



## 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, 2024 – March 31, 2025

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

**Date Submitted:** 5.22.25

## TABLE OF CONTENTS

<b>Adjustments to Strategy</b>	<b>Page 3</b>
<b>NWCCOG 2025 EDD Board of Directors</b>	<b>Page 4</b>
<b>NWCCOG EDD Staff</b>	<b>Page 5</b>
<b>Scope of Work: Progress Report</b>	<b>Page 6</b>
<b>Evaluation Framework</b>	<b>Page 14</b>
<b>Number &amp; types of investments undertaken in the region</b>	<b>Page 24</b>
<b>Economic Conditions of the Region</b>	<b>Page 25</b>
<b>Line-Item Expenditure Table</b>	<b>Page 28</b>
<b>Appendix A: Chart of Data Assistance Requests (4/1/24 – 3/31/25)</b>	<b>Page 29</b>
<b>Appendix B: Updated Regional Action Plan</b>	<b>Page 37</b>

<b>Adjustments to Strategy</b>
--------------------------------

**During the reporting period: 4/1/24 – 3/31/25**

There were no major adjustments to strategy during this reporting period.

## 2025 NWCCOG Economic Development District Board of Directors

<b>NWCCOG Economic Development District</b>			
<b>2025 Board of Directors</b>			
<b>Chair</b>		DiAnn Butler, Economic Development Director, Grand County	
<b>Vice-Chair</b>		Patti Clapper, County Commissioner, Pitkin County	
<b>Secretary/Treasurer</b>		Thayer Hirsh, Executive Director, Summit Economic Partnership	
<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>			
Gary	Brooks	Avon (Eagle)	Councilmember
Mia	Vlaar	Vail (Eagle)	Economic Development Manager
Glenn	Drummond	Basalt (Eagle)	Trustee
Jeremy	Rietmann	Gypsum (Eagle)	Town Manager
Teagan	Serres	Kremmling (Grand)	Town Clerk
Ernie	Bjorkman	Grand Lake (Grand)	Mayor Pro Tem
Lewis	Gregory	Fraser (Grand)	Trustee
Britta	Gustafson	Snowmass Village (Pitkin)	Councilmember
Josh	Samuel	Dillon (Summit)	Mayor Pro Tem
Kristin	Brownsen	Breckenridge (Summit)	Public Works Director
James	Gorham	Frisco (Summit)	Economic Development Manager
*Jason	Zook	Glenwood Springs (NWCCOG member)	Economic Development Specialist
*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		Northpark Chamber of Commerce	
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 (CEcD) in December 2018, which is a designation granted by the International Economic Development Council (IEDC).

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

**NWCCOG – Economic Development District**  
**Scope of Work Progress Report**  
**Reporting Period: April 1, 2024 – March 31, 2025**

**Planning**

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

**ACCOMPLISHMENTS**

- Develop comprehensive report on CEDS & Regional Action Plan (this report)
- Engaged the EDD board in a strategic discussion in the first half of this grant year. This discussion’s focus was more clearly defining EDD board members roles and responsibilities and to best utilize the board and board meetings to be as effective as possible in furthering economic development goals of our region as outlined by the Comprehensive Economic Development Strategy (CEDS)

**DELIVERABLES**

- Report/Presentation to EDD Board of Directors at 6/6/24 meeting on CEDS accomplishments, progress on regional action plan.
- As a result of the strategic discussion had over the course of 2 EDD board meetings and one subcommittee meeting, developed a strategic direction for the EDD board. The goal is to add value to EDD board meetings by having presentations at each board meeting on topics of interest. A list of these topics were gathered during brainstorming sessions with the EDD board.

**DIFFICULTIES ENCOUNTERED**

- None.

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

**ACCOMPLISHMENTS**

- 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.

**DELIVERABLES**

- Held seven EDD board meetings during the reporting period. The EDD board serves as the CEDS Strategy Committee.
- Throughout the reporting period, provided updates to the CEDS Strategy Committee on progress on CEDS goals and objectives.
- Had presentations at CEDS Strategy Committee meetings on topics related to CEDS goals including: Economic Development 101| EDCC (6.6.24); Destination Stewardship Project by Colorado Tourism Office (7.11.24); Entrepreneurship Programs in the Region (10.24.24); Creative Industries in the Region (12.5.24); E-Courier Program | Town of Vail (1.23.25); Business Retention and Expansion Programs in the Region (3.20.25)

**DIFFICULTIES ENCOUNTERED**

- None.

**Business Assistance**

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

**ACCOMPLISHMENTS**

- 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.

**DELIVERABLES**

- Sent 18 resource bulletins during reporting period (open rate 43%). Archive bulletins on EDD website here: <https://nwccog.org/edd/business-resources/resource-bulletins/>
- This publication reaches 2,478 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 132 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 inquires 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**

*See Appendix B: Chart of Data Assistance Requests (4/1/24 – 3/31/25)*

**DIFFICULTIES ENCOUNTERED**

- None.

## Data

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

#### ACCOMPLISHMENTS

- 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
- 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.

#### DELIVERABLES

- Develop and sent three quarterly economic updates to all regional stakeholders in the region (2,478 contacts). Archived on EDD website here: <https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/>.
- Develop community profiles for each member county, which are archived here: <https://nwccog.org/edd/data-center/economic-data/economic-data-by-county/>
- Community Metrics Project: involved a major study of communities in the NWCCOG region to gather data to support where communities currently are, and where they want to be, on the resident-focused vs. visitor-focused continuum. The project employed a broad outreach and in-depth survey in which responses were obtained from residents of Eagle, Grand, Pitkin, Routt, and Summit Counties, with limited additional responses from residents in other areas of Colorado. In total approximately 4,000 full responses to the survey were received. The study is rooted in assessments Insights Collective has conducted since 2020, undertaken largely in response to a desire to understand the long-term impact of the pandemic shutdown on destination tourism economies. Deliverables from this project include: White Paper | Community Metrics Slide Library.
- NWCCOG EDD Director presented on regional and statewide economic trends to the Leadership Summit Program offered by Colorado Mountain College on 11.21.24.
- NWCCOG EDD Director presented on the value of the NWCCOG EDD to the Leveraging Local Leaders group offered by the Vail Valley Partnership on 3.7.25.

#### DIFFICULTIES ENCOUNTERED

- None.



♦ **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 inquiries (see table of inquiries 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> <li>• Community Metrics Project</li> </ul>
<p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Resources bulletin: 18 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: 43%; number of stakeholders reached: 2,478</li> <li>• <b>2024 Regional Economic Summit</b> – hosted on May 2, 2024; 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>• <b>Community Metrics Project:</b> presentation at 2024 Regional Economic Summit on 5.4.24. Deliverables include <a href="#">white paper</a>   <a href="#">presentation</a>   <a href="#">slide library</a></li> </ul>
<p><b>DIFFICULTIES ENCOUNTERED</b></p>

- None.

- ◆ **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**

#### **ACCOMPLISHMENTS**

- EDD Resources Bulletins have been widely used and proven to be very valuable to regional stakeholders.
- Letters of support written on behalf of member communities

#### **DELIVERABLES**

- Partner with Vail Valley Partnership and Office of Economic Development and International Trade (OEDIT) on Opportunity Now Regional Talent Summit to be held on 6.3.24 including outreach, promotion, preparation.
- Promote the programs, initiatives, efforts of EDOs in the region through bi-monthly resources bulletins, sharing at EDD board meetings, etc. Examples: SBDC training and business assistance programs; Economic Development Council of Colorado (EDCC) trainings, workshops and webinars.

#### **DIFFICULTIES ENCOUNTERED**

- None.

### **Partnership Building / Regional Collaboration**

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

#### **ACCOMPLISHMENTS**

- Participation in CO|Align, Colorado's Economic Development alignment initiative spearheaded by the Economic Development Council of Colorado. At the heart of CO|Align is collaboration and communication. CO|Align is an initiative in which statewide economic development organizations aim to foster a cohesive framework that connects Economic Development Districts (EDDs), governmental and non-governmental agencies, and other economic development stakeholders to propel Colorado's economic growth forward. NWCCOG EDD has been an active participant in the development of CO|Align and has signed the MOU to be an official partner.
- NWCCOG EDD is partnering with Vail Valley Partnership and OEDIT to plan for the Opportunity Now Regional Talent Summit to be held on June 3, 2025.
- NWCCOG EDD is participating in monthly calls via EDCC on the Statewide CEDS development.

<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 EDA Denver Regional Office staff – 1<sup>st</sup> Monday of every month</li> <li>• Standing agenda on workforce data/trends/issues every other EDD board meeting (CDLE workforce data/trends presentations at 7.11.24, 10.24.24, and 3.20.25 EDD board meetings)</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> </ul>
<b>DELIVERABLES</b> <ul style="list-style-type: none"> <li>• NWCCOG EDD is a signatory to the CO Align Memorandum of Understanding. The EDD board of directors approved of signing the MOU at December 5, 2024 EDD board of directors meeting.</li> <li>• NWCCOG EDD director participated in planning calls throughout this period on upcoming Opportunity Now Regional Talent Summit with Chris Romer from the Vail Valley Partnership and Marie Pecoraro, Strategic Advisor, Business Engagement &amp; Workforce Advancement, OEDIT. NWCCOG EDD outreached board members and other community stakeholders to promote the summit and solicit input on which key employers to invite.</li> </ul>
<b>DIFFICULTIES ENCOUNTERED</b> <ul style="list-style-type: none"> <li>• None.</li> </ul>

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

<b>ACCOMPLISHMENTS</b> <ul style="list-style-type: none"> <li>• NWCCOG EDD board meetings serve as a forum for regional collaboration.</li> </ul>
<b>DELIVERABLES</b> <ul style="list-style-type: none"> <li>• Seven EDD board meetings held during reporting period (See next section for a summary of topics and presentations given at each).</li> <li>• Forums were achieved at each EDD board meeting during this reporting period. On average, attendance was 15 board members.</li> </ul>
<b>DIFFICULTIES ENCOUNTERED</b> <ul style="list-style-type: none"> <li>• None.</li> </ul>

## Economic Development District Management

♦ **Maintain board membership; maintain board relations**

**ACCOMPLISHMENTS**

- 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.
- Elected new officers at the 1.23.2025 per EDD bylaws (officers are elected every 2 years).
- Presented topics of interest as well as topics related to the CEDS goals and objectives at each EDD Board meeting.

**DELIVERABLES**

- 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 page 4 of this report.

**DIFFICULTIES ENCOUNTERED**

- None.

**♦ Complete all EDA-required grant reporting****ACCOMPLISHMENTS**

- Completed all reports for planning partnership grant required by the EDA.

**DELIVERABLES**

- CEDS Annual Progress Report (reporting period 4.1.23 – 3.31.24)-submitted on 5.18.25
- SF 425 report completed on 9.30.24
- ED-916 completed on 4.28.24
- ED-918 completed on 4.28.24

**DIFFICULTIES ENCOUNTERED**

- None.

**♦ Organize and facilitate board of directors meetings throughout the year****ACCOMPLISHMENTS**

- Organized and facilitated seven EDD board of directors meeting during reporting period.
- Achieved forum at every meeting. On average, 15 board members participated.

**DELIVERABLES**

The following lists board meetings during the reporting period with presentations at each:

- **June 6, 2024:** Economic Development 101 with Kim Woodworth, Executive Director, Economic Development Council of Colorado
- **July 11, 2024:** Destination Stewardship Initiative – Colorado Tourism Office
- **September 5, 2024: EDD Strategic Discussion**
- **October 24, 2024: Entrepreneurship Programs in the Region – Thayer Hirsh, Summit Economic Partnership**
- **December 5, 2024: Creative Industries in the region – Grand Lake Creative District, Steamboat Creative District, Breckenridge Creative District**
- **January 23, 2025: Town of Vail E-Courier Program -** Deputy Chief Justin Liffick and Commander Ryan Kenney from the Town of Vail and Representative from 106 West
- **March 20, 2025:** Business Retention and Expansion Programs in the Region – John Bristol and Keith Hensley, Routt County Economic Development Partnership

#### **DIFFICULTIES ENCOUNTERED**

- None.

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

#### **ACCOMPLISHMENTS**

- EDD Director participated in trainings offered by NADO, EDCC, EDA and the Colorado State Demography Office throughout the reporting period.

#### **DELIVERABLES**

- NWCCOG EDD Director attended the Colorado Municipal League District meeting on 5.23.24 in Dillon
- NWCCOG EDD Director attended the webinar: How ecosystem mapping can aid your region on 5.21.24 provided by The State Science & Technology Institute (SSTI)
- NWCCOG EDD Director attended virtually the Annual State Demography Office Summit on 11.1.24.

#### **DIFFICULTIES ENCOUNTERED**

- The NWCCOG EDD budget is very tight due to the fact that EDA funding has been flat since NWCCOG became an EDD in 2013. Our costs, however, have gone up every year. This has required NWCCOG to continue to overmatch the EDA planning partnership grant in order to keep up with rising costs (i.e. salaries, benefits, rent, indirect costs). This leaves very little to no funding for training and professional development of staff.

## 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 (3.5 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
<b>Workforce</b> <b>Goal:</b> Support our workforce such that their needs are met, and the workforce needs of businesses are met	<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>
<b>Economy</b> <b>Goal:</b> Cultivate a diversified, stable, balanced, sustainable, vibrant economy	<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>
<b>Community</b> <b>Goal:</b> Enhance the region's quality of life and unique community character	<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>
<b>Resiliency</b> <b>Goal:</b> Bolster the long-term economic durability of the region	<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

*Update for reporting period 4.1.24 – 3.31.25*

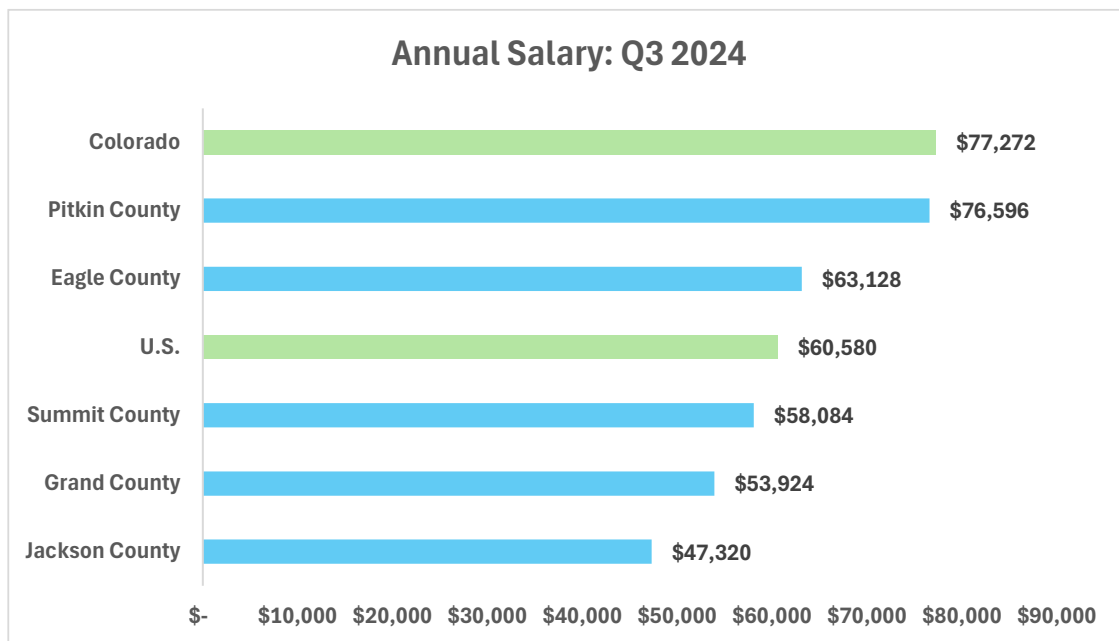
#### Focus Area: Workforce

**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

Two counties in the NWCCOG Region (Pitkin and Eagle) report annual salaries above the U.S. but below Colorado. Three counties in the region (Summit, Grand, and Jackson) report annual salaries below both the U.S. and Colorado. This may be due to the large portion of jobs in lower-paying sectors such as Accommodations & Food Services, Arts, Entertainment, Recreation, and retail in these counties, thus causing a downward trend in annual salary figures.

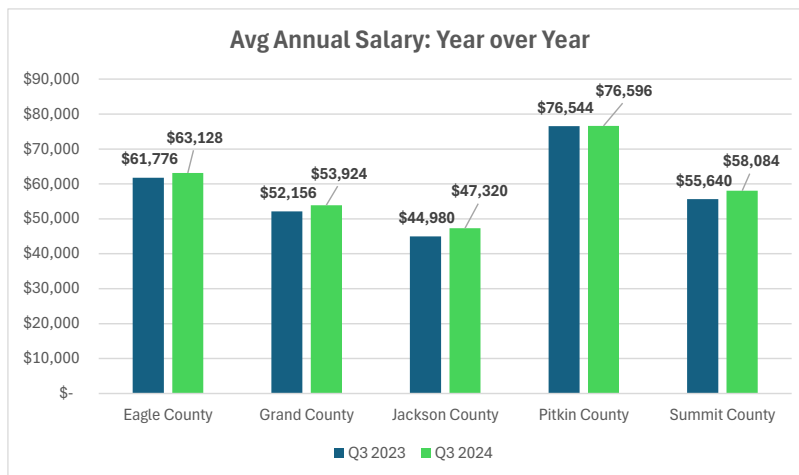


### Wage Growth: Reporting Period and 10-Year Trend

Wages in the region showed significant increases over the last decade, between 36%-65% increases. This trend is leveling off, as the wage increases year over year reported by counties in the region were slight, reported at between 0.1% - 5.2% increases.

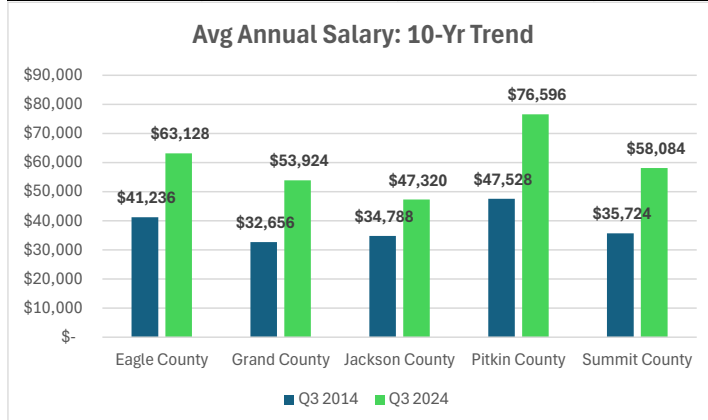
## Year over Year:

Average Annual Salary			
	Q3 2023	Q3 2024	% Chg
<b>Eagle County</b>	\$ 61,776	\$ 63,128	2.2%
<b>Grand County</b>	\$ 52,156	\$ 53,924	3.4%
<b>Jackson County</b>	\$ 44,980	\$ 47,320	5.2%
<b>Pitkin County</b>	\$ 76,544	\$ 76,596	0.1%
<b>Summit County</b>	\$ 55,640	\$ 58,084	4.4%



## 10-Year Trend:

Average Annual Salary			
	Q3 2014	Q3 2024	% Chg
<b>Eagle County</b>	\$ 41,236	\$ 63,128	53.1%
<b>Grand County</b>	\$ 32,656	\$ 53,924	65.1%
<b>Jackson County</b>	\$ 34,788	\$ 47,320	36.0%
<b>Pitkin County</b>	\$ 47,528	\$ 76,596	61.2%
<b>Summit County</b>	\$ 35,724	\$ 58,084	62.6%





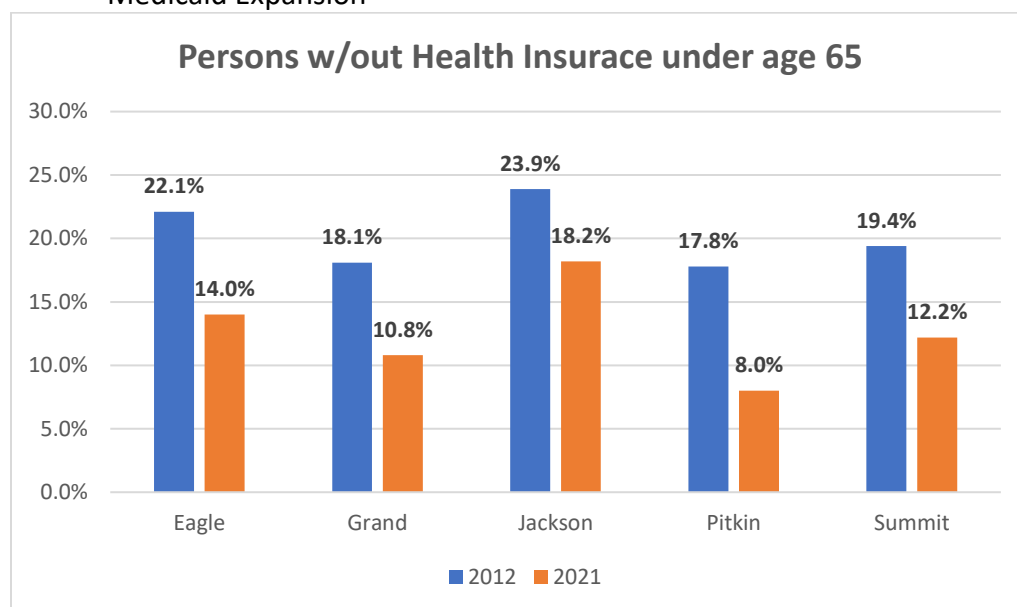
## Workforce Housing Availability and Cost

There have been substantial strides in the area of developing more affordable workforce housing over the last 3 years. In 2023 NWCOG EDD produced a Workforce Housing Report. Since the publishing of that report, there have been significant efforts by communities throughout the region to increase the supply of workforce housing.

## 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:

**Eagle County:** Investing in Our Future: Eagle County's Early Childcare Roadmap (Chris Romer, Vail Valley Partnership) - A strong community starts with strong families, and strong families begin with strong early childhood support systems. Eagle County understands this, which is why leaders from government, education, and nonprofit sectors have come together to develop and refine a comprehensive Early Childhood System Roadmap. In 2016, Eagle County Government and Eagle County Schools assessed early childhood services in the region to identify gaps, prioritize needs, and implement solutions for families with young children. Eight years later, the updated roadmap highlights the progress made and the continued need. Vail Valley Foundation and the Town of Avon are working to address this issue through the new facility in Avon, and there is still work to be done.

## Mental Health Services in the Region

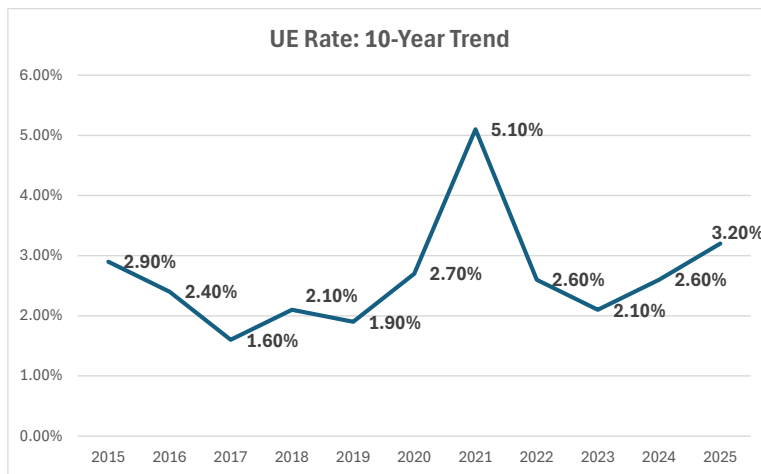
### Colorado Mountain College offers BA degree in Human Services

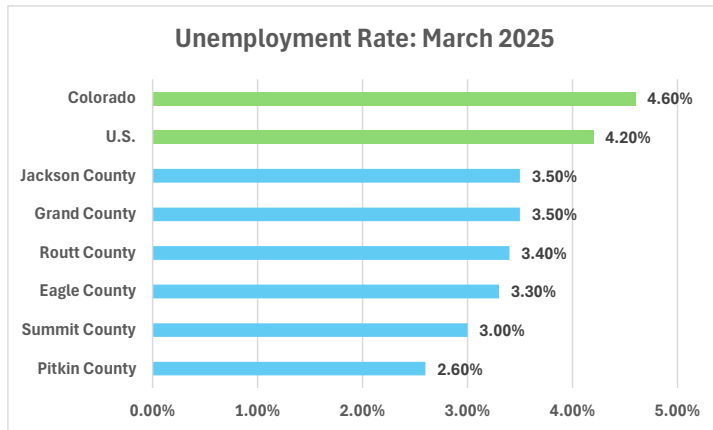
The Bachelor of Arts in Human Services emphasizes the unique aspects of human services in rural communities, and prepares students to gain entry-level positions in businesses, schools, hospitals, recovery centers, government agencies, community organizations, and prepares students for graduate school programs in most areas of human services. This program is for anyone interested in the human services fields and includes specific focus in the areas of psychology, relationships, behavioral modification, addictions, self-help, sustainable human development, abuse, positive psychology, mental health, and family dynamics. It also offers certificates for certified addiction technicians and specialists.

**Eagle County** - Vail Health Behavioral Health opened an outpatient behavioral health clinic, the Wieggers Mental Health Clinic; Precourt Healing Center opens - 28-bed inpatient facility - 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.

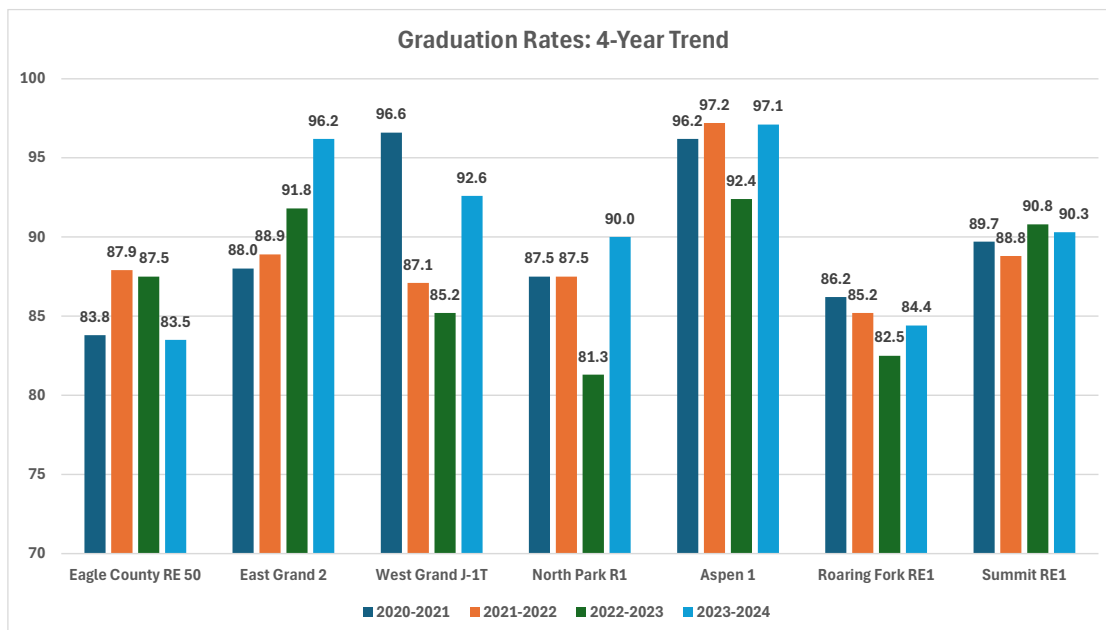
### Unemployment Rate

Over the ten year period, the region's unemployment rate has been relatively low, except for in 2021 during the Covid epidemic. The region's unemployment rate has been as low as 1.6% (in 2017), as high as 5.1% (in 2021 during Covid), and currently is reported at 3.2% which is lower than Colorado (4.6%) and the U.S. (4.2%). The region's unemployment rate has been trending upward over the last three years.





## Graduation Rates



Source: Colorado Department of Education, <https://www.cde.state.co.us/code/grad-dashboard>

## Workforce Development Programs

### Summit School District – School to Work Alliance Program (SWAP)

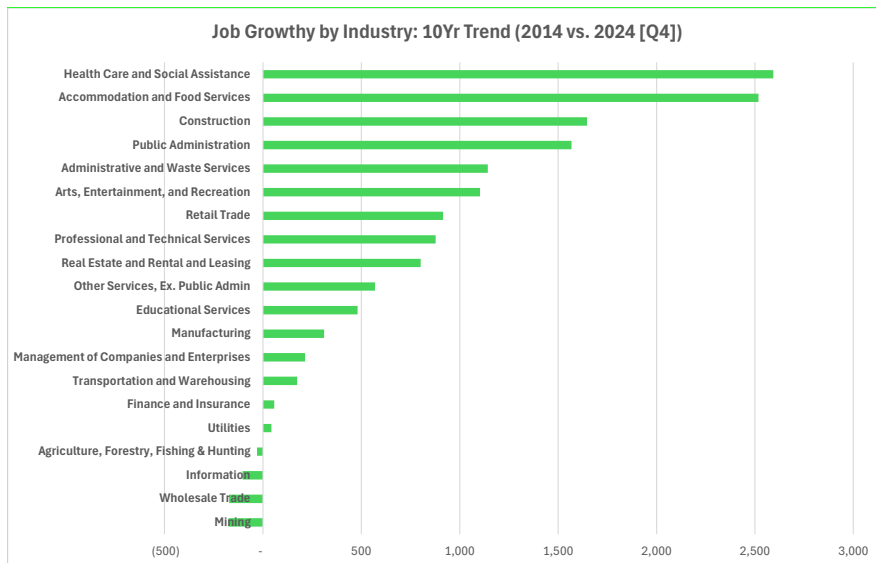
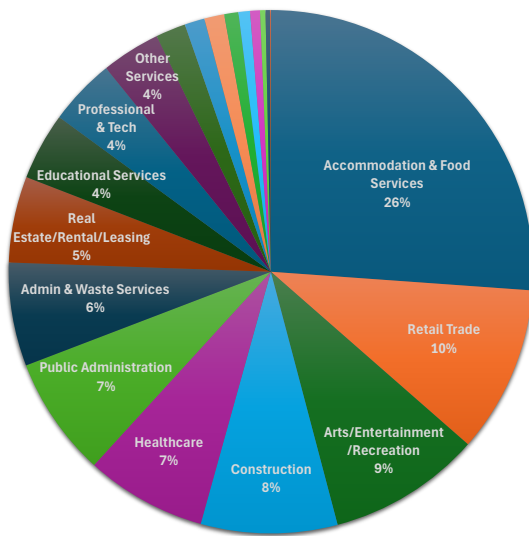
The purpose of SWAP is to assist young adults in making the transition from school to employment, provide successful employment outcomes, increase community linkages, and new patterns of service for young adults within all categories of disabilities. The program's goals include: Building on current transition planning efforts, Creating a career pathway through pre-employment transition services, Filling the case management gap for the targeted population, Supporting collaboration between DVR and local school districts/BOCES. SWAP is intended to provide employment-related assistance to young adults with disabilities, who are experiencing mild to moderate barriers to employment.

Disabilities can include but are not limited to physical, emotional, or learning disabilities. SWAP provides opportunities for young adults to practice and improve workplace skills, consider their career interests, and obtain real world work experience that will lead to competitive, integrated employment in today's high demand industries.

## Economy

This pie chart provides a snapshot of the composition of the NWCCOG Region's economy in terms of industry makeup. The majority of the region's jobs are in sectors which support the tourism and outdoor recreation industry: Accommodations and food services (26%); Retail (10%); Arts, Entertainment, Recreation (9%).

**Time period: Q3 2024 | Total Jobs: 83,481**



## Number of Business Loans Made

Northwest Loan Fund:

2025: 13 loans for \$1,971,928.00 Average loan \$151,687.00

2024: 8 loans for \$1,222,650.00. Average loan \$152,831.00

Jobs created for this period - 44

## Support for Entrepreneurs

### Economy Support for Entrepreneurs



Because a good guide can make all the difference



## Number of Jobs Created

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

### Economy # Jobs Created



## Community

### Public/Private Investment in the Region

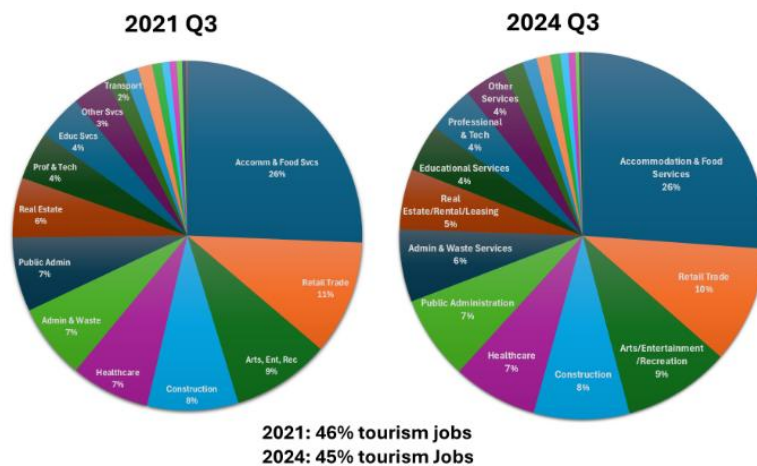
- Workforce Housing

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

## Resiliency

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

Over the three-year trend depicted below, the region's industry mix has not become any more diverse. The pie chart from 2024 looks almost identical to that of 2021. The region is still dominated by tourism-based jobs.



## 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 7 board meetings during the reporting period, and had a quorum at each. Average number of board members present was 15.

## 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:

**Summit County | Town of Frisco:** The Town of Frisco was awarded \$200,000 from the Main Street LIVE special initiative for design and engineering for workforce housing development to increase pedestrian activity, infill, and economic development through mixed use development of the area.

**Grand County | Town of Kremmling:** The town of Kremmling has been awarded a Local Planning and Capacity grant for \$48,000 by the Colorado Division of Local Affairs, with a match of \$12,000 provided by the town. The grant will be used to facilitate and implement a Community Readiness Assessment & Fast Track Strategies Project to address affordable housing in Kremmling. The grant is intended to provide funding to identify land for future affordable housing projects. It will also expedite development review, permitting and other approvals specific to affordable housing projects.

**Grand County -** A project to create a passenger rail line between Denver and northwest Colorado has an initial source of funding after Gov. Jared Polis on Thursday signed a bill generating the dollars. Senate Bill 184 allows the state to impose a \$3 per day fee on all rental cars in Colorado to help pay for transportation projects, including the mountain line. The fee, which begins in 2025, is estimated to bring in \$50 million per year. The mountain rail project would modify the already-existing rail line from Denver to Winter Park and extend it to Steamboat Springs, Hayden and Craig. The bill's sponsors and Polis plan to use the funding generated by the fee to secure a chunk of the \$66 billion in federal funding from the Infrastructure Investment and Jobs Act set aside by Congress in 2021 for rail development in the country. - [www.vaildaily.com](http://www.vaildaily.com), 05.16.24

### **Colorado Department of Local Affairs Energy & Mineral Impact Assistance Grants Awarded in the Region:**

- NWCCOG: Project THOR for Copper Mountain & Town of Avon (\$38,800)
- Gypsum Sewer Collection Main Replacement (\$1 M)
- Town of Silverthorne Water and Sewer Replacement (\$698,250)
- Town of Breckenridge – Solar for Sol Center (\$117,500)
- Summit County – Cabins Infrastructure - \$1 M
- Keystone Town Manager – new town in the region - \$351,102



## Economic Conditions in the Region

The following new stories illustrate the changing economic conditions in the region:

### Tourism Trends

#### **Lodging trends have slowed in Colorado's mountain resort towns**

(Summit Daily News, 9/24/24). “We’ve been on a slight downturn in the mountain communities,” Colorado Tourism Office Executive Director Tim Wolfe said. “It may bounce back, but I don’t think it will be as aggressive. It may even stay down because, for the first time ever, more people are traveling out and overseas than coming into the United States.” International travel to the U.S. has yet to recover to its pre-COVID levels, resulting in more day travel from domestic consumers and fewer long-term stays from out-of-country visitors. Colorado ski areas also reported a slight decrease in visits — down 5% to 7% — during the 2023-24 season for the first time since 2019.

Breckenridge, for example, saw a 28% decrease in revenue for overnight bookings by Colorado residents this summer compared to last — with a 14% decrease for out-of-state travelers. Steamboat Springs saw a nearly 16% decrease in the total number of booked nights this summer compared to last, according to a comparison by the Breckenridge Tourism Office.

#### **Breckenridge sees downturn in summer visits**

For its largest and most reliable visitor demographic, Colorado residents, the Breckenridge Tourism Office reported the town saw a 28 percent decrease in revenue for overnight bookings year-over-year as of Aug. 18. For out of state visitors, it has seen a 15 percent decrease in revenue for overnight bookings year-over-year as of Aug. 18. While booked nights are down, sales tax is up \$1.8 million year to date based on numbers from the end of June, which Breckenridge’s finance department said indicated sales tax was fairly flat in comparison to the prior year. The most recent sales tax data is from June and shows a .31 percent increase in total net taxable sales year over year. While July’s total net taxable sales haven’t been determined yet, finance department staff members reported at an Aug. 27 meeting it looked as though July’s overall tax collections would be reflective of June’s.

#### **SkiCo Visits Down 2.3% in 2023-24**

Aspen Skiing Co.’s skier visits were down 2.3 percent during the 2023-24 season but CEO Geoff Buchheister found some silver lining in the performance. Buchheister noted in a newsletter to SkiCo employees Friday that the company fared better than the U.S. ski industry as a whole. The National Ski Areas Assoc. reported May 22 that skier visits nationwide dropped to 60.4 million this season from 65.4 million the season before. That’s a decrease of 7.3 percent from the record-setting 2022-23 season. SkiCo Vice President of Communications Jeff Hanle said more information would be released on Thursday, when Colorado Ski Country USA releases a general business assessment of its member resorts. Buchheister wrote to SkiCo employees that climate change was identified as “one of the

key drivers” resulting in the decline in skier visits at a recent National Ski Areas Association conference.

### **Ski Industry: Skier Visits down**

Vail Resorts CEO Kirsten Lynch Thursday released some year-end statistics for VR’s 37 North American resorts. Vail Resorts had a 3.1 percent drop in skier visits from the season earlier, but there was a 3.4 percent increase in lift ticket revenue compared with the 2023-24 season. The company reported ski school revenue was up 2.7 percent and dining revenue was up 2.2 percent. Retail/rental revenue was down 4 percent. Lynch said the lower skier-visit numbers will likely result in lower earnings than had been projected. If that proves true, it will be the third consecutive year in which the company missed the midpoint of its earnings expectations. Pre-purchased pass sales were down slightly for 2024-25. That was Vail Resorts’ first ever dip in sales since introducing the Epic Pass in 2008, and about even with 2023-24. Vail Daily, 4.25.25

### **Eagle County Regional Airport sets a new record for passenger enplanements**

The Eagle County Regional Airport set a new record for passenger enplanement in 2024 with 289,867 passengers. A major factor in airport growth was the addition of low-cost carriers Alaska Airlines and Frontier Airlines, which introduced new routes this winter. The airport also has long-time partnerships with American Airlines, United Airlines, and Delta Air Lines. These airlines expanded their seasonal and year-round service, enhancing connectivity to domestic and international destinations, and increasing capacity. United Airlines will continue its summer service to Houston and Chicago. This extended summer service is a direct response to strong demand. The Colorado Dept. of Transportation recently released its 2025 Economic Impact Study, highlighting the significant economic contributions from the airport.

According to the study, the airport generates: \$783.4 million in total business revenues | 4,404 jobs supported by airport activity | \$269.3 million in annual payroll

### **High Cost of Housing Continues**

From \$185,000 to \$12 million: Summit County’s most and least expensive home sales over the last reappraisal period. There were 720 single-family home sales, 113 duplex and triplex sales, 387 townhome sales and 2,479 condo sales in Summit County over the 2-year period, according to the county assessor's office. (Summit Daily News, 8/27/24). Between July 1, 2022, and June 30, 2024, there were 720 sales of single-family homes in Summit County. Based on that data, the median sale price of a single-family home in Summit County was \$1.89 million. Compared to the previous two-year reappraisal cycle, that is a 26 percent increase in single-family home prices.

- At Copper, the median sale price for a single-family home was about \$3.3 million, compared to about \$2.4 million in Keystone, \$2 million in Breckenridge and the surrounding area, and \$1.7 million in Dillon and Silverthorne. North of Silverthorne, near Heeney, the median single-family home price was \$1.14 million.

- There were 28 sales of single-family homes in Summit County with a sales price in excess of \$5 million.
- A ski-in, ski-out home in the Snowy Ridge subdivision near Breckenridge sold for \$12 million in December 2023, making it the most expensive sale over the reappraisal cycle.
- In December 2022, a single-family home in the Dudley Hill subdivision adjacent to the Green Mountain Reservoir sold for \$185,000, marking the cheapest single-family home sale of the two-year reappraisal period. Nearby, the second-lowest sale of a single-family home in Summit County during that time period occurred when a home sold in the Green Mountain-Haldorsen Tracts subdivision for about \$346,000.

<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	\$ 87,000	\$ 87,000
<b>Fringe Benefits</b>	\$ 99,000	\$33,000	\$33,000
<b>Travel</b>	\$3,000	\$1,000	\$1,000
<b>Equipment*</b>	\$0	\$0	\$0
<b>Supplies</b>	\$5,433	\$1,810	\$1,810
<b>Contractual/Subaward*</b>	\$0	\$0	\$0
<b>Other</b>	\$12,417	\$4,138	\$4,138
<b>Indirect Costs</b>	\$39,150	\$13,050	\$13,050
<b>Total</b>	\$420,000	\$140,000	\$140,000

## Appendix A: Chart of Data Assistance Requests (4/1/24 – 3/31/25)

Date	Who	What	Data Provided
5.15.24	Thayer Hirsh, Executive Director, Summit Economic Partnership	Do you have data you can share on employment, hiring, unemployment for Summit County? Ideally over the last several years in order to understand trends.	Provided data for Summit County: 10 year job trend, 10 year UE trend, job growth by industry 10-year trend, demographic data
5.15.24	Elizabeth Garner, State Demographer, Colorado Department of Local Affairs	I am concerned/interested in what will happen to all of the homes of the people who will be migrating/aging out. Are there strategies in place to help keep them resident occupied?	Sent email: Two programs in Summit County come to mind re: your question about preserving housing to be resident-occupied: <b>Summit County Housing Helps Program:</b> Places deed restrictions on existing homes in exchange for cash 10-15% of the home's market value – this is paid to homeowners in exchange for the deed restriction; <b>Buy-Downs:</b> County purchases a unit to resell with a deed restriction or offer to SCGov employee or local workers
5/28/24	Rep. Julie McCluskie, Colorado State Representative	I am speaking on a panel with Sen. Bennet and Mayor Johnston at the Outdoor Festival this Friday. I've been asked to share a focus on outdoor recreation impacts/economy in rural resort communities. Wondering if you have any of the following: - Sustainable tourism has been a big focus in the high country. Is it working?? What measures have been put in place to maintain the wonder of our great outdoors? - Any economic data? # of jobs tied to hospitality, outdoor recreation, tourism, etc. (Was it 72% of jobs up here are service level and directly connected to tourism?) - Volume of visitors? Other tourism or outdoor rec statistics the NWCCOG collects?	Sent email to Rep. McCluskie: Attached please find the most recent economic reports for Grand and Summit County which details number of jobs per industry (based on most recent data available which is Q3 2024; Q4 2024 data is coming out in the next 2 weeks).  This data shows that in Grand County, 41% of jobs can be directly tied to tourism; 38% of jobs in Summit County. These include jobs in the accommodations & food services & arts, entertainment, recreation industries.  There are also several jobs w/in other industries which are related to tourism – i.e. retail sector, real

			estate, rental/leasing sector in particular.
5/28/24	Jon Stavney/re: Community Assessment Project	<p>Here are two key statements I'd like you fact check: In laying the foundational data for the response groups, it is clear that distance from the Denver urban center has an impact on the makeup of ownership / resident type in the community, with Routt county having the largest number of full-time, year-round residents at 77% and Grand having the fewest at 54%. This window narrows concurrently on both ends with changes to proximity to Denver across the data set.</p> <p>And while distance from the metro area increases full-time, year-round residency, it also decreases second home ownership, with counties further from Denver have the fewest second homes, and those- 11 - closest having the most. This is an important distinction as the primary variances in how residents feel about positioning of the community on the continuum is largely driven by differences in residency type.</p> <p>For One, Grand to Routt is one proximity case. Glenwood Springs is further from Denver than SBS by two miles and Aspen is 40 miles further from Denver than GWS. Is it true across Summit, Eagle and Pitkin Counties that Pitkin has largest</p>	<p>Sent this info: This chart shows all counties mentioned, with % of "Vacant for Seas/Rec Use" -what we have been calling "second homes", AND % of all housing units which are "Occupied", which theoretically are full-time, year round residents living in those units. So the key finding by IC holds true, given this data. It is true that Summit County has more housing units that are "Vacant for Seasonal/Recreational Use", per the US Census Bureau. Here are the most up to date numbers (attached).</p> <p>This article helps to explain further how the US Census Bureau defines "Vacant for Seasonal/Recreational Use". From US Census Bureau Article: See a Vacant Home? It May Not be For Sale or Rent <a href="https://www.census.gov/library/stories/2023/05/vacant-seasonal-housing.html">https://www.census.gov/library/stories/2023/05/vacant-seasonal-housing.html</a></p> <p>The term "seasonal vacant" covers a wide swath of potential situations, so it's not surprising such vacancies were found in every county in the country. But while everywhere, seasonal vacant were more common in certain places. While these counties included areas typically known as vacation or second-home destinations,</p>

		<p>number of full time, year-round residents?</p> <p>Is it true that Summit has more second homes than Eagle or Pitkin? Does that change if STRs are considered second homes?</p>	<p>they also included some of the country's most populous areas. The counties with the largest total number of seasonal units were in seasonal destinations, such as beach towns and ski resort areas. Despite the name, seasonal units cover a wide range of housing, including part-time snowbird housing in Maricopa County; second homes in New York County; hunting cabins in Vilas County, Wisconsin; and beach houses in Cape May County, New Jersey.</p>
6/12/24	<p>Martha Miller, PE PMP Town of Eagle Project Manager 970-404-9703</p>	<p>Hi Rachel- Thanks for sharing the information about annual wages in various counties. Do you have any data on a living wage in these same counties?</p>	<p>Sent to Martha –I just recently downloaded the most recent Self-Sufficiency Standard for Colorado 2022 report. I think this is the kind of information you are looking for. Here is the link to the report. I also attached a summary I put together of all NWCCOG Counties. Hope this is helpful!</p> <p><b>The Self-Sufficiency Standard for Colorado 2022</b> Full Report Here: <a href="https://selfsufficiencystandard.org/wp-content/uploads/2022/11/CO22_SSS.pdf">https://selfsufficiencystandard.org/wp-content/uploads/2022/11/CO22_SSS.pdf</a></p> <p>The Colorado Center on Law and Policy is publishing The Self-Sufficiency Standard for Colorado 2022 to ensure the best data and analyses are available to enable Colorado's families and individuals to make progress toward real economic security. The result is a comprehensive, credible, and user-friendly tool. The Self-Sufficiency Standard is a measure that calculates how much income a family must earn to meet basic needs, with the</p>

			amount varying by family composition and where they live
7/31/24	Kit Geary, reporter <a href="http://SummitDaily.com">SummitDaily.com</a> Office: 970-668-4638   Cell: 978-992-2358	I am working on a story about how Summit's wages are lower than that of comparable counties, such as Routt. The NWCCOG has some great data I was directed to on regional wages, and I was hoping to connect with someone on staff to chat about it. Also, the most recent data I have for regional wages from NWCCOG is from Q1 of 2023, do you all have any more recent data?	Phone conversation with Kit; went over where the data comes from, why wages are different in different counties due to industry mix/makeup level of diversity; data request for 10-year job trend for Eagle, Routt, Pitkin, and Summit Counties, total jobs by quarter to see seasonality
8/19/24	Jon Stavney for NWCCOG Council	Data on real estate transactions to show potential revenue generated from RETT if there was one	Consulted Land Title for Data Analyzed and compiled spreadsheet which shows dollar amount of real estate transactions, both residential and commercial (not sure if RETT applies to commercial, but it could not be separated per Land Title), for 2021, 2022, 2023, for towns that do not have a RETT, using a rate from a neighboring town.
9/18/24	Hannah-Hunt Wander Senior Long Range Planner Senior Long Range Planner Pitkin County Cell: 970-618-3645 Email: <a href="mailto:hannah-hunt.wander@pitkincounty.com">hannah-hunt.wander@pitkincounty.com</a>	Hi Rachel, Thanks for sending out the regional economic update. This data is always super useful to us in Pitkin County. I'm reaching out with a question somewhat related to reporting that you pull related to the tourist/outdoor recreation economy. This is a very valuable report to break out the NAICS industries using the NAICS system to capture this sector. However, I wonder if there has been thinking, research, or recommendations to capture what we've been calling the 'private residential economy', which includes the construction, operations, maintenance, and	Hello Hanna –I've been pondering your request for a few days now to figure out the best data to illustrate the "private residential economy" in Pitkin County and how it may pull labor force away from traditional tourist sectors due to higher paying jobs. I've put together this graph (spreadsheet attached), which is using the same data as is used in the quarterly economic update (US BLS/QCEW Q1 2024 data), just displayed a bit differently. I put the jobs you mentioned that are often related to the private residential economy (i.e. private chef, massage therapist, hair stylist, construction



		<p>private services related to large luxury vacation estates. In Pitkin County and many other resort economies in our region, we are experiencing this growing economic sector, but don't yet have the data tools to get our arms fully around it. Many times these jobs are higher paying than the traditional tourist sector, and they service the wealthy directly in the form of property management, specialized IT operations, custom home maintenance, hair/massage services to private clients, private chef/catering, events, etc. Most notably, these jobs often pull workers away from traditional tourist sectors given the higher wages to the detriment of public-facing service jobs. I am curious if this has come across your radar and if you have a recommendation of quantifying this sector?</p>	<p>manager/home maintenance, IT specialist, events manager) into the proper NAICS category where that job would be classified. Some jobs in the private residential economy “sector” pay higher wages than traditional tourist sectors (i.e. Accommodations &amp; FS, Arts, Entertainment, Recreation), some pay lower. Some are w/in those sectors (i.e. private chef, events manager). The contrast in pay may not be as dramatic as you’d expect, probably because Pitkin County pays much higher in the typically lower-paying, lower-skilled tourist industry jobs than our other 5 resort counties (i.e. Accom &amp; FS and Arts, Enter, Rec Sector). I have copied Carolyn Tucker on this email from CDLE. Carolyn may have some insight on this as she is an expert in labor force data, and may have some data specific to Pitkin County as to what these types of jobs would pay specifically, and not lumped in with an entire NAICS code. I hope this information is helpful, and would love to continue the conversation on this research as I think it would be valuable to our entire region.</p>
--	--	---	--

9/19/24	Corry Mihm Project Manager Summit Economic Partnership 970-389-3466 <a href="mailto:cmihm@q.com">cmihm@q.com</a> <a href="http://www.summitpartnership.org">www.summitpartnership.org</a>	Hi Rachel, I am working on building out more detailed reports and metrics for SEP and wanted to chat with you about the numbers that you put out for the EDD. I don't want to recreate the wheel and want to credit NWCCOG and want to explore the option of getting historical data built out.	Met with Corry on 9/22/24 Provided overview of data sources used for quarterly economic update: LMI Gateway/CDLE Stats America State Demography Office website Provided CDLE report on Summit County Labor Force Data
9/26/24	Hannah-Hunt Wander Senior Long Range Planner Senior Long Range Planner Pitkin County Community Development	Another dynamic that we understand anecdotally but may be difficult to capture is that many folks elect to take second jobs and moonlight in the private residential economy. For example, a chef that primarily works at a restaurant but takes extra shifts as a private chef to supplement wages in which case the wages earned are added to their salary to make ends meet. Is there a way to track if a job is a primary job vs supplemental?	Hi Hanna – Attached is the full spreadsheet of QCEW data for Pitkin County for Q1 2024 which is where the data for the graph came from. This data can be pulled from CDLE/LMI Gateway data portal here: <a href="https://www.colmigateway.com/vosnet/analyzer/resultsNew.aspx?enc=SofO4t487vJRIlzRPJuBq/cRvWrYgBQ1Tv3MNmIHUAw=">https://www.colmigateway.com/vosnet/analyzer/resultsNew.aspx?enc=SofO4t487vJRIlzRPJuBq/cRvWrYgBQ1Tv3MNmIHUAw=</a>  Also attached are the descriptions of the NAICS codes that have jobs that match those that could be associated with the Private Residential Economy (those I used in the graph). There certainly may be others, you can find all NAICS codes descriptions here: <a href="https://www.census.gov/naics/?input=53&amp;year=2022&amp;details=53">https://www.census.gov/naics/?input=53&amp;year=2022&amp;details=53</a> As far as tracking primary vs. supplemental jobs, I do not know of any way to track that, perhaps Carolyn you may? (copied Carolyn Tucker, CDLE)

10/7/24	Hannah-Hunt Wander Senior Long Range Planner Senior Long Range Planner Pitkin County Community Development	I'm noticing a discrepancy between the average median income. In the NWCCOG September report, the average median income is reported to be \$111,291 (2022). The source appears to be the Federal Reserve of St Louis. However, State Demography Office and all census data lists the average median income per the ACS (2022) at \$96,123. I wonder if you have thoughts on the methodology difference and the preference for the FRED source?	Sent links to StatsAmerica.org and US Census/Quickfacts with a description of each data source
10/7/24	Margaret Bowes, Executive Director Colorado Association of Ski Towns PO Box 3823 Dillon CO 80435 970-389-4347 <a href="mailto:mbowes@coskitowns.com">mbowes@coskitowns.com</a> <a href="http://www.coskitowns.com">www.coskitowns.com</a>	CAST members are really utilizing the graphs on pages 17-18 of the Workforce Housing Report. I have a request for the data set. Is that something you can share with me?	Sent excel spreadsheet with raw data The first two tabs have the data you are specifically looking for. The last tab is all the data.
10/7/24	Robert Tann Regional Reporter <a href="#">Summit Daily</a> , <a href="#">Vail Daily</a> , <a href="#">Aspen Times</a> , <a href="#">Steamboat Pilot</a> , <a href="#">Sky-Hi News</a> , <a href="#">Glenwood Post</a>  Office: 970-668-4630   Cell: 720-236-0893	My name is Robert Tann and I am a regional reporter for the family of Western Slope newspapers that includes Vail Daily, Aspen Times, Steamboat Pilot and more. I'm working on a story about a new economic report released by the state late last month. The report, <a href="#">which is linked here</a> , shows Western Slope communities saw the majority of the state's recreators, yet Front Range areas accounted for most of the spending from recreators. I was wondering if you would be	Email to Robert: There are several other folks I'd recommend talking to you on this subject, including: (they are copied on this email)  Mia Vlaar – Town of Vail DiAnn Butler – Grand County Economic Development Chris Romer – Vail Valley Partnership Eliza Voss – Aspen Chamber Resort Association Margaret Bowes – Colorado Association of Ski Towns

		interested in doing an interview this week about this imbalance in visitation and spending and how it impacts rural resort communities that rely on tourism dollars and also contend with an influx in outdoor use.	Jon Stavney – NWCCOG Executive Director  Provided Robert with link to Regional Economic Update (Sept 2024)
11.6.24	Katharine Jones, Economist, HUD <a href="mailto:katharine.jones@hud.gov">katharine.jones@hud.gov</a>	I am an economist at HUD and am beginning to work on a housing market analysis of the I-70 Colorado Ski Corridor (specifically, Summit, Eagle, and Pitkin Counties). I read the 2023 workforce housing report put out by CAST, Northwest CO COG, and EDA and wondered if you would be available to chat about the different housing challenges in the area for workers, short term rentals, etc. I'd like to discuss these unique situations in the mountain resort communities with you.	Met with Katharine on 11/13/24 at NWCCOG Office Discussed data in the 2023 Workforce Housing Report
11/7/24	Margaret Bowes, Executive Director, Colorado Association of Ski Towns (CAST)	Seeking data on population trends (since 2010 census, since 2020 census /covid) for CAST member towns; seeking data on housing unit vacancy numbers from 20 years ago ("pre STR-boom")	Sent spreadsheet with most recent SDO population estimates for CAST member towns (from SDO just-released at SDO annual meeting on Nov. 1). Did analysis on pop change since 2010 census, 2020 census, and one year. Connected Margaret w/ Elizabeth Garner from SDO on housing vacancy question
11/21/24	Kathy Stang, Facilitator, Leadership Summit Program/ Colorado Mountain College	You mentioned the concept of living wage in our region. Could you send me more information on this?	Sent Colorado Self-Sufficiency Standard report: <a href="https://selfsufficiencystandard.org/colorado/">https://selfsufficiencystandard.org/colorado/</a>

## Appendix B: Updated Regional Action Plan

**NWCCOG Economic Development District**  
**Comprehensive Economic Development Strategy | Regional Action Plan**  
**October 1, 2021 – September 30, 2026**  
[Progress Report: 10/1/22 – 3/31/25](#)  
**Updated: 5/22/25**

**\*Key: NS – not started; IP – in progress; C – Completed**

### Workforce

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

#### Strategies:

**W1. Support the region’s programs, policies, and incentives which aim to increase the availability and affordability of housing for the workforce**

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Assist towns and counties navigate and utilize new funding sources now available via recent legislation passed.	NWCCOG EDD	IP	IP	IP	IP	
Continue to monitor state, federal and local legislation as it pertains to affordable and attainable housing	NWCCOG EDD, EDCC	IP	IP	IP	IP	
Provide information to stakeholders regarding programs, funding opportunities, success stories and best practices in affordable workforce housing	NWCCOG EDD	IP	IP	IP	IP	
Collaborate with community partners to expand the reach of the region’s workforce housing efforts.	NWCCOG EDD, Towns, Counties	IP	IP	IP	IP	
Convene regional think tanks on key issues like housing, workforce	NWCCOG EDD	IP	IP	IP	IP	
Bring attention to the unique needs of our region; advocate for designated funds for the NWCCOG Region	NWCCOG EDD	IP	IP	IP	IP	

**Key Initiatives: 10/1/21 – 3/31/25**

- Provide information on funding available via recent legislation passed
- 2023 Regional Workforce Housing Report –completed by 10.31.23
- Explore solutions to short-term rentals and their effect on the availability of affordable workforce housing
- Work with Insights Collective on Forces at Play (present at 2022 Economic Summit; continued work on Community Assessment project in 2023, complete Mountain Community Survey; present results at 5.4.24 Economic Summit; White Paper completed 6.2024: <https://www.nwccog.org/wp-content/uploads/2021/09/Community-Assessment-White-Paper-Executive-Summary-Final.pdf>)
- Funding opportunities provided in EDD Resources Bulletins (archived here: <https://www.nwccog.org/programs/nwccog-economic-development-district/resources/>)

**W2. Support efforts that seek to provide affordable health insurance options as well as other benefits such as retirement for individual wealth building**

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Assist towns and counties navigate funding sources and new programs which seek to connect the workforce with benefits such as affordable health insurance and retirement plans	NWCCOG EDD	IP	IP	IP	IP	

**Key Initiatives: 10/1/21 – 3/31/25**

- Retirement Plans for small businesses –4/13/22 call w/ Sen. Hickenlooper’s Office staff re: 3 bills introduced by Sen. Hickenlooper on encouraging creation of retirement plans for small businesses. 76% of employers in our region have 9 employees and less.
- Sept. 19 workshop on Colorado SecureSavings Program – partner with Anna Stevens, Outreach Specialist, Colorado Department of Treasury
- Oct 12, 2022 Workshop with CDLE on FAMILI program
- Employee Ownership Programs – presentation by Marion Champoux-Pellegrin Rural Employee Ownership Director, Rocky Mountain Employee Ownership Center at 7/11/24 NWCCOG EDD Board meeting

**W3. Support efforts to develop and improve workforce needs and services including broadband, transportation, childcare, education, training, healthcare, and mental health services**

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Support actions in NWCCOG Regional Assessment of Child Care Industry Report (Feb. 2021)	NWCCOG EDD	NS	NS	NS	IP	
Continue Project THOR to improve broadband in the region	NWCCOG EDD, EDCC	IP	IP	IP	IP	

Provide information on funding sources for improvements to workforce needs such as broadband, childcare, healthcare, mental health services, transportation, education and training	NWCCOG EDD	IP	IP	IP	IP	
---	------------	----	----	----	----	--

**Key Initiatives: 10/1/21 – 3/31/25**

- Project THOR: <https://www.nwccog.org/programs/broadband-program/>
- EDD Resources Bulletins: <https://www.nwccog.org/programs/nwccog-economic-development-district/resources/>
- Childcare session at 2025 Regional Economic Summit held on 5.1.25

**W4. Network, support, and partner with other organizations on workforce development efforts**

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Support local and regional and statewide workforce development efforts which seek to providing training, education, and career pathways	NWCCOG EDD	IP	IP	IP	IP	
Work with partner organizations to provide small business development training and education throughout the region	NWCCOG EDD, EDCC	NS	NS	NS	IP	
Engage K-12, CMC, CDLE, Workforce Centers on resources for mapping career pathway opportunities; work with partners to develop and promote programs in this area	NWCCOG EDD	NS	NS	NS	IP	
Explore regional training programs for the trades	NWCCOG EDD, Towns, Counties	NS	NS	NS	IP	
Promote on the job training programs within businesses in the region	NWCCOG EDD	IP	IP	IP	IP	

**Key Initiatives: 10/1/21 – 3/31/25**

- Connected Communities Digital Bridge is excited to announce the launch of the first Hubs in Grand County. - initiative that provides workforce stability through digital training; common issues in our Mountain markets, such as skilled labor, trailing spouses, access to living wages, leveraging digital work to create primary jobs, and market diversification.
- Good Jobs Initiative – Results for America (NWCCOG a partner)
- Vail Valley Partnership–contracted and working with Learn Formula and Skill Builders Pro for online learning opportunities. This has been successful (Skill Builders) and we’ve recently launched Learn Formula. Our professional development programs can be found at <https://www.vailvalleypartnership.com/vvw/course-catalog/>
- Meet with Erin Young, Employment Coach, CDLE new role and partnerships with NWCCOG EDD in building “good jobs”; will present at Dec. 1, 2023 EDD Board meeting.
- CDLE Workforce activities in the region during this period include: Eagle County School District Youth Career Fair; Hidden Talent webinar series; Skilled trades pipeline development; Job quality checklist and business counseling; Employer onboarding toolkit; Recruitment, retention and succession planning; apprenticeships.

- Vail Health – workforce development program: The Patient Care Technician program at Colorado Mountain Medical gives employees on-the-job training to become certified medical assistance. <https://www.vaildaily.com/news/vail-health-spending-194m-in-2023-taking-big-steps-to-attract-and-retain-its-workforce/>
- [Opportunity Now Regional Talent Summit](#) – this event will be held on June 3, 2025 at Colorado Mountain College Edwards campus. NWCCOG EDD is a partner with the Vail Valley Partnership on this initiative, working with VVP to engage EDD board members and other stakeholders to invite industry leaders from the region’s key industries to this event.

## Economy

**Goal: Cultivate a diversified, stable, balanced, sustainable, vibrant economy**

**Strategies:**

### **E1. Support, strengthen, build capacity in our region’s key industries and existing businesses**

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Connect economic development stakeholders with resources and information	NWCCOG EDD	IP	IP	IP	IP	
NWCCOG EDD Resources Bulletin	NWCCOG EDD	IP	IP	IP	IP	
NWCCOG EDD website: <a href="https://www.nwccog.org/programs/nwccog-economic-development-district/">https://www.nwccog.org/programs/nwccog-economic-development-district/</a>	NWCCOG EDD	IP	IP	IP	IP	
Establish regional business retention and expansion program/position to support existing businesses and all key industries in the region	NWCCOG EDD, EDOs in the region	NS	NS	NS	NS	
Provide access to capital for existing businesses	NWCCOG EDD, Northwest Loan Fund, EDOs in the region	IP	IP	IP	IP	
Provide education and workshops on succession planning and exit planning for businesses	NWCCOG EDD, EDOs in the region	NS	NS	NS	IP	

### **Key Initiatives: 10/1/21 – 3/31/25**

- Build capacity in Grand Enterprise Initiative – providing free business consulting and technical assistance to businesses in Grand County – grant administrator for DOLA REDI grant (2022 & 2023)
- Jackson County Enterprise Initiative – providing free business consulting and technical assistance to businesses in Jackson County



- Presentation by SBDC on Succession Planning/Exit planning to stakeholders and EDD board on 9/19/24
- Presentation on Business Retention & Expansion program from Routt County EDP at EDD board meeting on 3/20/25

## E2. Partner with stakeholder organizations to provide business training opportunities

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Provide business training programs	NWCCOG EDD	IP	IP	IP	IP	

### Key Initiatives: 10/1/21 – 3/31/24

- Partnership with Summit Chamber/SPI on Co.Starters, Summit Biz Bootcamp program
- 10/12 workshop on FAMILI
- 7/13 email: FIRC working on programming to help locals learn how to start and/or grow their business
- Partner with NW SBDC to promote business training programs offered through bi-monthly EDD resources bulletins

## E3. Tell the region's success stories through newsletters, website, and other modes of communication to promote a positive vision for the region

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
NWCCOG EDD website	NWCCOG EDD	IP	IP	IP	IP	
CEDS	NWCCOG EDD	IP	IP	IP	IP	
EDD Resources Bulletins	NWCCOG EDD	IP	IP	IP	IP	

### Key Initiatives: 10/1/21 – 3/31/25

- Update EDD website, CEDS, Resources bulletins throughout reporting period
- Updated EDD website (2023)
- EDD Resources Bulletins archive: <https://www.nwccog.org/programs/nwccog-economic-development-district/resources/>

## E4. Support our communities' efforts towards responsible tourism

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Support local strategies outlined in local destination management plans and other plans dealing with responsible tourism	NWCCOG EDD, DMOs, EDOs	IP	IP	IP	IP	

### Key Initiatives: 10/1/21 – 3/31/25

- [Breckenridge Destination Management Plan](#)
- [Aspen Chamber Resort Association's Destination Management Plan](#)
- [Vail Destination Stewardship Plan](#)
- Grand County – EDA grant awarded for Grand County Tourism and Diversification Strategy
- Destination Management panel at May 2023 Economic Summit
- 2024 – Participate in Statewide Destination Stewardship Program
- Community Metrics Project – research/survey started in 2023; Rollout of deliverables June 2024; Presentation at Economic Summit (5/3/24); White Paper; PPT; Data set – this project was funded by OEDIT CEDS implementation grant – it is a project identified in CEDS
- CTO Destination Stewardship Planning Initiative – discuss at 7/11/24 BOD meeting; EDD board to be regional stewardship coalition for Rockies Playground region as requested by CTO
- Destination Stewardship/Destination Management session at 2024 Regional Economic Summit

#### E5. Support the development of an entrepreneurial ecosystem in the region

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Develop entrepreneurial resources in the region including mentorship programs, investors, venture capital, angel investment networks, accelerators incubators, events, co-work spaces, training programs	NWCCOG EDD, EDOs, towns, counties, OEDIT, EDA	IP	IP	IP	IP	
Monthly call on workforce, SBDC, CMC, business support community, chambers; organizations working on entrepreneurship	NWCCOG EDD	NS	NS	NS	NS	

#### Key Initiatives: 10/1/21 – 3/31/25

- EDOs in the region working in the area of developing entrepreneurial resources include Northwest SBDC, Vail Valley Partnership, Grand County Economic Development, Routt County Economic Partnership, and Summit Economic Partnership
- Presentation on entrepreneurial programs in the region at the 10/24/24 EDD board meeting – presentation by Thayer Hirsh, Executive Director, Summit Economic Partnership

#### E6. Encourage the development of higher-paying jobs outside of the tourism industry

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Support the Digital Workforce Development program currently underway in Grand County (pending EDA funding)	NWCCOG EDD	IP	IP	NS	X	X
Support development of “Good Jobs”	NWCCOG EDD	IP	IP	IP	IP	
Disseminate and present information in the Colorado Self-Sufficiency Standard; Colorado	NWCCOG EDD	NS	NS	NS	NS	

Legislative Council Cost of Living Study (every other year); have more participation in the development process so that the numbers accurately reflect the conditions in our region; make data readily available and as useful as possible to be used as a benchmark						
--	--	--	--	--	--	--

**Progress: 10/1/21 – 3/31/25**

Adjustment: Grand County did not receive grant for digital workforce development program, so that action item will not be completed.

## Community

**Goal: Enhance the region's quality of life and unique community character**

**Strategies:**

**C1. Support efforts to strengthen community infrastructure including broadband, transportation systems, healthcare facilities, mental health services, educational opportunities, and community amenities**

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Help communities navigate and take full advantage of new funding available (Federal – American Rescue Plan; State - HB 21-1271 Innovative Affordable Housing Strategies; HB 21-1253 Renewable and Clean Energy Infrastructure; HB 21-1289 Broadband Development.)	NWCCOG EDD	IP	IP	IP	X	
NWCCOG Project THOR; Support efforts to strengthen high-speed internet in the region	NWCCOG EDD	IP	IP	IP	IP	
Provide letters of support, grant writing and technical assistance as requested	NWCCOG EDD	IP	IP	IP	IP	

**Key Initiatives: 10/1/21 – 3/31/25**

- Disseminate info on funding opportunities from ARPA, IIJT/Infrastructure Act; housing funding provided by DOLA; mental health funding, all funding as a result of 2022 legislative session via monthly resources bulletins and archived on website: <http://nwccog.org/edd/business-resources/resource-bulletins/>
- Project THOR - ongoing

- Support local communities' efforts with support letters to funding agencies for grant applications (EDA, DOLA, etc.)
- NWCCOG hired Regional Grants Navigator (2023)
- Community Assessment Project/Insight Collectives –proposal responds to current economic conditions and new economic forces that have emerged over the past several years post-Covid. This project commenced in the 1<sup>st</sup> quarter of 2023 and will continue throughout 2023.
- NWCCOG Hosted CBO Regional Roadshow on June 6, 2024

## C2. Serve as a community development and planning resource to our region

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Provide data, research, and other resources to inform policymaking and planning	NWCCOG EDD	IP	IP	IP	IP	
Develop and maintain a regional data clearinghouse on the EDD website	NWCCOG EDD	IP	IP	IP	IP	
Disseminate regional economic and demographic data on a regular basis	NWCCOG EDD	IP	IP	IP	IP	
Respond to data requests	NWCCOG EDD	IP	IP	IP	IP	
Conduct studies and prepare reports on topics of regional interest and value	NWCCOG EDD	IP	IP	IP	IP	
Collect, present, analyze, and disseminate regional data for use in policy making and business development (Qtrly Economic Updates; community profiles; website)	NWCCOG EDD	IP	IP	IP	IP	

### Key Initiatives: 10/1/21 – 3/31/25

- Data Center on EDD website: <https://www.nwccog.org/programs/nwccog-economic-development-district/data-center/>
- Quarterly Regional Economic Updates – on data center page
- County Profiles – on data center page
- Data requests – EDD Director responds to data requests
- Data presentations at EDD board meetings
- Regional Workforce Housing Report (Oct. 2023)

## Resiliency

**Goal: Bolster the long-term economic durability of the region**

### Strategies:

#### R1. Encourage diversity in industry and jobs

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Support efforts to grow new industries not tourism-related	NWCCOG EDD	IP	IP	IP	IP	
Support workforce development and training programs which seek to train the workforce in in-demand skills for higher paying jobs in new industries	NWCCOG EDD	IP	IP	IP	IP	

#### Key Initiatives: 10/1/21 – 3/31/25

- Summit Biz – training program w/ Chamber/Co.Starters
- Partnerships/work with CDLE
- ~~Possible future work with Digital Hub project in Grand County~~

### R2. Cultivate entrepreneurship as a strategy towards economic recovery and long-term resilience

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Provide access to capital for startups	NWCCOG Northwest Loan Fund	IP	IP	IP	IP	

#### Key Initiatives: 10/1/21 – 3/31/25

Northwest Loan Fund activity:

- 2024:
- 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
- 4<sup>th</sup> Qtr 2021: 3 loans for \$339,000. Avg for that Qtr: \$113,000
- 2025: 13 loans for \$1,971,928.00 Average loan \$151,687.00

### R3. Maintain strong partnerships between regional stakeholders to share problems, data, stories, information, best practices and solutions

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
EDD Board of Directors meetings (in conjunction with NWCCOG Council meetings)	NWCCOG EDD	IP	IP	IP	IP	
Regional Economic Forum – bring back Spring 2022	NWCCOG EDD	NS	C	C	C	

Conduct studies/surveys/prepare reports on economic development topics of regional interest and value	NWCCOG EDD	IP	IP	IP	IP	
Maintain frequent communication between federal, state, regional, and local partners	NWCCOG EDD	IP	IP	IP	IP	

#### Key Initiatives: 10/1/21 – 3/31/25

- Regional Economic Summits completed: 5/5/22; 5/4/23; 5/4/24; 5/1/25
- EDD Board Meetings (7 meetings held 2022, 2023, 2024, 2025). EDD board meetings provide forum for information sharing among federal, state, regional, and local partners
- Studies and reports on ED topics of value – Mtn Migration report; NLF report; childcare study; Budgeting practices study
- Regional Workforce Housing Report – completed Oct. 2023
- Frequent communication maintained w/ federal partners via council and EDD board meetings – congressional reps present at each meeting

#### R4. Collaborate with the region's counties on economic recovery and resiliency plan development

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Partner with counties on DOLA Regional Resiliency Roadmaps (Eagle, Grand, Pitkin, Summit – all submitted applications)	NWCCOG EDD, all DOLA roadmap teams	IP	IP	C	C	
Carry out all projects/activities/deliverables of the EDA CARES Act grant (\$400,000) - report out on county-level projects; COVID lessons learned/best practices report from RBRC	NWCCOG EDD, 5 counties receiving grants	NS	IP	C	C	
Utilize the work of the Mountain Migration Report; present strategies and identify those the region's stakeholders want to focus on which will bolster the long-term economic durability of the region	NWCCOG EDD	IP	IP	IP	C	
Help coordinate best practices for the region on recovery plans	NWCCOG EDD	NS	IP	IP	IP	

#### Key Initiatives: 10/1/21 – 3/31/25

- Summit Roadmap Project – provided information on economic development/small business resources to consultant (Better Cities); participated in core team meeting on 2/16

- Report out of all DOLA Roadmap teams in NWCCOG region at NWCCOG EDD board meeting – 3/24/22
- Follow up meeting: Regional DOLA roadmap teams in NWCCOG region with state partners, OEDIT and DOLA resiliency office (4/19/22)
- Summit – DOLA Roadmap meetings 5/23 and 6/6
- DOLA grants to all Roadmap projects in the NWCCOG region – each received \$41,000 implementation grant to carry out projects identified in their roadmap plan:
- **Eagle County** – Eagle Valley - Complete workforce development ecosystem mapping that will consider community needs and workforce development opportunities holistically across the northwest Colorado region’s interdependent smaller rural communities. This study will identify all current and potential partners/programs to support workforce development; identify career pipelines to address industry needs; identify technical assistance programs across the region; provide feedback related to commuter patterns.
- **Grand County** – work with Clear Creek County on broadband projects
- **Pitkin County** - Pitkin/Roaring Fork Valley - Fund professional services to implement projects coming out of the region’s Roadmap, which created the West Mountain Regional Housing Coalition and the Regional Housing Toolkit.
- **Summit County** - Survey local businesses to identify needs, while also mapping the opportunities and resources available to entrepreneurs at each stage of their trajectory. This will create a stronger support network and more intentional connections, and a compilation of relevant resources into brochures and web materials for local business owners.

#### R5. Support the region’s efforts to combat climate change

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Monitor and disseminate information on new legislation and funding sources to fund sustainable resource use and production	NWCCOG EDD	IP	IP	IP	IP	
Encourage installation of renewable energy technologies and sustainable resources	NWCCOG EDD	NS	NS	NS	IP	
Monitor and disseminate information on new legislation and funding sources to fund renewable energy technologies	NWCCOG EDD	IP	IP	IP	IP	
Create a clearinghouse of plans in the region which encourage use of energy efficiency technologies and share best practices (such as Summit County Climate Action Plan and Sustainable Building Code)	NWCCOG EDD	NS	NS	IP	IP	

#### Key Initiatives: 10/1/21 – 3/31/25

- Promote Mtn Town 2030 conference to be held in our region (Vail, CO October 18-20, 2023) which is a movement of mountain communities committed to achieving net zero carbon emissions by 2030 through bi-monthly resources bulletins. This is the third annual climate solutions summit.

- Resiliency page created on EDD website: <https://www.nwccog.org/programs/nwccog-economic-development-district/resiliency/>. Contains resources for resiliency including a clearinghouse of climate action plans in the region.

**R6. Encourage opportunities for community collaboration with respect to wildfire preparedness and mitigation**

Proposed Action	Responsible Party	YR 1	YR 2	YR 3	YR 4	YR 5
Climate Change: Gather all county plans together. Convene regional climate change forum	NWCCOG EDD	NS	NS	IP	IP	
Disseminate information on funding opportunities and support local efforts for wildfire mitigation and forest health management	NWCCOG EDD	IP	IP	IP	IP	
Explore working with Colorado Climate Corps, which will work in 55 of the 64 counties in Colorado to clear trees and ground cover in wildfire mitigation projects as well as clear and contour land to avoid floods and mudslides.	NWCCOG EDD	NS	NS	NS	X	

**Key Initiatives: 10/1/21 – 3/31/25**

- EDD Director has been participating in the Yampa Valley Climate Action Plan Economic Development working group since September 2022; continued throughout first quarter of 2023
- The following communities in our EDD region have developed Climate Action Plans: Eagle County, Pitkin County, Summit County
- NWCCOG applied for grant for EV charging infrastructure (EV charging stations) throughout the region (June 2024)
- Clearinghouse of climate action plans in the region on EDD website here: <https://www.nwccog.org/programs/nwccog-economic-development-district/resiliency/>