



**Economic Vitality Committee
Monday, April 10, 2023, 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

- a This is an in-person meeting with access via Teams.

Microsoft Teams meeting

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CALL TO ORDER AND ROLL CALL - 1:00 PM

APPROVAL OF MINUTES

- a March 20, 2023 Meeting Minutes

STAFF & OTHER UPDATES

- a Community Development Town Council Report
- b Other Staff Updates
- c Chamber and DDA - Joint Meeting Update

BUSINESS & DISCUSSION ITEMS

- a RRC INTRODUCTION & PROPOSAL
 - Proposal: Town of Eagle Economic Dashboard
 - Proposal: Town of Eagle Community Survey
- b EPS: Economic Development Study Project Update
 - Business Survey Update

Planned progress in the next month

- c ReCode Eagle (Clarion) - moved to May
- d Comprehensive Affordable Housing Assessment - next steps

SUB-COMMITTEE UPDATES

- a Discussion of "ad hoc" draft list

ADJOURN

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.



Jenny Rakow, CMC
Town Clerk

Economic Vitality Committee Meeting Minutes, March 20, 2023

Christina, Mick, Eric, David, Kevin, Kari, Melissa L, Melissa Daruna, Michelle (Chamber), Larry, Chad, Jenny, Nikki. Absent: Yuri

Larry introduced Melissa Daruna – welcome to our new Assistant Town Manager!

Approve previous minutes – unanimous.

Updates

- Community development update - Chad
- Larry Pardee – 17 job positions open down from 23. 7 new jobs, the rest are replacements.
- Chamber Update (Michelle) – New part time employee on board.
- DDA Meeting has moved to every 4th Friday, 1:30pm at Town Hall. Mick will attend the next meeting.

Business and Discussion Items

- Business Survey was extended to 3/20 – 55 responses, Extended again to 3/27 (now 65)
 - o Aiming for 60 - 75 responses and certain large businesses to respond
 - o **Target more businesses directly through person-to-person outreach (EVC, DDA, Chamber)**
- Dashboard Update
 - o Up for discussion on who will handle and how – Nikki is taking the lead
 - o **RRC gave us a proposal. Larry will forward to the EVC**
 - o EPS/RRC working on mobility data analysis
- Recode Eagle
 - o Updates have been brought to staff with redline comments
 - o Continue to review to hopefully get it as close to right the first time
 - o Attempting to add density rather than a “density bonus”
 - o Council work session on April 4
 - o Master plans like Eagle River Corridor can be updated after 5 years
 - o **Clarion to present at next EVC meeting**

Comprehensive Affordable Housing Assessment (EPS)

- Very comprehensive and well done, positive outlook for Eagle, however...
- Affordability gap at \$680,000 is of large concern
- Ex: Hockett Gulch – will rental costs be out of reach?
- What keeps Vail from master leasing? Answer: nothing we can do.
- \$1.1 million grant to Eagle and Habitat for homes on 3rd St.

Make subcommittees more effective:

- Instead of permanent sub-committees, form ad hoc groups for specific work items, with those who have interest AND the bandwidth at that time.
- **Mick will forward a draft list.**
- **EVC/DDA/Chamber collaboration nominated by Kari. Arrange meeting (with Kari, Mick and Melissa representing EVC), to result in written report and presentation to Town Council.**
- For significant Town projects, appoint one person to ‘keep any eye on things’. Ex. Christina on Housing.

Other Business

- Nick going to the EVTA meeting as Eagle’s representative.

Motion to adjourn - unanimous

COMMUNITY DEVELOPMENT

March 2023

LONG RANGE PLANNING

- **ReCode Eagle – The Land Use and Development Code (LUDC) Update**
 - o The Code committee met 4/4/23 to continue discussing design standards and the consolidated draft. Meeting materials can be accessed here: ([LINK](#)).
 - o Town Council and the Planning & Zoning Commission held a joint work session on 4/4/23 for a high-level update and to provide guidance on specific questions from staff & Clarion. Meeting materials can be accessed here: ([LINK](#)).
 - o Staff and consultant review is ongoing with the goal to publish the consolidated draft for the community by 4/17/23.
 - o The public outreach schedule has been finalized with the following events. Additional details with location and times forthcoming. More information will be available on the Town's website, ReCode Eagle project page, social media, Eagle Today, Vail Daily, radio ads and more.
 - Coffee & A Convo Series: 4/19/23, 5/3/23 and 5/10/23
 - Eagle Chamber's Third Thursday Mixer 4/20/23
 - ReCode Eagle Open House 5/3/23
 - 2nd Friday ARTwalk 5/12/23
 - o In addition to the above public outreach schedule, staff and Clarion will be reconnecting with various stakeholder groups including local developers & builders, Eagle Chamber, DDA & DBA, EVC, OSRAC, MEAC, Climate Action Collaborative, Eagle Police Department, Greater Eagle Fire Protection District and Colorado Parks & Wildlife. Town Council and the Planning & Zoning Commission will continue to receive updates throughout their regularly scheduled meetings until adoption.
 - o Adoption schedule:
 - Town Council Workshop (tentative): 5/30/23
 - Planning & Zoning Commission Recommendation hearing: 6/6/23
 - Town Council Adoption hearing: 6/27/23
 - o As public drafts of sections of the new Code become available, community members can view these resources at www.Townofeagle.org/ReCodeEagle.

LAND USE APPLICATIONS IN PROGRESS

For more information and to access project documents, visit the Town's [Active Land Use Applications Page](#).

- **SU23-02: Vibrant Health of Colorado Special Use Permit**
 - o A request to operate a medical clinic in the Commercial Business District. The applicant is moving into a 108 sq ft unit at 217 Broadway #4.
 - o Public hearing schedule:
 - Planning & Zoning Commission: 4/4/23
 - Town Council: 4/11/23
- **SS23-01: North Broadway Subdivision Sketch Plan**
 - o A request to review a conceptual plan of a high-density mixed-use community with 135 apartments and up to 257 dwelling units.

- o Tentative public hearing schedule:
 - Planning & Zoning Commission: 5/2/2023
 - Town Council: 5/23/2023

ADDITIONAL UPDATES:

- Staff has successfully hired a new Code Enforcement Specialist, Nick Deering. Nick begins on 5/1/23 and will perform a hybrid role assisting both Eagle Police and Community Development.
- In support of the Comprehensive Affordable Housing Assessment ([CAHA](#)), staff has been collaborating with Community Builders on a toolkit training session for early summer. The training would focus on the CAHA's recommended strategies, both near- and long-term, and how Eagle can begin implementing these tools. Additional details forthcoming and we encourage elected and appointed officials to attend. For more information on Colorado Division of Housing's Toolkit Program, visit the link here: ([LINK](#)).

MAJOR CONSTRUCTION PROJECTS

Business Name	Location	Status
Second Street Tavern	127 W Second St.	Building permit issued and construction in progress. Interior remodel of existing space and use of outdoor patio is deferred until additional restroom/fixture provided.
Foodsmith	318 Broadway	Permit issuance pending. *Noteworthy: Retail food sales & cooking class.
Eagle Fire Station	425 E Third St.	In progress going through inspections. Approximately 65% complete.
Eby Creek Apts.	435 Eby Creek	In progress with all framing substantially complete.
Hockett Gulch Apts.	16186 Hwy 6	Full building permits issued for two of six buildings (Building #2 at 102 Mount Eve and the Clubhouse at 40 Mount Eve). Foundation approved for the fourth of six buildings. Noteworthy: Foundation-only permits issued for the remaining four buildings.
410 Broadway Project	410 Broadway	In progress with exterior front brick wall covering just completed. Trades contractors currently installing mechanical, electrical, and plumbing systems in walls and ceilings.
City Market Remodel	0103 Market St	Interior work completed. Parking lot improvements (re-configuration) still pending.
Eagle River Park Pavilion	200 Fairgrounds Rd	In progress, framing nearly complete. Waiting on steel installation at roof system.
Flower Hound	115 E Second St	Permit issued; inspections in progress.
Wanderlust Dog Ranch	45 Eagle Park East	Project completed.
Knapp Ranch	717 Sylvan Lake	Minor kitchen alteration.
Haymeadow	91 Mountain Hope Circle	All plan reviews complete. Issued foundation permits for Buildings A, B, and D.
Habitat for Humanity	3 rd Street	Pending – formal submittal forthcoming.

Business Name	Location	Status
Stone Concepts Warehouse	85 Marmot Ln	Pending – formal submittal forthcoming.

The figures below show general activity levels not broken down by permit type (building, electrical, plumbing, mechanical, etc.)
 ** YTD figures are currently unavailable and will be provided to Town Council on 5/2/23.

TYPE OF WORK PERFORMED	EOY 2022	YTD 2023
Inspections (n/i Planning, Public Works)	1,308	261
Permits Processed	465	66

TOWN COUNCIL AND PLANNING & ZONING COMMISSION MEETING SCHEDULE:

April 2023
April 11 th (Town Council) SU23-01 Vibrant Health SUP
April 17 th (LUDC UC) Full Draft Review
April 18 th (Planning & Zoning Commission) ReCode Eagle – Detailed Chapter Discussion
April 25 th (Town Council) ReCode Eagle Status Update
May 2023
May 1 st (LUDC UC) <i>Agenda forthcoming.</i>
May 2 nd (Planning & Zoning Commission) - ReCode Eagle – Detailed Chapter Discussion <i>Tentative: North Broadway Subdivision Sketch</i>
May 9 th (Town Council) ReCode Eagle Status Update
May 15 th (LUDC UC) <i>Agenda forthcoming.</i>
May 16 th (Planning & Zoning Commission) ReCode Eagle – Detailed Chapter Discussion
May 23 rd (Town Council) - ReCode Eagle – Detailed Chapter Discussion <i>Tentative: North Broadway Subdivision Sketch</i>
May 30 th (Town Council Special Meeting) <i>Tentative: ReCode Eagle Workshop</i>
June 2023
June 6 th (Planning & Zoning Commission) ReCode Eagle Recommendation

June 13 th (Town Council) and June 20 th (Planning & Zoning Commission)
• <i>Currently no land use files.</i>
June 27 th (Town Council)
• ReCode Eagle Adoption

Eagle Chamber of Commerce, Downtown Development Authority and Economic Vitality Committee

Town Council & Town Staff			
Organization	Eagle Chamber of Commerce	Downtown Development Authority	Economic Vitality Committee
Entity	Independent organization, 501c(4)	Quasi-government entity of the ToE	Committee of the ToE
Constituents	Eagle Chamber Members (Eagle and elsewhere).	Downtown businesses and property owners within a specific geographic area.	ToE Staff and Council, also acting as a catalyst between the Town, developers, residents, and the business community.
Purpose/Mission	Works to strengthen the long-term sustainability of a thriving local business community, serving members first, providing them with tools and resources, and synergistic marketing and networking opportunities. Plus: Economic Vitality Foundation 501c(3).	Facilitates economic development and redevelopment in the downtown district, funding infrastructure improvements, attracting new businesses to downtown and helping all to thrive.	Provides additional expertise to the Town Council and the Town Manager, to enhance and facilitate economic development, to expand and improve Eagle's economic climate, bringing new businesses to the town and helping all to thrive.
Funding	Membership dues, ToE is a Director's Circle member; ToE community funding grant.	ToE grant, plus TIF and other grants.	By specific project request to Town Manager/Town Council.
Goals/Focus	Grow membership, enhance services, expand Business Advocacy.	Executive Director, application for grant/loan finalized, expand boundary to include Grand Avenue.	Grand Avenue, River Corridor, East Eagle, and West Eagle developments; ReCode Eagle; Affordable Housing; Economic Development Plan; Economic Vitality Dashboard, Business Survey next steps, and Community Survey (2024).
ToE Staff support req'd		Economic Development/Housing specialist, Public Works.	Economic Development/Housing specialist, Town Council/Staff direction.

Town of Eagle Dashboarding Assistance with Associated Consulting



RRC
ASSOCIATES



PREPARED BY:
RRC Associates

RRC Associates
4770 Baseline Road, Suite 355
Boulder, CO 80303
www.rrcassociates.com



PREPARED FOR:
Town of Eagle, CO
Larry Pardee, Town Manager

RRC Associates Overview



RRC
A S S O C I A T E S

RRC Associates offers services in social science, mobile location data, market research, strategic analysis, economic impact, and data visualization. The company is composed of professionals with extensive experience in addressing the needs and challenges of various tourism, recreation, and planning departments. The motivation of our principals and staff, and their active

involvement in professional organizations at the state and national levels, ensure a high degree of professional skill and creativity.

RRC Associates strives for a pragmatic approach that balances innovation with working at a reasonable cost. The firm takes pride in our demonstrated ability to meet a project's time and budget requirements, and we offer a very personal level of service.

Firm Description. RRC Associates is a research and planning firm founded in 1983 and based in Boulder, Colorado. We have 17 persons on staff, representing a variety of disciplines and advanced degrees. The group has been blended to provide competent and cost-effective information gathering services and consulting to a wide range of clients. RRC Associates has many years of experience conducting research through a variety of methods and we are specialized in data analysis and visualization.

17

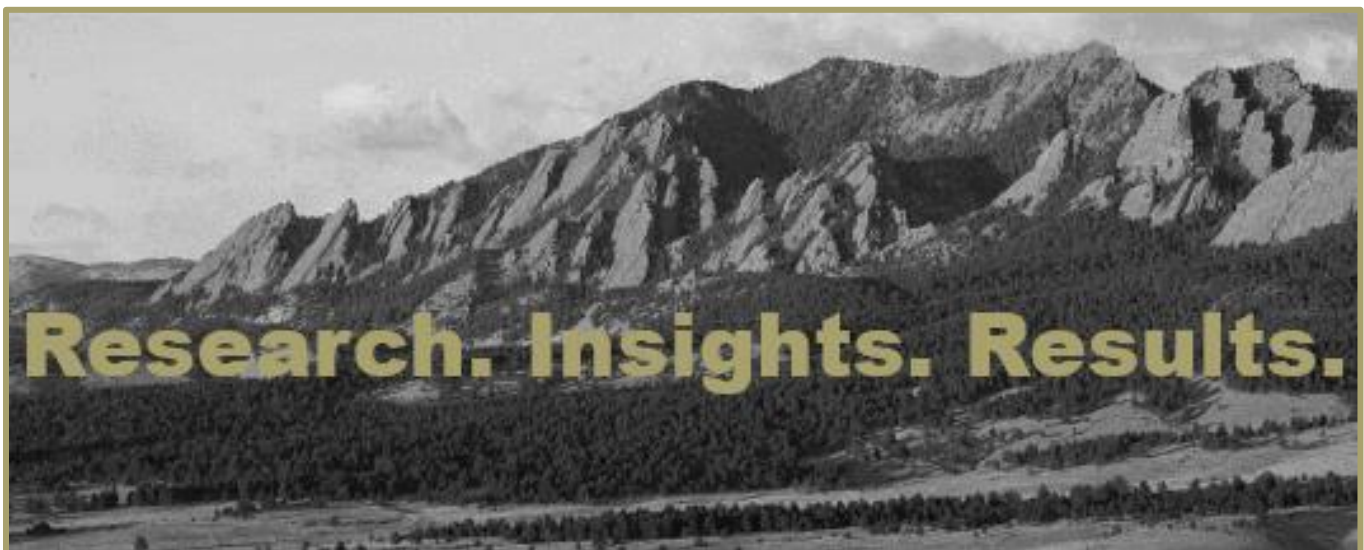
Dedicated staff
members

39

Years of expertise

1,000+

Successful projects



Project Approach and Personnel

Approach

RRC understands that the Town of Eagle would like assistance in creating a of selected economic (and potentially other) measures that will provide access to meaningful data for tracking and decision-making by staff, stakeholders and potentially the community as a whole. To address these objectives, the RRC team recommends a multi-step approach:

1. Evaluate currently or soon to be available data sources (from the Economic Study and other on-going discussions) for ability to help address identified topics and questions in a dashboard format.
2. RRC/EPS team participation in several Zoom meetings to understand and prioritize the objectives of interest groups in terms of information that is useful and available. We will actively participate in these discussions to help identify and prioritize what is most appropriate for potential dashboard presentations.
3. Evaluate available identified datasets to determine appropriateness for inclusion in a dashboard, and
4. Create a dashboard for data monitoring and display of selected metrics.

Our team has considerable experience working with data visualization, dashboarding, and interactive results. Based on initial discussions with Town of Eagle staff, important points to consider include:

- Are the data presenting us with information that are useful to draw conclusions?
- Are data available in a readily updateable format?
- How many data sources are most effective to track, and how many are appropriate and valuable to have in a dashboard format?
- At what frequency should the dashboards be updated?
- Who are the audiences for the dashboards?

At this point we do not yet know what data sources are most desired for inclusion in a dashboard. However, based on past experience, we anticipate that the dashboard might include (but are not limited to) the types of data sources listed below.

- **Economic Data:** These data are the primary focus of this project and the results from the Economic Study (EPS) and current mobility data work (RRC) will likely provide some of the information that is well suited to a dashboard.
- **Census Data:** For example, selected metrics from Households and Families 2017-2019 American Community Survey, and Housing Occupancy Characteristics.
- **Housing:** Examples include selected metrics on housing inventory, deed restricted units added per year since 2000, Annual Building Permit data, and pricing information.
- **Recreation:** Participation reports counting visitors and users of selected facilities over time.

Town of Eagle Data
Analysis and Dashboarding

- **School Enrollment Reports)**
- **Traffic Counts:** Data from various CDOT traffic counters including:
 - Eisenhower/Johnson Tunnel counts 2017-2022
 - Vail Pass Counts
 - Eagle and Gypsum area counts
 - Other locally available counts
- **Other Transportation Measures as Available**
- **Water Use:** For example, annual Billed Consumption 2018-2021
- **Occupied Lodging Rooms**
- **Estimated Employee inflow/outflow from Eagle**

Discussions of Desired Data Sources and Determination of Appropriateness for Dashboarding

Based on our team's experience and an initial evaluation of an approach that we believe will best serve Eagle, we recommend that the Economic Vitality Committee serve as the lead for identifying the measures that are most appropriate for inclusion in a dashboard. While we propose to be actively involved in these discussions (see discussion below), we typically find that decisions on metrics require local deliberations and customization to the priorities of individual communities. We also suggest that while discussions may start with 10 – 15 potential measures that could be of interest, the goal should be to narrow and prioritize the list. Ideally, an economics dashboard might have 5 to 10 measures maximum; that is the idea that we are suggesting to you at this time.

As noted above, the RRC team will participate in several discussions (up to four Zoom meetings are initially proposed) to elicit input on desired data sources and formats. From these meetings, the team will develop a "Prototype Dashboard" for initial discussion and input. It is anticipated that the Prototype will be used and evaluated by interested parties over an agreed upon time period. Then, RRC would edit the Dashboard to best meet the identified objectives of the local users of economic and other tracking data. The final deliverable from this phase of work will be a dashboard suitable for ongoing local use in the Town of Eagle.

At the conclusion of developing the dashboard, the team would provide recommendations with associated costs, for maintaining and updating the dashboard over time

Key Personnel

The Project Team consists of the following individuals from RRC. Additional analysts will be supporting the project but are not listed in this document.

Town of Eagle Data
Analysis and Dashboarding



Chris Cares, Principal in Charge

Chris possesses a diverse background in quantitative and qualitative research for a wide variety of clients. A founding partner of RRC Associates, he specializes in practical applications of research. Chris has extensive experience in the creation and analysis of community surveys. His research and recommendations have helped to shape community decision-making and the design, marketing and communications strategies of a wide

variety of clients.



Sean Maher, CEO

Sean will assist in managing this project and will provide additional analyst capabilities at the time that RRC reviews and presents results. Sean was long-time CEO for the Downtown Boulder Partnership and the Boulder Downtown Improvement District. He brings experience in identifying actionable findings in survey data and ensuring that the presentation of results are clear and intuitive for audiences of all types.



Colin Cares, Director of Data Innovation

Based in Carbondale, Colorado, Colin is a highly skilled data analyst and data visualist. At RRC, Colin has been an “in-house expert” in applying Alteryx, Tableau, SPSS, and other data analysis tools to create clear and compelling visualizations of data and help uncover research insights on a diversity of projects. Colin also has an in-depth background in the

analysis of mobile device geodata.

Preliminary Budget and Timeline for Discussion and Refinement

Our costs for services are broken into three different categories: 1) data evaluation, refinement and formatting, 2) facilitated discussions with local committees and staff on dashboard contents, 3) dashboard development and delivery of a final dashboard for local use. We recognize there may be changes to this format upon further discussions, and we are flexible to modify based on Town feedback. We anticipate starting this dashboarding process in during late spring 2023 and having a working dashboard within the summer timeframe depending upon Town needs and availability of local (committee) input on a timely basis.

Project Component	Cost per Component
1. Data Preparation and Development	\$4,000
<i>Creation of standardized data files for dashboard creation. Optimizing data format and function for future updating.</i>	✓
2. Data Source Evaluation	\$3,500
<i>Working with staff and committees in up to four zoom calls of approximately 90 minutes each, include three team representatives. Documentation and interpretation of input included.</i>	✓
3. Dashboard Creation and Analysis of Data	\$8,000

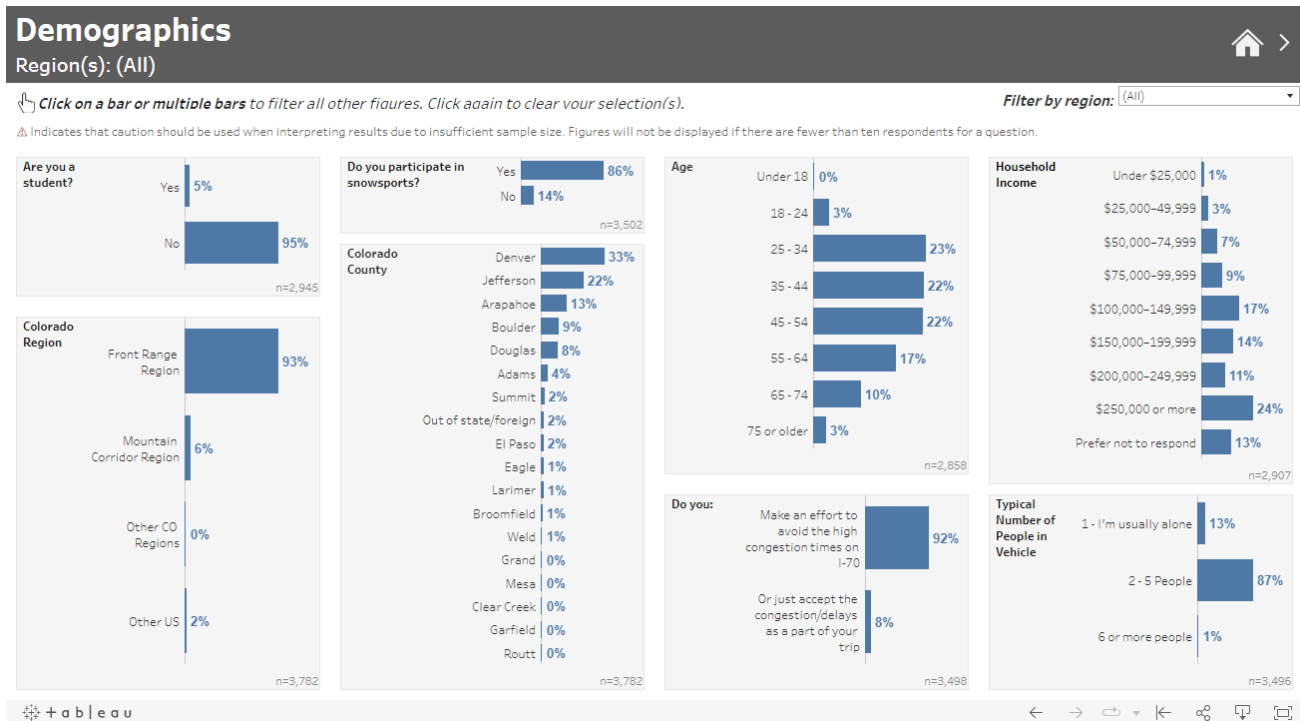
Town of Eagle Data Analysis and Dashboarding

Development of dashboard using existing data sources and formatting data update framework.	✓
Analysis of results to identify data trends and gaps.	✓
3. (OPTIONAL) Ongoing maintenance and regular updates	\$2,000-3,000 quarterly/seasonally
TOTAL	\$15,500 development and analysis \$2,000 - 3,000 quarterly/seasonal maintenance (if desired)

Examples of Data Dashboards

RRC has considerable experience using dashboards in a variety of settings. Below are examples of dashboards that are both internal and external facing, i.e. designed for staff/committee/decision-maker use, versus community-wide use. RRC builds easy to use filters, descriptions, and built-in navigation for all our dashboards. Further, these are 100% customizable and can work with a variety of graphic themes that the Town desires.

I-70 Coalition



Town of Eagle Data
Analysis and Dashboarding

Communication Strategies

Region(s): (All)



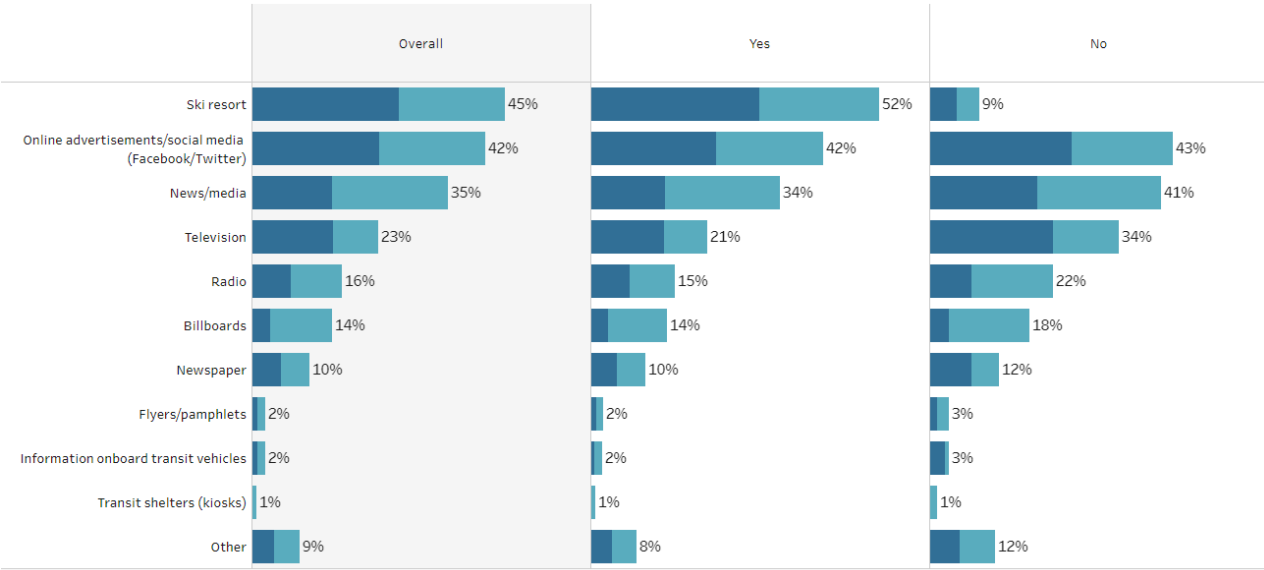
Filter by region: (All)

Segment responses by: Do you participate in snowsports?

What TWO methods would be best to communicate with you about the bus services in the I-70 Corridor?

By: Do you participate in snowsports?

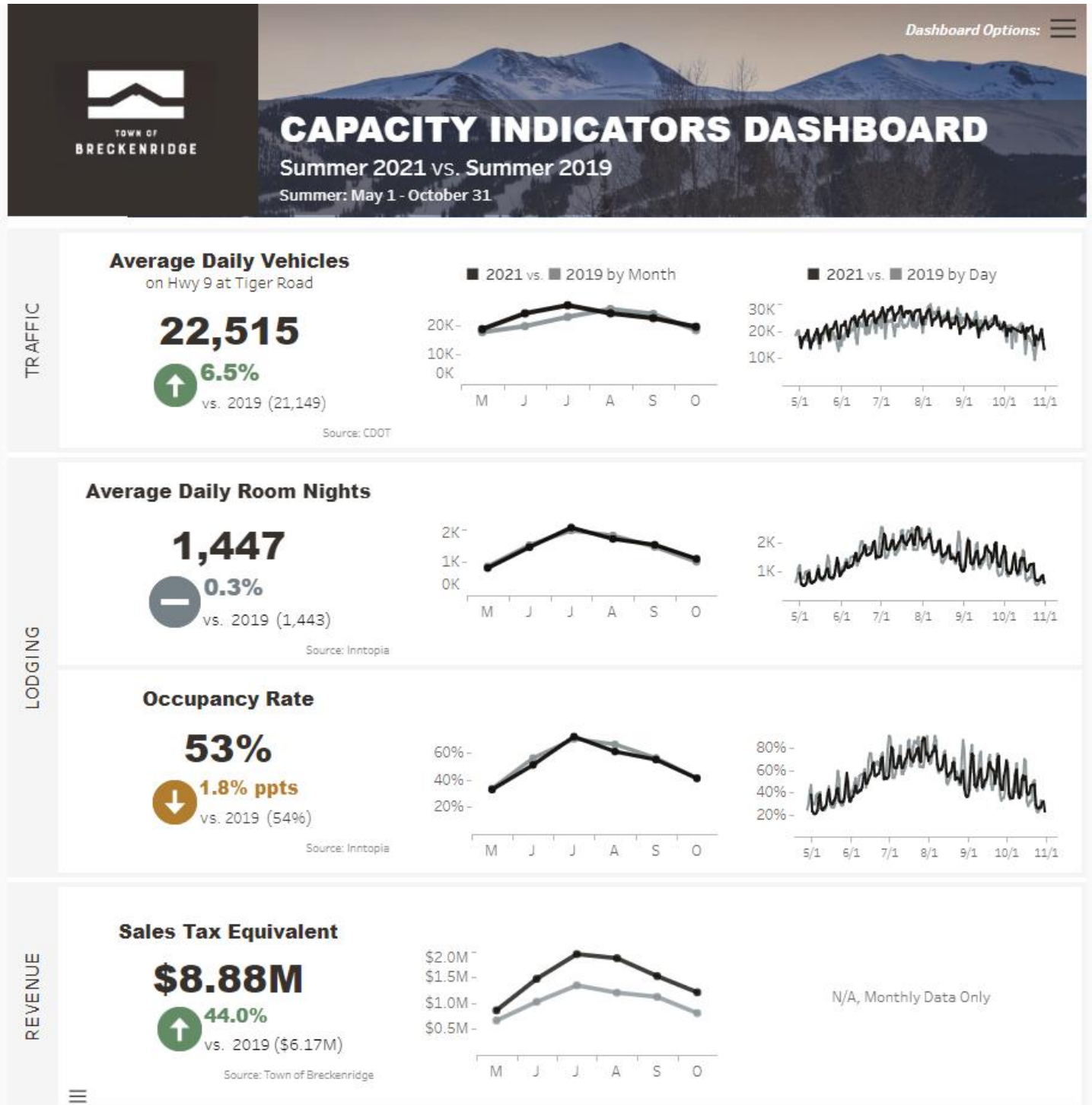
First rank
Second rank



+ a b l e a u



Town of Breckenridge



Town of Eagle Data Analysis and Dashboarding

Downtown Boulder Visitor Study

Demographics

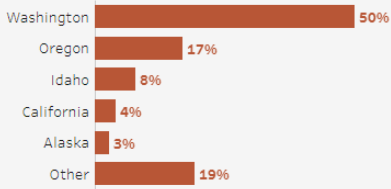
Intercept



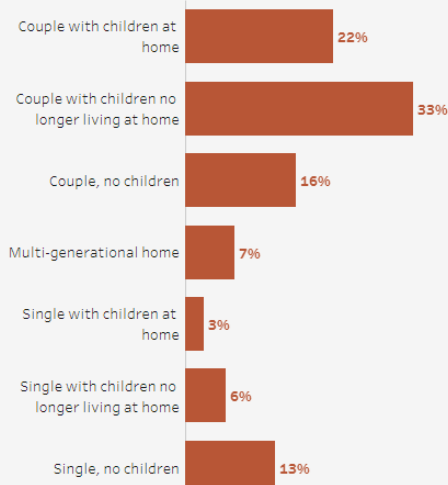
Click on a bar or multiple bars to filter all other figures. Click again to clear your selection(s).

Filter by data source: Intercept

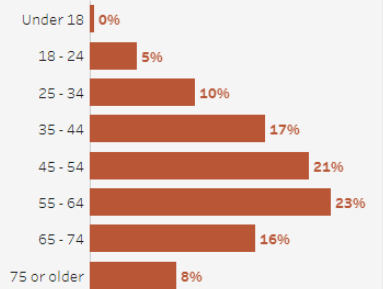
State



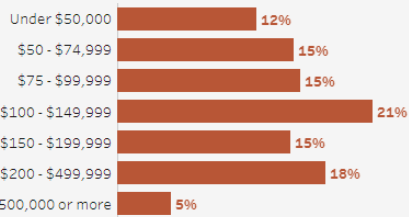
Household Type



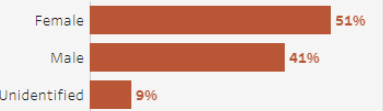
Respondent Age



Household Income

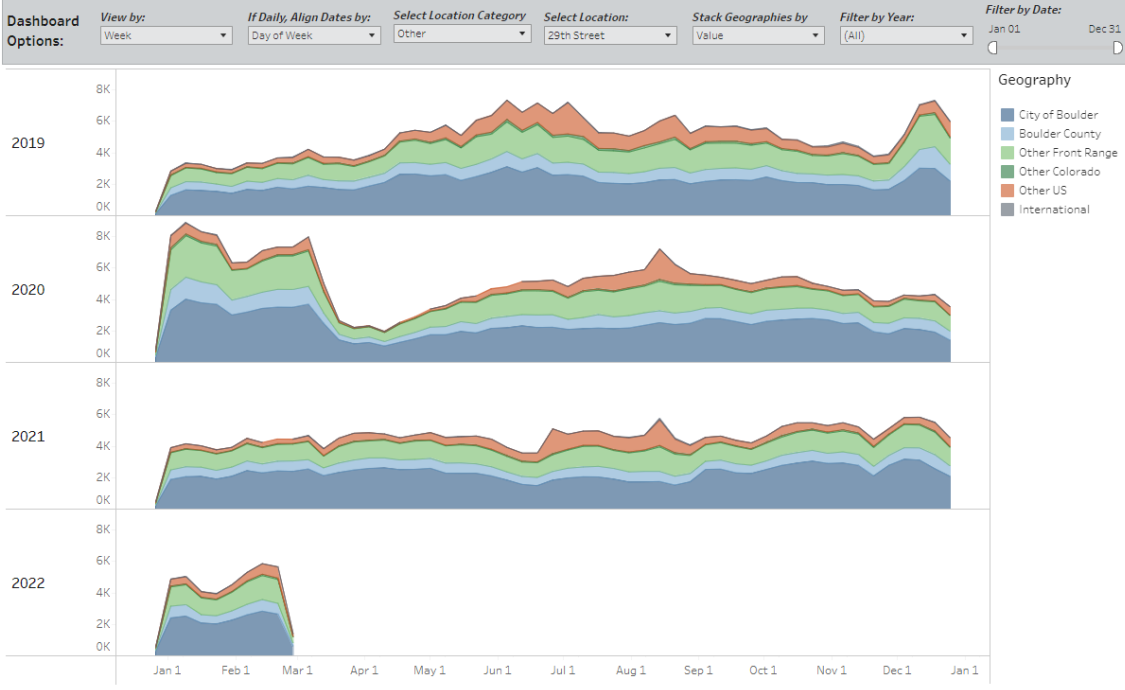


Gender



⚠ Indicates that caution should be used when interpreting results due to insufficient sample size. Figures will not be displayed if there are 10 or fewer respondents.

Geographic Origins Over Time



Town of Eagle Data Analysis and Dashboarding

CVB Events Dashboard: CU Football Game vs. Washington

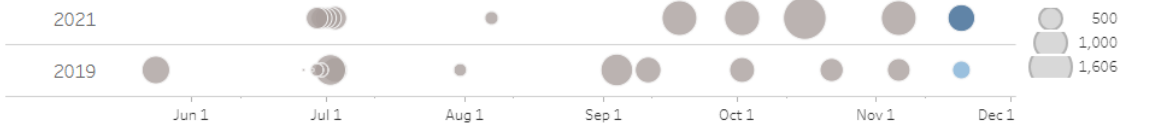
Select an Event: CU Football Game vs. Washington

Sample Size: CU Football Game vs. Washington

Total Event Sample
Size:

2021: **640**
2019: **285**

Event Sample Size by Date:



Geographic Origins

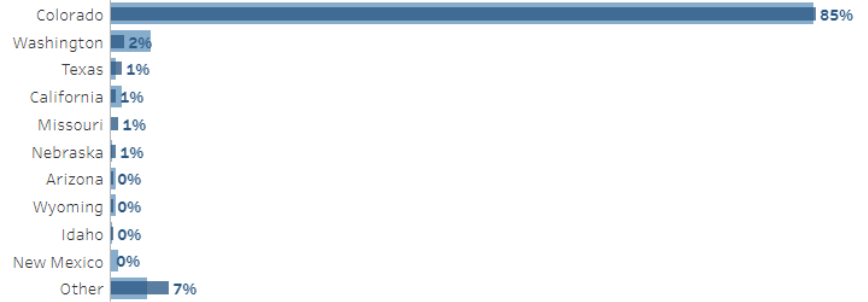
CU Football Game vs.
Washington

Select a Geography Breakdown:

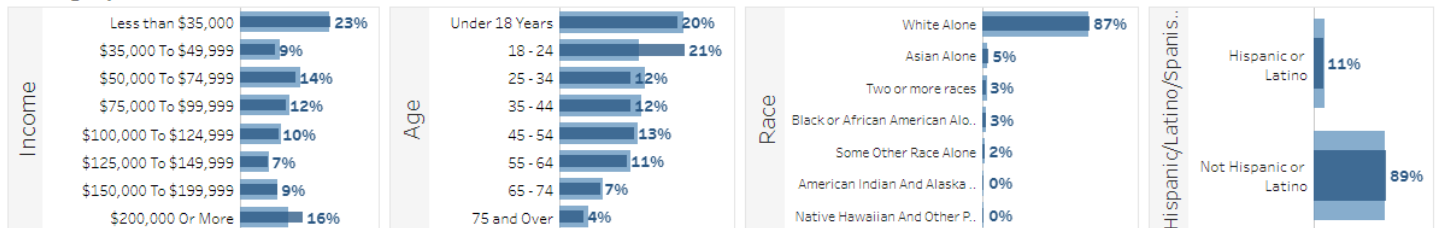
State/Country

2021 2019

State/Country



Demographics



Park Hill Golf Course Community Survey

Interactive Survey Dashboard | June 2021

Introduction

This dashboard will allow you to view the results of two surveys: a “mailed invite” and an “open online” survey.

1. The “mailed invite” was a paper survey mailed to households near the golf course. 100% of respondents live within one mile of the golf course.

2. The “open online” survey was available to the general public. 42% of respondents live in neighborhoods near the golf course.

Both surveys asked the same questions and were available in English and Spanish.

In addition to viewing overall results by survey, use the dropdown menus to segment survey responses by all demographic questions and selected other relevant survey questions. Multiple response and ranking questions 4 - 7 are not available as crosstabs in the dashboards due to their high number of variables and response options.

About the Surveys

About the Weighting



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Results are presented

- [Go to](#) Survey Demographics
- [Go to](#) Q3: Should the Site Remain 100% Golf?
- [Go to](#) Q4: On-Site Priorities (Multiple Response)
- [Go to](#) Q5: On-Site Priorities (Top 3)
- [Go to](#) Q6: Uses & Services (Multiple Response)
- [Go to](#) Q7: Uses & Services (Top 3)
- [Go to](#) Q8 & 9: Cost of Housing
- [Go to](#) Q10: Levels of Concern Related to Potential Changes
- [Go to](#) Q11a: Land Area Allocation
- [Go to](#) Q11b: Land Area Allocation Continued
- [Go to](#) Q12: Transportation Network
- [Go to](#) Q13: Level of Concern with Transportation Issues

*Note that dashboards may take several seconds to load.

Q 11: Land Area Allocation, Continued

Both Surveys Combined, Weighted Data



Display results as the:

☒ Average Percent of Land Allocated
 ☐ Percent of Respondents Allocating Some Land

Filter by data source:

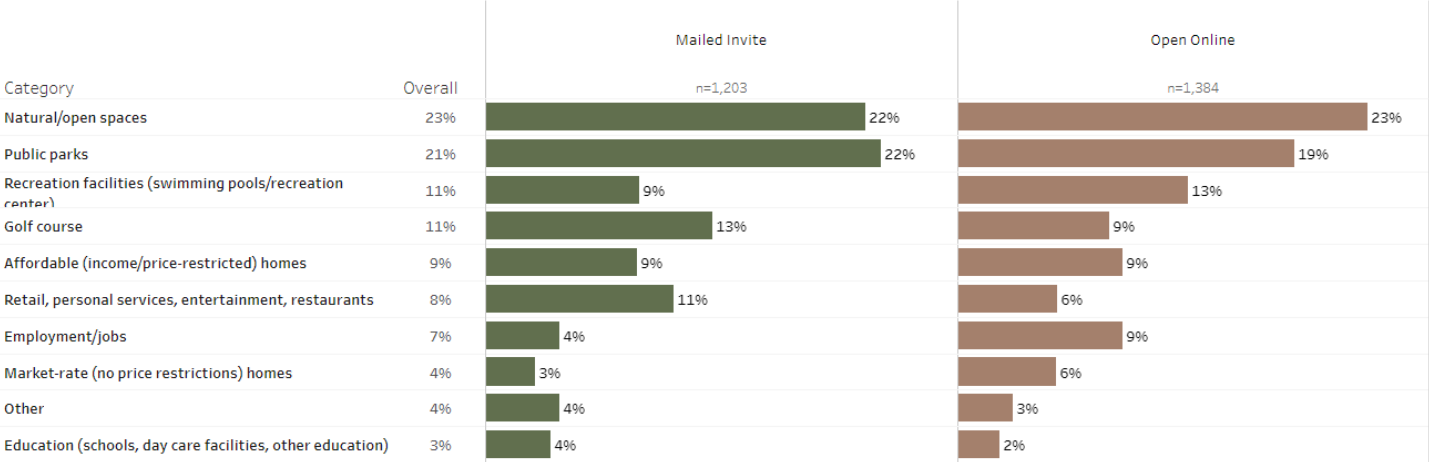
Both Surveys Combined

Segment responses by:

Survey

Q 11: “Approximately how much land area would you like to see allocated to each of the following?”

Average Percent of Land Allocated segmented by Survey



*Categories are sorted in descending order by the overall

Additional options:

Town of Eagle Community Survey Proposal



PREPARED BY:
RRC Associates
303-449-6558
www.rrcassociates.com



PREPARED FOR:
Town of Eagle, CO
Larry Pardee, Town Manager

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 City of Gunnison Community Survey 8

 Town of Berthoud, CO Comprehensive Plan Survey 8

 Legacy Lafayette Community Survey 9

 Boulder Valley Comprehensive Plan Surveys 9

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3/17/2023

Larry Pardee, Town Manager
Town of Eagle, CO
Re. Community Survey



Dear Larry,

We are pleased to present this proposal for RRC Associates to assist the Town of Eagle with a community survey-based program to evaluate the preferences, desires, and satisfaction of town residents. Our team at RRC Associates appreciates the opportunity to present our qualifications to conduct the Eagle Community Survey.

RRC Associates brings a wide range of experience conducting surveys for both public and private sector clients throughout the United States. RRC research uses consistent methodologies to capture statistically valid results in a variety of locations and at multiple scales (community, county, state, nationwide). As a result, we believe we uniquely qualified to assist Eagle with the upcoming research.

One element of our proposal that we think is important: RRC is adept at providing statistically valid surveys in multiple formats to aid response rates and allow for greater accessibility. Our surveys can be made available in paper and digital formats, and they work on cell phones and computers. They are distributed using techniques that are customized to individual towns like Eagle.

The proposed methodology for this study would be based on email/text distribution of surveys using a master list provided by the Town together with making paper surveys available to residents that prefer that method. We also are proposing to make the survey available in Spanish. Through our many projects with local, state and federal agencies, we've become experts at using multiple accessible survey methods and making sure that all members of the community have an opportunity to be heard.

Please let us know if you require additional information or need clarification on elements of our proposal and qualifications. RRC customizes every project and brings innovation to the specific challenges of each client. Our team is flexible in our methodological approach, and we always integrate new ideas from clients into our work. We are confident that our strengths including our experience, expertise in data collection, analytical skills and will provide value to this project. We look forward to hearing from you.

Sincerely,

RRC ASSOCIATES

A handwritten signature in black ink, appearing to read "C. Cares", is written over a white rectangular background.

Chris Cares, Managing Director

Team Profile – RRC Associates

RRC Associates is a consulting and market research firm founded in 1983 and based in Boulder, Colorado. We specialize in providing research services to a variety of clients including town and county governments. Our firm has 17 persons on staff, representing a variety of disciplines and advanced degrees. The group has been blended to provide competent and cost-effective consulting and information-gathering services to a wide range of clients. For each research project, we leverage the most appropriate research methods including surveys (online, mail, telephone, and intercept), focus groups, one-on-one interviews, panel research, secondary data sources, and other research strategies. The extent of our involvement with clients frequently extends beyond careful data analysis and interpretation, into the application of results (e.g., policy development, strategic planning).

Community Planning Experience

RRC has extensive experience with community surveys for towns and cities as a tool for obtaining input on current conditions and future plans. Typically, the goal of the studies is to obtain citizen input on a variety of topics related to determining community needs and priorities for the future (and how they will be paid for), as well as evaluating current services. Frequently the goal is to establish and implement a comprehensive vision of a city's future, supported by community-wide consensus, and surveys are designed to permit additional surveying in the future to benchmark performance and trends.

RRC's analysts have vast backgrounds and a diversity of advanced degrees. From cross-tabulation analysis to statistical modeling, RRC can dive deep into survey results to identify relevant differences between groups, patterns, and trends in the data. Our data management team extensively monitors data quality prior to result generation.

Goals and Objectives of Research

We understand that your objective for this research is to engage a third-party firm to provide survey-based information on community attitudes, preferences, and satisfaction with Town departments. Additionally, the upcoming survey would build on past surveys that Eagle has conducted and would be designed to probe future plans and opportunities.

Proposed Approach to Surveys

The Eagle Community Survey would consist of a statistically-valid online survey along with an "open" survey available for interested parties that might not live in town to participate. The statistically valid responses provide defensible results while the "open link" survey ensures all voices are heard. Based on recent conversations, our proposed methodology follows.

- Our team will conduct virtual discussions with town staff and any identified individuals that are appropriate to assist in editing the survey instrument.
- Based on input, we will recommend changes to the previous survey instrument along with new topic areas to create the 2023 survey, and we will prepare a draft survey for final review and approval.
- We recommend translating the online survey into Spanish and including language on the survey invitation to direct residents who prefer Spanish to participate online.
- We will field the surveys, tabulate data, prepare a written report in Word or PowerPoint format summarizing results from all sources.
- RRC will provide data summaries and open-ended comments in a format that will permit evaluation and interpretation; gathering and organizing the open-ended comments are a key element of our approach.
- RRC will present research results and key findings to staff, boards/commissions, and/or Town Council either in person or remotely per conditions and client preference.

Our recommended approach is a web-based survey fielded to a list of residents. .

We suggest that this survey program would include the following:

1. An emailed survey sent to names on the mailing list to be provided by the Town. Experience has shown that emailed surveys provide an opportunity for respondents to elaborate on their responses to open-ended questions. Further, in instances where surveys are submitted online, we would minimize data entry costs. In addition to the email version of the survey, paper forms with postage paid return envelopes would be made available to residents that prefer to not respond online.
2. An online “open link” version of the survey would also be created to provide an opportunity for residents and households that were not reached via email outreach to participate in the research. We often use this technique to expand input, as well as to provide a mechanism for broad community engagement in the research (links to this survey can be posted on the Town’s website, at Town facilities, etc.). However, we note that we typically keep the “open link” survey responses separate from the random sample responses so that the integrity of random sampling is maintained.

Analysis and Deliverables

RRC will tabulate results and develop a PowerPoint or Word report describing key findings and making data available in a user-friendly format. The primary deliverable would be a final report suitable to serve the needs of all the stakeholders. The report would include a description of methodology and response rates, and an executive summary highlighting the key takeaways. The appendices of the report would include

graphs summarizing statistical findings including selected cross-tabulations (to be determined by the Town), the verbatim comments in response to open-ended questions, and a copy of the survey questionnaire. We would be able to integrate any requests or feedback community members or staff might have into the final report.

Again, some key benefits to our approach include the following:

- Customizable questionnaire that we will work with staff to design,
- Cross-tabulations of resulting data,
- Cost-effective methodological approaches,
- Open-ended questions,
 - we have found that in communities where we have conducted surveys, the open-ended questions tend to shed actionable light on the values and opinions of the respondent.
- Added value and user-friendliness of online survey versions.

Timing and Schedule

The timing and implementation of the survey is flexible. Generally, we suggest that 10 to 12 weeks be allotted to the process; however, it can be compressed if there are particular deadlines or information needs that you want to meet. We can start any time upon authorization to proceed.

Typical Costs

The table below is a cost breakdown for the entire proposed project:

Project Costs and Hours

Project Component:	
Questionnaire development	\$2,500
<i>Kickoff meeting to confirm study parameters</i>	✓
<i>Editing survey instrument</i>	✓
<i>Spanish Translation of Survey</i>	✓
Survey deployment and data collection	\$6,000
<i>Survey preparation / survey fielding (including managing online version, handling of paper surveys)</i>	✓
<i>Data entry / data management</i>	✓
Data processing and analysis	\$3,000
<i>Statistical analysis / tables and graph generation</i>	✓
Final reporting of results	\$3,500

<i>PowerPoint Report and Zoom-based Presentation (Appendices of the report would include tables summarizing statistical findings including selected cross-tabulations (to be determined by the Town of Eagle), the verbatim comments in response to open-ended questions, and a copy of the survey questionnaire)</i>	✓
SURVEY RESEARCH TOTAL	\$15,000
<i>(Optional) In person Final presentation of results to Town organizations, if desired</i>	\$2,000
<i>(Optional) Reminder post cards if needed includes printing)</i>	\$2,000-\$2,500

Current and Past Project Examples / Client References

The following section highlights a sampling of community and needs assessment surveys implemented.

Town of Vail, CO Community Survey

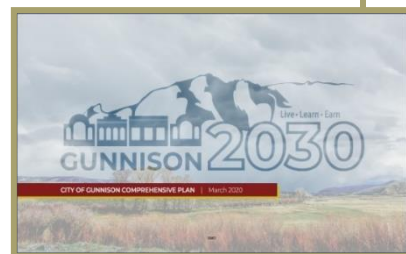
Starting in the early 90s, RRC has periodically conducted a survey for the Town of Vail. The survey is administered to full- and part-time Town residents, property owners, and business owners to evaluate opinions on a variety of issues. Using survey techniques that permit comparisons to past research, a combination of telephone, mail, and Web-based surveys were used to gather opinions from the community. The purpose of the surveys has been to evaluate respondents' level of satisfaction with respect to a full range of services and to gather opinions on selected issues currently facing the Vail community. Typically, the surveys include work session(s) with the Town Council to develop special questions to address current topics of interest to inform policy discussions. Starting in 2010, the Vail Community Survey has been conducted on an every-other-year schedule.



Kathleen Halloran, Deputy Town Manager (or Suzanne Silverthorn, former Community Information Officer)
75 S. Frontage Road, Vail, CO 81657
970-479-2116
khalloran@vailgov.com

City of Gunnison Community Survey

To support updating of the City of Gunnison Comprehensive Plan, a community-wide survey was developed and distributed by RRC Associates during the fall of 2018 and repeated in 2021 as community survey. RRC worked closely with the City of Gunnison to develop questions and topics of interest to gauge residents' opinions. A mail survey was distributed to a random sample of all possible households in Gunnison and an open link survey was distributed to non-city residents. This method allowed for broad capturing of opinions from those who live in city limits and those who use facilities within the city but live in nearby areas. Topics gauged residents' perceptions of areas for improvement, city service ratings, household characteristics, and more. The City of Gunnison has used the surveys to support the Comprehensive Plan, to monitor community priorities and values, and to formulate financial plans including bond elections.



Erica Boucher (or Russell Forrest, former City Manager)
City Clerk
City of Gunnison
Gunnison, CO
970.641.8171
EBoucher@gunnisonco.gov

Town of Berthoud, CO Comprehensive Plan Survey

RRC conducted the Berthoud Comprehensive Plan Survey in 2020 as a part of the 2021 update to the Berthoud Comprehensive Plan. The survey resulted in a strong response from residents of Berthoud as well as a sampling of individuals that live outside town, and provided a key foundation for the plan update. Among the topics addressed in the survey were the desired future vision for Berthoud, economic development, environment and sustainability, transportation, and workforce housing. The results were reported out to decision makers and the public, and used in various ways to help inform and guide the update process and final Plan.



Chris Kirk, Town Manager
Town of Berthoud
Berthoud, Colorado
970.532.2643

Legacy Lafayette Community Survey

RRC led the research efforts for the Legacy Lafayette project to update the City's comprehensive plan in 2019. The project included a three-pronged survey approach including a mailed survey, an online survey by invitation, and an open link survey to allow broader community participation. Overall, the statistically valid surveys yielded a high response rate (19%) with 844 surveys returned. The open link survey yielded input from another 513 residents. In total, the research yielded robust and valid results to inform the Comprehensive Plan update process.

Debbie Wilmot, Communications Director,
Debbie.wilmot@lafayetteco.gov
303-661-1225



Boulder Valley Comprehensive Plan Surveys

In 2015, RRC Associates conducted a statistically-valid survey and series of six focus groups to gather resident input, which helped to guide and inform a five-year update of the Boulder Valley Comprehensive Plan. The surveys and focus groups addressed a variety of topic areas that are important focus areas for the BVCP update, including community values, livability and growth management, design, building height, developer requirements, neighborhood issues, and related topics. A second survey was conducted in 2016 probed many of these topics in more detail in order to inform decisions regarding potential tradeoffs and modifications to the Comprehensive Plan. Both surveys included a controlled mailback sample (with online option), as well as an "open link" option for interested residents and general public input. Results were analyzed in depth and reported in written reports and presented to both the City of Boulder City Council and Planning Board.

City of Boulder Department of Planning and Development Services
Jean Gatza, Senior Planner, 303-441-1880


CONTACT

P: 303-396-1625

 E: chris@rrcassociates.com

W: rrcassociates.com

RELEVANT BOARD EXPERIENCE

- **(Former)**
Breckenridge
Outdoor
Education Center,
Breckenridge, CO
– boec.org
- **GP RED –**
Research,
Education and
Development for
Health,
Recreation and
Land

C. Chris Cares

Managing Director/Founding Partner

ABOUT

Chris possesses a diverse background in recreation and tourism research. A founding partner of RRC Associates, he specializes in practical research techniques including survey and qualitative research, modeling and applied analysis to support planning efforts and to solve problems in municipal administration and business applications. Parks and recreation needs assessments, with emphasis on adventure sports, are particular areas of specialization. Additionally, Chris has decades of experience working with the outdoor recreation industry including mountain resorts on summer and winter activities/facilities. Chris has overseen hundreds of community/citizen surveys in cities and counties throughout the United States, which provide input to parks, recreation, trails, open space, and planning needs assessments. These studies are typically incorporated into parks and open space master plans, or other policy documents.

EDUCATION

Master of City Planning: Harvard University 1975

Bachelor of Arts, Political Science: University of Rochester 1972

PROFESSIONAL EXPERIENCE

<i>1983 to present</i>	Managing Director/Founding Partner, RRC Associates, Boulder, CO
<i>1977 to 1981</i>	Planner/Associate, Gage Davis Associates, Boulder, CO
<i>1976 to 1977</i>	Planner, City of Boulder, Boulder, CO

RELAVENT WORK EXPERIENCE
Parks & Rec. Surveys/Assessments

Broomfield, CO
 Cedar Rapids, IA
 Cripple Creek, CO
 Eagle-Vail, CO
 Erie, CO
 Fruita, CO
 Grand Junction, CO
 Ken Caryl Ranch, CO
 Jefferson County, CO
 Larimer County, CO
 Louisville, CO
 Lafayette, CO
 Oklahoma City, OK
 Palm Springs, CA
 Park County, CO
 State of New Mexico SCORP
 Spokane, WA
 Superior, CO
 Village at Castle Pines, CO

Housing & Transportation Assessments

Aspen/Pitkin County, CO
 Boulder, CO
 Eagle County and Town of Vail, CO
 Grand Junction, CO
 Lafayette, CO
 Longmont, CO
 Pueblo, CO
 San Miguel County, CO
 Weld County, CO
 Westminster, CO

Tourism and Ski Area Visitor Research

National Ski Areas Association
 Colorado Ski Country USA
 Vail Resorts
 Breckenridge Tourism Office
 Copper Mountain
 Telluride Ski and Golf Company
 Upper Colorado River Research, CO



Colin Cares

Director of Data Innovation

ABOUT

Based in Carbondale, Colorado, Colin is a highly skilled data analyst and data visualist. At RRC, Colin has been an “in-house expert” in applying Tableau, SPSS, and other data analysis tools to create clear and compelling visualizations of data and help uncover research insights on a diversity of projects. Colin also has an in-depth background in the analysis of mobile device geodata, as well as digital marketing platforms and tools, including Google Analytics, Doubleclick, Bid Manager, AdWords, Tag Manager, and Facebook Ad Manager.

EDUCATION

Bachelor of Arts in English, Minor in Religious Studies, Colorado College 2011

PROFESSIONAL EXPERIENCE

<i>2021 to present</i>	Associate, RRC Associates, Boulder/Carbondale, CO
<i>2017 to present</i>	Research Analyst, RRC Associates, Boulder/Carbondale, CO
<i>2016 to 2017</i>	Consultant, Drift LLC, Carbondale, CO
<i>2014 to 2016</i>	Analyst/Digital Ad Trafficker, Backbone Media, Carbondale, CO
<i>2008 to 2014</i>	Project Assistant, RRC Associates, Boulder, CO
<i>2009 to 2013</i>	Professional Cyclist, Quick Release Racing
<i>2006 to 2009</i>	Professional Cyclist, USA Cycling, Colorado Springs, CO

RELEVANT WORK EXPERIENCE

Tourism/ Visitor Research

Sun Valley Airport, ID
Durango Airport, CO
Eagle County Airport, CO
Upper Colorado River, CO
Breckenridge Tourism Office, CO
Aspen Skiing Company, CO
Visit Estes Park, CO
National Ski Areas Association, CO
SKI Magazine Reader Survey, CO
Warren Miller Film Tour, CO
Yellowstone National Park, WY/M

Affordable Housing Survey

Roaring Fork/Lower Colorado River
Valleys, CO
San Miguel County, CO
Vail, CO

Citizen Surveys

Vail, CO
Gunnison, CO
Edgewater, CO

SERVICE AND ADDITIONAL EDUCATION

Roaring Fork Conservancy River Stewards Board Member
Tableau Conference 2015 - 2018
Edward Tufte: Presenting Data and Information
HBX Core: Harvard Business School Online Introductory Course.

CONTACT

P: 720-250-7324

E: colin@rrcassociates.com

W: rrcassociates.com



Kailyn Haskovec

Associate

ABOUT

Kailyn brings a unique perspective to the RRC Associates team with a background in state and local government, parks and recreation, transportation, and social research. With a Bachelor of Arts degree in Sociology and a Masters of the Environment degree, Kailyn can interpret qualitative and quantitative data to provide strategic recommendations and policy direction. She has assisted with a variety of parks and recreation studies, community surveys, market analyses, and is a part of RRC's national parks project team. Kailyn also provides and creative and innovative insight to RRC through the development of Movement, RRC's mobile location data analysis product, as well as various business improvement initiatives.

EDUCATION

Master of the Environment, Sustainable Planning and Management: University of Colorado, 2018
 Bachelor of Arts, Sociology minors in Environmental Studies and Public Policy, Planning and Management: University of Oregon, 2014

PROFESSIONAL EXPERIENCE

<i>2023 to present</i>	Associate RRC Associates, Boulder, CO
<i>2021 to 2023</i>	Research Analyst, RRC Associates, Boulder, CO
<i>2019 to 2021</i>	Program Coordinator, RRC Associates, Boulder, CO
<i>2019 to 2020</i>	Process Improvement Intern, Colorado Department of Transportation, Denver, CO
<i>2017 to 2018</i>	Graduate Research Assistant, National Parks Conservation Association, Boulder, CO

RELEVANT WORK EXPERIENCE

Parks, Recreation & Community Needs Assessments

Mesa, AZ
 Deltona, FL
 Brunswick, ME
 Charles County, MD
 Calvert County, MD
 Chelan, WA
 Boca Raton, FL

Tourism, Visitor, Special Event and Economic Research

Beaver Creek Mountain Resort, CO
 Visit Walla Walla, WA
 City of Lafayette, CO
 Town of Vail, CO

Ski Area Market Assessments

Mt. Garibaldi, BC
 The Balsams, NH
 Quarry Road, ME
 Saddleback, ME

Outdoor Recreation Research

Quandary Peak, CO
 Jefferson County Open Space, CO
 Upper Colorado Wild and Scenic Stakeholder Group, CO
 American Whitewater
 Various national parks

CONTACT

P: 303-359-0266

E: kailyn@rrcassociates.com

W: rrcassociates.com

EVC “Ad-Hoc” sub-committees 2023

Instead of formal sub-committees, we agreed to form a small “ad hoc” sub-committee when needs arise, from those who have an interest and capacity to work between monthly meetings.

In addition, one member will be asked to ‘keep an eye on’ important matters and alert the full committee when discussion and/or action is appropriate.

Draft List (from previous sub-committee organization)

Economic Vitality Dashboard ongoing process

Business Survey

Community Survey

Economic Development Plan (EPS)

ReCode Eagle to stimulate and expedite new development

Comprehensive Affordable Housing Assessment – next steps

Grand Avenue and River Corridor Master Plan implementation

Advocate for the Town to pursue PUC approvals for Grand Ave. railroad crossings

DDA and connecting downtown to the river

East Eagle: Eagle Meadows & Red Mountain Ranch

West Eagle: Eagle County/ToE workforce housing