

The cover features a background of a scenic landscape with a lake, trees, and buildings, partially obscured by large, overlapping teal and dark blue circular shapes. The Avon logo is centered in white, with the word 'AVON' in a stylized font above a horizontal line, and 'MARKETING PLAN' in a bold, sans-serif font below it.

AVON
MARKETING PLAN

MAY 2016

start here

HOW TO USE THIS PLAN

The Town of Avon Strategic Marketing Plan outlines all the key components needed for successful public outreach efforts. Departments within the Town can access the information within this plan to help them identify key audiences, messages, and methods to reach community members and visitors.

DEVELOPING MARKETING ACTION PLANS

1

Identify the goal and/or product/service to promote from pages two and three.

Example: Increase use of Avon's soft and hard use trails

2

Determine which of Avon's four key audiences would be most applicable.

Example: Singles

3

Choose key messages from the audience profile and tweak to correspond with the goals.

- Example: Avon is...
- > A mountain playground for outdoor adventure
 - > Connecting neighborhoods and people with nature through trails, parks and educational opportunities
 - > Vibrant and positive

4

Use the Audience Communication & Consumer Behaviors to help determine the best strategies and tactics.

- Example:
- > Multitaskers
 - > Want to engage with brands on social media
 - > Use other people's decisions to help them form their own opinion

RESULTS

Re-designed trail map showing all trails in the area and connectivity; integrate key messages; increase distribution to local outdoor gear retailers and restaurants.

Use social media to promote the trail use.

- > Develop a custom hashtag (e.g., #mountainplayground) to increase visibility of posts and encourage others to use when they post content
- > Post pictures of key audiences using the trails to demonstrate connectivity and easy accessibility to Town

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Undaunted, inclusive and dynamic. Avon is a mountain community with a story to tell.

This is how to tell it.

Marketing plan
provided by:



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ASSESSMENT

GOALS

OVERALL GOALS

1. To build an identity for the Town of Avon as THE place to live, work and play, featuring the Town's and region's year-round recreational opportunities, central commercial and lodging location, cultural offerings, walkability and specialty retail shops and restaurants.
2. To develop Avon's reputation as an arts, education and cultural center, highlighted by the events at the Performance Pavilion, art at the Main Street Mall and the Avon core, and Walking Mountains Science Center.

OBJECTIVES



Avon Recreation Center

Increase revenue through membership sales, daily passes, and class participation (fees), for both locals and tourists. This includes youth and adult programs, fitness classes, summer/winter programming, and facility memberships, which includes an indoor pool, weight training, cardiovascular exercise equipment, yoga, spin and aerobic spaces.



Avon Fleet Maintenance Shop

Increase third party vehicle service appointments for governmental and nonprofit agencies and fill the 10% private sector allowance.



Avon's Free-to-Rider Year-Round Transit Services and Free Public Parking

- > Increase transit ridership by locals and tourists.
- > Ensure locals and tourists know where free Town parking is available and ultimately use the parking.



Avon's Soft and Hard Multi-Use Trails

- > Awareness of trail locations and types, parking and regulations.
- > Promote trails as a tourist amenity where a vacation in Avon can be built around the interests of biking and hiking.
- > Improve understanding of connectivity between trails, transit, and pedestrian corridors.



Harry A. Nottingham Park

Increase awareness of offerings, including but not limited to, volleyball, beach, playground, disc golf, winter ice rink, general picnic and play areas.



Main Street Mall and Possibilities Plaza

- > Raise awareness of bronze art and murals.
- > Promote as a place to relax and enjoy vendor cart offerings.
- > Encourage the community to book events such as an arts fair or farmers' market as a private producer/entrepreneur.
- > Promote the potential to own and operate a vendor cart.



Performance Pavilion at Harry A. Nottingham Park

- > Promote the opportunity to book events such as weddings, corporate events, etc.
- > Encourage independent producers to produce single or multi-day events.



Avon's Direct Production of Salute to the USA

- > Retain prominence and awareness of the annual event on July 3rd, from 5:00 – 10:00 pm, which attracts approximately 20,000 guests.



Avon's Funded Special Events & Festivals Produced by Independent Producers

- > Identify the appropriate role for the Town of Avon, as a municipality, in promotion and activation of an event, beyond calendar listing.



Public Information, Communication, Civic Engagement

- > Ensure current and timely information about upcoming discussions and actions by the Council, Planning & Zoning Commission and Avon Recreational Trails Advisory Group.
- > Communicate current Town work and operations.
- > Provide opportunities for citizens to engage when at meetings or when not attending meetings.
- > Eliminate the ability for any Town business or local citizen "to not know what is going on in Town."



Avon as a place to live, work and/or retire

- > Interface with Vail Valley Partnership and Vail Leadership Institute to promote the business friendly nature of Avon and business assistance; economic development programs and information.
- > Ensure the comprehensive message that Avon is an important location in the Vail Valley and at the base of Beaver Creek Resort per the Town's Brand Platform.

AUDIENCE SNAPSHOT

86%

of population rated the overall quality of life in Avon as “high”

38%

of population rated the overall quality of life in Avon as “excellent”

31

Average Age

\$83,700

Median Household Income

(Source: Town of Avon 2015 Community Survey)

YEAR-ROUND RESIDENTS



- > 6,500 year-round residents
- > 62% of population are full time residents
- > Want Avon to be a balance of an upscale resort town and a focus on local families and workers
- > More concerned about parking spaces in commercial areas and creating affordable housing than part-time residents

PART-TIME RESIDENTS



- > 3,500 part-time residents
- > 28% of population are part-time residents
- > 68% work outside of Avon and 30% are not in the workforce or retired
- > Part-time residents more in favor of developing with a greater focus on creating an upscale resort town
- > More likely to be satisfied with Recreation Center facilities and programs, and the free bus service than full-time residents

VISITORS



- > 25-54
- > \$100K+ household income
- > Expanded family composition
- > Female skew

Winter Visitors

- > Skews a bit older (35-70) and a bit higher household income (\$150+ or more)
- > Top geographic markets mirror the non-stop flight markets into Eagle County Airport

HOW RESIDENTS RECEIVE TOWN INFORMATION

Top ways full-time and part-time residents prefer to receive Town information:



Newspaper
51%



Email Blast
47%



Town Website
36%



Direct Mail
29%



Social Media
17%

(Source: Town of Avon 2015 Community Survey)

EVALUATION OF EXISTING MATERIALS

PRINTED MATERIALS

✓	Overall, the tone of printed materials is friendly but still professional, which goes well with Avon’s brand voice.
✓	Materials seem to provide some similar messages, however they could be more coordinated with the use of the new brand messages.
✓	Most of these pieces serve an important purpose, however their value could be increased with better design that makes the information easier to read.
✓	There is very little visual consistency among materials. Most use the new Avon logo, otherwise the materials have no common design elements.
✓	The quality of graphic design varies among these materials. Some event materials are well designed and easy to understand, while some banners are colorful but difficult to read over busy backgrounds. Other materials such as the transit and trail brochures contain low quality design, which makes the material difficult to read and understand.

TOWN OF AVON WEBSITE

General Observations

✓	Low quality images in some areas.
✓	The Departments top navigation menu is very long, making it difficult to navigate. Other top menus are fine in length.
✓	Good bread crumb trail to help navigate menus with multiple layers.
✓	Light blue side bar menus with white text can be difficult to read and there are some departments where these menus are too long or have too many layers.
✓	Social media accounts for Recreation and Police Department not easy to find on the website.
✓	Discover Avon page has great content, however there are some side navigation links that seem unnecessary or should belong with a different page.



TOWN OF AVON WEBSITE (continued)

Homepage

✓	The current homepage doesn't reflect the brand well or showcase what makes Avon special.
✓	It doesn't showcase important information well. The rotating images on the bottom corner move quickly and there's no ability to pause them or navigate between them if a user wanted to click on one.
✓	Background images used on pages other than homepage seem better quality and more appealing than the fireworks on the homepage.
✓	Rotating images underneath primary image are inconsistent in size and quality.

Parks & Recreation Pages

✓	Overall, the content on the main page is good and informative, however it could be spruced up and made more concise.
✓	Recreation registration is still done by submitting printed forms. It may be helpful to consider implementing an online registration system.

Transit Page

✓	There are currently no sub-menus within the Transit page and the main page contains a lot of information. It may be helpful to create new pages to house the content currently at the bottom of the Transit page. This would make the information easier to find.
✓	No route maps are available on this page, only the time tables.

Fleet Maintenance Page

✓	Very little information is displayed about this department. The main page should include more content or new department pages should be added.
✓	Almost no information is given about what the department offers to outside agencies and how an agency can become a customer.

f SOCIAL MEDIA

Town of Avon Facebook – 1,100 Likes

- ✓ Posts are informational, however these posts don't foster much citizen engagement.
- ✓ There is an opportunity to share more good news or personality-showing posts.
- ✓ Currently sharing fun or scenic images and videos from Beaver Creek and other places. This is great, however Avon needs to generate its own content like this.
- ✓ Share more pictures and human-interest stories to increase engagement.

Town of Avon Twitter – 681 Followers

- ✓ Similar to Facebook, post are mostly informational and could have a friendlier tone.
- ✓ Not many images or pictures are shared through this platform.

Police Department Facebook – 863 Likes

- ✓ Has not changed the profile picture to the new Avon logo.
- ✓ This page gets more follower engagement than the Town even though they have similar number of followers.
- ✓ Posts are informational, but tend to have a more human tone.
- ✓ Shares a good amount of pictures and stories about the department.

Recreation Facebook – 1,115 Likes

- ✓ This page also has low follower engagement.
- ✓ Posts are typically just information.
- ✓ Shares some images of flyers, however these flyers can be difficult to read after the size has been adjusted to fit Facebook's specifications.
- ✓ This department sometimes posts multiple times a day, which may hinder the reach of its posts. Unless there is urgent information to share, it's best to post once a day or less as to not monopolize the News Feeds of the page's followers.

MARKETING ASSETS

GENERAL TOWN ASSETS

- > Digital displays at entrance of the Town
- > Space on side of buses and other Town fleet vehicles
- > Streetlight banners
- > Lifestyle banners
- > Bridge banner
- > Wayfinding and trail signage
- > Stage banners
- > Variable message boards
- > Harry A. Nottingham Park
- > Email database
- > Town clothing
- > Council chambers
- > Town facilities

RECREATION CENTER

- > Three video screens
- > Outside banners
- > Lots of space in inside lobby
- > Email databases & e-newsletters (although not currently being used)

EXTERNAL RESOURCES

- > Vail Daily ads
- > Local radio
- > Beaver Creek weekly newsletter to residents
- > Beaver Creek bus ads
- > Walking Mountain Science Center
- > Vail Valley Leadership Institute
- > Vail Centre

SWOT ANALYSIS

STRENGTHS



- > Strong brand platform, story and logo
- > Based on the latest Citizen Survey, residents are overall very satisfied with the Town and the services it provides
- > Events coming to the area
- > Large email databases available
- > Good relationship with Beaver Creek and Vail Resorts
- > Parking available

WEAKNESSES



- > Avon brand not being used by all departments
- > Limited translated materials for Spanish-speaking residents
- > Fleet doing limited marketing, even to existing customers
- > Lack of connectivity and limited information on how to connect to neighboring communities through trails, transit, etc.
- > Departments talk with concierges and other visitor services on their own
- > Transit fleet not updated to reflect new brand

OPPORTUNITIES



- > Website redesign planned
- > Creating a strategy for using the Vail Daily ad space
- > Creating a solid sub-brand and unique tools for Recreation
- > Creating strong engagement-focused social media presence for the Town and departments that need their own pages, such as Recreation
- > Partnering with schools for some programs and promotions
- > Usage of video screens in Town facilities
- > Build partnerships for Fleet business
- > Use data to tell Avon's story
- > Create a Chamber of Commerce or cohesive business community group
- > Assist in the marketing of events coming to Avon

OPPORTUNITIES (continued)

- > Increase public engagement
- > Lake and river recreation unlike any in Colorado's mountain towns

THREATS



- > Limited budget to create new materials
- > Town has many part-time and transient residents – not all residents are there year-round
- > Privately owned property along Main Mall limits Town's ability to create a lively, high quality experience
- > Occasional lack of capacity at Harry A. Nottingham Park and in local hotels due to popular events

FINDINGS

Avon is a Brand Story without a Platform

The basis of the Avon brand is well developed, but Avon lacks the tools to completely integrate the brand into all communication and marketing. Without key messages, design standards and templates, Town departments are left to create their own interpretations of the brand, which in turn creates visual inconsistency and diluted messaging. This is particularly problematic for Recreation and Transit as they try to market their services while also supporting the Town brand.

Engagement = Good Government

While residents truly enjoy living in Avon, the Town struggles to turn that affinity into engagement. The Town is finding recent success in meeting people where they are by hosting meetings in hyper local locations. However, building engagement on a smaller level, such as social media, interactive displays, etc., can be leveraged to address major Town issues.

Leveraging the Hill

While the Town has a very strong relationship with Beaver Creek Resort, marketing and communication partnerships are lacking. Continued discussions about future marketing strategies and partnerships could help leverage the million-plus visitors to the area.

Events Represent the Brand

Town of Avon sponsored events play a critical role in defining who you are as a community. The processes determining funding, success, and renewals are clearly defined. There is an expectation that individual event organizers promote their own products, and there is also opportunity for Avon to collectively market the entire assortment of events (music, art, culture, outdoors) as a living embodiment of the Avon brand.

The Vibe Matters

Avon's brand is authentic. The community is truly a balance of a resort town and a community that supports local families and workers. There is great pride among residents in being a community first and a place to visit second.

Lack of Connectivity

It's not difficult to link Avon to Beaver Creek and Vail. Yet marketing materials for transit and trails don't clearly explain how those connections work. Further, it's difficult to determine the best way to access different parts of the Avon community – a clearer link between restaurants, trail heads and transit stops via sidewalks, trails, and transit would prove beneficial to boosting transit ridership and marketing trails.

Potential for Department Cooperation

There are specific tools that many – if not all – Town of Avon departments use (or would like to use), yet the coordination of these investments is lacking. For example, there is opportunity to pool resources to better leverage Vail Daily ads, or to develop a formal outreach program to area concierges/visitor services so that each department does not carry that burden individually.

Leading the Data-driven Charge

As an organization, the Town of Avon has made critical decisions about operations and investments based on data. There is an opportunity to better highlight this practical approach to continue to bolster the Town's reputation among residents. Data-driven decision making boosts credibility and helps the community understand and engage in Town issues.

New Partnerships with the Business Community

The Town has created a truly valuable partnership with area businesses to gauge the success of special events. However, without a formal business group representing Avon enterprise, additional coordination is difficult. This includes investigating public/private partnerships as they relate to fleet services and could also include marketing and promotional partnerships. Avon loves its restaurants – and decks – and there is opportunity to leverage this passion.

Burgeoning Arts and Education

While a high priority for the marketing strategy, Avon's arts and educational assets are still growing. It will require a strategic and deliberate effort to highlight these elements in addition to Avon's natural beauty and outdoor activity.

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BRAND FOUNDATION

KEY MESSAGES



POSITION: How the community is perceived in the context of competitive alternatives

- AVON IS:**
- > Unpretentious Rocky Mountain resort community
 - > A mountain playground for outdoor adventure
 - > Accessible and participatory arts and education activities for all



PERSONALITY: A set of human characteristics associated with a community

- AVON IS:**
- > Light hearted and good humored
 - > Vibrant and positive
 - > Smart, yet down-to-earth and inclusive



PROMISE: Long-term commitments a community makes to their residents

- AVON IS:**
- > Creating a safe and inclusive community for residents and visitors
 - > Connecting neighborhoods and people with nature through trails, parks and educational opportunities
 - > Forward-thinking, data-driven, and engaging local government, which is actively building the community residents want



VALUE PROPOSITION: Community benefits that are relevant, unique, compelling, and believable

- AVON IS:**
- > Genuine people who are proud of their local community and welcoming to visitors
 - > The best of all worlds: a balance of art and adventure, recreation and dining, families and visitors
 - > Closely connected to Beaver Creek and Vail, providing a hassle-free experience
 - > Packed with family-friendly activities; a day of vacation away from your vacation



THE BOTTOM LINE: Your core message

AVON IS: An undaunted, inclusive, dynamic resort community

AUDIENCE PROFILES

FULL-TIME RESIDENTS: FAMILIES



58% of Avon households are families

58% of Avon kids 3 and older are in elementary school (1-8)

Moms remain the major household purchasing decision maker in about 80% of families

46% identify as Hispanic or Latino

40% Spanish speaking

22% speak Spanish less than “very well”

(Source: American Community Survey; Child’s Play Communications)

Key Messages from Brand Platform:

- > Unpretentious Rocky Mountain resort community
- > Accessible and participatory arts and education activities for all
- > Vibrant and positive
- > Creating a safe and inclusive community for residents and visitors
- > Connecting neighborhoods and people with nature through trails, parks and educational opportunities
- > Forward-thinking, data-driven, and engaging local government, which is actively building the community residents want
- > Genuine people who are proud of their local community and welcoming to visitors
- > The best of all worlds: a balance of art and adventure, recreation and dining, families and visitors
- > Packed with family-friendly activities; a day of vacation away from your vacation

MARKETING TO FAMILIES (GENERAL)

Strategies for Reaching Families:

- > Know the parenting groups you’re speaking with. Different generations of parents are in different stages of parenthood and have different needs.
- > Talk with your parents, not at them.
- > Position yourself as a partner and resource in their eyes, rather just another organization throwing information at them.
- > Find a way to join their social circle, as this is where parents interact and spread information with one another.

(Sources: The Parent Trap: Marketing to Parents; Marketing to Parents)

MARKETING TO MOMS

According to a 2013 study conducted by Child's Play Communications, moms remain the main household purchasing decision maker in about 80% of families. Moms are also responsible for the majority of individual household decisions - about two-thirds. Dads continue to dominate decision making in what might be considered traditionally "male" categories. However, moms dominate purchasing decisions for children's products.

Mom's Values:

- > Family
- > Healthy lifestyle and fitness
- > Marriage and relationships
- > Life balance
- > Authenticity

Characteristics:

- > Busy and always on the run
- > Experts at multitasking
- > Being a mom isn't the only thing that defines moms
- > Enjoy helping others and contributing to causes
- > Extremely social

Communication & Consumer Behavior:

- > More likely than past generations of moms to provide opinions and recommendations
- > Highly engaged on social media, as it makes sharing easier and more efficient
- > 70% of moms own a smart phone, compared to 60% of the general market
- > Look for convenience, and make many of their purchases online
- > Expects real, authentic connections with and from brands

(Sources: The Millennial Generation Becomes Parents; Social Moms: Demographic and Psychographic Profile; The New Female Consumer: The Rise of the Real Mom)

MARKETING TO SPANISH-SPEAKING FAMILIES

Values:

- > Immediate and extended family
- > Culture and heritage
- > Building relationships
- > Integrity and respect

Characteristics:

- > Social: enjoy spending time with family and friends
- > Tend to place less of an importance on time
- > Traditional views on gender roles
- > Event-driven
- > Enjoy sports

Communication & Consumer Behavior:

- > Prefer to speak in Spanish when possible
- > Tech savvy: 60% of Latino households own at least one video and Internet enabled cell phone, compared to 43% of the general market
- > Hispanics are more likely to download apps, chat, stream videos, listen to music and play games than non-Hispanics
- > Families tend to shop together
- > Relationship-oriented and less transactional

(Sources: Building Our Understanding: Culture Insights Communicating with Hispanic/Latinos; Understanding the Hispanic/Latino Culture)

SINGLE ADULTS



46% of adult males have never married, 35% of women

Avon population skews male at 60%

(Source: American Community Survey)

Key Messages from Brand Platform:

- > Unpretentious Rocky Mountain resort community
- > A mountain playground for outdoor adventure
- > Light hearted and good humored
- > Connecting neighborhoods and people with nature through trails, parks and educational opportunities
- > Genuine people who are proud of their local community and welcoming to visitors
- > Closely connected to Beaver Creek and Vail, providing a hassle-free experience

Marketing to Singles:

- > Don't assume all singles fall into the 18-24 age group. Never-married single people ages 25 to 34 now outnumber the married crowd by 46% to 45%, a stark reversal from just a decade ago
- > Focus on fun! Work toward making your products and services look as fun as it can. Bonus points if it's something they can share with friends or use to meet new people
- > Highlight ways to lighten the burden and focus on simplicity
- > Sell the experience, not the product

Values:

- > Education
- > Collaboration
- > Work-life balance
- > Wellness

Characteristics:

- > Always looking for an adventure
- > Highly values-driven
- > Strong sense of community
- > Confident & optimistic

Communication & Consumer Behavior:

All

- > Digital natives and prefer to receive information electronically
- > Multitaskers
- > Get most news from television and the Internet
- > Value authenticity
- > Want to engage with brands on social media
- > Brand loyal

Male

- > Use other people's decisions to help them form their own opinion
- > Tone: Action-oriented and competitive
- > Humor: Slapstick, edgy and sarcastic
- > Technology: Look at practicality

Female

- > Use other people's opinions to help make their own decision
- > Tone: High-energy, relate to an aspirational approach and role models
- > Humor: Silly, off beat and non-mean spirited
- > Technology: Interested in "look what it can do" abilities

(Sources: 2015 is the Year of the Millennial Customer: 5 Key Traits These 80 Million Consumers Share
10 New Findings About the Millennial Consumer; Millennials Coming of Age; Tips for Targeting Millennials by Gender)

VISITORS

VISITOR SNAPSHOT



- 25-54 years old**
- \$100K+ household income**
- Expanded family composition**
- Female skew**

WINTER VISITORS



- Skews a bit older (35-70) and a bit higher household income (\$150+ or more)**
- Top geographic markets mirror the non-stop flight markets into EGE**

(Source: Longwoods International)

Key Messages from Brand Platform:

- > Unpretentious Rocky Mountain resort community
 - > A mountain playground for outdoor adventure
 - > Accessible and participatory arts and education activities for all
 - > Vibrant and positive
 - > Creating a safe and inclusive community for residents and visitors
 - > Connecting neighborhoods and people with nature through trails, parks and educational opportunities
 - > Genuine people who are proud of their local community and welcoming to visitors
 - > The best of all worlds: a balance of art and adventure, recreation and dining, families and visitors
 - > Closely connected to Beaver Creek and Vail, providing a hassle-free experience
 - > Packed with family-friendly activities; a day of vacation away from your vacation
-

Marketing to Visitors:

- > Invest in community signage and physical branding as many visitors need to travel through Avon to get to their resort destination
 - > Leverage Avon's proximity to world-class skiing
 - > Go electronic. Colorado visitors are more likely to use the internet when planning their vacations (both in advance and while a their destination) and are also more likely to use a mobile device
 - > Focus on the complete mountain experience. Visitors categorized as Colorado's "Outdoor Market" listed hiking/backpacking (48%), camping (40%), visiting a national/state park (27%), and fishing (23%) as the most popular activities
-

Values:

- > Summer visitors are more value based than winter visitors

Characteristics:

- > Highly educated
- > Affluent

Communication & Consumer Behavior:

- > Summer visitors often drive up from the Front Range whereas winter visitors are more likely to fly – the length of stay is shorter for summer visitors than winter visitors
- > Ski trips prove to be the most valuable among the marketable trip segments in Colorado; on average, ski trip spending is \$1,152 per capita
- > Colorado skiers were above the national average in terms of their use of smart phones both before and during travel

BUSINESSES



Retail hub of the Vail Valley

Arts, entertainment and recreation, and accommodation and food services most common industries for employment

Business Snapshot:

- > Unpretentious Rocky Mountain resort community
- > Vibrant and positive
- > Smart, yet down-to-earth and inclusive
- > Creating a safe and inclusive community for year-round residents and visitors
- > Forward-thinking, data-driven, and engaging local government, which is actively building the community residents want
- > Genuine people who are proud of their local community and welcoming to visitors
- > The best of all worlds: a balance of art and adventure, recreation and dining, families and visitors
- > Closely connected to Beaver Creek and Vail, providing a hassle-free experience

TOWN OF AVON – BUSINESS SUMMARY

Most common industries in 2013:

- > **Overall:**
 - » Construction (22%)
 - » Accommodation and food services (22%)
- > **Males:**
 - » Construction (31%)
 - » Accommodation and food services (16%)
- > **Females:**
 - » Accommodation and food services (33%)
 - » Health care and social assistance (13%)
 - » Retail trade (10%)

Most common occupations in 2013:

- > **Males:**
 - » Construction and extraction occupations (30%)
 - » Sales and related occupations (13%)
 - » Building and grounds cleaning and maintenance occupations (11%)
- > **Females:**
 - » Office and administrative support occupations (23%)
 - » Food preparation and service related occupations (12%)
 - » Building and grounds cleaning and maintenance occupations (11%)
 - » Personal care and service occupations (11%)
 - » Education, training and library occupations (11%)

TOWN OF AVON – BUSINESS SUMMARY (continued)

The Town of Avon is home to approximately 300 businesses:

- > 42% Service related
- > 18% Other
- > 11% Restaurant/bar
- > 8% Sporting goods retail/rental
- > 7% Misc. retail
- > 6% Home/garden
- > 3% Banks
- > 3% Grocery, specialty, health
- > 1% Liquor stores
- > 1% Accommodations

Top Employers in 2014 (Number of Employees):

- > Westin Riverfront Resort & Spa (270)
- > Wal-Mart (260)
- > Home Depot (222)
- > Maya, Mexican Kitchen (150)
- > City Market (125)
- > Eagle River Water & Sanitation (99)
- > Town of Avon (79)
- > Sheraton Mountain Vista (79)
- > Christie Lodge (79)
- > Montana's Bar & Grill (25)

Based on these top 10 employers, and the number of employees these have, we can conclude that the majority of businesses in Avon have 25 employees or less.

(Sources: City Data, Avon Business Directory, 2014 Avon Comprehensive Annual Financial Report)

EMERGING VALLEY COMMUNITIES COMPARISON

TOWN OF GYPSUM



The Town of Gypsum does have a brand and utilizes it fairly well, especially on its website's homepage. The content greatly emphasizes Gypsum as a healthy, active community as well as a great place to live and do business. The Town has a well developed tagline and identity, which is described as follows on the homepage:

"Live, Work, Play and Be Healthy." That's our motto in Gypsum, and we live every word of it. It's a quality of life we are proudly committed to serving and protecting with strong leadership that has an eye on opportunities for business, recreation and our children.

We're located at the west end of Eagle County, just 30 minutes from Beaver Creek and 45 from Vail. We don't get as much snow as they do which means there's more to do here in spring and fall. Some folks have been here a long time, some are new, but everyone welcomes you to playful, healthy Gypsum!

The website design looks new and is easy to use. It also reflects the Town and the Town's brand well. However, for their printed materials and reports, it seems like they're still trying to figure out how to properly use the brand. Many of their 2015 materials could have a higher quality of graphic design.

The Town utilizes both Facebook and Twitter. Their Twitter following is fairly low, but they appear to generate a good amount of Twitter engagement despite the low number of followers. They have a stronger following on Facebook and are receiving high engagement on this platform. The Town also posts more frequently on Facebook than on Twitter, with about one post every day or two.

TOWN OF EAGLE



In terms of design, the Town of Eagle seems to be using their brand fairly well. They have some brand colors and fonts that are used consistently throughout their website. However, the Town seems to be lacking a brand identity and messages. The website's homepage tells very little about the community, with simply a large picture before going into resident resources and news. There also isn't an "About" page where the Town's brand could be showcased.

Regarding social media, the Town utilizes Facebook and Twitter postings on both platforms several times a week. The Facebook page has a strong following that is providing some engagement. However, the Twitter page has fewer followers and posts are receiving no engagement. Twitter messages aren't very strong and no images have been posted here. This page also looks disconnected from other Town communication outlets as the logo is not in the profile picture and doesn't have any description or links back to the main webpage.

TOWN OF VAIL



The Town of Vail describes itself as “North America’s Premier International Mountain Resort Community”, and emphasizes that its open space, free transit, environmentally-sensitive services, and recreational, cultural and educational opportunities make Vail a great place to live and visit. It also describes how the community has evolved to be more than just a ski resort.

The Town of Vail’s website design reinforces its brand promise by showcasing many photos of Vail’s beautiful scenery as well as real people partaking in various types of recreation activities. The Town also publicizes the major events going on in Vail with a “Signature Events” webpage, listing these events by season. A special website has also been set up by the Town for a Master Events Calendar, so users can easily see everything going on in the community.

The Town of Vail’s main presence on social media is through Twitter, where the Town posts at least once a day mostly with informational updates and other Town news. The Town also has Twitter accounts for Town Council, the Public Library, the Fire Department, and the Police. All accounts seem to be receiving medium rates of engagement. The Town does not have its own Facebook account, however there are pages for the Library, Fire and Police departments, all of which have fairly strong followings.

TOWN OF BRECKENRIDGE



The Town of Breckenridge describes itself as a small town with big town amenities. It encourages residents and visitors to participate in the many activities that the Town has to offer besides skiing. On its “Living in Breckenridge” webpage, it’s mentioned that “Locals always say, ‘I came for the winters but stayed for the summers,’” showing that there’s plenty to do in Breckenridge no matter what season it is.

The Town of Breckenridge mission statement is as follows: The Town of Breckenridge protects, maintains, and enhances our sense of community, historical heritage and alpine environment. We provide leadership and encourage citizen involvement.

The Town also has several key areas that are a part of its vision to be a cohesive and diverse community:

- > Community character
- > Economic viability/sustainability
- > Natural resources
- > Transportation
- > Housing
- > Cultural resources
- > Recreational resources
- > Education, government, institutions
- > Population
- > The built environment

The Town’s website design is a bit outdated and could benefit from a redesign to enhance the user’s experience on the site and to support the Town’s brand. The Town has some high-quality photos in its online Photo Gallery that showcase many of the different cultural attractions and recreational opportunities, however more of these photos could be used throughout the site.

The Town’s Recreation section of the website is one area where the brand platform is well represented and common messaging is used. The introduction to the Recreation page emphasizes the large variety of recreation options as it says, “Whatever recreation means to you, you’ll find it here in Breckenridge.”

The Town has a strong following and presence on Facebook and Twitter. It posts on both of these platforms at least once a day with information about upcoming events and other Town news, pictures from Town activities, articles related to the Town, etc. They also frequently share or retweet information or photos posted by other organizations or individuals that are related to the Town. The Town may utilize other social media platforms as well, however those accounts could not be easily found on the website.



BRAND ACTIVATION

STRATEGIES

Develop brand guidelines and key messages to give staff and vendors the tools necessary to implement brand elements.

While the Town currently has logo guidelines and basic direction for using the brand, more specific guidelines will make it easier for staff to put the brand into practice. Sub, or complementary, brand standards for Recreation and Transit will also help these departments establish a more individualized image while still supporting the overall Town brand.

Leverage special events to tell your brand story by investing in comprehensive event promotions (not individual event marketing).

The variety and type of events Avon supports paints a comprehensive picture of the Town's unique qualities. Materials and campaigns that show the panorama of events in one comprehensive package reinforces Avon's image as a Town for outdoor recreation, music and arts.

Update all Town communication and marketing materials to meet brand standards to further consistent use of established brand messaging and elements.

A comprehensive audit of materials across the organization reveals that there are still pockets where the new brand has not been implemented. Developing an organization-wide implementation schedule and budget for the remaining items that require transition will help move the initiative forward and establish accountability.

Develop suggestions for event organizers to follow when marketing individual events.

Event organizers are spending significant money to promote their individual events. Establishing suggested brand elements to include in promotional efforts (logo, link on the website, imagery, etc.) allows Avon to further build your identity and reach markets/audiences that may be inaccessible otherwise.

Leverage Avon event attendees to promote future events and activities.

They say it's easier to keep a customer than to go find a new one! Marketing to event attendees and encouraging them to return at a later date allows Avon to cross promote activities to targeted audiences.

Continue partnership discussions with Valley destinations.

Continuing conversations about partnership and collaboration with Vail and Beaver Creek could result in additional opportunities to promote Avon and build brand awareness.

Develop comprehensive wayfinding and community signage program.

The physical embodiment of a brand often begins with what a person sees upon entering the community. While Avon has smartly invested in “lifestyle banners,” further opportunity exists for a more comprehensive wayfinding and community signage program.

Incorporate art into standard outdoor assets.

Each outdoor asset (river put-in’s and take-out’s, Nottingham Lake, trail heads) provides an opportunity to inform users that Avon is also a town for arts, culture, and education. Interpretive signage, art installations, or simply promotional materials at these locations broaden the user’s awareness of all Avon has to offer.

Centralize brand implementation and develop staff resources to create buy-in for the brand initiative and problem solve barriers for use.

Sometimes brand implementation stalls because there isn’t buy-in from those expected to champion its cause; sometimes there are legitimate barriers to making a brand come to life. Regardless of the circumstances, empower one person and/or department to identify and overcome obstacles to maximize brand implementation.

Partner with key businesses and outside organizations to empower them to tell your story on your behalf.

Potential touch points are everywhere! Resourcing those entities that often interact with visitors, residents and businesses will further the Town’s reach. From Realtors to hotels, restaurants to healthcare providers, airport transit to schools, creating partnerships will reveal additional opportunities to share the Avon brand.

TOOLS AND TACTICS



Develop brand guidelines and key messages to give staff and vendors the tools necessary to implement brand elements.

- > Develop brand guidelines
- > Distribute appropriate logos and other files to staff members
- > Create toolkit to be sent to vendors with files, design requirements and brand messages
- > Develop Town of Avon overview brochure for general distribution



Update all Town communication and marketing materials to meet brand standards to further consistent use of established brand messaging and elements.

- > Create comprehensive implementation timeline to keep brand activation on track
- > Redesign website to better reflect Avon brand
- > Redesign Vail Daily ad template
- > Create e-newsletter templates
- > Develop apparel standards
- > Design new graphics for fleet vehicles
- > Develop facility signage



Leverage special events to tell your brand story by investing in comprehensive event promotions (not individual event marketing).

- > Develop seasonal event rack cards with a list of all upcoming events in Avon
- > Design special wraps for Town vehicles that showcase upcoming Avon events
- > Develop suggestions for event organizers to follow when marketing the Town sponsored events. This toolkit can include logos, a link on the website, imagery, etc. The Town should continue to require event organizers to provide family-friendly activities and include provision of space for a Town display booth at each event
- > Redesign special events page on avon.org to provide a more visual and comprehensive picture of coming events
- > Dedicate a page on the avon.org website for each event to promote timely activities, specials, and promotions



Centralize brand implementation and develop staff resources to create buy-in for the brand initiative and problem solve barriers for use.

- > Develop toolkit to be distributed to staff about the brand and how they can help implement
 - > Designate a single point of contact for brand resources and questions
-



Leverage Avon event attendees to promote future events and activities.

- > Host a Town of Avon booth with marketing and informational materials at local events including, but not limited to:
 - » CoverRock Tribute Music Festival, June 25-26
 - » Salute to the USA, July 3
 - » Dancing in the Park!, July 29
 - » Avon LIVE! Summer Concert Series, August 3, 10, 17 and 24 (choose 2 dates)
 - » Man of the Cliff, October 10-11
-



Continue partnership discussions with Valley resort destinations.

- > Organize regularly scheduled collaboration meetings to discuss upcoming events and opportunities for collaboration
 - > Share Avon promotional materials and event calendars
-



Develop comprehensive wayfinding and community signage program.

- > Evaluate current signage stock
 - > Design gateway signage that reflects community and brand
-



Incorporate art into standard outdoor assets.

- > Redesign trailhead signage to cross-promote Main Street Mall and Possibilities Plaza or other art assets
 - > Host photo contests and showcase winning images in outdoor displays near Town facilities
-



Partner with key businesses and outside organizations to empower them to tell your story on your behalf.

- > Develop overview brochure with a snapshot of Avon that can be distributed to realtors, hotels, associations, employers, healthcare providers, relocation agencies, etc.
 - > Partner with transportation companies that provide transit to and from the airport. Arm them with an Avon visitor's guide or brochure
 - > Host local business luncheon to talk about the state of Avon and tell the story of Avon, which businesses can then share and emulate
-

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CIVIC ENGAGEMENT

STRATEGIES

Meet people where they are.

Plain and simple, people are busy. Engaging in local government doesn't often rise to the top of their priority list. Making engagement easy is a critical strategy to success. Leveraging Town facilities (Recreation Center, Town Hall) and parks to install stand alone interactive displays is a great way to gather feedback in a manner that's convenient for your residents. Similarly, people are spending a significant of time online; on average 1:25 hours on a smartphone and 1:06 hours on the Internet/PC. Improving opportunities for engagement through mediums such as the website, social media, and texting campaigns will provide interaction through the tools people are already using.

Encourage Town Council members to increase visibility and accessibility as well as resource Council with relevant information to share with the community.

Town Council members are excellent conduits to the community. In addition to providing passive methods for connections (e-mails, submitting online forms, etc.), Town Council has the opportunity to invest in more personal and strategic appearances. Whether manning Town booths at community events or organizing informal coffee chats with constituents, Council can both gather feedback from residents and help share important information.

Revise social media policy and practice to focus more on engagement.

At its core, social media is a platform for conversation. Changing the Town's practice regarding social media to focus more on engagement will open the door to new relationships. Enabling comments, as well as embracing Avon's brand tone, will strengthen online relationships.

This topic requires further exploration and detail; therefore this plan includes additional information and specific recommendations in a later chapter.

Use the Town of Avon's data-driven culture to help the public better understand complex issues.

An informed community can provide valuable insight when the Town is gathering feedback on budgets, capital projects, and other notable investments. Developing easy-to-understand, graphically rich materials and visuals creates better comprehension.

Create opportunities for positive, non-issue based interaction.

If the only time we ask residents to engage is during hot issues, we miss an opportunity to build connections in a non-controversial environment. Relationships that are formed independent of specific topics can endure and pay dividends when issues arise.

Expand current communications calendar to include all media outlets.

The Town has additional options to engage the community through the local media in addition to sending press releases. Editorial submissions, local television programming, public service announcements, etc. all provide venues to introduce topics and encourage participation. Further, a comprehensive calendar will allow for planning and coordination of internal tools (website spotlights, email blasts, etc.)

A comprehensive media strategy also will support development of relationships with local reporters to determine the best resources for media based on their needs.

Invest in translation services for high priority issues and long-term communication products.

Avon's large population of Spanish speaking individuals warrants consistent investment in translating communication. While it's not feasible to translate every marketing or communication effort, providing Spanish translations of materials that support high priority issues, or items that have a long shelf life demonstrates a true commitment to including all residents in engagement techniques.

TOOLS AND TACTICS



Meet people where they are.

- > Leverage Town facilities and parks to create engagement points with stand-alone engagement displays
- > Make online interaction easy by enhancing website and other digital tools to encourage back and forth engagement
- > Explore nontraditional methods of engagement such as Textizen, a service that utilizes text messages to create a dialogue with residents



Revise social media policy and practice.

- > Along with providing Town information, focus on creating more engagement and dialogue on these platforms. This can be done through:
 - » Asking questions
 - » Posting pictures just for fun
 - » Hosting contests through social media
- > Implement quasi-centralized approach; one person in charge of accounts and departments submit content
- > Generate quarterly analytics of social media platforms. Focus on what types of posts get the highest engagement and reach

See the Social Media section of this plan for more details.



Create opportunities for positive, non-issue based interaction.

- > Host a Citizen's Academy that enables residents to "look behind the curtain" and learn about the Town functions
- > Host booths at community events with general information about the Town instead of focusing on a specific topic



Use Town's data-driven culture to help the public better understand complex issues.

- > Create easy to understand, graphically rich materials to help explain complex topics such as:
 - » Annual reports
 - » Budget summaries
 - » Capital investments summaries
- > Include pertinent community statistics in monthly or quarterly newsletters
- > Provide City Council with one-page summaries for key issues that can also be shared online



Encourage Town Council members to increase visibility and accessibility as well as resource Council with relevant information to share with the community.

- > Encourage Town Council members to host office hours once a month at a coffee shop. Residents are welcome to stop by and discuss any question or concern with a Council member. This informal setting for dialogue is a great way to interact with citizens
 - > Include reminders in Vail Daily ads, newsletters, the website, etc. that Town Council members are accessible to all residents and encourage residents to get to know their representative
 - > Ask Town Council members to work the Town of Avon booths at special events
-



Develop comprehensive local media strategy and editorial calendar.

- > Host a breakfast for local media. Invite key contacts in media outlets to come learn about the Town of Avon, work plans, and goals for the coming year(s)
 - > Create comprehensive media contact list to be used by Town staff
 - > Create contact list of staff representatives to be sent to media contacts about who to contact for specific topics
 - > For every project or department, designate who will be the point person to talk with the media. If the media contacts other employees for information, they will be directed to this “expert”
 - > Send a weekly or bimonthly comprehensive news email to media contacts. Instead of sending out multiple press releases, departments can provide content for this email so media can stay up to date on what’s happening in Avon
 - > Plan out priority topics several months in advance. Determine which topics will be highlighted in which venue. For example, what will be highlighted on the home page of avon.org, what will be discussed on the new TV 5 show, etc.
-



Invest in translation services for high priority issues and long-term communication products.

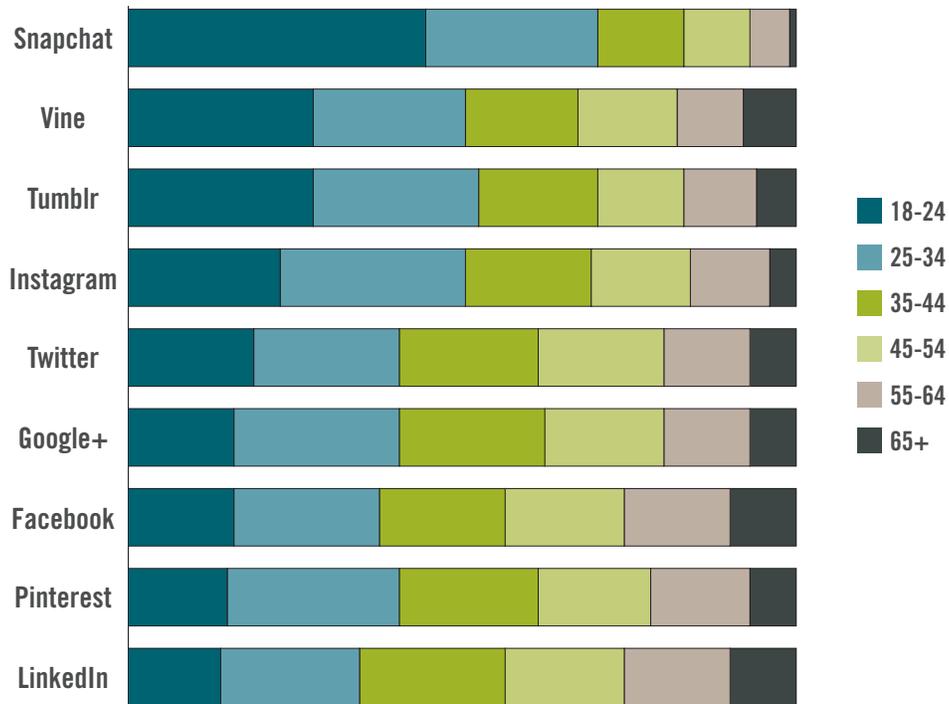
- > Create guidelines for when materials should be translated
- > Develop a list of approved translators as a resource for staff

SOCIAL MEDIA

SOCIAL MEDIA PROFILES

Age Distribution at the Top Social Networks

% of Users in Each Age Group – US Data - Users Aged 18 and Over –December 2014 / Source: comScore



Instagram has become the most important and most-used social networks for US teens. 32% of US teenagers cited it as their most important social network in Piper Jaffray’s twice-annual teen survey, compared to only 14% saying that of Facebook.

Less than two-fifths of Facebook’s adult user base in the US is aged 18 to 34, according to comScore.



Facebook

Highest usage among ages 45-54
 65% of users are age 35 or older
 Unlike Twitter, average age of users is getting older
 Among U.S. users -
 53% female, 46% male



Twitter

Virtually equal usage among genders
 Most popular among ages 18-29
 More urban/suburban users than rural
 High levels of usage among African Americans



Instagram

More popular among women
 Equal among Apple and Android smartphone users
 Ages 35 and under
 Most popular among urban users

SOCIAL MEDIA RESOURCES

Strategy: Revise social media policy and practice to focus on engagement.

The current Town of Avon social media policy does support engagement on digital platforms in that it encourages posters to utilize a friendly and interactive tone, and to add pictures whenever possible. However, this policy is not being translated to practice, as most Avon social media posts are formal and only informational. Here are some resources for becoming more interactive on social media and options to increase the Town's social media presence.



Resources for Best Practices

Full copies of the following reports have been included in the Appendix. These documents help demonstrate trends in social media for local governments, how agencies are using social media platforms, and how best to create a social media policy.

1. Designing Social Media Policy for Government: Eight Essential Elements
 2. Government Public Relations and Social Media: An Analysis of the Perceptions and Trends of Social Media Use at the Local Government Level
 3. A New Way to Communicate with Residents: Local Government Use of Social Media to Prepare for Emergencies
 4. Making the Most of Social Media: 7 Lessons from Successful Cities
-



Best Practices Relating to First Amendment Right and Risks

Local government must adhere to certain legal policies when using social media that don't apply to private sector businesses and individuals using the same platforms. Specifically, it's important to understand how First Amendment Rights are a factor in the way local governments manage their social media presence.

Below are some best practices to help you understand the issue and how to follow this law. The full report that this information was pulled from, Social Media and Public Agencies: Legal Issues, has been included in the Appendix.

- > The First Amendment forbids the government from engaging in unlawful censorship.
- > If a public agency allows others to post materials of their choosing on a website, blog or social media site, then this can be considered a designated public forum. Because of this, the agency cannot exclude (or delete) material based on its contents unless that restriction served a compelling state interest that is narrowly tailored to achieving this interest.
- > Governments on social media cannot delete posts simply because they are critical of the agency, its officials or employees, or the agency otherwise dislikes what the posts say.
- > Public agencies are allowed to delete its own content if something was inappropriately posted, but it's best to also publish a post acknowledging the mistake.
- > A public agency can take actions to "control" comments posted, such as delete a comment, remove a follower or permanently ban someone from your page; however only under some circumstances is it lawful to do so. For example, comments containing profanity can be deleted.
- > Public agencies may not restrict their employee's First Amendment rights to comment on matters of public interest, however can offer guidance on how employees should use social media.
- > Whenever any content is deleted from a page it should be retained, and a record should be kept of why.

Do:

- > Adopt and publicize a social media policy that limits the purpose of the site to serve as a mechanism for communication between the agency and the public.
- > Define what kinds of content fall outside that purpose (including commercial, campaign, discriminatory or profane postings) and include a warning that content outside the purpose is subject to removal.
- > Advise staff that they may not delete postings simply because they may be critical of the agency or agency officials.
- > Respond with a sense of common humanity and humor if the agency makes a mistake in a social media post.
- > Use privacy settings that allow the public to access information on the agency’s page without having to become a fan or friend.
- > Think of social media as a way of driving people to the agency’s website for substantive information as opposed to social media being a place where important information is posted.
- > Post a caution to those who might want to become a friend or fan of an agency page that their information may become a disclosable public record.
- > Endeavor to make information made available online also available through alternative channels.

PEER CITIES & SOCIAL MEDIA MANAGEMENT

	Posts include informal content	2-Way Communication	Centrally Managed
Aspen	Yes	Yes, no restrictions	Yes
Steamboat	No, but want to improve	Allow external comments but not posts	Yes
Breckenridge	Yes	Allow external comments but not posts; will reply to Tweets	Point person in each department with an account
Telluride	No	Allow external comments but not posts	All posts automated
Vail	Sometimes	No restrictions; will reply to Tweets	Point person in each department with an account

PEER CITIES & SOCIAL MEDIA PRESENCE OPTIONS

	Facebook	Twitter	Pinterest	Flickr	Instagram	YouTube	Vimeo	Google+	Other
Aspen									MindMixer
Avon	Town, Police, Recreation	For Town Only							
Breckenridge	Couple Accounts	Couple Accounts							MindMixer
Eagle County	Several Accounts								
Jackson									
Park City									
Pitkin County									
Snowmass Village	Couple of Pages								
Steamboat									Trip Advisor, Yelp, FourSquare
Telluride									
Vail		Several Accounts							

(Source: Town of Avon's Community Relations Officer provided detailed data on social media and peer communities.)

RECOMMENDATIONS & PRIORITIES

The Town of Avon already has a social media policy in place, however it never hurts to seek policy improvement. The City of Fort Collins has a very comprehensive social media policy and a framework that is good to follow. The full policy has been included in the Appendix.

1

Establish core accounts and limit expansion to new platforms.

Avon currently operates three Facebook pages and one Twitter account. Before expanding into new platforms, Avon must first focus on maximizing the effectiveness and use of existing tools.

Limiting expansion will ensure that neither staff nor content is spread too thin. As with most recommendations, there is an exception. Given Recreation's marketing goal of attracting a younger audience, they should create a Twitter handle.

Instagram will be a tool for consideration in the future, but not until Avon's other platforms are performing as desired.

2

Centralize management of core accounts.

All content and engagement should be funneled through a single department and/or individual with the ability to grant permissions to others as deemed appropriate. Having a single person manage your accounts will help create consistency and accountability. Similar to your current processes for press releases, Departments can forward content to a single individual who can then prioritize a post as appropriate. Centralized management also will result in centralized reporting so that you can gauge your ROI.

On special occasions or during key events, this individual can delegate the task to trusted co-workers throughout the organization. For example, during festival weekends the Director of Festivals & Special Events could be empowered to post real-time photos of events and happenings.

3

Focus efforts on engagement and targeted marketing.

Creating online relationships with residents to support community engagement should be the primary intention of the Town’s social media program. This allows Avon to reach and connect with more people in a more convenient platform.

Further, social media advertising allows the Town to market to key audiences through specific imagery and tools. Social media is a platform built for easy customization. Additionally, advertising on social media is relatively inexpensive and very targeted.

> **Twitter:**

Used by: younger adults (18-29)
Frequency: 5-7 times a week

> **Facebook:**

Used by: middle aged (44-54)
Frequency: 3-5 times a week

4

Drive traffic to avon.org.

Avon.org is the Town’s most effective communication tool. Social media should support, not replace, content on the website.

5

Establish criteria for when/how new accounts will be approved.

The Town of Avon should continue to operate their core accounts and limit expansion unless a department can demonstrate a unique business need AND the ability to successfully generate consistent content.

The responsibility to raise revenue, such as the Recreation Center, often qualifies as a unique business need and warrants the ability to create accounts that are more marketing driven. Giving Recreation permission for their own Facebook (existing) and Twitter (new) accounts also lets them allocate limited marketing dollars to promote their accounts in a very targeted manner.

Police is the only other department with an individual Facebook page.

At this time, it does not make sense to grant additional departments permission to start and manage their own accounts. However, an application and review process should be established for future requests.

RESOURCES AND MEASUREMENT



While managing the Town's social media strategy is not a full-time job, it does require time and attention. If management is centralized, the Town can better track how much time and resource are dedicated to social media, and weigh that against the value.

Recommended Staff Time: 10 hours per month

Measurements of Success:

- > Engagement analytics on Facebook (likes, shares, comments)
- > Engagement analytics on Twitter (favorites, re-tweets, mentions)
- > Growth in Facebook likes and Twitter followers across accounts
- > Users driven to website from Facebook and Twitter

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MARKETING

OVERALL STRATEGIES

Pool resources to increase efficiency of outreach and marketing efforts.

Combining resources among departments (such as with the Vail Daily) or between private businesses (such as a cooperative ad buy) creates greater purchasing power than what departments can access alone. Plus, many departments recognize the value of marketing to concierges and other visitor services, but don't have the time to create and distribute materials – a centralized resource could eliminate this barrier.

Work in partnership with Vail Valley resort destinations to leverage existing tourism industry.

The Vail Valley already spend significant dollars attracting visitors to the area. The most effective and efficient strategy leverages the fact that these individuals are already nearby and that Avon offers the perfect vacation from your vacation. Working in partnership with hotels, concierges, or having a presence within these communities provides access to the millions of visitors to the region.

Re-brand Recreation and Transit services.

While addressed earlier in this plan, it bears repeating that Recreation and Transit would benefit from strong brand identities that are both unique and supportive of the overall Town brand. The transit system in particular could elevate its image and awareness through a new system name, bus design, and branded materials.

Develop and implement targeted and niche media strategy with key outlets.

This strategy should address traditional sources as well as more targeted publications that specifically cater to target audiences.

Redesign website for maximum brand impact, improved engagement and marketing messaging.

Already in the works, a comprehensive website re-design is a critical first step. A new design can better support the Town's brand activation, civic engagement, and marketing goals. Re-tooled navigation, new imagery, and prioritized content are needed.

Use Avon's unique assets to best position the community by target audience:

- > **Singles:** Swimming, SUPing, paddle boating on the lake and river coupled with trails, mountain biking, and hiking offer an all in one mountain adventure that you can't find elsewhere.
- > **Families:** Lazy river, rock climbing wall, beach, playground make Avon the best place for families looking for an affordable day of activities.
- > **Both:** A convenient, sensible and accessible option with unparalleled access to Vail or Beaver Creek.

Capitalize on free parking and transit and trail connections to encourage people to visit Avon.

Marketing materials that demonstrate the easy connections between Avon, Beaver Creek, and Vail help visitors and residents understand how to access key destinations and attractions while also boosting transit ridership. Focusing on the connections also encourages residents to explore their home town.

Develop business partnerships to expand reach and cross promote services.

Marketing that outlines how to bike to dining and retail, that highlights Avon's fantastic decks/patios and views, that promotes dining discounts when riding the bus – these types of partnership promotions tie together Avon's unique businesses, retail, and Town services in a win-win campaign.

Promote accessibility of and connections to trails to boost usage.

Avon is steadily improving its walkability and trail system. Focusing efforts on how to access trails (hard and soft surface) and how the network connects makes using the trails easier for residents and visitors.

Leverage Avon's unique position as the only I-70 mountain town to provide all forms of water recreation.

Fishing and kayaking on the river, SUPing and paddle boating on the lake, playing on the beach, swimming in the water – no other town offers water-lovers more opportunity for recreation and enjoyment all in one place.

TOOLS AND TACTICS



Pool resources to increase efficiency of outreach and marketing efforts.

- > Continue centralized approach to Vail Daily ads to maximize benefit
- > Engage in cooperative ad buys with businesses on a quarterly basis to promote special events, activities, and the overall Avon experience
- > Fund a single concierge/hospitality liaison that could represent all Avon departments to communicate Town information to area concierges, transit drivers, front desk clerks, ski instructors, and other members of the community that have direct touch points with visitors
- > Fund a traditional direct mail piece to residents promoting key offerings
- > Create a more user friendly version of the Discover Avon Google map now online to better highlight Avon activities, transit stops, etc. Develop a print version for distribution at local establishments
- > Develop organization-wide e-newsletter and subscription service. Provide each appropriate department their own custom template



Work in partnership with Vail Valley resort destinations to leverage existing tourism industry.

- > Provide Avon materials and information at hotels and/or information kiosks
- > Advertise in Vail and Beaver Creek publication targeting visitors



Re-brand Recreation and Transit services.

Recreation and Transit operate under a unique business model that focuses more on marketing than other Town services (such as public works). Each requires a brand that stands out from other Town services but also supports the general Town look and feel.



Develop and implement targeted and niche media strategy with key outlets.

- > Create media list of local, regional, and Front Range publications sorted by key audience
- > Implement limited advertising buy



Use Avon's unique assets to best position the community by target audience.

- > Feature economic development efforts in an update to the Economic Development section of the website



Redesign website for maximum brand impact, improved engagement and marketing messaging.

Already in the works, a comprehensive website re-design is a critical first step. A new design can better support the Town's brand activation, civic engagement, and marketing goals. Re-tooled navigation, new imagery, and prioritized content are needed.

- > Audit existing site to evaluate usability and organization
- > Create new site map that better highlights events, engagement opportunities and other key content
- > Redesign to reflect brand guidelines

Specific site recommendations:

- > Convert Recreation registration to an online process
 - > Create sub-pages on the Transit page to make information easier to find
 - > Include transit maps along with transit schedules
 - > Integrate information about how outside agencies can access fleet maintenance services on the fleet page
 - > Re-design special event page to include more imagery and brand messaging
-



Develop business partnerships to expand reach and cross promote services.

- > Partnership with hotels
 - » Provide local hotels with kiosks promoting events and/or activities
 - » Point-of-sale items at counters
 - > Business partnerships
 - » Meet regularly to discuss impact of special events and upcoming plans
 - > Expand partnerships to businesses outside of Town limits to include those in Edwards, Eagle, and Gypsum
-



Capitalize on free parking and transit, and trail connections to encourage people to visit Avon.

- > Create more community signage to communicate this message (relates to wayfinding)
- > Share this specific information with local hotels and resorts
- > Highlight free parking in communication with visitors
- > Update parking map to highlight connectivity; increase distribution; repurpose for community signage



Promote accessibility of and connections to trails to boost usage.

- > Redesign trail map highlighting connections and access
 - > Cross promote services and attractions with signage at trailheads
-



Leverage Avon's unique position as the only I-70 mountain town to provide all forms of water recreation.

- > Include river put-ins and take-outs on all community maps and wayfinding
- > Cross promote lake and river access with special events
- > Use river and lake imagery in communication and marketing materials

DEPARTMENT ACTION ITEMS

RECREATION

Create a comprehensive quarterly program catalogue

Convert program registration and other forms (i.e., athletic field reservations) to an online platform

Partner with the school district to send a monthly flyer home with students (English and Spanish versions)

Expand use of social media

- > Create a Twitter account
- > Encourage user reviews on Yelp
- > Confirm listing on travel websites/apps including: TripAdvisor, Expedia, etc.
- > Encourage sharing/engagement with use of custom hashtags; display tagged posts on the Recreation web page

Publish classes more than one week in advance

Use multiple assets to cross promote products

- > Insert postcard promoting the Recreation Center in event packets
- > Produce signage promoting events to display in the lobby of the Recreation Center

Develop and implement comprehensive email marketing strategy

- > Resurrect previous email lists
- > Develop general Recreation template
- > Send an initial email to weed out invalid email addresses and allow recipients the opportunity to opt-in to areas of interest
- > Segment email lists according to product offerings
- > Develop templates for each area of interest
- > Actively grow email list by including a sign up on the Recreation web page, promoting on social media, and on print materials

Develop year-long Recreation awareness campaign

RECREATION GOALS

AUDIENCES



RECREATION	AUDIENCE	TOP TOOLS	MEASUREMENT
GOAL: Increase Recreation Center Use		Twitter, Vail Daily	Increase in day pass and membership sales.
		Facebook, Flyers Sent Home through Schools, Vail Daily, Postcards in Event Packets	
		Facebook, Vail Daily, Rack Cards at Hotels	
GOAL: Increase Participation in Youth Programs		Flyers Sent Home through Schools, Postcards in Event Packets, Facebook	Increase in revenue from youth programs.
GOAL: Increase Participation in Adult Programs		Twitter, Vail Daily Direct Mail, Posters at Place of Business	Increase in revenue from adult programs.
GOAL: Build General Awareness		Twitter - #mountainplayground Flyers Sent Home through Schools Posters Hotels Community Signage	Overall increase in revenue from programs. Increase in website visits and social media engagement.

TRANSIT

Create an identity for the transit system so that it reflects the Town of Avon brand.

- > Re-design route map and schedule; expand distribution to community partner facilities, hotels, and business along the routes
- > Create high quality posters that promote the service and distribute them in businesses, hotels, partner facilities, etc. to raise awareness of the service and start building the idea of public transit in Avon

Re-designed web page to focus more on the details needed to ride transit.

Leverage bus stop signage to communicate routes and connectivity.

Use the Town's current social media platforms for distribution of information such as:

- > Service updates
- > Detours
- > News
- > Featured drivers
- > Featured riders
- > Special events
- > Photos of the buses in service
- > Community news that affects transit

Leverage Town's agreement with the Vail Daily by dedicating occasional ads to promote transit service and connectivity.

Offer tours of the bus and bus maintenance facility to stakeholders - especially Town elected officials, Town leaders, business leaders, school groups, etc. to raise awareness of the service, and put a face to the transit department.

Share short format videos of drivers talking about why they drive the bus and what they love about their job.

Include articles about the service periodically in Town newsletters and updates.

Create swag or give away items that are branded with the bus identity and pass out at Town community events, during the tours mentioned previously, or give some to the drivers to pass out to riders.

- > Bike lights
- > Weather ponchos
- > Key chains
- > Stickers
- > Water bottles

TRANSIT GOALS

AUDIENCES



TRANSIT	AUDIENCE	TOP TOOLS	MEASUREMENT
GOAL: Increase Ridership in Town		Twitter, Swag	Increased number of riders. Website analytics show increased visits.
		Facebook, Bus Tours, Ads, Article, Website	
		Poster	
		Facebook, Rack Card at Hotels, Article, Website	
GOAL: Increase Ridership on Ski Shuttle		Bus Stop Signs, Website, Facebook	Increased number of riders. Website analytics show increased visits.
		Swag, Bus Map & Schedule in Hotels, Website, Happy Hour Punch Card	
GOAL: Build Awareness		Twitter - Handle TBD	Material is reordered often and distributed to partners. Website analytics show increased visits. Increase in social media engagement.
		Bus Tours, Videos, Swag, Facebook	
		Posters, Website	
		Bus Stop Signage, Bus Map & Schedule in Hotels, Swag, Website	

SPECIAL EVENTS

Re-design event page on avon.org to feature event photos and generate enthusiasm for pending events.

Convert/re-purpose seasonal event rack cards with list of all upcoming events in Avon into other methods of communication

- > Vail Daily and other advertising opportunities
- > Stand alone roll-up banner to display in Town Hall and the Recreation Center

Event calendar bookmark distributed in the Library

Promote events/event website with wraps on Town vehicles

Promote events at Town bus stops

Provide businesses with posters and other promotional materials

Create media kit for event planners such as wedding planners, corporate meeting planners and special event organizers promoting the Performance Pavilion, local hotels, and regional activities

- > Distribute to group sales offices of local hotels

Develop a guide for the Main Street Mall bronze statues; include the guide and compelling photography of the statues on the Main Street Mall web page.

PARKS, TRAILS & OUTDOOR RECREATION

Re-designed trail map showing all trails in the area and connectivity; increase distribution to local outdoor gear retailers and restaurants

Use social media to promote the trail use, recreation on the river and lake

Develop a custom hashtag (e.g., #mountainplayground) to increase visibility of posts and encourage others to use when they post content

Post pictures of key audiences using the trails to demonstrate connectivity and easy accessibility to Town

Plan grand opening for the final piece of the paved trail connection opening in August

FLEET

Develop simple one-pager promoting Fleet Maintenance services targeted to key outside organizations

Better highlight Fleet services on avon.org with more clarity around what entities can take advantage of the service and the benefits

Research and create a list of the top five potential clients and reach out with a personal phone call



IMPLEMENTATION

EXECUTIVE SUMMARY

2016 PRIORITIES

1. FOCUS ON COMPLETE BRAND IMPLEMENTATION.

2016 is an opportunity to rejuvenate the brand process by focusing on activation. High priority action items include:

- 1. Invest in templates.** Developing templates for signage, posters, advertisements, e-newsletters will help improve the presence and consistency of a new brand.
- 2. Centralize brand activation.** Designate one person to manage the brand implementation process and to help the organization put the brand to use. Top priorities of this individual in 2016 should be:
 - » Train and support staff. Check-in with appropriate staff to identify barriers and needs.
 - » Create a brand toolkit/cheat sheet for vendors to use when ordering materials, apparel, etc.
 - » Identify new opportunities to infuse the brand language and visuals into Avon communications.

Why:

Your brand is your foundation to all communication. Building a strong base will allow the Town to leverage messaging and awareness into further participation in civic issues and services.

Resources:

15% of a full-time position or 6 hours per week

Measurement:

Creation and implementation of brand implementation chart

2. RE-DESIGN AVON.ORG WEBSITE.

The website is your single most important source of information and your biggest opportunity to tell the Avon story. The re-design should take place with three key elements in mind:

1. Integrate visual brand standards and key messages.
2. Design to include a stronger emphasis on key information and issues.
3. Focus on community engagement options.

Why:

Your website is your most important communication tool. It not only provides residents and visitors with important information, it also paints a picture of who you are as a community.

Resources:

Contractor/Firm: \$20K-\$40K
15% of a full-time staff person

Measurement:

- > Increase in unique website visits
- > Increase in amount of time spent on the website
- > Increase in visits to high priority content
- > Conversion rates of web visits converted into registrations

3. CHANGE SOCIAL MEDIA PRACTICE AND POLICY.

A refresh of the Town’s social media policies and practice will improve connections and relationships with residents, build Town awareness beyond town limits and provide a convenient venue for gathering community input. The new approach should include:

1. Quasi-centralize management.

- » One person manages all accounts and content with “special permissions” granted to key individuals throughout the organization. Special permissions would include the authority to post information during a crisis, at live events, or other special occasions.
- » The Town would maintain central social media accounts (as opposed to one for each department) unless a department can demonstrate a unique business need (i.e. Recreation).

2. Increased focus on engagement.

- » By integrating posts that are less informational and more casual, the Town will start to build more relationships with social media users.
- » Encourage two-way dialogue to create a venue for feedback on hot topics or general operations.

3. Revisit the Town policy to ensure that it clearly outlines guidelines and allows for changes to the way Town operates social media accounts.

Why:

Although not as highly used as your website, social media is a required tool for local government. Moving to a more interactive mode of operation will allow Avon to create more personal relationships with residents as well as connect with potential visitors.

Resources:

10% of a full-time staff person

Measurement:

- > Increase in followers across all accounts
- > Increase in engagement statistics
- > Successful use as a mechanism to gather public input on important issues

4. INVEST IN COMPREHENSIVE SPECIAL EVENT MARKETING.

Town sponsored events tell a comprehensive story of the community. Arts, music, outdoor activities, families, and more! Use this variety to showcase the community through:

1. Advertising in limited locations: one tourism focused, Vail Daily, and one radio.
2. Create and develop seasonal materials including rack cards, stand up banners, and posters.
3. Wrap/decal Town vehicles with image and event website.
4. Refresh event website to better reflect the variety and excitement of Town sponsored events.

Why:

Marketing special events in a comprehensive manner demonstrates the Avon brand of Endless Possibilities, and builds community pride and involvement.

Resources:

Print, Production, and Advertising Costs: \$7,500
10% of full-time staff person

Measurement:

- > Increase in event attendance
- > Increase in sales tax collections

EXECUTIVE SUMMARY (continued)

2017 PRIORITIES

1. POOL RESOURCES AND CONNECT THE DOTS.

Assign a staff member the task of connecting the dots between Town communication, Recreation, Transit, Fleet, Police, etc. Identify opportunities for cross promotion as well as integrated communication. Develop partnerships with local and regional businesses to keep them updated.

Why:

A centralized approach to communication will allow the Town to be more strategic and cost-effective. A single point of contact can prioritize content, look for internal partnerships, and act as single resource for media, businesses, and other outside partnership organizations.

Resources:

25% of a full-time staff person

Measurement:

- > Established content/ editorial calendar
- > Number of partnership campaigns/efforts

2. GET TOWN COUNCIL OUT AND ABOUT.

Whereas 2016 was about laying foundations, 2017 is about getting out and about. Work with events in the region to create a Town of Avon booth and/or presence to tap into their audiences. Coordinate with Town Council to man a Town of Avon booth at local events to encourage civic engagement. Host coffee chats to casually engage residents. Create stand-alone displays that increase the Town's presence as well as gather valuable feedback.

Why:

Human connections go a long way in creating trust and building relationships. The more Town staff and Council interact with members of the community, the more residents understand that intentions, programs, and policies of Town government.

Resources:

- > City Council volunteer time – estimated quarterly coffee chats, 3-4 events per season
- > Booth materials: \$2,100

Measurement:

- > Number of events attended and people contacted
- > Number of individuals who sign up at events for email newsletters
- > Occasional surveys to gauge effectiveness

3. FOCUS SOCIAL MEDIA BY AUDIENCE.

Once the new practice is in place, a regular evaluation of engagement statistics should guide future content. Note which posts garner the highest engagement rates. Start to target what type of information is posted on which medium. For example, use Facebook for marketing to families and Twitter to connect with young adults.

Why:

Social media lends itself to a measured and targeted approach. Use analytics from current efforts to determine what type of content works best for which audience. Further, advertising opportunities through social media allow for very specific targeting by age, income, location, etc.

Resources:

- > Included in social media time allocation (10% of a full-time staff person)
- > Advertising budget
 - » \$1,000 annually for Recreation accounts
 - » \$1,000 annually for Town of Avon accounts

Measurement:

- > Increase in followers across all accounts
- > Increase in engagement statistics
- > Successful use as a mechanism to gather public input on important issues

4. BITE THE WAYFINDING BULLET.

With improved trails, potential improvements to walkability, free parking, and a refreshed transit system, wayfinding will play a key role in the visitor/resident experience. Any future investment in wayfinding should reflect the new brand elements established in 2016.

Why:

For many, their first impression of Avon is formed as soon as they exit I-70. Visitors who are coming to Beaver Creek will drive through the community and form opinions of the Town... and whether or not they want to come back to visit. Effective, wayfinding also helps residents understand all the services/assets the Town has to offer and how to access them.

Resources:

\$60,000-\$85,000 for a comprehensive wayfinding program including research, design, and production

Measurement:

- > Successful implementation of wayfinding plan

5. CREATE A REGIONAL MEDIA STRATEGY.

Advance a discussion with regional outlets about how the Town can provide content in creative ways such as regular columns, new television programs, video snippets, talk shows, photos, etc. Now more than ever, media outlets are understaffed but the demand for content continues. Regularly reach out to Vail Daily, the Weekly, Eagle Valley Enterprise, TV 5 and 8, KZYR, KSKE, and KKVM to see what opportunities you can create together.

Why:

Editorial coverage expands your reach beyond Town managed communication tools. Editorial coverage requires an investment of time (not hard costs) and can pay dividends when credible, third-party outlets help share your story.

Resources:

Staff time: 15% of a full-time person

Measurement:

- > Number of stories placed in regional publications

6. REFRESH TRANSIT IMAGE & MOBILIZE MARKETING EFFORTS.

The Avon transit system is brimming with potential. Town buses, stations, stops, and signage provide ample opportunity for Town brand implementation and transit marketing efforts. Currently the system operates under the radar as a supplement to ECO, in 2017 a refreshed image and boosted marketing will contribute to increased ridership and awareness.

Why:

A new transit brand will increase the visibility of the service as well as support the overall Town of Avon brand

Resources:

- > New bus wraps:
 - » Design & production: \$3,105
 - » Full wrap: \$9,000
 - » Half wrap: \$6,000
- > New bus stop/
station signage:
 - » Design: \$1,000
 - » Production: \$100/sign
- > Redesigned route map:
 - » Design & production: \$2,875
- > Printing:
 - » 2,000 = \$1,200

Measurement:

- > Increased ridership on routes

PRIORITY	COST	ACTION ITEM	Q2 - 2016	Q3 - 2016	Q4 - 2-16	Q1 - 2017	Q2 - 2017	Q3 - 2017	Q4 - 2017	Q1 - 2018
BRAND ACTIVATION										
DEVELOP BRAND GUIDELINES AND KEY MESSAGES TO GIVE STAFF AND VENDORS THE TOOLS NECESSARY TO IMPLEMENT BRAND ELEMENTS.										
A	included	Develop brand guidelines								
A	included	Distribute appropriate logos and other files								
A	\$500	Create toolkit to be sent to vendors								
A	\$3,250	Develop overview brochure for general distribution at events and businesses								
UPDATE ALL TOWN COMMUNICATION AND MARKETING MATERIALS TO MEET BRAND STANDARDS TO FURTHER CONSISTENT USE OF ESTABLISHED BRAND MESSAGING AND ELEMENTS.										
A	staff time	Create comprehensive implementation timeline								
A	\$34,000	Redesign website to better reflect Avon brand								
A	included	Vail Daily ad								
B	\$600/template	E-newsletter templates								
B	\$400	Apparel								
B	\$700 for design; \$800/vehicle	Logos and design of fleet vehicles								
C	\$500 for design; \$10,000 for monument sign	Facility signage								
LEVERAGE SPECIAL EVENTS TO TELL YOUR BRAND STORY BY INVESTING IN COMPREHENSIVE EVENT PROMOTIONS (NOT INDIVIDUAL EVENT MARKETING).										
A	design included; print: \$550	Develop seasonal event rack cards								
B	\$1,000 for design; \$800/vehicle	Design special wraps for Town vans that showcase events								
B	staff time	Develop requirements for event organizers to follow when marketing the Town sponsored events								
A	staff time	Re-design special event page on avon.org								
C	staff time	Dedicate a page on the avon.org website for each event to promote timely activities, specials, and promotions								
DEVELOP STAFF TRAINING TO CREATE BUY-IN FOR THE BRAND INITIATIVE AND PROBLEM SOLVE BARRIERS FOR USE.										
A	\$500	Develop toolkit to be distributed to staff								
A	\$250	Host a "check-in" meeting or luncheon to discuss barriers								
C	staff time	Create an ambassador program within the staff to advocate for use of the brand								
USE CAPTIVE AUDIENCE AT AVON EVENTS TO PROMOTE FUTURE EVENTS AND ACTIVITIES.										
A	\$2,100 for booth products	Host a Town of Avon booth with marketing and informational materials at local events								
		CoverRock Tribute Music Festival, June 25-26								
		Salute to the USA, July 3								
		Dancing in the Park!, July 29								
		Avon LIVE! Summer Concert Series, August 3, 10, 17 and 24 (choose 2 dates)								
		Man of the Cliff, October 10-11								
CREATE A BRANDED PRESENCE AT OTHER VAIL VALLEY EVENTS.										
B	\$2,100 for booth products	Host a Town of Avon booth with marketing and informational materials at local events including, but not limited to:								
		13th Annual Success Awards, May 13								
		Vail Arts Festival, June 24-26								
		Vail Family Fun Fest, Saturdays June 25 – August 8 (choose a few)								
B	repurposed materials	Supply Town of Avon brochure and give-aways for event goodie bags, such as at:								
		GoPro Mountain Games, June 9-1								
		Vail Board of REALTORS Foundation 4th Annual Golf Tournament, June 17								
		36th World Fly Fishing Championship, September 11-18								
C	repurposed materials	Supply Town of Avon information to any host hotels for Valley events or competitions								

PRIORITY	COST	ACTION ITEM	Q2 - 2016	Q3 - 2016	Q4 - 2-16	Q1 - 2017	Q2 - 2017	Q3 - 2017	Q4 - 2017	Q1 - 2018
B	n/a	Develop comprehensive wayfinding and community signage program.								
B	n/a	Design gateway signage that reflects community and brand								
INCORPORATE ART INTO STANDARD OUTDOOR ASSETS										
C	\$1,300	Re-design trail signage to cross promote Main Street Mall or other art assets.								
C	staff time	Host photo contests								
PARTNER WITH KEY BUSINESSES AND OUTSIDE ORGANIZATIONS TO EMPOWER THEM TO TELL YOUR STORY ON YOUR BEHALF.										
A	repurposed materials	Develop overview brochure for general distribution at event and businesses								
A	\$500 for template	Resource transit drivers with quarterly updates about Avon activities								
B	\$350	Host local business luncheon to talk about the state of Avon								
CIVIC ENGAGEMENT										
MEET PEOPLE WHERE THEY ARE										
A	\$300 design, \$250/sign	Leverage Town facilities and parks to display engagement materials								
A	included in web redesign	Make online interaction easy by enhancing website and other digital tools								
	staff time	Explore nontraditional methods of engagement such as Textizen, a service that utilizes text messages to create a dialogue with residents								
REVISE SOCIAL MEDIA POLICY AND PRACTICE										
A	staff time	Focus on creating more engagement								
A	staff time	Implement quasi-centralized approach								
A	staff time	Generate quarterly analytics, focus on what types of posts get engagement and reach								
CREATE OPPORTUNITIES FOR POSITIVE, NON-ISSUE BASED INTERACTION										
C	\$2,000	Host a Citizen's Academy								
A	repurposed	Host booths at community events								
USE TOWN'S DATA-DRIVEN CULTURE TO HELP THE PUBLIC BETTER UNDERSTAND COMPLEX ISSUES.										
B		Create easy to understand, graphically rich materials focused on single issue								
	\$2,675	Budget Brief								
	\$6,500	Annual Report								
C	staff time	Include pertinent community statistics in newsletters								
A	staff time	Provide City Council with one-page summaries for key issues								
ENCOURAGE TOWN COUNCIL MEMBERS TO INCREASE VISIBILITY AND ACCESSIBILITY AS WELL AS RESOURCE COUNCIL WITH RELEVANT INFORMATION TO SHARE WITH THE COMMUNITY.										
A	staff time	Encourage Town Council members to host office hours								
A	staff time	Include constant reminders in communication about how to contact Council								
B	staff time	Town Council members work the Town of Avon booths at special events.								
DEVELOP COMPREHENSIVE LOCAL MEDIA STRATEGY AND EDITORIAL CALENDAR.										
B	\$250	Host a media breakfast.								
A	staff time	Create comprehensive media contact list								
B	staff time	Create contact list of staff representatives								
A	staff time	For every project or department, designate who will be the point person								
C	staff time	Send a weekly or bimonthly comprehensive news email to media contacts								
B	staff time	Editorial calendar: plan priority topics months in advance								
INVEST IN TRANSLATION SERVICES FOR HIGH PRIORITY ISSUES AND LONG-TERM COMMUNICATION PRODUCTS.										
A	staff time	Create guidelines for when materials should be translated								
B	staff time	Develop a list of approved translators as a resource for staff								

PRIORITY	COST	ACTION ITEM	Q2 - 2016	Q3 - 2016	Q4 - 2-16	Q1 - 2017	Q2 - 2017	Q3 - 2017	Q4 - 2017	Q1 - 2018
OVERALL MARKETING										
POOL RESOURCES TO INCREASE EFFICIENCY OF OUTREACH AND MARKETING EFFORTS										
A	staff time	Centralized approach to Vail Daily ads								
C	varied	Engage in cooperative ad buys with businesses								
B	cost of employee	Fund a single concierge/hospitality liaison								
C	\$2,500	Fund one a year traditional direct mail piece								
B	\$2,500	Create a more user friendly version of the Discover Avon Google Map								
A	\$600/template	Develop organization-wide e-newsletter and subscription service								
TARGET VISITORS THROUGH THEIR CONNECTION TO VAIL AND BEAVER CREEK, NOT THROUGH DIRECT MARKETING.										
A	repurposed material	Provide Avon materials and information at hotels and/or information kiosks								
B	varied	Advertise in Vail and Beaver Creek publication targeting visitors.								
RE-BRAND RECREATION AND TRANSIT SERVICES.										
REDESIGN WEBSITE FOR MAXIMUM BRAND IMPACT, IMPROVED ENGAGEMENT AND MARKETING MESSAGING.										
A	included in re-design cost	Audit existing site								
A	included in re-design cost	Create new site map								
A	included in re-design cost	Redesign to reflect brand guidelines								
DEVELOP AND IMPLEMENT TARGETED AND NICHE MEDIA STRATEGY WITH KEY PUBLICATIONS.										
B	varied	Implement limited advertising buy (see Advertising Chart for recommendations)								
USE AVON'S UNIQUE ASSETS TO BEST POSITION THE COMMUNITY TO VISITORS BY TARGET AUDIENCE.										
C	staff time	Better highlight economic development efforts on avon.org								
DEVELOP BUSINESS PARTNERSHIPS TO EXPAND REACH AND CROSS PROMOTE SERVICES.										
B	\$400 design/ \$150 per stand	Partnership with hotels: kiosks in lobbies								
A	\$625	Partnership with hotels: point-of-sale items at counters								
B	\$4,000	Business partnerships: bike & dine promo								
A	\$1,750	Business partnership: outdoor dining guide								
C	staff time	Business partnership: food trucks at the river								
C	staff time	Expand partnerships to businesses outside of City limits to include those in Edwards, Eagle, and Gypsum								
CAPITALIZE ON FREE PARKING AND TRANSIT AND TRAIL CONNECTIONS TO ENCOURAGE PEOPLE TO VISIT AVON.										
B	included in wayfinding	Create more community signage to communicate this message								
B	staff time	Share this specific information with local hotels and resorts								
B	staff time	Highlight free parking in communication with visitors								
A	\$500	Update parking map								
SPECIAL EVENTS										
A	staff time	Re-design event page on avon.org								
A	\$300 design; cost of ad	Convert/repurpose seasonal event rack cards: Vail Daily and other ads								
A	\$600	Convert/repurpose seasonal event rack cards:roll-up banner display								
B	\$410	Bookmark to distribute at the Library								
B	\$1,000 for design; \$800/vehicle	Promote events/event website with wraps on City vehicles								
B	\$1000 design; \$100/sign	Promote events at Town bus stops								
A	\$500	Provide businesses with posters and other promotional materials								
C	\$2,100	Create an end-of-year report highlighting the Town-sponsored events, money invested, economic impact								

PRIORITY	COST	ACTION ITEM	Q2 - 2016	Q3 - 2016	Q4 - 2-16	Q1 - 2017	Q2 - 2017	Q3 - 2017	Q4 - 2017	Q1 - 2018
B	staff time	Create media kit for event planners								
B	\$500	Develop a guide to the bronze statues along Main Street Mall - online								
RECREATION										
A	included	Develop template for flyers and post cards								
B	\$3,500/edition	Create a comprehensive quarterly program catalogue								
A	n/a	Convert program registration to an online platform								
B	included	Partner with the school district to send a monthly flyer home with kids (English and Spanish versions)								
A	staff time	Expand use of social media to include Twitter, Instagram, You Tube, and Flickr								
TRANSIT										
A	included	Re-design route map and schedule; expand distribution								
A	staff time	Re-designed web page								
A	included	Re-brand buses with new wrap design								
B	\$1000 design; \$100/sign	Leverage bus stop signage to communicate routes and connectivity								
PARKS, TRAILS AND OUTDOORS										
A	included	Re-designed trail map								
B	\$2,500	Plan grand opening for the final piece of the paved trail connection								
FLEET										
C	\$1,500	Create leave-behind material marketing fleet services								
C	staff time	Improve web presence with marketing focus								
C	staff time	Develop target list, and contacts for specific outreach/sales call								

ADVERTISING OPPORTUNITIES

MEDIA OUTLET	ABOUT OUTLET	OPPORTUNITY	COST	REACH	DISTRIBUTION
Adventure Guide - Vail-Beaver Creek Magazine	Magazine is published 3 times/year with a seasonal guide. Celebrates the lifestyle of the Vail Valley	Deliver recreational messages and a photo in guide	Small (50 words): \$600; Large (110 words): \$995	25,000 copies/issue	Vail Valley lodging, visitors centers, select local businesses, City Market racks. Direct mailed to 2,500 homeowners
Vail Lifestyle	Published 3 times/year to year-round residents, affluent second homeowners & destination guests	Place ad in magazine	Ad prices range from \$680 to \$2,470	66,000/year or 22,000/issue	550 locations throughout Vail Valley in high-traffic areas. Also in Denver and Metro Boulder areas.
Vail Daily	Daily printed news outlet in Eagle County	Place print ad or online ad	No prices available	15,000 daily circulation; 130,191 unique online users/month	Vail, Beaver Creek, Avon, Gypsum, Edwards and Eagle
Vail Daily Weekly	Once/week publication as an insert in the Vail Daily	Place print ad	No prices available	15,000 weekly circulation	Same as the Vail Daily
Beaver Creek Magazine	Published once/year and offers a snapshot of the resort in all seasons to reflect the area	Place ad in magazine	Only full page size available: \$2,365	30,000 copies	Available in BC hotels – in-room, lobby and newsstands
WhatToDo	Online resource with activities, coupons, events, lodging, etc. in the Vail Valley	List events online for free	No prices available	50,000 web users/month	Online resource
The Parents Handbook	Magazine for family activities in Vail, Beaver Creek and the Colorado High Country	Place ad	Ad prices range from \$875 to \$2,200	Print run of 17,000 copies for summer/fall	Lodging in Vail Valley, property w/real estate companies, info booths, family friendly locations
Best Deals and Coupons Book	Digest sized publication with 12 pages of coupons surrounded by 16 pages of ads	Place ad	Ad prices range from \$450 to \$1,500	Print run of 30,000 copies for summer/fall	No data available
Vail en Español Magazine	Vail magazine that focuses on delivering news, pop culture, etc. to the Spanish-speaking population	Place ad	No prices available	No data available	Eagle and Summit Counties, Vail Valley, cars traveling between Vail and Denver
104.7 The Mile - KKVM Vail	FM radio that plays a blend of Adult Album Alternative and Classic Hits	Have ad air or sponsor any radio segment	Spots range from \$5 to \$15/air	No data available	N/A
TV 8	Provides latest info on local events, businesses, weather, traffic and news pertaining to Vail Valley	Variety of advertising and sponsorship opportunities	No prices available	Available to 900,000 Comcast digital subscribers and streamed live online	N/A
Vail Board of Realtors	Professional trade association of over 600 licensed real estate agents and 100 affiliate members	Town of Avon as an affiliate member to access broadcast email system and send events to all members	\$200 per year	600 real estate agents; 100 other affiliate members	N/A
TV 5	Public access television for Vail, Avon, Beaver Creek, Minturn, Eagle Vail, Edwards, Wolcott and Cordillera	Underwriting	\$500 to \$1,000	No data available	N/A



APPENDIX

CITY OF FORT COLLINS SOCIAL MEDIA POLICY

6.13 Social Media Policy

The City of Fort Collins has established three organizational priorities: innovation, customer service, and sustainability. The purpose of this policy is to define how social media tools aid in accomplishing these goals. Further, this policy defines social media, establishes procedures to develop an overall social media presence, and outlines appropriate implementation of social media tools.

The City of Fort Collins aims to responsibly engage residents to learn about needs and concerns, contribute to relevant conversations, and promote City programs and services. In all City social media tools, the City will represent itself appropriately and consistently. To that end, Service Areas, Service Units, Departments, and programs must not create social media accounts themselves but must follow the provisions of this policy.

A. SCOPE

This policy applies to any pre-existing or proposed social media tools including but not limited to the tools below:

- > **Social Media Web Sites** – social media web sites focus on creating and fostering online social communities. Many sites offer different ways for users to interact such as instant messaging, blogging and commenting, online forums, status update, sharing of pictures and video, etc. Examples include Facebook and MySpace.
- > **Blog** – is a web site where a blog author posts information on specific topics. Readers can respond to the article by posting comments online.
- > **Microblogging** – Microblogging is a form of blogging that allows registered users to post short updates (140 characters or less). Examples include Twitter and Yammer.
- > **Discussion Forums** – a discussion forum is an online bulletin board that may also be referred to as a discussion group or board, a message board, or an online forum. On a forum, a registered user can post a message and receive responses to the message on the site.
- > **Photo and Video Sharing Web Sites** – these sites gives users a method and location to store their digital images and videos and share them with others.
- > **Wiki** – a wiki is a web site that allows visitors to add, remove, edit and change content with or without the need for registration depending on the settings. A wiki also allows for posting links to other web pages.
- > **Virtual Worlds** – virtual worlds are web sites and/or software that allow registered users to create a presence in a simulated community through the use of graphical identification tool known as an avatar. They can then use the avatar to interact with others in the online world.

B. GENERAL CONDITIONS

All use of City social media tools is to be consistently branded in order to communicate a clear association with the City and must contain a City-standard disclaimer. Branding should include, but is not limited to, the inclusion of the City logo and, where possible, the City's official web site colors. The naming and contact convention used for social media web tools should be City of Fort Collins specific and must not contain individual employee names. All approved social media tools will be linked with the City's official web site, fcgov.com.

All use of City social media tools must comply with the applicable laws, regulations, and policies, as well as proper business etiquette. Social media networks should not be used to disclose sensitive and/or confidential information without the prior express written approval of the City Manager/City Attorney. City social media tools may not be used to express personal views or concerns. City social media tools may not be used to promote recommendations or referral for friends/associates.

City social media use shall comply with the Terms of Service outlined by applicable social media networks and tools.

Communication through City social media tools shall not be considered Service Area Requests (SARS) but rather communication between City staff and the public similar to e-mail or a phone call.

C. AUTHORIZATION OF SOCIAL MEDIA ACCOUNTS

Departments will use City-wide social media tools and shall not create individual accounts or identities for specific programs, events, or departments unless:

- > The social media account pertains to a partnership program where the City is not the lead or coordinating entity.
- > There is a unique business need that requires autonomy.

Any department wishing to create, modify or remove a social media presence must initially submit a request to the Communications and Public Involvement Office. The Communications and Public Involvement Office will play an active role in the implementation and regulation of all social media initiatives regardless of whether or not they are initiated by a different department. The Communications and Public Involvement Office will report this information to the City Manager twice per year (June and December). Requests should include:

- > Purpose
- > Topic
- > Timeframe
- > Implementation/management plan including frequency of updates, staff assigned as moderators and content providers, etc.
- > Target audience

Further, any department engaging in social media is required to maintain timely and accurate information on fcgov.com and management of such tools should not interfere with the employee's primary job responsibilities.

D. RULES OF ENGAGEMENT

Upon approval from the Communication and Public Involvement Office, content providers of these tools should follow these guidelines:

- > **Be honest** – your honesty – or dishonesty – will be quickly noticed in social media. If you have a vested interest in something you are discussing, be the first to point it out. Clearly identify your role in the organization.
- > **Be judicious** – make sure your efforts to be transparent don't violate the City's confidentiality and legal guidelines. Ask permission to publish or report on conversations that are meant to be private or internal. All statements must be true and not misleading. Never comment on anything related to personnel or legal matters, litigation, or any parties the City is in litigation with. Also, be smart about protecting yourself and your personal privacy.
- > **Write what you know** – make sure you write and post about your areas of expertise.
- > **It's a conversation** – talk to your readers like you would talk to real people in professional situations. In other words, avoid overly pedantic or composed language. Don't be afraid to bring in your own personality and say what's on your mind.
- > **Add value** – communication through social media tools should be thought-provoking, educational, and help people better understand the topic at hand.

- > **Take responsibility** – you are responsible for what you post. Be mindful that what you publish will be public for a long time. If you make a mistake, admit it, correct it, and move on.
- > **Speak in the first person.**
- > **If it gives you pause, pause** – if you’re about to publish something that makes you even the slightest bit uncomfortable, don’t shrug it off and hit send. Take a minute to review these guidelines and try to figure out what’s bothering you, then fix it.
- > **Respect your audience** – don’t use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in the City of Fort Collins workplace.
- > **Don’t get into arguments** – social media tools are an outlet to communicate. Don’t let an opinionated statement pull you into an online argument for all to witness.

E. STANDARD DISCLAIMER

The City of Fort Collins makes use of social media to engage residents to learn about needs and concerns, contribute to relevant conversations, and promote City programs and services. Despite efforts to keep the City-provided information timely and accurate, users should be aware that the information available through this social media tool may not be timely, accurate, or complete. No communication to the City of Fort Collins through this social media shall be deemed to constitute legal or official notice for any purpose. Users are encouraged to consult with appropriate non-City professional advisors for advice concerning specific matters before making any decision, and the City of Fort Collins disclaims any responsibility or liability for positions taken by individuals or entities in their individual cases for any misstatement, misunderstanding and losses, directly or indirectly, on the part of the users.

The City of Fort Collins’ use of external social media tools is provided as a public service. The City of Fort Collins disclaims liability for ads, videos, promoted content or comments accessible from any external web page. The responsibility of external content or comments rests with the organizations or individuals providing them. Any inclusion of external content or comments on external social media web sites does not imply endorsement by the City of Fort Collins. The City of Fort Collins reserves the right and may choose to reprint comments/materials placed on the social media web sites to other media, such as by providing comments/materials to City staff or City Council in private or public settings.

We reserve the right and will remove comments/materials from City social media tools when those comments/materials, in the City’s sole discretion, are:

- > Potentially libelous
- > Obscene or sexually explicit
- > Hateful or mean-spirited
- > Personal attacks, insults, profane, name-calling, or threatening
- > Plagiarized material or material that potentially violates intellectual property rights
- > Private, personal information published without consent
- > Commercial promotions or spam
- > Off topic or that link to material that is off topic
- > Embedded images from external sources
- > Violate any law or promote the violation of any law
- > Encourage or constitute prohibited discriminatory or harassing conduct
- > Made by a person masquerading as someone else

Additionally, the City reserves the right to terminate a person’s ability to post comments/materials or otherwise participate in the City’s social media tools when the person has repeatedly posted any of the above listed inappropriate comments/materials.

F. RETENTION AND DOCUMENTATION

Please see the City of Fort Collins General Records Retention Schedule for retention guidelines.

G. EMPLOYEE USE

Please see the City of Fort Collins Personnel Policy for details regarding employee use of social media.

H. EXCEPTIONS/CHANGES

This policy supersedes all previous policies covering the same or similar topics. Any exception to this policy may be granted only by the City Manager. This policy may be reviewed and changed at any time.