



**Town Board of Trustees**  
**Monday, June 20, 2016 and Tuesday, June 21, 2016**  
**8:00 a.m. – 5:00 p.m.**

## **TOWN BOARD RETREAT**

**Paradigms Restaurant**  
**343 Capitol Street**  
**Eagle, CO**

*This agenda and the meetings can be viewed at [www.townofeagle.org](http://www.townofeagle.org).  
Meetings are also aired online at <https://vimeo.com/channels/townofeagle/>.*

### **8:00 A.M. Meeting Called to Order**

Monday, June 20 Morning (8:00am)

1. Greetings & Introductions (Mayor Anne McKibbin)  
Retreat Overview (John Schneider)
2. Preliminary Board Prioritization and Discussion (Greg Winkler, DOLA Northern Mountains Regional Manager)

LUNCH

3. Status Major Projects (Greg Winkler)
  - Riverfront (Matt Farrar, Caroline Bradford and Deron Dircksen) [www.townofeaglerivercorridorplan.org](http://www.townofeaglerivercorridorplan.org)
  - Lower Basin Water Treatment Plant (Dusty Wall and Kevin Sharkey)
4. Economic Development (Greg Winkler)

Tuesday, June 21 Morning (8:00am)

1. Greetings & Debrief (Mayor Anne McKibbin)
  - Comments about day before
2. Effective Organizational Communication (Greg Winkler)
3. 2017 Budget/Capital Improvement Program (Jill Ewing and John Schneider)

LUNCH

4. Community Plan (Greg Winkler)
  - Annexations (Tom Boni)
  - Sub-Area Plans - e.g. Chambers Ave/Eagle River Stations, SH 6 Corridor Plan, Downtown Plan, Pool/Ice Rink Area (Tom Boni)
5. Town Liability Issues Tammy Tanoue (CIRSA General Council/Deputy Executive Director/Ed Sands)
6. Upcoming Issues (John Schneider)
7. Closing Board Remarks/Debriefing (Mayor Anne McKibbin)

**5:00 P.M. Adjourn**

I hereby certify that the above Notice of Meeting was posted by me in the designated location at least 24 hours prior to said meeting.

Jenny Rakow, CMC Town Clerk

# OVERVIEW

# Retreat Memo

JOHN SCHNEIGER

---

Greg Winkler, Northern Mountains Regional Manager for the Local Government Division of the Department of Local Affairs will serve as our retreat facilitator. In talking with Greg he told me that he has facilitated retreats for the Town of Eagle in the past. His agency is a tremendous resource for municipalities in Colorado, similar to the Colorado Municipal League, only with a different focus. If you get a chance you might want to visit their website at [www.colorado.gov/pacific/dola/division-local-government](http://www.colorado.gov/pacific/dola/division-local-government). There are **many** ways in which they can be of assistance to the Town in the future.

The retreat will begin gently at 8:00am at Paradigms and is anticipated to conclude at 5:00pm, or earlier on both Monday and Tuesday. We have scaled back the agenda in order to leave room for creative discussion. **As requested, we have attached a number of items in order to meet your desire for “homework”. We are also asking that you put some thought into what are your five top priorities for the Town and Town organization. This will help us get off to a solid start with the initial exercise on Monday.** It is staff’s hope that the retreat will meet your expectations for a productive experience and that you will leave with a true sense of accomplishment.

I believe you will find the attached “A NEW VISION FOR EAGLE – WHITE PAPER” by Mick Daly very apropos as we work toward development of a strategic plan, which concludes with “Let’s Elevate Eagle! Let’s Soar!”.

## A NEW VISION FOR EAGLE – WHITE PAPER by Mick Daly (mick@dalys.com)

It is proverbial: *“Where there is no vision, the people perish.”*

*Struggling towns* often lack a coherent vision that the town hall and citizens understand and support. This undermines their plans and implementation.

*Thriving towns*, in contrast, generally have a Vision that embodies purpose and powers progress via focused strategic planning.



My recommendation: Eagle will greatly benefit from development of a unique **Brand** and a compelling **Vision**. A town Brand and Vision will guide, anchor, and influence town employees, town officials, residents, and visitors. Brand and Vision will also articulate where the town is headed and will encourage common goals and purpose among all.

The development of Brand and Vision is best done as a collaborative project involving representatives from Town staff, Board of Trustees, stakeholders, residents and the business community. Building consensus with residents and the business community through transparency and two-way communication is key to defining Eagle’s Brand and Vision, and to getting the necessary buy-in. We must get everyone engaged, and make people believe and understand that we are all about making their lives better.

- Brand is the compelling story that communicates who are and why we are special.
- Vision expresses the town’s historical heritage as well as its future aspirations. It influences and anchors everything from long-term capital plans to the look of the town’s streets.

Once developed, Brand and Vision should be articulated frequently by the Mayor and Town Manager, and we should strive to have it embraced and communicated by all residents.

Picture the Town of Eagle as a business; its current residents are ‘customers’ who deserve high-quality services, today and in the future. This concept influences the working style of every Town department. Eagle also has ‘prospects’: visitors who spread the word about our gem of a town, and who may become residents in future. Our Brand will be their magnet.

## VISION STATEMENT

The Vision statement outlines what the Town wants to be (in 5 years or 10 years or an even longer timeframe); it's a descriptive picture of a future state; it's a long-term view; it needs to be compelling and inspirational.

The Vision Statement is expressed in the present tense – we must stand in that future place and speak that future truth as if it were true today. This makes it magnetic and compelling. We look back from that place and build a plan to cross the gap.

## VISION vs BRAND

Vision expresses timeless purpose, casting it in a future, desired context: one that serves the 'customer' and 'prospect', not just the Town.

Brand tells the Story – with a “hero” (the 'customer' or 'prospect' – the past, present and future resident), the challenge (we aren't who or where we want to be), the “guide” (the Town's leadership) and the outcome (success – that is, the Vision). For more on this approach to story and brand visit [www.StoryBrand.com/an-introduction-to-storybrand](http://www.StoryBrand.com/an-introduction-to-storybrand).

*“Attitude determines Altitude”. So Eagle's Brand could be as simply stated as “Eagle Elevates”; “we elevate everything of importance: our heritage, our people, our quality of life, our businesses, our culture, our standards of excellence, for the benefit of all.”*

## WE CAN LEARN FROM OTHERS

I was recently in Halifax, Nova Scotia (400,000+ pop.); even we can learn from their work. Halifax recently completed some interesting branding, visioning and strategic planning work; “Halifax Bold” & “Be Bold” are their resulting “*Bold Promise*”:

Pledge to be a force for a better Halifax.

### Take the **Bold Promise**:

By taking the **Bold Promise**, I commit to be part of a movement of people who believe in a better Halifax; one that is open to new people, new ideas and a new economy. A bright future for Halifax starts with me.

1. Be Positive
2. Challenge Pessimism
3. Trust and Be Trusted
4. Collaborate
5. Pay It Forward
6. Celebrate Success

Halifax conducted 'engagement sessions' with all industry segments and key stakeholders and drew these conclusions and related needs (some may sound familiar!):

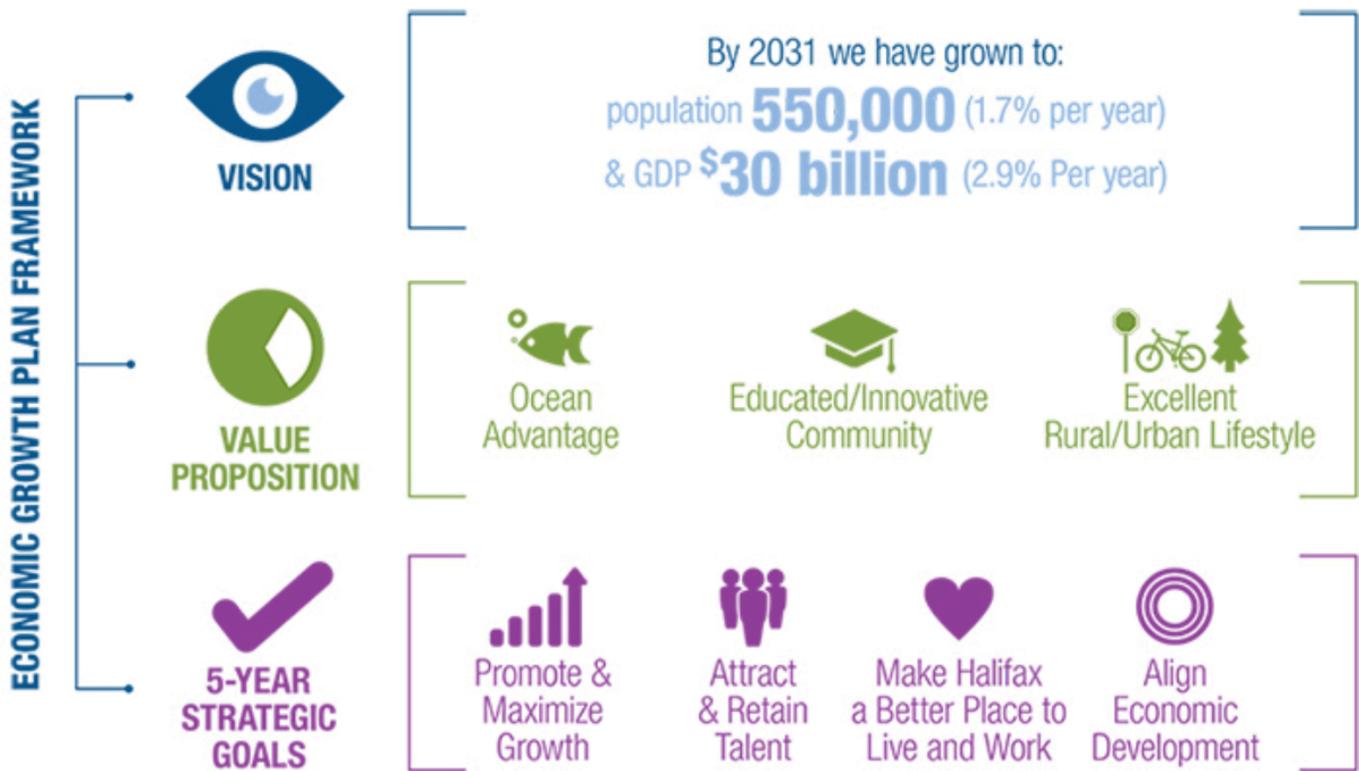
- ***Make Halifax an easier place to do business*** -- while regulations are necessary to protect workplaces, communities and the environment, HRM could do more to streamline regulations and communicate their impacts on business;
- ***Be more globally competitive*** – Halifax's export competitiveness needs to be rooted in the city's natural advantages and investments in talent, skills training and productivity;
- ***Build confidence and change attitudes*** -- Halifax's economy is projected to be among the best in the country this year, and attitudes and actions should reflect this optimistic outlook;
- ***Be more welcoming and inclusive*** – Halifax needs to be more welcoming and inclusive, providing equal opportunities for all residents and businesses to thrive;
- ***Attract and retain talent*** -- more cooperative action from all sectors and more leadership from the business community is needed to make Halifax an attractive choice for young professionals and newcomers;
- ***Become a better place to live and work*** – enhancing Halifax's quality of life by cultivating the arts and culture scene in Halifax, improving transportation, and becoming more welcoming to minorities will go a long way in making our city a talent magnet;
- ***Align and collaborate*** -- stakeholders want to see greater alignment and collaboration between organizations and groups involved in economic development; and,
- ***Focus on the best opportunities for growth*** -- stakeholders want a targeted approach to growth that takes advantage of Halifax's strengths and focuses on the city's most promising economic prospects.

## **VISION, BRAND AND ECONOMIC DEVELOPMENT**

Economic and Business Development are crucial elements in achieving the healthy growth that every town and city needs; if we are not growing, we are dying – that's a law of nature.

Halifax has placed economic growth at the core of their Vision and Strategy.

The images below are from Halifax's growth plan: <http://bit.ly/1rh2rzq>.



## 5 Year Strategic Goals:

Halifax's Economic Growth Plan identifies four strategic goals that build upon our competitive advantages to accelerate population and economic growth over the next five years.



### PROMOTE & MAXIMIZE GROWTH:

Grow Halifax's GDP to \$22.5 billion by 2021. This focuses on making it easier to do business in Halifax and capitalizing on our best economic opportunities. [Learn more »](#)



### ATTRACT & RETAIN TALENT:

Grow Halifax's labour force to 271,000 by 2021. This is aimed at holding on to immigrants, international students and recent graduates, and making the best use of our available workforce. [Learn more »](#)



### MAKE HALIFAX A BETTER PLACE TO LIVE & WORK:

Grow Halifax's population to 470,000 by 2021. This hones in on improving and showcasing our quality of life, both for its own sake and to attract residents, workers, and business to the city. [Learn more »](#)



### ALIGN ECONOMIC DEVELOPMENT:

Organize Economic Development Actions. This ensures that the city's and province's economic development organizations, policies, and programs are in alignment and moving in the same direction toward our shared economic goals for Halifax and Nova Scotia. [Learn more »](#)

## A NEW BRAND, VISION AND STRATEGIC PLAN FOR EAGLE

Example Vision (not a suggestion!): *“Eagle is the best mountain town in the state; a great place to live, work and play, to raise a family and leave a legacy.”*

What makes that statement ‘false’ today is the gap we need to bridge via a Strategic Plan and the commitment of all Eagle people to work together.

We can create a Vision Statement by answering these questions among others:

- Why does Eagle exist? (history and past culture, and lasting core values)
- What will Eagle be known for (in 5 years, 10 years... ) – our Brand?
- Who is our ‘customer’ and who are our ‘prospects’?
- What services must we provide for our customers?
- What promise do we offer our ‘prospects’?
- What are our financial goals (to support our Brand and customers)?
- What will our culture need to be (in 5 years, 10 years, ...)?
- Why will people want to move, live, work, start a business here?
- What legacy will our ‘customers’ leave for future generations?

The image below may help as we move forward.

The *Foundation* is PEOPLE - all those who make Eagle what it was, what it is and what it will be. Looking ahead, the Millennial generation should be our target demographic. They are our future; in 15 years they will be the median age and the typical family unit. We need to accommodate their needs now, so they will dominate our thriving culture in future. For example: will they want large, single-family homes? What kind of authentic community will inspire them to engage and contribute? Here’s an excellent article on Millennials: <http://bit.ly/1ZCedAz>.

The *Roof* comprises our Brand and Vision (related but not the same).

The *Pillars* (serving the People and supporting Brand and Vision) are the key elements we need to define and build via a Strategic Plan and widespread commitment from all.

*Health, Wellness & Safety* are foundational to our future, in the same class as the Pillars.

Let’s Elevate Eagle! Let’s Soar!

**brand ← EAGLE → vision**

**R  
E  
C  
R  
E  
A  
T  
I  
O  
N**

**A  
M  
E  
N  
I  
T  
I  
E  
S**

**E  
C  
O  
N  
O  
M  
Y**

**I  
N  
F  
R  
A  
S  
T  
R  
U  
C  
T  
U  
R  
E**

**Q  
U  
A  
L  
I  
T  
Y  
O  
F  
L  
I  
F  
E**

**H  
O  
U  
S  
I  
N  
G**

**B  
U  
S  
I  
N  
E  
S  
S**

**E  
D  
U  
C  
A  
T  
I  
O  
N**

**T  
R  
A  
N  
S  
P  
O  
R  
T  
A  
T  
I  
O  
N**

**HEALTH, WELLNESS & SAFETY**

**VISITORS & TOURISTS    CURRENT RESIDENTS    FUTURE RESIDENTS**  
**singles ... couples ... families ... children**

# **PRIORITIZATION & DISCUSSION**

### **Eagle Town Staff Values:**

1. **Integrity** - being honest and having strong moral principles; consistent in treatment of citizens and each other.
2. **Teamwork** – providing support to each other; being efficient and considerate in use of our time.
3. **Accountability** – responsibility and exceeding expectations
4. **Efficiency** - accomplishing tasks with the least waste of time and effort; competency in performance; accomplishing a job with a minimum expenditure of time and effort
5. **Honesty** - being honest and fair.
6. **Honor** – respect; reputation; high moral standards of behavior.

### **Eagle Town Staff Vision:**

We are: **accountable**, **efficient** and **honest**; we **honor integrity** and **teamwork**.

### **Eagle Town Staff Mission:**

To enhance our sense of community while promoting a safe, courteous and cooperative environment through effective leadership, planning and implementation.

### **Eagle Town Staff Commitment:**

Providing opportunities for all residents and visitors to enjoy an exceptional quality of life.

# 2014 Board Retreat Identified Priorities

	Board Priority	Next Steps	Est Cost	Budgeted 2015	Budgeted 2016
Build a Whitewater Park	1	County IGA, RFP to plan	TBD	No	If design ready
*Redevelop CBD	2	Pending ED Plan	TBD	No	Possible next level
*Redevelop Hwy 6	2	Multi-year process	\$1M planning, \$20M	Tentatively	Pending Haymeadow
*Redevelop West Eagle	2	County Plan	Private Party plus EC	No	Pending Haymeadow
Backdoor to Cordillera	2	BLM coordination	Cordillera HOA, AR	Facilitation only	n/a
Create Economic Dev Plan	2	Nickerson Report	TBD	No	Possible next level
Develop River Corridor Plan	7	Write Plan	25,000	Yes	Complete
Resolve Eagle River Station	8	Clarify	None	n/a	?
Close Truckstop	9	Related to #1	County	n/a	Possible next level
Review Codes	10	Ongoing	None	n/a	n/a
Strengthen Intergov Relationships	11	Clarify, Ongoing	None	n/a	n/a
Stronger relationship with WECMRD	12	Clarify, Ongoing	None	n/a	n/a
Cost Plan for Water/Sewer/Roads	13	Pavement, WW studies	\$40,000 streets, \$55WW	Yes	n/a
Plan for Red Canyon, Green Bridge pro	14	Dev proposal from Merv	None	n/a	n/a
Develop Ballfields with Eagle County	15	Clarify	TBD	No	n/a
Affordable Housing in West Eagle	16	#4	TBD	No	n/a

The 2014 Retreat culminated in a session for brainstorming of goals and a sticker prioritization exercise

Priority is by sticker ranking at retreat, not later debate and vote

Five of Seven board members had not been through an annual budget until 6 months later

Staff is moving forward on many of the brainstormed ideas, many of which were budgeted in 2015.

Next step would be melding board goals

# SUSTAINABLE, QUALITY CORE SERVICES

Category	Objective Detail	2015	2016	2017	2018	2018	2020
<b>Water System</b>	Plan for LBWTP funding, construction	Pending PIF --	Pending PIF	Budget /Bond	Budget	Operational	
	Plan for funding system improvements	Budgeted	Budget as projected	Budget as projected	Budget as projected	Budget as projected	
	Long term plant funding						
<b>Waste Water System</b>	Plan for Sustainable Fund Balance	Analysis Budgeted	Budget as projected				
	Funding for Nutrient Upgrades	Monitor					
<b>Streets</b>	Pavement Asset Management Costing	Analysis Budgeted					Update
	Pavement improvement plan		Budet as projected	Budget as projected	Budget as projected	Budget as projected	Budget as projected
	Equipment replacement/ additions	Budget as projected					
	Long Term funding, sustainability		Discuss options				Discuss funding ops
<b>Buildings and Grounds</b>	Establish Facilities Reserve Plan	Analysis Budgeted		Update		Update	
	Create Parks & Facilities growth plan						Create Plan
	WECRMD facility expansion plan	Not budgeted	Budget				
	Pool& Ice Campus Plan						Create Plan/ECSD
<b>Police</b>	Work Plan-- Risk analysis	Analysis Budgeted					
	Training and retention plan		Create plan				
	Growth Plan						Create Plan
<b>Refuse</b>	Appropriate Contract for Community						
	Identify Community desires						
<b>Yard Waste</b>	Sustainable, affordable service						
	Manage to funding stream, end uses						
<b>Town Administration</b>	Employee development						

# PROMOTE ECONOMIC DEVELOPMENT/REDEVELOPMENT

## Town Overall

- Write ED Plan
- Next steps for ED Plan implimentation
- Next steps for ERS site
- I-70 Service Area growth
- ID best ED uses for Chambers properties

## River Corridor

- Construct Water Park
- Construct Park at Recreation Core
- Facilitate Redevelopment of Private
- Connection to CBD, Pedestrian,vehicle

## Central Business District

- Create Overlay District
- Review remove restrictive codes
- Create Fund for Parking, Incentives
- Identify "missing" pieces
- Connect to River Recreation Core

## Highway 6 Corridor

- Access Planning Study
- Identify Funding for road improvements
- Work with adjacent landowners

## West Eagle

- County Housing Plan
- Redevelopment Incentives, Target

## Eagle Ranch

- Get Castle Peak and Market Built
- Remaining Properties--Ideas

## County Fairgrounds

- Urban Camping
- More Ballfields
- Connect to Community/I-70/CBD
- Promotion of next level events/ event venue

## Role of Marketing and Events

- Strategic goals for fund

Understand target visitor demographic

**Connectivity**

Cordillera Back door  
River Corridor to Gypsum

**Big Fat Hairy Ideas File**

Open Container District  
Major Concert Venue

## ENHANCE LIVABILITY AND QUALITY OF LIFE FOR CITIZENS

Open Space

Walkability

Recreation

Trails

Wildlife

Environmental Stewardship

## CREATE AND SUSTAIN PARTNERSHIPS

**Eagle County**

Eagle River Park  
West Eagle Redevelopment  
Fairgrounds Amenity Development

**Partnership with Chamber/VVP**

Encourage Relocation  
Bring new businesses

**Town of Gypsum**

# TOE Manager Work Items 2015

Oct-14

<b>Priority Level I Items</b>	<b>TBOT</b>	<b>DPT</b>	<b>Resp Pty</b>	<b>Critical Date/Due</b>	<b>Description, Next Steps</b>
<b>Economic Development Written Plan</b>		<i>Manager</i>	Bruce Nickerson	In 2015	
<b>Eagle River Corridor Sub Area Plan</b>		<i>Planning</i>	Tom B, Matt	January 2015 complete	Sonoran Institute--Clark
Identify projects for 2016 budget		<i>Work Group</i>		2015 Budget	Matt estimate WP CDs
Truck Parking & Info Center plan		<i>Consultant</i>		With Eagle County	
<b>Pavement Asset Management Study</b>		<i>Engineering</i>	Tom Goz	2016 Budget	Finish prior to 2015 budgeting
<b>Facilities Maintenance/Reserve Worksheet</b>		<i>Buildinds &amp; Gr</i>	Louis	2016 Budget	Rick Aggate--Pavilion, Town Hall, more
<b>City Market Expansion</b>		<i>Engineering</i>	Tom Goz	ROW acquired for 2016	
<b>ERS Status Update</b>			Board Request		Jon Memo
<b>Employee Handbook Revisions</b>		<i>HR</i>	Jill Ewing	December	Tami Tanue and Sue E from CIRSA
<b>Nogal Park improvements</b>		<i>Planning</i>	Matt Farrar		Present to HOA, Property Mgmt
<b>HR Best Practices review</b>		<i>HR</i>	Jill Ewing	Ongoing	
<b>BLM Events Permitting</b>		<i>John and Amy</i>	BLM CoLR Office	August Submittal EO Fe	John McCormick
<b>Yard Waste Site Management Plan</b>		<i>Engineering</i>	Deron	Spring Impliment	
<b>Plan Review Customer Survey</b>		<i>Planning</i>			End of Year survey
<b>Revisit Leash Law &amp; Aggressive Animals Ord</b>		<i>Police</i>	Joe Staufer		TBOT request
<b>Open Container District</b>		<i>Attorney</i>			TBOT request
<b>Community Grants--written guidelines</b>		<i>Me/Annie</i>		September	
<b>Town Communications Plan</b>		<i>Amy, Me</i>			
websites update					
<b>Water Modeling for HCU leasing</b>		<i>Me</i>	M Erion		
<b>Written Strategic Plan for TBOT</b>		<i>Me</i>			

<b>Priority Level II Items</b>	<b>TBOT</b>	<b>DPT</b>	<b>Resp Pty</b>	<b>Critical Date/Due</b>	<b>Description, Next Steps</b>
<b>CBD Revitalization</b>		<i>Planning</i>			
Economic Development Plan		<i>Consultant</i>	Bruce Nickerson		
Parking & Other Zoning Code review		<i>Planning</i>	Tom B		P & Z first
Century Link property parking		<i>Engineering</i>		On Hold	Draw up parking plan
Explore Incentive Programs		<i>Board</i>	Tom B		
Main Street Program		<i>Planning</i>	Tom B	July 2015 Submittal	
Stimulate Private Investment Group		<i>Andy, Kevin B</i>		July 17 initial meeting	Bruce Nickerson
Broadway property build out analysis		<i>Planning</i>	Matt F		Local Insight Program
International Property Maintenance Code			Dev Enforcement pln	Adopted by reference	Salida Visit
<b>Current &amp; upcoming maintenance costs</b>		<i>Buildinds &amp; Gr</i>	Louis		
<b>Salary Survey</b>		<i>HR</i>	Jill Ewing	2016 Budget	Reviewed, now package for board
Collect Data, prepare report		<i>Manager</i>		2016 Budget	
Propose Wage Ranges		<i>Manager</i>	With Directors	2016 Budget	
Wage Range, Personnel Adjustments		<i>Manager</i>	Jill and Jon	2016 Budget	
<b>Mgr, other Appointees Review Process</b>		<i>Board</i>	Jill Ewing, Luis B	Annual	Nov, April
<b>Meet with Eagle County Commissioners</b>		<i>Board</i>	Manager	Annual	Various Items
<b>TBOT meet with Gypsum Council</b>		<i>Board</i>	Manager	Annual	Various Items
<b>Trails Plan</b>		<i>Open Space</i>	John Staight	Annual Update	
<b>Employee Evaluations and Reviews</b>		<i>All</i>	Various	Annual	Annual--review checklist
<b>LBWTP Bonding Diligence</b>		<i>Manager</i>	Jill Ewing	2016 Budget	After Haymeadow Review
Update Water Rate Study		<i>Engineering</i>	Kevin Sharkey	2016 Budget	
Cash Flow analysis, for capitol & debt		<i>Manager</i>	with lenders		
<b>Wastewater Capitol Plan/Rate Study</b>		<i>Public Works</i>	Dusty, Tom and Jon	In 2015	Consultant
<b>Meet with ECSC staff re 2016 Bond/Eagle</b>		<i>Planning</i>	Manager	Done 2/15	Discuss 3rd street, RCHS, HMW

<u>Item</u>	<u>TBOT</u>	<u>DPT</u>	<u>Resp Pty</u>	<u>Critical Date/Due</u>	<u>Description, Next Steps</u>
Transition Plan for Building Department Adams Rib to Cordillera Road		BobK	Safe built Identify Parnters	2015 Budget	3 year plan Board 2014 SS Priority
<b>Trails Construction RFQ</b>		<i>Open Space</i>			
<b>Integrate with Pedestrian Circ Plan</b>		<i>OS, Planning,</i>	E. Kevin Sharkey	Winter 2014	
<b>Prioritize Ped connections for budgeting</b>		<i>Town Board</i>	Staff	2016 Budget	
<b>Revise Rubbish Ordinance</b>		<i>Attorney</i>			align with current practices/policy
<b>IGAs</b>					
Eagle County School District		<i>Planning</i>	Tom B	Post Haymeadow FP	Haymeadow Rec site/school Property
Greater Eagle Fire District		<i>Planning</i>	Tom B	Post Haymeadow FP	Haymeadow Property
<b>Sign Code Update</b>		<i>Planning</i>		passed P&Z 2013	Sch with Board
<b>Lighting Code Update</b>		<i>Planning</i>		passed P&Z 2013	Sch with Board
<b>TIF, URA</b>					
Potential throughout town, sub districts?		<i>Planning</i>	Paul Bennediti		Broadway, City Market, etc
<b>Third Street Pedestrian Crossing</b>		<i>Engineering</i>			Schools ask regularly
<b>Highway 6 Planning</b>		<i>Engineering</i>	Tom B		Matching funds EC
<b>Hwy 6 Shoulder Widening</b>		<i>Engineering</i>	Tom Goz		CDOT disc, EC grant request
<b>Revisit MJ Taxation</b>		<i>Attorney</i>			TBOT request

# PARKING LOT -- these items are being saved for possible future action

Board				
Metrics, Vision for "Open for Business"	Board			Board retreat
E-mail Archive	IT		Tanue recc	Baker
Open Records Request Policy	Attorney		Tanue recc	Baker
Revisit Records Retention Policy	Clerk	official record	Widner recc	Board retreat
Improve minutes as useful record	Clerk		Tanue recc	
Willy and Marilene Clock/plaque at Town Pk	B&G		Design stand	2013 Board request
Bob's Rules-- Board to adopt a version	TBOT		January	Board retreat
Road Mapping meeting agendas, etc	Clerk		see Centennial.gov	Board retreat
How to read a water bill	PIO			Benitez?
MJ information night	PI/Clerk			Benitez
West Eagle Sub Area Plan	Planning			Revisit with E County
LERP Update	Planning			2013 Board request
Planning File standard roadmapping slides	Planning			Board retreat
Budget Guiding Principles	Manager			2013 Board request
Town Website Overhaul	Clerk			2013 Board request
Dangerous Animal Ordinance	Attorney/Police			2013 Board request
Plastic Bag Ordinance	Attorney			McKibbin
Banners along Hwy 6	Engineering	Eagle Vail estimate		Kostick
Sales Tax Comparisons with other Towns	Clerk			Jessen request
Lodging Tax from short term rentals	Clerk	airbnb, homeaway, vrbo		Jessen
Solar Grid on Town Property	Engineering			Kostick
Code of Ethics for Exec Session				
Haymeadow Design G worksession	Board	Tom B		
Standard Land Use Process slide	Planning			board retreat
Public Art Plan	Board			Kostick
Swallow Oil Site Planning	Engineering	Britina Designs	July, August final plans-	Monument and Reader Board, OS

# PARKING LOT -- these items are being saved for possible future action

## Economic Development by Parcel

Holy Cross Energy Parcels	<i>Planning</i>	Tom Boni	letter on dev intent
Loaf and Jug property	<i>Planning</i>	Tom Boni	Prompt expansion/façade/QSR?
QSR at Burger King and Hillside properties	<i>Planning</i>		

USFS-- retain, relocate	<i>Manager</i>		With Eagle County
Catholic Church rebuild	<i>Manager</i>		letter of assurance

Ec Dev Plan for Old Town Hall	<i>Manager</i>		
Greenhorn and Midway Eby Cr Rd Properties	<i>Manager</i>		Glen Heelan request

## Pedestrian Connectivity Plan

### Signage Plan for all pedestrian/bike ways

### Issues following funding of LBWTP

Stormwater & surface water protection plan	<i>Engineering</i>		In 2016 or 2017
Sourcewater protection plan	<i>Engineering</i>		In 2016 or 2017

## Town Parks Plan

### Code Enforcement Alignment

### Code Chg--Resitituion both parties involved

### Yellow Ribbon for Aggressive Dogs program

### Piktochart for Dashboard

### Department Annual Work Plans

### Department Employee Development plans

### On Line Annual Report

### Scanning of Planning Docs

### Overhead Light at Nogal/Hwy 6

### Public Works Succession Plan

### Directory of Boiler Plate Contracts

### Collections Ordinance

### Fitness Center--P&I expansion planning

RFP for Facility Design	<i>Engineering</i>		
-------------------------	--------------------	--	--

<i>B &amp; G</i>			Improvement/Replacement plan
<i>Planning and Police</i>			no priority alignment
<i>Sands</i>			Buck Allen suggestion
<i>? Police</i>			Judge Allen idea

<i>Manager</i>			
<i>Manager</i>			
<i>Manager</i>			
<i>Marketing</i>	Amy		
<i>Planning</i>			old docs
<i>Engineering</i>			

<i>Manager</i>			
<i>Attorney</i>	Open Space requ		
<i>Attorney</i>	for Building & Planning		
<i>Engineering</i>	Tom Goz		With WECMRD/ER HOA
<i>Engineering</i>	Tom Goz		

# PLACE VALUE

How Communities Attract, Grow and Keep Jobs  
and Talent in the Rocky Mountain West



### PROJECT TEAM

This study was completed through Community Builders, an initiative of the Sonoran Institute. Community Builders provides information, research, insight and analysis for developers, realtors, planners, public officials and engaged citizens who are actively building stronger economies in the towns and cities of the American West.

The Sonoran Institute is a nonprofit organization that works on community development and conservation throughout the West. The Sonoran Institute's Western Colorado and Northern Rockies offices are partners in this study, covering Western Colorado, Montana, Idaho and Wyoming.

With this study, the Community Builders team received support from a consultant team that included:

- ▶ GP Red, a non-profit organization founded to fully recognize and expand research, education, and resource development activities for community "quality of life" agencies; and
- ▶ RRC Associates, a firm specializing in survey research for mountain communities and resorts .



STOCKYARD CALFE

# Executive Summary

## Local leaders intuitively recognize that building a great community is essential to building a strong and resilient economy, but what underlies this linkage and how can communities strengthen it?

These are the guiding questions behind the Place Value study, which explores why people and businesses are drawn to particular communities in the Rocky Mountain West.

Place Value comes at a time when many communities are seeking new approaches to economic development that respond to changing market and fiscal realities. What people are seeking from their jobs and communities is also changing. A growing number of people prioritize quality of life over other factors, including employment opportunities, in decisions about where to live, work, or start a business. At the same time, today's technology and the growth of knowledge-based industries allow people and businesses far greater flexibility in where they locate. Yet for many communities, particularly those with resort economies, high cost of living, long commutes and limited employment opportunities are barriers to attracting and retaining a talented workforce.

Place Value explores these trends and what they mean for Rocky Mountain communities. Drawing on the perspectives of business owners as well as community members, Place Value aims to clarify the role of different community attributes – from taxes and zoning to quality of life and cost of living – in creating and supporting resilient local economies.

### STUDY METHODOLOGY

Surveys were distributed to business owners and community members in Colorado, Idaho, Montana and Wyoming through outreach via downtown associations, chambers of commerce, area newspapers and emails. More than 450 business owners responded to the business survey and nearly 500 community members responded to the employee survey. The intent was not to attain a statistical representation of the region, but to get a sufficient number of responses to have a solid level of confidence in the results. The high number of responses received suggests that the survey results include prevalent sentiments about what attracts people and businesses to Rocky Mountain West communities.



*What attracts businesses and a skilled workforce to communities in our region?*

## Summary of Key Findings

Results of this study, based on a survey of nearly 1,000 employers and community members in Colorado, Idaho, Montana and Wyoming, indicate that building a strong and resilient economy is tied to creating a great community where people want to live and work. Both business owners and community members overwhelmingly prioritize community quality above and beyond other relevant factors, like employment opportunities, salary or business climate, when choosing a place to live or start a business. People are attracted to great places with a variety of neighborhoods, amenities, and transportation choices. In the Rocky Mountain region, people are willing to accept a lower salary in order to live in a community that offers these qualities. However, affordability is an issue, and business owners and community members report that there is not enough housing in many Rocky Mountain communities to meet the needs of people with a diversity of income levels. Other key findings include:

- 1 JOBS FOLLOW PEOPLE.** The majority of business owners (70 percent) established their residence in a community first, and then decided to start a business at a later date. Less than one-third of business owners moved to a community with the purpose of opening a business.
- 2 COMMUNITY QUALITY IS A TOP PRIORITY FOR BUSINESSES AND RESIDENTS.** In selecting a location to live, the most highly considered factor for business owners and community members was the overall quality of the community, with a score of 4.5 out of 5. Seventy percent of business owners responding to our survey indicated community character was “extremely important.”
- 3 BEING IN A PLACE THAT CAN ATTRACT TALENTED EMPLOYEES IS IMPORTANT TO GROWING BUSINESSES.** Sixty-eight percent of business owners with unfilled positions said that the ability to attract or retain talented employees was an important factor in choosing their business location.
- 4 PEOPLE ON THE MOVE ARE LOOKING FOR GREAT PLACES.** When making relocation decisions, people consider both the quality of the community and job opportunities. Most respondents (44 percent) felt that a job and the community are equally important factors in relocation decisions. Only 17 percent of respondents indicated job opportunities as the most important consideration.
- 5 PEOPLE ARE WILLING TO SACRIFICE SALARY FOR THE IDEAL COMMUNITY.** Eighty-three percent of respondents favored “living in an ideal community with a lesser salary” over “living in a community that’s less than ideal with a high salary.” Safety, open space and trails, access to recreation, neighborhood character, and short commute times are all highly rated factors for people deciding where to live.
- 6 HOUSING COSTS ARE A CONCERN FOR BUSINESSES AND EMPLOYEES.** Sixty-eight percent of community respondents felt there are not enough housing options for a range of incomes in their community. This issue matters to businesses too: 60 percent of business owners felt that housing costs had some impact on the ability to attract employees; the number jumps to 76 percent for those that are hiring.

These are just a few of the findings outlined in this report. Other findings relate to telecommuting, how business owners view the business climate in their community, and frustration with commuting, among others.

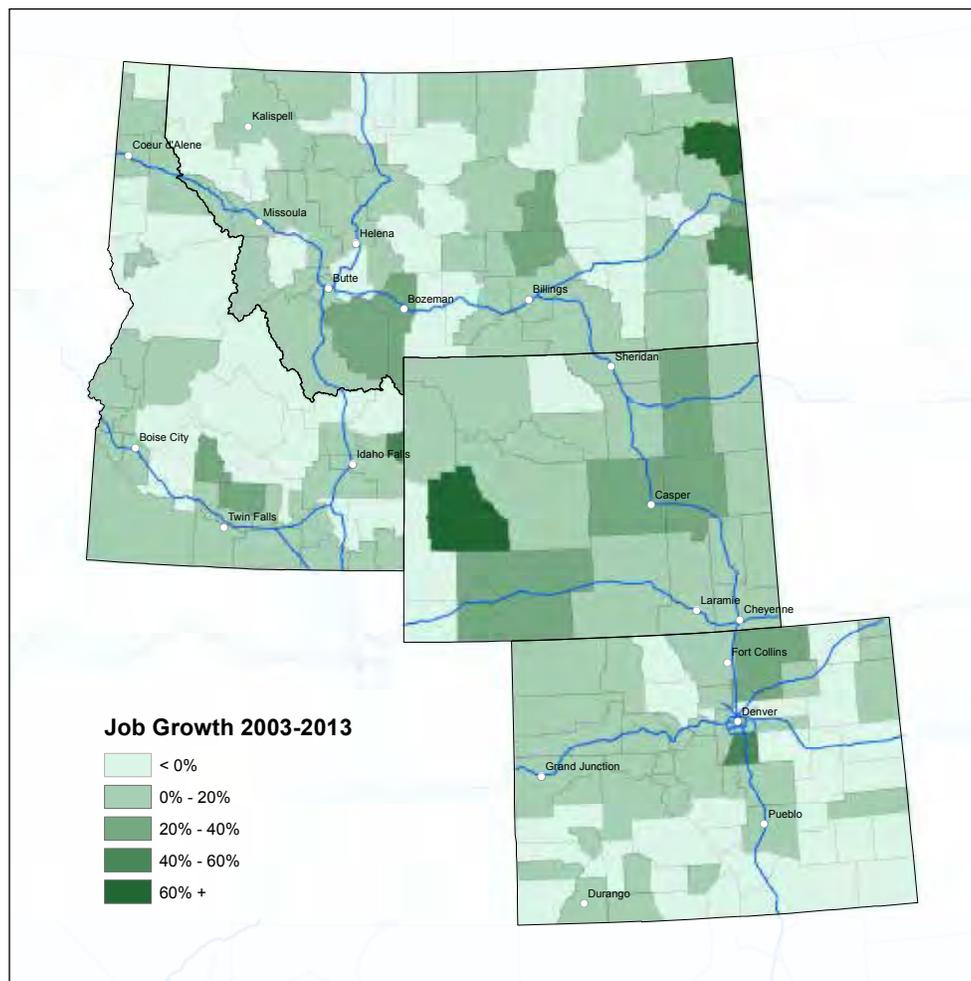
# Challenges and Opportunities in a Changing Economy

Communities in the Rocky Mountain West face a unique set of challenges and opportunities in today's rapidly changing economy. A lack of economic diversity and corresponding overreliance on a particular business or industry sector is a common challenge for many of the region's communities. Though many localities are working to diversify economically, doing so is difficult, particularly in rural areas, which lack the economic gravity and market dynamics of larger cities.

These challenges aside, the Rocky Mountain region's outstanding quality of life has made it one of the fastest growing parts of the country in recent decades. Indeed, over the past 10 years, the number of jobs in the Rocky Mountain West has increased by 14.7 percent, the highest rate of job growth in the nation and three times the national average.<sup>1</sup>

Not surprisingly, the highest rates of job growth in the region are in areas that offer abundant access to public lands and outdoor recreation. These areas also tend to be the fastest growing in terms of population, and have lower poverty rates, higher educational attainment, and a greater proportion of workers employed in knowledge-based professions.<sup>2</sup>

The impact and importance of the region's quality of life will continue to grow as technology provides ever greater flexibility in where businesses and employees locate. At the same time, a growing number of people are prioritizing quality of life over other factors, including salaries, in deciding where to live, work, or start a business. As a result, communities of all types are competing for the jobs, talent and investment driving our rapidly changing economy.



While the region's quality of life is clearly an asset, there are many examples of communities with outstanding amenities that struggle with issues related cost of living. This creates regional imbalances in jobs and housing resulting in bedroom communities and long commutes for people driving between where they live and work. In short, as communities succeed in becoming attractive places to live, work and visit, they need to redouble efforts to be a livable community where people can afford to live. This requires attention to housing and transportation choices, which are often overlooked in conventional economic development approaches.

# New Directions in Economic Development

The field of economic development is evolving in response to changing market conditions and uncertainty about the effectiveness of conventional economic development strategies. While not an exhaustive review of current tools or approaches, the section below outlines a few important trends and new directions in community economic development.

## The Decline of “Bigger Is Better” and “Elephant Hunting”

For decades, economic development efforts often focused on attracting large businesses or a particular industry. This approach, often called “elephant hunting,” typically relied on various recruitment tools like tax abatements, fee reductions, assistance with land or infrastructure costs, and other incentives. Though still used in many areas, the popularity of this approach is diminishing.

One reason is that recruiting large companies is difficult. There simply are not that many firms actually looking to relocate; certainly not as many as there are communities that wish to attract them. As a result, competition for deals is intense, which tends to drive up the costs of incentive packages as well.

Additionally, the idea that bigger is better is losing traction as communities place greater emphasis on economic diversity and the role of small business. Indeed, with 90 percent of all U.S. firms having fewer than 20 employees, it is increasingly difficult to overlook the impact of small and mid-sized firms, which not only make up the backbone of most local economies, but also offer greater resilience during economic cycles.<sup>3</sup>

Finally, broader economic and consumer preference trends are changing the market for many larger companies. For example, large format retail is “right sizing” in response to online retailing and traditional suburban office parks are losing favor to more centrally located mixed-use projects.<sup>4</sup> Smaller sized firms have an advantage in this changing market context.



Small businesses make up the backbone of most local economies and also offer greater resilience during economic cycles.

## Growing Jobs from Within: Economic Gardening and Entrepreneurship

While recruitment remains popular in many areas, strategies that focus on growing jobs from within, either by growing existing businesses or supporting new start-ups, are gaining traction.

Economic Gardening is a strategy that aims to create jobs by helping existing businesses expand. Typically, Economic Gardening focuses on established second stage businesses, which are beyond the start-up phase and are poised for growth. Economic Gardening approaches provide tools and information to help businesses reach new customers, expand into new markets or realize operational efficiencies. The National Center for Economic Gardening is a good source for additional information and support.<sup>5</sup>

With respect to job creation, Economic Gardening can be an effective approach because it targets businesses that are established, but not fully mature, which tend to have the greatest potential for growth. Littleton, Colorado's Economic Gardening program is credited with adding 15,000 new jobs and tripling sales tax revenue over 20 years, without recruiting, incentives or tax rebates.<sup>6</sup>

A balanced approach to economic development will supplement Economic Gardening, which focuses on established firms, with incubators and small business development programs which help new and emerging businesses. These programs can provide entrepreneurs with assistance locating affordable start-up space, training on business fundamentals and networking opportunities. They can also improve and facilitate access to capital, and provide other types of support that will help new businesses get established and be competitive in today's economy.

The common thread between these strategies is their focus on strengthening the economy and adding jobs by supporting businesses within a community, rather than trying to attract new companies to locate there from the outside. Compared to traditional attraction and recruitment strategies, approaches like Economic Gardening, business incubators and small business development programs are relatively safe and affordable investments, that can also reap significant rewards.



**Economic Gardening approaches include networking and training opportunities, with a focus on established firms that are poised for growth.** PHOTO: Colorado Mountain College

## Technology and the Growth of Knowledge-Based Jobs

Today's technology provides ever greater flexibility in how and where people work, allowing many businesses and their employees to work from anywhere that has an internet connection. This flexibility opens the door to a wide range of "location-neutral" businesses that are able to operate their business over the internet. Similarly, even for people rooted to a particular location, the ability to work remotely over the internet has made it easier for people to visit or even live part time in other areas.

Another factor driving the increasing mobility of work is the growth of knowledge-based jobs, a wide range of professions where the primary value and returns are generated from human creativity, analysis, innovation and intelligence. This includes a variety of fields and professions such as architects and engineers, software developers, various types of marketing and media firms, lawyers and other professions, which are typically higher-paying and require a well-trained and educated workforce. Knowledge-based jobs make up an increasingly significant number of overall jobs, currently between 30-40 percent nationally. In the Rocky Mountain region, knowledge-based jobs make up about 30 percent of overall employment.<sup>7</sup>

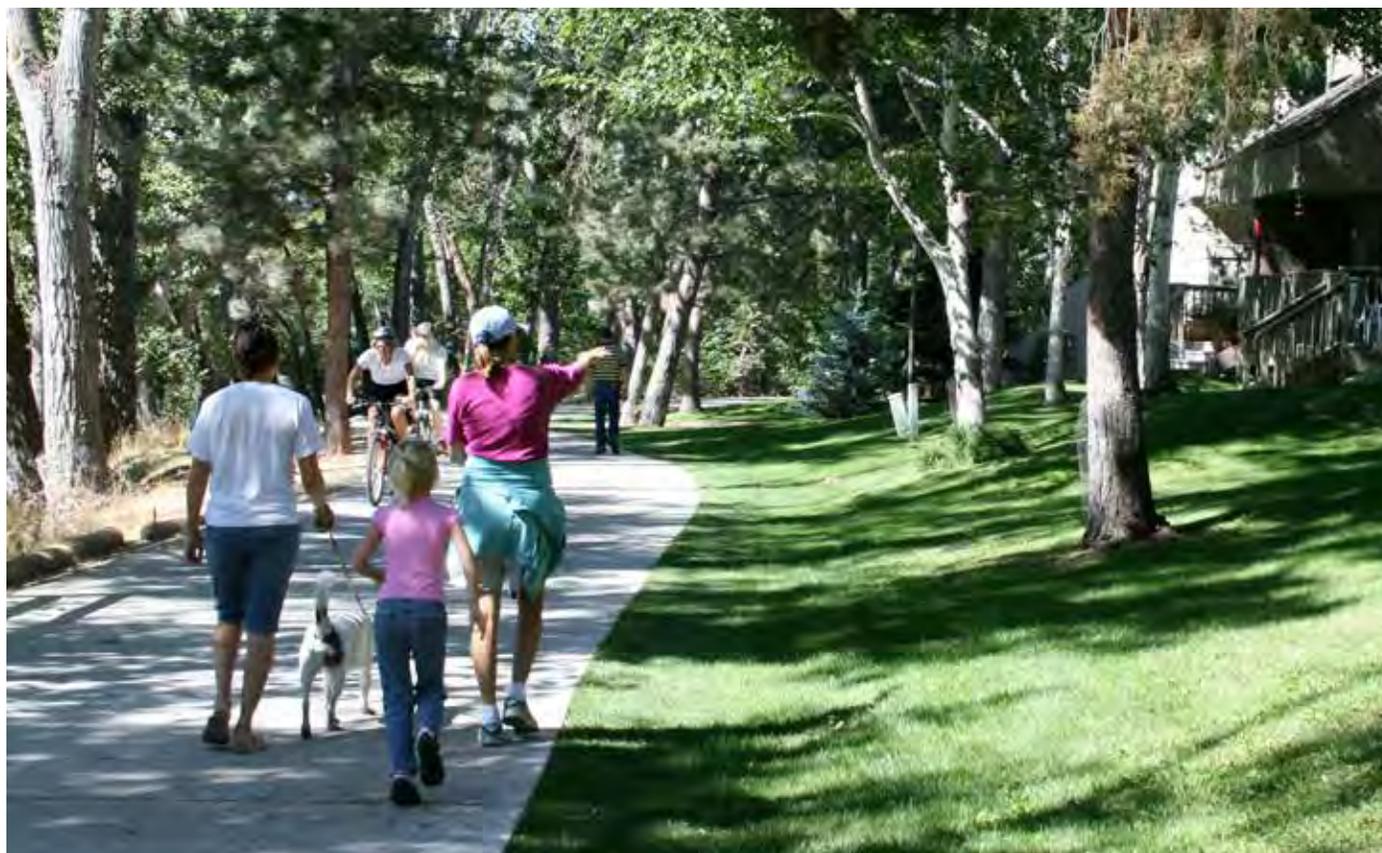
Combined, internet technology and knowledge-based professions make work more mobile, which opens up doors for people to work from anywhere, and puts a premium on employees with the talent and creativity to fill a growing number of location-neutral positions. From an economic development perspective, these trends offer obvious opportunities. Communities should think about whether they are able to offer what businesses and employees are seeking, not only in terms of basic needs like broadband infrastructure, but also in terms of being an attractive and livable community.

## Changing Consumer Preferences and Market Demand

What people are seeking from their communities and neighborhoods is changing as well. There is a great deal of data – both nationally and from within the region - showing that shifting consumer preferences are impacting the real estate market.<sup>8</sup> A growing number of people are interested in living in walkable neighborhoods that provide a strong sense of place and convenient access to daily needs and amenities. People are willing to make tradeoffs for walkable access to shopping and entertainment as well as trails and outdoor recreation. People are willing to pay more to live in these places as well. A recent study exploring housing market trends in the Rocky Mountain West found an average price premium of 18.5 percent across six diverse submarkets in the region.<sup>9</sup>

These market shifts are taking place within a broader set of demographic, lifestyle and consumer preference trends that impact what people are looking for from their communities, jobs, homes and neighborhoods. A growing number of people are prioritizing quality of life and a healthy live-work balance over other factors, including employment opportunities, in decisions about where to live, work, or start a business. Similarly, people are interested in active and healthy lifestyles with opportunities for feeling socially engaged and connected to their community.

*What people are seeking from their communities and neighborhoods is changing as well.*



## Placemaking, Revitalization and the Rebirth of Downtowns

By now, the rebirth of downtowns, main streets and core neighborhoods is a well-known phenomenon in large cities and small towns across the country. Many communities have developed revitalization programs to improve the function and image of distressed, degraded or underutilized areas. The ultimate goal is to support economic resurgence and to catalyze new investment and economic activity in those areas. Revitalization efforts are common in downtowns and main street districts, as well distressed commercial corridors and transitioning neighborhoods or districts.

The practice of placemaking, which focuses on creating attractive, functional and enjoyable public spaces, is gaining traction in economic development circles as well. Intended to serve as a community-driven approach to the planning, design and management of public spaces, placemaking uses a wide range of tactics – from improved street design to public art to the programming of events – that aim to create appealing and authentic places that can attract people and activity and provide a strong “sense of place.” Though placemaking is often applied to discrete areas – parks, plazas, streets, downtowns – it can easily be applied to entire communities as an overarching strategy for planning and economic development. The Project for Public Spaces is a good first stop for more information on the practice of placemaking.<sup>10</sup>



The rebirth of downtowns, main streets and core neighborhoods is a well-known phenomenon in large cities and small towns across the country.

## The Evolution of Cluster Strategies

Identifying and building on industry clusters is a common and proven economic development strategy. At a basic level, an industry cluster is a grouping of firms or related economic activities that can draw productive advantage from their mutual proximity and connections. Analyzing existing or potential industry clusters is a common element of many local and regional economic development efforts. When implemented successfully, a cluster strategy allows a community or region to:

- ▶ **Leverage their particular assets, including existing clusters;**
- ▶ **Focus their efforts on groups of firms rather than focusing on individual businesses; and**
- ▶ **Provide resources and support tailored to the particular needs of the firms in the cluster.**

Where problems can arise is if a cluster strategy leads to overreliance on a particular industry, which is risky because the firms within a cluster are likely vulnerable to similar types economic ills, increasing the possibility that several businesses are impacted by particular market or economic challenge. Similarly, if a cluster approach leads to an overly narrow focus on a particular industry, it diverts from the larger goal of economic diversity. Today, cluster strategies are evolving beyond co-locating like businesses to a more comprehensive approach that creates market networks and seeks to respond to the particular needs of that network, as well as connecting to research facilities, workforce training and other tools that support the long-term success of the cluster.

# Business Survey – What Makes Businesses Locate or Stay in a Community?

## BUSINESS SURVEY: WHO RESPONDED?

In the survey of businesses, there were 476 responses from more than 60 communities throughout the Rocky Mountain West. 63 percent of the responses were from business owners in Colorado, 15 percent from Montana, 13 percent from Wyoming and 7 percent from Idaho.

A wide range of businesses responded, with the largest number of responses (99) coming from the professional services category, which includes accountants, architects, auditors, engineers, doctors and lawyers, among others. Other categories included general retail, non-profit, real estate, lodging, restaurant, recreation, government, construction, manufacturing, education, utilities and property management (See Figure 1). Nearly 150 businesses identified themselves as “other,” types of businesses, including auto sales, coal mining, flight instruction, lawn care, pet services, clock repair and more.

Most businesses responding to the survey (66 percent) had fewer than 10 employees, with only 2 percent of respondents representing businesses with more than 200 employees. About one-third of businesses responding were hiring for unfilled positions within their firm. Businesses that were most likely to be hiring were those that were mid-sized, had two or three locations, or were in the process of expanding to an additional location.

## Jobs and Business Investment Follow People

A strong majority of responding businesses, 70 percent, did not move to their current community specifically for the purpose of establishing a business, but rather they moved to a community they wanted to live in and then started a business. Only 30 percent moved to their community specifically to start a business. This suggests that many businesses are established because the proprietor decided to live in a particular place, and then started a business there.

Figure 1: Types of businesses responding to our business survey

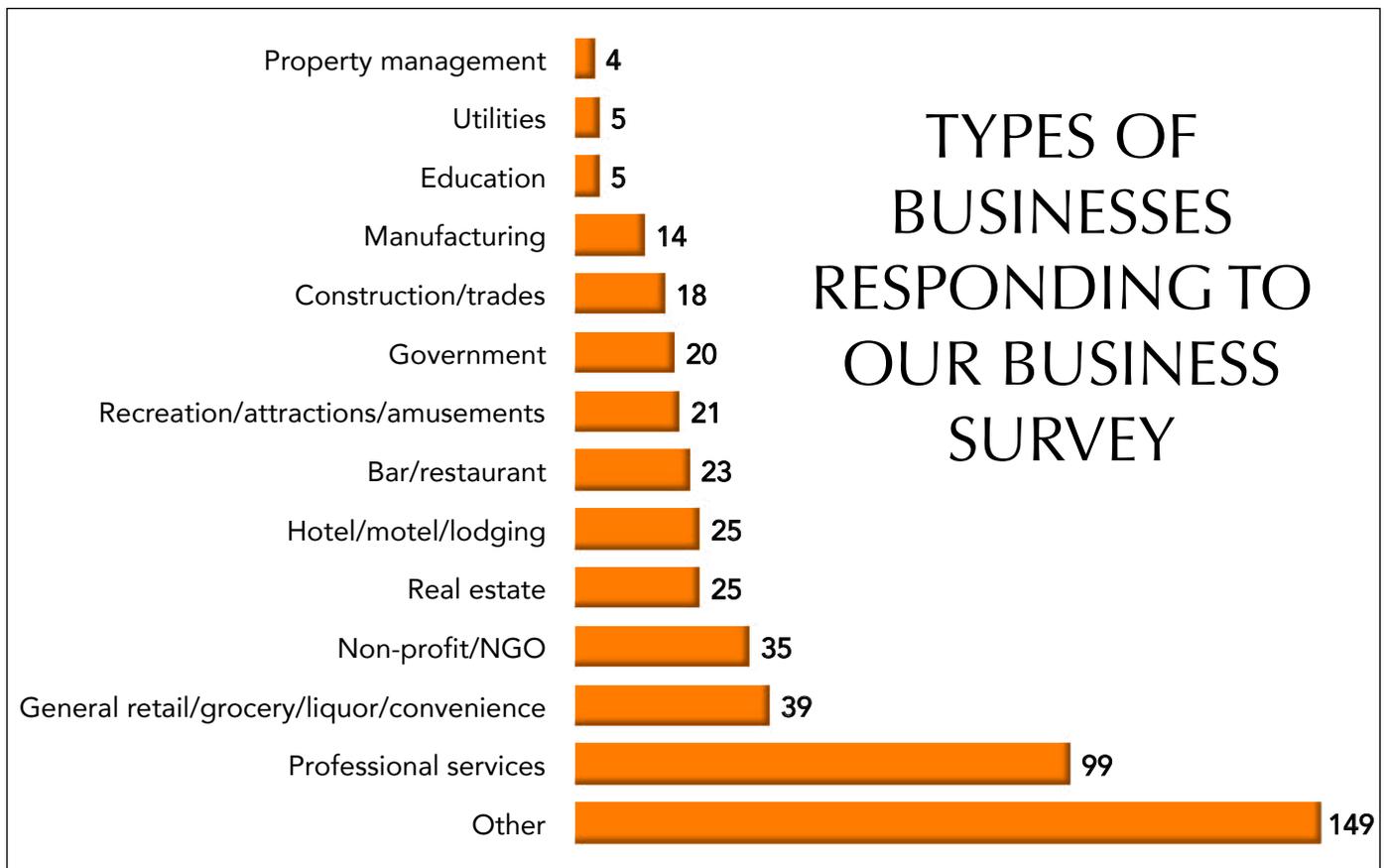
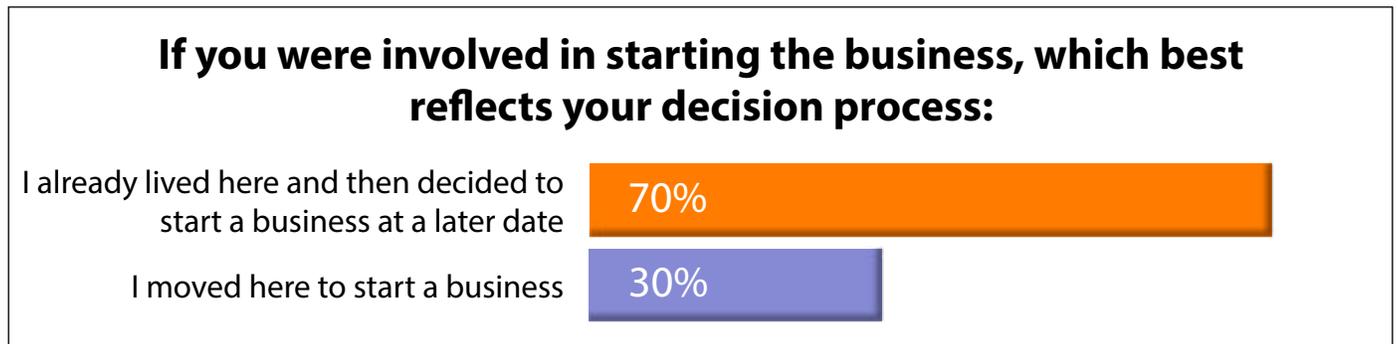


Figure 2: Most business owners responding to our survey first moved to a community where they wanted to live and started a business at a later date



This finding underscores the importance of home grown entrepreneurship – driven by existing residents—in job growth and business formation. This speaks to the value of providing support to new and growing businesses with needs ranging from access to capital to business counseling. Additionally, it suggests that creating a community with the character, amenities and quality of life to attract would-be entrepreneurs deserves greater recognition in local economic development efforts.



Creating a community with character, amenities, and quality of life is an important but often overlooked component of economic development.

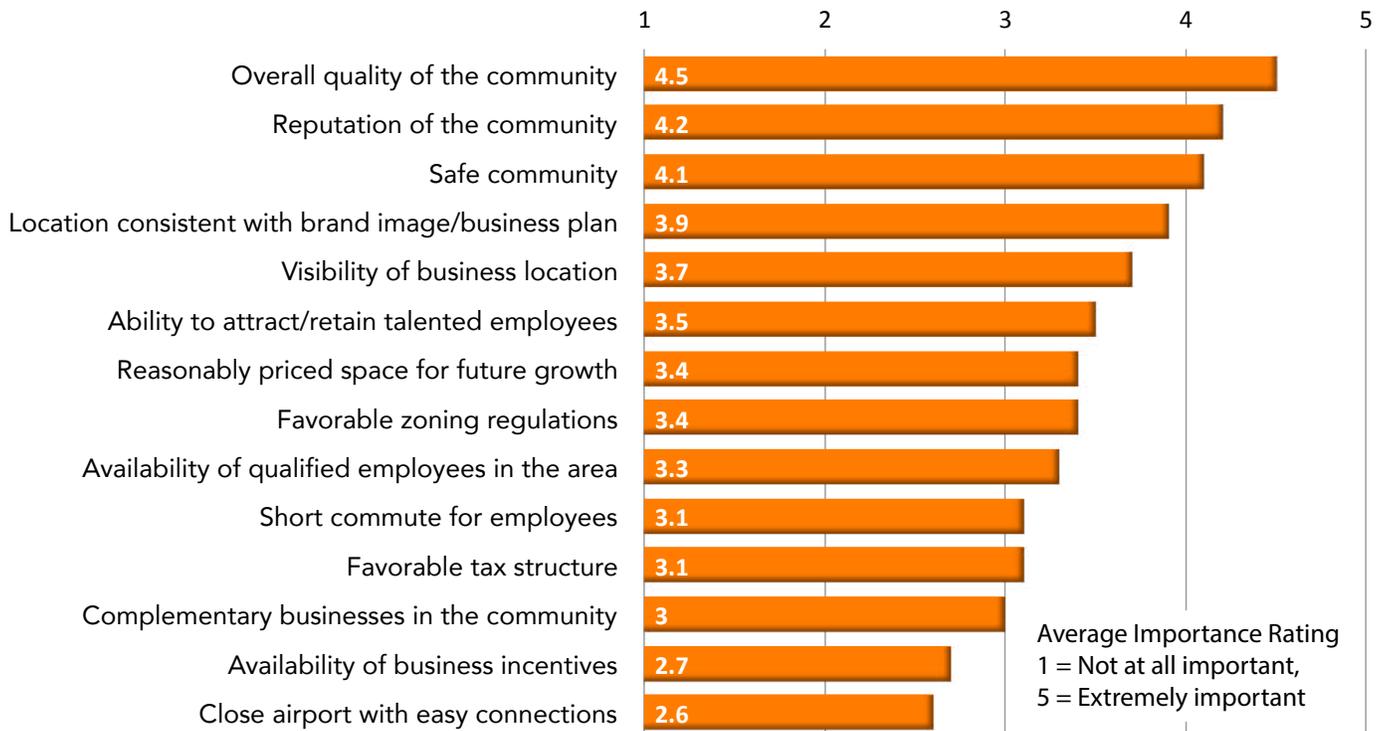
## People Are Seeking Great Communities

Business owners were asked to rate the relative importance of several different factors in their decision to locate or maintain their business in a particular community. As seen in Figure 3, the overall quality of the community was the most important factor, with a score of 4.5 out of 5, and 70 percent of respondents said it was “extremely important.” The reputation of the community (4.2) and safety (4.1) were the next most highly ranked factors influencing the decision to locate or stay in a particular community.

In a related question, business owners who are considering relocation were asked what would motivate them to move their business. Again, overall quality of the community shows up most prominently, with 50 percent of business owners reporting that this would be one of the most important factors in a relocation decision.

Figure 3: Factors affecting decisions about business location

**How important are the following factors in your decision to locate/maintain your business in the current community?**



## Growing Businesses Want to Be Able to Attract Talented Employees

Throughout the region, about one-third of responding businesses were hiring for unfilled positions, and it was those firms that were most likely to have considered how their location would impact their ability to attract or retain employees. Sixty-eight percent of business owners with unfilled positions said that the ability to attract or retain talented employees was an important factor in choosing their business location, compared to 53 percent of those without unfilled positions.

*The overall quality of the community was the most important factors for business owners deciding to locate or maintain their business in a particular community.*

## Housing Costs Matter, Especially for Businesses That Are Hiring

When asked to what extent does the cost of housing impact your ability to attract employees?, 60 percent of business owners responding to the survey felt that housing costs had an impact on the ability to attract employees, and 25 percent felt it was a significant impact.

Housing costs are especially important to businesses with unfilled positions. Seventy six percent of businesses with open positions felt the cost of housing impacted their ability to attract employees. Understandably, those businesses that are growing are most concerned with the impact of housing costs on their ability to attract and retain quality employees. Prospective employees need options for homes that meet their budgets and their preferences. In many parts of in the region, particularly resort areas, a lack of affordable housing forces workers to commute long distances, leading to increased household transportation costs.<sup>12</sup>

## Incentives, Taxes and Airports Matter, but Are Less Important

Somewhat surprisingly, the availability of business incentives and proximity to an airport were the lowest ranked factors for business owners responding to our survey. Only 4 percent of business owners ranked these factors among the top two in location decisions. Similarly, while favorable tax structure ranked in the middle of the pack overall, only 4 percent of business owners placed a favorable tax structure among the top two factors in their location decisions.

These findings do not mean that tax structure and incentives are unimportant, in fact respondents mentioned their importance in follow-up comments, but it does suggest that they are not the driving factors when it comes to the decision of where a business will locate. Clearly these factors, along with regulations and related considerations, affect the local business climate and can have a real impact on whether businesses ultimately succeed, but they should not be only tools in the toolbox for attracting businesses and entrepreneurs.

## Telecommuting Is Gaining Traction

Telecommuting is gaining in its reach and importance. For about half of the businesses responding (49 percent), telecommuting is a workable option. This group is split evenly between businesses employing full-time telecommuters and those with some part-time telecommuting. When asked what would make their community a better location for doing business, many respondents pointed toward a need for better broadband connectivity, which is likely a limiting factor for many telecommuters.

For the other half of the businesses responding (51 percent), telecommuting does not work with their business model. This is fairly consistent across the region. Many of the businesses in this category included retail or service industries—like restaurants, motels, and auto repair shops—where staff is needed on-site, making telecommuting an impossibility.

## Additional Comments from Business Owners

Many respondents are seeking a “more business-friendly environment,” with more support from their local government. Specific suggestions often focused on a combination of traditional economic development tools, including tax incentives or other business-friendly tax policies, and making land available for commercial development, as well as alternative approaches such as creating a more vibrant downtown, improving internet service, better transportation connectivity, and the availability of affordable housing for both business owners and employees.

### WHAT DEFINES THE QUALITY OF A COMMUNITY?

Respondents who scored quality of the community with a “4” or “5” were provided with a follow-up question asking them to identify what factors determine the quality of their community. Commonly cited factors related to the overall quality of the community include: the people and overall friendliness, sense of community, sense of safety, access to activities, and access to outdoor recreation. These attributes are in line with previous studies citing the importance of community character and sense of place, access to amenities, nearby open space, recreational opportunities, and scenic beauty in attracting population and economic activity.<sup>11</sup>

# Community Survey

The community survey, which received a total of 494 responses from more than 70 communities throughout the region, solicited views from people who are not business owners, but live and work in the region. With 93 percent of respondents working for wages, 4 percent being self-employed and 1 percent seeking work, the respondents offer a perspective of the region's workforce.

The community survey explored a variety of factors related to people's jobs, their homes and neighborhoods, and the community they live in, to better understand the considerations that most influence people's decisions to live in one place or another.

## What Is More Important: Job or Community? Most People Say Both

More often than not, the community people decide to live in and the job they have are tightly connected.

For most people, both are major factors in where they decide to live and the survey results reveal as much. When asked which was more important to their decision to locate or stay in a community, most respondents (44 percent) said the job and the community are equally important factors.



### COMMUNITY SURVEY: WHO RESPONDED?

The average age of respondents was 45 years, and the average household income was \$84,000. Couples are the most strongly represented category (68 percent), including 34 percent couples with children and 34 percent couples without children. The largest share of respondents (48 percent) indicated that their household composition is unlikely to change over the next five years. Sixty-one percent of the responses were from people in Colorado, 20 percent from Montana, 15 percent from Wyoming, and 3 percent from Idaho.

Most respondents have lived in their community for at least three years (79 percent). Forty-five percent have lived in their community for 10 years or more. Only 6 percent were born and raised in their current community. Most people (71 percent) expected to stay in their community for the next three years.

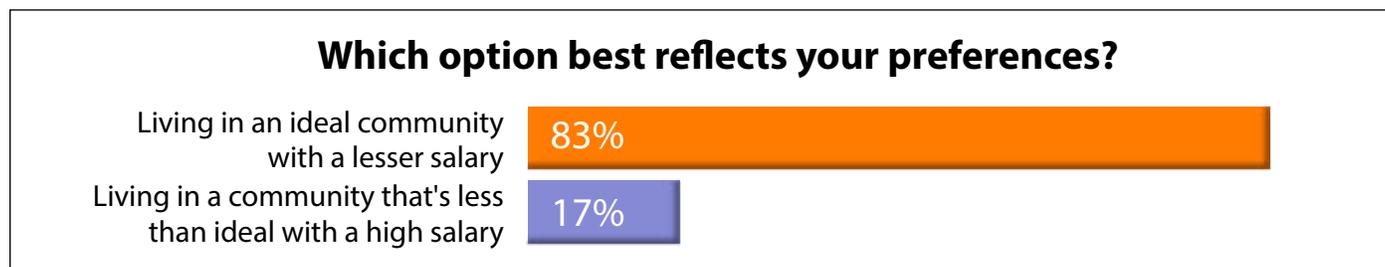
Of the remaining respondents, 39 percent lean toward the community being a more important factor, and 17 percent lean toward the job being more important. The tendency to prioritize community over job appears to become more pronounced with age. Twenty-four percent of those age 18-24 value community-related factors over job-related factors, 32 percent of those 25-44, and 46 percent of those 45-64. Not surprisingly, those of retirement age overwhelmingly favored community-related factors, with 61 percent of respondents over 65 placing a lower priority on job-related considerations.

Among those who indicated that a job would be more influential, open-ended responses show that better wages and benefits are common considerations. Responses from those who indicated the community would be more influential were more varied, but recreation access was frequently cited, as was being closer to family or friends.

## Today's Employees Will Take Less Pay to Live in a Great Community

While most respondents value their job and their community equally, many people were willing to sacrifice salary for a community that better suits their needs (See Figure 4). When asked to pick between two options: either living in an ideal community with a lesser salary, or living in a less than ideal community with a high salary, a significant margin (83 percent) preferred to live in an ideal community with a lesser salary compared to those that would prefer a less than ideal community with a higher salary (17 percent).

Figure 4: People are willing to sacrifice salary for a great community



This finding echoes previously mentioned responses indicating that a great community is more important than a job for many people considering where to live. Although salaries are an important factor, they can be outweighed by the quality of community. The data also suggest that the value people place on their job, documented above, is not just about money, but about the quality and type of work they are doing.

In addition, affordability and the cost of living are major concerns for many respondents. For talented employees willing to take less salary to live in a great community, high costs of living can be prohibitive.

Similar findings have been documented at the national level, particularly among the largest generational cohorts: Baby Boomers and Generation Y, who both indicate they prioritize the location where they live over job opportunities. Instead of seeking out a job first, and then settling down, more people are looking for a great community, with employment as a secondary concern.<sup>13</sup> These results are also in line with previous research in the Rocky Mountain West that found that “quality of life” is a critical factor for the long-term prosperity of communities.<sup>14</sup>



Community character and quality of life are critical factors for the long-term prosperity of communities.

# Today's Employees Want a Great Community. What Are They Looking For?

## Safety and Overall Quality of the Community Are Top Priorities

Respondents identified the quality of the community and safety as the most important factors in deciding whether to move to or stay in a community, both scoring 4.5 out of 5 (See Figure 5). Like business owners, community members clearly value the quality of their community.

## What People Said: Social Ties, Sense of Community and Friendliness Are Key

We asked community members what the “overall quality of a community” means to them. Like business owners responding to the survey, community members often mentioned “people” and “community.” For many respondents, the people were the most important factor, particularly people who are “friendly,” “welcoming” or “involved with the community.” These findings align with a recent survey of 46,000 people in 26 U.S. communities, which found that the three main qualities that attach a person to a place are the social offerings, the openness of a community to new members, and the area’s aesthetics.<sup>15</sup> Other important characteristics for respondents to our survey included safety, quality schools, outdoor recreation, and natural beauty.

## People Value Recreation Access, Neighborhood Character, and Open Space

Recreational access, with an average score of 4.4, as well as neighborhood character and proximity to open space and trails, each scoring 4.3, ranked high as considerations influencing the decision to locate or stay in a particular community. The relative importance of these considerations mirrors abundant consumer research and market data highlighting the importance of neighborhood character, as well as access to open space, trails and recreation.<sup>16</sup>

## People Want a Place to Raise a Family and to Show Off to Friends and Visitors

Not surprisingly, many people want to be in a community that is a good place to raise their family (safe, good schools, strong community, and opportunities for recreation) as well as a place that they can show off to others. These considerations were all near the top of the list, each scoring a 4 or higher.

## Commute Time and Housing Costs Are Also Top Considerations

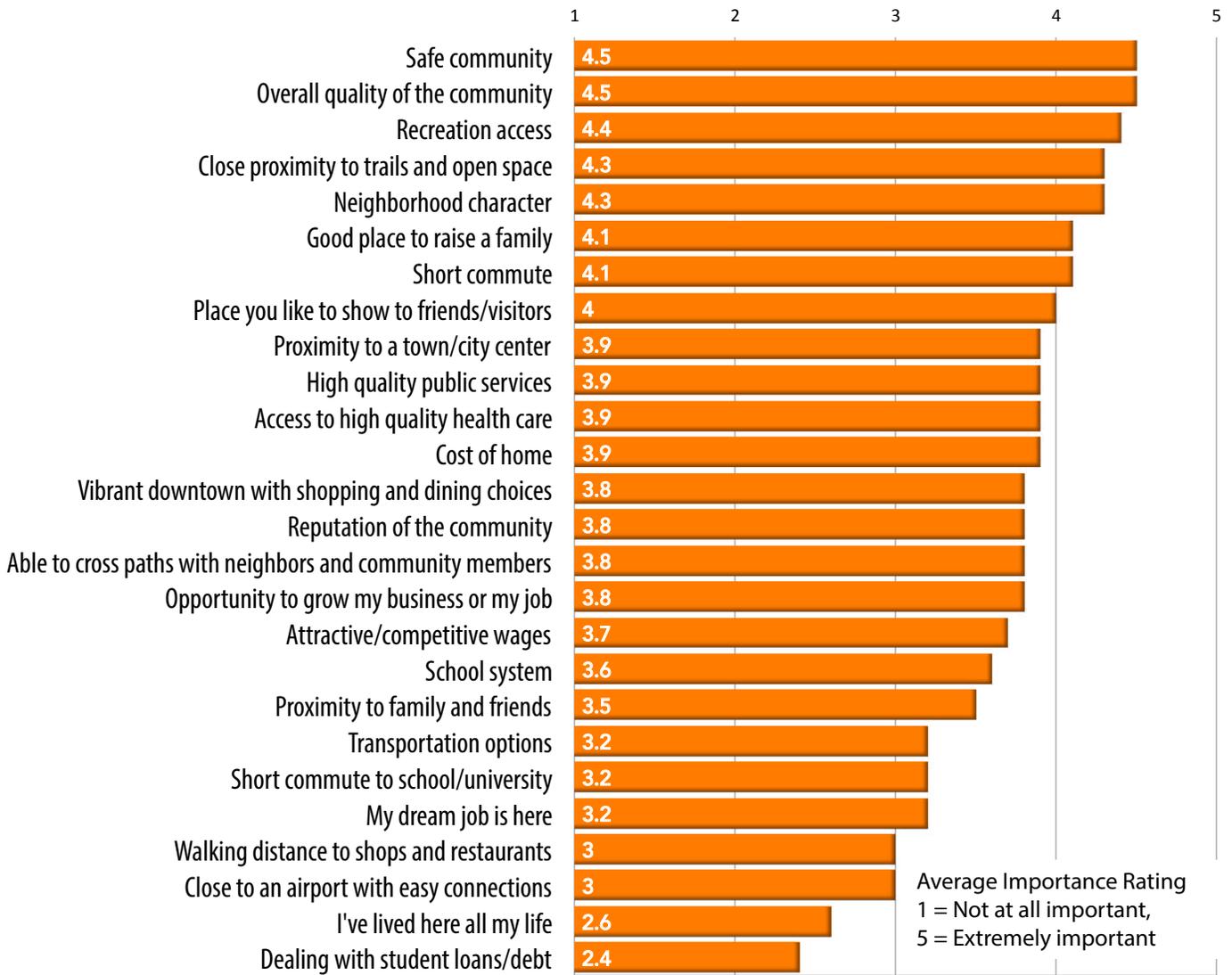
A short commute to work was also among the most important considerations (4.1). Housing costs, though not quite as highly ranked (3.9), were relatively important as well. For many communities, these two factors are worth considering together since high housing costs tend to lead to longer commutes when people cannot afford to live in the same place that they work. Related data indicates that walkable neighborhoods that offer shorter commutes are associated with higher rates of job creation and retention.<sup>17</sup>

## Seeking Quality of Life, People Want a Lot Out of Their Communities

A look at the data in Figure 5 makes clear that people want a great deal out of their communities. All but two of the potential considerations were at least considered important (a score of 3 or higher) and several are on the verge of being very important (4 or higher), including: access to high quality healthcare, high quality public services, proximity to a town/city center, a vibrant downtown, opportunity to grow a job or business, and the ability to cross paths with neighbors, among others.

The key point for communities to consider is that in addition to basic requirements like safety, people are seeking a wide range of conveniences, amenities and services, and they are also concerned with factors like commutes and housing costs that impact their time and finances. Communities that succeed in attracting jobs and talent will be the places that are strategic in delivering on these needs and desires, which are all elements of the high quality of life people are seeking from their communities.

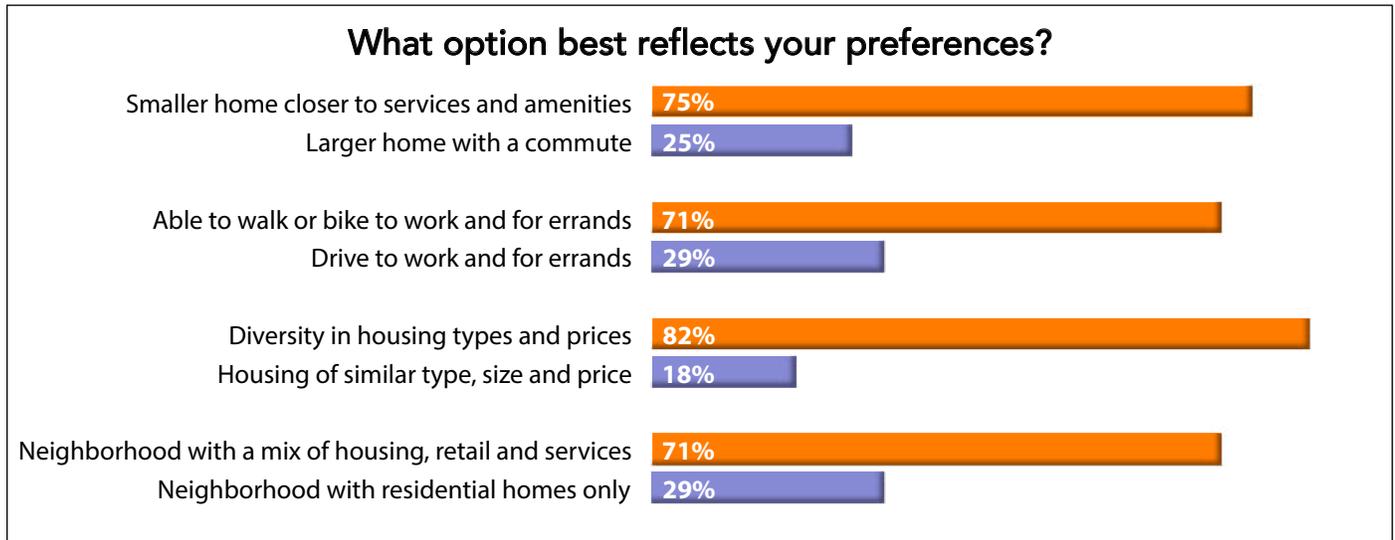
Figure 5: Factors considered by community members when deciding where to live  
 How important were the following factors in your decision to locate/remain in your community?)



## Preferences: What Do People Want from Their Neighborhoods?

To better understand what people are seeking from their neighborhoods and communities, the survey asked respondents to choose between several potential living situations. Results, shown together in Figure 6 and summarized below, provide a useful perspective into the types of neighborhoods people are drawn to.

Figure 6: Preferences in housing and neighborhoods



- ▶ **Mixed-Use Neighborhoods:** Most people are interested in living in mixed-use neighborhoods where residential properties are blended with retail, services and other compatible uses.
- ▶ **Different Types and Sizes of Housing:** Most respondents prefer to live in a neighborhood with a mix of housing types and prices. This type of neighborhood tends to have a blend of different densities and housing types (detached and attached) rather than homes that are all the same size and type.
- ▶ **Ability to Walk to Daily Needs and Amenities:** Most respondents wanted to live within walking distance of work and shopping, and favored a smaller house close to amenities and services over a large house with a commute. Currently, most respondents (74 percent) commute to work by car.
- ▶ **A Shorter Commute Is Preferred over a Larger Home:** Most respondents would prefer to have a shorter commute and a smaller home over a larger with a longer commute.

These results closely align with results of national and regional market studies that highlight growing demand for walkable neighborhoods with a mix of uses and housing types as well as living in downtowns and other centrally located areas.<sup>18</sup>



# How Satisfied Are People in Their Communities?

## Most People Feel Their Communities Are Meeting Their Needs, but Some Needs Remain

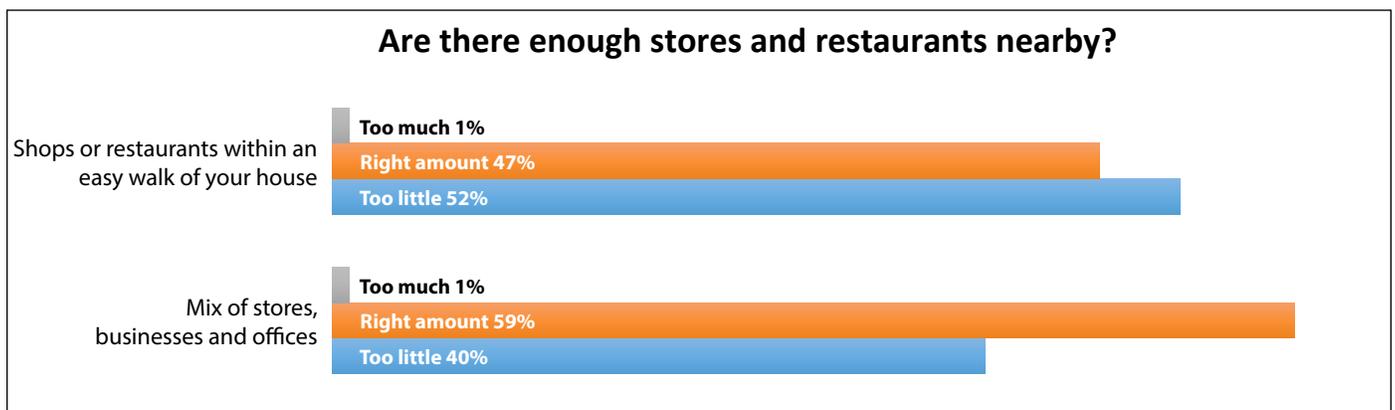
Ninety four percent of respondents said their community was either somewhat (57 percent) or completely (34 percent) meeting their household's needs. Respondents who indicated their community was not meeting their needs commonly cited affordability, insufficient job opportunities or wages, and lack of amenities such as restaurants and entertainment as areas their community was coming up short.

## Many People Want More Shops, Restaurants and Amenities in Walking Distance

Most people responding to our survey (59 percent) were also happy with the mix of stores, businesses and offices in their community (See Figure 7). Fewer people were satisfied with the location of commercial areas, and would like more shops and restaurants within walking distance of their homes. More than half of the respondents (52 percent) expressed that there are too few shops or restaurants within an easy walk.



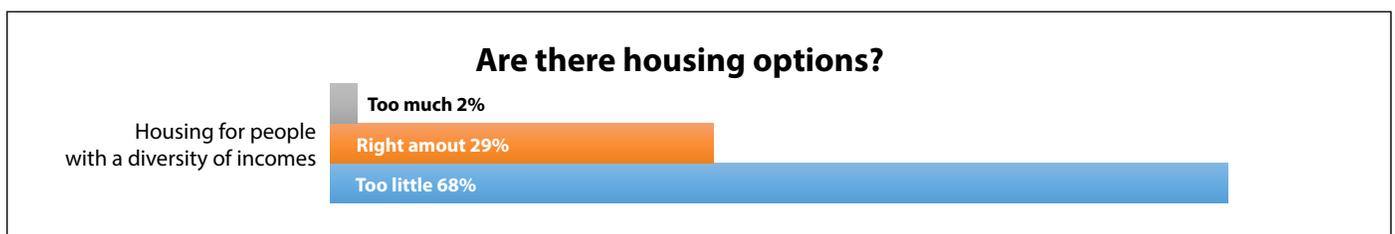
Figure 7: Amount and location of commercial services



## People Want More Housing Choices for People of Different Incomes and Access to Healthy and Affordable Foods

Many respondents had negative feelings about affordability in their communities. Fifty-three percent of respondents felt there is a lack of healthy and affordable food options. Sixty-eight percent of respondents felt there is not enough housing for people with a diversity of incomes (See Figure 8). Nationally, many communities are working to address both of these issues, with efforts to bring smaller-scale grocery stores and local markets back into neighborhoods and community centers, as well as efforts to expand housing choices for people of different incomes, particularly in centrally located areas.

Figure 8: Housing options for people with a diversity of incomes



## Survey Summary

As the results of this study make clear, both people and businesses expect a great deal out of their communities and are making decisions about where to live, work or start a business based on how well a particular place meets their needs as well as the opportunities it provides. Of course, in the post-recession economy, most local governments are in the difficult position of doing more with less. For most communities, these realities demand an increasingly strategic approach to economic development, including far greater coordination between community planning, economic development and local capital planning and investment.

The results of the business survey show that the qualities that make a community “business friendly” go well beyond traditional considerations such as tax structure or the availability of incentives. While these are important, they are not the driving factor behind a firm’s decision to locate in a particular area. For most businesses that decision begins with more basic considerations about the quality and character of the place, including the quality of life it offers, whether it is affordable, and whether it is a place that can attract and retain a talented workforce. In an era where jobs follow people, and people are attracted to great places, the first priority is placed on improving the community.

When it comes to attracting residents, the community survey indicates that people want a lot from their communities. Though professional opportunities clearly matter, most residents are equally concerned with living in a great community and a large majority would accept a lower salary to live in such a place. Of course, places that offer an outstanding quality of life are popular and become expensive. It is not surprising that most residents are also concerned with the high costs of living in many Rocky Mountain communities, particularly since people are often willing to work for less money in order to live in these places.



# How Can Communities Respond?

## GROW GOOD JOBS LOCALLY

Seventy percent of the respondents to the business survey indicated that they first moved to a community, and then identified an entrepreneurial opportunity that led to the formation of their business. This finding is in keeping with national trends showing that most business formation occurs from within a community rather than as a result of an established business moving into the community. What this means is that, while many areas still focus their time and financial resources on recruiting businesses from the outside, their best opportunities for business formation and job growth come from within, either by supporting the growth of existing businesses or by helping entrepreneurs and emerging businesses get off the ground.



PHOTO: Studio Inside

**The best opportunities for economic development come from supporting existing businesses and helping emerging businesses get off the ground.**

### Consider an Economic Gardening Approach to Help Grow Existing Businesses

The purpose of Economic Gardening programs is to support the growth and success of established businesses by offering a higher level of strategic support, often in areas of market analysis, use of internet marketing or sales strategies, or creating new operational efficiencies. An Economic Gardening program can be managed through a department of a local government or an economic development organization, but can also be a standalone organization or initiative. What matters is that the managing entity has the capacity to offer a high level of assistance to help established businesses reach the next level. There are also support organizations, like the National Center for Economic Gardening, that can provide assistance virtually via the internet.<sup>19</sup>

### Assess Tools and Assistance Needed to Support Start-Ups and Entrepreneurship

There are a variety of approaches that can help start-ups get off the ground – such as training and coaching services, small business financing programs, and free, low-cost or shared office space. In areas where physical office space is a barrier, a variety of office formats that provide shared space and facilities are emerging. These office formats typically cater to small businesses and start-ups that do not need a full-time office, but do occasionally need access to office space and facilities.

Education and mentoring programs can also be valuable and there are many existing resources to use and build upon, including the US Small Business Administration online resources and Small Business Development Centers.<sup>20</sup> Local programs often rely on volunteer mentors who can provide guidance at low or no cost. Additionally, many programs facilitate access to capital through networking events with local lending institutions, “angel investor” programs, or directly through revolving loan funds and other financing mechanisms targeting small business. Some communities combine these types of services within a single program. A good example within the region is the Grand Junction Business Incubator Center.<sup>21</sup>

### Evaluate Needs for Workforce Development

Workforce development programs can be a valuable complement to efforts aimed at the success of new and existing businesses. The goal is to build the skills and capacity of residents, which serves to expand and enhance the availability of talent that businesses can tap into. There are a variety of models available depending on need and the resources available.

## BUILD GREAT PLACES

While many factors influence the economic success of a community, this research makes a strong case for attending first and foremost to the overall quality and character of the community, which was a higher priority for residents and businesses than a range of other relevant factors. Several other findings reinforce this same idea. For example, the vast majority residents indicated that if forced to choose, they would take less salary to live in an ideal community. Similarly, most business owners were concerned about being located in a place that could attract talented employees.

Indeed, looking at the combined results, the highest ranked factors influencing the decisions of businesses and residents to locate or remain in a given place (overall quality of community, safe community, recreation access, neighborhood character, proximity to open space and trails, short commute, good place to raise a family, a place you want to show friends/family, cost of home) relate to community and quality of life characteristics. This is an unmet opportunity; too few economic development efforts focus on these qualities - outside of marketing them if they exist - and many local economic development efforts ignore them at the expense of other considerations.

The implications are simple: creating a community that is attractive and offers a high quality of life should be a focus, if not the focus, of most local economic development efforts. This is a significant shift from conventional economic development approaches, but it presents more opportunities than challenges. Some of the key opportunities follow.

### **Use Placemaking in Local Planning and Investment Decisions**

Placemaking has emerged as an important concept for the planning, design, management and programming of public spaces, and has become particularly important in the context of maximizing value, vibrancy and economic activity in various parts of a community. For local governments, Placemaking offers a framework for ensuring public sector investments not only serve a functional purpose, but also create a more attractive and vibrant community.

### **Make Strategic Public Sector Investments**

Public sector spending, whether federal, state or local, has tremendous impact on communities and their economies. Local governments have a particularly important role to play. Local spending on facilities and infrastructure, as well as services and maintenance, does more than address basic community functions; it also influences market conditions and private sector investment, which has a profound impact on how a community changes over time.

Unfortunately, many local governments make capital planning and investment decisions without sufficient strategic planning. This results in projects that are poorly aligned with local needs and have little or no connection to a long-term community vision. In the worst cases, a lack of planning leads to projects that are detrimental or create long-term liabilities.

A more strategic approach relies on a clear vision of where a community wants to go, and an understanding of the assets and amenities it can build upon, as well as the needs and challenges that are holding it back. This understanding leads to strategic capital investments that leverage existing strengths, address key needs, and improve the quality and character of the community.

### **Identify Criteria for Strategic Investments**

Establishing a scoring system to help evaluate projects using criteria based on local needs and goals is a simple way to ensure that capital planning and investment are strategic and advance long-term objectives. Even in cases where long-term goals are not well-established, the process of identifying and prioritizing scoring criteria can help raise awareness about the relative costs and benefits of different types of projects or investments.

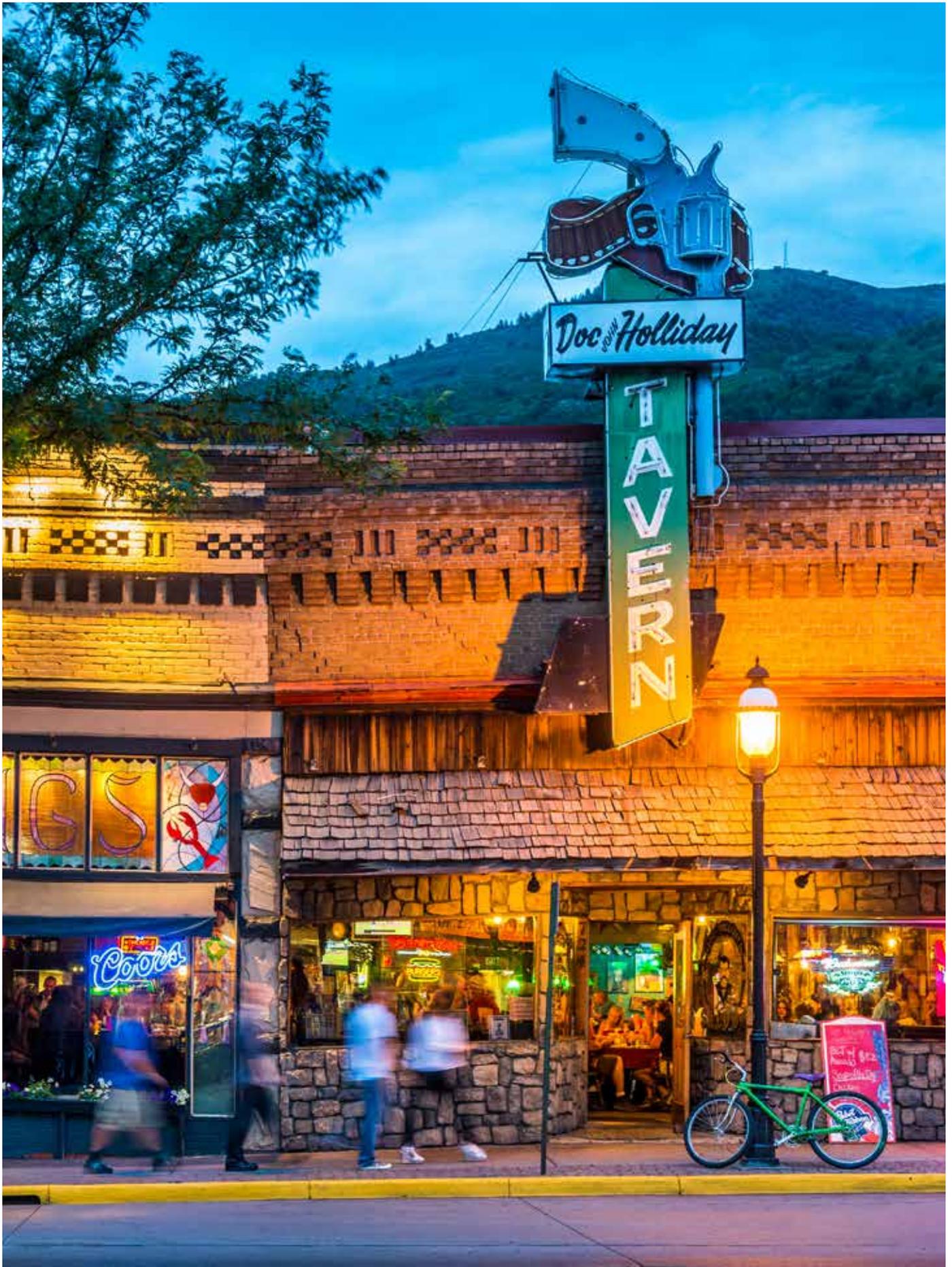
## AFFORDABILITY FOR A RANGE OF INCOME LEVELS

The results indicate that creating an attractive community with a high quality life is a critical to creating a healthy business climate and strong economy. Unfortunately, many communities contend with a paradox: as they become more successful and attractive places to live and work, they also become more expensive, making it harder for people to stay. Indeed, the results of the survey showed that both residents and businesses were concerned with housing costs. Growing businesses, those with an open position at the time of the survey, were particularly concerned with this challenge.

These results make clear that cost of living plays a role in economic prosperity. For a community to be an attractive place to live and work, a place that can draw and keep talent, people need to be able to afford to live there. Expanding housing and transportation options is essential to creating a community that is not only attractive, but also affordable for a range of income levels. Enabling a variety of housing types—apartments, condominiums, townhomes, and single family homes—will meet the needs and budgets of a wider range of households. In areas with long commutes, transportation costs can exceed housing costs. Working to address regional jobs/housing imbalances and at the local level to create neighborhoods that are close to city centers or other commercial nodes will help residents cut down on transportation costs. These steps are in tune with current market trends: many people are willing to live in smaller homes or attached housing if it means that they will be able to walk or bike to work.



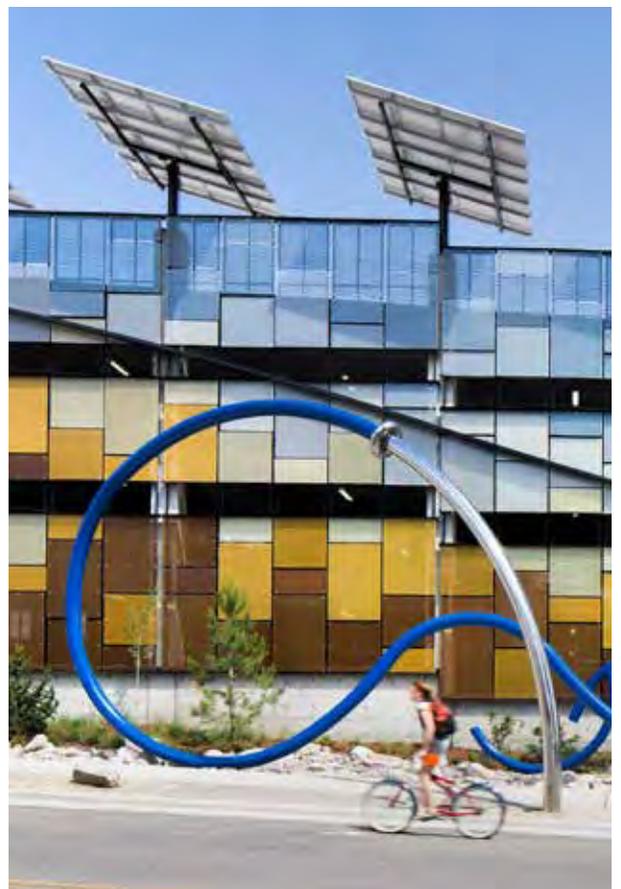
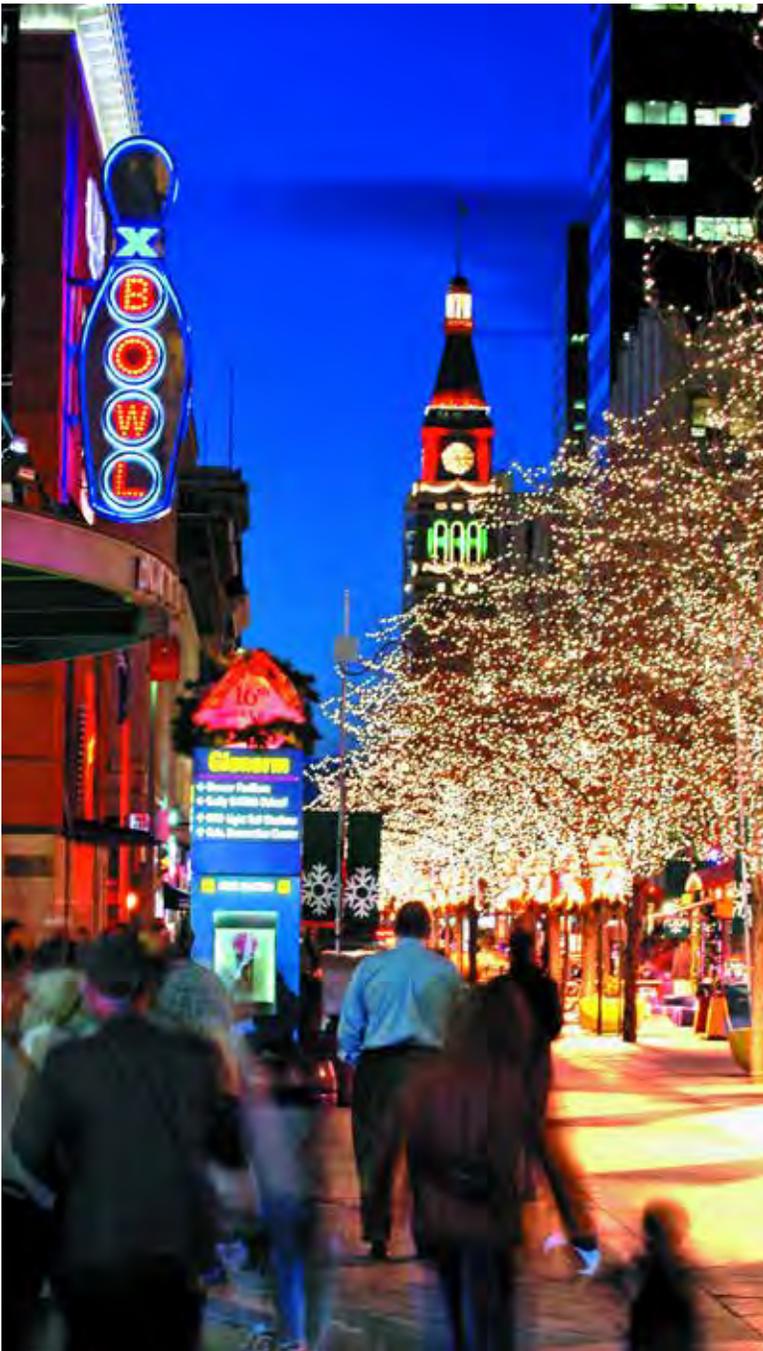
Many people are willing to live in smaller homes or attached housing if it means that they will be able to walk or bike to work.



# Conclusions

The Rocky Mountain West is a great place to live, with great people, communities, and natural amenities. As one of the fastest-growing regions in the country, this area is already working well to attract new residents.

Our survey results reveal that people are most attracted to great communities with a high quality of life. The communities that work best to build upon existing assets and address community needs through strategic public sector investments, will be the best poised to attract new residents. In turn, communities that focus on growing good jobs by supporting existing businesses, providing tools to entrepreneurs, and developing a skilled workforce, will be the most successful at creating diverse and resilient local economies. Through these steps, communities will create the value of place that is key to attracting and retaining residents and businesses in today's economy.



# End Notes

---

- <sup>1</sup>Wilkinson, Todd. "Return of the Rocky Mountain high." Christian Science Monitor, (June 2013).
- <sup>2</sup>Headwaters Economics Economic Profile System. Online: <http://headwaterseconomics.org/tools/eps-hdt>, and U.S. Census Data
- <sup>3</sup>U.S. Census Bureau. Statistics about Business Size (Including Small Businesses). Online: <http://www.census.gov/econ/smallbus.html>. And The U.S. Small Business Administration. 2013 Small Business Profiles for States and Territories. Online: <https://www.sba.gov/advocacy/2013-small-business-profiles-states-and-territories>
- <sup>4</sup>Sonoran Institute. 2014. Restore: Commercial and Mixed-Use Development Trends in the Rocky Mountain West. Online: <http://communitybuilders.net/restore>
- <sup>5</sup>The National Center for Economic Gardening. Online: <https://nationalcentereg.org/>
- <sup>6</sup>Edward Lowe Foundation. 2015. Economic Gardening. Online: <http://edwardlowe.org/tools-programs/economic-gardening/>
- <sup>7</sup>USDA Economic Research Service. Creative Class County Codes. Online: <http://www.ers.usda.gov/data-products/creative-class-county-codes.aspx>
- <sup>8</sup>Sonoran Institute 2013 RESET: Assessing Future Housing Markets in the Rocky Mountain West. Online: <http://communitybuilders.net/RESET>; National Association of Realtors 2013: Community Preference Survey. Online: <http://www.realtor.org/reports/nar-2013-community-preference-survey>; And National Association of Realtors 2011: Community Preference Survey. Online: <http://www.realtor.org/reports/2011-community-preference-survey>.
- <sup>9</sup>Sonoran Institute. 2013. RESET: Assessing Future Housing Markets in the Rocky Mountain West. Online: <http://communitybuilders.net/reset>.
- <sup>10</sup>The Project for Public Spaces. What is placemaking? Online: [http://www.pps.org/reference/what\\_is\\_placemaking/](http://www.pps.org/reference/what_is_placemaking/)
- <sup>11</sup>Duranton, Gilles, and Diego Puga. "The growth of cities." University of Pennsylvania, DEPR and DEMFI, (May 2013). Irwin, E. et al., "A Century of Research on Rural Development and Regional Issues" Agricultural and Applied Economics Association. (2010).; Florida, R. "What Draws Creative People? Quality of Place." Urban Land Institute 2012.; McGranahan, D.A. et al. "The Rural Growth Trifecta: Outdoor Amenities, Creative Class, and Entrepreneurial Context." Journal of Economic Geography. Vol 11, 2011 529-557; And Rasker, R. et al. "Prosperity in the 21<sup>st</sup> Century West: The Role of Protected Public Lands." Sonoran Institute 2004.
- <sup>12</sup>Center for Neighborhood Technology. "Penny Wise and Pound Foolish: New Measures of Housing + Transportation Affordability. Chicago, IL 2010. And Lipman, B. "A Heavy Load: The Combined Housing and Transportation Burdens of Working Families." Center for Housing Policy, (2006)
- <sup>13</sup>APA. "Investing in Place for Economic Growth and Competitiveness. Two generations' view on the future of communities: millennials, boomers, and new directions for planning and economic development." American Planning Association, A Research Summary, (May 2014).
- <sup>14</sup>Carruthers J. and Vias, A. "Urban, Suburban, and Exurban Sprawl in the Rocky Mountain West: Evidence from Rural Adjustment Models." Journal of Regional Science, Vol. 45, No. 1, 2005, pp 21-48.
- <sup>15</sup>Florida, R. "What Draws Creative People? Quality of Place." Urban Land Institute, (2012).
- <sup>16</sup>Sonoran Institute 2013 RESET: Assessing Future Housing Markets in the Rocky Mountain West. Online: <http://communitybuilders.net/RESET>; National Association of Realtors 2013: Community Preference Survey. Online: <http://www.realtor.org/reports/nar-2013-community-preference-survey>; And National Association of Realtors 2011: Community Preference Survey. Online: <http://www.realtor.org/reports/2011-community-preference-survey>.
- <sup>17</sup>Iams, A., Kaplan, P. "Economic Development and Smart Growth: 8 Case Studies on the Connections Between Smart Growth Development and Jobs, Wealth, and Quality of Life in Communities." International Economic Development Council, (2006).
- <sup>18</sup>Sonoran Institute 2013 RESET: Assessing Future Housing Markets in the Rocky Mountain West. Online: <http://communitybuilders.net/RESET>; National Association of Realtors 2013: Community Preference Survey. Online: <http://www.realtor.org/reports/nar-2013-community-preference-survey>; And National Association of Realtors 2011: Community Preference Survey. Online: <http://www.realtor.org/reports/2011-community-preference-survey>.
- <sup>19</sup>The National Center for Economic Gardening. Online: <https://nationalcentereg.org>
- <sup>20</sup>The U.S. Small Business Administration. Online: [www.sba.gov](http://www.sba.gov); and Small Business Development Centers. Online: [www.sba.gov/tools/local-assistance/sbdc](http://www.sba.gov/tools/local-assistance/sbdc).
- <sup>21</sup>The Business Incubator Center. Online: [gjincubator.org](http://gjincubator.org)



## ACKNOWLEDGEMENTS

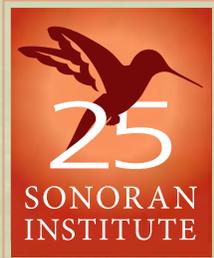
The Sonoran Institute would like to thank Chris Cares, Sarah Esralew Hutson and Paula Ninger from RRC Associates for their work on the Place Value Survey. We would also like to thank all the business owners and community members who completed our survey, and the many organizations that helped with survey distribution and outreach, including Chambers of Commerce in Billings, Bozeman, Cheyenne, Durango, Glenwood Springs, Grand Junction, Missoula, Montrose, Rifle, Salida and Sheridan; the Downtown Billings Association, the Bozeman Downtown Partnership, the Grand Junction Downtown Development Authority, the Grand Junction Economic Partnership and the La Plata Economic Development Alliance. Extra thanks goes to the the Glenwood Springs Chamber Resort association for their help with survey distribution and providing photos for this report.

This research would not have been possible without the input from many Sonoran Institute staff members, including Clark Anderson, Alison Berry, Randy Carpenter, Cameron Ellis, Jennifer Hill, Pam Koehler, Kelly Sturgeon, and Jillian Sutherland. We also thank Tom Boyd, Jessica Chapman, C.J. Gabbe, Ed McMahon, and Audrey Spillane for thoughtful reviews of the report.

*Production Credit:* Lan Weisberger, Design Solutions, DesignSolutionsMT@gmail.com



[www.CommunityBuilders.net](http://www.CommunityBuilders.net)

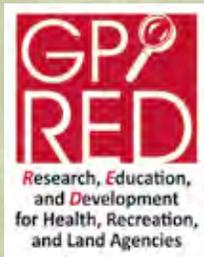


**Sonoran Institute - Rockies Program**

817 Colorado Avenue, Suite 200  
Glenwood Springs, Colorado 81601  
970-384-4364

201 South Wallace Avenue, Suite B3C  
Bozeman, Montana 59715  
406-587-7331

[www.SonoranInstitute.org](http://www.SonoranInstitute.org)



**GP RED**

1021 E. South Boulder Road, Suite N  
Louisville, CO 80027  
303-501-7697

[www.gpred.org](http://www.gpred.org)



**RRC Associates**

4770 Baseline Road, Suite 360  
Boulder, CO 80303  
303-449-6558

[www.rrcassociates.com](http://www.rrcassociates.com)

# Chamber Welcomes Eagle's New Town Manager

## Chamber Welcomes Eagle's New Town Manager

The Eagle Chamber of Commerce welcomed Eagle's new Town Manager, John Schneiger, at a special breakfast meeting, Tuesday June 7 at the Eagle Ranch Golf Club.

Mick Daly, president of the Eagle Chamber, invited Mr. Schneiger to meet members of the business community, and to listen to attendees' comments and suggestions regarding Eagle and how this great mountain town can be made better.

The thirty-five attendees were divided into groups and asked to discuss the following questions; then report back to Mr. Schneiger and the larger group.

(1) What is the best thing about living and working in Eagle (or the Eagle Valley)?

(2) If you could change one thing about the Town of Eagle, what would that be? What impact would that have on your business?

(3) Name the most important that the Town of Eagle can do to help you and how will it help to grow your business?

(4) What should the Town of Eagle do to ensure your business benefits from the Eagle River Park project? How will you benefit?

Feedback from the Groups:

- Housing
  - o Affordable ... high priority
  - o Need developer incentives
  - o Live/Work model – mixed use
- Marketing Focus (Brand)
  - o Support mountain entrepreneurs
  - o Events and programs that sell the town/quality of life, attract visitors and residents
  - o Build pride and encourage high standards from all (from staff to business owners to residents)
  - o Signage to support our Brand
- Attractive (Safe, and Healthy) Eagle

- o Hwy 6 entry to town – redevelopment needed
- o Better signage for way-finding
- o Pedestrian safety at new roundabouts – unrecognized issue (but big)
- Economic Development
- o Need a true, focused E/D effort
- o Stimulate new jobs
- o Support smart growth
- o Fill empty commercial space
- Strategic Growth (to reach a new Vision)
- o Population, Community, Jobs, Infrastructure, Economy, Amenities, etc.
- o all aligned with revenue growth
- Town Hall Culture – Professionalism
- o Staff attitude – be more welcoming and helpful to people and businesses
- o Layout confusing – long hall, where to go?
- o Higher priority on customer service
- o How can we say yes ('no' is the last option)
- o Staff Leadership and TBoT – increase professionalism ahead of population growth

John Schneiger's comments (not verbatim):

I'm very much aware of the housing issue having experienced it in my recent move to Eagle. We met with the developer of the Haymeadow project and they will apply for a modification to their Planned Unit Development (PUD) project to reduce the number of single-family units originally planned and look to smaller or affordable units.

The town needs to improve its organizational infrastructure, as well as ensuring that there is adequate staff with staff in the right positions. Efforts need to be made to improving communication and team-work between departments and the staff of 45 needs to be worked on. We also need to decide on the what the desired organizational culture and then work in that direction.

The town's budget process needs updating to include periodic financial reports that will ensure that the Board of Trustees know where the town stands financially throughout the year.

Economic development and smart growth happens when there is a coordinated partnership between the town and developers. My philosophy is that Community development be more problem solvers and less regulators.

The twenty-eight annual special events planned for 2016 are great for the town, but the growth in numbers (from 5 per year) has caused the police department and public works to lag behind in fulfilling their responsibilities; all of which I hope we can address in the near future.

The professionalism of town staff and how we work with the public is an important issue as Eagle continues to grow. We successfully dealt with this issue when I was City Manager of Montrose. I believe we need to make this a priority in Eagle.

The town needs to plan how to fund many needed improvements. For example, Public Works has indicated that it will need \$600,000 annually for street improvements. How to fund this type of expenditure will be challenging.

The Eagle River Park will be a great town asset and funding will require outside funding of all kinds. A Citizens Committee will be formed to assist in securing those private dollars.

The town can't be everything to everybody. The town needs to slow down in order to move forward. I'm a strong believer in having a strong partnership with the Chamber of Commerce to help determine economic development priorities and to stimulate new projects and move the town forward.

# 2013 TOWN OF EAGLE COMMUNITY SURVEY

September 2013  
Prepared by: Linda Venturoni  
Venturoni Surveys & Research, Inc



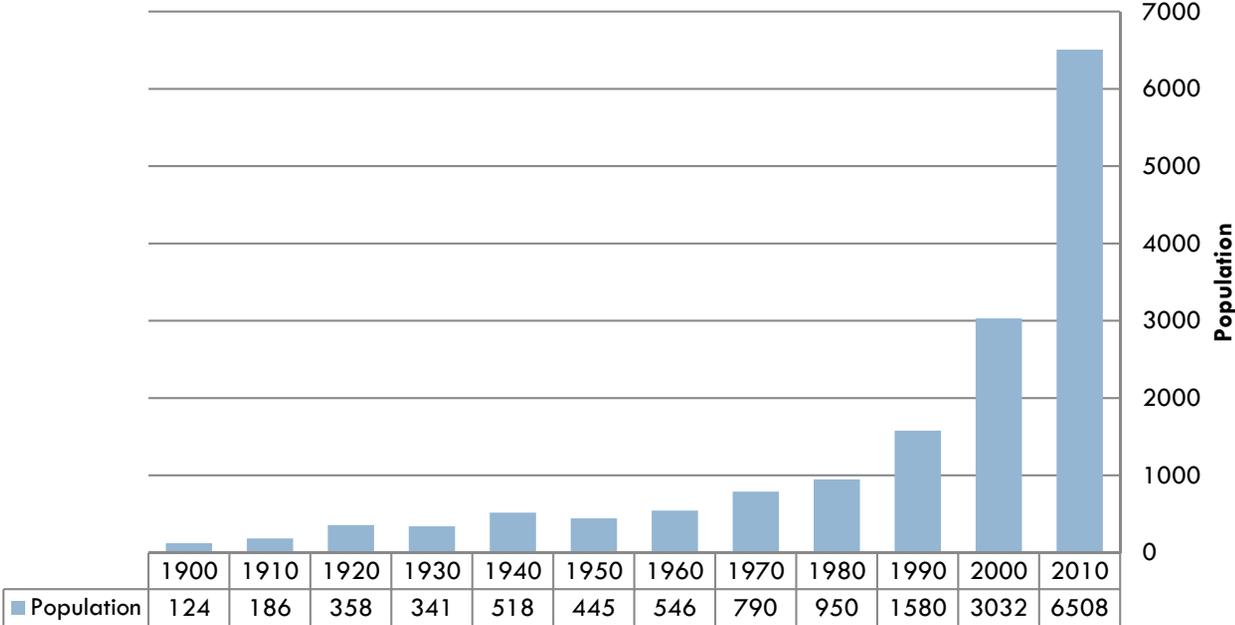
# Eagle Population Growth

Two decades of extreme growth:

1990 -2000  
The Town of Eagle grew by 92%

2000 – 2010.  
The Town of Eagle grew by 114%

Town of Eagle



# General Demographics

## Population 2000 - 2010

Town of Eagle		
2000	2010	%
3,032	6,488	114%
Eagle County		
2000	2010	%
41,659	52,057	25%

## Housing Units 2000 - 2010

Town of Eagle		
2000	2010	%
1,116	2,417	117%
Eagle County		
2000	2010	%
22,111	31,332	42%

Source: 2000 Census and 2010 Census; Colorado Demography Section

## Estimates of Population and Households for Colorado Counties and Municipalities 2010

	Total	Group Qtr.	Household	Persons Per	Total	Occupied	Vacant	Vacancy
Area	Population	Population	Population	Household	Housing Units	Housing Units	Housing Units	Rate

COLORADO STATE	5,049,717	116,312	4,933,405	2.49	2,215,770	1,980,972	234,798	10.6
----------------	-----------	---------	-----------	------	-----------	-----------	---------	------

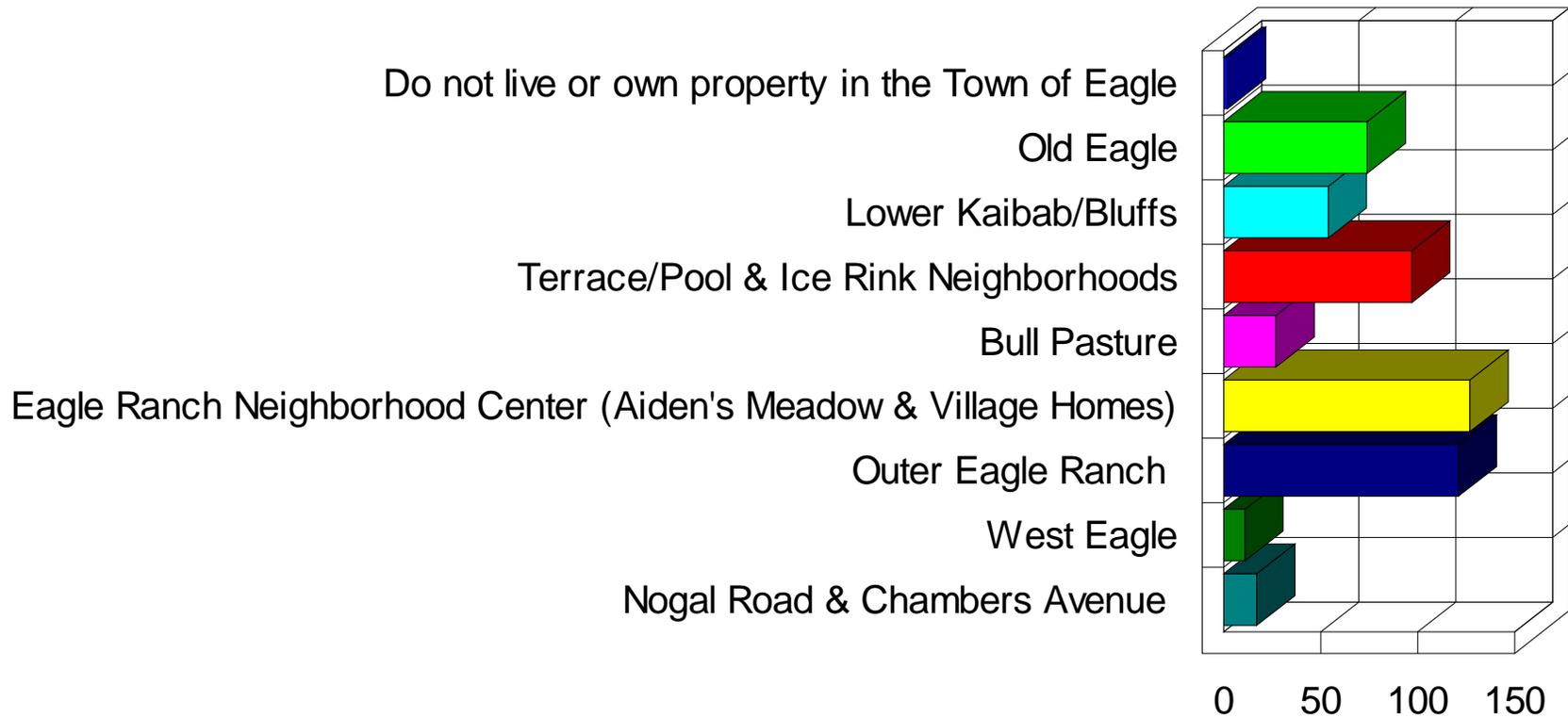
EAGLE COUNTY	52,057	55	52,002	2.71	31,332	19,182	12,150	38.78
Avon	6,426	0	6,426	2.78	3,616	2,313	1,303	36.03
Basalt (Part)	2,918	0	2,918	2.42	1,399	1,205	194	13.87
<b>Eagle</b>	<b>6,488</b>	<b>54</b>	<b>6,434</b>	<b>2.96</b>	<b>2,417</b>	<b>2,176</b>	<b>241</b>	<b>9.97</b>
Gypsum	6,475	0	6,475	3.22	2,212	2,008	204	9.22
Minturn	1,027	0	1,027	2.45	530	420	110	20.75
Red Cliff	268	0	268	2.29	142	117	25	17.61
Vail	5,287	1	5,286	2.04	7,231	2,595	4,636	64.11
Unincorp. Area	23,168	0	23,168	2.78	13,785	8,348	5,437	39.44

Source: State Demography Office

# 6. Where do you live?



## Voter List

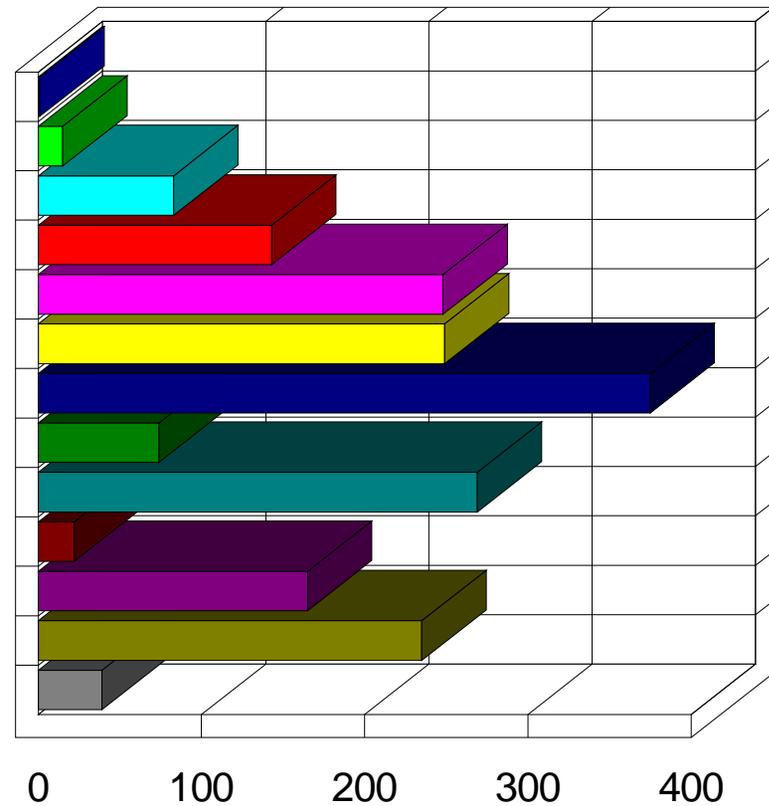


# 7. Which statements most accurately reflect the reason(s) you live in Eagle? (Please check all that apply)



## Voter List

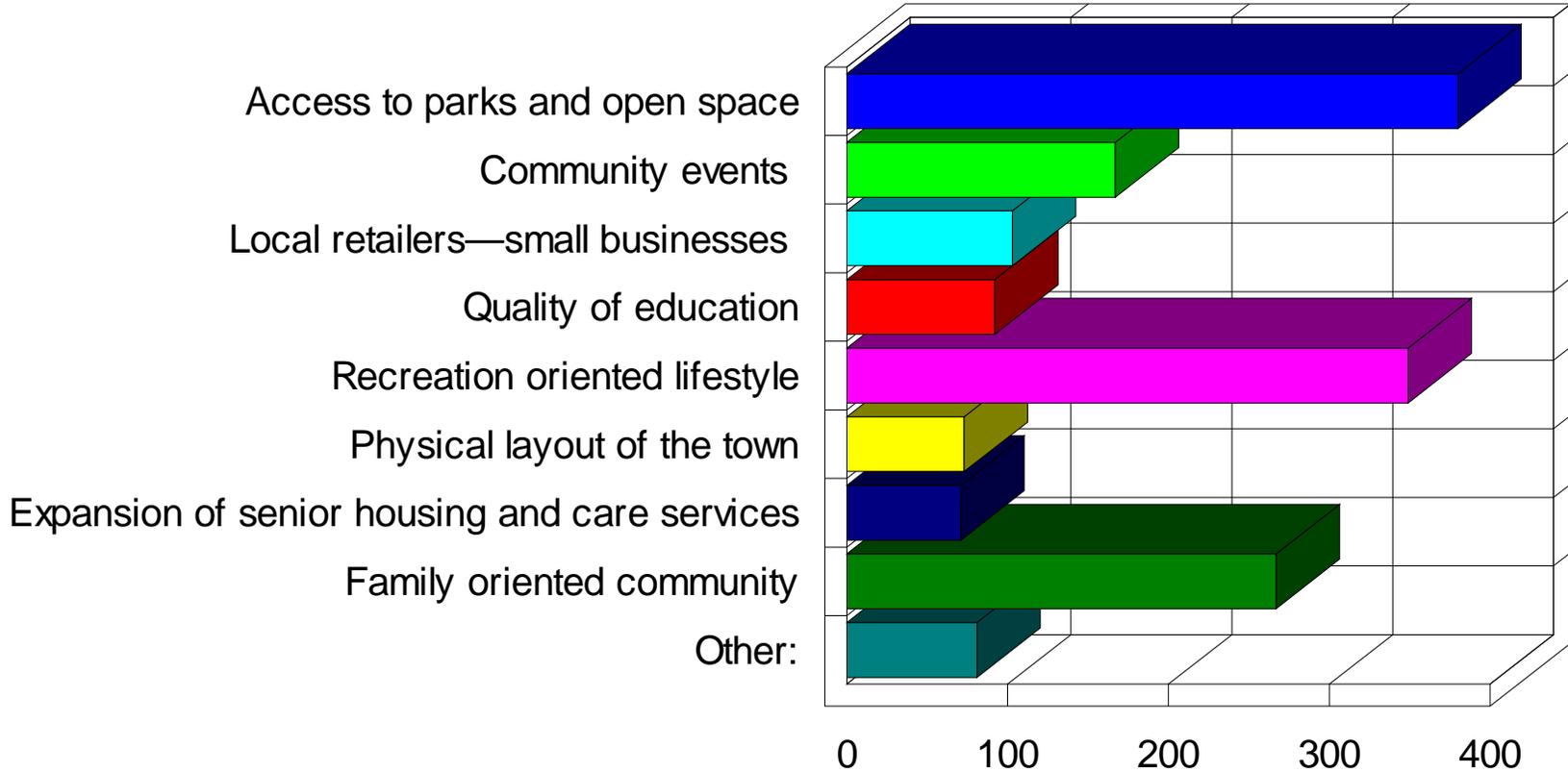
- Do not live or own property in the Town of Eagle
- I was born here
- To be near family or friends
- Employment opportunities
- Climate
- For the recreational amenities
- Quality of life
- Good place for retirement
- Family oriented community
- Telecommuting opportunities
- Proximity to world class resorts
- More affordable than other communities
- Other:



8. Please check the top three items from the list below that enhance "Quality of Life" for residents of the Town of Eagle. You may write in your own items under "Other". (Please check three)



Voter List



## 2013 Town of Eagle Community Survey

### Quality of Life

	<b>Business</b>	<b>Voter</b>
	<i>n=86</i>	<i>n=535</i>
Access to parks and open space	58.54%	71.97%
Recreation oriented lifestyle	58.54%	66.10%
Family oriented community	53.66%	50.57%
Community events	30.49%	31.63%
Local retailers—small businesses	40.24%	19.51%
Quality of education	12.20%	17.42%
Other:	14.63%	15.34%
Physical layout of the town	17.07%	13.83%
Expansion of senior housing and care services	7.32%	13.45%

Numbers reflect frequency responses

	1st choice
	2nd Choice
	3rd Choice

## 2013 Town of Eagle Community Survey

### Recreation

#### Questions #10-28.

Using the following list of recreational activities, please indicate the level of participation from your household members (adults and children). Most of the activities are seasonal in nature, so indicate participation levels for the time the activity is available.

	<b>Business</b> <i>n=86</i>	<b>Voter</b> <i>n=535</i>
Hiking/Walking/Jogging	72.15%	82.14%
Alpine Skiing/Snowboarding	48.15%	55.68%
Gardening	42.68%	52.37%
Road/Bike path cycling	45.68%	48.67%
Camping	37.50%	34.86%
Physical fitness	26.25%	32.44%
Mountain biking	34.57%	31.48%
Playgrounds	20.25%	29.53%
Swimming	22.79%	27.06%
Fishing	29.62%	22.10%
Team sports	35.00%	22.01%
Cross Country Skiing/Snowshoeing	16.05%	21.14%
Golf	17.50%	20.46%
Hunting/Archery	17.72%	16.89%
Motorized vehicle recreation	22.78%	15.41%
Rafting/Kayaking	15.38%	11.88%
Hockey/Ice Skating	6.41%	10.79%
Horseback riding	7.50%	4.06%
Tennis	3.75%	3.28%

Numbers reflect percentage of respondents who answered "Frequently" or "Very Frequently"

	80-100%
	50-79%
	30-49%

## 2013 Town of Eagle Community Survey Recreational Enhancements

	<b>Business</b>	<b>Voter</b>
	<i>n=86</i>	<i>n=535</i>
Add more trails (unpaved)	<b>51.3%</b>	<b>51.2%</b>
Add more paved pedestrian paths	<b>45.6%</b>	<b>47.4%</b>
Add restroom facilities at trail	<b>44.3%</b>	<b>35.1%</b>
More groomed cross-country trails	<b>15.4%</b>	<b>23.4%</b>
More covered picnic shelters	<b>23.4%</b>	<b>20.5%</b>
More regional sports fields	<b>23.1%</b>	<b>16.6%</b>

Numbers reflect the percent of respondents who rated the priority a 4 or 5 on a 5 point scale.  
(Not Important to Very Important)

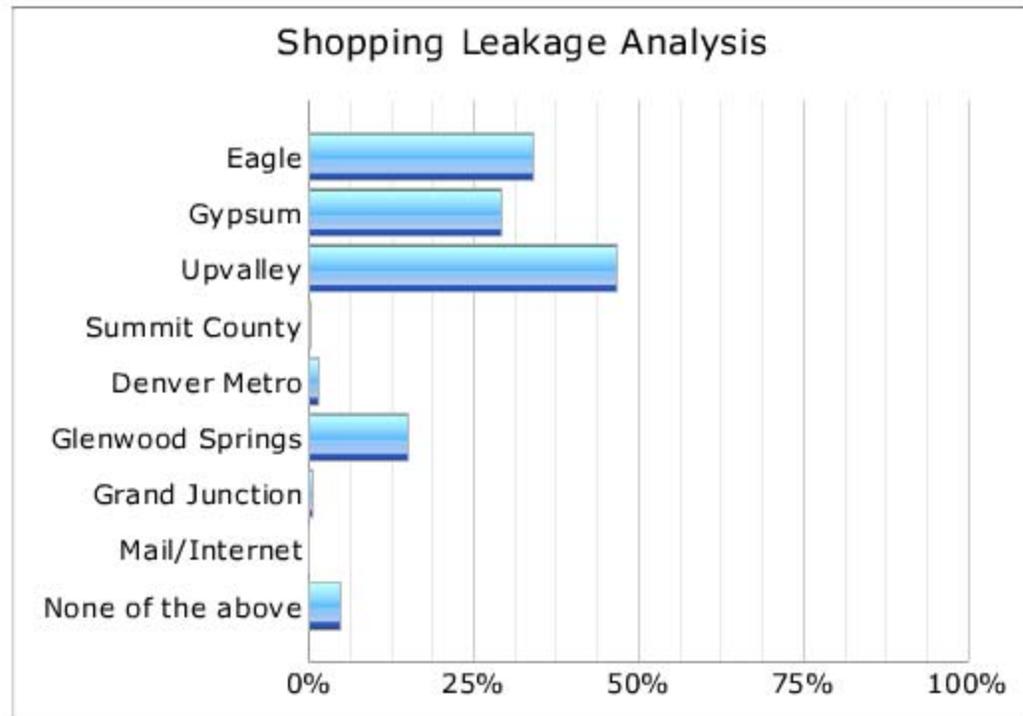
	<b>50-100%</b>
	<b>40-49%</b>
	<b>30-39%</b>



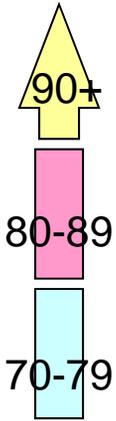
# 2013 Town of Eagle Community Survey

Where do you normally shop for...?

- Shopping
- Groceries
  - Medical prescriptions
  - Clothing
  - Sports/recreational
  - Health care
  - Home improvement/furniture
  - Entertainment/restaurant
  - Electronic equipment
  - Emergency medical care



**2013 Town of Eagle Community Survey**  
**Issues/Values**



	<b>Business</b>	<b>Voter</b>
	<i>n=86</i>	<i>n=535</i>
Scenic/visual quality	86.9%	88.7%
Local economy	92.9%	87.7%
Stream & river quality	77.4%	86.3%
Sense of community	75.3%	84.3%
Appearance of Town	76.5%	83.8%
Public safety	81.9%	83.8%
Traffic circulation	79.5%	82.4%
Recreational amenities	72.6%	80.0%
Town Services	78.3%	77.6%
Open space areas	57.2%	75.8%
Education K-12	68.2%	71.7%
Shopping opportunities	51.2%	50.0%
Affordable housing	51.2%	49.8%
Senior housing and care	49.4%	49.0%
Arts & Culture	54.8%	48.8%

## 2013 Town of Eagle Community Survey Problems

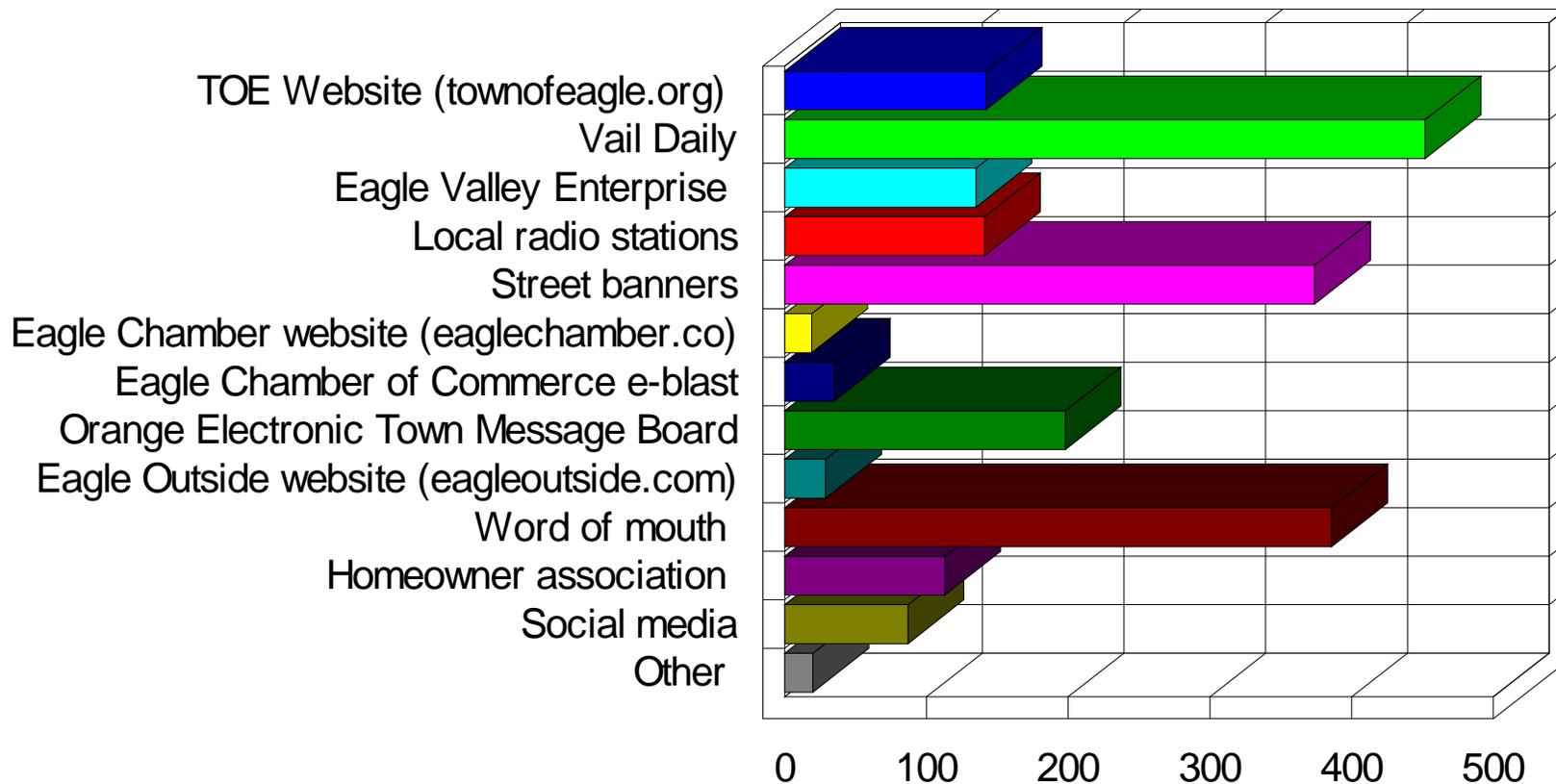
	<b>Business</b>	<b>Voter</b>
	<i>n=86</i>	<i>n=535</i>
Business climate	<b>45.24%</b>	<b>39.53%</b>
Dog poop on trails, sidewalks	<b>23.46%</b>	<b>35.32%</b>
Nuisance/unsightly properties	<b>28.04%</b>	<b>32.12%</b>
Off leash dogs	<b>22.22%</b>	<b>31.17%</b>
Towns financial reserves	<b>27.16%</b>	<b>27.16%</b>
Street conditions	<b>21.95%</b>	<b>20.65%</b>
Junk / abandoned vehicles	<b>20.98%</b>	<b>19.12%</b>
Parking	<b>24.10%</b>	<b>11.39%</b>
Snow removal	<b>8.54%</b>	<b>8.57%</b>

Numbers reflect the percent of respondents who rated the priority a 4 or 5 on a 5 point scale.  
(Not a problem to major problem)

Major problem	<b>67%+</b>
Moderate problem	<b>33-66%</b>
Not a problem	<b>0-33%</b>

# 74. How do you find out about Town events and issues? (Please check all that apply.)

## Voter List



## 2013 Town of Eagle Community Survey Town Services

	<b>Business</b> <i>n=86</i>	<b>Voter</b> <i>n=535</i>
Maintenance of Parks	59.16%	70.61%
Public Landscaping	54.05%	64.38%
Snow Removal	63.51%	64.01%
Maintenance of Trails	48.57%	62.61%
Recreation Programs	57.14%	57.42%
Recreation Facilities	52.86%	56.88%
Public Parking	38.89%	56.04%
Maintenance of Sidewalks	49.33%	55.37%
Crime Prevention	59.15%	55.13%
Street Cleaning	54.17%	52.97%
General Satisfaction	61.53%	52.72%
Town Staff	57.14%	48.92%
Neighborhood Road Maint.	48.61%	48.17%
Open Space Acquisitions	49.23%	45.66%
Traffic Enforcement	44.78%	44.69%
Animal Control Services	41.17%	40.22%
Open Space Management	38.81%	38.26%
Code Enforcement	40.00%	31.56%
Communicating with Citizens	38.81%	29.61%
Town Board	37.14%	28.95%
Handling of Complaints	40.00%	26.97%
Planning and Zoning Commission	35.29%	25.75%
Planning/Community Development	30.77%	25.33%
Working w/citizen Groups	30.30%	23.62%



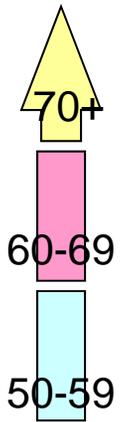
## 2013 Town of Eagle Community Survey

### \$100

	<b>Business</b>	<b>Voter</b>
	<i>n=86</i>	<i>n=535</i>
Attract new businesses to Eagle	<b>\$21.56</b>	<b>\$23.34</b>
Improve traffic circulation	<b>\$23.75</b>	<b>\$22.61</b>
Funding of arts & culture	<b>\$7.19</b>	<b>\$8.06</b>
Aquire open space areas	<b>\$5.99</b>	<b>\$8.50</b>
Improve maintenance of town parks & landscaping	<b>\$6.95</b>	<b>\$8.15</b>
Replenish town reserve fund	<b>\$14.11</b>	<b>\$12.19</b>
Marketing/PR	<b>\$12.33</b>	<b>\$8.05</b>
Build more trails	<b>\$7.21</b>	<b>\$8.69</b>
<b>TOTAL</b>	<b>\$99.09</b>	<b>\$99.59</b>

	1st choice
	2nd Choice
	3rd Choice

## 2013 Town of Eagle Community Survey Assessment of Eagle

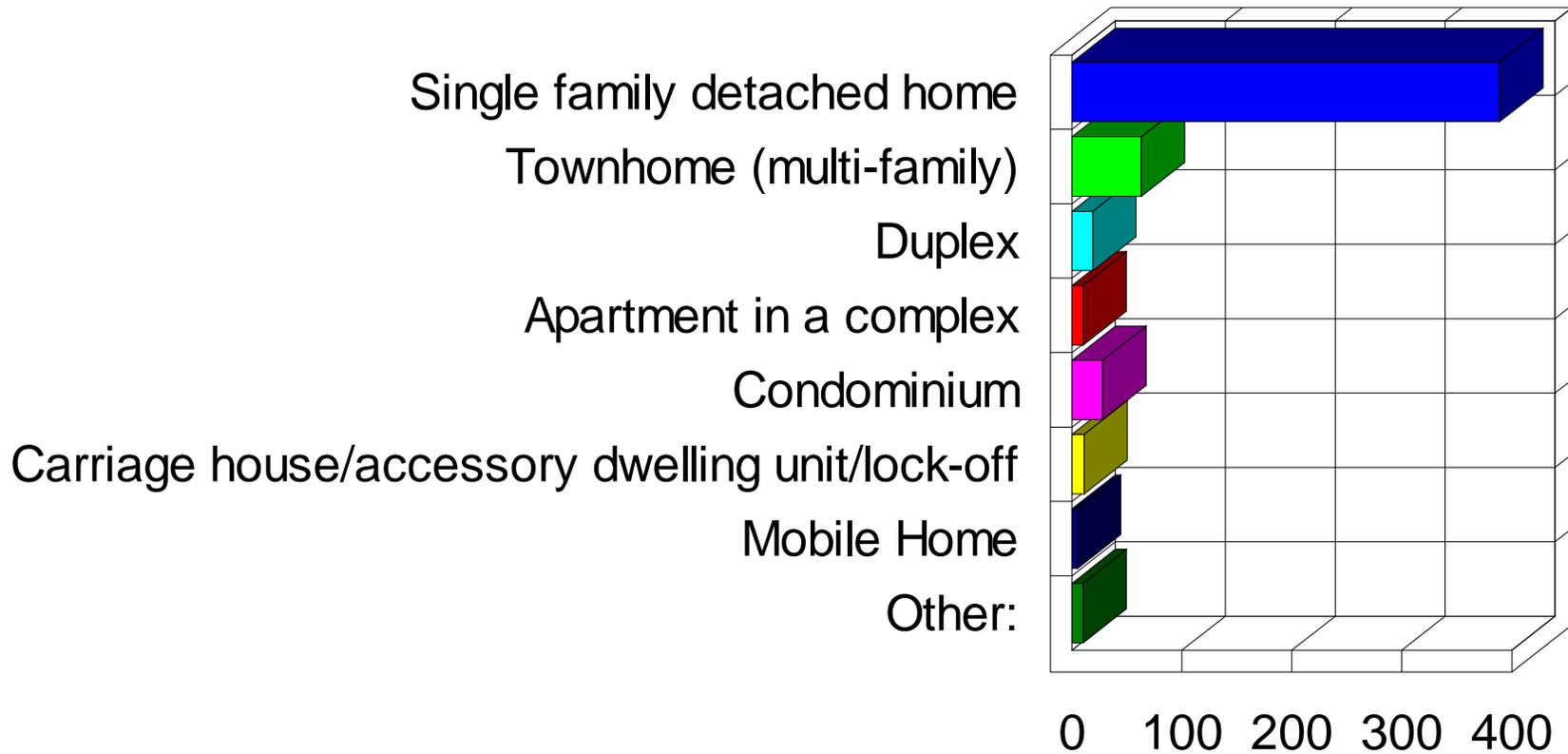


	<b>Business</b>	<b>Voter</b>
	<i>n=86</i>	<i>n=535</i>
Sense of community	62.2%	73.5%
Public safety	68.8%	72.5%
Recreational amenities	68.4%	70.8%
Stream & river quality	70.1%	70.3%
Scenic/visual quality	62.0%	68.3%
Open space areas	57.5%	63.7%
Appearance of town:	43.9%	55.6%
Education K-12	55.9%	54.2%
Town services	46.3%	48.0%
Affordable housing	13.9%	18.9%
Senior housing and care	15.8%	18.5%
Arts & Culture	12.2%	17.6%
Traffic circulation	8.5%	13.8%
Local economy	6.3%	12.1%
Shopping opportunities	6.1%	9.8%

# 124. Which type of housing is your Eagle home?



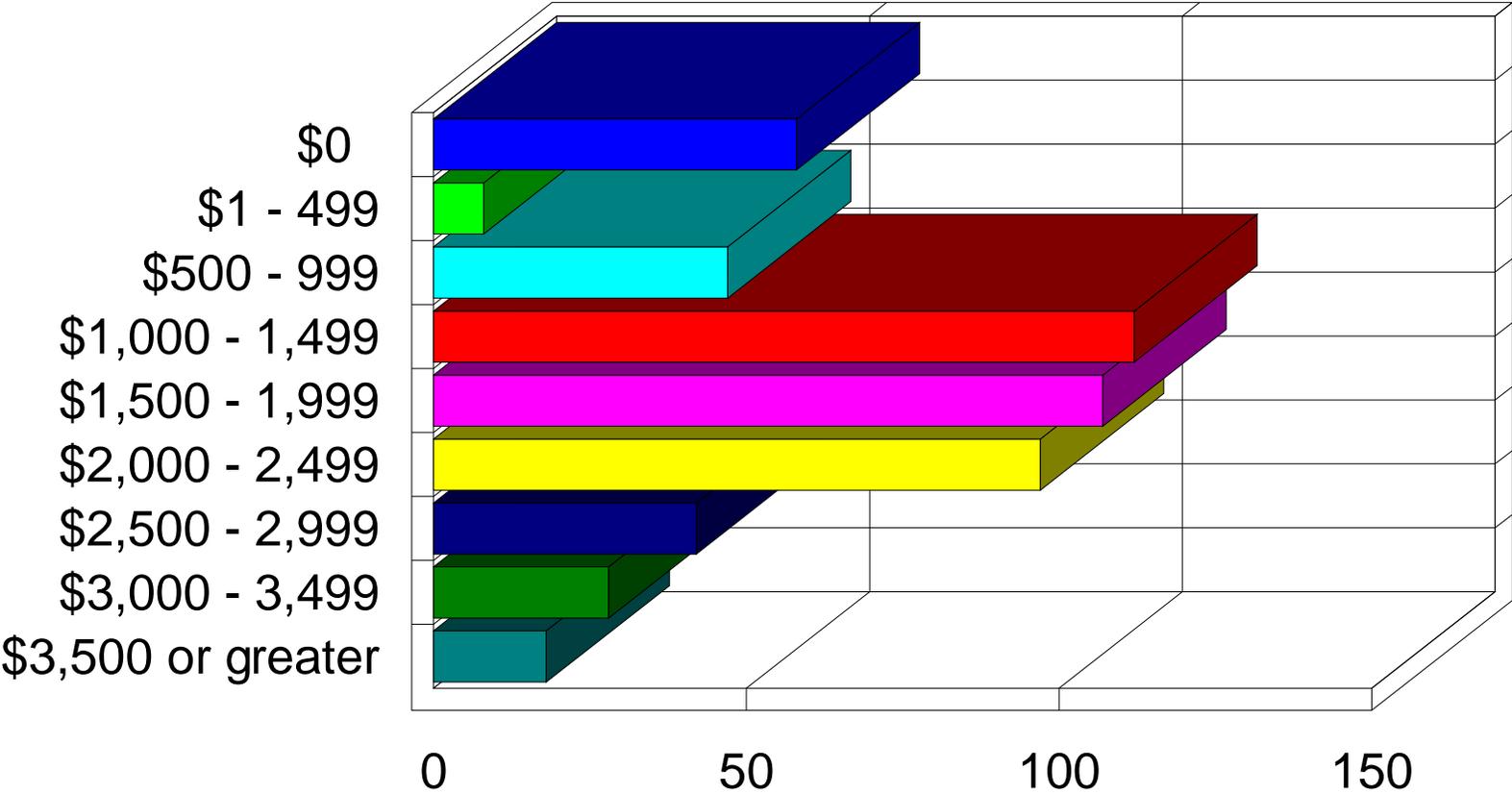
## Voter List



# 125. What is your monthly expenditure for either mortgage or rent?



Voter List

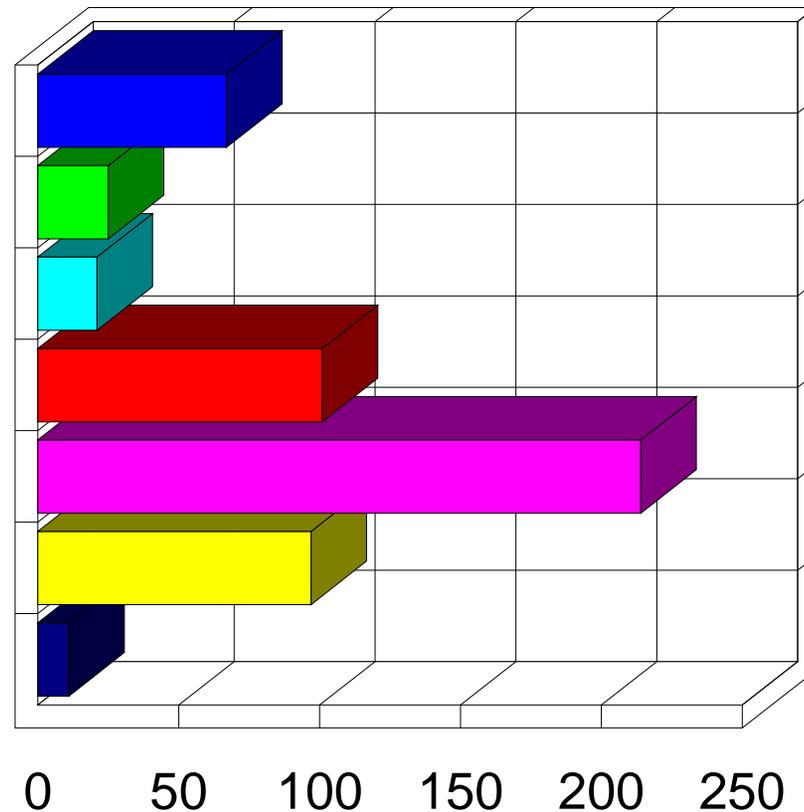


# 126. Family status?



## Voter List

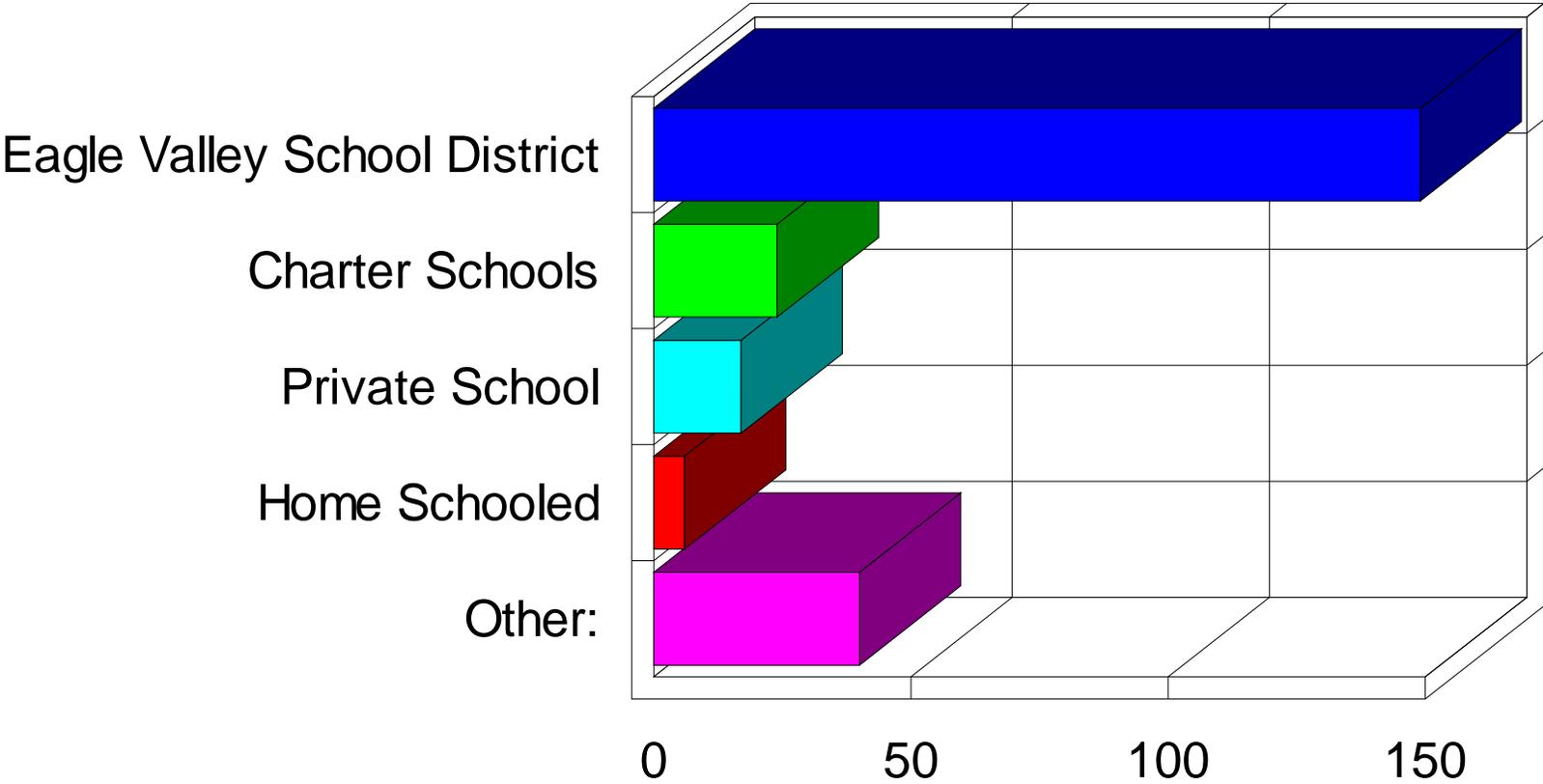
- Single, no children
- Single, with children
- Single, children no longer at home
- Couple, no children
- Couple, with children
- Couple, children no longer at home
- Other



# 127. If you have children 18 or younger in your family where do they currently attend school?



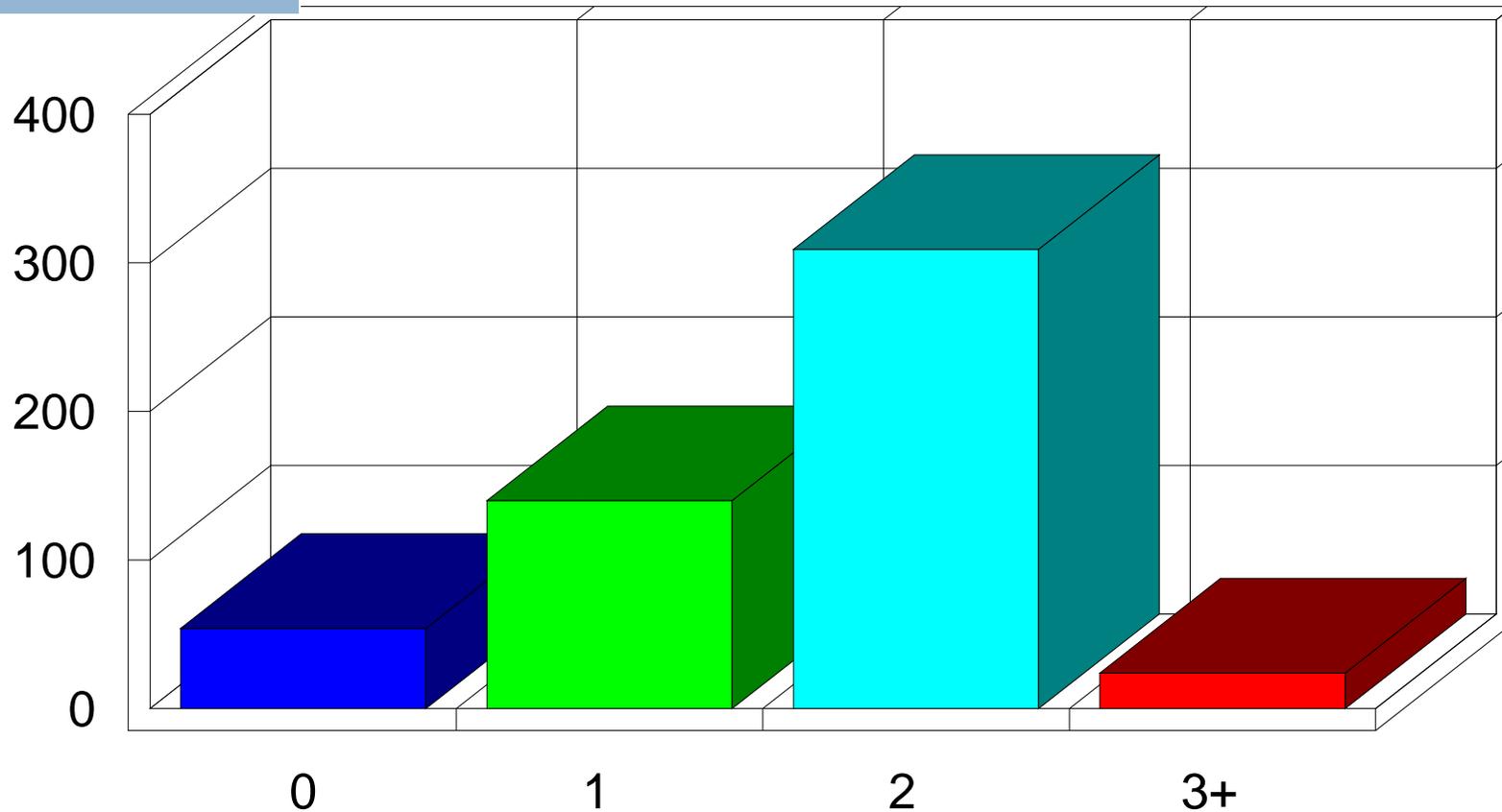
## Voter List



# 128. Including yourself, how many members of your household are employed?

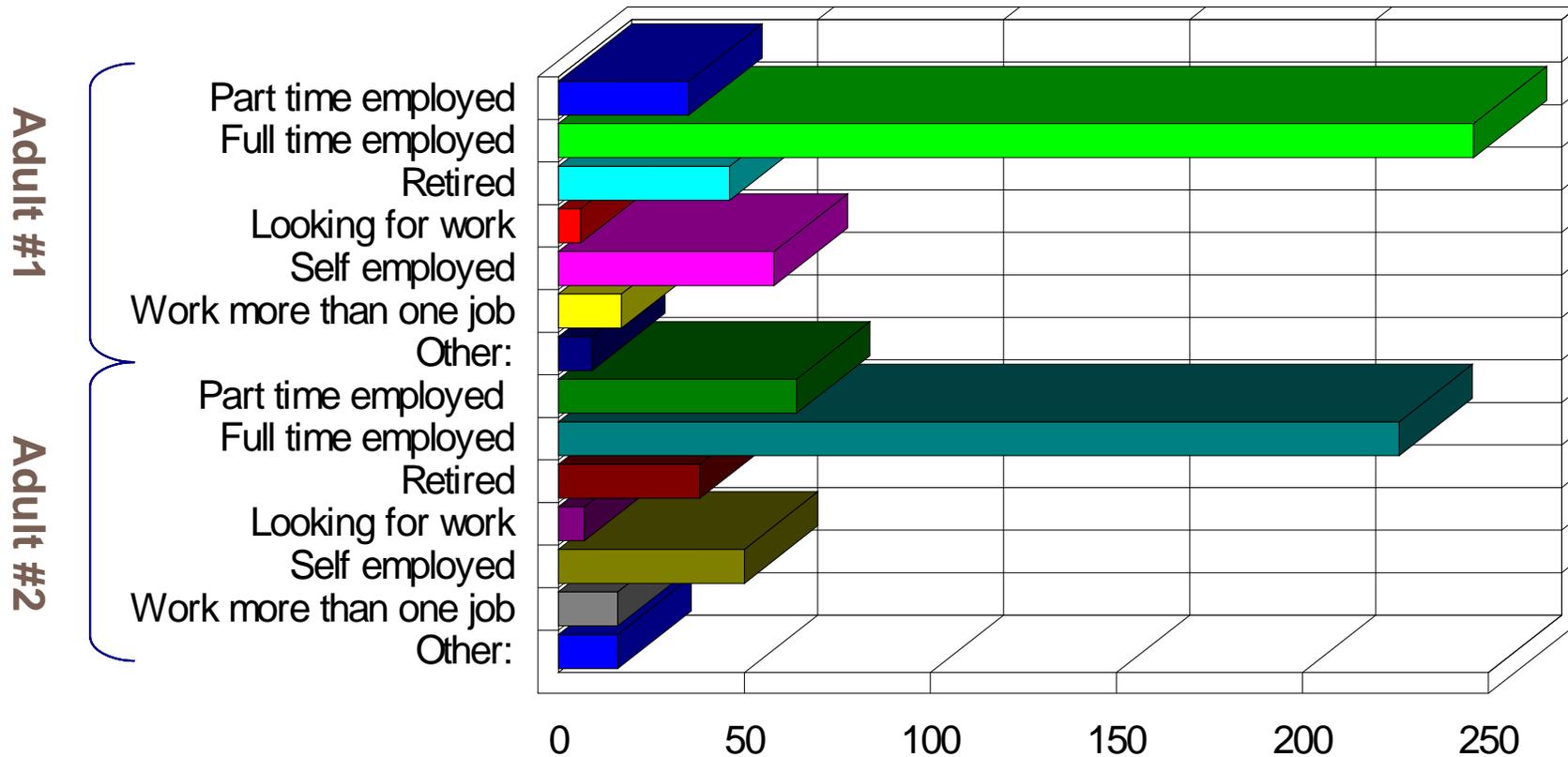


Voter List



# 130. What is your employment status?

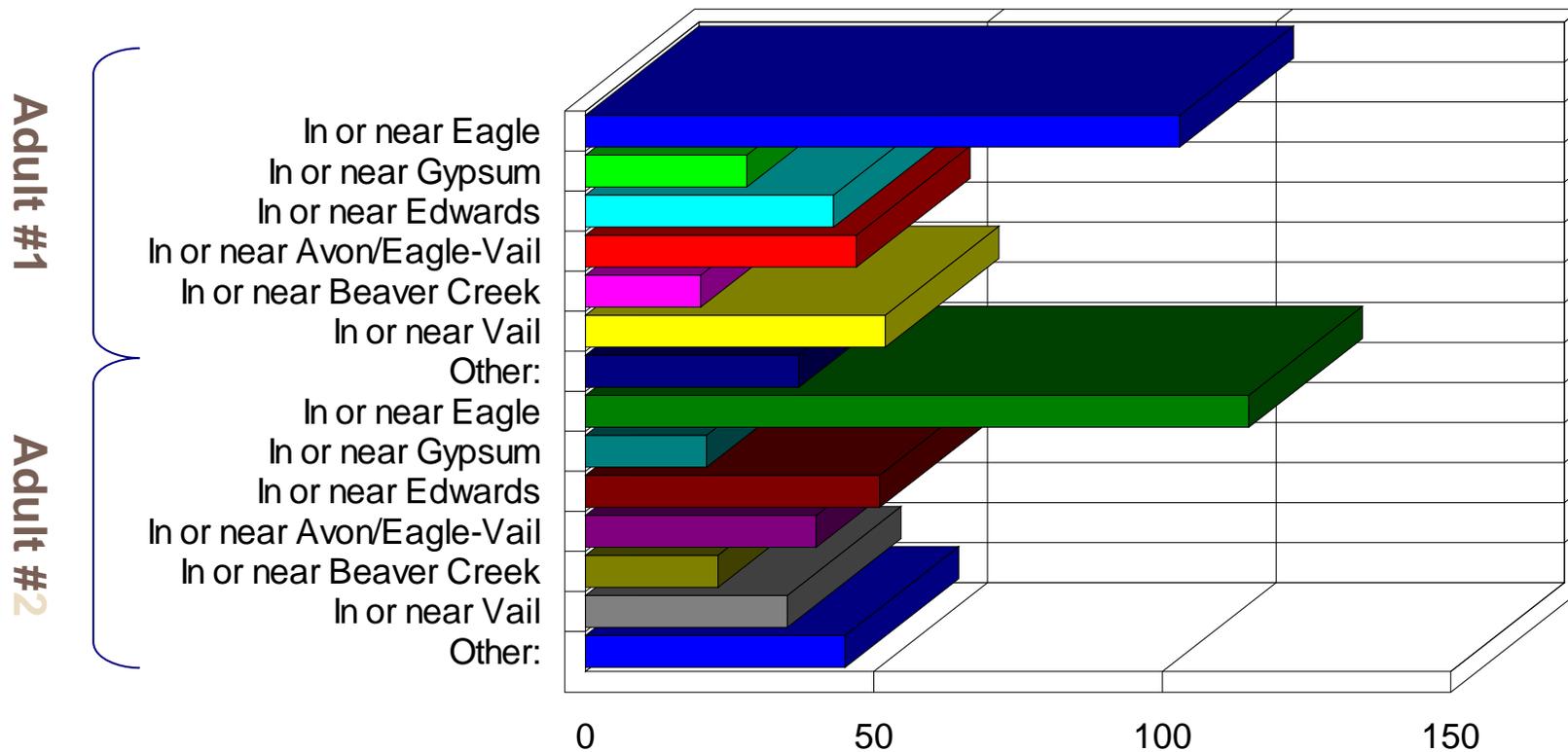
## Voter List



# 131. If employed, in which community is your primary job located?



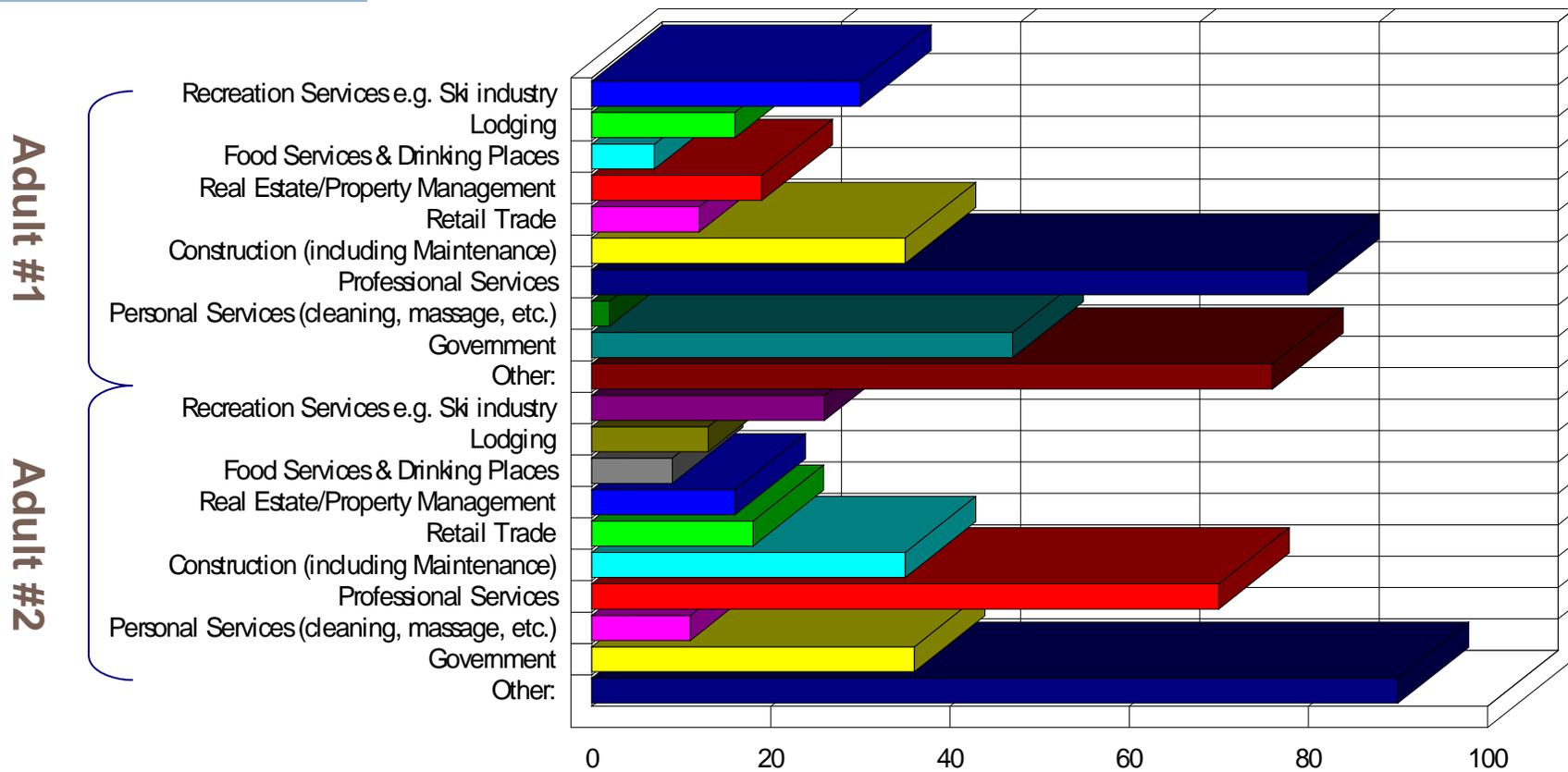
## Voter List



# 132. If employed, in what industry?

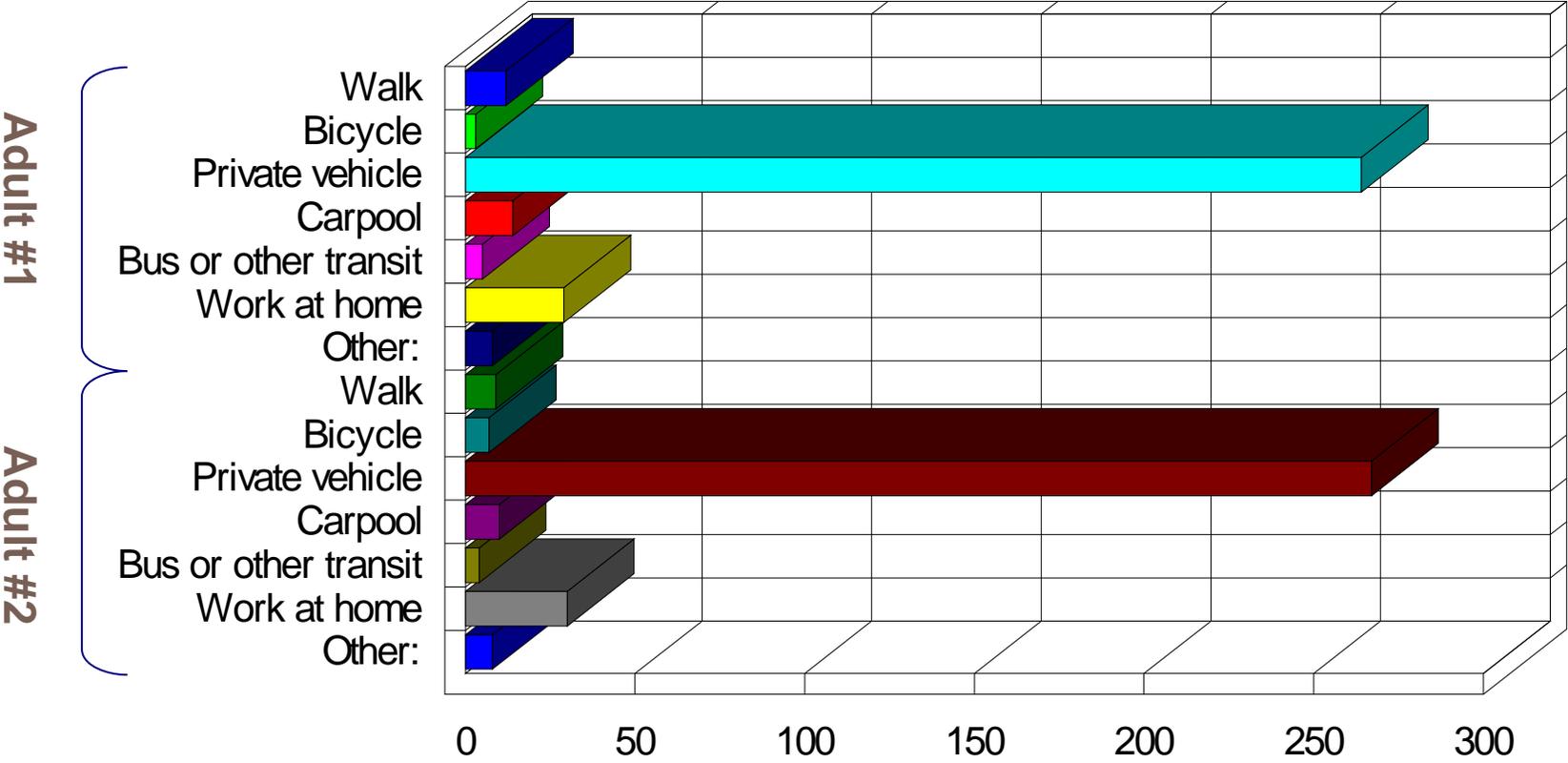


## Voter List



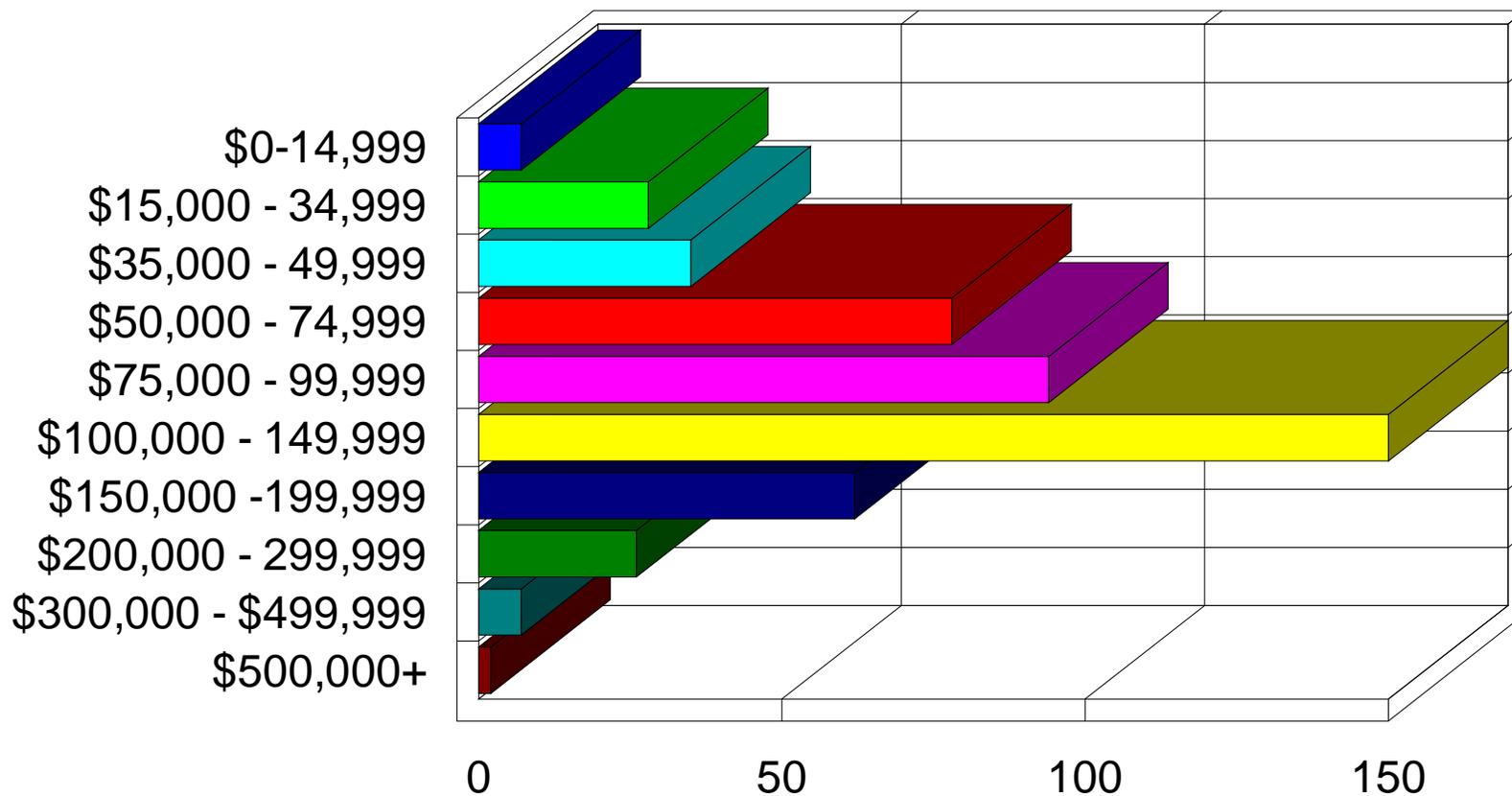
# 133. If employed, how do you typically get to work?

Voter List



# 134. Please indicate if your Annual Household Income is:

Voter List



# Town of Eagle Community Survey

## Issues/Values

	2004	2007	2013	2013-2007
	<i>n=253</i>	<i>n=503</i>	<i>n=535</i>	
Affordable housing	49.6%	62.4%	49.8%	-12.6%
Appearance of town		83.1%	83.8%	0.7%
Arts & Culture	45.7%	53.6%	48.8%	-4.8%
Education K-12	74.3%	70.8%	71.7%	0.9%
Local economy	82.4%	83.3%	87.7%	4.4%
Open space areas	70.9%	83.6%	75.8%	-7.8%
Parking	36.1%	51.8%		
Public safety		89.9%	83.8%	-6.1%
Recreational amenities	77.1%	81.7%	80.0%	-1.7%
Scenic/Visual quality	84.1%	90.3%	88.7%	-1.6%
Sense of community		88.1%	84.3%	-3.8%
Shopping opportunities	49.4%	50.0%	50.0%	0.0%
Town Services	79.9%	86.8%	77.6%	-9.2%
Traffic circulation	55.9%	90.5%	82.4%	-8.1%

# Town of Eagle Community Survey

## Assessment

	2004	2007	2013	2013-2007
	<i>n=253</i>	<i>n=503</i>	<i>n=535</i>	
Affordable housing	13.3%	9.9%	18.9%	9.0%
Appearance of town	43.3%	50.6%	55.6%	5.0%
Arts and culture	18.5%	14.6%	17.6%	3.0%
Education K-12	45.0%	49.1%	54.2%	5.1%
Local economy	27.0%	32.9%	12.1%	-20.8%
Open space areas	53.0%	52.7%	63.7%	11.0%
Parking	40.8%	34.0%		
Public safety	58.2%	66.1%	72.5%	6.4%
Recreational amenities	58.9%	65.3%	70.8%	5.5%
Scenic/visual quality	60.6%	67.6%	68.3%	0.7%
Sense of community	69.0%	71.5%	73.5%	2.0%
Shopping opportunities	8.9%	9.8%	9.8%	0.0%
Town services	46.8%	45.3%	48.0%	2.7%
Traffic circulation	32.4%	5.3%	13.8%	8.5%

# Conclusions & Recommendations



## Changing Demographics

### Aging of the Population

More residents in the older age groups:

- 55-64
- 65-74

# Conclusions & Recommendations



## Shopping Leakage:

- Clothing
- Sports/Recreational
- Home Improvement/Furniture
- Electronic Equipment

# Conclusions & Recommendations



Most Important changes  
from the 2007 Town of  
Eagle Community Survey:

**(Higher value combined with lower assessment)**

▣ Local Economy

# Conclusions & Recommendations



Agreement – \$100 Allocation  
- More emphasis on:

- ▣ Attract new businesses to Eagle
- ▣ Improve traffic circulation
- ▣ Replenish town reserve fund

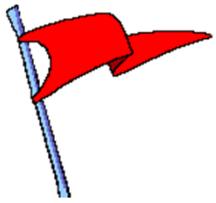
# Conclusions & Recommendations



Agreement : Assessment – High marks!

- ▣ Sense of community
- ▣ Scenic/visual quality
- ▣ Recreational amenities
- ▣ Public safety

# Conclusions & Recommendations



Low community assessment scores vs. values should be of concern in the following areas:

- ▣ Shopping opportunities
- ▣ Local economy
- ▣ Traffic circulation

# COMMUNITY PLAN

# A Team Approach to Good Governance



# Historical Context

- **Late 1800's patronage and spoils system is common political practice**
- **Growth of cities during industrial revolution underscores the need for a new bureaucratic governance model**
- **Woodrow Wilson & William Brandeis: Political-Administrative Dichotomy**
- **Government needs to run in a more "business-like" fashion**

# **Elected Officials**

*(Policy Makers)*

Mission

Goals

Policies

## **Staff**

*(Manager  
/Administrators)*

Administration

Management

**Implement Policy**

# John Nalbandian's Three Characteristics of Highly Effective Councils and Town Boards

1. Ability of elected officials to deal with issues ***as a team***
2. Willingness to address difficult issues
3. Successful relationship with Professional Staff

**Strong Council/Staff  
Partnership =**

**A Successful  
Team Serving Your  
Community!**

“Top administrators are **partners** in leadership with elected officials. Leadership in government is characterized by **interaction, interdependency and mutual respect** between elected officials and administrators. They have a **complementary relationship** in which each needs the other and each makes unique contributions in conducting **both shared and separate tasks.**”

*Leadership at the Apex, 2006*

# Council Constraints

- Volunteer, For the Most Part
- Vague task and role definition
- No hierarchy
- Little **measurable** feedback or evaluation of performance
- Open meeting requirements

# Staff Constraints

- Multiple bosses
- Changing agendas
- Limited resources
- Mixed messages

# Obstacles in Developing a Successful Council-Staff Partnership

- All council members may not see themselves as members of a team
- Difficulty in “moving on” after a close vote or a contentious issue
- Council and staff don’t always speak the same language

# Differences in Language

## Elected Officials

*Representatives*

*“What do you  
hear?”*

*Conflict/Compromise*

*Change*

## Staff

*Experts*

*“What do you  
know?”*

*Cooperation*

*Stability*

# Keys to a Successful Council/Staff Partnership

- Council clearly defines policy goals and outcomes to be achieved
- Staff defines the means for achieving these outcomes and successfully carries them out
- Example of Ship's Crew

# Primary Roles: Council Member

- **Goal Setter** – develop a vision for the community; establish goals and milestones
- **Interpreter** – anticipate city/town needs & issues; seek feedback
- **Advocate** – mobilize support for council decisions;
- **Decision Maker** – formulate and adopt policies, programs and budgets

# Primary Roles: Administrator

- **Technical Expert** – provide expertise and knowledge on policy issues
- **Innovator** – develop an environment which generates creative ideas
- **Team Builder** – create an environment that fosters collaboration
- **Staff Developer** – develop knowledge and skill in staff members; evaluate performance

# Best Practices for Public Officials

- Create incentives for staff to give the council its best advice and assessment on issues
- Criticize the project or the process....not the person (avoid scapegoating staff)
- Create mechanisms that protect staff from being drawn into intra-council conflicts
- Share information equally!

# Exercise Good Personnel Practices

- Treat Others with Civility and Respect
- Communicate Consistently to All Members of the Organization
- Praise in Public, Criticize in Private

# A Leader Who Cares...

- Challenges the Process  
(searches for opportunities)
- Promotes a Shared Vision  
(enlists others)
- Enables Others to Act  
(encourages collaboration)
- Models the Way  
(sets the example)
- Encourages the Heart  
(recognizes contributions and celebrates accomplishments)

# STAY INFORMED

- Attend Relevant Trainings & Workshops (e.g. CML, NLC, Council of Governments, etc.)
- Review Current Information on Best Practices in Government (Beg and Borrow)
- Take Full Advantage of Networking Opportunities with other Elected Officials

Questions..?



# Best Management Practices

Elyse Ackerman-Casselberry  
Colorado Department of Local  
Affairs Regional Manager



# Agenda

- ◆ Who is DOLA
- ◆ County Powers & Authority
- ◆ Best Management Practices
  - Roles & Responsibilities
  - Administration
  - Working Together as a Board

# County Powers & Authority

- ◆ Counties powers are expressly granted by State Legislature
  - ◆ County as an arm of the State
  - ◆ Powers are broad but defined
  - ◆ Choose which powers to exercise—  
for the most part
  - ◆ Choose how to exercise powers—  
with exceptions like TABOR
- 

# County Powers & Authority

- ◆ Sue and be sued
- ◆ Purchase and hold real and personal property
- ◆ Sell or exchange real or personal property
- ◆ Contract
- ◆ Operate mass transit
- ◆ Operate/install street lighting
- ◆ House inmates
- ◆ Dispose of abandoned personal property
- ◆ Develop land management plans that address hazardous fuel removal and other forest management practices, water development and conservation measures, watershed protection, protection of air quality, public utilities protection
- ◆ **Adopt and enforce ordinances regarding health, safety, and welfare issues**

# Roles and Responsibilities

A stylized, low-poly silhouette of a mountain range is positioned in the bottom right corner of the slide. The mountains are rendered in various shades of blue, creating a sense of depth and texture. The overall background of the slide is a solid, dark blue color.

# Elected Officials

- ◆ Set policy
  - ◆ Use enabling authority and charter to protect public interest
  - ◆ Appoint certain staff and boards that will further the mission of the community
  - ◆ Provide general direction and on-going two-way communication
  - ◆ Interact with constituents, provide forum for public discourse
  - ◆ Make decisions for the good of your community
- 

# Elected Officials – Key Elements to Consider:

## ◆ Leadership

- You are a community leader!
- So are the other 2 people sitting beside you.

## ◆ The Big Picture

- You are mandated by law to make decisions that impact people's lives
- Agree to disagree
- Position is a "24/7" obligation

## ◆ Information/Analysis

- Information is the key
- Information for evaluation
- The right decision is not necessarily the most popular, and sometimes the most popular decision is not the right one

# Elected Officials – Key Elements to Consider:

continued

- ◆ **Ethics**
  - Be professional
  - In this business “perception is reality”
- ◆ **Code of Conduct**
  - Respect each other as professionals
  - Confidentiality
  - Be a positive ambassador for the town
  - Avoid surprises
- ◆ **Consistency**
  - Lack of consistency can create legal, liability and fairness issues
- ◆ **Involvement**
  - Public Service = Involvement!
  - Be careful of overextending yourself
- ◆ **Resources**
  - Use your professional organizations, neighboring communities and staff to access resources and technical assistance

# Elected Official Roles

As a member of the board, it is important that you:

- ◆ Do not favor any particular special interests.
- ◆ Do not use this board for your own personal advantage or for the advantage of friends or supporters.
- ◆ Keep privileged information confidential.
- ◆ Approach all board issues with an open mind
- ◆ Be cautious in exercising authority as an individual board member on behalf of the entire BOCC.
- ◆ You may have been elected by followers of certain interests or issues, but you have a duty to the entire community.

# Administrator/BOCC Governance Structure

- ◆ Administrator appointed by Board
- ◆ Delegated responsibility and oversight of operation and management decisions
- ◆ Administrator serves as "CEO" at the pleasure of the Board
- ◆ Oversees all personnel matters except appointment of attorney and DHS.

# Administrator

- ◆ Prepares a budget for the board consideration
- ◆ Recruits, hires, terminates, disciplines, and supervises staff
- ◆ Serves as the board's chief advisor
- ◆ Carries out the board's policies and strategic direction
- ◆ Provides complete and objective information about local operations
- ◆ Discusses the pros and cons of alternatives and offers an assessment/ consequences of a board's decisions
- ◆ Serves at the pleasure of the governing body
- ◆ Can be fired by a majority of the board, consistent with local laws, or any employment agreements
- ◆ Traditionally works as an exempt or salaried employee
- ◆ Makes policy recommendations to the board for consideration and final decision.
- ◆ Is bound by whatever action the board takes

## Clarifying Roles of Board-Staff Team

<b><i>Role of the Board</i></b>	<b><i>Role of the Administrator</i></b>
Elected and accountable to the citizens	Appointed by and accountable to the Board
Appoints the Administrator (and possibly others)	Appoints all remaining staff
Represents the organization to the wider community/stakeholders	Manages day-to-day contact
Ensures the organization is abiding by the law	Manages the organization in order to ensure its compliance
Governs the organization	Manages the organization
Responsible for policy formation	Responsible for policy implementation, informing and guiding the Board on realistic and achievable goals
Develops and prioritizes long term goals	Delivers on short-term goals and implements long-term Board goals
Approves annual budget	Prepares annual budget
Establishes financial and other governance policies	Implements financial and other policies
Ensures annual audit is complete	Serves as liaison with auditors and provides all financial records
Sets Agendas and Manages Board Meetings	In conjunction with the BOCC, sets and executes agenda for meetings
Self Governs	Manages Staff not BOCC

# Staff

- ◆ Hired by the Administrator
- ◆ Serves under the direction of the Administrator
- ◆ Provides technical expertise and guidance
- ◆ Assists with research
- ◆ Provides staff review and reports
- ◆ Advises BOCC, Administrator, and other elected officials

# Suggestions for Good Relationships with Staff

- ◆ Do NOT give direct orders to individual employees.
  - Help ensure effective and efficiency government by passing your complaints, suggestions and orders through the proper chain-of-command.
  - Understand what the Chain of Command is
  - Create an understanding of effective follow-through
- ◆ Take citizen concerns/complaints to the administrative head of the County.
  - Listen to the complaint courteously, tell the citizen you will pass it along.
  - Establish protocol for responses
- ◆ Honor the governing body-staff partnership.
  - Staff really wants you to look good!

# Good Governance

Working Together as a  
Board



# John Nalbandian's Characteristics of Highly Effective Boards

- ◆ Ability to deal with issues AS A TEAM
- ◆ Willingness to address DIFFICULT issues
- ◆ Successful relationship with Professional Staff

# Keys to Successful Partnerships

- ◆ Find common ground when setting policy
  - ◆ Clearly define policy goals and outcomes
  - ◆ Manage each others behavior and seek cooperation from each other (Code of Conduct)
  - ◆ Work with each other respectfully when in disagreement
  - ◆ Support the outcomes and decisions made
- 

# Best Practices

- ◆ Criticize the project or the process....not the person (avoid scape-goating staff or fellow board members)
- ◆ Create mechanisms that protect staff from being drawn into intra-board or community conflicts
- ◆ Share information equally to all BOCC members ALWAYS!!
- ◆ Support the majority decision of the Board once a vote has been taken

# Best Practices

- ◆ Seek and abide by the Recommendations of Your Legal Counsel
  - ◆ Exercise caution when discussing issues outside of board meetings
  - ◆ Come to Meetings Well Prepared
  - ◆ Avoid Making Promises or Commitments Ahead of Time
  - ◆ Be Time-Conscious and Concise
  - ◆ Ensure that All Interested Parties Feel That They Have Been Heard
- 

# Best Practices

- ◆ Maintain Control of the Discussion with Formality and Protocol
- ◆ Base all Discussions on the Facts and Relevant Information
- ◆ Insist on decorum from each other, staff, and participants in discussions
- ◆ Get to know each other!

# Best Practices

- ◆ Remind yourself of your role:
  - **Goal Setter** – develop a vision for the community; establish goals and milestones
  - **Decision Maker** – formulate and adopt policies, programs and budgets
- ◆ Don't forget that you can:
  - **Interpret** – anticipate County needs & issues; seek feedback
  - **Advocate** – mobilize support for board decisions
- ◆ Use your Best Practices
- ◆ Take care of yourself!!!

# CREDITS

- ◆ Colorado Counties Inc.:  
[www.ccionline.org](http://www.ccionline.org)
- ◆ Special District Association of Colorado: [www.sdaco.org](http://www.sdaco.org)
- ◆ Department of Local Affairs,  
Division of Local Government:  
[www.dola.colorado.gov](http://www.dola.colorado.gov)

# Sample Code of Conduct

- ◆ Value each other's ideas and value each other as a person
- ◆ Cooperate with others, work together as a team
- ◆ Keep discussions in the room for executive session or sensitive issues
- ◆ Avoid personal attacks and personalization
- ◆ Keep in mind the "Big Picture" in your decisions: our vision and our goals
- ◆ Respect and support the Board's decisions or state that you cannot, but do not undermine the decision of the Board
- ◆ Share credit, we are successful as a town/district team
- ◆ Treat others with respect: respect the individual, their opinion, support each other and learn from each other
- ◆ Be a positive ambassador for the town or district – represent the entity's policies, visions and plans 24 hours a day
- ◆ Keep each other informed—avoid surprises
- ◆ HAVE FUN

# Sample Code of Conduct

- ◆ [http://www.douglas.co.us/includes/documents/DCBCPolicyManual\\_\\_March2010update.pdf](http://www.douglas.co.us/includes/documents/DCBCPolicyManual__March2010update.pdf)

SEPTEMBER 2011

# WEST EAGLE

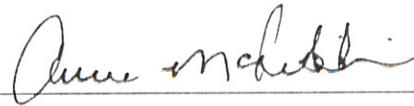
## SUB AREA PLAN

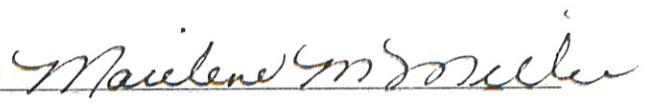


## West Eagle Sub Area Plan

Prepared for the Town of Eagle  
Approved by the Town of Eagle Planning and Zoning Commission, September 28, 2011

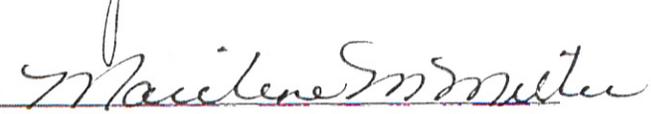
Certified by Chairman of the Commission, Anne McKibbin:

  
\_\_\_\_\_

Attest:   
\_\_\_\_\_

Certified by the Mayor of Eagle, Yuri Kostick:

  
\_\_\_\_\_

Attest:   
\_\_\_\_\_

Approved, adopted & ratified by the Town of Eagle Board of Trustees, May, 8 2012

A Collaborative Effort by:  
Town of Eagle Staff  
Town of Eagle Board of Trustees  
Town of Eagle Planning and Zoning Commission\*

\*Based on concepts developed during the West Eagle Revitalization Planning Process, November 2009

## Table of Contents

Area Map.....	4	Figure 4: Horse Pasture Parcel.....	7
I. Purpose.....	5	Figure 5: West Eagle Timeline.....	8
II. Introduction.....	5	Figure 6: Commercial on Grand Avenue.....	9
III. Background.....	6	Figure 7: Participants in the Visioning Charette.....	9
IV. Site Analysis.....	8	Figure 8: Participants in the Visioning Charette.....	9
IV. Site Analysis.....	9	Figure 9: Site Analysis Map.....	10
V. Goals and Objectives.....	14	Figure 10: Commercial Redevelopment on Grand Avenue.....	11
Goal 1.....	14	Figure 11: Site Analysis Map.....	11
Goal 2.....	15	Figure 12: Future Alignment of Brush Creek.....	11
Goal 3.....	15	Figure 13: Process Sketch.....	12
Goal 4.....	16	Figure 14: Process Sketch.....	12
VI. Future Land Use Map/Circulation Plan.....	17	Figure 15: Final Process Sketch.....	13
Commercial.....	18	Figure 16: Revitalization Property along Highway 6.....	14
Mixed Use.....	18	Figure 17: New Housing Stock.....	15
Residential.....	19	Figure 18: Commercial along Highway 6.....	16
Park Space.....	20	Figure 19: Future Land Use Map Designations.....	17
Continuum of Care Retirement Community.....	21	Figure 20: Then and Now Photos.....	18
Mixed Use - Public Purpose.....	21	Figure 21: Housing Stock in West Eagle.....	19
VII. Conceptual Design Direction.....	21	Figure 22: Winter view of Brush Creek Park.....	19
Highway 6 Corridor Landscaping.....	21	Figure 23: Summer view of Brush Creek Park.....	19
Brush Creek Road Extnsions Design Concept.....	22	Figure 24: Sylvan Lake Roundabout.....	20
Illustrative Building Design Concepts for Buildings at Intersection on Highway 6 and Brush Creak Road.....	23	Figure 25: Former Eagle County Road and Bridge Facility.....	20
		Figure 26: Former Eagle County Road and Bridge Facility.....	20
		Figure 27: Sawatch Range.....	21
		Figure 28: Bull Pasture Bypass.....	22
		Figure 29: Elevation Sketch.....	23
		Figure 30: Elevation Sketch.....	23
Figure 1: West Eagle Planning Area boundary close up.....	5		
Figure 2: West Eagle Planning Area boundary.....	5		
Figure 3: Stable Residents.....	6		

## List of Figures

## I. PURPOSE

The 2010 Eagle Area Community Plan (Community Plan) identifies the area between Highway 6 and the Brush Creek Open Space from the Bull Pasture Subdivision to Sylvan Lake Road as the West Eagle Mixed Use Area on its Future Land Use Map. The Community Plan provides further direction to prepare a West Eagle Sub Area Plan (Sub Area Plan) that should focus on encouraging mixed use development including live-work arrangements. The purpose of the Sub Area Plan is to provide direction to the Town in regard to the planning and construction of capital improvements and land use decision making.

## II. INTRODUCTION

The West Eagle Neighborhood is a relatively flat area comprising approximately 40 acres and is currently home to a mix of residential, commercial, industrial, and publicly owned properties. Lack of vehicular and pedestrian connections, aside from Highway 6, has isolated this neighborhood from other parts of the Town of Eagle. The major impediment to connecting the Town's road system with the West Eagle Neighborhood has been a 1,600 foot long, nine acre parcel of land owned by the United States Forest Service. The Forest Service has owned and used this property since it was acquired in 1950 for a variety of purposes including a horse pasture, maintenance, and vehicular and equipment storage area and temporary housing for summer help. Residential growth of the Town has occurred on both the east and west sides of this parcel.

Located on an alluvial terrace, the West Eagle Neighborhood has strong natural and man-made boundaries. At a lower elevation Brush Creek and its associated wetlands are located on the south and west sides of the neighborhood. Highway 6 forms the northwestern boundary from Brush Creek to Fifth Street, and the aforementioned Forest Service property forms its eastern boundary.

Over the last 20 years, the Town of Eagle has adopted several plans encouraging redevelopment and better integration of the West Eagle Neighborhood into the Town's neighborhoods to the east. Currently identified planning goals for the Town, adopted in the 2010 Eagle Area Community Plan, are to improve the appearance and better develop the commercial potential of this stretch of Highway 6, enhance its role as the western gateway into Town, improve vehicular and pedestrian interconnections between the West Eagle Neighborhood and other parts of the Town, and prepare a Sub Area Plan for the West Eagle Neighborhood that encourages redevelopment.

Highway 6 is the major arterial highway through the Town of Eagle and hosts over 12,000 vehicle trips per day. It is the primary means of access through town for visitors, local residents, and traffic to and from the Eagle County Regional Airport and the commercial and residential development surrounding the airport. There are significant commercial development and redevelopment opportunities recognized and encouraged by the Town for land adjacent to this highway.

The West Eagle Planning Area covers roughly 40 acres and extends along Highway 6 from the Sylvan Lake roundabout to the intersection of Fifth Street and Grand Avenue (Highway 6).



Figure 1: West Eagle Planning Area boundary close up.



Figure 2: West Eagle Planning Area boundary.

Eagle County currently owns the acreage highlighted in yellow (approximately nine acres) and is considering the purchase of an additional three acres from the United States Forest Service (highlighted in blue).

-  West Eagle Planning Area Boundary
-  US Forest Service Owned Property; Future Eagle County Purchase
-  Eagle County Owned Property

### III. BACKGROUND

A second access into the Brush Creek Valley was identified as a goal for the Town of Eagle in a number of planning and transportation studies prepared for the Town during the 1970s and 1980s. A route was identified that extended Brush Creek Road, from its intersection with Capitol Street, to Highway 6 on an alignment through a portion of the West Eagle Neighborhood. This extension was referred to as the Bull Pasture By-Pass (now referred to as the Brush Creek Road Extension). Some right-of-way for this road was acquired when the Bull Pasture Subdivision was approved in 1980. Additional right-of-way was needed from the Forest Service and Eagle County.



Figure 3: Stable residential portions should be preserved.

During the late 1990s, the Forest Service notified the Town that it was considering moving the Forest Service operations from their location in the West Eagle Neighborhood. This would facilitate the acquisition of this right-of-way and allow private or public development of the remaining property. During this same period, Eagle County was planning to relocate their Road and Bridge facility to property it owned south of the airport. In response to these events, the Town prepared the West Eagle Planning Study in 1998. The planning effort involved considerable neighborhood input and focused primarily on the alignment of the proposed Brush Creek Road Extension, a proposed extension of Seventh Street to Castle Drive, and some limited land planning for the future use for the Forest Service property.

Since 1998, the Town of Eagle has dramatically changed with the development of more than 1,500 residential dwelling units in Eagle Ranch, The Bluffs, The Orchard Subdivision and other smaller developments. The Town's population has grown commensurately from roughly 2,500 people to more than 6,500 people today. Along with this new development, many amenities have been constructed within the Town of Eagle including the Eagle Pool and Ice Rink, Broadway Streetscape Improvements, the Eagle Ranch Golf Course, and the Brush Creek Park and Pavilion to serve this increase in population. The West Eagle Neighborhood, however, has seen few amenities added except for the extension of a bike path from the Bull Pasture Subdivision through the southern portion of the Forest Service property to Castle Drive, some infill residential units and the relocation of a popular restaurant to a vacant building on Highway 6.

In July of 2009, a potential catalyst for significant change in the West Eagle Neighborhood occurred when Eagle County purchased the horse pasture Forest Service parcel with the intention to purchase the remaining northerly three acres used for shops and equipment storage in the next few years. This land is contiguous with property on which Eagle County had operated its

Road and Bridge and Fueling Facility. The Road and Bridge Facility moved to a location adjacent to the Eagle County Regional Airport in 1997 and this 3.6 acre property is considered surplus property. The total property owned by Eagle County is now approximately nine acres (out of a total of about 40 acres in the planning study boundary). That makes Eagle County the largest property owner in the West Eagle Neighborhood.

As a result of the County's acquisition of the Forest Service parcel, the Town of Eagle, in partnership with Eagle County, hosted a design charrette in November of 2009 to envision the revitalization of the West Eagle Neighborhood. This process produced the West Eagle Revitalization Plan (Revitalization Plan) including recommended road extensions, land uses, and concepts for the redevelopment of the Forest Service parcel and the Eagle County Road and Bridge property.

Eagle County has evaluated its land in the West Eagle Neighborhood for the construction of a continuum of care senior housing facility, workforce housing, and/or market rate housing. Initial assessment indicates this property meets many of the criteria for a continuum of care senior housing site. Eagle County has recently engaged a consultant team to evaluate the site and the financial feasibility of constructing a continuum of care retirement center at this location.

#### Continuum of Care:

A continuum of care facility can include many senior housing and medical services. These include but are not limited to Independent Living, Assisted Living, Skilled Nursing, and Memory Care services.

The County-owned land, now including the former Forest Service parcel, presents an excellent opportunity for new development, and will serve as a catalyst for redevelopment of the surrounding area. Many privately-owned parcels have willing sellers and are also good candidates for redevelopment. In addition, commercial development opportunities on land adjacent to Highway 6 are being recognized by the private sector. This adds stimulus to redevelopment of this corridor.



Figure 4: Looking north across the "Horse Pasture Parcel" towards the Brush Creek Road Extension. Federal conveyance legislation allowed the county to purchase this parcel in 2009.

# WEST EAGLE SUB AREAPLAN BACKGROUND

The Community Plan, adopted in July of 2010, reflects the general direction suggested in the Revitalization Plan and maps this area as West Eagle Mixed Use on its Future Land Use Map. It also recommends the preparation of a Sub Area Plan to provide more detailed guidance for new development of vacant properties and to facilitate redevelopment of under-utilized commercial properties within this area. This Sub Area Plan, to be adopted as part of the Town's Comprehensive Plan, is a direct result of this community effort.

Most recently, in 2011, the Town of Eagle, in cooperation with ECO Transit, has budgeted monies to construct an extension of the ECO Trail along the northwest side of Highway 6 from its current terminus at the Sylvan Lake Roundabout to Brooks Lane/Fifth Street. In addition to the trail extension, the Town has budgeted additional funds to provide significant landscaping adjacent to the new trail segment. These improvements will improve the visual image and help organize the use of the northwest side of Highway 6 through the West Eagle Neighborhood.

## West Eagle Timeline

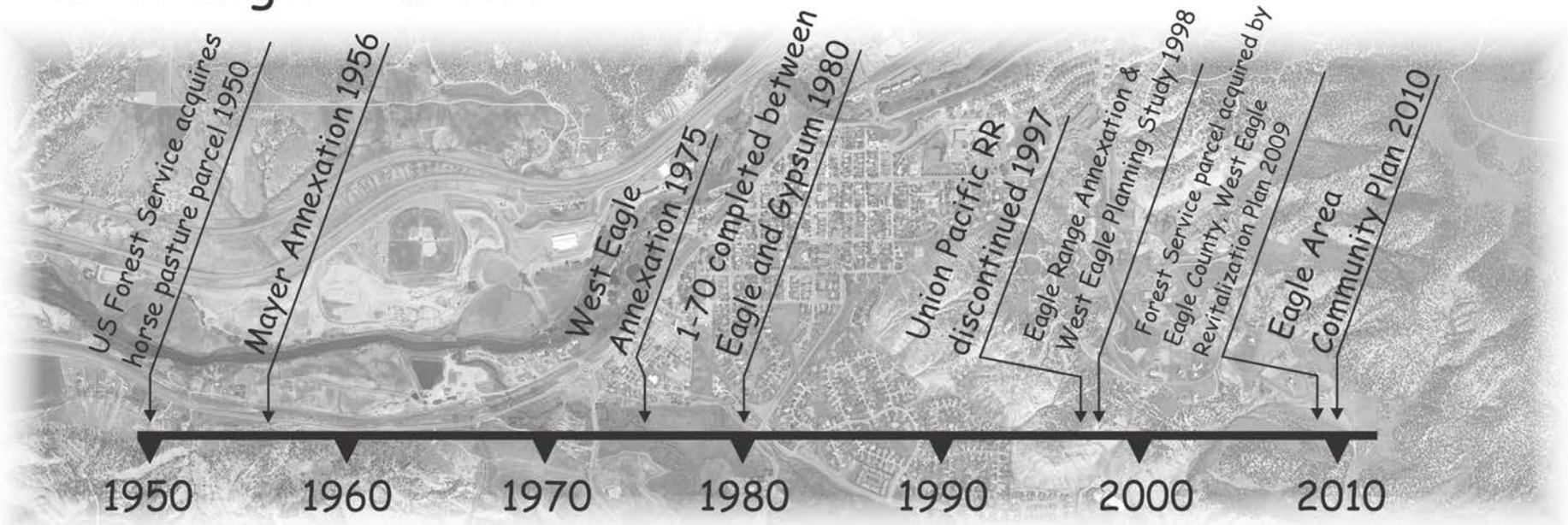


Figure 5: West Eagle Timeline.

## IV. SITE ANALYSIS

As part of the visioning process of the Revitalization Plan that serves as the basis for this Sub Area Plan, the planning team and participants began by identifying opportunities and constraints. This process included input from the community and several meetings on-site.

A number of sketches were prepared to better understand how this neighborhood was situated within the larger community. These sketches also identified significant challenges that needed to be addressed in planning for the revitalization of this area. Four of the most important considerations for planning the West Eagle Neighborhood were identified:

1. Redevelopment of commercial properties on Highway 6.
2. Brush Creek Road and Seventh Street Extensions.
3. Development of recently acquired Forest Service Property and the surplus County property.
4. Preserving and showcasing the exceptional views from the southern end of the Forest Service parcel.



Figure 6: Grand Avenue commercial potential was identified as a desirable outcome.

Subsequent pages are the sketches originally prepared for the Revitalization Plan for the Town of Eagle.

### The Design Charette and Community Visioning:

In November of 2009, the Town of Eagle hosted a design charette to envision the West Eagle Area. The invited attendees convened at the town hall for a two-day intensive design charette. The participants included design professionals, planning experts, community leaders, residents of the West Eagle Area, and interested citizens. The main goal for the Town of Eagle was to envision what the entire planning area could become over time and what benefits could be brought to the town through redevelopment and revitalization.



Figures 7 and 8: Participants in the Visioning Charette spend time walking in the neighborhoods and discussing opportunities and constraints. Later, they assembled at Town Hall and put their ideas to paper in the form of maps and conceptual drawings of the potential redevelopment opportunities.



### Site Analysis Key

1. Intersection of Capitol Street and the proposed Brush Creek Road Extension; increased connectivity for community
2. 180 Acre Brush Creek Park; excellent views, high quality wetlands that could serve as storm water management feature
3. Western gateway to town
4. Confluence of Brush Creek and the Eagle River
5. Eagle County Fairgrounds; currently isolated from the town, tremendous potential if better integrated
6. Existing commercial uses
7. Union Pacific corridor; main route through Eagle, unimproved roadway, dangerous pedestrian conditions, 20,000+ vehicle trips/day, potential transit-oriented development, either bus rapid transit or future rail connection
8. Eagle County property; currently horse pasture, open ditch, and former road and bridge facility, barrier to original gridded neighborhood streets
9. Intersection of Grand Avenue and Fifth Street; pedestrian connection to fairgrounds, dangerous road crossing
10. Bull Pasture parks; existing mature residential neighborhood
11. Eagle Town Park, Eagle County Campus; high concentration of civic functions and public spaces
12. Broadway District and Central Business District

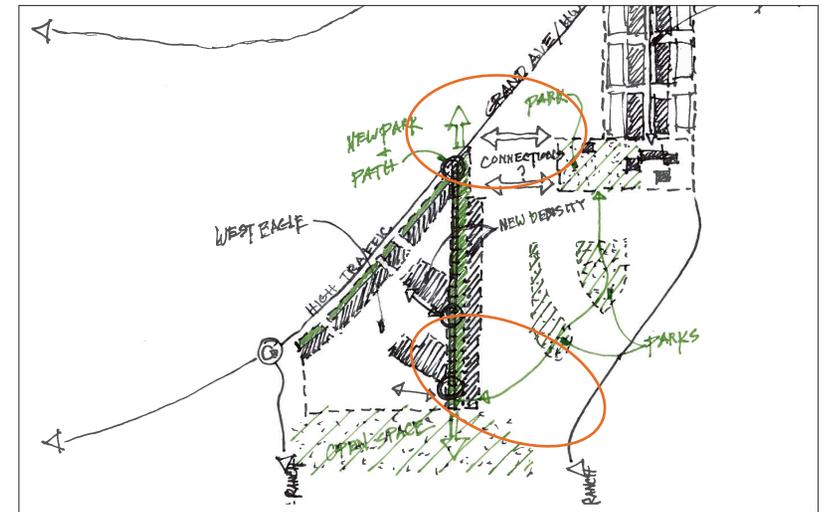


Figure 11: Lack of meaningful connections from downtown Eagle to West Eagle and from Capitol Street to West Eagle was generally considered to be one of the largest constraints of the current configuration.



Figure 10: Commercial redevelopment along Grand Avenue was identified as a high priority goal that could enhance the town in multiple ways.



Figure 12: View from Capitol Street looking NW at future alignment of the Brush Creek Road Extension. The Town has had a long-standing goal to make this connection.

# WEST EAGLE SUB AREA PLAN

## PROCESS SKETCHES

1. Intersection of Capitol Street and the Brush Creek Road Extension; increased connectivity for community.
2. Design goal of extending town grid into West Eagle.

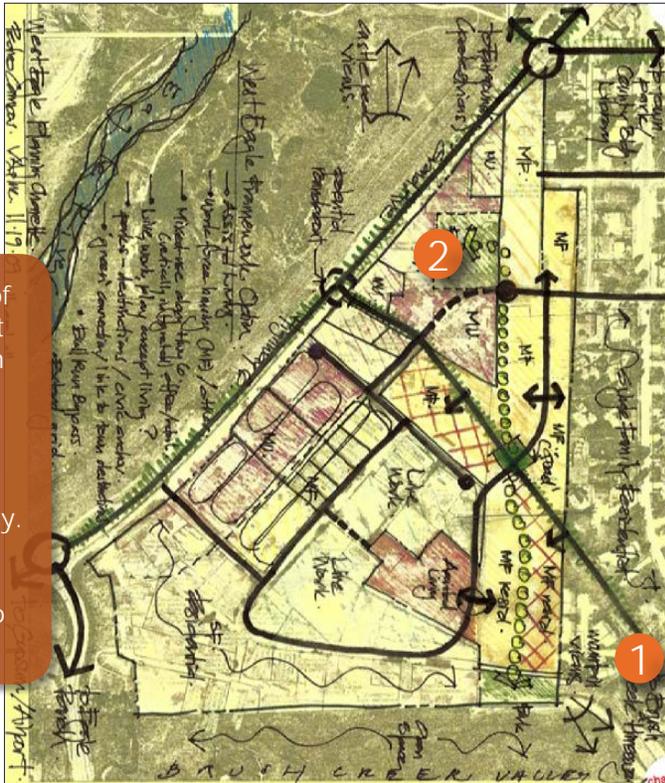
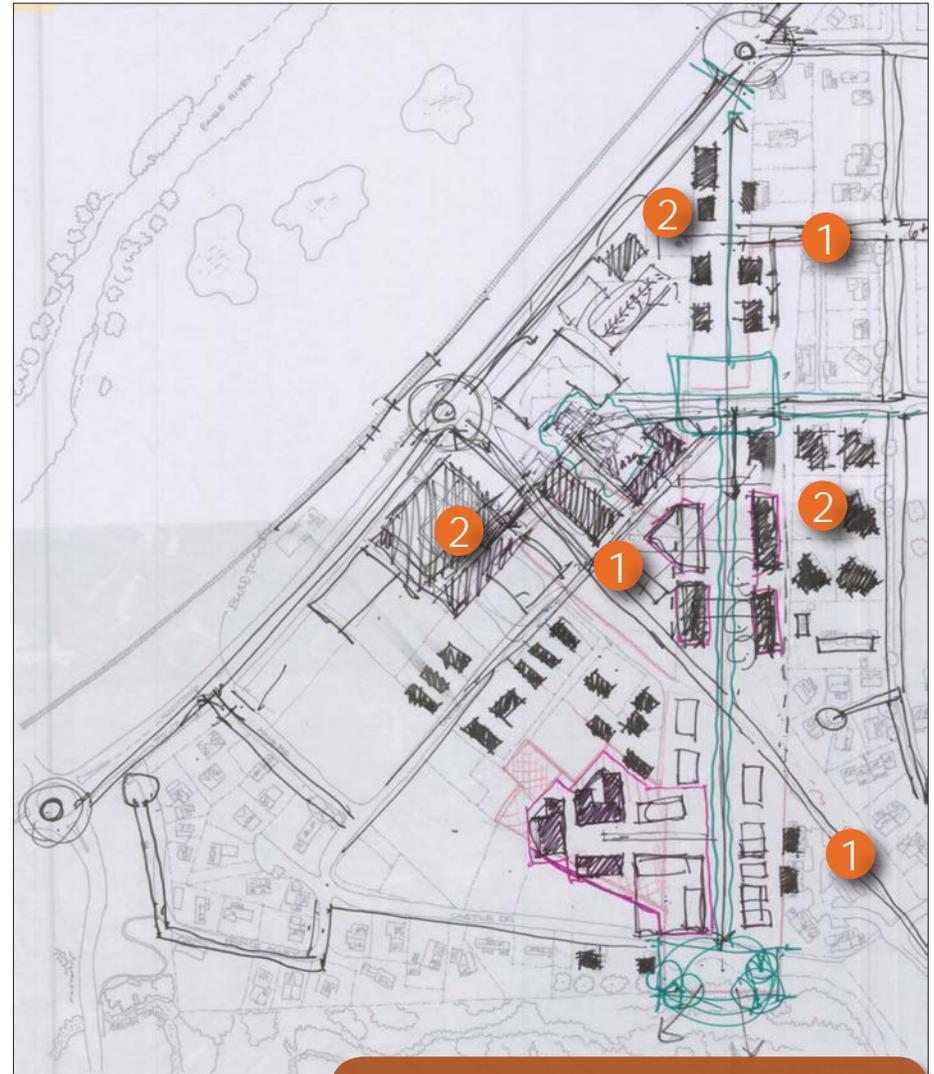


Figure 13 and 14: Initial land use discussions for mixed use; live work; seniors housing; potential pocket park locations and pedestrian paths.



1. Further refinement of connectivity and town grid extension.
2. Potential building massing and access.



- 1. Commercial Use
- 2. Mixed Use
- 3. Senior Housing
- 4. Residential / Multi-family
- 5. Existing Residential
- 6. Shared Parking behind buildings
- 7. Connectivity with 6th and 7th Streets into original grid
- 8. Near 90-degree intersection
- 9. Connectivity to Prince Alley

Figure 15: Final Process Sketch

## V. GOALS AND OBJECTIVES

The goals of the Revitalization Plan served as a guide for the preparation of goals and objectives for this Sub Area Plan.

This Sub Area Plan recognizes that infill development is a means of stabilizing and revitalizing the West Eagle Neighborhood. Redevelopment of the vacant Loaf-n-Jug building on Highway 6 into a restaurant and the redevelopment of a portion of the Bud Minor Subdivision located at 132 Bull Pasture Road into clustered single family homes, are good recent examples. Infill development, when done correctly and with purpose, is an effective way to promote economic development through increases in employment, increased commercial activity, increased sales tax revenues and private investment. Incremental development encourages further upgrades of adjacent properties. Given the pattern of multiple ownership in the area, infill is the most likely and most feasible development approach in the majority of the West Eagle Neighborhood. The Eagle County property presents a unique



Figure 16: Good example of revitalized commercial property along Highway 6.

exception and is ideally suited to larger-scale new development. Redevelopment within the West Eagle Neighborhood should serve community-wide needs and the needs of adjacent neighborhoods. It should complement development within the Broadway/Central Business District (CBD). The Plan recognizes that the CBD should always be the “heart” of the Town of Eagle. The CBD is a pedestrian-oriented district in the historical center of the Town of Eagle. Commercial development in the West Eagle Neighborhood should capitalize on its Highway 6 frontage and contribute to overall economic activity within the Town.

### GOAL 1:

Transform the aging and physically disjointed commercial and light industrial Highway 6 corridor into a cohesive, mixed use neighborhood with appropriate land uses and densities to optimize economic and community value. This area is identified as part of the Western Gateway Character Area in the Community Plan.

- a. Provide direction to facilitate redevelopment and encourage parcel amalgamation through the creation of a Sub Area Plan.
- b. Work to create affordable office and retail space for rent or ownership by business owners by careful balancing of development exactions obtained through the public review process with the related cost impact of these improvements on the ultimate renter or owner of the property.
- c. Increase the access into the West Eagle Neighborhood by new connections in the Town’s road and pedestrian path system.
- d. Encourage a neighborhood parking plan to efficiently address new commercial parking needs. While some convenient parking is permitted in

front of buildings along Highway 6, larger parking lots required by more intensive development proposals should be located in the rear yard of the buildings. A clear connection from Highway 6 to these larger parking lots should be part of the overall design.

e. Encourage a mix of uses that maximizes economic value of the neighborhood and encourages further upgrading of the West Eagle Neighborhood.

**GOAL 2:**  
Integrate the West Eagle Neighborhood into the surrounding community.

a. Encourage a balance of jobs, housing, retail, office space, community facilities and civic spaces within the West Eagle Neighborhood that contributes to the greater community.

b. Provide guidelines for a leisure-oriented public park space that takes advantage of views of the Brush Creek Wetlands to the south and the Sawatch Mountains to the southeast.

c. Provide direction for extension of the Town's pedestrian and bike system through the West Eagle Neighborhood to link efficiently with the Brush Creek Park and Pavilion, and town parks located on Sixth and Seventh streets.

d. Extend Brush Creek Road to connect to Highway 6 and recommend landscape standards for this roadway that include capturing the view corridor to southeast.

e. Encourage the extension of Sixth and Seventh streets to provide new internal street connection to the existing historic community core.



*Figure 17: New housing stock is encouraged to integrate into the fabric of the community and add to the architectural character of the neighborhood..*

**GOAL 3:**  
Encourage redevelopment that benefits the greater community of Eagle.

a. Provide direction for appropriate transitions between neighborhoods.

b. Ensure that redevelopment of properties on Highway 6 includes building character and landscape treatment appropriate for this western gateway into the Town of Eagle. These buildings should be designed to complement the physical and cultural geography of the local area.

c. Prepare design standards that aesthetically integrate new development within the West Eagle Neighborhood into Eagle's preferred standards as

# WEST EAGLE SUB AREA PLAN

## GOALS AND OBJECTIVES

reflected in the design standards of the Broadway District and Eagle Ranch Village Center. The existing Highway 6 Corridor Architectural Standards need to be updated.

d. Encourage redevelopment of the area around the intersection of Brush Creek Road Extension and Highway 6 to be the most intensively developed area within the West Eagle Neighborhood. Architectural design of buildings and streetscape improvements should contribute to the special character of this major intersection.

### GOAL 4:

Encourage the financial viability and financial self-sufficiency of redevelopment within the area.

- a. Provide direction for land uses reflecting current and anticipated market demand and provide flexibility to accommodate incremental development.
- b. Ensure new development contributes to the development of public improvements.
- c. Encourage development resulting in net financial benefits to the Town.
- d. Encourage redevelopment by providing zoning incentives for properties adjacent to Highway 6.

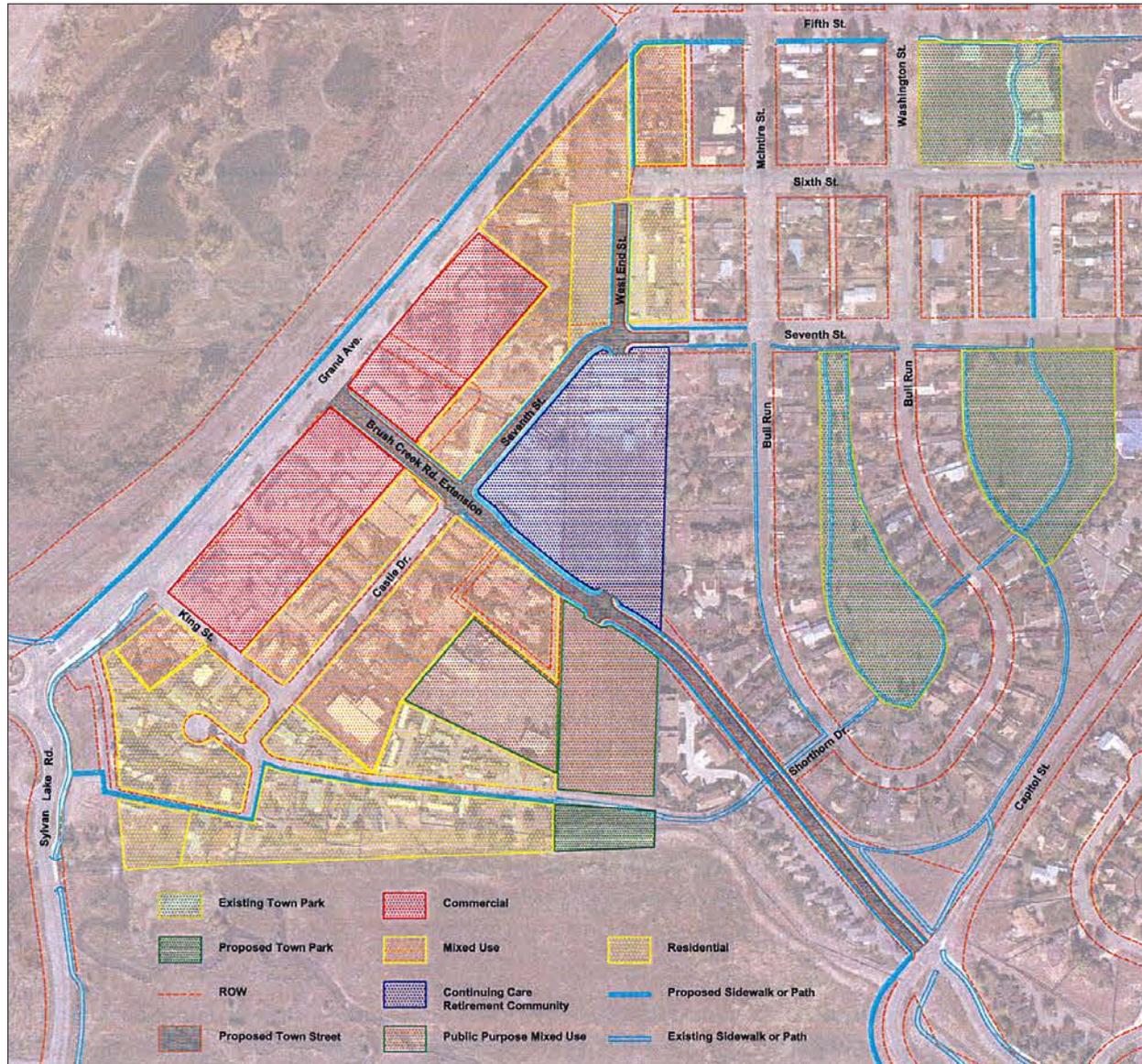


Figure 18: A view of commercial uses along Grand Avenue (Highway 6).

FUTURE LAND USE MAP DESIGNATIONS

VI. FUTURE LAND USE MAP/  
 CIRCULATION PLAN

The Future Land Use Map map shows the general distribution of land uses recommended by this plan. Note that these are future land use planning designations and proposed road and pedestrian connections rather than Official Zone Districts and Street Map. Please consult the Town of Eagle Zoning Map for the current zone district designations and street map. Any significant redevelopment of property within the West Eagle Neighborhood is encouraged to use the Planned Unit Development Zone District. This provides flexibility to accommodate a mixture of uses, increased density, flexibility in site design and opportunity for the Town and applicant to agree on a more specific development approval that is beneficial to both applicant/developer and the Town.



See 11x17 Future Land Use Map Designations insert in back.

Figure 19: Land Use Map Designations

## 1. COMMERCIAL

This is a corridor where the Town encourages redevelopment that takes advantage of exposure to significant traffic volumes on Highway 6. This area is also located along the ECO regional transit bus route.

Development of land within the Commercial land use designation should have commercial uses on the first floor. Commercial uses encouraged by the Town include retail, restaurant, commercial services, and offices. Use of upper floor(s) can be commercial or residential depending on market demand. Transit Oriented Development, which allows for commercial with higher residential densities, is encouraged along this corridor. Buildings, including those with three story components, with appropriate setbacks and design features that address massing, access, and civic spaces, are viable options to be considered.

Any redevelopment along this corridor shall comply with the Highway 6 Design Guidelines.

## 2. MIXED USE

Development of land within the Mixed Use designation is permitted to be either commercial or residential. The mixing of uses may be either vertical, in buildings where commercial is on the ground floor and residential is located above, or horizontal, where a residential building and a commercial building are located on the same lot or next to each other on an adjacent lots. Commercial land uses generally allowed include commercial services, and



Figure 20: Then and now. What was previously a gas station and a convenience store in the past has been recently converted into a BBQ restaurant.

offices including medical and professional services. On the northwest side of Castle Drive residential development that also includes working studios and shops for craftspeople is permitted within the Mixed Use designation.

In all proposals for mixed use development, and particularly if artisan/craft uses are requested, mitigation measures must be included in the building design to ensure that impacts such as noise, vibration, dust, and odors are appropriately mitigated.

## 3. RESIDENTIAL

Residential development on the eastern edge of the West Eagle Neighborhood



Figure 21: There are stable and attractive single-family homes throughout the West Eagle Area.

should generally act as a transition between lower existing residential densities to the east and higher residential densities otherwise permitted within this Residential designation to the west. Building form, type and massing should complement rather than contrast with the existing residential buildings adjacent to the east. Maximum height of buildings located along this boundary should be two stories. Buildings located on lots adjacent to existing residential uses should provide functional yards on their eastern sides to assist in this transition.

On land located within this land use designation adjacent to the Eagle Ranch Open Space, building design should complement rather than contrast with the existing single family units in this area. The design of these buildings should also be integrated into the topography and provide an attractive transition between the natural open space to the south and the higher density development permitted to the north.

Development of land in the more centrally located portions of this land use category is allowed at higher residential densities typically found in two and three story town house, condominium, or rental apartment buildings. Orientation of these buildings should be to the street with well-screened parking generally located to the rear of the building. Development at these

higher densities should be planned and designed with attention to building massing relationships, the provision of solar access, and the creation of attractive civic spaces.

#### 4. PARK SPACE

This designation is for the creation of a leisure-oriented passive park space designed primarily for sitting and enjoying the spectacular views to the south and southeast.

Grading improvements to this property are encouraged to maximize its usability. A direct extension of the bike path from this new park in the West



Figures 22 and 23: Winter and Summer views of Brush Creek Park is predominant from much of the West Eagle Area.

Eagle Neighborhood to the Brush Creek Park and Pavilion in Eagle Ranch along the west side of Capitol Street is recommended as an overall addition to the Town's bike path and pedestrian trail system.

In addition to this Park Space designated on the Future Land Use Map, creation of smaller "pocket parks" is encouraged in both the residential and mixed use areas to provide intimate gathering spaces for neighborhood residents and visitors to the area.

## 5. CONTINUUM OF CARE RETIREMENT COMMUNITY

This is an area specifically identified to accommodate a range of housing and related care facilities, primarily focused on seniors and disabled residents. It includes such housing services as assisted living, skilled nursing, short-term rehabilitation, independent living and memory care facilities. Land uses and building arrangement and design within this area should be integrated with and complement the public park facility to the south.



Figure 24: A view of the Sylvan Lake roundabout where extensive landscaping has been completed. The community desires to see better landscape treatment along the Highway 6 corridor.

## 6. MIXED USE - PUBLIC PURPOSE

This area allows for a variety of residential and related uses including higher density multi-family housing, facilities for foster care of children, human service needs, and an expansion of the Continuum of Care Retirement Community. Commercial uses related to the Continuum Care Retirement Community are also appropriate in this area. rehabilitation, independent living and memory care facilities. Land uses and building arrangement and design within this area should be integrated with and complement the public park facility to the south.



Figures 25 and 26: The former Eagle County Road and Bridge facility is being planned for a variety of senior services and uses. The existing buildings will be removed and plans are being prepared for the area to be redeveloped.

## VII. CONCEPTUAL DESIGN DIRECTION

Highway 6 and the planned Brush Creek Road extension are two roads through the West Eagle Neighborhood that will be key transportation corridors serving this neighborhood, as well as the larger surrounding community. This Sub Area Plan provides some direction regarding the landscape design of properties fronting Highway 6 and the streetscape design of Brush Creek Road. The actual design of Highway 6 through this area is beyond the scope of this planning effort. This Sub Area Plan also includes conceptual design illustrations representing a vision for the ultimate development of building forms along Highway 6 at the intersection of Brush Creek Road originally presented as part of the earlier Revitalization Plan. These are for illustrative purposes only (As stated earlier, existing Architectural Standards for Highway 6 need to be updated).

### 1. Highway 6 Corridor Landscaping

One of the goals of the Eagle Area Community Plan and one of the purposes of this West Eagle Sub Area Plan is to improve the appearance of the Highway 6 Corridor. Highway 6 serves as a major portal into our community, recognized by the designation of this corridor as the Western Gateway Character Area in the Community Plan.

To improve the appearance of the Highway 6 Corridor, this Sub Area Plan encourages redevelopment of properties along this corridor. New construction or rehabilitation of existing buildings and related landscaping improvements work together to achieve this goal. In addition to the redevelopment of buildings, it is the intent of the West Eagle Sub Area Plan to create a landscaped definition of this corridor along the northwestern portion of the adjacent private property. Redevelopment along this corridor should incorporate a landscape area on the northwest side of the property (adjacent



*Figure 27: Views to the Sawatch Range south of Eagle should be preserved and enhanced by architecture and landscaping.*

to CDOT-R-O-W) with clear identification of vehicular access to the property from the highway (or where possible the adjacent street system). This landscaped area should be of sufficient width to address any grade transitions between the highway and adjacent development. It should be designed with a predominance of low-height landscape materials with occasional accenting taller shade trees. This landscaped area should provide an attractive foreground to the commercial or mixed use buildings while also providing a comfortable transition from the traffic on the highway to the adjacent commercial development.

When Highway 6 is ultimately expanded, a curb and gutter, landscaped separator and sidewalk will be constructed as part of the overall highway construction project along the southeast side of the roadway within the highway R-O-W. Therefore, property owners and developers are not required to construct a sidewalk along Highway 6 as part of the redevelopment of individual properties. Internal pedestrian needs should be addressed within



Figure 28: Looking along the Bull Pasture Bypass towards the intersection with Capitol Street.

each property at time of Development Permit review. Elevations of buildings and landscaping along Highway 6 should be complementary.

## 2. Brush Creek Road Extension Design Concept

The extension of Brush Creek Road from the existing three-way intersection with Capitol Street northwest to a new intersection with Highway 6 is a long-planned opportunity to create a significant improvement to the Town's vehicular and pedestrian circulation system.

The design of this road should ensure that it comfortably accommodates pedestrian, bicycle, and vehicular traffic in an appropriate fashion through the Bull Pasture Subdivision. A major sidewalk/bike path exists along the northeast side of Brush Creek Road to Capitol Street. This sidewalk/bikepath should continue along the northeast side of the road as Brush Creek Road is extended to Highway 6. From a visual perspective, this roadway should be designed with significant landscape treatment that contributes to the

identification of this roadway as a new entrance from Highway 6 to serve the West Eagle Neighborhood as well as other neighborhoods within the Town of Eagle located to the south and east. This roadway should also be aligned to capture the spectacular views of the Sawatch Mountain Range. Tree plantings should occur along its entire route. Design shall include road intersections, driveway connections and traffic calming design features to ensure that vehicle speeds are kept low to safely co-exist with the adjacent residential uses.

An examination of this road alignment shows an opportunity to construct several design sections. Along the initial portion of the roadway immediately west of Capitol Street, cost savings and design objectives can be achieved with a roadway that includes drainage ditches with the sidewalk on the southwest side and a bike path located on the northeast side. Additional landscape plantings are recommended along the edge of this right-of-way to buffer the new roadway from the adjacent residential development. A second cross section would commence where this road directly borders back yards of existing residential homes, and terminates at the proposed Seventh Street Extension. Along this segment of the roadway the cross section should include curb and gutter, a continuation of the widened sidewalk/bikepath on the northeast side as well as a sidewalk on the southwest side. A tree planting area should be located between the curb and sidewalk/bikepath. This roadway section provides additional space within the right-of-way between the roadway improvements and adjacent private property within the Bull Pasture Subdivision. These adjacent property owners should have an option to plant and irrigate materials in the right-of-way to help buffer their homes from this roadway. Between the Seventh Street Extension and Highway 6, the right-of-way options are limited and a narrower road section may be required.

The Brush Creek Extension roadway design, landscape materials, lighting and related improvements should be approved by the Planning and Zoning Commission during the design process for this roadway.

### 3. Illustrative Building Design Concepts for at Intersection of Highway 6 and Brush Creek Road

As referenced in the Goal 3.4 of this Sub Area Plan, the buildings located at the intersection of the Brush Creek Road Extension and Highway 6 should be designed to contribute to the special character of this major intersection. Please see the conceptual building types and image encouraged for this area in the elevations shown below. These images were prepared as part of the Revitalization Plan and are incorporated into the Sub Area Plan for illustrative purposes.

#### ELEVATIONS



Figure 29: Elevation looking south at proposed intersection of the new connection of the Brush Creek Road Extension and Grand Avenue.

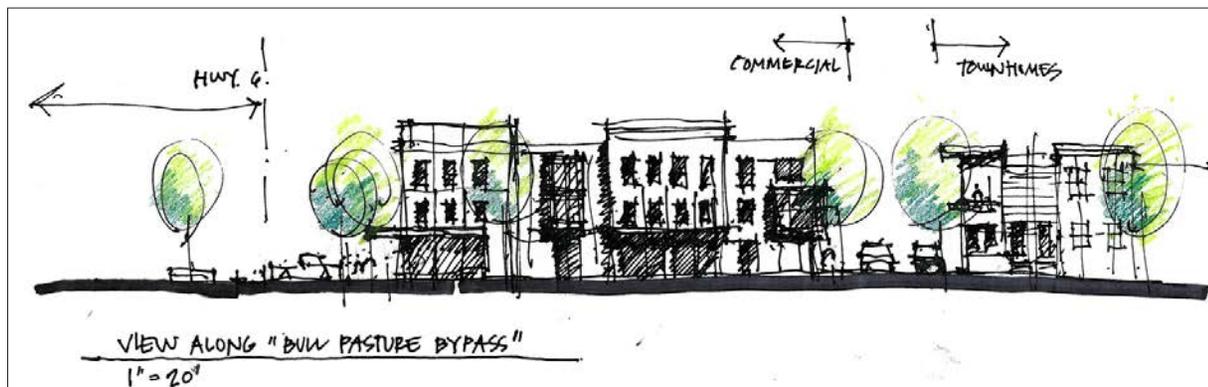


Figure 30: Elevation view looking east at proposed commercial development parcels showing the Grand Avenue frontage and the interior connector road. Not shown is the shared parking area which would be behind the new commercial buildings along Grand Avenue. Mixed-use buildings are proposed for the area behind the commercial strip in order to transition from primarily commercial use along the highway to the residential nature of the lands.

- The architectural style discussed would complement Eagle's existing character and also be appropriate for the highway corridor
- Buildings envisioned would be two to three stories and form an "edge" to the street
- Main parking should be located in the rear and some limited convenience parking could exist along Grand Avenue
- Limit access points for safety
- Primary use is commercial for this area but potential for mixed-use (office or residential above) would be encouraged

## Planning Commission

Anne McKibbin  
Commission Chair

Kathy Aalto  
Commission Member

Frances Rolater  
Commission Member

Kevin Brubeck  
Commission Member

Joe Knabel  
Commission Member

Jared Walters  
Commission Member

Jim Jose  
Commission Member

Sig Bjornson  
Alternate Commission Member

## Town Board of Trustees

Yuri Kostick  
Mayor

Anne McKibbin  
Trustee

Mikel Kerst  
Trustee

Joe Knabel  
Trustee

Brandi Resa  
Trustee

Scott Turnipseed  
Trustee

Scot Webster  
Trustee

## Town Staff

Willy Powell  
Town Manager

Tom Boni  
Town Planner

Tom Gosiorowski  
Town Civil Engineer

**P.O. Box 609**  
**200 BROADWAY**  
**EAGLE, CO 81631**  
**PHONE: 970-328-6354**  
**[INFO@TOWNOFEAGLE.ORG](mailto:INFO@TOWNOFEAGLE.ORG)**



# **ETHICS AND LIABILITY**



# **Ethics, Liability, and Best Practices for Elected Officials**

**Tami A. Tanoue  
General Counsel/  
Deputy Executive Director**



# Speaker Bio

- Tami A. Tanoue
- In-house General Counsel/Deputy Executive Director for CIRSA
- Previously in private practice with the firm of Griffiths, Tanoue, Light, Harrington & Dawes, serving CIRSA as its contract General Counsel for 12 years, and serving as City or Town Attorney for several Colorado municipalities.
- Previously Staff Attorney for the Colorado Municipal League, representing the collective interests of Colorado municipalities.
- Regular speaker on local government liability topics; author of several publications on liability issues.

# Speaker Bio

- Suggestions today are based on my years as a municipal attorney and observing the ways in which governing bodies can get into or stay out of trouble from a liability standpoint
- Suggestions are those of the author, who takes full responsibility for them...any resemblance strictly coincidental, etc. 😊
- Here as a training resource; in the event of any conflict between my training tips and the advice of your entity's attorney, the advice of your attorney prevails!

# Introduction

- In this presentation, we'll examine these issues:
  - Governance versus administration: respecting the allocations of responsibility in your organizational structure:
  - Meeting practices – transparency, orderly and effective public participation
  - Personal conduct towards one another, staff, and the community

# Governance Models

- John Carver's work on "policy governance" is perhaps the most comprehensive model for board governance
  - Addresses many common and recognizable inefficiencies in governing body-staff relationships
  - Seems to have caught on in part because it is a complete and holistic model, and provides a template for distinguishing between governance versus management/administration, and for honoring that distinction
  - Carver, Boards That Make A Difference (2006)
  - More recent updating of policy governance model by Ken Schuetz, "Aligned Influence" ([www.alignedinfluence.com](http://www.alignedinfluence.com))

# Policy Governance Basics

- **Ends versus means:** Governing body determines the “ends,” and CEO and staff determine and carry out the “means”
  - Ends: the outcomes to be achieved, for whom, and at what costs
- **Executive limitations:** Governing body sets forth the boundaries of ethics and prudence, in carrying out the means, beyond which the CEO and staff must not cross
  - But within those boundaries, the CEO is free to choose the means to the board’s ends
- **Board-staff linkage:** Governing body determines the manner in which it delegates authority to the CEO, how it will evaluate CEO performance (in achieving the “ends” and meeting the executive limitations)
- **Governance process:** Governing body determines its own philosophy, the specifics of its own job, and its accountability

# Governance characteristics

- Is the governing body's focus on governance rather than management or administration?
  - Management is not the same thing as governance! Being a “super-manager” is still not governing.
  - Governance is policy-setting, big picture, and forward-looking, rather than making reactive, case-by-case decisions as issues arise, or after-the-fact after a problem surfaces
    - Boards should develop “a taste for the grand expanse of the big picture,” says Carver

# Where are you focusing your efforts?

Ownership

|

Governance

|

Management

|

Supervision

|

Front Line Employment

# Governance characteristics

- Does the governing body speak with one voice?
  - “Deliberate in many voices, but speak with one”
  - Recognize that, while there may be dissension or disagreement, the CEO (the Town Manager) is accountable only for directions *given by the body as a whole*
  - Is the voice directed at the CEO, the governing body’s sole employee?

# Honoring the Governance- Management Distinction

- Why is this a liability issue?
  - Public officials have protection from liability when they are within the “scope of employment” – term used in Colorado Governmental Immunity Act
  - “Scope of employment” means everyone must respect the parameters of your job description
  - So to the extent you have organizational parameters that include an allocation of responsibilities, those parameters are part of your job description; honoring those parameters will help keep you within the “scope of employment”
  - Liability coverages also hinge on your being within the scope of your authorized duties
  - If you are going outside the parameters, you could be outside the scope of your job description...and outside the scope of your liability protections!
  - If you’re doing management/administration, then who’s doing the governance? And what about those who are supposed to be doing the management/administration? What are they doing?

# Transparency and Public Participation - Meetings

- Transparency is a basic expectation of the citizens for meetings of the governing body
- Citizens take great interest in the goings-on of their community, how/when those goings-on are discussed, and opportunities to listen in on and/or participate in the discussion
- “Watchdogs” may be present to ensure transparency is maintained and appropriate participation is afforded
- A lack of transparency or a perception of inadequate or ineffective opportunities for public participation can cause massive trust and credibility issues

# Honoring Transparency

- Open Meetings Law (OML) applies to all meetings of the governing body, boards, commissions, committees, etc.
- Applies to 3 or more or a quorum, whichever is less
- Requires discussion/action on all public business to take place only at a meeting open to the public and of which timely notice has been given
- Permits executive sessions only for limited and specified purposes and following specified procedures
- It's critical to conform to the letter and the spirit of the OML in conducting meetings

# Orderly and constructive public participation

- Lay the groundwork for orderly public meetings
- Council rules of procedure/rules of conduct should address matters such as:
  - Time limits for speakers
    - Be consistent about enforcing time limits
  - No “out of order” comments
  - Recess or adjournment for disruptions

# Public participation, cont'd

- Governing body presiding officer (Mayor) is crucial in maintaining order
- Culture of civility flows from the top down – if members practice incivility towards one another or towards staff/citizens, they can expect incivility from citizens in return
- Maintain a degree of formality at meetings – use titles, insist that speakers come to podium to be recognized, etc.
- Discreet law enforcement presence can be helpful

# Public meetings, cont'd

- For high profile or controversial agenda items, take special precautions
  - Have overflow area with closed circuit TV, or move to a larger venue
  - Arrange to have officers present and stationed at appropriate locations
    - Uniformed, plainclothes, or both?
  - Presiding officer or members should be prepared to ask for recess if emotional tenor of meeting starts to get out of hand
    - Arrange a “retreat” path for members that does not require them to go through the audience
  - CIRSA training session on orderly meetings available

# Public participation, cont'd

- Are “public comment” periods turning into “public inquisition” periods or “public argument” periods?
- What are the dynamics that are allowing this to happen?
  - “I’d like to respond to what you just said.”
  - “I’d like to answer that question.”

# Public participation, cont'd

- Elected officials should not be baited into responding inappropriately when someone says something inflammatory
  - You always have the last word: you're the decider. You don't need to engage in argument, stop the offending remarks, or try to have the last word during "public comment."
  - If you forget that you're the decider, things may escalate....

# Public participation, cont'd

- <http://www.westword.com/news/eric-f-ck-cops-brandt-files-free-speech-suit-against-mayor-who-had-him-arrested-6051358>
- “[D]uring the public-comments section of the August 11 ... City Council meeting, which was captured on audio, [Eric Brandt] speaks calmly and thoughtfully about his reasons for coming before officials -- at first, anyhow. But soon into the address... [the] Mayor ... **interrupts to say Brandt can't continue speaking due to a pending lawsuit against the city.**”
- “When Brandt tries to continue, [the Mayor]... insists that he can't do so and will be forcibly removed if he tries. In response, Brandt begins speaking louder and becomes upset when someone lays hands on him. He can be heard complaining passionately as he's led away.”



# Public participation, cont'd

- “The suit reveals that Brandt was placed in handcuffs and taken to jail... then transferred to a detention center in Adams County on charges of obstructing a police officer and resisting arrest. However, all charges against him were dismissed on August 21.”
- **"This was absolutely appropriate speech with no F-bombs," [the citizen's attorney] points out. "And as political speech, it's the highest protected speech that exists. Speech doesn't get any more protected than that."**

# Public participation, cont'd

- [http://www.reporterherald.com/news/ci\\_28638008/county-resident-sues-city-councilor](http://www.reporterherald.com/news/ci_28638008/county-resident-sues-city-councilor)

Home

News

Story

## County resident sues city councilor

Stacy Lynne sues Councilor Joan Shaffer on allegations of false accusations, defamation

*By Saja Hindi*

*Reporter-Herald Staff Writer*

POSTED: 08/13/2015 08:11:26 PM MDT

Larimer County resident Stacy Lynne is suing Loveland City Councilor Joan Shaffer for alleged defamation during a City Council meeting.

The lawsuit states that Shaffer is being sued "in her individual capacity" when she was "acting outside the scope of her official duties."

# Public participation, cont'd

- “At council's July 21 meeting, Lynne spoke during public comment about the pending litigation against Detective Brian Koopman and Chief Luke Hecker, as she has done previously, urging councilors to take action and fire several city employees”.
- “Lynne spoke about alleged document destruction, fraud and child pornography, mentioning not only Koopman, the police department and city's alleged involvement.”
- “Shaffer responded after Lynne's comments and said **...that Hecker was slandered in Lynne's comments.**”

# Public meetings, cont'd

**“In the future, everyone will be famous for 15 minutes.” ~Andy Warhol**

**“In Council meetings, everyone gets to speak his or her mind for the allotted number of minutes.” ~Tami Tanoue**

- Don't try to suppress the content of citizen speech! It's not just unlawful, it's futile! People do not take well to being suppressed.
- But if someone is being disruptive, engaging in personal attacks, etc., then a response may be appropriate.
  - “Disarm” a tense situation. **Don't** match tone for tone, and “out-shouting” doesn't work.
  - If a response is necessary, lower your tone to below the speaker's.
  - De-escalate, don't escalate!
- Establish and communicate shared norms for meetings, e.g., “We appreciate everyone's viewpoints, but not personal attacks. Personal attacks are unproductive and unhelpful. Please redirect your comments towards the issues, and away from personalities.”

# Honoring Transparency and Public Participation

- Why is this a liability issue?
  - We tend to see the same firms over and over in litigation against municipalities for alleged OML violations
    - CIRSA has “executive session defense cost coverage” for its member governing bodies for this reason
    - Efforts are made, through litigation, to “push the envelope” on OML interpretations that are not favorable to public entities...don’t be the one to “make bad law”!
    - You may suffer the embarrassment of having your executive session discussions being made public
  - Thwarting public participation can likewise bring about litigation for suppressing speech – we’ve now seen a couple of instances of this

# Personal Conduct

- The way you conduct yourself in relation to other members of the body, staff, and the community greatly impacts your effectiveness as a governing body member
- The incivility and divisiveness that characterize partisan politics need not be imported into nonpartisan local government!

# Personal Conduct

- With respect to one another:
  - Is someone maintaining the “outsider” perspective even after becoming the ultimate “insider”?
    - You may have started as a “critic” of the status quo, or been propelled to seek public office because of one particular issue of interest to you, but changes to your focus and perspective may need to change once you are in public office
  - Is someone not recognizing that a governing body member’s power can be exercised only through the body as a whole? Acting as “I” rather than “we”?
  - Is there an “imbalance of information” on the governing body?
  - Is there a sense of distrust among one another? Is there constantly the same split vote on every issue with the same people lining up on the same side every time?
    - This could mean that the entire power of the governing body is always being given over to the one “tie breaker”!

# Personal Conduct

- With respect to staff:
  - Is staff viewed as “the enemy”?
  - Is there frequent second-guessing of staff, or a desire on the part of one or more governing body members to do individual “research” on staff recommendations?
  - Is staff frequently blindsided by issues that are raised for the first time only in the middle of a governing body meeting?
- With respect to the community:
  - Are “public comment” periods turning into “public inquisition” periods or “public argument” periods? (see previous slides)
  - Is “staff bashing” or “elected official bashing” happening at governing body meetings?

# Honoring Personal Conduct Guidelines

- Why is this a liability issue?
  - CIRSA's observation: How a governing body interacts with one another and with staff is a great predictor of liability. A dysfunctional governing body inevitably attracts claims.
  - A governing body that mistreats staff or citizens is modeling bad behavior organization-wide. "You know what" rolls downhill!
  - A governing body that creates or allows chaos in the chain of command is asking for employment claims!
  - A governing body that is over-involved in administrative matters is straying away from its "job description" as well as its best areas of immunity.

# Conclusion

- Ethical behavior is not just about instances where a financial or other conflict of interest may exist
- In a larger sense, ethical issues are present in all of your dealings with one another, staff, and the community
- The ethical choices you make in those dealings will either enhance or reduce your effectiveness, and enhance or reduce your liability
- Following best practices for maximizing your effectiveness as a governing body member also maximizes your liability protections!

# About CIRSA

- Colorado Intergovernmental Risk Sharing Agency
- Public entity self-insurance pool for property, liability, and workers' compensation coverages
  - Formed by in 1982 by 18 municipalities pursuant to CML study committee recommendations
  - Not an insurance company, but an entity created by intergovernmental agreement of our members
- Total membership today stands at 266 member municipalities and affiliated legal entities
- Out of 271 incorporated municipalities in Colorado:
  - 81% are members of our PC pool
  - 45% are members of our WC pool

# About CIRSA

- Member-owned, member-governed organization
  - No profit motive – sole motive is to serve our members effectively and responsibly
  - Have returned over \$30,000,000 in contributions to our membership
- CIRSA Board made up entirely of municipal officials
- Seek to be continually responsive to the liability-related needs of our membership – coverages and associated risk management services, sample publications, training, and consultation services, as well as specialty services such as home rule charter review
- We have the largest concentration of liability-related experience and knowledge directly applicable to Colorado municipalities



**Town Board of Trustees**  
**Monday, June 20, 2016 and Tuesday, June 21, 2016**  
**8:00 a.m. – 5:00 p.m.**

## **TOWN BOARD RETREAT**

**Paradigms Restaurant**  
**343 Capitol Street**  
**Eagle, CO**

*This agenda and the meetings can be viewed at [www.townofeagle.org](http://www.townofeagle.org).  
Meetings are also aired online at <https://vimeo.com/channels/townofeagle/>.*

### **8:00 A.M. Meeting Called to Order**

Monday, June 20 Morning (8:00am)

1. Greetings & Introductions (Mayor Anne McKibbin)  
Retreat Overview (John Schneider)
2. Preliminary Board Prioritization and Discussion (Greg Winkler, DOLA Northern Mountains Regional Manager)

LUNCH

3. Status Major Projects (Greg Winkler)
  - Riverfront (Matt Farrar, Caroline Bradford and Deron Dircksen) [www.townofeaglerivercorridorplan.org](http://www.townofeaglerivercorridorplan.org)
  - Lower Basin Water Treatment Plant (Dusty Wall and Kevin Sharkey)
4. Economic Development (Greg Winkler)

Tuesday, June 21 Morning (8:00am)

1. Greetings & Debrief (Mayor Anne McKibbin)
  - Comments about day before
2. Effective Organizational Communication (Greg Winkler)
3. 2017 Budget/Capital Improvement Program (Jill Ewing and John Schneider)

LUNCH

4. Community Plan (Greg Winkler)
  - West Annexations (Tom Boni)
  - Sub-Area Plans - e.g. Chambers Ave/Eagle River Stations, SH 6 Corridor Plan, Downtown Plan, Pool/Ice Rink Area (Tom Boni)
5. Town Liability Issues Tammy Tanoue (CIRSA General Council/Deputy Executive Director/Ed Sands)
6. Upcoming Issues (John Schneider)
7. Closing Board Remarks/Debriefing (Mayor Anne McKibbin)

**5:00 P.M. Adjourn**

I hereby certify that the above Notice of Meeting was posted by me in the designated location at least 24 hours prior to said meeting.

Jenny Rakow, CMC Town Clerk