

# NWCCOG CEDS 2017-2021: Strategic Direction/Action Plan



## A. WORKFORCE

**GOAL: Develop a healthy, productive, quality workforce that meets the demand for the business community**

Objectives:

- A1. Build capacity in our region to have community infrastructure to support workforce and to attract human capital/talent in the future
- A2. Encourage and support efforts to develop higher-paying, year-round, career-focused jobs
- A3. Establish partnerships to identify businesses' workforce needs in terms of skills, training and education
- A4. Foster an environment that supports the health and well-being of our workforce.



## B. BUSINESS

**GOAL: Cultivate a diversified, stable, balanced, sustainable economy**

Objectives:

- B1. Create and maintain communities and a business climate attractive to entrepreneurs which encourages growth of new industries and new businesses
- B2. Support, strengthen, build capacity in our region's existing businesses and key industries
- B3. Provide access to capital for existing businesses as well as new businesses and start-ups
- B4. Build capacity of our towns and counties to meet their economic development goals



## C. COMMUNITY

**GOAL: Continue to help steward a unique community character and high quality of life attractive to year-round residents as well as visitors**

Objectives:

- C1. Support programs and initiatives that strive to protect our unique community character
- C2. Consider the impacts of activities on the natural environment
- C3. Assist our communities to have thriving main street/downtown areas with full storefronts



## D. RESILIENCY

**GOAL: Foster a regional economy that is resilient to economic downturns/shocks and natural disasters in the long-term**

Objectives:

- D1. Build capacity in our towns and counties to be resilient in the face of natural disasters as well as economic downturns
- D2. Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominate industry
- D3. Promote a positive vision for the region; provide positive messaging about the region's assets and opportunities

# Priority Area: WORKFORCE

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**A1: Build capacity in our region to have community infrastructure to support the workforce and to attract human capital/talent in the future**

ACTION	Projects Completed
<p><b>HOUSING:</b> Inventory of workforce housing options in the region on website: links to housing authorities; sites listing rental housing; helpful tips to those looking for housing, etc.</p>	<p>Regional Workforce Housing Report (Jan. 2019)</p>
<p><b>BROADBAND:</b> Carry out action items in Regional Broadband Strategic Plan</p>	<p>Regional Broadband Report (2018) Funding for Project THOR (2018)</p>
<p><b>COMMUNITY INFRASTRUCTURE:</b> Support efforts to provide needs of the workforce including healthcare; childcare; education/training; transportation</p>	
<p><b>TRANSPORTATION:</b> Support efforts to develop and improve multi-modal transportation systems including public transit, improvements to I-70; improvements and expanded service at airports (idea: sponsor a “bike sharing program” workshop)</p>	<p>eBike Report (2018)</p>

# PRIORITY AREA: WORKFORCE

## A2. Encourage and support efforts to develop higher-paying, year-round, career-focused jobs

ACTION	Completed Projects
Create regional entrepreneurial ecosystem by learning about accelerator/incubator best practices throughout the state (OEDIT Blueprint 2.0 Initiative Program)	Completed field trip to Mountain Ventures Summit in Telluride Feb 2017. 2 Follow-up meetings: 3/15/17; EDD board update on 5/25/17
Pursue funding under EDA's Regional Innovation Strategies grant program for project that supports the development of an entrepreneurial ecosystem	Submitted EDA RIS grant application on 6/22/17 for creation of "Mountain Outdoor Recreation Innovation Alliance"  <u>Consider for 2019: Apply for RIS grant. Grant opens Feb. 1, 2019</u>
Host a day-long workshop sharing best practices in innovation strategies; accelerator/incubator models; co-working spaces models; ideas for entrepreneurship and innovation	Regional Economic Summit (May 4, 2018)  <u>2019 Summit: May 2, 2019</u>

# PRIORITY AREA: WORKFORCE

## A3. Establish partnerships to identify businesses' workforce needs in terms of skills, training, and education

ACTION	PROGRESS
<p>Create an ecosystem of businesses and business partners in our key industries as well as emerging industries to identify needs and develop programs to meet those needs. This may include developing industry sector partnerships in both key industries (tourism &amp; outdoor recreation; health &amp; wellness; infrastructure &amp; engineering) as well as emerging industries (tech industry; creative industries)</p>	<p>Strategy change: our region is not developing industry sector partnership as they are traditionally know; continue to work with partners on projects that help support the region's key and emerging industries (i.e. Colorado Creative Districts; co-work spaces; entrepreneurial groups, chambers of commerce, etc. )</p>
<p>Provide training and education through partnerships</p>	<p>Promote trainings and workshops offered by partner organizations through resources bulletins</p> <p><u>2019: Plans to partner with SBDC to offer trainings in Summit County; Partner with SBDC, CMC, Summit Chamber</u></p>
<p>Partnership with Workforce Centers and Workforce System</p>	<p>Participation on Rural Resort Region Workforce Board</p> <p>Establish relationships with new Business Services Representatives</p>

# PRIORITY AREA: WORKFORCE

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## A4. Foster an environment that supports the health and well-being of our workforce.

ACTION	PROGRESS
Continue WorkWell Collaborative	2017: Year 2 of the grant from Colorado Department of Public Health and Environment has been completed. To date, the following are the results of the program: Impact on NWCCOG Region Employers: 77 employers participating in Health Links 36 employers renewed certification or converted from kick-start to certified \$25 K distributed in kick start funding 11,390 total employees potentially reached with worksite wellness programming through Health Links
2019 Regional Economic Summit: Information Sharing	2019: Regional Economic Summit (5/2/19) will have sessions on successful initiatives in the region that support the health and well-being of the workforce including successful public/private partnerships in workforce housing development; new initiatives to help lower the cost of health insurance; new mental health services being offered in the region.

# PRIORITY AREA: BUSINESS

## B1: Create and maintain communities and a business climate attractive to entrepreneurs which encourages growth of new industries and new businesses

ACTION	Completed Projects
Develop and support resources for small businesses	2017: 20 resources bulletins sent out; Avg. open rate: 30% 2018: 19 resources bulletins sent out; Avg. open rate: 29% Several updates made to website including economic and demographic data 4 quarterly economic updates created/distributed SBDC: Hosted by Vail Centre in 2018 Quantifiable Deliverables: 2018 Served 115 clients Assisted with the creation of 15 new businesses Helped to create 65 new jobs Helped to retain/save 142 existing jobs Assisted with the formation of \$1,786,100 in capital (loans, grants, investments, etc.) Provided clients with new best practices resulting in \$2,338,210 in increased sales Facilitated the procurement of \$3,124,000 in private and public sector contracts For every \$1 invested into SBDC programs in 2018, the Northwest region has reaped \$142.12 of economic impact to date.
Follow up on what is learned from OEDIT Blueprint 2.0 technical assistance: accelerator/incubator best practices	Presented overview of Mountain Ventures Summit on 3/15/17 and 5/25/17
Pursue funding through EDA's Regional Innovation Strategies grant program to create regional entrepreneurial ecosystem	Submitted grant application for EDA RIS grant program on 6/22/17 (unsuccessful) 2019: Consider applying for RIS grant (opens 2/1/19)
Pursue funding to develop Kitchen Business Incubator Program	
Pursue development of industry sector partnerships in emerging industries such as the Tech industry; creative industries	Strategy change: no longer pursuing industry sector partnerships in the traditional sense; still provide key industry support
Support and be a partner with Co-Working Spaces in the Region	Sponsor of Startup Weekend Breckenridge in Nov. 2017 (hosted by Elevate Cospace); Participated in and sponsor of CampSight

# PRIORITY AREA: BUSINESS

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## B2. Support, strengthen and build capacity in our region's existing businesses and key industries

ACTION	Completed Projects
<p>Pursue development of industry sector partnerships in the region's key industries such as Tourism and Outdoor Recreation; Construction; Health &amp; Wellness; Technology &amp; Information</p> <p>Continue existing sector partnerships (Health &amp; Wellness)</p>	<p>Change of strategy: no longer pursuing development of industry sector partnerships in our region</p>

# PRIORITY AREA: BUSINESS

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## B3. Provide access to capital for existing businesses as well as new businesses and startups

ACTION	PROGRESS
Promote the Northwest Loan Fund	NLF Activity: 2017: 2 loans made for a total of \$185,000 2018: 3 loans made for a total of \$350,000
Develop and promote other funding sources for businesses – this may include applying for additional funding from USDARD – RMAP program and/or EDA RLF program	Promote other funding sources in Resources Bulletins



# PRIORITY AREA: BUSINESS

## B4. Build capacity of our towns and counties to meet their economic development goals

ACTION	PROGRESS
Serve as a resource to our region	EDD Resources Bulletin: 2017: 20 Resources Bulletins sent out; average open rate= 31% 2018: 19 Resources Bulletins sent out; average open rate = 29% All resources bulletins archived here: <a href="http://northwestcoloradoregion.org/Local-Business-Services/Resources-Bulletins.aspx/">http://northwestcoloradoregion.org/Local-Business-Services/Resources-Bulletins.aspx/</a>
Enhance and maintain NWCCOG Regional Economic Development Website	Updates to website include: creation of success stories page; creation of funding opportunities page; archive of all resources bulletins; creation of projects page to include information on EDA Economic Adjustment Grant for Grand and Clear Creek Counties
Provide economic data on website and via quarterly updates	Sent out quarterly economic updates in 2017 & 2018 (4 each year) Updates to data center on website: all town/county profiles updated using most recent data from statsamerica.org # of direct inquires responded to re: data: 34 in 2017; 23 in 2018
Outreach on grant opportunities such as brownfields grants; USDA grants; etc.	Accomplished through Resources Bulletins and archive on website
<a href="#">Census 2020 Outreach</a>	<a href="#">Educate/Outreach on the importance of complete count; Census 2020 outreach throughout 2019</a>

# PRIORITY AREA: COMMUNITY

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## C1. Support programs and initiatives that strive to protect our unique community character

Action	PROGRESS
Build capacity in our towns and counties to protect assets and community amenities	Provide information on funding opportunities and other technical assistance available through funding opportunities

# PRIORITY AREA: COMMUNITY

## C2. Consider the impacts of activities on the natural environment

Action	PROGRESS
Support efforts to protect the natural environment	Keep abreast of Climate Change initiatives; share with regional stakeholders  Participate in sustainability efforts of our towns, counties and resort partners
Outreach on grant opportunities through resources bulletins, website, workshops, etc.	Resources bulletins sent out: 2017: 20 2018: 19
Develop relationships with our natural resource partners (in order to understand their "pain points" and capacity)	
Build the capacity of our communities to be resilient for ups and downs in the economic cycle	Successfully obtained \$100,000 grant from EDA; completed this project in 2017.  Completion of EDA/EAA grant for Grand and Clear Creek County: Economic Resurgence and Resiliency Plan – on website here: <a href="http://northwestcoloradoregion.org/About-NWCCOG/Projects.aspx">http://northwestcoloradoregion.org/About-NWCCOG/Projects.aspx</a>

# PRIORITY AREA: COMMUNITY

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## C3. Assist our communities to have thriving main street/downtown areas with full storefronts

Action	PROGRESS
Partner with organizations to bring technical assistance to communities to assist with main street/downtown projects	
Support the development of the creative industries sector	Promote programs of Colorado Creative Industries and other like organizations through resources bulletins

# PRIORITY AREA: RESILIENCY

## D1. Build capacity of our towns and counties to be resilient in the face of natural disasters as well as economic downturns

Action	PROGRESS
Collaborate with NWAHEMR on Regional Emergency Management Plan; work with emergency managers in the region to address the risks identified through hazard mitigation planning	
Establish information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education and non-profit sectors to collaborate on existing and potential future challenges. One method is to convene the EDD Working Group and have economic resiliency/disaster preparedness as a discussion topic	NWCCOG is considering re-convening the working group in 2018 around economic development focused topics
Partner to bring educational workshops on disaster preparedness	NWCCOG hosted Disaster Preparedness Workshop for Local Governments December 7, 2018  <u>2019: Host Disaster Preparedness Workshop once again</u>

# PRIORITY AREA: RESILIENCY

## D2. Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominant industry

Action	PROGRESS
EDA Economic Adjustment Assistance Grant - carry out scope of work – economic resiliency plan for Grand and Clear Creek Counties	<p>2017: NWCCOG grant writer and served as project manager/fiscal agent for the project. The grant closed on November 25th. Final report for the project has been submitted to the EDA. For Grand County, Action Teams were formed in the following five priority areas:</p> <ol style="list-style-type: none"><li>1.Anchor Institution Collaboration</li><li>2.Housing Solutions</li><li>3.Wood Cluster Stabilization</li><li>4.Tourism Cluster Diversification and Small Business Development</li><li>5.Industry Cluster Diversification</li></ol> <p>Detailed action plans are now available on the NWCCOG EDD website on the “projects” page:</p> <p><a href="http://northwestcoloradoregion.org/About-NWCCOG/Projects.aspx">http://northwestcoloradoregion.org/About-NWCCOG/Projects.aspx</a></p>
<u>Participate in Summit Prosperity Initiative (2019)</u>	<p><u>2019: Goals of the Initiative:</u></p> <p>Develop a long term framework to support county-wide collaboration to become a strong community prepared for the future</p> <p>Engage local businesses, non-profits, residents and governments to support economic prosperity</p> <p>Identify and support community projects that have regional economic significance</p> <p>Considerably improve overall livability for the residents of Summit County</p>

# PRIORITY AREA: RESILIENCY

## D3. Promote a positive vision for the region; provide positive messaging about the region's assets and opportunities

Action	PROGRESS
Create and maintain regional marketing website	Created website as a regional promotion tool: Northwestcoloradoregion.org; continue to maintain and enhance the website  <u>2019: New EDD website with enhanced data center</u>
Include success stories from the region in EDD resources bulletins, NWCCOG e-News and on website	Success Stories Bulletins Archived on website
Support efforts of our region's communities to develop the creative sector in their community	Highlight stories of creative industry sector in newsletters and success stories bulletins