



**ANNUAL
COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY
(CEDS)
AND
PROGRESS REPORT**

GRANTEE: Northwest Colorado Council of Governments (NWCCOG) – Economic Development District

PROJECT NUMBER: 05-83-05316-01

PERIOD COVERED: January 1, 2014 – December 31, 2014

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Adjustments to Strategy

NWCCOG was awarded an EDA planning grant on April 1, 2010 to develop the region's first-ever CEDS. Work commenced this date, and over the next 18 months the CEDS was developed. The CEDS was officially approved by the EDA on November 28, 2011, with implementation beginning January 1, 2012. The NWCCOG EDD was officially awarded planning partnership funds beginning January 1, 2013, thus 2013 was the first year of operation of the district. Thus, the NWCCOG EDD has officially completed its second year of operations as of December 31, 2014, and the CEDS is in its third year of implementation, with a complete update to the CEDS due to the EDA on December 31, 2016.

Adjustments to strategy in 2014:

The NWCCOG EDD CEDS identified 9 goals (see Attachment A - Updated Implementation Plan). The following is a summary of the adjustments to strategy, based on changes in priorities for the region, for each goal:

Goal #1: Support & Strengthen Existing Businesses

Adjustments: This continues to be a main focus of the NWCCOG EDD and top priority. One new initiative for 2014 is that NWCCOG EDD now serves as the host organization for the Northwest Colorado Small Business Development Center (NWCOSBDC). This partnership with the NWCOSBDC was not initially identified in the CEDS regional action plan, because the NWCOSBDC was not operational when the CEDS was developed. Collaboration and partnership with the NWCOSBDC has been a key element added to the regional action plan in 2014.

The task "develop and distribute a regional capital infrastructure directory" was removed, as the working group decided this was no longer a priority.

Goal #2: Attract new businesses/industries to create vibrant, resilient economies

Adjustments: Several partner organizations have been added to the "partner" column, as they been new to emerge on the scene since the CEDS was written 2 years ago. NWCCOG EDD continues to partner and collaborate with these partners first, before we create new programs in an on-going effort to avoid duplication.

"Exploration of Regional Health and Wellness Sector Partnership" - One focus that emerged in 2014 was on encouraging businesses in our region to adopt worksite wellness programs as a way to improve workforce productivity, reduce healthcare costs, and encourage more demand for services and products offered by businesses in the health and wellness industry in the region. A regional grant application has been submitted to the Colorado Department of Public Health and Environment for a regional comprehensive worksite wellness effort to be regionally coordinated by NWCCOG EDD. This initiative was not identified in the original CEDS regional action plan, but if funded will be a significant project of the EDD for the next 3 years. Several tasks under this objective were combined, as they were redundant.

Development of renewable energy industry / green energy economy – a task was added to "Create better partnership with the Colorado Bark Beetle Cooperative (CBBC) to stay current on these issues; look into Spruce Beetle problem on the horizon; have conversations with CBBC and wood projects industry on industry creation/product creation, etc. The CBBC is the expert organization on this issue,

and as such NWCCOG EDD should be in close collaboration with them. The CBBC was added as a partner organization.

Goal #3: Focus on Projects that Bolster Tourism

Adjustments: There have been new branding/marketing efforts that have begun since the CEDS was adopted for individual communities that NWCCOG EDD will take into account and build on, specifically the Eagle County Branding Project (fall 2014) and Grand County community profile project (fall 2014, full completion Spring 2015). The following task was removed: “Determine what each town’s niche is; explore an agreement by all towns as to what their most appropriate and strategic role is in the region” due to the consensus of the working group that there is little value in this at this large (5 county) regional level.

Goal #4: Protect the Natural Environment

Adjustments: Goal #4 “Protect the Natural Environment” and Goal #6 “Energy: Focus on existing and renewable energy resources to include development of additional energy sources; assist with identification of funding” were combined into a new Goal #4 “Wisely Develop Natural Resources while protecting the environment” in an effort to avoid conflict in these 2 goals which may result in potentially limiting economic development. Relevant tasks from Goal #6 related to energy were moved into this new goal.

Goal 5: Focus on supporting investment in core infrastructure and community resources improvements that will help expand local economies

Adjustments: Language was added regarding the hiring of a regional broadband coordinator (NWCCOG hired this position in May 2014), which was not in the previous CEDS action plan. The following task was removed as it was deemed to be outside the realm of the EDD: “Undertake Strategic Land Use Planning initiative in staged format (local towns, then county-wide then regional – with Eagle and Clear Creek counties)”. The following was removed, as a feasibility study was completed, and the project was deemed to be not feasible: “Study the feasibility of creating an international terminal at Eagle County Airport”.

Goal 6: Energy: Focus on existing and renewable energy resources to include development of additional energy sources; assist with identification of funding.

Adjustments: Adjustments: Goal #6 “Energy: Focus on existing and renewable energy resources to include development of additional energy sources; assist with identification of funding” was combined with Goal #4 “Protect the Natural Environment” into new Goal #4 “Wisely Develop Natural Resources while protecting the environment” (see Goal #4 for related tasks from this “old” goal #6).

Goal 6: Create Sustainable Main Street / Downtown Projects

Adjustments: Goals are re-numbered from this point forward due to combining Goals #4 and #6. .

Goal #7: Workforce Development: Create and/or expand workforce development / training / educational opportunities to focus on training and education programs across all economic sectors

Adjustments: Language was added to this goal related to establishing curriculum not just for “emerging” industries, but also for professions to meet existing market demand. For example: there is a current shortage of skilled trades workers (plumbers, electricians) in our region. We have heavy turnover and unfilled positions as a consequence of not having local training for these types of jobs.

The following task was removed as it was the consensus that it is outside of the realm of the EDD: “Affiliate with major universities to develop and deliver 2-6 week executive graduate programs in different disciplines”.

Goal #8: NWCCOG Economic Development District (EDD) to be point of contact for economic development activities: technical assistance, information, data, capacity building, etc.

Adjustments: NW Colorado SBDC was added as a partner. The task regarding reviewing open space policies from all counties in the region for unintended adverse consequences on economic sustainability was removed, as it was deemed not to be in the realm of the EDD. The task regarding having a local portal of the Colorado InSite site selection tool on the NWCCOG EDD website was removed, as it was not widely utilized by the region, and the on-going cost cannot be justified (the EDD website will continue to have links to the Eagle and Grand County local sites, as well as the statewide site, at no cost to the EDD and it will still serve to point site selectors in the right direction as far as how to find available properties in the NWCCOG region).

Analysis of Economic Development Problems/Opportunities

The following is a discussion on the current state of economic development problems and opportunities identified in NWCCOG EDD's CEDS:

Problems:

1 - Dependence on One Industry: Tourism – Non-Diversified Economy. Over the last 2 years, the national economy has improved, which has increased the amount of discretionary income for leisure travel. This has brought a resurgence to the tourism industry, evidenced by increased visitor numbers, lodging occupancy, and sales tax revenue. The communities in the region have also realized more year-round activity in that more summer activities are now allowed on national forest land, thereby increasing visitor numbers in the summer as well. There still is a need to focus on industries other than tourism, however, to further diversify the economy.

2- Pine Beetle Epidemic – the spread of pine beetle has ended, however the region is still left with several hundreds of acres of dead trees, which continues to present a threat of wildfire. It also affects tourism as the dead trees affect the scenic landscape which contributes to the appeal of the area. A new epidemic may be on the horizon with the spread of spruce beetle being seen in some parts of the region.

3 - Lack of Affordable Housing – this continues to be a problem in this region, as the largest percentage of jobs in this region is in the service industry, and therefore low-paying. A significant amount of workers in this region pay well over 30% of their income for housing. This problem is actually becoming more of an issue, as the region comes out of the recession and housing prices, which are already much higher than the national average, continue to rise, and the rise in the region's wages do not keep pace.

4 - I-70 Congestion and Lack of Funding for Transportation – Congestion on I-70 as well as other highways in the region (e.g. Highway 82 from Glenwood Springs to Aspen) is increasing, and the impacts on the economy can be felt by all the region's communities. The Colorado Department of Transportation estimates that by 2025, up to 27 percent of winter-season motorists who would normally travel I-70 in the Mountain Corridor will choose not to, depending on the day, location and direction of travel, according to the report. The issue is becoming larger than a statewide traffic problem. It's now a Colorado ski industry problem. Lost personal time from sitting in traffic and the image problem it creates is hurting the ski industry by making Northwest Colorado ski resorts less appealing to other states. The region's quality of life is a major enhancement for business recruitment and retention, however I-70 congestion may make economic development efforts more difficult. Short-term fixes have been put into place (i.e. the Twin Tunnels Project in Clear Creek County), however a comprehensive long-term solution is needed, for which there is no funding. Funding for transportation projects statewide continues to be inadequate to meet the needs.

5- Decline in Property Values – Property values have been increasing over the last 3 years, thereby increasing property tax revenues received by the region's towns and counties for services and capital projects. This is a result of the improving national economy, and increased demand for homes in this region, therefore increased value of homes.

6 - Lack of Access to Capital for Businesses – This is still an issues, however it has been getting increasingly better with the improved national economy, and new and different avenues for access to

capital have opened up in the region. NWCCOG's Northwest Loan Fund became fully operational in 2014, and closed 7 loans for total amount of capital infusion of \$659,500 to the region's businesses. There have been new initiatives in there region in 2014 to match entrepreneurs with funding including Pitchfest offered by the Roaring Fork Business Resource Group (June 2014) and Breckenridge Startup Weekend (August 2014). More of these types of initiatives are in the works for 2015.

7 - Lack of Funding for Education – This is still an issue, however it has been identified by the working group that it is more of a state-level issue, while the NWCCOG EDD can advocate for measures that will increase funding for education, it cannot affect much of this.

8 - Prevalence of Second Homes: Potential threat to the region's vitality, health, and sustainability – There are still a large number of second homes in this region, however this may be more of an opportunity than a problem in that "retirees" is a potential industry focus for this region.

9 - Climate Change – this most likely will be an issue, however it is more global in nature, and the NWCCOG EDD is less able to affect; we will continue to monitor, and support the slowing of climate change through support of recycling / sustainability programs, etc. The NWCCOG EDD will monitor literature/studies/reports, etc. that relate to how climate change affects the length of the snow season, thus affects the ability of our region to be a winter tourism attraction.

Opportunities:

1- Retirees / Baby Boomers – This has been identified as a significant opportunity, as the NWCCOG EDD region continues to be attractive to retirees and baby boomers due to the region's active, livable communities offering an abundance of natural and man-made amenities that are attractive to this demographic, which is growing at a rapid rate in our region.

2- Entrepreneurism – This is still a significant opportunity for the NWCCOG EDD, and the focus on projects and programs that support entrepreneurship is an increasing focus. Specifically, the EDD will focus on projects that support the creation of "entrepreneurial infrastructure" including broadband, transportation, educational systems, and a regulatory and tax environment that encourages the kind of creativity and risk taking that entrepreneurship requires.

3- Renewable Energy – This is still an opportunity in this region. The NWCCOG EDD will re-convene the "Green Groups" in the region in 2015 to explore this opportunity further.

4- Tourism- Tourism will continue to be a strong base in NWCCOG EDD's region, and the driving industry. The abundant amenities and beautiful natural setting will continue to make the region a desirable place to visit and vacation. The region has an opportunity to continue to protect and enhance those amenities and to bolster tourism by adding more. Also, there is an opportunity to create more year-round tourism that is not so dependent on winter/ski season. This may include heritage tourism agri-tourism, and arts tourism through the region's growing creative industries sector.

5- Main Street / Downtown projects – many of our region's communities have taken advantage of the resources available to complete main street/downtown redevelopment/revitalization/beautification projects through partner organizations such as Downtown Colorado, Inc., the Department of Local Affairs' Downtown Program, Smart Growth America, and the Sonoran Institute's Community Builders Project. Many of these projects focus on focus on projects and programs that help the region's communities create walkable downtowns with transportation options that are vibrant, and will attract

millennials who bring ideas and entrepreneurial opportunities to the region. NWCCOG will continue to support these partners in providing assistance in downtowns, commercial districts and town centers of our region's communities.

6- Education – Supporting improvements to education continues to be an opportunity for the NWCCOG EDD. The EDD will continue to partner with Colorado Mountain College and K-12 school districts throughout the region to support STEM programs and other programs that focus on educating our workforce of the future. The NWCCOG EDD will continue to support these efforts to expand educational offerings in this region.

7- Healthcare - the NWCCOG EDD has placed increased emphasis on healthcare as an opportunity through the creation of the Health and Wellness Industry Sector Partnership. This partnership was created late in 2013, but took on increased momentum in 2014. The focus has shifted from not just looking at the delivery of healthcare, but the Health and Wellness industry as a whole, which encompasses not just hospitals and primary care providers, but alternative providers, wellness services, preventative services, mental health services, etc. Trends in the NWCCOG EDD that continue to make health and wellness an economic opportunity include substantial growth in the number of older adults in the region, longer life expectancy, the emphasis on the economic benefits of worksite wellness programs; more of our population has access to health insurance and thus healthcare thru ACA; emphasis on prevention/preventative services to reduce healthcare costs. The reduction of healthcare costs is particularly important as our regions' counties have some of the highest insurance premiums in the country.

Changes in the Region's Economic Condition

The region's economic condition has improved since the CEDS was approved 3 years ago. Specifically, the region has seen an increase in employment. Average employment in the region for the most recent quarter reported (Q2 2014) was 68,480, which is an 8.3% increase over Q2 2012. This is an increase of 5,225 jobs over the last 2 years. Unemployment in all 5 counties in NWCCOG EDD's region for the most recent month reported (November 2014) was lower than the reported rate a year ago. The regional average unemployment rate (3.8%) is lower than that of the State of Colorado (4.0%) and the U.S. (5.8%). The labor force for the region has increased by 3.7% over the last 2 years, increasing from 64,862 in November 2012 to 67,236 November 2014. Average annual wages for the region have decreased overall in the last 2 years, decreasing by 2.3% when averaging all industries. Wages have decreased as well for most of the key industries in the region with the exception of Accommodations and Food Services, which accounts for the most jobs in the region: Accommodations and Food Service industry showed an 18.4% increase; construction industry 5.0% decrease; financial services 9.5% decrease; healthcare industry 1.8% decrease. The number of establishments in the region increased by 52, from Q2 2012 to Q2 2014. Sales tax has increased substantially, increasing by 13%, or \$31 million, for the most recent reported month (May 2014 vs. May 2012). (Source of data: Colorado Department of Labor and Employment).

**NWCCOG – Economic Development District
Governing Body
EDD Board of Directors 2014**

1. Government Representatives (*Dues Paying Region 12 Jurisdictions*) **(11)**

Name	Jurisdiction	Position
Jill Ryan	Eagle County	County Commissioner
James Newberry	Grand County	County Commissioner
Lanny Weddle	Jackson County	County Commissioner
Rob Ittner	Pitkin County	County Commissioner
Karn Stiegelmeier	Summit County	County Commissioner
Jeff Shroll	Town of Gypsum	Town Manager <i>Appointed by Mayor</i>
Tom Clark	Town of Kremmling	Mayor
Suze Kanack	Town of Walden	Town Clerk
Kelli McDonald	Town of Vail	Economic Development Director <i>appointed by Mayor</i>
Susan Philp	Town of Basalt	Planning Director <i>appointed by Eagle County Commissioner</i>
Ben Raitano	Town of Dillon	Councilmember

2. Non-Government Representatives (9)

A. Private Sector Representatives (3)

Name	Company	Position
Doris Kirchner	Vail Valley Medical Center	President & CEO
Drew Schiller	Aspen Skiing Company	Director of Financial Performance
John Rich	Richland Propane	Owner

B. Stakeholder Organization Representatives (6)

Name	Organization	Position
Chris Romer	Vail Valley Partnership <i>This is the chamber of commerce for Town of Vail</i>	Executive Director
Catherine Ross	Winter Park/Fraser Valley Chamber of Commerce	Executive Director
Vacant*	Jackson County Stakeholder Org.	Vacant
Debbie Braun	Aspen Chamber of Commerce	Executive Director
Matt Gianneschi	Colorado Mountain College	Chief Operating Officer
Jack Taylor	Colorado Workforce Center	Business Services Director

Calculations:

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51 - 65%)	<u>11</u>	<u>55%</u>
2. Non-Government Representatives (35 - 49%)	<u>9</u>	<u>45%</u>
A. Private Sector Representatives (at least 1)	<u>3</u>	
B. Stakeholder Organization Representatives (at least 1)	<u>6</u>	
Total Board Membership	<u>20</u>	<u>100%</u>

*anticipating to fill the vacancy at the 1/22/15 EDD board meeting

NWCCOG Comprehensive Economic Development Strategy (CEDS) CEDS Advisory Committee Roster

1. PRIVATE SECTOR REPRESENTATIVES *(at least 51%)*

Name		Company	Position
John	Rich	Richland Propane	Owner
Corry	Mihm	Project Works	Owner
Stan	Clauson	Stan Clauson Associates	Owner
Ted	Archibeque	Archibeque Land Consulting Ltd.	Owner
Hugo	Benson	The Old Gypsum Printer	President
Jynnifer	Pierro	Legacy Building Specialties	Owner
Eddie	O'Brien	O'Brien & Associates	Owner
John	Zander	Bank of the West	VP, Branch Mgr. (Fraser)
Paul	Chodkowski	St. Anthony's Summit Medical Center	President

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS *(No more than 49%)*

Name		Area of Interest	Position
Jill	Ryan	Public Official	Commissioner, Eagle County
James	Newberry	Public Official	Commissioner, Grand County
Rob	Ittner	Public Official	Commissioner, Pitkin County
Karn	Stiegelmeier	Public Official	Commissioner, Summit County
Chris	Romer	Economic Development	President & CEO, Vail Valley Partnership
Suzanne	Price	Higher Education	Dir., Cust. Bus. Svcs., Colorado Mountain College
Jack	Taylor	Workforce Development	Regional Director, Colorado Workforce Center
Tom	Clark	Public Official	Mayor, Town of Kremmling

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	9	53%
Representatives of Other Economic Interests (no more than 49%)	8	47%
Total Board Membership	<u>17</u>	<u>100%</u>

NWCCOG – Economic Development District Staff

Rachel Lunney, EDD Director – Rachel Lunney joined NWCCOG in 1999 and served as member services coordinator for three years. She re-joined NWCCOG in 2008 as economic development and communications manager. Her responsibilities included managing the economic development district and all communications functions for the organization including web site management, electronic communications and social media, creating various publications, writing press releases, and assisting member jurisdictions with their data needs. Rachel served as project manager for the development of NWCCOG’s first ever Comprehensive Economic Development Strategy (CEDS). She was named EDD director in January 2014 and is responsible for the overall management of all EDD programs and activities. Rachel has a bachelor's degree in economics and an M.B.A. from the State University of New York at Buffalo (SUNY Buffalo).

Liz Mullen, NWCCOG Executive Director - Liz Mullen was hired as Executive Director of NWCCOG on March 22, 2012. Liz originally joined NWCCOG in 2002 as the Director of Member Services. Over the past 12 years, she has also served as the Coordinator and Grant Administrator for several programs: the Rural Resort Region (RRR), I-70 Coalition, NWCCOG Foundation, Colorado Bark Beetle Cooperative (CBBC), and the Northwest All Hazards Emergency Management Region (NWAHEMR), as well as Assistant Executive Director. In all of her roles at NWCCOG, Liz has successfully managed multiple projects and programs, from convening the initial stakeholders groups to identifying funding sources to either project completion or launching a newly self-sufficient program. Liz has also worked with several of NWCCOG’s member jurisdictions over the years facilitating planning retreats and other meetings that promote multi-jurisdictional cooperation. Liz earned both her B.A. degree in Communications and her M.A.S. degree in Technology Management/Project Management at the University of Denver.

Northwest Colorado Council of Governments ECONOMIC DEVELOPMENT DISTRICT

SCOPE OF WORK 2014 – Progress Report

Please note: Throughout this report, the following acronyms are used:

NWCCOG EDD – Northwest Colorado Council of Governments Economic Development District

NWCOSBDC – Northwest Colorado Small Business Development Center

OEDIT – Colorado Office of Economic Development and International Trade

A. Build a Business Friendly Environment

1. Provide technical assistance and other resources to assist communities in the region to create and foster a business climate that is friendly to existing businesses, as well as entrepreneurs looking to start and grow new businesses.

Accomplishments Achieved: NWCCOG EDD has taken many avenues to provide technical assistance and other resources to assist communities create a business friendly environment, and to assist entrepreneurs. These include the development of a new website – nwcoloradobusiness.org – that provides a clearinghouse of resources for businesses including training opportunities, grant funding opportunities, access to capital throughout the region, economic data, links to government sites on “how to do business”, studies and reports, and links to free business consulting services. We also participate in business resource outreach events, and collaborate with the NWCOSBDC on providing business conferences. Further, we send out at least monthly resources bulletins with a wide variety of business resources. These bulletins, with active links, are archived on our website.

Quantified Deliverables:

Number of hits to website:

Number of Resources Bulletins sent out: 17

Number of business conferences: 2

Number of outreach events: 5

Difficulties Encountered: None.

2. Maintain the regional portal of Colorado InSite, the GIS-based database of available commercial properties (buildings and building sites). Coordinate trainings and workshops with the regional users of this system to keep abreast of system upgrades, changes, enhancements, etc. Serve as liaison between OEDIT and regional users of the system. Promote Colorado InSite as an economic development tool in the region.

Accomplishments Achieved: Applied for and received one year free regional portal of Colorado InSite housed on the NWCCOG EDD website (nwcoloradobusiness.org); Coordinated a training, led by OEDIT staff, for users of the system; promoted Colorado InSite at working group meetings. Met with commercial real estate broker from Summit County on February 7th to educate him on the benefits of the system.

Quantified Deliverables: Held 1 training on the system. There currently are 10 properties on the system from the region.

Difficulties Encountered: There are very few properties on the system from the region due to lack of staff capacity from member jurisdictions to maintain the system, as well a reluctance from the commercial real estate community to share their listings. The working group decided not to continue to pay to have the regional portal on the NWCCOG EDD website (nwcoloradobusiness.org), but to provide links to the county-specific portals (Eagle and Grand County have chosen to pay for county-specific portals) as well as the statewide system on the OEDIT website.

3. Distribution of monthly resources e-bulletins. These bulletins provides information on a broad range of economic development resources including offerings at Colorado Mountain College (CMC), tools for small businesses, resources for entrepreneurs, free webinars, workshops in the area, websites providing technical assistance, reports and studies, etc. It is sent directly to businesses as well as to a broad range of stakeholders, including chambers of commerce, business associations, town and county governments, and other economic development groups, and those groups are encouraged to forward it to their membership.

Accomplishments Achieved: NWCCOG EDD resources bulletins were sent electronically at least once a month. A total of 17 bulletins were sent in 2014, all of which are archived on the NWCCOG EDD website: <http://nwcoloradobusiness.org/resource-center/resources-bulletins-archives/>.

Quantified Deliverables:

Not only does this bulletin reach the database of NWCCOG EDD businesses, but it is shared with businesses by our partner organizations as well:

Reach of EDD Resources bulletins:

NWCCOG EDD email list – 270 businesses; 250 economic development stakeholders

NWCOSBDC email list – 1,500

Vail Valley Partnership email list – 2,500

Grand County Economic Development email list – 850

Roaring Fork Business Resource Center (Pitkin County) email list – 6,000

Summit County Chamber of Commerce email list – 650

The chart below shows how many business contacts viewed the resources bulletin (note this is only from the NWCCOG EDD database; the reach is most likely much wider as we do not track open rates for our partner organizations listed above):

Date Sent	# Reached
1/7/2014	169
1/29/2014	225
2/20/2014	285
3/14/2014	262
4/11/2014	228
5/7/2014	164
5/16/2014	194
6/13/2014	200
7/10/2014	188
7/24/2014	193
9/2/2014	230
9/26/2014	198
10/15/2014	252
10/31/2014	245
11/13/2014	210
12/5/2014	150
12/14/2014	160

Difficulties Encountered: None.

4. Work in collaboration with NW Small Business Development Center (NWSBDC) to promote, market, deliver free business consulting services to small businesses and entrepreneurs looking to start a business. Expand business consulting services in the region by issuing an RFP for additional business consultants in order to serve more business clients as this has been identified as a need in the region. Consulting services will be confidential, one-on-one, for existing and start-up businesses in the areas of management, finance, marketing, business plan writing, feasibility analysis, government procurement, international trade, and access to capital.

Accomplishments Achieved: Expanded free business consulting services throughout the region. Increased the number of business consultants available.

Quantified Deliverables:

Number of business client sessions: 544

Increase in number of business consultants: 4

Difficulties Encountered: One of the biggest challenges is how large the NWCCOG EDD region is, and the fact that business consultants are not compensated for their travel (it is considered in-kind). This makes it difficult to reach all the clients for whom there is a need.

5. Build the capacity of the region's communities to attract millennials (who bring education and ideas) and baby boomers (who bring capital and a sense of community involvement) by providing resources to help improve downtowns, increase recreational amenities, and protect the natural environment which is the district's greatest economic development asset.

Accomplishments Achieved: Information on resources to help improve downtowns, increase recreational amenities, and protect the natural environment were provided through funding opportunities and technical assistance available through the NWCCOG EDD resources bulletins, NWCCOG EDD website (nwcoloradobusiness.org), as well as via presentations from partner organizations at working group meetings.

Quantified Deliverables:

Number of resources bulletins sent out: 17

Number of hits to website (nwcoloradobusiness.org) – 1,313

Presentations made at working group meetings: 2

Difficulties Encountered: None.

6. Provide information on funding opportunities available to towns, counties, nonprofits through monthly resources bulletins as well as other newsletters, website postings, and social media.

Accomplishments Achieved: Maintained funding opportunities page on EDD website; included funding opportunities in monthly resources bulletins; hosted Brownfields Workshop on April 25, 2014 which provided member jurisdictions and stakeholders with information on Federal and State funding opportunities for redeveloping brownfields sites.

Quantified Deliverables:

Webpage hits: 1,313

Number of resources bulletins: 17

Brownfields workshop was attended by 20 people.

Difficulties Encountered: None.

7. Feature different communities throughout the region in newsletters, on the website, and through social media which highlight the community's assets and benefits to doing business in that community. Also feature local businesses in the region on an on-going basis.

Accomplishments Achieved: NWCCOG EDD features assets and success stories from both communities and businesses in the region through monthly resources bulletins as well as on the website (www.nwcoloradobusiness.org).

Quantified Deliverables: Through the resources bulletins and website, featured success stories from 10 communities and 15 businesses.

Difficulties Encountered: None.

B. Retain, Grow and Recruit Businesses

1. Retain:
 - a. Increase/build the capacity of the NWSBDC by assisting with increasing access to and connecting businesses with consulting services offered by the NWSBDC. Serve as host of NWSBDC in 2014.

Accomplishments Achieved: NWCCOG EDD, via the NWCCOG Foundation which is a 501c3 organization, served as the host of the NWCOSBDC in 2014. In this role, the EDD director served as liaison for all fiscal activities, assisted with recruiting new business consultants, marketing the

services offered by the NWCOSBDC, attended outreach events, assisted with the coordination and promotion of business conferences, and collaborated on an number of projects.

Quantified Deliverables: increased the number of business consultants by 4; increased the number of client consulting sessions by 20%; held 2 business conferences which provided business owners and entrepreneurs looking to start a business with educational sessions on marketing, finance, accessing capital, etc. attended by over 80 attendees.

Difficulties Encountered: The vast region of the NWCOSBDC (covers 13 counties; NWCCOG EDD's region only covered 5 of those counties) is always a challenge, as is funding the NWCOSBDC receives, which is inadequate to have the capacity to serve this large region.

- b. Provide data and information to businesses to maximize economic growth opportunities and enhance local business and industry retention and expansion.

Accomplishments Achieved: Developed and distributed quarterly regional economic update which contains data on employment, labor force, job growth in key industries, wage growth, sales tax, as well as trends in key industries in the region. EDD director provided direct assistance to specific member jurisdictions, businesses, and other stakeholder organizations seeking specific economic data.

Quantified Deliverables:

Send out 4 quarterly regional economic updates.

Direct assistance provided by NWCCOG EDD Director – while not all-inclusive, some highlights include:

1/8/14 – presentation at Land Title Guarantee Company's "Coffee Break" – 30 realtors – Summit County demographic and economic trends.

2/19/14 – Provided demographic and economic indicator data on Summit County to culinary student at Colorado Mountain College. This student was seeking the data to complete a market analysis.

3/1/14 - Provided economic data to Garrett Fisher w/ the Institute for Economic Invocation.

5/30/14 – Provided regional demographic and economic data to Carrie Click, Colorado Mountain College PIO per her request.

7/15/14 – provided economic and demographic data on workforce, businesses in key industries in Grand County to DiAnn Butler for a potential business looking to locate in Grand County which could potentially bring 100-200 jobs.

7/18/14- provided demographic data to Nicole M Girard, Forecast Modeling Consultant- Strategic Market Planning, Kaiser Permanente Colorado, 2550 S Parker Rd, Aurora, CO 80014 on # of full time vs. part time residents in Eagle and Summit Counties (for her market research).

Difficulties Encountered: None.

- c. Serve as clearinghouse for business resources through direct contact with businesses as well as via website, monthly resources bulletins, and social media.

Accomplishments Achieved: created new website – nwcoloradobusiness.org - and monthly resources bulletins.

Quantified Deliverables:

EDD Website Stats for 2014:

Sessions	1,363
Users	990
Page Views	3,264
% New Sessions	72.6%
% Returning Visitors	27.4%
Average Session Duration	3:57 minutes
International Reach:	
% sessions US	80%
% sessions Brazil	7%
% sessions India	1%
% sessions Italy	1%

Difficulties Encountered – social media presence has yet to be established; this is a project for 2015.

- d. Promote and market the Northwest Loan Fund as a way for existing businesses to retain and create new jobs.

Accomplishments Achieved: promoted and marketing the loan fund via resources bulletins, website (nwcoloradobusiness.org), and at business events around the region.

Quantified Deliverables:

- Promoted the Northwest Loan Fund in 10 bulletins.
- Assisted Loan Fund Director to provide 2 workshops on "Tips for Preparing Loan Packages".
- Attended 2 business resource roundtable events to promote the Northwest Loan Fund: 5/7/14 in Breckenridge; 10/21/14 in Winter Park.
- Received 85 inquiries to the Northwest Loan Fund in 2014.
- Closed 7 loans totaling \$659,500.

Difficulties Encountered: None.

- e. Highlight businesses that are current or past clients of the Northwest Loan Fund as a way to help market their businesses.

Accomplishments Achieved: highlighted current and past clients of the Northwest Loan fund in EDD resources bulletins as a way to help market their business.

Quantified Deliverables:

Highlighted 5 clients of the Northwest Loan Fund in monthly resources bulletins.

Difficulties Encountered: None.

2. Grow:

- a. Explore and possibly implement an Economic Gardening program. Partner with the NWSBDC as well as other economic development partners in the region.

Accomplishments Achieved: NWCOSBDC received funding from OEDIT for an economic gardening program. The SBDC Advanced program is open to Colorado businesses at three levels to ensure all Colorado companies have access to the program. Depending on the level selected, deliverables provided include specialized reports in market research, geographic information systems (GIS), financial analysis, marketing and search engine optimization (SEO). The SBDC Advanced program taps into corporate-level tools, experienced consultants, and an extensive resource base to provide data and information to Colorado businesses as they formulate their strategic growth plans.

Quantified Deliverables: NWCCOG EDD did provide information on how to apply for this program/market and promoted it via its resources bulletin in February and December 2014.

Difficulties Encountered: There are very few businesses in the region known to qualify for this program based on its parameters. The NWCCOG EDD intends to partner with the NWCOSBDC in the future to further promote the program thereby increasing the probability that the information on this opportunity is reaching those businesses that do qualify, that remain unknown.

3. Recruit:

- a. Develop and maintain NWCCOG-EDD website as a marketing tool for doing business in the region, which will include a clearinghouse of information on resources available throughout the region to assist communities with helping their small businesses including economic indicator data, access to capital, links for “how to do business” in the region, and links to a wide variety of business resources available in the region. The website will also be used as a marketing tool to highlight the benefits of doing business in the region.

Accomplishments Achieved: Developed NWCCOG EDD website – www.nwcoloradobusiness.org. Continue to maintain the site to provide up to date information on resources, trainings, funding opportunities, economic indicator data, access to capital, and information on how to do business in the region. The website provides information on regional assets and success stories thereby serving as a marketing tool.

Quantified Deliverables: The website is being widely viewed. Website stats:

Difficulties Encountered: None.

- b. Explore and create programs to encourage new businesses that complement the region's key economic drivers (i.e. light manufacturers of tourism-related projects – i.e. manufacturers of skis, outdoor equipment, wellness industry products and services, etc.)

Accomplishments Achieved: NWCCOG EDD partnered with the NWCOSBDC to submit 2 pre-applications for a grant opportunity through the Rural Economic Development Initiative (REDI) through OEDIT and DOLA for 2 potential projects: (1) technical assistance for a feasibility study for the development of a kitchen business incubator for food manufacturers/culinary businesses and (2) technical assistance for the development of an accelerator for manufacturers of outdoor recreational equipment. At the time of this report, the decision had not been made on either of these projects, but if awarded these projects will commence in 2015. Partnered with the NWCOSBDC to offer the Health and Wellness Business Conference in August 2014.

Quantified Deliverables: 2 pre-applications submitted for REDI grants for projects that will encourage new industries in the region thereby providing diversification. Health and Wellness Business Conference attended by 80 businesses.

Difficulties Encountered: Given the unique nature of the NWCCOG Region- mountainous terrain, scarcity of land, high cost of land, environmental concerns – it is somewhat challenging to break out of the tourism mindset to consider other industries that may be suited to this region, particularly in the manufacturing arena.

- c. NWCCOG-EDD will continue to serve as a clearinghouse for technical and financial resources available from the many partners in the region. We disseminate this information through our monthly resources bulletin, as well as on our website. Create a clearinghouse of information on the website for “How to Do Business in the NWCCOG Region”. Include information specific to each county and town in NWCCOG-EDD Member Communities.

Accomplishments Achieved: Send out monthly resources bulletins and maintain NWCCOG EDD website – www.nwcoloradobusiness.org.

Quantified Deliverables:
Resources Bulletins table with opens
Website stats

Difficulties Encountered: None.

- d. Serve as liaison between Federal (EDA) and State (OEDIT) government agencies and local communities.

Accomplishments Achieved: NWCCOG EDD maintains a close working relationship with state and federal agencies. We invite their participation in working group meetings as a forum for information sharing. We include information on funding opportunities and other initiatives of federal and state agencies through the resources bulletins and website (nwcolorado.org). We serve as the regional convener for sector partnership work of the Colorado Workforce Development Council.

Quantifiable Deliverables:

The following federal and state partners were speakers at working group meetings in 2014:

4/23/14: Kari Linker, Director, Regional Development—OEDIT – discussion on Colorado Blueprint

6/25/14: Meridith Marshall, Senior Regional Manager for Regional Development, and Sam Bailey, Business Development Manager, OEDIT – OEDIT update

Lonnie Koyama, Lead Economic Development Specialist, U.S. Small Business Administration/Colorado - update on SBA programs including government contracting, disaster assistance, loans and capital, export assistance, and business counseling.

Paul Bergman, Acting Southwest Network Director, U.S. Department of Commerce Commercial Service

Paul – discussion on federal and other resources available to help rural businesses get involved with exporting.

8/27/14: Meridith Marshall, Senior Regional Manager for Regional Development, OEDIT update

12/10/14: Staff from OEDIT: Meridith Marshall, Senior Regional Manager for Regional Development; Laura Grey, Heritage & Ag-Tourism Program Manager; Jeff King, International Business Manager; Jessica Erikson, Senior Business Development Manager. Regional Overview; Industry Update: Trends; Colorado InSite Tool data; areas of interest expressed by prospective companies; Tourism: Industry Overview; Opportunities available to the region; International Trade: Office Overview; Opportunities available to the region; Blueprint Discussion.

Difficulties Encountered: None.

C. Increase Access to Capital

1. Promote and market the Northwest Loan Fund. Highlight success stories of NLF clients to promote both the NLF and the businesses that benefitted. Target toward certain export-oriented industries.

Accomplishments Achieved: The EDD promotes and markets the loan fund through monthly resources bulletins, the website, and at outreach events.

Quantified Deliverables:

Number of resources bulletins sent promoting Northwest Loan Fund – 9.

Number of new inquires to the Northwest Loan Fund – 25.

Number of new potential business clients added to the resources bulletin email list – 20.

Number of loans made in 2014 – 7.

Difficulties Encountered: None.

2. Research the establishment of formal network connecting angel investors with entrepreneurs.

Accomplishments Achieved: Randi Lowenthal, CEO of the Roaring Fork Business Resource Center (RFBRC) (serving Pitkin and a portion of Eagle County and participating stakeholder organization of the EDD) reported at the April working group meeting that their organization had received a grant “to identify identity options and implementation strategy to create a sustainable structure/framework to introduce local stakeholders to successful, local micro-financing/investing opportunities”. In an effort to avoid duplication, we will explore the outcome of this study in 2015, review possible strategies to pursue, and decide which ones are feasible (if any) for this region. NWCCOG EDD Director is in the process of reviewing the study. This will be explored early 2015 at a working group meeting.

Quantified Deliverables:

EDD staff met with Randi from RFBRC to discuss the outcome of their planning initiative to identify and promote local investing opportunities. The final report was reviewed by EDD staff and opportunities identified in that report were identified to be explored by the EDD in 2015.

Difficulties Encountered:

The report identifies several lessons learned in going forward with this initiative including the fact that the people, level of interest, industries, type of investor, and funding are very different for venture vs. lifestyle businesses, and in our rural region, there are significantly more lifestyle entrepreneurs and business opportunities than venture. The EDD will take this and other “lessons learned” by the RFBRC under advisement as we move forward with this initiative in 2015.

3. Continue to research sources of grant funding available from both government and non-government sources; maintain a page on the website with funding opportunities.

Accomplishments Achieved: this is an on-going effort; a page is maintained on the website: <http://nwcoloradobusiness.org/resource-center/funding-opportunities/> and funding opportunities are highlighted in all resources bulletins.

Quantified Deliverables:

Number of resources bulletins sent out with funding opportunities – 17

Number of hits to the website – 1,313.

On average, there were 6 visits to the funding opportunities page reported for each resources bulletin sent out.

Difficulties Encountered – None.

4. Serve as a clearinghouse to businesses for information on financing/capital sources; provide updates in monthly resources bulletins. Provide information on website.

Accomplishments Achieved: this is an on-going effort; a page is maintained on the website: <http://nwcoloradobusiness.org/business-assistance/access-to-capital/> and access to capital opportunities are highlighted in all resources bulletins. EDD Director works closely with the Northwest Loan Fund Director to provide this information to businesses in the region. Northwest Loan Fund director refers inquiring businesses that do not fit the loan fund criteria to other possible funding sources.

Quantified Deliverables:

Number of resources bulletins sent out with information on accessing capital – 17

Number of hits to the website – 1,313

Number of loans made by the Northwest Loan Fund – 7

A page on accessing capital opportunities and resources has been created on the website –

<http://nwcoloradobusiness.org/business-assistance/access-to-capital>

Difficulties Encountered: None.

D. Focus on Projects that Bolster Tourism (Create and Market a Stronger Colorado Brand)

1. Develop new stand-alone website for the NWCCO-EDD. This will serve as a marketing tool for the region. Link to all chambers of commerce, destination marketing organizations, and economic development groups in the region.

Accomplishments Achieved: stand-alone website was developed in 2014 which serves as a marketing tool for the region and links to all chambers of commerce, destination marketing organizations, and economic development groups in the region.

Quantified Deliverables:

Website stats for 2014:

Sessions	1,363
Users	990
Page Views	3,264
% New Sessions	72.6%
% Returning Visitors	27.4%
Average Session Duration	3:57 minutes
International Reach:	
% sessions US	80%
% sessions Brazil	7%
% sessions India	1%
% sessions Italy	1%

Difficulties Encountered: there is an enormous amount of new, and changing, information constantly about the region, it is sometimes difficult to keep up with the maintenance of the website to make it as up-to-date as possible, due to limited staff time.

2. Encourage the expansion of the tourism/recreation and service industries through workshops, monthly resources bulletins, and website.

Accomplishments Achieved: this will be more of a focus in 2015, as the development of an outdoor recreational equipment industry accelerator is being explored by some groups in the region. The NWCCOG EDD and NWCOSBDC will become more involved in 2015.

Quantifiable Deliverables:

Number of resources bulletins with information pertaining to expanding tourism/recreation and service industries – 10.

Met with potential developer of an Outdoor Tech Accelerator in May 2014.

Difficulties Encountered:

Limited staff time did not allow for much time to be devoted to this project in 2014; it will be further explored in 2015.

3. Support area tourism businesses and agencies with their activities.

Accomplishments Achieved: continue to support area tourism businesses with their activities through providing information on trainings, workshops, funding, access to capital, and networking through resources bulletins and website.

Quantifiable Deliverables:

Number of resources bulletins sent out – 17

Number of hits to website – 1,313

Difficulties Encountered:

None.

4. Support and encourage programs that serve to preserve, protect and enhance the natural environment, the region’s most basic asset for health, vitality and the tourism industry. Provide information to towns, counties, nonprofits, and other regional stakeholders on funding opportunities available that support environmental assets in the region including parks, open space, trails, wildlife preservation, etc.

Accomplishments Achieved: continue to provide information on funding resources available to the communities in our region that support environmental assets in resources bulletin and on the funding opportunities page on the website: <http://nwcoloradobusiness.org/resource-center/funding-opportunities/>.

Quantifiable Deliverables:

Number of resources bulletins sent out – 17

Number of hits to website – 1,313

Number of grant opportunities posted on website/resources bulletins related to preserving the natural environment – 7.

Difficulties Encountered:

None, however it is somewhat difficult to track how many of our stakeholders are actually successful in obtaining funding for projects that help to preserve and protect the natural environment as a result of the EDD website and/or resources bulletins.

E. Educate, Train, and Attract the Future Workforce

1. Explore and implement initiatives, projects and programs that build the capacity of the region’s communities to attract the millennials who bring ideas and creativity to the region and are a valuable economic development asset in terms of human capital. This includes highlighting the amenities the region has that are attractive to this demographic group; i.e. walkable communities, natural environment amenities, 4-year degrees offered by Colorado Mountain College, recreational opportunities, etc. Highlight great built places in the region by doing feature stories in monthly newsletters, and doing a “spotlight on” different towns in the region to highlight their aesthetics and attractiveness to that generation.

Accomplishments Achieved: Highlight the amenities of the region through the website and resources bulletins; promote educational offerings and services provided by the Colorado Workforce Center and Colorado Mountain College through website and resources bulletins; provide stories on different towns in the region in resources bulletins.

Quantifiable Deliverables:

Number of success stories featured in resources bulletins and posted on website – 10.

Difficulties Encountered:

There is a very large amount of information to monitor with respect to successes going on in the region that the EDD staff, given limited time, most likely only scratches the surface. However, we do try to stay abreast of the most note-worthy successes through social media, local newspapers and press releases, and communications from out towns and counties.

2. Promote and market the services offered by the Colorado Workforce Center (CWFC). Partner with CWFC on projects and programs as appropriate.

Accomplishments Achieved:

Promoted workshops, job fairs, and other services offered by the CWFC in resources bulletins. Rachel Lunney, EDD Director, serves on Workforce Investment Board for the Rural Resort Region whereby she is kept informed of all CWFC programs and services.

Quantifiable Deliverables:

Number of times CWFC programs and services were promoted in resources bulletins – 7.

Difficulties Encountered:

None.

3. Carry out any work plan that emerges from the launch of the regional Health and Wellness Sector Partnership started in 2013. Continue to serve as regional convener of any/all sector partnerships that emerge. Work with CWDC, OEDIT, etc. Participate in any summits, meetings, events, etc. organized by CWDC and OEDIT on sector partnership development that would benefit this region.

Accomplishments Achieved: NWCCOG continues to serve as convener of the regional health and wellness industry sector partnership. After several meetings, a clear project emerged for the sector partnership to work on moving forward –promoting the creation of worksite wellness programs throughout the region.

Quantifiable Deliverables:

NWCCOG convened the partnership 4 times in 2014. After the final meeting of 2014 on September 9th, NWCCOG EDD partnered with Eagle County on a grant application for a regional worksite wellness program. If the grant is awarded, this will be a 3-year project commencing in July 2015. NWCCOG EDD will serve as regional coordinator for this project (award pending).

Difficulties Encountered:

It has still been a challenge fully engaging the private sector in this effort. However should the grant funds be awarded, the sector partnership expects to have the capacity to more fully engage this group in order to be a more effective public/private partnership.

4. Partner with organizations/agencies to bring educational workshops to the region. Such organizations/agencies may include Colorado Mountain College, Colorado Workforce Center, NWSBDC, Chambers of Commerce, Small Business Administration, and other economic development organizations, educational organizations, and non-profits throughout the region.

Accomplishments Achieved: collaborated on bringing the following educational workshops to the region:

- Brownfields Workshop – 4/25/14 – collaboration with Kansas State University Technical Assistance for Brownfields Program
- Health & Wellness Industry Business Conference – 8/14/14 – collaboration with NWCOSBDC
- Women’s Business Conference – 10/10/14 – collaboration with NWCOSBDC
- Tips for Preparing a Bullet-Proof Loan Application – 9/17/14 and 10/21/14 – collaboration with Northwest Loan Fund and NWCOSBDC

Quantifiable Deliverables:

- Attendance at Brownfields Workshop – 4/25/14 – 25.
- Attendance at Health & Wellness Industry Business Conference – 8/14/14 – 80.
- Attendance at Women’s Business Conference – 10/10/14 – 400+.
- Attendance at Tips for Preparing a Bullet-Proof Loan Application – 9/17/14 10; 10/21/14 – 12.

Difficulties Encountered:

It is a challenge for small businesses to take time out of their day to attend educational events, because they are very busy running their businesses. It is a challenge to find days/times that work for most businesses.

5. NWCCOG-EDD Manager will continue to serve on the Colorado Workforce Investment Board for the region. The benefits of WIB membership include having a seat at the table to represent the key industries in the region’s workforce needs; network with business and community leaders; be part of the creation of a system of services that will benefit the region; stay up to date on what’s going on and new programs and services offered by the Workforce Center in the region; learn about new and/or pending legislation affecting businesses and communities; and have a seat at the table to represent the region with respect to workforce issues.

Accomplishments Achieved: Rachel Lunney, NWCCOG EDD Director, participated in 4 Rural Resort Region Workforce Investment Board meetings on the following dates:

- 1/22/14
- 4/16/14
- 7/16/14
- 10/22/14

Quantifiable Deliverables:

The EDD director provided updates to the WIB members on the EDD’s health and wellness sector partnership. As a result of the networking opportunities offered at WIB meetings, the

EDD Director recruited a key healthcare industry leader to serve on the Regional Health and Wellness Sector Partnership. Also, the EDD director is serving as liaison between the workforce board and regional economic development stakeholders, as she is kept updated on new programs and projects of the workforce system and can relay this information back to stakeholders.

Difficulties Encountered:

None.

6. Explore building capacity of STEM programs in the region's school districts.

Accomplishments Achieved: invited Angela Baber, Director of Initiatives, Colorado Legacy Foundation to give a presentation on Colorado STEM Education Roadmap & Action Plan at the 4/23/14 working group meeting. In support of Governor Hickenlooper's economic development plan for the state, and through the leadership of the state STEM Steering Committee – and with input from hundreds of Coloradans, CLF has developed the Colorado STEM Education Roadmap and Action Plan. This is a two-pronged approach focused on increasing opportunity for Coloradans and talent for Coloradan employers.

Quantifiable Deliverables:

Funding opportunities for the development of STEM programs are provided in EDD resources bulletins. Number of STEM Funding opportunities presented – 2.

Difficulties Encountered:

It has been a challenge to fully engage K-12 education stakeholders in EDD initiatives. We continue to do outreach with EDD resources bulletins, and to invite K-12 stakeholders to meetings, workshops, etc. as appropriate.

F. Cultivate Innovation and Technology

1. Cultivate Innovation
 - a. Explore development of programs (and implement where appropriate) that serve to nurture entrepreneurs and growth companies in the region, which will serve to diversify the economy.

Accomplishments Achieved: NWCCOG EDD continues to partner with organizations in the region currently engaged in these activities and continues to explore ways in which we can collaborate, build capacity, expand, and create new programs where appropriate. There is also a page on the NWCCOG EDD website with resources for entrepreneurs: <http://nwcoloradobusiness.org/business-assistance/resources-for-entrepreneurs/>.

Quantified Deliverables: The first working group meeting of 2014 was held on February 26th at the co-working space of the Vail Leadership Institute in Avon, Colorado. Presentations were made by the following: Ross Iverson—President & CEO, Vail Leadership Institute on Leadership Programs; John Horan Kates— Founder, Vail Leadership Institute - Discussion on Business Incubators and a tour of the Vail Leadership Institute's Entrepreneurial Basecamp, a co-working facility for entrepreneurs and small business owners; Garrett Fisher—Institute for Economic Innovation on the Mountain Entrepreneurial Communities Initiative.

Rachel Lunney, EDD Director met with Aaron Landau from Evo3 Workspace, a co-working space in Frisco, Colorado on May 29, 2014 to discuss his idea for co-working, possible development of an accelerator, and provided him with information on a grant opportunity through the SBA.

Difficulties Encountered: None.

- b. Assist companies where appropriate in obtain financing through the Northwest Loan Fund as well by referral to other alternative sources of funding.

Accomplishments Achieved: NWCCOG EDD has strongly marketed the Northwest Loan Fund through monthly resources bulletins, on the website, and at outreach events. This has resulted in increased awareness of the loan fund and surge of inquiries.

Quantified Deliverables:

Number of inquiries to the Northwest Loan Fund in 2014: 85
Number of referrals by NLF Director to other funding sources: 31
Number of loans closed in 2014: 7
Amount loaned in total: \$659,500

Difficulties Encountered: None.

- c. Embrace the region's incubator role; Identify opportunities for the region's communities to serve as business incubators for start-up businesses.

Accomplishments Achieved: NWCCOG EDD promotes the many assets of the region that may serve to attract start-up businesses through its website (nwcoloradobusiness.org), resources bulletins, and at outreach events.

Quantified Deliverables:

Number of resources bulletins sent out: 17
Number of hits to the website: 1,313
Number of outreach events in 2014: 10

Difficulties Encountered: None.

- d. Explore the establishment of business incubator in the region (to possibly include a commercial kitchen).

Accomplishments Achieved: NWCCOG EDD collaborated with the NWCOSBDC on meeting with food manufacturing/culinary business owners in the region on the idea of developing a kitchen business incubator in the region. The impetus for this was feedback from NWCOSBDC clients that this is needed in the region, due to the growing interest in local food producing businesses.

Quantified Deliverables:

Submitted pre-application to Rural Economic Development Initiative grant program on October 31, 2014 for \$15,000 for a feasibility study to develop a kitchen business incubator in the region (pending notice from OEDIT/DOLA).

Difficulties Encountered: None.

2. Cultivate Technology

- a. NWCCOG Executive Director will serve as project manager for regional broadband initiative including coordinating the work of the regional broadband steering committee, and overseeing the work of a regional broadband coordinator to be hired in 2014. NWCCOG-EDD staff will assist the Executive Director in the implementation of action steps outlined in NWCCOG Regional Broadband Strategic Plan as appropriate.

Accomplishments Achieved: NWCCOG hired a Regional Broadband Coordinator, Nate Walowitz, in May 2014 to carry out action items specified in the Regional Broadband Strategic Plan approved in 2013. Nate has a standing agenda item on working group agendas to update all stakeholders on progress on these action items which aim to improve broadband capacity in the region. Liz Mullen, NWCCOG Executive Director, gives an update on broadband when Nate cannot attend.

Quantified Deliverables:

Broadband updates at working group meetings – 5

One action item identified in the strategic plan is to create a marketing plan for the region that highlights the region's assets as a good place to do business, thereby enticing private investment from broadband providers into the region. Rachel Lunney, NWCCOG EDD Director, will work with Nate Walowitz, Regional Broadband Coordinator, on this project in 2015.

Difficulties Encountered: None.

G. Strengthen the capacity of the region's Towns, Counties, and Economic Development Organizations

1. Provide a forum for intergovernmental cooperation on economic development issues to facilitate collaboration among towns, counties, and economic development organizations within the region. NWCCOG-EDD provides the forum for exchange of ideas, needs, etc. at its bi-monthly working group meetings. Tentatively, the working group will meet on the fourth Wednesday of every other month beginning in February. Continue to incorporate presentations of interest on a variety of economic development topics into working group meetings.

Accomplishments Achieved: Held 6 working group meetings in 2014, all with attendance of approximately 20-30 stakeholders.

Quantified Deliverables:

The following presentations were made at working group meetings:

2/26/14

Presentations - Entrepreneurial Programs & Projects in the Region:

Ross Iverson—President & CEO, Vail Leadership Institute—Vail Leadership Institute Programs

John Horan Kates— Founder, Vail Leadership Institute - Discussion on Business Incubators and Vail Leadership Institute's Entrepreneurial Basecamp co-working facility

Garrett Fisher—Institute for Economic Innovation—discussion on Mountain Entrepreneurial Communities Initiative.

4/23/14

Kari Linker, Director, Regional Development—OEDIT – discussion on Colorado Blueprint Region 12 Strategic Summary

Angela Baber, Director of Initiatives, Colorado Legacy Foundation - presentation on Colorado STEM Education Roadmap & Action Plan. In support of Governor Hickenlooper's economic development plan for the state, and through the leadership of the state STEM Steering Committee – and with input from hundreds of Coloradans – CLF is developing the Colorado STEM Education Roadmap and Action Plan to be released in February, 2014. This is a two-pronged approach focused on increasing opportunity for Coloradans and talent for Coloradan employers.

6/25/14

Meridith Marshall, Senior Regional Manager for Regional Development, and Sam Bailey, Business Development Manager, OEDIT – OEDIT update

Lonnie Koyama, Lead Economic Development Specialist, U.S. Small Business Administration/Colorado - update on SBA programs including government contracting, disaster assistance, loans and capital, export assistance, and business counseling.

Paul Bergman, Acting Southwest Network Director, U.S. Department of Commerce Commercial Service

Paul – discussion on federal and other resources available to help rural businesses get involved with exporting.

8/27/14

Meridith Marshall, Senior Regional Manager for Regional Development, OEDIT update

10/22/14

No presentations.

12/10/14

Staff from OEDIT: Meridith Marshall, Senior Regional Manager for Regional Development; Laura Grey, Heritage & Ag-Tourism Program Manager; Jeff King, International Business Manager; Jessica Erikson, Senior Business Development Manager. Regional Overview; Industry Update: Trends; Colorado InSite Tool data; areas of interest expressed by prospective companies; Tourism: Industry Overview; Opportunities available to the region; International Trade: Office Overview; Opportunities available to the region; Blueprint Discussion.

Difficulties Encountered: None.

2. Serve as a resource of data to assist local governments and economic development organizations with their economic development activities. Economic and demographic information is provided through quarterly bulletins as well as on the NWCCOG-EDD website. NWCCOG-EDD staff will serve as a resource to direct local governments and stakeholders in the region to appropriate federal, state, regional and local resources.

Accomplishments Achieved: created new website (nwcoloradobusiness.org) to house clearinghouse of economic and demographic data; invite speakers to board meetings and

working groups; continue to assist local governments, businesses, and other stakeholders with specific data requests as needed.

Quantified Deliverables:

- Prepared, distributed, and post on website four quarterly regional economic updates in 2014
- Elizabeth Garner, State of Colorado Demographer, presented to the NWCCOG EDD Board of Directors on demographic and economic trends – 9/25/14 board of directors meeting
- Created Innovation Index for the region and posted on the NWCCOG EDD website: <http://nwcoloradobusiness.org/about-the-region/regional-economic-data/>
- Posted a variety of studies and reports containing regional economic data on website: <http://nwcoloradobusiness.org/about-the-region/regional-economic-data/>

Difficulties Encountered: None.

3. EDD staff will participate in training offered by various professional organizations including but not limited to the International Economic Development Council (IEDC); National Association for Development Organizations (NADO), and Economic Development Council of Colorado (EDCC).

Accomplishments Achieved: Rachel Lunney, NWCCOG EDD Director maintains membership in the Economic Development Council of Colorado (EDCC), and keeps abreast of activities of the International Economic Development Council (IEDC) as well as National Association of Development Organizations (NADO).

Quantified Deliverables: Rachel Lunney, NWCCOG EDD Director, attending the following professional development trainings in 2014:

- IEDC Class: Entrepreneurial and Small Business Development Strategies (Jan 30-31, 2014)
- EDCC Spring Conference – April 30 – May 2, 2014
- IEDC Class: Credit Analysis – August 6-8, 2014
- NADO Annual Training Conference – August 24-26, 2014

Difficulties Encountered: None.

4. Maintain and convene an EDD Board of Directors that complies with EDA requirements.

Accomplishments Achieved: Rachel Lunney, NWCCOG EDD Director maintains NWCCOG EDD Board of Directors that complies with EDA requirements.

Quantified Deliverables: The NWCCOG EDD met 3 times in 2014:

- January 23, 2014
- May 22, 2014
- September 25, 2014

A quorum was achieved at all meetings. Recruitment is underway for 2015 board of directors as some members are no longer in office. The first meeting of 2015 will be January 22, 2015.

Difficulties Encountered: None.

5. Prepare and submit all EDA-required reports and documents.

Accomplishments Achieved: prepared and submitted all EDA required reports.

Quantified Deliverables:

Prepared and submitted the following:

- Federal Financial report (SF 425) – 7/31/14
- Application for planning partnership funding for 2015 – submitted 10/31/14
- Final Progress Report/CEDS Update for 2014 funding year – (this report) – submitted 12/31/14

Difficulties Encountered: None.

Evaluation

- **Number of jobs created after implementation of the CEDS**

The NWCCOG EDD first-ever CEDS was approved on November 28, 2011. Since that time, the region has created 5,225 jobs in comparing the most recent data available (Q2 2014) to that of 2 years ago (Q2 2012). This is an 8.3% increase.

- **Number and types of investments undertaken in the region**

There have been a number of investments undertaken in the region since implementation of the CEDS in late 2011. While not all-inclusive, here is a summary of some major investments that occurred in 2014:

Investments in transportation – the Colorado Department of Transportation has committed nearly \$8 million to a new I-70 Winter Operations Plan. Creation of the plan is in response to poor traffic conditions earlier this year and feedback from local governments. The plan's goal is to improve traffic and safety conditions for drivers along the I-70 mountain corridor. The plan includes initiatives that will be used to keep traffic moving, improve response time and make travel safer for everyone including the following: working cooperatively with commercial vehicles industry to reduce amount of trucker trips during peak hours; Improving chain station management and enforcement working with Colorado State Patrol; Increasing maintenance staff and equipment availability for snow plowing by redeploying resources during storms, as well as reducing the cycle time of snow plowing by shortening plow routes; Implementing snowplow escorts corridor-wide to reduce winter-related crashes and spin-outs which also includes metering on-ramps to eastbound I-70 at Silverthorne, Frisco and Copper Mountain during peak hour snow events to reduce traffic volume and reduce chances of metering traffic Eisenhower Tunnel; Improving traffic incident quick clearance training and procedures working with Colorado State Patrol and CDOT's new I-70 Corridor Manager and I-70 Incident Commander; sharing educational information with ski resorts to send information via ski pass lists; Vail Resorts and Colorado Ski Country are working on this pre-season effort; Collaborating with ski resorts to place message boards at parking lots to provide corridor travel information; expanding the "Change Your Peak" campaign through additional media and outreach to encourage better winter preparedness; communication about peak travel times as well as "Peak Time Deals" on gol70.com.

Health and Wellness Industry: Healthcare – investments in Vail: Among them is a facilities master plan for Vail Valley Medical Center that is currently under review by the town. The hospital is preparing to invest \$100 million in various upgrades to the VVMC campus in future phases.

Renewable Energy Industry: The Roaring Fork Transportation Authority and Eagle County are exploring a combined investment of \$5 million for the new solar farm being constructed by the Clean Energy Collective at Sunny Side Ranch, near the former Carbondale landfill. RFTA would provide \$1.97 million and Eagle County \$3.2 million. If RFTA were to make the investment, the energy purchased would cover 94% of its current electricity use at its facilities between Aspen and Glenwood Springs.

Retail and Other: Whole Foods Store opened in Frisco, CO.

Special Events: US Pro Cycling Challenge - Several towns in NWCCOG EDD's region provided funding to serve as host cities for the US Pro Cycling Challenge in 2014, an internationally-televised event which attracts thousands of tourists to the region. Host cities included Vail, Breckenridge, Snowmass Village and Aspen. The race traveled through much of the region giving towns along the way international exposure, which greatly will increase tourism to the area.

Continuing Care Retirement Community in Eagle - The Eagle County Board of Commissioners, in their role as the Eagle County Housing and Development Authority Board, has formally approved the donation of three acres of land to Augustana Care to accommodate development of the first phase of the Castle Peak Senior Care Community. The property is located in Eagle Ranch and is valued at approximately \$988,000. The donated land is part of a larger five-acre parcel purchased by the county for \$1.645 million. In addition to the land, Eagle County and Augustana Care will contribute a combined \$5.4 million to the project. Those contributions, combined with a USDA loan, and \$4.4 million in private donations from a capital campaign, make up the total development cost of \$21.8 million. The Castle Peak Senior Care Community will be the first of its kind in Eagle County and will include 20 assisted living apartments, 22 skilled nursing suites, 12 memory care suites and 10 transitional care or rehabilitation suites. Castle Peak will serve an estimated 110 people annually at all income levels.

Tourism: Mountain resort projects underway - construction projects are emerging from a nearly six-year hibernation in the region's resort communities. Fractional residences and hotels are under construction for the first time since 2008. Denver-based Silverwest Hotel Partners is backing an environmentally friendly, 113-room Westin Element hotel in the Willits neighborhood of Basalt and a Hampton Inn in Silverthorne. The redevelopment of the Lionshead Inn in Vail — known as Strata — is the biggest construction project underway in Vail with a mix of wholly owned and timeshare units above street-level commercial space. The Strata project was approved in 2009, but recession-triggered delays stalled construction until earlier this year. A private equity group recently acquired the Roost Lodge in Vail with plans for a \$50 million redevelopment that would include a 176-room Residence Inn. Fractional ownership is leading the charge in the hills. The under-construction slopeside Grand Colorado on Peak 8 in Breckenridge is the fourth timeshare lodge by Breckenridge Grand Vacations. With its 114-unit Grand Lodge on Peak 7 nearly sold out, the company with 20,000 buyers since 1985 is developing another 75 residences for shared ownership. Sunrise, with Oaktree Capital Management, recently acquired a hotel property for another development in the Snowmass Village base area, which has languished with a half-finished base village since 2008. Aspen Skiing Company announced plans to invest \$100 million in a new Limelight Hotel on a parcel it acquired at the base of Snowmass. Construction on the Dancing Bear Aspen's second building marks the first residential project in Aspen since 2008.

- **Number of jobs retained in the region**

The estimated number of jobs retained in the region over the last year is 160.

- **Amount of private sector investment in the region after implementation of the CEDS**

The estimated amount of private sector investment in the region over the last year is \$3.8 million.

- **Changes in economic environment of the region**

Changes in the Region's Economic Condition

The region's economic condition has improved since the CEDS was approved in November 2011. Specifically, the region has seen an increase in employment. Average employment in the region for the most recent quarter reported (Q2 2014) was 68,480, which is an 8.3% increase over Q2 2012. This is an increase of 5,225 jobs over the last 2 years. Unemployment in all 5 counties in NWCCOG EDD's region for the most recent month reported (November 2014) was lower than the reported rate a year ago. The regional average unemployment rate (3.8%) is lower than that of the State of Colorado (4.0%) and the U.S. (5.8%). The labor force for the region has increased by 3.7% over the last 2 years, increasing from 64,862 in November 2012 to 67,236 November 2014. Average annual wages for the region have decreased overall in the last 2 years, decreasing by 2.3% when averaging all industries. Wages have decreased as well for most of the key industries in the region with the exception of Accommodations and Food Services, which accounts for the most jobs in the region: Accommodations and Food Service industry showed an 18.4% increase; construction industry 5.0% decrease; financial services 9.5% decrease; healthcare industry 1.8% decrease. The number of establishments in the region increased by 52 from Q2 2012 to Q2 2014. Sales tax has increased substantially, increasing by 13%, or \$31 million, for the most recent reported month (May 2014 vs. May 2012). (Source of data: Colorado Department of Labor and Employment).

Schedule

Updated Implementation / Action Plan – See Attachment A.

**Northwest Colorado Council of Governments
ECONOMIC DEVELOPMENT DISTRICT**

Attachment 1: Authorized SCOPE OF WORK 2015

Grantee: Northwest Colorado Council of Governments - Economic Development District

Project Number: 05-83-05316-02

The Recipient will perform the following activities:

1. Build a Business Friendly Environment

A. Provide technical assistance and other resources to assist communities in the region to create and foster a business climate that is friendly to existing businesses, as well as entrepreneurs looking to start and grow new businesses. This includes:

1. Maintenance of NWCCOG EDD website which includes a clearinghouse of information on resources available throughout the region to assist communities with helping their small businesses including economic indicator data, access to capital, funding opportunities, links for “how to do business” in the region, and links to a wide variety of business resources available in the region. The website is also used as a marketing tool to highlight regional assets.
2. Maintain regional portal of Colorado InSite, the GIS-based database of available commercial properties (buildings and building sites). Coordinate trainings and workshops with the regional users of this system to keep abreast of system upgrades, changes, enhancements, etc. Coordinate with OEDIT to hold training events in 2015 for both (1) businesses so they know how to use the tool for demographic/economic data and (2) the real estate community so they know how to work with local economic developers to promote key commercial sites in the region. Continue to serve as liaison between OEDIT and regional users of the system.
3. Distribution of monthly resources e-bulletins. These bulletins provide information on a broad range of economic development resources available throughout the region. The bulletins are sent directly to businesses as well as to a broad range of stakeholders, including the SBDC, chambers of commerce, business associations, town and county governments, and other economic development groups, and those groups are encouraged to forward it to their membership such that the reach is very large.
4. Work in collaboration with NW Small Business Development Center (NWSBDC) to promote, market, deliver free business consulting services to small businesses and

entrepreneurs looking to start a business.

- B. Build the capacity of the region's communities to maintain existing assets, and develop new assets, which serve to make our communities attractive places for entrepreneurs to start new businesses, that serve to keep a productive, educated workforce. These assets include vibrant downtowns, transportation systems, recreational amenities, and preserve the natural environment, which is our greatest economic development asset. This includes:
 - 1. Provide information on funding opportunities available to towns, counties, nonprofits through monthly resources bulletins as well as other newsletters, website postings, and social media.
 - 2. Feature different communities throughout the region in newsletters, on the website, and through social media which highlight the community's assets and benefits to doing business in that community. Also feature local businesses in the region on an on-going basis.

2. Retain, Grow and Recruit Businesses

A. Retain:

- 1. Increase/build the capacity of the NWSBDC by assisting with increasing access to and connecting businesses with consulting services offered by the NWSBDC. Continue to serve as host organization of NWSBDC in 2015.
- 2. Support and assist with two regional business conferences in 2015: (1) Health & Wellness Business Symposium (Spring 2015) and (2) Women's Business Conference (Fall 2015).
- 3. Provide data and information to businesses to maximize economic growth opportunities and enhance local business and industry retention and expansion.
- 4. Serve as clearinghouse for business resources through direct contact with businesses as well as via website, monthly resources bulletins, and social media.
- 5. Promote and market the Northwest Loan Fund as a way for existing businesses to retain and create new jobs.
- 6. Highlight businesses that are current or past clients of the Northwest Loan Fund as a way to help market their businesses.

B. Grow:

- 1. Explore and possibly implement programs which help existing businesses grow including

an Economic Gardening program and/or accelerator programs. Partner with the NWSBDC as well as other economic development partners in the region.

C. Recruit:

1. Work with regional broadband effort in creating a marketing plan for the region which highlight the many assets the region has which make it an attractive place to do business, and an attractive place for broadband providers to make investments in broadband infrastructure.
2. Explore and create programs to encourage new businesses that complement the region's key economic drivers, and that also serve to diversify our economy. This may include partnering with the many existing resources in the region that are already working on serving entrepreneurs, including co-working spaces, accelerators, angel investment networks, Startup Weekend.
3. NWCCOG EDD will continue to serve as a clearinghouse for technical and financial resources available from the many partners in the region. Disseminate this information through the monthly resource bulletin, as well as the website.
4. Serve as liaison between Federal (EDA) and State (OEDIT) government agencies and local communities.

3. Increase Access to Capital

- A. Promote and market the Northwest Loan Fund. Highlight success stories of NLF clients to promote both the NLF and the businesses that benefitted.
- B. Continue to research sources of grant funding available from both government and non-government sources; maintain a page on the website with funding opportunities. Disseminate this information via monthly resources bulletins.
- C. Serve as a clearinghouse to businesses for information on financing/capital sources; provide updates in monthly resources bulletins. Provide information on website.

4. Focus on Projects that Bolster Tourism (Create and Market a Stronger Colorado Brand)

- A. Encourage the expansion of the tourism/recreation and service industries through workshops, monthly resources bulletins, and website.
- B. Support area tourism businesses and agencies with their activities.

- C. Support and encourage programs that serve to preserve, protect and enhance the natural environment, the region's most basic asset for health, vitality and the tourism industry. Provide information to towns, counties, nonprofits, and other regional stakeholders on funding opportunities available that support environmental assets in the region including parks, open space, trails, wildlife preservation, etc.

5. Educate, Train, and Attract the Future Workforce

- A. Explore and implement initiatives, projects and programs that build the capacity of the region's communities to attract and retain human capital. This includes highlighting the amenities the region has that are attractive to this demographic group; i.e. walkable communities, natural environment amenities, 4-year degrees offered by Colorado Mountain College, recreational opportunities, etc. Highlight great built places in the region by doing feature stories in monthly newsletters, and doing a "spotlight on" different towns in the region to highlight their aesthetics and attractiveness to that generation.
- B. Promote and market the services offered by the Colorado Workforce Center. Partner with CWFC on projects and programs as appropriate.
- C. Carry out any work plan items that emerges from the regional Health and Wellness Sector Partnership with respect to workforce development. This includes working with regional partners (Colorado Workforce Center, county public health departments, worksite wellness businesses, NWCOSBDC) on implementing a regional comprehensive worksite wellness program, if funded by grant through the Colorado Dept. of Public Health and Environment (applying September 2014). Continue to serve as regional convener of any/all sector partnerships that emerge. Work with CWDC, OEDIT, etc. Participate in any summits, meetings, events, etc. organized by CWDC and OEDIT on sector partnership development that would benefit the region.
- D. Partner with organizations/agencies to bring educational workshops to the region. Such organizations/agencies may include Colorado Mountain College, Colorado Workforce Center, NWSBDC, Chambers of Commerce, Small Business Administration, and other economic development organizations, educational organizations, and non-profits throughout the region.
- E. NWCCOG EDD Manager to continue to serve on Colorado Workforce Investment Board for the region. The benefits of WIB membership include having a seat at the table to represent the key industries in the region's workforce needs; network with business and community leaders; be part of the creation of a system of services that will benefit the region; stay up to date on what's going on and new programs and services offered by the Workforce Center in the region; learn about new and/or pending legislation affecting businesses and communities; and have a seat at the table to represent the region with respect to workforce issues.

6. Cultivate Innovation and Technology

A. Cultivate Innovation

1. Work with the various organizations and projects in the region to support and build the capacity of the entrepreneurial regional ecosystem. Specifically, support the work of the co-working spaces throughout the region, Startup Weekends in the area, Pitchfest Academy (Roaring Fork Business Resource Center) and similar programs, accelerators and all other organizations working to support entrepreneurs and growth companies in the region, which serve to diversity our economy.
2. Assist entrepreneurs, growth companies, and existing businesses obtain financing through the Northwest Loan Fund as well by referral to other alternative sources of funding.
3. Identify opportunities for the region's communities to serve as business incubators for start-up businesses. Partner with organizations that are working in this area including co-working spaces, accelerators, Startup Weekend, etc.
4. Explore establishment of a commercial kitchen business incubator in the region.

B. Cultivate Technology

1. NWCCOG Executive Director to serve as project manager for regional broadband initiative including coordinating the work of the regional broadband steering committee, and overseeing the work of a regional broadband coordinator. NWCCOG EDD staff to continue to assist Executive Director in the implementation of action steps outlined in NWCCOG Regional Broadband Strategic Plan as appropriate. This includes developing a regional marketing plan to attract private investment in broadband investment.

7. Strengthen the capacity of the region's Towns, Counties, and Economic Development Organizations

- A. Continue to provide a forum for intergovernmental cooperation on economic development issues to facilitate collaboration among towns, counties, and economic development organizations within the region. NWCCOG EDD provides this forum for exchange of ideas, needs, etc. at its bi-monthly working group meetings. Tentatively, the working group will meet on the fourth Wednesday of every other month beginning in February. Tentative dates for 2015:

- February 25
- April 22

- June 24
- August 26
- October 28
- December 9 (*moved up due to holidays*)

Continue to incorporate presentations of interest on a variety of economic development topics into working group meetings.

- B. Continue to serve as a resource to assist local governments and economic development organizations with their economic development activities. Economic and demographic information is provided through quarterly bulletins as well as on the NWCCOG EDD website. NWCCOG EDD staff serves as a resource to direct local governments and stakeholders in the region to appropriate federal, state, regional and local resources.
- C. EDD staff to participate in training offered by various professional organizations including but not limited to the International Economic Development Council (IEDC); National Association for Development Organizations (NADO), and Economic Development Council of Colorado (EDCC).
- D. Maintain and convene an EDD Board of Directors that complies with EDA requirements; Prepare and submit all EDA-required reports and documents.
- E. Begin initial preparations for submitting the Updated/Revised CEDS that will be due to EDA on 12/31/16 during next year's grant award.