



ANNUAL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) PROGRESS REPORT

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

Project Number: ED16DEN3020020

Period covered by the report: 1/1/18 – 12/31/18

Adjustments to Strategy:

Projects Added for 2019:

- 2019 Regional Economic Summit (May 2, 2019)
- Participation in Summit Prosperity Initiative (new project as of September 2018)
- Census 2020 Outreach and Education

Other:

- No longer host of SBDC, but support and partner with new host (Vail Center)
- No longer pursuing strategies for “sector partnerships”; but continued support of our region’s key industries

NWCCOG EDD Board of Directors 2018

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

County Government Representatives			
Eagle County	Jeanne McQueeney	Commissioner	Eagle County
Grand County	DiAnn Butler	Economic Development Coordinator	Grand County
Jackson County	Betsy Blecha	Commissioner	Jackson County
Pitkin County	Patti Clapper	Commissioner	Pitkin County
Summit County	Karn Stiegelmeier	Commissioner	Summit County
Municipal Government Representatives			
Eagle County	Jeremy Rietmann	Town Manager	Town of Gypsum
Grand County	Thomas Clark	Mayor	Town of Kremmling
Grand County	Allie Heon	Business Development Specialist	Town of Fraser
Jackson County	Sarah Wyatt	Trustee	Town of Walden
Pitkin County	Alyssa Shenk	Councilmember	Town of Snowmass Village
Summit County	Carolyn Stowyra	Councilmember	Town of Dillon
Outside Region 12			
	John Bristol	Economic Development Director	City of Steamboat Springs / Chamber
Economic Development Organization Representatives			
Eagle County	Chris Romer	President/CEO	Vail Valley Partnership
Grand County	Catherine Ross	Executive Director	Winter Park/Fraser Chamber
Jackson County	Vacant		
Pitkin County	Robin Waters	President/CEO	Basalt Chamber
Summit County	Corry Mihm	Executive Director	SIBA/Summit Chamber
Key Industry Representatives			
Health & Wellness	Susan Fairweather	Community Relations Manager	Kaiser Permanente
Technology & Information	Amy Kemp	Founder/Owner	Elevate CoSpace
Workforce and Education Representatives			
Workforce	Jessica Valand	Director, NW & Rural Resort Sub-Areas	CO Dept. of Labor & Employment
Education	Matt Gianneschi	COO/Chief of Staff	Colorado Mountain College
Chair: Thomas Clark, Mayor, Town of Kremmling			
Vice-Chair: Patti Clapper, Commissioner, Pitkin County			
Secretary/Treasurer: DiAnn Butler, Economic Development Coordinator, Grand County			

NWCCOG EDD Staff

Rachel Lunney, EDD Director – Rachel Lunney joined NWCCOG in 1999 and served as member services coordinator for three years. She re-joined NWCCOG in 2008 as economic development director. She is responsible for overall management of the Economic Development District. Rachel served as project manager for the development of NWCCOG’s first ever Comprehensive Economic Development Strategy (CEDS) which covered the period 2012 – 2016. She completed the second update to the CEDS as well which covers the period 2017 – 2022. Rachel has a bachelor's degree in economics and an M.B.A. from the State University of New York at Buffalo (SUNY Buffalo). She earned the designation of Certified Economic Developer (CEd) 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 modernize the streetscape in the Central Business District, and remodel its 100-year-old park with a bandstand. Before serving as town manager, Jon served as an Eagle County Commissioner for 5 years. His major accomplishments there included several multi-jurisdictional efforts including a 13 parcel federal land exchange involving 5 local partners, the USFS, and the State Land Board. He also spearheaded a series of river access improvements on the upper Colorado River that resulted in more than \$18,000,000 in local, state and federal funds invested to preserve habitat, working ranches and access to the river. Jon has served on the board of the Colorado River Water Conservation District for the past 8 years, during which time the district negotiated the Colorado River Cooperative Agreement with Denver Water and 15 western slope entities. Jon has a degree in English from Whitman College and is pursuing graduate studies in public administration.

SCOPE OF WORK 2018

1. Maintain the Comprehensive Economic Development Strategy (CEDS)

- **Accomplishments Achieved: The following provides a description of accomplishments achieved in 2018, as they relate to the goals identified in the CEDS:**

Workforce

Inventory of workforce housing options in the region on website: links to housing authorities; sites listing rental housing; helpful tips to those looking for housing, etc.

- 2018 Regional Workforce Housing Report completed in December 2018. This report includes an inventory of workforce housing efforts of both NWCCOG and Colorado Association of Ski Towns (CAST) members. Report can be found here: <http://northwestcoloradoregion.org/Live-Work/Housing.aspx>
- Website has been enhanced to include more information on housing: <http://northwestcoloradoregion.org/Live-Work/Housing.aspx>

Create regional entrepreneurial ecosystem by learning about accelerator/incubator best practices throughout the state (OEDIT Blueprint 2.0 Initiative Program)

- Completed in 2017: Sponsored a regional team to attend Mountain Ventures Summit in Feb. 2017; shared what was learned at VEEP meeting March and May EDD BOD meeting; prompted application to EDA RIS grant.

Pursue funding under EDA's Regional Innovation Strategies grant program for project that supports the development of an entrepreneurial ecosystem.

- Applied for grant in 2017; was not successful. EDD Director has begun research on the RIS grant opportunity for possible submittal in 2019.

Host a day-long workshop sharing best practices in innovation strategies; accelerator/incubator models; co-working spaces models; ideas for entrepreneurship and innovation.

- Held 2018 Regional Economic Summit on May 4, 2018. This event was very successful, with over 100 attendees. Because of its success, NWCCOG EDD will hold this event again in 2019 (scheduled for May 2, 2019).

Provide training and education through partnerships.

- Shared training opportunities through resources bulletins.

Continue WorkWell Collaborative.

- This project was completed on 6/30/18.

Business

The EDD Resources Bulletin accomplishes many of the action items listed in the CEDS including:

- Develop and support resources for small businesses
- Support and be a partner with Co-Working Spaces in the Region
- Promote the Northwest Loan Fund
- Develop and promote other funding sources for businesses
- Outreach on grant opportunities such as brownfields grants; USDA grants; etc.

In 2018, 19 resources bulletins have been created, sent, and archived in the website here: <http://northwestcoloradoregion.org/Local-Business-Services/Resources-Bulletins.aspx/>

The following documents stats on “open rates” to show the reach:

8-Jan	31%
8-Feb	28%
2-Mar	30%
22-Mar	29%
2-Apr	30%
9-May	31%
22-May	31%
4-Jun	29%
3-Jul	29%
17-Jul	28%
30-Jul	28%
14-Aug	31%
27-Aug	27%
4-Oct	26%
10-Oct	30%
29-Oct	25%
8-Nov	25%
19-Nov	
Dec	
	29%

Enhance and maintain NWCCOG regional economic development website; Provide economic data on website and via quarterly updates

- Number of website visits: 2018 – 92,172 (compares with 46,871 in 2017). Number of visitors per day in 2018: Average = 162.
- Four quarterly economic updates created, sent, and archived on website in 2018. Open rates:

Qtrly Economic Updates	
March (3/23)	31%
June (6/26)	32%
September (9/12)	29%
December (12/15)	26%
AVG Open Rate	30%

Community

Build capacity in our towns and counties to protect assets and community amenities; Support efforts to protect the natural environment; Outreach on grant opportunities; Partner with organizations to bring

technical assistance to communities to assist with main street/downtown projects; Support the development of the creative industries sector

- Much of this has been accomplished by sharing information from partner organizations providing training and education in areas of interest to our members. Funding opportunities, including those related to developing and protecting community amenities, protecting the natural environment, creating vibrant main streets, and developing the creative industries sector have been included in resources bulletins. A page has been created on the website to archive these funding opportunities: <http://northwestcoloradoregion.org/Local-Business-Services/Funding-Opportunities.aspx>

Resiliency

EDA Economic Adjustment Assistance Grant - carry out scope of work – economic resiliency plan for Grand and Clear Creek Counties.

- Successfully obtained \$100,000 grant from EDA; completed this project in 2017.
- Grand County Economic Resiliency Plan was result of this grant; can be found here: <http://northwestcoloradoregion.org/About-NWCCOG/Projects.aspx>

Create and maintain regional marketing website.

- Website has been continuously updated and enhanced throughout 2018. A new website is being developed with a more streamlined data center to be launched at the end of the first quarter of 2019.

Include success stories from the region in EDD resources bulletins, NWCCOG e-News and on website.

- 11 “Success Stories” bulletins have been created, sent, and archived in 2018. Open rates:

Success Stories Bulletins	
19-Jan	28%
15-Feb	26%
6-Mar	29%
28-Mar	30%
15-May	33%
6-Jul	33%
9-Aug	31%
28-Aug	29%
23-Oct	25%
8-Nov	26%
14-Dec	28%
AVG Open Rate	29%

New project in 2018: Hosted 2018 Disaster Preparedness for Local Governments Workshop in Eagle, Colorado on 12/7/18. Very successful event attended by over 80 attendees.

- **Quantify deliverable(s):** See Attachment A: NWCCOG CEDS Regional Action Plan for a list of quantifiable deliverables from 2018 as a result of completion of projects identified in the CEDS.
- **Difficulties Encountered:** None

2. Build a Business Friendly Environment

A. Provide technical assistance and other resources to assist communities in building a business-friendly environment.

1. Maintain EDD website (nwcoloradobusines.org).

- **Accomplishments Achieved:** Continued to maintain and enhance the EDD website: northwestcoloradoreigon.org. This website serves as both a marketing tool for the region as well as a data portal which serves as a compliment to the CEDS.
- **Quantify deliverable(s):** Number of website visits: 2018: 92,172 (compares with 46,871 in 2017). Number of visitors per day in 2018: Average = 162.
- **Difficulties Encountered:** None.

2. Respond to inquiries from existing businesses and those looking to do business in the region.

The following provides a synopsis of assistance provided to businesses, NWCCOG member jurisdictions, and other stakeholders in the region in 2018:

Date	Contact/Organization	Assistance Provided
1/4/18	Allen Best	Looking for information on economic/demographic trends in the region; sent most recent economic update (Dec. 2017); link to archived updates on website; added to email list
1/8/18	Bruce Brown, District Attorney, 5 th Judicial District	I'm reaching out to you as part of my "brainstorming" process. I am focusing on some on statistics and trying to understand the demographics of crime and prosecution in hopes of being a better prosecutor. I'm missing a couple things however: 1. What is the seasonal + permanent population of my District? It is interesting to look at stats about crime but without adding in the fact that our visitor population is huge, do stats based purely on permanent pop really help? 2. As I come across data, I don't know well how to interpret it? I know that your office generates a lot of statistical data, do you have an analyst on staff? Would that be a resource I could beg borrow or steal?
1/4/18	Tiffany Pehl, AGNC	Provided assistance with development of AGNC's first-ever CEDS: example of media releases; PPT used at county-level SWOT meetings, etc.....
1/23/18	Startup Colorado	Provided assistance organizing community meeting to discuss the current state of the entrepreneurial ecosystem in Summit County. Startup Colorado is a community-led program focused on supporting start communities and to connect to resources across the state and region.
1/24/18	Mathew Mendisco, Town Manager, Town of Hayden	List of consultants for Economic Development Strategic Plan
2/20/18	Misty McMillan, Branch Broker, Equity Colorado Real Estate	Sent Kitchen Business Incubator Study from 2015 Hi Rachel- I was wondering if you could provide me with a copy of the The Kitchen Business Incubator Feasibility Study? One of the properties that was part of that study has a new owner and they were interested in the study.

2/20/18	Eric – Summit Combined Housing Authority	Data on short and long term rentals and other housing data
3/12/18	Danielle Lendreit, OEDIT	Requested partnership on meeting with our regional ED stakeholders on Blueprint 2.0 info meeting; sent out email; coordinated logistics of the meeting; outreach
3/1/18	Bonnie Peterson, AGNC Executive Director	Provided governing documents for NWCCOG EDD; meeting to discuss our experiences w/ our board makeup, challenges, opportunities, etc.
4/4/18	Betsy Blecha, Jackson County Commissioner	<p>Hello Trent and Betsy:</p> <p>I'd like to introduce the two of you via this email. Betsy is a Jackson County Commissioner, and Trent is the Economic Development Representative for Colorado w/ the EDA. Trent, Betsy called me last week inquiring about funding opportunities for a parcel of land in Jackson County that they would like to use to incentivize property owners to clean up their properties. There are several different property owners involved, and the County is actually willing to put up some funding as well, so there would be matching funds available. So I guess this would be a "redevelopment" sort of project. Betsy said that parts of this parcel have not been well taken care of, have turned into "junk yards" and to clean up this parcel would enhance the economic vitality of the area.</p> <p>I know EDA has several different funding programs, perhaps you could advise is any fit this type of project?</p> <p>Thanks for your help!</p>
4/25/18	Amy Kemp, Elevate CoSpace	Provided data on top employers in Summit County and Breckenridge
4/27/18	Bonnie Peterson, AGNC Executive Director	Assistance with AGNC's CEDS: info on how NWCCOG organized its board of directors; connect with K. Canselosi, NWAHEMR Coordinator re: planning documents related to emergency preparedness for the region
5/8/18	Stephen Shrock, Prior & Associates	<p>I'm working on a market study for funding pertaining to a planned workforce housing apartment project in Granby. Do you happen to know where I can find figures on the top ten employers in the county? The number of employees would be helpful as well.</p> <p>Thanks,</p> <p>> Stephen Shrock, Prior & Associates, Denver, CO, (303)475-3106</p>
5/21/18	<p>Julia Ferguson <julia@lotussustainability.com> High Country Conservation Center</p>	<p>Information request for High Country Conservation Center Summit County's GHG inventory.</p> <p>As part of the project, we are collecting transportation data for each of the incorporated towns (Blue River, Breckenridge, Dillion, Frisco, Montezuma, and Silverthorne) and the rest of Summit County. Data requested:</p> <ul style="list-style-type: none"> • regional transportation plan • vehicle type distribution for Summit County • on-road VMT data for Summit County or incorporated areas? • estimate on the number of electric vehicles in Summit County or incorporated areas • number of off-road vehicles <p>Data Provided: Provided link to CDOT Data and connection to Margaret Bowes from I70 Coalition. link to CDOT data for the "Intermountain" region:</p>

		https://www.codot.gov/programs/planning/transportation-plans-and-studies/2035-regional-transportation-plans.html																																																															
7/9/18	Cheryl – Town of Frisco	Vacancy Rate for Town of Frisco; directed her to the website																																																															
Ongoing		<p>Participate in and promote partners’ trainings, workshops, etc.:</p> <ul style="list-style-type: none"> • Employment First – Summit County – Workforce Ctr • Colorado State Purchasing and Contracts Office • OEDIT • Vail Center • Elevate CoSpace • SBDC • DOLA 																																																															
10/3/18	Scott Cowperthwaite scowperthwaite@outsidetv.com	<p>Hi Rachel, Our TV8 neighbor, Scott, asked if we had any data about Summit County visitors. I don’t, but I thought you might! Erin Fisher Director, AAAA, NWCCOG</p> <p>My response: Hello Scott: Here is some data that shows estimated seasonal population for Summit County. The estimate is based on total # of housing units, multiplied by total household size. The estimate assumes that during high-season times (e.g. Christmas week, 4th of July, spring break, other holiday times), that every housing unit is filled with the average household size for each county. Based on this assumption, Summit County’s seasonal population is 88,128, which is almost 3 times the full-time, year-round population of 30,374. You can use more conservative assumptions for how many of the households are filled during seasonal times (this estimate assumes 100% of housing units are filled) but even assuming 75% are filled, it is estimated that there would be over 66,000 people residing in the county during seasonal times which is more than double. Also, these figures do not include people staying in hotels....so this number is likely quite a bit higher when you consider the # of total hotel beds in the county (not sure where we would get that data). Please let me know if you have any questions about this data. I'm happy to help with any other data needs you might have.</p> <table border="1"> <thead> <tr> <th></th> <th>#</th> <th></th> <th>Seasonal Pop</th> <th></th> <th>Add'l People</th> <th>% hou</th> </tr> <tr> <th></th> <th>Housing Units</th> <th>Avg HH Size</th> <th>if every HH is filled</th> <th>Year-Round Pop</th> <th>high-season times</th> <th>seas</th> </tr> </thead> <tbody> <tr> <td>Summit County</td> <td>30,389</td> <td>2.9</td> <td>88,128</td> <td>30,374</td> <td>57,754.10</td> <td></td> </tr> <tr> <td>Blue River</td> <td>754</td> <td>2.5</td> <td>1,885</td> <td>735</td> <td>1,150</td> <td></td> </tr> <tr> <td>Breckenridge</td> <td>7,029</td> <td>3.0</td> <td>21,087</td> <td>4,732</td> <td>16,355</td> <td></td> </tr> <tr> <td>Dillon</td> <td>1,412</td> <td>2.0</td> <td>2,824</td> <td>992</td> <td>1,832</td> <td></td> </tr> <tr> <td>Frisco</td> <td>3,189</td> <td>2.8</td> <td>8,929</td> <td>2,909</td> <td>6,020</td> <td></td> </tr> <tr> <td>Montezuma</td> <td>59</td> <td>2.5</td> <td>148</td> <td>75</td> <td>73</td> <td></td> </tr> <tr> <td>Silverthorne</td> <td>2,200</td> <td>2.9</td> <td>6,380</td> <td>4,206</td> <td>2,174</td> <td></td> </tr> </tbody> </table>		#		Seasonal Pop		Add'l People	% hou		Housing Units	Avg HH Size	if every HH is filled	Year-Round Pop	high-season times	seas	Summit County	30,389	2.9	88,128	30,374	57,754.10		Blue River	754	2.5	1,885	735	1,150		Breckenridge	7,029	3.0	21,087	4,732	16,355		Dillon	1,412	2.0	2,824	992	1,832		Frisco	3,189	2.8	8,929	2,909	6,020		Montezuma	59	2.5	148	75	73		Silverthorne	2,200	2.9	6,380	4,206	2,174	
	#		Seasonal Pop		Add'l People	% hou																																																											
	Housing Units	Avg HH Size	if every HH is filled	Year-Round Pop	high-season times	seas																																																											
Summit County	30,389	2.9	88,128	30,374	57,754.10																																																												
Blue River	754	2.5	1,885	735	1,150																																																												
Breckenridge	7,029	3.0	21,087	4,732	16,355																																																												
Dillon	1,412	2.0	2,824	992	1,832																																																												
Frisco	3,189	2.8	8,929	2,909	6,020																																																												
Montezuma	59	2.5	148	75	73																																																												
Silverthorne	2,200	2.9	6,380	4,206	2,174																																																												
10/17/18	Tabitha – cleaning business 333.0428 Sheri Lin Lamoureux 737.228.0755	<p>Direct Assistance to two inquiries re: starting a business: Sent the following email with links: Here are some resource to help you explore your new business:</p> <ul style="list-style-type: none"> • Northwest Colorado Small Business Development Center: http://www.northwestsbdc.org/consulting • Small Business Administration - learning center: https://www.sba.gov/learning-center 																																																															

		<ul style="list-style-type: none"> Colorado Office of Economic Development & International Trade (OEDIT): https://choosecolorado.com/doing-business/small-business/ Startup Colorado: https://startupcolorado.org/resources/capital-resources/ Northwest Loan Fund: http://nwccog.org/programs/northwest-loan-fund/ Mybiz.colorado.gov: https://mybiz.colorado.gov/myApp/category/a742c238-1a42-4233-a1d3-4d386021b986 																
11/15/18	Kathy Stang – Leadership Summit/CMC	Panelist/presentation on Summit County demographic and economic trends																
11/28/18	Brian Byne – idea for music production company – mcgoonproductions.com	Provided info about Northwest Loan Fund																
11/29/18	Brooke Roberts, Land Title Guarantee Co.	<p>Request for info on rents in Summit County Hi Brooke: RE: Rent info for Summit County - Here are some resources for you. Most up to date data from the US Census Bureau (American Community Survey data, 5-yr estimates, 2012-2016) https://www.census.gov/quickfacts/summitcountycolorado</p> <table border="1"> <thead> <tr> <th colspan="2">Housing - Summit County</th> </tr> </thead> <tbody> <tr> <td>Housing units, July 1, 2017, (V2017)</td> <td>31,106</td> </tr> <tr> <td>Owner-occupied housing unit rate, 2012-2016</td> <td>67.2%</td> </tr> <tr> <td>Median value of owner-occupied housing units, 2012-2016</td> <td>\$496,100</td> </tr> <tr> <td>Median selected monthly owner costs -with a mortgage, 2012-2016</td> <td>\$1,989</td> </tr> <tr> <td>Median selected monthly owner costs -without a mortgage, 2012-2016</td> <td>\$547</td> </tr> <tr> <td>Median gross rent, 2012-2016</td> <td>\$1,263</td> </tr> <tr> <td>Building permits, 2017</td> <td>47</td> </tr> </tbody> </table> <p>Also: here is a link to our website w/ some recent presentations given by the State Demographer office on Summit County data: (here is a slide from one that shows rent/housing cost data) http://northwestcoloradoregion.org/Our-Member-Communities/Summit-County.aspx Hope this helps!</p>	Housing - Summit County		Housing units, July 1, 2017, (V2017)	31,106	Owner-occupied housing unit rate, 2012-2016	67.2%	Median value of owner-occupied housing units, 2012-2016	\$496,100	Median selected monthly owner costs -with a mortgage, 2012-2016	\$1,989	Median selected monthly owner costs -without a mortgage, 2012-2016	\$547	Median gross rent, 2012-2016	\$1,263	Building permits, 2017	47
Housing - Summit County																		
Housing units, July 1, 2017, (V2017)	31,106																	
Owner-occupied housing unit rate, 2012-2016	67.2%																	
Median value of owner-occupied housing units, 2012-2016	\$496,100																	
Median selected monthly owner costs -with a mortgage, 2012-2016	\$1,989																	
Median selected monthly owner costs -without a mortgage, 2012-2016	\$547																	
Median gross rent, 2012-2016	\$1,263																	
Building permits, 2017	47																	
12/20/18	Ivy Compton Colorado Association of Transit Agencies P: 303.839.5197 E: ivyc@coloradotransit.com	Hi Rachel: Would it be possible for CASTA to use the Funding & Technical Assistance article you published in our own eNewsletter. We will give you full credit. Let me know! Thank you, Ivy Compton Program Assistant - Colorado Association of Transit Agencies																

- Quantifiable Deliverables: See chart above for actual assistance provided.

- Difficulties Encountered: None.

3. Create and distribute monthly resources e-bulletins.

- Accomplishments Achieved: The EDD Resources Bulletin accomplishes many of the action items listed in the CEDS including:
 - Develop and support resources for small businesses
 - Support and be a partner with Co-Working Spaces in the Region
 - Promote the Northwest Loan Fund
 - Develop and promote other funding sources for businesses
 - Outreach on grant opportunities such as brownfields grants; USDA grants; etc.

In 2018, 19 resources bulletins have been created, sent, and archived in the website here: <http://northwestcoloradoregion.org/Local-Business-Services/Resources-Bulletins.aspx/>
 The following documents stats on “open rates” to show the reach:

2018 Resources Bulletins	
8-Jan	31%
8-Feb	28%
2-Mar	30%
22-Mar	29%
2-Apr	30%
9-May	31%
22-May	31%
4-Jun	29%
3-Jul	29%
17-Jul	28%
30-Jul	28%
14-Aug	31%
27-Aug	27%
4-Oct	26%
10-Oct	30%
29-Oct	26%
8-Nov	25%
19-Nov	27%
18-Dec	26%
Avg Open Rate	29%

- Quantifiable Deliverables: See chart above for number of resources bulletins sent out and open rates.
- Difficulties Encountered: None.

4. Work in collaboration with NW Colorado Small Business Development Center (NWCOSBDC) to promote, market, deliver free business consulting services.

- Accomplishments Achieved: As mentioned in the “adjustments to strategy” section, NWCCOG EDD no longer serves as the host to the Northwest SBDC. The Vail Center had served as the host in 2017-18, but just announced that it would no longer continue as host in 2019. EDD Director met with the SBDC Director in December 2019 to brainstorm ideas for NWCCOG EDD to once again have a more active partnership with the SBDC program, and discussed workshop ideas for 2019. NWCCOG EDD will continue to work in close partnership with them to promote the services of the SBDC through newsletters, website, and partnering on events.

Quantifiable Deliverables:

In 2018, the Northwest SBDC...

- Served **115** clients
- Assisted with the creation of **15** new businesses
- Helped to create **65** new jobs
- Helped to retain/save **142** existing jobs
- Assisted with the formation of **\$1,786,100** in capital (loans, grants, investments, etc.)
- Provided clients with new best practices resulting in **\$2,338,210** in increased sales
- Facilitated the procurement of **\$3,124,000** in private and public sector contracts
- **For every \$1 invested into SBDC programs in 2018, the Northwest region has reaped \$142.12 of economic impact to date.**
- Difficulties Encountered: inadequate funding and a vast geographic region to cover continues to be a challenge for the Northwest Colorado SBDC. The SBA grant is minimal, and the region the northwest region serves is very large.

B. Build the capacity of the region’s communities to make our communities attractive places for entrepreneurs to start new businesses by:

1. Providing information on funding opportunities available to towns, counties, nonprofits through monthly resources bulletins as well as through partnerships with economic development stakeholders such as chambers.

- Accomplishments Achieved: Information on funding opportunities provided through resources bulletins and on website; page with archived funding opportunities created on website: <http://northwestcoloradoregion.org/Local-Business-Services/Funding-Opportunities.aspx>
- Quantifiable Deliverables: 19 resources bulletins sent out in 2018.
- Difficulties Encountered: None.

2. Feature different communities throughout the region in newsletters, on the website, and through social media which highlight the community’s assets and benefits to doing business in that community. Also feature local businesses in the region on an on-going basis.

- Accomplishments Achieved: Highlighted several NWCCOG communities in “Success Stories” bulletins with respect to economic development successes; created a page on the website to archive these success stories: <http://northwestcoloradoregion.org/Media.aspx>
- Quantifiable Deliverables: 11 “Success Stories” bulletins have been created, sent, and archived in 2018. Average Open rate: 29%

- Difficulties Encountered: None.

3. Retain, Grow and Recruit Businesses

A. Continue to serve as host organization of NWCOSBDC in 2017. See description above re: the NWCOSBDC.

B. Provide data and information to businesses to maximize economic growth opportunities and enhance local business and industry retention and expansion. See list of assistance provided starting on page 8.

C. Serve as clearinghouse for business resources through direct contact with businesses as well as via website, monthly resources bulletins, and social media.

- Accomplishments Achieved: Assisted several businesses and other stakeholders by connecting them with the resources available through resources bulletins, referrals to website, and direct contact.
- Quantifiable Deliverables:
19 resources bulletins sent out
Number of website visits: 2018 – 92,172 (compares with 46,871 in 2017). Number of visitors per day in 2018: Average = 162.
Assistance made via direct contact with approximately 35 stakeholders

- Difficulties Encountered: None.

D. Work with regional broadband effort in creating a marketing plan for the region.

- Accomplishments Achieved: EDD Director worked with ED and Broadband Director to create Regional Broadband Report in 2018 (posted here: http://nwccog.org/wp-content/uploads/2018/11/Broadband_5YrReport_2018_MASTER.pdf). Project THOR will be funded by a DOLA grant in 2019. DOLA awarded NWCCOG a \$1M matching grant for Project THOR Network Establishment Costs and selected local community fiber and Meet Me Center Builds. Project THOR will dramatically increase local bandwidth capabilities and continue to drive down the cost of broadband to participating entities over time. NWCCOG also submitted a companion grant to DOLA on December 1st to fund a 10-Year IRU with CDOT for 178 miles of project fiber which would further reduce the start-up costs to participants and reduce the 10-year cost of the project by another 10%. THOR is a resilient, affordable, middle-mile network loop connecting hosts in nine counties across NW Colorado with 100 gig service. The project touches 20% of the landmass of the state and 233,000 citizens which is 23% of non-front range population in Colorado. Made promotional video of the region - link here: <https://animoto.com/play/q41d4sTiguLoAcrPQ5xhyg>.
- Quantifiable Deliverables: completed Regional Broadband Report. Successful grant application for funding for Project THOR – \$1 million in funding in 2019.
- Difficulties Encountered: None.

E. Serve as liaison between Federal (EDA) and State (OEDIT) government agencies and local communities.

- Accomplishments Achieved: EDD Director continues to foster positive working relationships with both the EDA Denver Regional Office and the Colorado Office of Economic Development and International Trade through interactions at professional development events, conferences, participation in EDD meetings, etc.
- Quantifiable Deliverables: EDD provides the forum for information sharing between EDA, OEDIT and NWCCOG communities, which allows valuable exchange of ideas including funding opportunities, new programs on the horizon, and opportunities for working together on projects.
- Difficulties Encountered: None.

4. Increase Access to Capital

A. Promote and market the Northwest Loan Fund. Highlight success stories of NLF clients to promote both the NLF and the businesses that benefitted.

- Accomplishments Achieved: include information on Northwest Loan Fund in every Resources Bulletin (19 sent out in 2018).
- Quantifiable Deliverables: 3 loans made in 2018 for a total of \$350,000 loaned out.
- Difficulties Encountered: None.

B. Research sources of grant funding available from both government and non-government sources; maintain a page on the website with funding opportunities. Disseminate this information via monthly resources bulletins.

- Accomplishments Achieved: Funding opportunities included in every resources bulletin that is sent out. 19 were sent out in 2018.
- Quantifiable Deliverables: The feedback on this information has been very positive. EDD staff has received many comments about how valuable this information is on funding opportunities. This information has been shared by our partners including chambers of commerce, thus the reach of this information has been expanded greatly.
- Difficulties Encountered: None.

C. Serve as a clearinghouse to businesses for information on financing/capital sources.

- Accomplishments Achieved: marketed the Northwest Loan Fund and other sources of funding to assist businesses in the region obtain needed capital.
- Quantifiable Deliverables: Shared information on NLF and other sources of funding (private capital and grant funding) via 20 resources bulletins sent throughout the year; created page on website for archive of “funding opportunities: <http://northwestcoloradoregion.org/Local-Business-Services/Funding-Opportunities.aspx>.
- Difficulties Encountered: None.

5. Focus on Projects that Bolster Tourism (Create and Market a Stronger Colorado Brand)

A. Encourage the expansion of the tourism/recreation and service industries through workshops, monthly resources bulletins, and website.

- Accomplishments Achieved: Information sharing on workshops and resources for tourism/recreation and service industries through bi-monthly resources bulletins sent out.
- Quantifiable Deliverables: 19 Resources Bulletins sent out
- Difficulties Encountered: None.

B. Support area tourism businesses and agencies with their activities where appropriate.

- Accomplishments Achieved: Information sharing on workshops and resources for tourism/recreation and service industries through bi-monthly resources bulletins sent out.
- Quantifiable Deliverables: 19 Resources Bulletins sent out
- Difficulties Encountered: None.

C. Provide information to towns, counties, nonprofits, and other regional stakeholders on funding opportunities available that support environmental assets in the region including parks, open space, trails, wildlife preservation, etc.

- Accomplishments Achieved: Information sharing on funding opportunities through bi-monthly resources bulletins.
- Quantifiable Deliverables: 19 resources bulletins sent out in 2018.
- Difficulties Encountered: None.

6. Educate, Train, and Attract the Future Workforce; Support the Current Workforce

A. Advocate for issues that affect the workforce including improvements to the affordability and availability of housing and childcare. This may include compiling best practices, success stories, researching partnerships that have been successful, and researching funding opportunities.

- Accomplishments Achieved: 2018 Regional Workforce Housing report published, which includes best practices and successful tools used by communities in the region to address the workforce housing crisis. EDD board of directors meetings used as forum for regional collaboration and information sharing on issues of healthcare, childcare, and housing.
- Quantifiable Deliverables: four EDD board meetings in 2018; completed workforce housing report Dec. 2018.
- Difficulties encountered none.

B. Promote and market the services offered by the Colorado Workforce Center. Partner with CWFC on projects and programs as appropriate.

- Accomplishments Achieved: EDD Director serves on Rural Resort Region Workforce Development Board. Information is shared on services and programs provided by the Colorado Workforce Centers in our region through monthly resources bulletins.
- Quantifiable Deliverables: EDD participated in four Rural Resort Region workforce board meetings in 2018; 19 resources bulletins sent out in 2018.
- Difficulties Encountered: None.

C. Continue to serve as regional convener of any/all sector partnerships that emerge. Work with CWDC, OEDIT, etc. Participate in any summits, meetings, events, etc. organized by CWDC and OEDIT on sector partnership development that would benefit this region.

- Accomplishments Achieved: No longer participating in sector partnership work.
- Quantifiable Deliverables: No longer participating in sector partnership work.
- Difficulties Encountered: No longer participating in sector partnership work.

D. Partner with organizations/agencies to bring educational workshops to the region, as appropriate.

E. NWCCOG EDD Director to continue to serve on Colorado Workforce Development Board for this region (Rural Resort Region).

- Accomplishments Achieved: EDD Director continues to serve on Rural Resort Region Workforce Investment Board.
- Quantifiable Deliverables: EDD participated in 4 Rural Resort Region workforce board meetings in 2018.
- Difficulties Encountered: None.

7. Cultivate Innovation and Technology

A. Partner with stakeholders in the region to support and build the capacity of the entrepreneurial regional ecosystem. This may include collaborating with co-working spaces, Startup Weekends, Colorado Mountain College, NWCOSBDC, and accelerators.

- Accomplishments Achieved: Continue to collaborate with champions of entrepreneurship in the region including Elevate CoSpace and EVO3 Cowork space.

B. Attend statewide workshops, trainings, events focusing on innovation such as the Colorado Innovation Network Summit (COIN).

C. NWCCOG Executive Director to serve as project manager for regional broadband initiative including coordinating the work of the regional broadband steering committee, and overseeing the work of a regional broadband coordinator.

- Accomplishments Achieved: Funding for Project THOR approved in 2018.
- Quantifiable Deliverables: \$100,000 in DOLA funding secured from a grant from the Colorado Department of Local Affairs in 2018.
- Difficulties Encountered: None.

8. Strengthen the capacity of the region's Towns, Counties, and Economic Development Organizations

A. Continue to provide a forum for intergovernmental cooperation on economic development issues to facilitate collaboration among towns, counties, and economic development organizations within the region. NWCCOG EDD provides this forum for exchange of ideas, needs, etc. at its bi-monthly working group meetings.

- Accomplishments Achieved: 2018 Regional Economic Summit (5/3/18); Disaster Preparedness Workshop for Local Governments (12/7/18); Topics of regional interest covered at EDD Board meetings include effect of Short-term rentals on workforce housing; e-Bikes as a solution to transportation issues; communication tools for elected officials during a disaster; wildfire preparedness.
- Quantifiable Deliverables: 4 EDD Board meetings and 2 regional workshops in 2018.
- Difficulties Encountered: None.

B. Serve as a resource to direct local governments and stakeholders in the region to appropriate federal, state, regional and local resources.

C. EDD staff to keep abreast of, and inform stakeholders of, issues before the state legislature as they relate to, and could potentially affect economic development in the region. This may include keeping in close contact with the EDCC legislative committee and our state legislators. Where appropriate, work with the EDD board of directors to advocate for/against issues.

- Accomplishments Achieved: keep abreast of upcoming legislation that could affect economic development in our region.
- Quantifiable Deliverables: continued to share information throughout 2018 on legislation which could potentially affect economic development with EDD Board of Directors. Will continue to participate in this committee and keep EDD board informed of legislation that could affect economic development in our region.
- Difficulties Encountered: none.

D. EDD staff to participate in training offered by various professional organizations including but not limited to the International Economic Development Council (IEDC); National Association for Development Organizations (NADO), and Economic Development Council of Colorado (EDCC).

- Accomplishments Achieved: biggest accomplishment in 2018 is EDD Director completing all required courses and passing certification exam to become a Certified Economic Developer (CEcD) by the International Economic Development Council (IEDC) in December 2018.
- Quantifiable Deliverables: EDD director passed CEcD Exam December 2018; attended EDCC Annual Conference in Estes Park in October 2018; EDD Director attended EDCC regional forum in ?? on ??; EDD Director continues to serve on EDCC Board of Directors for the Northwest Colorado Region and participate in monthly board meetings.
- Difficulties Encountered: none.

E. Maintain and convene an EDD Board of Directors that complies with EDA requirements; Prepare and submit all EDA-required reports and documents.

- Accomplishments Achieved: continued to maintain EDD board of directors as per EDA guidelines.
- Quantifiable Deliverables: Convened the EDD Board of Directors for four meetings in 2018:
 January 25, 2018
 May 24, 2018
 August 16, 2018
 December 6, 2018

- Submitted all required EDA reports (GPRA on 1/10/2018; financial reports on 4/30/2018 and 10/30/18).
- Difficulties Encountered: None.

Evaluation

- **Number of jobs created after implementation of the CEDS**

The current NWCCOG EDD CEDS covers the period 2017 – 2021. Therefore, as of the writing of this report (12/31/18), we have completed 2 years of the 5-year period (2017 & 2018.). The following is a chart showing job growth in each of NWCCOG’s counties, in each industry. Overall, there was an increase in 2,292 jobs over the year (comparing Q1 2018 with Q1 2017). The first quarter of the year was chosen (instead of Q2 for which the most recent data is available) because January, February, and March is the time of year when the ski season is in full swing, and is most indicative of the region’s true economy. Overall, there was an increase of 1,445 jobs, or a +1.7% increase.

JOB GROWTH BY INDUSTRY: Q1 2018 vs. Q1 2017																		
Industry	Eagle			Grand			Jackson			Pitkin			Summit			Regionally		
	Q1 18	Q1 17	% Chg	Q1 18	Q1 17	% Chg	Q1 18	Q1 17	% Chg	Q1 18	Q1 17	% Chg	Q1 18	Q1 17	% Chg	Q1 18	Q1 17	% Chg
Total, All Industries	35,640	34,867	2.2%	8,230	7,882	4.4%	565	529	6.8%	18,390	18,452	-0.3%	24,328	23,978	1.5%	87,153	85,708	1.7%
Accom & Food Services	9,191	8,832	4.1%	2,085	2,005	4.0%	66	57	15.8%	4,856	5,047	-3.8%	8,765	8,667	1.1%	24,963	24,608	1.4%
Admin & Waste Services	1,935	1,874	3.3%	164	158	3.8%	4	4	0.0%	889	818	8.7%	803	773	3.9%	3,795	3,627	4.6%
Ag, Forestry, Fishing & Hunting	47	47	0.0%	38	42	-9.5%	91	84	8.3%	116	113	2.7%	13	13	0.0%	305	299	2.0%
Arts, Entertmnt, Rec.	4,954	5,213	-5.0%	1,891	1,778	6.4%	conf.	16	-	2,192	2,192	-	2,662	2,462	8.1%	11,699	11,661	0.3%
Construction	3,059	2,913	5.0%	665	633	5.1%	51	47	8.5%	663	672	-1.3%	1,195	1,100	8.6%	5,633	5,365	5.0%
Educational Services	1,612	1,497	7.7%	349	335	4.2%	conf.	conf.	-	640	616	3.9%	934	983	-5.0%	3,535	3,431	3.0%
Finance and Insurance	469	468	0.2%	105	106	-0.9%	conf.	conf.	-	248	241	2.9%	255	246	3.7%	1,077	1,061	1.5%
Health Care and Social Asst	2,412	2,265	6.5%	481	456	5.5%	31	25	24.0%	853	816	4.5%	1,345	1,355	-0.7%	5,122	4,917	4.2%
Information	326	304	7.2%	81	77	5.2%	conf.	conf.	-	159	153	3.9%	182	170	7.1%	748	704	6.3%
Mgmt of Co's & Enterprises	102	103	-1.0%	5	conf.	-	conf.	conf.	-	75	73	2.7%	32	24	33.3%	214	200	7.0%
Manufacturing	396	392	1.0%	143	139	2.9%	conf.	19	#VALUE!	128	132	-3.0%	200	173	15.6%	867	836	3.7%
Mining	18	15	20.0%	17	9	88.9%	18	conf.	-	conf.	conf.	-	conf.	conf.	-			
Other Services, Ex. Public Admin	1,080	1,123	-3.8%	153	160	-4.4%	conf.	conf.	-	761	779	-2.3%	550	565	-2.7%	2,544	2,627	-3.2%
Prof & Technical Services	1,279	1,199	6.7%	156	152	2.6%	37	29	27.6%	782	735	6.4%	670	652	2.8%	2,924	2,767	5.7%
Public Administration	1,500	1,443	4.0%	458	462	-0.9%	87	86	1.2%	1,353	1,316	2.8%	1,542	1,535	0.5%	4,940	4,842	2.0%
Real Estate Rental & Leasing	1,872	1,949	-4.0%	408	410	-0.5%	conf.	conf.	-	1,439	1,453	-1.0%	1,299	1,295	0.3%	5,018	5,107	-1.7%
Retail Trade	3,860	3,761	2.6%	723	653	10.7%	59	59	0.0%	1,533	1,430	7.2%	3,075	3,141	-2.1%	9,250	9,044	2.3%
Transportation & Warehousing	950	878	8.2%	106	107	-0.9%	15	16	-6.3%	342	347	-1.4%	445	434	2.5%	1,858	1,782	4.3%
Utilities	179	180	-0.6%	139	127	9.4%	conf.	conf.	-	56	52	7.7%	83	87	-4.6%	457	446	2.5%
Wholesale Trade	391	411	-4.9%	64	63	1.6%	conf.	conf.	-	80	88	-9.1%	188	188	0.0%	723	750	-3.6%

Wage growth by county:

Annual Wage	Eagle	Grand	Jackson	Pitkin	Summit	Colorado
Q1 2018	\$ 44,512	\$ 33,436	\$ 38,324	\$ 49,400	\$ 38,272	\$ 61,152
Q1 2017	\$ 44,408	\$ 32,656	\$ 36,296	\$ 49,244	\$ 37,180	\$ 59,072
% Change	0.2%	2.4%	5.6%	0.3%	2.9%	3.5%

- **Number and types of investments undertaken in the region: Public and Private Sector**

The following is a broad summary of some of the more notable public and private investments in the region in 2018, by county (this is not meant to be all-inclusive).

Workforce Housing: for more information on workforce housing investments in the NWCCOG Region, see the 2018 Regional Workforce Housing report here: <http://northwestcoloradoregion.org/Live-Work/Housing/Housing-Options.aspx>

- (Grand County) - Town of Granby approves final plat for Smith Creek Crossing affordable housing development (Ski-Hi News, 9/11/18) - About 100 affordable housing units are expected to become available for rent or purchase next summer in Granby as town officials continue

moving forward with ongoing discussions related to the Sun Communities development known as Smith Creek Crossing. Smith Creek Crossing is an affordable housing development being planned by Sun Communities, a Michigan-based real estate firm that has spent the last several years in ongoing negotiations with the town of Granby regarding the Shorefox property north of Granby. Town officials recently approved the final plat and plan for the 310-unit housing development, located on the northwest side of the intersection of Highways 34 and 40.

- (Summit County) - There have also been a number of developments approved and open this year in the arena of new apartments, workforce housing and condominiums. While the most notable project on the horizon — the massive **Lake Hill development** planned in unincorporated Summit County near Frisco — is still a ways off, other projects have made a splash over recent months. In Breckenridge, the town began construction of the **COTO Flats**, a new workforce housing complex promising more than 90 units in cooperation with the county. The town is also in conversations for **Breck 365**, a set of planned workforce housing units, which may be built using modular construction methods. The county broke ground on **The Village of Wintergreen** in Keystone in August, a new workforce-housing complex with more than 190 units. In Frisco, the town celebrated the opening of the **Mary Ruth Place** workforce housing complex, featuring nine units on the corner of Galena Street and Fourth Avenue

Open Space/Historic Preservation:

- Eagle County: \$54,000 in GOCO grants is headed to Eagle County for open space, schoolhouse stabilization - EAGLE COUNTY — Two projects in Eagle County have netted nearly \$54,000 in Great Outdoors Colorado grant money. Eagle Valley Land Trust received a \$33,399 grant to cover closing costs associated with the conservation of the Minturn Boneyard Open Space. Sylvan Lake State Park received \$20,000 to restore a historic schoolhouse in disrepair. For the Minturn Boneyard project, the land trust will acquire a conservation easement on the 4.39-acre Minturn Boneyard Open Space, which is owned by the town of Minturn. One quarter-mile of the property is located along the Eagle River, which is some of the last remaining riverfront land with public access in the town. It also has several walking trails and a fishing access point for public use. The \$20,000 grant to Sylvan Lake State Park is part of Great Outdoors Colorado's Colorado Parks and Wildlife Director's Innovation Fund, a partnership between Great Outdoors Colorado and Colorado Parks and Wildlife to create a funding source for one-time, innovative projects that would not otherwise receive funding from either organization. Sylvan Lake is partnering with the Eagle County Historical Society and HistoriCorps to stabilize the Upper Brush Creek Schoolhouse, which was built in 1916 and is one of the only remaining one-room schoolhouses in Colorado on public land. A grassroots, community-driven effort succeeded in getting the schoolhouse listed with the National Register of Historic Places in 2015, but the structure is in dire need of repairs before it collapses and can no longer be part of educational programs and guided hikes.

Tourism & Outdoor Recreation Industry Investments

- (Grand County) Winter Park Resort: Winter Park is going big this year, adding \$28 million worth of upgrades to the 79-year-old resort. The Zephyr Express, which is located in the village, is being replaced by a 10-person gondola. The new \$16-million gondola will be the first new lift constructed at Winter Park since 2007. The resort is also upgrading their snowmaking system, which is over 40 years old.
- (Grand County) Winter Park ski area has a new operator, with Alterra Mountain Co. investing more than \$28 million on a new base-area gondola.

- (Summit County) Ski Areas Investing Millions in Upgrades This Summer (Powder Magazine, 7/24/18) - Notable in the NWCCOG region include: Arapahoe Basin Ski Area (Summit County): adding 30 new runs and 468 acres of new terrain called The Beavers and The Steep Gullies, which will open this season. The Beavers will feature a new fixed-grip quad and terrain that will range from intermediate groomers to advanced tree skiing. The iconic, 40-year-old Norway lift was removed earlier in July. Copper Mountain (Summit County): getting two new chairs this season, both of which should be completed before winter. Copper is replacing the American Flyer lift with a high-speed six-person chair with bubble enclosures. The resort is also removing the American Eagle lift to install a combination lift that features both six-person chairs and eight-person gondola cabins. Copper will be the only ski area or resort in Colorado with an active bubble chair.
- Lodging Industry Investment (Summit County) - 2018 saw one of the most active years for development in the county in recent memory, perhaps most notably in the lodging industry where investors, developers and towns alike began to brace for continued growth in Summit. One of the biggest developments to come out of 2018 was the approval of the East Peak 8 Hotel project by the town of Breckenridge, an imminent luxury hotel and condo complex set to be built at the base of Peak 8. Will accommodate 150 rooms, along with 50 condos. The town of Dillon also green-lit a new hotel project this year in the Hilton Homewood Suites. Four-story structure will feature more than 120 units along with a restaurant and myriad amenities. The Town of Silverthorne approved the preliminary site plan for a new Element in town pending final approval, which calls for a 101,200-square-foot building with more than 100 units and 2 subsurface parking garages. Additionally this year, Summit County saw the approval of The Pad in Silverthorne, a boutique hotel built out of prefabricated shipping containers, along with Frisco's Foote's Rest Hotel and Plaza.

Creative Industries Investments

- (Grand County) Space to Create looks to invest millions in Grand Lake, build artist housing, workspace (source: SkiHi News, 11/1/18) - A little over one full month after Grand Lake was officially certified as Colorado's newest creative district the town is already seeing dividends thanks to its recent acceptance to a program called Space to Create. Space to Create Colorado is a workforce housing initiative led by the state's office of economic development in cooperation with multiple partners. The program looks to develop workforce housing and workspace, including commercial space, for creative industries and artisans in rural communities in Colorado. The project is funded by multiple entities including the state Office of Economic Development, Colorado Creative Industries, the Department of Local Affairs and the Boettcher Foundation. While the project is meant to provide workforce housing and creative spaces for artists and entrepreneurs local officials hope it will help expand the seasonal economy in Grand Lake and bring more stability to the town's winter and shoulder seasons. The goal is to diversify and expand the year round economy and to provide some workforce housing. It is estimated the total investment Grand Lake would receive from Space to Create over the next half a decade at around \$5 million. The Boettcher Foundation alone will soon be donating \$250,000 to the project. The Town of Grand Lake is providing \$35,000 in funds, which will be matched by other entities involved in the project.

Downtown/Main Street Investments:

- (Grand County) The Town of Winter Park is booming, with cable and telecom magnate Bob Fanch, the owner of the 6,000-acre Devil's Thumb Ranch, investing heavily in downtown.

Philanthropy:

- (Summit County) Vail Resorts to announce recipients of \$2.3 million in community grant awards - Vail Resorts Announces \$23 million in grants in Summit County - [Summit Daily News, Deepan Dutta, 12/20/18](#) -Forty-nine local nonprofit organizations received a combined \$2.3 million in cash and in-kind product support aimed at supporting the issues that matter most in and around the county. The Summit Community Care Clinic was chosen as the winner by Breck and Keystone employees for the EpicPromise Impact award, giving the clinic a boost to its grant. These grant recipients choose to use their skills and resources to make a difference in the lives of Summit County residents, from providing affordable childcare, offering equitable access to recreation opportunities and working to improve mental health services.

Healthcare Industry Investments

- (Summit County) The Town of Dillon approved two new medical facilities in 2018, including the Dillon Medical Building and the Dillon Urgent Care and Residences. The Dillon Medical Building will bring new medical services to the east side of the county, including a new orthopedic surgery center, physical therapy clinic and more. The Dillon Urgent Care and Residences will bring extended-hours medical care to the town, as well as a handful of affordable housing units.

Arts, Entertainment, & Recreation Industry Investments

- (Summit County) Summit County also saw major developments in the entertainment and recreation industry. After more than a year of renovation and construction, Dillon reopened the amphitheater this June, featuring a new concessions building, green rooms and a larger stage than ever. Additionally, Frisco's 10 Mile Music Hall opened in October after two years of development. The facility includes a massive dance floor, stage and wraparound balcony on the upper floor.

Changes in the economic environment of the region:

- Housing Crisis – there is a major lack of affordable housing for the workforce. On-line short-term rental sites are part of the reason for this shortage. Majority of low-paying jobs (with very little wage growth) combined with very high cost of housing are contributing factors as well. Difficulty hiring and retaining employees due to housing situation
- Huge population growth in the State – increased crowds, traffic, strain on the region's natural assets including trails, recreational offerings, etc.
- Extremely Low Unemployment
- Sales and Property Tax revenue up
- Climate Change: the region experienced higher than average temperatures in late November/early December 2017 and lack of snowfall. This has affected destination travelers during the busy holiday season. Evidence of this on the regional economy: (from the Associated Press/Alpine Bank eLine: "Lack of snow dries up revenue in the State" A study commissioned by the Natural Resources Defense Council and the athletes' group Protect Our Winters found that the 23 million people who participate in winter sports added an estimated \$12.2 billion each year to the U.S. economy; restaurants and bars contribute about 31,600 jobs and \$942 million in economic value. However, when there is a lack of snow during the winter season, those numbers decline. In Colorado, the NRDC found that "low-snow" winters caused an 8 percent decline in skier visits from 1999 to 2010, which resulted in a \$154 million decrease in revenue.

Schedule and Updated Implementation/Action Plan
(See Attachment A)