“Economic Development creates the conditions for economic growth and an improved quality of life by expanding the capacity of individuals, businesses, towns/counties, and communities to maximize the use of their talents and skills to support innovation, lower transaction costs, and responsibly produce and trade valuable goods and services. Economic development requires effective, collaborative partners focused on advancing mutual gain for the public and the private sector. Economic development is essential to ensuring our economic future.”

- U. S. Economic Development Administration
What Does the NWCCOG EDD “Do”?

NWCCOG Economic Development District exists to connect our communities with resources, build partnerships, and foster regional collaboration to enhance the economic prosperity of our region.
Connecting Resources & Building Partnerships

- Chambers of Commerce
- OEDIT
- K-12
- CMC
- Workforce Centers (Edwards, Granby, Frisco)
- NWCCOG
- EDOs
- DOLA
- SDO
- CLDE
- DCI
- DOLA Main Street Program
- Partners: CML, CFI, CAST
- Entrepreneurs
- Non-Profits
- Towns Counties
- Businesses
- Private Foundations
- Access to Capital
- CO Creative Industries
- CoWork Spaces
- Accelerators
- Incubators
- EDA
- USDA
- SBA
- CAST – Colorado Association of Ski Towns
- CDLE – Colorado Dept. of Labor & Employment
- CFI – Colorado Fiscal Institute
- CMC – Colorado Mountain College
- CML – Colorado Municipal League
- DCI – Downtown Colorado Inc.
- DOLA – Colorado Dept. of Local Affairs
- EDA – Economic Development Administration
- EDO – Economic Development Organizations
- OEDIT – Colorado Office of Economic Development & International Trade
- SBA – Small Business Administration
- SDO – State Demography Office
Is funded by U.S. Dept. of Commerce Economic Development Administration
Is one of 360+ EDDs across the U.S.
Is one of 6 in Colorado (soon to be 7)
Receives $70,000 annually from EDA (+/-)
Matched 1:1 by Member Dues
Total Operating Budget approx. $140,000
1.15 staff
Is a platform for seeking additional EDA funding for local projects
The strategic blueprint, known as a **Comprehensive Economic Development Strategy (CEDS)**, is a strategy-driven plan for regional economic development. A CEDS is the result of a “regionally-owned” planning process designed to guide the economic prosperity and resiliency of an area or region. It provides a coordinating mechanism for individuals, organizations, local governments, and private industry to engage in a meaningful conversation and debate about the economic direction of their region.

**Guides our annual activities**

**Updated every 5 years**

**Required to maintain EDD District Status and Funding**
History of the NWCCOG Economic Development District

- July 2009 – Member Needs Survey
  
  #1 Need: Assistance with the Economic Downturn and Associated issues: budget constraints, reduced revenues, long term sustainable funding, unemployment (particularly in the construction industry), maintaining a quality workforce during difficult economic times, funding capital projects, and economic development and diversification away from dependency on resorts and tourism.

- October 22, 2009 – NWCCOG Council directs staff to apply for EDA planning grant to develop CEDS and seek EDD status

- April 1, 2010 - $35,000 grant from EDA to develop first CEDS

- August 17, 2012 – NWCCOG officially designated an EDD by the EDA

- 1st CEDS: 2012 – 2016

- 2nd CEDS: 2017 – 2021

- Next Update: 2022
What’s Up with the Summit County budget? Lean years ahead as county downsizes, streamlines operations (Summit Daily News, 1/12/2011)
  - During 2009 and 2010, Summit County experienced unprecedented reductions in several key revenue sources, including sales taxes and permit and license fees. Every department made budget reductions, salaries will remain frozen, library hours have been reduced and several equipment and capital expenditures were deferred. 19 full-time positions were eliminated and 5 others reduced.

Summit property values fall 16% on average – Valuations in 2011 reflect recession’s toll for the first time (Summit Daily News, 5/1/2011)
  - The county has seen a decline in skier visits, travel dollars spent and sales tax revenue over the last two years with the faltering economy, and Summit’s local unemployment rate grew from 3.8% to 7.8% from 2008 to 2010.

Frisco mulls economic incentives – Town hoping to attract new businesses & improve current ones (Summit Daily News, 3/16/2011)
  - In light of the recent economic downturn, the Town of Frisco evaluated several incentive programs to assist local business owners and developers. These include: Expedited development review during the building and planning process; sales tax rebates/sharing program; employee rebates for new full-time positions; financial assistance to existing businesses for façade and signage improvements; interest loan assistance; enhanced web support.
EDA Funding

- Planning Grant (2012): $35,000
- Planning Partnership Grants:
  - 2013 - $54,900
  - 2014 - $61,000
  - 2015 - $61,000
  - 2016 - $66,000
  - 2017 - $70,000
  - 2018 - $70,000
  - 2019 - $70,000
Economic Development Elements from Key Planning Documents – 2010 – planning for 2012-2016 CEDS

VISION - Common Threads:
- Vibrant
- Balanced
- Diversified
- Stable
- Sustainable
- Adaptive
- Resilient
- Job opportunities
- Cross-jurisdictional boundaries
- Build Partnerships
- Collaborate with our neighbors

GOALS - Common Themes:
- Support small businesses
- Support/encourage entrepreneurs – business incubators
- Pursue funding: State/federal grants, encourage private sector investment (venture capital)
- Workforce/talent development
- Strengthen non-resort based recreational tourism (hunting, fishing, wildlife viewing)
- Tourism will always remain a main economic driver - Marketing – make the community a desirable place to vacation and live – continue to enhance the attractiveness of the community
- Attract business that (a) pay high wages and (b) are year-round
- Track/monitor economic trends, data, progress, etc.
- Develop economic development infrastructure: water, sewer, power, telephone, roads, air service, high-speed internet access, seamless mobile telephone capabilities, parks, recreational amenities, educational and training facilities, affordable housing, healthcare
Regional Progress over last 10 Years: How are we doing?

- Create jobs
- Create higher paying, career-focused jobs
- Assist Existing Businesses
- Promote positive image of region
- Diversification
- Entrepreneurship
- Workforce Development
- Support the Workforce
- Community Infrastructure
- Growth in new industries
- Year-Round Economy
Total Jobs in Region:
2008: 76,458
2018: 79,874
+ 3,416
+ 4.5%
Higher Paying Jobs

Average Annual Wage: 2008-2018

Lots of Discussion around Minimum Wage

- Aspen Skiing Company: $15/hr
- Vail Resorts - ? (right now $12.25/hr)
- Colorado minimum wage - $11.10/hr current; new law - ??
- County/Town specific minimum wage could be a possibility
Top Growing Occupations in: (w/salaries)

- Eagle County – Construction & Extraction ($68,276)
- Grand County – Food Preparation & Serving Related ($24,804)
- Jackson County – Sales & Related ($25,584)
- Pitkin County – Personal Care & Service ($25,850)
- Summit County – Food Preparation & Serving Related ($28,756)
Assist Businesses

Resources on Training and Funding
NWCCOG EDD Resources Bulletin – 3,400 total contacts;
+100 signed up year to date in 2019

Business Consulting
SBDC

Grand Enterprise Initiative
since 2012:
New Businesses: 104
New Jobs: 199
Total Clients: 396
The Grand Enterprise Initiative also works with non-profit organizations and has assisted 24 non-profits in the realms of early education, child care, assistance for the needy, health care and arts organizations.

Jackson Enterprise Initiative
since 2018:
Funded in part by NWCCOG DOLA Grant
New businesses: 1
Introductions: 39
Number of Clients: 13
Number of client visits: 51
Diversification

2008

Tourism & Outdoor Recreation: • Accommodations & Food Service • Arts, Entertainment, Recreation • Retail • Real Estate Rental & Leasing

2018

Tourism & Outdoor Recreation: • Accommodations & Food Service • Arts, Entertainment, Recreation • Retail • Real Estate Rental & Leasing

Eagle County:
Accommodations & Food Services - $32,240
Arts, Entertainment, Recreation - $34,112
Eagle County
Industry Mix: 2018

Tourism & Outdoor Recreation: 50%
- Accommodations & Food Service
- Arts, Entertainment, Recreation
- Retail
- Real Estate Rental & Leasing

Construction: 11%
Healthcare: 7%
Prof, Tech, Scien, Info: 5%
Public Admin: 5%
Manufacturing: 1%
Agriculture: 0%
All Others: 21%
Diversification

Grand County
Industry Mix: 2018

Tourism & Outdoor Recreation:
- Accommodations & Food Service
- Arts, Entertainment, Recreation
- Retail
- Real Estate Rental & Leasing

- Construction: 10%
- Public Admin: 7%
- Prof, Tech, Scien, Info: 3%
- Healthcare: 6%
- Agriculture: 0.5%
- Manufacturing: 2%
- All Others: 15%
Diversification

- Diversification

![Pie chart showing industry mix in Jackson County in 2018]

- **Tourism & Outdoor Recreation**: 29%
  - Accommodations & Food Service
  - Arts, Entertainment, Recreation
  - Retail
  - Real Estate Rental & Leasing

- **Construction**: 10%

- **Public Administration**: 22%

- **Professional, Technical, Scientific, Info**: 7%

- **Healthcare**: 7%

- **Agriculture**: 18%

- **All Others**: 7%
Tourism & Outdoor Recreation:  
- Accommodations & Food Service  
- Arts, Entertainment, Recreation  
- Retail  
- Real Estate Rental & Leasing
Diversification

Summit County Industry Mix: 2018

- **Tourism & Outdoor Recreation**: 60%
  - Accommodations & Food Service
  - Arts, Entertainment, Recreation
  - Retail
  - Real Estate Rental & Leasing
- **Construction**: 7%
- **Public Administration**: 7%
- **Health Care**: 6%
- **Prof., Tech, Sceint., Info**: 4%
- **Manufacturing**: 1%
- **Agriculture**: 0%
- **All Others**: 15%
Sole Proprietors:

Farmers, ranchers, self employed construction workers, realtors, insurance agents, small business owners, artists, and gig-economy workers like Uber and Lyft drivers are included in the proprietor job estimate.

Source: State Demography Office

<table>
<thead>
<tr>
<th>Total Region</th>
<th>2008</th>
<th>2018</th>
<th># Chg</th>
</tr>
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<tbody>
<tr>
<td># Proprietors</td>
<td>16,410.60</td>
<td>17,891.07</td>
<td>1,480.47</td>
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<tr>
<td># Jobs</td>
<td>97,047.97</td>
<td>101,422.45</td>
<td>4,374.48</td>
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<td>Total Jobs</td>
<td>113,458.57</td>
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<td>% Props</td>
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<td>15%</td>
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<table>
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<tr>
<th>County</th>
<th>% Props 2008</th>
<th>% Props 2018</th>
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<tbody>
<tr>
<td>Eagle</td>
<td>16.0%</td>
<td>17.4%</td>
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<tr>
<td>Grand</td>
<td>21.2%</td>
<td>20.5%</td>
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<tr>
<td>Jackson</td>
<td>29.3%</td>
<td>28.3%</td>
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<tr>
<td>Pitkin</td>
<td>16.1%</td>
<td>17.9%</td>
</tr>
<tr>
<td>Summit</td>
<td>17.0%</td>
<td>16.4%</td>
</tr>
<tr>
<td>Colorado</td>
<td>15.1%</td>
<td>15.7%</td>
</tr>
</tbody>
</table>

Source: State Demography Office
Entrepreneurship

10 CoWorking Spaces that provide a local hub and programming for entrepreneurs

- The Ski Locker
  Steamboat Springs

- Hoffman Building (formerly Vail Centre)
  Avon

- Colorado Workspace
  Eagle

- The Coop
  Glenwood Springs

- CoVenture
  Carbondale

- ALT-Aspen
  Aspen

- Here House
  Aspen

- GreenSpace
  Winter Park

- EVO3 Workspace
  Frisco

- Elevate CoSpace
  Breckenridge
**Networking Groups & Events**

- High Country Human Resource Association
- Vail Valley Young Professional Association
- Alpine Start (women in business group led by Alpine Bank)
- Aspen Entrepreneurs
- Women of the Summit
- Glen-X
- Grand Innovators
- CRAFT 101 – Grand County
- Community Reinvention Program – Grand County – has 43 entrepreneurs
- Summit Prosperity Initiative
- CampSight Breck
- Startup Weekends:
- Pitch Events – Steamboat Launch

**Business Resources**

- VailValleyMeansBusiness.com
- GrandForBusiness.com
- Aspen Entrepreneurs
- NWCCOG.ORG/EDD

**Assistance to Startups & Existing Businesses**

Eagle County:
- Business Education & Mentorship

Grand & Jackson Counties
- Grand Enterprise Initiative
- Jackson Enterprise Initiative

Aspen Entrepreneurs – showcases and trainings

CMC Trainings – at Aspen Campus?

Small Business Development Center
Access to Capital

Northwest Loan Fund

- Re-Established May 2013
- Since re-establishment (6 years)
- Cash: $2 Million
- Loans Receivable: $1.25 Million
- Net Income: $26,000
- CDBG Grant Funds: $2.7 Million
- Jobs Created:
  - 2014 - 22
  - 2015 - 26
  - 2016 - 29
  - 2017 - 19
  - 2018 - 38

West Slope Angels

Investors and entrepreneurs coming together across the West Slope of Colorado to build the largest and most successful rural startup ecosystem in the world.

- Aspen
- Steamboat Springs
- Summit County (coming soon!)
Developing the workforce of the future

Colorado Workforce Centers
Career Pathways
MountainCareers.com
Vail Valley Partnership – CareerWise
Summit County: Summit Prosperity Initiative - to address the creation of career and workforce development pathways

Grand County:
WorkinGrand.com
STEM Careers – CodeBeetle (EVO3)
CMC Programs
K-12 Programs
Support Our Workforce

Housing
Support Our Workforce

Healthcare
- Peak Health Alliance
- One Valley Healthcare Program
- Dillon Medical Building & Dillon Urgent Care - new orthopedic surgery center, physical therapy clinic and more. The Dillon Urgent Care and Residences will bring extended-hours medical care to the town, as well as a handful of affordable housing units.

Mental Health
- Eagle County tax on marijuana sales
- Eagle Valley Behavioral Health (newly formed nonprofit)
- Summit County 1A
- Building Hope in Summit
- Summit Community Care Clinic EpicPromise Impact Award for mental health services.

Childcare
- Summit County 1A
Community Infrastructure & Amenities

Airport Improvements
Transportation Improvements
Healthcare Facilities
Community Infrastructure & Amenities

Recreation & Culture
PROJECT THOR

Over the past 6 years, one of the keys to the success of the NWCCOG broadband program is that it supports individual local community broadband initiatives with strong regional information, technology sharing, and regional program resources from NWCCOG. The program also leverages state government, commercial provider, and participating local government partners who comprise a huge knowledge base.
Growth in New Industries

Creative Industries
• Grand Lake Certified Creative District
• Grand Lake Space to Create
• the Art Collective is incubator-esq for artists in Aspen
• BreckCreates – Breckenridge Certified Creative District
• City of Steamboat Springs – Certified Creative District

Healthcare & Tech

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<th></th>
<th>Healthcare</th>
<th>Professional, Tech, Scientific, Information</th>
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<td></td>
<td>2008</td>
<td>2018</td>
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<tr>
<td>Eagle</td>
<td>1,814</td>
<td>2,390</td>
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<tr>
<td>Grand</td>
<td>297</td>
<td>474</td>
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<td>Jackson</td>
<td>34</td>
<td>32</td>
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<tr>
<td>Pitkin</td>
<td>662</td>
<td>845</td>
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<tr>
<td>Summit</td>
<td>752</td>
<td>1,325</td>
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<tr>
<td>Region</td>
<td>3,559</td>
<td>5,066</td>
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</table>

Average Annual Wage (2018) = $49,192 - $69,108

Average Annual Wage (2018) = $62,764 - $86,424

Average Annual Wage (2018) = $35,880 - $52,728
Year-Round Economy

Be careful what you wish for!

Deliver a **balanced year-round economy** driven by destination tourism by 2024

Elevate and fiercely protect Breckenridge’s authentic character and brand — our hometown feel and friendly atmosphere

More boots and bikes, less cars

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.
Regional Progress over last 10 Years: Report Card

- Create jobs: A
- Create higher paying jobs: C-
- Assist Existing Businesses: ??
- Promote positive image of region: A
- Diversification: D
- Entrepreneurship: B
- Workforce Development: ??
- Community Infrastructure: B
- Growth in new industries: C
- Year-Round Economy: A
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
Workforce

- Participation on RRR Workforce Development Board
- Partner with CDLE / Workforce Centers
- EDD Board meetings a forum for workforce-related issues
- 2019 Regional Workforce Housing Report
- WorkWell Collaborative (2017-2018)
- Impact on NWCCOG Region Employers:
  - 77 employers participating in Health Links
  - 36 employers renewed certification or converted from kick-start to certified
  - $25 K distributed in kick start funding
  - 11,390 total employees potentially reached with worksite wellness programming through Health Links
- EDA Grant to Grand County for Economic Diversity Project – out of this grew WorkinGrand.com & Employee Loyalty Card
Census 2010 & 2020
Colorado Fiscal Forum Mountain Region Session – 2/25/15
Count Me In Campaign (2016, 2018, 2020)
Regional Economic Summits (2018 & 2019)
Parking solutions/Breckenridge Paid Parking Program – 12/7/2017
Colorado STEM Education - 2014
Health & Wellness Business Symposium (partner w/SBDC) – 2015
Women’s Small Business Conference – 2015
Partner with SBDC on business workshops:
Preparing Loan Applications
Digital Marketing Workshop
Roundtable for Entrepreneurship Programs in the Region
Local Elected Official’s role in pre-disaster preparedness at NWCCOG Council/EDD Board meeting on 8/24/17
Brownfields 101
Host NWCCOG Council / EDD Board meetings (4 times per year) – speaker on topics of regional interest:
  Parking (Breckenridge Paid Parking Program)
  STRs
  USFS Funding
  eBikes
  Broadband
Smart Growth America – Economic and Fiscal Health Planning Effort
Data

Work with partners to bring this information to the region: State Demography Office; Colorado Dept. of Labor & Employment; US Census Bureau

Quarterly Economic Updates
• Population trends – provide insight into potential workforce pool, nature of the local market, need for local goods & services (i.e. schools, housing, healthcare, childcare, etc.)
• Labor Force – current and future tightness or slack in the regional labor force
• Employment – ability to create jobs
• Unemployment – ability to use human resources efficiently
• Wages – quality of jobs in the economy
• Median Household Income – money circulating in the economy
• Personal Income – wealth circulating in the economy to purchase local goods and services
• Industry analysis – level of diversity in the economy
Technical Assistance

- Work with partners to bring technical assistance to our region: SBDC; DOLA; Community Builders; Workforce Centers
- Small business owners & Entrepreneurs
- Assist with access to capital
- Help navigate how to start a business
- Answer questions on incentives, grant programs, re: specific communities
Hosted SBDC – 2015-2017
Economic Development Resources Bulletins
NWCCOG EDD Website
Sponsor workshops (Digital Marketing Workshop (w/SBDC, Summit Chamber April 2019)
Encourage Entrepreneurship & Diversification

- Promote events and programming in the region through Resources Bulletins
- Kitchen Business Incubator Feasibility Study
- Field trip to Mountain Ventures Summit in Telluride Feb 2017 (funded by Colorado Blueprint Grant) - 2 Follow-up meetings: 3/15/17; EDD board update on 5/25/17 (second MVS April 2018)
- Sponsor Startup Weekend
- Sponsor CampSight Marketing Conference
- Participating in Business Bootcamp offered by Elevate Co-Space in Frisco (March-April 2017);
- Participated in Vail Entrepreneurial Ecosystem Partnership (VEEP) (March-June 2017)
- Actively Participated in CWDC Sector Partnerships – Health & Wellness
Promoting a positive Image of the Region

- Success Stories Bulletin - [archives](#)
- Nwccog.org/edd

- Town of Grand Lake will create “Space to Create”
- City of Steamboat Springs receives Certified Creative District Status
- The Town of Walden provides “The Most Unexpected Wild West Adventure”
- Vail Health goes all in on behavioral health in Eagle County
- Summit Chamber Business Excellence Award Winners
- Colorado Mountain College to expand bachelor’s degree offerings after state approval

[Image -32x26 to 749x374]
[Image 333x279 to 469x395]
[Image 489x345 to 646x411]
Looking Ahead to 2020

*Projects, Initiatives, Activities to be included in 2020 Scope of Work*

What can we be doing more in the areas of:

- Supporting our Existing Businesses
- Encouraging Entrepreneurship
- Supporting our Workforce
- Protect community character & maintain quality of life for residents and visitors
- Strengthening the capacity of the region’s towns, counties, and economic development organizations
- Other priorities?
Projects:

- 2020 Regional Economic Summit – May 7, 2020
- EDCC Regional Forum – Spring 2020
- Update Regional Workforce Housing Report
- West Slope Angels Summit County Chapter (others?)
- Summit Prosperity Initiative / High Country Workforce Collaborative
- Explore EDA Regional Innovation Strategies grant (f offered in 2020)
- (Idea) Incorporate principals of Breckenridge Destination Management Plan into CEDS (Deliver a balanced year-round economy; Elevate and fiercely protect our region’s authentic character; More boots and bikes less cars; Establish the region at the leading edge in mountain environmental stewardship and sustainable practices)
- Census 2020 Outreach
- Build stronger partnership with SBDC

Topics of Interest:

- Census 2020
- Minimum Wage Law Changes
- Count Me In

Ongoing:

- Quarterly Regional Economic Updates
- Website enhancements and updates
- Resources Bulletins
- Success Stories and Economic Development News bulletins
- Direct assistance to businesses, towns, counties, non-profits, partners
Next CEDS: 2022 – 2026

Project, Program, Activities, Initiatives to:

- Create the conditions for economic growth and an improved quality of life
- Expand the capacity of individuals, businesses, towns/counties, communities
- Advance mutual gain for the public and the private sector