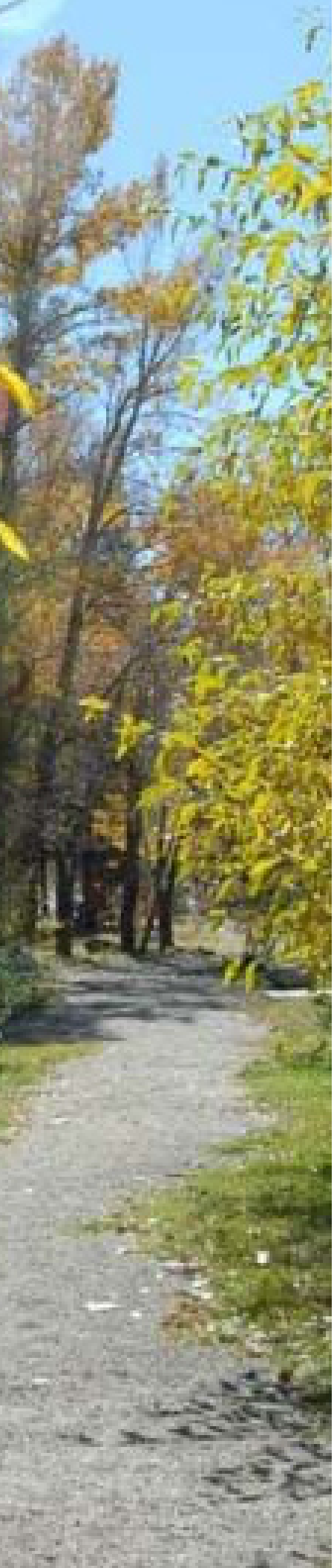
Summit Region Recovery & Resiliency Roadmap



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Prepared by Better City, LLC, August 2022

Acknowledgments

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Background

The COVID-19 pandemic caused one of the greatest disruptions of our lifetimes, requiring our communities to partner across jurisdictional boundaries in order to effectively respond to change and elevate community assets to solve shared problems.

- The Roadmaps Program has provided 16 Regional Community Teams in rural Colorado with the opportunity to work together through a two-year planning and implementation process to support diversifying and strengthening their economies while also building regional resiliency. The planning process has taken a holistic economic and community development approach, which has equipped communities to not only better recover from COVID, but also to be more resilient to future shocks and stressors.
- This Resiliency and Recovery Roadmap Plan documents the prioritized and regionally-aligned objectives, actionable strategies, and implementation plan for Summit Economic Partnership. Additional information, including an archive of the other Regional Community Teams' final Roadmaps, is available at: www.coresiliency.com/roadmap-program.

The objective of this Roadmap was to create regionally aligned and actionable strategies to help the Summit Region recover from the COVID-19 pandemic and develop resiliency to future economic shocks. The Summit Region comprises Summit County, Silverthorne, Leadville, Keystone, Frisco, Fairplay, Dillon, Copper Mountain, Breckenridge, Blue River, and Alma. The Summit Economic Partnership (SEP), representing the region, applied for the Regional Resiliency and Recovery Roadmaps Program, and will be responsible for implementing this Roadmap.

SEP is the new economic development organization in Summit County. Their mission is "To enhance the economic vitality in Summit County, creating a diverse and resilient economy, and providing a better quality of life."

COLORADO Resiliency Office
Department of Local Affairs

COLORADO Department of Labor and Employment

COLORADO Office of Economic Development & International Trade
Rural Opportunity Office

SUMMIT COUNTY COLORADO

the SUMMIT chamber

Planning Process

The areas of focus for economic recovery and resiliency identified by the regional partners were industry diversification, entrepreneurial development, and workforce development. During the planning process community resilience was added as an additional area of focus.

The data analyses and stakeholder input led to strategies–outlined in this Roadmap–for each of these areas that will help the Summit Region as it recovers from the economic shocks caused by the pandemic, and as the region works together to create a resilient future.

Data Analyses

Fifteen reports that relate to economic recovery and resiliency in the Summit Region were reviewed to ensure that knowledge and findings from prior studies were incorporated into the Resiliency & Recovery Roadmap. Studies were provided by Summit County, Northwest Colorado Council of Governments, and the State of Colorado. Additional research and analyses were conducted as strategies were identified based on the findings from the above reports and the stakeholder input.

Stakeholder Input

Stakeholder input included twenty individual interviews, a focus group for minorities, and regular steering committee meetings with the local project sponsors and state groups. Project partners are listed in the Appendix.

Summary of Stakeholder Input

While the Roadmap strategies do not address all the following topics (primarily to avoid the duplication of efforts, as other planning endeavors–such as an affordable housing plan–are underway concurrently to the creation of this Roadmap), each of the following topics were discussed with stakeholders and analyzed. These topics were key points of consideration as the community partners identified and selected the strategies that aligned with this project's objectives: community resilience, industry diversification, entrepreneurial development, and workforce development.

Affordable Housing is a priority concern for many stakeholders across all levels of socioeconomic status. Investors and second home buyers are buying properties at high rates. Deed-restricted housing has created homebuyer nightmares with residents either not wanting to earn more income for the sake of staying in their current home and not being able to afford market-rate housing for the opportunity to buy a better home for their current needs. There is no middle-market housing available for home buyers. Many residents are working two or more jobs to make ends meet, and families feel stuck in their housing situations.

There are initiatives and plans being made to address housing affordability for residents in Summit County.

Workforce Staff Shortages were reported as a challenge by both resorts and small businesses that need to find staff to support their business operations. Small business owners can't compete with competitive increasing wages at larger resorts. Resorts are struggling to keep up with consumer demand due to the lack of staff. (The resorts' challenge is exacerbated by the need for the availability of more work visas.)

Workforce Housing plays a role in staff shortages. Larger employers can build housing for their staff, with initiatives underway by the resorts to add to their employee housing stock. It is difficult to address the workforce shortage when there is a lack of affordable rental options.

Tourism creates congestion on the roads and in stores, which residents find frustrating. It also attracted an influx in second home buyers and rental property investors, leading to less community cohesiveness (attributed to the fact that many blocks have multiple houses that are not places of residence, distancing neighbors). Residents expressed feeling like they are no longer a part of the neighborhood concept they once knew.

The Shoulder Season is considered a respite by workers and residents. While the shoulder seasons are not as slow as they used to be, many consider initiatives to decrease the shoulder seasons further as an infringement on their time to rest.

Small Businesses struggle to compete with the higher wages and housing that are offered by the resorts. Many struggle to maintain a brick-and-mortar presence due to the high commercial lease rates. Despite the challenges there is a strong small business community, and stakeholders consider small businesses integral to the region's vibrancy.

Jobs are primarily available in low-paying positions. Many workers hold multiple jobs in order to provide for themselves and their families. Many residents have credentials that would enable them to work higher earning jobs, however pursuing those work opportunities would likely pull them away from the community, which is undesirable to them since they prefer living in the Summit region. According to the ACS, 62.6% of the workers in Summit County commute from other counties such as Lake and Park. 41.5% of people who live in Summit County work in other counties (5.6% work in Denver).

Minorities are a large part of the community, however they are underrepresented in community decision making. There is a push to change the approach towards diversity, and stakeholders want to encourage leadership in minority residents.

Resiliency and industry diversity are areas of primary focus for Summit County. For years the community has desired to create a more diverse industry pool and the pandemic brought the need to the forefront. Stakeholders are aware that supporting growth in diverse industries in the region will create a more resilient economy.

Land Use is a potential opportunity to consider, and several stakeholders expressed a need to adjust Summit County's views on land use to create more dense environments. An increase in density would enhance housing and allow further industry diversification from the construction and function of the land available.

Land use is a consideration to be addressed as Summit County updates its Comprehensive Plan, underway as of August 2022.

Community Resilience

Before launching the Roadmap process, three focus points were identified: Industry Diversification, Entrepreneurial Development, and Workforce Development. Through the planning process a fourth focus point was identified as a need for the Summit Region: Community Resilience.

There is a lack of involvement of diverse populations in the civic and business activities of the region. As important members of the community, the involvement of these groups will benefit the entire region. Additionally, the involvement in the entire community is critical to create the future desired by all the residents of the Summit Region. The SEP will further community resilience efforts that:

- Target underrepresented groups
- Build community cohesion for all residents
- Strengthen Equity, Diversity, and Inclusion practices

Challenges

Despite the Summit Region's diverse population–which includes community members of various races, ethnicity, foreign-born residents, and those who speak English as a second language– there is an under-representation of diverse groups local boards and in community leadership roles.

In some cases legal status poses a barrier to involvement on boards; and generally it is a challenge to ensure diverse groups are provided information on opportunities and ways to participate.

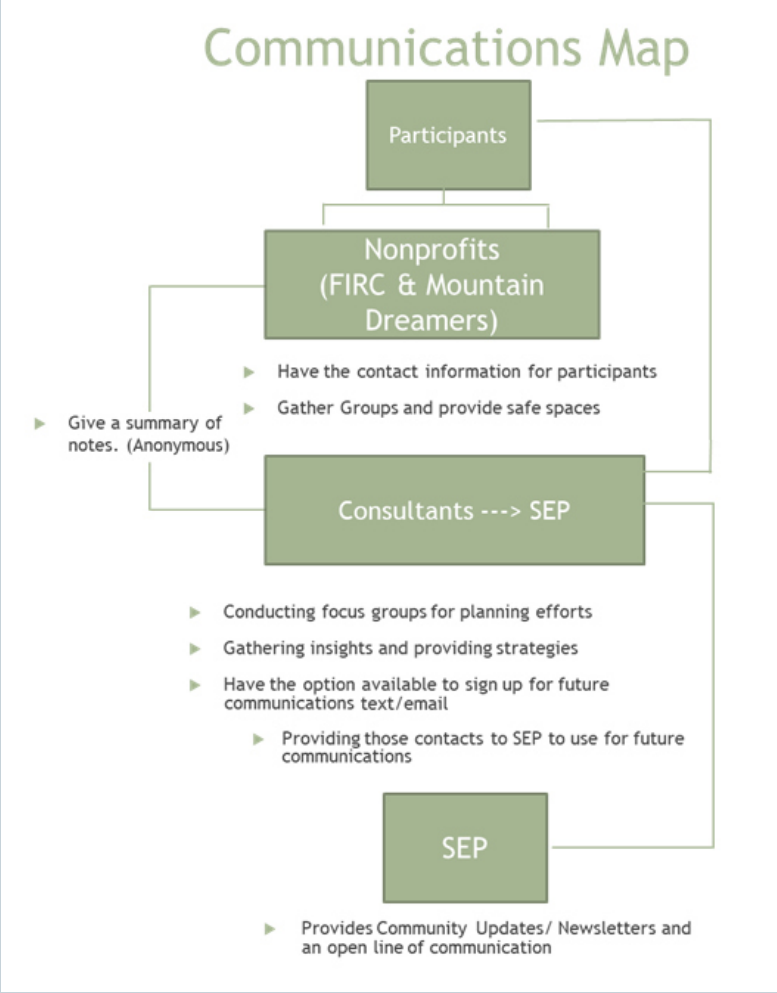
Source: U.S. Census Bureau, American Community Survey, 2016-2020. Better City.

Opportunities

The diagram to the right shows how input was obtained from minority groups during the creation of the Roadmap. It is an example of how local organizations can help facilitate connections between the community and minority groups. The participants of the Spanish-speaking Roadmap focus group expressed interest in being more involved.

The County is starting a Comprehensive Planning process in the summer of 2022. This provides an opportunity to obtain extensive input from the residents of Summit County regarding their vision for Summit's future.

Additionally, DOLA continues to be engaged to assist in the implementation of the Roadmap, and they can provide expertise and assistance on Equity, Diversity, and Inclusion initiatives.



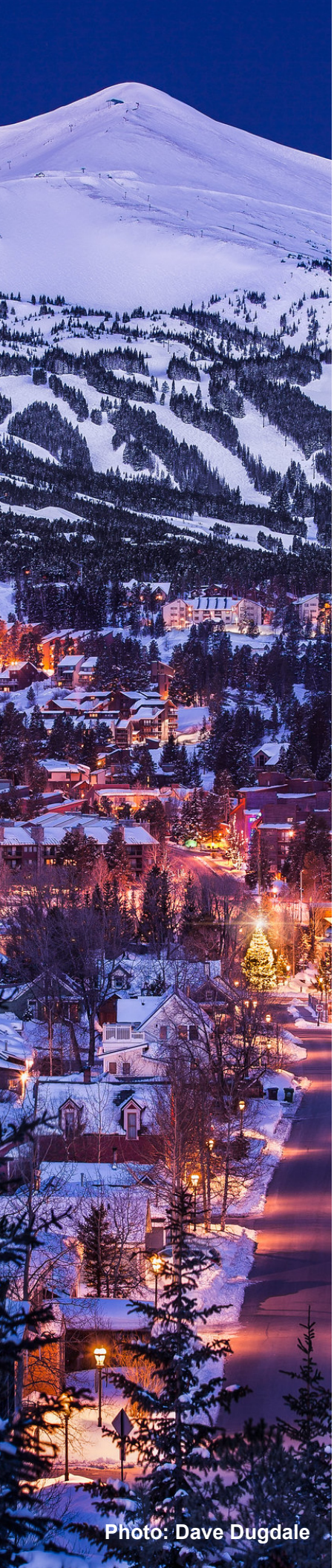


Photo: Dave Dugdale

Strategy 1: Community Vision

The pandemic accelerated the growth trend in the Summit Region, and to prepare for more growth it is essential to identify what people love about their community and want to retain, the challenges and issues they want to address and solve, and new aspects they'd like to see become a part of the community fabric. All community members should be involved in this visioning.

The objective is to articulate a clear vision for the comprehensive plan so that elected leaders have a framework to guide policy decisions so they align with residents' desires.

First Step: SEP coordinate with County and consultants to ensure the Community Vision is included in the Comprehensive Plan's project scope. The SEP will serve an advisory role to the consultants who are creating the Comprehensive Plan, to ensure the Vision Plan portion of the project includes broad stakeholder engagement that targets long-time and new residents, diverse racial groups, and diverse age groups.

Strategy 2: Involve Diverse Voices

The SEP can promote inclusive involvement of diverse community members. This multi-pronged strategy includes:

- Map community stakeholder groups to identify what populations are civically engaged and what gaps exist in representation.
  - Use communication map to support organizations in their efforts to involve diverse community members.
  - Inform stakeholder groups how to workaround policies requiring citizenship status for board involvement by creating ad hoc committees for representation of diverse voices in community affairs.
- Work with DOLA to engage firm(s) to coordinate and administer programs to engage with diverse communities and ensure they are both aware of opportunities to be involved in the community, and that their perspectives are represented in community decision making.
  - Identify and apply for DOLA funding to engage firm(s).
  - Engage nonprofit firm(s) to host regular meetings for various groups in the Region. These meetings are forums to enable residents to learn about and discuss issues that affect them, and provide structured input and recommendations to municipal staff and elected officials.

First Step: Work with DOLA on engaging firm(s) who will (1) conduct stakeholder gap analysis and (2) engage with diverse communities in the region.

Industry Diversification

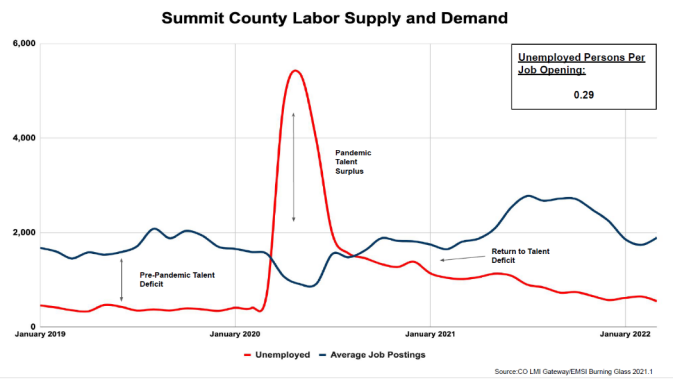
Communities with a single dominant industry are at risk of economic shocks that occur due to shifts in the industry, environment, or policies. Industry diversification creates a more diverse production and trade structure to decrease vulnerability to external shocks. Diversification reduces risk by supporting different industries that should each react differently to changes in market conditions. Diversification helps to manage volatility and provide a more stable path for equitable growth and development.

The Summit Region was heavily impacted by the COVID-19 pandemic, as containment policies shutdown travel and related service providers–impacting the revenues and wages in the industry that provides the majority of jobs in the Summit Region. Regional partners advocate for reducing the region's reliance on tourism to create economic diversification-focused resilience. Diversification efforts would contribute to demand of service sector workers via a multiplier effect, yet still stabilize the economy against future tourism industry related shocks.

Challenges

In Q4 2021 66% of businesses (out of 48 survey respondents) reported being understaffed. State indicators show a deficit in labor supply.

Recruiting new businesses that would compete for local workforce would strain the local economy. Diversification efforts must be mindful of the workforce needs of existing employers.



Source: Summit County Labor Market Key Indicators. April 15, 2022. CDLE

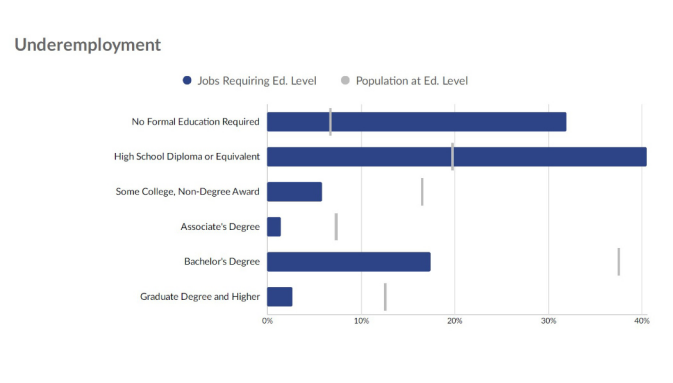
Tourism and outdoor recreation jobs dominate Summit County's economy, providing 63% of jobs. Reliance on a single industry makes the local economy susceptible to economic shocks; as experienced during the COVID-19 pandemic when 3,351 jobs in the accommodations and food services industries were lost in Summit County from Q2 2019 to Q2 2020.

Industry	# Chg Jobs
Total, All Industries	**-6,123**
Accommodation & Food Services	-3,351
Arts, Entertainment, & Recreation	-952
Retail Trade	-510
Real Estate & Rental & Leasing	-204
Administrative & Waste Services	-183
Health Care & Social Assistance	-171
Public Administration	-147
Other Services Expt Public Admin	-144
Educational Services	-127

Source: NWCCOG, 2021. *Summit County Economic Update*. Better City.

Summit County residents are generally overqualified for the opportunities available in the County. Nearly 40% of the population has a bachelor's degree, but over 40% of the jobs available only require a high school diploma or equivalent.

Industry diversification efforts can support businesses that require a well educated workforce.



Source: Emsi Q2 2019. *Summit County Economic Overview*.

The traditional approach to industry diversification involves recruiting businesses in other industries to an area–however this approach could exacerbate existing challenges in the local economy, such as staffing shortages and housing shortages. Additionally, high commercial property values create a barrier to industries requiring large properties.

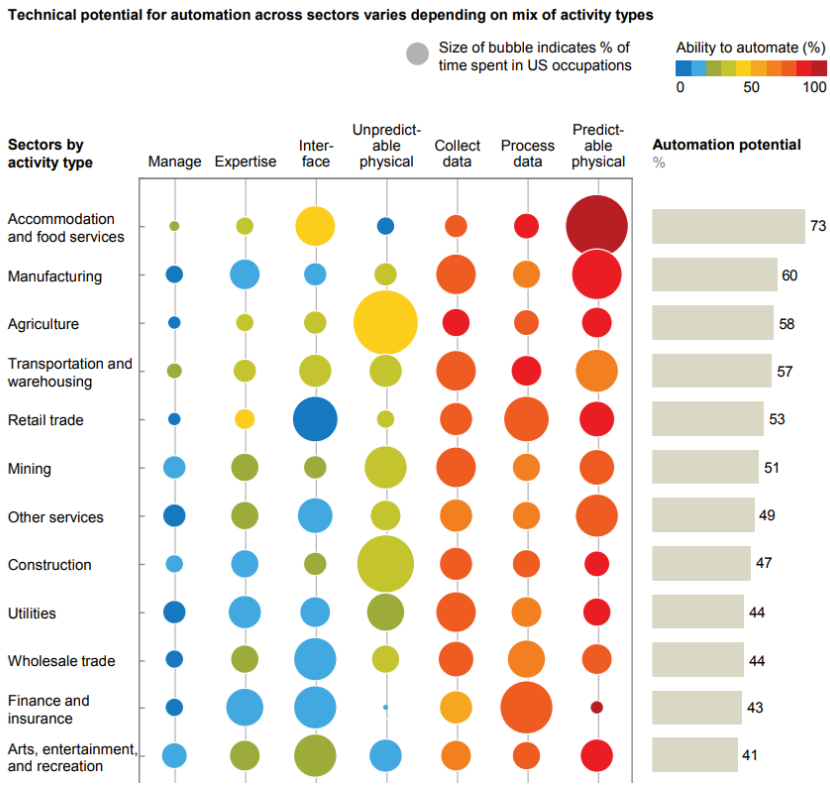
Opportunities to diversify the economy must meet the following criteria:

- Do not exacerbate the staffing challenges already experienced by local businesses.
- Provide opportunities for the workforce to utilize their education and skills.
- Complement the tourism industry, while creating space in the local economy for an increase in non-tourism industry jobs and establishments.

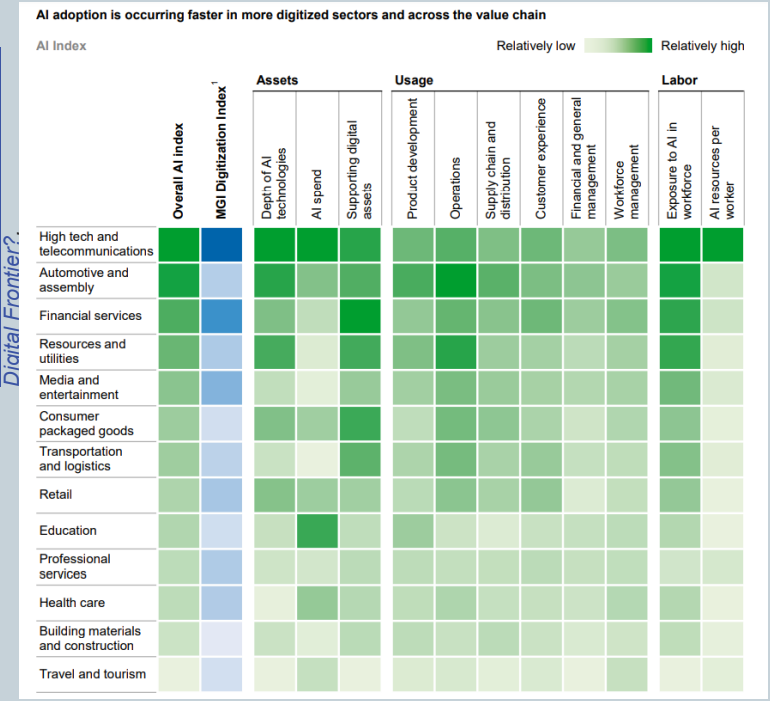
Opportunities

According to a McKinsey Global Institute Study, occupations requiring lower levels of education and experience have higher automation potential. An analysis of 19 sectors by activity type (top 12 pictured on left) shows that the Accommodations and Food Services have the highest level of predictable physical work and therefore the highest potential for automation.

In the long-term it is likely for automation to play a role in the region, so proactive planning can enhance the economy's resiliency.



Source: McKinsey Global Institute, 2017. *A future that works: Automation, employment, and productivity.*



Source: McKinsey Global Institute, 2017. *Artificial Intelligence, the Next Digital Frontier?*

Despite the potential for using AI, Automation, and other new technologies in the travel and tourism industries, this sector is lagging in adoption of new technologies. Automation advances have primarily been focused on manufacturing, leaving untapped potential in other sectors. Some businesses use new software, but there are still many untapped opportunities for using software and back-of-house automation to support workers in food and hospitality.

Additionally, there is not yet any industry association or conference that provides thought leadership in the U.S. on automation.

The under-utilization of new technologies in the Travel and Tourism sector is an opportunity that both supports the area's primary industry and future industry diversification

Facilitating the adoption of new technologies can help solve some of the staffing challenges faced by local employers by supporting the unmet supply of labor via automation, software, or other tools to enable one worker to accomplish more. This can help fill vacant positions without requiring an influx of workers to the area, and ease the extra burden being felt by the current workforce. This supports the region's primary industry so it maintain its reputation as a great place to visit that provides exemplary service. Providing tools to make existing jobs easier for employees also should enhance the quality of life of employees.

The long-term industry diversification aspect is to attract the firms who create new technologies that support the service industries to the area (anticipated to require some offices and light manufacturing). The synergies of locating firms who create technologies alongside the businesses that test and implement them provides benefits to both groups. In the long-term this would create some higher skill job opportunities for community members who would like to work nearer to home.

Please note, the strategies in the Entrepreneurial Development section are also intended to support an organic 'grow your own' approach to industry diversification.

Strategy 3: Innovation Testing Ground

The Summit Region can develop a reputation as an innovation testing ground by proactively supporting technology that serves the travel and tourism sector.

This strategy (1) supports local businesses by providing tools to facilitate quality service despite staffing challenges, (2) provides local workers support to improve their work experience, and (3) creates welcoming environment for innovative firms through facilitating opportunities to test and bring new technologies to market.

The strategy is a long-term initiative, with four integral parts:

1. Host an annual industry conference, where innovators in travel and tourism service technology are invited to come to Summit to share ideas.

    - This familiarizes leaders of innovative firms with Summit and facilitates networking opportunities for SEP and other Summit leaders.

2. Support the adoption of new technologies in local businesses.

    - Provide resources and information on new technologies to local business leaders. Facilitate discussions to learn what types of software or automation (existing or ideal) would solve businesses' problems. Find out what barriers prevent businesses from utilizing new technologies, and seek solutions (for example, if the challenge is the cost of new equipment, identify or establish a grant or revolving loan fund that could provide needed funds).

3. Become a testing ground for travel and tourism service-sector technology.
    - Facilitate networking opportunities to connect innovative firms with local business owners. Help innovators learn what solutions the business community desires, and help businesses learn what innovators can provide. Coordinate opportunities for local businesses to test new technologies.
4. Attract companies who develop travel and tourism service-sector technology.
    - Once the region establishes its reputation as a community supportive of new technologies and relationships are developed with innovative firms, pursue selective business recruitment initiatives.

Each part of this strategy builds upon the prior, so it is important for the foundation–hosting the annual conference–to be implemented as soon as feasible. The conference is key to the Summit Region becoming a center of excellence in automation innovation and for beginning the networking process required for the other strategic steps. The conference should focus on automation products for travel and tourism companies.

First Step: Research which companies are currently using new technologies (such as software and automation that enhances workers productivity) in the Summit region and around the U.S. Identify automation innovators–companies that produce automation technologies–who would be a good fit for attending and/or presenting at the annual conference.

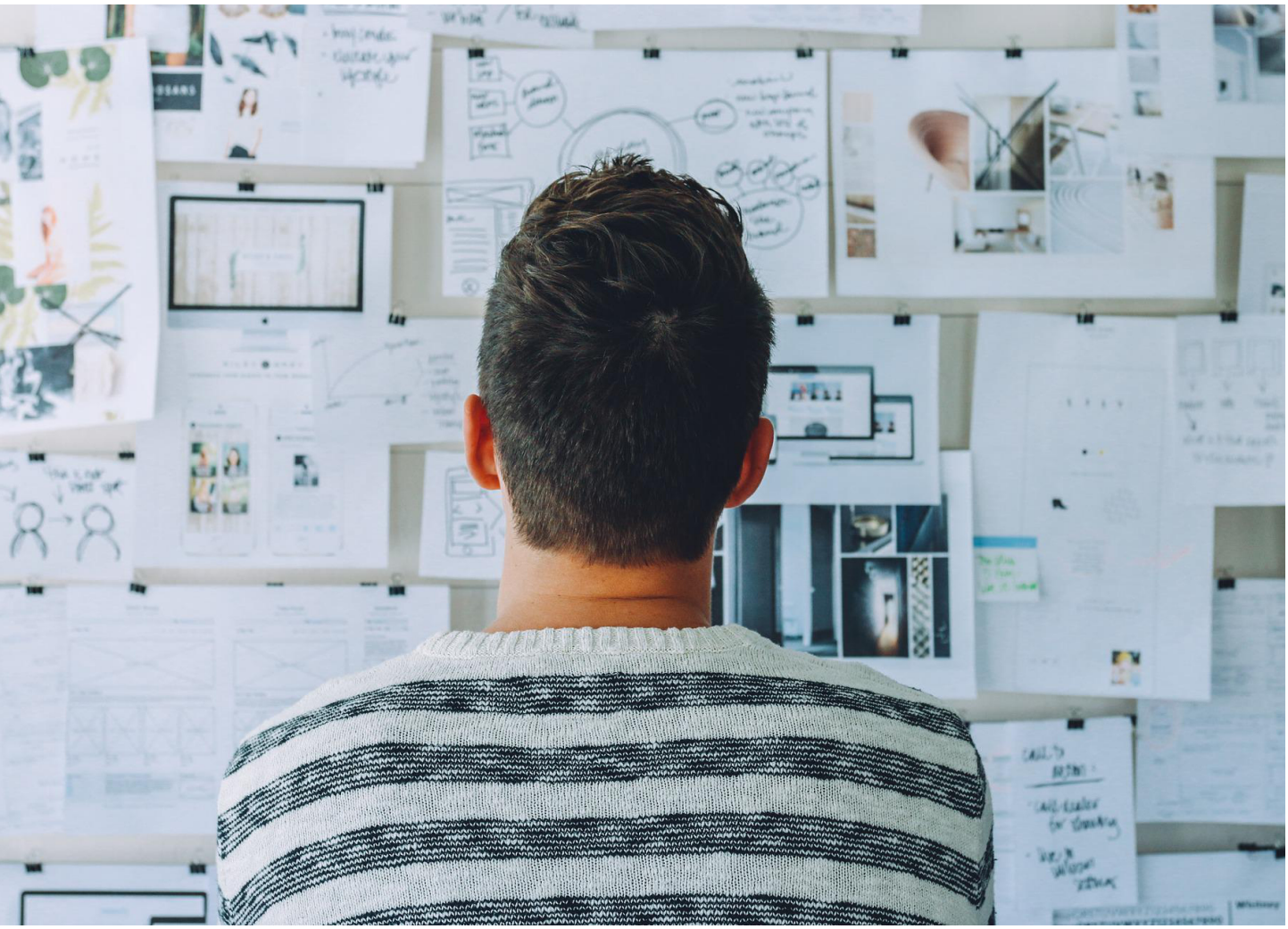
Strategy 4: Target Industry Clusters

Through the economic gardening process (see strategy 6) the SEP will work closely with select local businesses to assist with strategic growth. This process will provide insights into organic industry diversification opportunities, based on the strategic advantages identified for local companies. Use these insights to define target clusters that will thrive in the Summit Region.

Once target clusters are identified, the SEP will advertise and recruit businesses within the target clusters.

Note, the travel and tourism industry should be excluded from recruitment targets on the basis of the need for industry diversification.

First Step: Establish a process for evaluating whether the growth opportunities in an industry provide enough of a location-specific advantage to pursue as a target cluster. Make this a regular and recurring evaluation, so that opportunities are identified and evaluated as an ongoing activity.



Entrepreneurial Development

Entrepreneurship is the activity of establishing a business or businesses, taking on financial risks in the hope of profit.

62% of net job creation in the U.S. since the Great Recession has come from small businesses. Local entrepreneurship is a critical component to a healthy and vibrant economy. Entrepreneurs and small businesses contribute to local economic growth through bringing new jobs, products, services, and revenue into the local economy.

The SEP will support entrepreneurs and small businesses with the objectives of:

- Facilitating the creation of new jobs
- Increasing the variety of businesses in the region
- Enhancing the region's reputation as a business-friendly area

Challenges

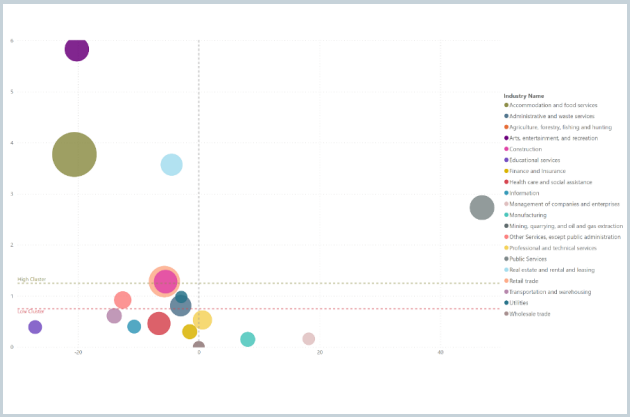
Q2 Retail Indicators	Summit	Lake	Colorado
Vacant SF	51.1K	3,713	
Sublet SF	834	N/A	
Vacancy Rate	1.7%	1.6%	4.4%
Availability Rate	2.2%	3.5%	5.3%
Asking Rent/SF	$24.06	N/A	$18.03
Occupancy Rate	98.4%	98.4%	95.6%

Source: CoStar Summit Retail Analytics, Q2 2022. Better City.

High commercial property values create a barrier to entry for any business looking to establish a brick-and-mortar location in the Summit Region. Despite not being in a major metro area, the County's retail lease rates are higher than the state's average.

The staffing challenges mentioned under industry diversification also are a challenge to entrepreneurs because it means that a new business must compete with already established local businesses for workforce in a tight labor market.

Opportunities



Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2020. Better City.

Accommodation and Food Services and Retail Trade make up a disproportionate share of employment in Summit County (combined employment of 8,539) and Lake County (combined employment of 448). Summit County has a high concentration of Accommodation and Food Services compared to the US average (see location quotient chart above). However, several industries show positive growth in both employment and wages. Growth in these industries–including Manufacturing, Professional and Technical Services, and Management–signal opportunities for continued growth in diversified sectors of the local economy.

10 Year Establishment Growth

Professional and Technical Services	120
Real Estate and Rental and Leasing	111
Accommodation and Food Services	49
Other Services, Ex. Public Admin	31
Finance and Insurance	30
Information	25
Administrative and Waste Services	23
Administrative and Waste Services	23
Health Care and Social Assistance	19
Retail Trade	17
Mgmnt of Companies and Enterprises	14
Arts, Entertainment, and Recreation	12
Wholesale Trade	11
Educational Services	9

Source: NWCCOG, June 2022. *Summit County Economic Update*. Better City.

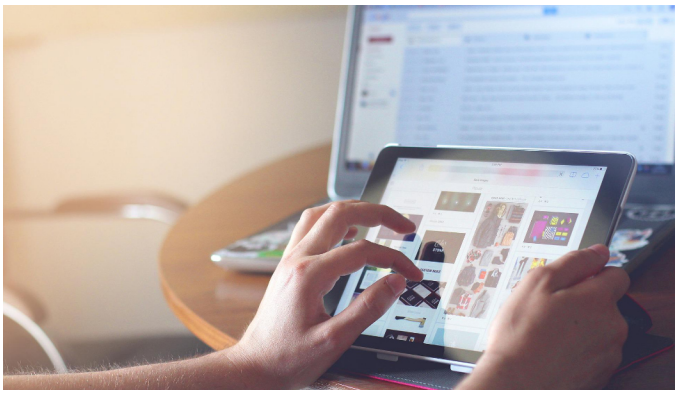
The professional and technical services sector has had strong growth over both the short-term (1-year) and long-term (10-years); this sector gained 92 jobs over the last year, and 274 jobs over the last 10 years; and had an increase of 36 establishments over the last year, and 120 over the last 10 years.

This trend shows there is already progress in industry diversification, and the potential for establishing businesses of a variety of sectors in the region.

Strategy 5: Resource Guide

The Summit Region already has a strong entrepreneurial ecosystem with partners and programs that include:

- Summit Economic Partnership (SEP)
- NWCCOG Resources
- Northwest Colorado SBDC
- Local Groups
- Summit Biz – CoStarters
- Summit Chamber
- CMC Business Program
- Coworking Spaces



By increasing the accessibility of information on resources, the SEP can support entrepreneurs so they start their local business with increased chances of success.

The resource guide will be a central repository for information–a one-stop-shop for both logistical information to navigate the local startup process, and connections to local networks and technical assistance. The resource guide can take the form of a webpage and brochure.

First Step: Inventory local networks and programs, available commercial properties, business startup requirements, sources for capital, and other resources as identified as useful by the business community.

Strategy 6: Economic Gardening

Second-stage companies provide the majority of job creation and tend to sell to external markets, which brings outside dollars into the community. Economic Gardening® is a strategic approach to facilitate business growth by providing customized information to second-stage companies–addressing their strategic issues and enabling them to grow.

Second-stage companies are businesses that have advanced beyond the startup phase but haven't reached maturity. They typically have 10 to 99 employees and generate about $1 million to $50 million in annual revenue, although these numbers can vary, especially in rural areas.

There are a variety of ways to provide Economic Gardening, an SEP run program, assistance from the National Center for Economic Gardening, or an accelerator program to assist target businesses.

First Step: Select target criteria and develop approach for identifying and inviting local businesses to participate in the Economic Gardening program.

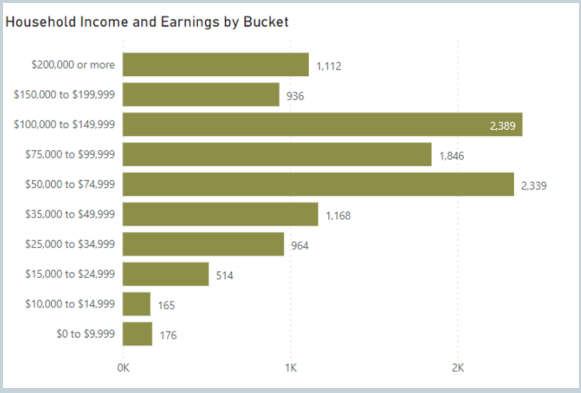
Workforce Development

Workforce development is a people-first approach to upskilling workers for long-term success, to foster prosperity for individuals and communities. Usually workforce development initiatives include training and continuing education programs to facilitate career pathways. While the residents of the Summit Region need pathways to economic prosperity, in most cases the individuals are already highly educated. Therefore, rather than upskilling the local workforce, the SEP's focus is on helping residents leverage their education to provide for themselves and their households.

The NWCCOG's 2021-2026 Comprehensive Economic Development Strategy speculates that the next shift in the economy will be towards the knowledge and creative economy with many jobs and activities related to technology, research, design, and entrepreneurship. While the industry diversification strategies will diversify the types of jobs available in the area in the medium- and long-term, the workforce development strategies will help community members access economic prosperity in the short-term.

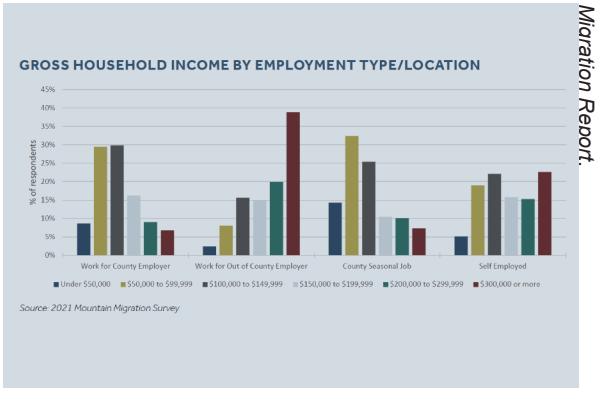
Challenges

Source: U.S. Census Bureau, American Community Survey, 2016-2020. Better City.



According to the 2018 Self Sufficiency Standard, the income families need to pay basic expenses in Summit County, such as housing, child care and food, is much higher than the government's official federal poverty level. A Summit County family with one adult and one preschooler, for example, needs annual income of $64,225 to make ends meet–more than three times the federal benchmark of $16,460 for a family of two. In 2020, 26% of Summit County households have income of less than $50,000.

Source: NWCCOG, 2021. *Mountain Migration Report.*

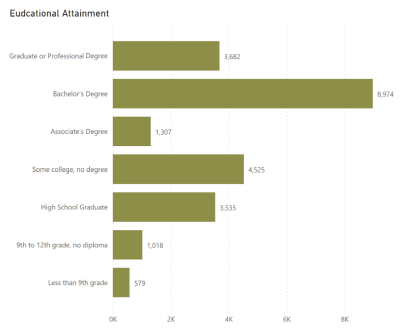


Households working for out-of-county employers, which predominately include newcomers and part-time residents, mostly earn over $150,000 per year (75%). The majority of households working for county employers within the study area earn under $150,000 per year (70%).

The majority of full-time residents employed locally cannot successfully compete for housing when escalated demand and prices are driven by households earning much higher incomes.

Opportunities

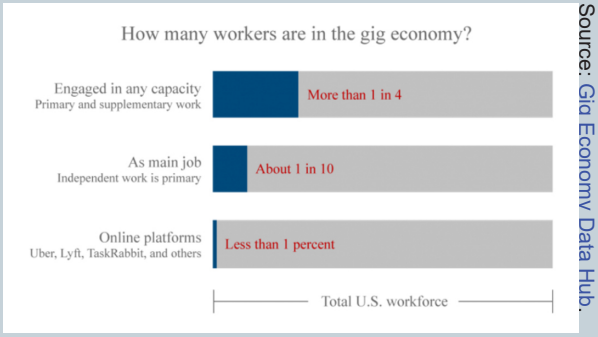
Source: U.S. Census Bureau, American Community Survey, 2016-2020. Better City.



The Summit County workforce is highly educated. 59% of County residents have a college degree (5% Associates, 38% Bachelors, and 16% Graduate).

The low earnings are not due to lack of skill or education–rather lack of local high-paying work opportunities.

Source: Gig Economy Data Hub.



Surveys indicate that 25-35% of U.S. workers engage in gig work on a supplementary or primary basis.

53% of all freelancers provided skilled services in 2021, up from 50% in 2020. 51% of workers with postgraduate degrees are freelancers, up 6% since 2020.

Source: Freelance Forward Economist Report, 2021.

Strategy 7: Non-Traditional Work Resources

Residents of the Summit Region highly value a work-life balance. Many live in the area–despite the high cost of living and low wage jobs–because they appreciate the quality of life the region provides.

While many residents are working two or more jobs to provide for themselves and their families, work opportunities that would pull them away from the community or reduce is undesirable to many community members, even if it would increase their earnings.

New technologies improve access to non-traditional work opportunities, making it possible for people to supplement their earnings in a flexible way, filling in the gaps with free-lance or gig contract work. The SEP can provide resources that enable workers in the region to access non-traditional work opportunities as needed for those who need a flexible option to supplement their earnings. The strategy is to provide a “menu of options” that community members can use as needed. Following are suggestions for the types of resources to include:

- Compile a ‘work local directory’ that would connect contract workers to employment opportunities locally. This program (which could consist of an online platform and local coordination efforts) would enable locals to find piecemeal work opportunities within the region, and help businesses find gig workers to fill staffing gaps.
- Lack of benefits is a barrier to pursuing non-traditional work opportunities. While the Summit Chamber and the Small Association Leadership Alliance provide the Summit Choice Healthcare Program for businesses and individuals to help provide for medical expenses, the SEP would like to continue to explore options, such as the Colorado Secure Savings Program or other community-centered approaches to supporting businesses and individuals in obtain healthcare, retirement, investment advice, and other benefits or pooled resources.
- Continue to coordinate with CMC, Chamber, SBDC, and other organizations to ensure that there is a functional network that facilitates connection between workers, employers, and educators. This coordination effort is intended to support job seekers obtain training, opportunities to apply for work, and learn about what work is available. It is also meant to support the educators and business to know what additional development and programs would help the local workforce to excel.

First Step: Collect and disseminate information that makes non-traditional work accessible to community members. Find out what benefits-related challenges (such as retirement) exist for local employers and freelance workers, and identify/launch programs to fill gaps. Coordinate efforts with businesses, workforce, and educators.

Implementation

The following quick-reference implementation matrices combine the Actions required to implement the Roadmap strategies with specific information regarding the project Lead, Supporting Stakeholders, Resources (available and/or needed), Baseline Metrics or Progress, and Timeline (short/medium/long) for each Action.

While implementation always requires many nuanced steps, these actions are the framework the SEP will use to enact the Roadmap strategies. The matrices are provided to enable SEP to review at-a-glance the high level steps for each strategy.

The metric or progress column holds suggestions for what to tracked to report on progress–these are outputs from actions. As these strategies form a menu of options, SEP's prioritization for implementation will vary based on local input. Recommended metrics for overall tracking of outcomes include increase in household income, increase in percentage in non-tourism jobs, and increase in number of local businesses.

Key Resilience Issue: Community Resilience					
Strategy 1: Community Vision					
Action	Lead(s)	Supporting Stakeholder(s)	Resources	Baseline metric or progress	Timeline
Coordinate with County and consultants to ensure the Community Vision is included in the Comprehensive Plan's project scope.	SEP	Summit County, Comprehensive Plan Consultants	Meetings	Final Comprehensive Plan Document that Includes Vision Plan	Short
Advise consultants to ensure the Vision Plan portion of the project includes broad stakeholder engagement.	SEP	SEP, Municipalities, Summit County, DOLA, FIRC, Mountain Dreamers	Meetings (work closely with Steve Greer–he is leading the Comprehensive Plan)	Total groups engaged in planning process. Should include long-time and new residents, diverse racial groups, and diverse age groups.	Short

Key Resilience Issue: Community Resilience					
Strategy 2: Involve Diverse Voices					
Action	Lead(s)	Supporting Stakeholder(s)	Resources	Baseline metric or progress	Timeline
Identify level of funding needed. Obtain funding to engage firm(s).	SEP	DOLA, CDLE, OEDIT	Grant or TA: Latino Community Foundation of Colorado Grant: AmeriCorps (to pay local volunteer to lead the effort) Grant: Chinook Fund	Total funding obtained (must cover contract).	Short
Engage firm(s) who will conduct gap analysis and facilitate representation from diverse communities in the region.	SEP	DOLA, Summit Foundation, FIRC, Firm TBD	N/A	Completed gap analysis. Total increase in diverse representation. (Require consultants to report on levels of involvement of diverse groups in meetings and committees.)	Medium

Key Resilience Issue: Industry Diversification					
Strategy 3: Innovation Testing Ground					
Action	Lead(s)	Supporting Stakeholder(s)	Resources	Baseline metric or progress	Timeline
Inventory companies currently using new technologies and the companies creating innovative software, automation, and tech that supports Travel and Tourism.	SEP	Chamber, DOLA, OEDIT	Research	List of companies that use new technologies. List of innovative firms.	Short
Identify and hire event planner. Host annual conference.	SEP	Event Planner, SEP, OEDIT	Grant: Meeting and Events Incentive Cash Rebate Grant: Meeting and Events Incentive Direct Support Grant	Total presenters, total attendees.	Short
Support adoption of automation in local businesses.	SEP	Local Businesses	Loan: Colorado Revolving Loan Fund Loan: Northwest Loan Fund Loan: Colorado Credit Reserve	Total businesses who increase in technology use to support workers.	Medium
Become a testing ground for automation technology.	SEP	CMC, DOLA, Chamber, Local Businesses, OEDIT, CDLE	Contact lists (from annual conference)	Total technology tests done by local businesses.	Long
Recruit automation technology companies.	SEP	Municipalities, Local Brokers	Contact lists (from annual conference)	Total new companies recruited.	Long

Key Resilience Issue: Industry Diversification					
Strategy 4: Target Industry Clusters					
Action	Lead(s)	Supporting Stakeholder(s)	Resources	Baseline metric or progress	Timeline
Establish process for evaluating industry growth opportunities.	SEP	DOLA, OEDIT	Research	Completed process map.	Short
Conduct regular evaluation to identify opportunities.	SEP	Chamber, Municipalities, NWCCOG, OEDIT, Workforce Development Board	Meetings	Increase in % of non-travel/ tourism firms.	Medium
Facilitate growth of new industries, via networking and marketing.	SEP	Chamber, Municipalities, NWCCOG, OEDIT,	OEDIT Rural Opportunity Office funding to assist with the cost to build a prospectus (RTAP and Roadmaps) OEDIT Global Business Development Office assistance with lead generation and engagement	Increase in % of non-travel/ tourism firms.	Medium /Long

Key Resilience Issue: Entrepreneurial Development					
Strategy 5: Resource Guide					
Action	Lead(s)	Supporting Stakeholder(s)	Resources	Baseline metric or progress	Timeline
Survey local business community on what resources would be helpful.	SEP	Chamber, Local Businesses	Survey	Survey results	Short
Inventory local networks and programs, available commercial properties, business startup requirements, sources for capital, etc.	SEP	Chamber, Local Businesses, NWCCOG, Summit Biz, CMC, SBDC, Municipalities, DOLA, OEDIT	Research, Meetings	Completed comprehensive inventory	Short
Compile resources into brochure and website; quality check with local businesses.	SEP	Chamber, Local Businesses, OEDIT (Optional: graphic/web designer)	OEDIT Rural Opportunity Office funding to assist with the cost to build a brochure/ website (RTAP and Roadmaps)	Final brochure and website published.	Short
Publish and advertise resource guide.	SEP	Chamber, NWCCOG, Summit Biz, CMC, SBDC	Grant: Google Ad Grant (for advertising availability of resource guide)	Total downloads of resource guide.	Short

Key Resilience Issue: Entrepreneurial Development					
Strategy 6: Economic Gardening					
Action	Lead(s)	Supporting Stakeholder(s)	Resources	Baseline metric or progress	Timeline
Decide how the economic gardening program will function (an SEP program, an Economic Gardening® Program, or an accelerator program).	SEP	Chamber, NWCCOG, OEDIT	Meetings TA/Grant Program: Small Business Accelerated Growth	N/A	Short
Identify and obtain funding to engage the National Center for Economic Gardening (NCEG) or establish a local program.	SEP	DOLA, OEDIT	Grant: REDI Grant: Rural Business Development Grants Grant: RISE	Obtain sufficient funding to launch program.	Short
Select target criteria and invite local businesses to participate.	SEP	Chamber, NCEG, NWCCOG	Meetings	Total businesses participating.	Short
Assess outcomes and repeat process.	SEP	Chamber, NCEG, NWCCOG, DOLA, OEDIT	TBD	Report of positive outcomes from participating businesses.	Medium /Long

Key Resilience Issue: Workforce Development					
Strategy 7: Non-Traditional Work Resources					
Action	Lead(s)	Supporting Stakeholder(s)	Resources	Baseline metric or progress	Timeline
Conduct survey to identify types of non-traditional work that would appeal to the residents based on their skills; and to identify what benefits related challenges are faced by local businesses and non-traditional workers.	SEP	Summit Foundation, FIRC, Municipalities	Survey	Specific list of interests and needs.	Short
Compile and publish resources to help residents engage in non-traditional work. Disseminate information on various programs that fill these gaps. Assist with coordinating and launching local program if appropriate.	SEP	Chamber, SBDC, CMC, DOLA, Summit Foundation, FIRC, Municipalities, CDLE, OEDIT, Workforce Development Board	Research Meetings: Renise Walker at CWDC could speak to large issues of job quality	Completed resource list. Launched program (if needed).	Medium
Coordinate with various organizations to ensure that there is a functional network that facilitates connection between workers, employers, and educators.	SEP	Chamber, SBDC, CMC, NWCCOG, CDLE	Meetings Program: Summit Choice Healthcare Program Program: Colorado Secure Savings Program Grant: REDI Grant: Rural Microentrepreneur Assistance Program	Feedback from Stakeholders that coordination adds value.	Medium /Long

Appendix - Partners

Partners of this Roadmap Project include:

- Summit County Government
- Summit Chamber
- Summit Economic Partnership
- Alma
- Blue River
- Breckenridge
- Dillon
- Fairplay
- Frisco
- Leadville
- Silverthorne
- Summit Foundation
- Northwest Colorado Council of Governments Economic Development District
- Northwest Colorado Small Business Development Center
- Freeport McMoRan
- Colorado Mountain College
- Copper Resort Association
- Keystone Neighborhood Company

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