



**Economic Vitality Committee  
Wednesday, May 27, 2026, 11:00 AM  
Virtual Meeting**

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**MEETING ACCESS**

- a This is a virtual meeting of the EVC through Teams.

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**CALL TO ORDER AND ROLL CALL - 11:00 AM**

**DECLARATION OF CONFLICT OF INTEREST** *If any member has a conflict of interest related to any item on today's agenda, please declare it at this time.*

**APPROVAL OF MINUTES**

- a Minutes dated February 19, 2026  
b Minutes dated February 24, 2026  
c Minutes dated March 10, 2026  
d Minutes dated March 11, 2026  
e Minutes dated April 9, 2026

**STAFF & OTHER UPDATES**

- a Welcome Jessica Johnsen

**BUSINESS & DISCUSSION ITEMS**

- a EVC and MEAC Merger

**FUTURE AGENDA ITEMS**

a Next EVC Quarterly Meeting – July 9, 2026

- 2026-2031 Town of Eagle Strategic Plan
- Sports Tourism, guest speaker Mike McCormack
- EVC vacancies and recommendation for new appointments

**ADJOURN – 12:00 PM**

I hereby certify that the above Notice of Meeting was posted by me in the designated location at least 24 hours prior to said meeting.



Nikki Davis  
Economic Development & Housing Specialist

**Call to Order:** 1:00 PM

- **Roll Call:**

- **Members Present:** Eric Eves, Kim Fritzler, Kelly Herzog, Matt Felser, Mick Daly, Joel Wallen, Casey Glowacki
- **Members Absent:** Kim Goodrich, Christina Hofman
- **Staff:** Nikki Davis, Kyle Brotheron, Kevin Aoki
- **Guests:** Bryan Woods (Town Council), Scott Schlosser (DDA)

**Approval of Minutes:** Minutes dated January 8, 2026.

- Motion to approve by Kim F., seconded by Joel. Motion carried.

**Staff & Other Updates:**

- **Chamber of Commerce Survey Results and Upcoming Mixer:** Nikki, Mick, and other participants discussed the Chamber of Commerce's recent member and non-member survey, highlighting that the results and focus areas for 2026 will be presented at the evening's mixer, with Mick confirming the survey's success and plans for supporting respondent needs.
- **DDA Updates - Developers Forum Organization and Town Involvement:** Scott and Mick explained the organization of a developers' forum, clarifying that it is a citizen-led initiative to gather feedback from the developer and real estate community, with no Town staff or council members invited, and that the forum's recommendations will be formally shared with Mayor Woods and Melissa for consideration in strategic planning.

**Business & Discussion Items:**

- **Placer.ai Mobility Data Tool Introduction and Demonstration:** Kevin, with input from Nikki, Joel, and others, provided a comprehensive introduction and live demonstration of the Placer.ai mobility data tool, explaining its capabilities, data sources, and potential applications for economic analysis, while addressing questions about data interpretation, access, and future use by the committee.
  - **Dashboard Initiative Background:** Nikki recapped the origins of the dashboard initiative, noting its evolution from a broad economic indicator dashboard to a focus on real-time mobility data, which offers insights into visitor patterns, economic health, and opportunities for the town.

- **Placer.ai Data and Functionality:** Kevin explained that Placer.ai provides anonymized mobility data derived from cell phone traffic, allowing analysis of visitor origins, dwell times, and demographic inferences, and clarified that the tool is a data set rather than a traditional dashboard, requiring the committee to define specific questions for analysis.
- **Demonstration of Use Cases:** Kevin demonstrated the tool's application by analyzing traffic at the Eagle County Fair and Rodeo grounds, comparing event impacts, visitor origins, and related business activity, and addressed questions about data granularity, such as differentiating between individual devices and actual consumers.
- **Data Interpretation and Validation:** The group discussed the importance of validating Placer.ai data, especially in distinguishing between device counts and actual visitors, and considered the need to filter out non-relevant data (e.g., under-18 devices) for accurate economic analysis.
- **Access, Licensing, and Reporting Plans:** Kevin clarified that access to Placer.ai is limited to anyone with a townofeagle.org email address due to licensing, but committee members can participate in data analysis sessions at Town Hall; Nikki and others discussed forming a subcommittee to define report templates and governance for sharing insights with the broader community and businesses.
- **Strategic Planning Work Session Preparation:** The group discussed the need to prepare for the March 3 Town Council work session, outlining the need to synthesize committee accomplishments, strategic priorities, and recommendations for Town Council, and scheduled a follow-up meeting to finalize their presentation.
  - **Work Session Objectives:** Nikki outlined that the work session will focus on introducing advisory committees, summarizing their achievements, and presenting strategic priorities for the next five-year planning horizon, with an emphasis on concise, measurable goals.
  - **Presentation Preparation Process:** The group agreed to collect individual input via email (to avoid Sunshine Law issues), synthesize suggestions, and meet as a group on Tuesday, February 24 via Teams to finalize their presentation before the Wednesday deadline.
  - **Coordination with Other Committees:** Scott shared that the DDA is following a similar process, preparing a direction statement and strategies for submission, and offered to share their materials to avoid duplication of strategic initiatives.
  - **Emphasis on Economic Priorities:** Mick and Bryan stressed the importance of ensuring that economic vitality or development is included as a core

strategic bucket in the town's plan, with clear, measurable objectives tied to sales tax revenue and other economic indicators.

- **Placer.ai Onboarding and Question Collection:** Nikki, Joel, and Kevin discussed the onboarding sessions and agreed to collect committee members' questions for future analysis, with Joel volunteering to resurface a shared deck for input.

**Adjourn:** 2:30 PM

**Call to Order:** 9:04 AM

- **Roll Call:**

- **Members Present:** Eric Eves, Kim Fritzler, Kelly Herzog, Mick Daly, Matt Felser, Casey Glowacki
- **Members Absent:** Christina Hofman, Kim Goodrich
- **Staff:** Nikki Davis
- **Guests:** Scott Schlosser (DDA)

**Business & Discussion Items**

- **Planning for March 3 Town Council Work Session - Establishing Vision and Goals for Economic Development:** The group discussed and refined the vision, goals, and framework for the proposed economic development strategy, focusing on increasing sales tax revenue, job creation, and business retention, with input from recent developer feedback and committee experiences.
  - **Sales Tax Revenue Goal:** Kelly proposed setting a tangible goal of increasing sales tax revenue by 10% annually over the next five years, which was supported and debated by the group, with suggestions to quantify the dollar amount and use historical data to establish a meaningful baseline.
  - **Job Creation and Business Retention:** Kelly suggested creating 50 full-time primary wage jobs over five years and retaining 95% of existing businesses, with strategies including outreach, mentorship, and in-person meetings with all businesses to assess needs and promote available programs.
  - **Business Concierge and Process Improvements:** Casey and others emphasized the need for a business concierge or single point of contact to streamline the process for new businesses, reduce permitting time, and provide clear, quantifiable steps, drawing on feedback from local business owners about bureaucratic challenges.
  - **Developer and Stakeholder Feedback:** Mick and Scott reported on the developers' forum where local developers expressed both frustrations and optimism, highlighting the impact of town leadership changes and the need for clear, optimistic goals to encourage further investment in Eagle.
- **Ordinance 04-2025 Its Impact on Development:** The group discussed the background and effects of the Ordinance 04-2025 related to residential density restrictions, enacted in response to state mandates, detailing its influence on density, setbacks, and specific development projects, and debated the urgency of revising it to support infill and economic growth.
  - **Immediate Development Impacts:** Mick and Scott described how the ordinance affected projects like Capitol Flats, particularly regarding setbacks and density, leading to delays and frustration among developers and highlighting the need for more flexible local standards.

- **Short-Term vs. Long-Term Solutions:** Scott advocated for addressing the emergency ordinance as a short-term priority, separate from broader zoning code changes, to avoid stalling development for 18 months or more, while Mick emphasized linking short-term fixes to long-term strategic growth.
- **Committee Roles and Collaboration:** The group discussed dividing responsibilities between the DDA and EVC, with the DDA focusing on code and ordinance issues and the EVC prioritizing business recruitment and incentives, aiming to avoid overlap and maximize effectiveness.
- **Strategies for Incentives, Tax Policy, and Business Support:** The group debated various incentive strategies, including sustainable tax incentives, commercial vacancy taxes/fees or code enforcement, leveraging data tools, and business retention programs, seeking consensus on actionable recommendations for Council.
- **Development Priorities and Area-Specific Strategies:** The group discussed prioritizing development in key areas such as East Eagle, West Eagle, the fairgrounds, and the recreation campus, considering partnerships, infrastructure investments, and the balance between immediate tax revenue needs and long-term growth.
  - **Infrastructure and Investment Challenges:** The group discussed the dilemma of needing to offer tax incentives to attract development while lacking sufficient revenue, and debated how to prioritize limited funds for infrastructure improvements that would generate economic activity.
  - **Committee Scope and Focus:** Kelly questioned whether the EVC should focus on real estate development or business support, noting that development projects may not immediately generate sales tax, and suggesting a dual approach to address both immediate and long-term needs.
- **Tap Fees, EQRS, and Financial Constraints:** The group examined the challenges posed by high water utility tap fees their impact on development, and the town's financial constraints, debating possible solutions such as fee reductions, payment timing, and the need for bold decisions to balance budgets and encourage growth.
  - **Tap Fee Structure and Impact:** Eric explained that tap fees and EQRS are set to cover past deficits and debt service for the water treatment plant, making reductions difficult without affecting the Town's operating budget, while Mick argued that reducing fees on new projects could generate more revenue than leaving properties undeveloped.
  - **Payment Timing and Financing:** Casey and Eric discussed the burden of paying impact fees at the building permit stage, suggesting that allowing phased or delayed payments could ease financing challenges for developers and encourage more projects.

**Adjourn: 10:30 AM**

EVC Minutes | March 10, 2026

**Call to Order:** 9:00 AM

- **Roll Call:**
  - **Members Present:** Eric Eves, Kim Fritzler, Kelly Herzog, Mick Daly (Teams), Casey Glowacki (Teams), Christina Hofman, Kim Goodrich
  - **Members Absent:**, Joel Wallen, Matt Felser
  - **Staff:** Nikki Davis
- **Declaration of Conflict of Interest:** None
- **Business & Discussion Items**
  - 9:00 AM – 3:00 PM | Business Advancement Program – Presentations Day 1
    - Members Present: Eric, Kim F., Kelly, Mick (Teams), Casey
    - Meeting Room: Council Chamber
    - The EVC hosted 15-minute presentations from 18 applicants. The presentations were a combination of in-person and virtual participation.
  - 3:00 PM – 5:00 PM | Deliberations
    - Members Present: Eric, Kim F., Kelly, Casey, Christina, Mick (Teams), Kim G. (Teams)
    - Meeting Room: Castle Conference Room
    - The EVC compared notes and initial scores for the first 18 applicants.

	<b>Business or Group Name:</b>	<b>Presentation Date &amp; Time:</b>
x	<i>No Presentation</i>	Tues. 3/10, 9:00AM
1	Aspen Prep After School	Tues. 3/10, 9:15AM
2	Beyond Golf	Tues. 3/10, 9:30AM
3	Yoga Off Broadway	Tues. 3/10, 9:45AM
4	On-Site Veterinary	Tues. 3/10, 10:00AM
5	Vibrant Health	Tues. 3/10, 10:15AM
6	Inner Light Juice	Tues. 3/10, 10:30AM
7	Copy Plus	Tues. 3/10, 10:45AM
8	Eagle Valley Vision	Tues. 3/10, 11:00AM
9	Lilith Moon Exchange	Tues. 3/10, 11:15AM
10	Color Coffee	Tues. 3/10, 11:30AM
11	ServiceMaster	Tues. 3/10, 11:45AM
<i>BREAK FOR LUNCH</i>		
12	Mountain Tots Preschool	Tues. 3/10, 1:00PM
13	Vail Valley Unbound	Tues. 3/10, 1:15PM
14	DW Dantas Construction LLC	Tues. 3/10, 1:30PM
15	Motosource Colorado	Tues. 3/10, 1:45PM
16	Katchbox	Tues. 3/10, 2:00PM
17	FOODsmith Prep	Tues. 3/10, 2:15PM
18	Mountain Market & Supply	Tues. 3/10, 2:30PM

**Adjourn:** 5:00 PM

**Call to Order:** 9:00 AM

- **Roll Call:**
  - **Members Present:** Eric Eves, Kim Fritzler, Kelly Herzog, Mick Daly (Teams), Casey Glowacki (Teams), Christina Hofman, Kim Goodrich
  - **Members Absent:** Joel Wallen, Matt Felser
  - **Staff:** Nikki Davis
- **Declaration of Conflict of Interest:** None
- **Business & Discussion Items**
  - 9:00 AM – 3:00 PM | Business Advancement Program – Presentations Day 2
    - Members Present: Eric, Kim F., Kelly, Mick (Teams), Casey
    - Meeting Room: Council Chamber
    - The EVC hosted 15-minute presentations from the remaining 20 applicants. The presentations were a combination of in-person and virtual participation.
  - 3:30 PM – 5:30 PM | Deliberations
    - Members Present: Eric, Kim F., Kelly, Casey, Christina, Mick (Teams), Kim G. (Teams)
    - Meeting Room: Castle Conference Room
    - The EVC compared notes and initial scores for the remaining 20 applicants.
    - The EVC then finalized their award recommendations which will be presented to Town Council for final approval and grant authorization.

	<b>Business or Group Name:</b>	<b>Presentation Date &amp; Time:</b>
19	Vail Valley Wellness	Wed. 3/11, 9:00AM
20	Blizzard Boba	Wed. 3/11, 9:15AM
21	R&H Mechanical	Wed. 3/11, 9:30AM
22	Vail Closet Co dba 8150 Cabinets	Wed. 3/11, 9:45AM
23	Canela	Wed. 3/11, 10:00AM
24	Evolve Spa + Boutique	Wed. 3/11, 10:15AM
25	Flower Hound	Wed. 3/11, 10:30AM
26	Eagle Chamber of Commerce	Wed. 3/11, 10:45AM
27	Old Growth Tree Services	Wed. 3/11, 11:00AM
28	EagleARTS dba ARTSPaCE	Wed. 3/11, 11:15AM
29	Altitude AV LLC	Wed. 3/11, 11:30AM
30	Cole House Studio	Wed. 3/11, 11:45AM
<i>BREAK FOR LUNCH</i>		
31	Backbowl	Wed. 3/11, 1:00PM
32	Eagle Climbing + Fitness	Wed. 3/11, 1:15PM
33	Wiggle Worm Gardens	Wed. 3/11, 1:30PM
34	Capture the Action (CTA Digital Media)	Wed. 3/11, 1:45PM
35	Moe's Original BBQ	Wed. 3/11, 2:00PM
36	Cascade Village Theater	Wed. 3/11, 2:15PM
37	Yeti's Grind	Wed. 3/11, 2:30PM
38	Purpose Pilates	Wed. 3/11, 2:45PM

**Adjourn:** 5:30 PM

EVC Minutes | April 9, 2026 (Teams only meeting)

Generated by AI. These meeting notes have been checked for accuracy.

**Call to Order:** 1:03 PM

- **Roll Call:**

- **Members Present:** Eric Eves, Kim Fritzler, Mick Daly, Joel Wallen, Casey Glowacki
- **Members Absent:** Christina Hofman, Kim Goodrich, Matt Felser
- **Staff:** Nikki Davis, Melissa Daruna, Kyle Brotherton
- **Guests:** Scott Schlosser (DDA), Michelle Morgan (Chamber)

**Declaration of Conflict of Interest:** None declared.

**Approval of Minutes:** Approval of minutes was tabled to the next meeting.

- a. Minutes dated February 19, 2026
- b. Minutes dated February 24, 2026
- c. Minutes dated March 10, 2026
- d. Minutes dated March 11, 2026

**Admin:**

- Upcoming EVC Member Terms
  - Kelly Herzog officially stepped down from the committee.
  - Kim Fritzler and Joel will renew terms. Need confirmation from Kim Goodrich and Matt on renewal.
  - Staff will open the committee application to fill vacancies.
  - Other requests:
    - Formalize a DDA liaison on the EVC and vice versa
    - Consider amending term limits in the EVC bylaws
    - Consider allowing for multiple Alternates to ensure a consistent quorum

**Staff & Other Updates:**

- **Chamber and Screaming Eagle Charity Golf Tournament:** Michelle provided an update on the Screaming Eagle Charity Golf Tournament, including fundraising figures, event logistics, sponsorship opportunities, and the need for silent auction donations, engaging the group in supporting the event.
- **DCI's In The Game Conference:**
  - **Tax Increment Financing Collaboration:** Kim F. described sessions focused on tax increment financing for new housing projects, emphasizing the role of the DDA as a liaison between developers and the city, and the collaborative financial arrangements.
  - **Local Developer Engagement:** The group discussed the value of attracting local developers for downtown projects, referencing successful models from

Grand Junction and Glenwood Springs, and the importance of community-based development.

- **Developer Forum Outcomes:** Mick and Scott explained the privately-led developer forum, facilitated by Clark Anderson, which brought together 18 developers and resulted in a four-page summary sent to council, with positive feedback from local developers.
- **Strategic Planning Coordination:** Plans were made for Scott and Mick to meet with Melissa and Bryan before the strategic plan retreat to ensure alignment and understanding of developer feedback and context.

### **Business & Discussion Items:**

- **Business Advancement Program Implementation:**
  - **Council Approval and Grantee Notification:** Nikki reported that the Business Advancement Program recommendations were approved by the town council, grantees and non-awardees were notified, and a public announcement is being prepared.
  - **Feedback and Future Improvements:** Casey and others shared feedback from business owners about the intimidating presentation format, suggesting a more conversational approach for future programs and considering annual budget allocation for the program.
  - **Marketing and Impact Measurement:** Ideas were proposed for marketing the program, such as window stickers for recipients, and leveraging Placer.ai data to measure economic impacts and sales tax revenue increases resulting from the grants.
- **Placer AI Data Onboarding and Utilization:** Joel, Nikki, and others discussed the onboarding of Placer.ai, emphasizing the importance of understanding data derivation, running test cases, forming a subcommittee, and planning to use the data for economic reporting and marketing.
- **Consideration for Combining MEAC and EVC:** The group explored the idea of merging MEAC and EVC to streamline marketing, events, and economic vitality efforts, citing overlapping goals, current vacancies, and the potential for a stronger unified group.
  - **Marketing and Branding Focus:** Mick highlighted past frustrations with MEAC's lack of marketing focus, but recent changes have brought both committees closer to embracing marketing and branding as central elements.
  - **Strategic Plan Alignment:** The group agreed to wait for the publication of the strategic plan in May or June before making a final decision, intending to align committee actions with the plan's mission, vision, and values.
- **Open for Business Campaign and Retail Recruitment:** The group discussed launching an 'Open for Business' campaign, leveraging Placer.ai data and strategic

planning to proactively recruit retailers and developers, including participation in industry conferences and creating pitch materials.

- **Retail Recruitment Strategies:** Eric and others discussed attending conferences such as OR and ICSC to promote Eagle's opportunities, collaborating with developers, and identifying unique retailers that fit the town's vision.
- **Branding and Vision Development:** The group emphasized the importance of a compelling brand and vision, which will be clarified in the upcoming strategic plan, to support recruitment efforts and unify messaging.
- **Historical Context and Future Direction:** Mick referenced past economic development plans and the need for a realistic approach to retail recruitment, moving away from nonprofit models.
- **Sports and Recreation Tourism Opportunities:** Eric introduced the topic of sports and recreation tourism, outlining the potential for expanding investment in recreation campuses, fairgrounds, and leveraging sales tax data, with plans to invite Mike McCormack to present at the next meeting.
- **Strategic Plan Timeline and Next Steps:** The group discussed the timeline for the new strategic plan, expected in May or June, and agreed to potentially schedule a special meeting to review and align committee actions with the plan, ensuring all committees are informed and involved.

**Adjourn:** 2:25 PM

## **Reimagining how Eagle goes to Market with a reinvigorated Brand.**

To support the Town of Eagle's new Strategic Plan, we have an opportunity to reimagine not only what we want Eagle's new brand to say, but how the Town organizes itself to build and deliver on that brand.

This is a moment to take a fresh look at how Eagle approaches economic vitality, marketing, branding, events, communications, and business support. More specifically, we should consider the who, how, when, where, and what behind a reinvigorated Town brand — and how our committees can better align to help make that brand real.

A proposed consolidation of the Marketing & Events Advisory Committee and the Economic Vitality Committee is one step we recommend. Before outlining that recommendation, it is helpful to consider the background.

Since its inception, MEAC has focused primarily on events, originally with the goal of putting “heads in beds” to grow lodging tax revenue, which in turn helps fund the Town's event support budget. More recently, however, MEAC has recognized the need for a greater emphasis on marketing and branding.

At the same time, the Town has never had a dedicated marketing budget as such. Staff are already stretched across event support, economic development and housing, and communications. It is unlikely that this staffing and budget reality will change in the near term. Therefore, volunteer effort is crucial.

The EVC has long emphasized the importance of marketing and branding as essential tools for supporting local businesses, attracting investment, strengthening sales tax performance, and advancing Eagle's overall economic vitality. In fact, the first objective in the Economic Development Plan, adopted in late 2023 and supported by the EVC, is to *“Rebrand the Town of Eagle as Open for Business.”*

Bringing MEAC and EVC together would create a stronger, more strategic platform for advancing that objective in a coordinated and aligned way.

Committee consolidation would reduce duplication, close gaps, make better use of volunteer time and staff support, and take advantage of the strong expertise already represented among current committee members. It would also bring together complementary perspectives across marketing, branding, events, business support, tourism, resident engagement, and long-term economic vitality.

The timing is right. Membership changes on both committees create a natural opportunity to reorganize. In addition, once the Town of Eagle Strategic Plan is finalized, anticipated in June, the mission and work plan of a merged committee can be aligned directly with the Town's focused strategic priorities.

Reimagining how Town committees provide strategic support would position Eagle to move to a more unified, intentional approach, helping the Town define and activate a clear brand, support local businesses more effectively, improve coordination around events and marketing, and advance the “Open for Business” vision with greater consistency and impact.

In short, this is not simply a committee restructuring. It is an opportunity to better align people, purpose, strategy, and execution around the future Eagle wants to build.

**Patrick Sherwood, MEAC ... Mick Daly, EVC**