

# NWCCOG ECONOMIC DEVELOPMENT DISTRICT

10 YEAR REVIEW (2008 – 2018)

August 22, 2019 NWCCOG Council / EDD Board of Directors Meeting


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# WHAT IS ECONOMIC DEVELOPMENT?

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“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.”

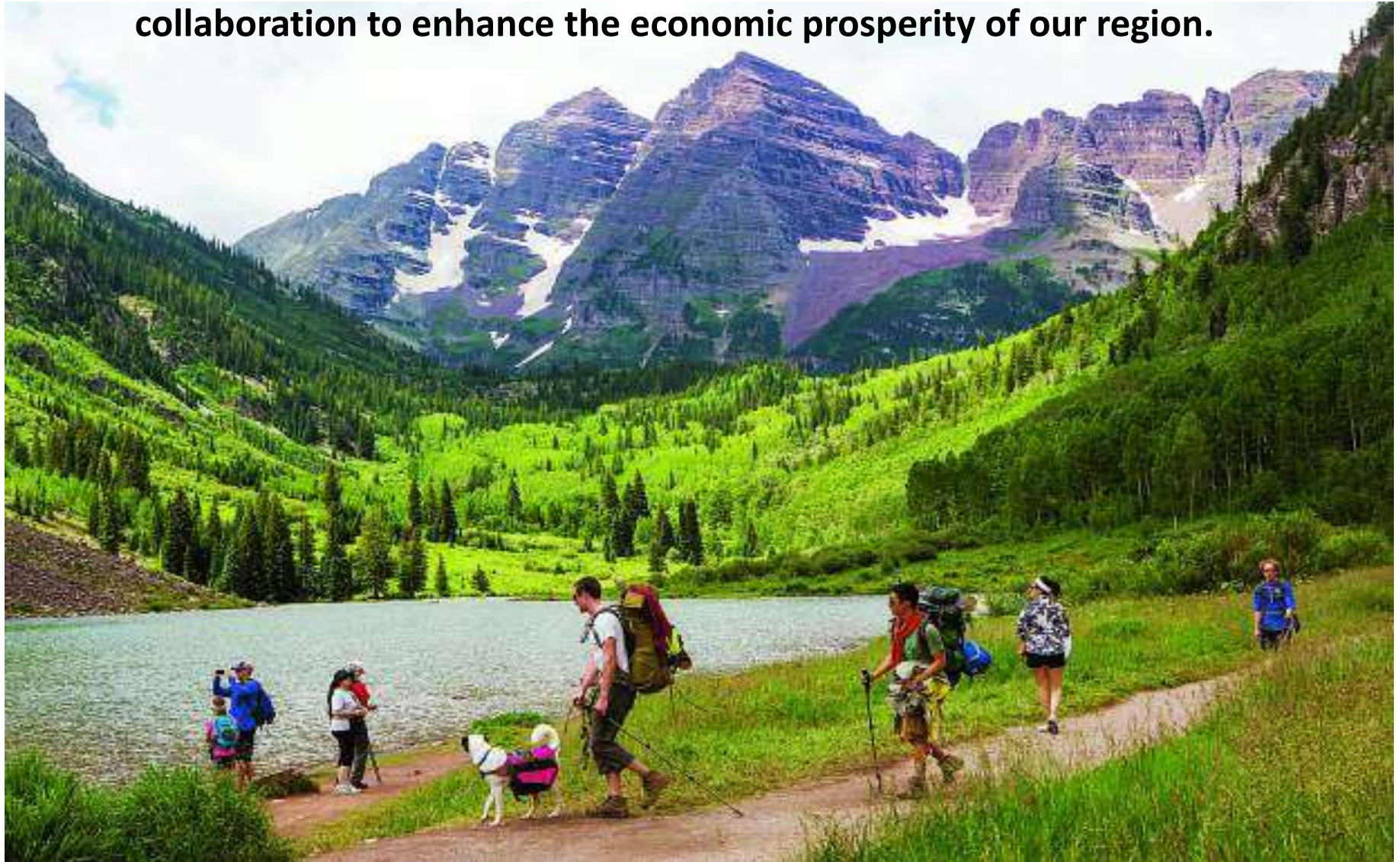
- U. S. Economic Development Administration



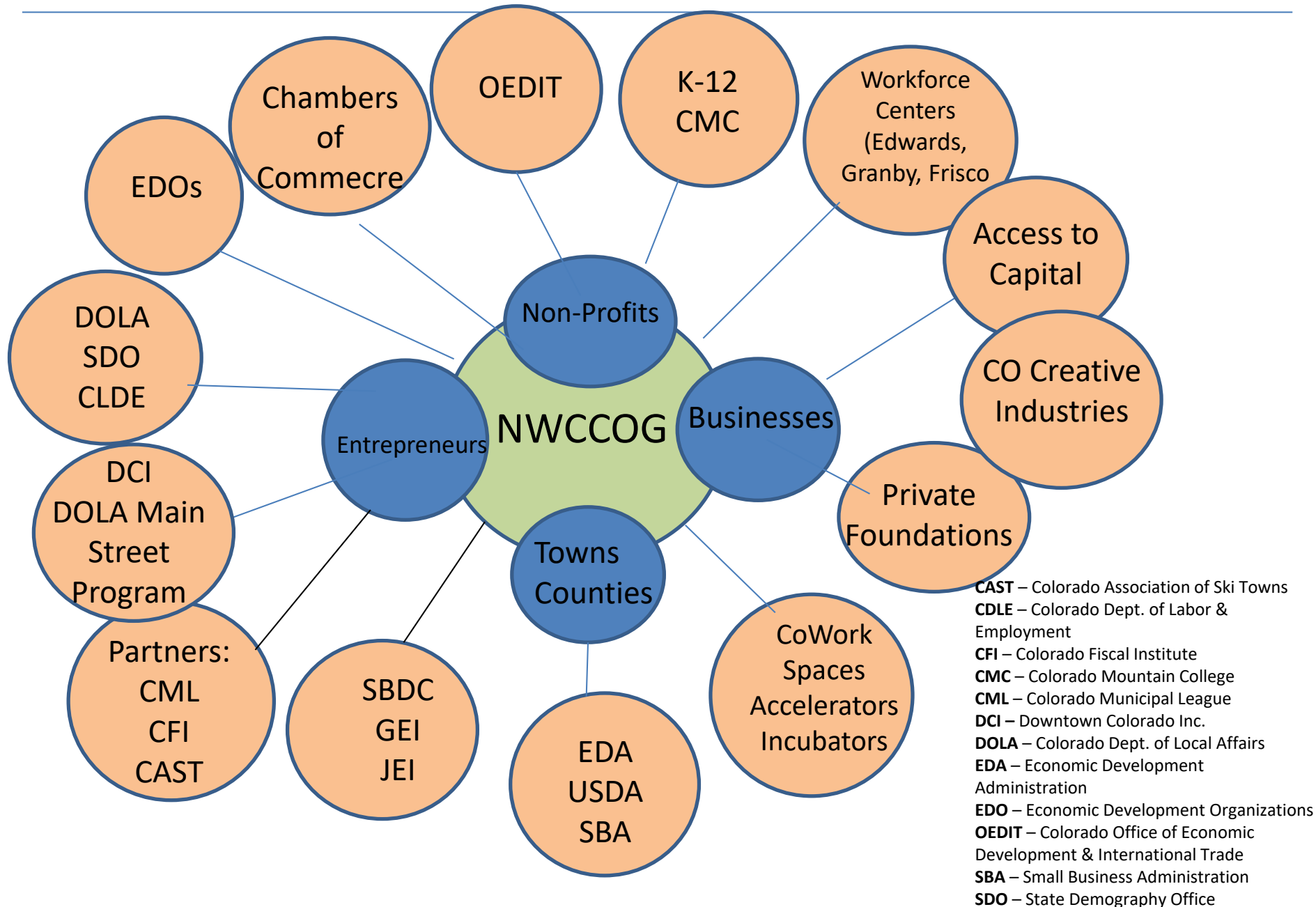
## WHAT DOES THE NWCCOG EDD “Do”?

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**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





# NWCCOG ECONOMIC DEVELOPMENT DISTRICT

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- 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



# WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

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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

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- 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
- 1<sup>st</sup> CEDS: 2012 – 2016
- 2<sup>nd</sup> CEDS: 2017 – 2021
- Next Update: 2022



# HEADLINES

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- **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

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- **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

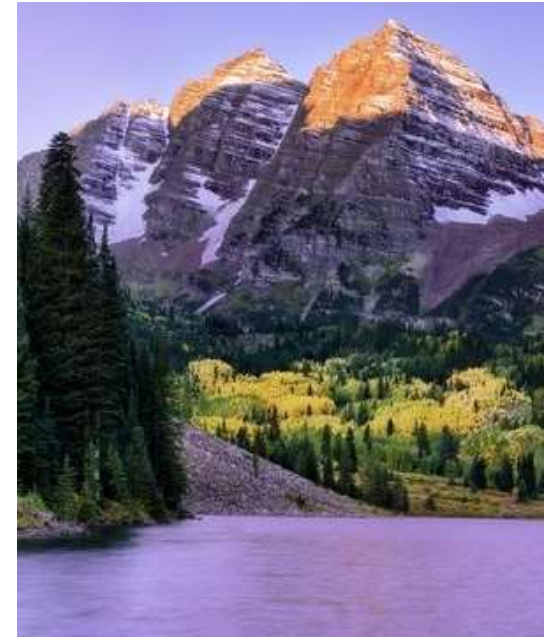
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## VISION - Common Threads:

- 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?**

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- **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**

# JOBS

## TOTAL JOBS IN REGION:

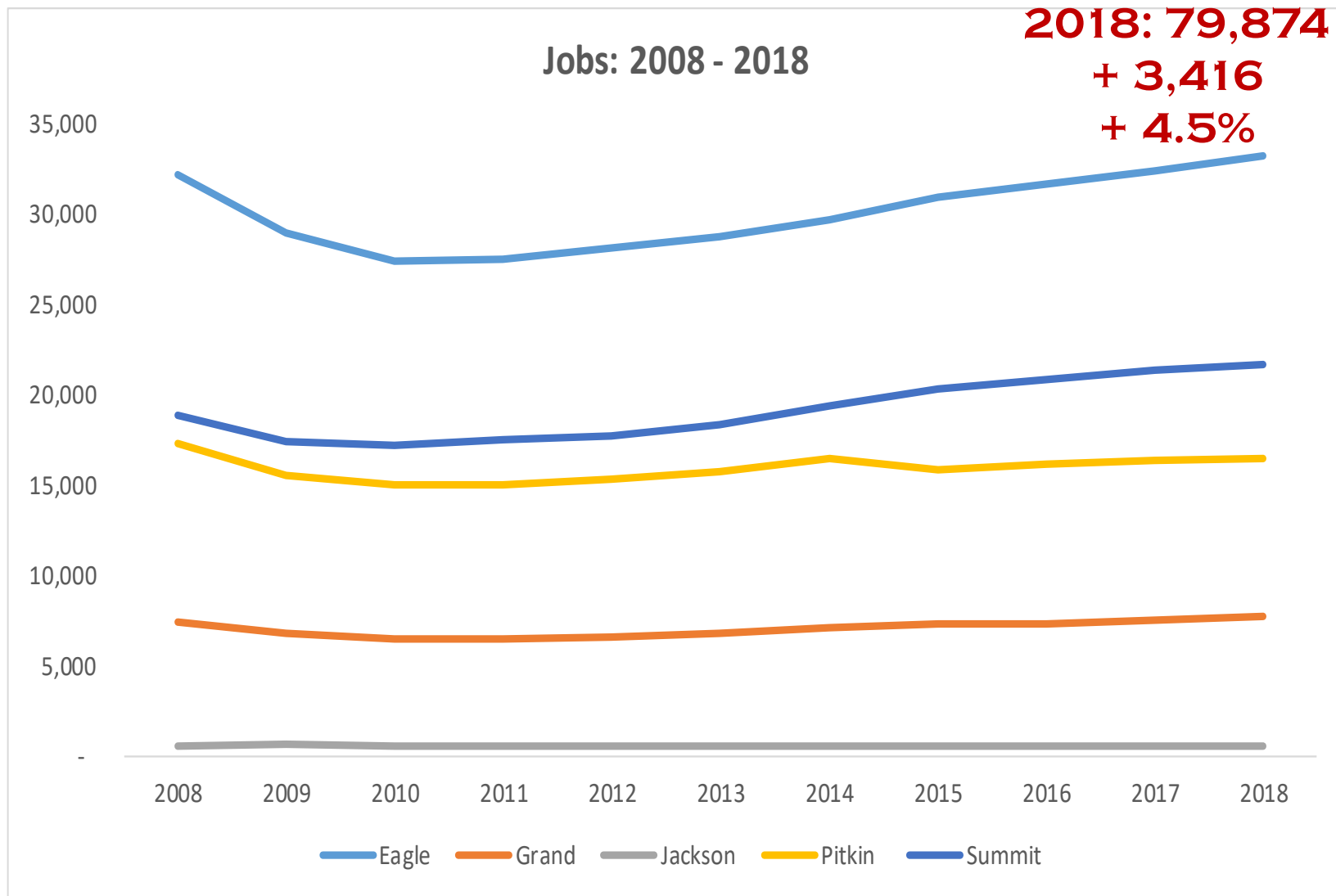
**2008: 76,458**

**2018: 79,874**

**+ 3,416**

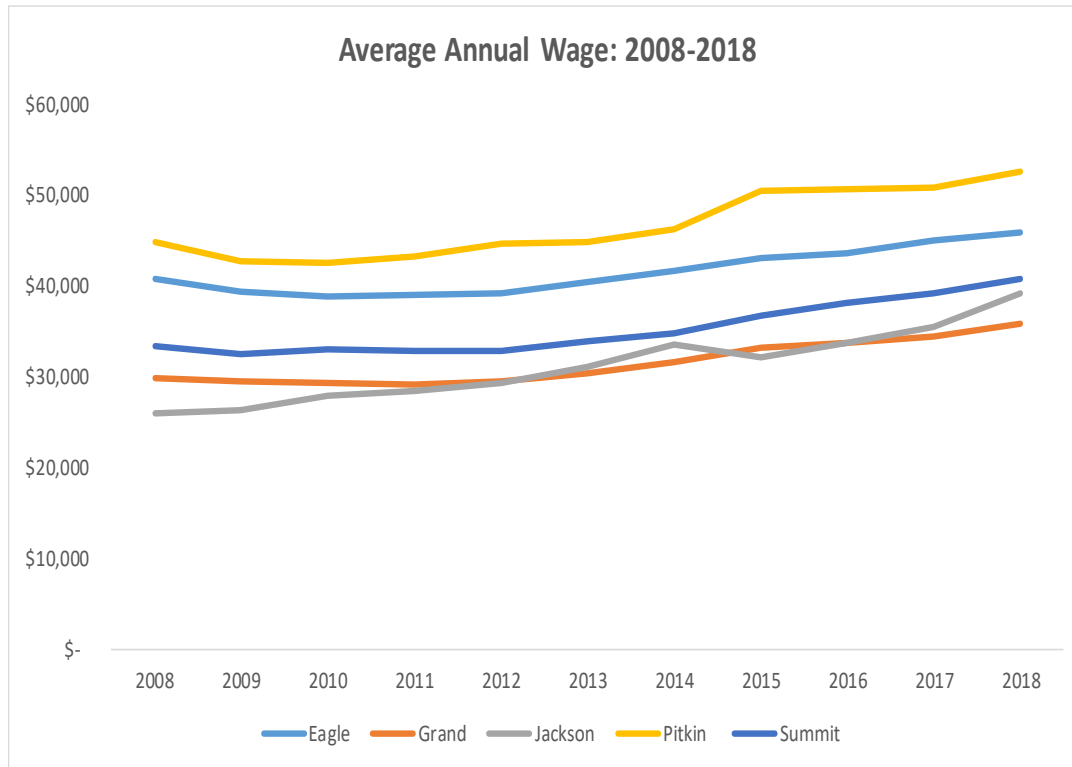
**+ 4.5%**

Jobs: 2008 - 2018





# HIGHER PAYING JOBS



	2008	2018	% Chg
Eagle	\$40,872	\$45,864	+12.2%
Grand	\$29,796	\$35,880	+20.4%
Jackson	\$26,000	\$39,208	+50.8%
Pitkin	\$44,876	\$52,728	+17.5%
Summit	\$33,384	\$40,768	+22.1%

## Lots of Discussion around Minimum Wage

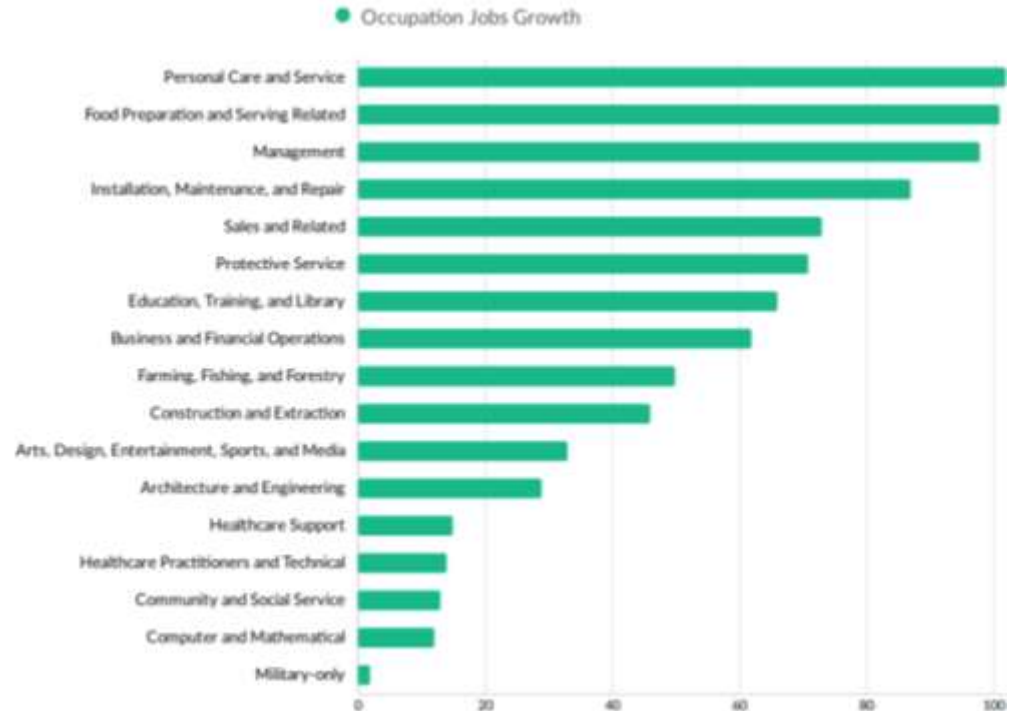
- Aspen Skiing Company: \$15/hr
- Vail Resorts - ? (right now \$12.25/hr)
- Colorado minimum wage - \$11.10/hr current; new law - ??
- County/Town specific minimum wage could be a possibility

# HIGHER PAYING JOBS

## Pitkin County Largest Occupations (Q4 2018)



## Pitkin County Top Growing Occupations



### 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

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## 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

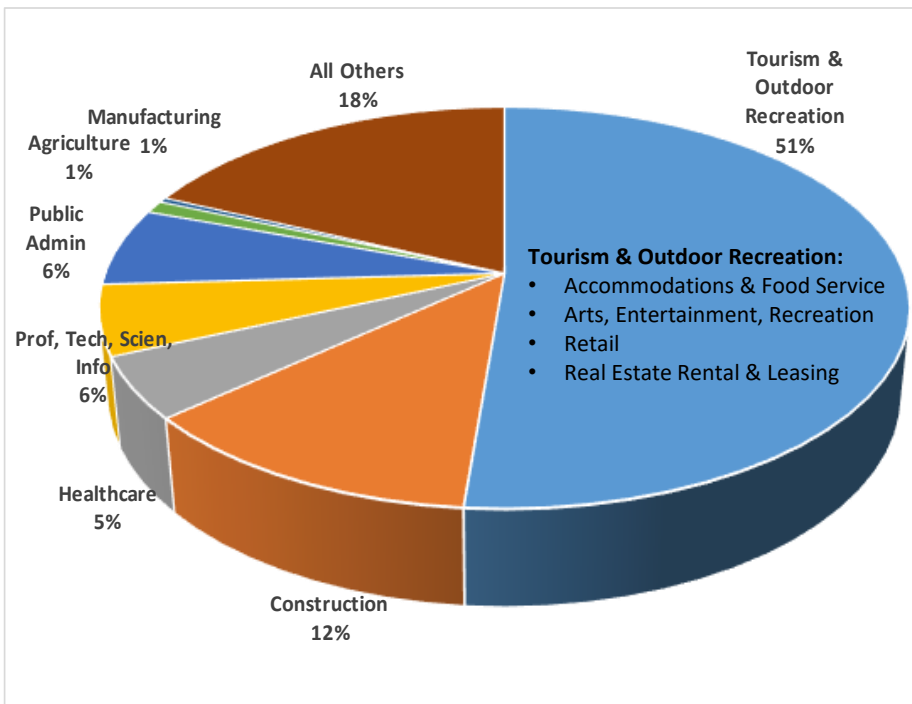
Number of Clients: 13

Number of client visits: 51

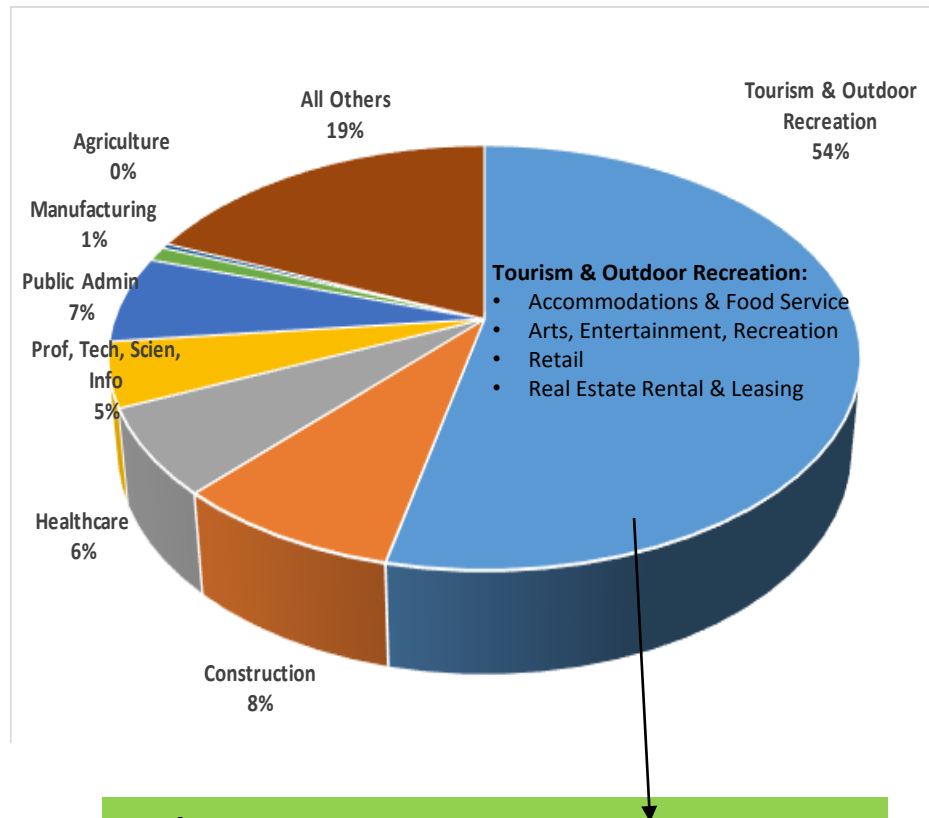


# DIVERSIFICATION

2008



2018



## Eagle County:

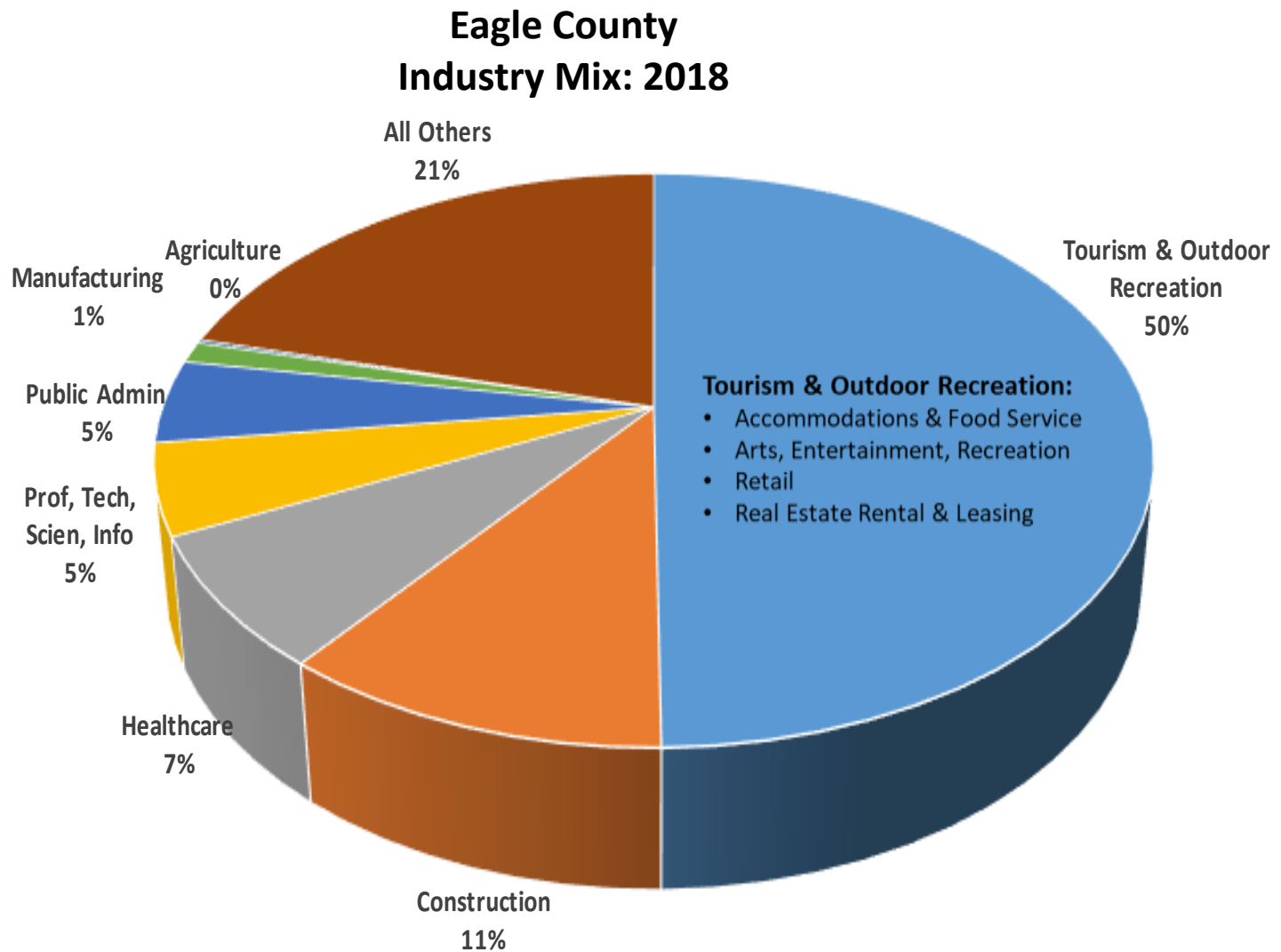
Accommodations & Food Services - \$32,240

Arts, Entertainment, Recreation - \$34,112



# DIVERSIFICATION

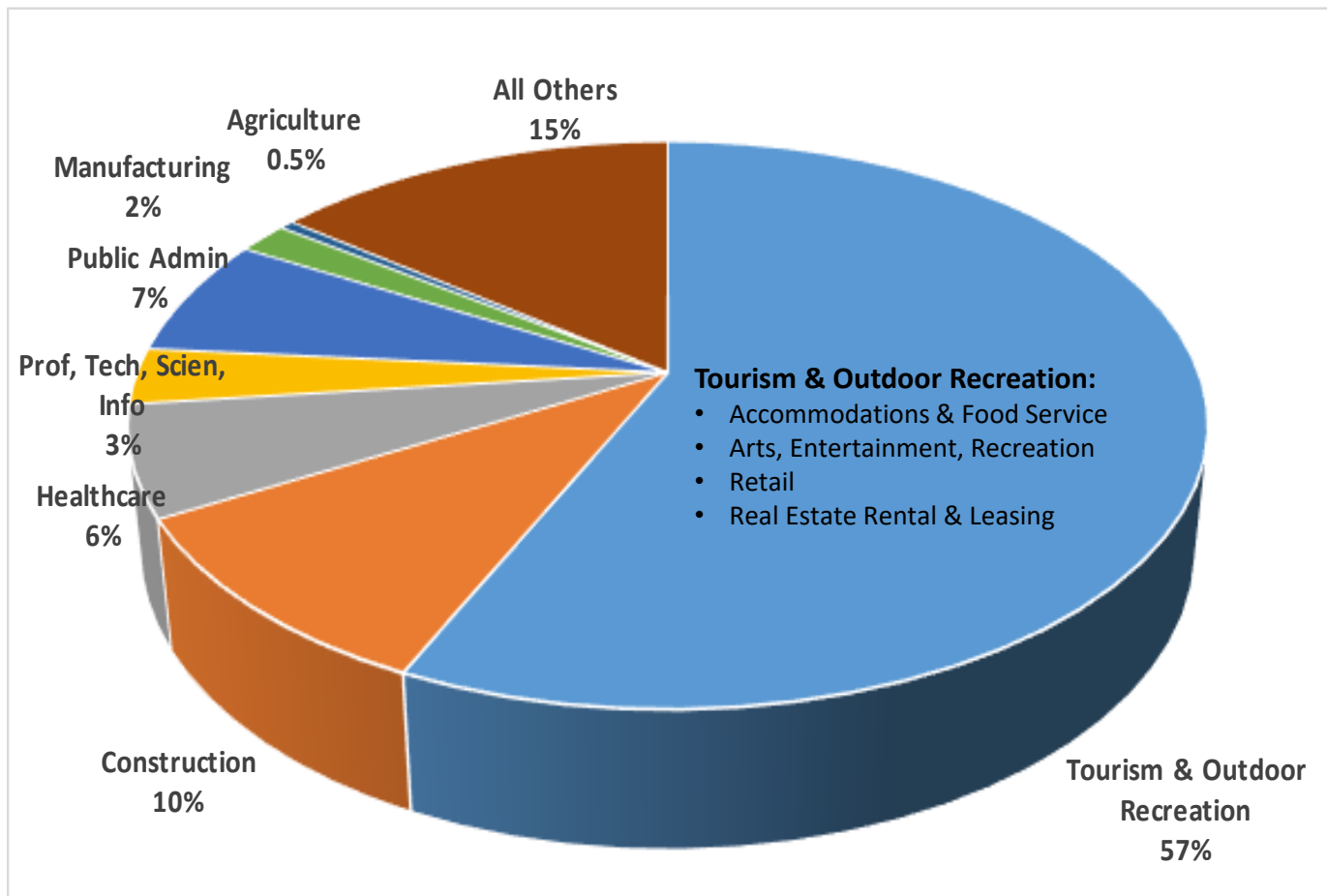
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# DIVERSIFICATION

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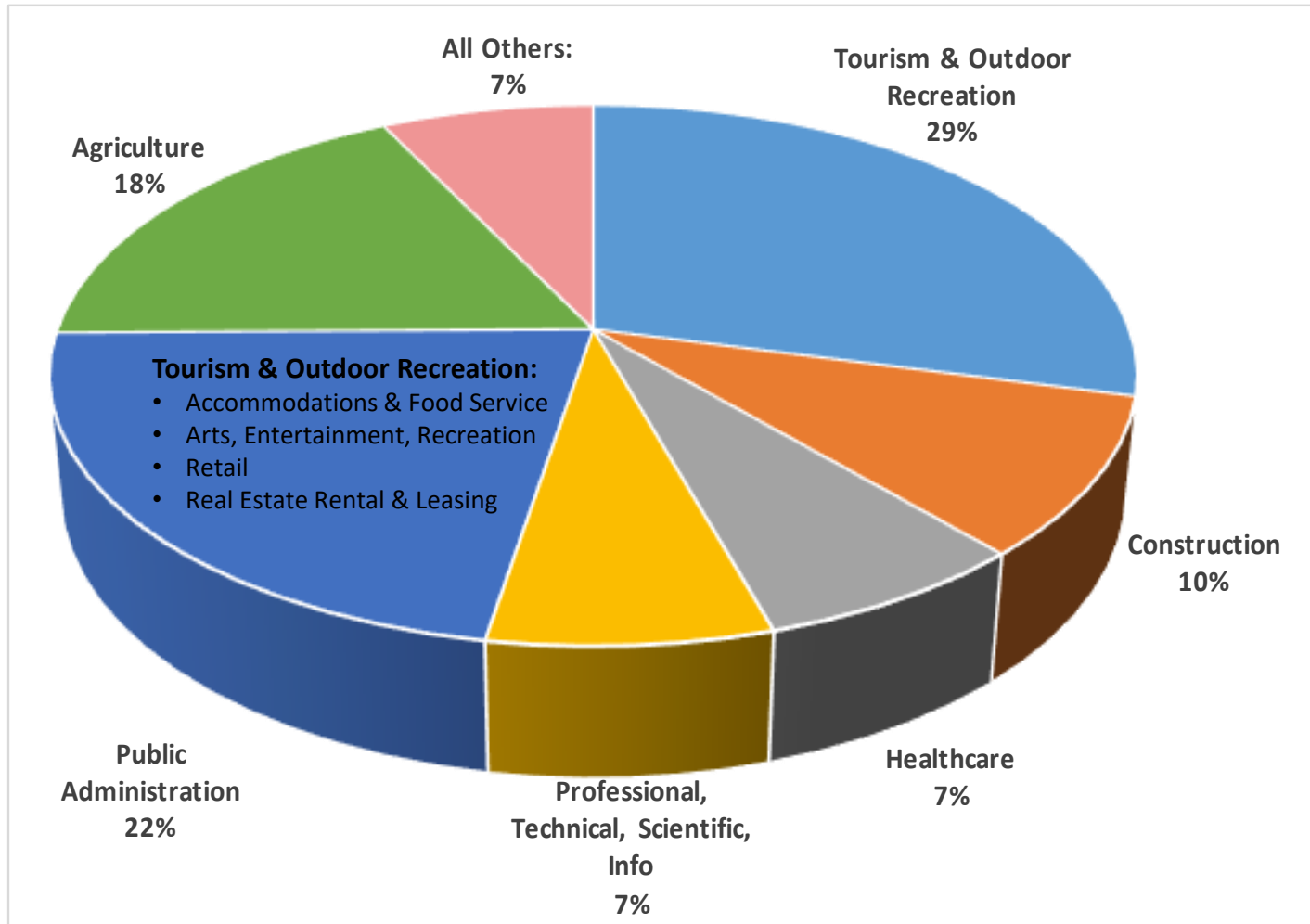
## Grand County Industry Mix: 2018



# DIVERSIFICATION

- Diversification

## Jackson County Industry Mix: 2018

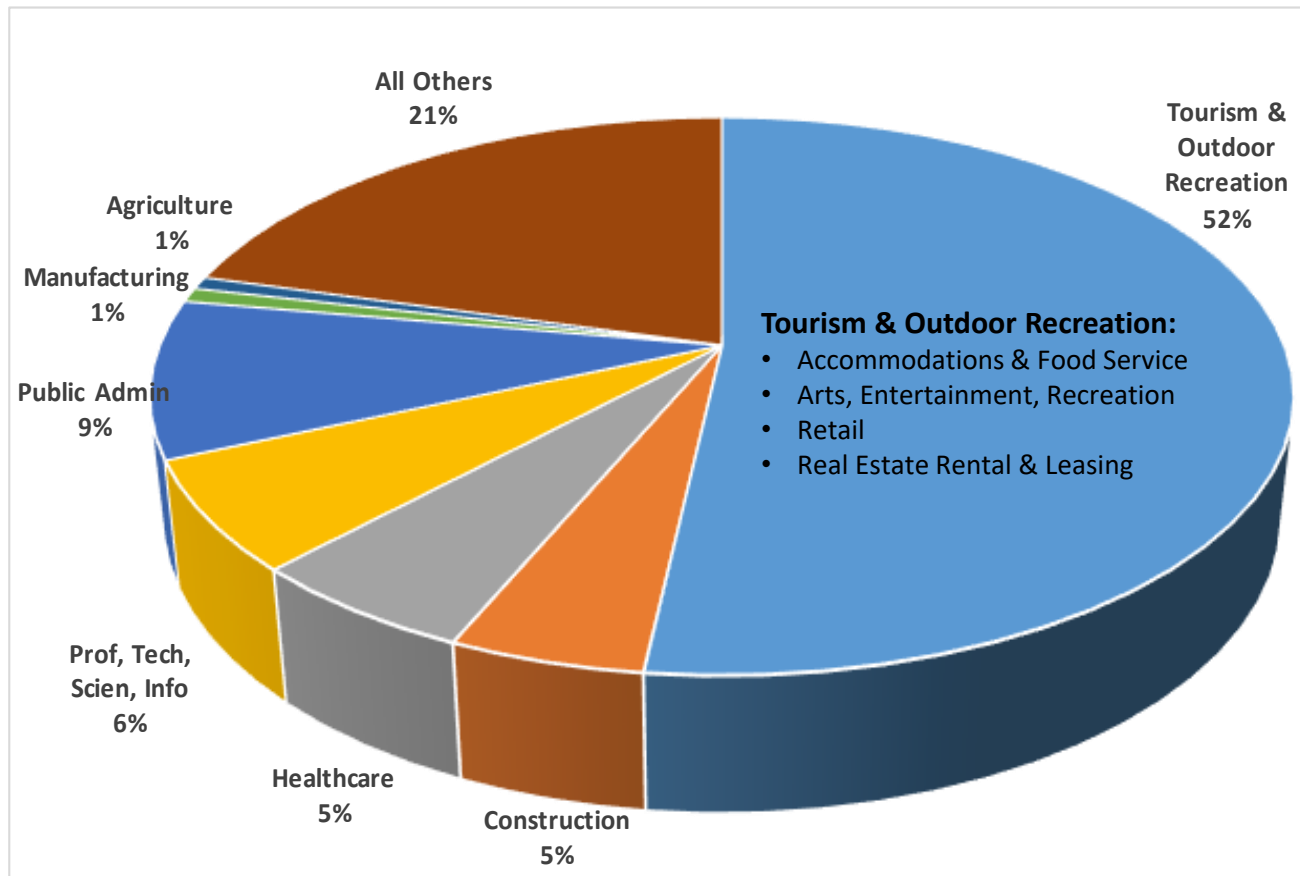




# DIVERSIFICATION

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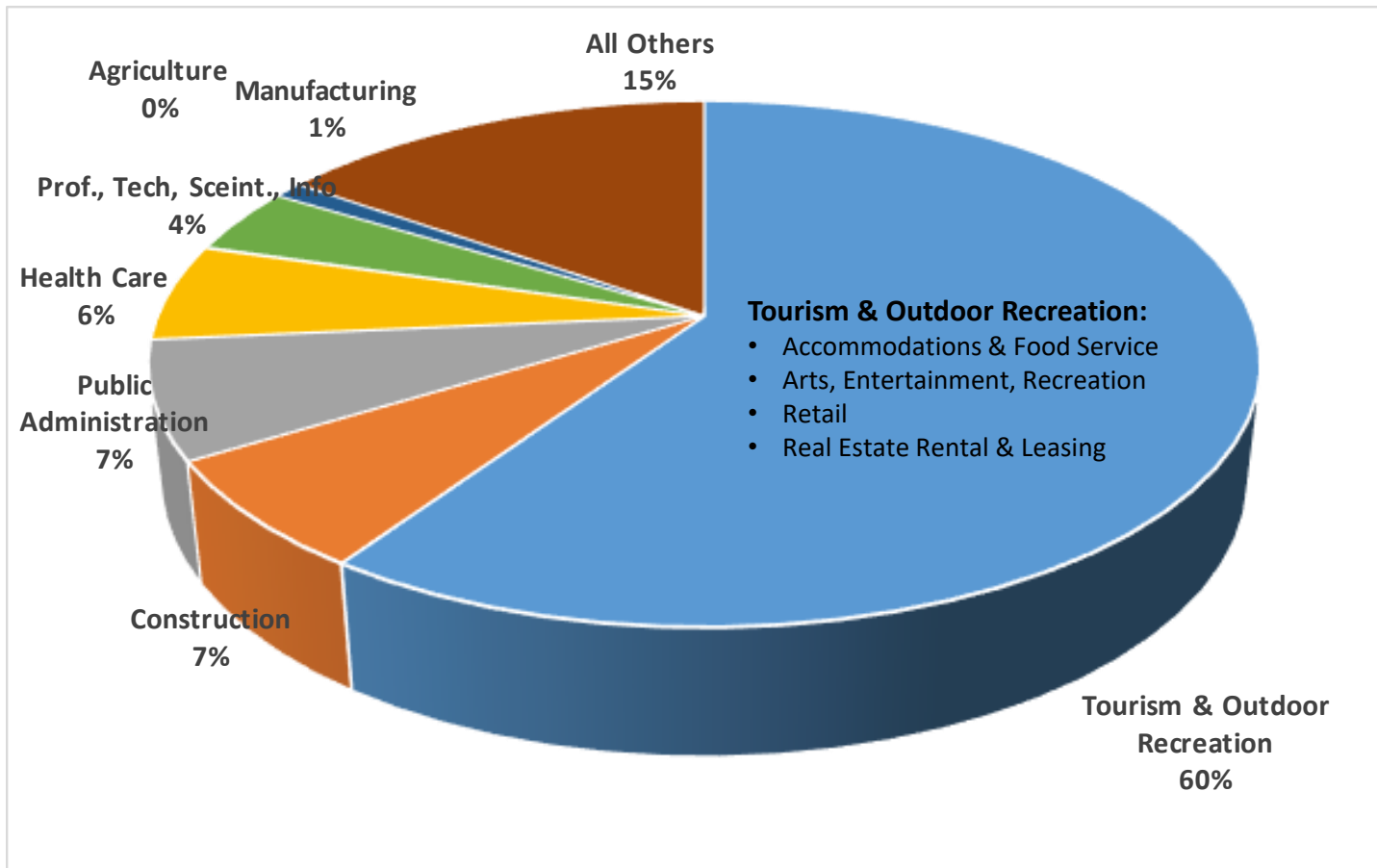
## Pitkin County Industry Mix: 2018



# DIVERSIFICATION

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## Summit County Industry Mix: 2018



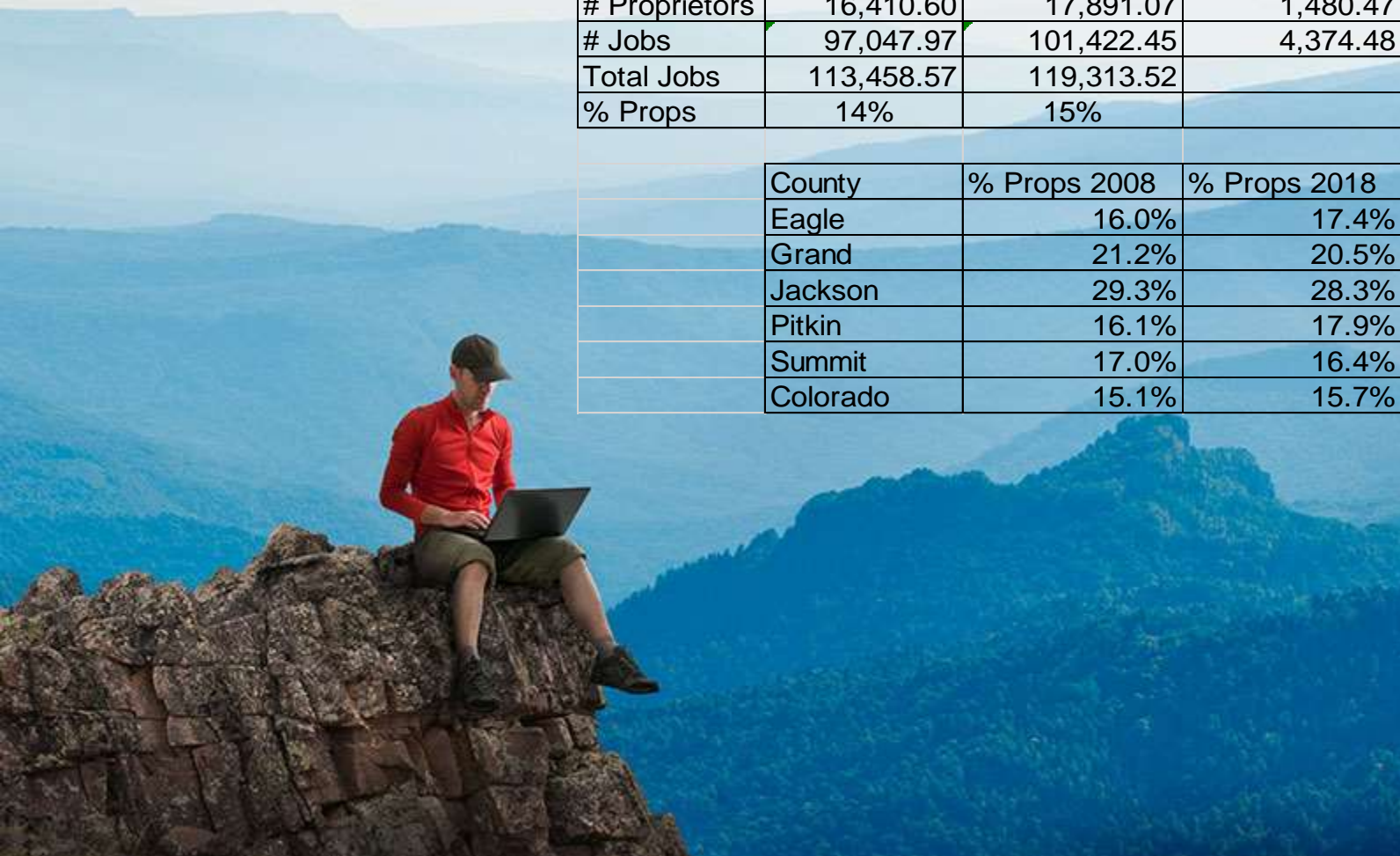
# SUPPORT REMOTE/LOCATION NEUTRAL WORKERS

## 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

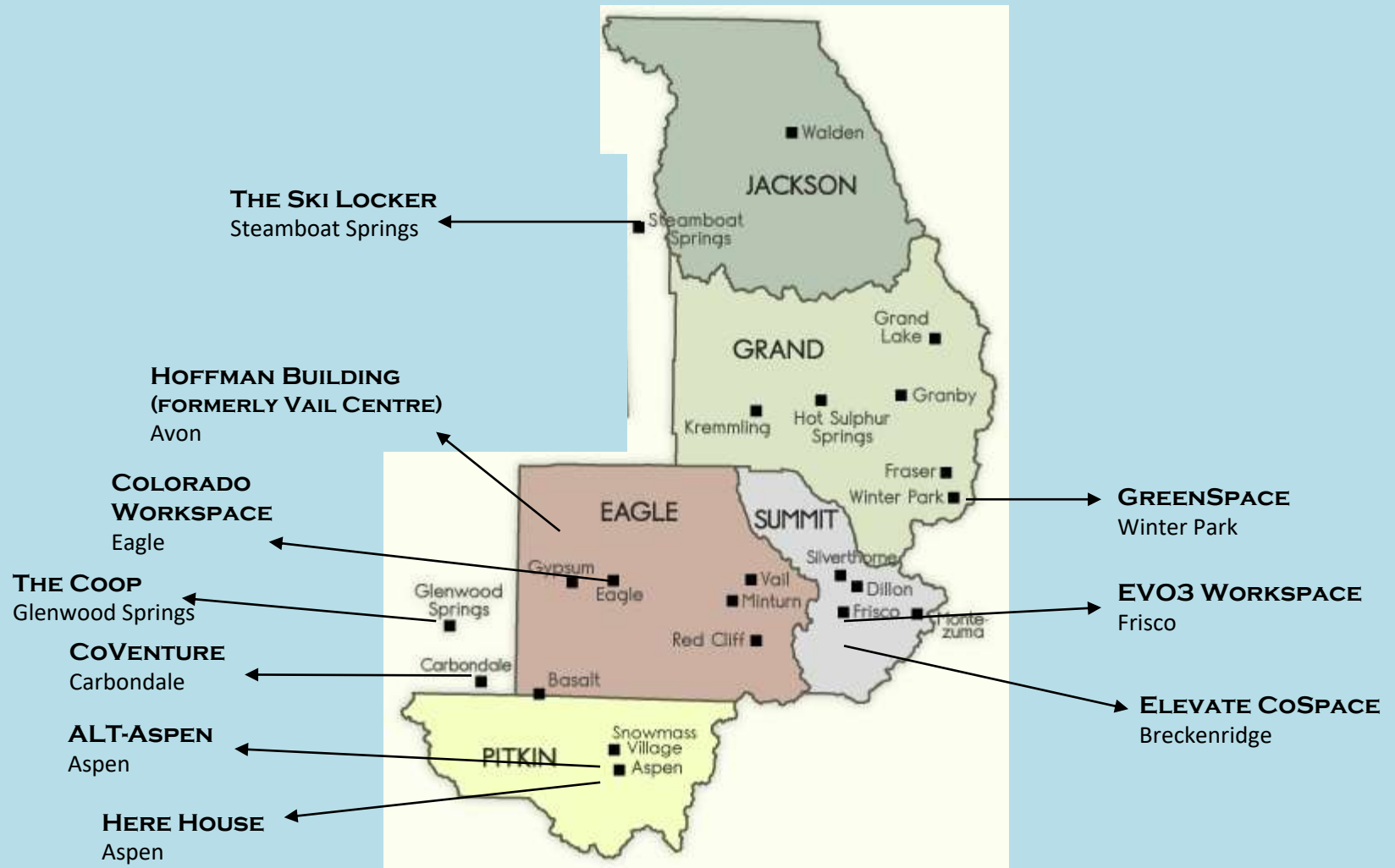
Total Region	2008	2018	# Chg
# Proprietors	16,410.60	17,891.07	1,480.47
# Jobs	97,047.97	101,422.45	4,374.48
Total Jobs	113,458.57	119,313.52	
% Props	14%	15%	
	County	% Props 2008	% Props 2018
	Eagle	16.0%	17.4%
	Grand	21.2%	20.5%
	Jackson	29.3%	28.3%
	Pitkin	16.1%	17.9%
	Summit	17.0%	16.4%
	Colorado	15.1%	15.7%





# ENTREPRENEURSHIP

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



# ENTREPRENEURSHIP

## Networking Groups & Events

### 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



# 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

Powered by Four Points Funding

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!*)



# WORKFORCE DEVELOPMENT

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## 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

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## 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

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**Airport Improvements**  
**Transportation Improvements**  
**Healthcare Facilities**



# COMMUNITY INFRASTRUCTURE & AMENITIES

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## Recreation & Culture





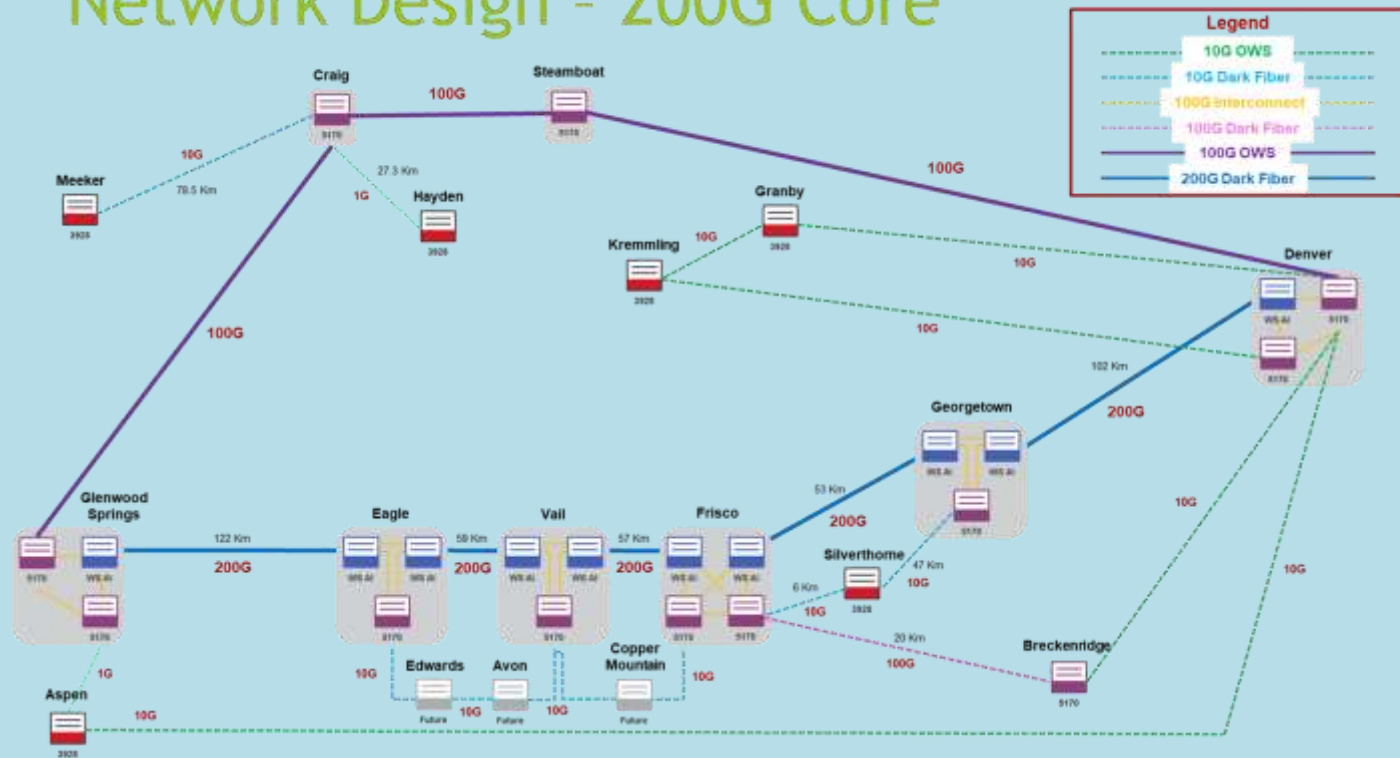
# BROADBAND

## 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.



## Network Design - 200G Core



# GROWTH IN NEW INDUSTRIES

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## 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

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

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

	Healthcare				Professional, Tech, Scientific, Information			
	2008	2018	# Chg	% Chg	2008	2018	# Chg	% Chg
Eagle	1,814	2,390	576	31.8%	1,841	1,655	-186	-10.1%
Grand	297	474	177	59.6%	279	241	-38	-13.6%
Jackson	34	32	(2)	-5.9%	7	37	30	428.6%
Pitkin	662	845	183	27.6%	1,219	965	-254	-20.8%
Summit	752	1,325	573	76.2%	844	861	17	2.0%
Region	3,559	5,066	1,507	42.3%	4,190	3,759	-431	-10.3%

Average Annual Wage (2018) = \$35,880 - \$52,728



# YEAR-ROUND ECONOMY

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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

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- 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

# STRATEGIC DIRECTION/ACTION PLAN: 2017- 2021

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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

# NWCCOG EDD ACCOMPLISHMENTS

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# WORKFORCE

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- 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



# FORUM FOR TOPICS OF REGIONAL INTEREST

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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

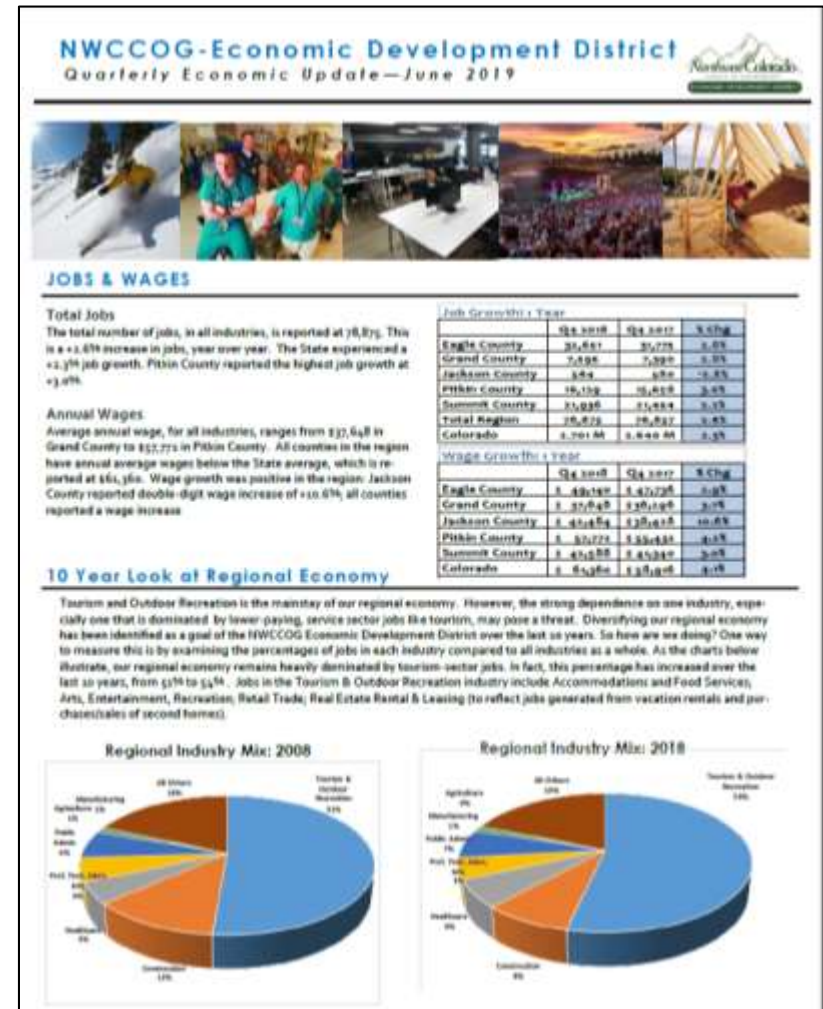
Smart Growth America – Economic and Fiscal Health Planning Effort

# 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





# BUSINESS RESOURCES & ASSISTANCE

- Hosted SBDC – 2015-2017
- Economic Development Resources Bulletins
- NWCCOG EDD Website
- Sponsor workshops (Digital Marketing Workshop (w/ SBDC, Summit Chamber April 2019)



## Archives:

- August 2019
- Mid Summer 2019
- July 2019
- Summer 2019
- June 2019



## RESOURCES BULLETIN

Mid Summer 2019  
*archived bulletins can be found [here](#).*



### Funding & Technical Assistance

**HOPE VI: Affordable Housing on Main St. USA Grant Program**  
The HOPE VI Main Street Program provides grants to small communities to assist in the renovation of historic or traditional central business districts, or "Main Street" areas, by replacing unused, obsolete commercial space in buildings with affordable housing units. Deadline: July 30. More info [here](#).

**Partners for Places Matching Grant Program**  
Funders Network for Smart Growth and Livable Communities: Partners for Places matching grant program creates opportunities for cities and counties to improve communities by building partnerships between local government sustainability offices and place-based foundations to support national funders to invest in local projects to promote a strong economy. Application Deadline: July 30, 2019. More info [here](#).

**Community Mobility Design Challenge 2019 Planning Grants**  
The National Center for Mobility Management's (NCMM) Community Mobility Design Challenge 2019 Planning Grants, with funding from the Federal Transit Administration, will support communities seeking innovative ways to address the particular mobility challenges experienced by low-income community members for whom a lack of transportation is an obstacle to the pursuit of economic, health, and social well-being. Planning grants of up to \$25,000 will be awarded to six communities. The deadline to apply for this grant is August 1, 2019. More information is available [here](#).

**Rural Responses to the Opioid Epidemic Grant Opportunity**  
This grant program leverages the combined resources of the U.S. Department of Justice Bureau of Justice Assistance (BJA), the U.S. Department of Health and Human Services (HHS), the Centers for Disease Control and Prevention (CDC), the State Justice Institute (SJI), and other partners. The goal of this funding opportunity is to reduce the morbidity and mortality associated with opioid overdoses among individuals who come into contact with law enforcement or are involved in the criminal justice system in high-risk rural communities and regions. Up to eight rural communities or regions will be selected for an award of up to \$750,000 each for a 24-month time period. Grant funds may be used to support activities including: strategic planning; strengthening epidemiologic surveillance and public health data infrastructure; increasing the use of evidence-based/culturally appropriate prescribing interventions; developing and implementing community-level opioid overdose prevention activities; and expanding peer recovery and support services. More information on this grant program

# ENCOURAGE ENTREPRENEURSHIP & DIVERSIFICATION

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- 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](http://nwccog.org/edd)

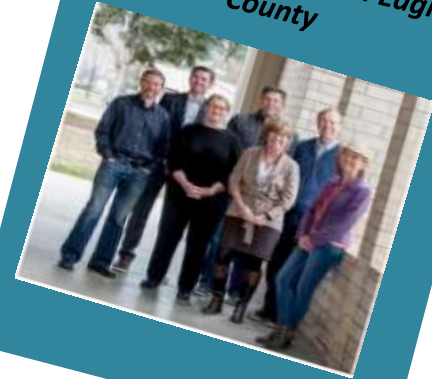
*Town of Grand Lake will  
create "Space to Create"*



*The Town of Walden  
provides "The Most  
Unexpected  
Wild West Adventure"*



*Vail Health goes all in on  
behavioral health in Eagle  
County*



*Town of Silverthorne  
Business Grant Program  
Awards over \$24,000  
to four local businesses*



*Colorado Mountain College  
to expand bachelor's  
degree offerings after state  
approval*



*City of Steamboat Springs  
receives Certified Creative  
District Status*

Create. Connect. Celebrate.  
Steamboat Creative District



*Summit Chamber Business  
Excellence  
Award Winners*





*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?





# DRAFT 2020 SCOPE OF WORK

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## ***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**

