

GOAL: ECONOMY & JOBS

EJ-1: BUSINESS RETENTION & DEVELOPMENT

OUTCOME 1: BUSINESSES

OUTCOME 2: ANNUAL SALES

Demonstrate an increase in annual sales from businesses located in the jurisdiction over time

Provide the most recent increase in annual sales from businesses located in the jurisdiction

-0.01 from 2007-2012. However 24.48% between 2002 and 2012.

Upload completed Excel worksheet demonstrating the increase in annual sales from businesses located in the jurisdiction over time

ej-1-busretentiondev-outcome2 -steamboat springs.xlsx

OUTCOME 3: EMPLOYMENT

Part 1: Demonstrate an increase the percentage of residents employed over time

Provide the most recent annual increase in the percentage of residents employed

.8%

Upload completed Excel worksheet demonstrating the increases in the percentage of residents employed over at least the past 3 years

ej-1-busretentiondev-outcome3 -steamboatsprings.xlsx

Part 2: Demonstrate a decrease in the unemployment rate of residents over time (Partial credit available)

Provide the most recent annual decrease in the unemployment rate of residents

-1.4%

Upload completed Excel worksheet demonstrating the decreases in the unemployment rate of residents over at least the past 3 years

ej-1-busretentiondev-outcome3 -steamboatsprings.xlsx

LOCAL ACTION 2: PARTNERSHIPS AND COLLABORATION

Formally engage with the business community on a regular basis to improve conditions and address specific needs

Provide the name of the partnership or committee AND briefly describe each partner's contribution or criteria for committee selection

The Steamboat Springs Economic Development Committee is a community economic development partnership administered through the Steamboat Springs Economic Development Council (EDC), an advisory committee of the Steamboat Springs Chamber Resort Association. The Committee is staffed by the Chamber's Economic Development Director. Every year, a subcommittee nominates new members to serve expiring terms. The group meets once a month. Representatives include those who work in finance, technology, outdoor recreation, marketing, government, health care, nonprofits, agriculture, education, construction, tourism, and small business.

Type of collaboration

Appointed committee

Link to or upload documentation of the partnership or committee's creation or ongoing work

<http://www.steamboatbiz.com/Home.aspx>

Date established

2007

Describe key accomplishments in the past 3 years

A County-wide business survey was conducted to assess the local business climate and business needs. The committee implemented a local broadband consortium to aggregate broadband demand of key anchor institutions, including the City of Steamboat Springs, in order to improve capacity, reliability, and cost. A broadband planning effort has been initiated to improve service throughout the area. The committee also played a role in the completion of Regional Economic Development Plan through USDA' Stronger Economies Together (SET) program.

Briefly describe the local government's financial contribution and/or elected official/staff time dedicated in the past 3 years

The City of Steamboat Springs provides 1/3 of the funding for Economic Development Council staff and operations each year. The funding invested in 2013 was \$36,000, in 2014 it was \$50,000, and in 2015 it was \$60,000. In addition, City economic development staff attend monthly EDC meetings and collaborate on EDC projects - for an average of 50-60 hours of staff time each year.

LOCAL ACTION 3: PARTNERSHIPS AND COLLABORATION

Appoint an advisory body to provide recommendations and represent the business community in local decision-making

Provide the name of the partnership or committee AND briefly describe each partner's contribution or criteria for committee selection

The Steamboat Springs Economic Development Committee is a community economic development partnership administered through the Steamboat Springs Economic Development Council (EDC), an advisory committee of the Steamboat Springs Chamber Resort Association. The Committee is staffed by the Chamber's Economic Development Director. Every year, a subcommittee nominates new members to serve expiring terms. The group meets once a month. Representatives include those who work in finance, technology, outdoor recreation, marketing, government, health care, nonprofits, agriculture, education, construction, tourism, and small business. The EDC staff person meets monthly with the city manager to provide information and feedback. The Chamber staff report to city council on all chamber activities, including the EDC at least 4 times per year, and typically more.

Type of collaboration

Appointed committee

Link to or upload documentation of the partnership or committee's creation or ongoing work

<http://www.steamboatbiz.com/Home.aspx>

Date established

2007

Describe key accomplishments in the past 3 years

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Briefly describe the local government's financial contribution and/or elected official/staff time dedicated in the past 3 years

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LOCAL ACTION 4: PARTNERSHIPS AND COLLABORATION

Engage in regional coordination with other governmental, public, private, and non-governmental entities to attract and retain businesses in the region

Provide the name of the partnership or committee AND briefly describe each partner's contribution or criteria for committee selection

The collaboration took place in 2013 in an attempt to encourage a dynamic and diverse business climate that fosters a robust economy, healthy environment, engaged community, and respects the region's Western rural character. There were over 80 participants in the collaboration, chosen based upon their involvement with local governments, non-profit community organizations, and business sectors in Moffat, Rio Blanco, and Routt Counties through the USDA SET Program.

Type of collaboration

Community collaboration

Link to or upload documentation of the partnership or committee's creation or ongoing work

<http://yampavalleypartners.com/wp-content/uploads/2014/07/Yampa-White-River-SET-Plan-FINAL-7-2-14.pdf>

Date established

2013

Describe key accomplishments in the past 3 years

The goal of the collaboration was to create the Yampa White River Region Regional Economic Development Plan (REDP), which was accomplished in 2014 along with a revised edition in 2015. The REDP was created to develop strong communities in order to attract and retain a qualified workforce and location neutral businesses; strengthen the regional workforce to meet the needs of existing and emerging businesses and industries; expand infrastructure offerings through expansion of communication, transportation, and utility infrastructure needed to sustain and grow regional economic activity; and attract, retain, and grow businesses by influencing regulatory policy changes and expanding business resources and services by 2035. The plan was finalized after public meetings in each of the three counties and was approved by the Routt County Board of Commissioners and the Steamboat Springs City Council.

Briefly describe the local government's financial contribution and/or elected official/staff time dedicated in the past 3 years

The project was grant-funded. Two City staff members and two County staff members participated in the year-long planning process which included nine planning meetings.

LOCAL ACTION 5: ENFORCEMENT AND INCENTIVES

Utilize tax incentives to retain or expand businesses, including property tax abatement, local sales tax rebates, and/or tax increment financing (TIF)

Total number of businesses receiving assistance in the past 3 years

N/A; TIF Base year = 2004; total TIF 2005-2014 = \$456,646

Link to or upload copy of written incentive

Steamboat Springs Base Area Reinvestment Plan.pdf

Describe the compelling characteristics of the incentive that advance progress towards the desired Outcome(s)

Tax Increment Financing (TIF) was used for Steamboat's Urban Renewal Authority (URA) in 2005 (Resolution 2005-04). The resolution and the adopted plan have been attached. The purpose of the URA was to eliminate slum and blight in Steamboat Springs, specifically at the Base Area of Steamboat Springs. The baseline year for property tax and sales tax under the TIF was 2004, and it will be collected for the Base Area for 25 years following (2029). The sales tax TIF is optional, the property tax is not.

The URA funds are used on public or private property as capital investment to remove blight and expand and improve businesses at the Base Area. The investment includes the planning, management, and administration of capital projects. TIF funded capital projects have been carried out each year since TIF was put into place. The largest project was daylighting of the creek and building a promenade along the creek to create new pedestrian linkages in the mountain base area connecting Gondola Square to the Torian Plum Plaza. TIF projects are anticipated to continue into the future as funds are slated to be collected through 2029. TIF projects completed in the last three years are:

2013:

- Mt. Werner Cr. Median Enhancement \$275,000
- US40 Median Enhancement \$160,000

2014:

- Promenade Furnishings/Trash Receptacles \$8,750
- Hwy 40 Wayfinding Signs – 3 total \$32,750
- Kiosk Directory Sign at Base of Grand Staircase \$15,000
- Beach Area at Slot Canyon \$4,500
- Turf Enhancements \$5,000
- Creek Access at Slopeside \$6,000

2015:

- Apres/Village Intersection Design \$50,000
- Underwater creek light abandonment \$3,000
- Iconic Barn design \$20,000

Date incentive was created or implemented

2005

LOCAL ACTION 6: ENFORCEMENT AND INCENTIVES

Provide direct financial assistance to businesses in the form of municipal bonds, grants, or loans

Total number of businesses receiving assistance in the past 3 years

7

Link to or upload copy of written incentive

EJ-1, A-6.zip

Describe the compelling characteristics of the incentive that advance progress towards the desired Outcome(s)

Through a partnership with Colorado Mountain College and the City of Steamboat Springs, the college hosts a business plan competition. The "goal of this program is to encourage in depth planning, entrepreneurial education, and to improve presentation skills while fostering economic development in our community." The City is the primary sponsor of the event, and has been since 2013. City funds support a prize of \$10,000 to the first place winner and \$5,000 to the second place winner. In 2013, the businesses who won financial assistance through this program were Tarcha Enterprises, LLC and Nelson Carmichael. In 2014, Equilibrium, LCC and PD Skis, LCC won the financial assistance.

The city has also given economic development incentives in the form of financial support to one for-profit business in Steamboat. The contract was made with ACZ Laboratories in October of 2010 for \$40,000 to be used for property expansion and hiring staff. The full amount was given to ACZ in March of 2013. Attached is the contract.

Date incentive was created or implemented

2013

LOCAL ACTION 7: ENFORCEMENT AND INCENTIVES

Support business development activities in special investment zones, such as Business Improvement Districts, Enterprise Zones, or other similar districts

List of special investment zones

- Howelsen Hill Enterprise Zone
- Steamboat Springs as part of the Northwest Colorado Enterprise Zone

Link to or upload copy of written incentive

EJ 1 A 7 Colorado Enterprise Zone _ Tax Credits _ OEDIT.pdf

Describe the compelling characteristics of the incentive that advance progress towards the desired Outcome(s)

Howelsen Hill was designated as a special Enterprise Zone in 2001. In 2015, the Northwest Enterprise Zone was re-evaluated and Steamboat Springs was added into that Enterprise zone, beginning January 1, 2016. Inclusion in the zone provides significant state tax credits for various kinds of investments including investment, job training, job creation/new employees, new vehicles, R&D, building rehabilitation, and contributions.

Date incentive was created or implemented

2001

LOCAL ACTION 8: PROGRAMS AND SERVICES

Provide direct services and trainings tailored to the needs of the business community

Provide the name and a brief description of the program or service

Business training and services are provided by community partners including: Steamboat Springs Chamber Resort Association/Economic Development Council, Colorado Mountain College/Yampa Valley Entrepreneurship Center

Total number of trainings in the past 3 years

Chamber: 100, Entrepreneurship Center: Approx 250

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

The incubators at the Yampa Valley Entrepreneurship Center (YVEC) provide a safe, inexpensive environment for aspiring business people to develop and initiate their ideas. The YVEC has 8 incubator offices and provides mentoring with SCORE business counselors, assistance with community networking, and a private meeting room. The YVEC also hosts between 10-15 workshops each year for those involved with small business. The workshops discuss a wide variety of topics, including the first steps to starting a business, business plan development, and crowdfunding. Counseling is offered to community business members with SCORE counselors. Every year, SCORE counselors meet with between 65-80 individuals for business-related counseling and training.

The Chamber provides training and services to the business community that deliver practical content, such as skills and resources, that are useful to entrepreneurs and existing businesses. These trainings and services include the Business Outlook Breakfast, Worker's Comp Training, the Economic Summit, Service Excellence, and various other seminars.

Date program or service was created or implemented

2000

LOCAL ACTION 9: PROGRAMS AND SERVICES

Provide focused support, resources, and services to young entrepreneurial companies through business incubators

Provide the name and a brief description of the program or service

The Yampa Valley Entrepreneurship Center offers below market value office space, counseling, and seminars to young entrepreneurial companies.

Total number of entrepreneurial companies receiving assistance in the past 3 years

As of July 2015, there are 8 active tenants in the CMC Entrepreneurship Center. Over the last year, 3 tenants have vacated the center. All three are in business in different locations. 2 of the existing tenants received assistance from local government as winners of a business plan competition sponsored by the City of Steamboat Springs.

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

The Yampa Valley Entrepreneurship Center offers office space at below market rates with highly flexible terms and conditions to encourage individuals to initiate start up businesses at lower cost and risk offering a greater chance of success. The maximum term for use of these offices is 3 years, and a community adviser board reviews and approves applications. Tenants are offered business mentoring as well as office resources to assist in their start up. The Entrepreneurship Center also provides mentoring and counseling to any community member that wishes to evaluate an idea, create a business plan, discuss a fear/concern, or seek knowledge on a business topic. This counseling is augmented through a series of seminars on business start up planning and on functional topics of concern to existing small business owners.

Our desired outcomes are successful start up businesses that contribute to the local economy and offer suitable employment to the proprietors and future employees. Characteristics of improvement are the fundamentals for these start ups. They include staying in business, paying monthly rent, finding customers and selling their service or products. Success is relocating out of the subsidized space to market rate office space in the community. Every industry and business has unique factors that lead to survival and eventually success. We work with these incubators to help them identify factors that will be priorities for growth and prosperity.

Date program or service was created or implemented

2000

EJ-2: GREEN MARKET DEVELOPMENT

OUTCOME 4: GREEN VEHICLES

Part 1:

Demonstrate increased ownership of alternative fuel vehicles by residents over time

Provide the community's most recent annual or 5-year average increase in alternative fuel vehicles ownership

Unable to calculate percentage (see excel sheet), but number of alt fuel vehicles owned has increased

Upload completed Excel worksheet showing the increases over time

ej-2-greenmarketdev-outcome4-steamboatspringsco.xlsx

Part 2: Demonstrate increased ownership of fuel-efficient vehicles by residents over time (Partial credit available)

Provide the community's most recent annual or 5-year average increase in fuel-efficient vehicles ownership

6.98%

Upload completed Excel worksheet showing the increases over time

ej-2-greenmarketdev-outcome4-steamboatspringsco.xlsx

LOCAL ACTION 2: POLICY AND CODE ADJUSTMENT

Adopt policies and regulations that increase overall market demand for green buildings and associated materials, renewable energy products and infrastructure, and recyclable products

Provide the title of the specific policy or code

Fees for Solar Installation

Link to or upload copy of the policy or code requirement

<http://www.co.routt.co.us/DocumentCenter/View/318>

Describe the compelling characteristics of the policy or regulation that advance progress towards the desired Outcome(s)

This policy advances progress towards the desired outcome by limiting building permit fees for solar installations on residential and commercial buildings and incentivizing new developments to use renewable

energy sources that link with and expand green infrastructure systems. This increases market demand for materials associated with green buildings, renewable energy products and infrastructure by limiting their overall cost.

Was there public engagement during development of the policy or regulation?

no

Date policy or code adoption was adopted or last major update

2012

LOCAL ACTION 4: POLICY AND CODE ADJUSTMENT

Create a green purchase policy to ensure that the local government's transportation and non-transportation energy supply increasingly comes from renewable and alternative sources

Provide the title of the specific policy or code

There is no specific policy, but Steamboat Springs Transit (SST) has made it a practice to use 5% bio-diesel when ever possible. Gelling issues compel SST to use 2% bio-diesel in the coldest times of the year.

Describe the compelling characteristics of the policy or regulation that advance progress towards the desired Outcome(s)

Unreliability and impurity of bio-diesel made it a poor option for many years. Several colleague agencies were using bio-diesel with a significant biocide additive to eliminate algae buildup. The emission of burned biocide was not a responsible option for SST. When the fuel became more standardized and purified, SST began using 2% blend and has increased it to 5%. As the fuel improves, a higher percentage may be examined.

Was there public engagement during development of the policy or regulation?

yes

Date policy or code adoption was adopted or last major update

2014

LOCAL ACTION 5: PARTNERSHIPS AND COLLABORATION

Partner with other local governments, community groups, and private entities in the region to articulate an overarching sustainable economic development strategy and work collaboratively to increase demand for green products and services

Provide the name of the partnership or committee AND briefly describe each partner's contribution or criteria for committee selection

The collaboration took place in 2013 in an attempt to encourage a dynamic and diverse business climate that fosters a robust economy, healthy environment, engaged community, and respects the region's Western rural character. There were over 80 participants in the collaboration, chosen based upon their involvement with local governments, non-profit community organizations, and business sectors in Moffat, Rio Blanco, and Routt Counties through the USDA SET Program.

Type of collaboration

Community collaboration

Link to or upload documentation of the partnership or committee's creation or ongoing work

<http://yampavalleypartners.com/wp-content/uploads/2014/07/Yampa-White-River-SET-Plan-FINAL-7-2-14.pdf>

Date established

2013

Describe key accomplishments in the past 3 years

The goal of the collaboration was to create the Yampa White River Region Regional Economic Development Plan (REDP), which was accomplished in 2014 along with a revised edition in 2015. The REDP was created to develop strong communities in order to attract and retain a qualified workforce and location neutral businesses; strengthen the regional workforce to meet the needs of existing and emerging businesses and industries; expand infrastructure offerings through expansion of communication, transportation, and utility infrastructure needed to sustain and grow regional economic activity; and attract, retain, and grow businesses by influencing regulatory policy changes and expanding business resources and services by 2035. The plan was finalized after public meetings in each of the three counties and was approved by the

Routt County Board of Commissioners and the Steamboat Springs City Council.

The fourth goal of the Plan is to attract, retain, and grow businesses in the region. To achieve this goal, the Plan discusses coordinating economic development efforts in the agriculture and food systems sector by supporting the development of local food production, distribution systems, and education. The strategies outlined to achieve this goal highlight the importance of local food and agriculture production. This section also discusses the need to balance energy development and natural resource protection.

Briefly describe the local government's financial contribution and/or elected official/staff time dedicated in the past 3 years

The project was grant-funded. Two City staff members and two County staff members participated in the year-long planning process which included nine planning meetings.

LOCAL ACTION 6: EDUCATION AND OUTREACH

Create educational materials to define the larger vision of economic sustainability as one that proactively fosters green businesses, green jobs, and green practices

Type of education and outreach effort within the past 3 years – choose 3:

EVENTS, CLASSES, OR WORKSHOPS

Provide the following for three events, classes or workshops held

Provide the title and a brief description

Talking Green: Preservation Green Lab will discuss how investing in older buildings creates sustainable communities

Date

09/22/2015

Provide the title and a brief description

The Water Education Series discusses water efficient strategies and will host a Pond Construction workshop.

Date

07/08/2015

Provide the title and a brief description

Zero Waste Trainings talk about how to make your business, home, or agency waste free.

Date

Scheduled, flexible dates

WEBSITE

Provide the appropriate link

<http://www.yvsc.org/programs/yvr/recycling-guidelines/>

ELECTRONIC MEDIA

Provide the following for electronic media:

Provide the title and a brief description

The Yampa Valley Sustainability Council puts on the Take Charge Challenge, in which local schools receive educational materials about saving energy and are given two weeks to compete against each other to save the most energy. The most recent Challenge occurred in November of 2014.

Provide link (if applicable)

<http://www.yvsc.org/calendar/upcoming-events/take-charge-challenge/>

LOCAL ACTION 8: PROGRAMS AND SERVICES

Create programs to help businesses transition to new green practices

Provide the name and a brief description of the program or service

Steamboat Sustainable Business Consortium - a consulting program providing businesses with educational resources and assistance in becoming more sustainable

Total number of participating businesses in the past 3 years

38 businesses are currently enrolled and have achieved certification, and 11 are enrolled and on their way to becoming certified

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

Professional coaches provide local businesses with the educational resources, tools, and personalized assistance necessary to become more sustainable and to achieve local certification. The program is voluntary, and there are no regulatory components. For a small fee, businesses can enroll in a certification program which offers community-wide recognition as well as access to resources to help them implement, measure, and continually improve their environmentally sustainable practices. They are able to network with other businesses and share best practices by attending the quarterly luncheons and other training events. The consortium has had 83 participating businesses since they began.

Date program or service was created or implemented

2006

LOCAL ACTION 9: PROGRAMS AND SERVICES

Implement a green business promotion program

Provide the name and a brief description of the program or service

Steamboat Sustainable Business Consortium - a consulting program providing businesses with educational resources and assistance in becoming more sustainable

Average number of participating businesses annually in the past 3 years

38 businesses are currently enrolled and have achieved certification, and 11 are enrolled and on their way to becoming certified

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

Professional coaches provide local businesses with the educational resources, tools, and personalized assistance necessary to become more sustainable and to achieve local certification. The program is voluntary, and there are no regulatory components. For a small fee, businesses can enroll in a certification program which offers community-wide recognition as well as access to resources to help them implement, measure, and continually improve their environmentally sustainable practices. They are able to network with other businesses and share best practices by attending the quarterly luncheons and other training events. The consortium has had 83 participating businesses since they began.

Once a business is enrolled and certified, they receive a framed certificate and a logo to display at their business location and on their website. The certified businesses are also recognized in a variety of publications, including in an e-newsletter called "Green Link" issued by Environmental Solutions in Steamboat Springs.

Date program or service was created or implemented

2006

LOCAL ACTION 10: FACILITY AND INFRASTRUCTURE IMPROVEMENTS

Install electric vehicle charging stations

Total number of stations added in the past 3 years

The City of Steamboat Springs received a grant from Charge Ahead Colorado and installed the first Electric Vehicle Charging Station in Steamboat Springs in June 2015. The station has the ability to charge two cars at once.

Describe the compelling characteristics of the improvement that advances progress towards the desired Outcome(s)

The new Electric Vehicle Charging station will provide a critical link for the northwest Colorado region. Other stations are along the Front Range, and in Idaho Springs, Winter Park, and Kremmling Colorado. Goals are to encourage the use of electric vehicles, which produce no greenhouse gas emissions, and to encourage travel to the northwest region by current owners of electric vehicles, and encourage more people in the community to switch to this type of vehicle.

Briefly describe funding invested in facility or infrastructure improvement in the past 3 years

The City of Steamboat Springs invested \$5,140, and the grant from Charge Ahead Colorado (Colorado Energy Office) was for \$6,260. The City has committed to allowing users to charge their vehicles for free for at least the next three years.

EJ-3: LOCAL ECONOMY

OUTCOME 1: COMMUNITY SELF-RELIANCE

Demonstrate that 50% of import sectors have increasing location quotients over the past 3 years

Percentage of import sectors with increasing location quotients over the past 3 years

50%

Downloaded results from Location Quotient Calculator

ej-3-localeconomy-outcome1-BLS data.xlsx

Upload a completed STAR-provided Excel worksheet identifying the import sectors with increasing location quotients and the specific location quotient changes

ej-3-localeconomy-outcome1-steamboatsprings.xlsx

OUTCOME 2: LOCAL FINANCIAL INSTITUTION DEPOSITS

Increase the total funds deposited in locally-owned and operated financial institutions over time

Provide the most recent annual percent change or the 3-year average change in deposited funds

3.17

Upload completed Excel worksheet demonstrating calculated percent change over time

ej-3-localeconomy-outcome2-steamboatsprings.xlsx

LOCAL ACTION 1: INVENTORY, ASSESSMENT OR SURVEY

Conduct an assessment of local economic conditions, including economic leakage and targeted sectors for future investment

Type of inventory, assessment, or survey – select 1:

- Survey

Link to or upload PDF of inventory, assessment, or survey

EJ-3 A-1.zip

Provide the title and describe key findings from the inventory, assessment, or survey

The Routt County Consumer Preference Survey found that consumer leakage in Routt County varies based on item or service. Categories where leakage exceeds 50% or greater are auto/truck purchases, traditional consumer goods such as apparel, footwear, housewares, furniture, home decor, electronics, books, gift items, home computers, and investment services. Categories experiencing leakages of 20% or less are groceries, alcohol, banking, real estate, home computer repair, auto/truck maintenance/gasoline, and health services.

The SRDC Demographic Analysis and Industry Reports was prepared for the Regional SET Plan in 2013. The top three fastest growing occupations in the region from 2006 to 2011 are in the service sector (sales), the working sector (construction), and the creative sector (management). The report also discussed leakage, population trends, and occupation trends.

The Yampa Valley Data Partners prepared a data-driven economic overview for Steamboat Springs in 2015. They reported on trends in population, income, economic diversity, jobs and wages, and employment/unemployment.

The Steamboat Springs Economic Development Council, as well as the Steamboat Springs Chamber Resort Association, and its members, used the data in these surveys to modify business strategies.

Date the inventory, assessment, or survey was created or completed

2003

LOCAL ACTION 2: PLAN DEVELOPMENT

Adopt an economic localization plan to increase local production for local consumption and export

Provide plan title

Yampa White River Region Regional Economic Development Plan (SET Plan)

Link to or upload full plan

<http://yampavalleypartners.com/wp-content/uploads/2014/07/Yampa-White-River-SET-Plan-FINAL-7-2-14.pdf>

Date plan was officially adopted, endorsed by the local government, or had last major update

2015

If the plan was adopted or updated more than 3 years ago, briefly describe how the plan is still relevant and in use

N/A

Describe the development process and include information on stakeholder involvement and participating agencies, departments, and/or organizations involved

The SET Plan reflects a collaborative planning process including representatives of local governments, non-profit community organizations, and business sectors in Moffat, Rio Blanco and Routt Counties through the USDA's SET Program. Public participation was encouraged through media communications and outreach to constituent groups. The resulting representative group of more than 80 participants attended nine planning meetings held throughout the region between March 2013 and December 2013, bringing input from their organizations, partners and constituents. The plan was finalized after consideration in public meetings and formal acceptance by the County Commissions and other elected officials of Moffat, Rio Blanco, and Routt Counties. The Plan was originally adopted in 2014 and was updated in 2015.

Provide vision statement or high-level description of plan goals

The Yampa White River Economic Region, through collaboration, encourages a dynamic and diverse business climate that fosters a robust economy, a healthy environment, an engaged community, and respects our Western rural character.

Describe the key recommendations of the plan

Goal 1: Develop strong communities in order to attract and retain a qualified workforce, location neutral businesses, and quality employers, ensuring services are readily available by 2035.

Goal 2: Prepare and maintain a qualified workforce to meet the needs of existing and emerging businesses and industries, meeting regional employers' workforce needs by 2035.

Goal 3: Expand communication, transportation and utility infrastructure needed to sustain and grow regional economic activity, providing improved services by 2035.

Goal 4: Attract, retain and grow businesses by influencing positive regulatory policy changes and expanding business resources and services by 2035. Local food production and agriculture should be focused on.

Does the plan contain quantifiable targets or metrics for evaluating progress?

yes

Describe the strategy for implementing plan recommendations, including responsible parties, level of effort anticipated, and resources dedicated

The Plan contains an action matrix. The economic development staff of the region's counties will develop a more detailed annual work program

with specific performance targets. Progress will be tracked using metrics provided by Yampa Valley Data

Partners. The staff group will meet regularly to review progress, and update the regional forum at least

quarterly. Specific short term, intermediate term, and long term recommendations are specified for each of the four goals. Key recommendations include forming oversight committees, completing asset mapping, determining appropriate marketing methods, having key commercial properties listed on the State of Colorado's InSite database, and determining regional issues impacting businesses by using retention visit feedback.

LOCAL ACTION 4: EDUCATION AND OUTREACH

Create or support promotional campaigns to bank locally, buy locally, or buy from small and independent businesses and retailers

Type of education and outreach effort within the past 3 years – choose 3:

EVENTS, CLASSES, OR WORKSHOPS

Provide the following for three events, classes or workshops held

Provide the title and a brief description

Farmer's Market - local farmers, artisans, and business owners present their goods to tourists and locals

Date

06/13/2015 - 09/19/2015

Provide the title and a brief description

Small Business Saturday - "Sweet Treats on Mainstreet" - merchants entice shoppers to shop at their store for the holiday season by offering chocolate

Date

11/29/2014

Provide the title and a brief description

Moots Ranch Rally - fundraising bicycle ride through ranching land to support and spread awareness about Community Agricultural Alliance, a nonprofit that supports local agriculture

Date

06/13/2015

WEBSITE

Provide the appropriate link

<http://www.steamboatchamber.com/info/buy.local.asp>

ELECTRONIC MEDIA

Provide the following for electronic media:

Provide the title and a brief description

MainStreet Steamboat uses TV media (and newspaper) to encourage locals to attend the Farmer's Market and to shop locally for back to school supplies and the holidays.

Provide link (if applicable)

<http://www.steamboatchamber.com/info/buy.local.asp>

LOCAL ACTION 6: PROGRAMS AND SERVICES

Provide support services to targeted sectors to strengthen value chain infrastructure and develop market channels

Provide the name and a brief description of the program or service

The Steamboat Chamber promotes the State Office of Economic Development and International Trade programs; e.g., job growth tax credits, export assistance, foreign trade show attendance grants, other technical assistance and training

Number of businesses receiving support in the past 3 years

2

List top 3 sectors receiving support in the past 3 years

- Outdoor industry (1 job growth tax credit award)

- 1 trade show scholarship
- unknown technical assistance); Other sector response to promotion of resources unknown

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

The technical assistance provided by the Chamber Resort Association provides affordable expertise to small companies not otherwise available.

Date program or service was created or implemented

2013

LOCAL ACTION 7: PROGRAMS AND SERVICES

Connect entrepreneurs and business owners with lenders and investors to facilitate investment in the local economy

Provide the name and a brief description of the program or service

The Yampa Valley Entrepreneurship Center offers below market value office space, counseling, and seminars to young entrepreneurial companies; the Steamboat Chamber conducts educational events and publishes information regarding loan services

Number of participating businesses in the past 3 years

65-80/year; Chamber outreach to 800+ members and educational events reached several hundred

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

The Entrepreneurship Center administers a local SCORE business advising team that provides mentoring of prospective entrepreneurs through one on one counseling, workshops, and seminars. They provide incubation of start up businesses through an on campus, 8 office incubator. They facilitate a business plan competition offering cash prizes to encourage thoughtfully written business plans, which is funded by the City. They lead and host workshops connecting innovators and business leaders to emerging professionals. The SCORE mentoring team includes a Manager of the Entrepreneurship Center that meets with 65-80 individuals a year for one on one business related counseling. Seminars are offered as follows: Business

start up seminars were offered 8 times between 7/2014 and 7/2015 with an attendance of 54 people. Business plan writing seminars were offered 3 times between 7/14 and 7/15 with total attendance of 39 people. The business incubator currently is full with 8 businesses in some process of evolution. 3 have moved out between 7/14 and 7/15 being replaced with 3 different individuals. In an economy where over 90% of the incorporated businesses employ less than 10 people, entrepreneurship is a driving force for economic development. The outcome sought for the Entrepreneurship Center is improved chance of a successful launch of a new business through mentorship with experienced business professionals, education, and below market rate office space for lower start up costs. A material side benefit is the encouragement (through awareness of risk factors) to not proceed with a poorly planned or poorly financed business idea. Business failures and wasted time and resources is not beneficial to the community or the individual. This service is free to the public.

The Chamber works with the Entrepreneurship Center on many of the above events. SteamboatBiz.com maintains information on financial resources to a countless number of community members.

Date program or service was created or implemented

2000

EJ-4: QUALITY JOBS & LIVING WAGES

LOCAL ACTION 2: POLICY AND CODE ADJUSTMENT

Enact family-friendly workplace policies for all local government employees that include at least 2 of the following benefits: paid sick days, family leave, flexible scheduling, job sharing, and easily available childcare

Identify at least 2 family-friendly workplace benefits available for all local government employees

- paid sick days
- paid family leave

Provide the title of the specific policy or code

Chapter 5 LEAVE page 26

Link to or upload copy of the policy or code requirement

EJ-4 A-2-steamboatspringsco.doc

Describe the compelling characteristics of the policy or regulation that advance progress towards the desired Outcome(s)

Chapter 5 discusses Paid Time Off

(PTO). PTO is accrued by City employees to use for vacations, illness, off the job injury, medical/dental appointments, personal business, child care, pregnancies, family emergencies, bereavement, or other valid absences. This policy includes both paid sick days and paid family leave. The employee is paid 100% of their pay during the PTO. The City also offers Short Term Disability, which pays employees 60% of their pay for 4-6 weeks depending on the circumstances.

Was there public engagement during development of the policy or regulation?

yes

Date policy or code adoption was adopted or last major update

2002

LOCAL ACTION 4: POLICY AND CODE ADJUSTMENT

Align local economic development policy strategies with workforce development programs

Provide the title of the specific policy or code

Northwest Region Local Workforce Development Board (LWDB) 3-Year Strategic Plan, Goal #2

Link to or upload copy of the policy or code requirement

Northwest Colorado Workforce Investment Board Strategic Plan FINAL V 1 3 7-25-2013 Steamboat Springs (1).doc

Describe the compelling characteristics of the policy or regulation that advance progress towards the desired Outcome(s)

Goal 2 of the LWDB is to flexibly respond to workforce trends with timely and innovative solutions aimed at achieving a “right-fit workforce” where businesses can attract and retain the talent they need to grow, and

where individuals are prepared to succeed in the jobs of today and tomorrow. Strategy #1 for Goal 2 is to raise awareness of emerging workforce trends by providing timely and relevant information to partners and business/community leaders.

This will be achieved by providing emerging trend updates at board meetings and at community roundtables, workshops, and presentations, and by identifying strategies to respond to emerging trends in a measurable and effective way. Another action step is to encourage P-20, economic development, and other partners to strategize solutions to local and regional workforce challenges and to design and implement tactics to take advantage of opportunities. Strategy #2 for Goal 2 is to ensure local participation in workforce efforts beyond the local area by participating in both the Colorado Rural Workforce Consortium (CRWC) Board and the statewide Colorado Workforce Development Council (CWDC) to ensure local region needs are being met and local key industries are represented.

The LWDB will be updated in 2016 after Federal and State WIOA implementation guidelines are received. Anticipated updates and enhanced focus will likely include Sector Strategies/Sector Partnerships, Career Pathways, Business Services, Enhanced LWDB engagement, and additional CWC services marketing and system outreach.

Was there public engagement during development of the policy or regulation?

yes

Date policy or code adoption was adopted or last major update

2013

LOCAL ACTION 8: PROGRAMS AND SERVICES

Provide training programs and assistance to local businesses to encourage them to provide family-friendly workplace policies and extended benefits

Provide the name and a brief description of the program or service

First Impressions/Child Care Network

Total number of businesses participating in the past 3 years

Estimated: 12-20

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

First Impressions and the Child Care Network collaborate to provide technical assistance to businesses regarding child development, quality child care and early childhood education, and family friendly workplace policies. Because the program is jointly carried out by two different organizations, and because the program mixes assistance for family friendly workplace policies with early childhood care and education, we do not have data on the number of local businesses who have participated in just the workplace policies piece. Program administrators estimate that four or five businesses partake in this side of the equation each year, however they do not have the data to back that up.

Date program or service was created or implemented

1999

LOCAL ACTION 9: PROGRAMS AND SERVICES

Provide job training and assistance programs for employees and employers in professions or sectors where wages are below the living wage

Provide the name and a brief description of the program or service

1. Colorado Mountain College / Yampa Valley Entrepreneurship Center - small business classes, seminars and coaching. 2. Chamber Resort Association business education series. 3. Colorado workforce Center - employer education events/programs.

Total number of businesses participating in the past 3 years

860+ total

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

Various organizations in Steamboat Springs provide job training and assistance programs for employees and employers in professions/sectors where wages are below the local living wage. Please note that the following focus on business skills and professional development. 1. Colorado Mountain College: standard business classes (eg. accounting/payroll/tax/legal/management/leadership) as well as ski industry and early childhood education, each of which are effective in developing employee skills to enhance job progression.

CMC Small Business Classes and Seminars offered through the Yampa Valley Entrepreneurship Center provide small businesses, start ups, and entrepreneurs with targeted seminars and one on one coaching. Approximate participation in 3 years, 40 programs and over 200 participants.

2. Steamboat Springs Chamber Resort Association: Economic Summit, Business Education Series (topics such as workforce, housing, economy, employee motivation/compensation, business leadership), Unemployment and Workers Compensation Programs, Activity and Business Expos, etc. - these programs are aimed at small business owners. Approximate participation in 3 years, 36 programs with over 500 participants.

3. Colorado Workforce Center: Employer Education events/programs. Programs are offered 1x/month, typically through Webinar or Interactive Video Conference service. Topic include: Federal Bonding, Pre-Employment Assessments, Labor Market Information, Soft-Skills Management and Leadership, etc. Approximate participation in 3 years, 18 programs and over 160 participants.

4. Additionally, employers and business leaders participate on advisory boards for the Chamber Resort Association and Economic Development, Colorado Workforce Center and Colorado Mountain College. Chamber meets monthly, Workforce meets quarterly and CMC meets bi-annually or annually depending on the program.

Finally - see EE6 regarding training for low income individuals regarding the soft skills needed to be successful employees.

Date program or service was created or implemented

2000

EJ-5: TARGETED INDUSTRY DEVELOPMENT

PRELIMINARY STEP

Locally define at least 3 targeted industry sectors for evaluation

Provide the list of a list of targeted industry sectors

- Real Estate and Rental and Leasing/53
- Accommodation and Food Service/72
- Health Care and Social Assistance/62

OUTCOME 1: TARGETED INDUSTRY BUSINESSES

Increase the total number of new businesses in targeted industry sectors over time (Partial credit available)

Upload a completed Excel worksheet demonstrating the jurisdiction's progress on increasing businesses in targeted industry sectors

ej-5-targetedbusinessdev-outcome1.steamboatsprings.xlsx

REAL ESTATE AND RENTAL AND LEASING/53

Provide the 3-year average increase in the total number of businesses for each targeted industry sector

7

ACCOMMODATION AND FOOD SERVICE/72

Provide the 3-year average increase in the total number of businesses for each targeted industry sector

6.50

HEALTH CARE AND SOCIAL ASSISTANCE/62

Provide the 3-year average increase in the total number of businesses for each targeted industry sector

9

OUTCOME 2: TARGETED INDUSTRY SALES

Increase the annual sales or total value of businesses in targeted industry sectors over time (Partial credit available)

Upload a completed Excel worksheet demonstrating the jurisdiction's progress on increasing the value of targeted industry sectors

ej-5-targetedbusinessdev-outcome2.steamboatsprings.xlsx

REAL ESTATE AND RENTAL AND LEASING/53

Provide the demonstrated increase in annual sales or total value for this targeted industry

7,110

ACCOMMODATION AND FOOD SERVICE/72

Provide the demonstrated increase in annual sales or total value for this targeted industry

116,554

HEALTH CARE AND SOCIAL ASSISTANCE/62

Provide the demonstrated increase in annual sales or total value for this targeted industry

58,732

OUTCOME 3: TARGETED INDUSTRY EMPLOYMENT

Increase total employment in targeted industry sectors over time (Partial credit available)

Provide the 3-year average increase in the total employment figure for this targeted industry

ej-5-targetedbusinessdev-outcome3.steamboatsprings.xlsx

REAL ESTATE AND RENTAL AND LEASING/53

Provide the most recent annual or 3 year average employment figures for this targeted industry

-125.5

ACCOMMODATION AND FOOD SERVICE/72

Provide the most recent annual or 3 year average employment figures for this targeted industry

143

HEALTH CARE AND SOCIAL ASSISTANCE/62

Provide the most recent annual or 3 year average employment figures for this targeted industry

50

LOCAL ACTION 1: INVENTORY, ASSESSMENT OR SURVEY

Conduct a local economic analysis or participate in the development of a regional analysis of existing industry sectors to understand current needs and opportunities

Type of inventory, assessment, or survey – select 1:

- Report

Link to or upload PDF of inventory, assessment, or survey

<http://yampavalleypartners.com/wp-content/uploads/2014/07/Yampa-White-River-SET-Plan-FINAL-7-2-14.pdf>

Provide the title and describe key findings from the inventory, assessment, or survey

The SRDC Demographic Analysis and Industry Report was prepared for the Regional SET Plan in 2013. The top three fastest growing occupations in the region from 2006 to 2011 are in the service sector (sales),

the working sector (construction), and the creative sector (management). The analysis identified the potential for expansion of the following industry clusters: Advanced Materials, Agribusiness, Apparel, Arts/Entertainment/Recreation, Business and Financial, Computers, Energy, IT and Telecommunications, and Transportation and Logistics. Outdoor clothing and equipment is a growing sub-sector along with location neutral business and employees who work across industry cluster categories and earn their income largely from outside the region. The report also discusses leakage, population trends, occupation trends, industry changes, and top occupations by industry.

Date the inventory, assessment, or survey was created or completed

2014

LOCAL ACTION 2: INVENTORY, ASSESSMENT OR SURVEY

Invest in market studies and research to support the continued growth and expansion of targeted industry sectors

Type of inventory, assessment, or survey – select 1:

- Report

Link to or upload PDF of inventory, assessment, or survey

<http://yampavalleypartners.com/wp-content/uploads/2014/07/Yampa-White-River-SET-Plan-FINAL-7-2-14.pdf>

Provide the title and describe key findings from the inventory, assessment, or survey

The SRDC Demographic Analysis and Industry Report was prepared for the Regional SET Plan in 2013. The top three fastest growing occupations in the region from 2006 to 2011 are in the service sector (sales), the working sector (construction), and the creative sector (management). The analysis identified the potential for expansion of the following industry clusters: Advanced Materials, Agribusiness, Apparel, Arts/Entertainment/Recreation, Business and Financial, Computers, Energy, IT and Telecommunications, and Transportation and Logistics. Outdoor clothing and equipment is a growing sub-sector along with location neutral business and employees who work across industry cluster categories and earn their income largely from outside the region. The report also discusses leakage, population trends, occupation trends, industry changes, and top occupations by industry.

Yampa Valley Data Partners prepared a data-driven economic overview for Steamboat Springs in 2015. They reported on trends in population, income, economic diversity, jobs and wages, and

employment/unemployment.

Date the inventory, assessment, or survey was created or completed

2015

LOCAL ACTION 3: PARTNERSHIPS AND COLLABORATION

Coordinate or support local and regional associations or formal networks of related businesses in the targeted industry sectors

Provide the name of the partnership or committee AND briefly describe each partner's contribution or criteria for committee selection

The Steamboat Springs Chamber Resort Association

Type of collaboration

Community collaboration

Link to or upload documentation of the partnership or committee's creation or ongoing work

Chamber Annual Report 2015.pdf

Date established

1993 or before

Describe key accomplishments in the past 3 years

The Steamboat Springs Chamber Resort Association successfully advocated for inclusion of Steamboat Springs in the Northwest Enterprise Zone, completed a county-wide business survey to assess the area's business climate and identify economic and community development needs, and Successfully advocated for voter approval of local government exemptions from SB-152, paving the way for public-private partnerships to deliver better broadband service throughout the County.

Briefly describe the local government's financial contribution and/or elected official/staff time dedicated in the past 3 years

The City of Steamboat Springs contributes approximately \$600,000 each year to the Chamber's Summer Marketing Program. The Chamber reports quarterly or more to the City Council. The City contributes \$60,000 per year to the salary of the Economic Development Director. Staff time has been dedicated by both the Steamboat Chamber Resort Association and the City of Steamboat Springs for monthly meetings and related project work.

LOCAL ACTION 4: PARTNERSHIPS AND COLLABORATION

Coordinate with universities, community colleges, the local Workforce Investment Board, private firms, and other community stakeholders to align research, workforce development, and resources to support targeted industry sectors

Provide the name of the partnership or committee AND briefly describe each partner's contribution or criteria for committee selection

Northwest Colorado Workforce Investment Board is a partnership between higher education, adult education and literacy, private sector businesses, economic development, chambers of commerce/business groups, and various groups supporting diverse worker populations. Each partner brings a different perspective. Higher education brings familiarity with post-secondary career and technical training; adult education and literacy ensures that adults have basic skills and are workforce ready; private sector businesses alert the partnership of in-demand skills and emerging industries; the economic development perspective provides information on what the workforce needs for a strong local economy; Chambers of Commerce and business groups provide insight into what business growth requires; and groups supporting diverse worker populations (e.g. disabled, veterans, criminal background) ensure that the needs of a diverse worker population are met. The Northwest Colorado Workforce Investment Board lists eight key "Sectors or Targeted Key Industries" three of which are listed priorities in our Preliminary Step including: 1. Infrastructure/Engineering including Construction and Real Estate, 2. Tourism and Outdoor Recreation including Accommodations, Food Service, Outdoor Manufactures, Retail, and 3. Health and Wellness.

Type of collaboration

Appointed committee

Link to or upload documentation of the partnership or committee's creation or ongoing work

Northwest Colorado Workforce Investment Board Strategic Plan FINAL V 1 3 7-25-2013 Steamboat Springs.doc

Date established

1998

Describe key accomplishments in the past 3 years

The board provides virtual job fairs with an average of over 15 employers and 60 job seekers per event, with multiple events held per year. The board has business roundtable discussions and education events (e.g. vicarious trauma training and agitated employee training) involving over 10 partners and over 90 participants from the Steamboat Springs area. They support key local industries

and the Stronger Economies Together (SET) Economic Development Plan. In 2013, the Northwest Colorado Workforce Investment Board created their Strategic Plan, which outlines several goals and recommendations for fostering business-focused workforce partnerships and effectively preparing workers in the Northwest Region for employment.

Briefly describe the local government's financial contribution and/or elected official/staff time dedicated in the past 3 years

The local government supports the board through in-kind support involving meeting spaces. Staff time and staff support for meeting logistics is also provided by the local government. Significant financial support was given to the Economic Development and Labor Data Analysis (YVDP). Elected Officials contribute approximately 40 hours/year.

LOCAL ACTION 5: EDUCATION AND OUTREACH

Educate residents about the economic impact of targeted industry sectors in the community

Type of education and outreach effort within the past 3 years – choose 3:

WEBSITE

Provide the appropriate link

<http://www.steamboatbiz.com/Home.aspx>

PRINT MATERIALS

Provide the following for printed material:

Provide the title and a brief description

The Routt County Economic Overview: Steamboat Economic Summit was created by the Yampa Valley Data Partners. It is a power-point meant to be used at the Economic Summit to educate community members on the current economic status of Steamboat Springs and the region. The powerpoint is also available for wide-use on their website.

Link to or upload a copy of the printed material

YVDP_RouttEconomicOverview_EconomicSummit_9Oct2015_Final - Copy.pdf

OTHER

Description of education or outreach effort

The Steamboat Springs Chamber Resort Association and the Steamboat Springs Economic Development Council present an annual Economic Summit. This well-attended annual educational and networking event delivers relevant and thought-provoking content on economic issues to business and community leaders in the Yampa Valley.

Total number of participants

200

LOCAL ACTION 7: ENFORCEMENT AND INCENTIVES

Provide direct financial assistance, such as local bonds, grants, or loans, to attract, retain, or expand

businesses in targeted industry sectors

Number of businesses assisted or total local funding provided in incentives in the past 3 years

6

Link to or upload copy of written incentive

EJ-1 A-6 2015_BusinessPlanSponsorship_City_Signed_steamboatspringsco.pdf

Describe the compelling characteristics of the incentive that advance progress towards the desired Outcome(s)

Through a partnership with Colorado Mountain College and the City of Steamboat Springs, the college hosts a business plan competition. The "goal of this program is to encourage in depth planning, entrepreneurial education, and to improve presentation skills while fostering economic development in our community." The City is the primary sponsor of the event, and has been since 2013. City funds support a prize of \$10,000 to the first place winner and \$5,000 to the second place winner. Two of the winners "Cider Fixins" and "Granola Gold" are food service businesses in the target industry sector. Although not every business who receives a cash prize for the competition is in a targeted industry sector, the competition involves many businesses from those sectors and helps to attract, retain, and expand businesses in targeted industry sectors.

Date incentive was created or implemented

2012

LOCAL ACTION 8: PROGRAMS AND SERVICES

Provide capacity building services and support for professionals in emerging and existing targeted industry sectors

Provide the name and a brief description of the program or service

The Yampa Valley Entrepreneurship Center provides assistance to emerging businesses.

List of programs available in the past 3 years

- Routt County Business Plan Competition
- incubators

- mentoring with SCORE business counselors
- assistance with community networking
- seminars on a variety of topics (most recent seminars include "First Steps" and "Crowdfunding")

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

The Yampa Valley Entrepreneurship Center is a Colorado Mountain College program supported by local government and Chamber partnerships. It provides coaching, resource referrals, and business skills training to emerging businesses, along with an annual business plan competition and office incubator space. They offer many seminars per year on topics ranging from crowdfunding to networking.

EJ-6: WORKFORCE READINESS

OUTCOME 2: WORKFORCE MOBILITY

Demonstrate increased post-secondary educational attainment in the community over time

Provide the community's most recent annual or 3-year average increase in the number of Associate's Degrees awarded

0.90%

Provide the community's most recent annual or 3-year average increase in the number of Bachelor's Degrees awarded

-1.0%

Provide the community's most recent annual or 3-year average increase in the number of Graduate or professional degrees awarded

-0.17%

Upload completed Excel worksheet showing the increases over time

ej-6-workforcereadiness-outcome2-steamboatsprings-1.xlsx

LOCAL ACTION 1: PLAN DEVELOPMENT

Adopt a workforce development plan or comprehensive strategy to educate, train, and prepare residents for local employment opportunities

Provide plan title

Northwest Colorado Workforce Investment Board Strategic Plan

Link to or upload full plan

Northwest Colorado Workforce Investment Board Strategic Plan FINAL V 1 3 7-25-2013 Steamboat Springs.doc

Date plan was officially adopted, endorsed by the local government, or had last major update

2013

If the plan was adopted or updated more than 3 years ago, briefly describe how the plan is still relevant and in use

In addition to the Strategic Plan, an annual work plan based on the Strategic Plan is developed and approved yearly. The most recent plan was approved 7/23/2015.

Describe the development process and include information on stakeholder involvement and participating agencies, departments, and/or organizations involved

The Workforce Readiness effort is lead by a local workforce development board which includes stakeholders from: workforce, business, government, k-12 education, higher education, vocational rehabilitation, health and human services, training and apprenticeship programs, etc. A strategic planning subcommittee meets to develop the plan and the full board (approximately 25-30 members) votes on approval.

Provide vision statement or high-level description of plan goals

Every business has access to a skilled workforce and every resident has access to meaningful employment, resulting in region-wide economic vitality.

Describe the key recommendations of the plan

Key recommendations are: 1) Meet and exceed performance measures in key services to ensure maximum funding eligibility, and use best practices and innovation to minimize resource utilization. 2) Flexibly respond to workforce trends with timely and innovative solutions aimed at achieving a "right-fit workforce" where business can attract and retain talent they need to grow and where individuals are prepared to succeed into the jobs of today and tomorrow. 3) Demonstrate business and employer focus by increasing use of workforce system and business service products and tools.

Does the plan contain quantifiable targets or metrics for evaluating progress?

yes

Describe the strategy for implementing plan recommendations, including responsible parties, level of effort anticipated, and resources dedicated

All recommendations are supported by measurable outcomes. Recommendations include servicing employers with job orders, job fairs, and hiring events. To help job seekers, the number of people who are aware of and use resource centers or labor exchange services during job searching should be increased. Also, performance measures in specific programs should be met (or exceeded) to ensure access to funding and full utilization of funding. The plan also recommends participation in the Colorado Rural Workforce Consortium (CRWC) Board to ensure local region needs are being met and local key industries are represented.

LOCAL ACTION 2: POLICY AND CODE ADJUSTMENT

Align local economic development policy strategies with workforce development programs

Provide the title of the specific policy or code

Northwest Region Local Workforce Development Board (LWDB) 3-Year Strategic Plan, Goal #2

Link to or upload copy of the policy or code requirement

Northwest Colorado Workforce Investment Board Strategic Plan FINAL V 1 3 7-25-2013 Steamboat Springs (1).doc

Describe the compelling characteristics of the policy or regulation that advance progress towards the desired Outcome(s)

Goal 2 of the LWDB is to flexibly respond to workforce trends with timely and innovative solutions aimed at achieving a “right-fit workforce” where businesses can attract and retain the talent they need to grow and where individuals are prepared to succeed in the jobs of today and tomorrow. Strategy #1 for Goal 2 is to raise awareness of emerging workforce trends by providing timely and relevant information to partners and business/community leaders.

This will be achieved by providing emerging trend updates at board meetings and at community roundtables, workshops, and presentations, and by identifying strategies to respond to emerging trends in a measurable and effective way. Another action step is to encourage P-20, economic development, and other partners to strategize solutions to local and regional workforce challenges and to design and implement tactics to take advantage of opportunities. Strategy #2 for Goal 2 is to ensure local participation in workforce efforts beyond the local area by participating in both the Colorado Rural Workforce Consortium (CRWC) Board and the statewide Colorado Workforce Development Council (CWDC) to ensure local region needs are being met and local key industries are represented.

The LWDB will be updated in 2016 after Federal and State WIOA implementation guidelines are received. Anticipated updates and enhanced focus will likely include Sector Strategies/Sector Partnerships, Career Pathways, Business Services, Enhanced LWDB engagement, and additional CWC services marketing and system outreach.

Was there public engagement during development of the policy or regulation?

yes

Date policy or code adoption was adopted or last major update

2013

LOCAL ACTION 5: PARTNERSHIPS AND COLLABORATION

Create a workforce development committee to align post-secondary education, workforce development training programs, and economic development strategies

Provide the name of the partnership or committee AND briefly describe each partner's contribution or criteria for committee selection

Northwest Colorado Workforce Investment Board is a partnership between higher education, adult education and literacy, private sector businesses, economic development, chambers of commerce/business groups, and various groups supporting diverse worker populations. Each partner brings a different perspective. Higher education brings familiarity with post-secondary career and technical training; adult education and literacy ensures that adults have basic skills and are workforce ready; private sector businesses alert the partnership of in-demand skills and emerging industries; the economic development perspective provides information on what the workforce needs for a strong local economy; Chambers of Commerce and business groups provide insight into what business growth requires; and groups supporting diverse worker populations (e.g. disabled, veterans, criminal background) ensure that the needs of a diverse worker population are met.

Type of collaboration

Appointed committee

Link to or upload documentation of the partnership or committee's creation or ongoing work

Northwest Colorado Workforce Investment Board Strategic Plan FINAL V 1 3 7-25-2013 Steamboat Springs.doc

Date established

1998

Describe key accomplishments in the past 3 years

The board provides virtual job fairs with an average of over 15 employers and 60 job seekers per event, with multiple events held per year. The board has business roundtable discussions and education events (e.g. vicarious trauma training and agitated employee training) involving over 10 partners and over 90 participants from the Steamboat Springs area. They support key local industries

and the Stronger Economies Together (SET) Economic Development Plan. In 2013, the Northwest Colorado Workforce Investment Board created their Strategic Plan, which outlines several goals and recommendations for fostering business-focused workforce partnerships and effectively preparing workers in the Northwest Region for employment.

Briefly describe the local government's financial contribution and/or elected official/staff time dedicated in the past 3 years

The local government supports the board through in kind support involving meeting spaces. Staff time and staff support for meeting logistics is also provided by the local government. Significant financial support was given to the Economic Development and Labor Data Analysis (YVDP). Elected Officials contribute approximately 40 hours/year.

LOCAL ACTION 7: PRACTICE IMPROVEMENTS

Produce an annual report that tracks workforce readiness performance measures

Describe the practice improvement

The Steamboat Springs Workforce Center, as a location within the Northwest Sub-Region of the Colorado Rural Workforce Consortium (A Federally Designated Workforce Region), conducts ongoing evaluation of workforce readiness performance measures as a part of quarterly and annual reporting efforts.

Describe key accomplishments in the past 3 years

Practice improvements included engaging with a targeted chronic poverty reduction program, Routt to Work, to reduce long-term unemployment; utilizing Work Keys testing and training to support an employer in a key industry to improve applicant pass rates for pre-employment applicant screening, math and reading tests; utilizing employer direct web jobs postings to streamline the process; reducing resource utilization and improving client satisfaction; increasing labor pool availability in a tight labor market by increasing job seeker reactivations with proactive contacts by workforce center staff, particularly for youth job seekers; utilizing auto upload of job postings direct from business websites; and improving job placement rates for individuals provided training or enhanced job seeking services.

An entire annual report could not be uploaded, however inserted below is an excerpt from the Routt County report:

Date: 7/1/2013-6/30/2014 - One Year Data - Routt County ONLY

Total Active Job Seeker Registrations: 1378

Total Staff Assisted Services to Job Seekers: 1438

Total Referrals to Open Jobs: 6895

Entered Employment Rate: 61.65

Employment Retention rate: 77.14

Average Earnings: 12428

LOCAL ACTION 8: PROGRAMS AND SERVICES

Provide support services and training tailored to the needs of the local workforce

Provide the name and a brief description of the program or service

Routt to Work (previously known as Bridges out of Poverty) - gives Routt County residents intensive training to escape poverty; Integrated Community - offers a resource and referral program and an education program to immigrant families

Program offered	Average number of participants
Routt to Work	38 have graduated since 2011; more are currently enrolled
Integrated Community's Resource and Referral Program	516/year since 2012
Integrated Community's English Classes	27/year since 2012
English as a Second Language Classes at Colorado Mountain College (CMC)	50-60 students/year

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

Routt to Work is an intensive program designed to help Routt County residents escape from poverty. The program involves three phases, all designed to teach those enrolled how to successfully be self-sufficient. Several times each year, the program offers a 17-session, 10-week upward economic mobility class to about a dozen people. The class teaches financial literacy, resource availability, decision making with regards to employment, and independence from public assistance. With regards to employment, the program addresses basic work skills, transportation issues, interview skills, and negotiation skills. In addition, the initiative offers annual community framework training to help business leaders and other community members in Routt County better understand the challenges and experiences of the working poor in our communities.

Integrated Community is a non-profit organization that offers many programs that promote and support the successful integration of immigrant and local community members. Their Resource and Referral Program provides assistance to non-English speaking community members in the areas of medical, employment, housing, legal, and other basic needs. Without help in these areas, many members of the non-English

speaking community would be unable to find or meet the demands of their employment. From 2012 through 2014, Integrated Community provided resources and referrals to 1,550 different clients. Integrated Community's Education Program offers one-on-one, in-home English lessons to English Language Learners and teaches children a core curriculum, preparing them for school. There were 26 volunteers who dedicated 381 hours to teach 28 adult students in 2014.

Colorado Mountain College (CMC) at Steamboat Springs offers English as a Second Language Classes at reduced prices to community members. This program helps immigrant families get and retain jobs by improving their ability to communicate with the English speaking community.

LOCAL ACTION 9: PROGRAMS AND SERVICES

Support expansion of community college programs to address the educational and training needs of the local workforce

Provide the name and a brief description of the program or service

The Colorado Mountain College (CMC) Alpine Campus in Steamboat Springs now offer three 4-year Bachelors Degrees in the areas of Business Administration, Sustainability Studies and Applied Science

List new or expanded programs in the past 3 years

- In 2011 Colorado Mountain College began offering two 4-year Bachelors programs including a Bachelor of Arts in Sustainability Studies and Bachelor of Science in Business Administration
- and they continue to make improvements and add course offerings for these programs. The College will also soon begin offering a Bachelor of Applied Science. The college also offers a wide array of Associate Degree programs
- including resort management
- ski and snowboard business
- outdoor recreation and culinary arts which all fit in very well in the Steamboat resort community. The Community College also offers certificate programs in Early Childhood Education
- Nurse Aid
- EMT
- Ski and Snowboard fields
- and Spa management that could help them find a job locally. In addition the majority of classes can be counted as course credit that can then be transferred to four-year college or university -- which is a more affordable choice for students and families.

Describe the compelling characteristics of the program or service that advances progress towards the desired Outcome(s)

Over 34 Associates degrees are offered at the CMC campus in Steamboat Springs which help advance (Outcome 2 - Workforce Mobility) to increase post-secondary educational attainment in the community over time. Degrees are in many areas that directly corre

Students working in the degree programs have engaged in the community through internships and service learning for instance with Yampatika and the Yampa Valley Sustainability Council. Students who have graduated have found work in the food industry, government, and environmental education and sustainability fields.

LOCAL ACTION 10: FACILITY AND INFRASTRUCTURE IMPROVEMENTS

Invest in community college facilities and capital improvements to accommodate residents and members of the local workforce

List of facility or infrastructure improvement and total local investment in the past 3 years

- Colorado Mountain College (CMC) at Steamboat Springs built a new Academic Center and associated sidewalks in 2012. The City contributed \$35
- 000 to the project between 2012 and 2013.

Describe the compelling characteristics of the improvement that advances progress towards the desired Outcome(s)

The new Academic Center at CMC was a huge investment for the school. The Center included a new dining hall, offices for staff, a small business center, classrooms, and lounges. The small business center, called the Yampa Valley Entrepreneurship Center, hosts the Routt County Business Plan Competition, for which the City pays the first and second place cash prizes of \$10,000 and \$5,000 respectively. Community members and students are invited to compete. The Entrepreneurship Center also hosts workshops regarding small business planning and growth that are free and open to the public. The Entrepreneurship Center is also used as an incubator for small businesses, offering eight private offices, high speed internet, a meeting room, mentoring, assistance with community networking, and more.

Briefly describe funding invested in facility or infrastructure improvement in the past 3 years

The City contributed \$35,000 to the building of the Academic Center and associated sidewalks between 2012 and 2013.