



Economic Vitality Committee
Thursday, May 16, 2024, 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 will be an in-person meeting with access via MS Teams.

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

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Passcode: Bx3Xsm

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CALL TO ORDER AND ROLL CALL - 1:00 PM

APPROVAL OF MINUTES

- a Minutes dated March 21, 2024

ADMIN

- a Service terms up in June ([LINK](#))
b Change in committee membership (David)

STAFF & OTHER UPDATES

- a Community Development's report. Questions?
b Staff updates
c 2024 Quarter One Sales Tax
d Chamber and DDA updates (as appropriate)

BUSINESS & DISCUSSION ITEMS

- a Dashboard final update and go-live plan with RRC
- b Debrief from recent Economic Development Summit
- c EPS Economic Development Plan implementation & priorities (from work session)

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.



Nikki Davis
Economic Development & Housing Specialist

EVC MEETING MINUTES 3/21/24

CALL TO ORDER AND ROLL CALL - 1:01 PM

In attendance: Mick Daly, David Gaboury, Kim Fritzler, Kim Goodrich, Matt Felser, Kevin Brubeck, Larry Pardee, Melissa Daruna, Nikki Davis, Denise Cardoza (Community Development), Scott Schlosser (DDA)

Absent: Christina Hofman, Eric Eves, Nick Sunday

ROLL CALL & APPROVAL OF MINUTES

Motion to approve minutes passed unanimously.

ADMIN

- a. Minutes: the EVC approved abbreviated minutes with the recording and an index of the chapters available (see below)

STAFF UPDATES

- a. Larry updated us on the status of the Haymeadow PUD amendment. It is hoped that Brue Baukol will come back to the table and enter into contract with Abrika again.
- b. Staff updated us on a number of outstanding grant opportunities.

EVC BUSINESS

- a. RRC update. Spending a further \$4,000 was approved to update mobility data for 2023 and Employment data for the dashboard. This will add more up-to-date data to the dashboard when live.
- b. RRC will present the final phase 1 dashboard at our next meeting, to go live May 1st.
- c. Economic Development Plan (see updated Action list attached):
 - Staff has prioritized actions required to implement the Plan. EVC support TBD.
 - Our April meeting will be an Economic Development Summit with the Chamber, DDA, DBA, Eagle Ranch and EVC representatives. Purpose: to identify strategic priorities for town-wide economic development, with clear responsibilities identified.
 - The Summit will include answering how 'we' attract the right new businesses to Eagle and who does what in that endeavor.
- d. April 18th meeting will be a 2-hour, interactive work session, facilitated by staff, with all EVC members asked to attend. The results of this meeting will guide our work for the rest of the year.

ADJOURN

Motion to adjourn passed unanimously at 2:37pm.

RECORDING:

https://townofeagle297.sharepoint.com/:v:/g/EWbWpHAlbQxHj_se3Wy7tnwBhMWEtsp1qtmT9Po9ZYqZ3w?e=V5W9Du (index below)

	Time Stamp
Acknowledgement of Nick Sunday's Transit Authority efforts	6:31:00
Discussion on meeting minutes and technology	8:26:00
Community Development updates	11:50:00
Discuss challenges and strategies ire: Haymeadow	14:29:00
Discussion on the Chief of Police process and public awareness	20:23:00
Discussion on housing development and Planning grant	21:28:00
Funding opportunities for Old Town Hall Renewal project	25:48:00
Property compliance education in the Downtown District	32:54:00
DDA Tax Increment Financing and local development	39:09:00
Economic dashboards update	45:29:00
Discussion on data analysis and sales trends	48:16:00
Dashboard functionality	54:03:00
Discussing data collection, analysis, streaming and updating strategies	56:25:00
Discussion on building permits and housing needs	1:09:15
Discussion on Eagle County Housing Needs Assessment	1:10:30
Planning and implementation of Economic Development Plan	1:11:31
Planning and action items for DCI Challenge Program and redevelopment	1:16:58
Leveraging nonprofit partnerships for economic development	1:20:12
Strategic planning and collaboration for the economic future	1:23:06
Discussing business attraction and retention strategies; strategic planning	1:25:29

COMMUNITY DEVELOPMENT

April 2024

LONG RANGE PLANNING

ReCode Eagle – The Land Use and Development Code (LUDC) – [link to code](#)

- Staff has identified the need to correct inconsistencies between the Use Table definitions and Use Table standards. Staff is intending to bring these amendments to Planning Commission in the coming months.
- Staff will have updated checklists uploaded to the Town's website by early June.
- Municode has communicated that they will have the Code accessible on the platform by the end of June.
- Staff is processing a text amendment application that resolve inconsistencies identified in the Land Use Code. More details are available on the Active Land Use Applications Page.
 - Hearing Schedule for the amendment:
 - 4/16 – Planning Commission recommended approval of the proposed amendments.
 - 5/14 – Public hearing to be continued to June 11th.

WUI Code

- Staff are actively engaged in the County-wide Wildland Urban Interface (WUI) Code update process, led by the Eagle County Wildfire Collaborative. This initiative involves collaboration with jurisdictions throughout the valley to create a WUI Code that caters to our local needs.
- Initially, FireWise standards were included in the ReCode process. Ultimately, they were pulled out due to concerns that they were too restrictive and aesthetically impactful. Since the Code adoption, it's been on staff's radar to reintegrate FireWise standards, which aligns with this valley-wide effort.

LAND USE APPLICATIONS IN PROGRESS

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

- West Eagle Housing - Annexation, Major Development Permit, Subdivision, Zoning
 - Applications in process. No update.
- Haymeadow - Major PUD Amendment
 - Application is currently on hold, project team has indicated that they hope to bring a revised application to staff in June or July of this year.
- Haymeadow ADA Amendment
 - Staff has continued to meet bi-monthly with the applicant to move towards a resolution for this amendment.
- North Broadway – Annexation and Zoning
 - Applicant is withdrawing their PUD approval request and will submit a rezone application for either CMU1 or CMU2 for the entire property. Staff is waiting for that submittal.
- Reserve at Hockett Gulch – PUD Amendment and Major Development Permit (Phase II)
 - Request will run concurrently with PUDA24-01. Referral comments are due May 10. Staff is tentatively targeting P&Z July 2, 2024 and Town Council July 23, 2024.
- 4th Amendment to Haymeadow Filing 1 Final Plat
 - Staff has finalized review comments for this application.
 - Approval of this application is Administrative with acceptance of staff's decision and dedications by Council via consent agenda, this has been scheduled for consent agenda on May 28, 2024.
- 7 Hermits Condominiums at Haymeadow Filing 1 Final Plat

- Staff has finalized review comments for this application.
- Approval of this application is Administrative with acceptance of staff's decision and dedications by Council via consent agenda, this has been scheduled for consent agenda on May 28, 2024.
- Red Mountain Ranch (RMR) Subdivision Sketch Plan
 - Review comments have been submitted to the project team.
 - Review and Comment meetings have been scheduled with P&Z and TC for May 21st and June 11th respectively. The purpose of this meeting is to review the conceptual plans and staff's analysis and address any big picture concerns regarding this project with the applicant ahead of Development Plan application.
- Eagle Pool Project – Approved
 - The Development Plan was approved on April 16, 2024.
 - Community Development issued a Notice of Decision documenting P&Z's approval.
 - Public Works and Community Development issued a Grading Permit to allow for Site work to begin.
 - A building permit has been submitted and the application is under review.
- Sweet Leaf Pioneer Special Use Permit
 - Application referral period concluded with no comments from the referral agencies.

NOTABLE UPDATES

- Town is advertising for the Community Development Director/Town Planner position.
- Standard Operating Procedures (SOPs): Over the past few months, staff have developed SOPs to enhance consistency, undergo a critical review of where we can improve, and create tools to assist new staff. This work will likely be ongoing for the next few months. To date, staff has completed SOP's for planning review of building permits, invoicing, CivicClerk (posting agendas & packets), encroachment and mobile vending permits, PZ recruitment, recording documents, the referral process and sign permits.
- Staff has met with several member of the community on development proposals ranging from small administrative permits to larger development, subdivision, and annexation applications. Pre-application meetings in 2024:
 - April – 5
 - March – 8
 - February – 6
 - January - 2
- Translation services - 10
- Jessica Lake and Denise Cardoza just completed the multi-week Community Leadership Academy training.
- Planning Capacity Grant Fast-track – Staff is working with The Housing Department to draft an RFP for consultants to assist with the 90 day fast-track program, site inventory and funding strategy. Staff attended an information webinar on developing a fast-track program for Prop 123.
- Incentives Grant: Habitat anticipates having public improvements completed at the end of May/early June. Shortly after, staff will prepare the final report for DOLA and closeout the grant.
- Eagle County received Strong Communities grant funding for \$4 million worth of infrastructure improvements for the West Eagle Housing project. Staff provided support in preparing the grant application.

Administrative Approvals (Encroachment Permits, Sign Permits,)

- Encroachment permit issued for Canela's Coffee and Pastry Shop to outdoor seating.
- Currently reviewing 3 Sign Permits.
 - 5 Sign Permits have been approved and issued so far this year.

MAJOR CONSTRUCTION PROJECTS

Business Name	Location	Status
Second Street Tavern	127 W Second St.	The encroachment agreement for Second Street Tavern has been completed and executed. CO issuance pending final inspections.
Foodsmith	318 Broadway	Completed *Noteworthy: Retail food sales & cooking class.
Hockett Gulch Apts.	16186 Hwy 6	TCO pending for Clubhouse and Building #2 (102 Mount Eve). Trailhead restroom - Shaw resubmitted revising cost comparison. Forwarded Community Development department's request for color rendering of restroom for TOE Packet. Development Agreement revision with Kendra for drafting, revision will adjust deadlines for Grand Ave. entrance and irrigation system items. Back to Kendra for adjustment, Town needs to confirm time frames for task completion. Drywall in Building 2 and Clubhouse complete. Building 1 has started drywall stage at upper levels.
Haymeadow	91 Mountain Hope Circle	Foundations for the last two buildings pending and framing of five buildings in progress. First building sheetrocked and interior finish in progress.
Habitat for Humanity	3 rd Street	All building permits were issued and foundation work for last building just completed. Most of the dwelling units have been set on foundations and construction of garages in progress.
Slope and Hatch	115 East Second St Unit 1	Construction work commenced. Sign Permit issued.
High Country Hearth Showroom	115 East Second St Unit 4 - 5938	Permit expired. No inspections requested.
C&C Plumbing and Mechanical	82 Chambers Ave	Both buildings under construction. Building Final left.
Cut Meat & Seafood	1099 Capitol St.	Waiting on proper permits to be pulled. Owner aware and working with contractors so completed work can be inspected.

Building

The figures below show general activity levels not broken down by permit type (building, electrical, plumbing, mechanical, etc.)

TYPE OF WORK PERFORMED	EOY 2023	YTD 2024
Inspections (n/i Planning, Public Works)	1,885	798
Permits Processed	411	125

- Staff currently engaged in a Regional Net Zero [Building] Cohort with other municipalities in the both the Eagle Valley and Roaring Fork Valley.
- Staff processing applications using Energy Code Worksheet to ensure applications are not only solar and electric ready, but energy efficient.
- Staff collaborating with Eagle County and Gypsum to maintain healthy working relationships and exchange ideas. Staff is using Eagle County's Energy Efficient Offset Program (EEOP) Calculator.
- Dave Peterson, the Building Inspector, is leaving his position with his final day being May 17th. The Building Inspector position was posted May 3rd. We are sad to see him leave.
 - Town is advertising for the Building Inspector position with the job posting closing on May 20th.

P&Z and Council Meeting Schedule

May 2024
May 7 th (Planning Commission) – •
May 14 th (Town Council) - • ReCode Amendment (continued to June 11 th)
May 21 st (Planning Commission) - • SS24-01 RMR Subdivision Sketch
May 28 th (Town Council) – • Consent Agenda: LLA24-01 4th Amendment to Haymeadow Filing 1 Final Plat • Consent Agenda: CT24-01 7 Hermits Condominiums at Haymeadow Filing 1 Final Plat
June 2024
June 4 th (Planning Commission) • SUP 24-01 Sweet Leaf Pioneer SUP
June 11 th (Town Council) • ReCode Amendment (continued from May 14 th) • SS24-01 RMR Subdivision Sketch
June 18 th (Planning Commission) •
June 25 th (Town Council) • SUP 24-01 Sweet Leaf Pioneer SUP
July 2024
July 2 nd (Planning Commission) •
July 9 th (Town Council) •
July 16 th (Planning Commission) •
July 23 rd (Town Council) •



To: Mayor and Town Council
From: Larry Pardee, Town Manager, and Department Leads
Date: May 14, 2024
Re: Department Updates for April 2024

April 2024

ECONOMIC DEVELOPMENT

- Staff and community members co-leading the DCI Challenge Program presented Eagle's Challenge Pitch and met with a variety of vendors and specialists. Next steps include refining an action plan and scheduling a feasibility assessment to gauge (re)development options.
- Monthly attendance of the Eagle Chamber Business Advocacy Committee. The group discussed ideas to streamline and enhance business resources and education tools on the Eagle Chamber's website. Similar initiatives are earmarked for the Town's website. Peer Chambers are being explored for modeling. Staff will also participate in the upcoming Eagle Chamber Economic Development Committee, a second advisory group.
- Staff attended the annual Town Council retreat to collaborate on Economic Development & Housing topics related to the Quality of Life initiative.
- Members of staff hosted the Elevate Broadway Education workshop. The presentation centered on zoning and parking compliance along Downtown Broadway and its economic impacts to business and property owners. The presentation slide deck can be accessed here: [LINK](#).
- Staff led an Eagle Economic Development Summit. Members of Eagle's economic groups thoughtfully engaged around the notion of 'Open for Business' in service of strategies outlined in the 2023 Economic Development Plan. The summit notes can be accessed here: [LINK](#).
- Staff attended an introductory meeting with the Eagle County Assessor. Attendees included the DDA Vice Chair and DDA financial advisor. The group discussed increment valuations relative to the DDA district and impacts of new development versus improvements.
- Continued coordination with EPS to advance the 1) East Eagle Finance Strategy and 2) Commercial Mitigation Fee Study. To complete the data gathering phase, EPS is in queue to receive vital local employment data from the state.

HOUSING

- Staff, in coordination with Enterprise Community Partners and Community Builders, scheduled a series of small group interviews with local stakeholders to inform the technical assistance work (developer attraction and establishing the Town's housing program). Interviews are scheduled for May 6-24.
- Continued coordination with the Regional Housing Action Plan Partners. RRC and EPS have reported over 2100 household/employee surveys completed. However, they've reported significantly lower response rates for the

employer survey; roughly 140-150 responses have been received to date. There are ongoing efforts to engage employers including email reminders with an extended response deadline.

- Staff are in queue to finalize the Local Planning Capacity grant contract with DOLA. In the meantime, staff are drafting the RFP/Q to be published no later than June 3.
- Staff attended a webinar exploring Proposition 123's requirement to establish an expedited approval process for affordable housing projects. This is one of three projects that will be accomplished with the Local Planning Capacity grant. The presentation slide deck can be accessed here: [LINK](#).
- Staff and the Haymeadow team are collaborating on the imminent initial sale process of the price-capped Local Employee Residence Program (LERP) units, scheduled to enter the market this summer.

SUSTAINABILITY

- Staff awaits a reply from the Colorado Energy Office regarding the Public Building Electrification Grant we pursued. We expect to hear back by the end of May.
- Staff participated in the Regional Net Zero Roadmap effort alongside Building & Permit staff. The goal of this project is to collaboratively develop and adopt a building code that will result in net zero building emissions by 2030 for Eagle, Pitkin, and Garfield counties.
- Staff successfully supported and hosted several events in April: April 15th Green Home Tour with Walking Mountains and April 18th Eagle Chamber Mixer with a sustainability focus. Special thank you to Councilman Grimmer for showing his home as a part of the green home tours!
- Staff continued to prepare for the upcoming EV Ride & Drive event
- Staff worked with communications specialist and HR to develop a bilingual door hanger for the E Bike rebate program, developed all program materials in both English and Spanish, and submitted the program blueprint to the state.
- The Green Team worked to identify opportunities for waste diversion among staff and identified ways to engage new employees in our mission and sustainability goals during the onboarding process and throughout the year.
- Staff participated in the kickoff meeting for the solar project at the wastewater/Lower Basin Water Treatment facilities and worked with internal staff and Yearout Energy to finalize the project team, identify roles and responsibilities, and establish an estimated project schedule.

ASSISTANT TOWN MANAGER - SPECIAL PROJECTS

Pool Replacement Project

- Staff and members of the Mountain Recreation staff and design and construction teams presented the minor development plan to the Planning and Zoning Commission on April 16th. The Commission was supportive of the project and had a robust conversation on the sustainability aspects of the project, encouraging staff to consider making the pool equipment as electric ready as possible. The Commission unanimously approved the plan.
- Staff continued coordinating with Mountain Rec. staff and the construction team on site logistics and the grading and building permits. Utility relocation work was scheduled for the first week of May with a formal groundbreaking ceremony to be held on May 9th.
- Staff finalized an update to the IGA between the Town and Mountain Rec. That will ensure the agreement is up to date for the remodel and replacement of the pool. The IGA is on the May 14 agenda for Town Council's consideration.

Great Outdoors Colorado (GOCO)

- GOCO has selected Eagle as the location for their quarterly Board Meeting June 20 – 21. The visit by GOCO will include a site visit to the Haymaker Recreation Hub to view the pool site, the new bike park and upgrades at the BMX track. The site visit will be followed by a Community Dinner to be hosted at the Eagle River Park. Finally,

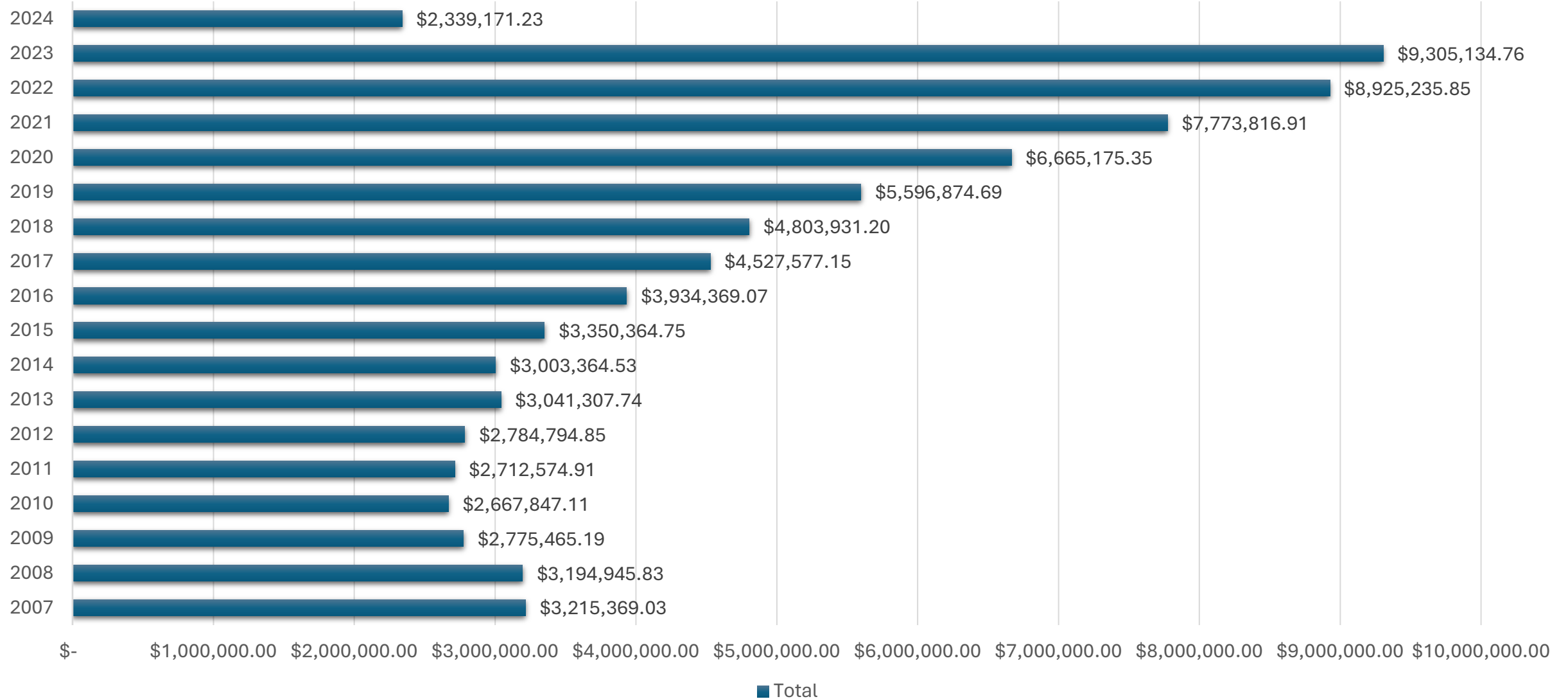
GOCO's business meeting will be Friday, June 21 at the Brush Creek Pavilion. Staff are thrilled and honored to welcome GOCO back to Eagle and will share more details with Town Council as soon as they are available.

Town Ordinance Reviews

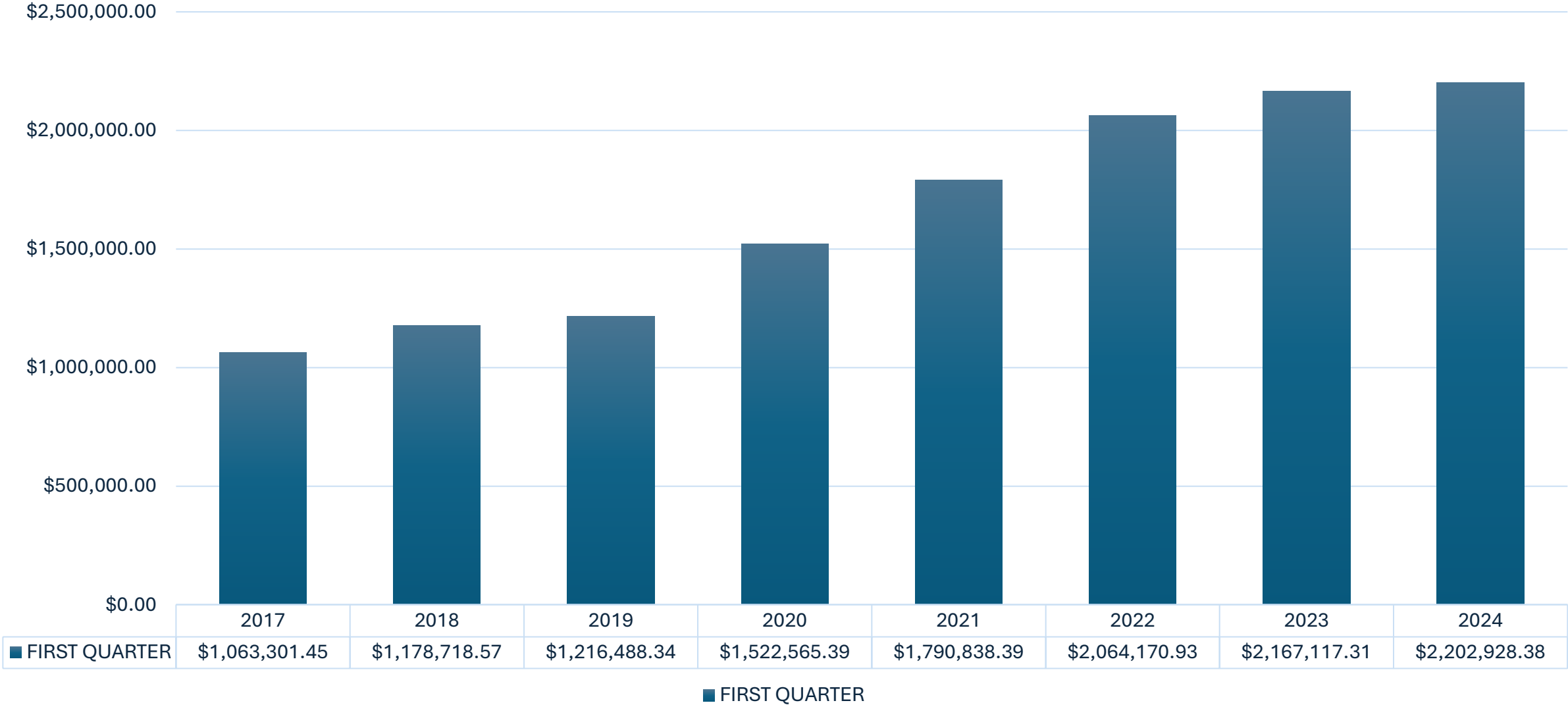
- Staff held a community meeting to discuss compliance with the commercial zoning in the Downtown Broadway District, including addressing parking. Staff also worked on the overall educational campaign designed to provide business owners and property owners with clear information on allowable uses in the district.
- Staff submitted suggested ordinance revisions for food truck vendors to the Town's legal team for review. Staff is also continuing work on potential revisions to the liquor licenses for special events and administrative authority to allow alcohol in specific locations for special events. Proposed ordinance changes will be presented to Town Council for consideration later in May.

ANNUAL TOTAL SALES TAX 2007-2024 REVENUE PERIOD TOTALS

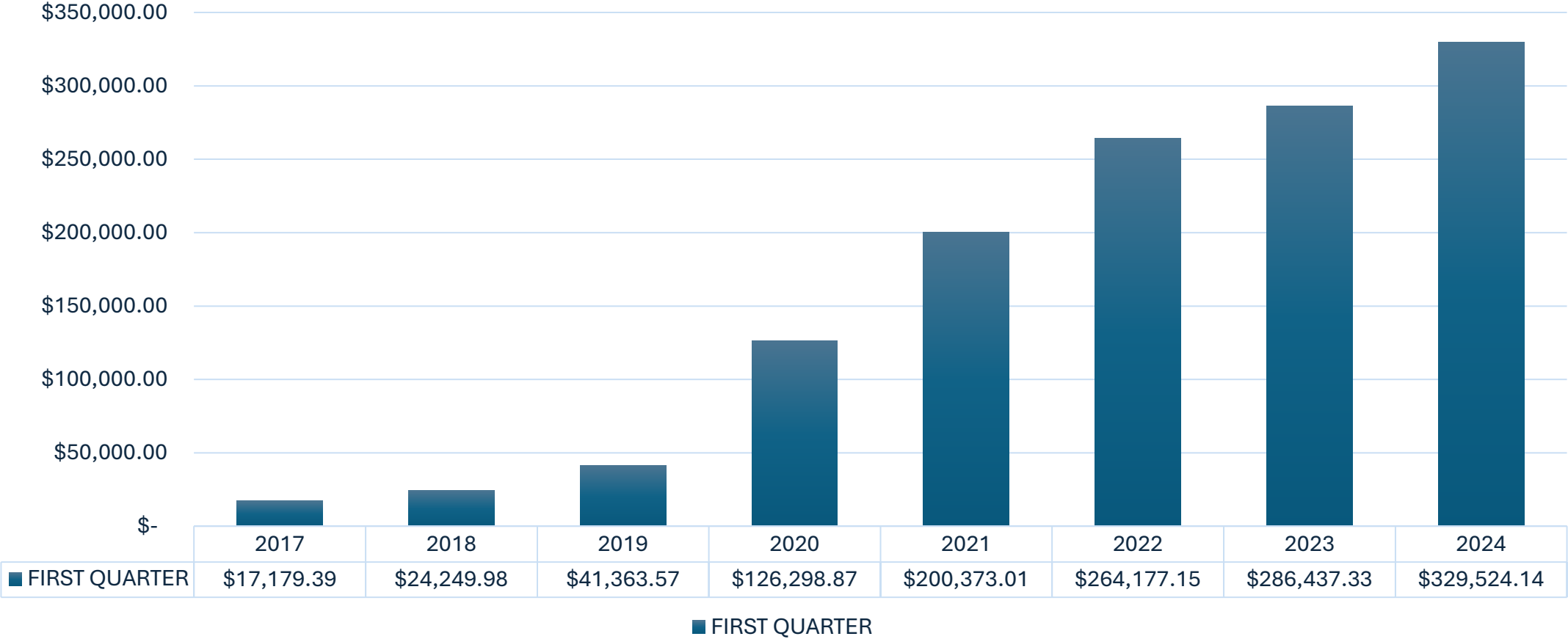
**2016 - PRESENT INCLUDE .5% SALES TAX
INCREASE*



TOTAL SALES TAX BY QUARTER
2017-2024
REVENUE PERIOD TOTALS

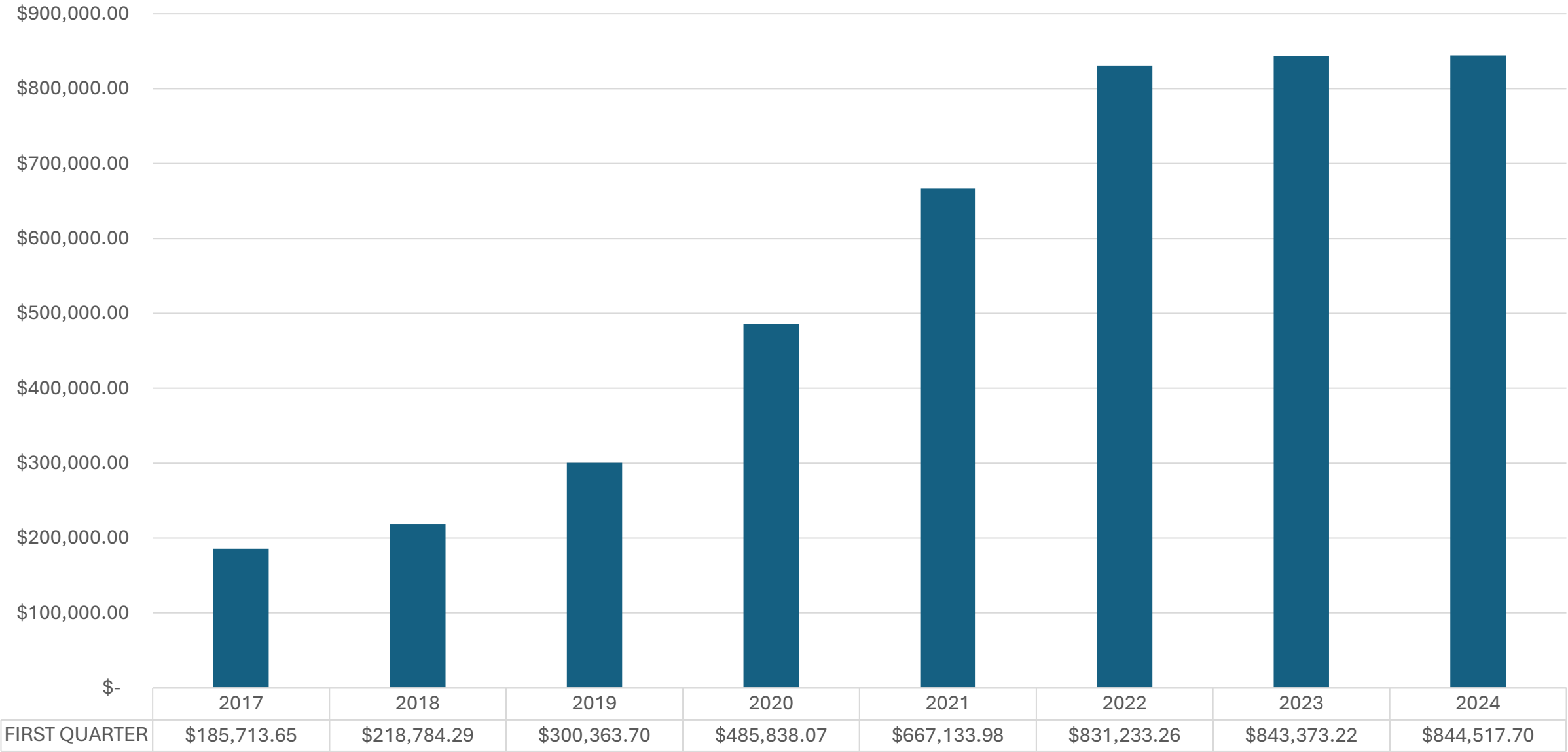


ONLINE SALES TAX BY QUARTER
2017-2024
REVENUE PERIOD TOTALS



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

RETAIL QUARTERLY COLLECTIONS
2017-2024



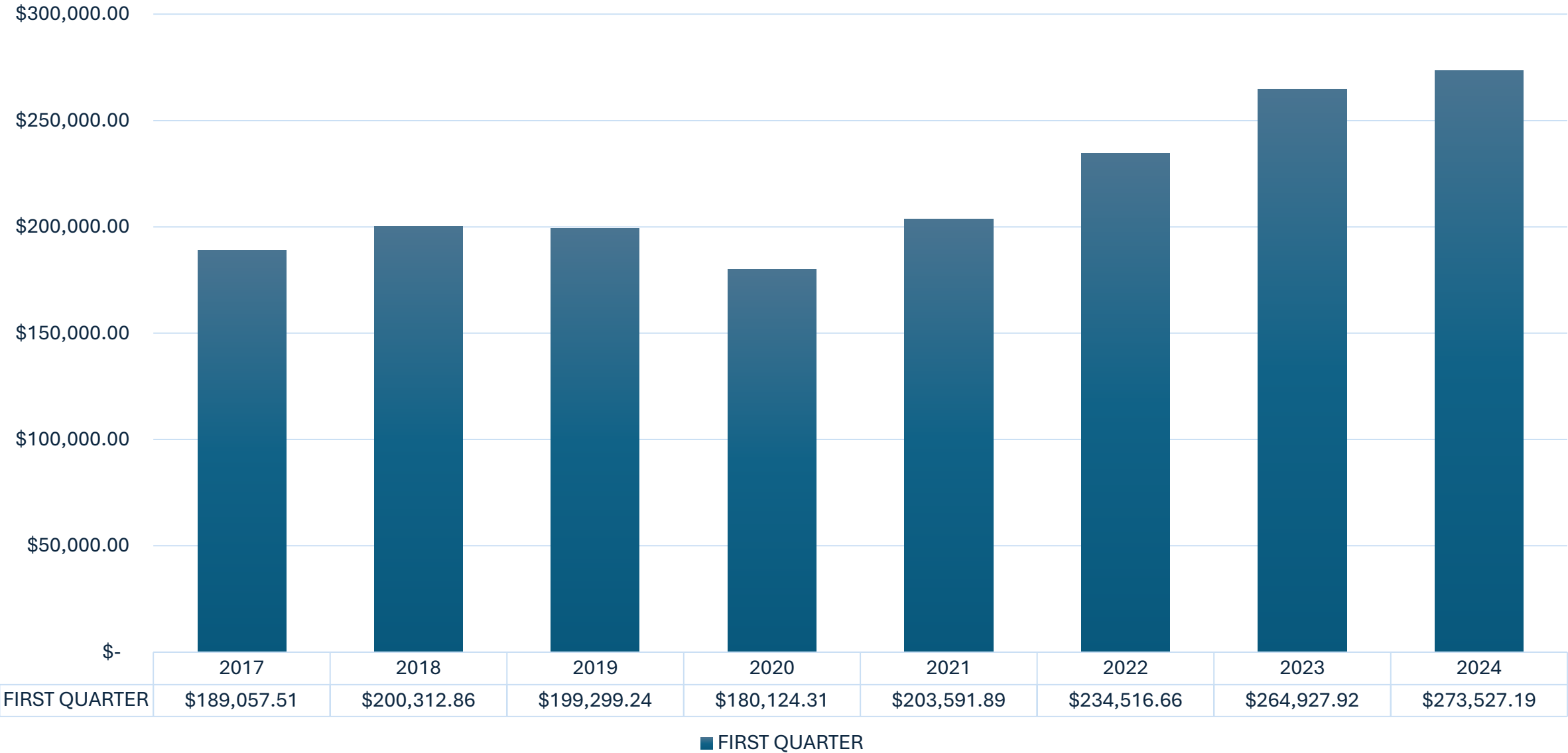
■ FIRST QUARTER

FOOD QUARTERLY COLLECTIONS
2017-2024

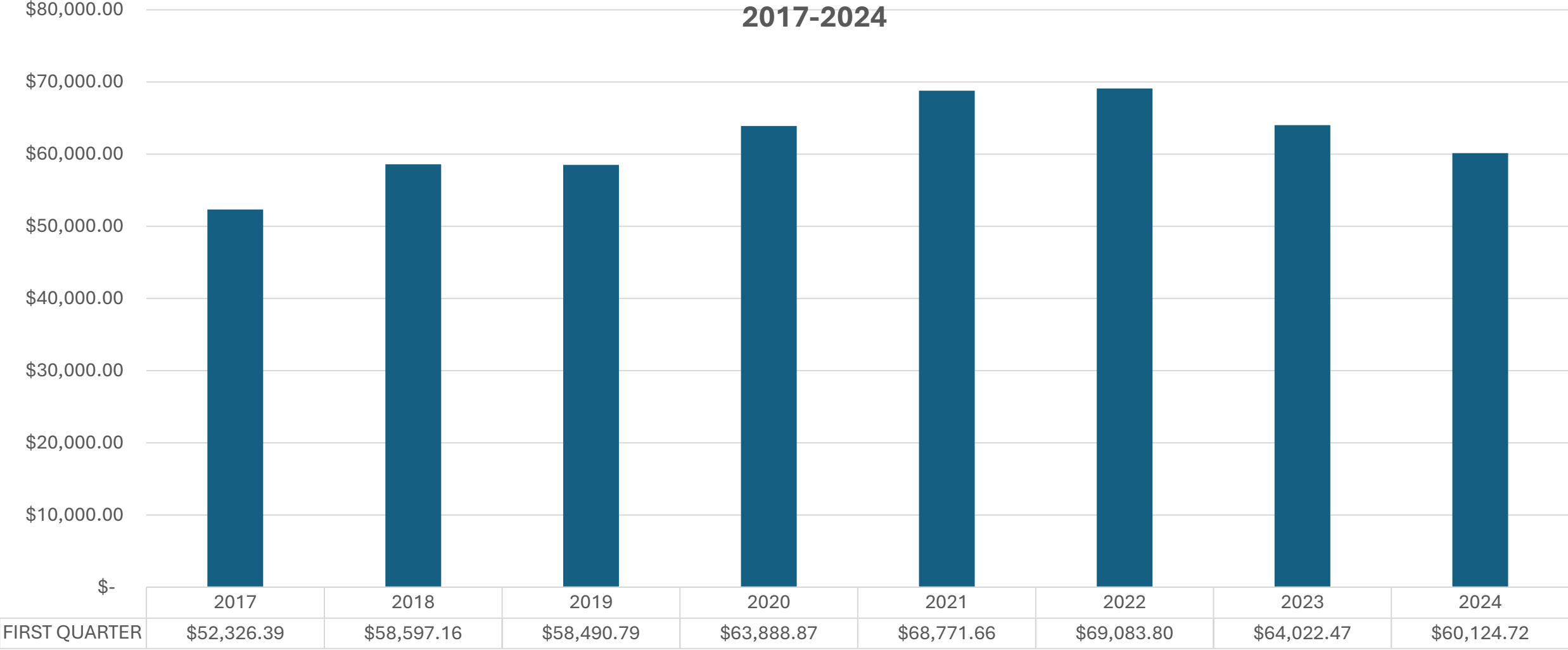


RESTAURANTS & BARS QUARTERLY COLLECTIONS

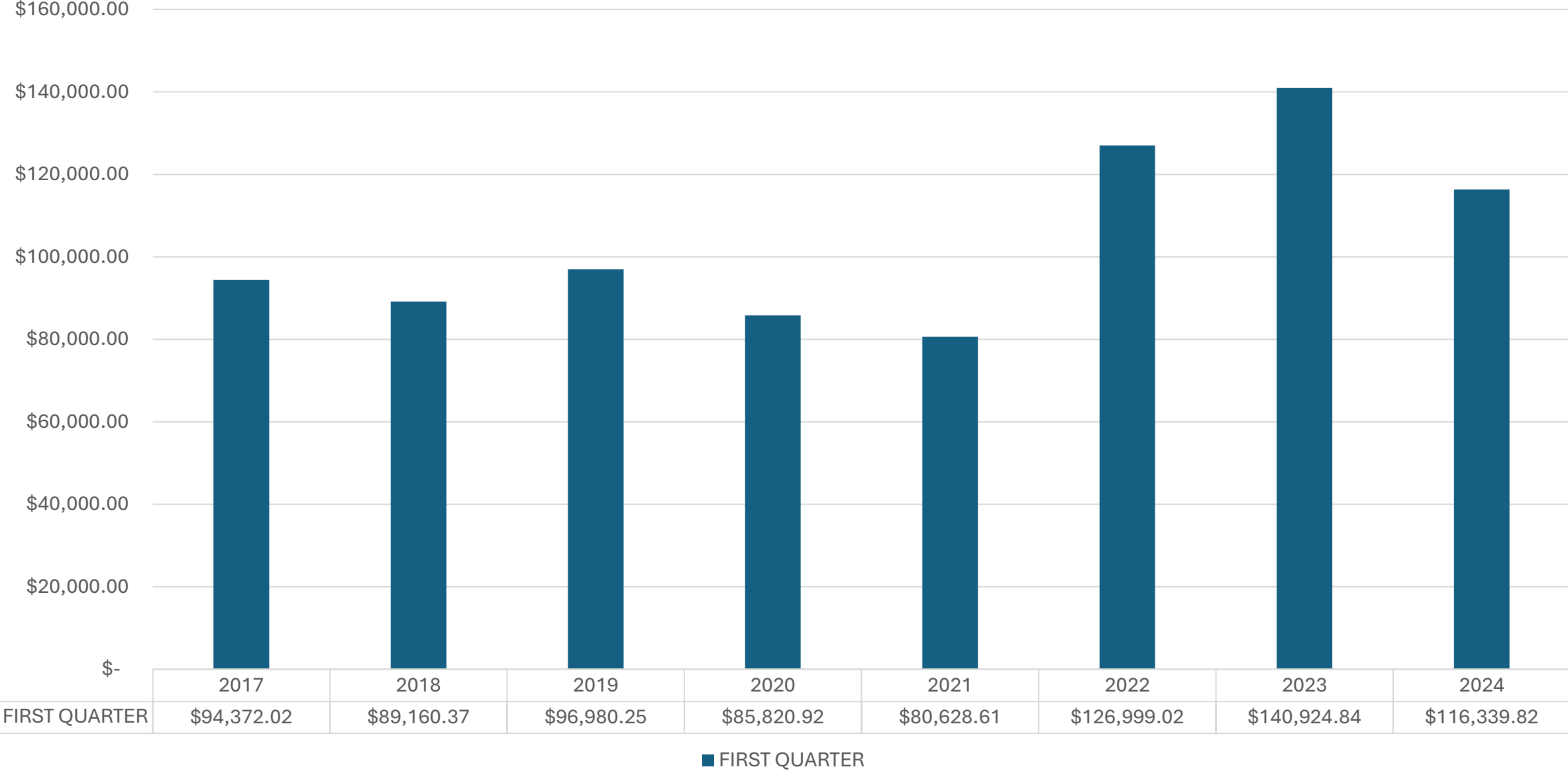
2017-2024



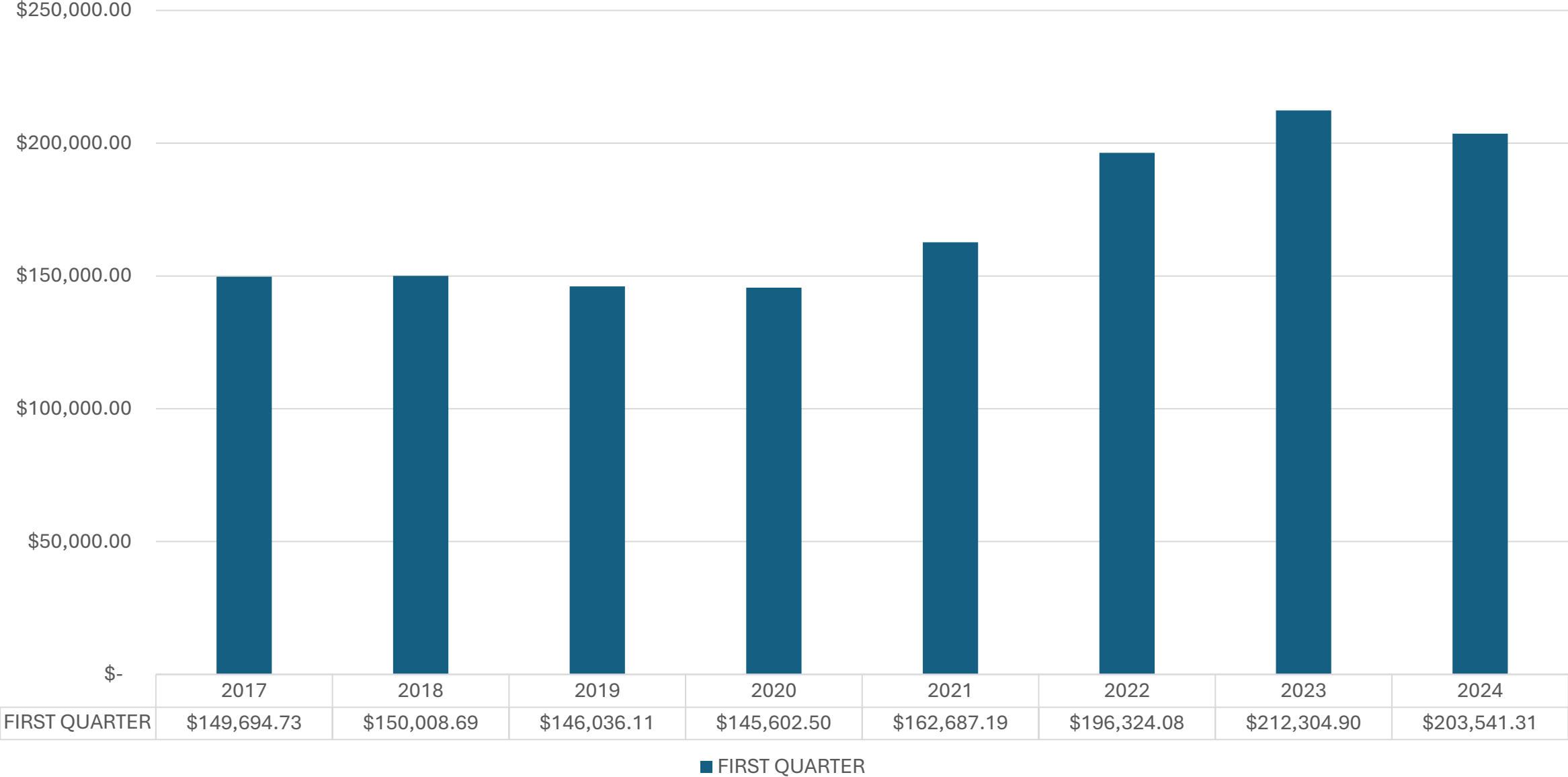
LIQUOR STORES QUARTERLY COLLECTIONS
2017-2024



LODGING QUARTERLY COLLECTIONS
2017-2024

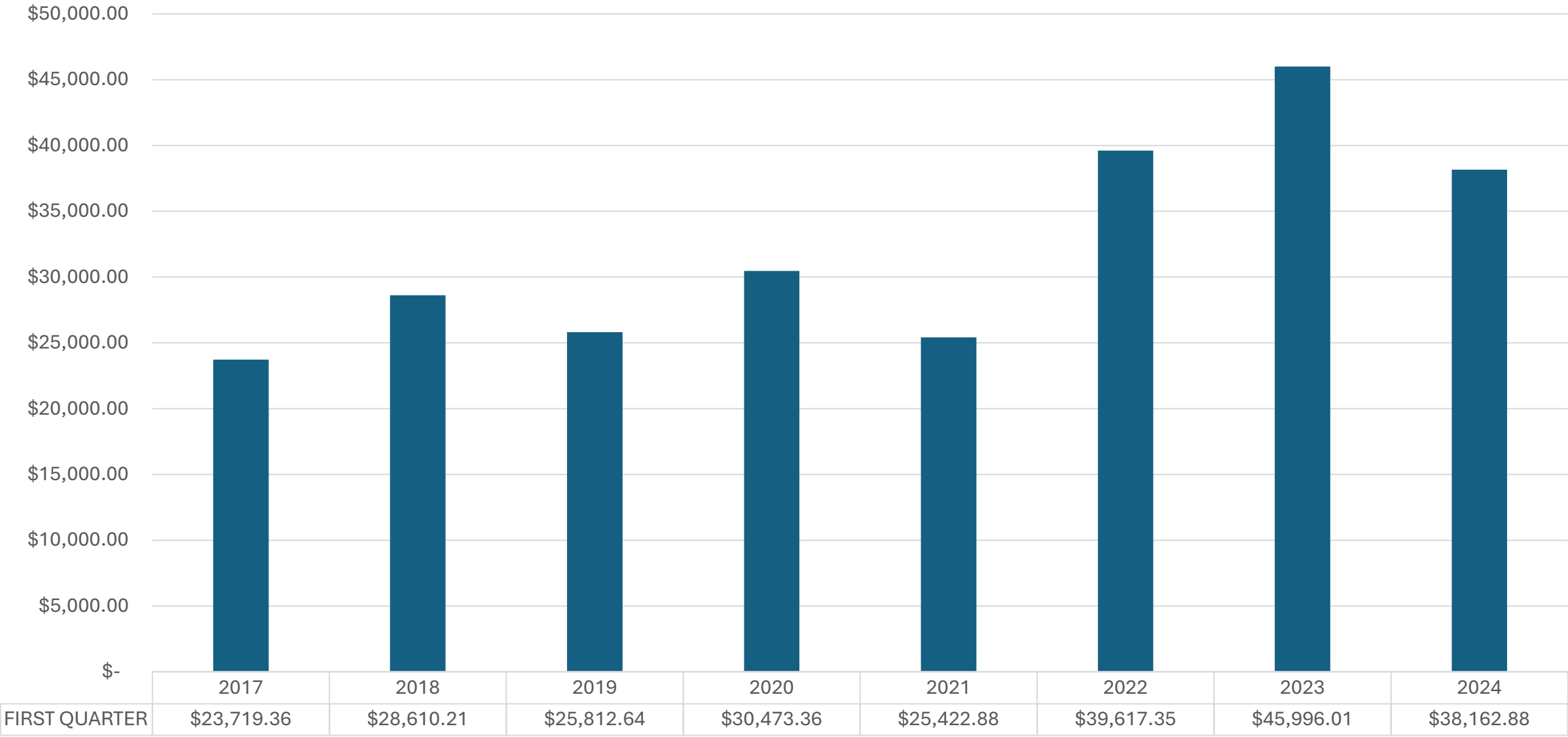


UTILITIES QUARTERLY COLLECTIONS
2017-2024



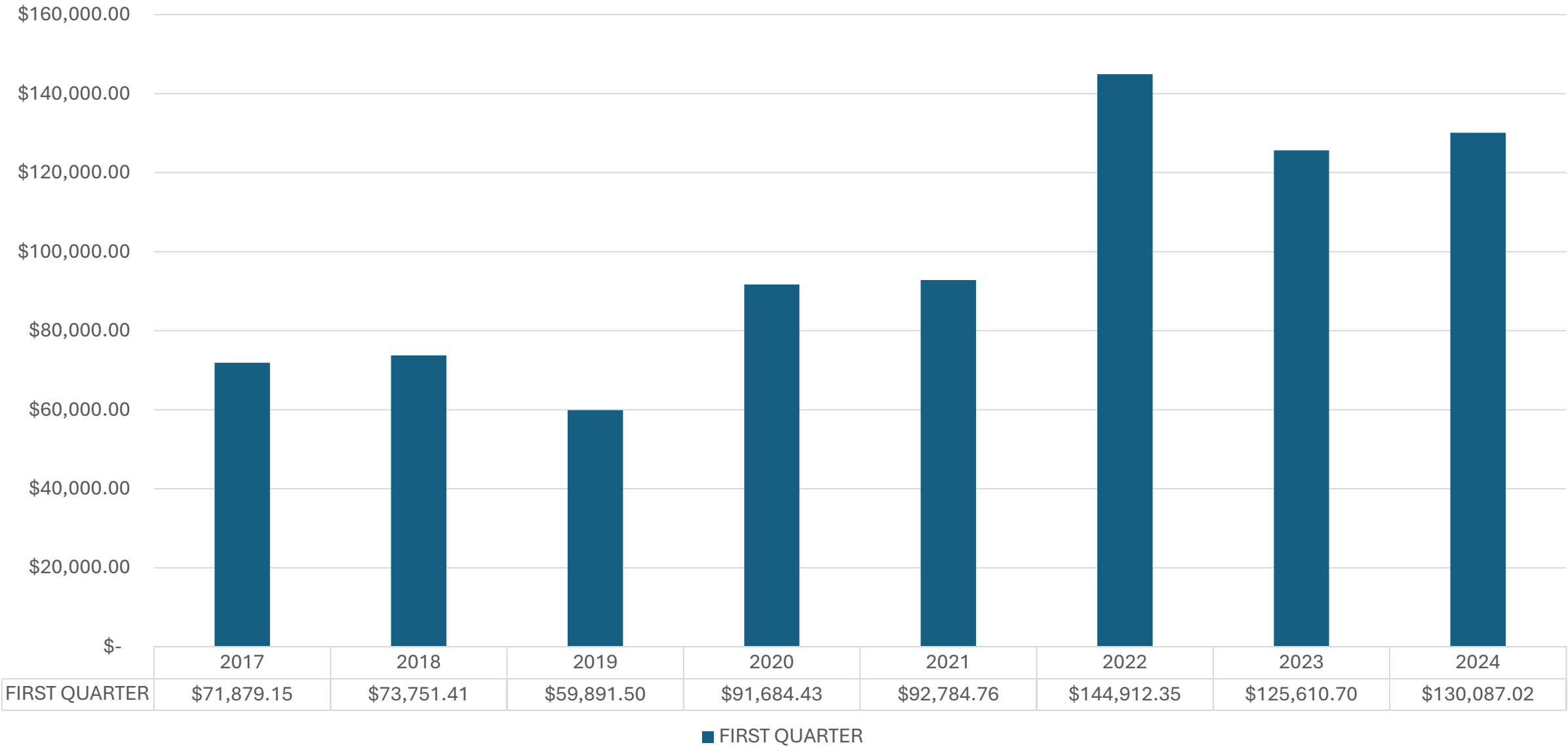
AUTOMOTIVE QUARTERLY COLLECTIONS

2017-2024

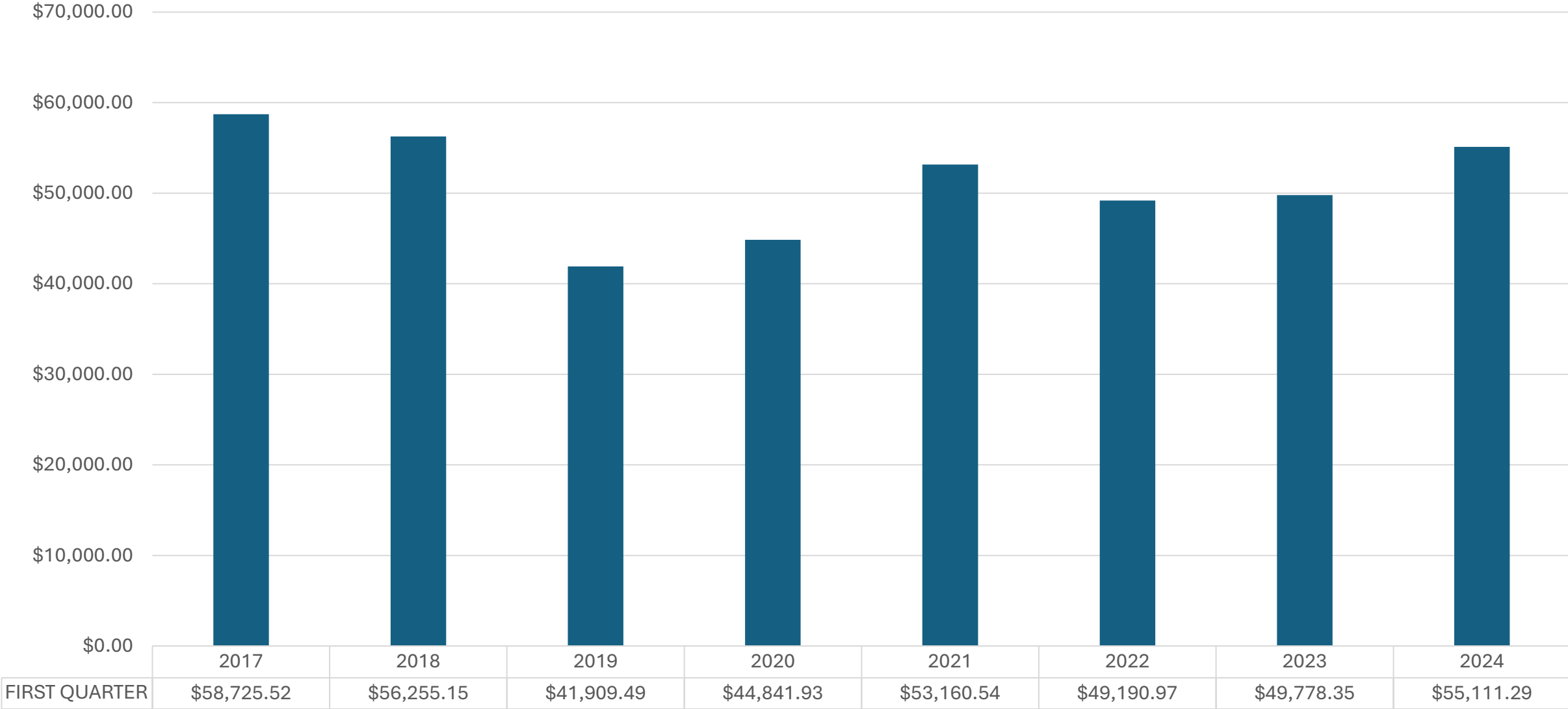


■ FIRST QUARTER

BUILDING/CONSTRUCTION QUARTERLY COLLECTIONS
2017-2024

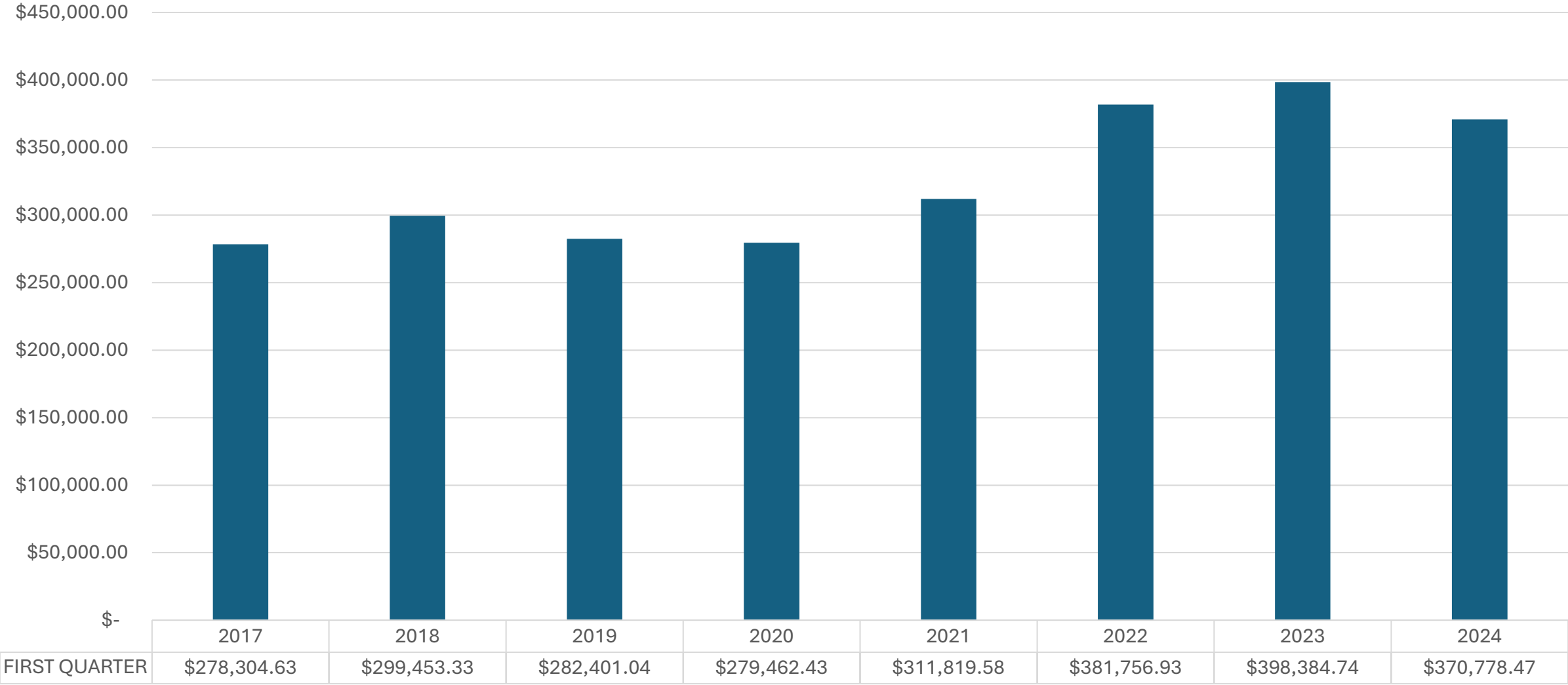


DOWNTOWN DISTRICT QUARTERLY
2017-2024

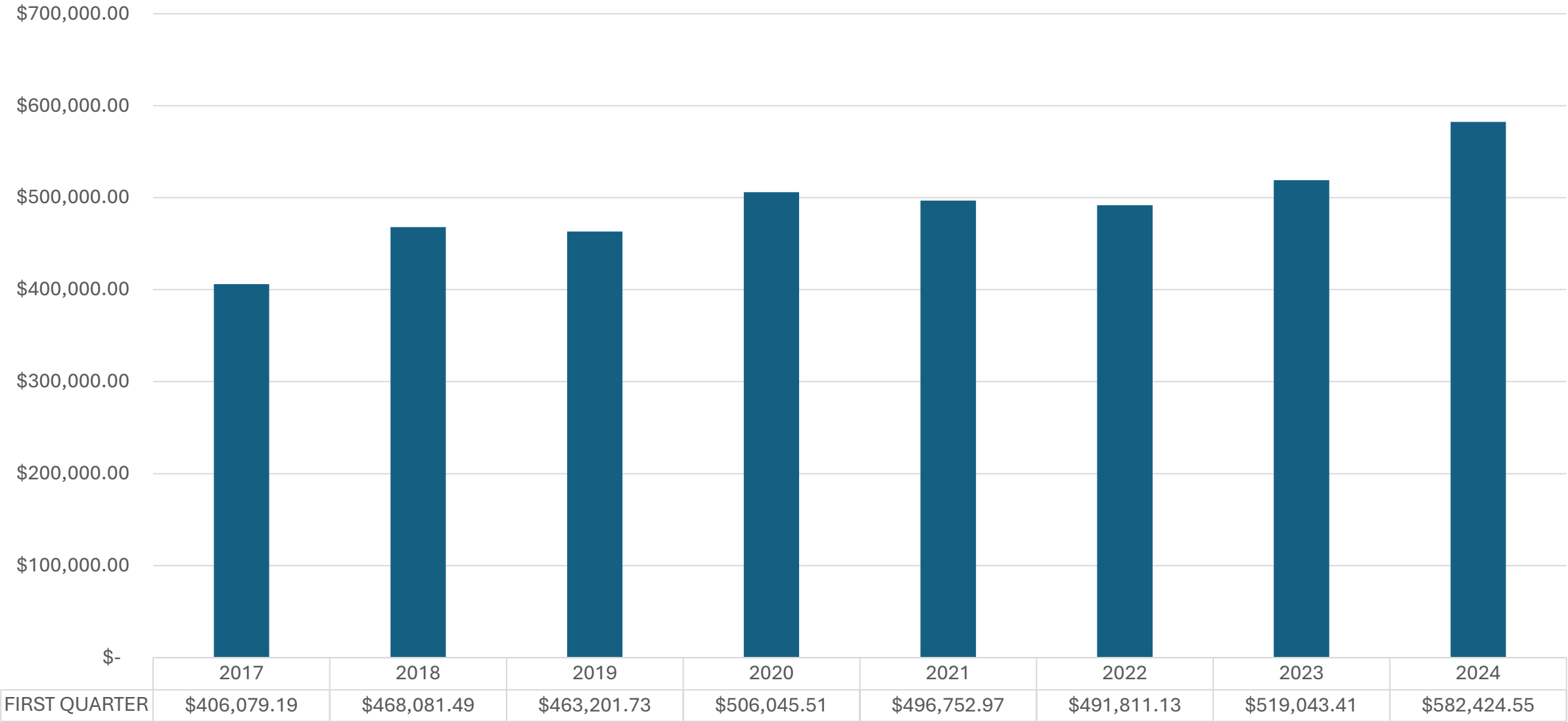


■ FIRST QUARTER

CHAMBERS AVENUE QUARTERLY
2017-2024

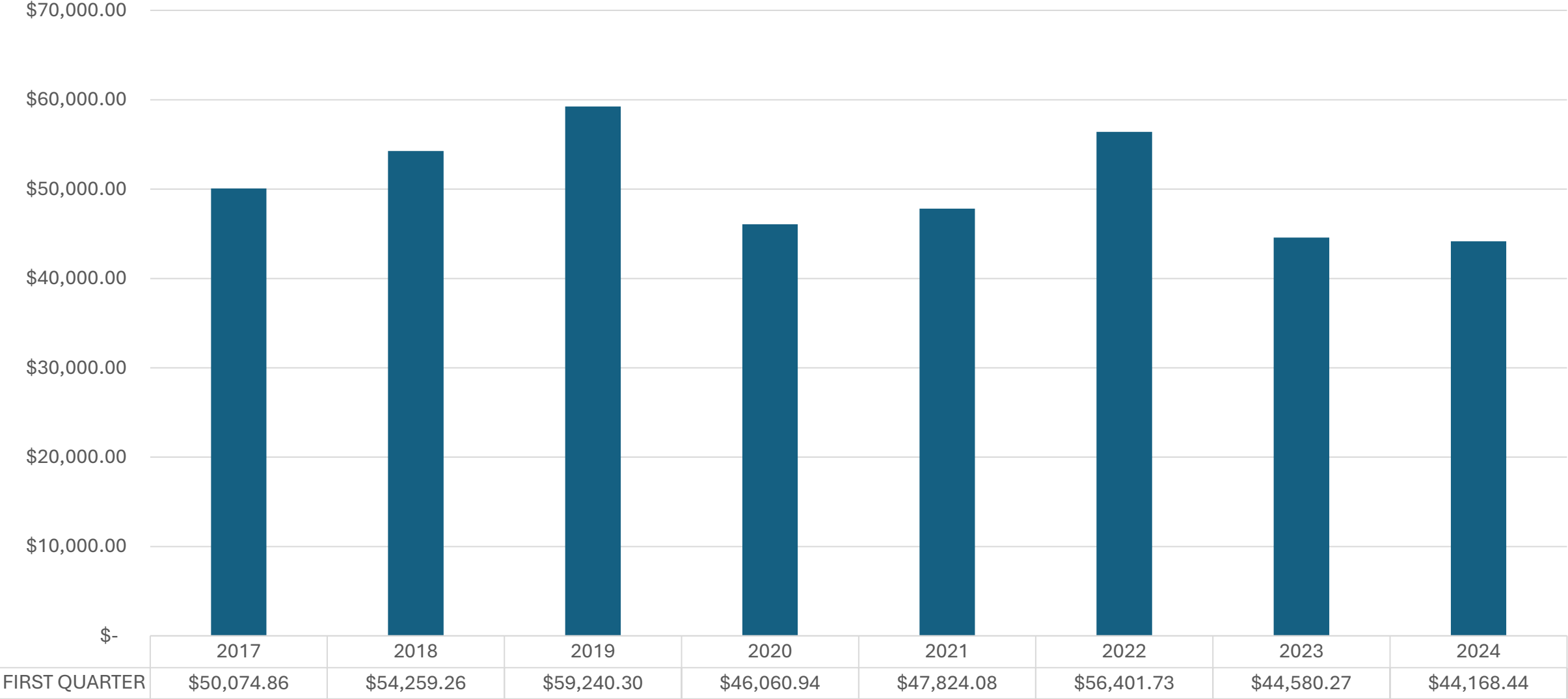


MARKET STREET QUARTERLY
2017-2024



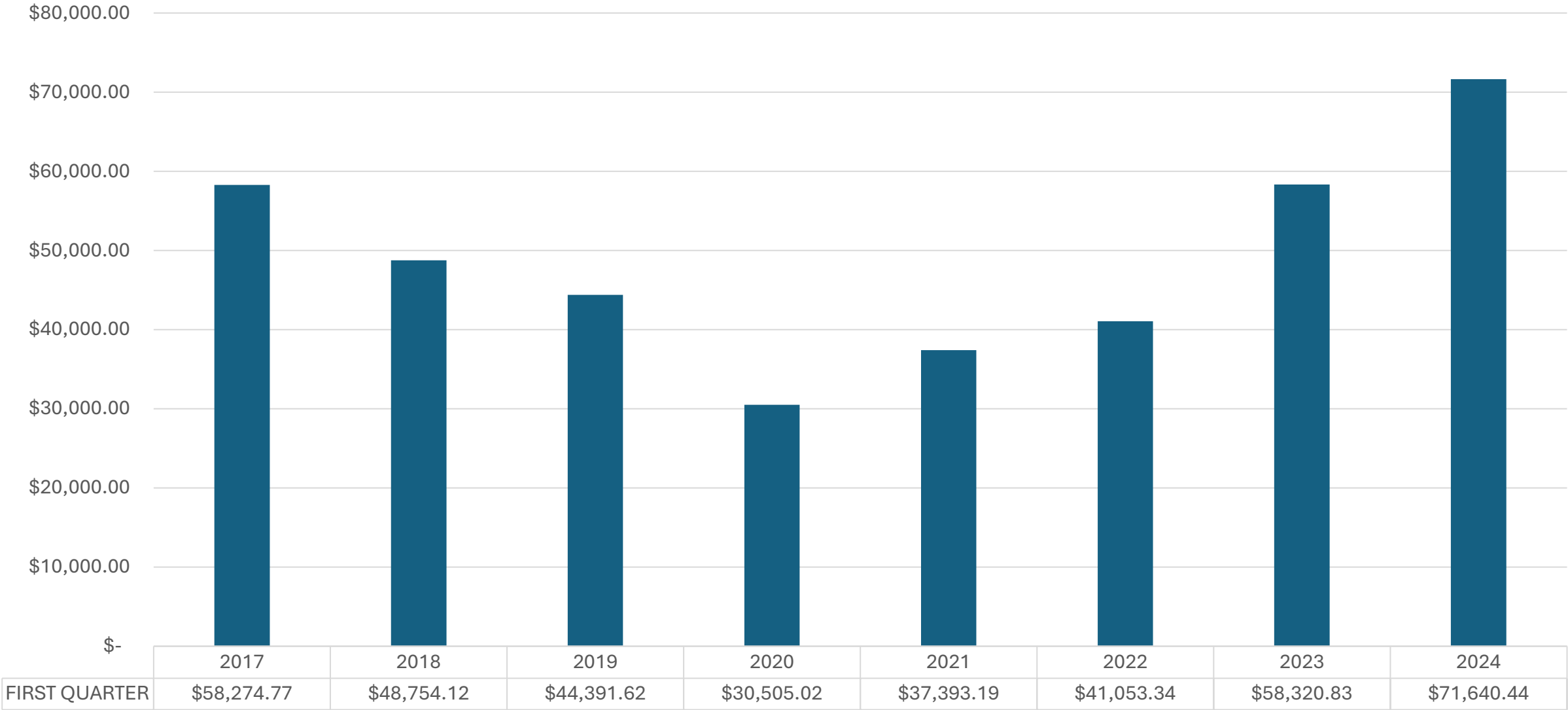
■ FIRST QUARTER

GRAND AVENUE QUARTERLY
2017-2024



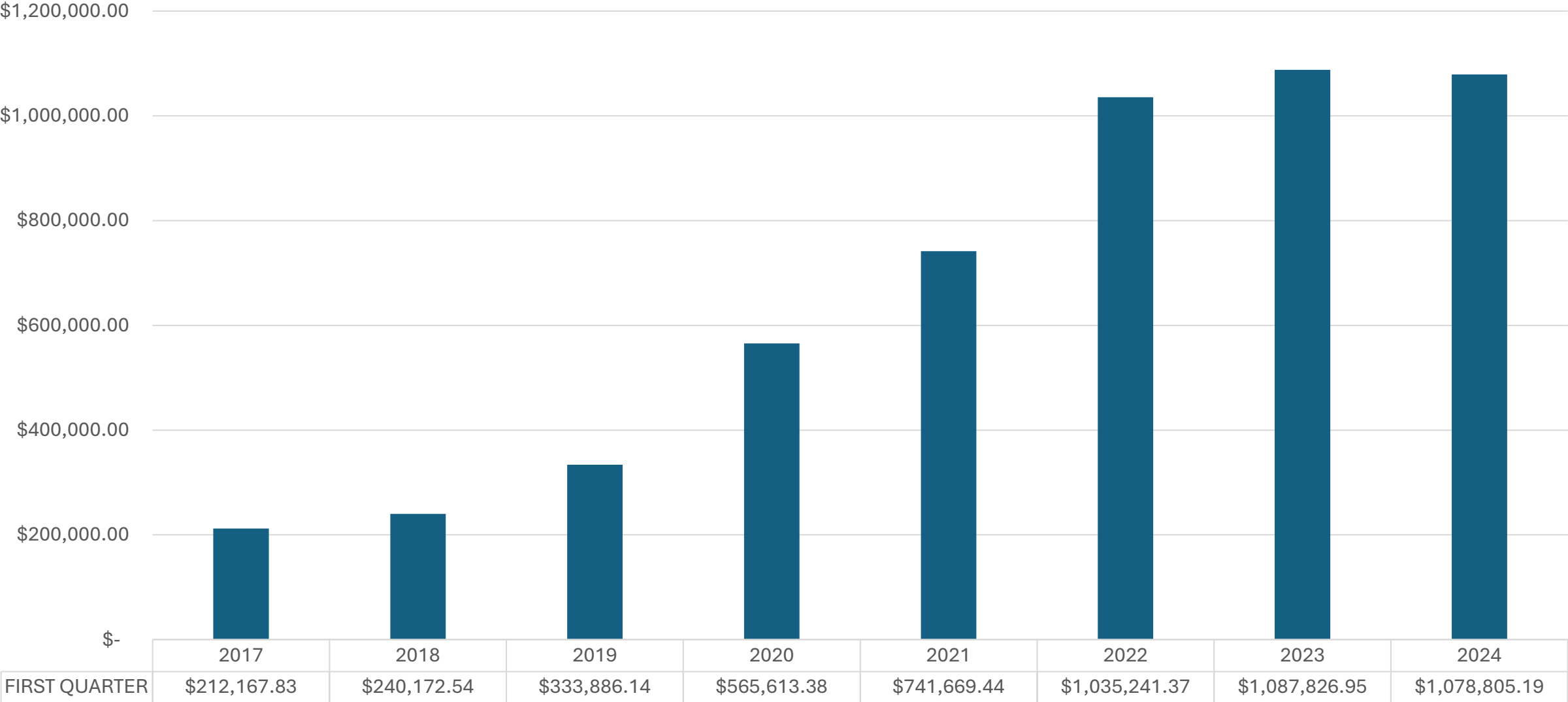
■ FIRST QUARTER

EAGLE RANCH QUARTERLY
2017-2024



■ FIRST QUARTER

OTHER AREAS QUARTERLY
2017-2024 *includes online sales



■ FIRST QUARTER



Objective: Establish a shared economic vision for the future of Eagle.

Goals:

- i. Identify the businesses we want to attract.
- ii. Identify the opportunities and barriers to attracting them.
- iii. Identify any opportunities / barriers for supporting growth of current businesses.
- iv. Agree up on a shared vision for the economic future of the Town - what can we all agree to row toward.
- v. Finally, if time, what roles can we play today in achieving that vision... what roles can we grow into?

Discussion:

1.) What does open for business mean to you?

- Easy to get into /start a business in Eagle. How else can we address the Town's fees?
- Time is money; mentality of 'nickel & diming' amongst developers.
- Positive attitude – find a way to start with 'yes' from Council & staff.
 - Overcoming past mistakes.
- Pace of Town's process limits how quickly a small business can be 'open for business'.
 - There is a notion that an expedited process is 'disincentivized'.
 - Improved decision making is likely to increase the success of a business getting started.
 - Recognize the flow of sales tax into the town as businesses open.
- Effects of business vibrancy attracting other entrepreneurs to Eagle.
- What are the marketing effects of "open for business" when this has been a stale sentiment amongst long-time business owners in Eagle?
 - What is the value in using a fresher spin rather than "open for business"?
 - Highlight positive, success stories.
 - Locals' discount
- Broadway continues to experience vacancies. How do we motivate, incentivize existing business/property owners to make improvements or rent their space?
- Leverage the *Challenge Community Project (546 Grand Ave.)* as a redevelopment test case.
 - First Step – feasibility assessments; what can work on this (largely) greenfield site?
 - Presentation / community pitch
 - (Re)development guide
- Annexations for the DDA!
- Sales tax is high in Eagle (compared regionally)



2.) What is Eagle known for?

- We're an authentic town, family-friendly community.
 - Sleepy, quiet bedroom community
 - Friendly locals!!
- Up-valley professionals can afford to live here
- Mountain biking!
- Western heritage – ranching community
- Formally, Block Party and ARTwalk
- Temperate environment
- Community is physically set up well
- Less focused on tourism, more on community
- What do people outside of Eagle think of us?
 - "Where restaurants go to die..."
 - Eagle doesn't know its own identity...
 - Local rivalries
- Eagle is for people who live here
- For businesses, how do they attract residents and professionals who **are** in Eagle?
- Open for community connectedness and vibrancy

3.) What are the opportunities to support growth for current businesses? What are the barriers?

- Attracting new businesses; diversify retail & entertainment
- Improved signage and wayfinding, particularly along the highways, trails, in-town path (e.g. Arts District, Colorado Main Street, historic buildings)
- How do we tap into the existing visitation trends? Why should people stop in Eagle?
- Capacity building
 - Provide businesses the tools they need and make tools easy to access.
- Hispanic community are actively seeking employment; business community is disconnected from this talent group
 - *Elevate* – Eagle Valley Community Foundation
- We are not capturing mountain bike visitors and their spending capacity
- Improve commercial and retail activity along Capitol St. (people aren't as familiar with Broadway)
 - Broadway and Capitol should become one-way streets
- Improved business & events coordination.
- We have multiple business districts.



4) Is what we are known for today different from what we want to be known for in the future? What are we good at and can build on?

- Leverage friendly, local, authentic customer service
- We're good at what we're passionate about! That's how we contribute to building the community.

5.) What industries do we want to attract? And how?

- What does the community want to see in East Eagle?
 - Pharmacy, grocery store (Natural Grocer, Trader Joe's), shoe or kids store, corporate retail, destination businesses (e.g. When you visit Glenwood Springs, you make it a full-day trip with shopping and dining).
- Businesses that are interactive experiences
 - Building for the younger population inherently builds for families as a whole
- Eagle can be a hub for other activities and entertainment venues (consider seasonal impacts; diverse options from what's offered in the resort areas).
- Big events without burdening local businesses. Events are regional attractors.

6.) What are we primed for / what fits well with our current opportunities?

- Primed to be a hockey community; this would be a significant attractor.
 - Need the right amenities, interactive experiences, infrastructure, and willing partners.

7.) Are there barriers to bringing in these industries? What do we need to stop doing?

What do we need to start doing?

- Stop complaining about parking.
- Encourage / incentivize businesses to get more involved in local, annual events.
 - Combatting lack of personal availability to participate. Why is it different in Gypsum?
- Stop beating ourselves up!! We have unmatched quality of life, safety, access to the outdoors ... How do we enhance this? Start building on what's working.
 - Ex. Telluride's investment into their community parks.
 - Model communities we aspire to be: Salida, Buena Vista

Next Steps: Future meetings? Roles in achieving this vision?

- Future Meetings – Suggested 90 days; need to continue with EDP implementation.
- Exploring and designation roles will be an integral, future step.



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](#))