

# NWCCOG ECONOMIC DEVELOPMENT DISTRICT

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2017-2022





# ACKNOWLEDGEMENTS:

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# ABOUT THE NWCCOG ECONOMIC DEVELOPMENT DISTRICT

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## WHAT IS ECONOMIC DEVELOPMENT?

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

*U. S. Economic Development Administration*

## THE NWCCOG ECONOMIC DEVELOPMENT DISTRICT

Northwest Colorado Council of Governments became an Economic Development District under the auspices of the U.S. Economic Development Administration (EDA) in 2012. NWCCOG EDD is one of six in the State of Colorado, and one of 384 in the United States. The NWCCOG EDD receives funding every year from the EDA’s Planning Partnership Program. The Comprehensive Economic Development Strategy (CEDS) is the cornerstone of this program. The NWCCOG EDD is responsible for facilitating the development, implementation, and revision of our region’s CEDS.

NWCCOG’s first ever CEDS covered the period 2012-2016. A region’s CEDS must be updated every 5 years. This plan supports economic development plans in the region and exists to promote long-term economic success of the region. One of the goals of the CEDS is to leverage funds in order to implement local plans, build on and improve the region’s key sectors, encourage entrepreneurship and innovation, increase economic development capacity, and maintain and improve our high quality of life. The NWCCOG EDD is governed by a Board of Directors.

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

## WHAT IS A CEDS?

A CEDS – Comprehensive Economic Development Strategy – is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.



# THE CEDS PLANNING PROCESS

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The NWCCOG Region completed its first-ever Comprehensive Economic Development Plan (CEDS) (2012-2016) in December 2011. Per EDA requirements, a region's CEDS must be updated every 5 years, therefore NWCCOG has spent 2016 updating its CEDS for the next 5-year period 2017-2021. The CEDS is a locally-based, regionally-driven economic development planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of the U.S. Economic Development Administration's (EDA) programs, but successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration.

The CEDS planning process involved county-level meetings inviting a broad range of regional stakeholders (local governments, the business community, education providers, workforce groups, non-profits, and other community groups) to conduct an analysis of the strengths, weaknesses, opportunities, and threats in each county, and in the region as a whole. The SWOT has been used as a strategic planning tool to ensure that there is a clear objective informed by a comprehensive understanding of our region's capabilities and capacity.

The CEDS update process has been guided by the EDD Working Group, which is comprised of the main economic development interests from both the public and private sector of the region. The EDD Working Group serves as the CEDS Advisory Committee.

## **Vision: from original CEDS Planning Process**

Where do we want to be in the next 10-20 years? Diversified; Sustainable; Stable; Vibrant; Affordable; High quality of life; Balanced; Resilient; Collaborative/Cooperative; Adaptive.

## **From the Colorado Blueprint**

The Rocky Mountain Resort Region is internationally known for providing a classic Colorado lifestyle with year-round resorts and unique high-alpine environment to guests from around the world and to locals alike. Our vision is to grow and strengthen our economy in diverse, collaborative, and sustainable ways.

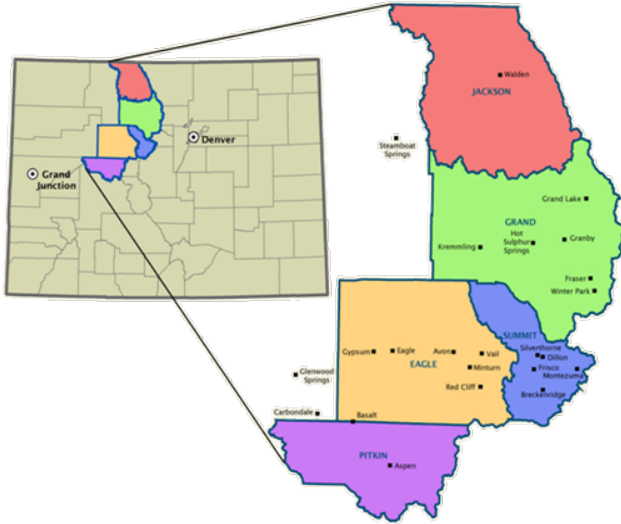
## **CEDS Planning Process – for 2017-2021 CEDS**

Stakeholder Input SWOT Meetings in 2016:

- Summit County – Feb. 17 in Dillon
- Eagle County – April 20 in Edwards
- Pitkin County – June 15 in Aspen
- Jackson County – July 28 in Walden
- Grand County – August 18 in Kremmling
- EDD Board of Directors Review of SWOT Analysis/Draft Regional Action Plan – August 25 in Frisco
- Draft CEDS review by EDD Working Group – October 26 in Dillon
- Review of Draft CEDS by NWCCOG Council and EDD Board of Directors – December 8 in Frisco
- Public Notice Period – December 15, 2016 – January 15, 2017
- NWCCOG Council and EDD Board of Directors Adoption of Final CEDS – January 26, 2017 in Edwards
- Submit Final CEDS to EDA – January 31, 2017

# ABOUT THE REGION

Northwest Colorado Council of Governments (NWCCOG) is located in the northwest portion Colorado just west of the Front Range, and includes the counties of Eagle, Grand, Jackson, Pitkin and Summit. NWCCOG is the region designated by the State of Colorado as State Planning and Management Region 12. It is in the heart of the Rocky Mountains and is characterized by its mountainous terrain and very high overall altitude. The most recent population figure reported from the State Demography Office is 117,691. The region consists of 6,779 square miles, for an overall population density of 17.36 persons per square mile.



Region 12 is located in the northwest section of the State of Colorado. Most of the area is located among the high peaks of the Colorado Rockies. The region is bordered in the East by the Continental Divide, in the north by the State of Wyoming in Jackson County, to the west by Garfield County, and to the South by the Elk Mountain Range in Pitkin County. It is considered the "high country", as elevations range from a high point of 14,270 (Grays Peak in Summit County) to a low of 6,312 in the Town of Gypsum in Eagle County. The average elevation of the towns in Region 12 is 8,124 feet above sea level.

**EAGLE COUNTY** - Eagle County covers 1,701 square miles and makes up 25% of the region. There are several communities in the County, including incorporated municipalities as well as unincorporated areas. The towns of Vail, Minturn, Red Cliff, Avon, Eagle, Gypsum, and Basalt are incorporated towns. Eagle-Vail and Beaver Creek are essentially unincorporated suburbs of the Town of Avon. The largest population center is unincorporated Edwards. The smallest centers, also unincorporated, are Burns, McCoy and Bond, which serve ranches in the northern part of the county, and Wolcott on the I-70 corridor. On the Roaring Fork River, unincorporated El Jebel lies near the Town of Basalt between the towns of Glenwood Springs in Garfield County and Aspen in Pitkin County. Finally, Dotsero is located west of Gypsum on the Colorado River.

**GRAND COUNTY** - Grand County covers 1,869 square miles and makes up 28% of the region. It is known as Middle Park. Six incorporated Towns are located in Grand County: Town of Fraser, Town of Granby, Town of Grand Lake, Town of Hot Sulphur Springs, Town of Kremmling and Town of Winter Park. Unincorporated communities include Parshall, Radium and Tabernash.

**JACKSON COUNTY** - Jackson County covers 1,628 square miles and makes up 24% of the region. It is known as North Park. It is made up of the incorporated Town of Walden, and the unincorporated communities of Cowdrey, Coalmont and Rand.

**PITKIN COUNTY** - Pitkin County covers 975 square miles and is located in the heart of the White River National Forest, surrounded by the spectacular peaks of the Elk Range in the northern Rocky Mountains. Pitkin County includes the communities of Aspen, Snowmass Village, Old Snowmass, Woody Creek, portions of the town of Basalt, Meredith, Thomasville, the outskirts of Carbondale and the Town of Redstone.

**SUMMIT COUNTY** - Summit County covers 619 square miles and makes up 9% of the Region. The County is centrally located in Colorado, being only an hour's drive from the Denver metropolitan area. Interstate 70 (I-70), the state's main east-west transportation corridor, bisects the County, and enhances the proximity of the County to Denver/Front Range communities. Included within the county are six incorporated municipalities – the Towns of Blue River, Breckenridge, Dillon, Frisco, Montezuma, and Silverthorne. Summit County has four major ski resorts (Arapahoe Basin, Breckenridge, Copper Mountain, and Keystone), significant National Forest and Bureau of Land Management lands, and two Congressionally-designated Wilderness Areas (Eagles Nest and Ptarmigan Peak).

# HISTORY



The Region's history has included several waves of settlement and activity. The first wave, prior to early to mid 1800's, was the use of the Region by Ute and Arapahoe Indians for hunting grounds. The discovery of valuable materials such as gold and silver in the area in the mid-1800's brought fortune hunters and settlers from the east in droves. The first town to discover gold was Breckenridge in 1859, and thus the Town of Breckenridge was the first permanent town in Region 12 as well as on Colorado's western slope.

While mining was the prominent economic activity in the late 1800's early 1900's, ranching was established in the valley areas of the Region. Because of the high elevations throughout the Region, ranching was limited to primarily cattle and hay.

As mining claims dried up in the early to mid-1900, the seeds of developing ski areas were planted in the minds of 10th Mountain Division soldiers training at Camp Hale near Red Cliff, Colorado. These 10th Mountain Division soldiers training in the High County of Region 12 returned to the area after World War II and became the pioneers of the ski industry which continues to be the mainstay of this region's economy.

The Ski Industry was officially born in 1940 with the opening of Winter Park Resort in Grand County. Soon to follow were Arapahoe Basin (1946), Aspen Mountain (1946), Aspen Highlands (1957), Breckenridge Ski Resort(1961), Vail (1962), Snowmass (1967), Keystone Resort (1970), Copper Mountain (1972), and Beaver Creek (1980). These resorts provided a new industry to replace mining in the four resort counties of Eagle, Grand, Pitkin and Summit while ranching and agriculture remained the mainstay of the economy in Jackson County.



The ski industry lead to a thriving tourism economy and today's economy is based primarily on the Region's recreational amenities. This has also lead to another mainstay of the economy - the construction and servicing of second/vacation homes.

Region 12's economy has transformed over time from a combination of mining and agriculture in its early history (1800's) to a combination of destination tourism, construction and second homes today. While tourism will continue to be a primary economic driver, some speculate that the next shift in the economy will be towards the knowledge and creative economy with many jobs and activities related to technology, research, design, and entrepreneurialism.

The quality of life, the mix of local businesses, a skilled work force, a beautiful natural setting, and the international name recognition provided by world-class ski resorts are invaluable underpinnings unique to the region's economy. The region's counties and towns should agree to support the expansion and growth of existing enterprises, all the while remaining vigilant to the fact that new economic drivers could be on the horizon. A stable, well educated workforce is critical to a knowledge/information economy, and the region should promote the creation of advanced learning and skill development programs and institutions. Safe neighborhoods and affordable, high-quality childcare, transportation, and housing are all considered necessary infrastructure to positive economic development, and should therefore be available in all communities. Finally, the environment is an extremely vital part of the region's economy, and as such all economic development should be done in a manner that protects the integrity of the region's natural resources and scenic beauty.

# REGIONAL PROGRESS

	<b>CEDS 2017</b>	<b>CEDS 2012</b>	<b>Change</b>
Population	<b>117,691</b>	<b>113,576</b>	<b>+4%</b>
Population Density	<b>17.4</b>	<b>16.8</b>	<b>+0.6</b>
Jobs (Q2)	<b>71,417</b>	<b>62,468</b>	<b>+14%</b> <b>8,949 Jobs</b>
Wages	<b>\$38,397</b>	<b>\$33,717</b>	<b>+14%</b>
Unemployment Rate	<b>2.6%</b>	<b>7.2%</b>	<b>-4.6%</b>
Median Household Income	Eagle: \$76,661 Grand: \$59,379 Jackson: \$45,073 Pitkin: \$73,274 Summit: \$68,352	Eagle: \$73,482 Grand: \$58,895 Jackson: \$40,413 Pitkin: \$72,088 Summit: \$64,813	Eagle: <b>+4%</b> Grand: <b>+1%</b> Jackson: <b>+12%</b> Pitkin: <b>+2%</b> Summit: <b>+5%</b>
Housing Units	<b>92,108</b>	<b>81,615</b>	<b>+10,493</b> <b>+13%</b>
Level of Diversity: Change in % of Jobs in Key Industries	Tourism – 46.8% Healthcare – 6.4% Professional/Tech/ Scientific – 3.9%	Tourism – 46.2% Healthcare – 6.0% Professional/Tech/ Scientific – 3.9%	<b>No Change</b>



# DEMOGRAPHICS



## POPULATION

	2010	2015	5 Yr Chg.	Forecast: 2025	Forecast Chg. Next 10 yrs
Eagle	52,057	53,580	+3%	68,393	+28%
Grand	14,799	14,615	-1%	18,490	+27%
Jackson	1,387	1,352	-1%	1,282	-5%
Pitkin	17,156	17,845	+4%	19,829	+11%
Summit	28,073	30,299	+8%	38,197	+26%
<b>Total Region</b>	<b>113,463</b>	<b>117,691</b>	<b>+4%</b>	<b>146,191</b>	<b>+24%</b>

## MEDIAN AGE

Eagle	Grand	Jackson	Pitkin	Summit
35.3	44.7	47.5	43.9	39.8

## KEY DEMOGRAPHIC GROUPS

	Eagle	Grand	Jackson	Pitkin	Summit	Total	% of Total
Preschool (0-4)	3,258	585	56	737	1,481	6,117	5%
School Age (5-17)	9,733	2,199	192	2,281	3,939	18,344	16%
College Age (18-24)	5,133	913	82	1,054	2,690	9,872	8%
Young Adult (25-44)	16,824	3,640	257	5,024	10,043	35,788	30%
Adult (45-64)	13,951	5,124	457	5,835	8,727	34,094	29%
Older Adult (65+)	4,682	2,154	309	2,914	3,419	13,478	11%
<b>Total</b>	<b>53,581</b>	<b>14,615</b>	<b>1,353</b>	<b>17,845</b>	<b>30,299</b>	<b>117,693</b>	<b>100%</b>

### [Demographics for the Region](#)

Demographics for each Member Community:

[Eagle County](#)

[Grand County](#)

[Jackson County](#)

[Pitkin County](#)

[Summit County](#)



## LABOR FORCE

Oct. 2016

	Labor Force	Employed	Unemployed	Unemployment Rate
Eagle	31,407	30,471	936	3.0%
Grand	8,244	8,026	218	2.6%
Jackson	882	865	18	2.0%
Pitkin	10,542	10,073	469	4.4%
Summit	18,770	18,317	453	2.4%
Colorado	2.9 million	2.8 million	100,714	3.5%
U.S.	159 million	152 million	7.4 million	4.6%

## EDUCATIONAL ATTAINMENT

	Eagle	Grand	Jackson	Pitkin	Summit
% HS Graduate	90%	95%	85%	95%	97%
% BA Degree or Higher	47%	36%	18%	56%	48%
% Graduate or Professional Degree	18%	9%	6%	15%	16%



## JOBS

(Q2 2016)

- 71,417 jobs
- +2.3% one-year increase
- +14% 6-year increase (since last CEDS)
  - +8,949 jobs

## LARGEST SECTORS:

- Accommodations & Food Services – 18,070 Jobs (25%)
- Retail Trade – 8,040 jobs (11.3%)
- Arts, Entertainment & Recreation – 7,328 Jobs (10.8%)

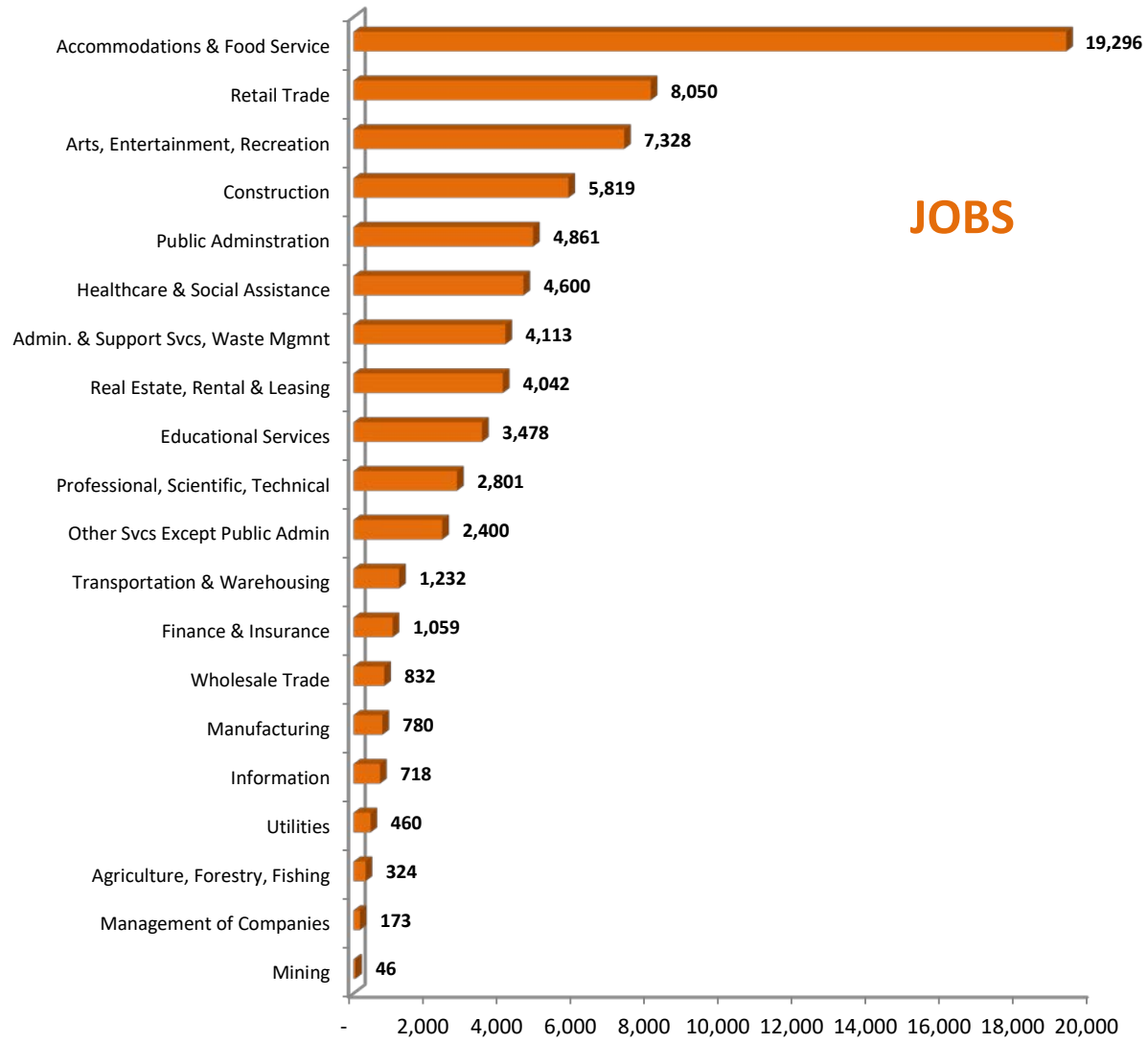
## WAGES:

- Annual Average Wage – All Industries:

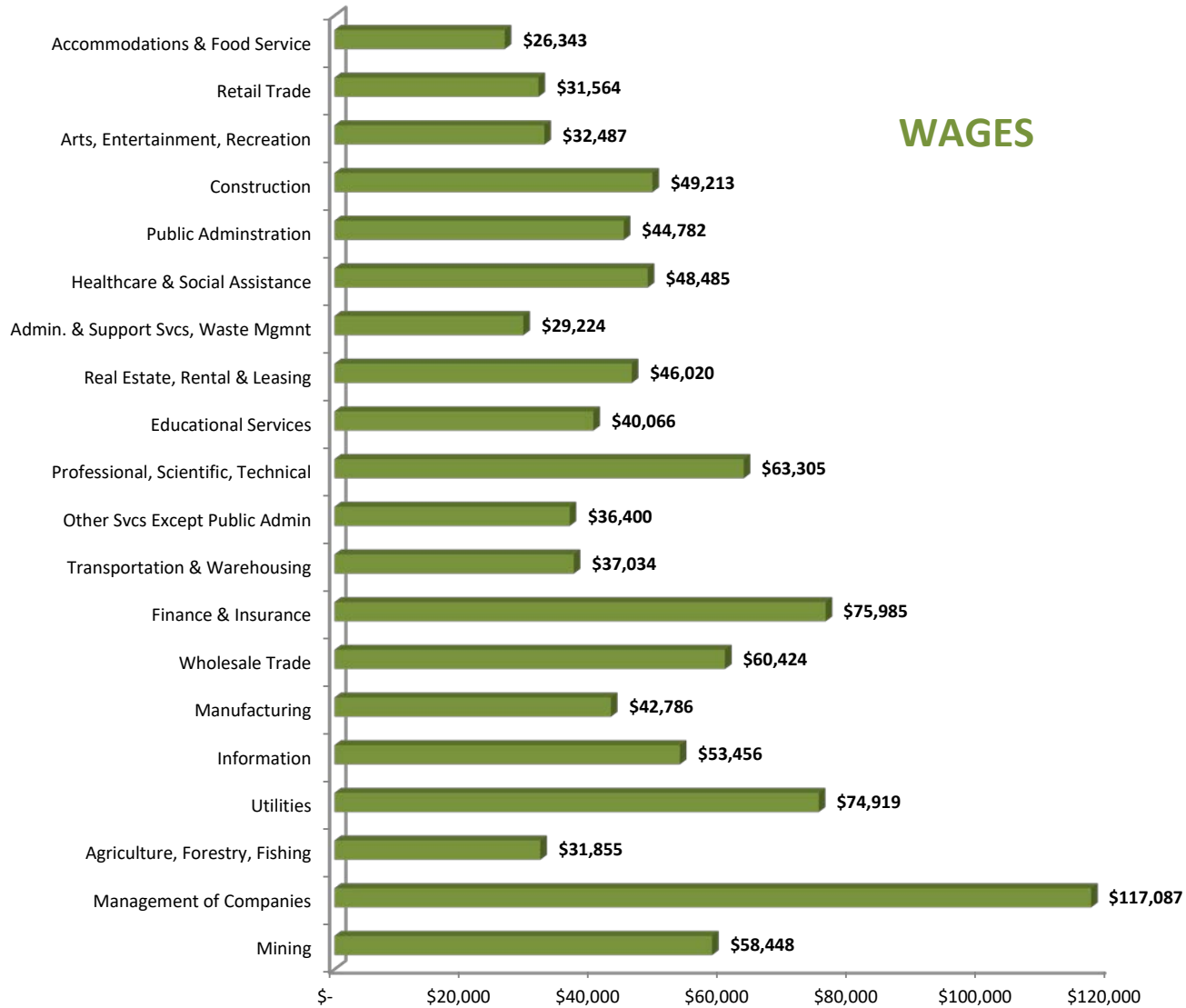
Eagle	Grand	Jackson	Pitkin	Summit
\$ 43,056	\$ 32,188	\$ 31,460	\$ 46,800	\$ 38,480

- Highest-Paying Sectors:
  - Management of Companies & Enterprises - \$117,087
  - Finance & Insurance - \$75,985
  - Utilities - \$74,919
  - Professional, Technical, Scientific - \$63,305

# JOBS & WAGES



# JOBS & WAGES



# MAJOR EMPLOYERS (250+ EMPLOYEES)

## EAGLE COUNTY

Company Name	City
Walmart Supercenter	Avon
Sebastian Vail	Vail
Vail Resorts	Vail
Vail Valley Medical Ctr	Avon
Gallegos Corp	Wolcott
Sonnenalp Hotel	Vail
Marriott-Vail Mountain	Vail
Ritz-Carlton-Bachelor Gulch	Avon
Vail Cascade Hotel	Vail
Residences-Park Hyatt Beaver Crk	Beaver Creek
Eagle County Government	Eagle
Colorado Mountain College	Edwards
Four Seasons Resrt-Residences	Vail
Ritz-Carlton-Vail	Vail
Vail Cascade Resort & Spa	Vail

## GRAND COUNTY

Company Name	City
Middle Park Medical Ctr	Kremmling
Solvista Basin At Granby Ranch	Granby
Winter Park Resort	Winter Park

## JACKSON COUNTY (20+ EMPLOYEES)

Company Name	City
River Rock Cafe	Walden
North Park School District	Walden
Jackson County Ambulance Svc	Walden
State Forest State Park	Walden
Rocky Mountain Pellet Co	Walden

## PITKIN COUNTY

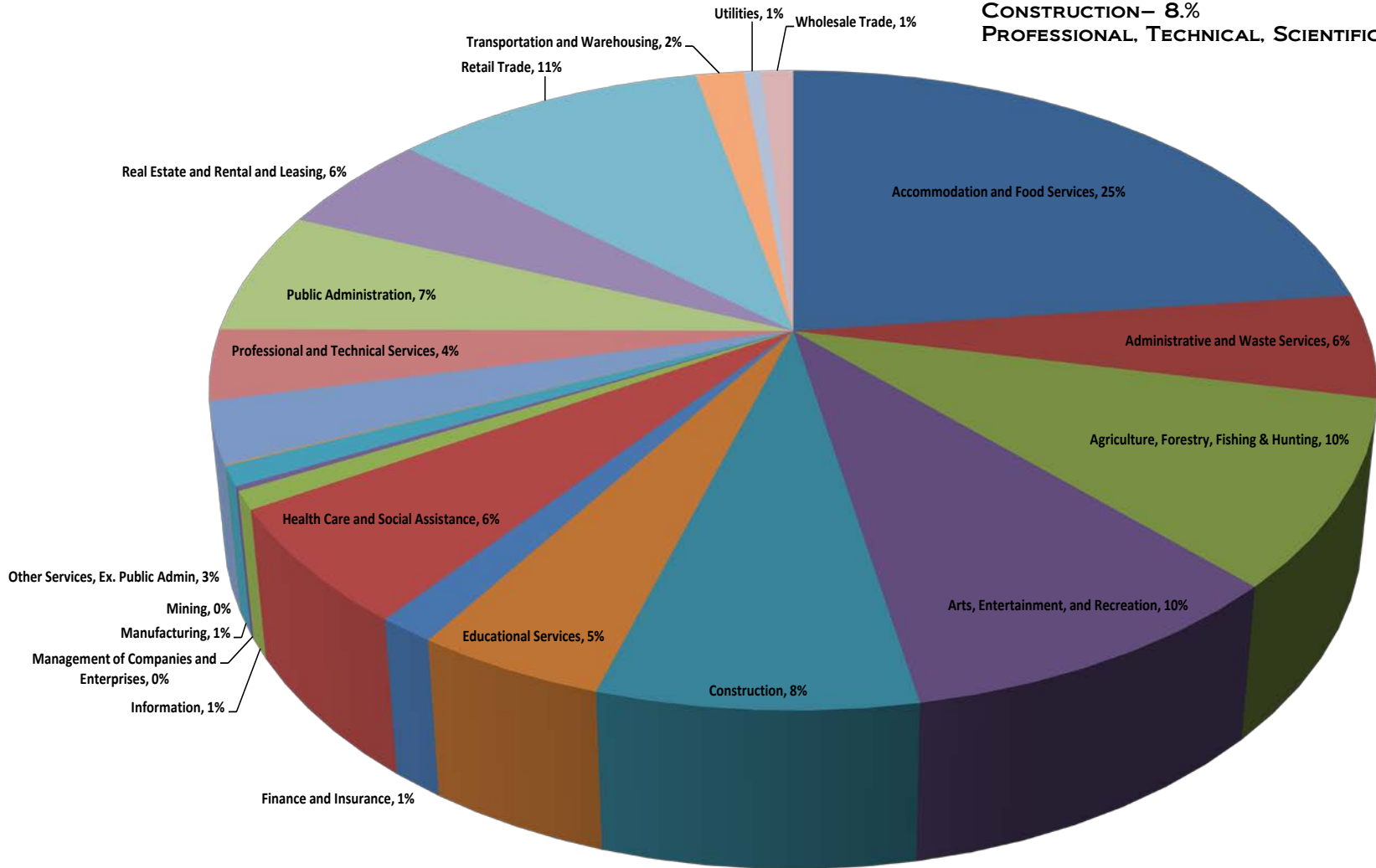
Company Name	City
Aspen Valley Hospital	Aspen
Westin-Snowmass Resort	Snowmass Village
St Regis-Aspen Resort	Aspen
Little Nell	Aspen
Aspen Skiing Company	Snowmass Village

## SUMMIT COUNTY

Company Name	City
Keystone Resort	
Village Hotel At Breckenridge	Breckenridge
Breckenridge Ski Resort	Breckenridge
Beaver Run Resort & Conference	Breckenridge
Everist Materials LLC	Silverthorne
Copper Mountain Resort	Frisco

# INDUSTRY SECTORS

**KEY INDUSTRY SECTORS:**  
**TOURISM & OUTDOOR RECREATION – 47%**  
**HEALTHCARE – 6%**  
**CONSTRUCTION – 8%**  
**PROFESSIONAL, TECHNICAL, SCIENTIFIC – 4%**



# TOURISM & OUTDOOR RECREATION



The NWCCOG Region is an international hub of tourism and outdoor recreation, supported by its world class ski resorts, large amounts of public lands, lakes and rivers, and diverse landscapes. The tourism and outdoor recreation industry includes a variety of subsectors ranging from accommodation and attractions to entertainment and heritage tourism. Specifically, the tourism and outdoor recreation industry includes ski resorts, providers of recreation both outdoor and indoor; companies that produce, promote or participate in live performances, sporting events or exhibits. Additionally, companies in this industry operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby and leisure-time interests, such as amphitheaters, golf courses, fitness and recreation centers and other amusement and recreation-related services. Companies that provide customers with accommodations and food services are also included. The industry includes companies that wholesale and manufacture sports and athletic equipment and footwear. Tourism and outdoor recreation companies provide travel arrangement, reservations, car and recreational equipment rental, transit, and scenic and sightseeing services. Sporting goods stores and recreational, motorcycle, ATV and boat dealers are also included. The industry includes companies that promote and preserve the environment and wildlife.

# Jobs	<b>Sub-Sectors:</b> <b>Accommodations &amp; Food Services – 18,070</b> <b>Arts, Entertainment, Recreation – 7,328</b> <b>Retail – 8,050</b>
% of Jobs	47%
Average Annual Wage	\$29,754
# of Establishments	1,422
Major Employers	Vail Resorts: Keystone (Summit), Breckenridge (Summit), Vail (Eagle), Beaver Creek (Eagle) Copper Mountain Resort (Summit) Aspen Skiing Company (Pitkin) Winter Park Resort (Grand) Sebastian Hotel (Eagle) Devils’ Thumb Ranch (Grand) Inn at Silvercreek (Grand) Hotel Jerome (Pitkin) Moose Creek Café (Jackson) Westin Snowmass Resort (Pitkin) Beaver Run Resort (Summit)



# HEALTH & WELLNESS



The health and wellness industry includes a dynamic and growing group of businesses that provide preventive, curative and rehabilitative services. Extending beyond health care delivery, the industry represents a continuum of businesses ranging from treating disease to a multidimensional and holistic approach that focuses on complete physical and mental health, social well-being, and disease prevention. Businesses in the health and wellness industry includes the offices of physicians, dentists, chiropractors, optometrists, mental health practitioners, physical and speech therapists, podiatrists and other health practitioners. The industry includes hospitals ranging from general medical, surgical and psychiatric to substance abuse and specialty care, and includes centers focused on family planning, outpatient mental health and substance abuse, kidney dialysis, diagnostic imaging and emergency care. Businesses focused on nursing care, assisted living and long-term care, and businesses that provide services for individuals, families and the elderly, are also included. The industry includes home health equipment rental, fitness and recreation facilities, diet and weight reducing services, and massage and yoga services. Companies that manufacture ophthalmic goods, and retailers engaged in vitamins and nutrition supplements, are also included.

<b># of Jobs</b>	<b>4,600</b>
<b>% of Industry</b>	<b>6.5%</b>
<b>Average Annual Wage</b>	<b>\$52,195</b>
<b># of Establishments</b>	<b>389</b>
<b>Major Employers</b>	<ul style="list-style-type: none"> <li>Vail Valley Medical Center (Eagle)</li> <li>Middle Park Medical Center (Grand)</li> <li>Aspen Valley Hospital (Pitkin)</li> <li>St. Anthony's Summit Medical Center (Summit)</li> <li>Vail Summit Orthopedics (Eagle, Summit)</li> <li>Centura Health (Eagle, Grand, Summit)</li> <li>Kaiser Permanente (Eagle, Summit)</li> <li>Stedman Hawkins Clinic (Eagle, Summit)</li> <li>Summit County Ambulance (Summit)</li> </ul>

# CREATIVE INDUSTRIES

There's a creative revolution coming to life in our region. It can be seen on our streets, felt in our mountains, tasted in our restaurants, and heard in our amphitheaters. Thanks in part to the region's natural surroundings and diverse and booming creative industries, our region has one of the state's highest concentrations of creative occupations and continues to attract people and businesses focused on design, performing arts, film and media, visual arts and crafts, heritage, literary and publishing. With such a vibrant foundation, the region's creative industry is poised for even greater growth as it continues to attract workers and businesses that are dreaming up tomorrow's inspired creations.



# of Jobs	<b>Sub-Sectors:</b> <b>Arts, Entertainment, Recreation – 7,328</b> <b>Information – 718</b> <b>Professional, Scientific, Technical – 2,801</b>
% of Jobs	<b>Sub-Sectors:</b> <b>Arts, Entertainment, Recreation – 10.3%</b> <b>Information – 1.0%</b> <b>Professional, Scientific, Technical – 3.9%</b>
Average Annual Wage	<b>Sub-Sectors:</b> <b>Arts, Entertainment, Recreation – \$32,487</b> <b>Information – \$53,456</b> <b>Professional, Scientific, Technical – \$63,305</b>
# of Establishments	<b>Sub-Sectors:</b> <b>Arts, Entertainment, Recreation – 233</b> <b>Information – 121</b> <b>Professional, Scientific, Technical – 1,154</b>
Major Employers	Colorado Ski Museum (Eagle) Bravo Vail Music Festival (Eagle) Mojo Productions (Eagle) Betty Ford Alpine Gardens (Eagle) Jazz Aspen Snowmass (Pitkin) Wheeler Opera House (Pitkin) Aspen Art Museum (Pitkin) Red Brick Recreation Center (Pitkin) Lake Dillon Theatre Company (Summit) Comcast Spotlight (Summit) Colorado Mountain News Media (Eagle, Grand, Pitkin, Summit)

# INFRASTRUCTURE ENGINEERING



The infrastructure engineering industry includes businesses that provide a full spectrum of planning, design, development, operations and maintenance of critical structures, machinery, equipment and other systems. These businesses provide engineering services for all types of industries ranging from construction and transportation to manufacturing and energy. Specifically, the industry includes businesses that construct buildings and civil engineering projects ranging from utility, water and solid waste systems to highways, streets and bridges. Contractors specializing in steel and concrete, site preparation, installing and servicing building equipment, and other specialized trades are also included. Companies in the infrastructure engineering industry manufacture asphalt, coating materials, brick, cement, concrete, and machinery and wholesale, rent, and lease construction and mining machinery and equipment. Infrastructure engineering companies implement complex projects from initial concept to delivery and operation, which includes consultancy services and building services ranging from architectural, drafting, mapping and surveying to inspection, evaluation, testing, remediation and related services during the construction or installation phase of engineering projects.

# Jobs	Sub-sectors: Construction – 5,819 Professional, Technical, Scientific – 2,801
% of Jobs	Sub-sectors: Construction – 8.2% Professional, Technical, Scientific – 3.9%
Average Annual Wage	Sub-sectors: Construction - \$49,213 Professional, Technical, Scientific - \$63,305
# of Establishments	Sub-sectors: Construction – 1,292 Professional, Technical, Scientific – 1,154
Major Employers	RA Nelson & Associates (Eagle) Precision Construction West (Eagle) Village Homes (Grand) Goulette Construction (Jackson) Hansen Construction (Pitkin) Everest Materials (Summit) Infinite Scope (Summit) Travis Construction (Summit) Trilogy Partners (Summit)

# FOOD & AGRICULTURE



Our region has a strong heritage in farming and ranching, as well as great depth in natural and organic foods and craft beverages. Businesses in the food and agriculture industry include crop production and services, livestock, food processing, agricultural machinery and equipment, agricultural chemical manufacturing, and food and beverage wholesalers, as well as food and agricultural-related transportation, warehousing and storage. The food and agriculture industry includes all types of food processing businesses encompassing everything from meat packing plants, and tortilla manufacturing to companies that produce cheese, pet food, and baked goods. The industry also includes manufacturers of malt beverages, wines, distilled liquors, bottled drinks, ice and tobacco products.

# Jobs	Sub-sectors: Agriculture, Forestry, Fishing, Hunting – 324 Manufacturing - 780
% of Jobs	Sub-sectors: Agriculture, Forestry, Fishing, Hunting – 0.5% Manufacturing – 1.1%
Average Annual Wage	Sub-sectors: Agriculture, Forestry, Fishing, Hunting – \$31,855 Manufacturing - \$42,786
# of Establishments	Sub-sectors: Agriculture, Forestry, Fishing, Hunting – 60 Manufacturing - 126
Major Employers	4 Eagle Ranch (Eagle) Diamond S Ranch (Eagle) Blue Valley Ranch (Grand) Peak Ranch (Grand) Buffalo Creek Land & Cattle (Jackson) Roaring Fork Land & Cattle (Pitkin) Sopris Mountain Ranch (Pitkin) Circle R Ranch (Pitkin) Shadow Creek Ranch (Summit)

# TECHNOLOGY & INFORMATION



Technology and information businesses are high-knowledge, human capital-based businesses that are expanding globally. The technology and information industry includes businesses that may develop, produce or provide software, hardware, telecommunications, data management, Internet-based services and other information services. Specifically, companies included in this industry help deliver voice, data and video to end users, and includes landline and wireless telephone communications companies, radio and television communications services, and cable and Internet service providers. Companies in this industry are also involved in activities ranging from the development of off-the-shelf software products to customer computer programming, computer facilities management, computer systems design and data processing services. The technology and information industry also includes companies manufacturing computers, computer storage solutions to manage and protect business information, storage media, and circuit boards. Computer training and electronic and precision equipment repair and maintenance services are also included.

# Jobs	Sub-sectors: Professional, Technical, Scientific – 2,801 Information - 718
% of Jobs	Sub-sectors: Professional, Technical, Scientific – 3.9% Information – 1.0%
Average Annual Wage	Sub-sectors: Professional, Technical, Scientific – \$63,305 Information - \$53,456
# of Establishments	Sub-sectors: Professional, Technical, Scientific – 1,154 Information - 121
Major Employers	Slifer Designs (Eagle) Always Mountain Time(Eagle) Comcast(Grand & Summit) GCB Consulting(Grand) Jackson County Star (Jackson) North Park Engineering & Consulting (Jackson) Poss Architecture & Planning (Pitkin) Entravision Communications (Pitkin) Verizon Wireless (Summit)

# FINANCE & INSURANCE



Banking and finance is comprised of transaction-oriented companies including commercial banks and credit unions, lenders, credit agencies and mortgage bankers. Investments include companies involved in securities and commodities trade, real estate investment trusts (REITS), and portfolio management. Insurance companies provide all types of insurance ranging from life, accident and health, to pension and welfare funds businesses.

<b># Jobs</b>	<b>1,059</b>
<b>% of Jobs</b>	<b>1.5%</b>
<b>Average Annual Wage</b>	<b>\$75,985</b>
<b># of Establishments</b>	<b>260</b>
<b>Major Employers</b>	<ul style="list-style-type: none"> <li>First Bank (Eagle, Summit)</li> <li>Wells Fargo (Eagle, Grand, Summit)</li> <li>Combined Insurance (Eagle)</li> <li>US Bank (Grand)</li> <li>Liberty Savings Bank (Grand)</li> <li>Grand Mountain Bank (Grand)</li> <li>Mountain Valley Bank (Jackson)</li> <li>Alpine Bank (Pitkin, Summit)</li> <li>Pitkin County Title (Pitkin)</li> <li>UBS Financial Services (Pitkin)</li> <li>Morgan Stanley Wealth Management (Summit)</li> </ul>

# COMMUNITY INFRASTRUCTURE

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- Housing
- Education
- Healthcare
- Broadband
- Transportation
- Utilities
- Recreation, Arts & Culture
- Water Resources
- Innovation Assets



# HOUSING



A broad variety of housing types can be found in NWCCOG’s Region. Many homes support traditional family units. Some are single family homes that serve as the homes to the workforce in the community. Some serve as vacation/second homes to part time residents or those that may just come for two weeks to ski or spend a week of the summer. Still others are made up of seasonal workers renting and living together.

Some homes are deed restricted to remain affordable due to the progressive programs of housing authorities in the region recognizing the need to create attainable housing opportunities in this resort region due to the high cost of housing. The amenity-rich, resort-oriented nature makes it an attractive place for second homes, which drives up the cost of housing.

	Eagle	Grand	Jackson	Pitkin	Summit
<b># Housing Units</b>	<b>31,392</b>	<b>16,381</b>	<b>1,273</b>	<b>12,984</b>	<b>30,078</b>
<b>% Occupied</b>	<b>57.5%</b>	<b>31.8%</b>	<b>50.6%</b>	<b>56.6%</b>	<b>34.5%</b>
<b>% Vacant</b>	<b>42.5%</b>	<b>68.2%</b>	<b>49.4%</b>	<b>43.4%</b>	<b>65.5%</b>
<b>% Vacant for Seasonal/Recreational Use</b>	<b>37.2%</b>	<b>54.3%</b>	<b>31.5%</b>	<b>30.3%</b>	<b>55.1%</b>
<b>Owner Occupied</b>	<b>38.7%</b>	<b>24.1%</b>	<b>34.8%</b>	<b>38.1%</b>	<b>23.3%</b>
<b>Renter Occupied</b>	<b>18.7%</b>	<b>7.7%</b>	<b>15.8%</b>	<b>18.6%</b>	<b>11.2%</b>
<b>Median Home Values</b>	<b>\$435,600</b>	<b>\$292,700</b>	<b>\$124,800</b>	<b>\$570,700</b>	<b>\$461,100</b>

## Workforce Housing Options in the Region

- Miller Ranch – Eagle, Colorado
- Burlingame Ranch – Aspen, Colorado
- Hunter Creek – Aspen, Colorado
- Wellington Neighborhood – Breckenridge, Colorado
- Peak One Neighborhood – Frisco, Colorado
- Vista Point – Breckenridge, Colorado
- Lake Hill – Frisco, Colorado (coming soon!)





# EDUCATION & TRAINING



## K-12 EDUCATION

There are six public school districts in the region with a current total enrollment (K – 12) of 13,979. This total enrollment is up 8% since the last CEDS was completed (2010-11).

## STEM EDUCATION

Partnership with EVO3 and Frisco Elementary  
4-H STEM Program in Summit County

School District	Total Enrollment (2015-16)
Eagle County School District	6,804
East Grand School District	1,304
West Grand School District	441
North Park School District	197
Aspen School District	1,727
Summit School District	3,506

## HIGHER EDUCATION

**Colorado Mountain College (CMC)** serves nine counties in north-central Colorado: Chaffee, Eagle, Garfield, Grand, Jackson, Lake, Pitkin, Routt and Summit. The 12,000-square-mile district includes international resorts, ranches, wilderness areas and former mining towns. Each year, nearly 20,000 students take classes at our 11 locations or on the internet. There are four CMC campuses in NWCCOG’s region: Eagle County (Eagle), Pitkin County (Aspen), and Summit County (Breckenridge and Dillon).

Eleven learning locations and a “Virtual Campus” provide liberal arts and science degrees, career and technical training, basic and lifelong learning, and custom business training. CMC prepares Region 12’s workforce through apprenticeships, internships and experiential learning. CMC is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools.

**The Vail Centre** in Eagle County offers a variety of programs in partnership with universities. Current relationships with Duke, Cornell, and Yale provide the most relevant certificate courses for professional development in non-profit management, hospitality, and sustainability. The Vail Centre is also negotiating terms with Dartmouth, University of Michigan, and Stanford for 2018 courses.

## SPECIALTY TRAINING PROGRAMS

Co-Working Spaces: Coding Schools

## COLORADO WORKFORCE CENTER

Workforce Centers provide a variety of free services to assist employers and job seekers alike. These include: job listings, computer & internet access, career counseling & training for job seekers; and recruitment of workers, pre-screening & referral services, tax credits, and training reimbursement for employers. The Workforce Center also provides an On-the-Job Training program which benefits both employers and those seeking employment. Customers can choose either self-service or staff-assisted options to meet their employment needs. There are three workforce centers in Region 12: Edwards, Granby and Frisco.

# HEALTHCARE



The NWCCOG Region has a wide variety of healthcare services, from full-service hospitals , to primary care physician practices, to specialty services such as a cancer center and internationally-known orthopedic clinic.

## Healthcare Providers in the Region

Provider	Service	Area
Vail Valley Medical Center	Hospital	Eagle
Middle Park Medical Center	Hospital	Grand
North Park Medical Center	Primary Care	Jackson
Aspen Valley Hospital	Hospital	Pitkin
St. Anthony's Summit Medical Center	Hospital	Summit
Shaw Regional Cancer Center	Cancer Treatment	Eagle
Steadman Hawkins Clinic	Orthopedics	Eagle
Castle Peak Senior Care Center	Senior Care	Eagle
Kaiser Permanente	Primary Care	Summit, Eagle
Centura Health/High Country Healthcare	Primary Care	Summit, Eagle
Colorado Mountain Medical	Primary Care	Eagle

# BROADBAND



The Federal Communications Commission in January 2015 redefined "broadband" as being a service that delivers download speeds of 25 megabits per second (Mbps) and an upload speed of 3 megabits per second (Mbps). We sometimes shorten this to 25Mbps/3Mbps or 25/3. Putting this in perspective, a study by one telephone company determined that residential users need 40 Mbps to support a 21st century lifestyle. So: A 4K Ultra High Definition (UHD) TV or computer streaming live TV, educational content or movies optimally need a download speed of 25Mbps. HDTV or HD video content requires at least 5 Mbps. This is for each device. Trying to get email attachments, files, photos or videos uploaded for storage, printing or sharing, you will need the highest upload speeds available to get these tasks accomplished in a reasonable amount of time. If you're trying to do ALL of those things at the same time, you are now approaching the need for at least 40Mbps. The same study showed businesses need at least 100 Mbps speeds because of the file size and quantity, video conferencing, and the extensive use of online applications. This generally applies to businesses on main street, in commercial settings, selected home based businesses, and some telecommuters. With that as the background, it's easy to see we've got some work to do - especially if we want our businesses and schools to be competitive and our online lives at home to be more enjoyable.

Provider	Service	Area
Cedar Networks	Broadband, Fiber Optic Services	Pitkin
Comcast	Cable/Video, Internet, Telephone, Business Services	Eagle, Grand, Pitkin, Summit
CenturyLink	Telephone, Internet, Video, Business Services, Cloud Services	All Counties
Grand County Internet	Wireless Internet	Grand

Here's a snapshot of what we've been doing together as a region:

- Pitkin County's consultant has finalized microwave and fiber network designed to link their existing communications towers and to deliver broadband services to more customers in underserved and unserved parts of Pitkin, Eagle, Garfield and Gunnison Counties. This network will also help enhance public safety communications throughout the area.
- Eagle County continues to gain more broadband at very competitive pricing for local governments, ISPs, and businesses to access from a location in Gypsum.
- Summit County is working with a consultant to determine how best to address the broadband and cell phone coverage deficiencies across the county.
- Grand County is working with CenturyLink on build-out plans.
- The towns of Winter Park and Fraser have hired a consultant to assess broadband availability and potential options for their towns. Mountain Parks Electric will be assessing the viability of building out a fiber to the premise broadband network.
- Jackson County continues to assess the best way for the county to move forward with a broadband plan.

# TRANSPORTATION



Region 12's residents and visitors depend upon a reliable transportation system in order to access recreation, shopping, services, and places of employment. As the population and visitation grow in the future, it will be important to continue to provide safe and efficient transportation systems.

## Modes of Transportation in the Region

Area	Transportation Modes
Eagle	ECO Transit
Grand	Winter Park Ski Train (Amtrak)
Jackson	
Pitkin	Roaring Fork Transportation Authority
Summit	Summit Stage
Regional	Mountain Ride – NWCCOG's Regional Transportation Coordinating Council Bustang

# RECREATION, ARTS & CULTURE



Recreational amenities such as parks, recreation centers, special events, ice rinks, golf courses, museums and concerts abound in NWCCOG’s Region. It is these recreational facilities and opportunities that contribute to the region’s high quality of life. There are many private purveyors of opportunities from skiing to whitewater rafting to classical concerts. Municipalities have not just left recreation to the private industries and Mother Nature. Most communities have recognized how important subsidized recreational opportunities are to the quality of life in the area.

## Recreation, Arts & Cultural Assets in the Region

<b>Eagle</b>	Colorado Ski Museum Gypsum Creek Golf Course Town of Avon Recreation Center Town of Gypsum Recreation Center	Villar Performing Arts Center Betty Ford Alpine Gardens World Cup Ski Race GoPro Mountain Games Vail International Dance Festival	Vail Ski Area Beaver Creek Ski Area Eagle Pool and Ice Rink Dobson Ice Arena
<b>Grand</b>	Heritage Park Museum Grand Lake Grand Lake Golf Course YMCA of the Rockies	Rocky Mountain Repertory Theater Middle Park Fair / Demolition Derby Kremmling Days Celebration	Winter Park Ski Resort Grand Park Community Recreation Center
<b>Jackson</b>	North Park Pioneer Museum Jackson County Pool Lake John Resort	North Park Fair Frosty Pines Golf Tournament Never Summer Rodeo	Jackson County Fairgrounds Arapahoe National Wildlife Refuge
<b>Pitkin</b>	Holden-Marolt Mining & Ranching Museum Snowmass Golf Club Maroon Creek Club Lewis Ice Arena	Aspen Recreation Center Red Brick Recreation Center Snowmass Village Recreation Center Wheeler Opera House Aspen Institute Aspen Santa Fe Ballet	Aspen Mountain Buttermilk Ski Area Aspen Highlands Ski Area Snowmass Village Ski Area Jazz Aspen Snowmass X-Games
<b>Summit</b>	Frisco Historic Park Barney Ford Museum Silverthorne Recreation Center Breckenridge Recreation Center Stephen C. West Ice Arena Dew Tour	Keystone Ranch Golf Course Raven Golf Course Dillon and Frisco Marinas Frisco and Breckenridge Nordic Centers Backstage Theatre / Lake Dillon Theatre Riverwalk Center	Keystone Resort Breckenridge Resort Copper Mountain Resort Arapahoe Basin Ski Area Breck Creates Creative District

# UTILITIES

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## **WATER**

There are 42 public water providers in the five county region which serve a population as small as 75 households to over 20,000 households. The seasonal nature of the region creates great fluctuation in the average usage and peak usage.

## **SEWER**

There are 29 public wastewater entities in the region. Collectively they have approval to discharge XX Millions of gallons per day into the local streams and rivers. On average their average daily flow is approximately half of their design capacity and about 1/3 of them are currently in some type of expansion mode. They predominately use a flat rate as opposed to a metered rate for sewer services. They all require the normal practices of Industrial pre-treatment.

## **SOLID WASTE**

Three out of the five counties in the region have landfills (Eagle, Pitkin, Summit). The other two transfer solid waste out of the county (Grand and Jackson). The geography and sensitivity to the impact of solid waste on the natural environment has engendered a high regard to the need to deal with solid wastes in the region.

## **ELECTRICITY**

A combination of Western Area Power Administration, the Municipal Energy Agency of Nebraska, and Tri-State Generation supplies electrical power from all traditional sources: hydro, coal, and wind generation for the electrical suppliers in the region. The five counties are served by the following providers.

## **GAS**

A combination of Western Area Power Administration, the Municipal Energy Agency of Nebraska, and Tri-State Generation supplies electrical power from all traditional sources: hydro, coal, and wind generation for the electrical suppliers in the region. The five counties are served by the following providers.

## **CABLE**

Cable TV providers include Qwest, Direct TV, Comcast, Sattletitrend.com, Wild Blue, FullSattelite.com, Net Zero, Ensignal Verizon Wireless, Grand County Internet Service (Grand County), Centurytel (Jackson County) Resort Broadband (Jackson County), Sky Beam (Pitkin County).

# INNOVATION ASSETS



The NWCCOG Region is rich with the potential for innovation and entrepreneurship. One way to measure this is by examining the innovation assets available in the region through the Stats America Innovation Index. This data tool measures a number of variables within five sub-indexes:

- Human Capital and Knowledge Creation
- Business Dynamics
- Business Profile
- Employment and Productivity
- Economic Well-Being

The index allows for the creation of an innovation index - i.e. a measure of how innovative a region is - for multiple counties. Let's examine how innovative NWCCOGs region is:

County	Innovation Index	Rank in U.S. (out of 3,110 Counties)	Human Capital & Knowledge Creation Index	Business Dynamics Index	Business Profile Index	Employment & Productivity Index	Economic Well-Being Index
Eagle	97.6	524	85.9	77.4	109.3	105.9	113.6
Grand	81.5	1,841	101.9	53.7	76.3	78.7	114.9
Jackson	79.6	1,993	69.8	35.4	82.0	94.8	137.7
Pitkin	86.6	1,316	90.4	49.4	90.5	99.0	108.2
Summit	88.2	1,167	94.1	74.1	78.8	84.4	135.2

# SWOT ANALYSIS

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The CEDS update process involved county-level meetings inviting a broad range of regional stakeholders (local governments, the business community, education providers, workforce groups, non-profits, and other community groups) to conduct an analysis of the strengths, weaknesses, opportunities, and threats in each county, and in the region as a whole. In each of these meetings, we had a facilitated discussion to gather input on the following as they pertain to each county:

- What are your county's **STRENGTHS?** i.e. what are your county's relative competitive advantages, which are often internal in nature?
- What are your county's **WEAKNESSES?** i.e. what are your county's relative competitive disadvantages, which also often internal in nature?
- What are your county's **OPPORTUNITIES?** i.e. what presents your county with chances or occasions for improvement or progress? Opportunities are often external in nature.
- What are your county's **THREATS?** i.e. what presents your county with chances or occasions for negative impacts or decline Threats are also often external in nature.

Input from the county-level SWOT meetings was then used as a strategic planning tool to ensure that there was a clear objective informed by a comprehensive understanding of our region's capabilities and capacity. We also took strong stock in already in-place local planning efforts, and incorporated elements of these local efforts into our CEDS. The end goal is to have a useful tool for regional economic development decision-making.

## **Priority Areas from SWOT:**

Workforce housing

High cost of basic needs: healthcare, childcare

Broadband

Support entrepreneurs

Higher paying jobs

Diversity the economic base

Preserve community character

[SWOT meeting summaries](#)

[Key Planning Documents from the Region](#)



# STRENGTHS

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## NATURAL BEAUTY

- 80% Public Lands
- Rocky Mountains
- Home to 10 World-Class, Internationally Known ski areas
- Home to Rocky Mountain National Park
- Rivers
- Lakes – Lake Dillon; Lake Granby; Grand Lake
- Abundant sunshine year-round
- Clean water, clean air, open spaces

## OUTDOOR RECREATION OPPORTUNITIES

- 80% Public Lands
- Rocky Mountains
- Home to 10 World-Class, Internationally-known ski resorts

## HUMAN CAPITAL

- Very highly educated workforce
- Large % 25-44 year olds

## SOPHISTICATED SERVICES FOR A SMALL RURAL AREA

- Healthcare: hospitals in the region
- Recreational amenities – rec centers; ice rinks; etc.
- Cultural amenities: amphitheaters; art galleries; events

## ENTREPRENEURIAL SPIRIT

- Entrepreneurial movement (Co-Working Spaces; Startup Weekends)
- Investment in/efforts underway to improve broadband
- Colorado Mountain College

## LOVE OF PLACE

- Attractive to key demographic groups (millennials; baby boomers)
- Inspires investment in the region (philanthropy)

# WEAKNESSES

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## High Cost of Living

- housing
- healthcare
- childcare

## Lack of Diversity in Economic Base

- High dependence on tourism and outdoor recreation industry
- At the whim of mother nature – i.e. snow/water
- Tourism is dependent on discretionary income – fluctuates with consumer confidence

## High % of Low Paying Jobs

- #1 sectors: Accommodations & Food Services; Arts, Entertainment, Recreation; Retail
- Leads to underemployment

## Environment

- Long winters
- High altitude

## Broadband

- Low speeds
- Lack of redundancy
- Not available at all in some areas

## I-70

- Congestion and closures

# OPPORTUNITIES

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## **ENTREPRENEURSHIP**

- Location-neutral jobs
- New business starts
- People attracted to living here

## **GROWTH IN NEW SECTORS**

- Health & Wellness
- Creative Industries
- Technology and Information
- Tourism and Outdoor Recreation “niches” (uphill economy; development of products/technology)
- Sector Partnerships

## **ATTRACTIVE TO KEY DEMOGRAPHIC GROUPS**

- Millennials – workforce
- Baby-boomers – have discretionary money to spend in our communities; many highly educated and “give back” to our communities
- Opportunities to develop creative housing solutions (work/live living spaces)

## **EDUCATION**

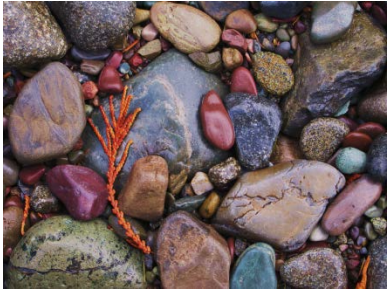
- Colorado Mountain College and the Vail Centre offer a variety of higher education opportunities for individuals seeking to advance their careers

## **OPPORTUNITY FOR MORE COLLABORATION**

- Collaboration among the various resources in our region: CMC, Workforce Center, Counties, Towns, Chambers, Business Community
- Development of an Entrepreneurial Ecosystem

# THREATS

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## **LACK OF AFFORDABLE WORKFORCE HOUSING**

- Hard for businesses to attract and retain workers/talent
- Families, the fabric of our communities, leave for more affordable places to live and raise a family

## **EXPLOSIVE GROWTH IN THE STATE**

- Front Range especially
- Increased strain on services, environment, guest experience

## **AGING POPULATION**

- Capacity of the region to provide services to an increasing older adult population 65+
- Aging population creates more jobs; more jobs leads to need for more workforce ; need for more workers leads to need for more housing

## **MENTAL HEALTH**

- High suicide rate in the region
- Legalization of marijuana potentially could lead to more crime, more mental health issues

## **I-70**

- Congestion – gridlock – reduced the tourism/vacation experience
- Closures due to weather; accidents

## **LEGISLATIVE CLIMATE**

- Easily amendable state constitution makes it easy for special interests to get their agendas through
- TABOR – major shortfalls in funding for vital infrastructure: roads, I70, education

## **CLIMATE CHANGE**

- Affects snow – affects the ski industry
- Affects water – drinking and for recreation

## **NATURAL HAZARDS**

- Wildfire – large amounts of dead trees due to pine beetle epidemic
- Flooding

# STRATEGIC DIRECTION/ACTION PLAN



## WORKFORCE

**GOAL: Develop a healthy, productive, quality workforce that meets the demand for the business community**

Objectives:

- Build capacity in our region to have community infrastructure to support workforce: affordable housing, broadband, transportation, childcare, healthcare, education
- Develop career pathways that help to retain a qualified workforce.
- Foster an environment that supports the health and well-being of our workforce.



## BUSINESS

**GOAL: Cultivate a diversified, stable, balanced, sustainable economy**

Objectives:

- Create and maintain communities and a business climate attractive to entrepreneurs; Create an entrepreneurial ecosystem that encourages growth of new industries, new businesses
- Encourage creation of higher-paying, year-round, career-focused jobs
- Provide access to capital for existing businesses as well as new start-ups
- Support, strengthen, build capacity in our region's key industries and existing businesses
- Build capacity of our towns and counties to meet their economic development goals



## COMMUNITY

**GOAL: Continue to help steward a unique community character and high quality of life attractive to year-round residents as well as visitors**

Objectives:

- Protect our unique community character
- Protect the natural environment
- Assist our communities to have thriving main street/downtown areas with full storefronts

## RESILIENCY

**GOAL: Foster a regional economy that is resilient to economic downturns/shocks and natural disasters in the long-term**

Objectives:

- Build capacity of our towns and counties to be resilient in the face of natural disasters, economic downturns
- Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominate industry
- Establishing Information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges.
- Promote a positive vision for the region



# PRIORITY AREA: WORKFORCE

**Objective: Build capacity in our region to have community infrastructure to support both the current workforce and to attract future human capital/talent**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY H/M/L
HOUSING: 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.	TOWN GOVT COUNTY GOVT HOUSING BUSINESS	NWCCOGEDD HOUSING DCI	2017	H
BROADBAND: Carry out action items in Regional Broadband Strategic Plan	TOWN GOVT COUNTY GOVT BUSINESS CHAMBERS COWORK SPACES CMC K12	NWCCOG TOWN GOVT COUNTY GOVT DCI EDA USDA RD	2017-2022	H
COMMUNITY INFRASTRUCTURE: Support efforts to provide needs of the workforce including healthcare; childcare; education/training; transportation	TOWN GOVT COUNTY GOVT BUSINESS EDUCATION COLORADO WORKFORCE SYSTEM	EDA USDA DOLA OEDIT CDLE	ONGOING	H
TRANSPORTATION: Support efforts to develop and improve multi-modal transportation systems including public transit, improvements to I-70; improvements and expanded service at airports (idea: sponsor a “bike sharing program” workshop;	TOWN GOVT COUNTY GOVT TOURISM INDUSTRY BUSINESS	CDOT I70 COALITION AIRPORTS EAA NWCCOG/RTCC	ONGOING	M

# PRIORITY AREA: WORKFORCE

**Objective: Encourage development of higher-paying, year-round, career-focused jobs**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY H/M/L
Create regional entrepreneurial ecosystem by learning about accelerator/incubator best practices throughout the state (OEDIT Blueprint 2.0 Initiative Program)	TOWN GOVT COUNTY GOVT BUSINESS COWORK SPACES COLORADO WORKFORCE SYSTEM	NWCCOGEDD OEDIT	2017	H
Pursue funding under EDA’s Regional Innovation Strategies grant program for project that supports the development of an entrepreneurial ecosystem	TOWN GOVT COUNTY GOVT BUSINESS CHAMBERS COWORK SPACES CMC K12	NWCCOG TOWN GOVT COUNTY GOVT DCI EDA USDA RD	2017	M
Host a day-long workshop sharing best practices in innovation strategies; accelerator/incubator models; co-working spaces models; ideas for entrepreneurship and innovation (i.e. model after “Building Entrepreneurial Communities” – North County, NY)	TOWN GOV County Govt Business Education	NWCCOGEDD EDA CENTER FOR RURAL ENTREPRENEURSHIP OEDIT USDA CHAMBERS	2017	M

# PRIORITY AREA: WORKFORCE

**Objective: Establish partnerships to identify business' workforce needs in terms of skills, training, and education**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY H/M/L
<p>Create an ecosystem of businesses and business partners in our key industries as well as emerging industries to identify needs and develop programs to meet those needs. This may include developing industry sector partnerships in both key industries (tourism &amp; outdoor recreation; health &amp; wellness; infrastructure &amp; engineering) as well as emerging industries (tech industry; creative industries)</p>	<p>TOWN GOVT            COUNTY GOVT            BUSINESS            COLORADO WORKFORCE SYSTEM</p>	<p>NWCCOGEDD            BUSINESS            CMC            K12            CWFC            CDLE            CHAMBERS</p>	<p>2017-2019</p>	<p>H</p>
<p>Provide training and education through partnerships</p>	<p>BUSINESS            COLORADO WORKFORCE SYSTEM</p>	<p>CMC            K12            CHAMBERS            SBA            SBDC            CDLE</p>	<p>Ongoing</p>	<p>H</p>



# PRIORITY AREA: WORKFORCE

Objective: Foster an environment that supports the health and well-being of our workforce.

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY H/M/L
Continue WorkWell Collaborative	TOWN GOVT COUNTY GOVT BUSINESS WORKFORCE COLORADO WORKFORCE SYSTEM	NWCCOGEDD EAGLE COUNTY PH HEALTH LINKS CHAMBERS CDPHE RRR WDB	2017-2018	M

# PRIORITY AREA: BUSINESS COMMUNITY

**Objective: Create and maintain communities and a business climate attractive to entrepreneurs; Create an entrepreneurial ecosystem that encourages growth of new industries, new businesses**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME 2017-2021	PRIORITY H/M/L
Develop and support resources for small businesses	BUSINESS	SBA EDA CHAMBERS CMC CDLE COWORK SPACES	ONGOING	H
Follow up on what is learned from OEDIT Blueprint 2.0 technical assistance: accelerator/incubator best practices	BUSINESS	OEDIT CENT FOR RURAL ENTRE	2017	H
Pursue funding through EDA's Regional Innovation Strategies grant program to create regional entrepreneurial ecosystem	BUSINESS	EDA TOWN GOVT COUNTY GOVT	2017	M
Pursue funding to develop Kitchen Business Incubator Program	BUSINESS	USDARD DOLA		M
Pursue development of industry sector partnerships in emerging industries such as the Tech industry; creative industries	BUSINESS	COWORK SPACES BUSINESS CHAMBERS CDLE	ONGOING	M
Pursue development of "Technology Innovation Center"	BUSINESS EDUCATION TOWN GOVT COUNTY GOVT	NWCCOG BROADBAND PROGRAM		M
Support and be a partner with Co-Working Spaces in the Region	COWORK SPACES BUSINESS	COWORK SPACES	ONGOING	H

# PRIORITY AREA: BUSINESS COMMUNITY

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**Objective: Support, strengthen and build capacity in our region's key industries and existing businesses**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME 2017-2021	PRIORITY H/M/L
Pursue development of industry sector partnerships in the region's key industries such as Tourism and Outdoor Recreation; Construction; Health & Wellness; Technology & Information  Continue existing sector partnerships (Health & Wellness)	BUSINESS	NWCOG EDD BUSINESS CHAMBERS OEDIT CWDC	Ongoing	H

# PRIORITY AREA: BUSINESS COMMUNITY

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**Objective: Provide access to capital for existing businesses as well as new startups**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME 2017-2021	PRIORITY H/M/L
Promote the Northwest Loan Fund	BUSINESS	NWCCOGEDD NLF	ONGOING	H
Develop and promote other funding sources for businesses – this may include applying for additional funding from USDARD – RMAP program	BUSINESS	USDARD OTHER FUNDING SOURCES BANKS	ONGOING	H

# PRIORITY AREA: BUSINESS COMMUNITY

**Objective: Build capacity of our towns and counties to meet their economic development goals; serve as a resource to our business community**

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME 2017-2021	PRIORITY LEVEL
EDD Resources Bulletin	TOWN GOVT COUNT GOVT BUSINESS	NWCCOG EDD	Ongoing	H
Enhance and maintain NWCCOG Regional Economic Development Website	TOWN GOVT COUNTY GOVT BUSINESS	NWCCOGEDD	Ongoing	H
Provide economic data on website and via quarterly updates	TOWN GOVT COUNTY GOVT BUSINESS	NWCCOGEDD	Ongoing	H
Outreach on grant opportunities such as brownfields grants; USDA grants; etc.	TOWN GOVT COUNTY GOVT NONPROFITS EDUCATION	NWCCOGEDD	ONGOING	H

# PRIORITY AREA: COMMUNITY CHARACTER

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**Objective: Protect our unique community character**

Action	Stakeholders	Resources	Timeframe	Priority Level
Build capacity in our towns and counties to protect assets and community amenities	TOWN GOVT COUNTY GOVT	NWCCOG EDD FUNDING AGENCIES	ONGOING	H

# PRIORITY AREA: COMMUNITY CHARACTER

**Objective: Consider the impacts of activities on the natural environment**

Action	Stakeholders	Resources	Timeframe	Priority Level
Support efforts to protect the natural environment	TOWN GOVT COUNT GOVT	NWCCOGEDD FUNDING AGENCIES	ONGOING	M
Outreach on grant opportunities through resources bulletins, website, workshops, etc.	TOWN GOVT COUNTY GOVT	NWCCOGEDD	ONGOING	H
Develop relationships with our natural resource partners (in order to understand their “pain points” and capacity)	USFS BLM CDW NPS CO Parks	NWCCOG USFS BLM CDW NPS CO PARKS	ONGOING	M
Build the capacity of our communities to be resilient for ups and downs in the economic cycle	TOWN GOVT COUNT GOVT	NWCCOG EDD	ONGOING	H

# PRIORITY AREA: COMMUNITY CHARACTER

**Objective: Assist our communities to have thriving main street/downtown areas with full storefronts**

Action	Stakeholders	Resources	Timeframe	Priority Level
Partner with organizations to bring technical assistance to communities to assist with main street/downtown projects	TOWN GOVT COUNTY GOVT BUSINESS	NWCCOGEDD DCI DOLA	ONGOING	M
Support the development of the creative industries sector	TOWN GOVT COUNTY GOVT	CCI DOLA	ONGOING	M



# PRIORITY AREA: ECONOMIC RESILIENCY

**Objective: Build capacity of our towns and counties to be resilient in the face of natural disasters, economic downturns**

Action	Stakeholders	Resources	Timeframe 2017-2021	Priority H/M/L
Collaborate with NWAHEMR on Regional Emergency Management Plan; work with emergency managers in the region to address the risks identified through hazard mitigation planning	10 counties in the NWAHEMR	NWCCOGEDD NWAHEMR	ONGOING	H
Establish information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education and non-profit sectors to collaborate on existing and potential future challenges. One method is to convene the EDD Working Group and have economic resiliency/disaster preparedness as a discussion topic	Town Govt County Govt Business Non-Profit CMC/K12	NWCCOGEDD	Ongoing	H
Partner to bring educational workshops on disaster preparedness	TOWN GOVT COUNTY GOVT BUSINESSS	SBA DOLA EDA	ONGOING	H

# PRIORITY AREA: ECONOMIC RESILIENCY

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**Objectives: Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominant industry**

Action	Stakeholders	Resources	Timeframe 2017-2021	Priority H/M/L
EDA Economic Adjustment Assistance Grant - carry out scope of work – economic resiliency plan for Grand and Clear Creek Counties	Grand County Clear Creek County	EDA Climax Molybdenum Grand County Clear Creek County	2017-2018	H

# PRIORITY AREA: ECONOMIC RESILIENCY

**Objectives: Develop relationships with our dominant/key industries in order to understand their business model and plan for future changes/shocks/downturns in their business**

Action	Stakeholders	Resources	Timeframe 2017-2021	Priority H/M/L
Develop industry sector partnerships with our key industries  Continue existing sector partnerships (Health & Wellness)	Business Chambers Key industries: ski industry; outdoor recreation industry; construction industry	Businesses in key industries EDA OEDIT CDLE	Ongoing	M

# PRIORITY AREA: ECONOMIC RESILIENCY

**Objectives: Promote a positive vision for the region; provide positive messaging about the region's assets and opportunities**

Action	Stakeholders	Resources	Timeframe 2017-2021	Priority H/M/L
Create and maintain regional marketing website	Town Govt County Govt Business Chambers	NWCCOGEDD	Ongoing	H
Include success stories from the region in EDD resources bulletins, NWCCOG e-News and on website	Town Govt County Govt Business Chambers CLDE	NWCCOGEDD NWCCOG	Ongoing	H
Support efforts of our region's communities to develop the creative sector in their community	Town Govt County Govt Business Chambers	CCI DOLA OEDIT EDA	Ongoing	M

# EVALUATION FRAMEWORK

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## Things to measure:

- # Jobs created
- # Jobs retained
- Amount of Private investment
- Change in Average Annual Wage
- Wealth creation such as GDP per capita
- Change in Household income
- Change in Per capita income
- Change in Cost of Living:
  - Change in housing cost as a percentage of household income
  - Change in % of population with health insurance
  - Change in childcare as a percentage of household income
- Broadband speed, availability, redundancy, cost – (affordability, accessibility, reliability)
- Established entrepreneur networks
- Climate of innovation – Innovation Index scores

# EVALUATION FRAMEWORK

Goals and Objectives	Things to Measure
<p><b>WORKFORCE</b>            GOAL: Develop a healthy, productive, quality workforce that meets the demand for the business community            Objectives:            Build capacity in our region to have community infrastructure to support workforce: affordable housing, broadband, transportation, childcare, healthcare, education            Encourage creation of higher-paying, year-round, career-focused jobs            Foster an environment that supports the health and well-being of our workforce.</p>	<ul style="list-style-type: none"> <li>• Change in average annual wage</li> <li>• Cost of housing</li> <li>• Cost of healthcare</li> <li>• Cost of Childcare</li> <li>• % of population without healthcare</li> <li>• Travel time to work</li> <li>• Unemployment rate</li> <li>• Poverty rate</li> </ul>
<p><b>BUSINESS</b>            GOAL: Cultivate a diversified, stable, balanced, sustainable economy            Objectives:            Create and maintain communities and a business climate attractive to entrepreneurs; Create an entrepreneurial ecosystem that encourages growth of new industries, new businesses            Encourage the development of higher-paying jobs            Provide access to capital for existing businesses as well as new start-ups            Support, strengthen, build capacity in our region’s key industries and existing businesses            Build capacity of our towns and counties to meet their economic development goals</p>	<ul style="list-style-type: none"> <li>• # jobs in key industries</li> <li>• # jobs in new industries</li> <li>• Mix of jobs in the region</li> <li>• # of business loans made</li> <li>• Examine goals met by each town</li> <li>• Improvements to broadband: speed, availability, cost</li> <li>• Innovation index scores</li> <li>• # of Established entrepreneur networks</li> </ul>
<p><b>COMMUNITY</b>            GOAL: Continue to help steward a unique community character and high quality of life attractive to year-round residents as well as visitors            Objectives:            Protect our unique community character            Protect the natural environment            Assist our communities to have thriving main street/downtown areas with full storefronts</p>	<ul style="list-style-type: none"> <li>• Change in household income</li> <li>• Change in per capita income</li> <li>• Visitor/skier numbers</li> </ul>
<p><b>RESILIENCY</b>            GOAL: Foster a regional economy that is resilient to economic downturns/shocks and natural disasters in the long-term            Objectives:            Build capacity of our towns and counties to be resilient in the face of natural disasters, economic downturns            Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominate industry            Establishing Information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges.            Promote a positive vision for the region</p>	<ul style="list-style-type: none"> <li>• Level of diversity in the economy – mix of industries</li> <li>• # Jobs retained</li> <li>• Community surveys to measure perception of the region; satisfaction with community services; satisfaction level of visitors/second homeowners</li> <li>• Level of education: graduation rates; % population age 25+ with BA or more; with graduate degree or more</li> </ul>

# STAKEHOLDERS: KEY

STAKEHOLDER/PARTNER	DEFINITION
<b>Federal Government</b>	<b>Federal Agencies</b>
EDA	Economic Development Administration
SBA	Small Business Administration
USDARD	US Department of Agriculture Rural Development
HUD	US Department of Housing & Urban Development
USFS	US Forest Service
BLM	Bureau of Land Management
NPS	National Park Service
<b>State Government</b>	<b>State Agencies</b>
OEDIT	Office of Economic Development & International Trade
DOLA	Department of Local Affairs
CDLE	Colorado Department of Labor & Employment
GOIT	Governor's Office of Information & Technology
CDOT	Colorado Department of Transportation
CDW	Colorado Division of Wildlife
RRR WDB	Rural Resort Region Workforce Development Board
<b>Local Government</b>	<b>Local Agencies</b>
TOWN GOVT	Towns in the Region
COUNTY GOVT	Counties in the Region
<b>Private Sector Partners</b>	<b>Private Sector Partners</b>
BUSINESS	Businesses in the Region
CHAMBERS	Chambers of Commerce
COWORK SPACES	Coworking Spaces
BUS GROUPS	Other Business Groups/Assns
DMOs	Destination Marketing Organizations
INCUBATORS	Business Incubators
ACCELERATORS	Accelerators

STAKEHOLDER/PARTNER	DEFINITION
<b>Education</b>	<b>Education Partners</b>
CMC	Colorado Mountain College
K12	K12 School Districts
VOTEC	Vocational/Technical Education
<b>Partners</b>	<b>Other Regional Partners</b>
NWCCOG	Northwest Colorado Council of Governments
NWCCOGEDD	NWCCOG Economic Development District
NLF	Northwest Loan Fund
BANKS	Banks in the Region
CWFC	Colorado Workforce Development Council
SBDC	Small Business Development Center
HOUSING ORGS	Housing Authorities/Organizations
RTCC	Regional Transportation Coordinating Council
NWAHEMR	Northwest All Hazards Emergency Management Region
I70 Coalition	I70 Coalition
DCI	Downtown Colorado, Inc.
CCI	Colorado Creative Industries
CTA	Colorado Technoligion Association
Airports	Regional Airports
Transportation Agencies	Trans. Agencies (RFTA; Summit Stage)
CRE	Center for Rural Entrepreneurship
Health Links	Health Links Colorado
<b>NonProfit</b>	<b>Non-Profit Sector</b>
Local Foundations	Local Community Foundations
State/National Foundations	State and National Foundations
Local NonProfits	Local Nonprofit Organizations