



**Northwest Colorado Council of Governments Economic Development District  
Comprehensive Economic Development Strategy  
October 1, 2021 – September 30, 2026**



*Eagle, Grand, Jackson, Pitkin, Summit counties in the State of Colorado*



**PERFORMANCE PROGRESS REPORT &  
ANNUAL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE**

**Grantee:** Northwest Colorado Council of Governments Economic Development District

**Project Number:** ED23DEN3020017

**Period covered by the report:** April 1, 2023 – March 31, 2024

**Prepared by:** Rachel Tuyn, Director, NWCCOG – Economic Development District

**Date Submitted:** April 29, 2024

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Updated Regional Action Plan	Separate Attachment

## **Adjustments to Strategy**

### ***During the reporting period: 4/1/23 – 3/31/24***

There were no major adjustments to strategy during this reporting period other than a few changes to evaluation metrics and the regional action plan. The NWCCOG Economic Development District for the most part continued to carry out the scope of work outlined in the planning partnership grant which seeks to fulfill the goals, objectives, and strategies outlined in the CEDS.

### **Adjustments to Evaluation Metrics**

There were a few things removed as they were deemed too difficult to measure, specifically “Monitor community surveys to determine sentiment of residents and visitors regarding services, visitor experience”. Instead, data from the Community Assessment Project was added as a measure of sentiment of full-time residents, part-time residents, and visitors.

Another adjustment in this area was to change “monitor progress on goals on local climate action plan” to provide a summary of the work that has been done in this area, in general, by communities in the region. An identified project for 2025 is to create a page on the EDD website to house a clearinghouse of climate action plans, efforts, initiatives, and best practices.

One measure that was added under “Workforce” is a summary of the workforce development efforts in the region.

### **Adjustments to Regional Action Plan**

The board took a thorough look at the regional action plan developed 2.5 years ago and made some adjustments based on the fact that certain proposed action items were deemed outside of the scope of work of the EDD and/or no longer a priority given all the other higher-ranked priorities, and also based on the redundancy of some areas in order to streamline/simplify the plan.

C3. Cultivate placemaking creating desirable places to live, visit, and recreate. It was deemed that this action item is sufficiently covered in other areas of the plan and does not need to have its own separate item.

R3. Maintain strong partnerships between regional stakeholders to share problems, data, stories, and solutions AND R4. Provide a forum for regional communication, collaboration, and information sharing were combined into one section, as the proposed actions and key initiatives to achieve are very similar in nature.

## 2024 NWCCOG Economic Development District Board of Directors

<b>Chair</b>		DiAnn Butler, Economic Development Director, Grand County	
<b>Vice-Chair</b>		Patti Clapper, County Commissioner, Pitkin County	
<b>Secretary/Treasurer</b>		Ashley Macdonald, Town Manager, Town of Kremmling	
<b>County Representatives (one from each county)</b>			
Jeanne	McQuenney	Eagle County	County Commissioner
Randall	George	Grand County	County Commissioner
Vacant		Jackson County	
Patti	Clapper	Pitkin County	County Commissioner
Nina	Waters	Summit County	County Commissioner
*Tim	Redmond	Routt County	County Commissioner
<b>Municipal Representatives (at least one from each county)</b>			
Mia	Vlaar	Vail (Eagle)	Economic Development Manager
Glenn	Drummond	Basalt (Eagle)	Trustee
Jeremy	Rietmann	Gypsum (Eagle)	Town Manager
Ashley	Macdonald	Kremmling (Grand)	Town Manager
Ernie	Bjorkman	Grand Lake (Grand)	Mayor Pro Tem
Lewis	Gregory	Fraser (Grand)	Trustee
Vacant		Walden (Jackson)	
Vacant		Aspen (Pitkin)	Councilmember
Britta	Gustafson	Snowmass Village (Pitkin)	Councilmember
Carolyn	SKowyra	Dillon (Summit)	Mayor
*Ingrid	Wussow	Glenwood Springs (NWCCOG member)	Councilmember
*Micheal	Buccino	Steamboat Springs (NWCCOG member)	Councilmember
<b>Economic Development Organizations Representatives (at least one from each county)</b>			
Chris	Romer	Vail Valley Partnership	President & CEO
DiAnn	Butler	Grand County Economic Development	Economic Development Director
Vacant		Jackson County EDO	
Kris	Mattera	Basalt Chamber of Commerce	Executive Director
*John	Bristol	Routt County EDP	Economic Development Director
Thayer	Hirsh	Summit Economic Partnership	Executive Director
Corry	Mihm	Summit Chamber of Commerce	Boardmember
<b>Stakeholder Representatives</b>			
Carolyn	Tucker	CO Dept. of Labor & Employment	Business Services Coordinator
Erin	McCuskey	Northwest Colorado SBDC	Director
Shane	Larson	Colorado Mountain College	Assistant Dean
<i>*indicates jurisdiction is outside of NWCCOG EDD Region</i>			

## **NWCCOG EDD Staff**

**Rachel Tuyn, EDD Director** – Rachel Tuyn 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 covering the period 2017 – 2021, and the third update covering the period 10/1/21 – 9/30/26. 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 (CEdD) in December 2018, which is a designated 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.

**NWCCOG – Economic Development District  
 Scope of Work Progress Report  
 Reporting Period: April 1, 2023 – March 31, 2024**

**Planning**

◆ **Monitor, maintain, manage current CEDS and Regional Action Plan**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• Develop comprehensive report on CEDS &amp; Regional Action Plan (this report)</li> <li>• Applied for and received \$40,000 CEDS implementation grant from the Colorado Office of Economic Development &amp; International Trade (OEDIT) to pursue a project identified in CEDS.</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Report/Presentation to EDD Board of Directors at 3/28/24 meeting on CEDS accomplishments, progress on regional action plan.</li> <li>• Received \$40,000 CEDS Implementation Grant from OEDIT to complete Community Assessment Project, a project that accomplishes several goals and objectives listed in the CEDS.</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

◆ **Maintain and update CEDS Strategy Committee regarding EDD accomplishments**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• On an ongoing basis throughout the year, continuously review goals, objectives, and proposed action items in the CEDS to see where opportunities exist for applying for funding opportunities. Discuss during EDD board meetings.</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Provided comprehensive CEDS update to EDD board at December 2023 EDD board meeting.</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

**Business Assistance**

◆ **Serve as a resource for businesses on topics such as access to capital, technical assistance, trainings, workshops, entrepreneurial resources**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• Develop comprehensive compilation of resources including funding opportunities, trainings and workshops, conferences, resources for existing businesses and entrepreneurs packaged into bi-monthly EDD Resources Bulletins. This resource has proven to be very valuable to our stakeholders.</li> </ul>
<p><b>DELIVERABLES</b></p>

- Sent 20 resource bulletins during reporting period (open rate 44%). Archive bulletins on EDD website here: <https://nwccog.org/edd/business-resources/resource-bulletins/>
- This publication reaches 3,317 stakeholders throughout the region including town and county government staff, elected officials, non-profits, existing businesses, prospective entrepreneurs, and citizens. Number of subscribers increased by 200 during the reporting period.

**DIFFICULTIES ENCOUNTERED**

- None.

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

**ACCOMPLISHMENTS**

- Respond to direct inquiries from businesses, towns, counties, non-profits, and community partners looking for business resources. An accounting of the direct assistance provided can be found below in the deliverables section.

**DELIVERABLES**

The table below provides a sample of the direct assistance provided to businesses, local governments, non-profits, and other economic development stakeholders seeking information and resources in the region

**Data and Business Assistance Requests**  
**Reporting period: 4/1/23 – 3/31/24**

Date	Who	What	Data Provided
4/13/23	Keystone Science School	Statistics on cost of living for Summit County compared to Denver, Eagle County and Pitkin County	Provided 2021 School District Cost of Living Study and summary data source: Colorado Legislative Council
7/26/23	Peter Grenary Real Estate Agent, Pitkin County	Job growth by industry in Pitkin County: 1 yr., 5 yr., 10 yr.	Provided data on job growth by industry: 1 yr., 5 yr., 10 yr. Source: CDLE/LMI Gateway/QCEW
10/11/23	Jannah Glassman, Councilmember, Town of Silverthorne	Requesting data on supporting local businesses regarding concerns: quite a few	Provided resources on how to start a Business Retention & Expansion program: OEDIT; other organizations in the region doing this such as Vail Valley Partnership in Eagle County

		businesses in Summit going bankrupt or having to close their doors in the last few weeks possibly due to the aftershock of Covid; looking for data on trends that might be linked to why this is happening; concerns over inflation, cost of goods, food, and hired help	
10/18/23	John Aguilar Reporter The Denver Post	Media request re: the impacts of REI's presence in Summit County as it relates to local independent sporting goods stores for a story ahead of REI's arrival in Durango in 2025 since Summit may have some lessons to share.	Referred to Cheri Ryan, Summit Chamber of Commerce and Corry Mihm, Summit Economic Partnership
11/7/23	Zach Turner Prospective business owner; looking to start up a kombucha wholesale business in Silverthorne	Prospective business owner's request for small business startup assistance	Provided information on the following resources: Northwest Colorado Small Business Development Center - <a href="https://northwestsbdc.org/">https://northwestsbdc.org/</a> Northwest Loan Fund: <a href="https://www.nwccog.org/programs/northwest-loan-fund/">https://www.nwccog.org/programs/northwest-loan-fund/</a>



			<p>Colorado Startup Loan Fund:  <a href="https://oedit.colorado.gov/colorado-startup-loan-fund">https://oedit.colorado.gov/colorado-startup-loan-fund</a>  Colorado Office of Economic Development &amp; International Trade:  <a href="https://oedit.colorado.gov/programs-and-funding">https://oedit.colorado.gov/programs-and-funding</a>  Small Business Administration Learning Center: <a href="https://www.sba.gov/sba-learning-platform">https://www.sba.gov/sba-learning-platform</a>  - NWCCOG EDD Resources Bulletins Archives – resources for small businesses including grants and loans:  <a href="https://nwccog.org/edd/business-resources/resource-bulletins/">https://nwccog.org/edd/business-resources/resource-bulletins/</a></p>
1/8/24	<p>Michele Nosari  President  Women Of The Summit, a local non-profit dedicated to establishing, promoting and helping the community of Summit County Colorado women thrive in business and life.</p>	<p>An opportunity has come up and the Economic Development District was suggested as a resource. We have pivoted our charitable giving to help close the gender wage gap in Summit County, and hosted over 50 events with hundreds of different attendees last year to support our sisterhood. The next Signature Event is the inaugural Women Of The Summit CAREER CAMP on Saturday March 9th in Summit</p>	<p>Provided data on demographics and wages by industry in Summit County and other counties in the region, state, and U.S.</p>

		<p>County. This conference is a direct response to local W2 women who voiced a need for mentorship in growing their careers and income while living full time in Summit County. Specifically we are seeking data to fully understand the impact of career women, the current demographic, diversity, salaries, and therefore economic impact to their families and our community.</p>	
1/11/24	Peter Grennary, ACPHA Board Member	Data on what job sector includes property management	<p>Sent the following email:  Property management jobs would most likely fall into these 2 sectors:</p> <ul style="list-style-type: none"> <li>• Administrative and Waste Services—this sector reported the third most job growth in the region over the last decade. This sector includes jobs in office administrative services, facilities support services, employment services, business support services, travel arrangement and reservation services, and services to buildings and dwellings including janitorial/cleaning services.</li> <li>• Real Estate Rental &amp; Leasing—This sector includes establishments primarily engaged in managing real estate for others, selling, renting, and/or buying real estate for</li> </ul>

			others, and appraising real estate. Jobs in this sector includes those in offices of real estate agents and brokers, although most real estate agents/brokers themselves are self-employed/independent contractors.
3/29/24	Dan Sullivan Councilmember Town of Keystone	Information for the staff and councilmembers for the new Town of Keystone about economic development efforts and funding (particularly for tourism efforts) from EDA as well as initiatives and opportunities at the state and in Summit County.	Created and sent a comprehensive summary economic development resources at the federal, state, and local level
2/8/24	Aldo Svaldi Business Reporter The Denver Post 720-515-9155 <a href="mailto:asvaldi@denverpost.com">asvaldi@denverpost.com</a>	Data on inclusionary housing ordinances in the mountain counties: how successful they have been in generating affordable housing; topics and what parts of the state are leading in this area	Sent email: We recently did a Workforce Housing Report which highlights the many tools, programs, initiatives, etc. NWCCOG and CAST members are currently employing to solve the workforce housing crisis. The full report can be found here: <a href="https://www.nwccog.org/wp-content/uploads/2023/10/23078-Workforce-Housing-Report_FF_web.pdf">https://www.nwccog.org/wp-content/uploads/2023/10/23078-Workforce-Housing-Report_FF_web.pdf</a> Here is a page from the report showing what jurisdictions are currently using inclusionary housing with contact information for each jurisdiction

2/12/24	<p>Carolina Romero Economist Cape Cod Commission, the agency in charge of economic development and regional land use planning that serves the 15 towns of Barnstable County, MA, also known as Cape Cod</p>	<p>Our office is updating and restructuring our Comprehensive Economic Development Strategy (CEDS). We have been looking into economic strategies with successful implementatio n nationwide in regions/cities with a strong seasonal component, like ours, facing similar issues, such as housing, workforce development, workforce retention, and balancing increases in tourism while protecting natural resources. I would appreciate connecting with someone on your team who can share best practices based on your experience and approach.</p>	<p>Hello Carolina – Nice to meet you today! Here are a few resources from our region which might be helpful to you:</p> <p>NWCCOG/CAST Workforce Housing Report: <a href="https://www.nwccog.org/wp-content/uploads/2023/10/23078-Workforce-Housing-Report_FF_web.pdf">https://www.nwccog.org/wp-content/uploads/2023/10/23078-Workforce-Housing-Report_FF_web.pdf</a> Breckenridge Destination Management Plan: <a href="https://onebreckenridge.com/destination-management">https://onebreckenridge.com/destination-management</a></p> <p>Zoom call with Carolina on 2/12/24</p>
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2/13/24	Scott Brockmeier, Small business owner (photographer)	Seeking information on grants for small businesses	Provided information on the Northwest Loan Fund; added to email list for bi-monthly EDD Resources Bulletins; provided information on Colorado Office of Economic Development funding programs for businesses: <a href="https://oedit.colorado.gov/programs-and-funding">https://oedit.colorado.gov/programs-and-funding</a> Provided information on Colorado Small Business Development Center which offers free consulting to small businesses <a href="https://www.coloradosbdc.org/">https://www.coloradosbdc.org/</a>
3/4/24	Jessica – Outlets at Silverthorne	Requesting the following data on Summit County for 2023 Population Retail Sales Median HH Income # Households Median Home Value Annual Tourist visits: summer and winter	Called Jessica. Gave her the following resources: Data on population, median household income, number of households, median home value Data sources: Stats America State Demography Office Colorado Tourism Office Breckenridge Tourism Office Land Title Guarantee
3/13/24	Patrick Brower Enterprise Facilitator Grand Enterprise Initiative	Requesting data for the NWCCOG region's counties on: Sales Tax Rate Sales Tax estimated annual revenue General Fund balance	Provided the following data: Colorado State Sales Tax Rate is 2.9% Sales Tax Estimated Revenue for 2023: \$517,405,794. The data for this spreadsheet came from: <a href="https://cdor.colorado.gov/retail-sales-reports">https://cdor.colorado.gov/retail-sales-reports</a>

**DIFFICULTIES ENCOUNTERED**

- None.

**Data**

◆ **Compile, analyze, present regional economic and demographic data**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• Provide valuable data to communities in the NWCCOG EDD region used in a variety of ways including planning, preparing grant applications, business retention and expansion efforts, business attraction efforts</li> <li>• Quarterly Economic Reports 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, planning, 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, and prospective entrepreneurs.</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Develop and sent 4 quarterly economic updates to all regional stakeholders in the region (3,317 contacts). Archived on EDD website here: <a href="https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/">https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/</a>.</li> <li>• Develop community profiles for each member county, which are archived here: <a href="https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/">https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/</a></li> <li>• EDD Director present regional economic data to SBDC Consultant Meeting on 10/4/23</li> <li>• EDD Director presented regional economic data to Colorado Mountain College’s Leadership Summit on 11/14/23</li> <li>• EDD presented regional economic trends to EDD board of directors at 3/28/24 EDD board meeting</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

◆ **Respond to data inquiries from regional stakeholders**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• Connect regional stakeholders to information and data they are seeking. This often comes in the form of inquiries about demographics, jobs, wages, labor force, unemployment, industry sectors (see comprehensive list of examples in “Business Assistance” section</li> <li>• EDD Director to serve as a point of contact and information and referral resource to stakeholders</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Respond to data inquires (see table of inquires in “Business Assistance” section</li> <li>• Provide presentations upon request (see previous section with list)</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

**Capacity Building**

- ◆ **Serve as a resource to the region’s communities, economic development partners, and stakeholders on best practices, grant funding, training, technical assistance, and other resources**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• Disseminate grant funding information</li> <li>• Disseminate training opportunities</li> <li>• Host regional economic summit</li> <li>• Write reports on best practices</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Resources bulletin: 20 sent; archived here: <a href="https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/">https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/</a>; Average open rate: 44%; number of stakeholders reached: 3,317</li> <li>• 2023 Regional Economic Summit – hosted on May 4, 2023; 100 attendees, sessions on Integrated services for the regional workforce, exit planning for transitioning businesses, panel on the healthcare industry (CEOs from 4 hospitals in the region), Economic forces at play in 2023 and the evolution of destination marketing, management and mitigation in a tourist-based economy</li> <li>• Regional Workforce Housing Report – published September 2023 – best practices on developing affordable workforce housing in the region – can be found here: <a href="https://www.nwccog.org/wp-content/uploads/2023/10/23078-Workforce-Housing-Report_FF_web.pdf">https://www.nwccog.org/wp-content/uploads/2023/10/23078-Workforce-Housing-Report_FF_web.pdf</a></li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

◆ **Support the work being done by our region’s communities, partner organizations, and stakeholders that supports the goals, objectives and strategies outlined in the CEDS and Regional Action Plan**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• EDD Resources Bulletins have been widely used and proven to be very valuable to regional stakeholders.</li> <li>• Letters of support written on behalf of member communities</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Wrote letters of support for EDA grant applications submitted by communities in the region; letters written for Grand County, Aspen CORE, Eagle County/SBDC.</li> <li>• Reports on Best Practices – 2023 NWCCOG Workforce Housing Report</li> <li>• Promote the programs, initiatives, efforts of EDOs in the region through bi-monthly resources bulletins, sharing at EDD board meetings, etc. Examples: Summit Economic Partnership Founder/Pitch Competition; SBDC Leading Edge Training Program; Vail Valley Partnership Forum on Workforce housing; Summit Mountain Mentors program; Economic Development Council of Colorado (EDCC) trainings, workshops and webinars.</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

**Partnership Building / Regional Collaboration**

◆ **Develop and nurture collaborative relationships with the region’s communities, economic development partners, and stakeholders**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• EDD director maintains close partnerships with our state and federal partners by having representatives serve on the EDD board; NWCCOG EDD promotes events and trainings of partner organizations</li> <li>• Monthly calls with DRO EDA staff – 1<sup>st</sup> Monday of every month</li> <li>• Standing Workforce agenda item on each EDD board meeting agenda</li> <li>• EDD board meetings serve as a forum for regional collaboration and partnership building among regional economic development stakeholders including elected officials, town/county staff, EDOs, state and federal agencies, education, workforce</li> <li>• Participate in EDA Policy Academy, which resulted in CO   Align initiative</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Actively participate in CO Align, the result of the EDA Policy Academy. The vision of this effort is to establish and promote a framework between EDD’s, governmental and non-governmental agencies, and other key workforce and economic development stakeholders to guide enhanced communication, collaboration, and alignment of economic development strategies and actions within Colorado. NWCCOG’s regional CEDS advises the state CEDS to better align strategies and inform program development. A shared framework would exist across the state and regions with ongoing two-way communication and awareness across both workforce and economic development players. This framework would serve as a critical touchpoint for legislation affecting local economic development and create a model for other states to emulate.</li> <li>• Statewide CEDS – collaborate with other EDDs in the region; provide input to contractor working on CEDS (meet with Kirsten on 7/10/23 re: NWCCOG EDD input into Statewide CEDS)</li> <li>• Participate in DOLA Roadmaps – participated in statewide DOLA Roadmaps meeting in May 2023</li> <li>• Meeting with University of Colorado System leadership – 8.29.23</li> <li>• Meeting with NW CO SBDC Consultants – 10.3.23</li> <li>• Meeting with SBA, Breckenridge Tourism Office, Summit Chamber – 10.17.23</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

◆ **Serve as a forum for regional collaboration**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• NWCCOG EDD board meetings serve as a forum for regional collaboration.</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Six EDD board meetings held during reporting period See next section for a summary of topics discussed at each.</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

**Economic Development District Management**



◆ **Maintain board membership; maintain board relations**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• Maintain membership on the EDD board per bylaws which state that the board shall be made up of the key economic interests of the region.</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Maintain a full and active board comprised of representatives from county government, municipal government, economic development organizations, and stakeholder organizations including workforce and education. Current board roster can be found on EDD website here: <a href="https://nwccog.org/edd/about/board-of-directors/">https://nwccog.org/edd/about/board-of-directors/</a></li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

◆ **Complete all EDA-required grant reporting**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• Completed all reports for planning partnership grant required by the EDA.</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• CEDS Annual Progress Report -reported on progress throughout the reporting period in this report; report submitted on 4.29.24.</li> <li>• SF 425 report completed on 4.29.24.</li> <li>• ED – 916 completed on 10/26/24.</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

◆ **Organize and facilitate board of directors meetings throughout the year**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• Organized and facilitated 6 EDD board of directors meeting during reporting period (4/1/23 – 3/31/24)</li> <li>• Achieved forum at every meeting. On average, 12 board members participated.</li> </ul>
<p><b>DELIVERABLES</b></p> <p>The following lists board meetings during the reporting period with presentations at each:</p> <ul style="list-style-type: none"> <li>• May 25, 2023 – discussion of ideas for CEDS Implementation grant through OEDIT; Regional Economic Summit (held on 5/4/23) recap</li> <li>• July 6, 2023 – presentation by America 250/Colorado 150 Commission; discussion on Regional Workforce Housing Report (project underway); discussion on Community Assessment Project</li> <li>• August 24, 2023 – presentation by Colorado Department of Labor &amp; Employment on Workforce data</li> <li>• December 7, 2023 – presentation by SBDC and OEDIT: New programs and initiatives on the horizon</li> </ul>

<ul style="list-style-type: none"> <li>• January 25, 2024 – speakers: Trent Thompson, EDR for Denver Region, EDA; presentation by the Colorado State University Extension Office Team: EDA University Center grant; other CSU Extension programs</li> <li>• March 28, 2024 – EDD Director presentation on Annual CEDS Progress Report – progress on EDA approved scope of work outlined in Planning Partnership Grant, progress on CEDS goals and objectives utilizing evaluation framework outlined in CEDS</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

**◆ EDD staff to participate in training offered by various professional organizations**

<p><b>ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• EDD Director participated in trainings offered by NADO, EDCC, EDA and the Colorado State Demography Office throughout the reporting period.</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• EDD Director participated in NADO Training: Housing Affordability &amp; Availability on 10/18/23</li> <li>• EDD Director participated in EDCC Training: Business Retention, Expansion, and Attraction on 12/13/23</li> <li>• EDD Director participated in EDA Training: EDGE Portal training on 3/6/24</li> <li>• EDD Director participated in Colorado State Demography Office Annual meeting on Nov. 3, 2023</li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>

## Evaluation Framework

This table outlines the metrics that have been identified as measures of progress towards the goals and objectives identified in the CEDS. The following is a high-level summary analysis of those measures. The look-back period varies depending on the metric in an effort to tell a story about the progress made by the NWCCOG EDD over the term of this CEDS (2.5 years into this current CEDS) as well as progress made since we became an Economic Development District in 2012.

*From current CEDS: Oct. 1, 2021 – Sept. 30, 2026:*

## Evaluation Framework

CEDS Goals	Things to Measure
<p><b>Workforce</b>  <b>Goal:</b> Support our workforce such that their needs are met, and the workforce needs of businesses are met</p>	<ul style="list-style-type: none"> <li>• Annual Average Wage</li> <li>• Workforce housing availability and cost</li> <li>• Healthcare availability and cost</li> <li>• Childcare availability and cost</li> <li>• Mental health services in the region</li> <li>• Unemployment rate</li> <li>• Graduation rates</li> </ul>
<p><b>Economy</b>  <b>Goal:</b> Cultivate a diversified, stable, balanced, sustainable, vibrant economy</p>	<ul style="list-style-type: none"> <li>• % of jobs in tourism industry vs. other industries</li> <li>• Growth in new industries</li> <li>• Number of business loans made</li> <li>• Support for entrepreneurs</li> <li>• Number of jobs created</li> </ul>
<p><b>Community</b>  <b>Goal:</b> Enhance the region’s quality of life and unique community character</p>	<ul style="list-style-type: none"> <li>• Monitor community surveys to determine sentiment of residents and visitors regarding services, visitor experience</li> <li>• The amount and types of funding leveraged</li> <li>• Amount of public and private investment in the region</li> </ul>
<p><b>Resiliency</b>  <b>Goal:</b> Bolster the long-term economic durability of the region</p>	<ul style="list-style-type: none"> <li>• Level of diversity in the region’s economy</li> <li>• Number of disaster preparedness plans in place</li> <li>• Monitor progress on goals in local climate action and sustainability plans</li> <li>• The level and frequency of participation by regional stakeholders in projects, EDD board meetings</li> </ul>

NWCCOG Economic Development District - Comprehensive Economic Development Strategy - 2021-2026

### Analysis of Things to Measure

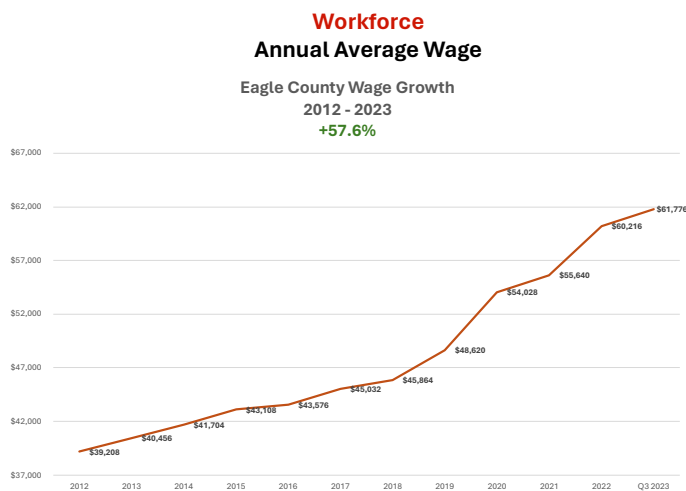
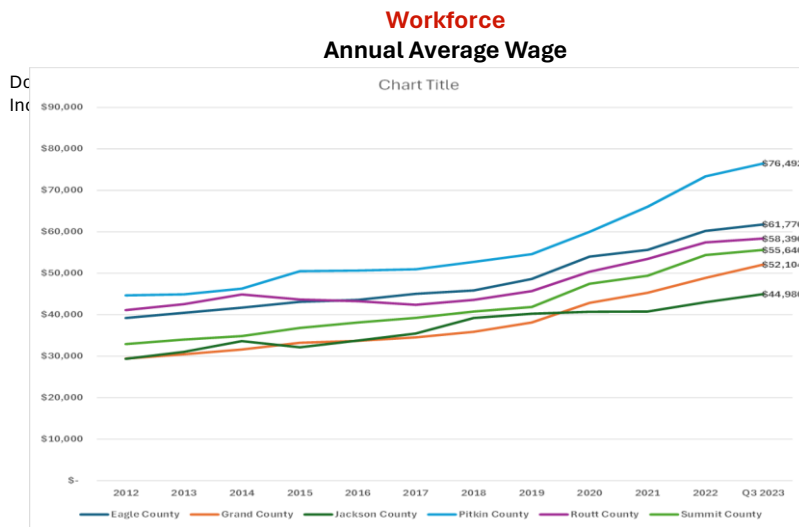
**Focus Area:** Workforce

**Goal:** Support our workforce such that their needs are met, and the workforce needs of businesses are met

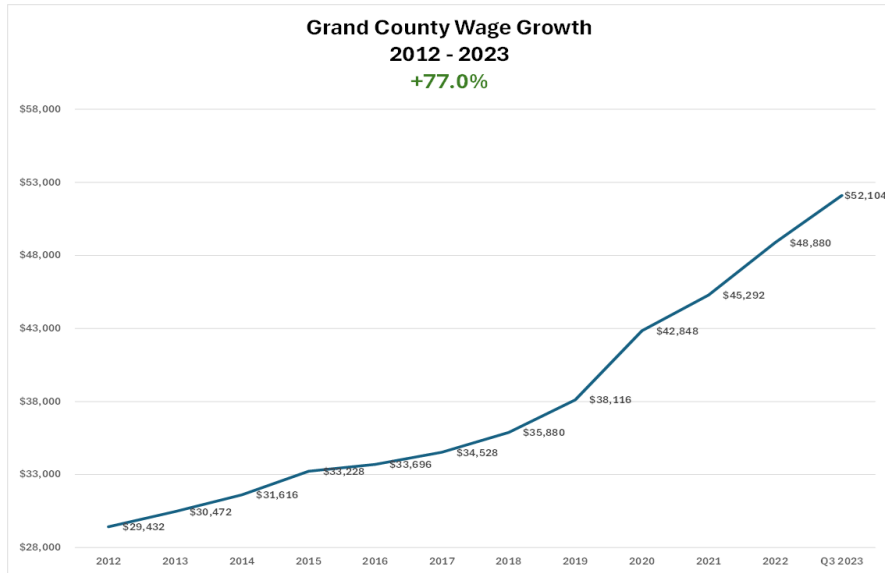
Significant work has been done in the area of supporting the needs of the workforce, particularly over the last 3 years, specifically in the area of workforce housing. The 2023

Regional Workforce Housing Report reports on the plethora of actions the region’s communities have taken to increase the supply of affordable housing. Wages have had a significant upward trend over the last 10 years, which is starting to level off now. The number of uninsured in the region has decreased. There has also been a significant effort to increase childcare availability in the region as well as mental health services. Unemployment rates in the region have been very low, in fact they have fallen to an unhealthy level which impacts businesses ability to fill jobs, however those rates are ticking upward slightly in the short term. Graduation rates in some counties have risen, and some have fallen. Overall, there has been significant investment on the part of both the public and private sector to provide for workforce needs over the reporting period.

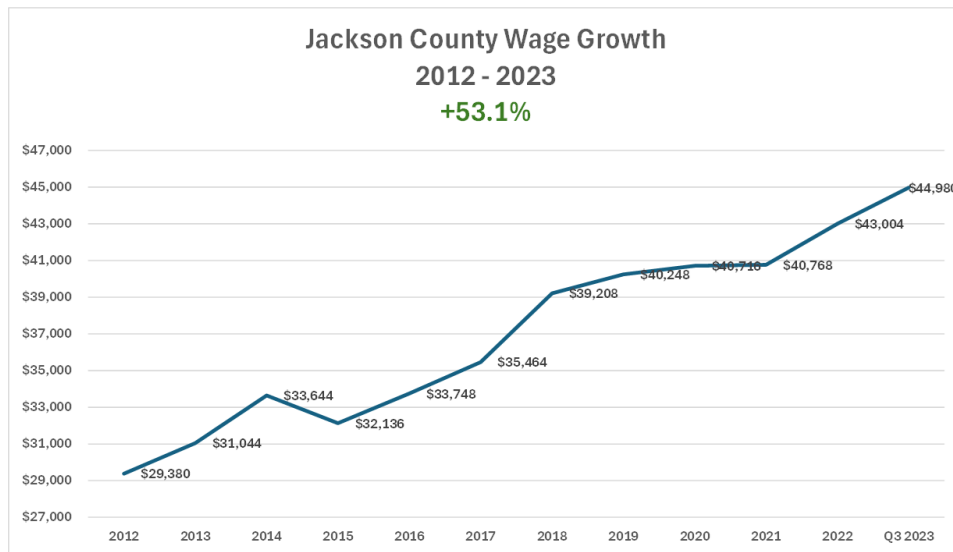
### Annual Average Wage



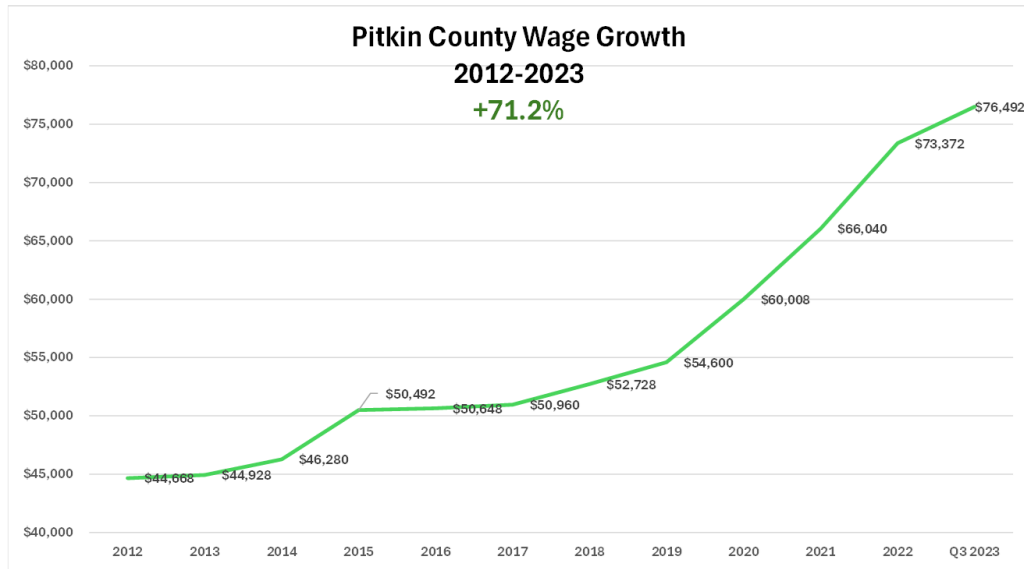
**Workforce**  
**Annual Average Wage**



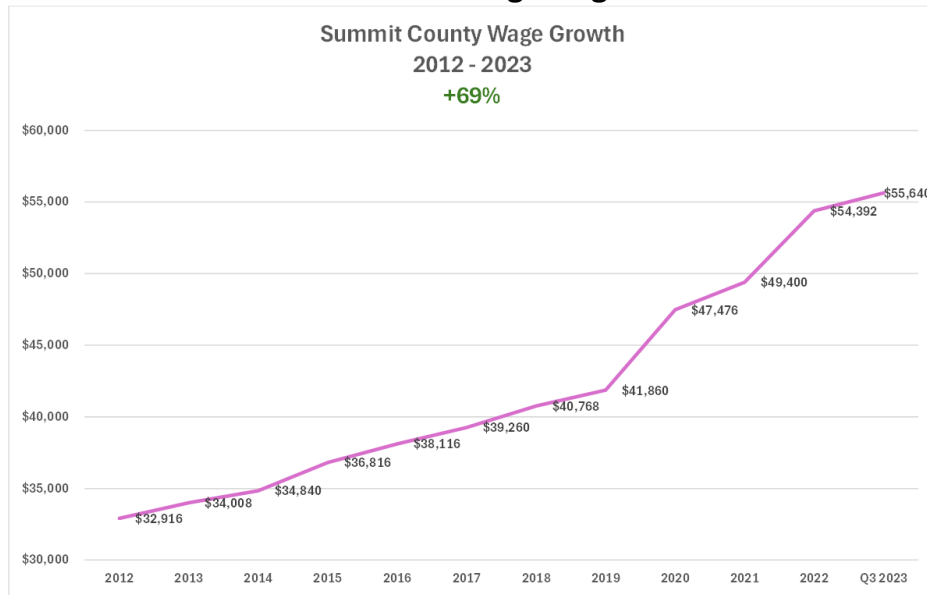
**Workforce**  
**Annual Average Wage**



**Workforce**  
**Annual Average Wage**

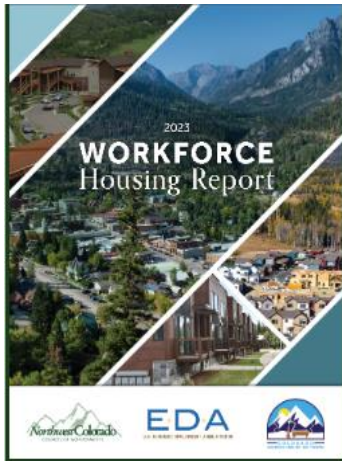


**Workforce**  
**Annual Average Wage**



**Workforce Housing Availability and Cost**

There have been substantial strides in the area of developing more affordable workforce housing over the last 2.5 years

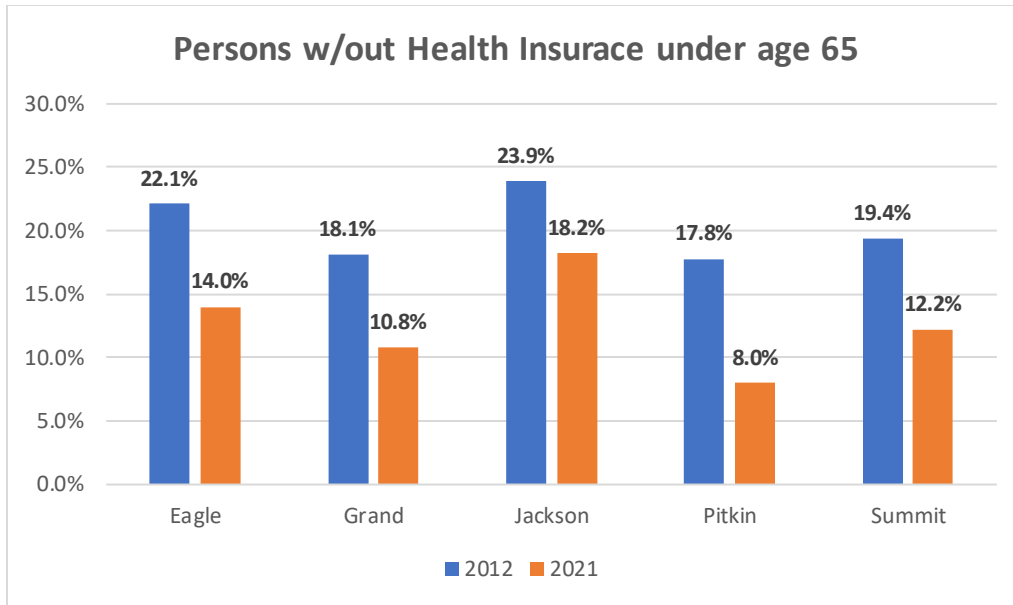


## RECENT HEADLINES

- Summit County commissioners approve changes to land-use code to promote ADUs, speed up affordable housing Code amendments seek to make building workforce housing easier, faster
- Eagle County: \$6.5 million for the Eagle Villas apartments. Ulysses Development Group buying the 120-unit complex in Eagle to keep the apartments affordable to those earning between 45% and 60% of the area median income. Earl said the county's contribution will ensure rents won't increase during the ownership change.
- City of Aspen: The Growth Management Quota System requires residential and nonresidential development, which creates the demand for new employee housing, to contribute that housing proportional to its impact.
- Lottery planned for Breckenridge workforce housing development aimed at the 'missing middle class: In its entirety, the development includes five single-family homes, 38 duplexes, and 18 triplexes
- The Avon Town Council has taken a significant step forward in addressing our community's housing needs! They deemed a 97.6-acre parcel of land eligible for annexation, paving the way for the construction of 700 units of deed-restricted community housing over the next 25 years
- Town of Granby hosts open house for Highway 40 workforce housing project
- Frisco awarded \$5 million grant for affordable housing project on town's Main Street
- The Larkspur, formally known as the Justice Center, is a joint development between the Summit County government and the town of Breckenridge. It will offer 52 below-market-rent housing units when it opens later this year.
- Governor tours Winter Park Resort's new workforce housing project, one of the largest in the state - Conifer Commons is officially open and housing employees

## Healthcare Availability and Cost

- Expansions at Vail Hospital, Middle Park Medical Center/Kremmling Hospital, Aspen Valley Hospital, Vail Health Dillon Medical Center, Yampa Valley Medical Center
- Medicaid Expansion



### Childcare Availability and Cost

Recent headlines:

- Groundbreaking for New Childcare Center in **Silverthorne** (June 2022)
- New child care center launches in **Copper Mountain** with over 40 spots for infants, toddlers and preschoolers
- **Edwards** Early Learning Center to receive federal funding to serve an additional 129 students including infants and toddlers
- **Breckenridge** and **Steamboat** ski areas open day cares to attract high country workers in child care desert
- In **Aspen**, the resort is helping pay for new child care center slots in the community.
- **Breckenridge Ski Resort** opened a child care center for employees’ kids this season, a program for 20 children at the base of Peak 9.
- **Aspen Skiing Company** is donating money for the expansion of community day care and preschool programs.
- **Winter Park’s** child care center was initially started in the 1970s as a co-op by a group of employees who were parents, but has since become a resort-operated center.
- **Vail Resorts** has an employee child care center in Avon for workers at Vail and Beaver Creek.

### Mental Health Services in the Region

Through Vail Health Behavioral Health, the organization has made strides to address the mental health crisis in the Eagle River Valley and neighboring communities. Since its creation in 2019, Brown emphasized that Vail Health Behavioral Health (formerly Eagle Valley Behavioral Health) has grown to provide 1,700 outpatient therapy, psychiatry and case management



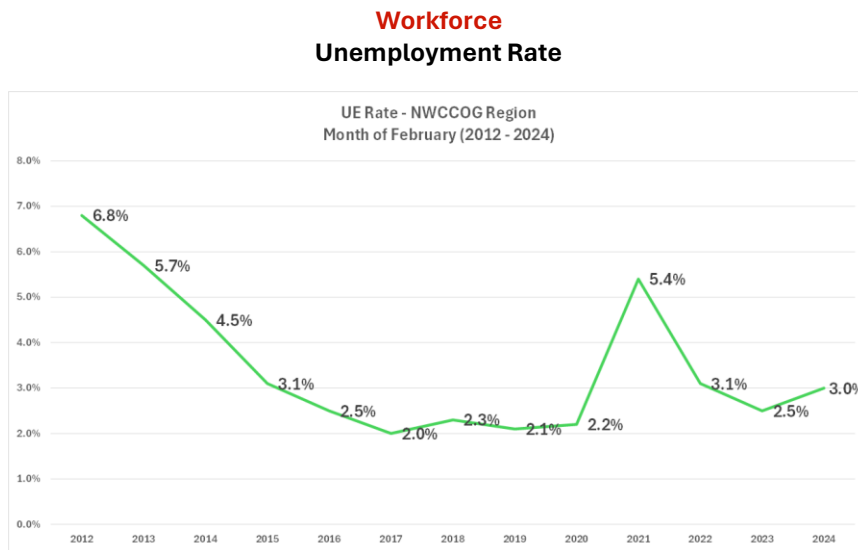
appointments per month with 25 licensed on-site providers. It has also worked to reduce the financial barrier to seeking treatment, he added.

This service growth has been supported by the creation of new infrastructure to meet community mental and behavioral health needs. In 2023, Vail Health Behavioral Health opened an outpatient behavioral health clinic, the Wieggers Mental Health Clinic, and is working toward opening a 28-bed inpatient facility, the Precourt Healing Center, in spring 2025.

Summary of the expansion of mental health services in the region:

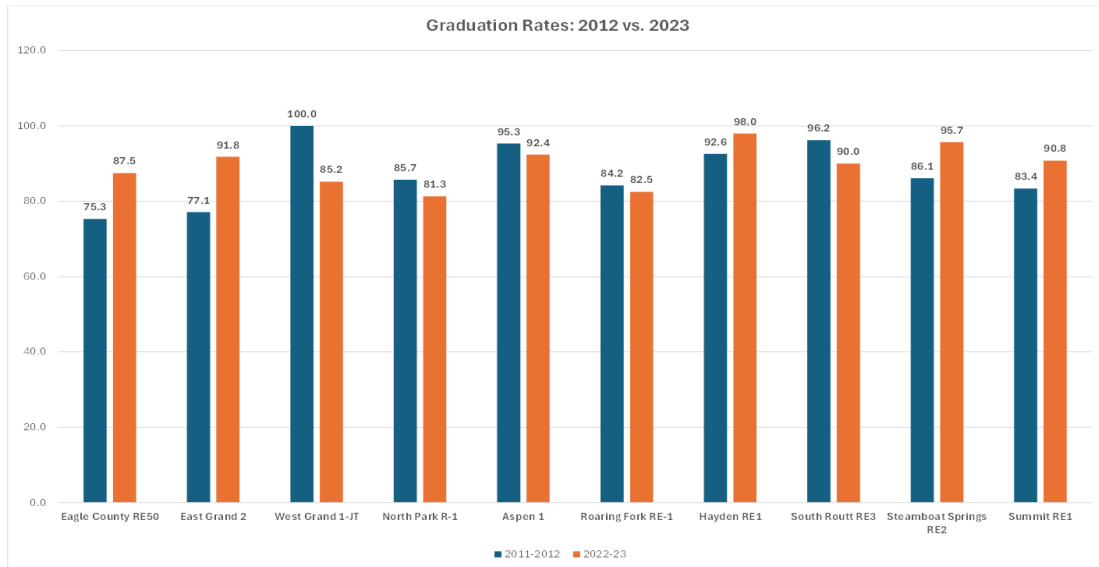
- Grand County Mental Health Plan
- Co-Responder Teams: Eagle, Pitkin, Summit
- Vail Health Behavioral Health – CMHC in Eagle and Summit Counties
- Mile High BHC
- Front Range Clinic
- Building Hope Grand
- Building Hope Summit
- Increase in therapists, also those taking Medicaid
- Precourt Healing Center - ushering in a new era for behavioral health services in Eagle County and the surrounding community. The new 50,000-square-foot inpatient behavioral health facility will be located at Vail Health’s Edwards Community Health Center and will provide 28 beds for short-term stays and mental health treatment.

## Unemployment Rate



## Graduation Rates

### Workforce Graduation Rates



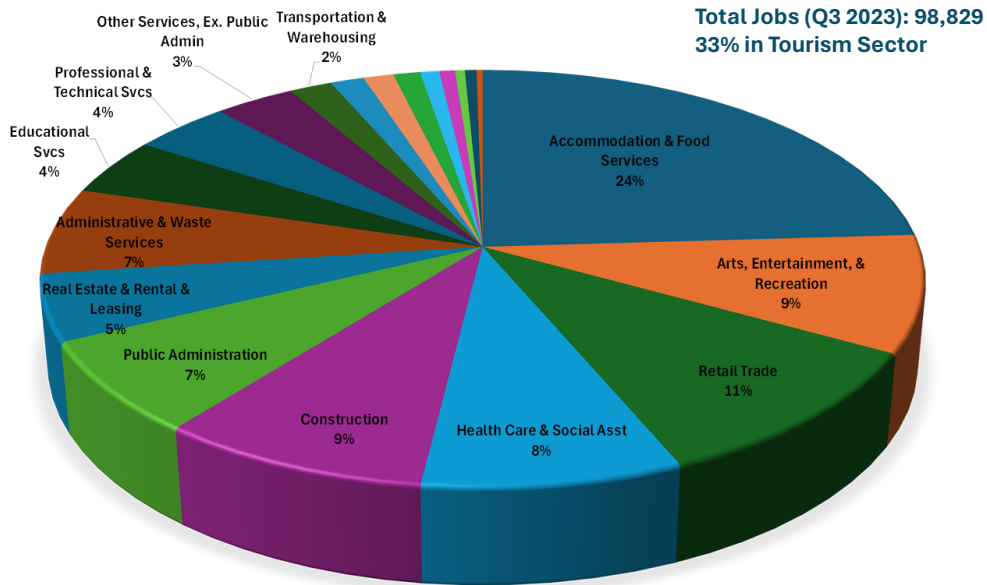
### ADDED to Workforce: Workforce Development Programs in the Region

- Colorado Mountain College Bachelors programs: BA in education, human services, integrated media, sustainability studies; BS in business administration, ecosystem science and stewardship, nursing
- Colorado Mountain College – Mountain Scholars program
- Summit School District – Pre-collegiate program
- Eagle County - Vail Valley Works – Vail Valley Partnership; Eagle County Paramedic Services/Paramedic School Satellite Program w/ Denver Health Paramedic School
- Grand County – Home Grown Talent Initiative
- Pitkin County – Aspen CORE – EDA grant -
- Summit County – Summit Foundation’s Bright Futures Program

## Economy

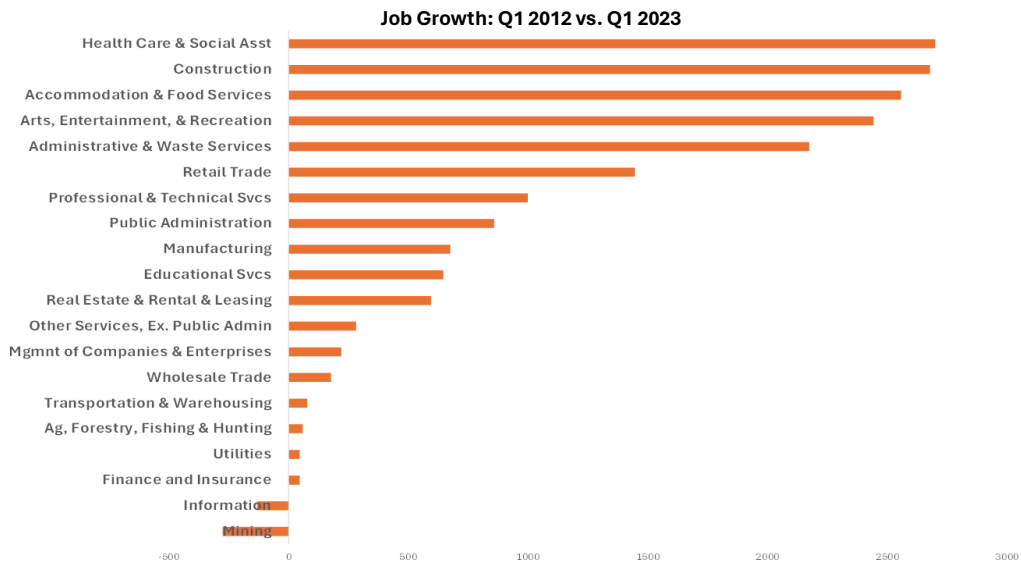
## Economy

### % of jobs in tourism industry vs. other industries



## Economy

### Growth in new industries



### Number of Business Loans Made

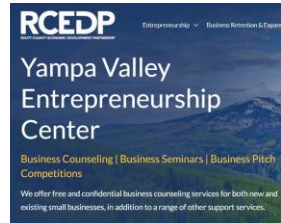
Northwest Loan Fund:

2023: 13 loans for \$1,971,928.00 Average loan \$151,687.00

2022: 8 loans for \$1,222,650.00. Average loan \$152,831.00  
 4th Qtr. 2021: 3 loans for \$339,000. Avg for that Qtr.: \$113,000  
 Jobs created for this period - 62

## Support for Entrepreneurs

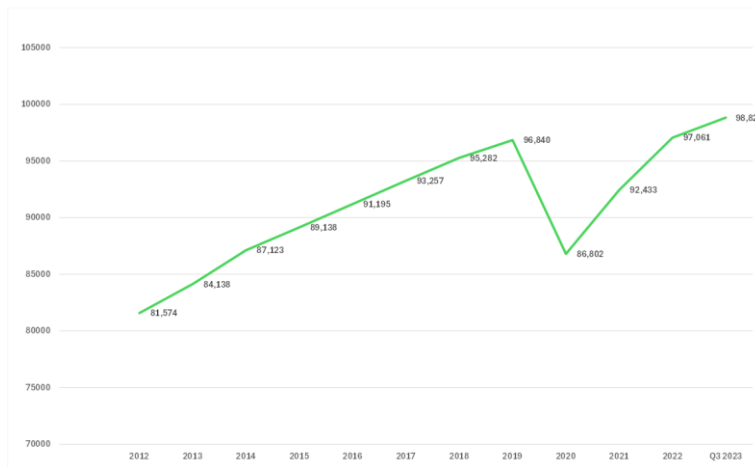
### Economy Support for Entrepreneurs



## Number of Jobs Created

11-Year Job Change: **+17,255**  
**+21%**

### Economy # Jobs Created



## Community

### Community Assessment Project

Now based on your responses to the question that asked about quality of life, what factors are most important to determining the quality of life for you and your household? (Select up to 5 choices that apply)

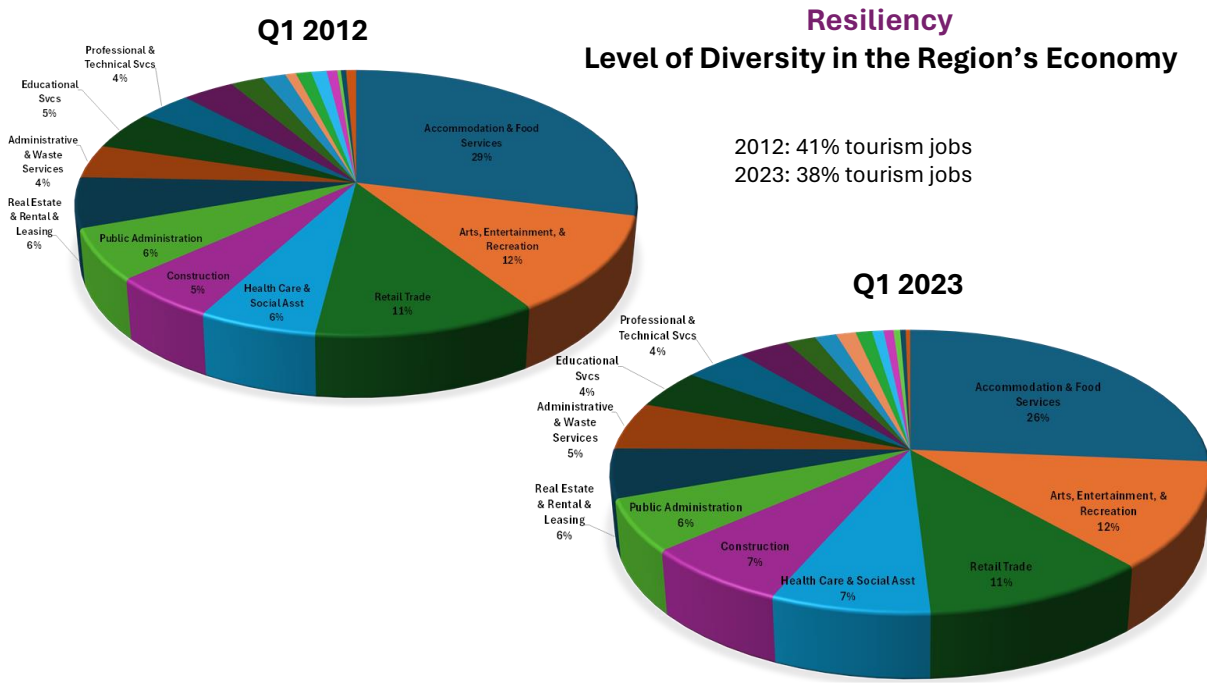
	Grand Total	Own - use as primary residence	Own - use as secondary residence	Rent
Access to (non-snowsports) outdoor activities	43%	40%	53%	38%
Sense of community	40%	49%	21%	44%
Access to snowsports opportunities	35%	29%	55%	27%
Availability and cost of housing	32%	20%	6%	72%
Easy access to trails	31%	27%	37%	30%
Cost of living	30%	31%	12%	46%
Sense of safety and security	28%	28%	28%	27%
Small town atmosphere	28%	36%	25%	20%
Availability of high speed internet	26%	26%	35%	19%
Emergency services / response time	23%	25%	25%	19%
Quality and adequacy of grocery stores	22%	25%	22%	19%
Traffic congestion	18%	24%	17%	12%
Variety of restaurants	13%	8%	23%	10%
Quality of recreation facilities and programs	13%	13%	14%	12%
Arts/culture/entertainment for all	12%	10%	12%	14%
Public and private K-12 schools	11%	18%	2%	10%
Last mile mobility solutions	11%	9%	12%	13%
Proximity to airport/availability of flights	11%	11%	15%	7%
Diversity of the community	11%	9%	5%	20%
Vibrant/high energy community	10%	10%	11%	10%
Family friendly opportunities	10%	11%	14%	5%
Rich community history/heritage	9%	12%	8%	6%
Planning/preparation for natural disasters	9%	8%	10%	8%
Availability of parking	8%	7%	9%	10%
Solid capital planning for public assets	7%	8%	7%	5%
Quality and frequency of events and festivals	6%	4%	12%	4%
Availability of childcare	5%	5%	1%	8%
Quality (sound) infrastructure	1%	1%	1%	1%
Other #1	5%	6%	5%	4%
Other #2	3%	2%	2%	3%

### Public/Private Investment in the Region

- Workforce Housing
- Mental Health
- Childcare
- Broadband
- Arts, Culture, Entertainment
- Recreational Opportunities
- Sustainability Programs
- Disaster Preparedness

### Resiliency

#### Level of Diversity in the region's economy



**Disaster/Wildfire/Natural Disaster Plans**

- [Eagle County Community Wildfire Protection Plan \(2023\)](#)
- [Grand County Community Wildfire Protection Plan](#)
- [Pitkin County Community Wildfire Protection Plan \(2023\)](#)
- [Routt County Community Wildfire Protection Plan](#)
- [Summit County Wildfire Mitigation & Preparedness Plan](#)

**Climate Action/Sustainability Plans & Efforts**

- [Eagle County Climate Action Plan \(2020\)](#)
- [Grand County Drought Management Plan \(2021\)](#)
- [Pitkin County Climate Action Plan](#)
- [Routt County Climate Action Plan \(2024\)](#)
- [Summit County Climate Action Plan \(2019\)](#)
- Town of Silverthorne Sustainability Strategic Plan (underway)
- [Eagle County Energy Inventory](#)
- [Town of Breckenridge Sustainability Plan \(2022\)](#)
- [Aspen CORE Grant Program](#)

**Level and frequency of participation by regional stakeholders in projects, EDD board meetings**  
NWCCOG EDD has very good participation in EDD board meetings. We held 6 board meetings during the reporting period, and had a quorum at each.

## Number and types of investments undertaken in the region

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

### Investment in Workforce Housing

There has been significant investment in workforce housing in the region during the reporting period. The [2023 Regional Workforce Housing Report](#) provides a comprehensive summary of public and private investment in this area throughout the NWCCOG EDD region. Here are some notable headlines:

- **Town of Eagle:** The Colorado Department of Local Affairs (DOLA) has awarded the Town of Eagle a \$54,400 Local Planning Grant to support the development of affordable housing units for low-to-moderate income residents.
- **Town of Granby** - \$3.6 million for up to 258 units of affordable housing including a mix of townhouses, single family homes and duplexes; will include 56 for-rent apartments and two, 12-plexes, along with for-sale construction of up to four single-family homes, four duplexes and 15 townhomes.
- **Town of Fraser** - \$2 million grant by the Colorado Department of Local Affairs for the Victoria Village Workforce Community housing project.
- **Town of Dillon, Summit County, US Forest Service Workforce Housing Project**- The town of Dillon formalized a deal with Summit County government officials on water and infrastructure components related to a joint housing project with the U.S. Forest Service. In order to gain water service from the town, the county will pay for the construction of two roundabouts aimed at mitigating additional traffic.
- The town will provide water access in exchange for the county's support to build two roundabouts to help ease congestion on Lake Dillon Drive and Highway 6. National Forest and Summit County government officials entered a lease agreement, the first of its kind in the nation, last fall that will allow them to build up to 177 units of workforce housing at the site.

### Other Investments in the Region

#### To support the tourism & outdoor recreation economy

- **Eagle County: \$7,000,000** Great Outdoors Colorado grant for completion of Eagle Valley Trail. Funding will help Eagle County complete the last 7.5 miles of the 63-mile Eagle Valley Trail (EVT), which runs from the top of Vail Pass to Glenwood Canyon through Vail, Minturn, Eagle, Vail, Avon, Arrowhead, Edwards, Wolcott, Eagle, Gypsum, and Dotsero. The finished trail will connect over 140 miles of additional regional trail systems in nearby Summit, Pitkin, and Garfield Counties. The EVT will bolster Colorado's unique recreation opportunities, drive tourism, and enhance quality of life through improved connectivity and access.
- **Town of Eagle - \$730,000** Great Outdoors Colorado Grant for **Haymaker Recreation Hub**. With this funding, the Town of Eagle and the Mountain Recreation Metropolitan District will develop four major amenities at the growing Haymaker Recreation Hub: an outdoor pool that will bring back lifesaving learn-to-swim lessons, a bicycle motocross (BMX) track designed for all ability levels, a bike park, and the completion of the final design for Eagle's first skatepark. These four amenities are top priorities in the community-centered recreation plan developed by surrounding residents, towns, and more than 50 partner organizations. The Hub will provide additional recreation opportunities to meet the demands of a rapidly growing population.
- **Grand Lake Area Chamber of Commerce** - \$18,200 Colorado Tourism Office Marketing Management grant to install an informational kiosk that provides local guidance and interfaces

with the national park system for better access to Rocky Mountain National Park reservations, information and trail conditions.

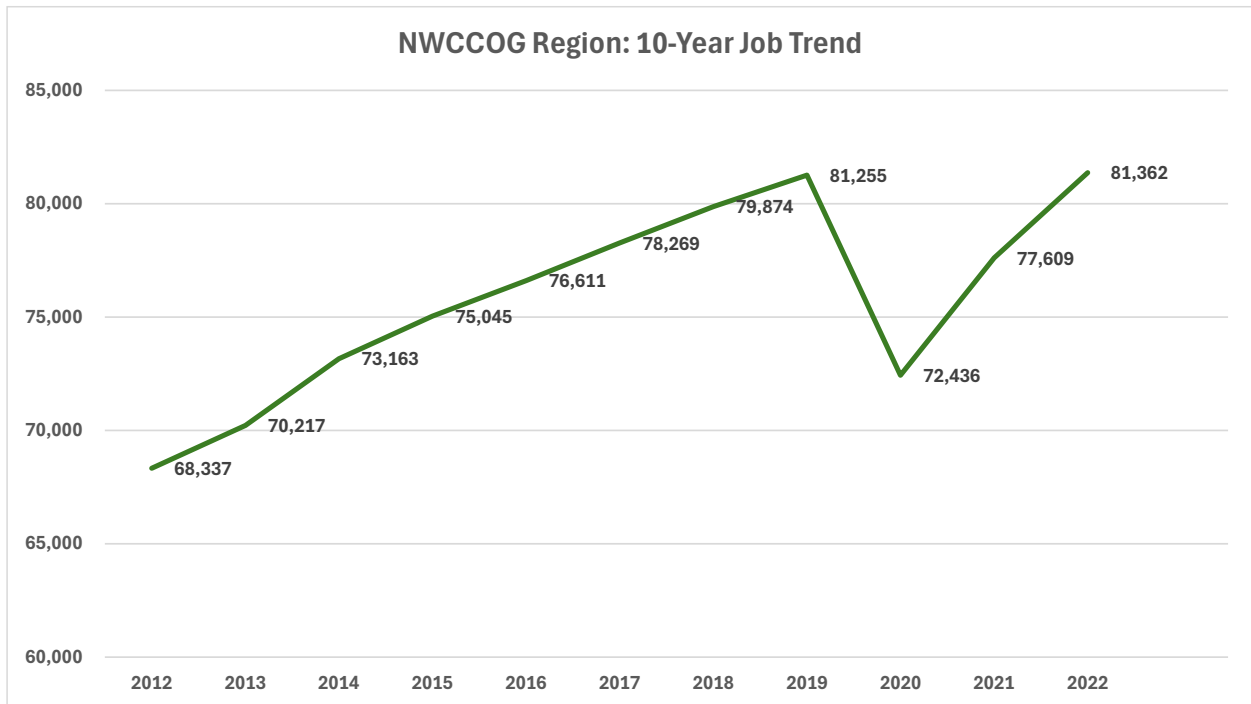
- **Copper Mountain Resort Association** - \$20,000 to install wayfinding signage to guide guests to the town center and to enhance the visitor experience along the riverwalk area.
- **Colorado Mountain College** - Glenwood Springs, Colorado - \$78,000 To support the development of a Ski Industry Trade Certifications program. Funding will support wages for a Curriculum Coordinator, along with associated travel and indirect expenses. **Vail Valley Foundation** - Avon, Colorado - \$45,000 To support operations for the 2024 GoPro Mountain Games. Funding will support marketing and contractual expenses related to operation of the event in June 2024.
- **Vail Valley Mountain Trails Alliance** - Avon, Colorado - \$40,000 to support the Soul Dirt program to engage local businesses in OutdoorsRx principles. OutdoorsRx was published by the OREC office in 2018 to promote public health through outdoor recreation, and the Soul Dirt program implements these through partnerships with businesses in the Vail Valley to encourage corporate wellness programs and employee incentives for outdoor recreation.
- **Vail Valley Partnership** - Eagle, Colorado - \$20,000 To support the Future Forward Outdoor Industry Strategy Summit. Funding will support staff wages and operating expenses related to the summit occurring in 2024.



## Economic Conditions in the Region

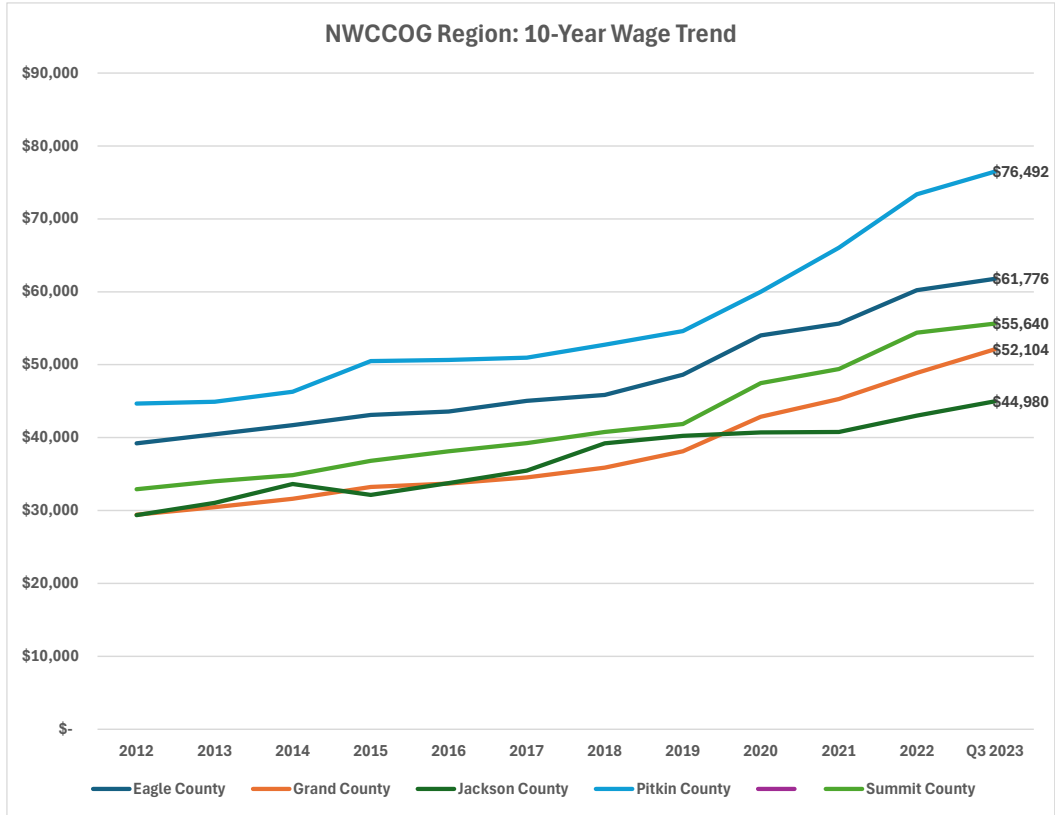
### Jobs

The region was showing a steady increase in jobs from 2012 – 2020, until the pandemic hit in March 2020. Then the region experienced significant job loss, losing over 7,000 jobs. Most of these jobs were in the tourism sector (accommodations and food services; arts, entertainment, recreation). Since that time, the number of jobs have made a full recovery, reporting 81,362 jobs in 2022 which is above pre-Covid numbers.

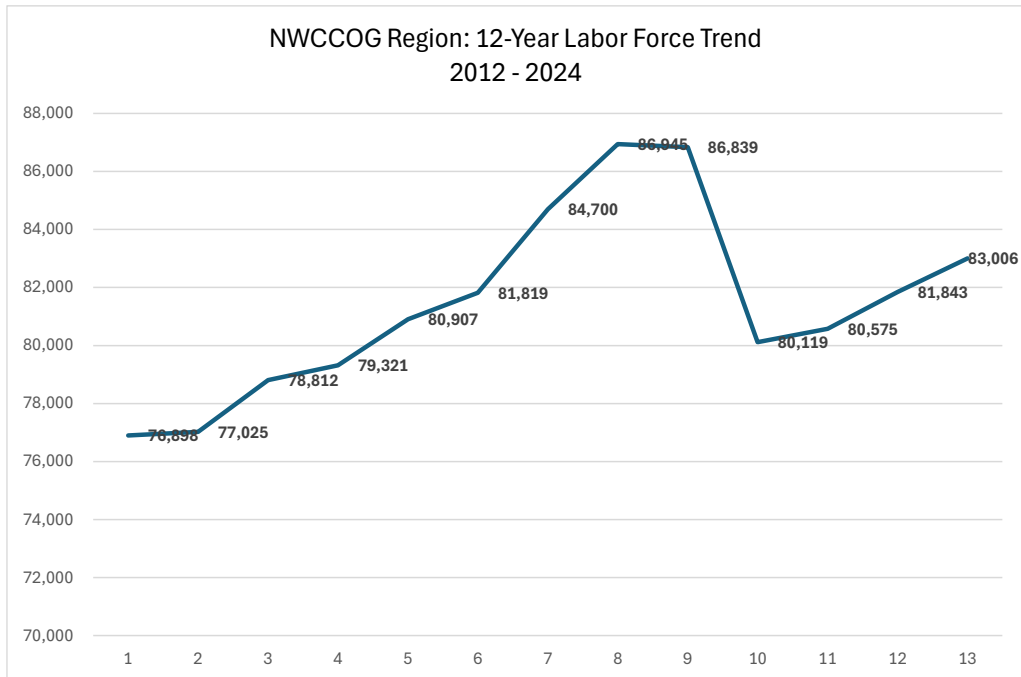


### Wages

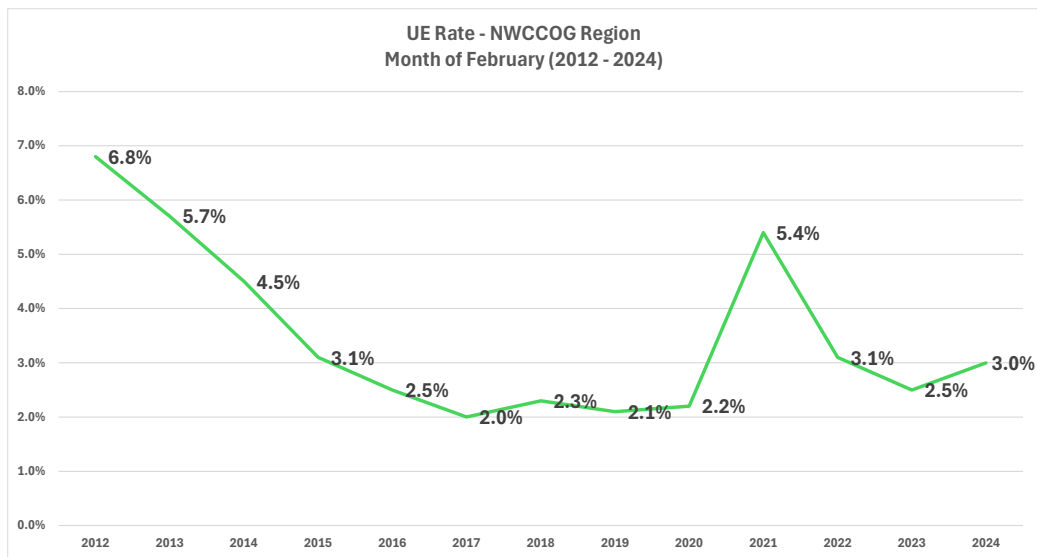
Wages in the region have shown a steady increase, followed by a more dramatic increase in the 2 years following the pandemic. The last year has shown wage growth, albeit that growth is starting to taper off.



## Labor Force and Unemployment



## Unemployment Rate



### Continued high cost of housing

The pandemic, rather than crashing housing markets as initially feared, triggered a home price surge unlike any the country has seen, creating an unprecedented amount of wealth. Mountain resort communities continue to record the highest rates of home price appreciation in Colorado. Some examples from the NWCCOG Region: Home price gains range from a nearly 107 percent gain in Edwards (in Eagle County); The typical home price is now approaching \$1.8 million in Edwards; several mountain communities recorded home price appreciation rates above 70 percent. They include Snowmass Village and Basalt which are in the region; In the prior two decades, about two-thirds of transactions were under \$1 million in the Vail Valley and only 4 percent were over \$5 million. Today, only 28 percent of transactions are under \$1 million, and 8 percent are over \$5 million.

Summit County - According to an April report by Land Title Guarantee Company, the average price for a single-family home between January and March of this year was \$2,459,847 — an 18% increase over 2023.

### Downward Trends in Tourism

#### Ski Industry shows Downward Trends

May see some shifting in the ski industry. Vail Resorts, operating 4 major ski areas in the region, reported that skier visits for the 2023-24 season were 8% down, and season pass sales for the upcoming season are modestly down as well. The ski industry is a major economic driver in the

region, as the region is home to 10 internationally-known and visited ski areas. Some factors for this decline could be the increasingly high cost of skiing combined with high inflation, resulting in less disposable income available for ski vacations. (source: Vail Daily, <https://www.vaildaily.com/news/vail-resorts-reports-skiers-visits-are-down-by-nearly-8/>)

### **Lodging showing downward trend, declining visitor numbers**

The latest data from DestiMetrics, the Business Intelligence division of Inntopia, shows that lodging across the mountain resort region has declined modestly (0.3%). In talking to lodging representatives and other business owners, those people tend to not feel as good about the resort economy, primarily due to the increasing costs of doing business. The tourism industry is subject to outside factors like the wild cards of international events, the national economy, regional events including the threat of wildfire, and the upcoming national election. These all could affect the accommodations and food services industry, which accounts for the largest share of jobs in the region.

### **Summit County's summer vacation bookings flat**

<https://www.summitdaily.com/news/summit-county-summer-vacation-bookings/>

Vacation bookings in Summit County appear to be flat heading into the summer compared to this time last year, a continued cool-down from pandemic-era surges that began in 2021. In 2021 and 2022, bookings remained high throughout much of the year. But since the beginning of last year, trends have begun to reset to pre-pandemic levels. A review of more than 3,000 rental units in the Breckenridge area shows that occupancy is down between 1 percent and 11 percent for dates in May compared to last year. In Breckenridge, tourism officials say they are about 30 percent of the way to hitting the total number of nightly bookings they had for the Fourth of July period last year.

### **Workforce Development Needs**

NWCCOG EDD had a listening session with the University of Colorado leadership on 8/29/23, the EDD board, and other regional stakeholders in late August of 2023 where workforce needs and programs were discussed. Some of the in-demand jobs/skills that were discussed included CDL drivers, HVAC technicians, construction trades, mechanics, engineers, town/county planners, and various public works positions. It was noted that workforce needs and housing affordability go hand in hand. It was noted that workforce development programs need to include training and education programs (including certificate programs) in the needed professions, as well as eye to ensure businesses are utilizing the new ways people are finding jobs/recruiting, ensuring businesses are utilizing those new innovative often technology-based networks and platforms. Also discussed was connecting with the universities in the state such as CU and CSU to develop and promote on-line programs.

<b>Line-Item Expenditure Table</b>
------------------------------------

**Total Expenditures: Cumulative through end of reporting period**

<b>Line Item</b>	<b>Total Budgeted (from SF424)</b>	<b>Federal Funds Expended</b>	<b>Match Funds Expended</b>
<b>Personnel</b>	\$ 261,000	\$ 43,500	\$ 43,500
<b>Fringe Benefits</b>	\$ 99,000	\$16,500	\$16,500
<b>Travel</b>	\$3,000	\$500	\$500
<b>Equipment*</b>	\$0	\$0	\$0
<b>Supplies</b>	\$5,433	\$905	\$906
<b>Contractual/Subaward*</b>	\$0	\$0	\$0
<b>Other</b>	\$12,417	\$2,069	\$2,069
<b>Indirect Costs</b>	\$39,150	\$6,525	\$6,525
<b>Total</b>	\$420,000	\$70,000	\$70,000

## **Updated Regional Action Plan**

**See Separate Attachment.**