
ABOUT THE TOWN OF EAGLE

The Community - Located on the western slope of the Rockies, halfway between Denver and Grand Junction, the Town of Eagle (pop. Approximately 6,600) is one of Colorado's best kept secrets. Eagle offers access to epic mountain biking, trail running and hiking, golf, kayaking, snowmobiling, hunting, and gold-medal fly fishing. In addition to a variety of public parks, there are over 1,000 acres of town owned public open space. The Town has a sustained commitment to facilitate and provide quality of life improvements for its residents. Located a short drive from Vail and Beaver Creek, residents also enjoy world-class amenities provided by these resorts. The Eagle County Regional Airport is located just five miles west of Town and serves both commercial and private aviation. Eagle is a thriving recreational community and is a great place to live, work, or visit.

Eagle, the county seat, is a traditional town with a main street lined with shops and cafes. Eagle boasts a variety of great neighborhoods, excellent parks, over 100 miles of single-track trails, concerts in the park, an Arnold Palmer golf course, a county-fair venue, and a variety of restaurants. The community has an authentic western flavor and friendly vibe, attracting topnotch events and outdoor adventurers. Its population includes a variety of age groups and income levels. Eagle enjoys a mountain climate with warm dry summers and moderate winters. Average temperatures range from 35 degrees in January to a high of 85 in July. Typical snowfall is 10-12 inches per month in December through April, yet Eagle boasts over 290 days of sunshine per year.

The Town's Organization - Established in 1887, incorporated in 1905, the town of Eagle became the County seat in 1921. The Town is a council-manager form of government led by a 7-member board of trustees elected for four-year terms. The trustees appoint the Town Manager, Town Attorney, and Municipal Court Judge. The Town has a staff of approximately 40 dedicated employees with an average longevity of 10 years. Eagle provides a full range of services including: police protection, water and wastewater services, street and parks maintenance, community and economic development, and events planning. Fire service is provided by the Greater Eagle Fire Protection District.

The mayor, trustees, and employees of the Town are committed to maintaining and enhancing the quality of life for everyone in the community. The following Strategic Plan reaffirms the values of the Town and outlines the major objectives designed to guide Eagle's future.

PURPOSE OF THE TOWN'S STRATEGIC PLAN

This Strategic Plan (the Plan) has been prepared for the citizens of Eagle by the employees of the Town in collaboration with the Board of Trustees. It establishes a common language and proposes strategies designed to ensure a bright future for Eagle. Specifically, this Plan creates the following outcomes:

- Establishes a 5-year planning horizon, and provides the basis for an ongoing dialogue between the staff, Trustees, and the community regarding the direction of the Town and specific objectives
- Identifies the major challenges and opportunities likely to arise during the planning horizon and proposes specific objectives to address these challenges
- Increases confidence among Eagle's Trustees, community leaders, and residents that the Town is appropriately addressing, opportunities, future risks, and needed investments
- Ensures that proposed strategies and activities are consistent with Town's mission and values, especially the commitment to enhance quality of life
- Provides sufficient information to allow the Town's staff to develop more specific objectives and tasks, and ultimately fulfill Eagle's Vision for the future

It is important to emphasize that this Strategic Plan does not approve or communicate final policy decisions on specific issues or objectives. Rather, it provides a framework for an ongoing dialogue about maintaining and enhancing quality of life in Eagle. Each of the Major Objectives in this Plan will require additional

collaboration by the Town’s staff, advice from experts, and input from the community before the Trustees make final policy or investment decisions. Outreach efforts on the River Park project, and upcoming outreach on the new water treatment plant are examples. The Town will provide ample opportunities for citizens to be engaged in the dialogue as specific issues are addressed.

ELEMENTS OF THE STRATEGIC PLAN

Foundation – The Town’s Mission and Behavioral Values establish a foundation for meeting the needs of the community, and defining how the employees of the Town will conduct business.

Business Values – The Town’s Business Values describe specific commitments to protect the interests of the residents and businesses in Eagle, for example reliable and cost-effective services, economic development, sound financial management, and transparency. These values provide the framework for identifying more explicit standards and for engaging with the community on important issues.

Standards - To provide consistent value to the community, and to be transparent in its decision making and communications, it is essential that the Town develop and comply with standards. A standard is simply a rule, a level of quality, or an achievement that is considered acceptable or desirable. The Town’s standards drive its activities, decisions, and proposed investments, whether they are internal policies or regulations. They also provide a mechanism for having a more meaningful dialogue with the community and empowering the Town’s staff to enhance quality of life in Eagle.

Major Objectives – The Major Objectives outlined in this plan identify significant challenges, opportunities, or investments likely to arise during the planning horizon. In general, these objectives do not address tasks associated with normal daily operations. The information provided in each objective is designed to provide a foundation for future collaborations between the Town’s Trustees, employees, community leaders, and the residents of Eagle. These collaborations will likely result in one or more policy decisions by the Trustees to address the stated problem or opportunity.

FOUNDATION

MISSION

Maintain and enhance quality of life for everyone in our community

VISION

The Town of Eagle is a vibrant community that respects and includes all residents, neighbors and visitors.

STAFF BEHAVIORAL VALUES

We are guided in our daily decisions and activities by these values:

Integrity

We are open, honest, and ethical in all our communications and actions.

Respect

We thoughtfully consider each other’s differences and opinions.

Commitment

We give our individual best to get the job done right.

Responsibility

We are accountable for our behaviors, actions, and use of public resources.

Collaboration

We listen and openly share our ideas to achieve better decisions and outcomes.

Leadership

We are proactive in advancing the interests of our communities

BUSINESS VALUES

Business Values describe the Town’s commitments to advance the interests of Eagle’s residents and businesses. The Town’s Business Values establish a framework for developing more detailed standards, assessing risks, identifying issues, and evaluating and implementing solutions. These Business Values also enable the Town to clearly communicate the value of its activities and proposed investments. In addition to the Mission Statement, the Town’s commitments to provide value are as follows:



The following narrative provides more information on the Town’s Business Values and articulates some of the Town’s specific standards.

Sound Planning: The foundation for providing reliable services and quality of life is planning. The Town’s planning process is based on having a long-term view, identifying key standards, taking advantage of significant opportunities and mitigating risks. Specifically, The Town focuses on adequate resources, reliable infrastructure, compliance with regulations, and a local economy that supports high quality of life for Eagle residents. Infrastructure planning must ensure that the Town’s roads, parks, water system, and wastewater facilities are proactively maintained and when necessary modernized. Economic planning must adhere to specific standards that enhance and maintain quality of life for everyone in the community. Finally, planning is about creating a better future, which often requires a willingness to change. The Town is working to create a culture of continuous improvement where change is not only viewed as the norm, but essential for providing exceptional value to the community.

Appropriate Investment: Providing reliable services requires funding that covers today’s financial needs and supports investments in the Town’s vision for the future. The Town must also invest in a highly effective, motivated, and well-trained workforce. Securing community support for adequate funding requires that Town’s leadership and staff are trusted, that standards driving investment are clear, and that investment proposals are compelling. These investments must strike a balance between creating value for the community and the cost burden placed on residents and businesses. For these reasons, the Town pursues public participation in the decision-making process, which includes building strong relationships with elected officials, community leaders, and the public.

Reliable and Cost-Effective Services: A key responsibility for the Town is to provide essential services, whether it be reliable water and sewer services, trash and recycling services, or support with respect to

permitting, zoning, planning, and other basic needs. The Town is committed to delivering potable water service that is highly reliable, high quality, meets all regulatory standards, and is responsive to customer-reported problems. Meeting the needs of customers also requires that the Town adopt standards of service that make it easy for people to do business with the Town. This means going the extra mile to make sure that customers know where to find requested information, and ensuring that employees have the knowledge to resolve a customer's problem. Finally, Eagle is a small town, so residents should receive consistent service with a personal touch, ideally where people come to trust individual Town employees to address their needs.

Protecting Public Health, Safety, and the Environment: Whether it is providing reliable water and sewer services that protect people and the environment, or providing highly responsive police service, the Town is committed to protecting the well-being of its people and the community. This means supporting dynamic and diverse neighborhoods, maintaining a strong framework for business opportunities, being good stewards of the environment and addressing the problem of greenhouse gasses. These values drive a comprehensive land-use and development code that guides smart and safe development.

Sound Finances and Increasing Efficiency: The Town's financial capabilities and standards ensure that it has the financial strength and resources to provide the reliable and high-quality services that residents expect. These resources, which come from the Town's ongoing revenue sources, include local and county sales taxes, property taxes, utility franchise taxes, lodging and occupation taxes, water service bills, new customer water tap fees, and fees for licensing, permitting, planning, and zoning. The Town's finances must be resilient to economic downturns, cover the full cost of operations, provide adequate funding to maintain financial reserves, and support capital investment. These financial practices and reserves are necessary for earning favorable credit ratings for bond funds, which gives the Town access to low-cost financing for infrastructure improvements. Combined with aggressively pursuing grant funding and improving efficiency, the Town's financial practices help keep fees for service low while allowing for investments in services, human resources, and infrastructure.

Economic Development: Eagle's economy is the engine for quality of life. Simply stated, Eagle is a place to live, work, raise a family, and retire. It is a place that attracts outdoor adventurers and tourists, allows businesses to grow, and offers travelers a friendly place to stop and purchase goods and services. Eagle is fortunate to have a variety of natural and developed assets, including its location on Interstate 70, proximity to world class ski resorts and the regional airport, and access to multiple outdoor activities, including hiking, mountain biking, fishing, river rafting, kayaking, snowmobiling, and hunting. These assets are strong in comparison to many other communities, which gives Eagle a leg-up in determining its future. The economic impacts of visitors and economic development efforts by the Town, should align with the Town's vision and produce benefits for the residents in terms of amenities, special events, activities, jobs, wages, infrastructure, and revenue for the Town. In short, economic development activities and growth should align with the Town's mission of enhancing quality of life for everyone in the community. Development activities must also consider the desire to maintain an authentic small-town feel, where people know their community leaders and government officials, and it's easy to get around Eagle, whether you are walking, biking, or driving.

Transparency and Community Engagement: By providing easy access to information and timely responses to customer inquiries, the Town creates an environment that fosters public trust and allows Eagle's residents and business owners to understand the Town's values, priorities and Strategic Plans. The Town is committed to maintaining an ongoing, meaningful, and substantive dialogue with the community that is based on clearly defined standards and compelling arguments for proposed policies and investments. Eagle's population is not homogeneous, rather an eclectic combination of people and communities, whether these communities are based on location, age, income, or spoken language. Therefore, the staff and Trustees need to listen and understand community needs from a variety of perspectives. People from different communities need to feel they are being heard and feel connected to both the Town and people from other communities within Eagle. This involves embracing our common bond of being residents of Eagle while also valuing our differences. This

transparent approach facilitates long-term and mutually beneficial relationships, ultimately leading to better policy decisions and levels of service that meet the needs of the community.

PURSUING OPPORTUNITIES AND MITIGATING RISKS

The Town of Eagle engages in planning, makes capital investments, and provides essential services designed to sustain a vibrant economy and high quality of life. Consequently, the Town must not only take advantage of opportunities, but analyze and mitigate significant risks, whether these risks relate to the economy, the reliability of essential services, the natural environment, public health, or public-safety. Properly addressing these risks, and pursuing opportunities to improve the community, requires that the Town maintain a robust planning process and recommend prudent policies and investments. The following Major Objectives address these opportunities and risks and are aligned with the Town’s Business Values and key standards. They provide the basis for further collaboration and ultimately policy decisions by the Town’s Trustees.

MAJOR OBJECTIVES

Using Major Objectives to Describe the Future – Eagle’s Strategic Plan employs several criteria for assessing future challenges and opportunities. These criteria include the following:

- Ensuring that the Town is adhering to its mission statement and aggressively pursuing its vision
- Making sure that the Town remains compliant with agreed-upon standards
- Continuing to enhance the Town’s workforce and performance
- Anticipating and planning for changes in regulations or legal requirements
- Responding to economic trends and evolving needs of Eagle’s residents and businesses

Based on the criteria above, the Town has developed a series of Major Objectives.

LIST OF MAJOR OBJECTIVES

The following Major Objectives describe the issues, discussions, and decisions likely to come before Eagle’s Trustees within a 5-year planning horizon. As stated above, they do not represent final decisions by the staff or Trustees, rather they provide enough detail for the Town’s staff to continue clarifying the issues, collaborating with experts, and leading a community dialogue. Each Major Objective lists key Business Values and standards, and is designed to align with the Town’s mission statement, which is to *maintain and enhance quality of life for everyone in Eagle*. These objectives and associated activities may have implications well beyond the planning horizon, consistent with the need to have a long-term view. In summary, Eagle is a great place to live, work, raise a family, retire, and a great place to visit. The following Major Objectives address these fundamental realities in an integrated manner.

1. Develop a Long-Term Vision for Eagle
2. Enhance the Financial Health of the Town
3. Build Lower Basin Water Treatment Plant, Enhance Water Management
4. Develop River Park Project, Maximize Economic Benefits
5. Stimulate Economic Vitality, Development
6. Invest in Public Safety to Respond to Evolving Community Needs
7. Implement Priority Infrastructure Improvements
8. Improve Housing Availability and Affordability
9. Continue Investing in Outdoor Activities, Recreation, and Open Space
10. Address Essential Planning and Land-Use Challenges
11. Enhance the Town’s Communications, Build Eagle’s Brand
12. Initiate and Maintain a Community Building Effort
13. Improve Town Organization, Culture, and Workforce Effectiveness

14. Consider Implementing Home Rule

Major Objective No. 1: Develop a Long-Term Vision for Eagle

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Mission – Maintain and Enhance Quality of Life for Everyone in Our Community • All Business Values
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • A great place to live, work, raise a family, and retire • An economy that provides opportunities for a diverse population of all ages • Transportation system that facilitates pedestrian, bicycle and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Total population that supports a sustainable economy, is consistent with Eagle’s geography, and maintains a small-town feel • High quality infrastructure that encourages beneficial growth and development • Events and amenities that attract visitors and enhance quality of life for Eagle’s residents
<i>Background</i>	<p>Eagle is a community with a variety of natural and developed assets, including its location on Interstate 70, proximity to world-class ski resorts and the regional airport, and access to multiple outdoor activities. These assets are strong in comparison to many other communities, which means that the Town has a clear advantage in determining future quality of life.</p>
<i>Challenge/ Opportunity</i>	<p>Even though Eagle’s assets are strong, the Town needs to have a vision for the future and a plan for realizing this future. This vision, or vivid description of the future, is the basis for sound planning, policy decisions, and investments. More specifically, it will inform the process of working through and making final policy decisions related to the Major Objectives in this Strategic Plan.</p>
<i>Solution</i>	<p>Continue to collaborate with staff, Trustees, and the community to develop and maintain a vivid description of Eagle 15 years from now that addresses the following key issues:</p> <ul style="list-style-type: none"> • Population and demographics – Approximately 10,000 people 15 years from now • Community culture – How we treat each other and work together to build our future • Economic vitality, community amenities, and availability of jobs • Quality of infrastructure, especially water, wastewater, and transportation • Look and feel of the Town, and ease of transportation • Housing availability and affordability • Quality of the Town’s services, support, and communications • Community Engagement - Relationship between the Town and the various communities in Eagle
<i>Timing</i>	<p>The Strategic Planning process will result in a draft vision statement. Elements of this vision should be shared and discussed during the ongoing dialogue with the community on the objectives in the Strategic Plan, with more formal reviews and updates occurring every two years.</p>

Major Objective No. 2: Enhance the Financial Health of the Town

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Reliable and Cost-Effective Services • Sound Finances and Increasing Efficiency
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Revenues that fully fund operations costs, reserve funding, and needed capital investments • Investments that create compelling value for residents and businesses • Finances that are resilient to economic downturns • Strong credit ratings for bond funds, facilitating low financing costs • 20% reserve for general fund and adequate reserves for enterprise funds • Accurate and timely financial/budget reports • Documented financial standards, policies, and procedures
<i>Background</i>	<p>The ability to provide high levels of service and invest appropriately in future quality of life hinges on the staff and Trustees being stewards of the Town’s financial resources. These resources, which come from the Town’s ongoing revenue sources, include local and county sales taxes, water service bills, new customer water tap fees, and fees for licensing, permitting, planning, and zoning.</p>
<i>Challenge/ Opportunity</i>	<p>The challenge for the Town is to ensure that its financial management is sound and that current revenues reflect 100% of the revenue entitled to the Town under current regulations and policies. This should include developing strategies to increase revenue that are not burdensome to residents and taxpayers. These revenues can in turn be used to create compelling value for the community.</p>
<i>Solution</i>	<ul style="list-style-type: none"> • Benchmark current revenue given the Town’s size and economy • Update out-of-date fees and revenue sources • Raise water-service Tap Fees to reflect the cost of replacing shared system infrastructure • Assess current lodging revenues and determine lost revenue opportunities • Develop a stronger relationship with Eagle’s state sales tax representative to more proactively address issues with reporting and revenues • Develop ROI/revenue reports that analyze the benefits of economic development initiatives • Provide quarterly financial/budget reports to the Trustees and monthly reports to managers • Continue to perform and enhance training for financial staff and department managers • Review, enhance, and document financial standards, policies, and procedures • Develop a grant-funding strategy and aggressively pursuing grant funding in conjunction with Eagle’s infrastructure needs and economic development plans
<i>Timing</i>	<p>Lost opportunities mean lost revenue that can never be recovered. Addressing revenue issues should be a high priority.</p> <ul style="list-style-type: none"> • Review, enhance, and document financial standards by October 1, 2017 • Complete assessment items noted above and define specific corrective actions, including implementation milestones, by December 1, 2017

Major Objective No 3: Build Lower Basin Water Treatment Plant, Enhance Water Management

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Reliable and Cost-Effective Services • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Provide reliable water supply and water service, and safe, high-quality water • Provide adequate public facilities to support beneficial growth • Infrastructure that attracts desired economic development
<i>Background</i>	<p>The Town receives its water from the upper Brush Creek water plant. Peak usage occurs in the summer months when outdoor watering greatly increases potable water demand. This outdoor water use has a large positive visual impact on both residential and commercial neighborhoods, which is especially important given the increase in our summertime events and activities in Eagle.</p>
<i>Challenge/ Opportunity</i>	<p>The Town faces the following challenges related to its water supply:</p> <ul style="list-style-type: none"> • The Town’s water supply is limited by Brush Creek water rights and the peak capacity of the current water plant (which purifies the water to meet drinking water standards) • Peak demands in the summer are approaching the maximum capacity of the plant, even with 90% of customers complying with odd-even day watering restrictions • Given that Eagle has only one water treatment plant, there is no water-supply redundancy or treatment plant redundancy, which increases water supply and service reliability risks • Brush Creek could be compromised due to a wildfire contaminating the water, mudslides that could block the Creeks’ flow, or other events in the watershed that could impact water quality or flows • Brush Creek flows could be severely curtailed by low snowpack during any given year and in general due to climate change. Eagle has no significant water storage to buffer yearly snowpack variations • Growth of Eagle cannot be supported by the current water plant without imposing significant additional water restrictions and growth control. • The Town needs to review water-system management practices, including current levels of water-use efficiency and opportunities to increase efficiency (conservation) • Current Tap Fees (new connection fees) are too low, and don’t cover a new customer’s fair share of the Town’s wholesale water infrastructure costs, and reservation of treatment plant capacity • Current water bills are not easy to read and billing system needs improvement
<i>Solution</i>	<p>Build the Lower Basin Water Treatment Plant which provides the following benefits:</p> <ul style="list-style-type: none"> • Allows the Town to utilize new legal and physical water rights on the Eagle River, plus provides emergency access to flow in the Eagle River • Provides water supply redundancy, and water-supply capacity to support beneficial growth • Increases water supply and water service reliability – Significantly reduces water-supply risks • Allows the Town to increase flows in Brush Creek, providing environmental benefits <p>Address other water system issues, including the following:</p> <ul style="list-style-type: none"> • Review water management practices against industry best practices, and recommended changes • Upgrade billing system, enhance water bills, and implement automated meters if indicated
<i>Timing</i>	<ul style="list-style-type: none"> • Both construction and financing costs are projected to increase if the water-plant project is delayed. • Complete all water system planning and outreach tasks by December 2017 • Complete new Lower Basin Water Treatment Plant by June 2020

Major Objective No. 4: Develop River Park Project, Maximize Economic Benefits

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Economic Development • Protect Public Health and the Environment
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Economic development that benefits all of Eagle’s communities • Enhance the look, feel, and experience of Eagle • Maximize the economic benefits of investments in infrastructure, amenities, and events • Design and construct the River Park to support world-class competitive whitewater events
<i>Background</i>	<p>The Eagle River Park plan envisions a new amenity both in and along the river. The Park will be located immediately east of the Eagle County Fairgrounds. The plan includes river features to attract boaters, kayakers, and tubers, and a riverfront park that includes a gathering area, access to the water, trails, and a river-front beach area. The project incorporates the latest thinking in whitewater park design. Phase 1 includes in-stream and riverbank improvements, riverside park development, and trail connections. The Park will create a visual draw for people driving by on I-70, attract major competitive whitewater events, and provide a recreational amenity for residents of Eagle and surrounding communities.</p>
<i>Challenge/ Opportunity</i>	<p>The primary challenge is for the Town to ensure that the River Park project stays on schedule and within budget. Beyond initial construction issues, it is important that plans for economic development associated with the Eagle River Park are defined and being pursued. Eagle should get the most out of its investment in the project in terms of benefits for residents, businesses, and revenue for the Town.</p>
<i>Solution</i>	<ul style="list-style-type: none"> • Complete project on schedule and within budget • Collaborate with whitewater experts to ensure that the Park has the features, seating, and amenities to support major whitewater competitions • Create a specific economic development plan associated with the River Park. Include both entrepreneurial and retail business elements, and recruiting process for competitive events • Coordinate economic planning with the Eagle River Corridor Plan
<i>Timing</i>	<ul style="list-style-type: none"> • Complete River Park economic development plan by the summer of 2018 • Complete River Park Construction by Fall 2018.

Major Objective No. 5: Stimulate Economic Vitality, Development

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Economic Development • Sound Finances and Increasing Efficiency
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Economic development plans align with Eagle’s vision for the future • Economic development that benefits all of Eagle’s communities • Enhance the look, feel, and experience of Eagle • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Small town feel, and a great place to raise a family • High-quality events that are aligned with Eagle’s values and infrastructure capabilities
<i>Background</i>	Eagle’s economy is the engine for quality of life. The economic impacts of visitors, and economic development efforts by the Town, should produce benefits for the residents of Eagle in terms of amenities, jobs, wages, infrastructure, and revenue for the Town.
<i>Challenge/ Opportunity</i>	To date, Eagle has not developed a clearly defined plan to stimulate economic development that is aligned with the Town’s assets, brand, and the values of the community. This increases the risk that the community is missing opportunities to enhance the experience of visiting and being a resident of Eagle, or allowing development to occur that does not enhance quality of life or degrades the local environment.
<i>Solution</i>	<p>Initiate an ongoing process that addresses economic vitality and development. This process will include ongoing collaboration between the Town’s staff and Trustees, seeking advice from the Chamber of Commerce and other experts, and facilitating a meaningful dialogue with the community on specific activities and plans. This Major Objective will entertain a variety of opportunities that are expressed in the following goals or tasks.</p> <ul style="list-style-type: none"> • Seek advice from the Economic Developers Council of Colorado • Take better advantage of the I-70 traffic corridor from an economic and Town revenue perspective <ul style="list-style-type: none"> ○ Establish Eagle as “The place to stop” west of Vail Pass ○ Encourage visitors to go Downtown and further south (Eagle Ranch) ○ Improve way-finding signage and advertising • Continue to advance Eagle as a government, business, and recreational hub for the region, including providing affordable lodging • Evaluate and enhance marketing for special events and Eagle as a destination, and continue to strive to attract better brands to support events • Analyze threats to current assets, events, and economic development plans, and the various ramifications of economic development and growth • Maximize/optimize economic activity and revenues from current events and visitors, especially associated with the new River Park • Coordinate economic planning with the Eagle River Corridor Plan • Identify and recruit businesses that fulfill regional needs and are consistent with Eagle’s brand, visitors, and lifestyle – Find out which businesses are interested in Eagle • Develop clear plan for enhancing the Downtown experience for residents, and therefore visitors • Ensure that infrastructure, parking, and housing plans support planned economic development • Develop a mechanism for reporting on progress and engaging in periodic community outreach
<i>Timing</i>	Develop a more detailed list of economic development activities and milestones by December 31, 2017.

Major Objective No. 6: Invest in Public Safety to Respond to Evolving Community Needs

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment
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Major Objective No. 6: Invest in Public Safety to Respond to Evolving Community Needs

	<ul style="list-style-type: none"> • Public Safety • Transparency and Community Engagement
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Fully fund the costs of police services • Valuing human life, and recognizing that police powers come from the people • Fair, ethical, and honest execution of our duties • Being sensitive to diversity, providing equal protection under the law • Creating partnerships in the community to enhance cooperation and increase safety • Being a part of the community and further community policing perspectives • Continuous improvement in safety, services, and police behaviors • Physical and moral courage • Ensure that the Department complies with all Colorado Post standards
<i>Background</i>	<p>Eagle is an appealing Town with an eclectic combination of neighborhoods, offering a unique quality of life for residents and visitors. The Eagle Police Department strives to protect this lifestyle by maintaining high standards for public safety and community involvement. Lower crime rates correlate with members of the community working in close partnership with the Police Department, including reporting suspicious activities, aiding in crime prevention, and supporting community networking and education programs. This focus on community involvement is a critical element of Eagle’s police and public-safety strategy.</p>
<i>Challenge/ Opportunity</i>	<p>The public image of law enforcement is as diverse and complex as the communities it serves. Due to the impact and visibility of police activities, it is a highly-scrutinized profession, placing tough demands on both officers and leadership. This is the context in which the Town addresses important public-safety issues, for example in recruiting and retaining qualified officers, investing in training and new equipment, advocating for new positions and resources, and ultimately meeting the evolving needs of Eagle.</p>
<i>Solution</i>	<p>Eagle’s police force must respond to the public-safety needs of the community as it continues to grow and evolve. This will include taking the following actions.</p> <ul style="list-style-type: none"> • Focus on retention of qualified staff by instituting competitive pay and benefits, and investing in housing options and transitional housing • Invest in new positions to increase safety and efficiency • Expand current space, or combine fire and police services in a new building • Continue enhancing community networking through modern strategies of patrol, community meetings, and technology • Increase focus on youth programs with special attention on safety, technologies, and social issues such as marijuana use • Continue to research and implement innovative solutions to improve efficiency, service, safety, and community relations • Remain committed to a Town Police Department with a Chief of Police
<i>Timing</i>	<ul style="list-style-type: none"> • Align the timing of specific initiatives with Eagle’s evolving needs and growth

Major Objective No. 7: Implement Priority Infrastructure Improvements

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Economic Development • Reliable and Cost-Effective Services • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Infrastructure investments that support approved economic development plans • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Provide ample parking, especially for businesses and specific events venues • Proactive maintenance and modernization of critical infrastructure • Balance infrastructure investment needs with the cost burden placed on residents and tax payers
<i>Background</i>	<p>The Town’s infrastructure is the foundation for high quality of life and a strong economy. Businesses considering a move to Eagle will be looking at the quality of the infrastructure, its capacity to support a reasonable amount of growth, and the Town’s plans for enhancing the infrastructure.</p>
<i>Challenge/ Opportunity</i>	<p>The challenge is to Implement priority infrastructure improvements without creating an undue burden on residents and tax payers</p>
<i>Solution</i>	<ul style="list-style-type: none"> • Develop a Capital Improvement Plan with appropriate cycles • Build new Lower Basin Water Treatment Plant, as outlined in Major Objective #3 • Implement the Grand Avenue (Highway 6) Corridor Plan • Appropriately implement other infrastructure priorities including a broadband system, Capitol Street improvements, and the Brush Creek Road Extension • Plan and implement Infrastructure as needed to support economic development initiatives, and the parking to support current and future special events • Develop resources to aggressively seek grant funding
<i>Timing</i>	<ul style="list-style-type: none"> • Timing of infrastructure improvements should be aligned with economic development plans and the most pressing infrastructure needs • Develop Capital Improvement Plan by December 2018

Major Objective No. 8: Improve Housing Availability and Affordability

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Economic Development • Protect the Environment
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Zoning and housing plans that align with Eagle’s vision and economic development plans • Housing that supports a diverse population, including all ages, ethnicities and income groups • Housing that provides a wide range of housing types in walkable neighborhoods
<i>Background</i>	<p>The availability and affordability of housing is a central issue in determining the character of a community, including who can afford to live in the community, and quality of life and its authenticity. It directly contributes to the success and sustainability of businesses in Eagle, and effects the ability of government to attract high-quality employees. Finally, cost of housing determines whether the local economy provides the resources for people to live comfortably.</p>
<i>Challenge/ Opportunity</i>	<p>The cost of housing in Colorado is 56% higher than the national average, and Eagle is no exception when it comes to high housing costs. The following housing challenges apply to Eagle:</p> <ul style="list-style-type: none"> • Given Eagle’s size and location, construction costs for new dwellings is high, and it is difficult for developers to profit from more affordable housing. • The high cost of housing and low availability of housing means that it is difficult for businesses and the government to recruit employees. • Housing costs and availability will represent a significant concern for business or entrepreneurs who might consider locating in Eagle. • It is difficult for people who have grown up in Eagle to remain in Eagle. • Given Eagle’s assets and location, a certain number of people will want to live in Eagle even if the housing is expensive. Allowing growth to be dictated by people who already have the resources to move to Eagle without needing to be employed by a local business will naturally shift the population toward people who work from home, or older retired people. • Eagle will likely reach build-out in the next 15 years, at which point the options available to change the housing mix will be severely limited.
<i>Solution</i>	<ul style="list-style-type: none"> • Become an active participant in the county-wide conversation about housing, and work actively with Eagle County on efforts to provide affordable housing • Assess current housing prices and availability, its impacts on the community, and future trends if there is no intervention • Develop a specific vision for future housing that is aligned with Eagle’s vision, desired population mix in 15 years, and economic development plans • Explore zoning and other methods to create a more balanced and affordable housing mix that supports young people and young families • Coordinate Efforts with Eagle River Corridor Plan
<i>Timing</i>	<ul style="list-style-type: none"> • Complete vision or plan for Eagle’s housing mix at build-out by December 31, 2018

Major Objective No. 9: Continue Investing in Outdoor Activities, Recreation, and Open Space

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Economic Development • Protect Public Health and the Environment
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Appropriately invest in open space and recreation opportunities • Actively manage the Town’s open space lands using sound land stewardship practices • Provide for outdoor recreation while preserving and enhancing native flora and fauna populations • Market and promote the town to target audiences, promoting the Town as a summer destination • Preserve and enhance access to Town, State, BLM, and Forest Service public lands • Enhance the look, feel, and experience of Eagle and its environment • Design and develop parks and open space for uses that serve the people in Eagle • Provide lodging which fit people’s budget and preferences, including hotels and camping. • Grow the open space and recreation business over time, increasing staffing and responsibilities • Increase usability of recreation and open space for all of Eagle residents.
<i>Background</i>	<p>The Town of Eagle has found its place in the tourism driven economy of the Greater Eagle River Valley as a destination for biking, hunting, fishing and other recreational activities. These activities support the Town’s mission to enhance the quality of life for everyone in our community, as well as promoting the town and its businesses to tourism. Resources have been allocated to support and enhance Eagle’s recreational offerings. However, plans need to continually evolve in response to changing uses, new opportunities, and environmental concerns.</p>
<i>Challenge/ Opportunity</i>	<p>Not all residents use the town’s recreational spaces, or participate in outdoor activities on a regular basis. However, the availability of these amenities arguably contributes to the quality of life for all residents. Unfortunately, return-on-investment for open spaces and amenities is not always easy to quantify, so the Town needs to carefully assess the benefits of proposed projects and investments. Since the costs for developed amenities has exceeded revenue in recent years, the Town should seek new funding sources.</p>
<i>Solution</i>	<ul style="list-style-type: none"> • Develop/update an open space plan that addresses the open space standards noted above • Actively apply for Great Outdoors Colorado (GOCO) and other open space related grants • Assess current lodging revenues and determine if there are lost revenue opportunities • Educate citizens and school children about the open space recreation opportunities that exist in their backyard through increased public outreach • Further coordinate outdoor recreation, tourism, and events marketing to increase visitation
<i>Timing</i>	<ul style="list-style-type: none"> • Update open space plan by December 31, 2017 • Apply for two outdoor recreation and natural resources management grants (at a minimum) by March 31, 2018. • Complete lodging revenue assessment by December 1, 2017. • Develop open space focused citizen outreach plan by January 31, 2018.

Major Objective No. 10: Address Essential Planning and Land-Use Challenges

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Economic Development • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Support a small-town look and feel for Eagle • Maintain standards that support new development while managing risks to the Town • Maintain land-use codes that are current with new development, engineering, regulatory, and technology standards • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Park and open space system that provides for recreational needs and protects sensitive landscapes • Meeting key water quality, habitat improvement, and wildlife standards • Housing that provides a wide range of housing types in walkable neighborhoods
<i>Background</i>	<p>Planning is an essential component of managing any city, town, or community. The challenge is to determine the appropriate level of planning given the community’s economy and government resources. Poor planning, or the lack of planning, can lead to negative outcomes in terms of inadequate infrastructure, degraded public services, or negative impacts on the environment.</p>
<i>Challenge/ Opportunity</i>	<p>Planning can be a messy process, and the most creative plans often come from a willingness to be flexible in the face of unique or difficult challenges. The Town needs to strike a balance between the need for comprehensive planning, meeting key planning standards, and addressing specific initiatives, opportunities and problems.</p>
<i>Solution</i>	<ul style="list-style-type: none"> • Analyze land-use regulations as compared with the Comprehensive Community Plan • Complete a major overhaul of the land-use and development codes • Continue working the Eagle River Corridor Plan • Review current zoning to make sure that it’s consistent with Eagle’s vision and economic development plans • Highlight key planning standards in planning documents and investment proposals • Prioritize planning needs as they relate to the specific opportunities associated with the Major Objectives in this Strategic Plan • Continue to support specific initiatives and opportunities by developing sub-area plans • Assess and address the human resources to maintain needed planning activities
<i>Timing</i>	<ul style="list-style-type: none"> • Identify, document, and share key planning standards by December 1, 2017 • Continue to develop sub-area plans consistent with needed timing of specific initiatives • Assess needed human resources for planning and make recommendations by Jan 2018 • Complete overhaul of the land-use codes by December 2019

Major Objective No. 11: Enhance the Town’s Communications, Build Eagle’s Brand

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Economic Development • Transparency and Community Engagement
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Be proactive in communications, getting ahead of important community issues • Engage in an ongoing dialogue with the community about strategies, plans, and pending decisions • Provide information that is brief, relevant, and emphasizes the Town’s Business Values • Emphasize motivations and relevant standards in communications and investment proposals • Build strong ongoing relationships with community leaders (influencers) • Provide ample access for the public to provide input on major strategies and policy decisions
<i>Background</i>	<p>The essential competencies for any municipality are to provide essential services and to ensure that the community is investing appropriately in future quality of life for its residents. Appropriate investment requires that the staff of the municipality is trusted and is leading a meaningful dialogue with the community on important issues and policy decisions.</p>
<i>Challenge/ Opportunity</i>	<p>Historically, the Town of Eagle has had limited resources for systematically engaging with the community. However, as Eagle approaches its critical mass of population and build-out over the next 15 years, it will be important to ensure that policy decisions and investments are aligned with community desires and that key economic development initiatives are supported with effective communications.</p>
<i>Solution</i>	<ul style="list-style-type: none"> • Clarify and adopt key standards for both internal communications and community outreach • Assess the quality of the Town’s customer service, and develop clear standards of service • Conduct community outreach on the new Lower Basin Water Treatment Plant, using the Town Strategic Plan as the context • Develop a written communication vehicle specifically designed to build stronger relationships with community leaders and influencers, for example “Eagle Today.” • Ensure that the staff’s work on the Major Objectives in this Strategic Plan includes outreach and collaboration with the community prior to final policy decisions by the Trustees • Improve tactical communications, specifically developing a professional response to questions from the community on current or more controversial issues • Ensure that communications demonstrate the Town’s commitment to fulfill the promises embodied in the Town’s Mission Statement and Business Values. • Clarify the brand of Eagle to the outside world, and align marketing communications with this brand and high-priority economic development initiatives • Strengthen the Town’s outreach function, including the hiring of a dedicated outreach professional
<i>Timing</i>	<p>Near-term communication priorities include outreach on the new Lower Basin Water Treatment Plant, the River Park project, and building stronger relationships with community leaders. More detailed milestones for enhancing communications will be developed December 31, 2017</p>

Major Objective No. 12: Initiate and Maintain a Community Building Effort

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Protect Public Health, Safety, and the Environment • Transparency and Community Engagement
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Understand the needs of people in all of Eagle’s communities • Enhance the connection that people have with the community and the Town’s staff and Trustees • Embrace the differences between the various communities and people who live in Eagle
<i>Background</i>	<p>The essential competencies for any municipality are to provide essential services and to ensure that the community is investing appropriately in future quality of life for its residents. Appropriate investment requires that the staff of the Town is trusted, is listening to its residents, and is leading a meaningful dialogue with the community on important issues and policy decisions.</p>
<i>Challenge/ Opportunity</i>	<p>A specific challenge related to supporting the community is for the Town’s staff and Trustees to recognize that Eagle’s population is not homogeneous, rather an eclectic combination of people and communities. The staff and Trustees need to listen and understand community needs from a variety of sources. People from different communities need to feel they are being heard by the Town, and feel connected to people from different communities. This involves accepting our common bond as residents of Eagle while also embracing our differences.</p>
<i>Solution</i>	<ul style="list-style-type: none"> • Implement an ongoing community building effort that brings people together from different communities in Eagle to discuss their needs and aspirations for Eagle • Assess and address the need to provide more information in Spanish • Address specific areas of concern, including feelings that Eagle’s neighborhoods and communities are disconnected and isolated • Use this Strategic Plan and the Major Objectives in this plan to facilitate discussions about the future of Eagle, making this part of the community-building process • Enlist Eagle’s Police Department to be part of the community building process, and to better understand the needs of people in various communities • Document inputs from people in the various communities to develop a stronger understanding of their values, concerns, and, specific needs • Integrate public feedback into the ongoing process of planning and policy decisions • Conduct periodic Community Survey
<i>Timing</i>	<p>The process of community building can be integrated with all outreach efforts, so it begins with the outreach on the new water plant, and continues with the ongoing outreach on key objectives of the Strategic Plan.</p>

Major Objective No. 13: Improve Town Organization, Culture, and Workforce Effectiveness

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Sound Finances and Increasing Efficiency • Reliable and Cost-Effective Services
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • Highly effective workforce - Be an Employer of Choice • Adequate human resources to support the Town’s operations and Major Objectives • Maintain positive employee/employer relations • Offer competitive compensation and benefits • Provide for professional development and growth • Encourage collaboration in a collegial and welcoming environment
<i>Background</i>	<p>The Town is a relatively small organization with employees taking on multiple responsibilities. This means that the staff needs to be highly competent, empowered, motivated, and collaborative. To meet its objectives and realize its vision, the Town needs to hire, train, and maintain a highly productive workforce.</p>
<i>Challenge/ Opportunity</i>	<p>The Town needs better information and better plans related to optimizing its workforce, specifically with respect to the following issues: job functions/descriptions, organizational culture, optimum staffing, appropriate training, and internal communications. All these issues affect employee performance.</p>
<i>Solution</i>	<p>Enhance the Town’s workforce and organizational effectiveness by taking the following actions:</p> <ul style="list-style-type: none"> • Identify and elevate standards to enhance organizational culture, morale, and performance • Establish and implement clear standards for external customer service, internal customer service, and communication between employees • Empower selected members of the staff to take ownership of the Strategic Plan Major Objectives, and make all employees aware of their role in supporting strategic-planning efforts • Assess current employee tasks, productivity, goals, and priorities • Evaluate salary and benefits, and make needed adjustments • Strengthen the human resources function and information, including pay grades, job descriptions, employee manual, training, and professional development • Develop three-year staffing plan that addresses current shortages and key competencies • Develop a compensation and benefits strategy that attracts and retains high-quality employees • Align benefits and working conditions to be attractive to younger employees • Define and adhere to procedures for addressing under-performing employees • Integrate Strategic Plan Behavioral Values into the employee review process
<i>Timing</i>	<ul style="list-style-type: none"> • Identify customer service and other key standards by November 1, 2017 • Provide a detailed workforce plan that includes key milestones by January 15, 2018 • Complete the major elements of the workforce plan by July 1, 2019

Major Objective No. 14: Encourage Implementing Home Rule

<i>Applicable Business Values</i>	<ul style="list-style-type: none"> • Sound Planning and Appropriate Investment • Economic Development • Transparency and Community Engagement
<i>Most Relevant Standards</i>	<ul style="list-style-type: none"> • All Business Values
<i>Background</i>	Of the nation’s 50 states, Colorado is one of 30 recognized as a Home Rule State, having amended its constitution to grant municipalities the ability to exercise local control of their individual governments. Home rule allows for greater flexibility in municipal government, including local elections, organizational structure, and municipal courts.
<i>Challenge/ Opportunity</i>	Adopting Home Rule is an involved process and requires an initiative from its citizens. This process should not be initiated unless there is a compelling argument for making this change.
<i>Solution</i>	The Town’s staff and Trustees will commence an education effort and process for receiving community input, making it clear that the Town is open to Home Rule. If citizens believe Home Rule will be beneficial to Eagle, the Town will hold a Home Rule process election.
<i>Timing</i>	<ul style="list-style-type: none"> • Complete Home Rule Education by December 31, 2020 • Hold Home Rule process election by April 20, 2021 (if applicable) • Prepare Home Rule Charter and hold an election

CONCLUDING REMARKS

The execution of this plan will begin by assigning each of the Major Objectives to a Trustee or staff champion. The champion is not responsible for finding all the answers or performing all the work. But they are responsible for facilitating ongoing collaboration and decision making. This should include internal collaboration with the staff and Trustees, soliciting advice from experts, and ensuring that the appropriate public outreach is completed before the Trustees make final policy decisions. The financial implications of implementing the Major Objectives will be reflected in specific policy proposals, discussions with the community during outreach efforts, and included in the Town’s operating and capital budgets. In addition, as important policy issues come before the Trustees, the supporting information provided by the staff will reference the relevant Major Objective from this Strategic Plan.

The Town is committed to ensuring that the implementation of this plan reflects the mission, vision, and values of the Town as defined by the staff, Trustees, community leaders, and members of the public who choose to provide input. If at any time the Town’s staff or Trustees feel that this Plan is at odds with prevailing sentiments in the community, then the Plan will be altered accordingly. The Town anticipates this Plan will be subjected to a formal update in 2-3 years. This will not be a recreation of the plan, but an update that reflects progress, new insights, and feedback received during outreach efforts.