



ANNUAL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) AND PROGRESS REPORT

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

PROJECT NUMBER: ED16DEN3020020

PERIOD COVERED: January 1, 2016– December 31, 2016

*NWCCOG Economic Development District completed the 5-year update to its Comprehensive Economic Development Strategy (CEDS) in 2016. Therefore, per EDA's direction, the only requirement for end of the year reporting for NWCCOG Economic Development District for 2016 is a progress report on the 2016 Scope of Work.

PROGRESS REPORT – ACTIVITIES OF 2016

Authorized SCOPE OF WORK 2016

Grantee: Northwest Colorado Council of Governments - Economic Development District

Project Number: ED16DEN3020020

1. Update the Comprehensive Economic Development Strategy (CEDS)

A. The region's CEDS is due to be updated by December 31, 2016. This update will be a major focus for the NWCCOG EDD in 2016. NWCCOG is looking to partner with USDA Rural Development to provide facilitation for public meetings. NWCCOG is looking to create an on-line CEDS, therefore will be seeking proposals from consultants for this portion of the project.

Accomplishments Achieved:

Over the course of 2016, the 5-year update to the CEDS was completed (to cover the 5 year period 2017-2021). The CEDS planning process included county-level input meetings (one in each of the five counties which make up the NWCCOG Region: Eagle, Grand, Jackson, Pitkin and Summit). Pattie Snidow, USDA Rural Development Director of Community Development, facilitated these county-level meetings. As of the writing of this report, the CEDS has been posted for the required 30-day public comment period, which ends on January 15, 2017. The final CEDS will be approved by the NWCCOG Economic Development District Board of Directors at their first meeting of the new year on January 26, 2017. The CEDS document is complemented by a new website which serves as a clearinghouse for the supporting data for the CEDS: www.northwestcoloradoregion.org. Once the CEDS is finally approved, it will be posted on this website.

Quantifiable Deliverables:

Draft CEDS document and website are completed and available for public comment until January 15, 2017. The final CEDS document will be approved by the EDD Board of Directors on January 26, 2017, and will be submitted to the EDA on January 31, 2017.

Difficulties Encountered:

None.

2. Build a Business Friendly Environment

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

1. Maintain EDD website (nwcoloradobusiness.org).

Accomplishments Achieved:

EDD staff continuously updated the EDD website (nwcoloradobusiness.org) throughout 2016 such that it stayed current and up to date. This included

Quantifiable Deliverables:

Number of website hits: 2,773

Number of new user sessions: 30.56%

Number of resources bulletins posted to website with current information on trainings, technical assistance, and funding: 18

Number of quarterly economic updates posted to website with the most up to date data on jobs and wages: 4

Difficulties Encountered:

None.

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

Accomplishments Achieved:

The EDD Director responded to several inquiries from businesses and stakeholders throughout 2016. The following table shows a sample of actual inquiries responded to, and the assistance that was provided:

Assistance Provided in 2016

1/7/16	Debbie Alp – Colorado State University Extension Agent in Jackson County	Provided labor force data on Jackson County
2/10/16	Colorado Workforce Center – Lucian Burt	Data on % of second homes in our region; % of public lands in our region – for use at Regional Workforce Planning meetings held on 2/17 and 2/18
2/11/16	Elevate Co-Space – Amy Kemp	Information on resources for entrepreneurs in our region – provided at National Inventors Day event 2/11/16
2/12/16	Grand County – Brett Hanlon	Provided data source (statsamerica) on number of second homes in Grand County
2/12/16	Town of Silverthorne – Brian Edney	Targeted industry study from Clear Creek – info on example of competitive analysis
2/18/16	Grand County – Dwayne Daily, Veterans Service Office	Info on number of second homes in Grand County
3/7/16	Jackson County – Betsey Blecha (County Commissioner)	Assistance w/ ideas on how to engage outdoor recreation businesses (e.g. snowmobile tours, etc.); help w/ info on Enterprise Zone; talk about tech assistance OEDIT initiatives to be launched on March 15
3/7/16	Larry Reavis – Alpine Bank	Demographic/Economic data for Copper Mountain in Summit County (population, cost of living, economics, housing, etc.)
4/5/16	John Hoffman – Trustee, Town of Carbondale	Help researching grant opportunities for memory loss program
6/20/16	Peter Grenney – Business Owner, Pitkin County	Assistance with economic indicators report; help navigating LMI Gateway and StatsAmerica.org
6/21/16	Summit County Department of Health and Human Services Employment First Program	Presented on business resources in the region to businesses enrolled in the Employment First Program in Summit County. Also represented the Northwest Loan Fund at this event.
6/27/16	Count Me In Presentation	Partnered with the Colorado Fiscal Institute to bring the

& 7/27/16	(Eagle County on 6/27; Summit County on 7/27)	“Count Me In” presentation to Eagle and Summit County businesses and residents. The workshop provided information about ballot measures in the upcoming election and how they may affect our communities
9/1/16	Colleen Davis, VP Development, Vail Centre	Provided information on USDARD Rural Business Development Grant (RBDG) for leadership training workspace development in Vail
9/19/16	Robin Waters, Basalt Chamber of Commerce	Provided information on USDARD Rural Business Development Grant (RBDG) for possible development of incubator space in Basalt/Pitkin County
9/6/16	Michael Miracle, Director of Community Engagement, Aspen Skiing Company	Provided Cost of Living data (i.e. 2015 Colorado School District Cost of Living Study)
9/14/16	Vail Valley Partnership	Presented at the Vail Valley Partnership’s Business Workshop: The State of the Eagle County Economy
9/16/16	Sue O’Neil, CFO, Colorado Mountain Medical	Provided cost of living data
9/16/16	Robert Carls, Jackson County business owner 970.723.8470	Provided information in Enterprise Zone
9/20/16	AGNC – Garfield County Econ Dev Meeting	Guidance on becoming EDD – structure of board, org, process, etc.
11/16/16	Land Title Guarantee Company	Presented at Coffee Talk on the State of the Summit County Economy and Second Homeowner trends and their effect on the Regional Economy
11/15/16	Sullivan Green on Behalf of the Town of Crested Butte	Information from 2006 Second Home Study/Transitions in our Mountain Communities
12/15/16	Leadership Summit – Colorado Mountain College	Presented on economic and demographic trends of Summit County during the program’s session on economic development
12/21/16	John Fayhee – Aspen Daily News	Questions on demographics and regional economic trends (based on Dec. 2016 quarterly economic update)

Quantifiable Deliverables:

Number of business inquires that were responded to: 7

Difficulties Encountered:

None.

3. Create and distribute monthly resources e-bulletins.

Accomplishments Achieved:

The EDD created and distributed resources bulletins as least once per month. These bulletins provided businesses with a vast amount of information on training opportunities, funding opportunities, and technical assistance.

Quantifiable Deliverables:

Not only does this bulletin reach the database of NWCCOG EDD businesses, but it is shared with businesses by our partner organizations as well:

Reach of EDD Resources bulletins:

NWCCOG EDD email list – 364 businesses (up from 270 in 2015); 434 economic development stakeholders (up from 250 in 2015)

Elected officials in the region – 205

Key staff from NWCCOG member jurisdictions - 259

NWCOSBDC email list – 1,500

Vail Valley Partnership email list – 2,500

Grand County Economic Development email list – 850

Summit County Chamber of Commerce email list – 650

The following table shows the number of resources bulletins sent via email, and the “open” rate – i.e. the percentage that were actually opened:

	sent	Open Rate
December	12/21/2016	30%
November	11/2/2016	29%
October	10/4/2016	27%
Fall	9/23/2016	28%
September	9/7/2016	25%
Late Summer	8/23/2016	28%
August	8/10/2016	21%
July	7/25/2016	29%
Summer	6/23/2016	30%
June	6/2/2016	25%
Mid-May	5/16/2016	28%
May	4/29/2016	25%
April	4/4/2016	25%
Spring	3/22/2016	25%
March	3/9/2016	24%
February	2/3/2016	32%
Winter	2/29/2016	25%
January	1/26/2016	26%
Avg. Open Rate		27%

Email marketing experts state that a 20% open rate is average, thus every resource bulletin sent out in 2016 had an above-average open rate.

Difficulties Encountered:

None. NWCCOG EDD staff receives very positive feedback from our economic development stakeholders on the resources bulletins.

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

Accomplishments Achieved:

This year was the third year the NWCCOG Economic Development District served as host organization to the NWCOSBDC. In this capacity, we provided in-kind staff assistance to administer the SBDC program including facilitating all fiscal activity, recruiting business consultants, assisting with training events, and

providing outreach on the services offered by the SBDC. There are some significant challenges with the SBDC program in our region – i.e. lack of adequate funding and very large geographic region. NWCCOG EDD assembled a subcommittee to outline the challenges and opportunities of the program and possible solutions for improvement. These recommendations were submitted to the State Director of the SBDC program who is housed in the Colorado Office of Economic Development and International Trade (OEDIT).

The NWCOSBDC did report several accomplishments in 2016. It providing consulting to 85 clients, completed 120 consulting hours, delivered the CDOT Contract Management and Compliance Training in March, and hosted the Mountain Women’s Small Business Awards in March.

Quantifiable Deliverables:

Number of SBDC clients – 85

Number of consulting hours – 120

Women’s Small Business Awards – March 2, 2016 in Vail

CDOT Contract Management and Compliance Training – March 29, 2016 in Glenwood Springs

Difficulties Encountered:

NWCCOG EDD will not continue as fiscal host of the SBDC as of 12/31/16. The program is challenged in our region due to large geographic area, and insufficient funding. This results in the director’s capacity to be stretched too thin. The State Lead Center at OEDIT requires each region to fundraise a significant amount, and this has proven over and over again in our region to be unrealistic. NWCCOG EDD will continue to support the program in an in-kind manner in any way possible including promoting their free consulting services and training events. We will partner with the SBDC whenever possible to help bring their services to the businesses in our region, and are helping to look for solutions to the challenges.

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

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

Accomplishments Achieved:

Maintained funding opportunities page on EDD website; included funding opportunities in monthly resources bulletins.

Quantified Deliverables:

Webpage hits: 2,665

Number of resources bulletins: 18

Number of funding opportunities posted in resources bulletins: 50

Difficulties Encountered:

None.

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

Accomplishments Achieved:

NWCCOG EDD features assets and success stories from both communities and businesses in the region through monthly resources bulletins as well as on the website (www.nwcoloradobusiness.org).

Quantified Deliverables:

Through the resources bulletins and website, featured 5 success stories and 4 businesses.

Difficulties Encountered:

None.

3. Retain, Grow and Recruit Businesses

A. Continue to serve as host organization of NWCOSBDC in 2016.

Accomplishments Achieved:

NWCCOG EDD served as host organization of the NWCOSBDC for the third year in 2016. In 2016, the NWCOSBDC had several accomplishments including providing free consulting services to over 80 businesses, providing trainings, and hosting the Women's' small business awards.

Quantifiable Deliverables:

Number of SBDC clients – 85

Number of consulting hours – 120

Women's Small Business Awards – March 2, 2016 in Vail

CDOT Contract Management and Compliance Training – March 29, 2016 in Glenwood Springs

Difficulties Encountered:

NWCCOG EDD will not continue as fiscal host of the SBDC as of 12/31/16. The program is challenged in our region due to large geographic nature, and insufficient funding. This results in the director's capacity to be stretched too thin. The State Lead Center at OEDI requires each region to fundraise a significant amount, and this has proven over and over again in our region to be unrealistic. NWCCOG EDD will continue to support the program in an in-kind manner in any way possible including promoting their free consulting services and training events. We will partner with the SBDC whenever possible to help bring their services to the businesses in our region.

B. Provide data and information to businesses to maximize economic growth opportunities and enhance local business and industry retention and expansion.

Accomplishments Achieved:

EDA – Economic Adjustment Assistance grant for Grand/Clear Creek Counties – One way NWCCOG EDD has assisted our region with maximizing economic growth opportunities and enhancing industry retention is by applying for, and successfully being awarded, an Economic Adjustment Assistance Grant from the EDA for Grand and Clear Creek Counties in light of the imminent closure of the Henderson Mill and Mine, which will result in significant job loss and property tax revenue loss in those two counties. The grant in the amount of \$100,000 (matched by \$100,000 from Climax Molybdenum) has been awarded. The grant funds will be used to hire a contractor to conduct a study of the economic impacts of the imminent closure of the Henderson Mill and Mine in those 2 counties. The project will also consist of the development of strategies to pursue to recover from this loss of jobs, and to revitalize the economy in these two affected counties.

Quantifiable Deliverables:

- Awarded \$100,000 EDA grant (matched by \$100,000 from Freeport McMoran) for development of Economic Adjustment, Resiliency, and Action Plan for Grand and Clear Creek Counties. The project will commence in January 2017.

Difficulties Encountered:

None.

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

Accomplishments Achieved:

NWCCOG EDD has been very effective in serving as a clearinghouse for business resources in 2016 through outreach at events, resources bulletins, the website, and quarterly economic updates.

Quantifiable Deliverables:

- Number of outreach events – 6
- Number of resources bulletins sent out – 18
- Number of website hits – 2,773
- Number of economic updates sent out – 4

Difficulties Encountered:

None

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

Accomplishments Achieved:

As part of the CEDS 5-year update, the NWCCOG EDD was successful in obtaining a \$25,000 grant from the Colorado Department of Local Affairs for the development of a website for the region. The website – northwestcoloradoregion – will serve as both a compliment to the CEDS (will contain a clearinghouse of data on the region) and a marketing tool for the region, highlighting the many assets and amenities the region has to offer.

Quantifiable Deliverables:

The website – northwestcoloradoregion – has been created. It is populated with data including the following:

- Natural assets
- Recreational amenities
- Innovation assets
- Human Capital
- Education and training assets

Difficulties Encountered:

None.

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

Accomplishments Achieved:

NWCCOG EDD has served as liaison between federal and state agencies and local communities on various occasions in 2016. NWCCOG is often called upon to serve in this capacity.

Quantifiable Deliverables:

- NWCCOG EDD Working Group served as forum for disseminating information on USDA Rural Development grant programs.
- NWCCOG EDD presented to the Associated Governments of Northwest Colorado on the benefits of becoming an Economic Development District on September 20, 2016. In this capacity, NWCCOG shared information on EDA programs, and the process for becoming an Economic Development District and the benefits of the EDA Partnership Planning Program.
- OEDIT staff, including Meridith Marshall, Director of Regional Development, and Kelly Manning, State SBDC Director, regularly attend NWCCOG EDD working group and board meetings to update regional stakeholders on OEDIT programs that could benefit the region.
- Chris Akers from the State Demography Office attended the NWCCOG EDD board of directors meeting on May 26, 2016 in Glenwood Springs to give a presentation on the economy and demographic trends for the region.
- Greg Winkler, Regional Manager from the Department of Local Affairs, attends EDD working group and board meetings regularly to give updates on DOLA funding programs that may benefit the region.
- EDD Director serves on Workforce Development Board for the region. In this capacity, she is able to learn about the programs and services of the Colorado Department of Labor, and the Colorado Workforce Development Council, and keep abreast of the federal legislation governing the workforce system in Colorado. She then can share this information with the regional stakeholders, and share with the WDB information on the activities of the NWCCOG EDD. Several synergies and partnerships have grown out of this collaboration including the WorkWell Collaborative becoming a standing agenda item on the WDB's agenda starting in 2017.

Difficulties Encountered:

None.

4. Increase Access to Capital

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

Accomplishments Achieved:

The EDD promotes and markets the loan fund through monthly resources bulletins, the website, and at outreach events.

Quantifiable Deliverables:

- Number of times Northwest Loan Fund was promoted in resources bulletins – 15
- Number of clicks to the Northwest Loan Fund page (referred from bulletins) – 30
- Attended 1 event to promote the Northwest Loan Fund: 6/21/16 at the Employment First Workshop provided by Summit County Department of Health and Human Services
- Received 45 inquiries to the Northwest Loan Fund in 2016.
- Closed 5 loans totaling \$415,000

Difficulties Encountered:

None.

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

Accomplishments Achieved:

This is an on-going effort; a page is maintained on the website:

<http://nwcoloradobusiness.org/resource-center/funding-opportunities/> and funding opportunities are highlighted in all resources bulletins.

Quantifiable Deliverables:

Number of Resources Bulletins sent out with funding opportunities – 18

Number of clicks to the Funding Opportunities page (referred from bulletins) - 50

Difficulties Encountered:

None.

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

Accomplishments Achieved:

This is an on-going effort; a page is maintained on the website: <http://nwcoloradobusiness.org/business-assistance/access-to-capital/> and access to capital opportunities are highlighted in all resources bulletins. EDD Director works closely with the Northwest Loan Fund Director to provide this information to businesses in the region. Northwest Loan Fund director refers inquiring businesses that do not fit the loan fund criteria to other possible funding sources.

Quantifiable deliverables:

Number of resources listed for accessing capital in resources bulletins – 10

Number of visits to “Access to Capital” page on nwcoloradobusiness.org - 20

Difficulties Encountered:

None.

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

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

Accomplishments Achieved:

NWCCOG EDD helped to promote several events and workshops offered by partner organizations in 2016 whose focus was the expansion of businesses, and encouraging entrepreneurs in the development of new businesses, in the tourism/recreation industry. We did this through our website and resources bulletins, as well as through promotional partnership agreements.

Quantifiable Deliverables:

Promoted Start-Up Weekend Breckenridge (Nov. 11-13, 2016) held at Elevate CoSpace in Breckenridge.

Difficulties Encountered:

None.

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

Accomplishments Achieved:

Continue to support area tourism businesses with their activities through providing information on trainings, workshops, funding, access to capital, and networking through resources bulletins and website.

Quantifiable Deliverables:

Number of resources bulletins sent out – 18

Number of clicks to the “trainings and workshops” page – 50

Number of clicks to the “funding opportunities” page – 50

Number of clicks to the “accessing capital” page – 20

Difficulties Encountered:

None.

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

Accomplishments Achieved:

Continue to provide information on funding resources available to the communities in our region that support environmental assets in resources bulletin and on the funding opportunities page on the website.

Quantifiable Deliverables:

Number of hits to website – 2,773

Number of resources bulletins sent out – 18

Number of clicks to the “trainings and workshops” page – 50

Number of clicks to the “funding opportunities” page – 50

Difficulties Encountered:

None.

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

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

Accomplishments Achieved:

The Health and Safety of the workforce, which includes the ability to obtain affordable housing and healthcare, is a huge issue affecting our regional economy. For the last 18 months, NWCCOG has been working in partnership with Eagle County Public Health and Health Links on a project called the WorkWell Collaborative. Under this initiative, NWCCOG continues to work with Health Links and Eagle County Public Health on communications and outreach to encourage businesses to start (or expand) worksite wellness programs as a way to improve overall health of our regional economy. There have been several outreach events throughout the region which NWCCOG has helped to promote. The next WorkWell Collaborative Advisory Committee is scheduled for April 22nd, where there will be a discussion on health equity. The WorkWell Collaborative is being funded by a grant from CDPHE. It is a three-year grant, which began on 7/1/15. NWCCOG is being reimbursed for assistance with marketing/outreach, and coordination of the advisory committee, through this grant.

Quantifiable Deliverables:

WorkWell Collaborative – the WorkWell Collaborative has completed Year 1 of its grant as of 6/30/16. This is a 3-year grant from the Colorado Department of Public Health and Environment; the main grantee is Eagle County Public Health. NWCCOG’s main role is to convene a regional advisory committee to oversee the initiative, and to conduct marketing and outreach. The Advisory Committee met on July 22 at CMC in Edwards. Results from Year 1 of the initiative were presented, and they are as follows (this is for NWCCOG’s 5-County region):

- Total number of small and large employers in the certification or kick-start programs: 56
- Number of employers in kick-start: 34
- Amount of kick-start funding provided to NWCCOG EDD employers: \$14,500
- Number of certified employers: 22
- Number of advising sessions: 47
- Number of wellness vendors recruited: 30
- Total number of employees impacted: 20,188

Also presented on 7/22 was the research conducted on health equity and worksite wellness, which is one component of the grant. A presentation was made on “Promoting Health for all Through Workplace Wellness Programs: Responses from the Community”. All of this information can be found on the NWCCOG EDD website here: <http://nwcoloradobusiness.org/projects/health-and-wellness-sector-partnership/workwell-collaborative/>

Difficulties Encountered:

While work has been done on worker health, safety and wellness, staff did not have the capacity to spend time in the housing and childcare area. We recognize that the ability to obtain affordable housing and childcare are important workforce issues and critical to maintaining a healthy regional economy. NWCCOG EDD plans to spend more time in these areas, and will at a minimum have pages on the new website (northwestcoloradoregion) with housing and childcare resources, and information on best practices and success stories where other communities are successfully addressing these issues. In 2017, we plan on researching how we may build partnerships with organizations that are working on these issues every day to help address some of the challenges we face in our region, and what we can do as an EDD to help work on solutions.

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

Accomplishments Achieved:

NWCCOG EDD promoted and marketed the services offered by the Colorado Workforce Center through monthly resources bulletin and the website. Rachel Lunney EDD Director, will serve on a leadership

team being assembled by the Colorado Workforce Development Council in 2017 to continue dialog about sector partnership-based workforce development strategies.

Quantifiable Deliverables:

Promoted several events, workshops, and services of the Colorado Workforce Center including job fairs, free trainings, On-The-Job Training Program.

Difficulties Encountered:

None.

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

Accomplishments Achieved:

NWCCOG EDD has continued to be a partner with Eagle County Public Health and Health Links Colorado in the WorkWell Collaborative, which is an initiative which grew out of the Health and Wellness Sector Partnership. Rachel Lunney, EDD Director, will serve on a leadership team for our region, being convened by the Colorado Department of Labor, to continue the dialogue on the sector-based approach to workforce development starting early in 2017. We are looking to explore creating a Tech Industry sector partnership in 2017.

Quantifiable Deliverables:

- WorkWell Collaborative continues; the group met 4 times in 2016
- Participating in 5 calls organized by Colorado Workforce Development Council on sector partnership work being done in the State.
- Met with stakeholders to begin initial discussions about creating a Tech sector partnership.

Difficulties Encountered:

The Health and Wellness Sector partnership has proven to be a bit of a challenge to sustain as it has been difficult to fully engage private sector partners. We will continue to keep abreast of where the pressing needs are in this industry, but may focus on another industry in 2017 that does truly have pressing needs right now which is the Tech industry.

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

Accomplishments Achieved:

NWCCOG EDD partnered with the Colorado Fiscal Institute to bring two educational workshops to our region on ballot questions to be included on the ballot in the upcoming election, and their potential impacts on our regional economy.

Quantifiable Deliverables:

- Count Me In workshop in Eagle County – June 27, 2016
- Count Me In workshop in Summit County – July 27, 2016

Difficulties Encountered:

With the SBDC in transition, we plan to do more of this in 2017.

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

Accomplishments Achieved:

Rachel Lunney, NWCCOG EDD Director, continues to serve on the Rural Resort Region Workforce Development Board. She participated in 4 Rural Resort Region Workforce Development Board meetings on the following dates:

- 1/20/16
- 4/20/16
- 7/20/16
- 10/19/16

Quantifiable Deliverables:

Number of WDB meetings attended: 4

Difficulties Encountered:

None.

7. Cultivate Innovation and Technology

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

Accomplishments Achieved:

Successfully applied for and was granted a technical assistance grant through OEDIT's Blueprint 2.0 technical assistance grant program for "Accelerator/Incubator Best Practices. This grant is for the following project: Incubator/Accelerator Best Practices. The grant is for sending a regional team to visit a successful project in the state. We are requesting to visit the Telluride Venture Accelerator and Southwest Innovation Corridor, so that we can learn best practices to bring back and hopefully implement in our region. We will attend the Mountain Ventures Summit in Telluride in February 2017 to start this exploration.

Quantifiable Deliverables:

NWCCOG EDD has assembled a regional team of stakeholders to attend the Mountain Ventures Summit in Telluride in February 2017 as a start to this effort.

Difficulties Encountered:

The OEDIT award is technical assistance, not cash; therefore the expense of travel to other areas in Colorado is a challenge.

B. Pursue, where appropriate, action items of the kitchen business incubator feasibility study completed in 2015.

Accomplishments Achieved:

The Kitchen Business Incubator Feasibility Study has proven to be a valuable document, and has been shared with several chambers and member jurisdictions in 2016. It is posted on the website.

Quantifiable Deliverables:

None.

Difficulties Encountered:

NWCCOG EDD was planning on pursuing funding for the development of a food business incubator program in 2016, however in light of the transition in the NWCOSBDC center in our region (the SBDC was a key component of the program), we did not pursue funding this year. We plan on exploring the development of a program in 2017, in conjunction with our technical assistance grant in exploring best practices in successful incubators and accelerators across the state. Feedback from the region does suggest that there is still a demand for this type of program.

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

Accomplishments Achieved:

Staff did not attend COIN network, however did learn about innovation trends at EDA National Conference, EDA Denver Regional Conference, and EDCC Fall Conference. Specifically attended sessions on the Southwest Innovation Corridor (SWIC) and the EDA's Regional Innovation Strategies program. NWCCOG EDD is positioning itself and laying the groundwork to potentially apply for a RIS grant in 2017 for building an entrepreneurial ecosystem in our region.

Quantifiable Deliverables:

Events attended which had educational sessions on innovation:

- EDA National Conference – April 6-8, 2016
- EDA Denver Regional Conference – August 1 – 3, 2016
- EDCC Fall Conference – October. 17-19, 2016
- NADO Research Foundation Webinar on EDA Regional Innovations Strategy program – May 5, 2016

Difficulties Encountered:

None.

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

Accomplishments Achieved:

The NWCCOG Executive Director oversees the regional broadband program of NWCCOG. This includes seeing that the regional broadband coordinator is working towards accomplishing action items in the regional broadband strategic plan. Here are some accomplishments in 2016 that NWCCOG's regional broadband effort has assisted with:

- NWCCOG Executive Director and regional broadband coordinator have conducted meetings and given updates to the NWCCOG Council and EDD Board of Directors throughout 2016 to share the objectives of the Regional Broadband Network project to local governments and partners. These updates have been shared with regional economic development stakeholders via resources bulletins.

- Summit County has completed their broadband plan and has two Requests for Information (RFI) on the street. The RFIs are looking for partnerships for the deployment of *Fiber to the Premise* and *Partnerships* for the development of wireless broadband.
- Pitkin County has received a \$900,000 grant from the state of Colorado to build broadband infrastructure for rural areas. The county will rebuild three high-alpine translator sites, the first step toward providing broadband service to the Crystal River and Fryingpan River drainages. The effort also is part of the county's plans to introduce a new digital public safety radio system.
- The Town of Red Cliff, which has virtually no broadband, will get broadband. ForeThought has been approved by the Colorado Broadband Deployment Board for the radio and site infrastructure for middle and last mile for Red Cliff at the Ski Cooper Site. Buildout is scheduled for Spring/Summer 2017.

Quantifiable Deliverables:

Broadband updates at working group and/or EDD board meetings – 4

One action item identified in the strategic plan is to create a marketing plan for the region that highlights the region's assets as a good place to do business, thereby enticing private investment from broadband providers into the region. Rachel Lunney, NWCCOG EDD Director, has worked with the regional broadband coordinator on this project in 2017 in conjunction with the CEDS update.

Difficulties Encountered:

None.

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

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

Accomplishments Achieved:

One of NWCCOG EDD's main focuses is to serve as regional convener and initiator of collaboration on economic development issues for our region. We have done this on several occasions in 2016 around the issues of entrepreneurship, diversifying our regional economy, and developing a resiliency plan in the wake of a large mill/mine closure in one of our counties. The impetus for collaboration on certain pressing issues come about during EDD working group and board of directors meetings where economic development stakeholders from across the region are sitting at the same table discussing common issues. NWCCOG is the convener of this group. This forum for regional collaboration has been and continues to be one of the main benefits of the NWCCOG EDD. Quorums were achieved at each board of directors meetings in 2016.

Quantifiable Deliverables:

- EDD Board of Directors and EDD Working Group meetings in 2016:
 - January 28, 2016 – EDD Board of Directors meeting in Eagle
 - February 17, 2016 – EDD Working Group meeting in Dillon
 - April 20, 2016 – EDD Working Group meeting in Edwards
 - June 15, 2016 – EDD Working Group meeting in Aspen

- August 25, 2016 – EDD Board of Directors meeting (in conjunction with NWCCOG Council meeting) – Strategic planning session in Frisco
 - October 26, 2016 – EDD Working Group meeting in Dillon
 - December 8, 2016 – EDD Board of Directors meeting in Silverthorne
- Successfully obtained \$100,000 EDA Economic Adjustment Assistance grant (matched with \$100,000 from Freeport McMoran) for an Economic Resurgence and Resiliency Action and Implementation Plan for Grand and Clear Creek Counties. NWCCOG EDD served as convener for this collaborative effort, and will serve as grant administrator and regional convener.
 - Successfully obtained a technical assistance grant from OEDIT for “Incubator/Accelerator Best Practices” which will allow a regional team to visit successful programs in the state to learn best practices such that we can develop our own programs in our region. This was the result of a collaborative effort in which NWCCOG EDD served as the convening body, and wrote the grant application and will serve as project manager.

Difficulties Encountered:

None.

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

Accomplishments Achieved:

NWCCOG staff assisted several member jurisdictions and businesses in the region by connecting them to local resources. See table under section 2A2 on page 3 of this report for a listing of assistance provided in 2016.

Quantifiable Deliverables:

See table under section 2A2 on page 3 of this report for a listing of assistance provided in 2016.

Difficulties Encountered:

The EDD department is a one-person department; therefore the capacity is a bit limited to provide the depth of assistance that may be needed in such a large geographic region.

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

Accomplishments Achieved:

EDD Director included updates to the EDD board of directors on issues being monitored by the EDCC legislative committee. NWCCOG EDD partnered with the Colorado Fiscal Institute on two occasions to update the board of directors and stakeholders on state ballot initiatives which could have significant impacts on the regional economy: CFI presented at the February 17 working group meeting on the state budget, TABOR implications, and upcoming ballot initiatives; on June 27 (Eagle County) and July 27 (Summit County), CFI held 2 workshops in partnership with NWCCOG EDD on the “Count Me In” campaign, an outreach effort to educate regional stakeholders about ballot questions to appear during the upcoming election and the importance of voting all the way to the end of the ballot because several ballot questions have significant economic development implications for our region.

Quantifiable Deliverables:

- Number of times EDD working group and board were updated on legislative matters: 10
- Educational/Outreach events in 2016:
 - Colorado Fiscal Institute presentation on state budget and upcoming ballot initiatives – Feb. 17, 2016 in Dillon
 - Count Me in campaign outreach events presented by Colorado Fiscal Institute – June 27, 2016 in Eagle County and July 27, 2016 in Summit County.

Difficulties Encountered:

The NWCCOG EDD department is one person (i.e. the EDD Director); therefore the capacity for monitoring legislative issues and doing outreach is a bit limited. With the CEDS update completed, the EDD Director's goal is to spend more time in this area in 2017.

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

Accomplishments Achieved:

Rachel Lunney, EDD Director, has kept up on her professional development in 2016 by attending various training and networking events through the Economic Development Council of Colorado (EDCC), International Economic Development Council (IEDC), and Economic Development Administration (EDA). She is one class away from being able to sit for the Certified Economic Developer exam. She will be taking this class (Business Retention and Expansion) in May 2017, and sitting for the exam either late 2017 or early 2018.

Quantifiable Deliverables:

Rachel Lunney, EDD Director attended the following trainings for professional development in 2016:
EDA National Conference – April 6-8, 2016
EDA Denver Regional Conference – August 1 – 3, 2016
Economic Development Council of Colorado (EDCC) in Vail Oct. 17-19, 2016
State Demography Office Annual Meeting in Arvada on Nov. 4, 2016

Difficulties Encountered:

None.

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

Accomplishments Achieved:

Rachel Lunney, NWCCOG EDD Director maintains NWCCOG EDD Board of Directors that complies with EDA requirements. The EDD Board of Directors is comprised of the main economic development interests of the region. It is made up of County government representatives, municipal government representatives, Economic Development Organization representatives, workforce representatives, education representatives, and representatives from the region's key industries.

Quantified Deliverables:

The NWCCOG EDD met 3 times in 2016:

- January 28, 2016
- May 26, 2016

- August 25, 2016
- December 8, 2016

A quorum was achieved at all meetings. The first meeting of 2017 will be January 26, 2017.

EDA required reports submitted:

- SF 425 for 2016 grant – 4/29/16
- SF 425 for 2016 grant – 10/28/16
- This report – 12/31/16
- GRPA for 2016 – to be submitted 1/31/17

Difficulties Encountered:

None.