

Town of Eagle



5 Year Strategic Plan



Envisioning Futures
Custom Solutions
Beyond the Drawing Board

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Document Purpose

This slide deck serves as the Town of Eagle's integrated strategic plan deliverable, bringing together the core outputs developed through the GPS-facilitated planning process.

This work was initiated following the election of new Council members and the close of the Town's prior five-year strategy. The intent was to help Council and staff establish a focused set of priorities for the next five years, align around what success looks like, and define practical action plans that support clear implementation.

The deck houses four connected deliverables:

- **Strategy Map:** The Town's strategic priorities and desired outcomes
- **Roadmap:** The sequencing and timing of major initiatives
- **Initiative Implementation Plans:** The action-level detail needed to get priority initiatives off to a strong start.
- **Accountability Framework:** The cadence and structure for monitoring progress, reporting updates, and revisiting priorities over time



Town of Eagle Strategy Map



Building the Strategic Foundation

- On day 1 of the retreat, the Town refined its mission, vision, and values to better reflect Eagle's identity, direction, and aspirations.
- This refreshed foundation now serves as the guidepost for the Town's strategic objectives and the initiatives that will advance them.
- The outcome of this early work is the **Town of Eagle Strategy Map**, a one page view of the strategy that connects the Town's purpose, priorities, and projects in a clear and actionable way.

Footnote

Mission defines the Town's purpose today.

Vision describes the future it seeks to create.

Values define the principles that guide decisions, behavior, and service delivery.



Town of Eagle - Strategy Map



Values

- **Stewardship** - *Caring for our resources, places, and future.*
- **Collaboration** - *Working together inclusively and in service of each other.*
- **Adventure** - *Embracing possibility, action, and the mountain spirit.*
- **Legacy** - *Honoring our roots while building for generations to come.*
- **Efficiency** – *Delivering fiscally responsible results with focus and clarity.*



Roadmap and Implementation Plans



From Strategic Direction to Strategic Action

On day 2 of the retreat, Council shifted from strategic direction to strategic action, brainstorming and prioritizing the initiatives most critical to advancing the Town's aspirations.

Through this work, the four strategic objective areas took shape:

- Invest in Economic Development
- Enable Community Vitality
- Maintain and Modernize Critical Infrastructure
- Improve Town Operations

Following prioritization, Council worked in teams to develop implementation plans for each of the 20 priority initiatives, translating strategic intent into early action steps, ownership, and timing considerations.

The outputs of day 2 are captured in the **Strategy Roadmap** and **Initiative Implementation Plans** that follow, providing a practical bridge from the Town's strategy map to execution.



Invest in Economic Development

Implementation Plans



Determine Solution to Increase Density in the Downtown Core

| Objective & Action | Owner | ETA |
|---|---|----------|
| Staff and Planning & Zoning will review and propose revision of OTR density and acre cap requirements. | Community Development and Planning & Zoning | Q1 2027* |
| Staff and Planning & Zoning revise CMU-1, Broadway, and OTR zoning standards, including setbacks, height, step-backs, and lot coverage. | Community Development and Planning & Zoning | Q2 2027 |
| Staff assess the feasibility of reducing minimum parking requirements in the CMU-1, Broadway, and OTR zones. | Community Development and Planning & Zoning | Q3 2027 |
| Planning & Zoning recommends ordinances to implement parking requirement reforms. | Planning & Zoning Committee | Q4 2027 |

** Staff aim to begin this process in early 2027 which coincides with the Tyler Technology implementation. The Tyler Technology implementation will be top priority. Code amendments may be shifted to ensure the Tyler launch is successful.*



Incentivize Commercial Property Activation

| Objective & Action | Owner | ETA |
|--|---|---------|
| DDA prioritizes grants for vacant commercial spaces. | DDA | Q4 2026 |
| Staff recommend commercial occupancy incentives or vacancy strategies to Town Council. | Economic Development & Finance | Q2 2027 |
| Staff and Planning & Zoning draft more specific criteria for commercial utilization. | Community Development and Planning & Zoning | Q3 2027 |
| Identify existing Town policy barriers to commercial reactivation. | DDA & Economic Development | Q3 2027 |
| Increase code enforcement related to commercial vacancies. | Building Official & Police Department | Q4 2027 |



Explore Tap Fee Structure & Incentives

| Objective & Action | Owner | ETA |
|--|--|-----------|
| Explore how similar jurisdictions have structured this approach. | Town Manager, Finance & Public Works | Q4 2026 |
| Staff recommend a proposed model to Town Council. | Finance & Public Works | Q1 2027 |
| Draft the ordinance and fee schedule. | Finance & Legal | Q2 2027 |
| Conduct public outreach on the new structure. | Communications & Marketing | Q2/3 2027 |



Create Community Housing Solutions & Incentives

| Objective & Action | Owner | ETA |
|--|--|---------|
| Explore a voluntary 2% RETA on all sales, including first sales, of new residential for-sale development in exchange for a reduction in LERP requirements. Feasibility and appropriate RETA reductions to LERP requirements can be determined through a pro forma process to ensure future housing outcomes are still being met. | Finance, Community Development & Housing | Q2 2027 |
| Evaluate opportunities to subsidize LERP price-capped units through reduced parking requirements, lower tap fees, and reduced impact fees tied to the price-capped units. | Finance, Community Development & Housing | Q4 2027 |
| Establish policies to support LERP price-capped subsidies. | Housing, Town Manager | Q1 2028 |



Market the Town Broadband (Thor Line)

| Objective & Action | Owner | ETA |
|--|---------------------------|--------------------|
| Develop 1-to-3-year plan to recruit new customers. | IT | Q4 2026 |
| Establish business incentives for new businesses or businesses moving to the downtown cores. | IT & Economic Development | Q4 2026 |
| Update the fee schedule as needed. | Finance & IT | Q4 2026 |
| Market the service to prospective businesses and residential customers. | Communications | Q4 2026 |
| Track installations and profitability. | Finance & IT | Q 3 2026 (ongoing) |



Enable Community Vitality

Implementation Plans



Establish a Community / Civic Brand

| Objective & Action | Owner | ETA |
|--|---|----------|
| Develop a civic brand initiative map and include in the 2027 budget. | Town Manager | Q4 2026 |
| Engage with community stakeholder groups including the EVC, MEAC, DDA, Chamber and others to assign roles and expectations for the initiative. | Town Manger, Marketing & Events, Economic Development | Q1 2027 |
| Begin community engagement series on establishing the brand. | Town Manger, Marketing & Events, Economic Development & Communications | Q3 2027 |
| Propose, review and revise the civic brand with the community. Finalize and prepare for launch the following year. | Town Manger, Marketing & Events, Economic Development & Communications | Q 4 2027 |



Expand Affordable Housing for Residents

| Objective & Action | Owner | ETA |
|--|----------------------------|---------|
| Establish a dedicated housing fund, if needed. | Finance & Housing | Q1 2027 |
| Explore dedicated revenue sources, including 50% of RETA from Haymeadow and Red Mountain Ranch. Also explore General Fund transfers, similar to Open Space, and land banking. | Finance, Housing & Council | Q2 2027 |
| Once funding is secured, partner with community organizations on housing assistance programs in exchange for price-capped deed restricted units, including mortgage buy-downs. | Housing | Q4 2027 |
| Explore appropriate resident occupancy and price-capped ratios / percentages along with exemption requirements within the LERP guidelines to ensure future housing needs are being met; update Title 4 of the LUDC and LERP Guidelines as necessary. | Town Manager | Q1 2028 |
| Collaborate with HOAs to amend PUDs to allow ADUs as a use by right. | Town Attorney | Q2 2028 |

Revise Eagle River Corridor Plan

| Objective & Action | Owner | ETA |
|---|---|---------|
| Identify partners and contacts for the fairgrounds, Eagle County, private property owners and community partners. | Town Manager | Q1 2028 |
| Review the existing plan for feasibility under current conditions. | DDA, Public Works & Community Development | Q2 2028 |
| Engage a consultant to assist with the plan revision, as needed. | Town Manager, Community Development | Q2 2028 |
| Conduct public engagement to inform a new vision. Include CPW and BLM as constituents. | Community Development | Q3 2028 |
| Draft an updated plan with County, partner and landowner input. | Community Development | Q3 2028 |
| Adopt the updated plan through Town Council. | Council | Q4 2028 |



Establish Event Cost Recovery & Staffing Support

| Objective & Action | Owner | ETA |
|---|--|---------|
| Identify potential events and the Town support required. | Events | Q3 2026 |
| Estimate required staff support hours by role. | Events, Public Works & Police Department | Q3 2026 |
| Establish a budget for Town event support. | Events, Finance & Council | Q4 2026 |
| Invoice event organizers and collect reimbursement for additional events outside of budgeted support. | Finance & Events | 2027 + |



Advance Downtown Lodging Development

| Objective & Action | Owner | ETA |
|---|---|---------|
| Identify appropriate parcels for downtown lodging development. | DDA & Economic Development | Q1 2029 |
| Evaluate ideal development scenarios for the identified parcels. | Economic Development, Public Works, Community Development & DDA | Q2 2029 |
| Update Chapter 4 and the LUDC to enable lodging development. | Community Development | Q4 2029 |
| Engage lodging developers to recruit a development partner. (Refer to Canon City model) | Economic Development | 2030 + |



Maintain & Modernize Critical Infrastructure

Implementation Plans



Plan and Phase Grand Avenue Improvements

| Objective & Action | Owner | ETA |
|--|-----------------------------|---------|
| Evaluate closing 2nd Street to create a pedestrian and / or creative district. Hold conversations with business owners to determine outcomes and participation in successful activation of the site. | DDA | Q4 2026 |
| Negotiate the Brush Creek right of way. | Town Manager & Public Works | Q1 2027 |
| Hire a funding strategy consultant to estimate costs, and assess feasibility for the Grand Ave. project. | Town Manager & Public Works | Q2 2027 |
| Evaluate and right-size the Grand Ave. scope of work based on the funding strategy. | Public Works | Q4 2027 |
| Complete Phase 1 of Grand Ave. construction. | Public Works | Q1 2029 |



Strengthen Infrastructure Grant Strategy

| Objective & Action | Owner | ETA |
|--|--|---------|
| Evaluate the effectiveness of the current grant writer beyond transportation focused grants. | Assistant Town Manager, Finance & Public Works | Q1 2027 |
| Issue an RFP for comprehensive grant writing support, including consideration of long-term sustainability strategies, as needed. | Assistant Town Manager & Finance | Q2 2027 |
| Prioritize grant eligible projects and develop a Town grant strategy. | Assistant Town Manager & Finance | Q4 2027 |



Plan Facility Renewal & Infrastructure Funding

| Objective & Action | Owner | ETA |
|---|--|---------------------------|
| Build funding for this effort into the 2027 budget. Consider Phase 3 of EPC to plan for modernization of certain community infrastructure elements. | Town Manager & Finance | Q3/Q4 2026 |
| Issue an RFP for consultant support to develop a facility maintenance plan. | Public Works & Community Development | Q1 2027 |
| Begin maintenance planning and budgeting for current facilities. | Public Works & Finance | Q2 2027 |
| Develop the facilities plan, bring it to Council, and determine the next steps for a needs assessment. | Public Works | Q4 2027 |
| Evaluate Ballot Initiative for Infrastructure Funding | | |
| Initiate a capital study to evaluate a potential ballot measure for infrastructure modernization. | Town Manager, Sustainability & Finance | <i>Needs Confirmation</i> |
| Identify 1 to 2 specific infrastructure investments for potential funding. | Public Works & Finance | <i>Needs Confirmation</i> |
| Conduct stakeholder engagement on the proposed funding approach. | Town Manager, Assistant Town Manager, Communications | <i>Needs Confirmation</i> |
| Conduct public polling. | Town Manager | <i>Needs Confirmation</i> |
| Engage bond counsel, Council, and financial analyst. | Finance | <i>Needs Confirmation</i> |



Advance First & Last Mile Transportation Options

| Objective & Action | Owner | ETA |
|---|---|---|
| Gather local market data on successful transportation approaches. | Sustainability | Q4 2026 |
| Reach out to peer towns to understand their models and lessons learned. | Sustainability | Q1 2027 |
| Host presentations with Town Council and working sessions with the community on vendor and service options and locations to address first and last mile transportation needs. | Sustainability | Q3 2027 |
| Launch selected transportation solutions. | Sustainability, Public Works, Community Development, Communications | Q1 2028 (rides beginning in Spring 2028) |



Expand Waste Diversion & Recycling Requirements

| Objective & Action | Owner | ETA |
|--|------------------------|---------|
| Build a complete understanding of State producer responsibility requirements and refund program. | Sustainability | Q4 2026 |
| Meet with the Town of Avon and Town of Vail to understand their requirements and approaches. | Sustainability | Q1 2027 |
| Draft Town-wide recycling requirements for HOAs, multifamily housing, and commercial properties. | Sustainability & Legal | Q2 2027 |
| Research requirements and options for multifamily housing composting. | Sustainability | Q1 2028 |



Assess Public Safety Infrastructure

| Objective & Action | Owner | ETA |
|---|---|------------|
| Build funding for additional facility and department growth planning into the 2028 budget. | Town Manager, Police Department & Finance | Q3/Q4 2027 |
| Assess the feasibility of investing in public safety infrastructure following budget review and update facility needs assessment accordingly. | Town Manager, Police Department & Finance | Q1 2028 |



Improve Town Operations

Implementation Plans



Assess Incentives for Full-Time Residential Occupancy

| Objective & Action | Owner | ETA |
|--|---------------------------------------|---------|
| Join CAST. (Budget membership in 2027) | Council & Town Manager | Q1 2027 |
| Engage State representatives on potential State support for vacancy solutions. | Council | Q1 2027 |
| Conduct a review of residential vacancy solutions, including where they have and have not been successful. | Town Manager, Town Attorney & Housing | Q2 2027 |
| Evaluate whether an RHA could serve as a vehicle for vacancy solutions. | Town Manager & Housing | Q2 2027 |
| Assess legal feasibility, including constitutional, equal protection, taxation authority, and uniformity issues. | Town Attorney | Q3 2027 |
| Issue an RFP for consultant support related to a potential ballot question. | Town Manager & Housing | Q4 2027 |



Evaluate Street and Frontage Impact Funding

| Objective & Action | Owner | ETA |
|---|------------------------------|---------|
| Explore funding options and General Improvement District structures. | Town Attorney & Public Works | Q1 2028 |
| Conduct a nexus study on comparable policies and options, potentially as part of the facility needs assessment. | Public Works & Finance | Q2 2028 |
| Establish the necessary districts or policy to implement a funding strategy. | Town Manager & Town Attorney | 2029 |
| Adopt new funding strategies or fee schedules as needed. | Town Council | 2029 |



Refocus Annual Budgeting on Strategic Plan Priorities

| Objective & Action | Owner | ETA |
|--|------------------------|---------|
| Revise budget documents and tracking tools. | Finance | Q3 2026 |
| Work with staff evaluate budgeting approaches and refocus resources on desired outcomes for each year. | Finance & Town Manager | Q3 2026 |
| Establish an annual cycle for setting priorities for the next budget. | Finance | Q4 2026 |
| Hold a budget work session before staff begin developing their budget workbooks in subsequent years. | Finance & Council | Q2 2027 |



Resource TylerTech and Process Improvement Implementation

| Objective & Action | Owner | ETA |
|---|--|---------|
| Use DOLA funding to add staff capacity for system migration and workflow setup. | Community Development, IT, & Consultant | Q4 2026 |
| Evaluate current processes and eliminate unnecessary steps before implementation. | Community Development, Public Works, Finance, Housing & IT | Q1 2027 |
| Create workflows, automations, and AI-enabled tools. | Community Development, Public Works & IT | Q2 2027 |
| Go live with the new system and processes. | Community Development, Public Works, Housing, Finance & IT | Q4 2027 |



Build and Implement an Employee Retention Strategy

| Objective & Action | Owner | ETA |
|---|-----------------------|--------------------|
| Conduct an employee satisfaction survey and identify key retention needs. | Town Manager & HR | Q4 2026 |
| Establish outcomes and tangible KPIs to track the success of the retention strategy. | Town Manager & HR | Q1 2027 |
| Evaluate pay and benefits ahead of the 2027 or 2028 budget cycle. | HR & Department Leads | Q3 2026 Q2 2027 |
| Explore internship and partnership opportunities to strengthen the talent pipeline. | HR | Q2 2027 |
| Build appropriate pay and benefit adjustments into the 2028 budget cycle. | Town Manager & HR | Q3 2027 |
| Promote pay, culture, and benefits to potential recruits, and evaluate where contract roles could be converted to non-contract positions. | HR & Marketing | Q1 2028 |



Accountability Framework



Town of Eagle Strategic Plan Accountability Framework

At the close of the retreat, Council developed a strategic plan accountability framework to support disciplined implementation and sustained alignment. The framework defines how progress will be monitored, how updates will flow to Council, and when the Town will formally revisit priorities, resource needs, and opportunities to pivot.

Monthly

- Project teams meet monthly to review progress, remove barriers, and confirm next steps.
- Town Manager debriefs with teams to maintain alignment, accountability, and implementation momentum.

Quarterly

- Staff provide quarterly written updates to Council through the existing reporting structure.
- Updates use a stoplight format to show status, progress, risks, and any Council support needed.

Annually

- Council and staff hold an annual work session to assess progress, revisit priorities, and identify pivots.
- First check-in occurs in January 2027.
- Future sessions move to late Q1 or early Q2 to inform budget decisions.
- Beginning in 2028, this becomes a one-day March or April retreat.

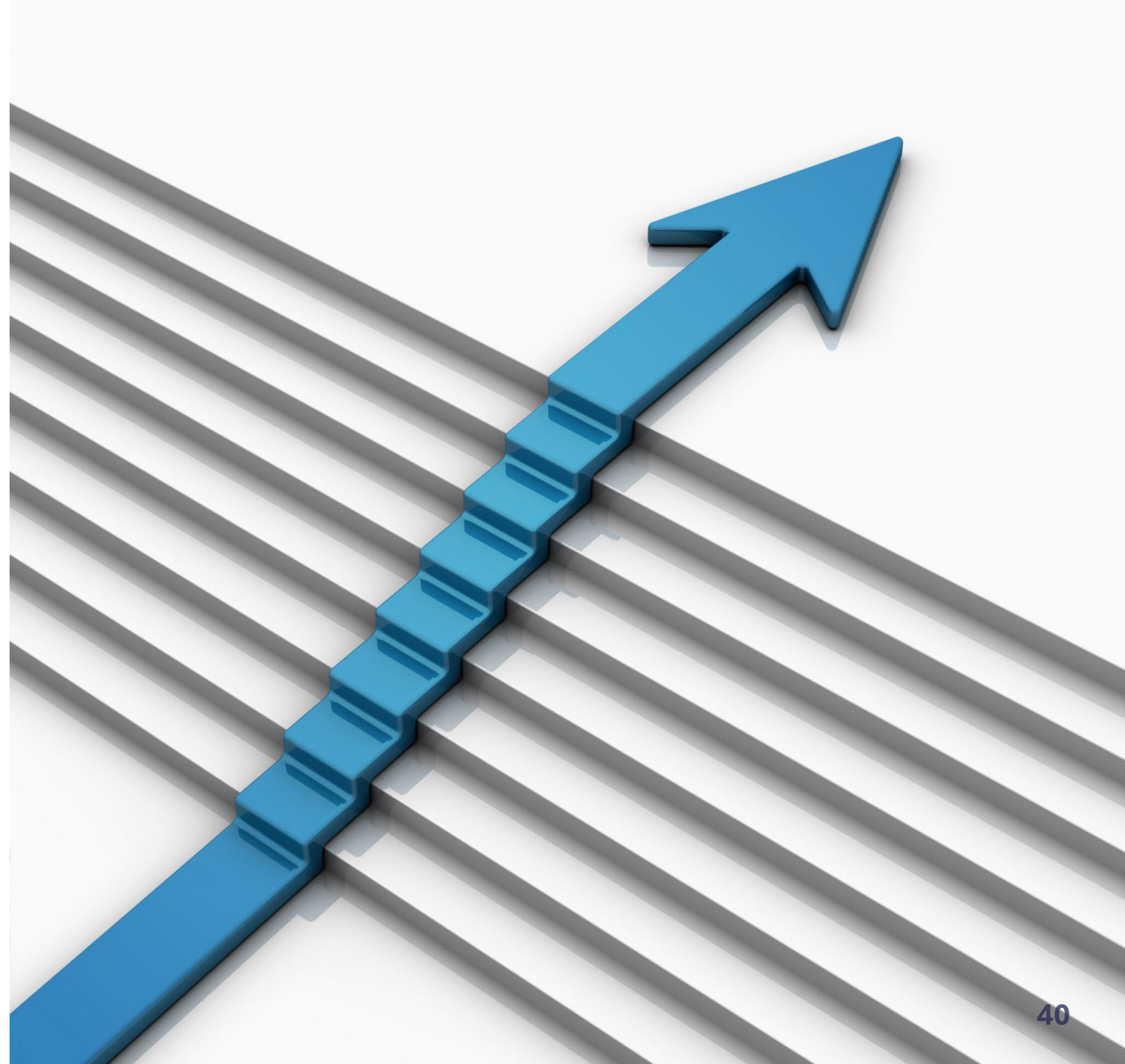


Next Steps



Next Steps

- **May 26 - Review with Council -** Confirm final priorities, language, and direction.
- **Develop SMART goals -** Define/refine specific outcomes and measures for each initiative.
- **Socialize with staff -** Share the “why,” priorities, and how staff will contribute.
- **Begin implementation -** Launch priority initiatives and manage progress through the accountability framework.



Thank you!

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Appendix



Parking Lot – Ideas for Initiatives that Were Not Prioritized

Branding/Communications

- *Engage the community to support defining ToEs brand (1 vote)*
- *“Give a darn” (6 votes)*
- Communicate infrastructure needs to public as Capitol St. finishes

Budgeting

- *Cut unnecessary spending (1 vote)*

Infrastructure

- *Street/sidewalk pavement project (2 votes)*
- Explore building a new grocery store

Transportation

- In Town circulator
- Micro-transit solutions

Housing

- Consider participation in Regional Housing Authority

Workforce Housing

- *Expand current path to ownership programs (4 votes)*
- *Determine workforce housing unit need (3 votes)*
- Explore PPPs for workforce housing
- Invest in non-town owned properties
- Partner on grant opportunities
- Housing ombudsperson

Committees

- *Address overlapping/redundant committees – EVC and MEAC (2 votes)*

Lean/QI

- Create a Lean program for town operations

IT

- Invest in cleaning up our Data/IT infrastructure



Parking Lot – Ideas for Initiatives that Were Not Prioritized

Sustainability

- *Responsible land management – Xeric scaping, eliminating toxins from open spaces, ground water monitors (3 votes)*
- *All electronic building code policy (1 vote)*
- Internal decarbonization
- Explore ROI of geothermal energy

Recreation & Tourism

- *Capitalize on trail system (1 vote)*
- *Align events with anticipated increased of visitors to the area– hunting season, anglers, off-road vehicle enthusiasts (1 vote)*
- More events to the River Park

Economic Development

- *Establish a creative arts district (3 votes)*
- *Split CMU zone district (3 votes)*



Recent Changes Shaping Eagle's Future

- **Expanded Scope:** Home Rule Charter allowed Town to broaden its service obligations including broadband, open space, and sustainability programming.
- **Regulatory Burden:** State mandates (SB 215, HB 1250, wildfire resiliency codes) have added unfunded compliance workloads across Public Safety and Community Development.
- **Land Use Reform:** New Land Use Development Code (“Recode”) adopted — a positive step, but requires refinement. Permitting processes remains slow and developer-unfriendly, leading to lost business to neighboring communities.
- **Fiscal Slowdown:** Budget revenue growth is now running at ~5%, down from 15% in prior periods, increasing structural fiscal pressure across all departments.
- **New Leadership Alignment:** New council elected in 2025 with greater alignment on infill development and economic vitality priorities, signaling a more cohesive strategic direction.
- **Service Complexity:** Growing demand for services while revenue growth has plateaued.



What's Working — Strengths Across All Sources

Community & Place

- **Sense of place:** Eagle's small-town character, mountain culture, historic buildings, and old town identity are irreplaceable assets cited by nearly every participant
- **Outdoor recreation:** World-class trail systems, Eagle River, Sylvan Lake, mountain bike network, Brush Creek sports complex, and the 40-acre rec campus (pool/ice rink) define Eagle's appeal
- **Community events:** Thursday Night Music, Xmas on Broadway, Rodeo Rink, Mushroom Festival, block party, and Flight Days are community anchors with strong attendance
- **Family-oriented:** Bikeable safe routes to schools, low vacancy rate, few STRs, and a community of mainly year-round local residents
- **Recreation campus:** 40-acre rec campus with pool and ice rink; Eagle County fairgrounds; greenway system; airport proximity
- **Major employers:** Eagle County School District, Eagle County Government, and Vail Health provide economic stability and anchor the local workforce



Organization & Leadership

- **Staff quality:** 'We're good at hiring excellent staff. Our people are our best asset' — expertise, positive team culture, and empowered decision-making cited repeatedly
- **New leadership alignment:** New pro-responsible growth Town Council, new Town Manager, and new Community Development Director seen as a promising reset
- **Collaborative culture:** Flat leadership model; collaborative council-staff relationships; staff deeply invested in community outcomes
- **Advisory committees:** EVC, DDA, OSRAC, MEAC and P&Z provide deep community expertise and serve as bridges between community and Town Hall
- **Partnerships:** Strong interagency and regional partnerships; nonprofit collaborations; robust grant-writing track record
- **Training commitment:** Emphasis on continuing education, leadership development, and professional growth consistently protected even in tight budget seasons

What's Getting in the Way — Challenges Across All

Operations & Process

- **Permitting challenges:** The development and permitting process is the single most cited obstacle — slow, siloed, unpredictable, with no clear 'path to yes.' Need more coordination between ComDev, PW, and Building Dept.
- **Technology gaps:** Lack of land use permitting software creates inefficiency; online forms outdated; technology seen as a cost center rather than value-add
- **Communication silos:** Departments seem to operate in silos; no central resource-sharing platform; information flow breaks down between staff levels and across teams
- **Competing priorities:** Workplans routinely disrupted with new work by Q2; state mandates compete with core work; priorities 'seem to change on a whim'
- **Recode needs refinement:** 2023 Land Use Code adapted from front-range suburban models; density standards, tap fees and building separation need Eagle-specific fixes
- **Vision creep:** Without clear strategic pillars, leadership energy fragments; new capital projects created without maintenance funding plans



People, Housing & Fiscal

- **Staff retention:** Cannot compete financially with Vail, Avon, Sheriff, and State Patrol; exiting staff say they cannot afford to live here; housing insecurity across departments
- **Broadway vacancy:** Downtown storefronts sitting empty for years; absentee owners; high business turnover; no walkable vibrancy; railroad access challenges
- **Limited budget:** 'The bank account doesn't support the dream'; budget cuts and staff cuts for 2026; limited reliable/continuous revenue sources
- **Deferred maintenance:** PW deferring ~\$600K in maintenance; roads, water pipes, and police equipment past replacement cycles
- **PD facility needs:** Police Dept. space significantly undersized for industry standard; no funded facility plan
- **High cost of entry:** Water tap fees ~8x actual cost; upfront business costs unsustainable; impact fees mandated at permit rather than actual impact

What's Getting in the Way — Challenges Across All Sources

Council/Leadership

- **Permitting is the top concern:** Long process times; siloed depts.; need "path-to-yes" culture
- **Staffing gap:** Eagle PD; Building Official, ComDev Director, and street tech positions chronically vacant due to housing/pay
- **Budget plateau:** Revenue growth slowed from ~15% to ~5%; payroll and insurance costs rising faster
- **Land use code:** Recode adapted from front-range suburban models; density standards, tap fees, and building separation need Eagle-specific fixes
- **Grand Avenue gap:** 'Grand is not happening' without enormous federal grant; ~\$65M project with no viable local funding path

Staff

- **Vision creep:** conflicting values (growth vs. small town); aversion to change; 'attitude of being Good Enough' dominate over creative solutions
- **Prioritization lacking:** priorities 'seem to change on a whim'
- **Staff retention/ Turnover rate:** cannot compete \$ with other valley municipalities; exiting staff say they cannot afford to live here; line level staff and middle management is a revolving door; budget cuts and staff cuts for 2026
- **Communication:** between departments; no central resource-sharing space; flow breaks down between staff levels
- **Technology:** seen as cost center not value-add; lack of land use permitting software; online forms outdated
- **Limited budget:** and limited reliable revenue; 'the bank account doesn't support the dream'
- **New capital projects:** created without maintenance funding plans; building new infrastructure without operational budget

Stakeholders

- **Broadway is 'dead':** absentee owners, business turnover, no walkable vibrancy; railroad access challenges
- **Permitting:** need culture of 'Get to Yes'; bogged down in box-checking; need faster and true customer service with private sector
- **Housing affordability:** rising non-local/investment ownership; LERP AMI too low; water tap fees 8x actual cost
- **Low tax dollars:** constrain all ambitions; not enough sales-tax-generating entities in town
- **Old culture:** losing key staff if it doesn't improve; referendum vote against approved development scares off outside investment
- **No unique identity:** to differentiate; lack of parking; small not vibrant walkable downtown
- **Sustainability:** commitment worthy but can work against workforce housing and much-needed development
- **Initial cost of entry** for businesses often unsustainable — 'need to let capitalism lead and not fees'



Where We Might Invest- Opportunities Across All Sources

Economic & Downtown Vitality

- **Permitting reform:** Streamline ComDev with TylerTech (launching 2027), process redesign, pre-application roundtables, and a 'path to yes' culture — the highest-leverage near-term action
- **Infill downtown core:** Grow within existing infrastructure footprint; Broadway step-back variance; infill creates sales tax, housing, and vibrancy
- **10-acre Broadway-River parcel:** 10 acres between Broadway and River Park can become a world-class event center for arts, music, and events that bring people to Eagle
- **Sports tourism:** Sports tourism as a sales tax driver; Eagle's outdoor assets can attract regional destination visitors, running/biking races, and signature events
- **Small business ecosystem:** Reduce upfront costs/fees; Business Advancement Program expanding; DDA grants; Eagle Rising grassroots business network gaining momentum
- **East Eagle development:** East Eagle for sports complex, rec campus, or workforce housing — Eagle's best opportunity to compete with Gypsum; water tank at 25% design


Housing, Infrastructure & Partnerships

- **Workforce housing:** West Eagle county-owned land identified; vacancy solution discussion underway; LERP/deed-restriction programs need scaling; Miller Ranch 2.0 partnership potential
- **Regional transit:** CoreTransit expansion to include more Eagle stops (and potentially Gypsum); Eagle as future regional transit center location
- **Broadband asset:** Municipal broadband generating steady installs; internal loan policy (Water-to-Broadband) is a creative financing model worth replicating
- **Placer.ai & data:** Full deployment of Placer.ai mobility data: quarterly reports to Council, sales tax correlation by district, marketing/branding support
- **Climate & sustainability ROI:** Shift from aspirational mandates to highest-ROI sustainability actions: solar expansion, composting, heat pumps, efficiency upgrades
- **Priority-based budgeting:** Align budget with values rather than equal cuts across departments; staff strongly want a priority-based framework going into each budget cycle



Where We Might Invest- Opportunities Across All Sources

Council/Leadership

- **TylerTech rollout:** Agreement signed; 18-month implementation through 2027 will transform permitting, planning, and building
- **Broadway-River connection:** Connect Broadway to Eagle River; 10-acre parcel as world-class event center; hotel/restaurant center of gravity on river
- **East Eagle:** Sports complex, rec campus, or workforce housing on East Eagle site — Eagle's only opportunity to compete with Gypsum
- **Infill downtown:** Existing infrastructure; council aligned; Broadway step-back removal approved — 'a major breakthrough' for downtown vitality
- **Workforce housing tools:** West Eagle county land; LERP/deed restriction scaling; vacancy solution; CAHA/RHA regional partnership; Miller Ranch 2.0
- **Outdoor economy:** Sports tourism; signature outdoor events; trail destination marketing;  Sullivan State Park leverage; EGE airport growth

Staff

- **Priority-based budgeting:** Align funding with values, not equal cuts across departments — have a priority-based guide going into budget
- **Cross-dept. collaboration:** Streets + Water/WW, IT + Water/WW, Town Hall + PW
- **Stop-doing analysis:** 'more staff and more funding is not always the answer'
- **Technology & process:** Admin process improvements; LUDC Chapters 4.17 and 4.09 need major updates; lean into tech to modernize
- **Economic partnerships:** Town partnership programs: tax/rent support, permitting support to drive economic growth
- **Community survey:** Survey residents; broaden engagement beyond 'gov-adjacent' groups (HOAs, churches, outside DDA)
- **Communications:** Multi-lingual communications plan (English, Spanish, ASL); improve wayfinding; continued branding focus
- **Grand Avenue support:** Champion Grand Avenue through all phases; ensure roles between citizens, staff, and council

Stakeholders

- **Recreational & event center:** River Park (surfing, concerts, food trucks), running/biking races, sports tourism, Rodeo Rink stays
- **10-acre Broadway-River parcel:** 10 acres Broadway and River Park: potential world-class center for arts, music, and events
- **East & West Eagle:** East Eagle for sports complex or rec campus (not just housing); West Eagle county-owned land for workforce housing — revisit with new Council and TM
- **Downtown infill & redevelopment:** Eagle's core for walkable vibrant downtown; connect river to town; activate parks for events
- **Placer.ai & sales tax goal:** Full Placer.ai deployment: ST correlation by district; set aggressive 10%/year ST growth goal
- **Regional partnerships:** Mountain Recreation partnership (40-acre rec campus, EC Fairground); Vail Health/VVF on Miller Ranch
- **Trust = success:** Build trust public sector & private sector — actual partnerships (developer building workforce housing) or relationships

What Could Go Wrong — Risks Across All Sources

Fiscal & Competitive Risks

- **Gypsum sales tax threat:** Gypsum's new interchange, potential grocery store, and growing commercial base pose an existential threat to Eagle's sales tax base — estimated ~\$1M annual exposure
- **Revenue concentration:** Over-reliance on a small number of retail anchors; limited reliable/continuous revenue sources; revenue growth slowed from ~15% to ~5%
- **Federal funding exposure:** Grand Avenue (~\$65M), wildfire resiliency codes, SB 215/HB 1250 all carry unfunded compliance costs; current environment adds uncertainty
- **Deferred maintenance tipping point:** PW deferring ~\$600K/year; roads, water pipes, police equipment, and PD facility—compounding costs and liability
- **Policy unintended consequences:** Tobacco ban cost ~\$300K/year; fire codes expensive to implement; sustainability mandates can work against workforce housing investment
- **Tourism/resort volatility:** Vail cut \$5M after a bad ski season; resort-adjacent economies create sales tax cyclicalities Eagle doesn't fully control



Organizational & Environmental Risks

- **Talent loss:** experienced officers, building officials, ComDev staff, and engineers gone to higher-paying agencies, degrades service delivery and institutional knowledge
- **Wildfire & climate:** Long-term aridification, WUI regulations, and fire code requirements adding real costs; wildfire risk to community safety, property, and infrastructure
- **Vision drift:** Without 3–5 clear strategic pillars, priorities fragment; 'indecision' and NIMBY voices can delay meaningful progress for years
- **Council-staff cohesion:** keeping up strategic momentum and staff morale
- **Culture erosion:** If compensation, facilities, and workloads remain stagnant, the collaborative culture cited as Eagle's top strength will erode
- **Referendum risk:** A referendum vote against an approved land use development 'scares off outside funding' — risk aversion and political exposure

Proposed Success Measures — Themes Across All Sources

Economic Vitality

- Sales tax revenue growing avg. 10%/year
- % commercial space occupied on Broadway 8+ months/year
- # new businesses opened vs. closed annually
- Permitting turnaround time (application to decision)
- Building permit & inspection response times
- Opening in Gypsum = missed Eagle opportunity

Public Safety & Infrastructure

- Officer retention rate; overtime reliance trend
- PD facility plan milestones and funding progress
- CACP accreditation status maintained
- Capital improvement projects finished on time & on budget
- Deferred maintenance backlog reduction
- Water rates kept competitive to nearby entities



Housing & Workforce

- # deed-restricted/workforce units added
- Residential vacancy rate trend
- % of staff able to live within 30 miles of Eagle
- Local workforce lives AND works in Eagle (Placer.ai data)
- Employee attrition rates vs. other valley municipalities
- 100 full-time jobs created

Community & Org. Health

- Citizen satisfaction survey — community approval of services
- Community engagement: volunteer numbers and hours
- Employee satisfaction & culture survey results annually
- Parks/trails usage; event attendance and participation
- SMART goals: clear, actionable, time-bound plans
- Reduction in business turnover/closings