



## **ANNUAL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) PERFORMANCE PROGRESS REPORT**

**Grantee:** Northwest Colorado Council of Governments (NWCCOG)  
Economic Development District

**Project Number:** ED20DEN302002

**Period covered by the report:** 1/1/2021 – 12/31/2021

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NWCCOG – Economic Development District

**Date Submitted:** 1/28/2022

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## **Adjustments to Strategy in 2021**

### **COVID-19 Pandemic**

Throughout 2021, the NWCCOG region continued to feel the impacts of the COVID-19 pandemic. In the first quarter of 2021, which is the height of the ski season and high time for tourist to visit the region in the thousands, businesses in the region were still dealing with capacity restrictions and social distancing. Air travel was still uncertain and reduced. These restrictions made operating businesses, especially in the tourism and outdoor recreation industry, extremely challenging. Businesses remained less than fully staffed. Many workers who were forced to leave the workforce due to stay-at-home orders shuttered businesses in the beginning of the pandemic in 2020 did not return to the workforce, and many left the region altogether. Vaccines became widely available later in the year. Confidence was restored in travel, and travel surged during the last month of the year.

During 2021, NWCCOG EDD continued its focus on assisting our communities and businesses recover from the economic effects of COVID. This included administering programs funded by EDA CARES Act Grant – EDD director spent time administering these funds - \$400,000. NWCCOG has utilized these funds, which are meant for COVID recovery and resiliency efforts in the region, for direct grants to counties, to fund a portion of the Mountain Migration report, for staff capacity building (a portion of the funds went towards salary of Business Loan Assistant and Executive Director for Covid-related activities), and to hire a regional business recovery coordinator.

Seeking additional funding was a priority. EDD director spent time writing grants including USDA Rural Business Development Grant; USDA Housing Preservation grant; EDA CARES Act Grant.

Assisting the Business Community – EDD director spent time assisting the NWCCOG Northwest Loan Fund program administer the Energize Colorado Gap Fund grant and loan program (new for pandemic relief provided by the Colorado Department of Local Affairs). EDD director also assisted with administration and grant funding for Summit Biz ReBuild Program, a training program for businesses to help pivot to the new mandates in place due to the pandemic, and to help them rebuild their businesses.

NWCCOG EDD canceled 2021 Regional Economic Summit for the second year; this event is expected to return in 2022 as larger in-person events have resumed.

## NWCCOG EDD Board of Directors 2021

Note: The EDD Board of Directors also serves as the CEDS Strategy Committee

### 2021 ECONOMIC DEVELOPMENT DISTRICT (EDD) BOARD

The Economic Development Board members shall be elected bi-annually at the meeting in January and shall serve for 2 years. The EDD Board shall consist of members that broadly represent the principal economic interests of the region: one representative from each of NWCCOG's Member County Governments; at least one representative from a municipality in each of the NWCCOG Member Counties; at least one representative from a municipality in one of NWCCOG's affiliated member municipalities outside Region XII; one economic development organization representative from each of NWCCOG's Member Counties; one representative from workforce; one representative from education; and one representative from each of the region's key industries.

<u>COUNTIES</u>	<u>REPRESENTATIVES</u>	<u>REPRESENTING</u>	<u>POSITIONS</u>
Eagle Grand	Jeanne McQueeney Kris Manguso	Eagle Grand	Representative <b>Secretary-Treasurer</b>
Jackson Pitkin Summit	Coby Corkle Patti Clapper Josh Blanchard	Jackson Pitkin Summit	Representative <b>Vice-Chair</b> Representative
<u>MUNICIPALITIES</u>	<u>REPRESENTATIVES</u>	<u>REPRESENTING</u>	<u>POSITIONS</u>
Eagle Eagle Grand Grand Jackson Pitkin Pitkin Summit Outside Region 12 Outside Region 12	Jeremy Rietmann Mia Vlaar Andy Miller John Crone Sarah Wyatt Skippy Mesirow Alyssa Shenk Carolyn Skowrya Jenn Ooton Heather Sloop	Gypsum Vail Fraser Grand Lake Walden Aspen Snowmass Village Dillon Glenwood Springs Steamboat Springs	Representative Representative Representative Representative Representative Representative Representative Representative Representative
<u>ECONOMIC DEV ORGS</u>	<u>REPRESENTATIVES</u>	<u>REPRESENTING</u>	<u>POSITIONS</u>
Eagle Grand Jackson Pitkin Pitkin Summit Outside Region 12	Chris Romer DiAnn Butler Melaine Leaverton Kathryn Dziedzic Kris Mattered Corry Mihm John Bristol	Vail Valley Partnership Grand County ED Jackson County Tourism Aspen Chamber Basalt COC Summit Chamber/SPI Steamboat COC	Representative <b>Chair</b> Representative Representative Representative Representative
<u>WORKFORCE &amp; EDU</u>	<u>REPRESENTATIVES</u>	<u>REPRESENTING</u>	<u>POSITIONS</u>
Workforce  Workforce  Education	Jessica Valand  Mark Hoblitzell  Shane Larson	CO Dept. of Labor & Emp. CO Dept. of Labor & Emp. CO Mtn. College	Representative  Representative  Representative

## NWCCOG EDD 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 director. She is responsible for overall management of the Economic Development District. Rachel served as project manager for the development of NWCCOG’s first ever Comprehensive Economic Development Strategy (CEDS) which covered the period 2012 – 2016. She completed the second update to the CEDS as well which covers the period 2017 – 2022. Rachel has a bachelor's degree in economics and an M.B.A. from the State University of New York at Buffalo (SUNY Buffalo). She earned the designation of Certified Economic Developer (CEcD) in December 2018, which is a designation granted by the International Economic Development Council (IEDC).

**Jon Stavney, NWCCOG Executive Director** – Jon Stavney was hired as Executive Director of NWCCOG on November 1, 2016. He comes to NWCCOG with extensive local government experience in the Colorado Resort Region. Most recently as Town Manager of Eagle, a town of 6,800 with a \$13,000,000 budget, he facilitated a public engagement process that resulted in a public vote to bond and build a regional park with in-stream amenities designed to catalyze a revitalization of an adjacent historic downtown. More than a decade before, Jon as Mayor of Eagle had driven the town to modernize the streetscape in the Central Business District, and remodel its 100-year-old park with a bandstand. Before serving as town manager, Jon served as an Eagle County Commissioner for 5 years. His major accomplishments there included several multi-jurisdictional efforts including a 13-parcel federal land exchange involving 5 local partners, the USFS, and the State Land Board. He also spearheaded a series of river access improvements on the upper Colorado River that resulted in more than \$18,000,000 in local, state and federal funds invested to preserve habitat, working ranches and access to the river. Jon has served on the board of the Colorado River Water Conservation District for the past 8 years, during which time the district negotiated the Colorado River Cooperative Agreement with Denver Water and 15 western slope entities. Jon has a degree in English from Whitman College and is pursuing graduate studies in public administration.

# SCOPE OF WORK 2021

## **A. Planning**

### **1. Maintain current CEDS.**

#### **Accomplishments:**

- Submitted CEDS Performance Progress Report and updated Regional Action Plan for 2020 to EDA on 1/8/2021.
- Reported on successes of 2017-2021 CEDS ongoing throughout 2021 via bulletin email; report at December 2021 EDD Board of Directors meeting.

#### **Deliverables:**

- CEDS Annual Progress Report submitted 1/25/22.

#### **Difficulties Encountered:**

- None.

### **2. Update CEDS starting in 2021 (will cover October 1, 2021 – September 30, 2026).**

#### **Accomplishments:**

- CEDS 5-Year update covering 10/1/2021 – 9/30/2026 was completed in 2021; submitted to EDA and approved by EDA on 11/3/2021.

#### **Deliverables:**

- CEDS 5-Year Update, covering the period October 1, 2021 – September 30, 2026 was approved by the EDD BOD on August 26, 2021, submitted to the EDA on September 30, 2021, and approved by the EDA on November 3, 2021. It is available on the NWCCOG EDD website here: <http://nwccog.org/edd/nwccog-region/comprehensive-economic-development-strategy/>. It is also available on the CEDS Resource Library here: <https://www.statsamerica.org/ceds/>
- Work done for CEDS 5-Year Update: EDA Director began researching current plans and planning processes for the communities in our region in January 2021. Began creating a clearinghouse of current plans and identifying common themes. EDD Director researched CEDS from other EDDs via the Stats America CEDS Resource Library to see what best practices can be borrowed from other districts as we create our updated CEDS for 2021-2026. Staff developed the foundation for developing the goals, objectives, and actions that will make up the regional action plan for the CEDS 5-year update. The regional action plan will serve as the economic roadmap for our region for the next 5 years. This foundation was created by analyzing existing plans that pertain to economic development in each of our member town and counties, as well as regional and statewide plans (for example, the Colorado Resiliency Framework developed by the Colorado Resiliency Office that was just released). Local plan analysis as well as a summary of findings from community engagement forums ongoing now in our region were presented at the March 25 EDD board meeting for open discussion.
- The EDA organized two planning calls, on which EDD director participated, with all Colorado EDDs to provide guidance on CEDS Update: Feb. 11 and March 10. The March 10th call will OEDIT, DOLA, Colorado Resiliency Office as well as EDA and all EDDs in the state.

- Eastern Colorado COG EDD organized a call, on which EDD Director participated, with all Colorado EDDs with Elizabeth Garner, State Demographer, to collaborate on data collection for the CEDS update.

**Difficulties Encountered:**

- None.

**3. Report on accomplishments to EDA, stakeholders.**

**Accomplishments:**

- Accomplishments of the NWCCOG Economic Development District were reported in the Annual CEDS Progress Report submitted to the EDA on 1/8/2021, and in this report submitted to EDA on 1/25/22. Accomplishments of the CEDS has been reported throughout 2021 via success stories bulletins and NWCCOG monthly e-newsletter.

**Deliverables:**

- CEDS Annual Progress Report submitted to EDA on 1/25/22.

**Difficulties Encountered:**

- None.

**B. Business Assistance**

**1. Prepare monthly resources bulletins which provide a clearinghouse of resources available to businesses including trainings and workshops, technical assistance, and funding opportunities.**

**Accomplishments:**

Bi-monthly “EDD Resources Bulletins” were developed and sent out, providing a plethora of information on funding opportunities, access to capital, and training opportunities for businesses, local governments, education, workforce, and non-profits. These resource bulletins are archived on the NWCCOG EDD website here: <http://nwccog.org/edd/business-resources/resource-bulletins/>

**Deliverables:**

- 23 resource bulletins created and sent out in 2021; Average open rate = 29%.
- Total number of stakeholders (contacts) on email list: 1,957
- Archived on NWCCOG EDD website here: <http://nwccog.org/edd/business-resources/resource-bulletins/>

**Difficulties Encountered:**

- None.

**2. Work with partners to provide workshops on topics of interest to businesses.**

**Accomplishments:**

NWCCOG EDD has developed mutually beneficial partnerships with many state, federal, and local agencies and organizations to provide workshops of interest to businesses. NWCCOG recognizes that it

is not always best for us to develop and provide these trainings, but that the real value is in partnering with the experts in this area by providing funding and helping to market the programs.

**Deliverables:**

- Census Data Tools Workshop – April 27 – partnership with US Census Bureau
- NWCCOG EDD sponsored business educational workshops in 2021 including:
  - Yampa Valley Entrepreneur Event – September 23
  - Steamboat Springs Economic Summit – Nov. 12
  - Summit Biz Bootcamp and Rebuild programs powered by Co.Starters – throughout 2021
  - Summit County Entrepreneurial event–Winter Startup Celebration to recognize local entrepreneurs & startups – Nov. 11
- Promotion of partner events through EDD Resources bulletins:
  - EDCC workshops and annual conference
  - Grand County Economic Summit
  - State Demography Office annual meeting
  - SBDC events
  - Colorado Workforce Center events

**Difficulties Encountered:**

- Covid pandemic made it difficult to hold in-person trainings.

**3. Maintain clearinghouse of resources for businesses on website.**

**Accomplishments:**

The NWCCOG EDD has a robust website providing a clearinghouse of resources for businesses: [www.nwccog.org/edd](http://www.nwccog.org/edd).

**Deliverables:**

The NWCCOG EDD website provides information on the following business resources:

- Archive of bi-monthly resources bulletins: <http://nwccog.org/edd/business-resources/resource-bulletins/>
- Access to Capital: <https://nwccog.org/edd/business-resources/access-to-capital/>
- Resources for Entrepreneurs: <http://nwccog.org/edd/business-resources/resources-for-entrepreneurs/>
- How to Write a Business Plan: <https://www.score.org/resource/business-plan-template-startup-business>

**Difficulties Encountered:**

- None.

**4. Develop informational bulletins on topics of interest to businesses. These may include business retention and expansion, workforce housing, resources for entrepreneurs.**

**Accomplishments:**

Informational bulletins on topics of interest to businesses were created and sent out via NWCCOG EDD Success Stories Bulletins as well as NWCCOG eNewsletters. Topics covered included workforce shortage

and impacts; solutions to workforce housing crisis; diversifying economy through growth in creative industries; mental health and the workforce.

**Deliverables:**

Bulletins on topics of interest:

- Energize Colorado Gap Fund Grants – EDD Success Stories Bulletin, Jan. 2021
- Creative Industries in the Region a boost to the Economy – EDD Success Stories Bulletins, March 2021
- Wages, Jobs, and Going Back to Work – NWCCOG eNews, July 2021
- Workforce Shortage –NWCCOG eNews, October 2021
- Mental Health and the Workforce – NWCCOG ENews, Dec. 2021
- Workforce Housing Solutions in the Region – EDD Success Stories Bulletin, Dec.2021

EDD Success Stories bulletins are archived here: <https://nwccog.org/edd/about/success-stories/>

NWCCOG eNewsletters are archived here: <https://www.nwccog.org/about/communications/e-news/>

**Difficulties Encountered:**

- None.

**5. Provide direct assistance to businesses looking for help, and to towns/counties looking for resources for their business community.**

**Accomplishments:**

Provided direct assistance to towns, counties, non-profits, state partners, businesses throughout 2021 on funding sources, access to capital, data (demographic, economic, workforce, industry data), etc.

**Deliverables:**

The following table is an accounting of data requests, and responses to those requests, in 2021:

Date of request	Requested By	Assistance Requested	Assistance Provided
1/28/21	Dan Hendershott, Summit County Public Health	Data on # jobs in key industries in Summit County	Data on # jobs in key industries in Summit County
Jan 2021	Corry Mihm, Summit Prosperity Initiative	Summit County Economic Update Jan. 2021	Summit County Economic Update Jan. 2021
2/17/2021	Nell Wareham Manager   Community Development, Climax Molybdenum Company	Cost of living data for Summit, Chaffee, and Lake County	Colorado Legislative Council Cost of Living study for school districts in Colorado; data from Colorado Self-Sufficiency Standard (Colorado Fiscal Institute)
2/17/2021	Eliza Voss, VP Destination Marketing, Aspen Chamber	Number of people employed in the lodging industry in Pitkin County	Number of people employed in the lodging industry in Pitkin County
2/24/2021	Peter Grenery, Real Estate Broker	Demographic Data for Aspen and Pitkin County	Demographic Data for Aspen and Pitkin County
2/27/2021	Melissa Lally, Balance Business Services	Data for feasibility study for a business incubator in Eagle	Call on innovation index; connected Melissa with Chris Akers (DOLA/SDO) and Mark Hoblitzell (CDLE)
2/8/2021	Emma Sloan, Health Policy Planner   Eagle County Public Health and Environment	Eagle County is currently updating our comprehensive plan, and I am tasked with providing the language and data relating to health and equity. Looking for data on occupational segregation rates in the NWCCOG region.	Referred to Mark Hoblitzell, CDLE and Elizabeth Garner, SDO
3/9/2021	Erin McKuskey, SBDC Director	Question on where data on # of establishments is found	Provided link to CDLE/LMI gateway for this data

6/8/2021	Jeanne Bistranan, Executive Director, Summit Foundation	We are doing strategic planning for The Summit Foundation and are looking for any sources of data for Summit County.	Send CEDS Summit County Community Profile
6/28/21	Lizbeth Lemley, Finance Director, Town of Winter Park	Top 10 employers in Grand County	Provided data on employers with 100+ employees in Grand County
7/15/21	Rachel Cohen, Reporter, Boise State Public Radio	Idaho has a law that prohibits most regulations on short-term rentals, but due to urgent affordable housing issues, Ketchum (Sun Valley) is considering implementing some restrictions. I took a look at the helpful comparisons in your report, but I was wondering if you have any suggestions for communities to look at that have done the most to regulate short-term rentals, and how those regulations are working.	Phone conversation with Rachel regarding Workforce Housing report, communities in the NWCCOG currently working on STR regulations, possible effects on workforce housing supply, communities who have been successful in building workforce housing
7/15/21	Matt Shuler, Editor, Jackson County Star	Economic and demographic data profiles for Routt and Moffat Counties	Provided economic and demographic profiles for Routt and Moffat Counties
8/4/21	Nicole Valentine, Communications, Summit County Government	10-Year wage trend for summit county	Sent report on 10-year jobs and wage trend for summit county
8/4/21	Shannon Najmabadi, Reporter, Colorado Sun	Working on a story about access to childcare for working parents. I heard some school districts were trying to help with childcare in areas where there aren't enough providers as it can be an issue that affects students' parents and school district employees. I was wondering if this is an issue — childcare access — that your organization has heard about or confronted and, if so, if someone with your organization might have a few minutes to speak about it.	Directed to NWCCOG Childcare report (Jan 2021); directed to Jon Stavney who was the lead on this report
8/12/21	Angelique Lochridge, Events and Marketing Manager, Summit Chamber	Data on the average starting salaries of entry level positions in Summit County. This would be for customer service representatives, reception, retail sales associate type positions.	Sent spreadsheet showing the most recent data available (Q4 2020), wages in all industries in Summit County reported by the Quarterly Census of Employment and Wages (QCEW). These data is by industry, not occupation. The occupations you are referring to would be in the "Retail" and "Admin Services" industries, which have average hourly wages of \$18.23 and \$21.73 respectively. This chart below (provided by CDLE) shows the largest occupations in Summit County. I am copying Mark Hoblitzell from CDLE on this email if he has anything to add.
8/26/21	Thy Vo, Colorado Sun Reporter	I'm looking at the 2020 Census housing data released a few weeks ago and would like to get your thoughts on what the data shows, including high vacancy rates in mountain communities like Hinsdale, Summit and Gunnison counties. It seems that it is driven by second homeowners, but wondering if there's more to it as well.	Phone call on 8/26; gave data on housing units vacant for seasonal / rec use; connected to Summit County Housing Needs Assessment (2019); Jason Dietz, Summit County Housing Director; talked about trends in workforce housing due to pandemic **Colorado Suhttps://coloradosun.com/2021/08/30/colorado-high-country-vacancy-rates/n Article:
8/31/21	Ed Duerr, Engineering consultant for Grand County Water & San district and HSS	Grand County demographic and economic data	Directed to EDD website/Grand County Community Profile <a href="http://nwccog.org/edd/wp-content/uploads/2021/09/GrandCounty_August2021.pdf">http://nwccog.org/edd/wp-content/uploads/2021/09/GrandCounty_August2021.pdf</a>

9/2/21	Iffie Jennings Xcel Energy Area Manager, Community Relations- Boulder Region & Mountain Communities	Data on Summit Counties' growth forecast or comp plans. This information would be helpful as we continue to monitor growth in the communities we serve.	Sent summit county population forecast for next 5, 10, 20, 30 years; sent links to planning documents for summit county towns and county
10/8/21	Sarah Baker, Uri Bonilla, Braden Bontempo, students in Dr. Stephan Weiler's class at Colorado State University	We are completing a project on bridging the rural urban divide and are specifically looking at Summit County.  <ul style="list-style-type: none"> <li>•What is the sentiment of building attainable housing in a high income area?</li> <li>•Do you have contact information for a construction company who has completed a project or many projects in the area?</li> <li>•Are there any upcoming plans to build more affordable housing?</li> <li>•Do upcoming affordable housing projects change any financials for the county?</li> <li>•Were there any construction projects that were delayed due to covid-19</li> </ul>	Sent Email: I will share with you some research that NWCCOG has done on attainable housing in Summit County that hopefully will help you with your research and answer some of your questions: <ul style="list-style-type: none"> <li>• NWCCOG Regional Workforce Housing Report – January 2019: <a href="http://nwccog.org/edd/nwccog-region/community-infrastructure/housing/workforce-housing/">http://nwccog.org/edd/nwccog-region/community-infrastructure/housing/workforce-housing/</a> This is a clearinghouse of information on workforce housing development and other solutions in several NWCCOG and Colorado Association of Ski Towns (CAST) jurisdictions. Summit County and the town within (Dillon, Frisco, Breckenridge, Silverthorne) are included in this report. It is 2 years old, and we plan on updating it in January 2022.</li> <li>• Research for the January 2022 update – I've been compiling information on workforce housing developments/tools/strategies, etc. ongoing to include in the updated workforce housing report. Here is some of that research for Summit County – includes news snippets w/ links to full articles. Very rough! But it includes lots of information on new developments in the works, as well as other creative solutions being considered and implemented to address the housing crisis we have here in Summit County. 2 more great resources for you: <ul style="list-style-type: none"> <li>• Jason Dietz, Summit County Housing Director, 970-668-4231, <a href="mailto:Jason.dietz@summitcountyco.gov">Jason.dietz@summitcountyco.gov</a></li> <li>• Rob Murphy, Executive Director, Summit Combined Housing Authority, <a href="mailto:robm@summithousing.us">robm@summithousing.us</a></li> </ul> </li> </ul>
11/9/21	Nikki Maline Energy Programs Director Building Analyst Professional   Energy Smart Colorado	My boyfriend, Jersey (owns the record store on main st, Frisco) has landlords that are selling his space. He is trying to figure out how/if he can get a mortgage and buy it himself, and/or if there is any assistance out there for a down payment, etc. Pretty stressful time, and all new to him. Didn't know if there was any guidance out there for him and/or assistance.	Referred to Northwest Loan Fund program
12/23/21	Nora Gilbertson	variable swing in employment during the winter season in Summit County. data indicating how much our workforce grows in the winter	Send labor force data and chart for Summit County 2016 – 2021.
12/31/21	Matt Schuler, Jackson County Star	Question about number of jobs in Educational Services Sector in Jackson County	Explained that some data is suppressed as "confidential" when there are very few employers in that sector; sent a breakdown of industries

		(establishments, jobs, wages) for each industry in Jackson County for Q2 2021
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**Difficulties Encountered:**

- None.

**6. Continue ongoing partnership with the Colorado Department of Labor and our CDLE business services representatives to connect workforce resources to businesses, and to keep our communities updated on current trends in minimum wage law changes, opportunities to develop programs encouraging creation of career pathways, and other workforce development related opportunities.**

**Accomplishments:**

NWCCOG EDD has developed a strong partnership over the years with Colorado Department of Labor and Employment (CDLE). We have always collaborated with CDLE on providing educational workshops and workforce data. In 2021, we created a standing agenda item on each EDD board meeting for our CDLE partners to present a workforce update. This update has included presentations on unemployment data, trends in jobs in key industries, and trends in wage growth. EDD staff also collaborates with CDLE staff on quarterly regional economic updates such that we include the most up to date, relevant workforce data.

**Deliverables:**

- Workforce Update a standing agenda item on each EDD board meeting agenda (for 2021 this occurred on Jan. 28; Mar. 25; May 27; March 8; Aug. 26; Oct. 28; Dec. 2.
- EDD Board Meeting – presentation by J. Valand on Workforce Issues (<https://www.nwccog.org/wp-content/uploads/2021/06/NWCCOG-EDD-Update.pdf>) – March 25

**Difficulties Encountered:**

- None.

**7. Partner with SBDC, local chambers, and emergency managers to offer Disaster Preparedness Workshops for Businesses throughout 2020.**

**Accomplishments:**

Disaster Preparedness Workshop held in December 2019 but was not continued.

**Deliverables:**

Disaster Preparedness Workshop held in December 2019 but was not continued.

**Difficulties Encountered:**

Another Disaster Preparedness Workshop was planned for December 2020, but due to the pandemic, it was not held. Much disaster response activity was on-going in 2020 due to massive wildfires in Grand County.

**C. Data**

1. Prepare Quarterly Economic Updates.

**Accomplishments:**

Quarterly Economic Updates for the region are prepared and sent each quarter with the most up to date data available from BLS QCEW, CDLE, State Demography Office, and Stats America. These updates are widely used by our regional stakeholders to make policy decisions, for planning, for grant applications, and to paint a picture for their community on the economic landscape for use by businesses, potential new businesses considering coming to town, etc.

**Deliverables:**

- March 2021 Quarterly Economic Update sent out March 9 (open rate 31%)
- June 2021 Quarterly Economic Update sent June 17 (24% open rate)
- September 2021 Quarterly Economic Update sent Sept. 30 (27% open rate)
- December 2021 Quarterly Economic Update sent Dec. 14 (34% open rate)
- All Quarterly Economic Updates are archived here: <https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/>.

**Difficulties Encountered:**

None.

2. Prepare County profiles and keep updated.

**Accomplishments:**

County profiles for each county in NWCCOG EDD Region updated and posted to website.

**Deliverables:**

County profiles for each county in NWCCOG EDD Region updated and posted to website: <https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/>. Created Town of Eagle Community Profile at the request of a Colorado Western University MBA student working on a capstone project working with the SBDC on a feasibility study for a business incubator in the Town of Eagle, posted here: [http://nwccog.org/edd/wp-content/uploads/2022/01/Eagle\\_March2021.pdf](http://nwccog.org/edd/wp-content/uploads/2022/01/Eagle_March2021.pdf). Provided data to Summit Prosperity Initiative on economic and demographic trends in Summit County for an upcoming work session with the Summit County BOCC on economic resiliency to be held on 3/16. All community profiles are part of the CEDS: [http://nwccog.org/edd/wp-content/uploads/2021/10/CEDS-10.2021\\_FINAL-APPROVED-Amended-10.23.21-minsize.pdf](http://nwccog.org/edd/wp-content/uploads/2021/10/CEDS-10.2021_FINAL-APPROVED-Amended-10.23.21-minsize.pdf).

**Difficulties Encountered:**

None.

4. Give presentations upon request.

**Accomplishments:**

Prepared presentations on topics requested and delivered presentations.

**Deliverables:**

- Vail Valley Partnership Business Breakfast – Feb. 2021 – Presented Eagle County Economic Trends
- Leadership Summit – Economic Development Panel – 11/10/21

**Difficulties Encountered:**

None.

5. Respond to data inquiries from regional stakeholders.

**Accomplishments:**

Provided direct assistance to towns, counties, non-profits, state partners, businesses throughout 2021 on funding sources, access to capital, data (demographic, economic, workforce, industry data), etc.

**Deliverables:**

See table on page 9 of this report.

**Difficulties Encountered:**

None.

**D. Capacity Building**

1. Disseminate Grant Funding information.

**Accomplishments:**

NWCCOG built capacity in our region throughout 2021 by maintaining and dissemination a clearinghouse of information on grant opportunities, access to capital for our region's businesses, technical assistance, training opportunities, and other resources including studies and reports. We do this through bi-monthly Resources Bulletins. Since the beginning of 2021, 5 bulletins have been developed and sent. An archive is kept on the NWCCOG EDD website here:

<http://nwccog.org/edd/business-resources/resource-bulletins/>

**Deliverables:**

Secured additional funding through federal grants. This includes writing the grant; securing the grant; assembling partners and match (cash and in-kind); administering the grant; managing the budget; doing all required reporting.

- USDA Rural Business Development Grant - \$24,000
- USDA Housing Preservation Grant - \$87,000
- EDA CARES Act grant - \$400,000

**Difficulties Encountered:**

None.

**2. Host Annual Regional Economic Summit.**

**Accomplishments:**

Pandemic continued in 2021 therefore this event was not held.

**Deliverables:**

None.

**Difficulties Encountered:**

Pandemic continued in 2021 therefore this event was not held.

### **3. Maintain Website.**

#### **Accomplishments:**

Maintained website and made improvements to pages including data center and business resources.

#### **Deliverables:**

Up to date, easy to navigate, information-full website: [www.nwccog.org/edd](http://www.nwccog.org/edd).

#### **Difficulties Encountered:**

None.

### **4. Monitor, track, keep clearinghouse of information on areas in the CEDS: Workforce, Business, Community, Resiliency; share this information with communities in the region to help share best practices, build partnerships to work collaboratively on solutions to these issues.**

#### **Accomplishments:**

This is accomplished through this report, resources bulletins, success stories bulletins.

#### **Deliverables:**

This report; resources bulletins on website (<http://nwccog.org/edd/business-resources/resource-bulletins/>) success stories bulletins on website (<https://nwccog.org/edd/about/success-stories/>).

#### **Difficulties Encountered:**

None.

### **5. Continue Census 2020 Outreach through Census Day (4/1/2020); collaborate with county-level Complete Count Committees; training workshops, outreach events, monthly "Census 2020" e-newsletters.**

#### **Accomplishments:**

Collaborate with county-level Complete Count Committees; Elizabeth Garner presented Census 2020 data at 12/2/21 EDD Board meeting; updated community profiles with Census 2020 data that is available to date.

#### **Deliverables:**

Collaborate with county-level Complete Count Committees; Elizabeth Garner presented Census 2020 data at 12/2/21 EDD Board meeting; updated community profiles with Census 2020 data that is available to date.

#### **Difficulties Encountered:**

None.

## **E. Regional Promotion**

### **1. Maintain website which provides a clearinghouse of information on the region's assets, services, amenities, opportunities.**

**Accomplishments:**

Maintained website and made improvements to pages including data center and business resources.

**Deliverables:**

Up to date, easy to navigate, information-full website: [www.nwccog.org/edd](http://www.nwccog.org/edd).

**Difficulties Encountered:**

None.

**2. Success Stories Bulletins.****Accomplishments:**

Highlighted region's economic development successes through monthly Success Stories bulletins.

**Deliverables:**

Sent out seven Success Stories bulletins in 2021 (average open rate: 30%). Created new section on website housing Success Stories and featuring on home page: <https://nwccog.org/edd/about/success-stories/>. Topics covered included: Communities in the NWCCOG region proactively working on creative solutions to the housing crisis (Dec.); 34 businesses in Grand Lake, Granby secure massive grants (Oct.); Three employees from the region receive Colorado Tourism Office top frontline worker award (Sept.); New volunteer initiative to educate trail users in Grand County / Trends with Benefits: Remote Work / After 168 days closed, Granby Guest Ranch C Lazy U welcomed its first visitors on April 1 since the fire (April); Eagle County Regional Airport to offer daily non-stop flights to major hub cities this summer (March); Grand County creatives form coalition to boost industry (March); Basalt Vista Workforce Housing helps local families live in the community in which they work (Feb.); Energize Colorado Gap Fund Grants / Snowmass Condominium Building to be 100% Powered by Renewable Energy / Town of Breckenridge Opens Applications for Business Rent Relief (Jan).

**Difficulties Encountered:**

None.

**3. Tell the region's success stories through monthly "Success Stories Bulletins".**

*Redundant, see bullet directly above.*

**F. Partnership Building / Regional Collaboration**

**1. Maintain close partnerships with our partners: Economic Development Administration, Colorado Office of Economic Development & International Trade, Colorado Department of Local Affairs, Colorado Workforce Center/system, and member jurisdictions including towns and counties in the region.**

**Accomplishments:**

EDD director maintains close partnerships with our state and federal partners by having representatives serve on the EDD board; having regularly-scheduled "touch base" calls; by collaborating on workshops and trainings; and by information sharing and data collaboration.

**Deliverables:**

- The EDA Denver Regional Office staff has started monthly calls with each EDD in the state. We have invited DiAnn Butler, Grand County Economic Development and EDD Chair and Jessica Valand, Regional Director for NW and RR Workforce region to join the call. Board members are invited to participate in these calls.
- Collaboration with CDLE and DOLA on data included in quarterly resource bulletins (jobs, wages, unemployment, demographic data). This collaboration happens every quarter during preparation of regional quarterly economic updates.
- Calls with DOLA/SDO w/ all EDDs in state of Colorado to discuss data needs
- CDLE – Workforce updates at each EDD board meeting
- EDD meetings – maintain partnerships and forum for collaboration with all our towns and counties

**Difficulties Encountered.**

None.

**2. Serve as a forum for collaboration on regional projects; seek funding through grants for projects and programs as appropriate.****Accomplishments:**

A great deal of regional collaboration was accomplished in 2021 as our entire region was struggling with many of the same issues: workforce housing crisis; responsible tourism management; recovery from pandemic; child care crisis. NWCCOG proactively convened our regional stakeholders to work through these issues in 2021.

**Deliverables:**

- Wrote letters of support for EDA grants (Grand County, SBDC)
- Childcare Needs Study
- Mountain Migration project –With regard to the ongoing relevance of last year’s [Mountain Migration report](#), NWCCOG is proud to share that recommendations from the report drove a Housing Task Force at CAST to support [legislative changes](#), and that at least one Congressional representative is citing the report in proposing policy changes at the national level; note sent from Senator Bennet’s office: “I also wanted you to know how much our office appreciated the high country housing report [Mountain Migration Report] that the COG and CAST commissioned and released last year.... many of the key themes in your report were largely substantiated in our framework. So thanks to you and your organizations. We look forward to continuing to work together to help address workforce housing, child care, as well as general cost of living and related issues in the high country.”

**Difficulties Encountered:**

None.

**3. Host four Economic Development District board meetings per year; bring in partners to share information; each meeting has round-table information sharing.****Accomplishments:**

Meeting schedule was changed to seven meetings in 2021; Each meeting included round-table information sharing; speakers on topics of regional interest were invited to present at some meetings in 2021.

**Deliverables:**

Information sharing among partners at 2021 EDD board meetings:

- January 28, 2021 – presentation: Regional Assessment of Child Care Industry for 2021
- March 25, 2021 - UPDATE: EDA Denver Regional Office - Trent Thompson, Economic Development Representative; Jamie Hackbarth, Deputy Economic Development Representative
- May 27, 2021 - ACTION COG: Ski Area Fee Retention Bill 2021 version - John Whitney, Sen. Bennet’s Office
- July 8, 2021 - UPDATE: Workforce Update – Data from DOLA on Migration to/from the region’s communities, Jessica Valand
- August 26, 2021 - UPDATE EDD: EDA ARPA Grant Funds available UPDATE: From Wireless Research Center – Digital Workforce Opportunity
- October 28, 2021 – Broadband/Project THOR
- December 2, 2021 - Demographic Trends and Census 2020 Data for the NWCCOG Region – Elizabeth Garner, State Demographer, Colorado Demography Office

**Difficulties Encountered:**

All meetings in 2021 were held virtually, therefore some of the benefits from face to face interactions between stakeholders were lost. On the upside, attendance was very good due to eliminated the need for travel.

**4. 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 board meetings held 4 times per year.**

*Redundant – see bullet directly above.*

**G. Economic Development District Management**

**1. Maintain board membership; maintain board relations**

**Accomplishments:**

Maintained board membership in 2021 via EDD board meetings and regular email communications. New officers were elected to EDD board at the January 28<sup>th</sup> meeting per bylaws. Each year we send out notices to EDD board members to ensure their continued commitment to serve on the board.

**Deliverables:**

EDD board has no vacancies; participation at EDD board meetings is good, with on average 20 members attending meetings regularly (70%).

**Difficulties Encountered:**

None.

## **2. Host four in-person EDD Board meetings per year; include speaker of interest.**

### **Accomplishments:**

Since there was an abundance of economic development business to cover, we changed meeting schedule to host seven meetings. EDD board meetings are held on the same day as NWCCOG Council meetings, as there is a lot of overlap in topics and board members. Attendance has been very good at EDD board meetings, may be due to moving meetings to virtual due to pandemic. Our region is very large, and virtual meetings eliminate the need for travel which can be difficult in our region due to vast distances and weather.

### **Deliverables:**

EDD board meetings held in 2021:

- January 28, 2021
- March 25, 2021
- May 27, 2021
- July 8, 2021
- August 26, 2021
- October 28, 2021
- December 2, 2021

### **Difficulties Encountered:**

Meetings in 2021 were continued to be offered virtually, as the pandemic, which continued throughout 2021, prevented in-person meetings.

## **3. Complete all EDA-required grant reporting.**

### **Accomplishments:**

Completed all EDA-required reports including all financial reports (SF425's) and CEDS Annual Progress Report.

### **Deliverables:**

- CEDS Performance Progress Report – completed and uploaded to EDA via GOL on 1/28/22.
- Completed and submitted all Financial Reports (4/30/21 and 10/31/21).

### **Difficulties Encountered:**

None.

## **4. 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). EDD Director currently serves as northwest region rep to the EDCC Board of Directors.**

### **Accomplishments:**

Attended workshops, webinars, conferences to enhance professional development in order to be most effective in role as EDD Director.

**Deliverables:**

- **Attended webinars offered by the Economic Development Council of Colorado (EDCC) throughout 2021 including:**
  - Managing Economic Development Organizations - the Colorado Way (2/24/21)
  - Where are the Retail and Hospitality Industries Headed? (5/26/21)
  - Entrepreneurial Ecosystems: Trends, Shifts, and Unicorns (7/21/21)
  - Maximizing State and Federal Funding Programs (8/25/21)
  - Job Quality (9/15/21)
- **Attended webinars offered by NADO/EDA including:**
  - EDA Good Jobs Challenge webinar (8/12/21)
  - EDA Build Back Better Regional Challenge panel discussion (10/1/21)
  - NADO Rural Resilience and Economic Development (3/23/21)
  - NADO Economic Development Districts: Leading the Way on Pandemic Economic Recovery (5/26/21)
  - NADO Infrastructure Investment and Jobs Act (IIJA) Informational Webinar (12/9/21)
- **Attended EDCC Fall Conference: Drive, Lead, Succeed Oct. 20-22 in Steamboat Springs.**
  - **Read 5 of 10 Issue briefs on key issues and trends impacting the field of regional economic development from NADO Research Foundation's Economic Development Writing and Lecture Series. Topics read:**
    - SMART Goals: A Winning Formula for Economic Development Districts
    - Using Community Benchmarking in the CEDS Process: A How-To Guide
    - Regional Responses to the Nation's Growing Housing Crisis
    - Outdoor Recreation as an Economic Driver: Leveraging Opportunities and Addressing Challenges
    - Rural Economic Development with a Purpose: Shifting Expectations and Opportunities

**Difficulties Encountered:**

None.

## EVALUATION

### Number of jobs created after implementation of the CEDS

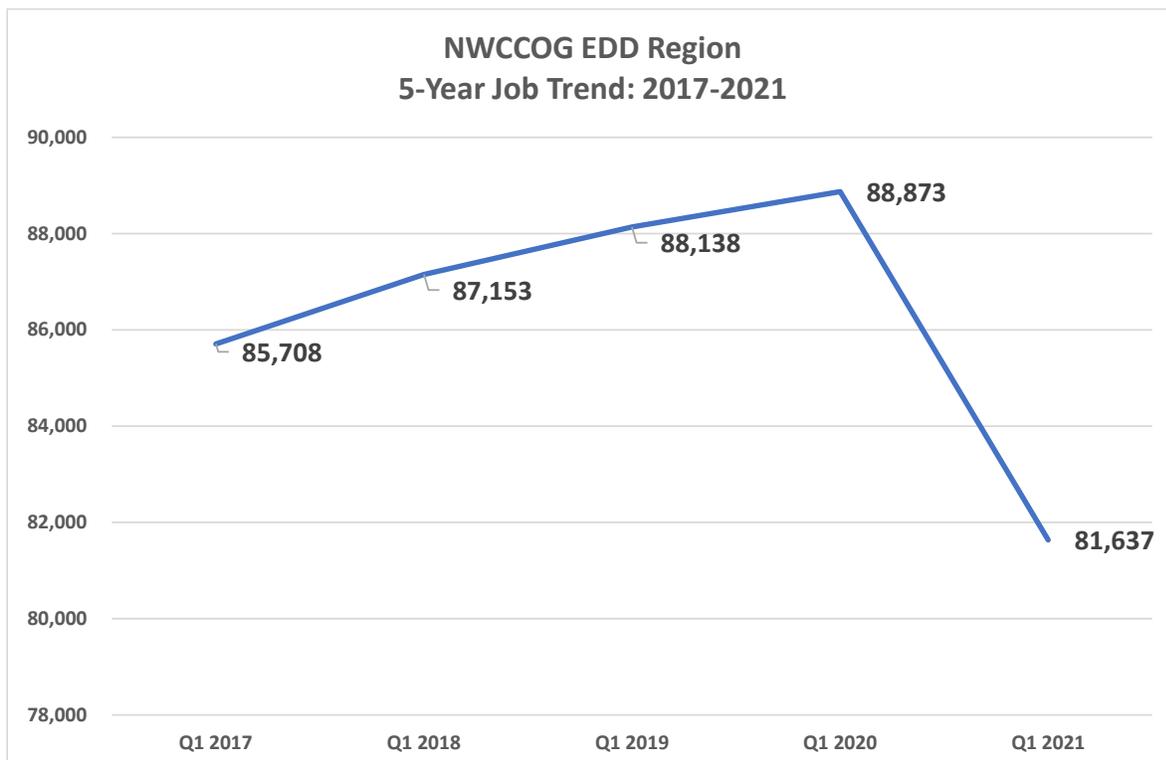
The current NWCCOG EDD CEDS covers the period 2017 – 2021. Therefore, as of the writing of this report (1/15/2022), we have completed all five years of the 5-year period.

The first quarter of the year was chosen (instead of Q2 for which the most recent data is available) because January, February, and March is the time of year when the ski season is in full swing, and is most indicative of the region’s true economy. It is important to look at the trend in jobs, not just absolute increase or decrease over the 5-year period, because during this time the world experienced a global pandemic. This pandemic caused a major disruption in the regional economy, as well as the global economy.

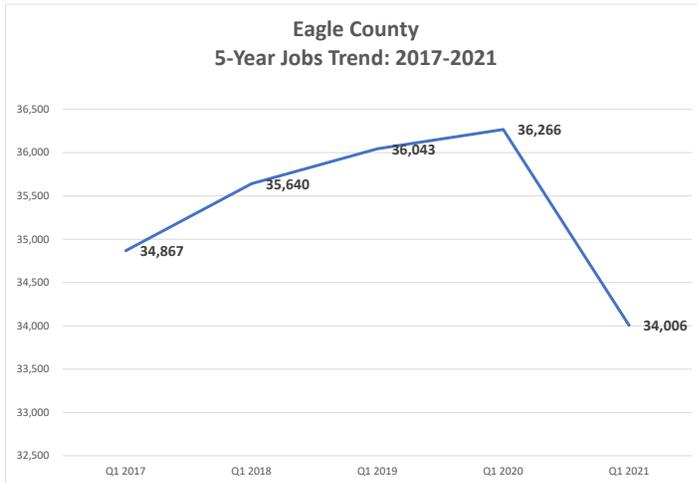
### 5-Year Job Trend

#### NWCCOG Region

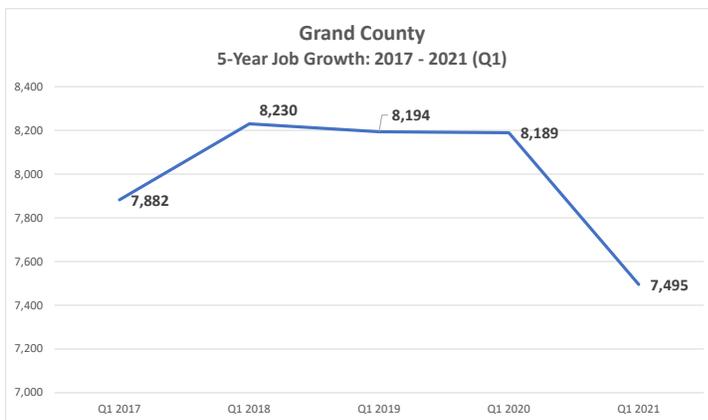
The region was showing a steady increase in jobs from 2017 – 2020, until the pandemic hit in March 2020. The region lost 7,236 jobs due to the pandemic; 4,600 of the jobs lost were in the Accommodations and Food Services industry, and Arts Entertainment and Recreation industry \_\_\_\_\_ . The pandemic hit the tourism industry particularly hard, with mandated business closings.



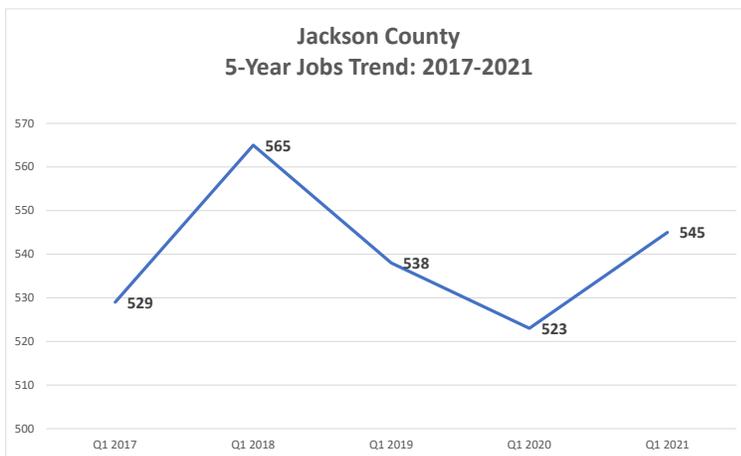
## Eagle County



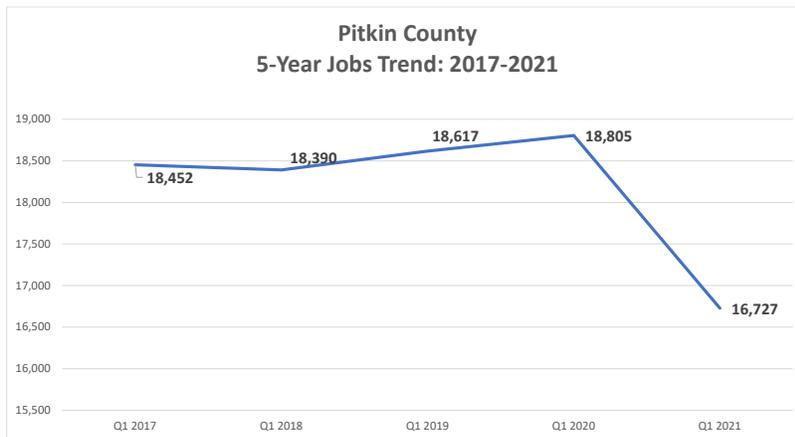
## Grand County



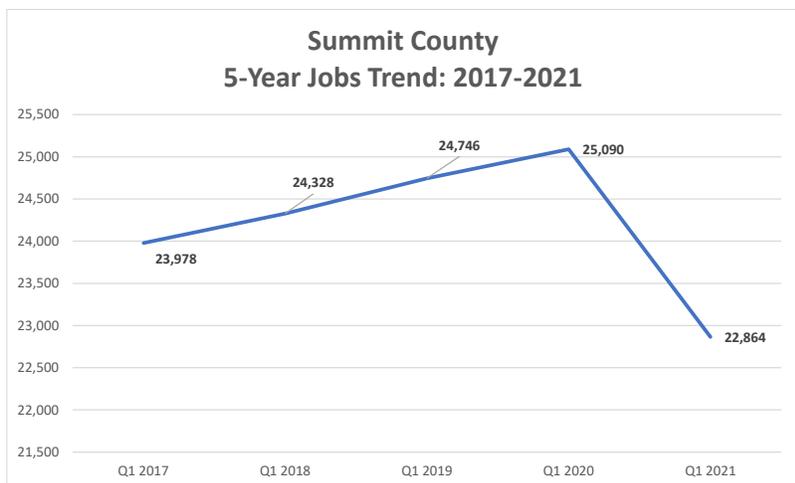
## Jackson County



## Pitkin County



## Summit County



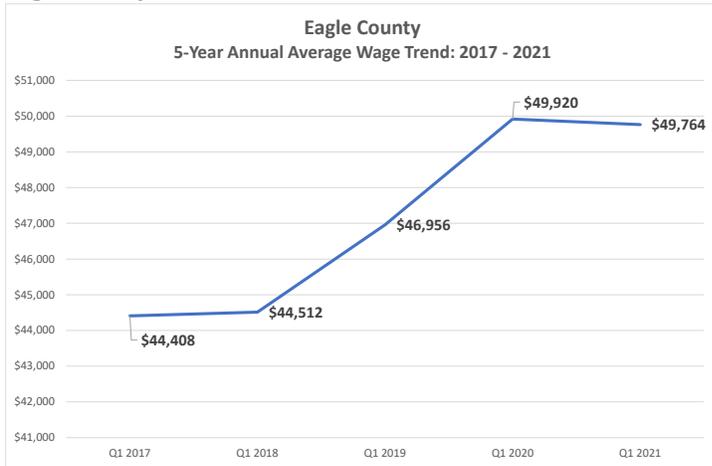
### 5-Year Annual Average Wage Trend

Overall, average annual wage showed increase 2017-2021 in the region. Jackson County's annual average wage had a significant dip from 2019 – 2020, but then rebounded the following year. The increase from 2020- 2021 was substantial in certain counties in the region most dominated by tourism (Pitkin, Summit) due to the loss of thousands of low-paying tourism-sector jobs (accommodations and food services and arts, entertainment, and recreation sectors) which resulted in a higher annual average wage overall.

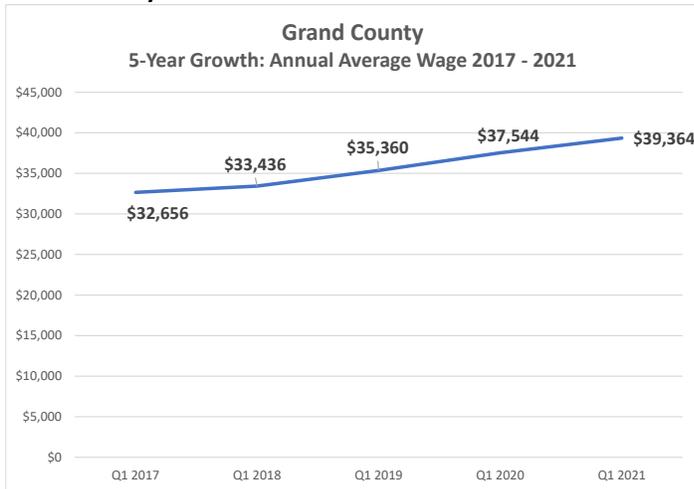
### Comparison to U.S. and State Annual Wage

In Q1 2021, annual average wage in the State of Colorado was \$69,524 and in the U.S. was \$51,168. Only Pitkin County reports a higher average annual salary than the state and the U.S.; the other four counties in the region are below both the state and U.S.

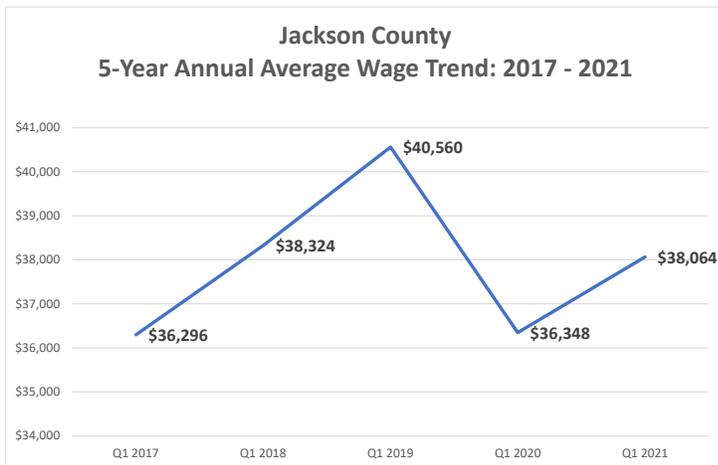
### Eagle County



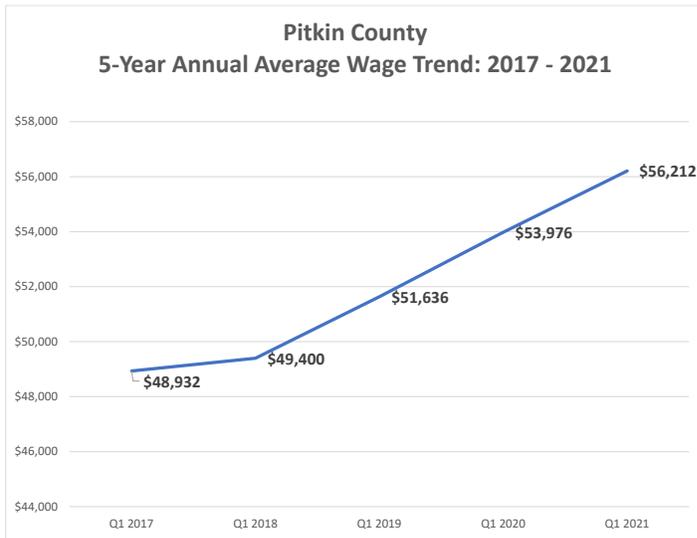
### Grand County



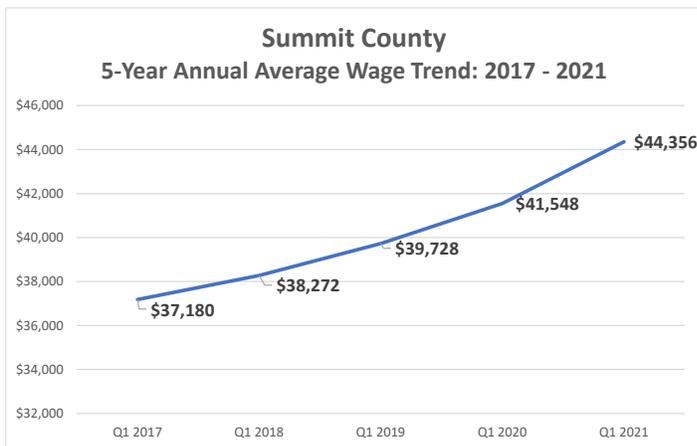
### Jackson County



## Pitkin County



## Summit County

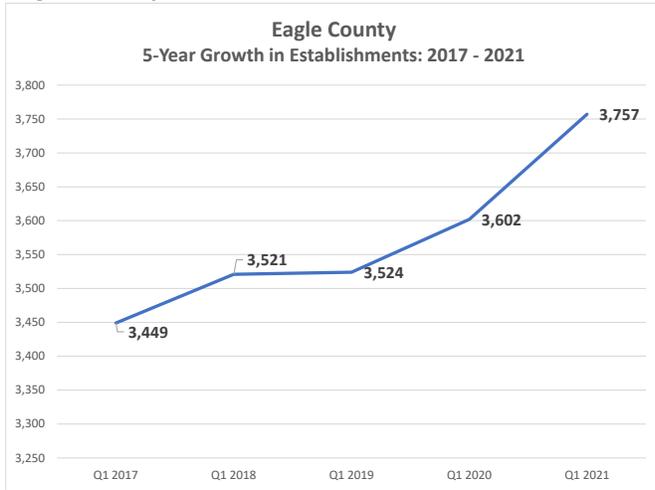


### 5-Year Growth in Establishments

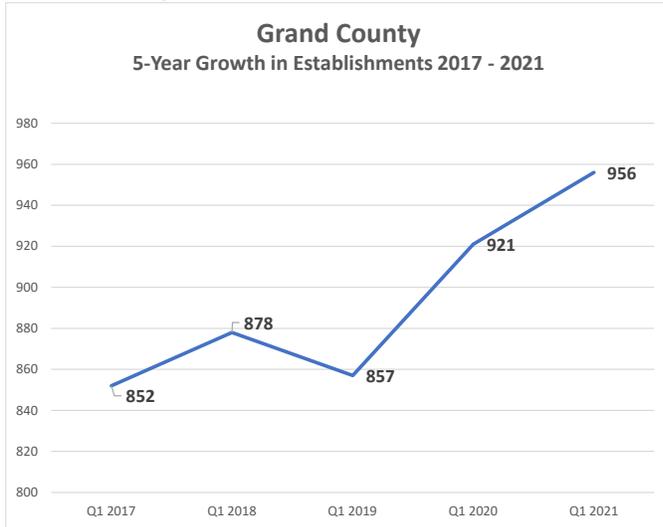
Despite the loss of jobs during the pandemic, the number of business establishments in the region increased (+336). Another positive sign is the growth in businesses in higher-wage industries over the 5-year period. This list below shows which industry showed the greatest business growth over the 5-year period:

- Eagle County – Professional, Technical, Scientific Sector – Avg. Annual Salary \$104,998
- Grand County – Construction Sector – Avg. Annual Salary \$56,732
- Jackson County – Construction Sector – Avg. Annual Salary \$59,644
- Pitkin County – Real Estate and Rental and Leasing – Avg. Annual Salary \$106,184
- Summit County – Professional, Technical, Scientific Sector – Avg. Annual Salary \$96,928

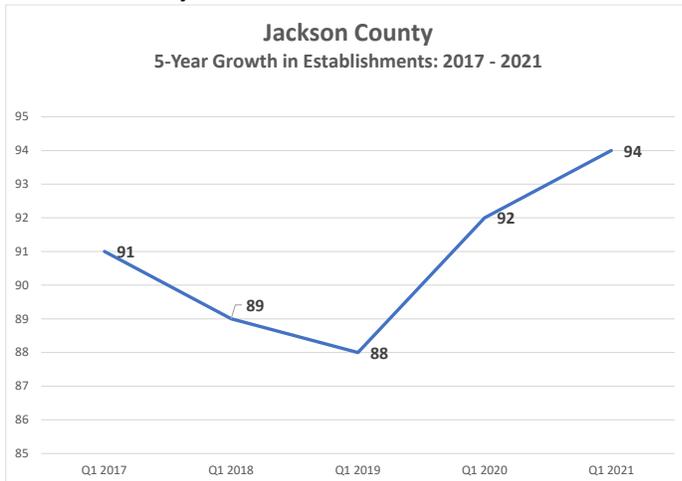
### Eagle County



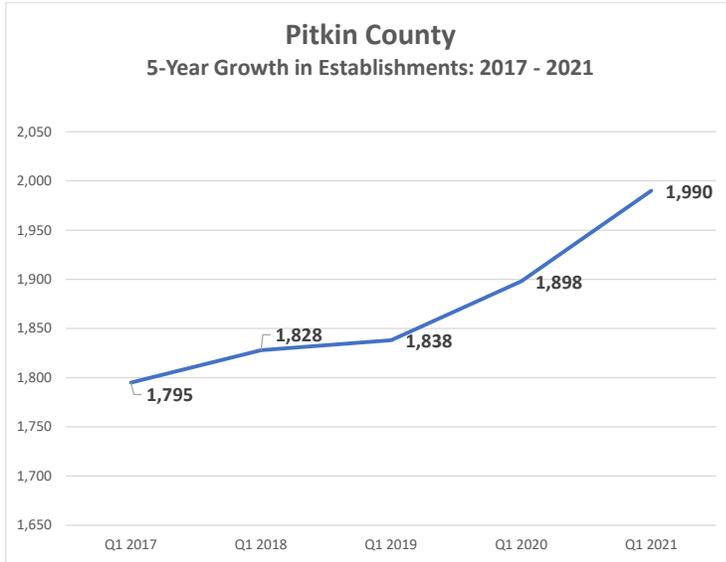
### Grand County



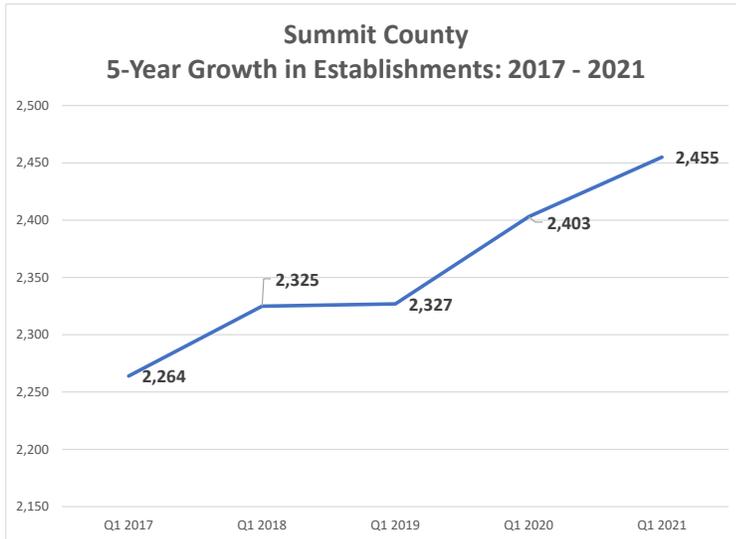
### Jackson County



### Pitkin County



### Summit County



## Number and types of investments undertaken in the region: Public and Private Sector in 2021

The following is a broad summary of some notable public and private investments in the region in 2021:

### Investments in Workforce Housing

The region has made substantial investments in workforce housing over the last 2 years. Here are some examples:

- The Aspen City Council approved a petition to annex a 3-acre parcel that it owns at the Airport Business Center to the city limits, the first step to adding 310 affordable housing units on the property. The city bought the property, which was known as the Aspen Mini-Storage property, for nearly \$11 million in early 2020. - Aspen Times, 01.26.22
- Town of Fraser offers \$3.8 million for land to be used as workforce housing: Fraser trustees approved an offer of \$3.8 million for 11.3 acres of land in town to be used for workforce housing. The contract is contingent on the town receiving a state grant known as Operation Turnkey. An Operation Turnkey grant would pay for 80% of the cost of the land, meaning Fraser's share would only be about \$760,000. Fraser expects to find out in February whether the town received the grant. – Ski Hi News, 1/21/22.
- Eagle County to invest proceeds of sale of Lake Creek Village into additional workforce housing units - With the upcoming sale of the Lake Creek Village Apartments, Eagle County will net approximately \$50 million to help finance construction of additional workforce housing units. The agreement will require the future owner of Lake Creek Village to maintain rental rates at 75% of area median income to include utilities and fees. – [Vail Daily](#)
- Breckenridge partnering with Summit County for Lease to Locals program: <https://www.summitdaily.com/news/local/breckenridge-partnering-with-summit-county-for-lease-to-locals-program/> - The town of Breckenridge will launch the Lease to Locals housing incentive program in partnership with Summit County. The program will provide cash incentives for property managers and owners to convert their short-term rentals into seasonal long-term rentals. To qualify, a property must be in unincorporated Summit County or the town of Breckenridge and must be a legally licensed short-term rental unit. Incentive payments will be highest in the first 45 days of the program's existence.

### Investment in Mental Health

#### **Eagle Valley Behavioral Health designated as 1st new community mental health center since 1989**

<https://www.summitdaily.com/news/regional/eagle-valley-behavioral-health-designated-as-1st-new-community-mental-health-center-since-1989/>

Eagle Valley Behavioral Health, a division of Vail Health, has been awarded full designation as a community mental health center, becoming only the 18th such center in Colorado and the first since 1989. A community mental health center is a physical facility or a group of services under unified administration or affiliated with one another that provide services for the prevention and treatment of behavioral or mental health disorders in a particular community in which the facility or organization is located. The behavioral health services provided by these centers include: inpatient services, outpatient services, partial hospitalization, emergency services, consultative and educational services. Centers are eligible to receive funding through state and federal grants. Subject to approval, Vail Health envisions an initial phase of construction of a new 50,000-square-foot behavioral health facility that would feature beds for short-term stays and treatment located west of its two existing buildings.

## **Ski Areas increase Wages beyond State Minimum Wage**

**Summit ski areas raise wages, hire international employees to contend with labor shortage**

<https://www.summitdaily.com/news/summit-ski-areas-raise-wages-hire-international-employees-to-contend-with-labor-shortage/>

## **Centura Health to invest more than \$66 million in wages across Colorado and Kansas**

<https://www.summitdaily.com/news/local/centura-health-to-invest-more-than-66-million-in-wages-across-colorado-and-kansas/>

Effective Oct. 3, Centura Health, which owns St. Anthony Summit Hospital in Frisco, is investing more than \$66 million in its facilities in Colorado and Western Kansas. According to a news release, the investment will include across-the-board pay increases, market adjustments for some of the health system's patient care positions and living wage adjustments. The living wage for Summit County caregivers will increase to \$17.50 an hour, and in the rest of the state, it'll be increased to \$17 an hour. In addition, the health system will give 17,260 associates a 3% annual across-the-board base pay adjustment. It'll also implement a market adjustment for hourly employees for more than 6,000 eligible patient care positions. The goal of a market adjustment is to get hourly wages to nearly 98% of market pay.

## **Private Sector Investment:**

**Breckenridge and Keystone get upgrades as part of \$320M in Vail Resorts improvements**

**Bergman Bowl's new chairlift and trails take shape**

<https://www.summitdaily.com/news/breckenridges-rips-ride-lift-and-keystones-outpost-restaurant-get-upgrades-as-part-of-320m-in-vail-resorts-improvements/>

At Breckenridge, the Rip's Ride chairlift is getting an upgrade. The fixed-grip double, which is on Peak 8 and often used by beginner skiers and riders, will be replaced with a high-speed, four-person chair. According to a news release, the change will increase uphill capacity by nearly 70% and improve skier circulation. At Keystone, the anticipated Bergman Bowl changes are taking shape. Now that the project has been approved by the U.S. Forest Service, Keystone is moving ahead, bringing lift-served skiing to the Bergman Bowl area in the form of a new high-speed, six-person chairlift. The chairlift would increase Keystone's lift-served terrain by 555 acres. In addition to the chairlift, 16 new trails, a ski patrol facility and snowmaking infrastructure would be added to the area. In addition to expanding lift-served terrain, Keystone is expanding dining space with a 6,000-square-foot expansion of the existing Outpost restaurant. The expansion will tack on an additional 300 indoor seats and 75 outdoor seats.

## **Walden**

**Main street gets a face lift - \$8 million**

**Jackson County Star 5/6/21**

[Jackson County Star e-Edition Jackson County Star 05/06/2021 e-Edition 1](#)

Repaving main street from one end of town to the other

## **Frisco**

**\$3 MILLION IN IMPROVEMENTS COMING TO THE FRISCO BAY MARINA**

[Frisco approves upward of \\$3 million in marina improvements for this summer | SummitDaily.com](#)

The Frisco Town Council Tuesday agreed to three contracts totaling about \$3.1 million for work at the Frisco Bay Marina this summer. Three projects were funded, including the replacement of the 30-year-old water and sewage facilities, and a new office building to provide more space for customer service and retail. There also will be a new fuel system installed. The marina currently does not have a working fuel system. - **Summit Daily, 04.15.21**

### **Pitkin/Eagle County – Basalt**

<https://www.aspentimes.com/news/performing-arts-center-skico-housing-project-lead-basalts-green-revolution/>

Basalt is leading a green revolution with all-electric buildings. Aspen Skiing Co.'s workforce housing project will be completed this spring. Next door, the Contemporary Center for the Performing Arts will be finished in June. There is a quiet revolution underway in Basalt that is transforming the town into a model of energy-efficient building. Rocky Mountain Institute started the revolution back in 2014 when it began construction of an Innovation Center that produces more energy than it consumes, thanks to energy-efficient design and a photovoltaic system on the roof. Habitat for Humanity Roaring Fork caught the attention of Colorado Gov. Jared Polis with its all-electric, net-zero housing project called Basalt Vista. The last phase of the 27-unit residential project is underway.

### **Basalt**

Basalt, El Jebel development boom unfazed by pandemic

Major projects underway in El Jebel, downtown Basalt and Southside

<https://www.aspentimes.com/news/basalt-el-jebel-development-boom-unfazed-by-pandemic/>

Construction is just getting underway on the two biggest projects in the midvalley — Ace Lane's Tree Farm project in El Jebel and MSP Development Group's project in Basalt called Stott's Mill.

The Tree Farm will add 340 residences, a 122-room hotel and 74,000 square feet of commercial space. It will be phased in over several years, though considerable activity is anticipated in 2021-22. The project is located across Highway 82 from Whole Foods. Maltlott's Mill will add 64 apartment units in four buildings and 49 single-family home and duplex lots north of Basalt High School. Stott's Mill is adjacent to the Southside neighborhood.

### **Summit County commissioners decide on a \$3.2 million upgrade to Silverthorne library**

The Summit Board of County Commissioners have decided on an expansion of the north branch of the Summit County Library in Silverthorne that would add as much as an additional 4,900 square feet for children's space, a new entrance, outdoor deck space, private meeting rooms and expanded adult reading space. The commissioners agreed the project should be designed to fit a \$3.2 million budget. Construction of the project could begin in 2022. <https://www.summitdaily.com/news/local/county-commissioners-decide-on-a-3-2-million-upgrade-to-silverthorne-library/>

### **SNOWMASS CONDOMINIUM TO BE 100 PERCENT-POWERED BY RENEWABLE ENERGY**

East West Partners, developer of the \$50 million Electric Pass Lodge condominium building in Snowmass Village said that the building will be completely powered by a rooftop solar array and other renewable sources of electricity available through Holy Cross Electric. East West officials say the building will go beyond the requirements of the planned \$600 million Snowmass Base Village, which will be entirely LEED-certified. One design feature that will boost the building's efficiency but also enhance COVID-19 safety protocols is a mechanical system that continuously cycles fresh air into each unit, using tubes that pass through the earth and heat transfer technology to heat and cool the condo units while also continuously ventilating them. - Denver Post, 01.28.21;

<https://www.denverpost.com/2021/01/27/renewable-electricity-condos-snowmass-ski-area-development/>

### **Winter Park hotel renovation to include restaurant, cafe, gym, coworking**

<https://www.skyhine.com/news/winter-park-hotel-renovation-to-include-restaurant-cafe-gym-coworking/>

A popular membership based hotel featuring a restaurant, a coworking space, a cafe and a gym is moving into Winter Park after finding success in Breckenridge and Vail. Gravity Haus recently purchased the former Sundowner Motel on US Highway 40 and, after offering the motel's furniture to the community for free, got started on renovating the space into a new 38 room hotel with amenities. The hotel's amenities, including the restaurant and cafe, will be open to the public, not just guests. Members of Gravity Haus receive discounts on lodging and dining on top of other perks, but membership isn't required to stay at the hotel. Some of the more unique features of the new hotel include a Japanese onsen and a giant trampoline.

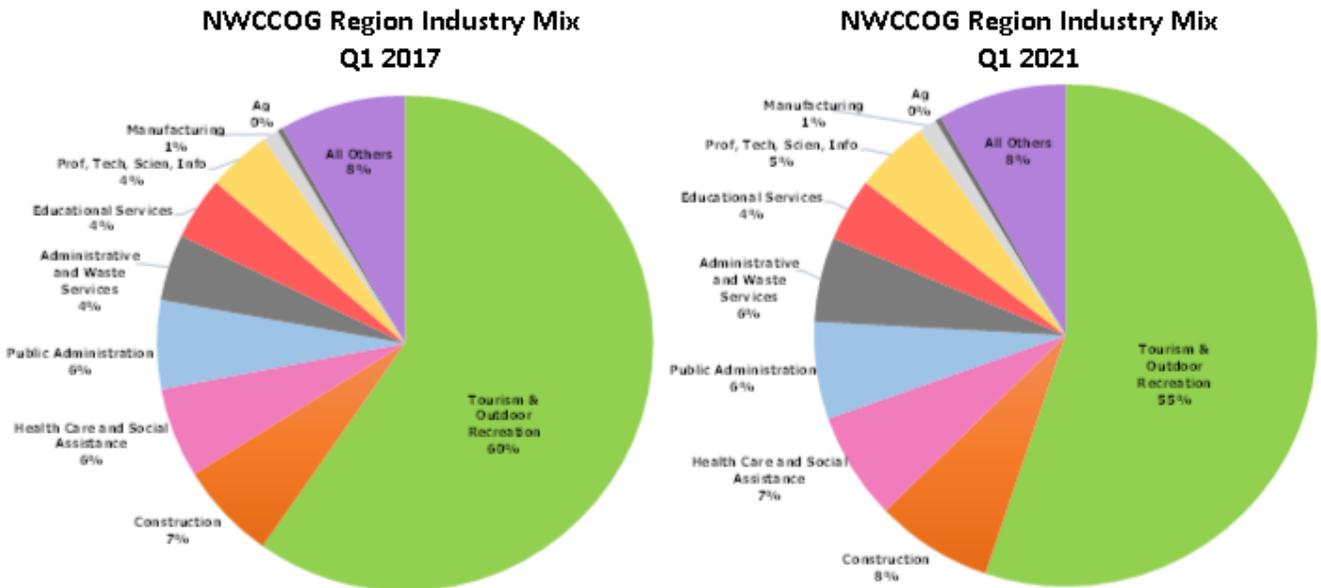
### **Healthcare**

<https://www.skyhine.com/news/middle-park-health-expansions-aim-for-spring-summer-openings/>  
Middle Park Health's expansions in Granby will add over 8,000 square feet to the hospital for inpatient and clinic services. Middle Park Health is expanding in Granby and Kremmling and the additions are on track to open in late spring, growing the hospital's health care services to meet the increasing demand. In Kremmling, the hospital is getting an additional 14,500 square feet with two emergency exam rooms, two trauma bays, three inpatient rooms, CT and X-ray suites, as well as a primary care clinic with exam and treatment rooms. More than 8,000 square feet is being added to the main campus in Granby to increase inpatient beds for medical and surgical patients and improve the clinic space, which will include exam and treatment rooms. Meanwhile, the hospital continues to finance a new emergency department in Fraser's Grand Park Neighborhood. The Middle Park Medical Foundation, the hospital's nonprofit, is also continuing to raise funds for an oncology and infusion center to treat cancer patients at the Granby location.

## Changes in the economic environment of the Region

### Change in the Region’s Industry Mix

As a region dominated by one single industry – Tourism and Outdoor Recreation – one thing we strive for is greater diversity in our regional economy. How have we done over the last 5 years? The needle has not moved much, as the graphs below depict:



### Job Growth by Industry

While the region is still dominated by the tourism and outdoor recreation industry, there has been job growth in industries which tend to have higher annual wages: Construction (+10.8%); Health Care (+11.6%); Professional, Technical, Scientific (+16.8%).

Industry	Q1 2021	Q1 2017	# Chg	% Chg
Administrative and Waste Services	4,306	3627	679	18.7%
Construction	5,944	5365	579	10.8%
Health Care and Social Assistance	5,485	4917	568	11.6%
Professional and Technical Services	3,232	2767	465	16.8%
Retail Trade	9,202	9044	158	1.7%
Public Administration	4,932	4842	90	1.9%
Manufacturing	936	855	81	9.5%
Management of Companies and Enterprises	273	200	73	36.5%
Utilities	474	446	28	6.3%
Agriculture, Forestry, Fishing & Hunting	318	299	19	6.4%
Mining	39	24	15	62.5%
Finance and Insurance	1,070	1061	9	0.8%
Wholesale Trade	660	750	(90)	-12.0%
Other Services, Ex. Public Admin	2,503	2627	(124)	-4.7%
Information	527	704	(177)	-25.1%
Educational Services	3,225	3431	(206)	-6.0%
Real Estate and Rental and Leasing	4,844	5107	(263)	-5.1%
Transportation and Warehousing	1,513	1782	(269)	-15.1%
Arts, Entertainment, and Recreation	9,214	11235	(2,021)	-18.0%
Accommodation and Food Services	20,357	24608	(4,251)	-17.3%

The region has been facing many unique challenges in 2021, many as the result of the pandemic, many we have been facing for a while as a result of non-diversified economy dominated by tourism. Here are some stories from 2021 which illustrate these evolving challenges in the region's economic environment:

**Region's biggest employer facing major labor shortages impacting customer service and the quality of the guest experience**

<https://www.vaildaily.com/news/wall-street-taking-notice-of-vail-resorts-issues/>

Wall Street taking notice of Vail Resorts' issues

A Jan. 4 opinion is titled: Concerns that MTN is at 'Epic' center of the labor shortage

"We believe MTN is experiencing severe labor issues that are negatively impacting the customer experience as evidenced by news stories in the media, our private industry contacts, and countless social media postings," wrote C. Patrick Scholes, Alexander Barenklau and Gregory J. Miller with Truist. "Labor issues are impacting lift openings/staffing, snow grooming, and F&B and retail operations, all compounded by Epic pass sales up 76% from the 2019/2020 ski season.

Among the issues impacting Vail Resorts that were cited in Truist's report:

- Epic pass sales are up 76% vs. the 2019/2020 ski season, meaning the slopes would likely be more crowded to start with regardless of any labor issues.
- MTN's wages are allegedly not competitive in their local markets (likely the most important issue).
- MTN allegedly "gutted" middle management positions, and it has been difficult to rehire.
- Consolidation of local/regional finance, marketing and human resource departments from MTN's acquired resorts into MTN's headquarters in Broomfield, and this has led to a dearth of "local knowledge" when it comes to issue like hiring and setting wages.
- A pandemic-triggered escalation of real estate prices has reduced the number of homes available to local workers.
- H2-B and J-1 international work visas, which ski resorts have historically used to fill employment gaps, are in especially short supply.
- The big question cited in the report is what will be the financial impact from customer dissatisfaction with the ski experience.

**From the Aspen Times: 2021 a Year in Review**

**This article highlights the economic challenges facing all communities in NWCCOG region:**

<https://www.aspentimes.com/news/year-in-review-labor-pains-hit-aspen-as-housing-options-dwindled/>

This article addresses how the pandemic has, and will continue to dip into our lives — skiing, tourism, development, mental health, labor shortages, business closings, housing shortages, a real estate boom, entertainment. Last year, 2021, will go down as a year where local employers and the rest of the country were hamstrung by the Great Resignation, the term popularized to describe the flood of workers leaving their jobs as part of the global pandemic's fallout. Local service and hospitality sectors have felt the pinch. As of Sunday, there were 1,027 job openings in Pitkin County advertised online, with 187 of those being salaried positions, according to the Colorado Department of Labor and Unemployment.

**Climate change is shrinking Colorado's ski season**

Colorado ski areas haven't been able to open much terrain so far this year because of warm temps, poor snowmaking conditions

<https://www.summitdaily.com/news/climate-change-is-shrinking-colorados-ski-season/>

“The situation for snowmaking couldn’t be worse in that warming is happening at a faster rate at higher elevations in the U.S. West, and at night, and this is when you make snow typically,” said Porter Fox, who has written two books about climate change including “The Last Winter,” which was published this month. “It dips down at night and you crank up the snowmakers. At elevation, at night, the rate of winter warming in the U.S. west has tripled since the 1970s.”

It’s likely an understatement to observe that Colorado has experienced an inauspicious start to the ski season this year. Snowmaking operations have been hampered by mild temperatures, four resorts postponed their scheduled openings, and of the 13 ski areas that are open, just under 7% of their cumulative skiable terrain was available for skiing on Friday, Nov. 26.

When Steamboat Resort officials announced they were delaying opening from Nov. 20 to Saturday, Nov. 27, they said temperatures had only allowed for eight hours of snowmaking this fall as compared to the normal amount of 200 hours by mid-November. Auden Schendler, senior vice president of sustainability at Aspen Snowmass, said Aspen and Snowmass were able to blow only about 10% of the snow they normally would make going into Thanksgiving week.

To folks who study climate change, this comes as no surprise.

### **High Cost of Housing**

**(from Ski Hi News, 12.1.12)** The September report from the Land Title Guarantee Company shows the average sales prices for single family and multi-family properties are at their highest reported rates with **single family homes reaching an average of \$876,425** and multi-family properties going for \$510,367 on average.

### **ASPEN ALREADY HAS "SOLD OUT" SUMMER: RETAIL**

Although the COVID pandemic shut down restaurants and retail operations in Aspen last year, any carry over of the pandemic economic ills to 2021 in Aspen are certainly not visible. Real estate brokers in Aspen say that commercial retail space in town is sold out. In fact, those brokers say that they have never seen demand for space that exists now. Last week, there was only one retail space available and there were multiple offers. The same goes for people interested in buying existing restaurants in town. Investors find existing restaurants attractive because infrastructure is already in place and start-up costs are reduced. - [Aspen Times, 05.03.21](#)

### **Summit businesses still struggling to restaff despite 6.4% statewide unemployment rate**

Employers say the issue stems from a lack of housing and difficulty finding qualified candidates

<https://www.summitdaily.com/news/local/summit-businesses-still-struggling-to-restaff-despite-6-4-statewide-unemployment-rate/>

“If they said tomorrow, ‘You can open at 100% capacity, no distancing between tables. Go ahead and get back to pre-COVID operations,’ we couldn’t do it,” Nix said. “There’s no way. Absolutely no way. I don’t have enough managers. I don’t have enough servers. I don’t have enough bartenders.”

Issues:

- Lack of affordable housing
- Enhanced UE benefits from pandemic prevent people from wanting to go back to work
- Lack of qualified employees – don’t have the right training/experience
- Reduced level of services because of lack of staffing could affect guest experience (i.e. reduced menu options at restaurants; reduced hours)

### **Surge in Outdoor Recreation due to Pandemic**

Breckenridge trailhead visitation up as much as 78% in 2020

<https://www.summitdaily.com/sports/breckenridge-trailhead-visitation-up-as-much-as-78-in-2020/>

## **NO SLOW DOWN IN REAL ESTATE SALES IN THE VAIL VALLEY IN 2021**

The latest data from Land Title Guarantee Company for January shows, that although there was a slight decline in the total dollar value of real estate sales in January this year compared with January 2020, the number of transactions in the month were up by almost 50 percent. There were 172 transactions in January 2021 compared with 118 in January 2020. Into 2021, the real estate market continues to be a sellers' market and there is continued interest for vacation homes from out-of-state buyers. - [www.vaildaily.com](http://www.vaildaily.com), 03.09.21

## **Tight Housing Market**

### **TOUGH TO FIND A HOUSE OR CONDOMINIUM FOR SALE IN COLORADO**

At the end of 2020, there were fewer than 9,000 homes and condominiums listed for sale in Colorado. According to the Colorado Association of Realtors, the number of active single-family home listings fell to 6,081 in December, which is down 60 percent from a year earlier. The inventory of condominiums and townhomes dropped 52 percent from a year earlier to 2,685. Across the state, there were only 555 single-family properties available at the end of the year in El Paso County; in Mesa County, the inventory of single-family homes fell to 304. Inventories of residential properties for sale in Summit, Eagle, Routt, La Plata and Grand counties were down 60 percent or more from a year earlier. At least four months of supply is needed for a balanced market, but there was just over a three week supply of single-family homes in most of the state. - Denver Post, 01.16.21

## **Workforce decline due to people leaving the Region**

Summit County's November unemployment rate dips as struggling workforce moves away

<https://www.summitdaily.com/news/local/summit-countys-november-unemployment-rate-dips-as-struggling-workforce-moves-away/>

However, Snow explained that a lot of people found that they were not eligible for unemployment benefits, mainly due to an individual's employment benefits being used up during the spring shutdown. Snow said the center is seeing some people going through the process of filing for unemployment, but a "huge amount" of people are throwing up their hands, saying the uncertainty around finances has gotten to be too much and that they have decided to leave the community.

The total workforce has decreased by about 23% from June to October, according to an economic impact survey conducted by the Summit Chamber of Commerce and the Summit Prosperity Initiative.

## **Influx of People moving the mountains and buying homes**

<https://www.summitdaily.com/news/local/summit-countys-november-unemployment-rate-dips-as-struggling-workforce-moves-away/>

However, Priegel said a concerning statistic is that only 20% of overall buyers were local residents in November. That compares to 33% of buyers being locals in November 2019.

Amy Priegel, executive director of the Summit Combined Housing Authority, said there are a lot of people looking for rental units right now, including people who are moving into Summit County. Priegel said many people moving to Summit are working remotely and hoping to live in the area while their job location is flexible. But they aren't buying homes because they don't know how long they will be working remotely.

"On the ownership side, one interesting thing that we saw this year is that real estate, even in the deed-restricted sphere, never really slowed down at the end of the year," Priegel said. "... We did still see deed-restricted units listed for sale and going under contract during the holidays this year."

**Economic outlook: COVID-19 recovery will take years**

Livable wages continue to be a thorn for the region

<https://durangoherald.com/articles/359710-southwest-colorado-economic-outlook-covid19-recovery-will-take-years>.

“Tourism was down 52% in the state in 2020. It will take three to four years to come back to pre-COVID levels,” said Richard Wobbekind, senior economist with the Business Research Division of the Leeds School of Business at the University of Colorado Boulder. Wobbekind told more than 200 attendees of the Southwest Colorado Economic Outlook 2021 forum that *Colorado shed 90,000 restaurant jobs in 2020 and a survey showed 70% of restaurant owners in Colorado are considering closing in the next six months*. He estimated only 6% to 9% of those restaurant jobs are likely to come back in 2021.

# Updated Implementation/Action Plan

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

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### 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

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

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
<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>NWCCOGED (LEAD) TOWN GOVT COUNTY GOVT HOUSING BUSINESS</p>	<p>NWCCOGEDD HOUSING DCI</p>	<p>2017</p>	<p>H</p>	<p>2021: Continue to inventory workforce housing efforts ongoing in the region; workforce housing report will be updated in 2022</p> <p>2020: Update inventory of workforce housing efforts and projects in the region in preparation of update in 2021</p> <p>Regional Workforce Housing Report (Jan. 2019)</p>
<p><b>BROADBAND:</b> Carry out action items in Regional Broadband Strategic Plan</p>	<p>NWCCOG BROADBAND PROGRAM (LEAD) TOWN GOVT COUNTY GOVT BUSINESS CHAMBERS CMC K12</p>	<p>NWCCOG TOWN GOVT COUNTY GOVT DCI EDA USDA RD</p>	<p>2017-2021</p>	<p>H</p>	<p>2021: Continued execution of Project THOR</p> <p>2020: Full implementation of Project THOR 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>TOWN GOVT (LEAD) COUNTY GOVT BUSINESS EDUCATION COLORADO WORKFORCE SYSTEM</p>	<p>EDA USDA DOLA OEDIT CDLE</p>	<p>ONGOING</p>	<p>H</p>	<p>2021: Childcare Needs Study completed; ED CARES Act grant funds community infrastructure such as development of public health department in Jackson County; disseminate information on funding opportunities on housing, childcare, transportation, healthcare</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 services at airports</p>	<p>TOWN GOVT COUNTY GOVT (LEAD) TOURISM INDUSTRY BUSINESS</p>	<p>CDOT I70 COALITION AIRPORTS EAA NWCCOG/RT CC</p>	<p>ONGOING</p>	<p>M</p>	<p>2021: Disseminate funding opportunities for improving transportation systems in the region through bi-monthly Resources Bulletins eBike Report (2018) Participate in I70 Coalition; disseminate information via resources bulletins (2019)</p>

## Priority Area: WORKFORCE

**Objective: Encourage development of higherpaying, yearround, career-focused jobs**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Create regional entrepreneurial ecosystem by learning about accelerator/incubator best practices throughout the state (OEDIT Blueprint 2.0 Initiative Program)	TOWN GOVT COUNTY GOVT BUSINESS COWORK SPACES COLORADO WORKFORCE SYSTEM	NWCCOGEDD OEDIT	2017	H	<b>Completed.</b> field trip to Mountain Ventures Summit in Telluride Feb 2017. 2 Followup 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	NWCCOGEDD (LEAD) TOWN GOVT COUNTY GOVT BUSINESS CHAMBERS COWORK SPACES CMC K12	NWCCOG TOWN GOVT COUNTY GOVT DCI EDA USDA RD	2017	M	<b>Grant was pursued once during the last 5 years, and was not pursued again.</b>  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; coworking spaces models; ideas for entrepreneurship and innovation	NWCCOGEDD (LEAD) TOWN GOV County Govt Business Education	NWCCOGEDD EDA CENTER FOR RURAL ENTREPRENE URSHIP OEDIT USDA CHAMBERS	2017	M	<b>2021: Regional Economic Summit not held this year due to Covid. Planning for 2022 event began at the end of 2021 (scheduled for May 5, 2022).</b>  2020: 3rd Annual Regional Economic Summit scheduled for May 7, 2020 canceled due to COVID. 1 <sup>st</sup> Annual Regional Economic Summit (May 4, 2018) 2 <sup>nd</sup> Annual Regional Economic Summit (May 2, 2019)

## Priority Area: WORKFORCE

**Objective: Establish partnerships to identify business' workforce needs in terms of skills, training, and education**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	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>TOWN GOVT COUNTY GOVT BUSINESS COLORADO WORKFORCE SYSTEM (LEAD)</p>	<p>NWCCOG EDD BUSINESS CMC K12 CWFC CDLE CHAMBERS</p>	<p>2017-2019</p>	<p>H</p>	<p><b>Strategy change:</b> 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>SBDC (LEAD) BUSINESS COLORADO WORKFORCE SYSTEM</p>	<p>CMC K12 CHAMBERS SBA SBDC CDLE</p>	<p>ONGOING</p>	<p>H</p>	<p>2021: Summit Biz Program was offered throughout 2021. This is a partnership between NWCCOG EDD, Summit Chamber, Summit Prosperity Initiative, and CO Starters. The program provides business training to businesses and entrepreneurs wanting to start and grow their businesses.</p> <p>2020: No trainings/workshops were offered by NWCCOG EDD in 2020 Due to COVID.</p> <p>Ongoing: Promote trainings and workshops offered by partner organizations through resources bulletins</p>

## Priority Area: WORKFORCE

**Objective: Foster an environment that supports the health and wellbeing of our workforce.**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Continue WorkWellCollaborative	EAGLE COUNTY GOVERNMENT (LEAD) TOWN GOVT COUNTY GOVT BUSINESS WORKFORCE COLORADO WORKFORCE SYSTEM	NWCCOGEDD EAGLE COUNTY PH HEALTH LINKS CHAMBERS CDPHE RRR WDB	2017-2018	M	<p><b>Project completed.</b></p> <p>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:</p> <p>Impact on NWCCOG Region Employers:</p> <ul style="list-style-type: none"> <li>77 employers participating in Health Links</li> <li>36 employers renewed certification or converted from kick-start to certified</li> <li>\$25 K distributed in kick start funding</li> <li>11,390 total employees potentially reached with worksite wellness programming through Health Links</li> </ul>

## Priority Area: BUSINESS

**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	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Develop and support resources for small businesses	NWCCOGEDD (LEAD) SBDC BUSINESS	SBA EDA CHAMBERS CMC CDLE COWORK SPACES	ONGOING	H	<b>2021: 22 resources bulletins sent; 30% avg open rate</b> 2020: 23 resources bulletins sent out; avg. open rate 30% 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 (2017, 2018, 2019)
Follow up on what is learned from OEDIT Blueprint 2.0 technical assistance: accelerator/incubator best practices	NWCCOGEDD (LEAD) BUSINESS	OEDIT CENT FOR RURAL ENTRE	2017	H	<b>Completed</b> 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	NWCCOGEDD (LEAD)	EDA TOWN GOVT COUNTY GOVT	2017	M	<b>2020 &amp; 2021: Did not pursue</b> 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	BUSINESS	USDARD DOLA	2017	M	2020: This project has been deemed no longer a priority and will not be pursued at this time.
Pursue development of industry sector partnerships in emerging industries such as the Tech industry; creative industries	BUSINESS	COWORK SPACES BUSINESS CHAMBERS CDLE	ONGOING	M	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	BUSINESS	COWORK SPACES	ONGOING	H	<b>2020: Promote Co-working spaces in the region on EDD website (nwccog.org/edd)</b> Sponsor of Startup Weekend Breckenridge in Nov. 2017 (hosted by ElevateCospace); Participated in and sponsor of CampSight NWCCOG EDD is active partner in planning for Startup Weekend 2020 (scheduled for Nov 2020)

## Priority Area: BUSINESS

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

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
<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>KEY INDUSTRY SECTORS (LEAD) CDLE</p>	<p>NWCCOG EDD BUSINESS CHAMBERS OEDIT CWDC</p>	<p>ONGOING</p>	<p>H</p>	<p>Change of strategy, no longer pursuing development of industry sector partnerships in our region</p>

## Priority Area: BUSINESS

**Objective: Provide access to capital for existing businesses as well as new startups**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Promote the Northwest Loan Fund	BUSINESS NLF NWCCOGEDD (LEAD)	NWCCOGEDD NLF	ONGOING	H	<p>NLF Activity:            2021: 8 loans made for a total of \$1,467,000            2020: 5 loans made for a total of \$320,000            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</p>
Develop and promote other funding sources for businesses – this may include applying for additional funding from USDARD– RMAP program and/or EDA RLF program	NWCCOGEDD (LEAD)	USDARD OTHER FUNDING SOURCES BANKS	ONGOING	H	<p>2021: Secured \$24,000 USDA Rural Business Development grant in 2020 for business and entrepreneur training program in Summit County; executed this program in 2021</p> <p>2020: applied for and was granted \$47,000 to establish a revolving loan fund through USDA grant</p> <p>Promote other funding sources in Resource Bulletins</p>

## Priority Area: BUSINESS

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

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
EDD Resources Bulletin	NWCCOGEDD (LEAD) TOWN GOVT COUNT GOVT BUSINESS	NWCCOGEDD	ONGOING	H	2021: 22 sent out; avg. open rate 31% 2020: 23 sent out; avg. open rate 30% 2017: 20 sent out; average open rate= 31% 2018: 19 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/resourcebulletins/">http://nwccog.org/edd/business-resources/resourcebulletins/</a>
Enhance and maintain NWCCOG Regional Economic Development Website	NWCCOGEDD (LEAD) TOWN GOVT COUNT GOVT BUSINESS	NWCCOGEDD	ONGOING	H	2020: enhanced Data Center page: <a href="http://nwccog.org/edd/datacenter/economicdata/economiedata-by-county/">http://nwccog.org/edd/datacenter/economicdata/economiedata-by-county/</a> Updates to website include: creation of success stories page; creation of funding opportunities page; archive of all resourcesbulletins; creation of projects page
Provide economic data on website and via quarterly updates	NWCCOGEDD (LEAD) TOWN GOVT COUNT GOVT BUSINESS	NWCCOGEDD	ONGOING	H	2021: 4 quarterly economic updates; # of direct inquires responded to: 21 (see list in report above) 2020: 4 Quarterly Economic 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.	TOWN GOVT COUNT GOVT BUSINESS	NWCCOGEDD	ONGOING	H	2021: 22 resource bulletins sent out 2020: 23 resources bulletins sent out 20 resources bulletins sent out in 2017; 19 in 2018; 20 in 2019; Funding opportunities page created to archive this information
Census 2020 Outreach	TOWN GOVT COUNT GOVT BUSINESS	NWCCOGEDD	2020	H	2021: presentation by State Demographer at 12/2/21 EDD Board meeting Census 2020 data available at that date 2020: participated in Summit County and Eagle County complete count committees; Census outreach information included in bimonthly resources bulletins 2019: created page on NWCCOG website; participated in Eagle and Summit County Complete Count Committees; sent out monthly Census 2020 emails providing resource on outreach

## Priority Area: COMMUNITY

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### Objective: Protect our unique community character

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Build capacity in our towns and counties to protect assets and community amenities	TOWN GOVT (LEAD) COUNTY GOVT (LEAD)	NWCCOG EDD FUNDING AGENCIES	ONGOING	H	Ongoing: Provide information on funding opportunities and other technical assistance available through funding opportunities

## Priority Area: COMMUNITY

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

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Support efforts to protect the natural environment	TOWN GOVT (LEAD) COUNT GOVT	NWCCOGEDD FUNDING AGENCIES	ONGOING	M	Ongoing: 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.	NWCCOG EDD (LEAD) TOWN GOVT COUNT GOVT	NWCCOGEDD	ONGOING	H	Resources bulletins sent out: 2017: 20 2018: 19 2019: 20 2020: 23 2021: 22
Develop relationships with our natural resource partners (in order to understand their "pain points" and capacity)	NWCCOG (LEAD) USFS BLM CDW NPS CO Parks	NWCCOG USFS BLM CDW NPS CO PARKS	ONGOING	M	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	NWCCOG EDD (LEAD) TOWN GOVT COUNT GOVT	NWCCOG EDD	ONGOING	H	2021: Participate in Regional Roadmap Planning Projects- there are 4 different roadmap projects underway in our region 2020: secured \$400,000 EDA CARES Act grant to help region recover from the economic crisis caused by the pandemic and to build resiliency in all our communities 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

**Objective: Assist our communities to have thriving main street/downtown areas with full storefronts**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Partner with organizations to bring technical assistance to communities to assist with main street/downtown projects	NWCCOGEDD (LEAD) TOWN GOVT COUNTY GOVT BUSINESS	NWCCOGEDD DCI DOLA	ONGOING	M	Ongoing: Provide information in resources bulletins on DOLA Main Street Program and Downtown Colorado, Inc.
Support the development of the creative industries sector	TOWN GOVT (LEAD) COUNTY GOVT	CCI DOLA	ONGOING	M	Ongoing: Promote programs of Colorado Creative Industries and other like organizations through resources bulletins

## Priority Area: RESILIENCY

**Objective: Build capacity of our towns and counties to be resilient in the face of natural disasters, economic downturns**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	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	10 counties in the NWAHEMR (LEAD)	NWCCOGEDD NWAHEMR	ONGOING	H	2020: NWCCOG Executive Director has participated in each county's Emergency Management strategic functional groups during the pandemic
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	NWCCOGEDD (LEAD) Town Govt County Govt Business Non-Profit CMC/K12	NWCCOGEDD	ONGOING	H	2020: EDD Board of Directors will serve as CEDS Strategy Committee for CEDS 5-year Update to commence in 2021. First convening of CEDS Strategy Committee on 12/3/2020 when CEDS planning schedule was presented NWCCOG is considering re-convening the working group in 2018 around economic development focused topics
Partner to bring educational workshops on disaster preparedness	NWCCOG (LEAD) TOWN GOVT COUNTY GOVT BUSINESS	SBA DOLA EDA	ONGOING	H	2021: shared information and best practices on disaster preparedness from communities in the region experiencing disasters (i.e. Grand County – East Troublesome fire) 2020: Disaster Preparedness workshop planned for 2020 was put on hold due to pandemic 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: RESILIENCY

**Objective: Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominant industry**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
<p>EDA Economic Adjustment Assistance Grant - carry out scope of work – economic resiliency plan for Grand and Clear Creek Counties</p>	<p>Grand County (LEAD) Clear Creek County</p>	<p>EDA Climax Molybdenum Grand County Clear Creek County</p>	<p>2017-2018</p>	<p>H</p>	<p><b>Project completed.</b> 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: 1.Anchor Institution Collaboration 2.Housing Solutions 3.Wood Cluster Stabilization 4.Tourism Cluster Diversification and Small Business Development 5.Industry Cluster Diversification Detailed action plans are now available on the NWCCOG EDD website on the "projects" page:  <a href="http://northwestcoloradoregion.org/AboutNWCCOG/Projects.aspx">http://northwestcoloradoregion.org/AboutNWCCOG/Projects.aspx</a></p>
<p>Participate in Summit Prosperity Initiative</p>	<p>Summit Prosperity Initiative (LEAD) Summit County Government All towns in Summit County Summit Chamber of Commerce Businesses in Summit County Summit Foundation</p>	<p>NWCCOGEDD SUMMIT CHAMBER USDA</p>	<p>2018-ONGOING</p>	<p>H</p>	<p><b>2021: Continued to participate and support Summit Prosperity Initiative . SPI began formal transition to Summit Economic Partnership by forming a board of directors and beginning the hiring process for an Executive Director.</b></p> <p>2020: Actively partnered with Summit Prosperity Initiative to bring a coordinated economic development effort/organization to Summit County. Secured \$24,000 USDA Rural Business Development Grant to help fund training program for existing small businesses and entrepreneurs (Summit Biz Rebuild Program –9 week training program)</p> <p>2019: Goals of the Initiative: Develop a long term framework to support county-wide collaboration to become a strong community prepared for the future Engage local businesses, nonprofits, residents and governments to support economic prosperity Identify and support community projects that have regional economic significance Considerably improve overall livability for the residents of Summit County</p>

## Priority Area: RESILIENCY

**Objective: 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	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Develop industry sector partnerships with our key industries  Continue existing sector partnerships (Health & Wellness)	Business Chambers Key industries (LEAD): ski industry, outdoor recreation industry, construction industry	Businesses in key industries EDA OEDIT CDLE	ONGOING	M	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: RESILIENCY

**Objective: Promote a positive vision for the region; provide positive messaging about the region's assets and opportunities**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY	PROGRESS
Create and maintain regional marketing website	NWCCOGEDD (LEAD) Town Govt County Govt Business Chambers	NWCCOGEDD	ONGOING	H	Ongoing: Continued to update and enhance EDD website: <a href="http://nwccog.org/edd/">http://nwccog.org/edd/</a>  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	NWCCOGEDD (LEAD) Town Govt County Govt Business Chambers CLDE	NWCCOGEDD NWCCOG	ONGOING	H	<b>2021: Returned to separate Success Stories bulletins. Sent out 10 in 2021; created a page on EDD website and highlight on homepage.</b>  2020: Success Stories from the region were incorporated into bi-monthly resources bulletins in an effort to cut down on the amount of emails that were being sent to stakeholders; 23 resources bulletins were sent out in 2020  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	Town Govt (LEAD) County Govt Business Chambers	CCI DOLA OEDIT EDA	ONGOING	M	Ongoing: Highlight stories of creative industry sector in newsletters and success stories bulletins