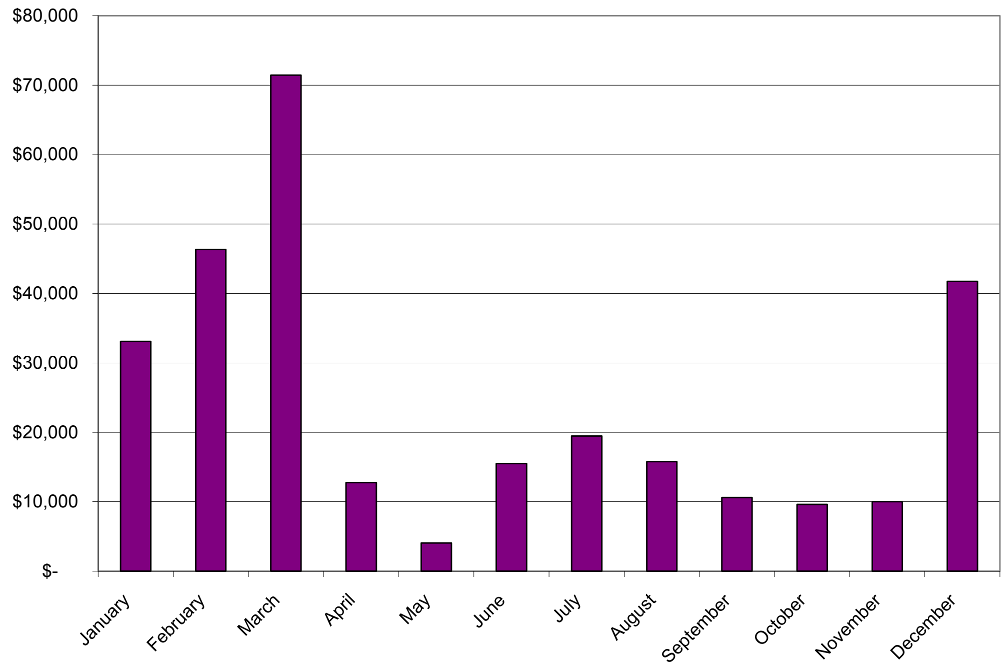
H:\13876-Avon Comp Plan\Data\[13876-2003 Complete Sales Tax Data.XLS]Sales Tax by Catergory

ACCOMMODATION TAX REVENUES

Avon taxes accommodations at four percent, in addition to the four percent sales tax charged on most goods. For the past five years, local accommodations revenue has increased by 4.7 percent annually, reflecting a combination of higher daily rates and stronger occupancy levels.

Figure 6 provides accommodations tax revenues by month for 2003. Additional detail can be found in **Appendix Table A-2**. The ski-season peak is obvious, with the highest revenue months falling between December and March. However, the lack of a summer season peak is more noteworthy. The data identify the need for Avon to bolster its summer visitation, particularly when compared to the summer/winter cycles of Vail and Beaver Creek shown previously in **Figure 1**.

Figure 6
Monthly Occupancy Tax Collections, 2003
Town of Avon Comprehensive Plan



CAPITAL IMPROVEMENTS PLAN

The Town's Capital Improvement Plan (CIP) is summarized below in **Table 18**. The estimated annual revenues range from $1.2 million to $5.2 million and expenditures fall into a similar range. The five-year plan anticipates fund balances ranging from $1.9 million to $2.8 million. Concerning projects, the majority of funds are allocated for Roads and Streets, $10.1 million or 65 percent of the total. Stormwater and drainage improvements account for 16 percent of the total and Developer Rebates reflect eight percent.

The plan has a long-term horizon for projects extending beyond the traditional five-year CIP timeframe. The Town anticipates significant expenses for new facilities, approximating $15.4 million. The plan includes a number of projects such as the Town Center Mall/Main Street ($2.0 million), municipal parking facilities ($7.0 million), a public works administration building ($1.5 million), and an expansion to the recreation center ($3.5 million). Without additional revenue sources, these are not likely to be constructed, as the long-term balance shows a $14.3 million deficit.

Table 18
Capital Improvements Plan
Town of Avon Comprehensive Plan Update

Fund	2004	2005	2006	2007	2008	Five-year Total $	%	2009 and beyond
Revenues[1]	**$2,452,788**	**$5,212,806**	**$3,784,094**	**$2,052,789**	**$1,255,181**	**$14,757,658**		**$3,411,000**
Expenditures								
Facilities	$1,200,000	$0	$0	$0	$0	$1,200,000	8%	$15,375,000
Land and Land Improvements	$0	$150,000	$0	$0	$0	$150,000	1%	$400,000
Roads and Streets	$1,552,000	$4,965,000	$758,000	$1,562,000	$1,287,000	$10,124,000	65%	$4,565,000
Recreation	$0	$0	$0	$0	$0	$0	0%	$0
Stormwater and Drainage	$65,000	$650,000	$1,717,000	$0	$0	$2,432,000	16%	$0
Development Services	$0	$0	$0	$0	$0	$0	0%	$0
Communications	**$0**	$0	$0	$0	$0	$0	0%	$0
Strategic Planning	$110,000	$25,000	$25,000	$25,000	$25,000	$210,000	1%	$25,000
Other	$0	$0	$0	$0	$0	$0	0%	$0
Developer Rebates	$175,000	$300,000	$400,000	$400,000	$0	$1,275,000	8%	$0
Transfers	$61,292	$60,311	$50,000	$50,000	$50,000	$271,603	2%	$50,000
Total	**$3,163,292**	**$6,150,311**	**$2,950,000**	**$2,037,000**	**$1,362,000**	**$15,662,603**	**100%**	**$20,415,000**
Year End Fund Balance	**$2,887,251**	**$1,949,746**	**$2,783,840**	**$2,799,629**	**$2,692,810**			**-$14,311,190**

[1] Assumes a starting fund balance of $3,597,755
Source: Town of Avon, Economic & Planning Systems

III. RETAIL DEVELOPMENT PATTERNS

The purpose of this chapter is to document existing commercial conditions for the Town of Avon and to identify targets that would optimize the level of commercial activity. The analysis will address opportunities for resort-serving commercial uses, such as retail and accommodations, as well as the regional-serving sector, such as retail and office uses.

EXISTING COMMERCIAL CONDITIONS

Avon's commercial core contains 620,000 square feet of commercial floor area and approximately 850 residential dwelling and accommodation units, many of which are used for visitor accommodations. The characteristics of the eastern and western commercial areas are distinctly different. **Table 19** shows that 90 percent of the residential/accommodation uses are located on the western side. A majority of office uses, 73 percent, are also located west of Avon Road. Conversely, the eastern side is dominated with ground floor commercial retail, with 84 percent of the total located in this area.

Table 19
Summary of Commercial Uses
Town of Avon Comprehensive Plan Update

Use	Commercial Core -- West	Commercial Core -- East	Total
Residential Units	775	89	864
Commercial Sq. Ft.			
Ground Floor Retail	50,000	260,000	310,000
Office	212,000	80,000	292,000
Civic	18,000	0	18,000
Total	**280,000**	**340,000**	**620,000**
Residential Units	90%	10%	100%
Commercial Sq. Ft.			
Ground Floor Retail	16%	84%	100%
Office	73%	27%	100%
Civic	100%	0%	100%
Total	**45%**	**55%**	**100%**

Source: Town of Avon, Economic & Planning Systems

H:\13876-Avon Comp Plan\Data\[Avon Commercial Potential June 1 2004.xls]Summary Existing

The Avon commercial market is reasonably strong for major stores, as evidenced by the strong absorption rates over 2003 and 2004. With the departure of Wal-Mart, the Town was poised for significant vacancies. The strength of the market can be seen with the redevelopment and releasing of the spaces to Garts, Pier 1, and Office Depot. Avon's position as the regional retail center for the Valley has been strengthened with the addition of these mid-box retailers.

Nevertheless, vacancy rates have been increasing in Avon in the recent past. Based on interviews with local commercial brokers, there is currently 36,000 square feet of office space and 45,000 square feet of retail space available. This translates to vacancy rates of 12 percent and 14 percent, respectively.

A majority of the existing vacancies are concentrated in two areas. At the time of the research, some of the buildings along Avon Road were listed for sale and the current owners were not providing long-term leases. As much as 30 percent of the total available space can be indirectly attributed to these terms and their deterrence to prospective tenants. Another 30 percent can be found in the Chapel Square project. Opinions vary as to why vacancies remain high for this project, but poor visibility and internal configurations are factors.

When evaluated in broad terms, the local commercial market is softening, as indicated by falling lease rates. Over the past year, five-year leases are being offered at rates that are 10 to 15 percent below previous rates. Premier space in Avon is currently being leased for $25 per square foot, down from $30 in the past. Average rates for in-line retail shops in Avon are in the range of $17 to $18 per square foot. Avon's conditions reflect larger valley-wide patterns, as there has been a softening of the market locally and nationally. In Edwards, however, retail space continues to expand and rental rates have held constant, contributing to the perception that the market is moving west.

At least part of Avon's challenges is physical. The Town's retail areas are fragmented and lack strong auto and pedestrian connectors. This goal is easier to achieve in planned shopping centers controlled by a single entity. In downtowns and other commercial districts with multiple property owners, the municipality can help create a viable district through a cohesive and integrated street and sidewalk system. Businesses can be better coordinated through management organizations such as BIDs. The need to improve access and facilitate visits to multiple destinations is clear.

Avon has a number of individual retail shops and restaurants that are successful with strong customer bases. However, because of fragmentation, these shops cannot fully catalyze the rest of the commercial core. Leveraging local successful operations is one of the most effective ways to achieve economic growth. Fostering the growth of these operations and finding ways to link them to the larger retail context should be a high priority for the Town.

Because visitors make up a larger percentage of Avon's customers, the need for a well designed, easily understood village core becomes even more important than in conventional retail centers. Automobile drivers who are not familiar with the setting will make fewer purchases if they are not aware of the retail options and cannot reach them directly. The importance of good visibility cannot be overstated. While the confusing nature of the street system has been an on-going topic of discussion for the Town, the need to simplify it remains and should be addressed in the Comprehensive Plan Update.

COMMERCIAL POTENTIALS

The Town of Avon has approved sites for future development, which is summarized below in **Table 20**. Additional detail is provided in **Appendix Table A-3**. Recent approvals have been made with mixed use zoning allowing for a combination of dwelling units, fractional units, and lodging units, enabling developers to respond to market conditions with a range of residential unit types. Depending on the ultimate mix of units, the Town has approximately 1,200 dwelling units, 200 lodging units, and 120,000 square feet of commercial space approved for future developments. Most of this future development is slated for the western core area, with 90 percent of the units and 98 percent of the commercial floor area.

Table 20
Summary of Approved Development Proposals
Town of Avon Comprehensive Plan Update

	Future Dev. Potential	
Project/Subdivision Name	**Dwelling Units**	**Comm. Sq. Ft.**
Town Center West		
Lot B PUD	110	50,000
Lot C PUD [1]	286	10,300
Lot 61 [2]	100	17,000
Comfort Inn	24 du or 72 au	0
The Confluence Site	456	40,000
Other	125	0
Subtotal	**1,077**	**117,300**
Town Center East		
General Sites	120	0
Chapel Square	0	2,000
Subtotal	**120**	**2,000**
Total	**1,197**	**119,300**

[1] Lot C includes 266 timeshare units, 20 emp. units, and 125 hotel bedrooms
[2] 125 timeshare or 160 accommodation units or 100 whole ownership condos
Source: Town of Avon, RNL Design, Economic & Planning Systems, Interviews

The allowable residential development is assumed to be largely used for guest accommodations, either formally in the case of time share projects, or informally, in the case of dwelling units purchased individually and used or rented as short term accommodations. It is recognized that some units provide year-round housing to locals, and will not contribute to the guest-serving inventory.

The existing approvals listed in the table above do not include the major redevelopment opportunity likely to occur with three to four properties fronting Avon Road, on the edge of the eastern core area. These sites include some of the original commercial buildings in Avon and are prime redevelopment opportunities. These sites have the potential to serve both the guest and local sectors, tapping into distinct expenditure potentials and catalyzing both markets.

OPTIMAL DEVELOPMENT TARGETS

Avon is in the position that it can move forward with projects to improve both the visitor and local market. Both economic sectors are critical to Avon's fiscal health and have been intertwined in the community identity since the Town's inception. Given the location of most of Avon's vacant parcels, new construction is likely to be geared toward guests. The redevelopment opportunities to the east will likely target a combination of the visitor and local markets.

Regional Commercial

Avon is the regional hub for local-serving retail operations. The Avon area will continue to maintain this role, with the recent addition of a Super Wal-Mart and Home Depot. The annexation agreement for this development exempts retail uses from paying town sales tax for the next 20 years, thus the City does not benefit fiscally. However, the new development is likely to reinforce Avon's position for regional retail space and may draw new mid box retailers to the area.

In addition to the two big box retailers already constructed, the Avon Village development allows for an additional 300,000 square feet. The Town should encourage this retail to be located close to the western edge to the development, which abuts the existing commercial core, to create synergy with the Town.

Depending on land availability and demand for new space, there are a number of underutilized sites ripe for redevelopment. The Town should identify which sites have the greatest potential and plan for their reconfiguration. Existing problems should be solved, such as simplifying the street network. The larger goals are not only to increase total sales (and sales tax) but to increase the intensity of the commercial core, raising sales per square foot and increasing the profitability of merchants and property owners.

Guest Commercial

There is currently a lack of a critical mass of retail and dining space oriented to guests. Avon is losing market share to other communities and unable to retain expenditures from local guests. The Town's economic growth opportunities are more prevalent in the visitor sector, due to the location of undeveloped parcels and the land constraints presented by Avon Village. Thus, the Town should concentrate its efforts to enhance the performance of the guest-serving economic segment.

Based on an evaluation of communities of similar scale to Avon, it is recommended that the guest serving retail in a commercial core be a minimum of 100,000 square feet in a single setting. Because Avon Road bisects the community, a locally calibrated target would be 75,000 square feet for each side of Avon Road. Within the two nodes of development, there should be a balanced tenant mix, including food and beverage, retail goods, entertainment nodes, office uses, and integrated residential uses. This scale is considered the minimum space necessary to establish the critical mass for retailing that provides for cross shopping and cumulative attraction.

Visitor Bedbase

Increasing Avon's bed base also plays a critical role in taking the community to the next level of retail development. Complementing the expanded bedbase with a sufficient number and quality of retail shops, restaurants, and services will be necessary to capture the sales that might occur elsewhere in Eagle County.

The inventory of the Vail Valley bed base is summarized below in **Table 21**. The data has been provided by the Vail Valley Chamber and Tourism Bureau (VVCTB) and verified by the VVCTB staff as a reasonable approximation of the local guest capacity. The inventory is provided in units, bedrooms, and beds, reflecting the diverse composition of units in the short-term rental pool. Each category is provided and reflects the assumptions that there are 1.5 bedrooms per unit and 2.0 beds per bedroom for condominium units and 2.0 beds per unit for hotel lodging units.

Avon's current share of the valley inventory ranges from 14 percent to 17 percent, depending on the type of unit. When the approved but unbuilt projects are included, the percentage could increase to 31 percent to 36 percent (assuming no new developments elsewhere). Avon has the potential to become a significant destination in the valley, capturing approximately one-third of guest facilities at buildout. Avon's opportunity to capture sales from these visitors will increase, as their trips for recreation, dining, and shopping will begin and end within the community.

Table 21
Summary of Vail Valley Lodging Inventory
Town of Avon Comprehensive Plan Update

	Units	Bedrooms	Beds
Existing Bedbase	**5,538**	**6,981**	**16,990**
Existing Avon Dev.			
Dwelling Units	714	1,071	2,142
Accommodation Units	150	150	300
Avon's Percent of Total	16%	17%	14%
Potential Avon Dev.			
Dwelling Units	1,200	1800	3600
Accommodation Units	200	200	400
Total Avon Dev.	2,264	3,221	6,442
Percent of Total	33%	36%	31%

[1] Assumes 1.5 bedrooms per dwelling unit and 2.0 beds per bedroom
Source: Vail Valley Chamber and Tourism Bureau

SPECIFIC TARGETS BY SUBAREA

There are four key opportunities for development and redevelopment in the community that, if properly executed, will accomplish many of the targets described previously. These are described below and each plays an important role in shaping the future of Avon's commercial cores. If developed in a comprehensive manner, they will complement the activity elsewhere and achieve the primary goal of creating synergy.

Confluence Site

The Confluence Site owned by Vail Resorts consists of 19 acres and has a prime location along the Eagle River. Historically, the site was planned as a major hub for the Valley with a conference center and gondola to Beaver Creek. These two amenities are no longer viable; however, the site remains a major development opportunity.

The Town continues to desire a link to Beaver Creek or Bachelor Gulch that can serve this site and connect the ski mountain to the larger community. A direct link to the mountain provides skiing access for Avon's guests and could generate interest and increase demand for a new development and/or raise occupancy rates.

Additional targets include a day-skier parking garage, some meeting facilities, and links throughout the community. Although day-skiers are not known for their expenditures, a sizeable parking garage will be an anchor that will generate activity from the portion of guests choosing to remain in Town to dine or shop. Due to the proposed conference facility now planned in Vail, any meeting space in Avon will need to be proportionately smaller than previously planned. It can be designed to complement the larger facility and still capture groups to rent rooms in Avon's existing and planned bed base. Finally, links from this site to the north and west are needed. Avon Road and the railroad track present substantial boundaries that need to be penetrated for this site to catalyze the rest of Avon.

Main Street

Avon's "Main Street" is a plan the Town completed recently for enhancing the western core. When constructed, it will locate a pedestrian-friendly street between the Seasons and Avon Center, introducing more automobile and pedestrian traffic to an underperforming area.

The area has approximately 50,000 square feet of retail space but has high vacancies and turnover. The area should be augmented with an additional 15,000 to 25,000 square feet to achieve the critical mass needed for the community. The role of new space is to spur redevelopment of existing spaces, create additional activity, and generate higher sales and rents. The proposed plan coherently organizes existing retail, lodging, and bar and restaurant uses and incorporates regional and local transit. Eventually, it will create a sense of place that does not currently exist. The Town's role for this subarea is to fund the plans it has approved and construct the facility when feasible.

Avon Road

As discussed previously, there are potentially four sites abutting Avon Road that could be redeveloped in the near future. These sites include Benchmark Plaza (the boat building), Benchmark Shopping Center (Cassidy's), Christy Sports, and the Annex. In these buildings, there is currently 84,000 square feet of commercial use, approximately one-third office and two-thirds retail.

The potential targets the Town could achieve with a major redevelopment along this corridor are wide-ranging and potentially very significant. In general, the goal should be achieving critical mass by adding 20,000 to 30,000 square feet of retail plus a mix of office and residential uses. The project will become a major anchor for the community, incorporating guest- and community-oriented square footage, with approximately one-third serving guests and two-thirds serving community needs. As in all resort communities, every store is supported by a combination of the two markets.

The buildings should be four to five stories tall, providing the additional floor area necessary to achieve enclosed structured parking. The sites should be integrated to ensure that pedestrians can move directly from one to the next. Drivers should be able to easily access a common garage, with links throughout the redevelopment.

More importantly, the development should establish links to the surrounding community in each direction. A circuit that does not result in "dead ends" will provide more options and increase pedestrian circulation. If designed well, a series of retail nodes can be linked, including connecting the east and west commercial cores. To that end, the Town should evaluate ways to bridge Avon Road and link the redevelopment on the east side with an updated "Main Street" design. Vertical movement is a key issue for this connection, which also must be addressed in linking the existing core areas to the lift/gondola to be constructed on the confluence site. It should be emphasized that a link across Avon Road may require additional or realigned right-of-way.

Nottingham Station

Nottingham Station is a small commercial center located on the southwest edge of the eastern commercial core, including Burger King and Starbucks. It is one of the more active commercial activity centers in the community, as evidenced by rent rates and automobile traffic.

The objective for this pocket is to weave this highly successful niche into other parts of the commercial core. Given its geographic position and the larger goal to create an overall pedestrian circuit, it provides a critical link. Similar to the Confluence Site, the railroad and Avon Road present major barriers to the rest of the community. Setting long-term goals regarding the use of the railroad corridor and studying an overall pedestrian circulation system that includes the vertical movements necessary to cross Avon Road and/or the railroad will be key to the community's success.

RECOMMENDED ACTIONS

With vacant land diminishing elsewhere in Eagle County, market demand for the centrally located development and redevelopment opportunities in Avon is likely to increase. Avon's primary asset is its location at the base of Beaver Creek, within a 15-minute drive of Vail Mountain. Moreover, the access provided along the I-70 corridor to other critical pieces of infrastructure, such as the Eagle County airport, Denver International Airport, local hospital and medical complexes, education facilities, and a range of other recreation opportunities, contribute to Avon's appeal. Future development will bring significant changes to Avon and if done correctly, can address existing deficiencies and provide needed vitality.

It is imperative that Avon change the existing conditions. The community is losing market share to both Avon Village and Edwards and must take steps towards recapturing sales from both the visitor and local sectors. The primary goal for the community should be establishing a critical mass in retail and lodging.

The Town should develop policies and subarea plans to guide new construction and redevelopment projects. Each new development should contribute toward the following set of targets:

- Create a bi-nodal commercial village core to energize the network, link two sides of Avon Road, and increase sales of existing retail locations.

- Physical circumstances dictate that new anchors be connected to existing and planned retail nodes. The connections are intended to leverage the activity from successful centers and improve conditions in the underperforming areas.

- A pedestrian circuit that penetrates existing barriers and provides a seamless connection between anchors is a must.

- Simplifying automobile circulation in the eastern core is needed to increase store visibility and promote multi-destination shopping.

- Reprogramming of key areas will be required to foster synergy and achieve a balanced and complementary tenant mix.

- Drivers must be established to spark demand and motivate developers to construct existing approvals.

APPENDIX

Appendix Table A-1
Sales Tax Collections, 1999-2003
Town of Avon Comprehensive Plan

Month	1999	2000	2001	2002	2003	% Change 1999-2003	Ann. Ave. Change
January	$384,939.69	$359,721.88	$408,217.16	$411,790.30	$416,475.94	8.2%	2.0%
February	397,323.16	397,291.59	401,384.50	400,493.88	436,108.60	9.8%	2.4%
March	474,933.06	457,053.94	503,411.30	482,084.42	493,056.54	3.8%	0.9%
April	302,864.19	337,087.43	344,079.71	289,326.67	311,212.23	2.8%	0.7%
May	265,405.35	286,191.36	317,331.11	299,677.89	292,634.62	10.3%	2.5%
June	395,755.68	398,869.89	393,695.61	355,084.11	363,268.64	-8.2%	-2.1%
July	395,954.38	415,978.51	434,867.02	399,046.84	337,933.65	-14.7%	-3.9%
August	366,648.94	400,447.52	421,012.61	391,457.32	345,842.34	-5.7%	-1.4%
September	364,432.54	375,400.90	356,264.03	335,782.58	329,048.03	-9.7%	-2.5%
October	295,541.62	320,796.00	361,688.95	318,052.07	307,335.55	4.0%	1.0%
November	320,335.28	329,170.99	333,024.51	321,486.88	291,050.42	-9.1%	-2.4%
December	564,813.35	607,777.58	615,165.05	679,811.56	650,822.07	15.2%	3.6%
YTD Total	$4,528,947.24	$4,685,787.59	$4,890,141.56	$4,684,094.52	$4,574,788.63	1.0%	0.3%

Source: Town of Avon, Economic & Planning Systems
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Appendix Table A-2
Accommodations Tax, 1999-2003
Town of Avon Comprehensive Plan

Month	1999	2000	2001	2002	2003	% Change 1999-2003	Ann. Ave. Change
January	$ 41,102.99	$ 24,753.92	$ 35,913.75	$ 33,569.05	$ 33,098.93	-19.5%	-5.3%
February	36,985.03	32,158.10	42,137.63	40,888.10	46,317.21	25.2%	5.8%
March	42,018.24	42,385.82	55,435.56	56,372.30	71,438.85	70.0%	14.2%
April	11,609.15	10,166.11	12,152.00	12,536.40	12,755.91	9.9%	2.4%
May	6,117.50	5,712.27	6,749.18	8,424.93	4,077.14	-33.4%	-9.6%
June	14,958.28	15,610.67	15,630.07	13,301.20	15,501.57	3.6%	0.9%
July	21,120.57	21,769.19	22,567.70	21,435.73	19,458.30	-7.9%	-2.0%
August	16,452.89	17,093.13	19,873.96	17,483.54	15,787.15	-4.0%	-1.0%
September	10,300.61	12,810.60	13,059.89	13,041.26	10,596.31	2.9%	0.7%
October	7,258.18	9,139.51	7,065.21	9,998.17	9,602.87	32.3%	7.2%
November	7,889.97	10,233.40	7,592.38	10,582.27	9,999.25	26.7%	6.1%
December	25,606.29	32,309.50	29,964.55	32,498.49	41,756.98	63.1%	13.0%
YTD Total	$ 241,419.70	$ 234,142.22	$ 268,141.88	$ 270,131.44	$ 290,390.47	20.3%	4.7%

Source: Town of Avon, Economic & Planning Systems
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Appendix Table A-3
Existing and Potential Development
Avon Comprehensive Plan Update

Project/Subdivision Name	Accom. Unit	Total Exist. AU and DU's	Civic Sq. Ft.	Ground Floor Comm.	Other Floor Comm.	Total Comm. Sq. Ft.	Exist. Retail Sq. Ft.	Dwelling Units [3]	Comm. Sq. Ft.
	Existing Development							Future Dev. Potential	
Town Center West									
Lot B PUD	0	0	0	0	0	0	0	110	50,000
Lot C PUD [1]	0	190	0	14,253	9,316	23,569	5,702	286	10,300
Lodge at Avon Center	---	52	---	29,647	27,821	57,468	25,200	0	0
Lot 61 [2]	---	---	---	---	---	---	0	100	17,000
Comfort Inn	150	150	---	800	---	800	0	24 du or 72 au	---
Christie Lodge	140	280	---	14,500	---	14,500	2,900		---
Post Office	---	---	18,500	---	---	18,500	0	0	---
Denny's	---	---	---	5,268	---	5,268	5,268	0	---
1st Bank	---	---	---	11,520	---	11,520	0	0	---
Alpine Bank Building	---	---	---	5,531	5,708	11,239	2,766	20	---
Weststar Bank Building	---	---	---	4,781	8,309	13,090	0	26	---
Avon Town Center Phase II	---	---	---	7,075	7,000	14,075	1,769	53	
Avon Town Center Phase III	---	---	---	7,495	7,319	14,814	1,874		
Avon Town Center Phase I	---	---	---	8,350	16,700	25,050	2,088	26	---
The Confluence Site	---	---	---	---	---	---	0	456	40,000
The Seasons	0	103	0	69,236	0	69,236	4,000	0	0
Subtotal	**290**	**775**	**18,500**	**178,456**	**82,173**	**279,129**	**51,565**	**1,077**	**117,300**
Town Center East									
Chapel Square	---	---	---	---	---	---	--	---	---
Building A	---	---	---	9,350	8,259	17,609	9,350	---	---
Building B	---	69	---	40,254		40,254	40,254	---	---
Chapel	---	---	---	---	---	---	--	---	2,000
Building C	---	---	---	8,731	12,125	20,856	0	---	---
Chapel Sq. 1-story shops	---	---	---	7,165		7,165	7,165	---	---
Gart's - Office Depot - Pier 1	---	---	---	---	---	---	--	---	---
Parking Lot	---	---	---	---	---	---	--	---	---
Shopping Center	---	---	---	65,226	---	65,226	65,226	---	---
City Market	---	14	---	56,468	---	56,468	56,468	---	---
51 Beaver Creek Place	---	---	---	7,000	---	7,000	7,000	---	---
Avon Medical Center	---	---	---	4,923	---	4,923	0	---	---
North Court	---	---	---	7,692	---	7,692	7,692	---	---
Buck Creek Plaza	---	6	---	3,306	10,345	13,651	3,306	---	---
Avon Plaza	---	---	---	10,174	3,699	13,873	10,174	---	---
Avon Plaza	---	---	---	4,323	1,249	5,572	4,323	---	---
Benchmark Plaza	---	---	---	5,146	12,971	18,117	3,602	---	---
Christy Sports	---	---	---	17,300		17,300	17,300	30	---
Benchmark Shopping Center	---	---	---	13,340	13,330	26,670	13,340	72	---
The Annex - TOA	---	---	---	---	---	---	---	---	---
The Annex	---	---	---	16,400		16,400	16,400	18	---
Subtotal	**0**	**89**	**0**	**276,798**	**61,978**	**338,776**	**261,600**	**120**	**2,000**
Total	**290**	**864**	**18,500**	**455,254**	**144,151**	**617,905**	**313,165**	**1,197**	**119,300**

[1] Lot C includes 266 timeshare units, 20 employee housing units, and 125 hotel bedrooms.

[2] 125 timeshare or 160 accommodation units or 100 whole ownership condos

[3] The 8 units at Chapel Square, 14 at City Market, and 6 on Lot B PUD are deed restricted employee units.

Source: Town of Avon, RNL Design, Economic & Planning Systems, Interviews