Economic Resurgence and Resilience Action and Implementation Project

Clear Creek County

Final Report
November, 2017

mass economics

Innovation Economy Partners

Discussion Agenda

1. Executive Summary
2. Overall Approach
3. Summary of Trends and Patterns
4. Thematic Opportunities
5. Implementation Plans
6. Supporting Funding Options
7. Learning from Case Studies
8. Appendix and Supporting Materials

Executive Summary

The following are the key summary points from the 2017 Economic Development Study that was conducted for Clear Creek County:

- Every community has a unique economic signature. There are certain dimensions of the economic landscape that are positive and support economic growth, while there are other elements that can cause challenges for the community. What defines a community's long term economic sustainability is not the immediate combination of such variables, rather the structured processes which enable the community to adapt to the evolving economic conditions.

- In developing this report, the advisory team focused on evaluating these three categories: Clear Creek County's economic strengths and assets, Clear Creek County's economic challenges and Clear Creek County's economic structures that inevitably determine the long term economic sustainability of the county. The opportunities identified have been classified into the following categories: current and new opportunities within existing industry clusters and expanding opportunities into new industries.

- The programs that were developed for the community are aligned to 5 key categories: **Industry Cluster Development**, **Workforce**, **Infrastructure, Local Ecology and Fiscal Planning.**

Executive Summary (continued)

Through detailed evaluation and by testing the concepts with local stakeholders, the program concluded on the following **8 programs**:

Themes	Opportunities
A. Industry Cluster Development	**1. Tourism Economic Base Expansion and Diversification**: Develop strategies that allow Clear Creek to gain greater economic impact through its tourism industry. **2. Mining-Related Asset Transition**: Find ways to leverage the extraction industry assets to support other local industries. **3. Connected Commercial Corridor**: Develop a strategy to enhance broadband connectivity in a specified area. This corridor would then act as an anchor to host technology-related businesses (tele-health, high-tech, etc.)
B. Workforce	**4. Full-Time Employment Stabilization And Employee Attraction**: Find ways to transition part-time seasonal employment to more sustainable full-time employment and create higher-quality, stable jobs.
C. Infrastructure	**5. Develop Access to Affordable Market Rate Housing**: Develop a strategy that allows for the development and restoration of affordable market rate housing stock.
D. Local Ecology	**6. Establish A Cohesive Economic Governance Council**: Need to develop a collaborative leadership forum that allows for more integrated, deliberate and sustained economic progress. **7. Enhance Business Support and Development Resources**: Local support organizations need to align their services to local businesses and deliver tangible/measurable value. Drive local business retention efforts.
E. Fiscal Planning	**8. Establish a Fiscal Modeling Capability:** The county needs to be able to make more objective economic investment decisions (related tradeoffs, ROI schedule, etc.). May need to consider new revenue and taxing structures to address county's growing fiscal gap.

Executive Summary (continued)

A Shift In Direction

- The economic strategy that is captured in this report summarizes the findings associated with the economic resurgence and resilience project (data analysis and modeling, interviews, stakeholder roundtables). As was requested by the key stakeholders at the onset of the program, the strategic planning effort was purposefully structured to go far beyond an academic strategic assessment and instead, strive to translate economic development concepts into practical actions and programs.

- Over the course of the program, the Clear Creek Project Leadership Team concluded that the focus of the effort needed to shift. Upon conducting the first round of program mobilization discussions in the August 2017 timeframe, the team concluded that this project should not be focused as much on the post-strategy program implementation efforts. As such, this report provides conclusions from this initial discussion, but is not able to provide detailed implementation details (project leaders, project details, milestones, etc.). Nevertheless, we expect that some of the key program developments from Grand County—e.g., reinvigorating the lumber/wood products cluster, developing a platform for large employers to coordinate hiring—will also yield benefits for Clear Creek County.

Executive Summary (continued)

Multiple Strategies Timeframes

- The most important conclusions that the report makes about Clear Creek County (CCC) are three-fold. First, the reduction in activity at Henderson Mine combined with the decline in global molybdenum prices relative to earlier years, means that CCC will continue to face significant declines in property tax revenues between now and 2025. This stands in contrast to Grand County, which had much lower dependence on mine revenues, and is expected to see net increases in property tax revenues over the same time period.

- Second, diversification of the Clear Creek economy will require development of new assets, primarily reliable high-speed broadband, modern (preferably turn-key) commercial space, and regional networking capabilities, but also workforce supports (e.g. housing, transportation, etc.). Some of these needs could be addressed simultaneously with the creation of a Connected Commercial Corridor.

- Third, given the fiscal challenges and the importance of avoiding a real or perceived fiscal crisis, Clear Creek County needs to focus on leveraging existing cluster strengths in tourism and recreation to generate revenue. Because of existing taxing structures, this revenue generation will benefit municipalities more than the county itself and may require a reconsideration of service provision responsibilities of different levels of government.

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General Program Approach

The program can be broken into following 4 buckets:

1. Information Gathering
    - Conduct extensive primary and secondary research
    - Gather regional economic data
    - Meet local stakeholders: engage with local, regional and national leaders
    - Review related studies. Key reports include the following:
        - *Georgetown comprehensive plan*
        - *Idaho Springs Comprehensive Plan*
        - *Clear Creek Marketing plan*
        - *Denver Region: Economic Development Strategy*
2. Analysis and Hypothesis Generation
    - Use the information to generate potential opportunities
    - Evaluate the data collected to determine themes and patterns
    - Develop a fiscal modeling tool to better quantify opportunities
    - Develop *Fiscal Summary Report* (*Report*)
    - Develop *State of the Economy* (*Detailed Report*; *Summary Report*)
3. Hypothesis Confirmation
    - Confirm opportunities with local stakeholders
    - Analyze and confirm the hypothesis
4. Strategy Development:
    - Based on the collected information, make final recommendations
    - Develop implementation planning and support
    - Establish a governance structure and associated metrics and tools

Project Plan

2017				2018
Q1	Q2	Q3	Q4	Q1

Phase 1: Develop shared vision/understanding

Outcomes: Detailed data packets for CCC and GC and associated conclusions.

Phase 2: : Fiscal futures analysis, sizing of market opportunities

Outcomes: Model that helps understand the relative fiscal impact/opportunity of EcD projects.

Outcomes: Develop a short list of economic opportunities and establish core teams.

Phase 3: Develop program shortlist

~~*Outcomes: Detailed plan and tools for program management and governance*~~

~~**Phase 4:** Develop detailed implementation plans and Governance structure~~

A Strategic Framework: Three Horizon Approach

A way to think about short term and long term investments, efforts and benefits.

(1) Business Growth Challenges	<u>Horizon 1</u> **Existing** opportunities within **Existing** clusters (Growth)
(2) Industry Value Capture	<u>Horizon 2</u> **New** opportunities within **Existing** clusters
(3) Industry Diversification	<u>Horizon 3</u> Development and growth of **New** clusters. Will require development of **New** assets, both physical and networking

Findings: Critical Local Economic Challenges

Clear Creek will need to focus its short-term efforts on (1) and (2) to address fiscal challenges, while Grand County can approach strategy development without a focus on fiscal issues.

(1) Business Growth Challenges

- There are specific economic barriers that **impede the growth ability** of businesses in the area.

(2) Industry Value Capture

- The **economic value** from existing industry clusters has **not been fully captured**.

(3) Industry Diversification

- The local economy needs to **add new cluster strengths** to grow and diversify the economy.

Findings: Critical Local Economic Challenges

(1) Business Growth Challenges

(2) Industry Value Capture

(3) Lack of Industry Diversification

- There are consistent themes that emerge across the county related to issues that prevent the growth and sustainability of businesses.
- The critical issues include the following:
  1. Limited capital available for business startups and expansion
  2. Lack of high quality business support services
  3. Pervasive challenges in accessing quality workforce
  4. High degree of uncertainty in the local fiscal planning process and the associated downstream impact
  5. Lack of a collective business advocacy
  6. Lack of public and private partnerships to jointly capture local economic opportunities

Findings: Critical Local Economic Challenges

(1) Business Growth Challenges

(2) Industry Value Capture

(3) Lack of Industry Diversification

- A collective, deliberate and a proactive strategy is required to better capture the economic value of Clear Creek County's key existing clusters:

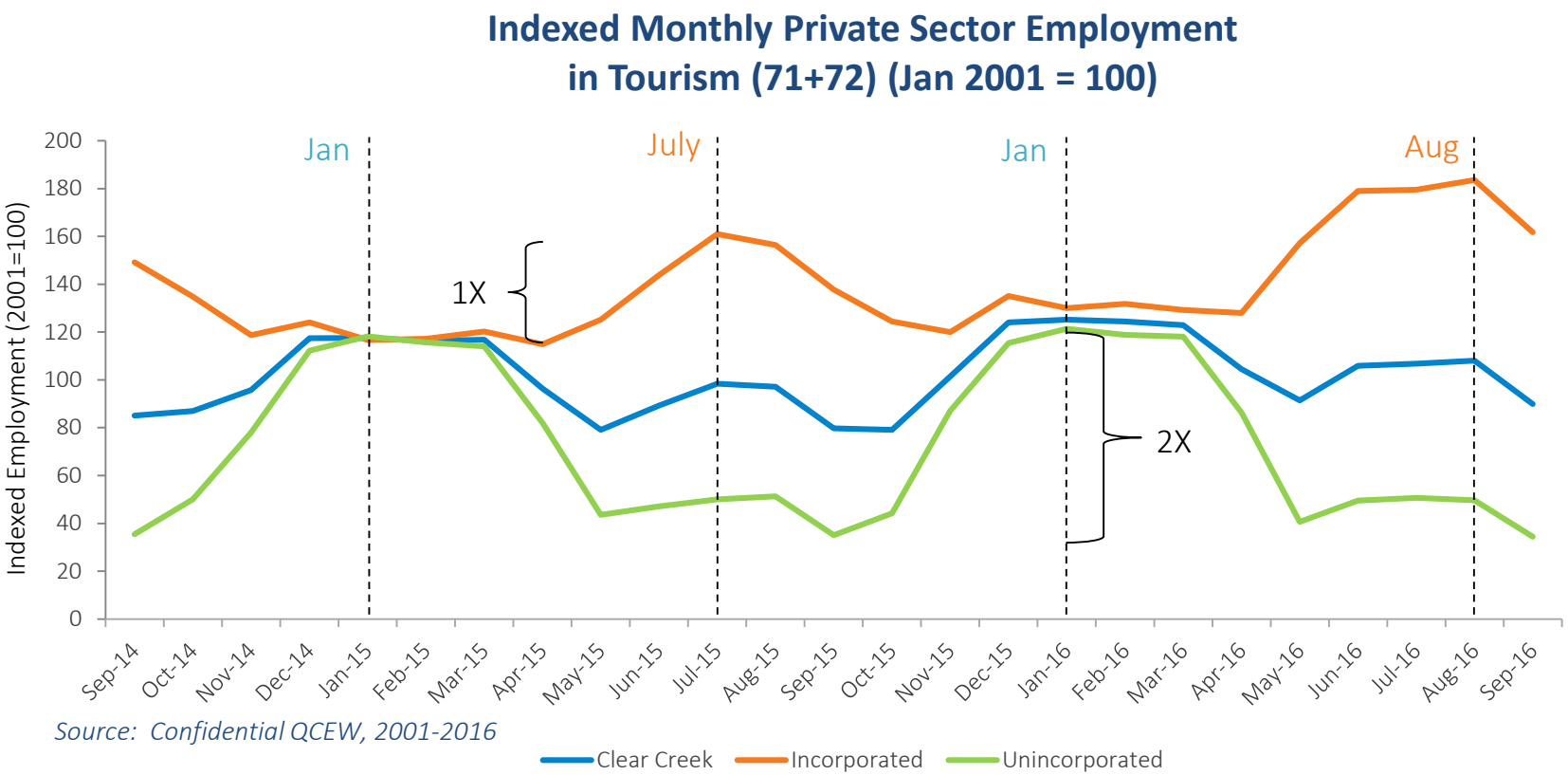
Clear Creek County
• **Primary clusters:** Hospitality, Non-Metal Mining, Electric Power • **Secondary clusters**: Wood Products, Food Processing, Business Services

- Opportunities that need to be further captured:
  - Seasonal Tourism Businesses: Given the seasonality of the tourism industry, there is an array of related economic assets that are underutilized for large segments of the year (e.g. shoulder seasons).
  - (Non-moly) Mining Operations: Develop improved regulatory processes that allow for smaller local mining operations to maximize their growth and sustainability (e.g. related to transportation volumes, environmental oversight, collaboration with regulatory bodies, etc.)

Findings: Critical Local Economic Challenges

(2) Industry Value Capture

The large tourism sector – particularly in the unincorporated portions of CC – is extremely seasonal, with two employment peaks and troughs each year. There is a need to better utilize the county's economic assets throughout the year (e.g. during the "shoulder seasons").



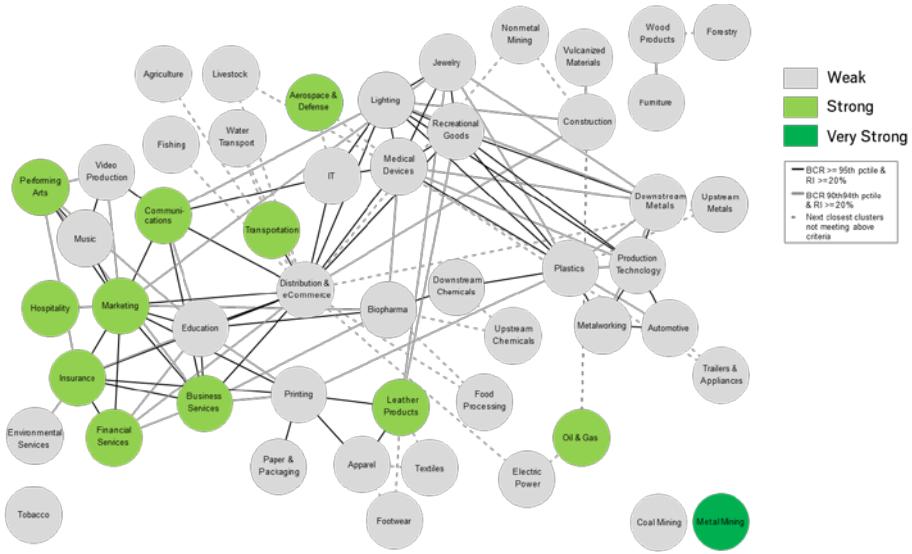
Source: Confidential QCEW, 2001-2016

Findings: Critical Local Economic Challenges

(3) Lack of Industry Diversification

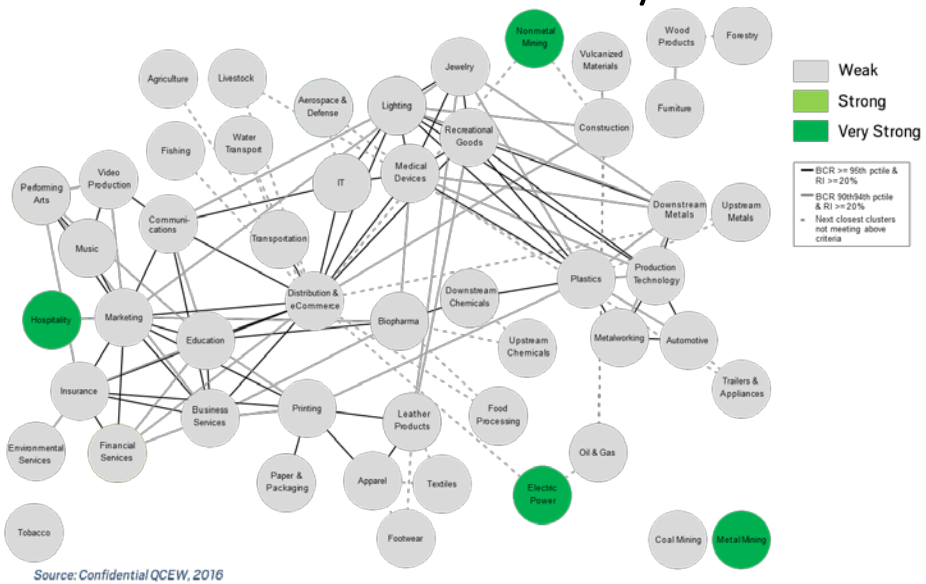
The industry clusters in Clear Creek County are highly concentrated. In contrast, the industry clusters in the Denver MSA are highly diversified. This represents a tremendous opportunity for economic expansion.

Denver MSA



Sources: County Business Patterns, 2015

Clear Creek County



Source: Confidential QCEW, 2016

With the Henderson Mine closure, there will be a major shift in the county's economy and industry clusters. Need to redefine economic anchors in the community.

What can be Clear Creek County's new core strengths?

Findings: Critical Local Economic Challenges

(1) Business Growth Challenges

(2) Industry Value Capture

(3) Lack of Industry Diversification

- Currently the top **two largest clusters** in the county – Hospitality and Tourism and Local Hospitality – account for about **53% of the total jobs** in Clear Creek.
- Diversifying the employment base and creating new sources of revenue will require diversification into new industries.
- **Connected Commercial Corridor**: This will require two sets of strategies: 1) create physical and networking assets to attract and grow new industries. 2) identify potential target industries. Specifically:
    - 1) Given the continued transition of the American economy into the digital realm, it will be imperative for Clear Creek to increase local broadband access. Access to reliable and consistent broadband along with a readily available and trained workforce will be a key magnet to attract new industries.
    - 2) Clear Creek can improve its business attraction effectiveness by establishing stronger within-county collective assets (e.g. incentive package frameworks, commercial property prospectus, etc.) and building networks with economic development leaders across the broader Denver metro.

A Strategic Framework: Three Horizon Approach

The Three Horizon Model allows us to frame the opportunities and evaluate investment tradeoffs.

(1) Business Growth Challenges

Example:
- Increase availability of working capital

(2) Industry Value Capture

Example:
- Create value from tourism assets in current shoulder seasons

(3) Industry Diversification

Example:
- Develop Connected Corridor that links broadband with modern real estate

Source: Slidemodel

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Critical Economic Constraints In Clear Creek County

The following set of slides contextualize the six key economic constraints in Clear Creek County. It is because of these challenges that the leadership in Clear Creek must invest in a diversified strategy that yields a combination of short-, mid- and long-term outcomes.

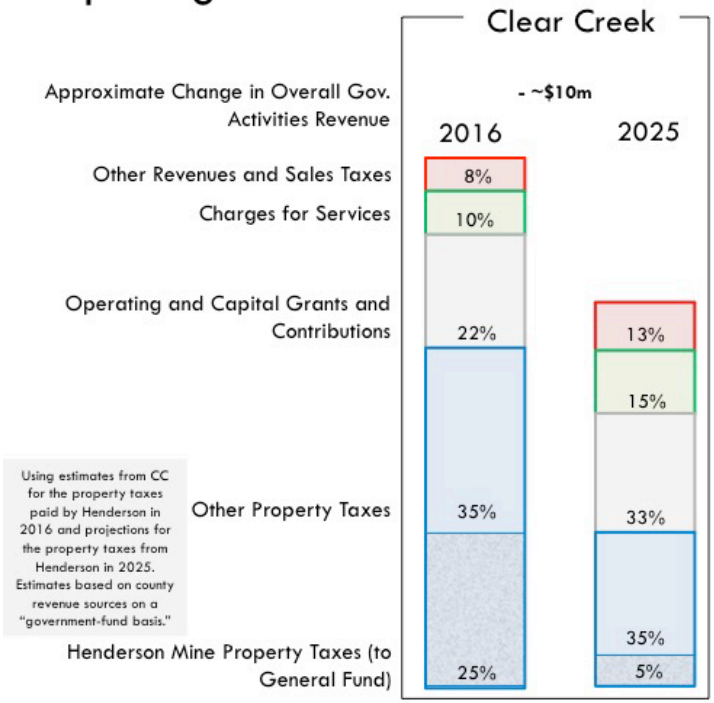
(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
• County financial considerations	• Developable land constraints	• Tourism • Mining	• Broadband • Modern turn-key sites • Housing (see workforce)	• Small population • Population skills • Unemployment rates	• Cohesive leadership structure • Economic development preparation

(1) Economic Constraints: **Unique Developments**

(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
• County financial considerations	• Developable land constraints	• Tourism • Mining	• Broadband • Modern turn-key sites • Housing (see workforce)	• Small population • Population skills • Unemployment rates	• Cohesive leadership structure • Economic development preparation

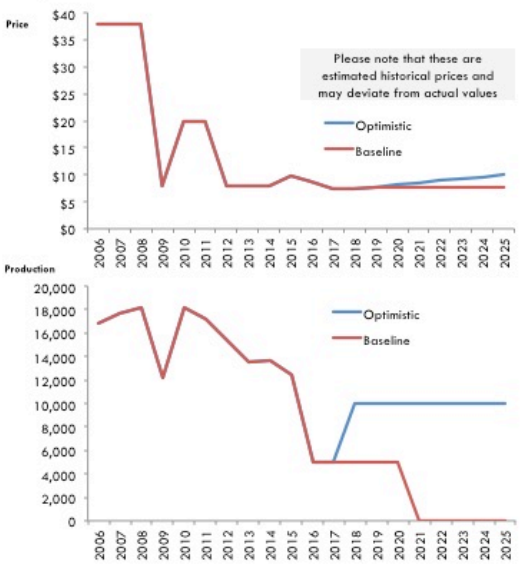
The fiscal crisis in the county will exert immediate and long-term pressures on the programming flexibility of the county.

Projecting the Future



Using Scenarios to Model Uncertainty in Clear Creek

Forecasted Price and Production Levels



Fiscal Impact

	Assessed Property Tax Estimate (to General Fund)		
	2015	2020	2025
Baseline	$9.6m	$3.2m	$0.8m
Optimistic	$9.6m	$3.4m	$1.9m

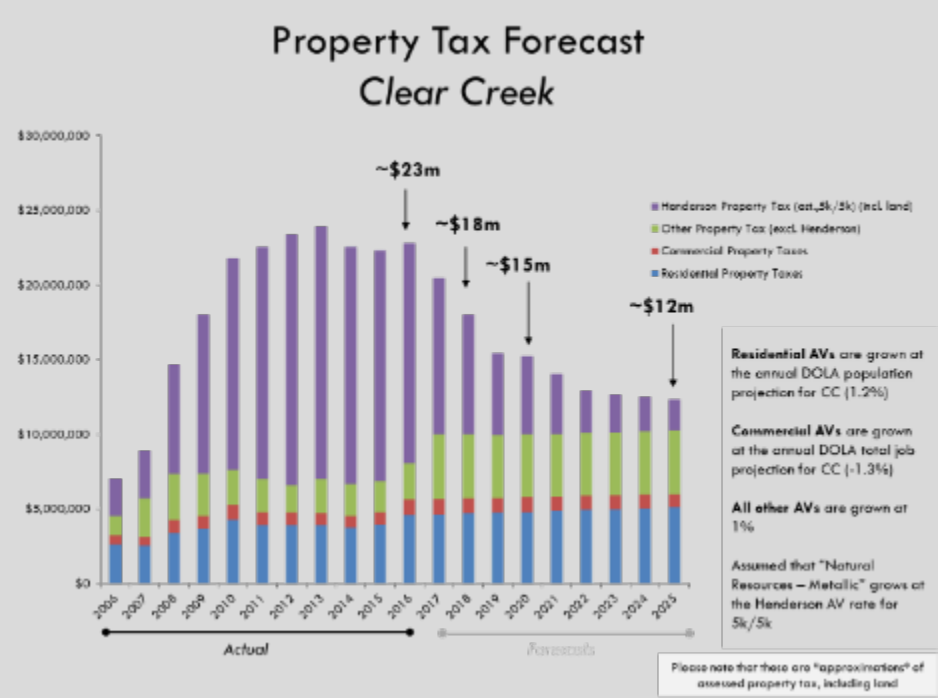
Even under optimistic price and production forecasts, CC stands to lose **approx. $10 m** in property tax revenues

*Actual Value

(1) Economic Constraints: **Unique Developments**

(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
• County financial considerations	• Developable land constraints	• Tourism • Mining	• Broadband • Modern turn-key sites • Housing (see workforce)	• Small population • Population skills • Unemployment rates	• Cohesive leadership structure • Economic development preparation

The fiscal crisis in the county will exert immediate and long-term pressures on the programming flexibility of the county.



- Fiscal modeling estimates that from 2016 through 2020 revenues in CC will fall by approximately $8M.
- Although CC spends more than other small mining counties relative to its population, employment, and elevation, this "over-spending" is only about $2M per year.
- As a result, we believe that CC will need to both cut costs and raise revenue to address its fiscal gap.
- In order to attract firms, workers, and investors, it is imperative that CC not enter into a real or perceived fiscal crisis.

(2) Economic Constraints: **Natural Resources**

(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
• County financial considerations	• Developable land constraints	• Tourism • Mining	• Broadband • Modern turn-key sites • Housing (see workforce)	• Small population • Population skills • Unemployment rates	• Cohesive leadership structure • Economic development preparation

The fiscal crisis in the county will exert immediate and long-term pressures on the programming flexibility of the county.

- Given the land constraints of county – the topography can be challenging and about 75% of the county's land is tax-exempt, publicly owned – there are limited commercial development opportunities. There is a need to:
  - Get strategic about what land – particularly in and adjacent to the towns – becomes reserved (in perpetuity) as open space, public lands, parks.
  - Develop a strategy to better develop and utilize public properties.
  - Create a public process for inventorying under-utilized spaces and available assets (e.g. there are many empty second stories in downtowns).
  - Coordinate broadband build-out with property development (as access to high speed broadband is one of the most critical elements in the development and sustainability of future businesses).
- From an economic development and business attraction perspective, the spaces that do exist are not "turn-key" ready - meaning that they cannot be readily utilized to attract potential businesses.
- Effort needs to be expended to conduct a rigorous commercial property evaluation. Given the limited commercial property stock, the area will be well served to develop central repositories of this data to help rapidly respond to property requests.

(3) Economic Constraints: **Industry Clusters**

(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
• County financial considerations	• Developable land constraints	• Tourism • Mining	• Broadband • Modern turn-key sites • Housing (see workforce)	• Small population • Population skills • Unemployment rates	• Cohesive leadership structure • Economic development preparation

Clear Creek has limited cluster strengths while the region is significantly more diversified. There are opportunities to attract targeted industries and clusters that are growing (and projected to grow further) in the Denver MSA.

- Excluding the City of Denver, three tech-related industries (in italics at right) have gained almost 10K jobs in the region in the past 10 years and these same industries are projected to gain another 5K jobs in the next 10 years
- All five of these industries require robust broadband connections

Top Industries Growing Outside of Denver in the MSA

Industry	Rest of MSA Job 2015	Rest of MSA Job Change 2005-2015	Rest of MSA Projected Job Change 2015-2025
Telemarketing Bureaus and Other Contact Centers	9,400	3,500	2,200
Computer Systems Design Services	6,800	3,800	1,600
Engineering Services	14,400	3,700	1,500
Corporate, Subsidiary, and Regional Managing Offices	25,700	4,700	1,100
Custom Computer Programming Services	6,300	2,400	1,500

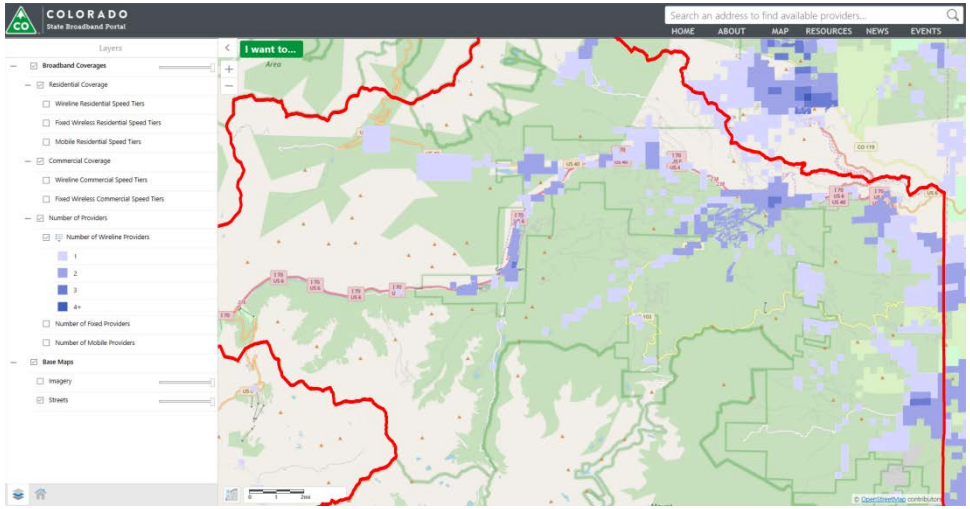
Source: County Business Patterns, 2005-2015

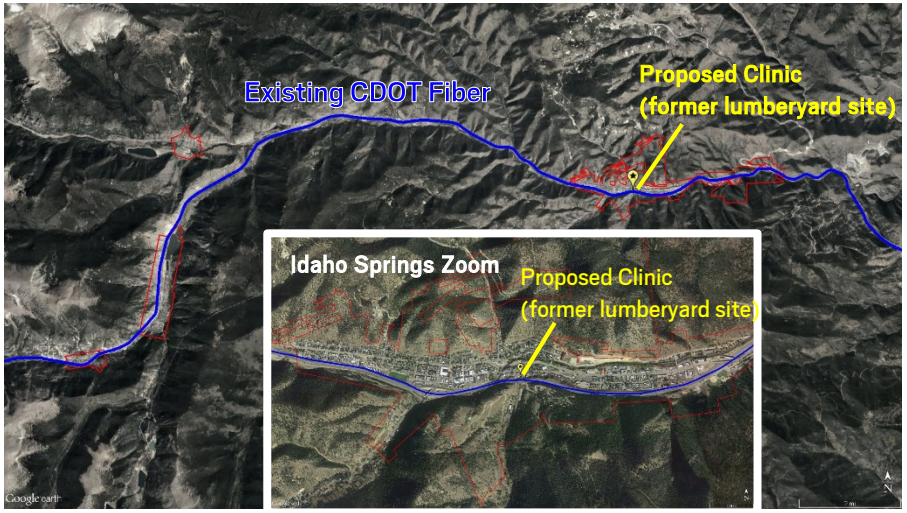
(4) Economic Constraints: **Infrastructure**

(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
• County financial considerations	• Developable land constraints	• Tourism • Mining	• Broadband • Modern turn-key sites • Housing (see workforce)	• Small population • Population skills • Unemployment rates	• Cohesive leadership structure • Economic development preparation

In addition to sites and turn-key ready space, Clear Creek's diversification will require improving and expanding **access to reliable Broadband**.

Current wireline broadband access

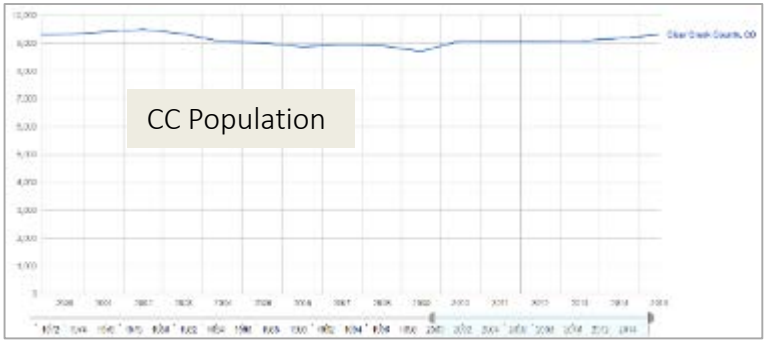


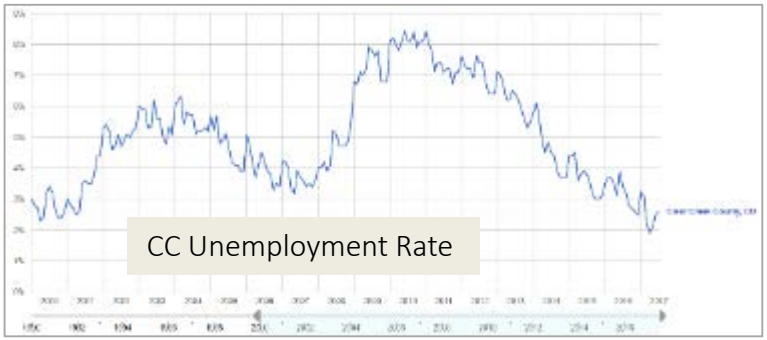


(5) Economic Constraints: **Workforce Assets**

(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
• County financial considerations	• Developable land constraints	• Tourism • Mining	• Broadband • Modern turn-key sites • Housing (see workforce)	• Small population • Population skills • Unemployment rates	• Cohesive leadership structure • Economic development preparation

Another critical constraint to the diversification of the local industry clusters is the strength, breadth and the availability of the local workforce. Unfortunately, across all three dimensions the workforce in Clear Creek is constrained in its ability to support new industry clusters.





- Overall population staying relatively steady. However, dramatic shift is occurring in terms of the population aging in Clear Creek (see Link).
- Many industries – from manufacturing to distribution to call centers – require a scale of available workers that does not currently exist in Clear Creek.
- Unemployment rate is at a record low rate **1.9%.**
- Access to affordable and quality housing is one of the most critical challenges that prevents workforce expansion in the county.
- In order to attract new industry clusters and shift to the digital economy, which allow areas with smaller workforces to compete nationally, a more effective workforce development pipeline will be crucial.

(6) Economic Constraints: **Local Ecology**

(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
• County financial considerations	• Developable land constraints	• Tourism • Mining	• Broadband • Modern turn-key sites • Housing (see workforce)	• Small population • Population skills • Unemployment rates	• Cohesive leadership structure • Economic development preparation

The final critical element that will be required to diversify the economic ecology will be a robust leadership/governance structure that is able to collectively and systematically lead the area through a focused transition process.

- One of the most common points of feedback during the stakeholder interviews has been the inability for the local leaders to collectively drive an economic strategy forward.
- Additionally, a lack of a local platform and incentives for CCC municipalities to jointly pursue business attraction opportunities limits Clear Creek's effectiveness. CCC should create systems to be business attraction ready, with the county and municipalities establishing a process and incentive framework to respond rapidly to related requests.
- Finally, CCC needs to work with Denver metro leaders to pitch the county as an attractive option for firms looking to establish a presence in the Denver MSA.

Economic Constraints: Summary

It is because of these six key constraints that the Mass Economics team is recommending a phased strategy that allows Clear Creek to leverage existing opportunities in the short-term, while creating longer-term asset development and industry diversification strategies.

(1) Unique Local Development	(2) Natural Resources	(3) Business Assets/Clusters	(4) Infrastructure Assets	(5) Workforce Assets	(6) Local Ecology
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Considerations in Selecting Key Initiatives

As we consider the pathways to implementation, it is crucial that the following elements be considered:

1. The **overall fiscal impact** and benefits of the program (e.g. job impact, etc.)

2. Probability of success:
   - The **difficulty and risk** associated with the program implementation
   - Local stakeholder buy-in and **enthusiasm** for undertaking the effort; local organizational and leadership capacity to adopt the program
   - Availability of **resources and funding** to support the program

3. **Amount of time** that will be required to drive economic development outcomes and fiscal impacts

Shortlisting Opportunities

In order to ensure that the programs can drive meaningful impact, the team needs to be extremely deliberate and judicious in shortlisting the projects that can be successfully be implemented.

Focal Themes	Selected Projects	Program Fiscal Impact	Difficulty of Implementation	Time to Impact	Local Enthusiasm	Resource Requirements	Total
A. Industry Cluster Development	(1) Tourism Economic Base Expansion	2	2	1	1	1	7
	(2) Mining-Related Asset Transition	2	2	2	2	2	10
	(3) Local Technology Cluster Development (Health-Tech)	1	2	2	2	2	9
B. Workforce	(4) Stabilize Full Time Employment	1	3	2	1	2	9
	(5) Develop Local Recruitment and Retention Plans	2	3	2	2	2	11
C. Infrastructure	(6) Address Local Housing Gaps	1	2	2	1	3	9
	(7) Make Towns More Accessible from I-70	1	3	3	1	3	11
	(8) Develop Local Transportation Solutions	3	3	3	1	3	13
D. Local Ecology	(9) Establish a Cohesive Local Leadership Structure	3	2	2	2	1	10
	(10) Develop a Business First Orientation	1	2	1	1	1	6
E. Fiscal Planning	(11) Develop a Fiscal Modeling Capability	1	1	1	2	1	6
	(12) Benchmark and Align Fiscal Cost Structure	2	2	2	3	2	11

Subjective Rating Rubric: 1 (Best) – 3 (Worst)

Preliminary Shortlist

Based on the assessment on the previous slide, the leadership has concluded that the following opportunities should be pursued:

Focal Themes	Selected Projects	Total
A. Industry Cluster Development	(1) Tourism Economic Base Expansion	7
	(2) Mining-Related Asset Transition	10
	(3) Local Technology Cluster Development (Health-Tech)	9
B. Workforce	(4) Stabilize Full Time Employment	9
	(5) Develop Local Recruitment and Retention Plans	11
C. Infrastructure	(6) Address Local Housing Gaps	9
	(7) Make Towns More Accessible from I-70	11
	(8) Develop Local Transportation Solutions	13
D. Local Ecology	(9) Establish a Cohesive Local Leadership Structure	10
	(10) Develop a Business First Orientation	6
E. Fiscal Planning	(11) Develop a Fiscal Modeling Capability	6
	(12) Benchmark and Align Fiscal Cost Structure	11

Potential Projects To Pursue

- (1) Tourism Economic Base Expansion
- (2) Mining-Related Asset Transition
- (3) Connected Commercial Corridor Development
- (4) Full Time Employment Stabilization
- (5) Access to Affordable Market Rate Housing
- (6) Establish an Economic Governance Council
- (7) Business Development and Capital Access
- (8) Establish a Fiscal Modeling Capability

Comprehensive set of opportunities

Based on the themes that were identified in the previous section, the following potential strategies can be applied to address the various challenges.

Themes	Opportunities
A. Industry Cluster Development	1. **Tourism Economic Base Expansion and Diversification**: Develop strategies that allow Clear Creek to gain greater economic impact through its tourism industry. 2. **Mining-Related Asset Transition**: Find ways to leverage the extraction industry assets to support other local industries. 3. **Connected Commercial Corridor**: Develop a strategy to enhance broadband connectivity in a specified area. This corridor would then act as an anchor to host technology-related businesses (tele-health, high-tech, etc.)
B. Workforce	4. **Full Time Employment Stabilization And Employee Attraction**: Find ways to transition part-time seasonal employment to more sustainable full-time employment and create higher-quality, stable jobs.
C. Infrastructure	5. **Develop Access to Affordable Market Rate Housing**: Develop a strategy that allows for the development and restoration of affordable market rate housing stock.
D. Local Ecology	6. **Establish A Cohesive Economic Governance Council**: Need to develop a collaborative leadership forum that allows for more integrated, deliberate and sustained economic progress. 7. **Enhance Business Support and Development Resources**: Local support organizations need to align their services to local businesses and deliver tangible/measurable value. Drive local business retention efforts.
E. Fiscal Planning	8. **Establish a Fiscal Modeling Capability:** The county needs to be able to make more objective economic investment decisions (e.g. related tradeoffs, ROI schedule, etc). May need to consider new revenue and taxing structures to address county's growing fiscal gap.

High Level Implementation Strategy

Horizon 1 Time to Value: 0M-12M	Horizon 2 Time to Value: 6 to 24M	Horizon 3 Time to Value: 12 to 36M
Existing opportunities within **Existing** clusters (Growth)	**New** opportunities within **Existing** clusters.	Development and growth of **New** clusters.

(1) Tourism Economic Base Expansion

(2) Mining-Related Asset Transition

(3) Connected Commercial Corridor

(4) Full Time Employment Stabilization and Employee Attraction

(5) Develop Access to Affordable Market Rate Housing

(6) Establish A Cohesive Economic Governance Council:

(7) Enhance Business Support and Development Resources

(8) Establish a Fiscal Modeling Capability

Themes
A. Industry Cluster Development
B. Workforce
C. Infrastructure
D. Local Ecology
E. Fiscal Planning

High Level Implementation Plan (1 of 2)

Outlined below is a high-level plan on how to develop each of the projects and what outcomes they could potentially drive.

Focus Areas	2017	2018	2019	Outcomes
1. Tourism Economic Base Expansion and Diversification	•Establish an integrated board and a promotion plan •Launch an integrated county-wide tourism catalog	•Launch the "Create Here" program •Develop critical new businesses across Clear Creek County •Develop a bundler service to provide integrated services	•Identify and develop additional businesses	•Creation and sustainability of additional businesses •Increased number of "heads in the beds"
2. Mining-Related Asset Transition	•Establish a core team of industry representatives that can develop extraction priorities for the region	•Launch an advocacy calendar •Quarterly industry roundtable lunches •Develop a catalog of regional assets that can be transitioned and further leveraged	•TBD	•Establishment of productive relationships: County leadership, State leadership, industry leaders •Evaluate and leverage potential economic and fiscal benefits of additional aggregate mining
3. Connected Commercial Corridor	•Initiate the broadband grant application process •Identify and work with private sector owners of relevant under-utilized sites •Start development of an RFP process for public sites	•Access the broadband grant •Identify a location for co-working space and a cluster of high tech leaders •Institutionalize RFP process for public sites in the county	•Initiate broadband development •Establish a functioning high-tech cluster •Activate underutilized/vacant public sites	•Access broadband grant •Establish a high-tech cluster •Maximize investment and impact of publicly owned sites
4. Full Time Employment Stabilization And Employee Attraction	•Identify employment partners and establish an agenda	•Establish a virtual platform that facilitates employer and employee networking •Conduct job fair(s) to connect resources/programs to employees	•Establish impactful solutions in the following categories: healthcare, affordable market-rate housing, child care, full time employment, and transportation	•Improved access to employees •Improved employee satisfaction and quality of life

High Level Implementation Plan (2 of 2)

Outlined below is a high-level plan on how to develop each of the projects and what outcomes they could potentially drive.

Focus Areas	2017	2018	2019	Outcomes
5. Develop Access to Affordable Market Rate Housing	•*This effort needs to be defined in partnership with the CC Housing Assessment effort*	•*This effort needs to be defined in partnership with the CC Housing Assessment effort*	•*This effort needs to be defined in partnership with the CC Housing Assessment effort*	•*This effort needs to be defined in partnership with the CC Housing Assessment effort*
6. Establish a Cohesive Economic Governance Council	•Establish program charter and recruit leaders	•Refine charter •Establish funding structures	•Refine charter •Refine funding structures	•A stable program structure •Establish funding runway to sustain the program
7. Enhance Business Support and Development Resources	•Establish the core working team •Identify focal areas where services can be delivered to local businesses	•Establish a business retention and expansion program. Support local businesses with their growth •Use this mechanism to build and refine support programs	•Revise and refine program	•Establish the following growth targets: jobs created, business expansions, capital investment
8. Establish a Fiscal Modeling Capability	•Review potential tools that can be used by EcD to model fiscal investment scenarios	•Develop county-level models that can be used to proactively monitor fiscal imbalances •Establish processes to incorporate learnings into county operations and adjustments	•TBD	•Prioritize economic development strategies based on fiscal outcomes •Ability to proactively identify fiscal imbalances

(1) Tourism Economic Base Expansion & Diversification

Develop strategies that allow Clear Creek County to gain greater economic impact through its tourism industry.

Key Challenges and Opportunities	Local Leaders and Assets	Potential Next Steps
• Lack of a comprehensive **strategic plan** • Lack of a cohesive local marketing **message** • Limited **coordination** among local entities to drive tangible and defined outcomes • Unclear **programmatic metrics** to track the impact of marketing investments • **Private sector** not sufficiently engaged in the local branding and marketing efforts • Area not fully realizing the tourist **spend potential** • This could have the most **important fiscal impact** for the county and towns POTENTIAL OPPORTUNITIES • **(1) Create Here:** Clear Creek County should launch a program to encourage local business development • **(2) Integrated Service Provider:** CCC needs service providers that can offer more "integrated Clear Creek experience packages" to visitors	• County Chamber + Tourism Bureau • Idaho Springs Chamber • Georgetown Promotion Commission • CCECD • Greenway Authority • Loveland Ski Area • Echo Mountain • Georgetown Loop RR • Argo Mine (Mary Jane) • Tall Grass Spa (?) • Restaurant owners • White water rafting owners • Outdoor adventure owners • Hotel owners	• Conduct a meeting with the local tourism stakeholders and define a set of common objectives • Develop a focused promotion/action plan • Actions should be prioritized based on the fiscal impact analysis modeling • Plan should focus on specific customer segments (e.g. activity type, origin, and group composition) and specific shoulder season opportunities • Program should prioritize private sector engagement and development of tourism asset gaps

(1) Tourism Economic Base Expansion & Diversification

We **model tourism** and its fiscal impact in three steps:

1) Customer Segmentation

- **By activity type** – outdoor vs. cultural ("touring") vs. skiing
- **By origin** – domestic vs. international, and for domestic, in-state vs. out-of-state
- **By group composition** – solo vs. couple vs. family vs. friends

2) Distribution of Spending

- Spending categories* include: **lodging, food, transportation, recreation,** and **retail**

3) Fiscal and Economic Impacts

- Based on our estimates of where the spending takes place and which types of tax(es) apply

*Stynes, Daniel. "Guidelines for Gathering Recreation/Tourism Spending Data for Use in Economic Impact Estimation," July 1992. https://msu.edu/user/stynes/mirec/howtosp.htm.

(1) Tourism Economic Base Expansion & Diversification

Customer Segmentation

ORIGIN

Domestic	In-state
	Out-of-State
International	Out-of-State

ACTIVITY

GROUP

Solo Traveler		
Couples		
Friends		
Families		
"Outdoors"-Oriented	"Culture"/"Touring"-Oriented	"Skiing"-Oriented

Data Sources: Choose Colorado OEDIT Annual Report; Longwoods Colorado Travel Survey 2016

(1) Tourism Economic Base Expansion & Diversification

INPUT

1,000 Visitor Trips

→ **260 "outdoor" trips** (=1,079 visitor-days, day + overnight)

→ **290 "cultural/touring" trips** (=1,282 visitor-days, day + overnight)

→ **450 "skiing" trips** (=1,949 visitor-days, day + overnight)

OUTPUT

$616k

LOCAL SPENDING

5

NEW JOBS

$17k STATE

$7k COUNTY

- **$1k** - Clear Creek
- **$6k** - Grand

$19k MUNICIPAL

Sales

- **$400** - Clear Creek
- **$800** - Grand

Lodging

TAX REVENUE

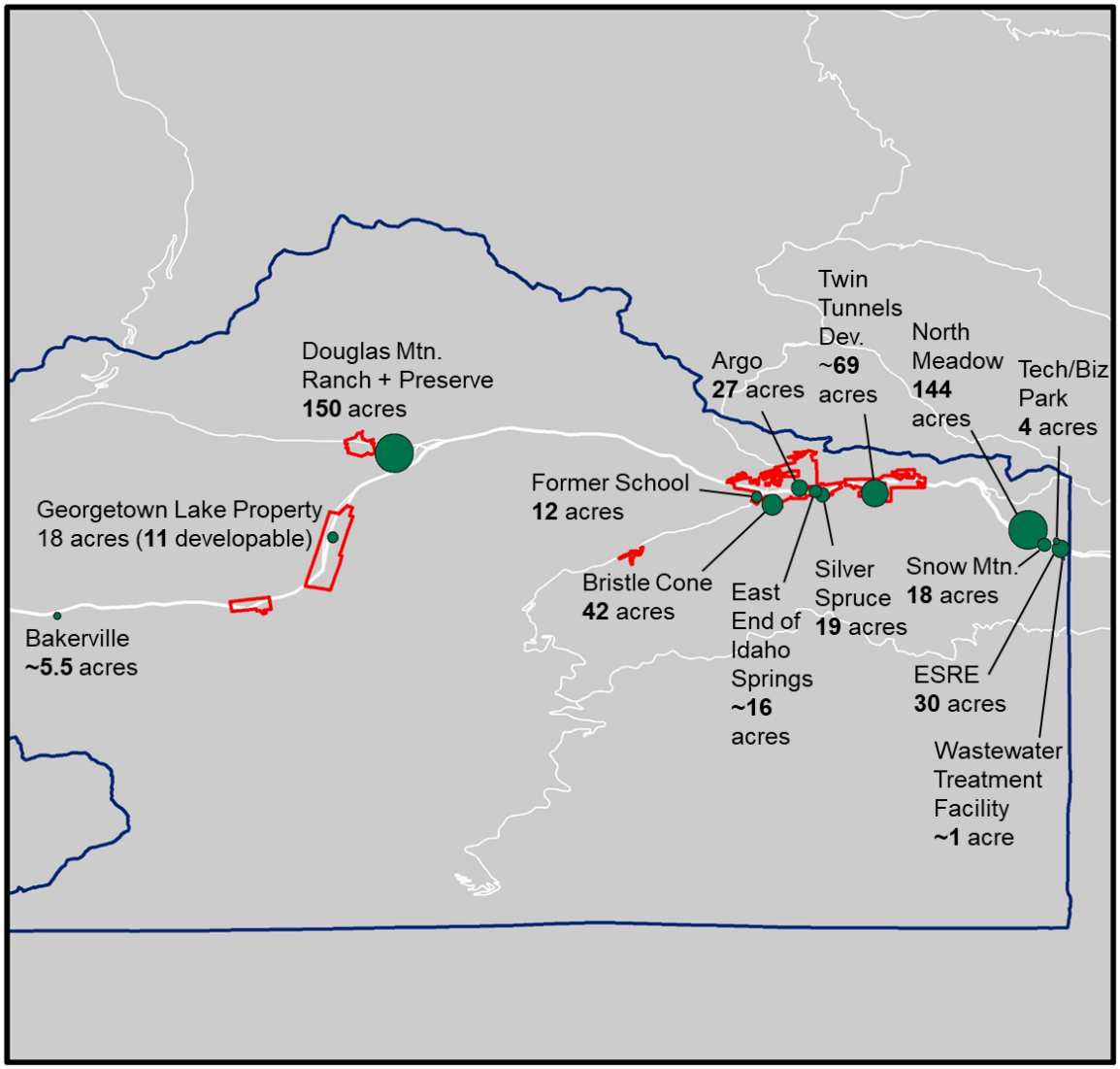
(2) Mining-Related Asset Transition

Identify strategies that can allow the region to capitalize on its rich mining history and the array of regional assets.

Key Challenges & Opportunities	Regional Leaders and Assets	Potential Next Steps
• Region is rich with **mining history** and related assets. • **Assets** include: human capital with an array of skillsets and experiences; cutting edge technology developers; regional patent holders; a wide array of mines operating in the region; and a world renowned mining school in the broader region. • As the mining industry continues to evolve in the coming years, the region needs to determine how to best leverage the regional assets and create a path forward. • Key stakeholder in the mining industry identified issues related to regulatory challenges and a lack of understanding by county leaders around how they can best support the extraction industry.	• School of Mines • Frei Mine (Al Frei) • Argo Mine (Mary Jane) • Al Moshe • Fabian Nelson Fieldgate • Dr. Petri • Kremmling (concentration of mining workers)	• Establish a core group of mining leaders in the region. • Guide the group to identify 1-3 key opportunities that can help benefit the region and their own respective organizations. • Eventual goal will be to find a way to retain and develop mining skills in the region and for the region to become a cutting edge R&D center. • Develop a focused promotion/action plan. • Actions should be prioritized based on the fiscal impact analysis modeling.

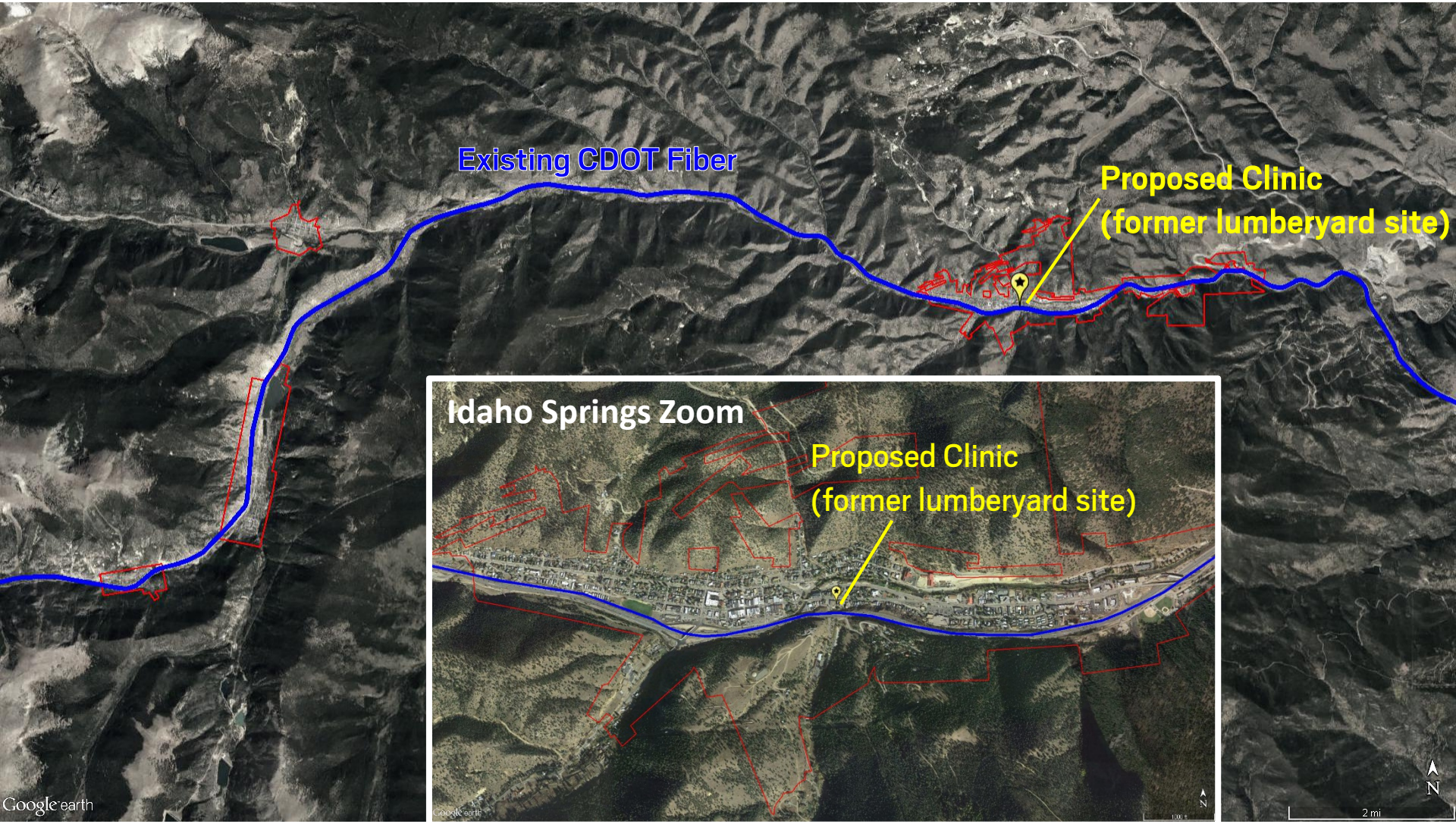
(3) Connected Commercial Corridor

High-speed broadband will only be deployed to relatively small area (at least in the short-term) and need to make sure area aligns with developable RE assets



- There is a unique opportunity to leverage the FCC Tele-Health Grant opportunity.
- The strategy will focus on three elements:
  1. *Expanded Broadband infrastructure*
  2. *Turn-Key Property Development*
  3. *Strategic Business Outreach*

(3) Connected Commercial Corridor



(3a) Connected Commercial Corridor: **Broadband Expansion**

Access to quality broadband will be the core foundation of the Connected Commercial Corridor

Key Challenges and Opportunities	Local Leaders and Assets	Potential Next Steps
• The development and growth of existing and new industries will have a crucial need for broadband access. Given the foundational role that technology plays across industries, it is crucial that the area is prepared to enable this infrastructure. • Broadband will also be a crucial factor in attracting new industries to the area. • In addition to the industrial growth factor, broadband technology is a crucial determiner in attracting and retaining talent. The area is well suited for a workforce that is independent and that seeks to potentially work virtually. • The FCC Telehealth Grant poses a unique opportunity to access funding to develop local broadband infrastructure.	• Economic Development • Business Consortium • Regional Broadband Study Leaders • County Technology Leadership • Colorado Telehealth Network	• Engage with the Colorado Telehealth Network to determine next steps in pursuing the grant application. • Identify potential private developers who can participate in the process, and identify complementary value creation opportunities. • Work closely with the study leaders to determine if there are any short-term opportunities that the area can develop strategies around (e.g. begin by enabling specific locations with broadband access in the county that can become local economic hubs). • Establish and refine a process/plan that enables the team to deliver short-, mid- and long- term impacts.

(3b) Connected Commercial Corridor: **Turn-Key Commercial Property Development**

Establishing readily accessible commercial sites is a critical strategic investment that will enable Clear Creek to attract businesses to the county.

Key Challenges & Opportunities	Local Leaders and Assets	Potential Next Steps
• In order to best leverage publicly-owned real estate for economic and fiscal benefit, a mechanism will need to be established that helps achieve the following: (1) Develop a **cohesive strategy** for the property development that ties into area assets (including broadband). (2) Enable properties with specific **amenities** that makes them more marketable (i.e. create broadband access) (3) Develop stronger **regional partnerships** that allows the area to put together effective and collaborative marketing (4) Engage in an **RFP processes for public sites, including schools,** to attract the best ideas and maximum investment and impact. • *Given the acute fiscal situation in Clear Creek County, whatever steps can be taken to help disparate partners to collaborate and collectively drive impact will help alleviate the fiscal crisis.*	• Economic Development Agencies • Colorado Economic Development Commission • Local chamber organizations • A local technology business council • In addition: the group will need to be comprised of regional leaders who can help close deals with targeted business leads	• Meetings with local EcD support organizations and business leaders. • Identify list of potential commercial properties, prioritize and highlight them in the focal marketing plan, and develop a specific vision for each property. • Start development of an RFP process for public sites in the county. • Launch the proactive marketing process for the properties and institutionalize RFP process for public sites.

(3c) Connected Commercial Corridor: **Industry Cluster Expansion**

Horizon 3 Focus: Development and growth of **New** clusters.

Key Opportunity	Local Stakeholder and Leaders	Potential Next Steps
Assets that support this strategy: • Need to focus on cluster development by attracting firms in strong, growing industry clusters in the Denver MSA that are looking for a unique, attractive environment that is still close to the city. • The two material challenges that need to be addressed in the area are: (1) Lack of workforce density can be a challenge in developing a concentrated talent network. (2) The biggest challenge for the area stems from the limited access to quality, affordable housing in the area.	<u>Clear Creek</u> • County Commissioners • Regional services business leaders • County Economic Development Office • Regional real estate leaders	• Identify and convene the leaders that need to be part of this discussion. • Review and refine the priority of needs and identify a path forward. • Identify key technology businesses/industries missing from the local economy (e.g. tele-health) that need to be recruited. • Review ways to create a regional tax incentive structure that promotes collaboration and development. • Launch a business attraction strategy (see initiative 3d). • Establish a detailed plan that outlines the path forward (activities, timing, stakeholders and leaders).

(3d) Connected Commercial Corridor: **Collaborative Attraction Process**

Horizon 2 & 3 Focus: Development and growth of **New** clusters.

Key Challenges & Opportunities	Local Leaders and Assets	Potential Next Steps

• In order to develop a business attraction strategy that is able to deliver the greatest impact, one critical barrier needs to be addressed. The issue relates to the incentives structure among the economic developers and key stakeholders in the area.
• Often, economic developers are handicapped in their ability to expend resources to attract businesses because local politics and perceptions prevent them from offering the best business location to the perspective suitor.
• As such, ensuring that the right business attraction incentives are established will improve the effectiveness of economic development agents that work county-wide.
	• Economic Development Agencies
	• Colorado Economic Development Commission
	• Local chamber organizations
	• Town mayors and managers
		• Map current incentive (formal and informal) structures that determine the behavior of the local economic development agents.
		• Identify key gaps in the value proposition and identify ways to bridge these gaps.
		  • Update economic development staff performance review criteria to incentivize cross-jurisdiction collaboration.
		  • Metro Denver EDC, with a strong code of ethics, information sharing, a shared vision and strategy, and anti-poaching enforcement, is a national model for collaborative regional organizations.
		  • Consider tax revenue sharing for any cooperative attraction efforts and/or "finders fees"?

(4) Full Time Employment Stabilization and Employee Attraction

Horizon 1 & 2 Focus: **Existing** opportunities within **Existing** clusters (Growth)

Key Challenges and Opportunities	Local Leaders and Assets	Potential Next Steps
• One of the most consistent areas feedback was the need for a stronger **pipeline of employees** in the area. • Every business, regardless of its size, industry focus, or location, identified the need for a more **steady workforce**. • This issue is especially exaggerated in the **seasonal businesses** such as hospitality, recreation, and tourism. • The challenges that the employees expressed to us were as follows: (1) Lack of quality **health care** coverage, (2) Lack of **year-round employment**, (3) Lack of quality and **affordable supporting infrastructure** – i.e. housing, transportation, child care. • Opportunity: While the issues outlined here are quite sizable, several major employers are interested in the creation of a **local temporary employment agency** that could recruit talent and place them over the course of the year in counter-cyclical businesses.	• Employers of various sizes. Especially the major employers: ski resorts, railroad, government, restaurants, Argo Mine, etc. • Employee representatives • A handful of vetted temp agency leaders who can provide guidance and context • Regional jobs and family services representatives • Red Rocks College Leadership • Chamber and Tourism Board	• Conduct a preliminary discussion with the stakeholders and begin evaluating the broader concept. • Make notes of key challenges and opportunities. • Shortlist potential options and phase 1 activities. • Establish a detailed plan of action with key stakeholder and activity owners. • Launch the efforts.

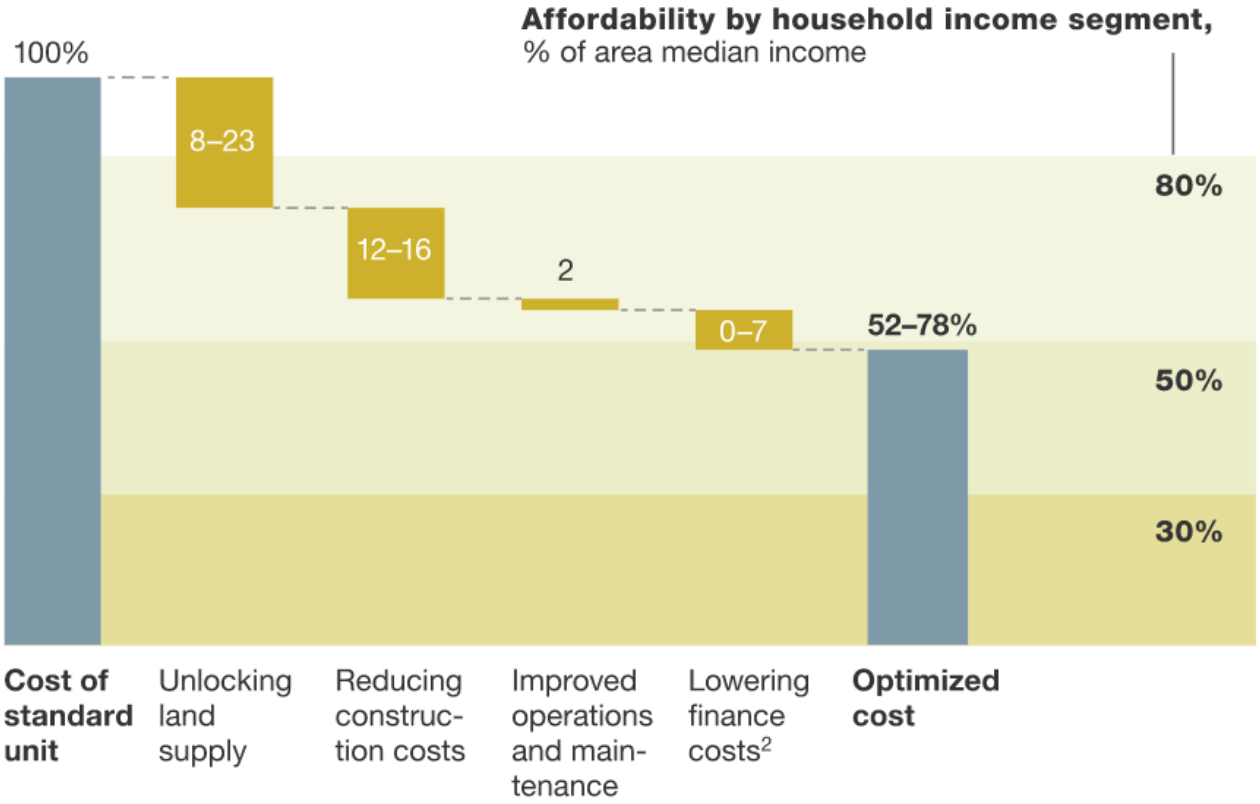
(5) Develop Affordable Market Rate Housing

Horizon 1 & 2 Focus: **Existing** opportunities within **Existing** clusters (Growth)

Key Challenges and Opportunities	Local Leaders and Assets	Potential Next Steps
• Most critical local issue identified relates to the **availability of quality, affordable housing** for individuals looking to live or work locally. • This issue primarily affects individuals in low- and middle-income brackets. • Several local businesses spoke about the challenges of hiring and retaining a workforce given the lack of housing in the area. • Entities like the Housing Cohort continue to make positive progress forward. There may be an opportunity and value to integrate their efforts with the other economic initiatives outlined in the plan.	• Local major businesses • Local Housing Cohort • USDA rural real estate investments	• Connect with the Housing Cohort team and identify ways to better connect their efforts with the other program streams. • Establish and refine a process/plan that allows the Housing Cohort team to deliver short-, mid- and long-term impacts. • Identify and work directly with local businesses that are facing acute employee housing challenges and identify ways in which they can create direct investments to alleviate affordable market rate housing shortages.

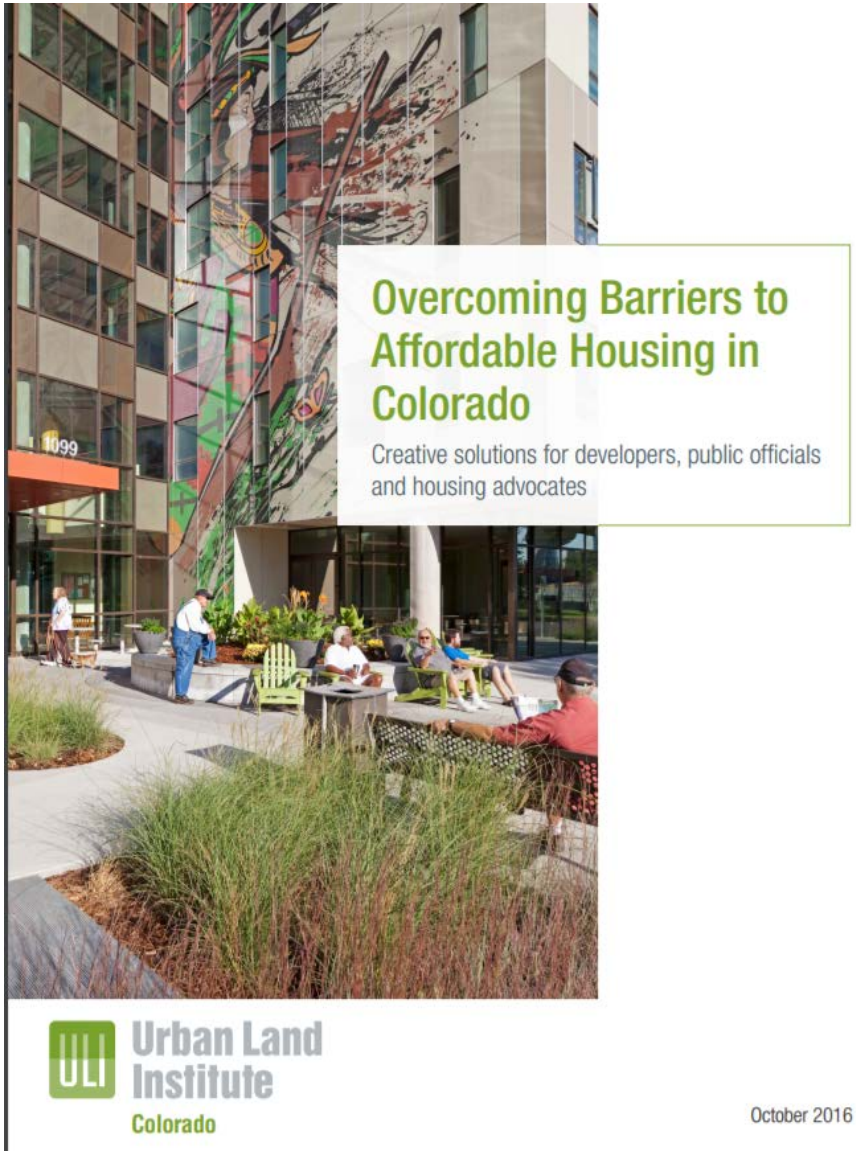
(5) Develop Affordable Market Rate Housing:
Variables that can help achieve affordable housing

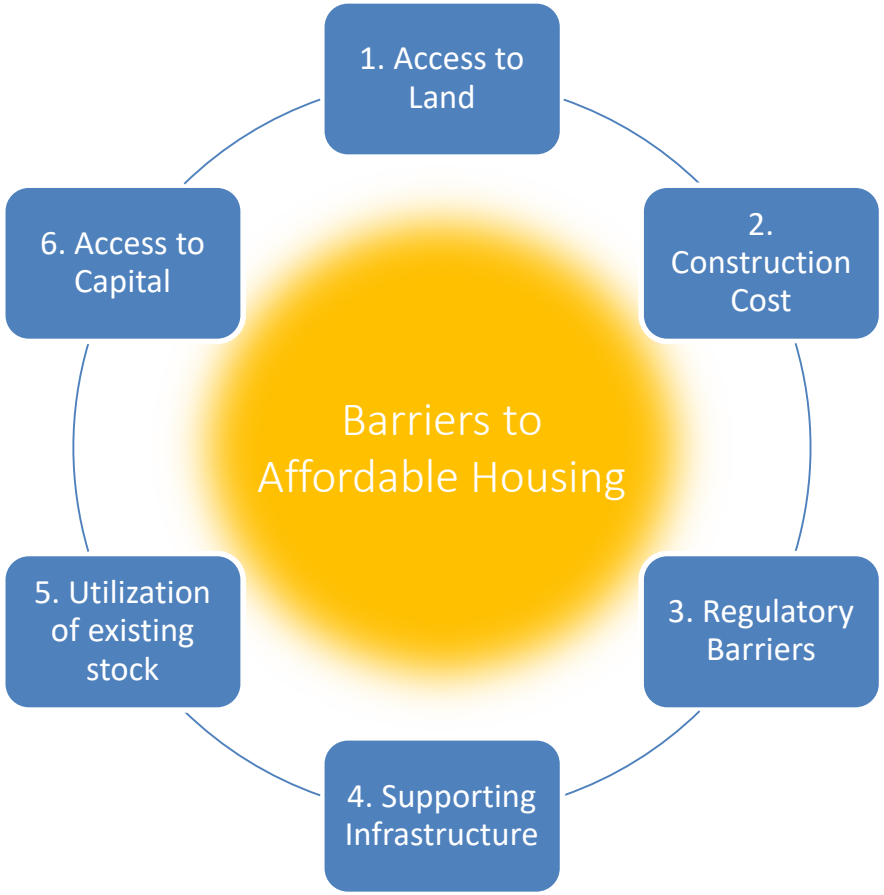
Affordability gap = the difference between the cost of an acceptable standard housing unit (which varies by location) and what households can afford for housing using no more than 30 percent of income.[1]



McKinsey Report: Link

(5) Develop Affordable Market Rate Housing: **Best Practices**





Link to the paper

(5) Develop Affordable Market Rate Housing:
Case Studies, Best Practices and Examples

Critical Challenges	Potential Mitigation Strategies
(1) Access and Cost of **Land**	• Property mapping; Identify vacant and underutilized land • Combination of incentives and disincentives to unlock land • **EXAMPLES:** Effective Land Trusts: LINK1 LINK2
(2) **Cost:** Materials and Construction	• Develop partnerships with vocational programs • Develop county wide preferred vendor programs to access improved material costs • **EDUCATION**: Modular vs. Manufactured homes LINK • **EXAMPLE:** Steps taken by employers LINK • **EXAMPLE:** Louisville, CO: Manufactured home development LINK
(3) Regulatory Support	• Invest in infrastructure improvement projects that lower the cost on private sector • **CASE STUDY:** on Breckenridge's investment in affordable housing options: LINK; Breckenridge housing study: LINK; Boulder LINK1 LINK2 • **TOOLS:** Affordable housing regulatory tools LINK1 LINK2
(4) Current condition and capacity of **local infrastructure**	• Develop a strategic plan to drive improved utilization of existing infrastructure (infill development) • Develop a phased county wide infrastructure development plan to develop capacity
(5) State of **current housing stock:** (Short term rentals, Dark homes, blight, etc.)	• Review and refresh town ordinances • Develop resources to improve property oversight • **ARTICLE**: Mountain communities regulate short term rentals LINK • **PROGRAM**: Summit county program to work with second home owners LINK
(6) **Access to capital**	• Leverage the above activities to demonstrate county's to attract additional funding • **CASE STUDIES & RESOURCES:** Link to examples of Colorado that have successfully implemented affordable housing solutions LINK; Lakewood, CO LINK

(5) Develop Affordable Market Rate Housing: **Highlights from Breckenridge**

Breckenridge CO Housing Study (LINK)

Focal Areas:

- Drive Collaboration
- Capture Critical Data
- Established long term plan
- Development and Preservation

Recommended Countywide Strategies

1. Create a cooperative, countywide strategic plan for future workforce housing development that strives for diversity in pricing and unit type within each basin and takes into account the number of units needed, land availability, location, pricing, owner/renter mix and existing units provided.
2. Develop and maintain a consolidated record keeping system on all deed restricted units.
3. Establish a one stop shop for sellers and buyers of deed restricted homes, with clear information on what it means to purchase a deed restricted home, including the process of purchase and the process of resale.
4. Establish a rental clearinghouse where property managers can list available units.
5. Create a housing rehabilitation program to preserve housing that is now affordable but in need of repair.
6. Develop a strategy for housing retiring employees.
7. Create housing preservation strategies aimed at preserving free market units now occupied by employees.
8. Modify and/or create purchase/buy down programs so that deed restrictions are placed on existing free market units in locals neighborhoods, with a focus on units at risk; prohibit purchase of condominiums unless in unique properties that will serve year round residents.
9. Implement a standardized method for calculating affordable prices initially and at resale.

These countywide recommended strategies are described in greater detail in Section 8 as are basin-specific recommendations.

(6) Establish A Cohesive Economic Governance Council

Horizon 1 Focus: **Existing** opportunities within **Existing** clusters (Growth)

Key Challenges and Opportunities	Local Leaders and Assets	Potential Next Steps
• Clear Creek is littered with strategic plans that have been unable to be implemented. • One of the critical reasons for this pattern is that typically when strategic plans are created, they **lack a sound governance structure** that can own the plan and see it through fruition. • To address this critical challenge, the program will develop a core governance team and **empower** it to take explicit ownership of the program • The team will maintain **accountability and connectivity** across all stakeholders responsible for the delivery of the various initiatives. • White paper: Importance of regional interconnectivity	• County Commissioners • Town Mayors and managers • Economic development agents • Business leaders • Regional stakeholders (CDOT, USFS, etc.)	• Finalize key programmatic themes that need to be pursued and identify respective leaders. • Recruit leaders on the governance team. Individuals should represent both the public and the private sector. • Develop a draft of a governance charter. Critical to identify onboarding and offboarding parameters, duration of term, span of responsibilities, and mitigation strategies for potential issues. • Formally establish the Governance Committee with signing of the charter. • Establish a multi-year program execution plan.

(7) Enhance Business Support and Development Resources

Horizons 1 & 2 Focus: **Existing** opportunities within **Existing** clusters (Growth)

Key Challenges and Opportunities	Local Leaders and Assets	Potential Next Steps
• One common feedback from business leaders across both CCC and Grand is that the quality and quantity of business support entities is insufficient. Specifically, there is a need for **capital providers** (funding), **mentoring, business coaching, technical assistance** (e.g. marketing, accounting, finance, real estate, etc), **business round-tables and peer networks.** • Need to determine how CCC can be a stronger partner for local business growth. • **The Opportunity**: Develop a targeted list of companies that are of strategic priority to the area and then initiate a proactive campaign to engage with them. These discussions should be viewed as a way to connect with businesses, gain an understanding of their needs and then to proactively develop solutions for the business community at large.	• SBDC • Economic Development Organization • Red Rocks Community College • Capital providers (e.g. banks) • Business leaders	• Identify the team that will be part of the business outreach process, develop business engagement questionnaire, evaluate specific gaps and needs. • Begin developing a local business asset/resource catalog. • Work with local partners to find ways to develop solutions (e.g. identify successful biz owners to act as local mentors, organize biz and capital provider networking events, etc).

(8) Establish a Fiscal Budgeting Modeling Capability

Horizon 1 Focus: **Existing** opportunities within **Existing** clusters (Growth)

Key Challenges and Opportunities	Local Leaders and Assets	Potential Next Steps
• Given the Henderson Mine reductions (and perhaps eventual closure), CCC is going to experience critical **budget shortfalls** in the coming years. • Strategic steps need to be taken to help increase the size of the tax base and the associated tax collections. • Need to incorporate findings from the Mass Economics fiscal modeling tool to inform the impacts on revenue of different economic development opportunities.	• County Commissioners • County fiscal officers • County Manager • County Economic Development agents	• Review the options with key stakeholders related to making changes in the fiscal planning process. • Classify these changes into short-term and long-term buckets; prioritize short-term fiscal budgeting modifications. • Refine processes and establish core team that will oversee the fiscal transformation efforts. • Implement a short set of strategies tailored to the fiscal future of the county in relation to the mine that addresses fiscal gaps through economic development strategies (e.g., tourism and new businesses).

Discussion Agenda

1. Executive Summary
2. Overall Approach
3. Summary of Trends and Patterns
4. Thematic Opportunities
5. Implementation Plans
6. Supporting Funding Options
7. Learning from Case Studies
8. Appendix and Supporting Materials

Meeting Calendar

August 28 - September 1, 2017

Oakland, California | Today 95°F/67°F | Tomorrow 92°F/68°F | Sunday 86°F/66°F | Search Calendar (Ctrl+E)

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
	28	29	30	31
6 AM				
7				
8		**Small business development, capital access** Mountain Parks Electric Main Office 321 West Agate Avenue, Gr Thom Goff		**FW: Full Time Employment Stabilization Session w/ Mass Economics** Majestic Building, 1630 Miner Street, Idaho Springs C3 Forward/Mass Economics
9			**FW: C3 Forward Steering Committee Mtg. w/ Mass Economi** Majestic Building, 1630 Miner Street, Idaho Springs C3 Forward/Mass Economics	
10	**Large tourism board meeting** County Administrative Building, 308 Byers Ave, Hot Sulphur Springs, 2nd Floor BOCC boardroom Thom Goff	**FW: Housing Solutions** Mountain Parks Electric Community Room, 321 West Agate Avenue, Granby, CO 80446 DiAnn Butler	**FW: Small Business, Development and Capital Access Sessio** Majestic Building, 1630 Miner Street, Idaho Springs C3 Forward/Mass Economics	**FW: Coordinated Clear Creek County Attraction; EcD Land Use Strategy Session w/ Mass Economics** Majestic Building, 1630 Miner Street, Idaho Springs C3 Forward/Mass Economics
11				
12 PM	**Lunch @ Azteca** Azteca 395 E Agate Ave, Granby, CO 80446 Thom Goff	**Stakeholder Engagement Update** Mountain Parks Electric Main Office 321 West Agate Avenue, Granby CO 80446 Thom Goff		
1				**Clear Creek County and Mass Economics to meet with Laura** 1445 Market Street, Denver, CO 80202 Teresa Lynch
2		**Wood Product Industry** Mountain Parks Electric Main Office 321 West Agate Avenue, Granby CO 80446 Thom Goff	**FW: Tourism Expansion and Diversification Session w/ Mass Economics** Majestic Building, 1630 Miner Street, Idaho Springs C3 Forward/Mass Economics	
3	**Tourism expansion and diversification** County Administrative Building, 308 Byers Ave, Hot Sulphur Springs, 2nd Floor BOCC boardroom Thom Goff			**Clear Creek County and Mass Economics to meet with Esked** 7335 E Orchard Rd, Greenwood Village, CO 80111 Teresa Lynch
4				
5				

Mobilizing Implementation Strategies

- As noted earlier, in Clear Creek the Advisory Team was able to conduct one round of stakeholder discussions. This section captures key points raised in these discussions. The conversations were not comprehensive and certain elements of the strategies were not discussed. (see below)

Focus Areas	Program Teams
1. Tourism Economic Base Expansion and Diversification	(Cohort 1)
2. Mining-Related Asset Transition	(not discussed)
3. Connected Commercial Corridor	(Cohort 3)
4. Full Time Employment Stabilization And Employee Attraction	(Cohort 4)
5. Develop access to affordable market rate housing	(not discussed)
6. Establish A Cohesive Economic Governance Council	(Cohort 6)
7. Enhance Business Support and Development Resources	(Cohort 7)
8. Establish a Fiscal Modeling Capability	(not discussed)

Overall Findings

- **Tourism anchor businesses** owners would like to find ways to more effectively promote the area, share assets and develop capabilities that can help the county provide a higher quality of life for its employees.

- The major opportunity that the **tourism industry** faces is to re-image/brand the area and develop key assets that can deliver greater quality of life for its employees.

- **Local business support** organizations have an opportunity to develop more integrated support to local businesses.

- Clear Creek is also well positioned to **market its assets** to attract key businesses to the area and, in the process, support physical redevelopment.

Proactively Mitigating Implementation Risks

In developing a local economic development strategy, it is most crucial that potential program risks are identified early, respective mitigation strategies be developed and potential issues be proactively managed.

Potential Programmatic Risks

1. There is a lack of formality in the **program structure** which makes the governance process unsustainable.
2. There is a lack of programmatic buy-in amongst critical **local stakeholders**. There is a lack of support and enthusiasm for specific projects or the overall program.
3. There is a lack of tools, processes, or expectations to be able to drive **programmatic accountability**.
4. The program does not have a **culture of learning**, and as a result potential hurdles and roadblocks become fatally jarring.

[Cohort 1] Tourism Diversification

Attendees:

- George Marlin, Georgetown Market and Scraps-to-Soil
- Rob Goodell, Loveland Ski Area
- Nell Bailey, Henderson Mine
- Chip Bair, Beau Jo's
- Scott Yard, Smokin Yard's BBQ
- Mary Jane Loevlie, Argo Mine and Idaho Springs resident
- Ursala Cruzalegui, Idaho Springs Chamber and Scraps-to-Soil
- Patti Tyler, Idaho Springs Chamber and Shotcrete
- Fred Klaas, Echo Mountain
- Paul Boat, Georgetown Heritage and Culture Center
- Cassandra Patton, Clear Creek Tourism Bureau

Overall Objective:
Drive public engagement both within and outside the county.

[Cohort 1] Tourism Diversification | Discussion Summary

Discussion Highlights

- Need to understand what everyone else is working on; set up meetings across the different organizations; create a map of organizations and determine what each one is working on
- Find ways to support and enhance county-wide brand; make the *county* the destination and not just Loveland Ski Area, Beau Jos, etc
- Need to change perceptions of CC, do a better job telling story and branding the county
- Need for more hotel rooms and parking
- Explore opportunity around mid-level elevations? (i.e. make CC a "base camp" before going to higher elevations)?
- Need to provide red carpet training (e.g. Chamber ambassadors)
- Need to explore the opportunity of a real estate transfer tax to raise $ and fund programs benefiting the county
- Bring back the winter and summer trail guides. Disseminate within and without the county
- Effort to bring more film production to CCC and reactivate the film commission

Immediate Next Step:

- Begin collecting information about each organizations' marketing efforts and assets - MassE

Short Term	Mid-Term	Long-Term
2017	2018	2019
PROACTIVE STORY TELLING • "Adrenaline in 30 minutes"; "Adrenaline Capitol" • Establish a story telling calendar	• How can we compete and win the "All American City" challenge (http://www.nationalcivicleague.org/) • Establish a branded local hashtag	• Drive local citizen enthusiasm and engagement. Connect with local audiences and improve perceptions of CCC.
TEAM COMPOSITION • Expand representation from summer biz (e.g. rafting, RR)	• Establish a diverse core team.	
INTEGRATED PROMOTION • Identify the specific areas where each private and public organizations has marketing assets. • Establish a cross-promotion and marketing plan – Cassandra/Lindsey/Mary Jane	• Develop inter-website links to cross-promote county-wide events.	• Achieve a specific revenue and customer traffic lift in targeted seasons and segments

[Cohort 3] Connected Commercial Corridor (and effective land use)

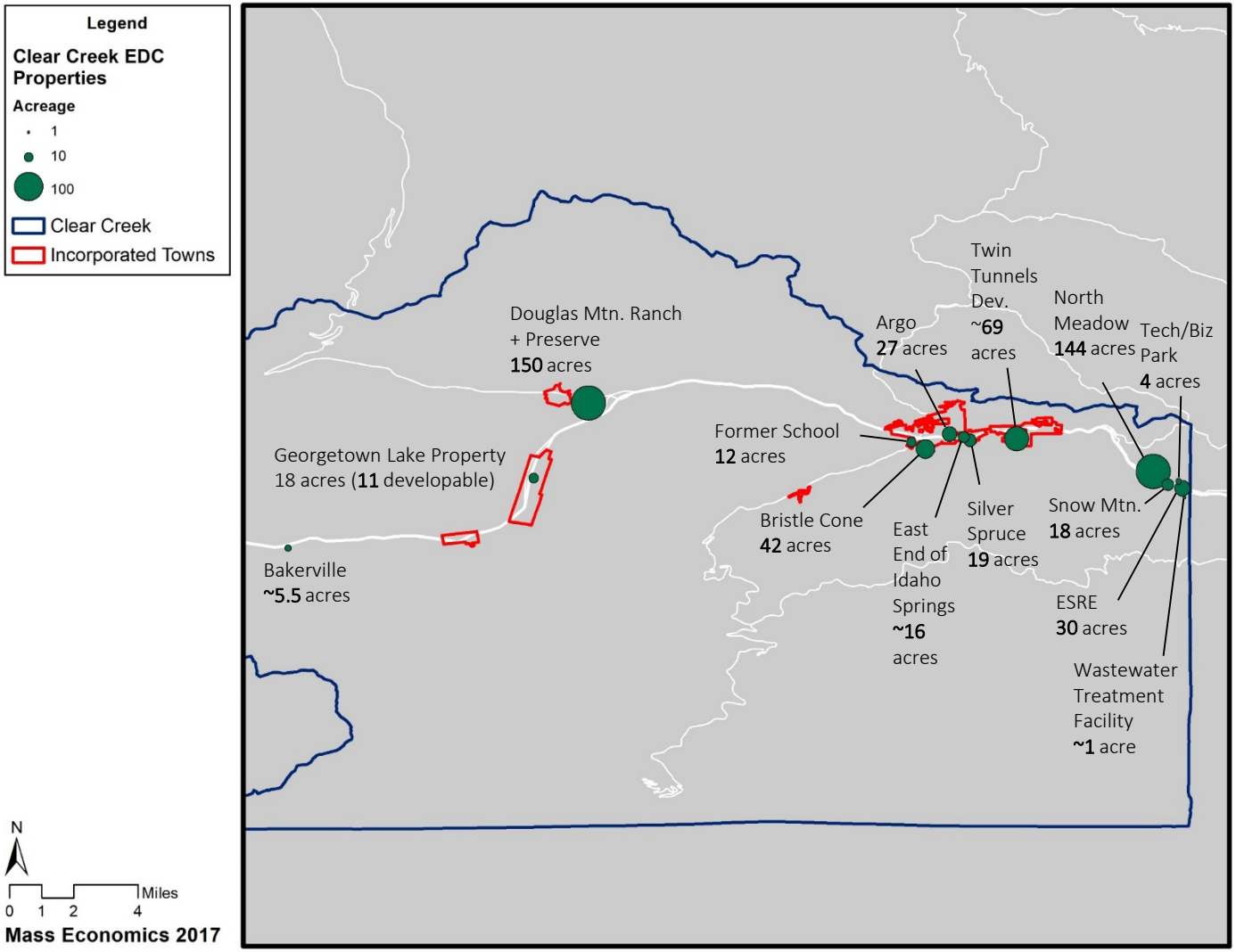
Attendees:

1. Mitch Houston, President of School Board
2. Andy Marsh, Idaho Springs City Administrator
3. Mike Hillman, Idaho Springs Mayor and Wildfire Restaurant owner
4. Jamie Shapiro, Downtown Colorado Inc
5. Fred Klaas, Echo Mountain
6. Julie, Intern for Georgetown
7. Frederick Rollenhagen, Clear Creek Community Development Director
8. Alan Tiefenbach, Idaho Springs Community Development Planner
9. Jim Leonard, resident
10. George Marlin, Georgetown Market and Scraps-to-Soil
11. Nell Bailey, Henderson Mine
12. John Bryan, Communications Specialist

Overall Objective:
Establish a set of tools and processes that helps optimizes land usage for the betterment of the community.

[Cohort 3] Connected Commercial Corridor (and effective land use)

- Most of the CCEDC properties are around Idaho Springs and the Floyd Hill area
- The two largest opportunities are Douglas Mtn. Ranch + Preserve (150 acres, just east of Empire) and North Meadow (144 acres, just west of exit 247)
  - Topography of both of these sites may reduce usable acreage and/or increase costs

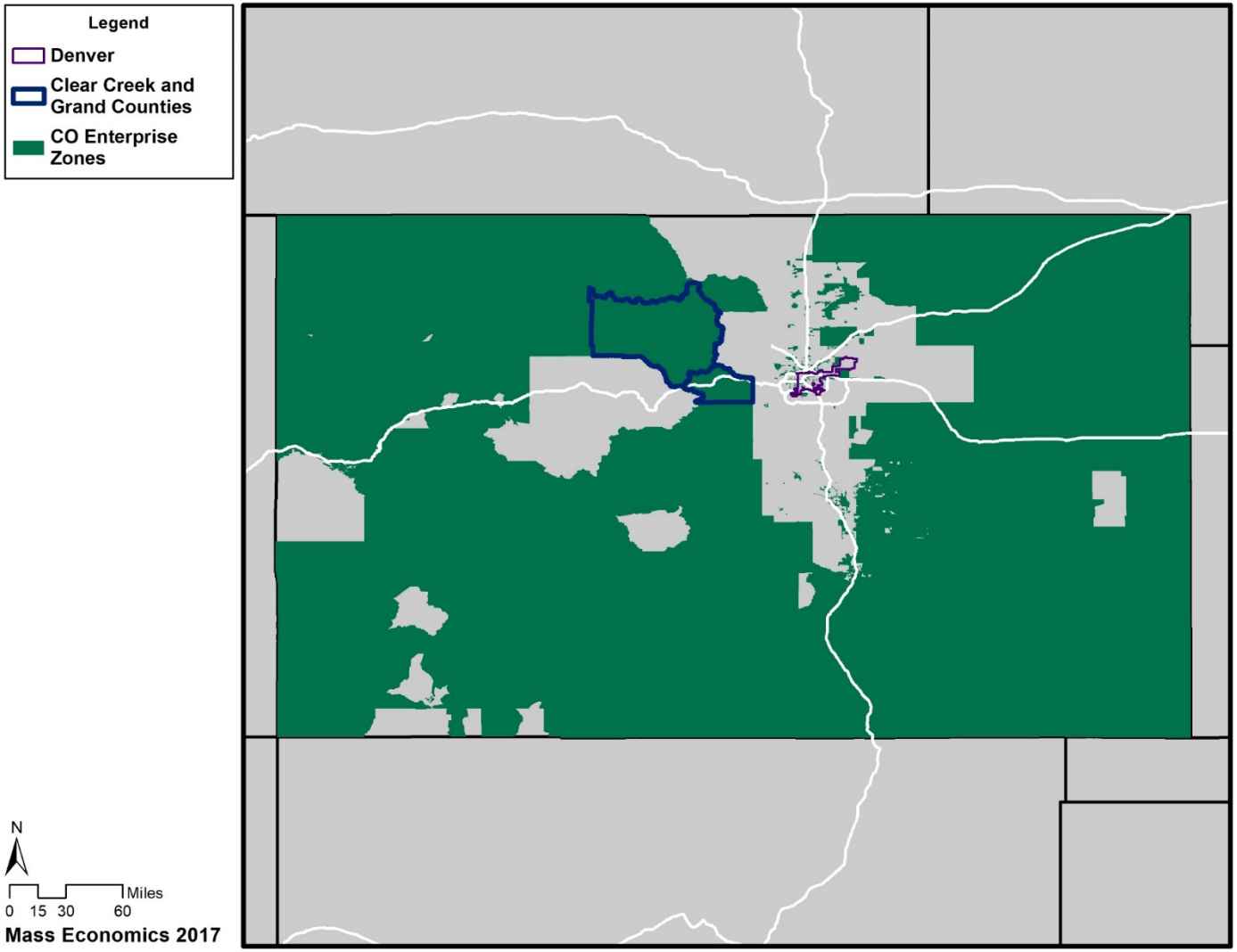


Source: http://www.clearcreekedc.org/property.html

[Cohort 3] Connected Commercial Corridor (and effective land use)

Leverage the County Enterprise Zones

- Effective January 2016, the entirety of Clear Creek and Grand counties are defined as CO Enterprise Zones, which provides various credits for development and jobs



Source: http://choosecolorado.com/doing-business/incentives-financing/ez/

[Cohort 3] Connected Commercial Corridor (and effective land use)

Enterprise Zones: Tax Credits

BUSINESS INCOME TAX CREDITS	INCENTIVE AMOUNT
Investment Tax Credit	3% of equipment purchases
Commercial Vehicle Investment Tax Credit	1.5% of commercial vehicle purchases
Job Training Tax Credit	12% of qualified training expenses
New Employee Credit	$1,100 per new job
Agricultural Processor New Employee Credit	$ 500 per new job
Employer Sponsored Health Insurance Credit	$1,000 per covered job
R&D Increase Tax Credit	3% of increased R&D expenditures)
Vacant Building Rehabilitation Tax Credit	25% of rehab expenditures (hard costs)

ADDITIONAL EZ INCENTIVES	INCENTIVE AMOUNT
Manufacturing/Mining Sales & Use Tax Exemption	Expanded S&U tax exemption in EZ
Contribution Tax Credit	25% cash/12.5% in-kind on contributions to EZ projects

Sourcehttp://www.clearcreekedc.org/programs.html

[Cohort 3] Connected Commercial Corridor (and effective land use)

Areas of Discussion Today

- Compile up to date **property database** and online mapping tool (website) with parcel ownership, (useable) acreage, existing buildings, zoning, land use, utilities (water, sewer, electric, broadband, and perhaps even construction cost estimates for any missing utility hookups), etc

- Identify **available/relevant incentives** for developers; include requests/plans in the RFP process for key sites to help direct development and achieve goals

- Strengthen **Relationships** with key local partners: CDOT, Open Space Commission, Forest Services, etc.

- Identify publicly owned land – federal, state, and local gov – and explore potential for development, land transfers, land swaps, parcel assembly, etc

- Develop better **consumer flow** through the area

- Drive **public education** regarding development strategies (infill, congestion, support costs, etc.)

What can be jointly accomplish in <u>4 months</u>, <u>1 year</u>, and <u>3 years</u>?

[Cohort 3] Connected Commercial Corridor (and effective land use)

Driving Best Value and Utilization of Key Parcels

In developing an RFP/RFQ for sites:

1) Include the history of the site, give people context.
2) Identify available incentives - local, state, federal (e.g. Enterprise Zone) and/or willing lenders, etc.
3) Include any recent/expected adjacent investments; show developers that money is coming in and that their investment will be protected (reduce perceived risk).
4) Give developers a directional push, based on use(s) and/or design the municipality/county wants for the parcel and area strengths.

Example RFQ and webinar for a specific parcel:
http://www.aecf.org/m/privy/universityave-webinar.pdf
http://www.aecf.org/m/privy/universityave-RequestforQualifications.pdf

Sourcehttp://www.clearcreekedc.org/programs.html

[Cohort 3] Connected Commercial Corridor (and effective land use)

Discussion Summary

Discussion Highlights
• County needs to evaluate how a land bank could be utilized in the area
• Need to determine the role of philanthropic organizations in the community. How can they be used to support and bridge potential development opportunities
• Need to determine access to water in various parts of the county (a very precious resource)
• Need to create industry- and opportunity-specific incentive packages for sites to attract developers
• Governance of the process is a critical risk; need to make sure these efforts supersede politics

Short Term	Mid-Term	Long-Term
2017	2018	2019
GOVERNANCE MODEL • Develop a plan to engage with local leaders and get their buy-in on the overall business attraction strategy – Core Team • Provide ongoing education and plan for consolidated property maps	• Revise/review Idaho Springs zoning	• Property transfer/transition financing options
REAL ESTATE MAPPING • Establish a county-wide real estate map, that contains details such as zoning, utility access, etc. - County • Consolidate the map with the comprehensive plan for each town and county – County	• Conduct homeowner education related to property transition and refinancing	• TBD # of sites developed • Initiate the school property redevelopment efforts
BUSINESS ATTRACTION TOOLS • Establish a prototype of incentive packages – Lindsey/Mitch • Data: traffic counts - Lindsey • Establish IMPLAN as a local economic modeling tool - Lindsey • Establish a closer relationship with the Metro Denver EDC – Lindsey	• Develop incentive package (town-specific + county wide) • Launch IMPLAN mapping and modelling capabilities	

[Cohort 3] Connected Commercial Corridor (and effective land use)

Broadband and Telehealth

Attendees:

1. Eskedar Makonnen, CTN
2. Charlie Wick, CTN
3. John Bottomley, IT Director for Clear Creek County
4. Lindsey Valdez, CCEDC
5. George Marlin, Georgetown Market and Scraps-to-Soil

Overall Objective:
Expand broadband access in the community, so that both telehealth, related businesses and the citizens may benefit.

[Cohort 3] Connected Commercial Corridor (and effective land use)

Broadband and Telehealth| Discussion Summary

Discussion Highlights
• There is an opportunity to pursue the FCC broadband grant.
• Opportunity to use this RFP to develop broader broadband network locally.
• RFP is not competitive. But we do need to make sure that the town addresses all the key requirements in the RFP.
• The grant covers 65% of the costs. Local team has to come up with 35%. The vendor fee to apply for the RFP is roughly 15%. As such, the local community will need to come up with approximately 50% of the match.
• There are benefits and drawbacks to expanding the footprint of the project.
• Need to have local health care providers engaged in this discussion in order to put together a competitive grant.

Short Term	Mid-Term	Long-Term
2017	2018	2019
LOCAL PREPARATION • Gather necessary information for the application (including id-ing health dept. vs Centura sites)	• Apply for FCC $	
LOCAL PARTNERSHIPS • Conduct a follow-on meeting with the Colorado Telehealth Network team and refine next steps		

Immediate Next Step:

- Review the RFP fine print and determine potential local partners – John Bottomley

[Cohort 4] Full Time Employment Stabilization And Employee Attraction

Attendees:

1. Jordan, Loveland Ski Resort
2. Jim Leonard, resident
3. Chip Bair, Beau Jo's
4. Sally Rush, Clear Creek County Housing Authority
5. George Marlin, Georgetown Market and Scraps-to-Soil
6. Julie, Intern for Georgetown
7. Mike Hillman, Idaho Springs Mayor and Wildfire Restaurant owner
8. Andy Marsh, Idaho Springs City Administrator
9. Stephan Andrade, CCEDC Board Member and Pensar LLC
10. Fred Klaas, Echo Mountain

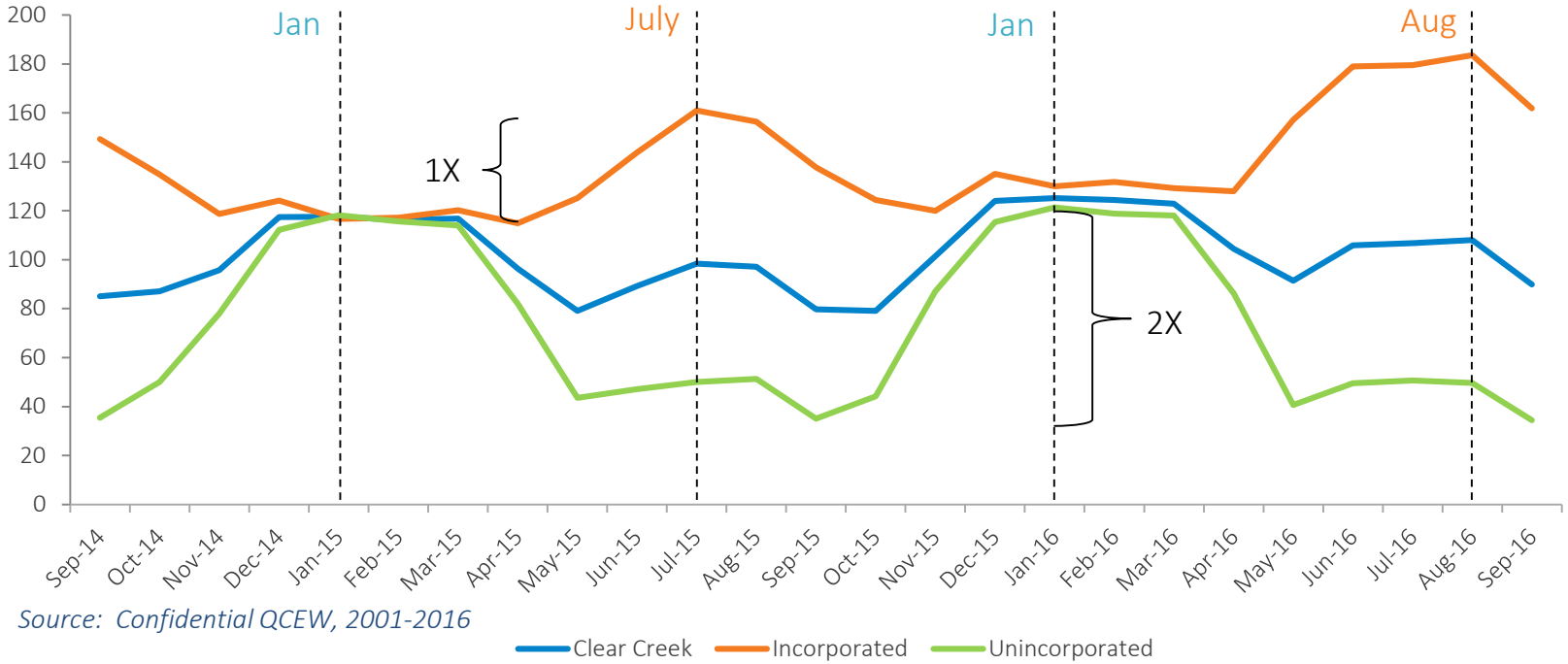
Overall Objective:
Through persistent collaboration address local tourism industries' most critical business challenges.

[Cohort 4] Full Time Employment Stabilization And Employee Attraction

Seasonal Variations in Tourism Employment

- The tourism sector – particularly in the unincorporated portions of the county – are hyper-seasonal
- The peaks and troughs of tourism employment are different – opposite – based on geography (town vs unincorporated):
  - Peak period for the towns are in the summers while this corresponds with the troughs in unincorporated
  - Peak period for the unincorporated areas is in winter while this corresponds with the troughs in the towns
- Peak-trough delta is much larger (about 2X) for unincorporated portions of the county

Indexed Monthly Private Sector Employment in Tourism (71+72) (Jan 2001 = 100)



Source: Confidential QCEW, 2001-2016

[Cohort 4] Full Time Employment Stabilization And Employee Attraction

Seasonal Industry Peaks

Metric	Total	Jan – Mar	April - June	July - Sept	Oct - Dec	Year-Round Industries
# of Industries	144	11	4	18	9	102
Sum of Max Emp	3,160	1,300	90	1,110	210	450
Sum of Min Emp	1,750	640	30	650	140	280
Seasonal Emp (Max - Min)	1,410	660	60	460	70	170
Largest Industry (# Employees)	Skiing Facilities	Skiing Facilities	Scenic and Sightseeing Transportation, Land	Full-Service Restaurants	Other Personal Care Services	All Other Professional, Scientific, and Technical Services
2nd Largest	Full-Service Restaurants	Snack and Nonalcoholic Beverage Bars	Environmental Consulting Services	Limited-Service Restaurants	Offices of All Other Miscellaneous Health Practitioners	Commercial Bakeries
3rd Largest	Limited-Service Restaurants	Sports and Recreation Instruction	Veterinary Services	All Other Amusement and Recreation Industries	Book Publishers	Corporate, Subsidiary, and Regional Managing Offices
4th Largest	All Other Amusement and Recreation Industries	Highway, Street, and Bridge Construction	Automotive Glass Replacement Shops	Gasoline Stations with Convenience Stores	Engineering Services	Beer, Wine, and Liquor Stores
5th Largest	Gasoline Stations with Convenience Stores	Fitness and Recreational Sports Centers	NA	Recreational and Vacation Camps (except Campgrounds)	Computer Systems Design Services	Hydroelectric Power Generation

Source: Confidential QCEW, 2001-2016

[Cohort 4] Full Time Employment Stabilization And Employee Attraction

Areas of Discussion Today

Tourism Expansion	Full Time Employment	Address Housing Gaps	Establish a Cohesive Leadership Structure
• How can your business serve more customers?	• Critical need to stabilize our workforce	• Need more employee housing	• How do we ensure collective impact?
Need local capacity related to: • Lodging • Amenities & recreation • Dining	• Share employees across existing businesses • Attract new industries to the area (shoulder seasons) • Expanded seasonal services	• Local Housing Cohort plan that helps address this gap	• What structure do we need to establish to ensure that the effort successfully delivers results?

What can be jointly accomplish in 4 months, 1 year, and 3 years?

[Cohort 4] Full Time Employment Stabilization And Employee Attraction

Discussion Summary

Discussion Highlights
• Shoulder seasons are getting shorter and shorter
• Housing is #1 issue for large tourism firms (and "employees have the leverage")
• Shuttles for service industry workers would be great addition (beyond to/from Loveland)
• Providing discount books to local biz to improve quality of life for workers would be an asset
• J1s and internationals were historically important but housing poses a challenge; Evaluate options to host these workers locally amongst residents
• Should include smaller biz in the employee sharing discussion

Short Term	Mid-Term	Long-Term
2017	2018	2019
CENTRAL JOBS MANAGEMENT Online (George) • Establish a central repository of all the local job openings • Share this information with local businesses and the workforce Physical (Chambers) • Create job boards in key locations throughout the area		• House 200 service industry employees in CCC
HOUSING • Establish a central repository of available housing options in the area • Work closely with the Housing Cohort group to address housing issues • Develop a 3-year housing development strategy • What opportunities exist to drive vertical development? • Develop a program for hosting internationals – Chip/Jordan		• House 200 service industry employees in CCC – Sally

Immediate Next Step:

- Connect with the Easter Seals with regards to housing – Julie

Proactively Mitigating Implementation Risks

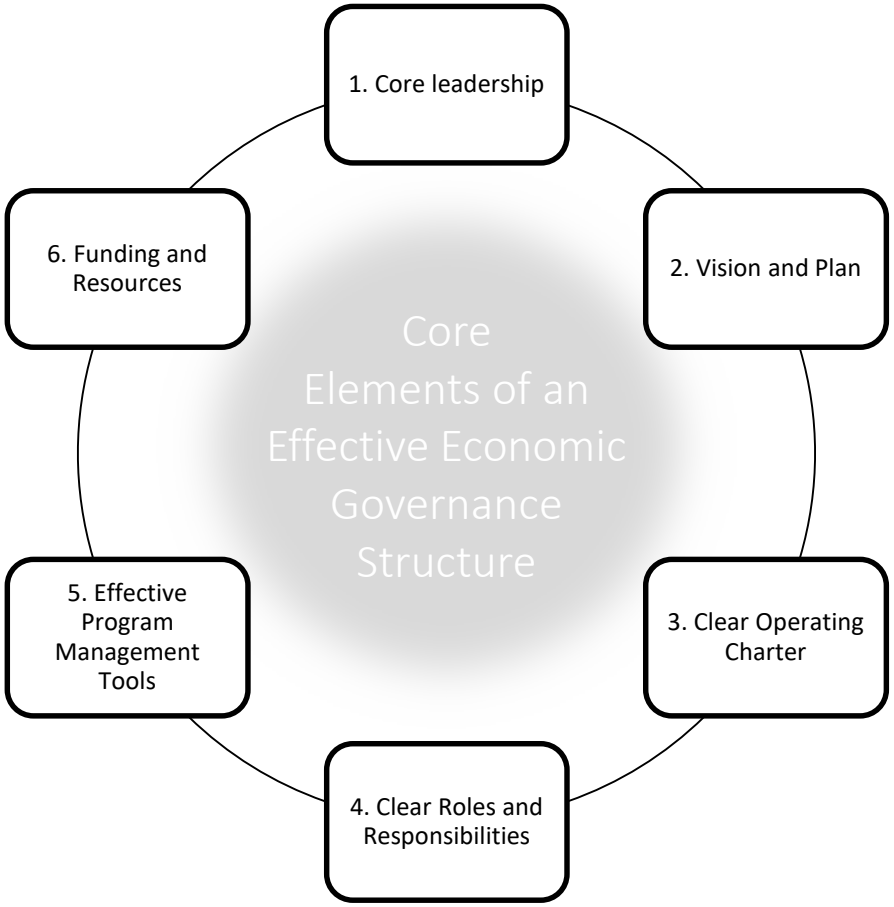
In developing a local economic development strategy, it is most crucial that potential program risks are identified early, respective mitigation strategies be developed and potential issues be proactively managed.

Potential Programmatic Risks

1. There is a lack of formality in the **program structure** which makes the governance process unsustainable.
2. There is a lack of programmatic buy-in amongst critical **local stakeholders**. There is a lack of support and enthusiasm for specific projects or the overall program.
3. There is a lack of tools, processes, or expectations to be able to drive **programmatic accountability**.
4. The program does not have a **culture of learning**, and as a result potential hurdles and roadblocks become fatally jarring.

[Cohort 6] Establish a Cohesive Economic Development Council

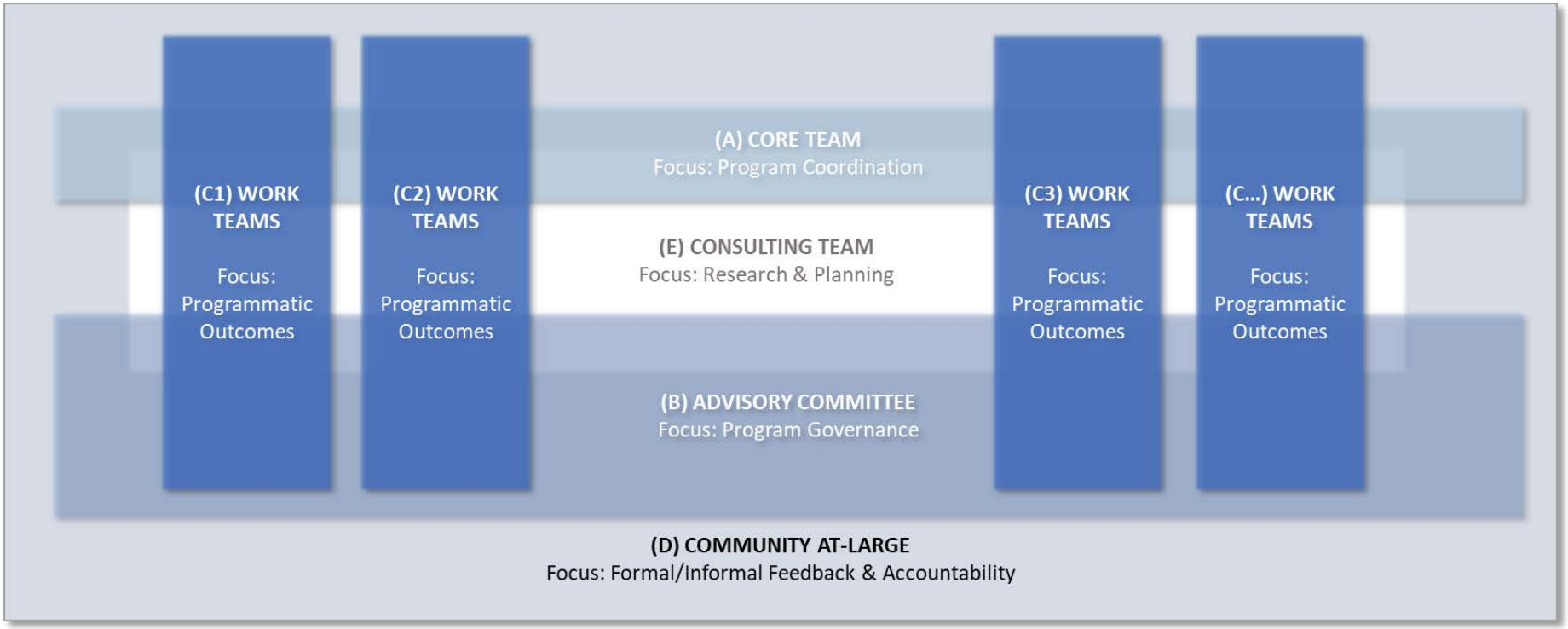
Six Core Elements of a Strong Economic Governance Architecture



Element	Description
1. Core leadership	The core team of 2-4 local individuals who help coordinate and manage the effort.
2. Vision and Plan	Overall program direction and an operating plan.
3. Clear Operating Charter	The constitution of the Economic Development Council.
4. Clear Roles and Responsibilities	Detailed roles, time commitments, RACI
5. Effective Program Management Tools	Tools and frameworks that help with planning, metrics and data management, synchronize communications, etc.
6. Funding and Resources	Support that will help ensure that the basic costs and needs of the programs are met.

[Cohort 6] Establish a Cohesive Economic Development Council

Operating Structure



[Cohort 6] Establish a Cohesive Economic Development Council

Attendees:

1. Scott Yard, Smokin Yard's BBQ
2. George Marlin, Georgetown Market and Scraps-to-Soil
3. Andy Marsh, Idaho Springs City Administrator
4. Peter Monson, Previous Board of Commissioners and EMERGE
5. Mitch Houston, President of School Board
6. Jen Boylen, resident
7. Kevin O'Malley, Clear Creek resident and robotics program at school
8. Julie, Intern for Georgetown
9. Keith Montag, County Manager
10. Fred Klaas, Echo Mountain
11. Jim Leonard, resident
12. Mike Hillman, Idaho Springs Mayor and Wildfire Restaurant owner
13. John Bryan, Communications Specialist

Overall Objective:
Need to establish a strong overall program management structure to ensure program sustainability.

[Cohort 6] Establish a Cohesive Economic Development Council

Discussion Highlights
• Need to ensure a strong program management structure that helps drive long-term program sustainability.
• Property tax revenue projected to drop by about 50% by 2022
• Interest in a concierge service/central reservations/bundler
• Interest in concept of coordinated employee sharing
• Broadband is challenge throughout the county; CDOT has fiber up to the tunnels
• Unclear around political will for having more visitors (versus collecting more $/visitor)
• Need to be strategic around expansion of infrastructure (i.e. residents may demand public services in areas that don't make financial sense)

Short Term	Mid-Term	Long-Term
2017	**2018**	**2019**
PROGRAM GOVERNANCE STRUCTURE: • Establish a program governance structure – **Core Team, Mass Economics** • Refresh the Core Team leaders – **Core Team, MassE** • Establish a program charter – **Core Team, MassE** • Opportunity to participate in the monthly Mayor/Commissioner meeting? – **Core Team**	• Deploy a productive governance structure – **Core Team**	

Immediate Next Step:

- Review the participants on the Core Team and develop team structure further: Lindsey + George
- Refine the list of invitees for each discussion: Lindsey + George

[Cohort 7] Enhanced Business Support and Development Resources

Attendees:

1. George Marlin, Georgetown Market and Scraps-to-Soil
2. John Bryan, Communications Specialist
3. Mitch Houston, President of School Board
4. Mary Jane Loevlie, Argo Mine and Idaho Springs resident
5. Ursala Cruzalegui, Idaho Springs Chamber and Scraps-to-Soil
6. Fred Klaas, Echo Mountain
7. Jim Leonard, resident
8. Bo Thompson, Citywide Banks

Overall Objective:
Need a higher quality of integrated support services for local businesses.

[Cohort 7] Enhanced Business Support and Development Resources

Providing Collective Support to Our Local Businesses

Where are the Business Support Services Gaps?

What can be jointly accomplish in 4 months, 1 year, and 3 years?

[Cohort 7] Enhanced Business Support and Development Resources

Business Loans per Job Summary

- Clear Creek County has both a higher number and $ value of business loans per job compared to the state
- Clear Creek only outperforms the state in terms of both the number and value of loans/job below $100K – its numbers and $ value of loans/job are lower than the state for larger loan sizes

Statistic	Clear Creek County	Grand County	CO
Number of loans below $1M per 1K jobs	95	67	64
Number of loans below $100K per 1K jobs	93	65	60
Number of loans between $100K and $250K per 1K jobs	0.8	1.3	1.7
Number of loans between $250K and $1M per 1K jobs	1.1	0.5	2.0
Value of loans below $1M per job ($)	$2,230	$1,340	$2,230
Value of loans below $100K per job ($)	$1,100	$930	$850
Value of loans between $100K and $250K per job ($)	$90	$190	$300
Value of loans between $250K and $1M per job ($)	$1,040	$220	$1,090
Rank, Number of loans below $1M per 1K jobs	17	38	NA
Rank, Number of loans below $100K per 1K jobs	16	36	NA
Rank, Number of loans between $100K and $250K per 1K jobs	50	42	NA
Rank, Number of loans between $250K and $1M per 1K jobs	39	49	NA
Rank, Value of loans below $1M per job ($)	31	47	NA
Rank, Value of loans below $100K per job ($)	25	36	NA
Rank, Value of loans between $100K and $250K per job ($)	50	44	NA
Rank, Value of loans between $250K and $1M per job ($)	26	52	NA

Source: FFIEC-CRA 2015 Data
Notes: Rank out of 64 Colorado Counties

[Cohort 7] Enhanced Business Support and Development Resources

Discussion Summary

Discussion Highlights
• An acute need in the area for more capital providers. How can some of the capital providers be attracted to the area?
• Need to develop local financial services (e.g. accounting, etc.)
• Need to develop financial literacy programs to help locals better manage their personal and business financials
• Need directory of lenders, BSOs, services and identify service provider gaps
• Need to determine the role of SBDC, SBA and local philanthropies that can help support business growth

Short Term	Mid-Term	Long-Term
2017	2018	2019
CAPITAL SUPPORT: • Conduct a local finance survey to determine the financial needs in the community – Mary Jane • Develop regional banking partnerships - Bo • Need to develop a local financial literacy program (personal and commercial)	• Expand network of financial service providers that can help infuse capital into the county	• Drive an investment of $x across the county
DEVELOP ADDITIONAL SUPPORT SERVICES • Conduct a business needs survey and evaluate results • Develop a catalog of all the high quality service providers in the county - All • Identify gaps in services	• Attract a SBDC office to the area- Lindsey • Attract businesses that provide accounting services to local businesses	• Identify and bridge additional ecological gaps
DRIVE BUSINESS GROWTH • Establish business development goals for each town	• Conduct outreach process and establish mechanisms that allow at-risk businesses to more effectively access support	

Immediate Next Step:
- Send out a sample business survey – MassE
- Send out a questionnaire to determine the resources, programs and capacity of each organization locally – MassE

Discussion Agenda

1. Executive Summary
2. Overall Approach
3. Summary of Trends and Patterns
4. Thematic Opportunities
5. Implementation Plans
6. Supporting Funding Options
7. Learning from Case Studies
8. Appendix and Supporting Materials

Support Funding (Examples)

Organization	Overview	Affordable Housing	Business Support	Broad Community
USDA	• 6 different grants and loan options from direct loans for rental housing to Housing Preservation Grants	X		
Colorado Housing and Finance Authority	• Operates loans to small and big businesses • Administers Housing Income Tax Credit • Federal Low Income Tax Credit	X	X	
Affordable Housing Development Grants	• Provides state and federal funding to private housing developers • Housing Choice Voucher • Certifies all factory/manufactured homes	X		
Pathways Colorado	• Support with transitional housing for homeless	X		
DOLA- Affordable Housing	• Affordable housing grants and loans	X		
DOLA - CDBG	• CDBG Block Grants for public or private construction		X	
DOLA – MainStreet	• Community-lead downtown revitalization		X	X
DOLA – PAB	• Funds for private development projects	X	X	X
DOLA – CHIF	• Colorado Housing Investment Fund. Short-term bridge or construction/rehab loans		X	X

Discussion Agenda

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Learning from Case Studies

Case Study Framework and Summary

Strategy		Mine Repurposed	Mine Not Repurposed		
		Site-Driven	Land Use-Driven	Infrastructure-Driven	Network-Driven
Scale		Local	Local	Regional	Regional
Examples		Underground Research Facility	Tourism and Recreation	Inland Ports	Industrial Parks
Counties		Lawrence, SD	Custer, ID Lake, CO Taos, NM	McKinley, NM	Twiggs, GA
Mine Actively Used for Mining Activity?		No	Yes and No	No	No
Capacity ✓	*Local*	✓	✓✓✓	✓✓	✓✓✓
	Non-Local	✓✓✓	✓	✓✓	✓✓
Financing $	*Local*	$	$	$	$
	Non-Local	$$$	$	$$	$$
Impact +	*Fiscal*	++	+	+	+
	Economic	+	+	+	+
Timeframe		Long-Term	Short-Term	Medium-Term	Medium-Term

Learning from Case Studies

Site-Driven Approach

Strategy		Mine Repurposed Site-Driven
Scale		Local
Examples		Underground Research Facility
Counties		Lawrence, SD
Mine Actively Used for Mining Activity?		No
Capacity	*Local*	✓
	Non-Local	✓✓✓
Financing	*Local*	$
	Non-Local	$$$
Impact	*Fiscal*	++
	Economic	+
Timeframe		Long-Term

HIGHLIGHTS

The process took **8 years.**^*

It required **nearly $1 billion in investment** from public and private sources.*~

Over half of the 2013 employees worked at the mine.*

^"How Did Homestake Gold Mine Become an Underground Lab?" *Sanford Underground Research Facility*, 2017. http://sanfordlab.org/node/121.
*Swearingen, Marshall. "Mining for Dark Matter in Lead, South Dakota." *High Country News*, June 17, 2013. www.hcn.org/blogs/goat/Mining-for-dark-matter-in-Lead-South-Dakota.
~Borel, Brooke. "Almost a Mile Below South Dakota, A Race to Find Dark Matter." *Popular Science*, January 3, 2011. www.popsci.com/science/article/2010-12/mining-dark-matter.

Learning from Case Studies

Land Use-Driven Approach

Strategy		Mine Not Repurposed Land Use-Driven
Scale		Local
Examples		Tourism and Recreation
Counties		Custer, ID Lake, CO Taos, NM
Mine Actively Used for Mining Activity?		Yes and No
Capacity	*Local*	✓✓✓
	Non-Local	✓
Financing	*Local*	$
	Non-Local	$
Impact	*Fiscal*	+
	Economic	+
Timeframe		Short-Term

HIGHLIGHTS

Custer's molybdenum mine is still in operation, but **a large opportunity for the county is its land** (e.g., significant USFS land, Sawtooth National Recreation Area, Borah Peak, Redfish Lake).*

Lake's molybdenum mine has recently been re-activated, but **recreation and tourism** are also being pursued.^

Taos's **economic transition to tourism**** has been **supported by the mine company**, Chevron, which is a part of the Questa Economic Development Fund (QEDF).~

*"Custer County: Workforce Trends." Idaho Department of Labor, August 2017. https://labor.idaho.gov/publications/lmi/pubs/CusterProfile.pdf ; Ramseth, Luke. "When Challis BLM Office Burned, Even Land-Use Critics Rallied around Federal Employees." *Idahostatesman*. Accessed August 28, 2017. http://www.idahostatesman.com/news/local/article115824218.html.
^Raabe, Steve. "Reopening of Climax Mine Welcome but Not Heralded in Leadville." *The Denver Post*. May 27, 2011. http://www.denverpost.com/2011/05/27/reopening-of-climax-mine-welcome-but-not-heralded-in-leadville/.
**Stiny, Andy. "Updated: Questa Mine Closes; about 300 Workers Laid off." *Albuquerque Journal*, June 2, 2014. https://www.abqjournal.com/409635/questa-moly-mine-closes.html.
~"Life After Mining." *Chevron.com*. Accessed September 24, 2017. https://www.chevron.com/stories/life-after-mining.

Learning from Case Studies

Infrastructure-Driven Approach

Strategy		Mine Not Repurposed / Infrastructure-Driven
Scale		Regional
Examples		Inland Ports
Counties		McKinley, NM
Mine Actively Used for Mining Activity?		No
Capacity	*Local*	✓✓
	Non-Local	✓✓
Financing	*Local*	$
	Non-Local	$$
Impact	*Fiscal*	+
	Economic	+
Timeframe		Medium-Term

HIGHLIGHTS

The **economy of the region is declining** due to the coal industry. McKinley is expected to lose $4 million in gross receipts tax.^

McKinley **plans to take advantage of local rail assets** by developing an inland port on Navajo property.*

Job growth has occurred in services (individual and family, and home health) and casinos from 2007 to 2015.

*"New Mexico State Rail Plan." Cambridge Systematics, Inc., March 2014. http://dot.state.nm.us/content/dam/nmdot/Transit_Rail/NewMexicoStateRailPlan2014.pdf.

^"Regional Economic Assessment & Strategy for the Coal-Impacted Four Corners Region." Highland Economics, LLC, February 8, 2017. http://www.nwnmcog.com/uploads/1/2/8/7/12873976/final_highland_economics_report_2017.pdf.

Learning from Case Studies

Network-Driven Approach

Strategy		Mine Not Repurposed Network-Driven
Scale		Regional
Examples		Industrial Parks
Counties		Twiggs, GA
Mine Actively Used for Mining Activity?		No
Capacity	*Local*	✓✓✓
	Non-Local	✓✓
Financing	*Local*	$
	Non-Local	$$
Impact	*Fiscal*	+
	Economic	+
Timeframe		Medium-Term

HIGHLIGHTS

Twiggs (and Middle Georgia) have experienced **a series of "restructurings"** during the last few decades.*

Twiggs benefits from **local coalitions** (Middle Georgia Consortium and Central Georgia Development Authority) and its **geography** (accessible to major GA cities and Robins Air Force Base).^

*Hobb, Jason T. "Possible Kaolin Plant Restructuring Draws Concern in Twigg Local Headline." *The Courier Herald*. 2003. http://courier-herald.com/bookmark/4860663-Possible-kaolin-plant-restructuring-draws-concern-in-Twigg-Local-headline ; "IMERYS Pigments for Paper to Restructure Middle Georgia Kaolin Operations," June 27, 2008. http://www.businesswire.com/news/home/20080627005061/en/IMERYS-Pigments-Paper-Restructure-Middle-Georgia-Kaolin ; "Paperchem Report." Monthly Review of Companies, Markets, Products and Technology in Paper Chemicals. Fir Tree, Llanmadoc, Swansea: Paperchem Report Ltd., February 2013. http://www.polyscope.eu/docs/paper-chem-report_-_2013.pdf ; "BASF Completes Divestiture of Paper Hydrous Kaolin Business to Imerys." *BASF*, November 2, 2015. https://www.basf.com/en/company/news-and-media/news-releases/2015/11/p-15-356.html ; Bailey, Judy. "BASF to Sell Wilkinson County Plant." *The Wilkinson County Post*, June 11, 2015

^"Twiggs County Chamber of Commerce - Twiggs County, GA." Accessed September 23, 2017. http://www.twiggschamber.com/econ_dev.php.

Discussion Agenda

1. Executive Summary
2. Overall Approach
3. Summary of Trends and Patterns
4. Thematic Opportunities
5. Implementation Plans
6. Supporting Funding Options
7. Learning from Case Studies
8. Appendix and Supporting Materials

Links to Key Program Deliverables

PROJECT MATERIALS: Clear Creek County / Clear Creek County Economic Resurgence and Resiliency Mass Economics and Innovation Economy Partners
October 2017

Phases 1 and (some) 2. Economic Assessment and (some) Market Analysis
State of the Economy - Clear Creek (Detailed) (LINK)
State of the Economy – Clear Creek (Summary) (LINK)

Phase 2. Market Analysis
June Update: Overview of the Three Horizon framework (LINK)
Summary of stakeholder interviews, site visit findings (LINK)
August Visit Discussion – Clear Creek – Summary of Findings (LINK)
August Visit Discussion – Clear Creek - Business Support (LINK)
August Visit Discussion – Clear Creek - Large Businesses (LINK)
August Visit Discussion – Clear Creek - Tourism (LINK)
August Visit Discussion – Clear Creek – Land Use (LINK)
Case Studies (LINK)

Phase 3. Recommendations/Action Plan
July Update: Overview of the Horizon 1 activities, steps to launch program (LINK)
August Update: Program Summary – Clear Creek (LINK)
August-September Visit Summary – Clear Creek (LINK)
October – Clear Creek Program Update (LINK)