

# NWCCOG ECONOMIC DEVELOPMENT DISTRICT

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2017-2022

Regional Action Plan Update – December 31, 2019

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### Major Accomplishments in 2019:

- 2019 Economic Summit: May 2, 2019
- New, improved Website: [nwccog.org/edd](http://nwccog.org/edd)
- Census 2020 Outreach
- Regional Workforce Housing Report
- Building Entrepreneurial Ecosystem
- Partnerships (Elevate CoSpace; Summit Prosperity Initiative; Colorado Workforce Center; SBDC)
- More close and active partnership with Workforce Regions – Rural Resort and Northwest through newly hired Business Services Representatives
- Resource Bulletins: 20; Success Stories Bulletins: 11
- Data Provision
- 4 Quarterly Economic Updates (open rate: 29%)
- Presentations in 2019:
  - Colorado Appraisers Institute (9/6/19)
  - Leadership Summit (11/13/19)
  - Summit County/AARP Livable Communities Education Committee (12/6/19)
- Continue to promote the region: Success Stories Bulletins (11 sent; open rate: 27%)
- EDD website – highlight the region's assets
- Continue to build entrepreneurial ecosystem
- Continue to build partnerships with champions of entrepreneurship
- Continue to support efforts and events at local and state level

# NWCCOG CEDS 2017-2021: STRATEGIC DIRECTION/ACTION PLAN



## WORKFORCE

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

Objectives:

- Build capacity in our region to have community infrastructure to support workforce: affordable housing, broadband, transportation, childcare, healthcare, education
- Develop career pathways that help to retain a qualified workforce.
- Foster an environment that supports the health and well-being of our workforce.



## BUSINESS

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

Objectives:

- Create and maintain communities and a business climate attractive to entrepreneurs; Create an entrepreneurial ecosystem that encourages growth of new industries, new businesses
- Encourage creation of higher-paying, year-round, career-focused jobs
- Provide access to capital for existing businesses as well as new start-ups
- Support, strengthen, build capacity in our region's key industries and existing businesses
- Build capacity of our towns and counties to meet their economic development goals



## 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:

- Protect our unique community character
- Protect the natural environment
- Assist our communities to have thriving main street/downtown areas with full storefronts

## RESILIENCY

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

Objectives:

- Build capacity of our towns and counties to be resilient in the face of natural disasters, economic downturns
- Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominate industry
- Establishing 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.
- Promote a positive vision for the region



# PRIORITY AREA: WORKFORCE

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

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) Implement Project THOR (2019)</p>
<p><b>COMMUNITY INFRASTRUCTURE:</b> Support efforts to provide needs of the workforce including healthcare; childcare; education/training; transportation</p>	<p>Regional Workforce Housing Report (2019)</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</p>	<p>eBike Report (2018) Participate in I-70 Coalition; disseminate information via resources bulletins (2019)</p>

# PRIORITY AREA: WORKFORCE

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**Objective: Encourage development of 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"  Consider for 2020: Apply for RIS grant for Summit Prosperity Initiative; Discuss opportunity with SPI Board of Directors (2019)
Host a day-long workshop sharing best practices in innovation strategies; accelerator/incubator models; co-working spaces models; ideas for entrepreneurship and innovation	1 <sup>st</sup> Annual Regional Economic Summit (May 4, 2018)  2 <sup>nd</sup> Annual Regional Economic Summit (May 2, 2019)  3 <sup>rd</sup> Annual Regional Economic Summit (scheduled for May 7, 2020; planning began for this event in 2019)

# PRIORITY AREA: WORKFORCE

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**Objective: Establish partnerships to identify business' 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>2019: Plans to partner with SBDC to offer trainings in Summit County; Partner with SBDC, CMC, Summit Chamber</p>
<p>Partnership with Workforce Centers and Workforce System</p>	<p>2019: Rural Resort Region board disbanded; Established relationships with new Business Services Representatives; Partnered to offer Employment Law Update 11/8/19</p>

# PRIORITY AREA: WORKFORCE

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**Objective: 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

# PRIORITY AREA: BUSINESS COMMUNITY

**Objective: Create and maintain communities and a business climate attractive to entrepreneurs; Create an entrepreneurial ecosystem that encourages growth of new industries, 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% 2019: 20 resources bulletins sent; Avg. open rate: 27% Several updates made to website including economic and demographic data; 4 quarterly economic updates created/distributed sent each year (207, 2018, 2019) SBDC: Hosted by Vail Centre in 2018; continue to partner with SBDC on workshops, business consulting
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 in 2020 for Summit Prosperity Initiative
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 NWCCOG EDD is active partner in planning for Startup Weekend 2020 (scheduled for November 2020)

# PRIORITY AREA: BUSINESS COMMUNITY

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**Objective: Support, strengthen and build capacity in our region's key industries and existing businesses**

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 COMMUNITY

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**Objective: Provide access to capital for existing businesses as well as new 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 2019: 3 loans made for \$440,000
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 COMMUNITY

**Objective: Build capacity of our towns and counties to meet their economic development goals; serve as a resource to our business community**

ACTION	PROGRESS
EDD Resources Bulletin	2017: 20 Resources Bulletins sent out; average open rate= 31% 2018: 19 Resources Bulletins sent out; average open rate = 29% 2019: 20 Resources Bulletins sent out; avg. open rate = 27% All resources bulletins archived here: <a href="http://nwccog.org/edd/business-resources/resource-bulletins/">http://nwccog.org/edd/business-resources/resource-bulletins/</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	# Quarterly economic updates: 4 in 2017; 4 in 2018; 4 in 2019 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; 13 in 2019
Outreach on grant opportunities such as brownfields grants; USDA grants; etc.	20 resources bulletins sent out in 2017; 19 in 2018; 20 in 2019 Funding opportunities page created to archive this information
Census 2020 Outreach	2019: created page on NWCCOG website ( ); participated in Eagle County and Summit County Complete Count Committees; sent out monthly Census 2020 emails providing resource on outreach

# PRIORITY AREA: COMMUNITY CHARACTER

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**Objective: 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 CHARACTER

**Objective: Consider the impacts of activities on the natural environment**

Action	PROGRESS
Support efforts to protect the natural environment	2019: Provide information on funding opportunities offered by funders who support protection of natural environment and open space preservation (e.g. USFS; GOCO, etc.) through resources bulletins
Outreach on grant opportunities through resources bulletins, website, workshops, etc.	Resources bulletins sent out: 2017: 20 2018: 19 2019: 20
Develop relationships with our natural resource partners (in order to understand their “pain points” and capacity)	2019: partnered with USFS White River National Forest Supervisor to offer a session at the 2019 Regional Economic Forum on “Loving our Forests to Death” which focused on managing recreation in the national forest and managing 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 CHARACTER

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**Objective: 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	2019: Provide information in resources bulletins on DOLA Main Street Program and Downtown Colorado, Inc.
Support the development of the creative industries sector	Promote programs of Colorado Creative Industries and other like organizations through resources bulletins

# PRIORITY AREA: ECONOMIC RESILIENCY

**Objective: Build capacity of our towns and counties to be resilient in the face of natural disasters, 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  2019: Plan for Disaster Preparedness for Businesses workshops throughout 2020; partner with SBDC and DOLA Office of Resiliency

# PRIORITY AREA: ECONOMIC RESILIENCY

**Objectives:** 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>
Participate in Summit Prosperity Initiative	<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: ECONOMIC RESILIENCY

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**Objectives: Develop relationships with our dominant/key industries in order to understand their business model and plan for future changes/shocks/downturns in their business**

Action	PROGRESS
Develop industry sector partnerships with our key industries Continue existing sector partnerships (Health & Wellness)	Change in strategy: no longer focusing on building sector partnerships as its proven to be not the most successful model for our rural region; continue to provide key industry support



# PRIORITY AREA: ECONOMIC RESILIENCY

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**Objectives: 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  2019: New EDD website with enhanced data center
Include success stories from the region in EDD resources bulletins, NWCCOG e-News and on website	Success Stories Bulletins Archived on website 2019: 11 Success Stories Bulletins; open rate 27%
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