

Downtown Colorado, Inc.

EAGLE, CO **Downtown** **Development** **Authority Case Study**

January 2019 - November 2021

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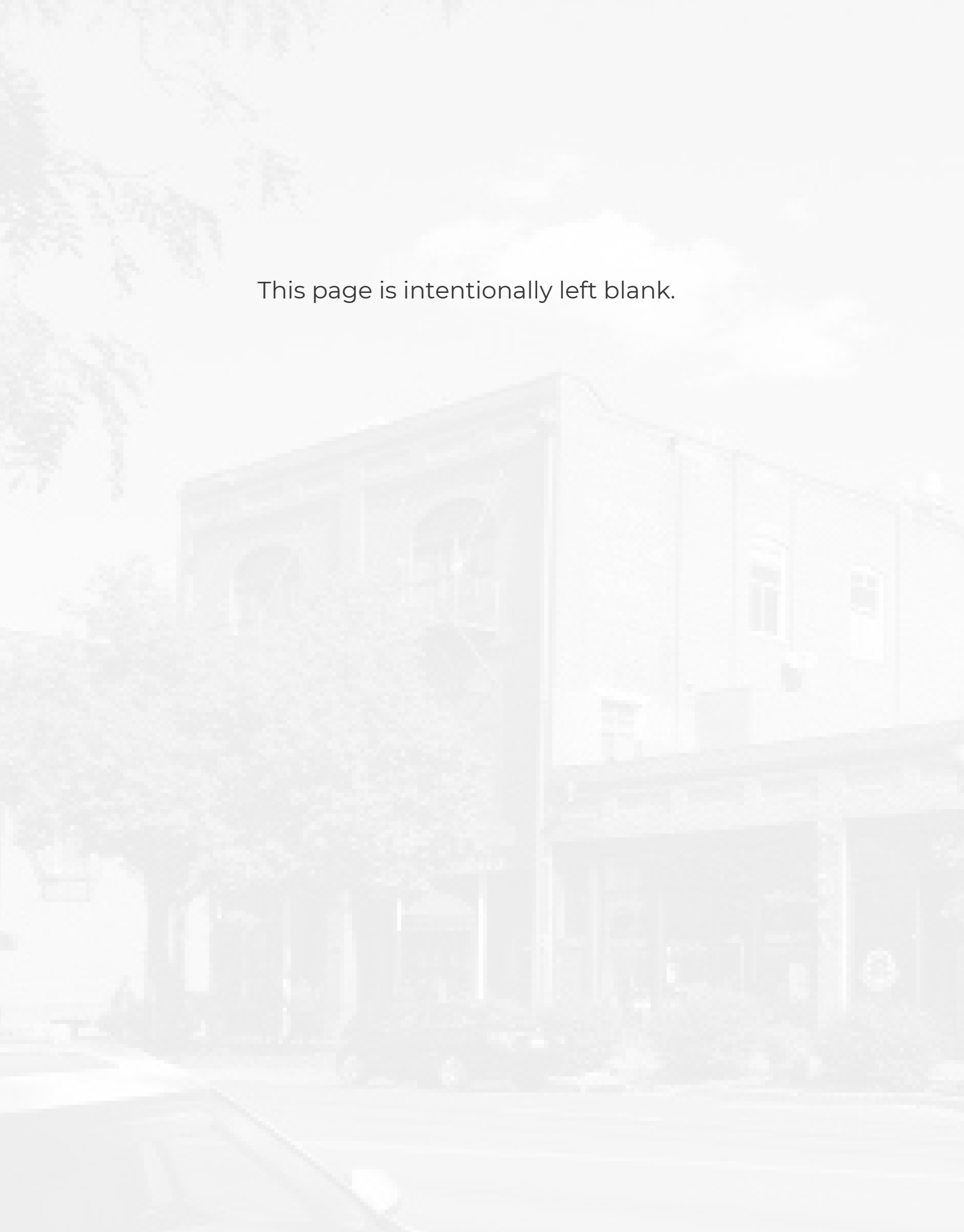


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TEAM MEMBERS

The Eagle Assessment Team participated in the initial Challenge Studio and contributed to the Challenge Studio Recommendations. The volunteers worked diligently, pre- and post- visit, to provide relevant and realistic input towards the betterment of your community.

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This Town of Eagle Case Study reviews the economic development challenges faced by the Town and the role of Downtown Colorado, Inc. (DCI) technical advisory services to reinvigorate the Downtown District and successfully create a Downtown Development Authority over the course of 22 months. DCI is proud to offer affordable, quality assessment and technical assistance for all Colorado member communities to build and maintain vibrant commercial districts, town centers, and downtowns in our state. Qualifying communities in Colorado can apply for assistance through DCI and receive a reduced rate thanks to the in-kind contribution of consultants from DCI's professional membership base. Projects completed with the Town of Eagle were also made possible in part by Administrative Grants from the Department of Local Affairs (DOLA).

The goal of DCI technical advisory work is to gather community leaders and stakeholders to develop a structure and process for the community to support local businesses and a vibrant commercial district. The process results in a road map to guide community leaders in providing services and training to help local businesses thrive.

To ensure quality and affordable services, DCI assembles a team of professional consultants experienced in their discipline, 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 at integral moments of each project. The assessment team members value the invitation to learn about and assist your community and worked diligently to provide relevant and realistic input toward the betterment of your community.

EXECUTIVE SUMMARY

In the fall of 2018, the Town of Eagle engaged DCI for assistance in economic development and revitalizing a historic downtown business core. Over the previous five years, the Town of Eagle had seen sales tax revenue grow by nearly 40% town-wide, but the downtown core had grown by only 7% and sales tax collections for the district were down nearly 15% from 2017. Over the next 30 months, DCI provided three sequential programs to the Town of Eagle which resulted in the creation of a Downtown Development Authority with a projected \$27,000,000 in tax increment financing (TIF) revenue, a debt authorization ballot measure for the DDA adopted for the 2021 general election, fifteen parcels within the district engaged in some measure of redevelopment or reinvestment, new businesses opening or relocating to the district, and record quarterly sales tax collections in Q1 2021 despite the impacts of the global pandemic of 2020.

Downtown Colorado, Inc. conducted the following technical advisory services for the Town of Eagle during this 30-month period:

- January-May 2019: DCI Challenge Studio
- June-December 2019: DCI Community Assessment
- January-October 2021: Downtown Development Authority Technical Assistance and creation of a Plan of Development

This case study will evaluate the impact of each of these rural outreach services and how the resulting actions and recommendations contributed to the success the Town of Eagle had in revitalizing its downtown core.

At the beginning of 2019, the Town of Eagle hosted a downtown stakeholder meeting to which three members of the public attended.



Their initial feedback and direction from the Town administrated outlined three key objectives for the DCI technical advisory work to address:

- Grow the Downtown Sales Tax Base
- Reflect the Community Ideals and Placemaking Objectives for Downtown
- Instigate Private Investment and Redevelopment in Downtown

Similar objectives are shared by many rural communities seeking to revitalize a downtown core or business district, and the broad nature of these goals helps this case study relate to other downtowns with these goals.

BACKGROUND AND HISTORIC CONTEXT

The Town of Eagle is located along Interstate 70, roughly 120 miles west of Denver and 120 miles east of Grand Junction. It is the county seat for Eagle County and the proximity to the mountain playground communities of Avon and Vail make the economy and lifestyle heavily centered on outdoor recreation and tourism.

CHALLENGES

The Town has had a post office in operation since 1891 and was initially settled as the ranching and farming community of McDonald and reincorporated in 1905 as the Town of Eagle.



The mountain west history of the Town can be seen in its downtown street grid, mountain west aesthetic, and for much of its history was considered a bedroom community with construction and agriculture forming a bulk of the local economy. A failed ski development in the 1970's south of Eagle brought some speculative growth to the area that was only capitalized on in 2005 with the development of Eagle Ranch, a 1,200-unit development along the Brush Creek Valley. Major streetscape infrastructure projects totaling more than \$5 million followed, trying to coax redevelopment and vitality in the downtown core that had been rather stagnant in years prior. The financial crisis of 2008 and the resulting downturn in the local economy from 2010-2013 helped deter the planned growth for downtown Eagle, and as of 2018 the downtown core contributed roughly 5% of the total sales tax collection for the Town.

Eagle Ranch planned and built a new urbanist downtown core consisting of six block faces, the I-70 corridor brought interstate service businesses to the freeway rather than downtown, US Highway 6 which borders the north part

of downtown and connects the Town of Gypsum, Town of Wolcott, and the Eagle County airport brought auto-centric businesses to its own core, and a large City Market development on the north of the freeway created five other business areas in Town competing with downtown Eagle for patrons and real estate. In 2018, EagleARTS helped lead the local creative community in hosting ArtWalk, a second Friday art and vendor show along Downtown Broadway and sought to distinguish the historic downtown with cultural emphasis compared to the other commercial centers in Eagle. Additional organizations like the Eagle Chamber and the Business Advocacy Council supported the revitalization efforts downtown and worked to change the lack of development and growth in the district.

At the beginning of 2019 and the DCI Challenge Studio, EagleARTS, the Eagle Chamber, local downtown merchants, and the Business Advocacy Council were local organizations and stakeholders who engaged with DCI and helped set the vision for the Challenge Studio process. The following observations came from this group and helped set the stage for the Challenge Studio, Community Assessment, and eventual creation of the Downtown Development Authority.



CHALLENGE STUDIO GROUP OBSERVATIONS

At the 2019 DCI “In the Game” conference, workshop participants brainstormed initiatives and projects that would support their vision for downtown Eagle and sorted them into three categories based on community interests and existing assets: 1) Family, 2) Outdoor / Recreation, and 3) Arts & Culture. They also offered their expertise and knowledge to develop potential funding sources from federal, state, municipal, and private foundations to support these initiatives. Participants also shared their stories and experiences of how their local downtown development authorities were founded and implemented, as well as lessons learned and ideas on organizational structure. These suggestions ranged from DDAs, programming, and partnerships. Appendix A contains a list of input on downtown ideas and the organization and structural suggestions of the workshop.

CHALLENGE STUDIO RECOMMENDATIONS

The DCI Challenge Studio process distilled a series of action items that would assist the Town of Eagle and Downtown Broadway to evolve in the direction that they identified through the workshop. Success can bring new challenges, however, and the entirety of the Eagle story spans additional efforts by the local stakeholders and DCI to evolve their work to address new and important steps beyond the scope of the first Challenge Studio. The recommendations below stemmed from the DCI Challenge Studio in 2019 and set the stage for the

Community Assessment and DDA preparation that followed. The subsequent sections will outline the initial findings, process, and action items that stemmed from these additional programs.



- Form a stakeholder group of local business owners, the Town, and the Eagle Chamber to determine the initial organizational structure. The stakeholder group should have a lead person who commits to keep the ball rolling.
 1. Purpose: The organization will build local capacity to run a non-profit organization to represent the collective interests and strategy of the Downtown Broadway business and property owners.
 2. Communication Strategy: the communication strategy will focus on how a 501c3 will be an instrument to pursue funding and build momentum.
 3. Outcome - The follow up meeting took place May 13 with more than 30 local stakeholders in attendance. Assistant Town Manager Bill Shrum led the discussion and the subsequent monthly meetings alongside the Chamber, EagleARTS, and the Business Advocacy Council.

- Through stakeholder group meetings, develop a charter for the 501c3, including an organizational chart, roles and responsibilities, critical success factors, anticipated scope and schedule, including strategies to build momentum downtown, and communication structure.

1. Outcome – The Downtown Business Alliance was formed and registered in August 2019. Five initial board members, all local business or property owners in downtown Eagle, were chosen to lead the Alliance. The group accomplished the following tasks through 2019 and early 2020:



- i. Assisted future arts and cultural events downtown
- ii. Facilitate marketing and communication campaigns on behalf of downtown businesses
- iii. Pursue local and grant funding for business assistance
- iv. Compiled an email list of more than 100 stakeholders
- v. Assisted the Town with a successful Home Rule ballot measure in Fall 2019
- vi. Produced the immersive event “Murder on Broadway” to compliment ArtWALK in February 2020. The event won a DCI Governor’s Award in 2021.

- Form the 501c3. Requires application, association, registered agent, organizing documents, EIN, purpose for exemption, attorney, and a proposed budget for the next two years, including a detailed breakdown of revenue and expenses.

1. Outcome – The founding members of the Downtown Business Alliance are either still serving on the board two years later or stepped down to serve on the board of the new Downtown Development Authority. The Town of Eagle provided staff assistance as well as nominal funding assistance for the Alliance.

- Use events to build momentum and secure funding for more events/activation

1. Purpose: Build trust and rapport with stakeholders

i. Consistently and regularly share status updates including other events hosted in downtown.

ii. Engage stakeholders and resolve concerns

iii. Design and communicate calls to action to solidify partnership and spirit of cooperation with example projects

iv. Education and outreach, partner with other supporting organizations

2. Outcome – Local stakeholders did tremendous work reaching out to other business and property owners and building rapport.

i. The Town of Eagle facilitated monthly meetings in rotating locations downtown

ii. Downtown Broadway Street Instagram featured professional design and intentional outreach to the public for downtown events

iii. Friends of Eagle hosted “Our Community Table” in August 2019, hosting hundreds of residents in a pot-luck dinner along a long table spanning three blocks downtown.

iv. DCI hosted an immersive arts workshop with Brian Corrigan in the Fall

of 2019. ArtWALK and the Downtown Business Alliance utilized skills gained in this workshop to improve ArtWALK events and culminated with the immersive district-wide event “Murder on Broadway” February 2020

v. The Eagle Chamber partnered with ArtWALK to host a shared event in October 2019, sponsored Wassailfest 2019 in December 2019 and supported the town Christmas parade.

vi. Local businesses shared information with the community about the Home Rule Ballot measure in November 2019 and helped lead it to a successful vote.

- Move towards sustainable funding and organizing a downtown entity such as a DDA for the district.

1. Outcome – The Downtown Business Alliance 501c3 was formed in August 2019 as a step towards a larger business district formation.

The Desired Outcomes of the DCI Challenge Studio were all accomplished by the Fall of 2019. More events were added downtown and provided a family, arts, and cultural focus for the area. Stakeholders coalesced around the historic nature of downtown and worked to liven up the streets and their stores while maintaining the historic mountain west aesthetic. The Town and local stakeholders created processes to close the street and create more events to activate public right-of-way downtown.

The creation of the Downtown Business Alliance and the goal to systemically work through the recommended action items of the DCI Challenge Studio created a workplan for the local stakeholders through the remainder of 2019. A recurring question around the



COMMUNITY ASSESSMENT

priorities of what was most important to the local district, what steps were most strategic to secure funding, and how to build a vision beyond the creation of the 501c3 continued to come up through the Challenge Studio process. Town Council, Administration, and local stakeholders wanted to know “what comes next” and how Downtown Broadway strategically fit within the larger patchwork of business centers in Eagle with the successful efforts of the DCI Challenge Studio. The DCI Community Assessment conducted September 24-25, 2019, answered these questions by evaluating the role of each commercial area in Eagle and how they fit together, how to leverage the unique character of Downtown, how to provide future direction for the success of the Downtown Business Alliance, and what were the next steps to accomplish a formal business district most appropriate for Downtown Eagle.

On September 24-25, 2019, 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. The resource and consulting team with DCI met with Town Administration and local stakeholders from businesses throughout Eagle. On the second day, the consulting team hosted an open house and presented their recommendations and held a question-and-answer session to provide specific feedback to the nearly 50 people present.

COMMUNITY ASSESSMENT RECOMMENDATIONS

The DCI Community Assessment prepared a matrix of action items around six key influence areas, items that could be accomplished within six months, those that would take six to eighteen months, and those that may take over eighteen months to accomplish. The full appendix of these items is Appendix C of this document.

Creative Placemaking – 22 items

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 – 14 items

Communication is the imparting or exchanging of information or news. Brand identity is essential 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 and how define yourself to others. This section focused on establishing locally focused branding, messaging, communication, and events.

Business Community – 16 items

Consider opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.

Regulatory Environment – 9 items

The Comprehensive Plan, zoning, and development codes that shape how the built environment will look.

Connectivity and Mobility – 6 items

Focuses on multi-modal access and connectivity throughout the community.

Formal District Options – 18 items

Resource management including human resources, partnerships, and finances.

A variety of local organizations, stakeholders, policy makers, and administrative support members all played a role in helping to accomplish many of the action items proposed by the DCI Community Assessment. Below is a summary table of the items accomplished by the stakeholders in Eagle in the timeline proposed by the consultant team.

Focus Area	0 – 6 months			6 – 18 months			More than 18 months		
	Done	In Prog	No	Done	In Prog	No	Done	In Prog	No
Placemaking	4/7	2/7	1/7	2/5	1/5	2/5	0/8	3/8	5/8
Communications	5/6	1/6	0/6	1/4	2/4	1/4	1/4	2/4	1/4
Community	2/3	0/3	1/3	3/7	1/7	3/7	4/6	2/6	0/6
Regulatory	3/3	0/3	0/3	1/1	0/1	0/1	3/5	1/5	1/5
Connectivity	n/a	n/a	n/a	0/1	1/1	0/1	0/5	5/5	0/5
Formal District	7/7	0/7	0/7	2/4	2/4	0/4	5/7	2/7	0/7

Summarizing all the recommended items, the team of stakeholders in Eagle accomplished 21 items planned for the first six months, nine mid-range projects, and 13 action items anticipated to take longer than 18 months in roughly a year or less from the end of the Community Assessment. Another 25 items are in some stage of progress as of the summer of 2021. Many communities participate in consultant work with recommended action items that fill a report which ends up losing steam, sitting on a shelf, and becoming lost with a change of leadership in administration or community stakeholders. It is worth reviewing the Community Assessment process and the actions Eagle took on which made this process much more motivating and successful towards the shared goal for Downtown Broadway.

KEYS TO COMMUNITY ASSESSMENT SUCCESS IN EAGLE, COLORADO

At the beginning of 2019, the Town of Eagle committed to doing both the Challenge Studio and Community Assessment with Downtown Colorado Inc. This was an important decision for several reasons, but most importantly the Challenge Studio identified the community leaders and outlined a series of next steps, and the Community Assessment identified a variety of focus areas that all fit together to both represent the community vision for Eagle and provide an actionable list of tasks to accomplish this vision.

Reviewing the process that led to the Community Assessment and the creation of the DDA, there were key milestone actions and events that demonstrated some of the reasons why this effort was successful. These steps generally fall into the categories of administrative planning, organization and community building, and deploying resources.

ADMINISTRATIVE PLANNING

- *Cohesion* – Planning for the Community Assessment was easy as it built on the stakeholder outreach, visioning, and momentum developed in the challenge studio. The community members were familiar with the DCI team and DCI was intimately aware of the local concerns and vision in Eagle.
- *Efficiency* – Creating and staffing a public outreach campaign is expensive in both money and staff resources for small communities.
 1. The work in Eagle leveraged University of Colorado students, DCI staff and consultant partners to lessen the burden on paid administrative staff.

The subsequent scheduling of both steps saved DCI staff from doing community research twice, and instead allowed for additional DCI support to operationalize events and plan more targeted meetings like the Immersive Economy Workshop.

COMMUNITY BUILDING

- *Achievable Goals* – The Challenge Studio set a goal to form a 501c3 to support the business district. This organization would be valuable to the DDA if it were to progress, but more importantly was an appropriately sized task for community members getting their foundation established. Success creating the 501c3 helped build belief in the value of the DDA.
- *Community Integration* – The Community Assessment was an opportunity for downtown stakeholders to experience co-learning as they met with other business areas in Eagle, to understand how the business areas fit together, their unique strengths, and how they contribute to the whole of the Eagle economy. This process helped filter the stakeholder visioning process to an accurate and strategic set of values for Downtown and helped other areas of Eagle understand how Downtown revitalization was a compliment to their work and not competition.
- *Education* – Through this process, many community members commented that the DCI meetings, In the Game 2019 Conference, and Community Assessment helped educate them on the tools and philosophy of Economic Development. With this education community stakeholders could make informed decisions that they were invested in.

- *Practice Organizing* – Through this process community organizers formed a committee and assembled to support and canvas for the Home Rule ballot initiative in November 2019. Successfully organizing for this ballot measure laid the groundwork for the same organizational structure to be used to successfully pass the Downtown Development Authority measure in November 2020 and will be used again to build support for Debt Authorization measure being presented in 2021.
- *Third-party Legitimacy* – Stakeholders repeatedly said that while they trusted local municipal staff to help facilitate the process, DCI's meetings and scheduled interactions with other DDA and URA directors around the state provided a unique opportunity for stakeholders to learn from other communities. This helped crystalize the “how” and “why” suggested steps were appropriate in Eagle.

DEPLOYING RESOURCES

- *Justifying Investment* – The Town and local business and property owners made commitments to invest in the process and they followed through on their commitment. Meetings with outside consultants, the University of Colorado Denver School of Public Affairs students and faculty, and DCI partners leveraged the cash and time investment of local stakeholders to achieve more than they could alone and helped to justify the expense when the outcome was still uncertain.

- *Targeted and Specific Advice* – Downtown Broadway, EagleARTS, and local stakeholders strongly identified with growing family-friendly arts and cultural experiences on Broadway. DCI was able to assemble a team of Creative Economy experts that helped lay out the low-cost process to produce an immersive experience event in Eagle. The event was an overwhelming success, demonstrated the capacity for fundraising, the market for cultural experiences, and reinvigorated the community champions to continue working towards their larger goals.



There is an underlying theme to each of the actions or events that helped the community outreach and economic development process successful; each step helped to build the belief among the local stakeholders that this work was possible, would support their community vision, and that the right people were a part of the process to have success. Steady progress on both small and large tasks, interactions with experts in the economic development

field, and continued support from policy makers and administrators built belief in the local community champions to each play their part in the overall success of the process. The Downtown Eagle DDA could only be accomplished because enough members in the community believed in the value and their own ability to do what was required, and the DCI Challenge Studio and Community Assessment process helped make that happen.

Success can create new challenges however, and once the DDA was created it left many community stakeholders asking a important but different question than they have experienced before, “What do we do next?”



DDA PLAN OF DEVELOPMENT

Anticipating this success and building on the synergy of the DCI and Town of Eagle team, the Town contracted with DCI to help develop the Plan of Development for the new Downtown Development Authority and set the workplan for what the new organization does to stand on its own and effectively administer funds towards the shared vision of the stakeholders. The Plan of Development is required by Colorado Revised Statute after a DDA is created and must be ratified before Tax Increment Financing can start a baseline assessment.

Through the Plan of Development creation process, Downtown Colorado Inc continued to bring directors of other economic development districts to meetings with the Eagle DDA board and allowed for questions about the how, why, and strategy of what to include in a Plan of Development.

The goal was to capture empowering language that would direct investment of TIF and other funding for the downtown while being flexible enough to adapt to evolving needs of the community. The process consisted of prioritization exercises building on the engagement and action items within the Community Assessment, codifying the priorities in a 30-year workplan that the board and the Town Council felt represented the vision of the district, and set the stage for a more focused one-to-three-year workplan of next steps for the district.

TOP 5 SAMPLE TACTICS

Business Community Support - Identify, connect with, and reach out with potential partners, funding sources for future projects and events in the Downtown District.

Business Community Support - 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.

Communications - Develop a clear identity messaging to help locals and potential businesses understand what Eagle is looking for.

Access and Mobility - Identify outside funding to guide prioritization of future mobility projects. This includes improving the areas for pedestrian, bicycle and public spaces/facilities along Hwy 6.

Regulatory Environment - Streamline development review process to support incremental change in downtown and for projects with DDA support.

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STRATEGIC PRIORITIES

With additional context from outside experts and other district directors, the seven-member board used the topic areas recommended by the community in the Community Assessment as a base categorization of their work as a functioning DDA. DCI conducted a survey and prioritization process among the board members, and the categories were prioritized accordingly. This process started by asking how important the sample tactics identified in the Community Assessment were to the board, then took the top 15 responses and asked the board what timeline the members felt they should use to accomplish these items.

The results of the sample tactics survey were presented at the July 2021 DDA Board of Directors meeting and based on the cumulative importance of the tactics the priority topic areas as rated by the board were listed in the Plan of Development accordingly.

- Business Community Support
- Regulatory Environment
- Communications
- Experience Economy
- Access + Mobility
- Creative Placemaking

Crafting the plan of development focused on describing these topic areas with empowering language that would allow the Board to invest in their priority items and maintain the vision and character of the district. Evaluation of the plan of development and guiding the board through the execution of these items required a three-year workplan.

IMPLEMENTING A WORKPLAN

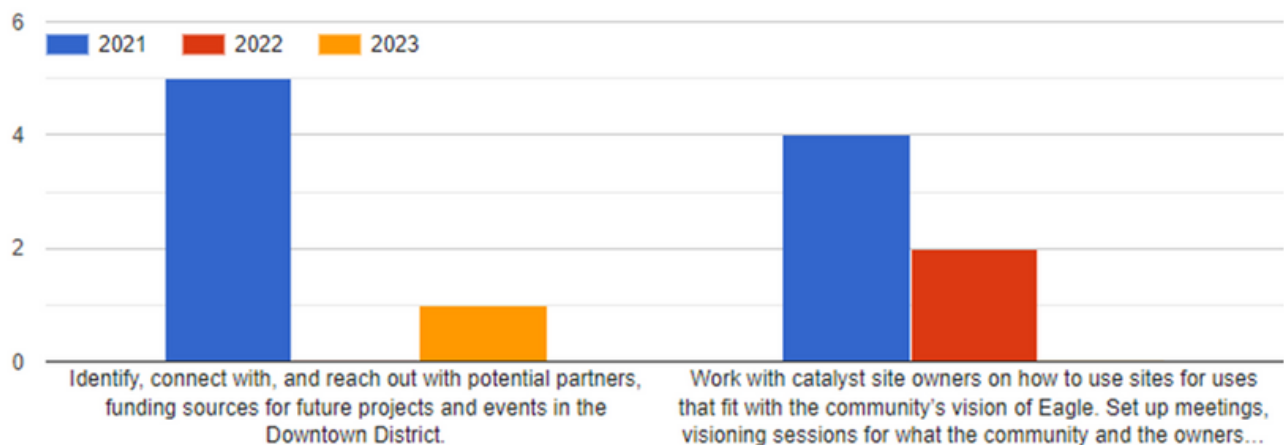
Using the top 15 tactics as a starting point, DCI solicited a prioritization from the board by asking what time horizon the tactics should be accomplished, acknowledging that each was important and should be planned for at some point. The survey conducted among the board generated results like those below.

The feedback from this survey formed the basis for the workplan adopted by the DDA Board of Directors and provided a clear timeline for what items should be accomplished. This workplan and statement of priorities accompanied a Debt Authorization Ballot Measure proposed by the DDA and slated for the coordinated election in November 2021. The workplan was also shared with town staff, decision and policy makers like the Town Council, residents, business and property owners,

developers, and other partner organizations.

The Eagle DDA Board also recommended conducting a TIF proforma analysis of the district and key adjacent parcels through the DCI Plan of Development process. This study was conducted by King and Associates in June/July 2021 and found that the anticipated TIF revenue that would be generated by the district was slightly more than \$27 million over 30 years. This report was influential for the DDA Board because it set expectations on the amount of capital available to accomplish the priority tactics and identified key parcels or developments that would significantly leverage additional TIF revenue. This proforma coupled with the timeline of priority tactics formed the basis of the ongoing and proposed budget for the DDA in 2022 and beyond.

BUSINESS COMMUNITY SUPPORT: Consider opportunities to enhance access to services and capital for business, collect data, and identify and catalyze underutilized assets. Identify and provide critical infrastructure and support to promote and develop successful business needs.



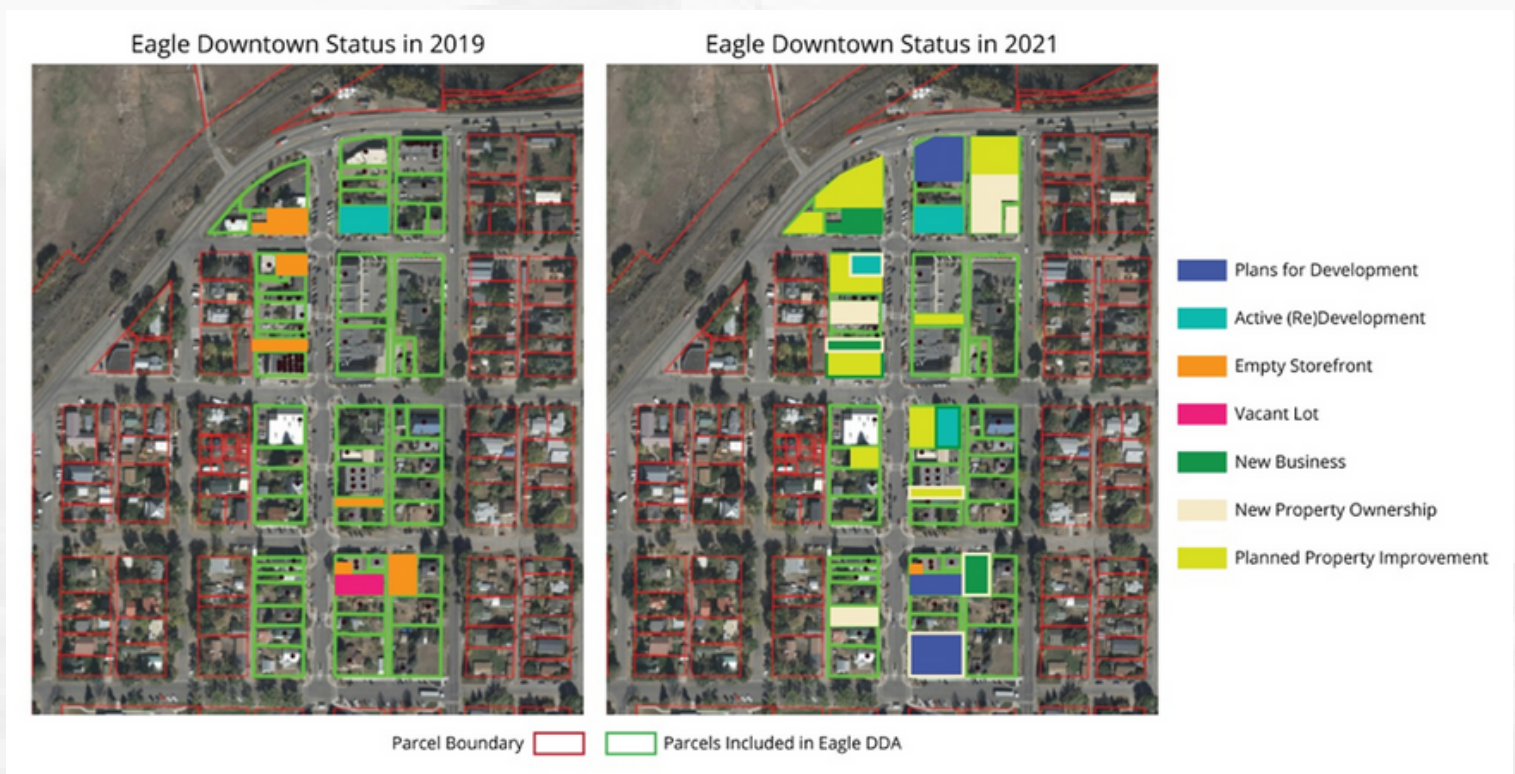
MEASURING SUCCESS

At the beginning of 2019, as well as at the beginning of this case study, the following goals were presented to the Downtown Eagle team and Downtown Colorado, Inc.

- Grow the Downtown Sales Tax Base
- Reflect the Community Ideals and Placemaking Objectives for Downtown
- Instigate Private Investment and Redevelopment in Downtown

Our Community Table, and the street closure of 2nd Street during the summer of 2020 have had beneficial sales tax impacts on Downtown Broadway.

The creation of the DDA and projected \$27 Million in Tax Increment Financing provide capacity to reinvest in these specific areas of focus gathered through community outreach and feedback:



During the nearly three-year process, the Downtown Broadway district has had record quarterly sales tax revenue (Q1, 2021), despite the global pandemic and effects of COVID-19 on the economy. The Downtown Broadway district moved to the fourth-highest sales tax collecting district in Eagle, moving past Grand Avenue and Eagle Ranch in comparison the 2018 sales tax figures. Specific events like ArtWALK, Murder on Broadway,

- Business Community Support
- Regulatory Environment
- Communications
- Experience Economy
- Access + Mobility
- Creative Placemaking

The DCI process in Eagle has also driven significant participation by private property owners and reinvestment in the district by local business owners.

Redevelopment plans submitted and approved through the Town of Eagle include a total of 51 new residential units and more than 20,000 sq. ft. of commercial space. Since 2019, six new businesses have started or have signed leases within the district as well. Recently, the Colorado Department of Local Affairs announced a Main Street Open for Business grant opportunity designed to facilitate clusters of businesses to simultaneously begin façade and infrastructure improvements for completion by June 2022, and eleven

different businesses or parcels plan to participate driving more than \$500,000 in planned private investment for improvements. Since 2019, more than \$3,000,000 in property transactions have taken place on 7 parcels with several owners often planning or even beginning redevelopment and reinvestment in their new properties.

COMMUNITY STAKEHOLDERS

Many, many different organizations have played a role in the revitalization of Downtown Eagle and the creation of the Eagle Downtown Development Authority. The following is a list of active stakeholders who have participated in some element of the three Downtown Colorado, Inc. projects.

Town of Eagle Town Councilmembers

Anne McKibbin, Mayor
 Scott Turnipseed, Mayor
 Janet Bartnik
 Ellen Bodenheimer
 Kevin Brubeck
 David Gaboury
 Geoff Grimmer
 Andy Jessen
 Mikel “Pappy” Kerst
 Adam Palmer
 Matt Solomon
 Paul Witt

Town of Eagle Town Staff

Brandy Reitter, Town Manager
 Bill Shrum, Assistant Town Manager
 Chad Phillips, Director of Community Development
 Tom Gosiorowski, Public Works Director
 Brian Hall, Marketing and Events Manager
 Peyton Heitzman, Planner
 Jessica Lake, Planner

Eagle Downtown Development Authority Board of Directors

Kat Conner, Chair
 Wayne Hauter, Vice-Chair
 Scott Schlosser, Treasurer
 David Gaboury
 Marci Leith
 Jake Roach
 Greg Schroeder

University of Colorado School of Public Affairs

Randy Harrison, Instructor
 Alice Huang
 Dawanta Parks
 Bill Shrum

Additional Community Organizations in Eagle, Colorado

Downtown Business Alliance
Eagle Chamber of Commerce

EagleARTS
Vail Valley Art Guild

Community Stakeholders participating in DCI events

Mike Nelson	Kyle Hoiland	Maren Cerimele
Ryan Murray	Eva Lopez Zubia	Clark Gundlach
Mary Ann Mahoney	Teresa Friel	Levi Rozga
Amy Kinser	Erin Vega	Tammy Butler
Jerry Butters	Kim Bradley	Tony Matteo
Katy Butters	Beth Reilly	Yvonne Schwartz
Tara Novak	Didi Doolittle	August Wittenberg
Brian Kunkel	Jill Trotter	Stan Kensinger
Joyce Butler	Nicole Asselin	Alexis Kensinger
David Nudell	Eric Eves	Cappie Green
Larry Leith	Dasha Balasova	James Li
Troy Fuller	Fernando Ruiz	Julia Richards
Kailey Gorbald	Holli Snyder	Julia Preston
Lachie Thomas	Erin McCuskey	Charlie Brown
Jeremy Gross	Steve Lindstrom	Cass Galloway
Blake Conner	Jeff Kennedy	Raenette Johnson
Rick Beveridge	Emily Dornan	Yuri Kostick
Judd Haims	Jamie Salyer	

EagleARTS Immersive Art Installation “Murder on Broadway” Participants, with special appreciation for workshop leaders Brian Corrigan and Jenny Filipetti

Carol Calinoff	Willow Murphy	Lachie Thomas
Jo Ann Carhart	Andrew Pranger	Marie White
Kat Conner	Ryan Murray	Robert Will
Katherine Correll	Tara Novak	Christine Sena
Danita Dempsey	Brandy Reitter	Katy Butters
Amy Dose	Meghan Scallen	Mio Cirkovic
Jennifer Filipowski	Aryn Schlichting	Elise Landreaux
Troy Fuller	Greg Schroeder	Zachary Lawrence
Cynthia Henzler	Kari McDowell-Schroeder	Nate Smith
Andy Jessen	Yvonne Schwartz	Cheyenne Richardson
Yuri Kostick	Bill Shrum	Michael Salomone
April Kroner	Kathryn Slaughter	Blake Wiehe
Lauren Merrill	CJ Spell	Sara Strobing
	Leigh Tarrant	

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term				Mid-Term				Long -
				2019 Q4	Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3	
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				Mid-Term 2020				Long - 2021 +						
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
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.															
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.															
Place	Continue the process of rows 6 — 13.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild																
People	Identify and inventory Eagle's creative talent and capabilities.	Lead: Eagle Arts & Arts Guild Partners: DBA, Town of Eagle	Database of talent.															
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.															
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.															
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.															
People	In partnership with community stakeholders, create an RFP for a creative accelerator administrator 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.															

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PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term				Mid-Term				Long - 2021 +	
				2019 Q4	Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3		Q4
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				Mid-Term 2020				Long - 2021 +			
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
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 existing stakeholder list												
Engaging Locals	Develop purpose statement with five short talking points to help communicate that Eagle wants to help entrepreneurs 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 intensive 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.												

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +					
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2			
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 efforts.														
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	Transparent selection process with means to identify 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.														

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +		
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
PROPERTY & BUSINESS SUPPORT	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.											
	Use the comprehensive plan to identify 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.											
	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.											
	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.											
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												
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.												
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 investment in Eaglet.												

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PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term				Mid-Term				Long -	
				2019 Q4	Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3		Q4
Business Support	Create an Eagle Employee Familiarity Tour where local businesses invite employees to Experience Eagle with freebies, and give away 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			Mid-Term 2020			Long - 2021 +
				Q4	Q1	Q2	Q3	Q4		
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.							

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PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term				Mid-Term				Long -			
				2019 Q4	Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3	Q4	2021 +	Q1	Q2
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 for more flexibility 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				Mid-Term				Long - 2021 +	
				2019 Q4	Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3		Q4
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 steering committee of community members to look into the feasibility of an Eagle Land Bank or Trust	Lead: Town of eagle Partners: Consultants, DBA, DCI Chamber, Eagle Community	Steering committee created; feasibility study										

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

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term				Mid-Term				Long -		
				2019 Q4	Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3	Q4	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 ordinance for Eagle to become a Home Rule municipality 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 ordinance											

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PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term				Mid-Term				Long -	
				2019 Q4	Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3		Q4
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 officially 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 District	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 Sustainability	Refine Downtown District operation plan over time.	Lead: Eagle Downtown District Partners: Town of Eagle District	Operating Plan revisions										
District Sustainability	Identify, 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										

