



**Economic Vitality Committee
Monday, May 16, 2022, 1:00 PM
Public Meeting Room / Eagle Town Hall
200 Broadway, Eagle, CO**

This agenda and the meetings can be viewed at www.Townofeagle.org.

PUBLIC WIFI – Eagle Guest

MEETING ACCESS - Meeting is In Person with Teams Access

- a **Microsoft Teams meeting**
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[+1 469-770-0416,,809767680#](#) United States, Dallas
Phone Conference ID: 809 767 680#

CALL TO ORDER/ROLL CALL - 1:00 PM

APPROVAL OF MINUTES

- a Minutes - April 18, 2022

COMMUNITY DEVELOPMENT UPDATE

- a Hockett Gulch Update, Chad Phillips

BUSINESS AND DISCUSSION ITEMS

- a Committee Configuration and Appointments/Bylaw stipulations for membership
- b Outdoor Recreation Economy (ORE) District Executive Summary, CU Boulder Consulting Team
- c Dashboard Discussion
- d EVC Goals Discussion
- e April 2022 Sales Tax Data
- f Upcoming Events, Molly Furtado

MEMBER & COMMITTEE UPDATE

- a Data Subcommittee Update, Kari McDowell Schroeder

ADJOURN - 3:00 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

Nikki Davis

Administrative Technician II

Economic Vitality Committee Meeting Minutes – 4/18/22

Meeting Access

Meeting was held in person at the Eagle Town Hall.

Call to Order

Meeting called to order at 1:00 pm.

In Attendance: Rick Beveridge, Kevin Brubeck, Maren Cerimele, Mick Daly, Nick Sunday, Christina Taylor

Zoom Attendance: Jim White

Absent: Clark Gundlach, Kat Connor, Chad Phillips, Levi Rozga, Kari Schroeder

Approval of the Minutes

- a. Motion to approve minutes from 3/21/22 made by Rick Beveridge.
- b. Second by Maren Cerimele.
- c. Passed unanimously.

Community Development Update

Request made by Mick to receive an update on Hockett Gulch at next month's meeting

Business and Discussion Items

- a. 2021 Sales Tax Review
- b. CU Boulder Outdoor Recreation Business Development Update
 - a. Jim will share report with EVC, add to agenda for discussion at next month's meeting
- c. Housing Assessment / DOLA Grant
 - a. Target completion Aug/Sept 2022
 - b. Share data with Eagle County Housing Task Force when completed
 - c. EVC can use data as another layer on top of community survey to inform strategies around affordable housing initiatives
- d. Broadband Update
 - a. Update by Kevin, TOE IT Manager

Member & Committee Update

- a. Community Builders / Dashboard Update – tabled
- b. Staffing Updates – inquiry about marketing & economic development positions
- c. Committee Additions – Jim will ask Jenny to review bylaws for process
- d. Christina discussed limitations with business startup fees, specifically tap fees.
- e. Suggestion by Maren to add to next agenda discussion of EVC committee goals.
- f. DDA Partnership Summit – May 4th open meeting 5:30 – 7:30 pm
- g. Suggestion by Mick to invite Molly (TOE Events Manager) to present at a future meeting.

Adjourn

Motion to adjourn made at 2:23 by Rick Beveridge.
Second by Christina Taylor.
Passed unanimously.

ECONOMIC VITALITY BYLAWS

ARTICLE I.

TOWN OF EAGLE ECONOMIC VITALITY COMMITTEE BYLAWS PURPOSE.

The purpose of the Town of Eagle Economic Vitality Committee (the "Committee") is to provide additional expertise to the Town Council and the Town Manager necessary to enhance and facilitate economic development in the Town, and to act as a catalyst between the Town, developers, residents and the business community to expand and improve the Town's economic climate within the context of the Town's commitment to social and environmental objectives.

ARTICLE II. MEMBERS.

- A. Number; Term. The Committee shall consist of not more than 7 voting members appointed by the Town Council to 2-year terms. Other non-voting members of the Committee shall consist of An Alternate, Council Member, the Town Manager and other appropriate Town staff. Voting members of the Committee shall be residents of the Town, own real property or own a business within the Town or employed within the Town limits in order to be eligible for appointment. The Alternate will participate fully in meetings, serve in a two-year term, and vote only when there is an absence of a regular member of the committee. Voting members may be reappointed by the Town Council but shall serve no more than 3 successive 2-year terms.
- B. Application; Appointment. The Town Manager shall establish an application process for prospective Committee members, including public notice. The Town Manager shall then present a list of candidates to the Town Council from qualified applicants. The Town Council may interview some or all of the applicants and may consider recommendations made by current Committee members. The Town Council shall then vote on the appointment of members by written ballot, with such ballots being tallied by the Town Clerk, followed by a motion to appoint the highest vote-getters and a voice vote on that motion. The written ballots shall include the name of the person voting and shall be public records, as required by the Colorado Open Records Act, C.R.S. § 24-72-200.1, et seq.
- C. Removal. Committee members may be removed by a majority vote of the Town Council for neglect of duty, conflict of interest or malfeasance in office, after notice and an opportunity to be heard.
- D. Vacancies. Vacancies shall be filled in the same manner as appointments.

ARTICLE III. OFFICERS.

- A. Chair. The Committee shall be led by a Chair, who shall be elected by the voting members of the Committee at the Committee's first meeting of each calendar year. The Chair shall be responsible for scheduling and leading the Committee meetings and activities.
- B. Other Officers. The Committee shall elect a Secretary at the same time and in the same manner as it elects a Chair. The Committee may elect a Vice-Chair through the same method, who shall assume the duties of the Chair in the Chair's absence.
- C. Committee Coordinator. The Committee shall appoint one of its voting members as the Committee Coordinator, who shall act as a liaison between the Committee and the Town

Council and Town Manager. The Chair, Secretary or Vice-Chair may serve concurrently in the role of Committee Coordinator.

ARTICLE IV. AUTHORITY AND DUTIES.

- A. Authority. The Committee is authorized to take any of the following actions, consistent with its purpose:
 - 1. Make recommendations to the Town Council regarding economic development programs and priorities which may help strengthen Town and business partnerships and attract new business;
 - 2. Promote economic vitality and business development in the Town; and
 - 3. Encourage development which provides employment opportunities for existing and future residents and provides for a diverse and stable economic base.
- B. Duties. In exercising its Authority, the Committee shall perform the following duties:
 - 1. Present a semi-annual written report to the Town Council on the ongoing projects under review by the Committee;
 - 2. Provide input to the Town Manager regarding provisions of the Town's Building Code or Land Use Code which may hinder economic development;
 - 3. Formulate and evaluate new economic development strategies and policies in furtherance of the economic development goals adopted by the Town Council;
 - 4. Review planned economic proposals and proposed developments in the Town, upon request by the Town Manager; and
 - 5. Perform any other activities related to economic vitality that could promote a positive economic environment in the Town or will help with the implementation of the Town's economic and strategic business plan, as assigned by the Town Council or Town Manager.

ARTICLE V. PARTNER ORGANIZATIONS.

To encourage collaboration, the Committee shall have partner organizations whose representatives may also participate in Committee meetings in a non-voting, advisory manner. There shall be no limit to the number of partner organizations invited to attend and participate in the Committee's meetings.

ARTICLE VI. MEETINGS.

- A. Public Meetings. All Committee meetings shall be open to the public, and noticed as required by the Colorado Open Meetings Law, C.R.S. § 24-6-401, et seq. Upcoming agendas shall be posted on the Town's website.
- B. Regular Meetings. Regular meetings shall be held monthly at the Eagle Town Hall, unless determined by a majority vote of the Committee as necessary and appropriate to meet at another location. The Chair may cancel any regular meeting when there is no business to be conducted by the Committee.
- C. Special Meetings. Special meetings may be called by the Chair or upon written request of 3 members of the Committee filed with the Secretary. The purpose of the meeting shall be stated at the time of the request.
- A. Minutes. Action minutes shall be kept for all Committee meetings. Approved minutes shall be posted on the Town's website.

- B. Quorum. A majority of the total number of members then holding office shall constitute a quorum of the Committee for purposes of conducting business, and a majority vote of those present shall be necessary to carry any proposition.

ARTICLE VII. EXPENSES.

- A. Staff Assistance. The Town Manager may make available to the Committee adequate facilities, staff assistance and discretionary funds to assist with the administrative functions and expenses of the Committee.
- B. Budget. Upon request of the Committee, the Town Council may budget a portion of funds for administrative costs associated with the Committee's duties or meetings. The Committee Coordinator shall work with the Town Manager as needed to propose a Committee budget to the Town Council in a similar format as other Town Departments. Use of funds budgeted for the Committee may be reviewed and discussed by the Committee, but no formal action is required by the Committee regarding budgeting or use of such funds.

ARTICLE VIII. AMENDMENTS.

These Bylaws may be amended by resolution of the Town Council in its sole discretion.

ARTICLE IX. SEVERABILITY.

If any part, section, subsection, sentence, clause or phrase of these Bylaws is for any reason held to be invalid, such invalidity shall not affect the validity of the remaining provisions.

ARTICLE X. DISSOLUTION.

The Committee may be dissolved by resolution of the Town Council in its sole discretion.

Resolution 22-2019 - Adoption

Resolution 27-2020 - Amended

Name	Position	First Term	Second Term	Notes
Mick Daly	Regular Member	May 2019-December 2021	December 2021-December 2023	
Clark Gundlach	Regular Member	May 2019-December 2021	December 2021-December 2023	
Stan Kensigner	Regular Member	May 2019-December 2021		Resigned
Rick Beveridge	Regular Member	May 2019-December 2021	December 2021-December 2023	
Maren Cerimele	Secretary	May 2020-May 2022		
Levi Rozga	Regular Member	May 2020-May 2022		
Kare McDowell Schroeder	Alternate	May 2020-May 2022		
Kevin Brubeck	Chair	May 2020-May 2022		
Kat Conner	Vice-Chair	May 2020-May 2022		
David Gaboury	Council Liaison	May 2019-November 2021		Replaced by Nick Sunday
Nick Sunday	Council Liaison	February 2022 - Current		
Chad Phillips	Staff Liaison			



The Town of Eagle is accepting applications from residents of the town for four regular members and one alternate for the Economic Vitality Committee. The Economic Vitality Committee meets regularly on the 3rd Monday of every month at 1:00 PM. All positions will serve a two-year term until May 2024. Applications should be submitted by email through our website and received no later than May 13, 2022, at 4:30 p.m., to Eagle Town Clerk, PO Box 609, Eagle CO 81631, or emailed to clerk@townofeagle.org.

Town of Eagle, CO: Best in Class Models and Strategies for Outdoor Recreation, Economy-Based Land Use and Development

Executive Summary

Purpose of Engagement:

To assist the Town of Eagle in researching and planning best in class models and strategies for a new “Outdoor Recreation Economy (ORE) District” (ORE District) to be located on approximately six acres within the Town limits, in support of certain land use and economic and community development goals identified in the Town’s 2019 Comprehensive Plan and Downtown Assessment.

Action Steps & Deliverables:

1. *Discovery:* Review the Town of Eagle’s 2019 Town of Eagle Comprehensive Plan, Downtown Assessment and other seminal planning documents. Meet with key Town administrative and planning staff to understand and assess the vision, plans, regulations (e.g., zoning) and other activities related to both overall community planning goals.
2. *Research:* Research into best in class eco-industrial park and co-located business models across the US, identify and interview key stakeholders that can inform best practices in land use planning and development around outdoor recreation economies.
3. *Market and Economic Analysis:* Assess the Town economy and compare it to peer/competitive economies in Colorado and other states.
4. *Presentation:* Create report and slide deck on research findings and recommendations.

Phase 1: Situation Analysis

Research Methodology:

1. Comparable Town Analysis
2. Stakeholder Interviews
3. Eagle Asset Mapping

Research Focal Areas:

- River Access
- Workforce Development
- Major Corridor Access
- District / Land Use Planning
- Outdoor Recreation Economy

[Comprehensive Presentation of Situation Analysis Results](#) - *click link to view.*

Research Focal Area Best Practices

Stakeholder interview insights and Eagle Asset Mapping insights incorporated into the below.

River Access Best Practices

- Integrate natural recreation opportunities presented by the river with the existing downtown, such as river walks or kayak launch pads.
- Leverage high quality fly fishing waters to attract aligned businesses and tourism opportunities. Prioritize Eagle River as a unique identifier for the Town.
- Utilize Eagle River as a focal point for non-vehicle connectivity, such as walk/bike trails.
- Look to successful examples of riverfront revitalization projects that integrate natural assets with downtown assets.

Workforce Development Best Practices

- Survey and engage local businesses to determine what the business community needs to evolve its workforce. Stakeholder insight indicates that common workforce needs are:
 - Development of affordable and attainable workforce housing.
 - Construction and subsidization of high-quality office and co-working space with high-speed broadband internet.
 - Improvements to community connectivity and access to transit services.

Major Corridor Access Best Practices

- Implement attractive 'gateways' to give visitors a sense of arrival and place when entering the Town from I-70.
- Leverage the access provided by I-70 to make the Town a business destination in the center of CO. Incorporate business attractions like conference space or showrooms.
- Assess how access to I-70 could be utilized as a distribution and supply corridor for emerging and existing outdoor recreation businesses.
- Investigate how transit could be improved to increase access to the Town from nearby communities (e.g., VelociRFTA transit network in the Roaring Fork Valley).

District Planning Best Practices

- Utilize holistic "district planning" to create a sense of place within the Town. Integrate land use planning goals with the identity and culture of the Town.
- Direct residents and businesses to where you'd like them to spend their time with intentional land use and connectivity planning. Connect new district(s) with downtown areas, local businesses, etc.
- Integrate district planning with natural resources. Create recreational opportunities like walking, biking and river access where possible.

ORE Community Best Practices

- Implement policy incentives that create a business-friendly community. These could include real estate subsidies, grants and tax incentives.
- Support real estate development and zoning policies that are relevant to business needs, such as warehousing space, shipping capacity and flexible office space.
- Create business opportunities for networking, investment and talent attraction through Town marketing campaigns, Town-hosted conferences, etc.
- Recruit and/or foster "anchor" businesses that can serve as a proof of concept to other businesses and workforce talent considering setting up shop in Town.

Economic and Market Analysis Methodology and Results

Economic and market research was conducted to describe the Town economy and compare the Town economy to peer/competitive economies in Colorado and in other states. This included absolute and relative growth metrics, location quotients, and measures of economic diversity. Research also included an overview of area housing characteristics (e.g., rental versus owner-occupied, housing stock, etc.) and population characteristics (e.g., population by age, gender, race/ethnicity). This information can inform the feasibility of growing an outdoor industry economy in the Town.

Results can be found in slides 48 - 61 in the core [presentation slide deck](#).

Appendix

Comparable Town Analysis Summary:

With a focus on mountain and resort towns, and specific input from Bill Shrum, the team assessed 22 peer communities across North America. The intent in this analysis was to identify best practices in the concepts of outdoor recreation economy building, district planning, public-private partnership and mixed-use development that could be applied to the Town of Eagle. Population size, infrastructural features, natural features, downtown/district areas, planning and development policies, transit and connectivity options, housing and workforce accommodations and town identity features were all assessed and documented.

Colorado Towns Studied: Avon, Steamboat Springs, Carbondale, Glenwood Springs, Salida, Buena Vista, Frisco, Durango, Montrose, Evergreen, Telluride, Trinidad, Woodland Park.

Non-Colorado Towns Studied: Leavenworth, WA. Las Catalinas, Costa Rica. South Jordan, UT. Burnside Park, Nova Scotia, Canada. Ballard Brewery District, Seattle, WA. Park City, UT. Jackson, WY, Taos, NM.

Results:

- Montrose and Glenwood Springs offer excellent case studies for Eagle to emulate.
 - Montrose's Colorado Outdoors campus facilitates the recruitment of outdoor recreation businesses to Montrose, and provides housing, office space and outdoor recreation opportunities to tenants. Efficient public-private partnership with the City of Montrose led to expedited zoning processes, riverfront easements to the City and a business-friendly atmosphere that is attracting new commerce, employment and housing opportunities.
 - Glenwood Springs offers a history of planning principles that prioritize connectivity within the town. Their Confluence Development Plan demonstrates a way to integrate historically underused properties (industrial space, parking lots, brownfields) to create affordable housing options that are connected through bike/walk trails to the downtown.
- Dedicated cross-functional efforts were undertaken in all towns that built successful outdoor recreation economies. Combined efforts from city planning and zoning, chamber of commerce/economic development, private real estate development, natural resource restoration/conservation and policy incentives all combine to create the workforces, infrastructure and communities necessary to build a successful outdoor recreation economy.

Policy Tools:

Our research indicates that peer economies that have successfully revitalized through outdoor recreation did so by leveraging state and local level policy incentives to pave the way and partially fund their efforts.

Policy Tool	Office/Policy Manager	About
<u>Rural Jumpstart</u>	OEDIT	Program that incentivizes new businesses move to or start in rural, economically distressed areas.

<u>Rural Technical Assistance Program (RTAP)</u>	OEDIT	Provides free technical assistance, consulting and funding to aid communities in developing economic development plans/strategies.
<u>Rural Economic Development Initiative (REDI)</u>	DOLA	Fund available to help rural Colorado communities create diverse economic revitalization strategies.
<u>Main St. Program</u>	DOLA	Community framework for downtown revitalization. Adds notoriety and recognition to a downtown location.

Similarly, peer economies created efficient policy pathways for developers and businesses in town that supported core town planning goals (such as affordable housing, business recruitment, etc.).

Montrose, CO, offers a good case study for the types of policy incentives and public-private partnership tools a town can implement to facilitate reaching their goals:

- Montrose employs as Director of Business Innovation and Tourism (DBIT) as a full time position within city government.
- Department and Revitalization Team (DART) is a stable department in Montrose that specifically fosters business and economic growth, including increasing tiers of accreditation in their Main Street program, business outreach, downtown business recruitment and more.
- Public-private partnership with Colorado Outdoors allowed for expedited permitting and mutual-value add in real estate development (example: river-access easements donated back to City).
- The Montrose Urban Renewal Authority (MURA) was formed to develop the outdoor recreation manufacturing park along the Uncompahgre River.
 - Connect Trail Initiative (via \$2mil grant) connects MURA area with downtown via walk/bike trail.
- Montrose implements additional business Incentives, such as:
 - Revolving Loan Funds
 - In-kind Site Improvements for Curb Appeal
 - Building permit and tap fee abatement
 - Relocation expenses for businesses transitioning to operating in Montrose
 - Office space abatement for businesses relocating to Montrose

Application of Best Practices and Research Focal Areas to Town of Eagle:

Focus Area	Recommendation	Town's Comp Plan
	Identify a project champion and committee of champions within the Town to move this district concept forward.	
District Planning, and ORE Business Community	Utilize land that is zoned for light industrial/commercial for uses that incentivize outdoor recreation businesses, such as warehousing, gear showrooms, manufacturing facilities, co-working space and more.	Goal 1-2: create commercial development that fits the desired character of the Town.

Workforce Development	Create business, real estate and housing incentives that attract the workforce talent that the Town is interested in.	Goal 1-1: create attainable housing for those that live and work within the Town.
District Planning	Promote and increase non-vehicle connectivity in the Town through increased walk/bike trail development.	Goals 2-2, 2-4, 3-1, 3-3, 4-2, 5-3: foster trail systems and improved connectivity within the Town.
River Access	Utilize river access to support activity-specific identifiers in the Town (i.e. - become a fly fishing business hub).	Goal 3-1: promote the Town's unique recreational activities.
Outdoor Recreation Economy	Leverage business/policy incentives at the state and local level to create a business friendly environment.	
District Planning	Leverage district planning to create unique identifiers that foster a sense of place and identity for the Town.	Goal 2-1 and 2-3: support the Town's unique mountain character.

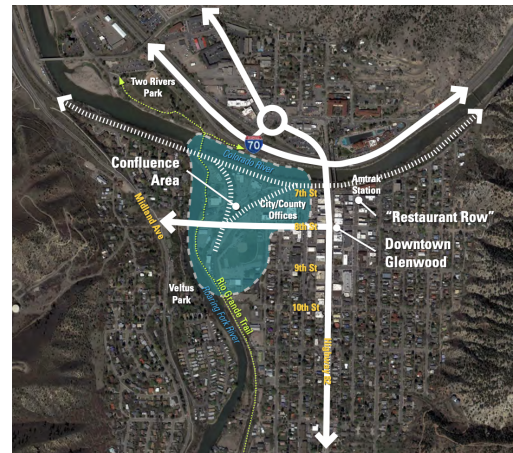
District Planning Example: Colorado Outdoors Campus, Montrose, CO

Colorado Outdoors, part of a public-private partnership in Montrose, includes a multi-purpose campus that is intended to help Montrose meet a number of economic vitality goals, from attainable workforce housing, to commercial space, to river access and trail systems. Colorado Outdoors relied on effective partnership with Montrose and anchor local businesses to get the development project off the ground.



District Planning Example: Confluence Redevelopment Plan, Glenwood Springs

Glenwood Springs' Confluence Redevelopment Plan successfully allowed the town to convert industrial and under-utilized land parcels to a multifunctional housing and commercial development that prioritized connectivity to the town's downtown area and river resources.



District Planning Example: South Main Neighborhood, Buena Vista, CO

The South Main Neighborhood incorporated New Urbanism planning principles as a means to enhance the Buena Vista community as a whole. Nestled on the Arkansas river, with roughly 40 acres to work with, a new holistically planned community was created. River access, shops, restaurants, housing and other amenities were all constructed with the goal of integrating New Urbanism into a historically rural region.



Next Steps:

- Determine viability for ORE district in the Town.
- Determine several land parcels that could be good fits for this type of development, inclusive of willing and amenable development partners.
- Decide on a specific direction for economic diversity goals. Are there specific industries or areas of outdoor recreation that the Town would like to focus on?
- Consult with Town stakeholders, including residents and businesses, to build a designated committee and champions for the project.
- Assess state and local financing resources that can support the project..
- Work with Consulting Team to map out design and development of ORE District.



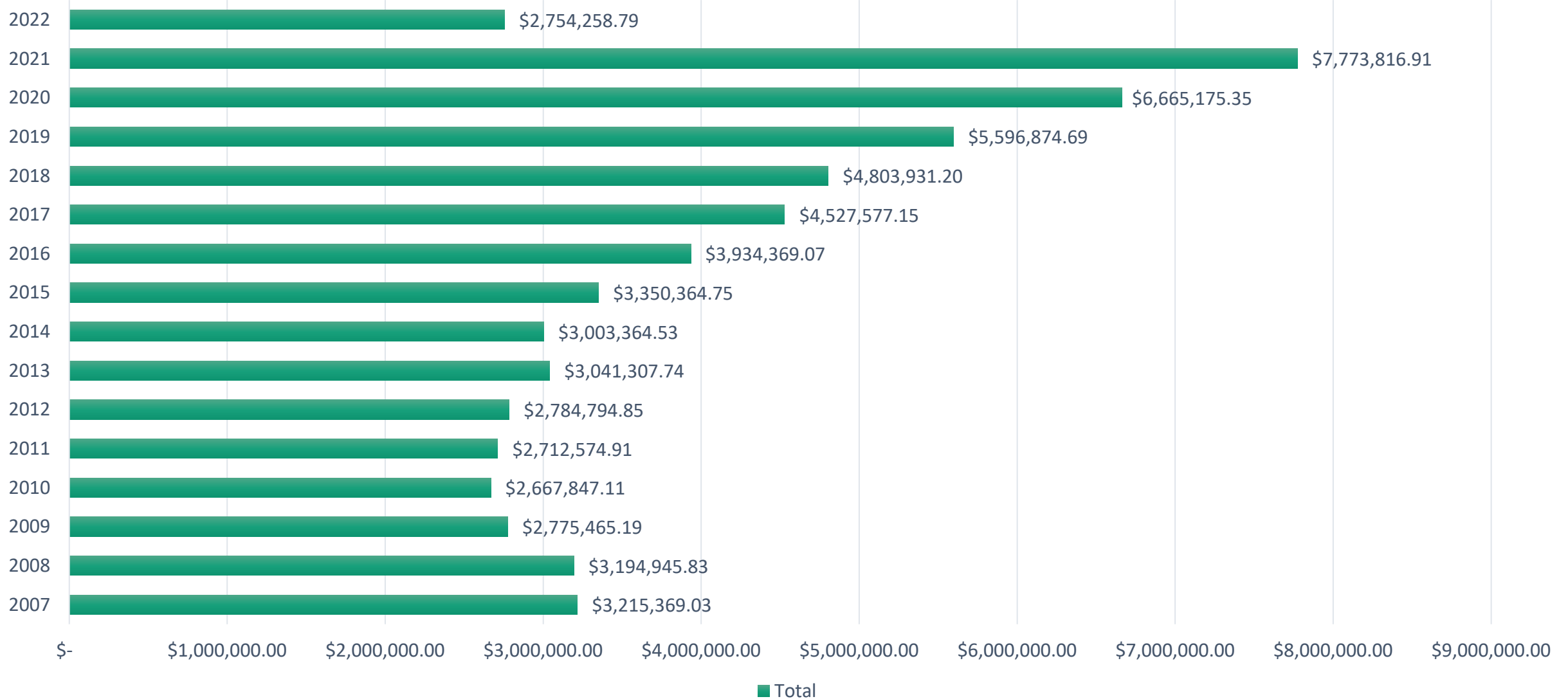
Town of Eagle
April 2022 Sales Tax Data

2022					
Month	Filing Period	Revenue Period	O/U	Online Sales	Online Retailers
Jan	\$ 650,114.69	\$ 756,522.10	10%	\$108,423.99	1700
Feb	\$ 639,612.50	\$ 645,546.63	12%	\$76,896.61	1570
Mar		\$ 662,102.20	26%	\$78,856.55	1508
1 Q		\$ 2,064,170.93	15%	\$264,177.15	
Apr		\$ 690,087.86	11%	\$96,780.33	1670

2021					
Month	Filing Period	Revenue Period	O/U	Online Sales	Online Retailers
Jan	\$ 551,018.08	\$ 688,558.97	19%	\$67,050.62	1443
Feb	\$ 522,289.69	\$ 576,588.68	20%	\$81,832.64	1311
Mar	\$ 620,202.63	\$ 525,690.74	13%	\$51,489.75	1270
1 Q	\$ 1,693,510.40	\$ 1,790,838.39	18%	\$ 200,373.01	
Apr	\$ 590,933.22	\$ 623,363.57	13%	\$67,089.31	1429

ANNUAL TOTAL SALES TAX 2007-2022 REVENUE PERIOD TOTALS

**2016 - PRESENT INCLUDE .5% SALES TAX INCREASE*



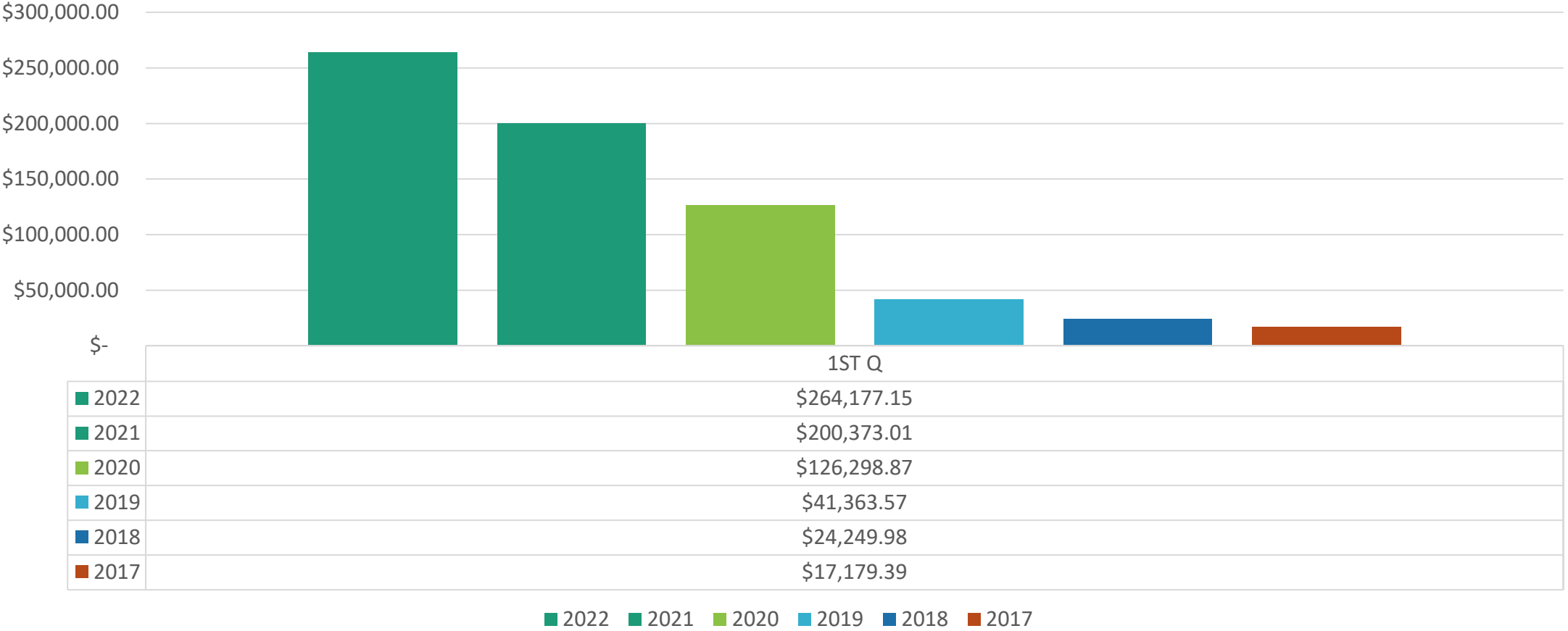
TOTAL SALES TAX BY QUARTER
2013-2022
REVENUE PERIOD TOTALS



ONLINE SALES TAX BY QUARTER

2017-2022

REVENUE PERIOD TOTALS

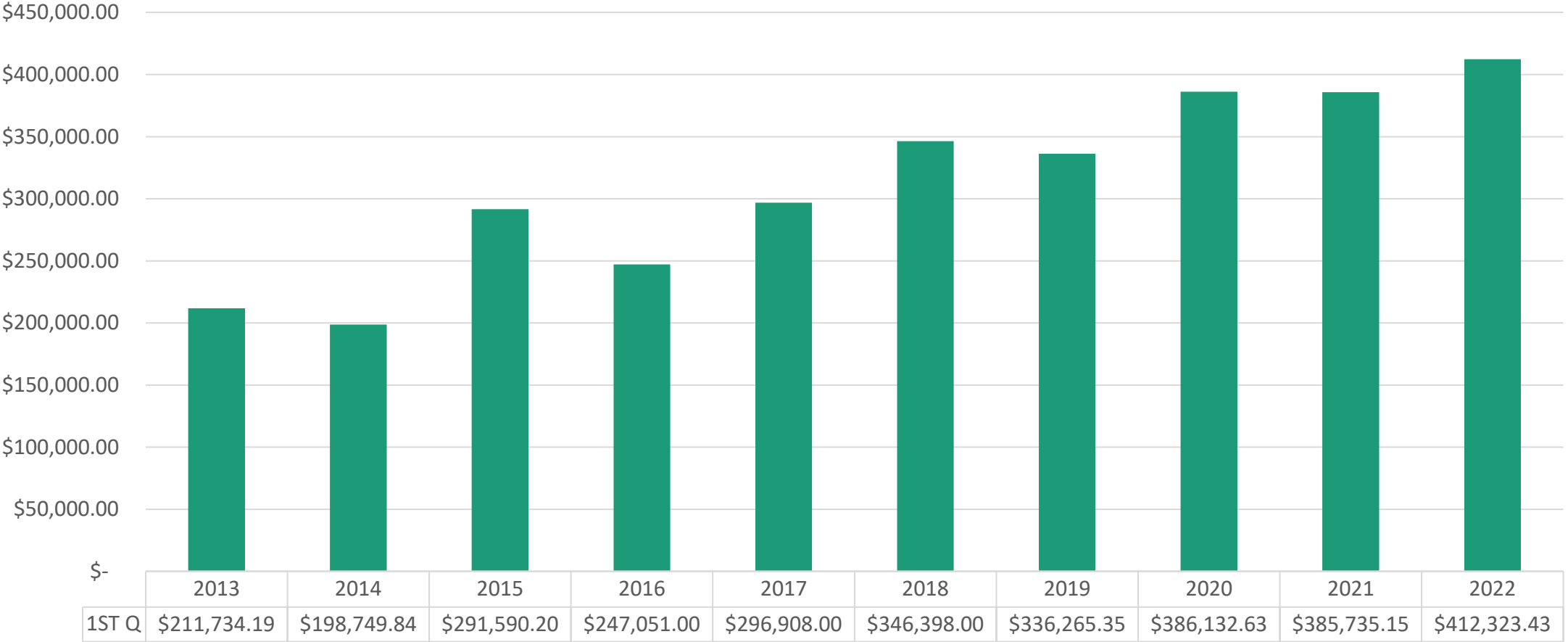


Online sales are included in the retail and out of area sectors.

RETAIL QUARTERLY COLLECTIONS
2013-2022



FOOD QUARTERLY COLLECTIONS
2013-2022



RESTAURANTS & BARS QUARTERLY COLLECTIONS
2013-2022



LIQUOR STORES QUARTERLY COLLECTIONS
2013-2022



■ 1ST Q

LODGING QUARTERLY COLLECTIONS

2013-2022



UTILITIES QUARTERLY COLLECTIONS
2013-2022



AUTOMOTIVE QUARTERLY COLLECTIONS
2013-2022



■ 1ST Q

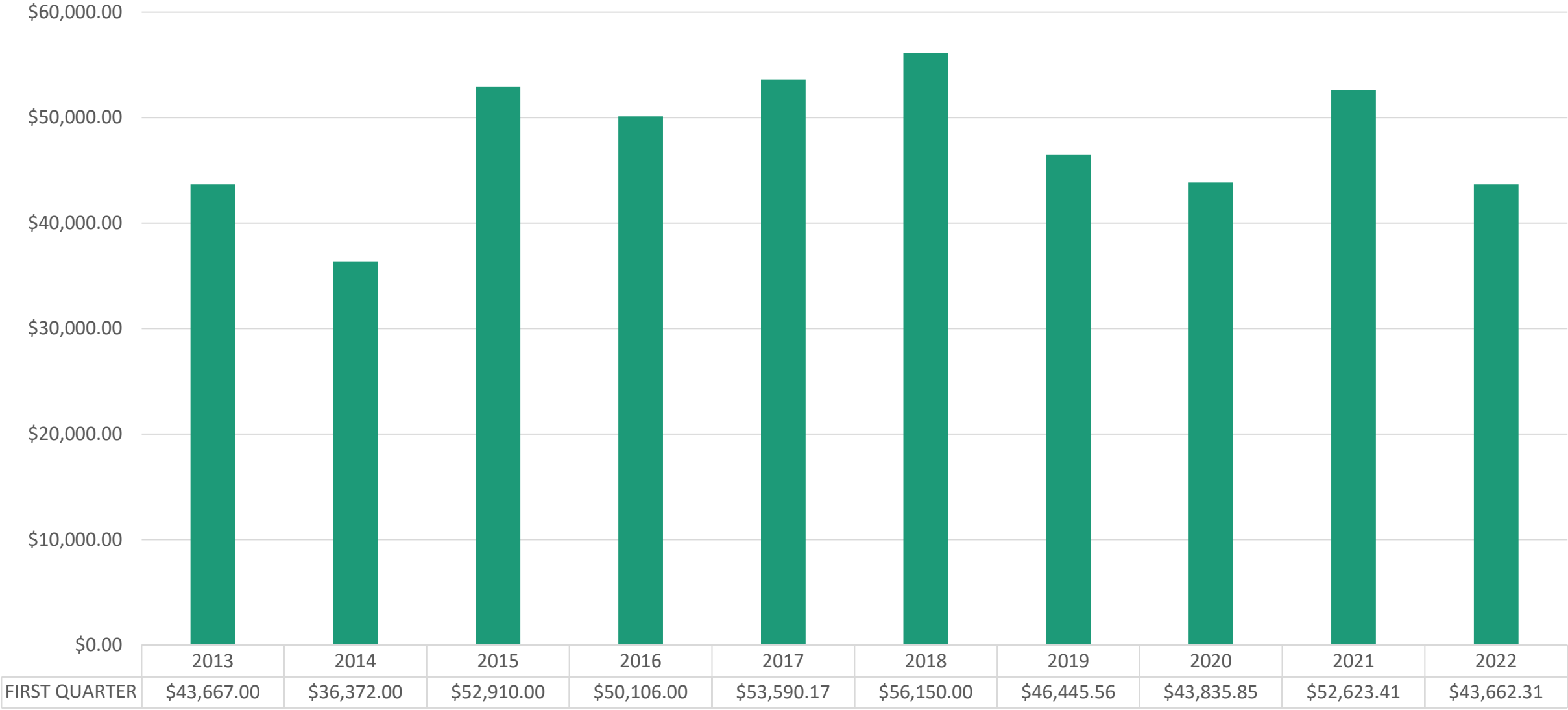
MISCELLANEOUS QUARTERLY COLLECTIONS
2013-2022



BUILDING/CONSTRUCTION QUARTERLY COLLECTIONS
2013-2022



DOWNTOWN DISTRICT QUARTERLY
2013-2022

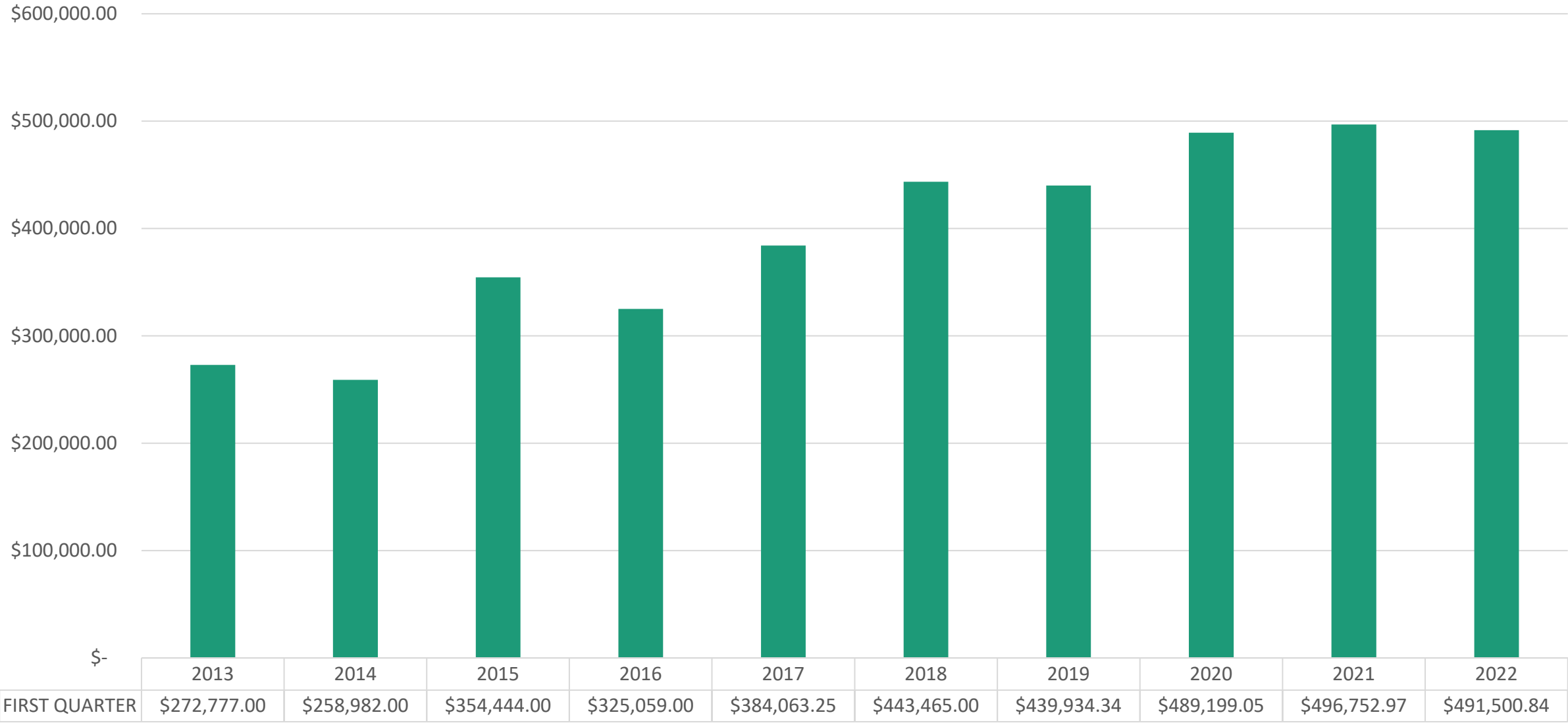


■ FIRST QUARTER

CHAMBERS AVENUE QUARTERLY 2013-2022

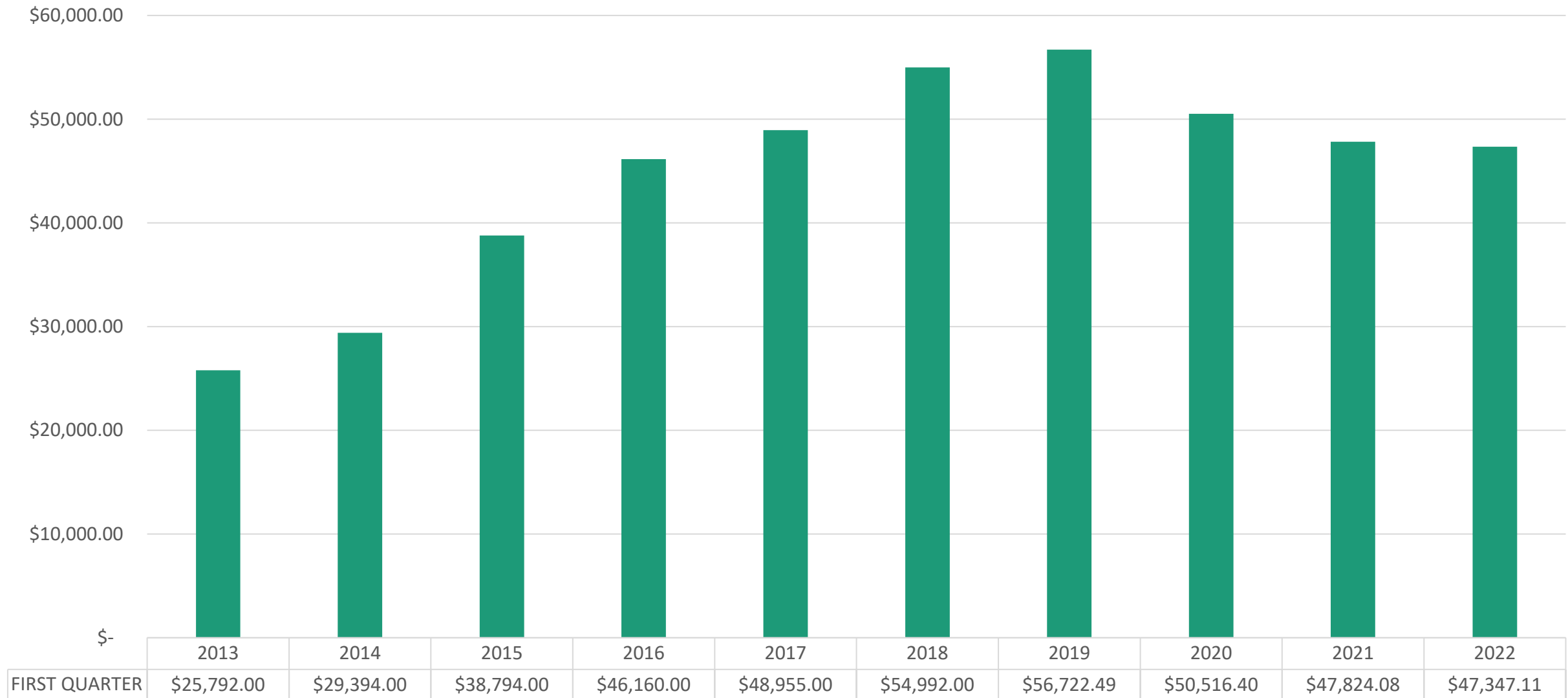


MARKET STREET QUARTERLY
2013-2022



■ FIRST QUARTER

HIGHWAY 6/GRAND AVE. QUARTERLY 2013-2022



■ FIRST QUARTER

EAGLE RANCH QUARTERLY
2013-2022



■ FIRST QUARTER

OTHER AREAS QUARTERLY
2013-2022



Nikki Davis

To: Jim White
Subject: RE: EVC Meeting on Monday

From: Kari McDowell Schroeder <kari@mcdowelleng.com>
Sent: Thursday, May 12, 2022 3:47 PM
To: Jim White <jim.white@townofeagle.org>; kevin.brubeck@yahoo.com
Cc: Jill Kane <jill.kane@townofeagle.org>
Subject: RE: EVC Meeting on Monday

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Jim and Kevin,

I was able to speak to Jill this morning. Here's my summary.

Jill,

Please clarify as necessary.

Community Builders' "Community Survey and Ongoing Dashboard Project"

- Community Builders' billed \$18,000 of their \$24,875 contract in 2020
- The remainder of the contract was not rolled over into the 2021 or 2022 budget
- To post the dashboard and do quarterly ongoing data collection, we will need a new proposal from Community Builders and to have Council authorize the spending.
- I have reached out to Clark Anderson at Community Builders to coordinate.
- The EVC has a budget of \$20,000 to spend on our projects this year.
- Based upon Community Builders' previous scope, I would estimate this to be \$7,000 - \$10,000 to add 2021 and 2022 benchmarks.
- A copy of Community Builders' original scope is attached.
- A copy of the EVC's letter of support (and preferred metrics to track) is also attached.
- The data subcommittee met on Wednesday, May 11 to discuss updating the ongoing tracking component of the dashboard. Kari will have a presentation to summarize this discussion.
 - Dashboard is tool to inform Council decisions
 - Quarterly updates instead of monthly updates
 - 1) Employment & Hiring
 - 2) Sales Tax by Area
 - 3) Community and Social Supports
 - 4) Housing and Affordability

Economic Planning Systems "Economic Development Plan"

- In our August 3, 2021 EVC meeting, we voted to approve the EPS scope, with the following exception.... This is a quote from the meeting minutes.
 - *"Economic Development Plan Proposal Review*
 - *a. Motion by Rick Beveridge to remove land use component from EPS's proposal,*
 - *engage EPS with other components and move forward, revise and hold Urban3's*
 - *scope of work to be land use only potentially combining budget with Comm Dev,*
 - *re-engage EPS for land use study if Urban3's scope delays project or exceeds*

- *budget.*
- *Second by Kari Schroder.*
- *Passed unanimously.”*
- Council has \$50,000 budgeted for EPS’ Economic Development Plan in 2022
- I believe this was rolled over from shared EVC and DDA 2021 funds
- This project needs a champion to help push it along
- Andrew Knutson and Sarah Dunmire from EPS are available to join our call at 1:30pm on Monday to talk to us about their plans for the development of an economic development plan.
- EPS’s proposal is attached.

DCI’s priority list for Eagle’s EVC

- When DCI did a Community Assessment for Eagle, they generated a priority list for the EVC. It is attached for review and comparison to our priorities.

I’m looking forward to joining you remotely on Monday.

Thank you,

Kari

Town of Eagle
Attn: Town Council
200 Broadway
Eagle, CO 81631

October 19, 2020

Re: Recommendation of Economic Data Dashboard Contract

The Economic Vitality Committee (EVC) has identified several goals related to improving the economic vitality of Eagle. Economic data collection and tracking was one of these critical tasks. This will help the EVC and Town keep a pulse on the community's economy.

Key data measures identified included:

- Sales tax by industry and area (data from Town)
- Real estate and affordable housing (data from local realtors)
- Work-from-home population (more information needed)
- Human services use (data from Eagle Valley Community Fund)

As a Committee, we believe that the Town would benefit from an Economic Data Dashboard. The dashboard is a web based graphic interface that will share our data to the public. While the dashboard will be helpful during our community's COVID-19 journey, the pandemic will not be the primary focus. The long term goals of the dashboard will be:

- Assist local leaders in conducting better informed dialogue and decision-making based on real time sentiment and needs of the Town residents and businesses
- Collect and report economic data by an independent source
- Track timely (monthly), accurate data to assist in the measurement and monitoring of economic trends and issues
- Compare and contrast current and historic economic data
- Communicate real-time information to Town residents and businesses

Community Builders has provided a proposal for a web-based dashboard and continuous updates. This team recently completed similar project entitled 'Economic Recovery Dashboard' for Gunnison County. Gunnison County's dashboard provides the same general framework that the Town of Eagle would benefit from.

<https://covid19.gunnisoncounty.org/updates/gunnison-valley-economic-recovery-dashboard/>

The EVC recommends that the Town Council approve the Community Builders contract. Specifically, we recommend Option 2: Dashboard with Recurring Monthly Survey because it provides additional community surveys with the ongoing monthly reporting. The ongoing \$1,220 per month seems like a reasonable amount of funding to assist the Town in understanding the current economics.

The Town could consider kicking off the project in conjunction with the Town's forthcoming biennial community survey. The EVC would like to provide input on several economic-related questions for this survey.

The Economic Data Dashboard should be summarized for the Town Council on a monthly basis. It will assist the Council in understanding the economic pulse of our community and conducting informed dialogue and decision-making.

Respectfully,

Town of Eagle Economic Vitality Committee

Kevin Brubeck, Chair

Kat Conner

Maren Cerimele

Mick Daly

Clark Gundlach

Rick Beveridge

Levi Rozga

Kari McDowell Schroeder

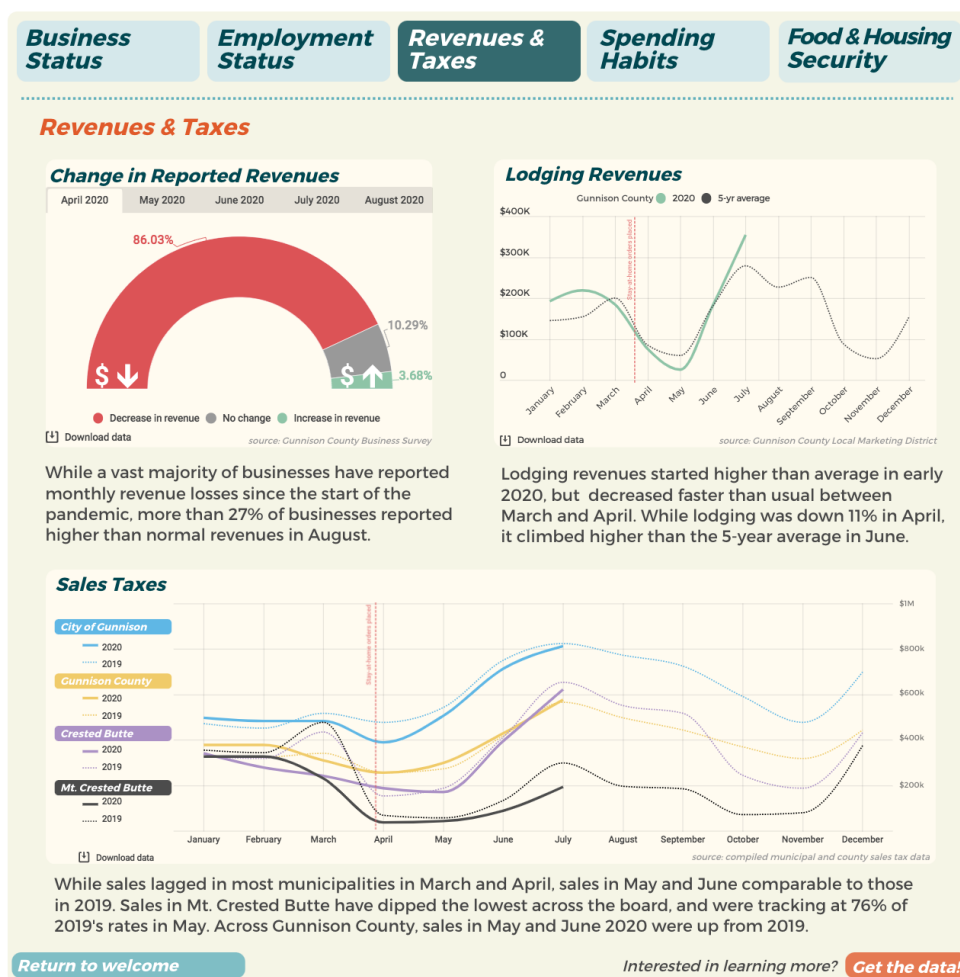
Enc: Community Builders Proposal for the Town of Eagle

With the sudden economic realities of the COVID-19 global pandemic, it is now more important than ever for local governments to measure, monitor, and make publicly available to the community timely information about key economic trends and issues. Especially when regularly updated with recent information that compares and contrasts current economic data with past years, an online Economic Recovery Dashboard can provide a powerful tool for communities to both inform the wider public, and assist local leaders conduct better informed dialogue and decision-making.

Community Builders proposes to assist the Town of Eagle with the development, hosting, and maintenance of an online Economic Recovery Dashboard to help local leaders and community members better understand key issues and track progress on Eagle's path to economic recovery and resilience. Depending on need, budget, and local capacity, the dashboard may be scaled to rely on either existing local data, newly created data from regularly recurring community surveys, or both.

The following draft scope outlines two possible options and budgets for developing a dashboard. For both of the options, Community Builders would like to work with the Town of Eagle staff and other key stakeholders to develop a list of pertinent data points to track. For a rough scale, the dashboard is expected to contain up to 8 key data visuals, with basic concept and layout based on the Gunnison Valley Economic Recovery Dashboard, as pictured below.

Gunnison Valley Economic Recovery Dashboard



<< The Gunnison Valley Economic Recovery Dashboard

For scale, the Gunnison dashboard contains 7 pages and 16 visualizations (three visuals on one page pictured to the left). For simplicity, easy of use, and budget, Community Builders proposes the Town of Eagle Dashboard to contain closer to 4 pages, and up to 8 data visuals.

Option 1: Existing-Data Dashboard

Develop and maintain an interactive, online dashboard displaying available local data.

The Option 1 Dashboard would be designed to be the most affordable and efficient option by relying exclusively on already-existing data, eliminating the need for a recurring monthly survey. While this option would restrict the dashboard to only a limited amount of available data, existing local data carries the benefit of telling a more complete story by including previous and historic data (survey data misses the earlier months of the pandemic).

Option 1 Pros:

- More efficient and affordable

Option 1 Cons:

- Limited data availability
- Doesn't capture community input or feedback

Tasks & Deliverables:

1. Concept development

To develop the Option 1 Dashboard, Community Builders would work closely with Town of Eagle staff to develop a list of appropriate and pertinent metrics to collect. These metrics might include;

- Sales tax data, or sales taxes by industry or sector
- Monthly county unemployment data from the Bureau of Labor Statistics
- Housing and food assistance data from local human services partners
- Real estate data (number of sales, median list price, etc) from local Realtor partners
- Other existing and accessible local data

Timeline: October 2020

Deliverables: Brief concept development memo

Budget: \$720

2. Dashboard development & launch

Community Builders will develop a draft online dashboard that may be shared privately with Town Staff and other key stakeholders for review. After edits and adjustments, Community Builders will provide Town Staff with an embed code to host the dashboard on the Town website. Later back-end updates made to the dashboard by Community Builders will then automatically update on the Town's website.

Timeline: November 2020

Deliverables: Draft dashboard, guided review process, finalized dashboard with embed code

Budget: \$3,320

3. Dashboard Monthly Maintenance

Each month, Community Builders will update the dashboard's data and captions. While Community Builders will access publicly available data for monthly updates (BLS data, or data made available on other websites), it will be the Town's responsibility to supply and locally-accessible data (sales taxes, sales taxes by industry, local real estate data from a Realtor partner, data from local human services organizations, etc). The Town will also be encouraged to work with Community Builders to review updated captions. A caption-less option may also be developed to decrease required Town capacity.

Timeline: Monthly

Deliverables: Updated dashboard data-visuals and captions using data provided by Town Staff

Budget: \$1,098 / mo flat rate, with possibility of switching to time/materials billing

Option 1 Budget: **\$4,040 for start-up and launch (tasks 1&2)**
 \$1,098 / mo maintenance (task 3)

Option 2: Dashboard with Recurring Monthly Survey

Develop and maintain an interactive, online dashboard displaying available local data.

Especially during such a unique moment for local economies, readily available local data may not be adequate for painting an accurate picture of local economic trends and issues. The Option 2 Dashboard would rely on both already-available local data and newly-created data from a customized, regularly recurring monthly community survey. This survey would be designed to be short, easy to complete, and designed around key economic questions that local leaders would like to better understand and track.

While Community Builders will work with Town Staff to develop a survey and system that is easily replicable on a month-to-month basis, Town Staff will be responsible for all survey outreach and promotion, as well as for delivering collected data to Community Builders.

Option 2 Pros:

- Captures community input and feedback
- Generates otherwise unavailable data

Option 2 Cons:

- Less efficient and affordable than Option 1

Tasks & Deliverables:

1. Concept development

To develop the Option 2 Dashboard, Community Builders would work closely with Town of Eagle staff to develop a list of appropriate and pertinent metrics to collect. These metrics might include;

- Already existing tax, unemployment, human services, real estate, or other existing and accessible local data as included in the Option 1 Dashboard
- Business operating status, opinions on the pace of reopening, reasons for changing spending habits, or other key data points that may be collected through local surveys.

Timeline: October 2020

Deliverables: Brief concept development memo

Budget: \$730

2. Survey development & launch

Community Builders will work with Town Staff and other key stakeholders to develop community survey language as well as a survey delivery system that will collect sound and usable data. The survey will be distributed by the Town and partners each month, and may also be used to collect data and community input for use beyond the dashboard.

Timeline: Development: October - November 2020 // Launch: December 2020

Deliverables: Draft survey language, guided review process, finalized survey

Budget: \$1,220

3. Dashboard development & launch

Community Builders will develop a draft online dashboard that may be shared privately with Town Staff and other key stakeholders for review. After edits and adjustments, Community Builders will provide Town Staff with an embed code to host the dashboard on the Town website. Later back-end updates made to the dashboard by Community Builders will then automatically update on the Town's website.

Timeline: Development: November - December 2020 // Launch: January 2020

Deliverables: Draft dashboard, guided review process, finalized dashboard with embed code

Budget: \$3,895

4. **Dashboard Monthly Maintenance**

Each month, Community Builders will update the dashboard's data and captions. While Community Builders will access publicly available data for monthly updates (BLS data, or data made available on other websites), it will be the Town's responsibility to supply and locally-accessible data (sales taxes, sales taxes by industry, local real estate data from a Realtor partner, data from local human services organizations, etc). The Town will also be encouraged to work with Community Builders to review updated captions. A caption-less option may also be developed to decrease required Town capacity.

The Town will also be responsible for doing outreach and promotion for monthly surveys, and for delivering collected data to Community Builders.

Timeline: Monthly

Deliverables: Updated dashboard data-visuals and captions using data provided by Town Staff

Budget: \$1,270 / mo flat rate, with possibility of switching to time/materials billing

Option 2 Budget: *\$5,835 for start-up and launch (tasks 1- 3)*
 \$1,098 / mo maintenance (task 4)

Add-Work Services Option

Should the Town wish to make major revisions to the dashboard, such as building and adding new data-visuals, new pages, or making significant changes to any survey system requiring assistance from CB, the Town may elect to add an add-work budget option to the contract, agreeing to compensate Community Builders for agreed upon additional work beyond the scope at a rate of \$115 / hr.

Budget & Billing Flexibility

During the contract drafting process, Community Builders and the Town may explore options for billing monthly maintenance task on a time/materials basis. In such an arrangement, CB would invoice the Town at the above flat rates for any start-up tasks after completion, and then transition into time/materials billing for maintenance. This arrangement may save funds for the Town by only invoicing for hours of work complete, and may additionally allow for increased flexibility to use additional remaining monthly hours for light additions to the dashboard, if desired. This arrangement would use an hourly rate of \$115/hr, and would include a monthly cap on hours worked, as agreed upon by the Town and CB in the contracting process.

The Town may elect to have CB bill on a post-task-completed bases for startup tasks, and quarterly invoicing for additional recurring maintenance, or quarterly invoicing for all tasks in the project.



	Option 1: Existing-Data Dashboard		Option 2: Recurring Mini-Survey & Dashboard	
Concept Development	✓	Develop concept, project goals, & key metrics \$720	✓	Develop concept, project goals, & key metrics \$720
Survey Development & Launch	✗		✓	Draft survey language, guided review process, finalized survey \$1,220
Dashboard Development & Launch	✓	Draft dashboard, guided review process, finalized dashboard with embed code \$3,320	✓	Draft dashboard, guided review process, finalized dashboard with embed code \$3,895
Monthly Dashboard Maintenance	✓	Updated dashboard data-visuals and captions using data provided by Town Staff \$1,098 / mo	✓	Updated dashboard data-visuals and captions using data provided by Town Staff \$1,270 / mo
Add-Work for Dashboard Addition, etc.	✓	Add-Work option for any future additions to or expansions of the dashboard \$115 / hr	✓	Add-Work option for any future additions to or expansions of the dashboard \$115 / hr
Total Budget	\$4,040 for start-up and launch + \$1,098 / mo maintenance (or \$115 / hr on Time/materials billing) + \$115 / hr add-work for later additions		\$5,835 for start-up and launch + \$1,270 / mo maintenance (or \$115 / hr on Time/materials billing) + \$115 / hr add-work for later additions	



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ECONOMIC DEVELOPMENT PLAN

Prepared by:





July 19, 2021

Mr. Bill Shrum
Assistant Town Manager
Town of Eagle
200 Broadway
Eagle, CO 81631

Subject: Eagle Economic Development Plan; EPS #213098

Dear Bill:

Economic & Planning Systems (EPS) is pleased to submit this proposal to complete an economic development plan for the Town of Eagle, Colorado. We would be most interested in working with the Town and its project team on this important and challenging assignment.

EPS is a full-service economic consulting firm with 45 professional staff in its Denver, Oakland, Sacramento, and Los Angeles offices. The firm has a broad practice in real estate economics, fiscal and economic impact analysis, economic development, land use and transportation, and public finance. EPS has completed economic development plans and strategies for a diversity of cities, towns, and regions in Colorado and throughout the western U.S. EPS takes a broad approach to economic development. In mountain communities known for their quality of the place and quality of life, a healthy and prosperous economy reflects the interdependence of the region's economic development and community development functions. We have worked on multiple public and private development projects in the Town over the last 20 years, including the current Grand Avenue Corridor Project and therefore have a strong understanding of economic and market conditions.

Andrew Knudtsen, managing principal, will be the principal-in-charge for the project. He has a wide range of experience with cities, counties, and regional authorities on a range of policy and development feasibility assignments. He is particularly knowledgeable of the Eagle County economy having worked with virtually every jurisdiction in the valley. Brian Duffany, executive vice president will be the project manager and day to day contact. Brian has broad experience in real estate market analysis and feasibility, economic development strategies, incentives analysis, strategy/implementation development, local government finance, fiscal impact analysis, transportation planning, and financial and economic modeling. Sarah Dunmire, associate, will be the primary analyst working with the team. She has experience and education in urban planning, economic development, and market analysis and has been working with the Town on the Grand Avenue Corridor project. Dan Guimond, principal and manager of the Denver office, will be a senior advisor to the team. Dan has advised cities, counties, state, and federal agencies on a range of economic development issues, including preparation of economic development plans and strategies, capital improvement programs, economic

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Mr. Bill Shrum

Page 2

and fiscal impact analyses, and project development feasibility and funding. The resumes of assigned staff are included with this proposal.

Also included is EPS' Project Understanding and Approach, Draft Work Plan, Relevant Experience, and Draft Budget and Schedule. Please treat this proposal as an initial draft that can be revised to best meet the needs of the Town. Please let us know if you have questions or we can provide any additional information. We look forward to the opportunity to discuss our proposal with you.

Sincerely,

ECONOMIC & PLANNING SYSTEMS, INC.

A handwritten signature in blue ink that reads "Andrew Knudtsen". The signature is fluid and cursive, with a long horizontal stroke at the end.

Andrew Knudtsen
Managing Principal

Project Understanding

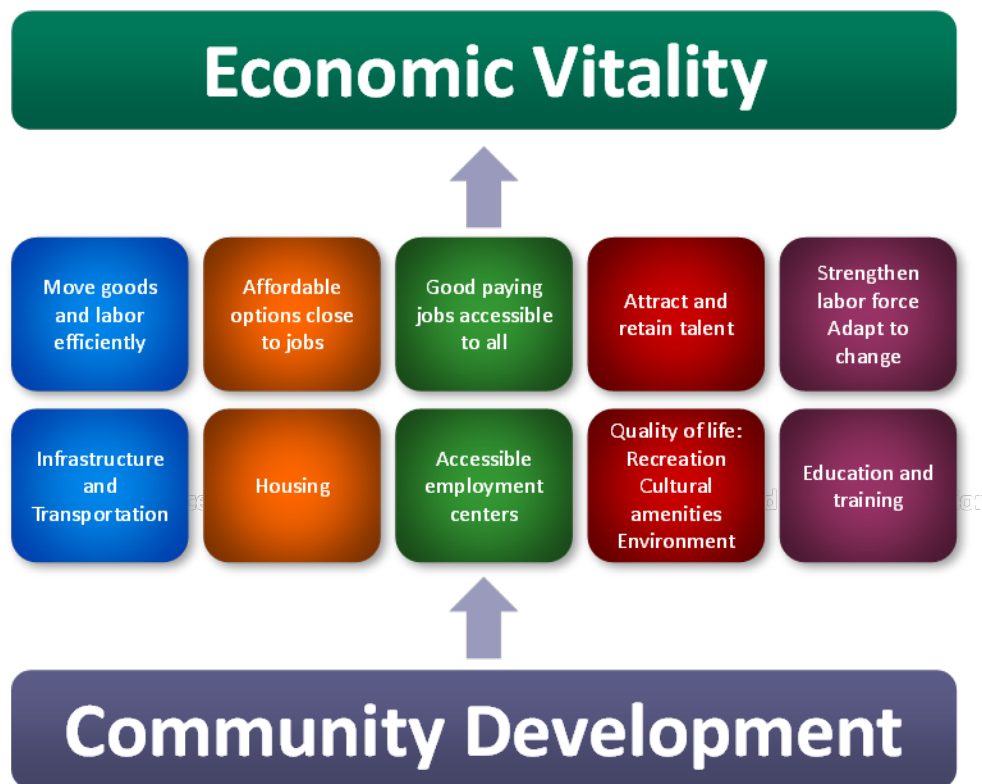
The Town of Eagle is a growing and thriving year-round community in the resort-oriented Eagle Valley. Household growth in Eagle has been strong with the presence of permanent residents and homeowners. Over the past decade, Eagle gained an average of 25 owner occupied units annually while second homeowner units declined by a total of 63 units. The decline in second homes and rental units illustrates its transition towards long-term homeowners. The Town's appeal is driving rapid price appreciation, as the average sale price increased by 25 percent over the last year to reach \$763,000. The residential market is extremely strong in Eagle with minimal price differential between new and existing units. Over the past year Eagle experienced its highest sales volume of nearly 200 sales.

Eagle has historically been primarily a bedroom community, but this is changing. Approximately three quarters of employed Eagle residents currently commute out of town for work, primarily up-valley. However, since 2014, the Town has generated an average of 175 new jobs per year which is nearly 20 percent of countywide growth, indicating that it is becoming an increasingly important employment center for the valley, as well as improving the local jobs-housing balance. Employment diversification is an area to prioritize. Most of the recent jobs are associated with community serving uses including retail trade, health care and public administration. Attracting more primary sector employment to the Town is a priority including professional and technical services and manufacturing and R&D compatible with the Colorado mountain environment and lifestyle.

The overall goal of the Eagle Economic Development Plan is to provide additional policy direction towards continued growth and employment diversification consistent with the Comprehensive Plan. A key issue is determining the amount of employment land that is necessary to accommodate economic development needs. Because the housing market is so hot, there is development pressure to provide more land for residential development and to rezone land currently designated for employment uses. It will therefore be important to evaluate current and future economic development opportunities, and also to ensure there will be current and future unknown needs as well as to allow for a range of sites and locations for competitive purposes. The Plan will also include an action-oriented strategy with short term priorities for implementation as well as the tools and incentives needed to compete for desired uses.

Project Approach

EPS takes a broad approach to economic development. Particularly in mountain communities known for the quality of the place and quality of life, a healthy and prosperous economy reflects the interdependence of the region's economic development and community development functions. Economic development efforts traditionally expand the economy through business attraction, retention, and recruitment efforts. Economic growth can also be realized through the entrepreneurship and creation of new businesses. Successful economic development also requires attention to the needs of the entrepreneur and the workforce, including education and training and a built environment that supplies effective and functional transportation and infrastructure systems, high quality and affordable housing, and attractive and quality amenities such as parks, shopping areas, and other recreational attractions, as shown below.



EPS has extensive experience in resort-based economies throughout Colorado and the western U.S. While there are some unique issues endemic to the place, there are a broader set of essentials that need to be addressed in virtually all communities. Regardless the size of the community, an available and educated workforce is essential. Quality education, adequate infrastructure including broadband, and available employment land and space are all required. Similarly, attractive and affordable housing and high-quality community amenities are also required, as the market is very competitive.

An example of this competition is the outdoor recreation industry. This industry is one the Town can capitalize on and one that Eagle can capitalize on for obvious reasons including the wide array of recreation amenities, the interests and expertise of area entrepreneurs and employees, and the growth of this industry both nationally and within the state and region. Specifically, bike tourism is a growing economic driver for the Town through road biking as well as mountain biking. This specific sub-industry should be evaluated in detail to identify strategies for further expansion.

Project Work Plan

The major tasks anticipated to be included are described in the sequence they would be completed below. Please treat the proposed tasks described below as a first draft that can be modified to address any project specifics we may have overlooked.

Task 1: Project Initiation

EPS will begin the project by reviewing all applicable background plans and studies including the comprehensive plan and any previous economic development plans and studies. We will then conduct a kick-off call with the Town's project manager and other key participants on the project team to review the project work plan and schedule and to identify project issues and concerns as established by staff, as well as in the document review.

Task 2: Economic Base Analysis

EPS already has a very solid understanding of the local economic base, building from the work completed for the Grand Avenue Corridor Analysis. This material will be included in this study to ground it in the overall economic and demographic trends of the community. It will identify major sectors of the economy in greater detail to identify economic growth and diversification opportunities. This will include a review of demographic trends related to population and household growth; existing employment trends and conditions including the number of jobs by industry and major employers using the BLS QCEW database of employment by firm within Eagle County; and an analysis of the county workforce including commuting patterns, employment by job category and wage level and trends, and changes over the last ten years. (Note that the cost of this, as shown in the budget that follows, is minimal as the work is complete and there will be minor adaptations to the current study.)

Task 3: Workforce Assessment

EPS will conduct an evaluation of the workforce (including sole proprietors and location neutral businesses) to determine the need for additional workforce development strategies, funding, and institutions/capacity. This will consist of an analysis of workforce demographics (e.g., education, age, in- and out-migration trends) and occupational statistics. The data analysis will be supplemented by targeted interviews with local educators, workforce developers, businesses, and stakeholders as part of a larger stakeholder involvement process.

Task 4: Target Industry Opportunities

Target industries are those sectors that represent the greatest growth areas, with the highest return on investment. EPS will identify the highest opportunity areas based on quantifying the number of businesses that exist today that could serve as a base for an agglomeration of outdoor/health oriented industry within Eagle. EPS will conduct interviews with select representatives from existing businesses within this cluster, the Economic Vitality Committee, the Downtown Development Authority, and the Town Council to understand the on-the-ground perspective on industry conditions, challenges, and economic development assistance needs.

Task 5: Case Studies

There are a number of communities comparable to Eagle located throughout North America that are manufacturing products geared to outdoor lifestyles and/or healthy living. The most relevant are Grand Junction, Delta, Carbondale, Santa Fe, and Steamboat Springs. How has industry started within these communities? What factors have helped them grow? What impediments have they faced? What do their long-term trajectories look like in terms of growth, scale, and efficiencies? EPS will address these questions with examples from three to five comparable communities from around North America and will provide a "lessons learned" from them to apply to the local Eagle economic landscape. These case studies will be provided for the major elements of the plan including target industry identification, development and recruitment, organization and marketing, incentives, and branding.

Task 6: Employment Land Evaluation

EPS will compile an inventory of existing business space and employment land in the town and adjacent county and provide an assessment of the existing business mix, sales and leasing metrics, and remaining capacity for future development. The land use requirements of the forecasted target industry development will be compared to the existing facility characteristics and capacity to determine an appropriate amount of land for future growth. We will then, in collaboration with Town economic development and planning staff, identify potential sites for future development. EPS will construct a model of the local Eagle economy, accounting for a variety of factors, such as labor supply, wage factors, growth potential, agglomeration effects, etc., and project future economic conditions within the town. One of the key outputs of the modeling effort will be an estimate of land demand. EPS will provide a 'high' and a 'low' regarding future demand, indicating a best and worst case scenario. This demand estimate will then be applied to the supply to help the Town understand how much of the current industrial land supply can be converted to residential (which has essentially unlimited demand) and how much should be preserved as industrial for the benefit of the community.

Task 7: Infrastructure Assessment

Adequate infrastructure is a critical component of supporting economic development and attracting target industries. EPS will evaluate the need in the town/county to expand or improve critical “public infrastructure” such as water, wastewater, roads, and broadband to existing and proposed business sites. EPS anticipates outlining the infrastructure needs by completing a thorough review of past projects and conducting interviews with senior Town staff, business leaders, and other economic development partners.

Task 8: Funding Sources and Financing Strategies

EPS will develop a comprehensive inventory of available funding and financing tools and business incentives that can be used to pursue the identified business and industry opportunities. This evaluation will include a summary of the primary funding and financing tools, an evaluation of the advantages and disadvantages of each, and a quantification of the potential revenue generation capacity of the most promising tools. In addition, this analysis will outline a structure for identifying appropriate financing tools and aligning these tools with the overall goals and strategies of the project. A key focus will be on incentives that may be expected. Using information collected from the case studies, and also documenting comparable factors, such as land costs, construction costs, and labor costs, EPS will provide a comparison to other communities such that Eagle understands its relative position in the larger market, if incentives are needed, and to what degree they might be to improve its competitive position.

Task 9: Implementation

The economic development strategy should have a strong implementation focus, addressing organizational requirements and recommended roles and responsibilities within the region between the Town and other economic development partners. These economic development partnerships will be a critical component in the long-term implementation of the marketing and recruitment strategy for economic growth. This element will include a prioritized set of next step actions and specific strategies and recommendations regarding the implementation of each. A specific marketing component will be a branding program and strategy for the Town. We will work with a selected subconsultant to develop an Eagle brand and a program for its implementation that communicates the attributes of Eagle as an economic hub, in addition to the long-standing and strong brand it has as an ideal residential community within Eagle County.

Task 10: Final Report and Presentation

EPS will prepare a draft report summarizing its analysis, conclusions, and recommendations. A final report responding to a consolidated list of comments and edits will be provided within 10 days. A slide presentation of the study findings will also be provided for presentation to Town Council.

Proposed Budget

The EPS Team proposes to complete this study on a time and materials basis in approximately four months not to exceed \$50,000. The approximate level of effort by task and staff level is shown below. If EPS is requested to engage a branding consultant, we estimate a cost of \$7,500 for this additional optional element.

	EPS Staff			Total
	Principal	Exec. VP	Associate	
Billing Rate	\$240	\$215	\$135	
Task 1: Project Initiation	4	4	4	\$2,360
Task 2: Economic Base Analysis	4	8	8	\$3,760
Task 3: Workforce Assessment	4	8	8	\$3,760
Task 4: Target Industries	8	8	16	\$5,800
Task 5: Case Studies	4	8	8	\$3,760
Task 6: Employment Space and Land	4	8	16	\$4,840
Task 7: Infrastructure Assessment	4	8	12	\$4,300
Task 8: Funding Sources and Financing Strategies	8	16	8	\$6,440
Task 9: Implementation	8	16	8	\$6,440
Task 10: Reports	8	16	16	\$7,520
	56	100	104	\$48,980
Direct Costs				
Data acquisition				\$500
Travel and misc. expenses				\$520
Total				\$50,000



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About Economic & Planning Systems

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

AREAS OF EXPERTISE

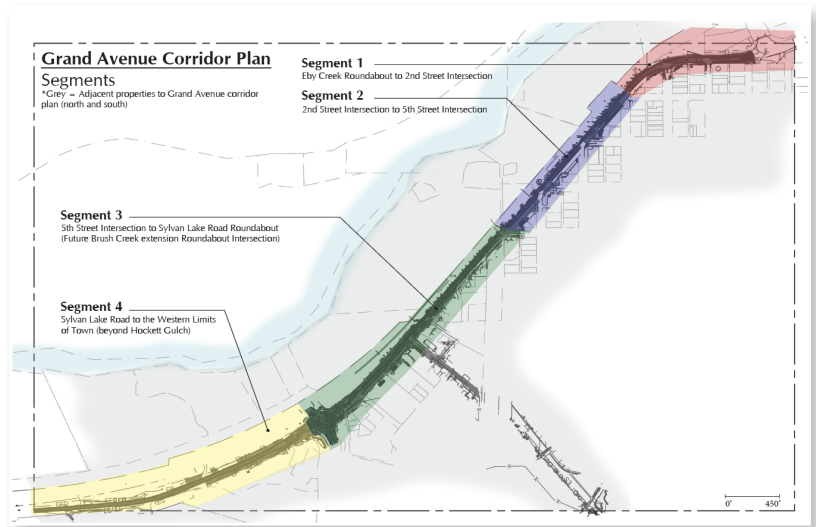
- ▶ Real Estate Economics
- ▶ Economic Development
- ▶ Public Finance
- ▶ Land Use & Transportation
- ▶ Fiscal and Economic Impact Analysis
- ▶ Housing Policy
- ▶ Public-Private Partnership (P3)
- ▶ Parks and Open Space Economics

Economic Development Services

EPS assists cities and other public entities seeking to attract investment and grow the local economy. Our economic development work is grounded in a comprehensive analysis of regional and local economic and demographic conditions and trends. We are knowledgeable of national and global changes in business and industrial growth and can evaluate their impacts on local economic development opportunities. At the local level, we commonly employ a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis and Cluster Analysis. We also conduct stakeholder outreach and meeting facilitation to support development of strategies for business development, attraction, and retention. And EPS is well known for land use development strategies, evaluating real estate competitive forces and designing development and implementation action plans to translate economic opportunities into actual developments.

Grand Avenue Corridor Plan Eagle, Colorado

The Town of Eagle received control of a portion of Grand Avenue (Highway 6) from the Colorado Department of Transportation (CDOT) that extends from Eby Creek roundabout on the east to the western edge of the town boundary. The Town of Eagle is now responsible for the roadway improvements and maintenance, which prefaced the Grand Avenue Corridor Plan. The Corridor Plan aims to improve mobility, establish a strong sense of place and identity, and direct future development along the corridor such that it creates connectivity between major destinations and enables walkability and biking along the corridor and to the downtown commercial core.



EPS is responsible for the economic analysis of redevelopment opportunities along the corridor. This includes an in-depth market analysis of the demand and supply metrics of the Town and market area. EPS held business and property owner stakeholder groups to integrate findings with data analysis and identify opportunities to catalyze development. EPS is identifying value capture and public financing strategies for the Grand Avenue corridor and providing an evaluation matrix and revenue estimates to enable the Town to identify best-fit options to include in a final set of recommendations. EPS will workshop with Town staff to define, evaluate, and rank the options. An implementation strategy and timeline for improvements will be created by EPS to identify aggregate proceeds (sources) and total project costs (uses) that address capital improvements by phase.

Economic Development Strategic Plan Castle Rock, Colorado

Over the last 50 years Castle Rock has grown from a small town of less than 1,500 people in 1970 to a population of over 63,000 today. However, the Town has grown into primarily a bedroom community with most residents commuting to jobs outside of the community. As the Town continues to grow, there is a desire to balance the growth within the Town and try to distinguish between growth issues that should be mitigated and those that should be accentuated to enable the Town to keep pace with an expanding regional, national, and international economy. The Town of Castle Rock and the Castle Rock Economic Development Council (EDC) have been successful in growing the economic base of the community since the inception of the EDC. To build on their success, the Town and EDC wanted to develop a strategic plan to articulate

a proactive vision followed by a set of guiding principles based on Castle Rock's economic strengths and weaknesses.

The Town of Castle Rock and EDC retained EPS to help develop a strategic plan for the Town to address barriers to economic growth in the community and proactively address longer term concerns. Major issues addressed in the strategic plan include diversifying the economic base, addressing transportation and connectivity issues, and lastly addressing barriers to development of office and industrial uses that are needed to support economic growth. The Strategic Plan was organized by guiding principles that reflect the most promising opportunities for strengthening existing market segments and for economic diversification. In addition, it identified the desired and/or needed assets, infrastructure, and amenities that can help Castle Rock achieve its economic vision. Finally, the plan provided a menu of implementation strategies that can be used to guide economic growth in the town over the next 15 to 20 years.



Kansas City Economic Development Policy Strategy **Kansas City, Missouri**

Kansas City has historically provided substantial incentives to encourage economic development, job creation, housing and business retention. However, the cumulative impacts of incentives, revenue diversions, and tax abatements on the City's General Fund revenues have reduced its ability to pay for increased operating costs. In an earlier study, EPS developed a fiscal model to evaluate the economic and fiscal effects of current policies. In this assignment, EPS worked with a multidisciplinary project team to recommend a new economic development incentive and development policy.

The project team engaged internal and external stakeholders in the policymaking process, evaluated existing economic incentive and development practices, and researched best practices in economic incentive/development policy in other cities. The recommended revised economic incentives policies; an organizational structure that outlines the interaction and cooperation among the various City departments; operational infrastructure to effectively put into practice the policy; and benchmarks for future measurement of the City's ongoing position. The team then prepared a detailed implementation plan including a diagram of organizational relationships and information flow.

Downtown Main Street Retail Strategy Steamboat Springs, Colorado

Steamboat Springs has one of the strongest mountain downtowns in Colorado, however there are several areas where the customer and visitor experience could be improved. EPS was hired by Main Street Steamboat Springs and the Steamboat Springs Chamber and Resort Association to prepare an assessment of downtown retail strengths and weaknesses and to develop a strategy for addressing challenges. First, the evolution of retail is affecting retail development and tenanting opportunities in all market settings, from urban to resort and rural. EPS prepared a summary of the major retail trends and its evolution coming from the growth of online shopping and the proliferation of mass merchandising “big box” stores. These retail trends, coupled with interest in marketing to younger demographics, indicated that Steamboat should focus on locally produced goods and other unique items and experiences that build on the Steamboat brand and “story”.



While downtown Steamboat has the bones for a vibrant pedestrian environment with its historic building stock and street grid, there is a lack of basic pedestrian/customer amenities. Many initiatives are underway to add basic features such as benches, shade, water fountains, and public restrooms. This study highlighted the importance of these needs to Main Street Steamboat to continue to work with the City and private businesses on improving downtown amenities. There are also several buildings and sites in Downtown that could better contribute economically and aesthetically to Downtown. EPS identified key sites to pursue redevelopment or re-use, with a focus on the eastern and western gateways to Downtown.

West Mesa Industrial Park Real Estate Analysis Las Cruces, New Mexico

EPS completed a real estate development analysis as part of an updated Master Plan for West Mesa Industrial Park (WMIP). The Park opened on an 1,820-acre site adjacent to the city’s airport. The development has approximately 600 acres of existing uses but languished in recent years and the city was requesting an updated development plan a refined land use plan based on identified target industries, as well as an implementation strategy designed to increase the park’s visibility and competitive position.



EPS completed the real estate development analysis which provides inputs to the development plan land use mix and site plan based on an analysis of industrial development trends in the Las Cruces region over the 2000 to 2020 time period; a

forecast of industrial space demand based on regional employment growth; and evaluation of the current tenant mix; competitive position of other competitive development sites in the market area; and lessons learned from other successful airport related business parks in the region. The study included recommendations on an overall development strategy for WMIP including direction on the type and mix of land uses and businesses most likely to be successful. Recommended inputs to the site plan are made based on the requirements of the prospective business mix, including lot sizes, amenities, speculative building space, and infrastructure investments. The implementation strategy detailed strategies and actions for attracting the desired industries and businesses, including a prioritized list of capital improvements, funding and financing strategy, streamlining the sales and leasing process, organization and marketing plan, new name and logo (Las Cruces Innovation and Industrial Park), and branding strategy.

Comprehensive Economic Development Strategy Walsenburg, Colorado

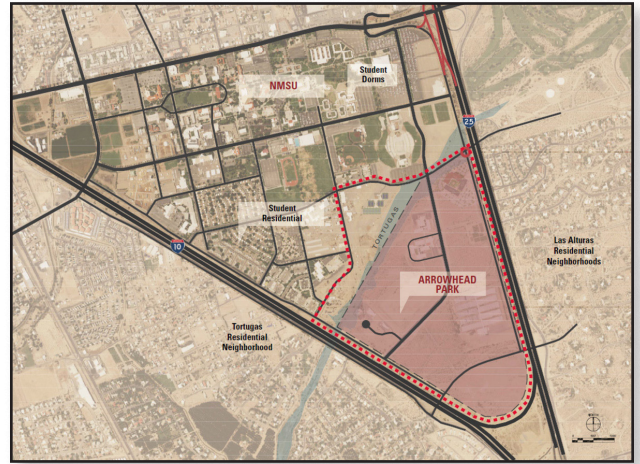
Walsenburg, and the larger Huerfano County area has been one of the poorest in Colorado for some time. Historically, coal mining was the largest economic base industry, and Huerfano County was a major supplier of coal to the steel mills in Pueblo. However, following the decline in steel production in Pueblo in the 1950s and 1960s, coal mining declined and the mines eventually closed in the 1970s. Similar to Pueblo and other parts of Southern Colorado, no new industry has emerged at the scale of coal mining and steel production to create any significant economic growth.



As part of a five year strategic plan, Walsenburg's City Manager identified the need for a Comprehensive Economic Development Strategy (CEDS) not only to guide and prioritize economic and community development, but also to make the City and County eligible for Federal Economic Development Administration grants. EPS was hired by the City to prepare the CEDS. EPS completed the economic base analysis portion of the study and engaged with business stakeholders to generate ideas from the ground up on where their markets can be expanded. Several new businesses including Chae Organics (cosmetics), a renovated historic hotel, and a new downtown coffee shop indicate growing interest in private investment from within the County and from outside interests. A key aspect of the study was evaluating the potential for a business park near one of three I-25 interchanges. Other identified opportunities included adapting the former Cucharra Ski Area for summer activities, and integrating the population of wealthy part time residents into the local entrepreneurial community for business mentoring and start up assistance.

Arrowhead Research Park Feasibility Study Las Cruces, New Mexico

Arrowhead Center is a non-profit corporation affiliated with New Mexico State University (NMSU) created to implement its economic development mission including the development of Arrowhead Park, a 175-acre science and technology park located immediately south of the NMSU campus in Las Cruces, planned as an emerging hub for innovation and creativity in an entrepreneurial environment offering space, facilities, and services to tech-based businesses. EPS completed a market and feasibility study as input to a new master plan for Arrowhead Park intended to guide future land leases and building and infrastructure investments. In addition, the plan sought to develop and market the park in support of NMSU's research and technology commercialization missions and its commitment to sustainable economic development for the region.



The market study identified target uses in the park, estimated future development potentials and absorption, and provided input on the location and amount of land committed to the supportable uses in the land use plan. The market research included a review of existing university related research parks at other western land grant institutions with annual research funding of \$125 to \$200 million per year. The study identified the highest potential target industry sectors for business development and recruitment based on the research strengths of NMSU and the business strengths and skill sets of the local workforce as reflected in the economic development agency's targeted industries for the region.

EVRAZ Incentive Study Pueblo County, Colorado

EPS was retained by Pueblo County to estimate and evaluate alternative incentive options to keep an existing steel mill in the community. The County's steel mill, Evraz, has been operating in Pueblo since 1881 providing steel and iron to the western United States and supporting the expansion of the vast western rail system. The company is an integral component of the Pueblo community and is a major employer in the area. In an effort to provide Evraz with the necessary incentives to remain within Pueblo County, the County requested that EPS identify and estimate



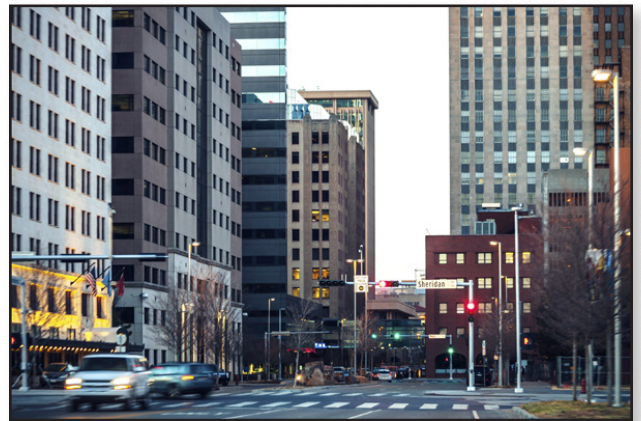
potential sources of revenue that could be used to offset the higher operating costs that Evraz would incur if it remained in the County.

EPS provided County staff and leadership with a high-level summary and estimate of potential revenue sources that could be provided to Evraz in the form of incentives. This analysis involved constructing a complex financial model that estimated the facilities fiscal impact on the County under a variety of redevelopment options. This model also provided an estimate of the potential tax increment financing (TIF) revenues that the facility would generate if an urban renewal area were formed to include the facility. In addition, EPS advised the County on the potential terms of an incentive package and provided an evaluation of the County's return on investment and the overall economic development impact of the proposal on the community.

Oklahoma City Alliance for Economic Development Advisory Services Oklahoma City, Oklahoma

The Alliance for Economic Development of Oklahoma City is an independent EDC that coordinates land, incentives and economic tools on behalf of the City. This includes the implementation of TIF financing districts, retail strategies and incentives, urban renewal and redevelopment, job creation programs and public-private redevelopment initiatives.

EPS has completed multiple economic development projects for the Alliance over the last 10 years including an evaluation of the joint retail marketing program between the Alliance and the Chamber; evaluation of sales tax incentives agreements for multiple retailers including Bon Maur and Costco; and downtown housing market study and development strategy. EPS, teams with a design firm, also completed a master plan and implementation strategy for the City's Adventure District which includes visitor-oriented attractions in northeast Oklahoma City including the Oklahoma City Zoo, Science Museum Oklahoma, National Western Heritage and Cowboy Museum, Remington Park Racetrack and Casino, and the Amateur Softball Association (ASA) Softball Hall of Fame Complex. This Planning Study included an evaluation of the existing market penetration and growth potentials of the existing attractions and identification of opportunities to add more attractions. Based on the identified potentials, the EPS Team worked with District stakeholders to identify planning concepts for accommodating the marketable uses and to create a common District theme including the branding, signage, and other identity improvements.



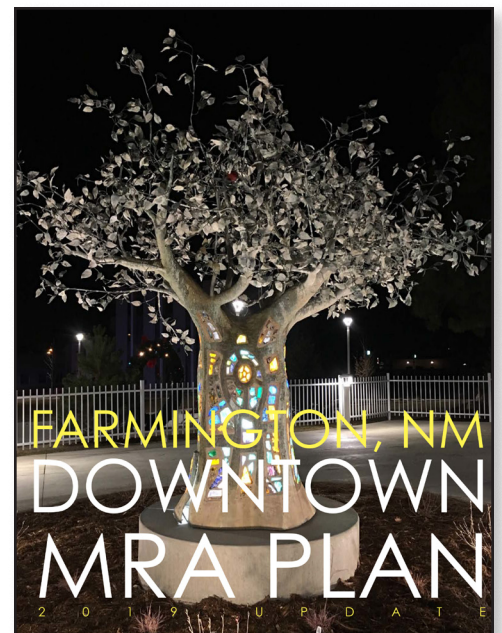
Fraser Valley Strategic Economic Development Plan Winter Park and Fraser, Colorado

The towns of Winter Park and Fraser recognized that many economic development opportunities are based on mutual cooperation and a regional approach. The Strategic Economic Development Planning process was initiated to explore and act upon the highest priority opportunities that were identified through a cooperative process. EPS was a subconsultant on this plan responsible for research and market analysis on identified targeted development opportunities with community support including broadband, transit and trails development, and IGAs for commercial development revenue sharing. The firm did extensive research on other resort models and forecast market utilization levels and financing requirements based on economic conditions in the Fraser Valley. The recommended transit and trails and broadband initiatives were approved by the voters in both communities in November 2016.

Farmington MRA Plan Farmington, New Mexico

The Farmington/San Juan County economy has historically been driven by oil and gas exploration and production. The decline in natural gas prices and the “shale revolution” in 2008 caused a recession in Farmington that it is still recovering from. Most of the large energy companies involved in production have sold out and left the San Juan Basin. The City of Farmington created the Farmington Metropolitan Redevelopment Area (MRA) Plan in 2009. The City of Farmington engaged Architectural Research Consultants (ARC) and EPS to complete an update to the MRA Plan in 2019.

The MRA Plan Area comprises over 500 acres centered on and surrounding the primary downtown Main Street commercial district. EPS completed a market analysis of commercial and residential conditions and opportunities within the MRA. EPS compiled data on development trends in the City and MRA for retail, office, hospitality, and multifamily housing. The economic strengths of the region were highlighted and compared the concentration of jobs and job growth by industry to the region and state. EPS analyzed opportunities for development in the MRA over the next 10 years including a vision and strategy for four districts as well as recommended projects and targeted tenanting opportunities for each. EPS also collaborated on financing strategy for implementing high priority action projects.



Economic Development Plan Glenwood Springs, Colorado

The City of Glenwood Springs is a regional trade center and tourism destination in the central Rockies. However, several communities within the City's trade area have reached a population level at which they can attract large-scale, national retailers, eroding the City's retail capture. Glenwood Spring's viability as a tourist destination had also been impacted by the expansion and diversification in the ski resort communities into summer and shoulder season activities.



EPS worked with the City Council and staff to develop an economic development strategy. EPS first worked with Council and other stakeholders to identify economic development opportunities. An economic base analysis was conducted to identify current strengths and interrelationships. Retail expenditure and sales patterns were estimated for local residents, visitors, and regional households. With this information, EPS was able to identify ways to achieve greater utilization of the City's tourism infrastructure, in particular, converting day visitors to overnight visitors. EPS also identified ways to reposition the City's downtown and aging mall to attract a different market from the new regional developments in Glenwood Springs and in surrounding communities. Based on the identified economic opportunities, EPS developed an action plan with key strategies and actions to strengthen existing economic sectors, diversify employment opportunities, and generate greater sales tax levels.

Sixth Street Corridor Master Plan Glenwood Springs, Colorado

Located on Colorado's western slope of the Rocky Mountains, the City of Glenwood Springs is a vibrant community known to guests for its hot springs and also recognized as a regional hub for locals that supports a number of resort communities in the immediate region. As a result of a multi-million dollar Colorado Department of Transportation (CDOT) project to demolish and realign the Grand Avenue/State Highway 82 bridge over the Colorado River, the 6th Street Commercial Corridor was expected to change dramatically. To ensure the vitality of this corridor, the City sought to create a master plan for the roughly 3/4 mile-long portion of 6th Street on the north side of the river.

EPS provided the market and economic analysis for the Corridor Plan. The study focused on the sites that were underperforming for potential redevelopment, with an emphasis on linking redevelopment concepts with infrastructure improvements. The team addressed ways to alleviate traffic volumes on 6th Street by linking redevelopment sites with better pedestrian connections and incorporating a transit shuttle linking corridor hotels with the historic hot springs, the cavern gondola base,

and a recently developed set of hot springs. EPS then completed an evaluation of alternative financing districts for generating revenues for the recommended improvements including; a general improvement district, business improvement district, special improvement district, and downtown development authority area expansion. Each mechanism is described, along with formation requirements, revenue sources and potentials, governance structure, and relative strengths and weaknesses for application to the project context.

References

Economic Development Strategic Plan

Frank Gray, CEO, Castle Rock Economic Development Corporation | 303 668 7488
frank@castlerockcdc.com

West Mesa Industrial Park Real Estate Analysis

Dr. Griselda T. Martínez, Director, Economic Development, City of Las Cruces
575 541 2428 | gtmartinez@las-cruces.org

EVRAZ Incentive Study

Christopher Markuson, Director, Department of Economic Development, Pueblo County | 719 583 6240 | chris.markuson@pueblounty.us

Oklahoma City Alliance for Economic Development Advisory Services

Cathy O'Connor, President & CEO, The Alliance for Economic Development of Oklahoma City | 405 604 6780 | cathy.oconnor@theallianceokc.org

Project Personnel Profiles and Résumés

The project will be completed by a senior team of EPS consultants with experience in economic development and commercial and industrial real estate analysis.

Andrew Knudtsen, Managing Principal, will be the principal-in-charge for the project. Andrew has with extensive experience in the areas of economic development, market research, feasibility analysis, affordable housing policy, and public-private partnerships. He has provided direction regarding economic development by assessing market-based opportunities for economic expansion and diversification. Specific tools involved in his work include the preparation of capital improvement programs, fiscal impact analyses, and site-specific development feasibility evaluation. His modeling provides clients with an understanding of alternative growth scenarios and the impacts and benefits associated with each. Andrew is intimately familiar with the Eagle Valley economy having previously worked for the City of Vail and currently working on the Town of Eagle's Grand Avenue Corridor Plan.

Brian Duffany, Executive Vice President, will be the project manager and day-to-day contact. Brian has over 17 years of experience in real estate market analysis and feasibility, economic development strategies, incentives analysis, strategy/implementation development, local government finance, fiscal impact analysis, transportation planning, and financial and economic modeling. He has led regional market studies for all real estate types including industrial, office, retail/commercial, and residential development in midwestern and western U.S. metropolitan regions. He has demonstrated the ability to work in new market areas and quickly identify regional and local strengths, weaknesses, and opportunities from data analysis and a rigorous stakeholder input process.

Daniel R. Guimond, Principal, will be a senior advisor on the project. He will bring his perspective on economic development opportunities from other projects around the region with applicability to the Eagle context. Dan is a real estate economist and planner with over 35 years' experience in economic and financial analysis and development planning for the public and private sectors. Dan has advised cities, counties, state, and federal agencies on a range of economic development issues, including preparation of economic development plans and strategies, capital improvement programs, economic and fiscal impact analyses, and project development feasibility and funding. In the employment sector, he has completed regional and citywide land demand analyses, market studies for industrial, research and development, and business parks, and redevelopment studies for the conversion of military bases, airports and other public assets for private real estate development.

Sarah Dunmire, Associate, will be the primary project analyst supporting the EPS team. Sarah has experience and education in urban planning, economic development, and market analysis. She has completed a variety of market and development feasibility studies for site-specific development, corridor planning, and city/market area assessments. She recently completed comprehensive and master plans for Fruita (CO) and San Antonio (TX). Sarah has experience with land use analysis and is currently working on the Grand Avenue Corridor Plan in Eagle (CO). Sarah is skilled with rigorous data collection and analysis to deliver relevant findings that support the overall narrative and translating data into graphics, charts, and maps.



Andrew Knudtsen, CCIM

Managing Principal

Education

Bachelors of Environmental Design, Summa Cum Laude
University of Colorado

Employment History

19 Years with EPS

25 Years Experience

Affiliations

CCIM – Certified Commercial Investment Manager;
Certificate No.: 18731

ULI – Member of the Explorers Committee

State of Colorado Governor's Blue Ribbon Affordable Housing Panel

Publications

"Urban-Suburbia", Urban Land, October 2008.

Speaking Engagements

Rail-Volution "Feasibility Evaluation of Joint Venture Development" Vancouver, BC

Rail-Volution "Value Capture for the Rest of US" Seattle, WA

Appraisal Institute "Transit Oriented Development: Value Capture and Market Positioning" San Diego, CA

Urban Land Institute "Quantifying Sustainability" Washington, D.C.

Sonoran Institute Summit "Real Estate Premiums and Sustainable Development Trends" Bozeman, MT



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The Economics of Land Use

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Andrew Knudtsen, CCIM, is Managing Principal of the EPS Denver office. He is a planner and economist with over 25 years of experience in the areas of comprehensive planning, economic development, real estate market and feasibility evaluation, public financing strategies, and public-private partnerships. Andrew has advised many cities and towns on policy issues affecting land use, growth and development potentials, market demand, and fiscal issues. His work enables public sector agencies to ground their policy decisions on solid technical analysis, accounting for market, economic, and fiscal trends. He has worked extensively on economic and community development issues throughout the Eagle Valley and elsewhere in Colorado and the larger Rocky Mountain region.

SELECTED PROJECT MANAGEMENT EXPERIENCE

● GRAND AVENUE CORRIDOR PLAN | EAGLE, CO

Currently providing an in-depth market assessment of demand and supply metrics of the Town and market area to identify redevelopment opportunities that will have traction with local market conditions. Identifying and evaluating value capture and public financing strategies relevant to the Town based on criteria matrix and revenue estimates. Creating an implementation strategy and timeline with an integrated set of sources and uses that address capital improvements by phase.

● EVRAZ INCENTIVE STUDY | PUEBLO COUNTY, CO

Estimated revenues from a large manufacturing company and helped develop a financial package to incentivize the company to invest in a new manufacturing facility in the City of Pueblo. Outlined a potential incentive package that incorporated a sensitivity analysis of different development and valuation scenarios and benchmarked the level of incentive to the County's break-even level of tax revenues.

● ECONOMIC DEVELOPMENT POLICY STRATEGY | KANSAS CITY, MO

Market analysis to determine opportunities and challenges in Downtown Kansas City for attracting jobs, office space, and housing at all income spectrums. Emphasis on advancing equity measures for housing and employment, with a focus on the emerging innovation district. Recommended economic development and placemaking strategies in collaboration with a planning and urban design team.

● ECONOMIC DEVELOPMENT BUSINESS NEGOTIATIONS | PUEBLO COUNTY, CO

Estimated economic benefits and fiscal proceeds from a large



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manufacturing company and helped develop a financial package to incentivize the company to invest in a new manufacturing facility in the City of Pueblo. Outlined a potential incentive package that incorporated a sensitivity analysis of different development and valuation scenarios and benchmarked the level of incentive to the County's break-even level of tax revenues.

- **ECONOMIC DRIVER AND FISCAL IMPACT ANALYSIS | MONTROSE COUNTY, CO**

Constructed fiscal and economic model of the county to identify growth potential and to quantify multipliers based on the expansion of specific sectors. Integrated the models to enable County officials to understand the impact to governmental revenues and expenditures derived from economic expansion.

- **ECONOMIC DRIVER ANALYSIS, COLORADO REGION IX | DURANGO, CO**

Provided economic analysis of a four-county region to enable local staff and elected officials to understand the current composition of the economy and points of greatest leverage for potential expansion.

- **FISCAL AND ECONOMIC IMPACT ANALYSIS TOWN OF VAIL, CO**

Constructed fiscal and economic model of the community to evaluate impacts from new base portal, with market value estimated over \$2.0B. Identified key economic drivers and recommended ways the Town could leverage the drivers to generate greater benefit to existing stakeholders.

- **ECONOMIC DEVELOPMENT STRATEGIC PLAN CASTLE ROCK, CO**

Developed economic development strategic plan that included an analysis of existing strengths and weaknesses, review of peer and aspirational communities to identify programs and actions the Town could replicate and analyzed the barriers to development feasibility for office development and attraction of primary employment.

- **COLORADO DEPARTMENT OF TRANSPORTATION WORKFORCE HOUSING STUDY, I-70 CORRIDOR | COLORADO**

Completed a workforce housing study that evaluated housing strategies for three maintenance facilities in Eagle County and Summit County, Colorado. The study was comprised of three major components that included a market overview, employee housing survey, and development feasibility analysis. A key component of this analysis was the creation of a custom financial feasibility model that measured project return and net present value (NPV). The financial model allowed the project team to test numerous iterations that evaluated alternative development types, rental rates, construction costs, and other key variables.

- **RED MOUNTAIN RANCH MARKET AND ECONOMIC STUDY | EAGLE, CO**

Assessed market demand and projected the level of supportable retail space that could be captured by the Town with additional development. Constructed a model to assess fiscal impacts and forecast future Town revenues and expenditures over a 20-year period. Evaluated impacts to the historic downtown with regard to regional and locally-targeted retail and recommended ways to enhance the economic conditions of the downtown area.

- **EAGLE RANCH RETAIL DEMAND | EAGLE, CO**

Market assessment used to define development potentials for a mixed-use town center, including retail and residential product.

- **VAIL HOUSING DEVELOPMENT TECHNICAL SERVICES | VAIL, CO**

Provided feasibility analysis of proposed public private project. Evaluated project revenues based on market depth by AMI level and provided cost estimates using active comparable projects from the region. Worked with Town to evaluate need for project subsidies and to set policy regarding the priority of housing relative to other municipal services.



Daniel R. Guimond

Principal

Education

M.A., Urban Geography,
University of Colorado

B.A., Political Science,
University of Colorado

Employment History

21 Years with EPS

35+ Years Experience

Affiliations

American Planning Association

Urban Land Institute

International Downtown
Association

Denver Planning Board, 1992
to 2005

ICSC Colorado Alliance

Lambda Alpha International

Selected Conference

Presentations

Commercial Redevelopment,
Public-Private Financing, ICSC
Alliance, 2010

Governments Role in Retail
Development Incentives and
P3s, Rocky Mountain Land Use
Institute, 2012

Arterial Corridors, The
Commercial Revitalization
Frontier, Four Corners APA, 2011

Retail Incentives and
Shareback Agreements,
Colorado APA, 2009

TOD, Is There a Development
Premium? Rocky Mountain
Land Use Institute, 2010



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The Economics of Land Use

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Daniel Guimond is a real estate economist and planner with 30 years' experience in economic and financial analysis and development planning for the public and private sectors. Dan has advised cities, counties, state, and federal agencies on a range of economic development issues, including preparation of economic development plans and strategies, capital improvement programs, economic and fiscal impact analyses, and project development feasibility and funding. He has worked on economic development plans and strategies for a range of smaller cities and counties in Colorado and the Rocky Mountain Region including Fraser/Winter Park, Steamboat Springs, Glenwood Springs, Carbondale, Durango, Huerfano County, and Bloomfield, New Mexico.

SELECTED PROJECT MANAGEMENT EXPERIENCE

- **ECONOMIC DEVELOPMENT PLAN | STEAMBOAT SPRINGS, CO**
Economic development plan and fiscal strategy that considers the balance between community development needs and the fiscal benefits and impacts of increased tourism and commercial development.
- **LARIMER COUNTY TAX INCREMENT FINANCING STUDY COLORADO**
Policy and technical study on the use of TIF in Larimer County. Facilitated work with a multijurisdictional stakeholder group on resolving competing objectives and impacts resulting from the expanded use of TIF. Currently working towards an intergovernmental agreement framework to govern future use of TIF.
- **DRCOG REGIONAL ECONOMIC STRATEGY | DENVER, CO**
Project manager for a study identifying policies and strategies for economic health and sustainability in the Denver region, as well as to identify potential roles for DRCOG to integrate economic sustainability in Metro Vision 2040 and other regional plans.
- **ECONOMIC DEVELOPMENT STRATEGY | BLOOMFIELD, NM**
Prepared an economic development strategy for a small Four Corners community. Recommendations ranged from organization and leadership roles to commercial business recruitment targets, and critical community development and quality of life initiatives.
- **ECONOMIC DEVELOPMENT PLAN | GLENWOOD SPRINGS, CO**
Economic development strategy to strengthen existing economic sectors, diversify employment opportunities, and generate greater sales tax levels.



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- **ECONOMIC DEVELOPMENT PLAN
CARBONDALE, CO**

Economic development plan to identify supportable and sustainable mix of land uses consistent with community's small town character and growth policies.

- **DOWNTOWN VISION AND STRATEGIC PLAN
DURANGO, CO**

Market and economic analysis of the downtown plan implementation program including a 15-year CIP financing plan to fund the major plan elements.

- **SITZMARK PROPERTIES MARKET STUDY AND
IMPLEMENTATION PLAN | WINTER PARK, CO**

Market analysis of grocery store, other retail uses, and community event facilities for two sites totaling 14 acres of town owned property. EPS also provided options for development and disposition and public-private partnerships for the two sites.

- **ECONOMIC DEVELOPMENT STRATEGY
FRASER-WINTER PARK, CO**

As subconsultant on the plan, conducted market analysis and research on identified target market opportunities for regional cooperation including broadband, transit and trails development, and IGAs for commercial development revenue sharing.

- **ECONOMIC BASE ASSESSMENT | SAN JUAN
COUNTY, NM**

Economic base study and scenario modeling to estimate the fiscal and economic impacts of a loss of jobs in oil and gas and power generation. Industry impacts and contributions were estimated using the IMPLAN model. Fiscal impacts to local governments were modeled using methods developed by EPS. Study forms the basis of a new economic development program.

- **COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY | HUERFANO COUNTY, CO**

Currently preparing an economic development strategy to enable three jurisdictions (Walsenburg, the County, and La Veta) to prioritize and collaborate on economic development needs.



Education

Master of Regional Planning, Cornell University

Bachelor of Arts, Colby College

Employment History

21 Years Experience

16 Years with EPS

Affiliations

American Planning Association

Urban Land Institute

Speaking Engagements

TIF for TAT: Urban Renewal After HB 15-1348, Rocky Mountain Land Use Institute Conference, 2018

Streetcar Economics, American Planning Association Conference, 2010

Housing, Short Term Accommodations, and the Sharing Economy, American Planning Association Conference, 2015



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The Economics of Land Use

www.epsys.com

Brian Duffany

— Executive Vice President —

Brian is an economist and planner with over 16 years of experience in community and economic development. Brian has a broad base of experience in strategy/implementation development, economic and demographic analysis, local government finance, fiscal impact analysis, transportation planning, real estate development feasibility analysis, and financial and economic modeling. Brian's ability to communicate "big picture" ideas and strategies and to execute highly technical analyses is a unique skillset he applies to projects with unusual circumstances and challenges.

SELECTED PROJECT EXPERIENCE

- **HENSLEY FIELD RE-USE MASTER PLAN | DALLAS, TX**
Project manager for the market study and highest and best use analysis guiding the physical master planning project. The market analysis task is complete and EPS is beginning and institutional anchor attraction strategy, following the model of other successful large re-use projects.
- **DOWNTOWN MASTER PLAN | ARLINGTON, TX**
Economics project manager for a Downtown development and revitalization strategy. Comprehensive market analysis to identify targeted housing and business types. Strategy and policy development to balance student housing demand and housing diversity concerns, and to revitalize arterial corridors.
- **DRCOG REGIONAL ECONOMIC STRATEGY | DENVER, CO**
Project manager for an economic vitality strategy prepared for the Denver Regional Council of Governments. Created policy and strategy recommendations to strengthen DRCOG's role in regional economic vitality.
- **EAST CORRIDOR ECONOMIC DEVELOPMENT STRATEGY DENVER AND AURORA, CO**
Project manager for a regional market study and economic development strategy to attract quality jobs to Northeast Denver and Northwest Aurora along the East commuter rail line being built from Denver Union Station to Denver International Airport.
- **EQUITABLE GROWTH ASSESSMENT | METRO DENVER, CO**
Analysis of regional growth trends including living wages, racial and ethnic diversity, education access, and equitable access to opportunity as it relates to regional economic sustainability. Also evaluated workforce development issues at the regional level as an input to the DRCOG Regional Economic Strategy.



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- **DENVER URBAN RENEWAL AUTHORITY STRATEGIC PLAN | DENVER, CO**

Currently working with DURA on adapting the agency's mission, vision, and values to address social and racial equity and access issues within the purview of DURA's statutory powers and in the use of tax increment financing.

- **LARIMER COUNTY TAX INCREMENT FINANCING POLICY STUDY | COLORADO**

Project manager for a policy study on the use of Tax Increment Financing (TIF) in Larimer County. Facilitated work with a multijurisdictional stakeholder group on resolving competing objectives and impacts resulting from the expanded use of TIF. Currently working towards an intergovernmental agreement framework to govern future use of TIF.

- **REGIONAL TOURISM PROJECT EVALUATOR | COLORADO**

Served as the State of Colorado's independent analyst to evaluate applications for State Tax Increment Financing under the Regional Tourism Act. Analyzed project business plans and prepared independent feasibility analyses of six proposed tourism projects located throughout the state including the Gaylord Rockies in Aurora, Colorado.

- **TRINITY RIVER GREENWAY IMPLEMENTATION PLAN | FORT WORTH, TX**

Economics, real estate, and funding task lead for implementing the Trinity River Vision Master Plan. Estimated economic benefits of the Greenway System. Prioritized bicycle, pedestrian, and other transportation projects/ investments and linked them to existing and new funding sources and agencies.

- **DOWNTOWN DALLAS 360 | DALLAS, TX**

Market and socioeconomic conditions assessment of a large plan area to create a data-driven typology for the Downtown districts. The typologies are being used to prioritize and categorizing City actions, investments, and policies based on the needs and opportunities in each typology.

- **DART ECONOMIC DEVELOPMENT AND JOINT DEVELOPMENT SERVICES | DALLAS, TX**

Market and financial evaluation of 99 DART station properties including prioritization for RFQ/RFPs and evaluation of unsolicited development proposals.

- **MAIN STREET RETAIL STRATEGY STEAMBOAT SPRINGS, CO**

Market assessment of downtown retail sector's strengths and weaknesses in light of current challenges of competition from e-commerce and big box stores. Retail/development and tenancing strategy to maintain unique mountain community character and appeal to new target demographic segments.

- **E>P ECONOMIC DEVELOPMENT STRATEGY SAN JUAN COUNTY, NM**

Economic base study and demographic analysis to communicate the need to diversify and strengthen the community through workforce training, employer outreach, and broadening the definition of economic development to include community development. Formed basis of new economic development strategy targeted at growing jobs faster than population through investment in community infrastructure, education, and targeted marketing.

- **MAIN STREET RETAIL STRATEGY STEAMBOAT SPRINGS, CO**

Market assessment of downtown retail sector's strengths and weaknesses in light of current challenges of competition from e-commerce and big box stores. Retail/development and tenancing strategy to maintain unique mountain community character and appeal to new target demographic segments.

- **HUERFANO COUNTY CEDS | HUERFANO COUNTY, CO**

Economic development strategy to address economic diversification, industrial development, tourism enhancement, downtown revitalization, and workforce development issues and opportunities.



Sarah Dunmire

Associate

Education

Masters of Urban and Regional Planning at the University of Colorado Denver

BS in Community, Environment, and Development; Minors in Economics and Communication Arts and Sciences—The Pennsylvania State University, 2015

Employment History

6 Years Experience

3 Years with EPS

Affiliations

APA Colorado Student Chapter



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The Economics of Land Use

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Sarah joined EPS in 2017, bringing her academic and professional experience in planning and economics. Prior to EPS, Sarah worked in the public sector as a Regional Planner gaining experience in regional planning, growth management, and community development. Additionally, through her time as an Economic Analysis Program Assistant for Penn State Extension, Community and Economic Development she learned skills of economic development, strategic planning, and facilitation. She has a passion for community and economic development, affordable housing, and sustainability. Sarah has experience working in Eagle County and is currently working on the Town of Eagle's Grand Avenue Corridor Plan.

SELECTED PROJECT EXPERIENCE

● GRAND AVENUE CORRIDOR PLAN | EAGLE, CO

Currently providing an in-depth market assessment of demand and supply metrics of the Town and market area to identify redevelopment opportunities that will have traction with local market conditions. Identifying and evaluating value capture and public financing strategies relevant to the Town based on criteria matrix and revenue estimates. Creating an implementation strategy and timeline with an integrated set of sources and uses that address capital improvements by phase.

● MESA COUNTY 29 ROAD INTERCHANGE PEL MARKET AND ECONOMIC IMPACT STUDY

Completed a Planning and Environmental Linkage Study for Mesa County and the City of Grand Junction for a proposed 29 Road interchange on I-70 for the Colorado Department of Transportation (CDOT) and Federal Highway Administration (FHWA). Analyzed the economic development benefits that could occur to the City and region if the proposed transportation project was determined to be needed and completed.

● FARMINGTON MRA PLAN UPDATE | FARMINGTON, NM

Market analysis and development potentials for 500-acre redevelopment area including and surrounding downtown with a focus on implementation steps for a recently funded Outdoor Recreation Industry initiative.

● WEST VAIL MASTER PLAN | VAIL, CO

Market analysis and evaluation of funding sources for to be leveraged for key infrastructure and redevelopment projects for a more vibrant neighborhood. Currently working on an economic impact analysis of existing commercial uses, market trends, needs for future commercial uses, redevelopment of commercial, strategies



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for public finance mechanisms, and housing analysis for affordable and workforce housing.

- **PEER COMMUNITIES CAPITAL FUNDING COMPARISONS | AVON, CO**

Comparison of revenue and expenditure sources and uses in Summit and Eagle County to inform Town Council on fiscal sustainability, options for funding capital projects, and considerations on altering the Town's Real Estate Transfer Assessment to fund workforce housing and/or additional capital needs.

- **DOWNTOWN DESIGN PLAN | ALAMOSA, CO**

Real estate and economics lead on a new Downtown Plan that will define catalyst projects, and infrastructure and design strategies to energize Downtown Alamosa.

- **BEXAR COUNTY APPRAISAL DISTRICT REVIEW | SAN ANTONIO, TX**

Completed a statistical analysis of property market valuations versus appraised valuations and protest outcomes over the past five years in Bexar County, Dallas County, Harris County, Tarrant County, and Travis County Appraisal Districts. Large parcel datasets were created in GIS and then Python programing was used to join and aggregate the data for each county.

- **SA TOMORROW COMPREHENSIVE PLAN SAN ANTONIO, TX**

Completed the economic competitiveness, housing, and growth and city form policy components for the City's comprehensive plan. Developed land use framework for future growth in San Antonio, which is planned around the City's regional activity centers and multimodal transportation corridors.

- **ECONOMIC IMPACTS OF THE NORTH TEXAS TOLLWAY AUTHORITY | DALLAS/FORT WORTH, TX**

Quantified economic contributions between 2007 and 2017 in travel time savings, value of time, regional productivity enhancement, land use and regional GRP dependence, property valuation and tax revenue, and the economic costs of traffic accident avoidance for NTTA's Public Affairs Division. Parcel-level data was

summarized using a combination of GIS and Python programing to join parcels within the influence area with the appraisal roll data to determine property valuation and new construction.

- **365 TOLL ROAD INVESTMENT GRADE T&R SOCIOECONOMIC PROJECTIONS | HIDALGO COUNTY, TX**

Adjusted TAZ-level socioeconomic projections, incorporating impacts of COVID-19 on land use and demographic growth potentials for construction and operation of a new toll road crossing the US-Mexico border.

- **COMPREHENSIVE PLAN UPDATE SAN MARCOS, TX**

Creating a detailed land use plan by identifying areas of change and stability through a parcel analysis focused on economic value, desired land uses, and building/community character. Areas identified will have in-depth analysis and planning in the comprehensive plan with profiles identifying character and potential opportunities.

- **DOWNTOWN MARKET STUDY | PARKER, CO**

Market analysis for residential, office, retail, and hospitality development in downtown. Market feasibility and potential for each development type were identified within a range of short, mid, and long time frames using both a top-down demand forecast and bottom-up financial analysis for individual projects.

- **REDTAIL RIDGE MARKET ANALYSIS LOUISVILLE, CO**

Market analysis for 400-acre corporate business park and mixed use development on prominent site of the former StorageTek Corporation in the US-36 corridor south of Boulder.

- **STROH AND CHAMBERS NEIGHBORHOOD CENTER MARKET ANALYSIS | PARKER, CO**

Completed a market analysis for a proposed neighborhood commercial node in south Parker. Demand for commercial space (sq. ft.) and retail sales potential were estimated based on a retail expenditure model and forecasted household growth.

DCI COMMUNITY ASSESSMENT ECONOMIC VITALITY COMMITTEE IMPLEMENTATION PRIORITIES

Priorities assessed (high and medium):

1. short term leverage for long term gain
2. medium-term to start sooner than later
3. long-term that are vital, not to be overlooked, started soon

Listed are the highest priority elements in each of the DCI Assessment categories, which are listed in priority order: high, medium, low.

HIGH: REGULATORY ENVIRONMENT - comprehensive plan, zoning and development codes

Highlight and showcase current redevelopment and **development projects** in downtown Eagle.

Streamline development **review process** to support incremental change.

Complete Elevate Eagle Comprehensive Plan and Land Use Code Update. Utilize greater **zoning and development code flexibility**.

Inventory **catalyst sites**, identifying short- and long-term uses that fit with Eagle's community vision.

Consider a zoning review to allow for more flexible, market-friendly **housing options**.

HIGH: BUSINESS COMMUNITY - collect data, enhance services for business, and identify and catalyze underutilized assets.

Develop **business incentivization plan**: review incentives to ensure they meet community goals and focus any incentives on businesses which create high paying jobs.

Identify and secure **funding** options available to rural areas and from around the state.

Address long term **infrastructure** for businesses that scale to a certain size and have to leave.

Business training/ CoWorking **incubator**: identify and network with entrepreneurs, providing essential training and resources.

Host an SBDC **business training** in Eagle and apply for **incubator grant**.

HIGH: COMMUNICATIONS, SENSE OF IDENTITY & BRANDING - locally focused branding, messaging, communication, and events.

Establish the town's **Vision** through community engagement and apply as input to **Branding**.

Engage Locals: rather than a constant focus on bringing in visitors from the highway or from far away, Eagle should consider how to work with their own residents to use the local venues and showcase the area as the place for leisure, gathering, and building community.

Focus on **Changing Local Habits:** too often the locals and visitors' experience is showing up to find nothing open; so people go somewhere else. We need to change the experience consistently to one with a variety of options, fun interaction with community, and a place where "everyone knows your name." Then locals will come out and visitors will come back.

Support the Chamber's **Local First** campaign. As the Chamber begins to work with local businesses to identify things people can buy in Eagle, consider the opportunity to showcase local entrepreneurs and tell their story. Help the community get to know business owners, why they do it, and what they sell is a way to build relationships and increase local purchasing.

MEDIUM: FORMAL DOWNTOWN BUSINESS DISTRICT - DDA or BID or

Continue the **Downtown Business Alliance** initiative.

Determine which **district option** best suits the needs for downtown businesses, property owners and residents.

Capitalize on **Home Rule** to help with long-term planning, allowing greater flexibility in funding sources.

Establish **DDA or BID or ...**

LOW: CONNECTIVITY AND MOBILITY - pedestrian and bike infrastructure.

Develop town **wayfinding** standards and plan, to result in permanent bike amenities in downtown and other activity nodes in Eagle.

LOW: CREATIVE PLACEMAKING - the strategic integration of art, design and cultural activities into community development

Build on the success of **ArtWalk** and immersive art experience workshop.