Downtown Colorado, Inc.

EAGLE, CO Downtown Assessment

September 24th - 25th, 2019

BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO DOWNTOWNS, COMMERCIAL DISTRICTS AND TOWN CENTERS IN COLORADO THROUGH EDUCATION, ADVOCACY, INFORMATION AND COLLABORATION

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TEAM MEMBERS

The Eagle Assessment Team appreciates the invitation to get to know your city and to assist your community in maximizing its considerable assets. The volunteers worked diligently, pre- and post- visit, to provide relevant and realistic input towards the betterment of your community.

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INTRODUCTION

Welcome to the community assessment for the Town of Eagle, Colorado. Downtown Colorado, Inc. (DCI) is proud to offer affordable, quality assessments for all Colorado member communities to build and maintain vibrant commercial districts, town centers, and downtowns in our state. Qualifying communities in Colorado have the opportunity to apply for assistance through DCI and receive a reduced rate thanks to the in-kind contribution of consultants from DCI's professional membership base. The community assessment for the Town of Eagle was also made possible in part by a collaboration with the Colorado Challenge Accelerator Program, support from the Colorado Department of Local Affairs (DOLA), the Colorado Housing and Finance Authority (CHFA), Colorado Lending Source, Clifton Larson Allen, DHM Design, and Futures United Network (FUN), and all of the local partners. DCI community assessments gather community leaders and stakeholders to develop a structure and process for the community to support local businesses and a vibrant commercial downtown. The process results in a road map to guide community leaders in providing services and training to help local businesses and historic downtowns thrive. To ensure quality and affordable services, DCI assembles a team of professional consultants including designers and architects, marketing and branding specialists, land use and urban planners, redevelopment and real estate specialists, economic developers, and finance experts, to work in communities over the course of two days to contribute to the final report. The assessment team members value the invitation to learn about and assist your community. The team members worked diligently to provide relevant and realistic input toward the betterment of your community.

EXECUTIVE SUMMARY

In the Spring of 2019, the Town of Eagle requested a community assessment from Downtown Colorado, Inc. (DCI) in conjunction with DCI's Colorado Challenge Accelerator Program. The Colorado Challenge Accelerator Program is a unique team building accelerator created in 2017 that focuses on establishing a plan of work and proposal to engage public, private, and non-profit partners to address a significant community challenge over the course of twelve months. The Colorado Challenge Accelerator Program works to transform the community's challenge into an opportunity: to establish a proposal, financing approach, and team of community partners ready to implement. The program includes five phases of planning and development that helps our Colorado communities establish a plan for community-wide initiatives that foster sustainable community and economic development. The phases include: Community Selection, Team Building, Challenge Studio, Pitch Development, and Program Continuation.

The Eagle Challenge process began with extensive work that included two dedicated students from the University of Colorado at Denver School of Public Affairs (SPA), who worked with the community to develop a community profile, stakeholders' analysis, local team development, and outline of the Eagle Challenge Statement.

ACTIVATING DOWNTOWN EAGLE: Challenge Statement, Process, and Findings

Eagle, CO: where the streets have no cars – It is a stark contrast two minutes away from 30,000 cars per day on the roaring interstate. Hardworking and notable local businesses struggle for attention, a beautiful streetscape longs for use, and a breathtaking mountain setting yearns for visitors.

While the Town of Eagle is growing and I-70 traffic is flowing, businesses on the four-block long historic downtown Eagle are struggling to reach customers. Eagle has made multi-million dollar investments in the downtown infrastructure, but has not seen the expected results.

Therefore, Eagle applied to Downtown Colorado Inc.'s IN THE GAME Colorado Challenge Accelerator Program. Over the course of two days representatives of towns and organizations from across Colorado would provide their expertise to help guide Eagle. The vision is a thriving district where residents can enjoy an active streetscape, businesses flourish, and enough revenue could be generated to fund improvements.

Together, DCI workshop participants brainstormed different initiatives and projects into three categories based around existing assets and interests: family, outdoor/recreation, and arts and culture. Participants offered their expertise and knowledge to develop potential funding sources from federal, state, municipal, and private foundations to support these initiatives. For the full list of input, location of successful implementation, and possible funding source, please see Appendix A.

Workshop participants also shared their stories and experiences of how their local downtown business authority was founded and implemented, as well as lessons learned and ideas on organizational structure. This ranged

from DDAs, programs, and partnerships. For the full list, please see Appendix C.

Using both of these resources, a coordinated approach among businesses and property owners to further activate downtown was developed, outlined in Next Steps.

Downtown Eagle Assessment

Following the Eagle Challenge Studio at the IN THE GAME Conference in April 2019, a lot of progress has been made. A leadership committee that meets monthly was formed, and they have submitted paperwork to form an official 501(c)3 organization. The leadership groups have developed a more focused approach with

policy and governance, street activity, and funding. The Town of Eagle has helped Art Walk and other community-led events to grow and further engage the community. Development on Downtown Broadway had been relatively stagnant since the streetscape improvements in 2005, and since the DCI Challenge Studio Eagle has moved from one pending redevelopment project to now having five projects in the planning process. Two locations on Broadway have made improvements for new tenants, and there are 10 new or relocating businesses that have moved or planning to move to new locations on Broadway since the Challenge Studio. On September 24 - 26, DCI brought a team of resources to Eagle that included: Colorado Lending Source, Small Business Development Center (SBDC), USDA Rural Development, Colorado Workforce Retail Sector

Partnerships, and presented ideas of different downtown districts and financing mechanisms. DCI team members used this opportunity walk the Art Walk and talk to locals and regional business owners to understand why they have a presence in Eagle or why they do not. The two day assessment visit was held with the purpose of identifying community issues and opportunities, as well as to provide tools, insights and direction to help Eagle achieve its community revitalization goals. Prior to this visit, DCI collaborated with the Town Eagle to produce an agenda, identify key stakeholders for focus groups, and provide extensive background information about the status of Eagle's downtown revitalization efforts and any issues facing the community. See the Community Profile section for more details on the background information. DCI organized an assessment team with combined experience in organizational management, marketing and communications, economic development and diversification, affordable housing, landscape architecture, local government, and financing mechanisms. Upon arrival in the community, team members were given an orientation to the current successes and obstacles since the Challenge Studio. For the rest of the day, the DCI team and Town Staff facilitated a series of focus group meetings and tours of downtown, Eagle Ranch, Chambers, and the new River Park, as well as the surrounding area to familiarize them with the community. The DCI team then met directly with stakeholders and heard multiple perspectives about the issues facing the downtown and the community as a whole. These focus groups included: Downtown Business & Property owners, Eagle Ranch Business and Property Owners, Eagle Business Leaders, Eagle Arts and the EVC. The second day, the team worked diligently to compile a public presentation and that night, presented their findings in the form of a PowerPoint presentation followed by a question-and-answer session open to the community-at-large. The resulting report provides a brief history of the community, a list of observations gathered from the community, and provides action recommendations for short and long-term implementation in the following areas: (1) Creative Placemaking, (2) Communication: Branding & Identity, (3) Business Support, and (4) Regulatory Environment (5) Connectivity and Future Mobility, and (6) Formal District Options. The report appendices contain an action matrix and all documents produced for this assessment. The community will also be provided with DCI's Implementation Toolkit.

COMMUNITY PROFILE

In preparation for the community assessment portion of the work with the Town of Eagle, DCI and its Challenge Program Team gathered information about and current economic drivers, demographics, and attractions to gain a deeper understanding of Eagle's past, present, and potential future. The Town of Eagle, currently a statuary town, is located in the beautiful Eagle River Valley and was incorporated in 1905. Its currently population is approximately 8,368 (ACS 2017). By 1921, the town was the county seat and a natural outfitting point for ranching, farming, nearby mining operations and support for the local population. Resource extraction, like throughout many Colorado communities, was an important economic sector for most of Eagle's modern history.

In more recent times, the Town of Eagle and Eagle County have both become a growing center for outdoor activity and recreation. Eagle has fantastic access to mountain biking, hiking and trails, fishing, rafting and kayaking, golfing, hunting, Nordic ski, snowshoe, skiing, and snowboarding. The Town of Eagle is directly surrounded by approximately 1,020 acres of town-owned open space, the adjacent BLM land, miles

of hiking and biking trails, multiple public parks, outdoor stage venue, outdoor public pool, public golf course, and the brand-new Eagle River Park, the Town of Eagle is a springboard for outdoor adventure. With its downtown right off of I-70, the Town of Eagle serves as a bedroom community for the county including Gypsum

and the resort towns of Avon and Vail (where the Beaver Creek Ski Resort and Vail Mountain Ski Resort are located, respectively). The I-70 corridor near Eagle regularly sees 30,000 vehicles per day. As of the 2010 Census, Eagle has approximately 2,834 households, and 2,163 family households residing in the town. More re-

cent data shows the median age is 37.7 (ACS 2017), which is slightly higher than Colorado's median age of 36.5 (ACS 2017). Children from the age 0-14 make up 26.5% of the total population (ACS 2017). This data suggests Eagle is a family-friendly community. Current projects include: the recent phase 1 competition of the Eagle River Park Project. As part of the Eagle River Corridor Plan, this project is a 4.3 acre park which is funded through a voter-approved 0.5% sales tax. It includes in-stream design and construction of a new world-class white-water park and upland park design and construction on the north side of the river. This project aims to build upon the Town of Eagle's outstanding outdoor recreation opportunities and provide a venue for whitewater competitions, events and more.

RECOMMENDATIONS & NEXT STEPS

RECOMMENDATIONS OVERVIEW

This assessment focuses on activating stakeholders and resources in a comprehensive approach to capture and direct existing activities into the following topic areas that are vital to revitalizing downtowns. The concept that this report and recommendations are built on is the process of **Creative Placemaking**. The distribution channel for moving the content through the community is **Communications**; The product Eagle is sharing is developed by the private sector **Business community;** The process for ensuring equity and goal-focused implementation is through the **Regulatory Environment** (zoning and regulations); The workflow that helps to ensure full community engagement is through physical **Connectivity** and future mobility; and the implementer of the overall structure over time is a **Formal District**.

- **Creative Placemaking:** Creative Placemaking, the strategic integration of art, design and cultural activities into community planning and development is an ideal way to enhance the community's experience. To ensure authenticity and distinctiveness of place, these projects must be produced by the community and for the community.

- **Communications, Branding, & Identity:** Communication is the imparting or exchanging of information or news. Brand identity is essentially how the community wants to be perceived. It is the combined message transmitted via the messaging, logo, style and visuals. The community sense of identity has to do with who they think they are and how they perceive yourself. But also how you define themselves to others. This section will focus on establishing locally-focused branding, messaging, communication, and events.

- **Business Community:** Consider opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.

- **Regulatory Environment:** The comprehensive plan, zoning and development codes that shape how the built environment will look.

- **Connectivity and Mobility:** Focuses on multi-modal access and connectivity throughout the community.

- **Formal District Options:** Resource management including: human resources, partnerships, and finances.

The observations gathered from the community have been categorized into these topic areas, over which the three main priorities named above were superimposed to articulate these priorities and not necessarily as redundant topic areas. Some of the recommendations specific to the Town of Eagle that follow each observation may be repeated as they cross more than one category.

ASSESSMENT RECOMMENDATIONS

CREATIVE PLACEMAKING & THE EXPERIENCE ECONOMY

74% of Americans prioritize experiences over products or things. Nationally, it's estimated that consumers are spending $160 to $180 billion annually on experiences. In 2017, visitors to Colorado spent nearly $21 billion on experiencing our state. Welcome to the Experience Economy; the commercialization of emotions. This section will focus on the three Ps (People, Place, and Profit) and how they contribute to a creative placemaking strategy.

Creative placemaking, the strategic integration of art, design and cultural activities into community development, is an ideal way to enhance the community's experience. This tool has the power to transform business districts into authentic places that increase business vitality while advancing opportunity, revitalization, connectivity, equity, health, safety and well-being in the community.

Now is the time for towns, business owners and creative sector workers to work together and capitalize on this market force. Here's how:

- Business owners can collaborate with the local creative community to build offerings that can't be found online; contributing to building competitive advantage in the market.

- Creative placemaking projects are an opportunity for towns, in partnership with the community and the artists/designers, to develop projects that communicate their values — these projects are a "living" brand.

- Focusing on the aesthetics of the community, towns are positioned to grow, attract, and keep a talented workforce; adding new quality jobs and new economic opportunities for all.

Place
Prototype & learn [0 - 6 months]. Implement quick win, low budget public space projects that solicit community feedback; which allow creative sector partners and the town to understand what is working, where improvements can be made and how it contributes to the public experience of Eagle. These are "show-not-tell" moments that are rooted in experimentation, creativity and iteration.

Semi-permanent & permanent projects [6 - 8 months].
These projects are informed by the learnings of the quick-wins and prototypes. Their characteristics include larger budgets, sustainable material choices and generally engage mid-level professionals and/or experts.

Create pop-up Options [6 - 8 months}.
To build collaboration between property owners and entrepreneurs, consider using the downtown property inventory to identify vacant spaces that could be activated through pop-up activities or prototyping exercises. Pop-up or temporary activities are a great way of introducing excitement and

activity into downtown Eagle with the ultimate goal of creating a buzz that will attract new business and development.

Creative Placemaking Masterplan & Creative District formation [18+ months].

The Creative Placemaking Masterplan would codify and integrate the tool across town functions. It will explore collaborations with town staff with the intended outcomes of improving community health & wellness; public space vitality; increased safety; and workforce attraction and development. The plan will guide Eagle's application process to become a state-certified creative district.

People

Database of local talent [0 - 6 months].

Understanding who is in the community and their range of talents is an important step in building a creative ecosystem. A database of talent can help foster collaboration across the network; identify gaps and assets; and be a driver of economic opportunity.

Business workshops tailored to creative sector [6 - 18 months].

Bring in business experts who understand creative sector businesses and their unique needs, challenges, business models, distribution channels, pricing and opportunities. The Chamber can be a partner in this offering.

Creative accelerator & residency [18+ months].

Accelerator program support helps entrepreneurs working in the creative economy uncover the value in their own market. The program supports entrepreneurs through business trainings, mentorship and investor pitching. The residency would host mid-level professionals and industry leaders in the community, connecting them with local talent for learning opportunities and network building.

Consider value added manufacturing industry.

Partner with workforce center to compare creative skills survey results to determine where the market for welding and metal, fabrication and precision machining skill sets are in area. Many with these skill sets may be underemployed. Use the data collected to demonstrate to manufacturing companies that Eagle and Gypsum have the ability to recruit the appropriate manufacturing processes of a larger supply chain from larger industries. Celebrate those skills and the potential of Eagle through communications.

Profit

Admission based immersive experience [0 - 6 months].

Build Eagle's first immersive art experience, with paid admission, as a pop-up. This first iteration is a way for artists to test ideas and get real-time feedback from customers. It should be built with free and/or low-cost materials to mitigate business risks. This will inform future iterations and will be an opportunity for the artists to learn what resonates with their market.

Creativity as competitive advantage strategy [6 - 18 months].

There is an increased important of creativity in the job market. CEOs understand that creativity is at the core of building a sustainable competitive advantage in the marketplace. Local businesses should tap into the town's creative sector to co-design offerings, products and experiences that can't be purchased and/or replicated online.

Creative economy venture fund [18+ months].

Locate investors and capital that can be invested in and used to scale creative sector businesses. This should be paired with the accelerator program to maximize participation and long-term success of the ventures.

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COMMUNICATIONS: SENSE OF IDENTITY & BRANDING

Communication is the imparting or exchanging of information or news. Brand Identity is essentially how your community wants to be perceived. It is the combined message transmitted via the messaging, logo, style and visuals. A community's sense of identity has to do with who they think they are and how they perceive themselves and how they define themselves to others. This section will look at establishing locally focused branding, messaging, communication, and events.

Establish the vision. Some of the words used for Eagle's vision are longevity, creativity, and innovation. The idea that a person can age in place from start to finish, living, working, and playing in Eagle, was an important goal for the community. How will high school students understand their chance of working and buying a home? How will seniors find services as they downsize, etc.? The vision is also focused on cultivating a beautiful and whimsical space that allows for new and old ideas to collide and generate fun, dynamic opportunities, and equitable prosperity.

- **Develop a community engagement conversation through creative placemaking to be an input process for branding [0 - 6 months]**. Let the ideas flow here and Eagle's own creativity spark unconventional engagement. Use artistic minds to brainstorm solutions and invite action.

- **A brand that is virtual and physical [18+ months].** Remember that after gathering input and having fun identifying Eagle's character, use a professional to create the brand. Professionals are important because they can help to structure all of the components and highlight how, and when, to use each component. The process should not only result in

logos, letterheads, social media, etc. but into elements to include in wayfinding, bike amenities, and events.

Engaging Locals is a forever process; it is not an end result. Rather than a constant focus on bringing in visitors from the highway or from far away, Eagle should consider how to work with their own residents to use the local venues and showcase the area as the place for leisure, gathering, and building community. The following steps are a cycle that begins, ends, and then begins again. Don't overlook steps by assuming you already checked into less visible demographics or already connected with all groups. It must be assessed each time.

- **Engage a broad group of community leaders and organizational representatives [0 - 6 months].** The planning group will include the "Same Ten People", and should also include other members of the community that share an interest in helping in some manner.

- **Develop your statement of purpose for the interaction [0 - 6 months].** A clear purpose statement with five short talking points will help all engagement to maintain a consistent message regardless of different the platforms, venues, or messengers used.

- **Know your demographics, be inclusive, and speak to all audiences [0 - 6 months].** Identify key audience groups and plan to meet them where they are. Regardless if the majority of Eagle's population is one demographic, seek out and connect with diverse demographics.

- **Mix it up [Ongoing].** Plan to be flexible and have multiple methods for reaching diverse audiences. While the message should stay consistent, the delivery and process for gathering input should be creative and include different tools and processes.

- **Record and Share [Ongoing].** When holding meetings be sure to record the information and discussion. Share the report of the content and ideas with all participants and in the community to maintain a transparent approach. This is also a great way to invite others to participate whether by sharing feedback on the meeting that happened or coming to future meetings.

- **Be the fun you look for [Ongoing].** Have fun, a lot of fun, with meetings and updates. Use creative techniques, locations, platforms, and diverse people to curate innovative and dynamic discussions or other means for sharing ideas.

- **Be prepared [Ongoing].** Think through goals and the methods engaging the community. If there are reports or data that is available, have those for people to review, invite the people who have been involved, and those who should be.

- **Get statistical [Ongoing].** Don't be afraid of sharing statistics, especially if there are numbers you hope to change in the future.

Focus on Changing Local Habits. Commercial areas, such as downtowns, are able to shape community habits with consistent delivery of an experience. If the experience is showing up to find nothing open, the habit will form to go somewhere else. If the experience is consistently an area with a variety of options, fun interaction with community, and a place where "everyone knows your name" they are likely to develop the habit of coming out.

- **Support the Chamber's Local First campaign [0 - 6 months].** As the Chamber begins to work with local businesses to identify things people can buy in Eagle, consider the opportunity to showcase local entrepreneurs and tell their story. Help the community get to know business owners, why they do it, and what they sell is a way to build relationships and increase local purchasing.

- **Educate locals on how their spending impacts Eagle [0 - 6 months].** Educating local stakeholders on the economic impact of their spending habits and letting them understand that they are the primary market for Eagle's businesses is an important piece of engagement. Use simple tools like the 3/50 Campaign to access materials that share the importance of spending locally through articles and posters that can be placed in Eagle's storefronts.

- **Consider a habit forming effort that connects multiple businesses for local attraction [0 - 6 months].** Stay away from creating many, large, time-consuming events, but do develop a strong marketing effort around special access for the locals. Calling the effort a "Locals' Night" and having activities where staff and owners can learn the names of patrons, or patrons can interact on issues, allows for community building and business support. Beer Gardens or Coffee Patio Concerts are great for a Friday Night Happy Hour Series each fall and summer. Winter is a great time to foster community with indoor trivia nights or other fun ways to build pride and engagement. Remember the goal of getting people interacting with each other and creating a habit of coming out to be part of Eagle's community.

- **Inventory local business assets, activities, and other social offerings [6 - 18+ months].** Use the data to establish a local collaboration effort around businesses and property owners to help change local habits. Plan special experience nights that build on a unique Eagle combination of assets.

Let Youth Lead. Give youth an opportunity to hone communications and marketing skills and promote the Love of Eagle. Move beyond the token youth poll and into active participation from youth. Consider more opportunities to do work of significant consequence to allow Eagle's younger demographic the chance to shape the future and gain leadership experience.

- **Add a dedicated youth position(s) on a community board [6 - 18 months].** The younger population is a vital resource to utilize and take advice from in the community. Having opportunities for youth representatives on local organizations and boards such as the Chamber of Commerce, Downtown Business Alliance, and Economic Vitality board will help the youth engage. Be cautious to treat the youth equitably and to respect differences with a sincere and inclusive approach. Don't make them a token effort.

- **Broaden Communication Channels [6 - 18+ months**]. Create a student-led newsletter, social media campaigns, and project identification processes that have the dual purpose of cultivating pride and incentivizing more people to read the newsletter. Engage the Recreation and School Board through presentations and active communications through their channels (website, social media, school folders, etc.).

- **Expand experiential learning opportunities [6 - 18+ months].** Having an experiential learning institution in town is a huge asset. Work with the school to share current initiatives and consider how class projects might focus on town challenges or solutions.

Ask locals to create the program Consider the places you want to activate, what the goals are, and then invite the local community to share ideas and participate.

- **Celebrate what you have [Ongoing].** There are many great things happening in Eagle. Don't let the successes go unheard or unseen. By celebrating those accomplishments in conjunction with what already exists, locals will take greater pride in their community, generate excitement, and draw visitors and businesses to Eagle. Having refined talking points will also go a long way in completing this objective.

- **Request Proposals [6 - 18 months].** When engaging locals with the new River Park, develop a Request for Proposals template for River Park fun activity, instead of the town developing all of the programming.

- **Develop a pre-approved Event Framework and Barrier Plan for event planners [6 - 18 months].** If there are local groups, businesses, or organizations that plan events on a regular basis, consider pre-approved templates that can cut the red tape to make this an easier process.

- **Local Celebrations [18+ months].** Hold a quarterly or regular celebration along with a planning meeting focused on downtown. In executing any plan, the process is continually changing and unfolding as new factors come into the picture and as

such, the end result can change. Versatility can be a benefit to the process but also requires keeping in touch with the community and what their vision is. A quarterly celebration will work towards engagement and building pride and participation from the community, and also give residents and local business owners a sense that they have ownership of the process. Planning meetings after the celebrations or events further solidifies this point by offering an opportunity for locals to institutionally effect the direction of community revitalization. Make it fun and local-focused: include family activities and workshops to create momentum for more engagement throughout the year.

Property Owner and Business Communications
Whether online correspondence or in-person meetings with the business and property owners, defining messages and streamlining communication will make existing resources and new efforts more impactful, save significant time, and improve the overall impression of the districts.

- **Develop an Eagle Engages Entrepreneurs campaign and quarterly training series [6 - 18 months].** The Chamber and Downtown Business Alliance are working on a regular training program. Communicate these efforts through all local channels to demonstrate the Eagle supports entrepreneurs.

- **Use the comprehensive plan to communicate physical improvements that the Town would support (e.g. sidewalks) [6 - 18+ months].** As the vision evolves, the town can identify private

improvements that will provide a public good through enhanced aesthetics, walkability, or social offers. Communicate the town's objectives and create a transparent process for the private sector to creatively address problems. Establish a grant or loan fund when possible.

- **Establish and communicate development and investment process and timelines [6 - 18+ months].** The Town of Eagle is doing a great job in partnering with business and property owners by establishing a clear and easy to follow process. Communicating a complete list of steps, the estimated time frame, and any costs associated with processes is a great way to show possible investors that the town is open and ready to partner.

- **Develop a clear identity messaging for businesses [6 - 18+months].** Clear communication and a synchronized effort show that Eagle is organized, knows their identity, and is a place to spend time. Work with local businesses to adopt the community brand and identity into their messaging for a more effective impact. Identity building is something that will inspire businesses to join the effort, relocate to Eagle, support activities the town wants to promote, and generate economic and tourist momentum.

- **Don't forget the frontline.** Remember that the employees at gas stations, hotels, and restaurants are often the frontline in interfacing with people who may not stop anywhere else in town. Create an "Eagle Employee Familiarity Tour" so that one night

or weekend in the slow season, local employees are treated to a fun tour of Eagle. This will in turn help the employees promote Eagle to all they come into contact with.

- **Special message for catalyst owners.** As Eagle identifies the property redevelopment tools and primary catalyst sites that are important to the future, consider a special message to catalyst site property owners. This message should highlight the challenges Eagle is facing with housing, jobs, and being a community a person can live, work, and stay their whole life. Perhaps include some heart-warming testimonials from youth, as well as a call to action for property owners to use available resources for redevelopment to help the cause. If they cannot help the cause, explain how they can support the cause by partnering or selling to other owners, businesses, or developers.

Buildings/Properties

- **Plan an event for property owners and tenants regarding funding for building improvements, maintenance, beautification [6 - 18 months].** There is a need for upgrades and build-out in existing spaces. Host an event to educate property owners and tenants about the options of funding. This event could be presented by the Town of Eagle and co-marketed to make sure the awareness is there.

- **Include an expanded property owner section on the Town and Chamber website [6 - 18 months].** The information about funding options and things to be aware of (related use codes, permits, etc.) could live on one place on the town's website for those that want to access the information in the future.

- **Keep info up to date [Ongoing].** Watch for stale/ outdated/ incorrect information on websites and public materials. Consider an internship or role for tech savvy youth to create and manage content.

- **Obtain financing for tenant improvements and building upgrades with a plan for users and community [18+ months].** The property owners and tenants can stay connected on priorities as they pursue funding and make upgrades. The success stories and lessons learned can be shared and communicated to the Eagle community. This might be the best use of a town-specific revolving loan fund (vs funding for individual small businesses).

BUSINESS SUPPORT

Business support should include efforts to Retain, Attract, and Grow Business. Dedicate time to business retention, attraction, and growth. The DCI Team suggests a few salient points to include in a business incentivization plan such as: (1) review incentives to ensure they meet community goals, and (2) focus any incentives on businesses which create high paying jobs.

Financing/Funding for Small Businesses

- **Increase understanding of funding options available to rural areas and from around the state [0 - 6 months].** Tenant improvement options offered by Colorado Lending Source through Main Street Loan program and USDA loans for property acquisition or improvement options are readily available if businesses are interested in renovations, etc.
  - **Revolving Loan Fund:** Consider how to capitalize a low interest loan fund that can be used to support the business

community with small $5,000 loans. The fund can be used for everything from support during construction projects to supporting signage efforts to LED lighting conversions.

- **Quarterly information sessions regarding financing, investment, etc.** Plan and host information sessions to educate the business community about financing options, the difference between debt and equity, finding investors, etc. This can include various options/partners/resources and be marketed through the various entities to ensure awareness and good attendance. The event could include a "business celebrity" that is willing to share their specific journey for obtaining funding and scaling for growth.

- **Share success stories, including visual data with how a project was put together.** Encourage those who have started and grown their businesses to share their stories to be celebrated and educate others (including the challenges and what can be learned from this). The data does not have to list specific business names.

- **Establish a central place to list information about the various training options (online) and location for all materials (physical) [6 - 18+ months].** Determine how/where businesses currently get their information. Then add - or add to - business resources/contacts. Also consider a place for physical material for the resources, if desired maybe at the Chamber, SBDC, and coworking spaces.

- **Address long term infrastructure for businesses that scale to a certain size and have to leave [6 - 18+ months].** There are challenges regarding transportation, suppliers, etc. once a business grows to a certain size - resulting in larger businesses potentially moving to the metro area and taking jobs and revenue with them. These issues should be anticipated as much as possible. This is ideally a regional discussion.

Business Training/Education

- **Host an SBDC training in Eagle, and apply for incubator grant [6 - 18 months].** Though the logistics will depend on funding, the SBDC has current programming and instructors. Eagle could choose a topic relevant to its business community to host in Eagle proper in 2020. With a solid public-private partnership, Eagle could apply for the SBDC incubator grant to help fund this endeavor (see CoVenture as an example).
  - **Conversation and understanding regarding consulting, training, education, resources.** This would likely start with a meeting between the Director of the Northwest SBDC and the folks in the Town of Eagle. The key contacts in Eagle could gain an awareness and understand of the FREE business consulting and existing training/classes as a starting point. Does the SBDC network have consultants in Eagle currently?
  - **Build out SBDC local focus and partner with local high schools.** Continued

discussion and partnership could lead to a Satellite SBDC office in the coworking space or possibly moving the SBDC headquarters for the Region to Eagle (further down valley).

Business Training Resources
While working through the vision and needs for supporting business and creative placemaking efforts, consider reaching out to existing business resources that already have training, loans, grants, and partnerships that can bolster business and property owner efforts. Consider updates from the group, 30 minute business resources talk, and time for discussion as a way to program regular monthly meetings. Don't let meetings exceed 90 minutes. Following all meetings, have a written summary of the agenda and an email that shares links to the resources and website of partnership.

- Resources to Present at Business Training
- Small Business Development Center (SBDC - part of OEDIT and SBA)
- Northwest Loan Fund
- Colorado Lending Source
- Colorado Enterprise Fund
- DreamSpring
- Colorado Housing and Finance Authority (CHFA)
- Start Up Colorado
- Proximity Space (coworking)
- Chamber(s)
- Bankers, CPAs Accountants
- USDA Rural Development
- Colleges - regional and state
- Other business owners (network at coworking space)
- Town/County
- Vail Valley Partnership
- Economic Development professionals

Coworking/Incubator
- **Identify and network with entrepreneurs, including location neutral employees [0 - 6 months].** The community of small business owners, home-based businesses and entrepreneurs can be identified and brought together as a starting point. They are busy people but they need a network, resources and mentors - so events and connections can bring these folks together. There are location neutral employees in the area as well that work and live here and might lack connections.

- **Connect with Larger Networks [6 - 18 months].** The current options for coworking should tie in to existing and Proximity Network. Look for a public-private partnership to establish a downtown coworking space. The technology, amenities and funding aspects will be key - as well as the volunteers it will take to establish and grow this for the first two years. The Proximity Network has community calls, 50 Things Every Coworking Space Manager should know and training.

- **Establish accelerator/incubator for new and existing businesses [18+ months].** Identify whether the need is "ideation," incubation or acceleration. For example, are there a lot of business not being started; Are the businesses relatively new and need help getting established or are the existing businesses looking to scale? Then develop the Eagle program to address primary needs and bring in help for a handful of businesses each year. Track and market the impact and success stories!

REGULATORY ENVIRONMENT

Short-Term Actions [0 - 6 months]

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

in downtown Eagle. Projects that have been approved, such as Broadway Station, will bring over 6,000 sq. ft. of commercial space and 22 apartments to downtown Eagle in the coming years. Educate the community on the importance of downtown core projects such as Broadway Station, and the positive impact it will have on downtown's economic vitality (housing, jobs, image, etc.).

- **Streamline development review process to support incremental change.** Elevate Eagle has a stated goal of streamlining the application process, including the creating of infographics, interactive flowcharts and guides. Clearly communicate Eagle's revised development review process to increase efficiency and clarity of process for town staff and applicants.

- **Inventory catalyst sites in and around downtown Eagle.** Sites could include vacant, under-performing spaces; sites with owners who are looking to sell and absent property owners. Once a list of sites and owners are identified, brainstorm short-term and long-term uses that fit with the community vision of Eagle. Both short and long-term uses should reflect Eagle's vision of community health & wellness; public space vitality; increased safety; and workforce attraction and development.

Mid-Term Actions [6 - 18 months]

- **Complete Elevate Eagle Comprehensive Plan and Land Use Code Update.** The update to Eagle's Comprehensive Plan and Land Use Code is arriving at an opportune moment for Eagle. "Elevate Eagle" is slated to be complete by mid-2020. This is the first major town-specific Comprehensive Plan. The primary objective of the code update in Elevate Eagle is to reflect sustainability goals, smart growth, and other the emerging trends in the community. It should be user friendly and consistent with other relevant standards and policies already adopted by the Town of Eagle. (Eagle Code Assessment, 1).

- **Utilize greater zoning and development code flexibility outlined in Elevate Eagle.** Elevate Eagle's updates to the land-use and development code will give Eagle and property owners more tools to deal with current issues and trends that face communities across the nation, such as housing. The updates should plan to address accessory dwelling units (ADU's), tiny homes, and mixed-use zoning in the core downtown areas to allow for greater housing diversity and density.

- **Implement town-wide regulation on short-term leases.** As with many other Colorado communities, Eagle struggles with balancing short-term leasing of residential units from services such AirBnB and VRBO and its needs for long-term housing stock. Eagle should research, draft, and approve legislation to regulate short-term leasing. This will create a new revenue stream for the town that could help fund projects that benefit the community.

Long-Term Actions [18+ months]

- **Consider a zoning review to allow for more flexible, market-**

friendly housing options. The Eagle River Valley has seen the jobs and population market grow more rapidly than housing inventory since 2011. The valley will need 5,900 housing units by 2025, according to the "2018 Eagle Valley Housing Needs and Solutions Plan". An increase of housing stock diversity will be needed in order to reach that goal. This includes attached houses, condos, ADUs, tiny-housing and greater density in areas zoned for single-family homes.

- **Consider incentives to develop catalyst sites.** The Town of Eagle could potentially offer incentives to developers of proposed projects that fit with the vision of Eagle's community in order to secure their competition. This could include, but is not limited to, waiving certain fees, help with public infrastructure upgrades and public art requirements (2% of total project cost goes towards public art).

- **Develop strategies for a community land bank.** Create a taskforce to do the initial research on the process of creating a community land bank for the Town of Eagle. This strategy complements working with catalyst sites to ensure the highest and best use for Eagle's long-term vision.

CONNECTIVITY & FUTURE MOBILITY

Physical connectivity is the design, configuration, installation and maintenance of physical elements necessary to connect activity nodes, gateways, and assets within the community. With several distinct centers of commercial activity and public spaces, physical connectivity within the town boundary is critical in developing a comprehensive identity and cohesive community. Transit, trail, and street connectivity throughout Eagle ranked highly in the pub-

lic feedback collected as a part of the Elevate Eagle process. In many cases, the infrastructure network is largely in place but with gaps; in some cases, it is completely lacking. Additionally, there is very little supporting wayfinding signage throughout town.

The Creative Placemaking process is an opportunity to leverage the energy of that group to identify important physical connections, needs, and possibilities. Equally important is to overlay creative placemaking with community connections to understand 'nodes' of public activity, decision-making, and gathering. **Curate the Pedestrian/Bike Experience.** Consideration of the linkages and signage that is necessary for locals or visitors to find the assets in Eagle and seamlessly navigate from one area to the other is an important next step.

- **Engage in Creative Placemaking efforts to crowd source priority gaps, missing connections, opportunities and short-term solutions [0 - 6 months].** Look in to "Alamo Commutes" or "Walkonomics" as two examples of applications that might be useful. Be sure to have instructions and use this as an opportunity to garner more engagement.

- **Develop the 8-80 Model [0 - 6 months].** The 8-50 model is a design plan that considers, how each design decision impact the quality of life of an eight-year-old and an eighty-year-old? Communities tend to design their space for 20-40 year olds. If Eagle is striving to be a place for people of all ages to live, plan for 8-80!

- **Begin to develop town wayfinding standards and plan [6 - 18 months].** Use the information gathered through crowdsourcing and other staff reviews to develop a plan. Review the prior Town Wayfinding plan, developed several years ago, and update as necessary to meet

existing needs and identity characteristics. Review existing town standards for streets, sidewalks and trails, and identify opportunities to improve inclusion of multi-modal solutions in rights-of-way. Consider ways to creative placemaking in combination with conventional signage approaches so that Eagle's "public art" efforts expand to problem solving.

- **Bike Amenities [6 - 18 months].** Bike amenities are considered an important issue within the community. Consider strategically where to place amenities, as well as how artists and local craftspeople can contribute. Remember to build habits, meet the need, and think of ways to keep it fresh.

- **Partnerships and Funding for Creative Pilot Projects [6 - 18 months].** With the ideas of walkability, bikeability, creative and local entrepreneurship, etc. there will be several possible partners to connect with around outside funding and/or temporary pilot projects. Develop the plan and then share it broadly. share it at a local or regional Creative Connectivity/Mobility Summit to engage partners and keep the conversation going.

- **Identify outside funding to guide prioritization of future connectivity projects [6 - 18 months].** The focus should be on projects that include providing safe access between residential areas and schools. These initial projects will help facilitate the implementation of future projects that serve the larger community.
  - o Improve pedestrian, bicycle and public spaces/facil-

ities along Hwy 6.
  - o Update Town Engineering Standards (in progress) to current right-sizing road concepts.

- **Develop a comprehensive town trails and connectivity plan (18+ months):** As the pilot projects are vetted, Eagle should embark on a formal trails and connectivity plan. This plan should inventory all existing public pedestrian and trails facilities; illustrate opportunities for improvement of connectivity throughout town; identify priorities and order-of-magnitude budgets and list potential funding partnerships. The trails plan should consider both recreation and practical functions of a comprehensive trail network. This includes larger connections to recreation trails on neighboring BLM lands and regional shared-use trails. Eagle should also budget for, and implement, a town-wide wayfinding program. Lastly, the town should analyze the existing roads and streets grid, critically evaluating the capacity and function of the existing infrastructure against the project future growth. This review should include relatively short-term improvements to the internal road system, and should also consider long-term needs such as regional transit and additional access points to Interstate 70.

A FORMAL DOWNTOWN DISTRICT

As the community begins to implement projects, it will become important to identify appropriate funding sources to support those projects. The community should strive to develop sustained funding sources and leverage local

funding with external resources in ways that maximize the impact of local resources. To realize the long-term vision for Eagle, additional organization and financial tools will be needed to support design, programming and public realm infrastructure improvements. Eagle's committees and non-profit led initiatives will be limited in accessing both the people and the funding to drive the processes to build the vision. This section recommends specific resources that the community should investigate when considering how to implement projects. The last portion of this section includes a timeline for district formation.

Role of a District. When considering the importance of having a formal district, it is important to recognize the role it will play for the community. Some of the items to recognize include the following:

- Provide a reliable, multi–year funding mechanism that establishes buy-in from all entities in the boundaries.
- Organizational umbrella, such as the "Eagle Partnership", that coordinates and assists with efforts of the Chamber, Downtown Business Alliance (DBA), Economic Vitality Committee (EVC), Eagle Arts, and other community and economic development entities.
- Creating and enhancing public/private partnerships, leveraging grants, public funds (Town, CDOT, Federal, etc.) for programming and capital improvements.
- Economic Development and small business support services that are comprehensive and leverage all partners.
- Land banking and attainable housing strategies to identify and manage catalyst sites to ensure the highest and best use for Eagle's long-term vision.
- Establishing a clear role and representative for managing placemaking and advocacy efforts around the long-term vision.

Benefits of District. As a district takes on the above list of tasks, the community will begin to see outcomes including:

- A unified voice and strengthen the influence of tenants, stakeholders, and property owners in downtown
- Improved economic vitality and overall quality of life for the greater Eagle community.
- Elevation of Eagle's profile as a diverse community with an authentic downtown core, recreational center, arts, trails, connectivity and entrepreneurial spirit, advancing policies and public investment to benefit property owners and residents.
- Development of a unique sense of identity for downtown that enhances the greater Eagle community including Eagle Ranch, Hwy 6 and Chambers Avenue.
- Provision of amenities and branding that bolster downtown a stronger and more defined sense of place.

Assess Land Uses and Ownership in Downtown. One way to begin the process of determining a district is by understanding the current land use patterns and demographics. Draw the potential boundaries for a downtown district with opportunity sites. Gather information on sales and property tax, create a spreadsheet tracking ownership, current and past uses, and include a focus on potential future uses.

Districts to Consider. The DCI Team has reviewed the objectives and current status of Downtown Eagle and outlined three possible options for long-term district management. These tools are able to help complete many of the proposed objectives and can be used independently or with multiple districts layered on top of each other.

Downtown Development Authority (DDA). DDAs are quasi-municipal organizations that, in addition to financing public improvements and management, can fund a variety of business-related services such as marketing, economic development, and advocacy.

- DDAs can raise revenue through tax increment financing (TIF) and property tax assessments (mill levies) or special assessments up to five mills, on residential and commercial properties only. DDAs can work with the municipality to issue bonds.
- Establishing a DDA requires a petition process from property and business owners within the proposed district. It will require a subsequent vote in a TABOR election if utilizing the Mill levy.
- DDAs are overseen by city council, or an appointed board of directors comprised of property and business owners in the district. DDAs typically contract staff and administrative services through a non-profit organization.

Business Improvement District (BID). BIDs are quasi-municipal organizations that, in addition to financing public improvements, can also fund a variety of business-related services such as marketing, economic development, and advocacy.

- BIDs can raise revenue through property tax assessments (mill levies) or special assessments, on commercial properties only. BIDs can also issue bonds.
- Establishing a BID requires a petition process from property owners within the proposed district and a subsequent vote in a TABOR election.
- BIDs are overseen by an independent board of directors comprised of property and business owners in the district. BIDs typically contract staff and administrative services through a non-profit organization.

Urban Renewal Authority (URA). It has been reported that Eagle already has an URA, though it is not currently functioning. Possibly the fastest way to move forward with tax increment financing (TIF) would be to reactivate the URA, which as an entity covers the entire municipality. When determining the board members, to invite participation from the County, School District, and one representative from other special districts. Once the URA is operating and the board is determined, establish a TIF area, which requires an existing conditions study to determine blight conditions. To establish a TIF Area, negotiate the TIF with other taxing entities. A few important notes are that this doesn't require a TABOR vote, a URA can also develop multiple TIF areas, and it can include property and sales tax TIF.

DISTRICT FORMATION PROCESS
Short-Term Actions [0 - 6 months]:
- Community outreach and dialogue
- Determine best functional district option
- Calculate budget and revenue generation of each
- Develop draft operating outline
- Home rule designation

Mid-Term Actions [6 - 18 months]:
- Community dialog and District decision
- Identify partners and roles, board of directors, finalize operating plan
- Determine "holding company" model (incorporating all formal and informal economic/arts/vitality organizations)

Long-Term Actions [18+ months]:
- Seat board – represent diverse properties, stakeholders, potentially geographies
- Form district, hire Director, staff
- Identify admin needs (legal, accounting, etc.)
- First year funding stream (assessment ++)
- Refine operating plan
- Identify partnerships and additional funding sources

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Q1	Mid-Term 2020 Q2	Q3	Q4	Long-Term 2021 +
Creative Placemaking									
Place	Inventory & Prioritize, in collaboration with community partners, creative placemaking opportunities and desired outcomes.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild	List of prioritized opportunity sites.	■					
Place	Identify funding for "quick-win" and short term creative placemaking projects with budgets of $1,000 to $10,000 with around 20% dedicated to the artist fee.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild	Creative Placemaking line item in the budget.	■					
Place	Work with community development and private sector partners on permitting approvals.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild	Permits from the town.	■					
Place	Develop a process to select projects and award funds for the quick-win creative placemaking project proposals.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild, DCI	Town issued RFP.		■				
Place	Create metrics that measure the success of the quick-win creative placemaking projects; allowing all stakeholders learning/growth opportunities.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild, DCI	Metrics and observations worksheet		■				
Place	Identify funding for semipermanent and permanent creative placemaking projects with budgets of $10,000+ with 10% to 20% dedicated to the artist fee.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild, DCI	Addition funds in the creative placemaking line item in the budget.			■			
Place	Develop a process to select projects and award funds for the semipermanent and permanent creative placemaking project proposals.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild, DCI	Town issued RFP.				■		
Place	Create metrics that measure the success of the semipermanent and permanent creative placemaking projects; allowing all stakeholders learning/growth opportunities.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild	Metrics and observations worksheet					■	

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Q1	Mid-Term 2020 Q2	Q3	Q4	Long-Term 2021+
Place	Issue a RFP for consultants to work with all town stakeholders on a creative placemaking masterplan that strategically integrates creative placemaking across all town functions.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild	Town issued RFP.	X	X	X	X	X	X
Place	Bring all stakeholders together to submit an application to become a Certified Colorado Creative District.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild	Completed application for creative district certification.	X	X	X	X	X	X
Place	Continue the process of rows 6 — 13.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild		X	X	X	X	X	X
People	Identify and inventory Eagle's creative talent and capabilities.	**Lead:** Eagle Arts & Arts Guild **Partners:** DBA, Town of Eagle	Database of talent.	X	X				
People	Identify creative sector needs and demand for business trainings.	**Lead:** Eagle Arts & Arts Guild **Partners:** Chamber, DBA, Town of Eagle, DCI, FUN	Online business survey of needs/demand.	X	X	X			
People	Create a monthly business trainings tailored to the needs of Eagle's creative sector. Topics could include addressing the sector's unique needs, challenges, business models, distribution channels, pricing and market trends.	**Lead:** Eagle Arts & Arts Guild **Partners:** Chamber, DBA, Town of Eagle	Calendar of scheduled offerings.	X	X	X			
People	In partnership with community stakeholders, create an artist residency program that attracts and grows creative sector talent that supports a place-based economic development strategy.	**Lead:** DCI, FUN & Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild	Partnership and program agreement.			X	X		
People	In partnership with community stakeholders, create an RFP for a creative accelerator administer partner that supports a place-based business development strategy.	**Lead:** DCI, FUN & Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild	Town issued RFP.					X	X

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	2020 Q1	Mid-Term 2020 Q2	Q3	Q4	Long- 2021+
People	Continue the process of rows 17 — 21.	**Lead:** Town of Eagle **Partners:** Eagle Arts, DBA, Eagle Ranch, Arts Guild		■	■	■	■	■	■
Profit	Bring together artists, building owners and stakeholders to workshop Eagle's first artist-driven immersive experience.	**Lead:** Eagle Arts & Arts Guild **Partners:** Chamber, DBA, Town of Eagle, DCI, FUN, Immersive Denver	Workshop.	■					
Profit	Bring together artists, building owners and stakeholders to implement Eagle's first artist-driven immersive experience with an admission fee.	**Lead:** Eagle Arts & Arts Guild **Partners:** Chamber, DBA, Town of Eagle, DCI, FUN, Immersive Denver	Immersive art experience.	■	■				
Profit	Pair business owners and creative sector workers to co-design/create experience and product offerings that can't be replicated online.	**Lead:** Eagle Arts & Arts Guild, Chamber **Partners:** DBA, Town of Eagle, DCI, FUN	For sale Experience offerings and products.	■	■	■			
Profit	Host a one-day Creative Economy Summit that explores the creation of a creative economy VC fund and connects investors, financing institutions, and creative sector businesses.	**Lead:** Eagle Arts & Arts Guild, Chamber **Partners:** DBA, Town of Eagle, DCI, FUN	Creative Economy Summit	■	■	■	■	■	
Profit	Establish a Creative Economy VC fund dedicated to seed funding and scaling creative enterprise.	**Lead:** Eagle Arts & Arts Guild, Chamber **Partners:** DBA, Town of Eagle, DCI, FUN	Creative Economy VC Fund.	■	■	■	■	■	■

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Q1	Mid-Term 2020 Q2	Q3	Q4	Long - 2021 +
ORGANIZATION & MANAGEMENT									
Establish the vision.	Develop a community engagement conversation through creative placemaking to be an input process for branding.	**Lead:** Arts Guild **Partners:** Town, Chamber	logos, letterheads, social media, etc.	■	■				
Establish the vision.	Brand is virtual and physical.	**Lead:** Town	Include elements from brand for wayfinding, bike amenities, and events.					■	■
Engaging Locals	Engage a broad group of community leaders and organizational representatives.	**Lead:** Town/Chamber **Partners:** Arts Guild, Eagle Ranch HOA, Schools	Build on exsiting stakeholder list	■	■				
Engaging Locals	Develop purpose statement with five short talking points to help communicate that Eagle wants to hep entreprenuers an proerty owners invest in the community.	**Lead:** Town **Partners:** Chamber	A clear purpose statement with five short talking points	■	■				
Engaging Locals	Know your demographics, be inclusive, and speak to all audiences. Get statistical.Mix it up. Share the report of the content and ideas with all participants and in the community to maintain a transparent approach.	**Lead:** Town **Partners:** Local SBDC, EDC, Arts Guild, Chamber, Schools,	Each meeting summary is recorded and shared. Share reports or data on an online format have those for people to review, invite the people who have been involved, and those who should be.	■	■				
Changing Local Habits.	Educate locals on how their spending impacts Eagle. Support the Chamber's Local First campaign.	**Lead:** Chamber **Partners:** Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Access info on 3/50 project	■	■				
Changing Local Habits.	Consider a habit forming effort that connects multiple businesses for local attraction without a labor intensie event.	**Lead:** Eco Vitality Committee **Partners:** Downtown Businesses	Develop strong marketing effort around special access for the locals.	■	■				
Changing Local Habits.	Inventory local business assets, activities, and other social offerings	**Lead:** Eco Vitality Committee **Partners:** Downtown Businesses	Weekly locally focused experience nights that build on a unique Eagle combination of assets.			■	■	■	■

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Mid-Term 2020 Q1	Q2	Q3	Q4	Long-Term 2021+
Let Youth Lead.	Broaden Communication Channels. Create a student led newsletter, social media campaigns, and project identification processes that have the dual purpose of cultivating pride and incentivizing more people to read the newsletter. Engage the Recreation and School Board through presentations and active communications through their channels (website, social media, school folders, etc.)		Student led newsletter, social media campaigns, and project identification processes are developed and communicated broadly. Recreation and School Board are engaged with the larger community effortts.					■	■
Let Youth Lead.	Consider local experiential learning opportunities.	**Lead:** Eco Vitality Committee & experiential learning institution	Locally based curriculum engaging students with projects.						■
Let Youth Lead.	Add a dedicated youth position or positions on community boards.	**Lead:** Town/School	Youth representatives serve and shape local organizations and boards such as the Chamber of Commerce, Downtown Business Alliance, and Economic Vitality board.	■	■	■	■	■	
Ask locals to create the program.	Local Celebrations planned and implemented by locals. Develop a Request Proposals for groups wanting to plan things Downtown, Eagle Ranch, and at the River Park..	**Lead:** Eco Devo Committee	Hold a quarterly or regular celebration along with a planning meeting focused on Downtown. Planning meetings after the celebrations or events further solidifies this point by offering an opportunity for locals to institutionally effect the direction of community revitalization.	■	■	■	■	■	
Ask locals to create the program.	Request for Proposals for River Park Fun Activity.	**Lead:** Town	Transparant selection process with means to idetnify and encourage collaboration and partnerships.	■	■	■	■	■	
Ask locals to create the program.	Develop a pre-approved Event Framework and Barrier Plan for regular event planners.	**Lead:** Town Partner: 2-3 regular event planners	VIP Process exists for regular event planners.	■	■	■	■	■	

PROPERTY & BUSINESS SUPPORT

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Mid-Term 2020 Q1	Q2	Q3	Q4	Long- 2021+
Property Owner and Business Communications	Develop an Eagle Engages Entrepreneurs campaign and quarterly business and property training series.	**Lead:** Chamber **Partners:** Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Quarterly agendas and summaries shared regularly.	X	X	X	X		
Property Owner and Business Communications	Use the comprehensive plan to idetnify and share physical improvements that the Town would support (e.g. sidewalks, awnings, housing, etc.).	**Lead:** Town Partners: Chamber, EDC, Arts Guild,	Establish an communication plan to share transparent process for the private sector to creatively address problems.					X	X
Property Owner and Business Communications	Establish and communicate development and investment process and timelines.	**Lead:** Town Partners: EDC, local realtors, local banks	Communicating a complete list of steps, the estimated time frame, and any costs associated with processes is a great way to show possible investors that the Town is open and ready to partner.					X	X
Buildings/Properties	Plan an event for property owners and tenants regarding funding for Tenant improvements, maintenance, beautification.	**Lead:** Eco Devo/ Realtors	Establish an communication plan to share transparent process for the private sector to creatively address problems.	X	X	X	X		
Buildings/Properties	Include an expanded property owner section on the Town and Chamber website. Keep info up to date.	**Lead:** Town Partners: Chamber, EDC, Arts Guild,	Updated monthly or quarterly		X	X	X	X	
Business Support	Identify or capitalize loans for financing for tenant improvements and building upgrades with a plan for users and community.	**Lead:** Town Partners: Colorado Lending Source	Loans or financing is available and communicated to all businesses.					X	X
Business Support	Develop a clear identity messaging to help locals and potential businesses understand what Eagle is looking for.	**Lead:** Town Partners: Chamber, Local SBDC, EDC, Arts Guild, Schools	Adopt the community brand and use it to invite investmenty in Eaglet.					X	X

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Short-Term Q1	Mid-Term 2020 Q2	Mid-Term Q3	Mid-Term Q4	Long - 2021 +
Business Support	Create an Eagle Employee Familiarity Tour where local businesses invite employees to Experience Eagle with freebies, and give aways so that local front line employees can help visitors access Eagle.	**Lead:** Chamber Partners: Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Contact List of businesses participating in the familiarity tour. Contact List of frontline employees.		■	■	■	■	
Business Support	Special Message for Catalyst Owners. Develop language to property owners that highlights the challenges Eagle is facing with housing, jobs, and being a community where people can live, work, and stay their whole life and invite them to invest.	**Lead:** Town Partners: Chamber, Local REaltors, EDC.	List of property owners. List of local incentives/ordinances to encourage investment and active use of properties.		■	■	■	■	
Business Support	Use the existing business information and (1) review incentives to ensure they meet community goals, and (2) focus any incentives on businesses which create high paying jobs.	**Lead:** Town Partners: Chamber, Local SBDC, EDC,	List of local incentives and support to encourage investment in businesses.	■	■				
Financing/Funding for Small Businesses	Increase understanding of funding options available to rural areas and from around the state	**Lead:** Chamber Partners: Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Regular Quarterly Business Training in different topics, including consulting, training, education, resources and Revolving Loan Fund.Share success stories, including pie charts with how a project was put together (%, doesn't have to list business names)	■	■				
Financing/Funding for small businesses	Establish a central place to list information about the various training options (online) and location for all materials (physical)	**Lead:** Chamber and Town	Up to date online listing of business and property owner resources.	■	■				
Financing/Funding for small businesses	Address long term infrastructure for businesses that scale to a certain size have to leave. Facilitate long-term visioning discussion with businesses looking to scale up.	**Lead:** Town/ Eco Devo Committee	Establish a committee to consider long-term needs					■	■

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Q1	Mid-Term 2020 Q2	Q3	Q4	Long - 2021 +
Business Training/Education	Host an SBDC training in Eagle, applying for incubator grant.	**Lead:** SBDC/Chamber **Partners:** Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Annual Eagle Loves Business Summit Created. Build out SBDC local focus and partner with local high schools..		▉	▉	▉	▉	
Coworking/ Incubator	Connect with Larger Networks. Identify and network with entrepreneurs, including location neutral employees.	**Lead:** Town/ Eco Devo Committee	The Proximity Network has community calls, 50 Things Every Coworking Space Manager should know and training.	▉	▉	▉	▉	▉	
Coworking/ Incubator	Establish accelerator/incubator for new and existing businesses.	**Lead:** Chamber/SBDC **Partners**: Town, EDC, Arts Guild, Chamber, Schools	Eagle program to address primary needs and bring in help for a handful of businesses each year.					▉	▉

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Short-Term Q1	Mid-Term 2020 Q2	Q3	Q4	Long-Term 2021+
Zoning & Development									
Zoning and Development	Support and promote downtown development in Eagle. Give regular public updates on progress of projects such as Broadway Station.	**Lead:** Town of eagle **Partners:** DBA, DCI Chamber, Eagle Community	Social media posts, downtown events; opening events	■					
Zoning and Development	Streamline development review process to support incremental change.	**Lead:** Town of Eagle, Consultants **Partners:** Eagle Community	Interactive Development review guides and flow charts; Website updates; printed materials updated	■					
Zoning and Development	Inventory catalyst sites in Eagle. Identify short-term and long-term uses that fit with the community vision of Eagle.	**Lead:** Town of eagle **Partners:** DBA, DCI Chamber, Eagle Community	List and tracking spread sheet of catalyst sites in Eagle	■					
Zoning and Development	Complete Elevate Eagle, Eagle's Comprehensive Plan and Land Use code update. Implement code to allow formore flexilbity in housing development such as accessory dwelling units (ADUs) and upzoning.	**Lead:** Town of Eagle, Consultants **Partners:** Eagle Community	New Comprehensive Plan and Land Use code	■	■	■	■		
Zoning and Development	Work with catalyst site owners on how to use sites for uses that fit with the community's vision of Eagle. Set up meetings, visioning sessions for what the community and the owners would like to see.	**Lead:** Town of eagle **Partners:** DBA, DCI Chamber, Eagle Community, Eagle Ranch	Regular meetings with property owners schedule; track spreadsheet; surveys		■	■	■	■	■
Zoning and Development	Implement town-wide regulation on short-term leasing of residential units (AirBnB, VRBO). Look to other Colorado municipalities for guidance	**Lead:** Town of Eagle	Draft short-term leasing regulation		■	■	■	■	
Zoning and Development	Consider a zoning review to allow for more flexible, market-friendly housing options.	**Lead:** Town of eagle, Eagle Ranch HOA **Partners:** DBA, DCI Chamber, Eagle Community							■

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Q1	Mid-Term 2020 Q2	Q3	Q4	Long - 2021 +
Zoning and Development	Consider incentives to develop catalyst sites.	**Lead:** Town of eagle **Partners:** DBA, DCI Chamber, Eagle Community	Waive certain fees, density bonuses for housing downtown; 2% of project costs goes towards public art; help with infrastructure public funding						
Zoning and Development	Develop strategies for a community land trust. Set up a steeting committee of community members to look into the feasability of an Eagle Land Bank or Trust	**Lead:** Town of eagle **Partners:**Consultants, DBA, DCI Chamber, Eagle Community	Steering committee created; feasability study						

Connectivity & Mobility

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Short-Term Q1	Mid-Term 2020 Q2	Q3	Q4	Long 2021+
Bike and Pedestrian Regulation	Schedule and engage in "Creative Placemaking" efforts to crowd source temporary examples of bike and ped infratructure at priority intersections missing connections, opportunities. Show case long-term solutions with short term efforts	**Lead:** Town of Eagle **Partners:**DBA,, Chamber, Eagle Community, Bike companies, Bicycle Colorado, Eagle Ranch HOA	Pop-up bike events and infrastructure a downtown and at key connection points.	■	■	■	■		
Bike and Pedestrian Regulation	Begin to develop town wayfinding standards and plan for the Town of Eagle. Work with community and consultants to start the planning process.	**Lead:** Town of Eagle **Partners:**DBA,,Chamber, Consultant	RFP, Community engagement meetings, visioning sessions,		■			■	■
Bike and Pedestrian Regulation	Install permanent bike amenities in Downtown Eagle and other nodes of activity in Eagle	**Lead:** Town of Eagle, Eagle Ranch HOA **Partners:**DBA,, Chamber, local craftspeople	Permant bike parking, signage, repair stations, racks						■
Bike and Pedestrian Regulation	Indenifty potential Partnerships and Funding for Creative Pilot Projects. Develop the plan and then share it broadly and share it at a local Creative Connectivity/Mobility Summit to engage partners and keep the conversation going.	**Lead:** Town of Eagle **Partners:**DBA,,Chamber, local craftspeople, Bicycle Colorado, local atheletes, Eagle Community	List of potential partners, funding sources, events, and grants for Eagle's Bike/ Ped Infratructure			■	■		■
Bike and Pedestrian Regulation	Identify outside funding to guide prioritization of future connectivity projects. This includes o Improve pedestrian, bicycle and public spaces/facilities along Hwy 6.	**Lead:** Town of Eagle **Partners:**DBA,,Chamber, Eagle Community, Grant writers	List of grants and partners for long-term funding of projects						■
Bike and Pedestrian Regulation	Develop a comprehensive town trails an	**Lead:** Town of Eagle **Partners:**DBA, ,Chamber, Eagle Community, Eagle Ranch HOA	RFP, Community engagement meetings, visioning sessions,						■

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Q1	Mid-Term 2020 Q2	Q3	Q4	Long-Term 2021 +
District Selection & Formation									
District selection process	Community outreach and dialogue with business owners, property owners and residents in Eagle's Downtown about district options (BID, DDA). This includes meetings, surveys, infographics on different district options	**Lead**:DBA, Chamber, EVC **Partners**:Town of Eagle, DCI, Eagle Arts	Community meetings, survey results.	▓	▓				
District selection process	Collect data in a spreadsheet and with mapping function to see who is in the downtown area, building owners, business owners, types of business, etc.	**Lead**:DBA **Partners**:Chamber Town of Eagle, DCI, Eagle Arts, EVC	Spreadsheet and map outlining the demographics of the area.	▓	▓				
District selection process	Determine which district option (BID, DDA) would best suit the needs for Downtown Eagle's businesses and residents.	**Lead**:DBA,Consultants **Partners**:Chamber Town of Eagle, DCI, Eagle Arts, EVC	SWOT of Downtown Eagle business, analysis of district types	▓	▓				
District selection process	Develop talking points about the challenges for downtown that we are looking to address and begin talking to and recording responses from the district. Include needs such as collaborative marketing, façade or infrastructure assistance, preferences for having support, etc.	**Lead**:DBA **Partners**:Chamber Town of Eagle, DCI, Eagle Arts, EVC	Spreadsheet and map outlining the demographics of the area.	▓	▓				
District selection process	Calculate an annual budget and potential revenue streams for each district option (BID, DDA).	**Lead**:DBA,Consultants **Partners**: Consider County, School, Districts	Annual Budget, Revenue streams identified, Mill levy	▓	▓				
District selection process	Draft operating outlines for each district option that Downtown Eagle are interested in.	**Lead**:DBA,Consultants **Partners**:Chamber,Town of Eagle, DCI, Eagle Arts, EVC		▓	▓				
Regulation	Draft ordiance for Eagle to become a Home Rule muncipality to help Eagle with long-term planning and allow for greater flexibility in funding sources.	Lead: Town of Eagle, Partners:Chamber Town of Eagle, DCI, Eagle Arts, EVC	Draft Home Rule Municipality ordiance	▓	▓				

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019 Q4	Mid-Term 2020 Q1	Q2	Q3	Q4	Long - 2021 +
District selection process	After careful analysis of the options, Downtown Eagle businesses and Town decide which district option to go forward with. Work with community to hear their feedback on selection.	**Lead:** DBA, Chamber, EVC **Partners:** Town of Eagle, DCI, Eagle Arts, Consultant	District option selected.	■	■	■	■		
District selection process	Consider DCI or other partner to help strategically engage community and partners regarding district options.	**Lead:** Town of Eagle, DCI, **Partners:** DBA, Chamber, EVC, Eagle Arts	District option selected.	■	■	■	■		
District Formation	Identify partners and roles, board of directors, finalize operating plan	**Lead:** DBA, Consultants **Partners:** Chamber, Town of Eagle, DCI, Eagle Arts, EVC	List of roles and partners	■	■	■	■		
District Formation	Determine "holding company" model (incorporating all formal and informal economic/arts/vitality organizations)	**Lead:** DBA, Consultants **Partners:** Chamber, Town of Eagle, DCI, Eagle Arts, EVC	Holding company	■	■	■	■		
District vote	Put forth the question of establishing the district (DDA to a vote of qualified electors at the next general or special election.	**Lead:** Town of eagle **Partners:** DBA, Consultant, Chamber	Ordinance written on district formation					■	
District Formation	After district election question- seat district board (represent diverse properties, stakeholders, potentially geographies)	**Lead:** Eagle Downtown District, Town of eagle **Partners:** DBA, Consultant, Chamber	District offically created. Board list created and established						■
District Formation	Form district (BID, DDA). Hire a director and necessary staff.	**Lead:** Eagle Downtown District **Partners:** Town of Eagle	Staff hired						■
District Formation	Identify admin needs for District to function efficiently and effectively	**Lead:** Eagle Downtown District **Partners:** Town of Eagle	Admin needs assessment						■
District Formation	Assess and identify first year funding sources and revenue sources.	**Lead:** Town of Eagle with Consultant							■
District Sustainablity	Refine Downtown District operation plan over time.	**Lead:** Eagle Downtown District **Partners:** Town of Eagle	Operating Plan revisions						■
District Sustainablity	Indentify, connect with, and reach out with potential partners, funding sources for future projects and events in the Downtown District.	**Lead:** Eagle Downtown District **Partners:** DBA Chamber, EVC, Eagle Arts	Partnership tracking sheet						■

Eagle Consultant Team Members

The Downtown Eagle Assessment Team appreciates the invitation to get to know your district and to assist your community in maximizing its considerable assets. The volunteers worked diligently, pre- and post- visit, to provide relevant and realistic input towards the betterment of your community.

KATHERINE CORRELL, Downtown Colorado, Inc.

Katherine Correll is an innovative and creative strategist, who serves as a resource choreographer for local governments, non-profits, and private businesses hoping to achieve more with less. She brings broad experience from forming co-operatives of rural women, initiating local government strategic reforms, expanding professional development and volunteer networks, and spanning the fields of outreach and engagement, community and economic development, not-for-profit administration, strategic planning and logic frameworks, project development and management, local government planning, marketing and communications, financial and economic development services, and education.

BRIAN CORRIGAN, Future United Networks

Brian Corrigan is a creative strategist and artist exploring the intersection of technology, art, culture and place. He is the founder and director of OhHeckYeah (OHY), a 2014 ArtPlace America creative placemaking recipient. OHY is a first-of-its-kind interactive street arcade that uses the power of play to connect people on the street. He has worked and partnered with FORBES Global 2000 companies, museums, universities, community centers, city agencies and small businesses to craft award-winning work that has been featured by NPR, Cool Hunting, Huffington Post and PSFK. www.briancorrigan.net

NICOLE CHRISTIANSON, Colorado Lending Source

Without Nicole as Senior Loan Officer, there is no way our impact would be as vast as it is on the Western Slope. She is the go-to small business guru for Colorado mountain communities, serving entrepreneurs and lending partners around the clock, snow or shine! Nicole's passion and dedication to Colorado Lending Source's mission and helping Western Colorado communities is unwavering. She started work at our Denver office in 2007 and transitioned to our Glenwood Springs office. Nicole is continually inspired everyday by the small business owners she interacts with.

WILL CUNDIFF, Downtown Colorado, Inc.

Will is a planning and organizational specialist with a passion for multi-modal transportation, management, and vital downtowns. He has worked with DCI member communities to assist with rural transportation, signage and wayfinding, and communications. Will grew up outside of London, UK which is where he first discovered his interest in urban planning and design. Will has a BA in Urban Planning from Miami University (OH), and a M.U.R.P from the University of Colorado Denver.

JASON JAYNE, DHM Design

Jason has been involved in a broad range of projects, including hospital campus planning, community centers and parks, single family residential design, neighborhood master plans, and affordable housing projects. Jason has been directly involved in numerous LEED Certified and sustainably focused projects in the region. He believes that the components of environmental stewardship, functionality and human comfort are inextricable from the design process and the ultimate, lasting
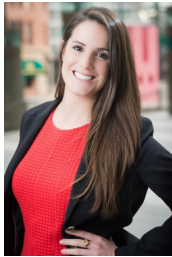
quality of a built project

ANNA JONES, Clifton Larson Allen

Anna specializes in all facets of district formation and management for metropolitan districts, business improvement districts and multi-jurisdictional authorities. Specialties include strategic planning, long-term finance plans and board facilitation.

LAUREN KLOOCK, Colorado Lending Source

Lauren heads the Marketing & Communications Team at Colorado Lending Source and is constantly exploring new marketing strategies, partnerships, and events to help spread the word about our mission. With the many diverse borrowers we work with, her job is endless when it comes to telling their unique stories of starting and growing a business.

9/24/19 Focus Group Observations

Vision for Eagle

- **Bring the different downtowns together.** Create a more unified experience between Downtown Eagle and Eagle Ranch. Programmed and interactive downtown experiences that bring together both areas of the community. Eagle is flat showcase connectivity between each node of activity.

- **Arts District in Downtown Eagle.** Tucked-in studios, creative spaces, and music spaces along Broadway for residents to enjoy and interact with. Become more family-friendly and celebrate their artistic and recreational activities and values.

- **Collaboration between local business owners.** Create and promote programs that help residents support the business owners who work in downtown Eagle. Local first or passport program for locals. "Habit forming" programs to help people get used to coming downtown.

- **Activate the Broadway core to function as the gathering space of the community.** A shared space where Eagle can come together. Engage and energize the community and downtown Eagle.

- **Sense of Place for all stages of life.** Active lifestyle options for people of all ages and physical abilities. Diversity of housing stock and density to ensure a larger mix of people and families can live in Eagle.

Challenges We See

- **A growing community with growing traffic.** There are more people moving down valley to live, and there have been 2,000 new residences approved for future construction.

- **Downtown Eagle's lack of visibility**. Off of I-70, no one knows to stop, and even if they do, Eagle is quiet and closed after 4pm and on weekends.

- **Low sales tax generation in business district.** Solutions will need to address generation so that financial funding for business improvements is self-sustaining. The business community does not have the resources to keep up with the reinvestments.

- **Lack of home mail delivery.** There is a P.O. Box waitlist, and Post Office trip generated traffic has caused issues on Chambers Avenue.

- **Not In My Backyard (NIMBY) Reputation.** People are wary of change in their community, but in order for Eagle's downtown to thrive, incremental development and change is necessary.

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inc.