



RESILIENCY AND RECOVERY ROADMAP

EAGLE COUNTY

MARCH 2023

Acknowledgments

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REGIONAL PARTNERSHIP BACKGROUND & PROCESS OVERVIEW

I. BACKGROUND/REGIONAL COMMUNITY TEAM OVERVIEW

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

The Roadmaps Program has provided 16 Regional Community Teams in rural Colorado with the opportunity to work together through a two-year planning and implementation process to support diversifying and strengthening their economies while also building regional resiliency. The planning process has taken a holistic economic and community development approach, which has equipped communities to not only better recover from COVID, but also to be more resilient to future shocks and stressors.

This Resiliency and Recovery Roadmap Plan documents the prioritized and regionally aligned objectives, actionable strategies, and implementation plan for the **Eagle County region**. Additional information, including an archive of the other Regional Community Teams' final Roadmaps, is available at: www.coresiliency.com/roadmap-program.

REGIONAL COMMUNITY TEAM – CORE LEADERSHIP

For the purposes of this roadmap plan, the core team was made up of resiliency and economic development representatives from Eagle County, Vail Valley Partnership, Basalt Chamber of Commerce, and the Colorado Workforce Consortium. The project lead for this region was Erin McCuskey, Regional Director of the Northwest Colorado SBDC and Eagle County's Economic Resiliency Manager. A full list of partners is provided in Appendix A of this plan.

II. REGIONAL ISSUES AND OPPORTUNITIES

During phase one of the roadmap planning process, the regional community team worked with the state partnership team to identify potential avenues for regional collaboration to address shared issues, and opportunities. At the time of consultant onboarding, the Regional Community Team was still weighing options for a specific issue and/or opportunity to focus on.

Through a set of conversations with various stakeholders throughout 2022, the project team focused on the following intertwined economically focused topic areas.

Economic Resiliency – refers to the ability to withstand, prevent or quickly recover from major disruptions, or shocks, to the underlying economic base of a community. Not only was the purpose of this focus area in direct relation to economic issues related to the COVID-19 pandemic and economic stress related to climate change, but it also sought to connect to a broader focus for the Eagle region on resiliency and leverage current efforts the County has in place.

Business Continuity – refers to a business's level of readiness to maintain critical functions after an emergency or disruption. While connected to resiliency planning, the primary purpose within this focus area was two-fold: 1) to understand how the County and various partners/stakeholders could support

businesses that have not planned for continuity, and 2) to consider the community impact of businesses that struggle to maintain continuity in times of uncertainty and determine opportunities to support the region from a community development standpoint.

Business Ownership Transition/Exit Planning – refers to the process of planning for the complete strategy for exiting a privately held business. While somewhat connected to continuity planning, this focus area supports continued business longevity in conjunction with and outside of “shocks” to the economic environment. Aside from “what happens if the owner is suddenly unable to run the business”, this focus area takes into account the support a business owner may need to think about how to transition their business to another owner – ultimately retaining community serving businesses and the jobs that are connected to them.

The focus areas included above, and the ideas associated with them were further developed as the planning process for this roadmap progressed throughout 2022 and into the early months of 2023. Outlined throughout the remainder of this plan, the regional community team with the support of the consultant team developed a targeted survey for residents, employees and business owners throughout the region. The purpose of this survey was to further develop the ideas within each of these focus areas and identify further opportunities for support for each “type” of person living and/or working in the County. The resulting strategies included in this plan, build on these collective efforts.

III. ENGAGEMENT OVERVIEW

Engagement within the Eagle County Region was set up and managed differently than typical planning practices with consultant support. To an extent, engagement was largely directed by the regional community team and focused on discussions between the consultant team, the regional community team lead, and the regional community team itself. The local team focused their efforts on continued economic-focused engagement given their respective roles in the region and supported the development of a community-wide resident and business-owner-focused survey to fill in the “blanks”.

For reference, a full account of engagement activities with the regional community team, the core regional team and additional stakeholders and partners can be found in the Task B Report, which also includes the initial engagement strategy, on file with the State Partnership Team (DOLA).

GENERAL PARTNER/STAKEHOLDER ENGAGEMENT

As noted above, engagement for this plan was predominantly focused on the regional community team. This planning process was, in large part, viewed as a means to augment partner efforts currently underway by providing support, and identifying additional strategies to address the shared issues and opportunities in the region. Early on, the project team decided that a coordinated platform should be developed to support this work – both as a means to elevate the conversation regionally, and also as a means to provide one location as a resource for those interested and engaging with the project. As such, a project website was created, however, given a shift in direction and to leverage other communication activities taking place within the County, the website was not utilized. For reference, it is still available for review [here](#).

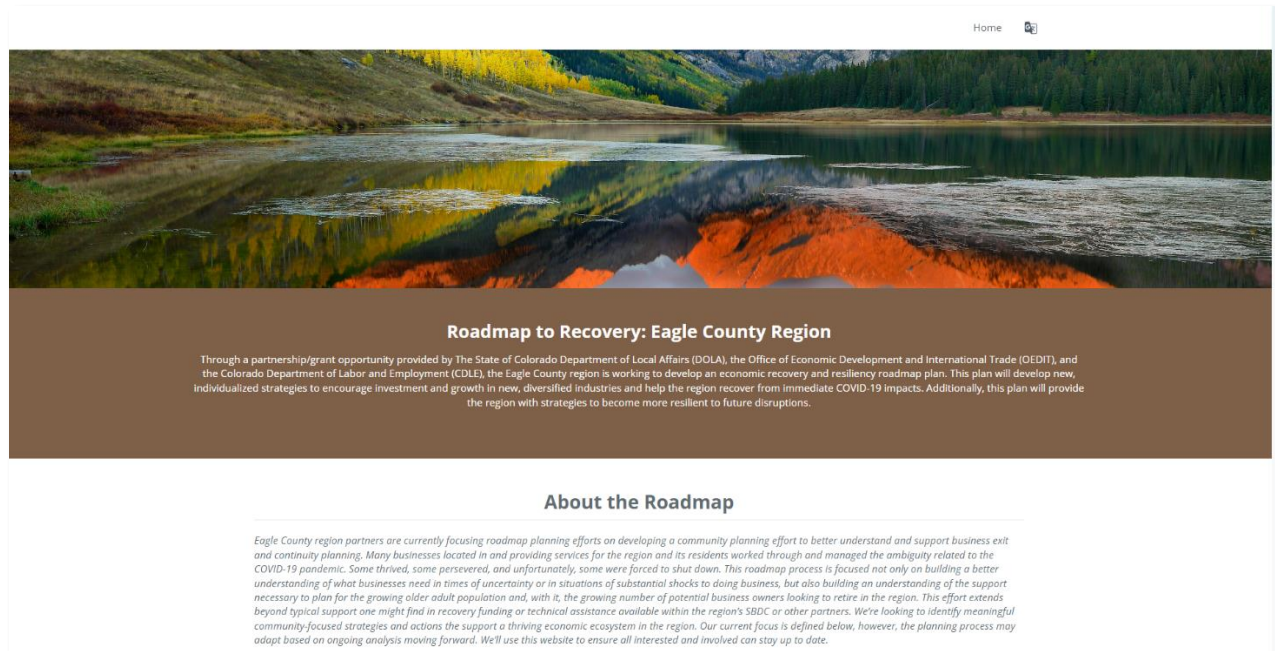


Figure 1: Project Website



Figure 2: Project Website – Community Engagement

EAGLE COUNTY ECONOMIC RESILIENCY SURVEY

Previously noted, the regional community team, supported by the consultant team, developed the Eagle County Economic Resiliency Survey to help identify areas of opportunity and develop implementation strategies to address previously identified issues. This survey collected feedback to more clearly understand localized population shifts and workforce challenges with the purpose of collecting data to assist local government and business partners to better plan for and communicate information to impacted businesses regarding changes in legislation, emergencies, or other needs.

The survey was released for public response on January 1, 2023. For the purposes of developing this roadmap plan, the consultant team pulled an initial set of responses on January 27, 2023 and began analyzing results to develop the strategies identified in the following section of this plan. At the completion of this plan, the survey was still actively collecting responses for later analysis by the regional community team. Note: The regional community team owns and operates the survey and plans to collect a subset of the full survey on an annual basis to measure progress and identify other emerging economic resiliency related issues.

As of January 27, 2023, the survey had captured 319 responses with a completion rate of 75 percent. Of the 319 responses, 46.71 percent reported as an Eagle County Business owner. High-level survey outcomes utilized for the development of the following surveys are provided below. For reference, the full set of responses (minus any personally identifiable information) is provided for download [here](#).

HIGH-LEVEL SURVEY OUTCOMES

Workforce Housing. The need for workforce housing was a consistent concern and open-ended response throughout the business owner survey. Respondents consistently connected the issues between the need for workforce development and the need for workforce/affordable housing. Eagle County already has a strong housing authority which is on the leading-edge providing programs and subsidies to address the widespread housing issues in the region. Continued coordination and collaboration on the connection between workforce and housing supply will ultimately be helpful in not only identifying new and effective programs for the future, but also has the potential to help unlock additional funding opportunities to address the problem. The business community is supportive, and it will be imperative to engage with them to identify fruitful solutions - such as public/private and public/public partnerships to develop housing, and engagement as a means to identify opportunities to elevate and identify funding support for housing projects moving forward.

Workforce Development - Training. Respondents indicated a general need for a focused effort skills training as an overarching piece of workforce development in the region. While many noted they are typically able to locate and hire necessary staff, they did note a growing concern in this area specifically coupled with ongoing workforce housing issues and increasing cost of living. It will be important for the county and stakeholders to identify industry needs and association occupational needs, and work with partners to identify opportunities for additional skills development and technical training to address these needs.

Increasing and Supporting Continuity Planning. An overwhelming majority (79%) of respondents indicated they do not have a business continuity plan in place. Additionally, 36 percent of respondents indicated their business would permanently or temporarily close if they were suddenly unable to run their business. Respondents seem open and interested in the idea of business continuity planning but need support and resources to make the effort. The County and relevant stakeholders should prioritize programming educational events, developing ready-to-use materials, and advertising support to increase the adoption of continuity planning throughout the region.

Preparing for Retirement. A majority of business owners responded that they don't plan to retire and/or cease ownership of their business within the next 21+ years. While that may feel like plenty of time, retirements and ownership changes will begin to roll and compound in the next 5 years (19% are planning to retire in the next 3-5 years). It will be important for the County and stakeholders to consider how to plan

for and backfill services that may cease to exist, and how to elevate the support of and increase the implementation of exit/succession planning throughout the region.

Business Retention and Exit Planning. Thirty two percent of business owners responding to the survey have indicated they plan to sell their business to an unknown buyer upon retirement. Conversely 14 percent of those responding indicate they plan to sell the business to an employee and only 8 percent plan to close the business completely. These responses seem to indicate there is potential for retaining at least a portion of businesses, but an even greater opportunity to further advocate for and support exit planning.

RESIDENT AND EMPLOYEE SURVEY OUTCOMES

Housing and Childcare were two facets of the regional economy the roadmap team identified as pressure points not only for economic resiliency, but also economic development, community growth, and quality of life. These two areas are also extremely difficult to address. Just because a housing stipend is provided, an employee may not be able to find appropriate, attainable, or affordable housing in the region. The same is true with childcare.

Workforce respondents indicated they trend toward “not likely” in response to a question about how likely they are to stay with their current employer in the next 5 years, suggesting that they are either unhappy with their current employment or have future plans for other employment - possibly driven by educational aspirations, additional skill development or anticipated life changes.

Retirement. More than 60 percent of respondents indicated they plan to retire no sooner than 6 years. Specifically, about 45 percent indicated they plan to retire in 6-10 years, whereas about 17 percent indicated they plan to retire in 11-plus years. While the general workforce is likely to remain somewhat stable over the next 5-years, as employees begin retiring starting in 2028, an increase in job openings will likely attract external applicants if the local workforce is not adequately prepared to fill those positions.

Quality of Life. Looking at the “very concerned” indicators, respondents identified Cost of Living (81.33%) and Housing (60%) as the items they are most concerned about. Alternatively, childcare was split between 32 percent indicating it was a concern and 33 percent indicating it is not. This is likely a discrepancy in the respondent type. Those with children are more likely to be concerned than those without, and unless those without indicated they are “neutral” on the topic, it could sway this indicator.

STRATEGIES AND ACTIONS

Given the direction provided by the Eagle County regional community team, and the economic resiliency focus area, all associated strategies and actions contained within this plan focus on the Key Resilience Issue of **Future-Ready Economy & Workforce**. While this plan peripherally connects to housing issues as an adjacent economic and workforce development factor, it would be detrimental to future implementation efforts to not point out **Housing Attainability** as a contributing resilience factor of utmost importance in the continued support of Eagle County’s efforts.

Detailed information on the connection to the Colorado Resiliency Framework and the incorporation of the resiliency priority criteria can be found in Appendix C and D. Additionally, a matrix of strategies, actions with associated prioritization and core partners identified (where available) is located at the end of this section.

ROADMAP PLAN STRATEGIES

The following strategies were developed in coordination with the regional community team and are an outcome of the results of the Eagle County Economic Resiliency Survey. Effort was made to also connect the identified strategies to economic resiliency related momentum and efforts already underway within the region. The strategies listed below are separated into two key categories: ***overarching, survey related strategies and recommendations*** and ***survey-specific strategies and recommendations***.

It is important to note that the strategies included herein are intended to provide information to the Eagle County Regional Community Team that outlines potential necessary next steps and anticipated product development to lead to implementation.

OVERARCHING, SURVEY-RELATED STRATEGIES AND RECOMMENDATIONS

The following strategies and recommendations provide high-level overarching implementation ideas to address five key themes that became relevant over the course of the roadmap planning process. These themes are:

- Employee retention and quality of life
- Business retention and expansion
- Economic resiliency
- Succession/exit planning
- Tourism and recreation

Noted previously, these strategies and associated recommendations link to specific outcomes of the economic resiliency survey, but also connect directly to current and ongoing efforts already underway in the County. Each thematic area detailed below is paired with supportive survey outcomes as a means to provide background on the identified strategy and/or recommendation. This information can be use as backup information for future grant applications or as a means to generate further buy-in by partners and stakeholder as needed.

THEME: EMPLOYEE RETENTION AND QUALITY OF LIFE

Purpose Statement – promote good business practices that fosters employee retention and increases qualify of life for employees throughout the region.

Alternative/Additional Statement – Develop materials and supportive systems for businesses to implement programs that foster greater employee retention and quality of life aspects for employees.

Supporting Strategies:

- Coordinate with Eagle County Housing and Development Authority (ECHDA) and the West Mountain Region Housing Coalition (WMRHC) to identify and support opportunities to develop and retain workforce housing in the County.
 - *Sub-strategy:* Leverage previous housing needs assessments and studies to identify and prioritize areas of highest need to focus workforce housing development efforts.
- Develop or identify programs focused on employment and training services that can aid in the development of a trained workforce.

- *Sub-strategy:* Identify areas of workforce needs and gaps in workforce training efforts.
- Identify ways to participate in the creation of competency-based education and training programs by collaborating with coalitions and other organizations.
- Identify or develop training programs for currently employed individuals to enhance and/or diversify their skills.
- Develop employment/mentorship/internship/apprenticeship opportunities for youth in collaboration with school districts and community organizations.
- Consider partnering with [Colorado River BOCES EPIC](#) (Education Pathways to Innovative Careers) workforce support programs and [Coventure](#) on nonprofit accelerators and regional workforce development.
- Investigate new [Apprenticeship programs](#) at the Office of Future Work
- Investigate crossover opportunities and support available with [Opportunity Now](#)
- Investigate the potential to leverage [Skill Advance Colorado](#) to support existing employers in the region
- Identify and create collaborative work opportunities with [Colorado Mountain College](#)
- Employee retention through childcare support:
 - Consider leveraging [EnergizeColorado](#) childcare accelerator program.
 - Research and identify opportunities to coordinate the [EPIC \(Executives Partnering to Invest in Children\) Design Lab 2.0](#) for employer-based child care opportunities in the region.

Survey Outcome(s):

Workforce Housing. The need for workforce housing was a consistent concern and open-ended response throughout the business owner survey. Respondents consistently connected the issues between the need for workforce development and the need for workforce/affordable housing. Eagle County already has a strong housing authority which is on the leading-edge providing programs and subsidies to address the widespread housing issues in the region. Continued coordination and collaboration on the connection between workforce and housing supply will ultimately be helpful in not only identifying new and effective programs for the future, but also has the potential to help unlock additional funding opportunities to address the problem. The business community is supportive, and it will be imperative to engage with them to identify fruitful solutions - such as public/private and public/public partnerships to develop housing, and engagement to identify opportunities to elevate and identify funding support for housing projects moving forward.

THEME: BUSINESS RETENTION AND EXPANSION

Purpose Statement – explore a wide variety of incentives, subsidies, programming, and other means of support to encourage business expansion and provide support for business retention.

Supporting Strategies:

- Form a working group comprised of community members, business owners, and economic development partners to explore ways to strengthen and diversify the economy while capitalizing on existing strengths.
- Leverage and promote intergovernmental cooperation and public/private partnerships that encourage innovation and creativity on a regional scale.
- Coordinate infrastructure and public facility investments in a way that enhances the County's capacity to sustain current economic activity and encourage new economic development.

- *Sub-strategy:* identify opportunities to incorporate economic development conversations with county public works/planning efforts to identify areas of overlap and consideration.
- Leverage economic diversification opportunities in the County to identify opportunities to elevate sustainable building practices.
 - *Sub-strategy:* elevate efforts to increase workforce and trade-specific development to support sustainable development and electrification initiatives throughout the County.
 - Consider researching, applying for, and implementing [HUD programs](#) for electrification projects for new developments.
 - [Consider Colorado Department of Energy programs](#) to support sustainable projects and education specific to utilizing [C-Pace](#) for financing.
- Utilize state and local resources to expand and enhance access to high-speed broadband internet.
 - *Sub-strategy:* leverage past and current broadband efforts to determine economic development and business-related broadband needs in areas of identified need throughout the County.
 - Continue collaboration with the Northwest Colorado Council of Governments regional broadband strategy and work through [Project THOR](#).

Survey Outcome(s):

Workforce Development - Training. Respondents indicated a general need for a focused effort skills training as an overarching piece of workforce development in the region. While many noted they are typically able to locate and hire necessary staff, they did note a growing concern in this area specifically coupled with ongoing workforce housing issues and increasing cost of living. Noted in the previous section, it will be important for the county and stakeholders to identify industry needs and association occupational needs, and work with partners to identify opportunities for additional skills development and technical training to address these needs.

THEME: ECONOMIC RESILIENCY

Purpose Statement – Strengthen Eagle County’s economy against periods of recessions, economic downturn, natural disaster, and public health emergency.

Supporting Strategies:

- Identify opportunities and develop materials to support current businesses in the county in the development of continuity plans. Special note should be taken to provide support for critical services in all communities.
- Leverage the [Eagle County Community Resiliency Plan](#) to build on expand the following strategies:
 - Expand community engagement and education focused on behavior changes enhance resilience and sustainability.
 - Support the financial stability of frontline families and communities.
 - Support affordable housing and living wages for all residents.
 - Support the growth of a diverse economy.
- Leverage the [Eagle County Climate Action Plan](#) to identify and coordinate efforts in related workforce and economic development initiatives.

- Engage in additional comprehensive planning efforts that involve the integration and/or alignment of other planning efforts (e.g., hazard mitigation plans, etc.) and funding opportunities.
- Identify opportunities to build a resilient workforce that can better shift between jobs or industries when their core employment is threatened. Likely this strategy would involve the identification of job-driven skills, strategies, and support organizations to ensure continuity.
 - Consider automation strategies and recommendations developed within the [Summit Regional Roadmap plan](#) (page 12).
- Promote and incentivize the completion of individual [business impact analyses](#) for local businesses throughout the County.
 - Note: the business impact analysis includes a [risk assessment](#) that helps to identify hazards to the business, business assets at risk, and potential impacts to business operations. Additionally, this process would support the identification of business-based [resiliency](#) and [recovery strategies](#).
- Business-based resiliency and recovery strategies from OEDIT
 - Continue outreach and support for the SBDC for business continuity planning and ongoing business education.
 - Consider collaborating with [Energize Colorado](#) to implement their business resiliency matrix/program.
 - Consider the implementation of [Manufacturer's Edge](#) business health assessment process in the region to determine manufacturing related needs to further support the region.

Survey Outcome(s):

Increasing and Supporting Continuity Planning. An overwhelming majority (79%) of respondents indicated they do not have a business continuity plan in place. Additionally, 36 percent of respondents indicated their business would permanently or temporarily close if they were suddenly unable to run their business. Respondents seem open and interested in the idea of business continuity planning but need support and resources to make the effort. The County and relevant stakeholders should prioritize programming educational events, developing ready-to-use materials, and advertising support to increase the adoption of continuity planning throughout the region.

THEME: SUCCESSION/EXIT PLANNING

Purpose Statement – Expand succession/exit planning efforts throughout the County to maintain and possibly grow existing businesses and core service.

Supporting Strategies:

- Leveraging results from the Eagle County Economic Resiliency Survey identify opportunities to communicate/advertise the community benefits of exit planning.
 - *Sub-strategy:* Identify target business types and specific community segments to develop a targeted communication campaign.
- Utilizing the outcomes from the previous strategy, develop and implement training, support, and materials for the widespread implementation of exit planning throughout the county.
- Continue coordination with the Office of Economic Development and International Trade and the Business Support Division to identify opportunities to support exit planning in the County.

- Continue to leverage and educate employers in the region about Employee Ownership (Colorado Employee Ownership Office: [programs and support](#)) as an exit planning strategy.

Survey Outcome(s):

Preparing for Retirement. Most business owners responded that they don't plan to retire and/or cease ownership of their business within the next 21+ years. While that may feel like plenty of time, retirements and ownership changes will begin to roll and compound in the next 5 years (19% are planning to retire in the next 3-5 years). It will be important for the County and stakeholders to consider how to plan for and backfill services that may cease to exist, and how to elevate the support of and increase the implementation of exit/succession planning throughout the region.

Business Retention and Exit Planning. Thirty-two percent of business owners responding to the survey have indicated they plan to sell their business to an unknown buyer upon retirement. Conversely 14 percent of those responding indicate they plan to sell the business to an employee and only 8 percent plan to close the business completely. These responses seem to indicate there is potential for retaining at least a portion of businesses, but an even greater opportunity to further advocate for and support exit planning.

THEME: TOURISM AND RECREATION

Purpose Statement – Utilize Eagle County's location to build on tourism and recreation as a part of the economy and identify opportunities for year-round recreation and broaden business opportunities throughout the county.

Supporting Strategies:

- Work with landowners and recreation managers to ensure year-round access to recreation facilities.
- Work with local trail/outdoor recreation clubs to foster a sense of community centered on outdoor recreation and stewardship of public lands.
- Explore options to create a youth workforce program or conservation corps to assist with the maintenance of public lands and recreation assets.
- Identify and leverage previous or current outdoor recreation planning and implementation opportunities to support this goal.
- Identify opportunities to engage youth in the development of and implementation of programs to expand these opportunities in the County.
 - Consider connecting to and incorporating best practices identified in the [Central San Juan High Alpine Roadmap Plan's](#) ambassador/public lands program strategies (starts on page 22).
 - Coordinate and support existing nonprofits supporting outdoor recreation in the region and the state:
 - [Walking Mountains Science Center](#)
 - [Get Outdoors Leadville](#)
 - [Environmental Learning for Kids](#)
 - [GOCO](#) – Generation Wild
 - [Colorado Youth Corps Association](#)

- Consider programming options that incorporate Diversity, Equity, and Inclusion initiatives to create opportunities for all residents of the Valley.
- Continue overall engagement with the [Colorado Outdoor Recreation Industry Office and Colorado Tourism Office](#)
- IDEA initiatives
 - [NEXT100](#) Colorado
 - [The Cycle Effect](#)

SURVEY-SPECIFIC STRATEGIES AND RECOMMENDATIONS

The following strategies and recommendations are provided within their direct connection to the resident and employee responses to the Eagle County Economic Resiliency Survey. While the survey instrument itself contained many more questions, the following provided substantial opportunities for immediate and planned implementation. Note: Business owner survey outcomes have been added to related/relevant strategies outlined in the section above.

BENEFITS

Question: Which benefits do you receive from your primary employer?

Outcome: Of the listed benefits, childcare benefits, housing stipends, and employee housing (employer-provided) were those identified as least offered by employers.

Notes: Housing and Childcare were two facets of the regional economy the roadmap team identified as pressure points not only for economic resiliency, but also economic development, community growth, and quality of life. These two areas are also extremely difficult to address. Just because a housing stipend is provided, an employee may not be able to find appropriate, attainable, or affordable housing in the region. The same is true with childcare.

Strategies:

- Identify opportunities for public/private partnerships to develop funding sources to increase the availability of childcare benefits and housing stipends for employees in the region.
- Identify the gap in childcare options (available childcare, number of facilities, geographic dispersion, etc.) and the workforce needs and develop a plan to address - plans could include specific incentives for child care operators, decreased fees, etc.
- Leveraging ECHDA efforts, identify and determine support needs for public/private partnerships to coordinate and develop housing units to support ongoing workforce needs.
 - *Sub-strategy* - consider increasing coordination and support with the WMRHC to identify opportunities to maintain and convert affordable housing units in the County/region.
 - Consider leveraging WMRHC representation to identify public/private or public-centered opportunities for the physical development of new affordable housing in strategic locations within the County/region.

RETENTION

Question: How likely are you to remain with your current primary employer for the next 5 years?

Outcome: Workforce respondents indicated they trend toward “not likely” in response to this question, suggesting that they are either unhappy with their current employment or have future plans for other employment – possibly driven by educational aspirations, additional skills development or anticipated life changes.

Strategies:

- Develop and identify employee outreach opportunities to better understand employee mobility in the region - specifically, work to understand the motivations behind employment choice and obtain a better understanding of why a majority of those responding to the survey are planning to change jobs in the next 5 years.
- Leveraging outcomes of the previous strategy, develop and implement programs to support employee (and employer) needs in this area. Note: potential opportunity to couple this effort with workforce development and retainment strategies included above.

RETIREMENT

Question: If you are currently working, when do you hope to retire?

Outcome: More than 60% of respondents to this question indicated they plan to retire no sooner than 6 years. Specifically, about 45 percent indicated they plan to retire in 6-10 years, whereas about 17 percent indicated they plan to retire in 11-plus years. While the general workforce is likely to remain somewhat stable over the next 5-years, as employees begin retiring starting in 2028, an increase in job openings will likely attract external applicants if the local workforce is not adequately prepared to fill those positions.

Strategies:

- Develop an outreach program to better understand the breadth of impending retirement - identify an estimate of workers, the impacted industries, and the type of occupation and identify the impact on the local workforce.
- Leveraging outcomes from the previous strategy identify opportunities to develop the local workforce (and those coming into the workforce) to fill those positions.

QUALITY OF LIFE

Question: Please indicate your level of concern/impact to your quality of life related to the following items... Childcare, Housing, Workforce Transit, Climate Change, Cost of Living, and Job/Career Options.

Outcome: Looking at the “very concerned” indicators, respondents identified Cost of Living (81.33%) and Housing (60%) as the items they are most concerned about. Alternatively, Childcare was split between 32 percent indicating it was a concern and 33 percent indicating it is not. This is likely a discrepancy in the respondent type. Those with children are more likely to be concerned than those without, and unless those without indicated they are “neutral” on the topic, it could sway this indicator.

Strategies:

- The county and relevant stakeholders should elevate efforts to diversify the economy in order to address the concerns regarding cost of living.

- Economic diversity efforts should be focused on living wage and higher paying wage development and develop career opportunities that not only support the resort/tourism economy but expand into other industries appropriate for the region.

Key Resilience Issue: Economy					
Connection to Colorado's Resiliency Priorities: Future-Ready Economy and Workforce					
Strategy A: Support increased employee retention and quality of life					
Action	Leads	Supporting stakeholders	Resources (available and/or needed)	Baseline metric or progress	Timeline
Coordinate with Eagle County Housing and Development Authority (ECHDA) and the West Mountain Region Housing Coalition (WMRHC) to identify and support opportunities to develop and retain workforce housing in the County.	Tori Frans – ECG Resiliency Kim Williams – ECG Housing	ECHDA WMRHC Eagle County Valley Home Store	- Leverage previous housing needs assessments and studies to identify and prioritize areas of highest need to focus workforce housing development efforts. Eagle County Housing and Development Authority The Valley Home Store West Mountain Regional Housing Coalition	- Development Goal – 500 new workforce housing units entitled - Retention Goal – Increase existing inventory by 400 units	Goals and financing obtained by Dec. 31, 2023
Develop or identify programs focused on employment and training services that can aid in the development of a trained workforce.	Erik Williams – VVP, CareerWise Chris Romer – VVP, CMC Carolyn Tucker, Mark Hoblitzell – CDLE	Eagle County Career Wise (VVP) CDLE/Workforce Centers Colorado Mountain College Nonprofit Partners (VVF, CORE, etc.) SBDC + CWDC partnership	Needs: - Adult apprenticeship models – employer toolkits for on-the-job training and recruitment - Marketing campaign + highly advertised and utilized local job board Available + Expand: - Employer training - CMC – skills specific training programs	Undetermined	Ongoing – committee meetings begin Q2 2023
Identify ways to participate in the creation of competency-based education and training programs by collaborating with coalitions and other organizations	Erin McCuskey, ECG Resiliency Chris Romer, VVP	EC Workforce Resiliency Committee (comprised of reps in the above section)	- Inventory Existing Resources - Identify new partners - Connect w/ employers	Undetermined	Q2 2023; ongoing
Identify or develop training programs for currently employed individuals to enhance and/or diversify their skills	Workforce Committee Carolyn Tucker, Christina Oxley – CDLE	CDLE OEDIT Local Workforce Centers Colorado Mountain College Local Employers/Apprenticeship programs	Undetermined	Undetermined	Ongoing

Action	Leads	Supporting stakeholders	Resources (available and/or needed)	Baseline metric or progress	Timeline
Develop employment/mentorship/internship/apprenticeship opportunities for youth in collaboration with school districts and community organizations	Erik Williams – CareerWise Carolyn Tucker – CDLE	CareerWise Eagle County Schools Nonprofits – VVF, YouthPower365 Local Employers	- Engage more employers with diversified career paths - Increase student participation CareerWise	Baseline and program goals are available through CareerWise	Ongoing program expansion
Consider partnering with the Colorado River BOCES EPIC (Education Pathways to Innovative Careers) workforce support programs	Carolyn Tucker, CDLE	Northwest Area Workforce Centers CareerWise	Education Pathways to Innovative Careers	Undetermined – gather history and more information	Short-range
Investigate new apprenticeship programs at the Office of Future Work	TBD	State Partnership Team CDLE/Office of Future Work	Apprenticeship Programs	Undetermined	Short-range
Investigate crossover opportunities and support available with Opportunity Now	Chris Romer & VVP Team	EC Workforce Resiliency Committee Vail Valley Partnership/CareerWise	Opportunity Now	Undetermined	Short-range – actively being researched by the team
Investigate the potential to leverage Skill Advance Colorado to support existing employers in the region	TBD	State Partnership Team CDLE	Skill Advance Colorado	Undetermined	Short-range
Identify and create collaborative work opportunities with Colorado Mountain College	EC Workforce Resiliency Committee	EC Workforce Resiliency Committee Vail Valley Partnership Colorado Mountain College	Colorado Mountain College	Undetermined	Initial: short-range General: ongoing
Investigate and support innovative opportunities for childcare to support increased employee retention	TBD	Eagle County, Pitkin County, Garfield County - Health & Human Services Colorado Dept of Early Childhood Early Childhood Councils	EnergizeColorado childcare accelerator program EPIC Design Lab 2.0 employer-based child care opportunities - SBDC/CO Dept of Early Childhood partnership training programs	Undetermined	Ongoing

Action	Leads	Supporting stakeholders	Resources (available and/or needed)	Baseline metric or progress	Timeline
Strategy B: Support increased business retention and expansion					
Form a working group comprised of community members, business owners, and economic development partners to explore ways to strengthen and diversify the economy while capitalizing on existing strengths	TBD	Regional Community Team State Partnership Team OEDIT CLE SBCD Eagle County	Undetermined	Undetermined	Ongoing
Leverage and promote intergovernmental cooperation and public/private partnerships that encourage innovation and creativity on a regional scale	TBD	Regional Community Team State Partnership Team OEDIT CLE SBCD Eagle County	Undetermined	Undetermined	Ongoing
Coordinate infrastructure and public facility investments in a way that enhances the County's capacity to sustain current economic activity and encourage new economic development.	TBD	Regional Community Team State Partnership Team OEDIT CLE SBCD Eagle County	Undetermined	Identify opportunities to incorporate economic development conversations with county public works/planning efforts to identify areas of overlap and consideration	Ongoing
Leverage economic diversification opportunities in the County to identify opportunities to elevate sustainable building practices. Elevate efforts to increase workforce and trade-specific development to support sustainable development and electrification initiatives throughout the County.	TBD	Regional Community Team State Partnership Team OEDIT CLE SBCD Eagle County DOE HUD	DOE sustainability projects and education programs C-Pace financing HUD programs	Undetermined	Short-Mid
Action	Leads	Supporting stakeholders	Resources (available and/or needed)	Baseline metric or progress	Timeline
Utilize state and local resources to expand and enhance access to high-speed broadband internet.	TBD	Regional Community Team State Partnership Team Eagle County CBO NWCCOG	Project THOR Colorado Broadband Office	Undetermined	Ongoing
Strategy C: Increase Economic resiliency					

Identify opportunities and develop materials to support current businesses in the county in the development of continuity plans. Special note should be taken to provide support for critical services in all communities	TBD	Regional Community Team State Partnership Team OEDIT CLE SBCD Eagle County	Undetermined	Undetermined	Ongoing
Leverage the Eagle County Community Resiliency Plan to build on and expand the following strategies: - Expand community engagement and education focused on behavior changes to enhance resilience and sustainability - Support the financial stability of frontline families and communities - Support affordable housing and living wages for all residents - Support the growth of a diverse economy	TBD	Regional Community Team State Partnership Team OEDIT CLE SBCD Eagle County DOLA CRO	Eagle County Community Resiliency Plan	Undetermined	Short-Mid
Leverage the Eagle County Climate Action Plan to identify and coordinate efforts in related workforce and economic development initiatives	TBD	Regional Community Team State Partnership Team OEDIT CLE SBCD Eagle County DOLA CRO	Eagle County Climate Action Plan	Undetermined	Short-Mid
Engage in additional comprehensive planning efforts that involve the integration and/or alignment of other planning efforts (e.g., hazard mitigation plans, etc.) and funding opportunities.	TBD	Regional Community Team State Partnership Team SBCD Eagle County DOLA CRO	Undetermined	Undetermined	Ongoing
Action	Leads	Supporting stakeholders	Resources (available and/or needed)	Baseline metric or progress	Timeline
Identify opportunities to build a resilient workforce that can better shift between jobs or industries when their core employment is threatened.	TBD	Regional Community Team State Partnership Team SBCD Eagle County DOLA CRO	- Likely this strategy will involve the identification of job-driven skills, strategies, and support organizations to ensure continuity. - Consider automation strategies and recommendations developed within the	Undetermined	Ongoing

			Summit Regional Roadmap plan (page 12)		
Promote and incentivize the completion of individual business impact analyses for local businesses throughout the County	TBD – SBDC and partners?	Regional Community Team State Partnership Team SBCD Eagle County	• Business impact analysis • Risk assessment • Resiliency and recovery strategies	• Undetermined	Ongoing
Consider additional business-based resiliency and recovery strategies noted by OEDIT	TBD	Regional Community Team State Partnership Team SBCD Eagle County OEDIT CDLE Office of Future Work	• Energize Colorado – business resiliency matrix/program • Manufacturer's Edge – business health assessment process	• Undetermined	Mid-Long
Strategy D: Increase Succession and Exit Planning in the Region					
Leveraging results from the Eagle County Economic Resiliency Survey identify opportunities to communicate/advertise the community benefits of exit planning	TBD	Regional Community Team State Partnership Team SBCD Eagle County	• Undetermined • Identify target business types and specific community segments to develop a targeted communication campaign.	• Undetermined	Short-Mid
Utilizing the outcomes from the previous strategy, develop and implement training, support, and materials for the widespread implementation of exit planning throughout the county.	TBD	Regional Community Team State Partnership Team SBCD Eagle County	• Undetermined	• Undetermined	Short-Mid
Continue coordination with the Office of Economic Development and International Trade and the Business Support Division to identify opportunities to support exit planning in the County	TBD	Regional Community Team State Partnership Team SBCD Eagle County OEDIT	• Undetermined	• Undetermined	Ongoing
Action	Leads	Supporting stakeholders	Resources (available and/or needed)	Baseline metric or progress	Timeline

Continue to leverage and educate employers in the region about Employee Ownership as an exit planning strategy	TBD	Regional Community Team State Partnership Team SBCD Eagle County OEDIT Office of Future Work	Colorado Employee Ownership Office – programs and support	Undetermined	Ongoing
Strategy E: Support and Diversify Tourism and Recreation in the Region					
Work with landowners and recreation managers to ensure year-round access to recreation facilities.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Mid
Work with local trail/outdoor recreation clubs to foster a sense of community centered on outdoor recreation and stewardship of public lands.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Ongoing
Explore options to create a youth workforce program or conservation corps to assist with the maintenance of public lands and recreation assets.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Short
Identify opportunities to engage youth in the development of and implementation of programs to expand these opportunities in the County	TBD	Regional Community Team State Partnership Team Others?	Central San Juan High Alpine Roadmap Plan's ambassador/public lands program strategies (starts on page 22).	Undetermined	Short-ongoing
Coordinate with and support existing nonprofits supporting outdoor recreation in the region and the state.	TBD	Regional Community Team State Partnership Team Others?	Walking Mountains Science Center Get Outdoors Leadville Environmental Learning for Kids GOCO – Generation Wild Colorado Youth Corps Association	Undetermined	Ongoing
Consider programming options that incorporate Diversity, Equity, and Inclusion initiatives to create opportunities for all residents of the Valley/region	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Ongoing
Action	Leads	Supporting stakeholders	Resources (available and/or needed)	Baseline metric or progress	Timeline

Continue overall engagement with the Colorado Outdoor Recreation Industry Office and Colorado Tourism Office	TBD	Regional Community Team State Partnership Team Others?	- Colorado Outdoor Recreation Industry Office - Colorado Tourism Office	Undetermined	Ongoing
Consider IDEA initiatives	TBD	Regional Community Team State Partnership Team Others?	NEXT100 Colorado The Cycle Effect	Undetermined	Short
Survey Specific Strategies: Benefits					
Identify opportunities for public/private partnerships to develop funding sources to increase the availability of childcare benefits and housing stipends for employees in the region.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Short
Identify the gap in childcare options (available childcare, number of facilities, geographic dispersion, etc.) and the workforce needs and develop a plan to address - plans could include specific incentives for child care operators, decreased fees, etc.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Short-Mid
Leveraging ECHDA efforts, identify and determine support needs for public/private partnerships to coordinate and develop housing units to support ongoing workforce needs.	TBD	Regional Community Team State Partnership Team Others?	ECHDA	Undetermined	Short-ongoing
Survey Specific Strategies: Retention					
Develop and identify employee outreach opportunities to better understand employee mobility in the region - specifically, work to understand the motivations behind employment choice and obtain a better understanding of why a majority of those responding to the survey are planning to change jobs in the next 5 years.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Short
Leveraging outcomes of the previous strategy, develop and implement programs to support employee (and employer) needs in this area. Note: potential opportunity to couple this effort	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Ongoing

with workforce development and retainment strategies included above.					
Action	Leads	Supporting stakeholders	Resources (available and/or needed)	Baseline metric or progress	Timeline
Survey Specific Strategies: Retirement					
Develop an outreach program to better understand the breadth of impending retirement - identify an estimate of workers, the impacted industries, and the type of occupation and identify the impact on the local workforce.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Short-Mid
Leveraging outcomes from the previous strategy identify opportunities to develop the local workforce (and those coming into the workforce) to fill those positions.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Long
Survey Specific Strategies: Quality of Life					
The county and relevant stakeholders should elevate efforts to diversify the economy in order to address the concerns regarding cost of living.	Eagle County	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Short
Economic diversity efforts should be focused on living wage and higher paying wage development and develop career opportunities that not only support the resort/tourism economy but expand into other industries appropriate for the region.	TBD	Regional Community Team State Partnership Team Others?	Undetermined	Undetermined	Ongoing

IMPLEMENTATION CONSIDERATIONS

The strategies listed in the previous section connect directly to survey outcomes to address the related issue, gap, or opportunity. Eagle County and their stakeholders/partners are working on a variety of implementation efforts that either overlap or will leverage outcomes from this roadmap process. Given the progression of the development of this plan, there are a few critical pieces the team will need to consider to determine the appropriate next steps and chart the course forward.

1. **Implementation leadership** – each set of strategies included in the previous section may have multiple leaders or a singular entity that takes the lead. As implementation efforts progress, through will need to be given on how best to manage each effort and how that effort either supports or leverages the ongoing work plan of involved partners.
2. **Resources** – funding and staff will be required to elevate any immediate efforts in the economic resiliency space outside of pre-determined priorities within the region. The regional community team is already aware of this need and actively identifying innovative solutions in both realms to start up implementation efforts in the near future.
3. **Timeline** – The core regional community team leading this project is made up of representatives already working in the business and economic development space. It was not the purpose of this plan to indicate how their job/efforts should be focused, but rather provide data and idea generating content to expand the effectiveness of their work and identify opportunities for additional support. That said, each representative already has a work plan, already has a focus area or areas, and likely has a board or managing entity to report to. A number of the strategies included above fit the “quick win” definition... something that can be implemented quickly with low effort and low cost. However, many will need to be prioritized in the future and coordination will be important to plan out implementation timelines and subsequent milestones to ensure project success.

A NOTE ON CHAMPIONS, BACKBONE ORGANIZATIONS AND LEADERSHIP

Implementation is largely dependent on a broad set of factors such as timing, funding, political will, staff capacity, and coordination. Chief among these factors is regional coordination. It is imperative that the region make specific efforts to coordinate and maintain momentum first and foremost by working through an initial effort to identify leadership for each focus area within this plan. Overall, there is general alignment between most of the included strategies and current efforts within the respective stakeholder organizations. However, expanded support and leadership opportunities should be noted. Identifying key drivers and the associated champions for each is the key factor in future implementation success.

NEAR-TERM IMPLEMENTATION

Aside from the “quick win” type strategies identified above, the following set of implementation strategies have initially been identified as next steps for phase three of the roadmap process.

Workforce Development Grants

Increased collaboration is needed to focus regional efforts in this space. In many cases, there's a lack of connection between large efforts and ad-hoc program development. This roadmap process and the identified strategies for implementation in the near future can (should) act as a catalyst for an increase in collaboration and coordination amongst a variety of partners and stakeholders throughout the region. Additionally, the County has already identified the need for an increased focus for electrification and sustainability focused trades. It is important to coordinate efforts between the County, educational entities and employers looking to fill these gaps in employment.

Focus Groups

A key outcome of the survey for this roadmap plan was not only the identification of economic/business-related pain points throughout the County, but also the understanding of the need to develop and implement focus groups to drive the process forward in a more specific way. Two specific focus group needs have been identified as a first step in the process.

1. Business focus groups
2. Workforce training

Ultimately each of the focus groups can act as a feedback loop unto each. The business focus group can work to identify specific needs and potential solutions, whereas the workforce training focus group can be leveraged to fill in any identified workforce needs.

Community Visioning/Planning

The connection between typical community planning and economic resiliency efforts is often non-existent. This isn't necessarily the case for Eagle County; however, the regional community team has noted the need for a focused effort to align and coordinate these efforts in the future – and expand to areas including community development, public works, and others.

Grant Applications (generally)

The regional community team is already aware of several grant opportunities that may prove supportive of many of the identified strategies in the previous section of this report. The group is likely to have difficulty managing each on their own without identifying supportive organizations or individuals that can provide assistance in the development of each. Generally, the region has identified the need to find champions and individual leaders to shepherd each process forward.

Follow Up

The development of the economic resiliency survey was just the first step in an ongoing process to complete an ongoing, planned, effort to check in on the region's economic resiliency progress moving forward. It will be important for the region to plan for and implement a concerted effort to provide a consistent "pulse-check" throughout the county to ensure identified priorities are relevant to the needs of the region and that implemented efforts are effectively addressing the issues. The region has already determined that a biannual or annual version of the initial survey will be necessary moving forward to continue to understand trends and assess vulnerabilities in the economy.

Older Adult Planning

The workforce is aging. Not just in Eagle County, but throughout the state. This fact creates a set of related economic problems, and opportunities for the region. Several implementation strategies included in the previous section note this and provide specific initial avenues to begin addressing the problem. Key

to this understanding is expanding the regional effort to better understand the number of business owners and residents planning to retire and age in place, and what services will be necessary to support those that wish to age in place within the County – those that wish to “stay put” in the community they have supported and come to love. Additionally, it is important for the regional community team to also consider the business development opportunities connected to this trend – what types of businesses are needed to support the aging population now, and how does that change in the future? Other community-based needs relate to the development of resource lists, supportive aging strategies, and a larger community planning effort to ensure the future of the county sits as a “livable community.”

APPENDIX A – EAGLE COUNTY REGIONAL COMMUNITY TEAM

State of Colorado

Department of Local Affairs

Colorado Resiliency Office

Colorado Broadband Office

Colorado Department of Labor and Employment

Office of Economic Development and International Trade

Municipal/County Governments

Eagle County

Town of Vail

Town of Minturn

Town of Gypsum

Town of Carbondale

Town of Snowmass Village

Pitkin County

Town of Avon

Town of Eagle

City of Glenwood Springs

Town of Basalt

City of Aspen

Partner Organizations

Northwest Colorado Council of Governments

Vail Valley Partnership

Basalt Chamber of Commerce

Northwest Area Workforce Center

Northwest Colorado Council of Governments EDD

Aspen Chamber Resort Association

Northwest SBDC

Beaver Creek Resort Company

APPENDIX B - RESILIENCY AND RISK REDUCTION CONSIDERATIONS

RESILIENCY

Key resiliency considerations that have been identified through this process and for the region to address moving forward include the following:

1. Economic Resiliency – A common theme discussed throughout the roadmap planning process for this region was the need for economic diversity and the many touchpoints this topic had throughout the development of project specific strategies. It would be difficult to have an economic diversity conversation in almost any region without considerations linked to housing attainability, workforce development, economic development, and industry. Maintaining perspective in this space will not only help the region diversify in the near term but will also allow the region to weather stressors on the economic system as they arise for the long term.
2. Flexibility of program implementation – Regional collaboration can be difficult. There are several instances where some communities in the region are well ahead of others – Housing for example. It is important for each community to undertake actions that best support their situation, while also considering the impact (and associated support) their efforts can have on the region as a whole or adjacent communities.
3. Diversity, Equity, and Inclusion (DEI) – It is imperative that the Eagle County region continue to consider all voices in their planning and implementation efforts and include the voices of underrepresented individuals that call the region home. The implementation of the economic resiliency survey was one step, but there is likely room for improvement as implementation begins to take shape.

RISK

A key risk noted throughout the planning process for the region pertains to building and sustaining momentum. This region is geographically dispersed, and the partners included in the process are capacity stretched. In many cases, local champions have emerged, but relying on a small set of individuals to continue to push further planning and implementation efforts will likely only lead to burnout and a halt in any momentum previously developed for the variety of focus areas in this region. It will be important for the region to consider the following as they continue to focus on regional collaboration.

1. Leveraging expertise as a driver for implementation. One person cannot do it all; neither can a group of like-minded individuals with a shared set of expertise. Some skills are transferrable, but others are not. It is important for those leading the efforts to identify and develop helpful relationships to boost knowledge and implementation efficiency.

Over communicating – identifying ways to continue expressing project updates to the partners and stakeholders. This will not only make sure all interested parties are in the loop regarding progress, but also provides a venue for support outreach.

APPENDIX C - CONNECTION TO THE COLORADO RESILIENCY FRAMEWORK

The roadmap team (consultants and regional community team) worked throughout the plan development timeline with an eye on connections to the [Colorado Resiliency Framework](#) – a plan originally developed in 2015 (current version, 2020) to serve as the State’s roadmap to a more resilient future. This plan focuses the strategic connections herein specifically on advancing resiliency within the Community, Economic, and Housing sectors and connecting the dots to Colorado’s Future-Ready Economy and Workforce and Housing Attainability resiliency priorities. Key takeaways from each of these sections of the Colorado Resiliency Framework are noted below for reference.

COLORADO RESILIENCY FRAMEWORK: CHAPTER 3: ADVANCING RESILIENCY ACROSS SECTORS

COMMUNITY

“The Community Sector focuses on supporting local self-governance in Colorado through collaboration and capacity building.”

This section of the Colorado Resiliency Framework notes a key piece of developing each community’s ability to “anticipate, accommodate, and more quickly recover from disruption...” relies first and foremost on strengthening local planning. Noting the fact that Colorado’s collection of diverse communities creates a set of unique needs and opportunities – this point is not distinguishable from the inherent makeup of the Eagle County region. While the planning process for the development of this document and the strategies herein point to “building civic muscle” loosely, it is important for the region to continue to consider how to create opportunities for community engagement and empowerment to strengthen the collective region. Not only is this a resiliency factor, it will also support further implementation success as the region moves forward with the ideas contained within this plan.

ECONOMIC

The economic sector is the key consideration in most of the strategies developed for the Eagle County region. Specifically noted in the Resiliency Framework are the focuses on navigating economic transitions, promoting industry health, and establishing a resilient workforce. Each of these points can be linked directly to the strategies developed that discuss diversifying the economy and identifying local-level opportunities to grow talent through a variety of appropriate efforts.

The Framework specifically calls out the fact that “Colorado is routinely rated one of the nation’s best places to live, explore, work, and conduct business,” and that the economic sector focuses on maintaining this standing.

HOUSING

“Colorado’s housing market faces many intertwined resiliency considerations including rapid price escalation and supply shortages in urban and mountain communities, vulnerability to natural hazards, growing distances between place of residence and

employment and the unique housing needs and inequities of different demographic groups. The Housing sector focuses on housing supply and stability as critical elements of resilient housing.”

As noted in this chapter of the framework, “Colorado’s extremely tight housing supply means that many individuals and families struggle to find quality, affordable housing options.” This issue is felt throughout the municipalities in this region as local governments, private developers and non-profit organizations work to innovate approaches to balance and ease the housing needs of families, and the general workforce. A key factor in this conversation is the increased need to diversify the economy. Without additional/attainable housing, it is difficult for this region to entice new business development as well as facilitate business expansion efforts as there are few places for increase workforce housing in the region.

Also noted in this chapter of the framework, are key sector considerations relevant to the planning process in the Eagle County region:

- I. Accelerating an Affordable and Diverse Housing Supply, and
- II. Building Housing for the Future,

Sector Consideration I. Accelerating an Affordable and Diverse Housing Supply, notes that strategies focused on developing diverse housing types help to increase affordable options and increase opportunities for co-housing, universal design, temporary housing, and housing that provides supportive services. While communities throughout Colorado are completing code audits to identify areas of needed improvement to incentivize and streamline the process and requirements around housing development (many of the municipalities in this region are currently considering this), this region has diversified their approach to housing given the variety of efforts currently and previously underway specifically through the Eagle County Housing and Development Authority and their related partners in the West Mountain Region Housing Coalition..

Sector Consideration II. Building Housing for the Future, notes that updating local land and building development standards can support and provide an opportunity to build housing that is resilient. This roadmap planning team does not dispute this point, however their immediate focus falls within the sector consideration discussed above pertaining to accelerating housing.

COLORADO RESILIENCY FRAMEWORK: CHAPTER 4: COLORADO’S RESILIENCY PRIORITIES

FUTURE-READY ECONOMY AND WORKFORCE

“This priority focuses on supporting communities and industries through change and increasing economic diversification through expanded access to technology, putting the economy to work in mitigating risks from natural hazards, and building community capabilities to address local needs.”

The Future-Ready Economy & Workforce section of the framework connects the dots between this region focus on economic and workforce development as well as industry diversification as a regional need and the issues and needs previously identified in the groundwork phase of this plan. This section not only connects infrastructure investment to the greater ability to diversify the economy, but also links to issues

related to economic disruptions that include economic losses or recessions caused by stressors such as the pandemic or hazard events. Additionally, it is important to point out the connection between workforce development/economic development and the associated risks and vulnerabilities present, including inequities and barriers related to race, age, gender, ability, educational attainment, region, wages, childcare, benefits and more. A focused effort on cross-cutting strategy implementation in the region not only supports expanded benefits for each community in the region but can also address a variety of these risks and vulnerabilities.

HOUSING ATTAINABILITY

*“The priority emphasizes reducing barriers to developing affordable housing, championing statewide housing policies and resources, and addressing each community’s unique housing needs. **To increase stability and reduce displacement, this priority stresses leveraging and using tested tools, models, and resources, as well as piloting and innovating new housing projects and initiatives.**”*

The Housing Attainability section of the framework clearly identifies the need to increase the supply of attainable housing throughout Colorado, specifically affordable housing options for workforce populations (noted above) and those who most experience marginalizing. Also discussed, is the clear connection to the fact that in many rural communities, limited funds available for housing supply means minimal housing mobility or choice. This region does grapple with the fact that housing is, in most circumstances, unattainable and/or unaffordable to most residents that provide for the workforce necessary for the region or those that would be interested in relocating to the region. This issue further stresses the cost-burdened lower-income workforce that is forced to find housing extreme distances from their place of employment, exacerbating transportation costs.

RELEVANT STATE-LEVEL SUPPORTING STRATEGIES FROM THE COLORADO RESILIENCY FRAMEWORK (CHAPTER 4, PAGE 53 AND 59)

STRATEGY NAME	STRATEGY DESCRIPTION	RESILIENCY PRIORITIES SUPPORTED
EW2. Advance Equitable Hiring and Modern Benefits	Advance equitable hiring practices through skills-based practices, increased access to training, and the removal of barriers such as drivers’ licenses, lifting requirements, prescriptive experience, and extensive job histories. Promote modernization of employment benefits and worker protections.	Economy and Workforce, Agriculture and Food, Community Capacity
EW3. Develop Rural Economic Diversification Roadmaps & Strategies	Identify viable economic diversification opportunities in rural Colorado and create community roadmaps and strategies to develop opportunities. Utilize rural hubs ⁴ as a model to implement diversification strategies.	Economy & Workforce, Agriculture & Food, Community Capacity

EW4. Support Communities and Industries in Economic Transition	Prepare for industry and workforce transition due to market shifts, globalization, climate change, and digital transformation through diversification of economies and workforce development planning. Attract the workforce of the future by developing strategic mentorship, education, and training opportunities.	Economy & Workforce, Climate and Natural Hazards, Housing Attainability, Community Capacity
EW5. Promote Resiliency Jobs and Workforce Development	Promote workforce training and development programs that help businesses become more resilient to climate change and disasters. Focus on programs that develop career pathways, build partnerships across sectors and with educational institutions, and grow a statewide resiliency job corps program.	Economy & Workforce, Climate and Natural Hazards, Agriculture and Food, Community Capacity
HA1. Build Local Capacity for Developing Resilient Affordable Housing	Provide technical assistance to local communities to meet their unique housing needs and increase the number of affordable and resilient housing units.	Economy and Workforce, Housing Attainability, Community Capacity
HA2. Support Affordable Housing Siting and Development	Address the critical shortage of housing supply by providing critical data and resources needed to support the siting and development of affordable and attainable housing throughout the state.	Building and Infrastructure, Housing Attainability, Community Capacity
HA3. Increase Housing Stability	Ensure Coloradans can remain in their homes and the affordable housing stock is maintained, particularly during disruptive events such as natural disasters and economic disruption, by minimizing evictions and foreclosures and ensuring homes are fortified to withstand disasters. Address barriers to homeownership and housing for people experiencing homelessness.	Economy and Workforce, Housing Attainability, Community Capacity

APPENDIX D - INCORPORATION OF THE RESILIENCY PRIORITIZATION CRITERIA

Outlined in the framework requirements for this roadmap plan was the indication that regional teams should incorporate the resiliency prioritization criteria to ensure that strategies and projects are future-proof and build the resiliency of the region. This region and the planning team has made their best effort to consider and incorporate this direction.

High-level prioritization considerations utilized during strategy development focused on three main criteria:

1. Regional collaboration
2. Economic and workforce development
3. Available funding for implementation (federal, state, or local monies).

Immediately below, the team has included the resiliency prioritization criteria that best fit the strategies and purpose of this plan. The team has also included a short narrative for each describing the use of the prioritization criteria within this plan. Also, important to note is that these criteria were specifically defined and “intended to enable State departments and agencies to prioritize resiliency strategies so that limited resources can be leveraged for multiple, triple-bottom-line returns.” While clearly relevant, there is a lack of one-to-one connection as it relates to the priorities of individual municipalities and regions throughout the state.

RELEVANT CRITERIA

CO-BENEFITS:

Description: Provide solutions that address problems across multiple sectors creating maximum benefit.

Eagle County Roadmap Plan Connection: The strategies developed for this region have the potential to provide considerations for regional and local-level implementation. Addressed throughout the planning process was the connection to workforce and economic development related issues, and housing issues.

HIGH RISK AND VULNERABILITY:

Description: Ensure that strategies directly address the reduction of risk to human well-being, physical infrastructure, and natural systems.

Eagle County Roadmap Plan Connection: Risk and vulnerability were specifically noted and incorporated throughout the process. Specifically, this plan notes the need for business continuity and exit planning as a means to address and plan for future systemic shocks.

ADAPTIVE CAPACITY:

Description: Include flexible and adaptable measures that consider future unknowns of changing climate, economic, and social conditions.

Eagle County Roadmap Plan Connection: The strategies developed for this region and included in this plan are meant to be adaptable in many areas associated with workforce and economic development throughout the region.

ECONOMIC BENEFIT-COST:

Description: Make good financial investments that have the potential for economic benefit to the investor and the broader community both through direct and indirect returns.

Eagle County Roadmap Plan Connection: The strategies included in this plan make clear connections to the measurement of the benefit of a program or strategy and the cost/benefit for both the local government or regional entity “investing” in implementation activities, and the community utilizing access for the long term. Key within this criterion is the note above regarding community capacity and the efficiency at which programs can be developed, implemented, and managed by a select few entities or individuals.

LONG-TERM AND LASTING IMPACT:

Description: Create long-term gains to the community with solutions that are replicable and sustainable, creating benefit for present and future generations.

Eagle County Roadmap Plan Connection: The strategies included in this plan for the region are all focused on long-term impact. Strategic implementation is considered one foundational aspect of regional collaboration that will take place in the future and is detailed in the strategies to support a variety of focus areas.

HARMONIZE WITH EXISTING ACTIVITY:

Description: Expand, enhance, or leverage work being done to build on existing efforts.

Eagle County Roadmap Plan Connection: The strategies included in this plan build on and support a variety of efforts already taking place in the region. Leveraging this connection (as noted several times in the sections above) are key to maintaining momentum and having the most impactful outcomes possible.

APPENDIX E - ADDITIONAL DOCUMENTATION AND DATA

GREATER ROARING FORK REGIONAL HOUSING STUDY (2019)

The following information was incorporated from the *Greater Roaring Fork Regional Housing Study* (Economic and Planning Systems / RRC Associates, April 1, 2019) to provide overarching background and content to support the strategies identified within this plan, and to support future grant applications and help elevate the need for a continued focus between housing and economic development efforts in the region. The full executive summary of the study can be found [here](#).

“JOBS AND PEOPLE GENERATE DEMAND FOR HOUSING. BUSINESS AND EMPLOYMENT GROWTH TRANSLATE TO HOUSING DEMAND, AND HOUSEHOLDS CHOOSE WHERE TO LIVE BASED ON A VARIETY OF FACTORS...”

Year-round business growth means more need for resident housing. Job growth is a sign of the economic health, and between 2001 and 2017, the GRFR added more than 10,000 jobs to its year-round business sectors. Relative to the state, the region accounts for 2 percent of Colorado’s jobs, but captured more than 2.5 percent of the state’s growth during this time.

Proprietorships are a mainstay of the regional economy. Proprietorships will continue to be a ubiquitous phenomenon of the labor force and business activity in the GRFR as long as there is seasonality in the larger economy. An analysis shows that the GRFR had approximately 33,000 sole proprietors in 2017, up from 22,000 in 2001.

The regional population grew by young and old, but mostly old. The GRFR grew by 28,000 residents (approximately 10,000 households) between 2001 and 2017, more than 1,700 persons per year. Just over 20 percent of the growth was in populations between 35 and 64; more than 40 percent was under 35; and nearly 60 percent was over 65. Over the next 10 years, the regional population is projected to grow by 24,000 people – 33 percent under 35; 30 percent 35 to 64 and 30 percent over 65.

“THE ONLY WAY I WILL BE ABLE TO REMAIN IN THIS AREA WHEN I RETIRE IS IF I AM ABLE TO OBTAIN AN APARTMENT IN ONE OF THE SENIOR HOUSING COMPLEXES IN THE AREA. THERE IS SO LITTLE HOUSING AVAILABLE IN THIS AREA THAT SOMEONE ON A FIXED INCOME CAN AFFORD.”

An aging population requires different housing solutions, care, and services. Although longer life expectancies can be attributable to advances in medical treatment and healthier lifestyle, living longer means these medical services and treatments need to be available. It also means that different housing solutions need to be addressed. Elderly households frequently express an interest in downsizing and lower maintenance living arrangements, but also express frustration that there are so few, if any, opportunities in the region. Not only does the lack of appropriate housing impact their quality of life, but it also negatively impacts the region and municipal sales tax revenue collections.

A second homeowner-driven market has driven its workforce away from their jobs. The region’s workers have struggled for decades with the price of housing, and that is one of the main reasons why the

region has become so large; workers have sought more affordable and available housing farther and farther away from their jobs.

An investor-driven market exposes its workforce to the risk of equity loss. In years following the Great Recession, nearly every one of the areas (including those whose housing markets are oriented more to the workforce) of the region experienced serious housing price drops and protracted volatility. ... continued expansion of the second homeowner market does illuminate the risk that another downturn may have similarly detrimental impacts on the region's resident population and workforce.

Cross-commuting patterns are the “market” solution to affordability challenges. The Aspen to Snowmass area imports an average of 7,500 workers per day, and Glenwood Springs is a net importer of 2,400 workers. The other areas generally export workers. From a policy perspective, these cross-commuting patterns are what happens when the “market is left to its own devices.” That is, the market may be “taking care of itself”, but it is not taking care of workers' quality-of-life—for those who would rather not commute as far.

NWCCOG MOUNTAIN MIGRATION REPORT (2021)

The following information was incorporated from the *Northwest Colorado Council of Governments Mountain Migration Report* to provide overarching background and content to support the strategies identified within this plan, and to support future grant applications and help elevate the need for a continued focus between housing and economic development efforts in the region. For reference, the report can be found [here](#).

SURVEY OF NWCCOG RESIDENTS: KEY TAKEAWAYS

NEWCOMERS

- 91% of newcomers are employed
- 61% of newcomers work for an out-of-county employer and 24% are self-employed
- 49% of newcomers moved “because you could work remotely”
- 70% of newcomers have incomes over \$150,000 per year

PART-TIME RESIDENTS

- 17% of part-time residents increased the time in their homes in 2020 vs. 2019 (due to the pandemic)
 - 35% of part-time residents “spend more time because you could work remotely”
 - 80% of part-time residents “spend less time traveling elsewhere because of COVID”
- 20% of part-time residents decreased the time in their homes in 2020 vs. 2019
- Unpaid stays in short term rentals increased by 30% over 2019 rates
- Part-time residents intent to increase time spent in the region by 30%

RENTS

- Market rents on units that turned over in 2020 increased 20 to 40 percent in the region
- Newcomer renters (30's and 40's) established careers and have children
- Newcomers have much higher income than newcomer renters in the past
- 90% of renters polled said housing availability and affordability got worse in 2020

EAGLE RIVER VALLEY HOUSING NEEDS AND SOLUTIONS (2018)

The following information was incorporated from the *Eagle River Valley Housing Needs and Solutions* report to provide overarching background and content to support the strategies identified within this plan, and to support future grant applications and help elevate the need for a continued focus between housing and economic development efforts in the region. For reference, the report can be found [here](#).

“THE HOUSING SHORTAGE NEGATIVELY IMPACTS EMPLOYERS IN TERMS OF EMPLOYEE RETENTION, BUSINESS DEVELOPMENT AND GROWTH.”

This report notes that in 2017, unemployment in Eagle County was 2.2%, the lowest level since 2000, leaving very few employees living in the valley to fill positions. Coupled with high housing costs and a predominance of low wage tourism-focused jobs, employers have difficulty attracting and retaining employees from beyond the Valley.

In 2018 this report estimated that about 110 homes are needed each year to provide housing for employees who fill jobs vacated by approximately 240 employees anticipated to retire each year in the Valley. Since most retiring employees intend to stay in the community post retirement, those who planning to move to the region are unlikely to find homes that are affordable to replace these jobs.