



**Town Council
WORK SESSION
Tuesday, February 6, 2024
Public Meeting Room / Eagle Town Hall
200 Broadway Eagle, CO**

*This agenda and the meetings can be viewed at www.Townofeagle.org.
Times listed are approximate and are subject to change.*

TOWN COUNCIL WORK SESSION ACCESS INFORMATION AND PUBLIC PARTICIPATION *This will be an in-person work session. Work sessions of the Town Council are not meetings requiring public comment. The public is allowed to attend, however, public comment will not be scheduled and will only be taken at the discretion of the Mayor. The Council shall take no final or official action, vote, nor make any motions.*

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PRESENTATION

1. Town of Eagle Economic Dashboard Update

DISCUSSION ITEM

1. Economic Vitality Committee: Economic Development Plan, 2024 Initiatives

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

PUBLIC WIFI – Eagle Guest



To: Mayor Turnipseed and Town Council
From: Nikki Davis, Economic Development & Housing Specialist
CC: Economic Vitality Committee
Date: February 6, 2024

Agenda Item: Presentation - Town of Eagle Economic Dashboard Update

REQUEST: RRC Associates (RRC) will deliver an update on the Economic Dashboard project. This presentation will summarize the project approach, demonstrate progress, and detail the anticipated completion timeline. The update is informational in nature and does not include any specific requests for action or decision from the Town Council.

BACKGROUND: In May 2023, the Town Council approved a Professional Service Agreement with RRC to design and launch an economic dashboard. Concurrently, RRC worked alongside Economic & Planning Systems, Inc. (EPS) on the Economic Development Plan (Plan) to gather and analyze mobility data. Their evaluations brought insight to the local presence of workforce, visitors, and residents; specifically, commuting patterns and the fiscal impacts of visitation and outdoor recreation in Eagle.

ANALYSIS: RRC Associates has designed and constructed varying dashboards for communities throughout Colorado and the nation. Their comprehensive approach to dashboard development includes data preparation & evaluation, stakeholder collaboration, execution, and guidance on long-term maintenance. Through their work on the Plan, including workshops with Town staff and the Economic Vitality Committee, the following metrics were selected for the dashboard: Employment, Permit Activity, Commuting Trends, Fiscal/Tax Base, and Housing Inventory.

Integrating the dashboard and mobility data will empower policymakers and stakeholders to accurately monitor our community's growth. This data-centric approach enables informed decision-making, elevating the Town's economic governance and ensures alignment with the Town's strategic goals. The dashboard will be periodically evaluated to assess its effectiveness and relevance. Adjustments may be made to align with emerging economic development priorities, organizational practices, or changing community needs.

COMMUNITY INPUT: None applicable at this time.

BUDGET/STAFF IMPACT: The 2024 budget allocates approximately \$10,000 to support dashboard maintenance, including an annual refresh of the mobility data.

In 2024, RRC will retain general dashboard maintenance, while Town staff will supply the data required for periodic updates.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED: This work aligns with the Town Council Strategic Plan by fulfilling the Guiding Principle of *Proactive Economic Development* and the Major Objective to *Stimulate Economic Vitality and Development*.

RECOMMENDED ACTION OR PROPOSED MOTION: No action or motion is required at this time.

ATTACHMENTS:

- Indicators Dashboard ([link](#))
- Mobility Data Dashboard ([link](#))



To: Mayor Turnipseed and Town Council
From: Nikki Davis, Economic Development & Housing Specialist
CC: Economic Vitality Committee
Date: February 6, 2024

Agenda Item: Economic Vitality Committee: Economic Development Plan, 2024 Initiatives

REQUEST: This work session aims to present the Economic Vitality Committee's (EVC) proposed projects and priorities for the upcoming year. Further, we seek the Town Council's (Council) feedback and support regarding the recommended work plan.

BACKGROUND: In October 2023, the Council approved Eagle's first Economic Development Plan (Plan). The Plan encapsulates strategies, actions, and goals to support the Town's economic success over the next 5 to 10 years. The principal strategies - **Create, Expand, and Attract** - are woven throughout various themes across the Plan, including Branding & Marketing, Development Process & Projects, Retail & Commercial, Housing & Workforce, and leveraging a Nonprofit Partnership.

In December 2023, EVC and Town staff hosted a work session to identify and evaluate vital foundational projects for a joint 2024 work plan. Additionally, the group explored a 3–5-year outlook. This higher-level work plan will undergo refinement as we monitor this year's progress. Deliberate initiation today will underpin year-over-year advancements in service of realizing the community's vision for a vibrant and resilient economy.

ANALYSIS: Deploying these projects lays the groundwork for sustainable economic growth, attracting investment, addressing infrastructure needs, fostering innovation, and enhancing overall community well-being. Following the Council's feedback, EVC and Town staff will finalize the 2024 work plan, including project sequence and timeline, then begin implementation. The action items outlined below are not presented in any predetermined order.

Theme: Branding & Marketing.

Action 1. Rebrand the Town of Eagle as "Open for Business."

Outcome: Improved Perception and Image. Repositioning the town as business-ready sends a strong message to potential investors, businesses, and residents, improving Eagle's reputation as a welcoming and supportive environment for economic growth. This initiative begins by capturing and disseminating Eagle's success stories for local, regional, and state-wide audiences, and beyond.

Estimated Timeframe: Ongoing

Action 2. Marketing and Events Advisory Committee (MEAC) – Promote the community and unique character of Eagle through a balance of events and programs that serve local residents and attract guests.

Outcome: Synergy and Civic Prosperity. Partnering with MEAC creates a cohesive approach to improved marketing, increased community engagement and visitation, cultural preservation, and resource efficiency.

Estimated Timeframe: Ongoing

Theme: Development Process & Projects.

Action 3. Create a guide navigating the Town's process for new development and change of use permits.

Outcome: Streamlined Process and Improved Predictability. By leveraging existing resources (i.e., the new land use code, Economic Development Plan), technical assistance, and public/private sector engagement, the Town can produce a model with clear procedures and reduced administrative blind spots for smoother project execution.

Notably, a Town of Eagle stakeholder group comprised of Town staff and community members are participating in Downtown Colorado Inc.'s (DCI) Challenge Accelerator Program ([link](#)). The initiative centers on a site-specific test case with redevelopment potential. Through technical assistance and consultant analysis, participants generate a tailor-made guide to leverage toward community revitalization and property redevelopment.

Estimated Timeframe: 6-8 months

Action 4. Research and authorize using special districts in East Eagle to fund infrastructure (i.e., business improvement district, metropolitan district, and others).

Outcome: Address Infrastructure Needs. To catalyze and promote commercial development in East Eagle, or other targeted areas, infrastructure funding will be vital to extend services, address existing deficiencies, and accommodate anticipated growth.

Estimated Timeframe: 6-10 months

Action 5. Conduct a nexus study to research and adopt commercial linkage standards that mitigate the impacts of new commercial development on housing.

Outcome: Revenue Stream for Public Investments; Balanced Growth. Commercial linkage (or mitigation) fees can be used for affordable housing programs, developments, and infrastructure funding. Economic equity and sustainable growth can also be achieved by increasing mixed-use development through these standards. Notably, the commercial linkage study is also a recommendation from the Comprehensive Affordable Housing Assessment.

Estimated Timeframe: 5-7 months

Action 6. Launch and regularly update the economic and community dashboard to track and measure key metrics and trends.

Outcome: Informed Decision-Making. The dashboard, paired with rich mobility data, will enable policymakers and stakeholders to track growth and development accurately. This data-centric approach enables informed decision-making and ensures alignment with the Town's strategic goals.

Estimated Timeframe: Launch in late March/early April 2024; ongoing maintenance.

Theme: Retail & Commercial.

Action 7. Reinforce partnership with the Eagle Chamber of Commerce (Chamber) to strengthen existing employers, focusing on business retention and expansion.

Outcome: Business Support. The Chamber creates an ecosystem where businesses can succeed and contribute to the community's prosperity. The Chamber continues to positively impact economic development through its advocacy work, networking events, workshops, business resources, and community engagement initiatives.

Estimated Timeframe: Ongoing

Action 8. Research and develop a program to attract and maintain higher commercial occupancies.

Outcome: Optimized Commercial Spaces. Jumpstarting this program will help maximize the use of commercial spaces, enhancing vibrancy and visitation, particularly Downtown and as redevelopment occurs along Grand Avenue.

Estimated Timeframe: 6-10 months

Theme: Housing & Workforce.

Action 9. Continue to implement recommendations from the Comprehensive Affordable Housing Assessment (Housing Assessment).

Outcome: Versatile housing measures support a strong economy. Housing programs and developments bolster workforce, job flexibility, social mobility, business competitiveness, and community stability. Moreover, local housing enhances quality of life by enabling local residents to work at local jobs. Both the Plan and Housing Assessment highlight the need to reduce commuting by Eagle employees and residents - a trend which policymakers can monitor, analyze and respond to using the dashboard and mobility data.

Estimated Timeframe: Ongoing

Theme: Leveraging a Nonprofit Partnership.

Action 10. Initiate research into establishing an independent nonprofit economic development organization (EDO) with an autonomous board.

Outcome: Innovation and Resource Mobilization. Based on case study research, the Plan recommends that the Town narrow the number of EDOs and elevate an independent nonprofit group. In the near-term, Town staff and EVC will explore best practice models and meet with peer communities with an established entity.

Estimated Timeframe: 2-3 months

ESTIMATED TIMEFRAMES: While each initiative may have its timeframe and specific activities, EVC and Town staff are committed to maintaining transparent communication, diligent coordination, and monitoring to ensure timely progress. Adjustments to the timeframes may be necessary based on evolving priorities, stakeholder feedback, and external factors impacting implementation.

COMMUNITY INPUT: None applicable at this time.

BUDGET/STAFF IMPACT: The 2024 budget allocates approximately \$90,000 to support the direct implementation of economic development initiatives. To maximize the Town's investment, staff are committed to seeking and pursuing grant funds to reinforce initiatives where applicable.

Continued synergy and collaboration between Town staff, EVC, and other local EDOs (Downtown Development Authority (DDA), Downtown Business Alliance (DBA), Eagle Chamber of Commerce, Eagle Ranch Association) will be integral to implementation success.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED: This work aligns with the Town Council Strategic Plan by fulfilling the Guiding Principle of *Proactive Economic Development* and the Major Objective to *Stimulate Economic Vitality and Development*.

RECOMMENDED ACTION OR PROPOSED MOTION: No action or motion is required at this time.

QUESTIONS FOR THE TOWN COUNCIL TO CONSIDER:

- Do the proposed initiatives adequately address the three principal strategies of the Economic Development Plan?
 - Strategy 1: Create - Efficiency While Promoting the Health of the Business Community.
 - Strategy 2: Expand - The Employee and Employment Base.
 - Strategy 3: Attract - Net New Expenditure Dollars to Eagle.
- Are the Town Council's economic development priorities aligned with the proposed work plan? If not, what other initiatives should be addressed in 2024?
- Besides its advisory role in collaboration with Town staff, how else can the EVC actively contribute throughout implementation?
- Are there concerns about the feasibility of mobilizing the work plan? This may include estimated timeframes, resource constraints, or unforeseen challenges.
- Are there any additional steps or information the Town Council would like to see before initiating the proposed work plan?
- What follow-up actions or updates would the Town Council like to receive throughout implementation?

ATTACHMENTS:

- 2023 Economic Development Plan ([link](#))
- Draft 2024-2028 Implementation Work Plan ([link](#))