

NWCCOG ECONOMIC DEVELOPMENT DISTRICT

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2017-2022

Progress Report: 1/1/17 – 8/15/17



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)	P	PROGRESS (as of 8/15/17)
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	Created Inventory of workforce housing options in the region on website: links to housing authorities
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	Regional Projects completed to date: NWCCOG Regional Broadband Network (Timeframe: CY 2017-2018) Meetings being conducted throughout NWCCOG to share the objectives of the Regional Broadband Network project to local governments and partners. Draft plan for regional network being created including meet me locations and pricing. NWCCOG Executive Director, Jon Stavney and Nate Walowitz will continue on the regional listening tour to educate public officials on the 2017-2018 regional plan and gain their support. DOLA Grant application for 2017-2018 for continued funding of the NWCCOG Broadband program was submitted and has been approved (SEE NEXT PAGE FOR MORE)
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/RT CC	ONGOING	M	

PRIORITY AREA: WORKFORCE

ACTION	STAKEHOLDERS	RESOURCES			PROGRESS (as of 8/15/17)
<p>BROADBAND - CONTINUED: Carry out action items in Regional Broadband Strategic Plan</p>	<p>TOWN GOVT COUNTY GOVT BUSINESS CHAMBERS COWORK SPACES CMC K12</p>	<p>NWCCOG TOWN GOVT COUNTY GOVT DCI EDA USDA RD</p>	<p>2017-2022</p>	<p>H</p>	<p>(Con't) County/Local government projects completed to date: Eagle County: Town of Gypsum has obtained lower cost broadband from Mammoth Networks utilizing the 10G Wave terminating at the Eagle County Offices in Gypsum. A new wireless provider is looking to enter the I-70 Eagle County market.</p> <p>Grand County: CenturyLink is installing fiber along U.S. 40 in Fraser in support of CAF 2 deployment. CenturyLink had the county waiving all Right of Way fees for the CAF II construction project and will roll the savings into additional resource deployments. County BOCC will need to evaluate and either approve or reject this CenturyLink proposal. Adams Tunnel project will directly benefit Grand County government, residents, businesses and ISPs. Mountain Parks Electric is also reaching out to Estes Park and WAPA about the project. CDOT has an interest in developing fiber along the U.S. 40 corridor from Empire through Kremmling. Investigating with Comcast to learn how this project could be of mutual benefit and potential cost sharing.</p> <p>Jackson County: working with VistaBeam to flesh out details of a wireless broadband deployment in Jackson County. Jackson County has created a low-cost revolving loan to support infrastructure deployment and other economic development projects.</p> <p>Pitkin County: will create a multi-use fiber/wireless broadband loop connecting all their mountaintop sites, local government buildings, businesses and residents for public broadband deployment, public safety communications and County IT network redundancy. A DOLA broadband grant application has been approved for a Microwave and Tower project to support public safety and broadband throughout Pitkin, Southern Garfield, Western Eagle and Northern Gunnison Counties. Pitkin County is also working on two additional public safety projects; building out and moving their public safety radio communications from VHF to the State DTRS system.</p> <p>Summit County: Responses to the two RFIs to improve broadband and cellular service throughout the county have been evaluated and conversations with 4 vendors occurred. The County will issue an RFP for a broadband infrastructure development and network operator. Town of Breckenridge is interested in moving forward with an aggressive broadband infrastructure project.</p> <p>Town of Red Cliff (Eagle County): submitted an application to the USFS for a communications site at Ski Cooper. USFS Leadville Office reports that project is on their 2017 Work Plan. Senator Bennet's office helped get the project accelerated. If all factors come together, the town could have broadband Fall 2017.</p>

PRIORITY AREA: WORKFORCE

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

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME (2017-2021)	PRIORITY H/M/L	PROGRESS (as of 8/15/17)
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	Completed Field trip to Mountain Ventures Summit in Telluride Feb 2017. 2 Follow-up meetings: 3/15/17; EDD board update on 5/25/17
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	Submitted EDA RIS grant application on 6/22/17 for creation of “Mountain Outdoor Recreation Innovation Alliance”
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	PROGRESS (as of 8/15/17)
<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 & outdoor recreation; health & wellness; infrastructure & engineering) as well as emerging industries (tech industry; creative industries)</p>	<p>TOWN GOVT COUNTY GOVT BUSINESS COLORADO WORKFORCE SYSTEM</p>	<p>NWCCOGED D BUSINESS CMC K12 CWFC CDLE CHAMBERS</p>	<p>2017-2019</p>	<p>H</p>	<p>Applied for funds through EDA Regional Innovation Strategies grant program for Mountain Outdoor Recreation Innovation Alliance, which will essentially function as a Tourism & Outdoor Recreation n Industry Sector Partnership – application submitted 6/22/17. The purpose of this project is to create a new future for our mountain communities using outdoor recreation focused entrepreneurship and innovation in a responsible and sustainable manner, preserving our natural assets while simultaneously supporting our regional workforce. This project aims to build on existing resources and assets in the region to create a hub/clearinghouse for innovation and collaboration that supports our entrepreneurial ecosystem, spurring the creation and growth of businesses whose focus is sustainable outdoor recreation.</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	PROGRESS (as of 8/15/17)
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	<p>WorkWell Collaborative : Year 2 of the grant from Colorado Department of Public Health and Environment has been completed. To date, the following are the results of the program:</p> <p>Impact on NWCCOG Region Employers: 77 employers participating in Health Links 36 employers renewed certification or converted from kick-start to certified \$25 K distributed in kick start funding 11,390 total employees potentially reached with worksite wellness programming through Health Links</p>

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	Time	P	PROGRESS (as of 8/15/17)
Develop and support resources for small businesses	BUSINESS	SBA EDA CHAMBERS CMC CDLE COWORK SPACES	ONGOING	H	# Resource Bulletins sent out in 2017: 12 Avg. open rate: 30% Resource bulletins are archived on the website: http://northwestcoloradoregion.org/Local-Business-Services/Resources-Bulletins.aspx Reach: we have approx. 1,200 stakeholders we sent these communications tools out to, including town/county staff, elected officials, businesses, partners, education, workforce, chambers, etc.
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	Presented overview of Mountain Ventures Summit on 3/15/17 and 5/25/17
Pursue funding through EDA's Regional Innovation Strategies grant program to create regional entrepreneurial ecosystem	BUSINESS	EDA TOWN GOVT COUNTY GOVT	2017	M	Submitted grant application for EDA RIS grant program on 6/22/17 (see page 6 for details on this project)
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	Support by promoting events of co-work spaces in resources bulletins; participating in Business Bootcamp offered by Elevate Co-Space in Frisco (March-April 2017); participated in Vail Entrepreneurial Ecosystem Partnership (VEEP) (March-June 2017)

PRIORITY AREA: BUSINESS COMMUNITY

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	PROGRESS (as of 8/15/17)
<p>Pursue development of industry sector partnerships in the region’s key industries such as Tourism and Outdoor Recreation; Construction; Health & Wellness; Technology & Information</p> <p>Continue existing sector partnerships (Health & Wellness)</p>	BUSINESS	NWCOG EDD BUSINESS CHAMBERS OEDIT CWDC	Ongoing	H	<p>Submitted application through EDA’s Regional Innovation Strategies grant program for development of Mountain Outdoor Recreation Innovation Alliance to bolster the Tourism and Outdoor Recreation Industry in the region (award pending)</p> <p>Health and Wellness Sector Partnership: this project has not continued, as it was deemed that, although the health and wellness industry is a very significant economic driver in our region, there was not a burning need to convene private sector partners in this industry in order to “help” strengthen it. Instead, we will continue to focus on worksite wellness as a key component of this industry through the WorkWell Collaborative (see page 7), which is a project which grew out of the Health & Wellness Sector Partnership</p>

PRIORITY AREA: BUSINESS COMMUNITY

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

ACTION	STAKEHOLDERS	RESOURCES	TIMEFRAME 2017-2021	PRIORITY H/M/L	PROGRESS (as of 8/15/17)
Promote the Northwest Loan Fund	BUSINESS	NWCCOGEDD NLF	ONGOING	H	The Northwest Loan Fund is promoted in every Resources Bulletin sent out. We have an email list of businesses who have inquired about the NLF, and include these businesses in our resources bulletins so that they have access to information about business resources in the region. NLF Activity in 2017: 2 loans made: (1) \$90,000; (2) \$95,000
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	We promote other funding sources in Resources Bulletins. We have an email list of businesses who have inquired about the NLF, and send these businesses resources bulletins so that they have information regarding business resources in the region including access to capital.

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	PROGRESS (as of 8/15/17)
EDD Resources Bulletin	TOWN GOVT COUNTY GOVT BUSINESS	NWCCOG EDD	Ongoing	H	# Bulletins sent out: 12 Average open rate: 30%
Enhance and maintain NWCCOG Regional Economic Development Website	TOWN GOVT COUNTY GOVT BUSINESS	NWCCOG EDD	Ongoing	H	Updates to website include: creation of business resources page; creation of resiliency page; archived "Success Stories" for the region; updated demographic and economic data; on-going archives of business resources via resource bulletin library
Provide economic data on website and via quarterly updates	TOWN GOVT COUNTY GOVT BUSINESS	NWCCOG EDD	Ongoing	H	# Quarterly economic updates: 3 Updates to data center on website: Updated County and Town profiles # of direct inquires responded to re: data:
Outreach on grant opportunities such as brownfields grants; USDA grants; etc.	TOWN GOVT COUNTY GOVT NONPROF ITS EDUCATION	NWCCOG EDD	ONGOING	H	A list of funding opportunities is included in each Resources Bulletin. These bulletins are archived on the website here: http://northwestcoloradoregion.org/Local-Business-Services/Resources-Bulletins.aspx

PRIORITY AREA: COMMUNITY CHARACTER

Objective: Protect our unique community character

Action	Stakeholders	Resources	Timeframe	Priority Level	PROGRESS (as of 8/15/17)
Build capacity in our towns and counties to protect assets and community amenities	TOWN GOVT COUNTY GOVT	NWCCOG EDD FUNDING AGENCIES	ONGOING	H	Include information on protecting the natural environment and enhancing community amenities in Resources Bulletins

PRIORITY AREA: COMMUNITY CHARACTER

Objective: Consider the impacts of activities on the natural environment

Action	Stakeholders	Resources	Timeframe	Priority Level	PROGRESS (as of 8/15/17)
Support efforts to protect the natural environment	TOWN GOVT COUNT GOVT	NWCCOGEDD FUNDING AGENCIES	ONGOING	M	Include information on resources for our communities to protect the natural environment through Resources bulletins. Created page on website to house a clearinghouse of resources on this topic: http://northwestcoloradoregion.org/About-NWCCOG/Our-Region/Environment.aspx
Outreach on grant opportunities through resources bulletins, website, workshops, etc.	TOWN GOVT COUNTY GOVT	NWCCOGEDD	ONGOING	H	# resources bulletins sent out: 12 Avg. open rate: 30%
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	Created a “Resiliency” page on website: http://northwestcoloradoregion.org/Local-Business-Services/Resiliency.aspx

PRIORITY AREA: COMMUNITY CHARACTER

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

Action	Stakeholders	Resources	Timeframe	Priority Level	PROGRESS (as of 8/15/17)
Partner with organizations to bring technical assistance to communities to assist with main street/downtown projects	TOWN GOVT COUNTY GOVT BUSINESS	NWCCOG EDD 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	PROGRESS (as of 8/15/17)
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	Created "Resiliency" page on website; Posted information on website re: Preparing Elected Officials for their role in Pre-disaster preparedness: http://northwestcolorado region.org/Local-Business-Services/Resiliency.aspx Provided link to NWAHERM website
Partner to bring educational workshops on disaster preparedness	TOWN GOVT COUNTY GOVT BUSINESSS	SBA DOLA EDA	ONGOING	H	Presented on report on Local Elected Official's role in pre-disaster preparedness at NWCCOG Council/EDD Board meeting on 8/24/17

PRIORITY AREA: ECONOMIC RESILIENCY

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	P	PROGRESS (as of 8/15/17)
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	<p>NWCCOG is serving as the fiscal agent for this grant. Mass Economics is the contractor. Update from Mass Economics: The Economic Resurgence and Resiliency Action and Implementation Planning effort for Clear Creek and Grand County have now been underway for several months. As part of the effort much has been accomplished</p> <ul style="list-style-type: none"> • A detailed economic data packet has been constructed for both the counties. This data outlines the economic concentrations and associated economic opportunities in both the counties. • The teams have conducted extensive interviews (greater than 85) with the stakeholders in both the counties. The stakeholder list includes: government officials, business leaders, local residents, entrepreneurs, non-profit leaders, and more • The team has developed a draft of what a 3 horizon economic development plan can look like for the county. This three horizon map allows the team to evaluate a diversified portfolio of strategies that have different investment requirements and are able to drive benefits at different time windows. • As part of the effort, the team hopes to not only develop a detailed strategic plan, on how to make the communities economics more sustainable but also to use this opportunity to launch and test a few concepts. The learnings gained from these pilots will further refine and make the programs more impactful. • Both counties have started establishing strong leadership teams locally. The purpose of this leadership team is to provide overall programmatic guidance and will be an important part of the long-term program continuity efforts.

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	PROGRESS (as of 8/15/17)
<p>Develop industry sector partnerships with our key industries</p> <p>Continue existing sector partnerships (Health & Wellness)</p>	<p>Business Chambers</p> <p>Key industries: ski industry; outdoor recreation industry; construction industry</p>	<p>Businesses in key industries</p> <p>EDA OEDIT CDLE</p>	<p>Ongoing</p>	<p>M</p>	<p>Health and Wellness Sector Partnership: this project has not continued, as it was deemed that, although the health and wellness industry is a very significant economic driver in our region, there was not a burning need to convene private sector partners in this industry in order to “help” strengthen it. Instead, we will continue to focus on worksite wellness as a key component of this industry through the WorkWell Collaborative (see page 7), which is a project which grew out of the Health & Wellness Sector Partnership</p>

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	PROGRESS (as of 8/15/17)
Create and maintain regional marketing website	Town Govt County Govt Business Chambers	NWCCOGED D	Ongoing	H	Created website as a regional promotion tool: Northwestcoloradoregion.org ; continue to maintain and enhance the website
Include success stories from the region in EDD resources bulletins, NWCCOG e-News and on website	Town Govt County Govt Business Chambers CLDE	NWCCOGED D NWCCOG	Ongoing	H	# Success Stories Bulletins sent out: 6 Avg. open rate: 31% Archived on website: http://northwestcoloradoregion.org/Media.aspx
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	Highlight stories of creative industry sector in newsletters and success stories bulletins

EVALUATION FRAMEWORK

Goals and Objectives	Things to Measure
<p>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 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"> • Change in average annual wage • Cost of housing; local towns meeting there goals in % of workforce they are housing • Cost of healthcare • Cost of Childcare • % of population without healthcare • Travel time to work • Unemployment rate • Poverty rate
<p>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 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"> • # jobs in key industries • # jobs in new industries • Mix of jobs in the region • # of business loans made • Examine goals met by each town • Improvements to broadband: speed, availability, cost • Innovation index scores • # of Established entrepreneur networks
<p>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</p>	<ul style="list-style-type: none"> • Change in household income • Change in per capita income • Visitor/skier numbers
<p>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</p>	<ul style="list-style-type: none"> • Level of diversity in the economy – mix of industries • # Jobs retained • Community surveys to measure perception of the region; satisfaction with community services; satisfaction level of visitors/second homeowners • Level of education: graduation rates; % population age 25+ with BA or more; with graduate degree or more