



**2023 Annual Comprehensive Economic Development Strategy
Progress Report**

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ED22DEN3020035**

**Period Covered by Report
FY 2024
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EXPENDITURES

Line Item	Total Budgeted (from SF424)	Federal Funds Expended	Match Funds Expended
Personnel	98,800.00	50,212.79	48,587.21
Fringe Benefits	28,600.00	18,487.21	10,112.79
Travel		-	
Equipment*			
Supplies			
Contractual/Subaward*		-	
Other			
Indirect Costs	12,600.00	1,300.00	11,300.00
Total	140,000.00	70,000.00	70,000.00

ADJUSTMENTS & EVALUATION METRICS

This report serves as the annual update to the Region 10, League for Economic Assistance and Planning 2021-2026 Comprehensive Economic Development Strategy (CEDS). Region 10, LEAP serves the six-county region on Colorado's Western Slope – Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel. Providing numerous services including coordination and facilitation of the CEDS, regional transportation planning, regional broadband planning and services, small business resources (including a revolving loan fund and business education/consulting), administration of Enterprise Zone Tax Credits, and services for older adults.

Within this document we report on completed economic development activities, evaluate our progress towards our goals, and determine goals for the upcoming fiscal year. Each fiscal year we reassess the Region 10 5-year CEDS and our EDA Partner Planning Scope of Work to determine if the Organization and Region's overall strategies need to be adjusted.

This year there are no major changes to the overall strategy of the 5-year CEDS. Below is the evaluation of our region based on the Evaluation Framework outlined in our 2021-2026 CEDS.

**Current year CEDS Metrics are found at the end of the document which includes more stats and data

- **Per Capita Income (BEA)** was \$75,358 an increase from \$51,152 the previous reporting period and is almost equal to the Statewide per capita income of \$75,722. However, Delta County's per capita income, the lowest in the region is \$47,593, which is significantly lower, 63%, of the State's per capita income. In contrast, San Miguel County's per capita income, the highest in the region, is \$138,635 that is 184% of the State's per capita income. (StatsAmerica)
- The **24-Month Unemployment Rate** ending June was 3.10%, a rise from the same metric in the previous annual period of 2.50%. The 24-Month Unemployment Rate for US rate was 3.66% and for the state of Colorado was 3.14% (NERDE)
- The current population has increased slightly from 2022 at 0.9% and the total population for the region is 107,032. (StatsAmerica)
- **Population Increase/Decrease:** Four of the six counties in the region have had population increases in 2023 from 2020, Delta (1.76%), Gunnison (2.38%), Montrose (3.46%), Ouray (6.20%). The counties with a decrease in population since 2020 are Hinsdale (-2.92%), and San Miguel (-2.53%). San Miguel County had an increase in population from 2020 to 2022 but decreased in 2023 to a population below what it was in 2020.
- The **Top Five Industries by GDP**, in order, for the region are: Real Estate and Rental and Leasing, Government and Government Enterprises, Construction, Retail Trade, Accommodation and Food Services. (NERDE)

- The **Top Five Industries by Employment**, in order, for the region are: Government and Government Enterprises (10,002 jobs), Retail Trade (7,138 jobs), Construction (7,135), Real Estate and Rental and Leasing (6,909), Accommodations and Food Services (6,366). (NERDE)
- Our tourism-based economies continue to experience high levels of visitors, although visitation numbers are not as high as they were in the years of the COVID 19 pandemic. The visitation impacts continue to highlight the need for investments in regional infrastructure. Businesses within the Tourism based industry report that there is difficulty in the retention and attraction of employees, and it is compounded by the lack of affordable workforce housing available for industry workers. Lack of available industry workers has put strain on business owners or impacted their hours of operation to avoid burnout.
- Montrose Regional Airport continues to see increases in the number of passengers served and completed an expansion of terminals in 2023. In 2022, the airport served 463,140 passengers (233,745 enplanements and 229,395 deplanements) which was an increase of 20% of passengers from 2021. In 2023, the airport served 482,691 passengers, an increase of 4.22% of passengers served. These numbers include recreation, tourism, and business travelers.
- Region 10 continues to increase availability of Broadband Access in the region and focuses on redundancy of the fiber optic network infrastructure to create resiliency for the region. Region 10 has developed over 1,200 miles of fiber and has established Carrier Neutral Locations (CNLs) in all 6 counties, in 14 municipalities to facilitate network sharing and efficiency.
- As with the rest of the country, affordable workforce housing, attracting, and developing a skilled workforce and access to childcare continue to be high priorities for the region. The region is addressing these issues with model projects discussed below.
- Aging infrastructure, roads, bridges, water & sewer lines, and the impact of climate variability also continue to be high-need areas.
- We continued our Regional Grants Navigator Program, in its second year, to support local governments with capacity and technical assistance in accessing federal infrastructure dollars. This year with focus on grant management and compliance for multiple local governments who were awarded federal grants.

Region 10 efforts are creating a more diversified and resilience economy within the region, with key industries being outdoor recreation manufacturing and tourism (building on the geographic diversity within the region) and agriculture. Our past planning efforts set the stage for our communities to collaborate and connect in the continued local and regional COVID recovery response.

****Board, CEDS Committee and Staff list at end of report**

2023 SCOPE of WORK REPORT & EVALUATION

In the prior year, Region 10 completed the following items on the scope of work:

A. Regional Economic Development and Planning (2.75 years)

1. Coordinate with programs and organizations to facilitate and collaborate in efforts for regional economic development and planning assistance to implement strategies identified in the 2021-2026 CEDS and update as needed.

Accomplishments Achieved: Region 10 continues to convene and facilitate regional economic development planning. Regional projects were completed, which are discussed in more detail below in CEDS section. Work with distressed communities addressed below.

Staff participated in various local, regional, and statewide planning efforts related to workforce housing, workforce development, broadband, infrastructure, community resiliency and building entrepreneurship.

Staff presented to various local organizations in the region on economic and community development.

Region 10 met with and partnered with Associated Governments of Northwest Colorado, Region 9 Economic Development District, Business Incubator Center, and other entities for a Recompete application that focused on reducing the Prime-Age Employment Gap in Western Colorado.

Region 10 provides capacity and technical assistance to our local governments on accessing federal and state funding for infrastructure projects. Several communities were successful in being awarded funding for their projects and Region 10 will continue to provide technical assistance to these communities to ensure that they remain in grant compliance.

Quantifiable Deliverables:

- Hosted 10 webinars from July 2023 through May 2024
- [Grant Management Resource](#) library available on our website with these 10 federal grant training related topics.

Difficulties Encountered: NA

2. Participate in-regional and state development organization meetings to gain understanding of regional strategies and solutions that may be applicable to local levels of development issues and challenges.

Accomplishments Achieved:

- Region 10 Economic Development District (EDD) Program Manager participates as a member of the Programming and Events Committee of the Co Economic Development Council which plans the Annual Economic Development Conference, Regional Trainings and Virtual Series addressing national, state, and regional issues.

- *The Executive Director participates in the Colorado Association of Development Organizations (CARO) which is made up of Colorado's EDD's and Regional Development Organizations.*
- *The Economic Development District Program Manager began participating as a member of the NADO Collaborative Learning Group (CLG) a peer learning group through the Communities of Practice.*
- *The Deputy Director participated as Co-Team Lead (until October 2023) for the state's participation in the CREC/EDA/NADO Policy Academy on Aligning State and Regional Strategies and Actions which will guide states, EDDs and potentially other regional entities through a process in which states and regions recognize and incorporate one another's efforts in their strategic and economic development planning (including the CEDS).*
- *The Deputy Director is participated in the 2023 National Just Transition Fund National Convening Planning Committee to plan the JTF event, focused on supporting coal-transitioning communities.*
- *Both the Executive Director and EDD Program Manager stay in active contact with the Colorado Office of Just Transitions as three of our six counties are coal-transitioning counties.*
- *Region 10 is implementing the Regional Grants Navigator (RGN) program with support from State Funding which includes monthly meetings with the State of Colorado and other RGN's to better understand federal funding opportunities and best practices in supporting local communities in accessing federal infrastructure funds.*
- *The Deputy Director is participated in the San Juan Regional Leadership Team which was formed in 2023 work to identify a regional pressing cross sector issues and develop shared agreement on a capacity-building strategy. This work will continue into 2024-25, where the RLC will begin bringing regional partners to the table to explore and advance solutions.*
- *The Executive Director participates in the Western Workforce Development Board Meeting quarterly.*

Quantifiable Deliverables:

- *Region 10 is seen as the "go to" organization for convening stakeholders and leading regional efforts.*
- *Former Deputy Director, presented for the Colorado's Coalition to the 2023 CREC's Policy Academy that was established to promote a framework to guide communication, collaboration and alignment of economic development strategies and actions throughout the State of Colorado.*
- *Colorado Office of Just Transitions selected Region 10 to pilot their Grant Writing and Grant Management Support Program with our coal-impacted communities. This pilot will provide capacity for local communities to access federal funds.*
- *Several communities that lack internal staff capacity were successful in Federal Grant Awards with assistance from staff in the RGN program. Region 10 held monthly learning webinars, Grants & Grub, that now make up a library of resources on the website on topics related to grant funding from the Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA).*

Difficulties Encountered:

- *Smaller communities in the Region are still hesitant to access Federal Grant Funding because of lack of knowledge of grant management and compliance with Federal terms & conditions.*

3. Assist distressed communities in developing and implementing economic diversity and resiliency strategies as requested by the community.

Accomplishments Achieved:

Region 10 continues to support our most distressed communities in developing and implementing strategies. Specifically, Region 10 has been actively engaged with:

- *West End Montrose & San Miguel Counties: The coal-transition communities of Norwood, Nucla, Naturita, Bedrock, Redvale and Paradox continue efforts to diversify their economies.*
- *Olathe: Region 10 continues to support revitalization efforts for the town and the Business Cultivator had its first full year of the Business Cultivator operations.*
- *Delta County: Region 10 continues to participate on the ONE Delta County: An Economic Alliance Board of Directors that is seeking funding to support diversification projects including purchasing land to expand an industrial business park, purchasing land to create workforce housing and completing and a workforce training program.*
- *Staff attended multiple Town Council meetings in several communities to explain the resources and programs that Region 10 offers to their communities.*
- *Hinsdale County and Lake City: Staff worked to support this remote and rural community in a county that is 96% public land is working to diversify their economy that is tourism and seasonally based.*
- *High Alpine Communities (Hinsdale, Ouray, San Miguel Counties): Region 10 co-leads with Region 9, the EDA Funded “Roadmap to Recovery” project which focuses on resiliency in our tourism-based high alpine communities*

Quantifiable Deliverables:

- *Region 10 staff participated in monthly meetings of the West End Solutions Group to bring together community members and resources for the communities. Staff also participated in the community strategy meeting hosted by Community Builders through the Building Resilient Economies in Coal Communities initiative (BRECC) and Action Challenge to work on place-based strategies and business expansion opportunities.*
- *In Olathe, all private offices in the Business Cultivator’s co-working space are filled and the Kitchen Incubator program has 5 clients (project funded by USDA). Region 10 also partnered with the Town of Olathe to support businesses with low-cost loans for match funding if they were applying for a Façade Improvement Grant that Olathe received funding for through a Department of Local Affairs (DOLA) Rural Economic Development Initiative (REDI) Grant. Region 10 staff presented the loan program application and information in both English and Spanish and gave a verbal presentation in Spanish for the local business owners of which 30% of attendees were Spanish speaking.*

- Delta County has purchased land for both their workforce housing project and industrial park to support business attraction, expansion and diversification.
- The City of Delta was awarded funding for their Delta Library & Innovation Workspace and Region 10 continues to support them by partnerships through the West Central Small Business Development Center and was able to get them approved as an Enterprise Zone Contribution Project.
- Region 10 participated in Hinsdale County Community Engagement Workshop through the Rural Technical Assistance Program, a partnership between the Colorado Outdoor Recreation Industry Office and the University of Colorado Boulder MENV Program. In the Workshop community members developed community goals and actions focused on outdoor recreation and quality of life in Lake City and Hinsdale County.
- For the High Alpine Communities, this year the group was awarded a grant through the Colorado Office of Economic Development and International Trade to implement strategies outlined in the Roadmap and the group engaged an organization to complete a Recreation Infrastructure Analysis to gather data, evaluate recreation usage, map infrastructure and environmental impacts in the Central San Juan Mountain region to provide a quantitative assessment of resources.
- Region 10 provides reports, data and regional information as requested.

Difficulties Encountered:

As some of these communities seek to diversify their economies some of their Master Plans are out of date and to achieve some of their goals their Master Plans need to be updated to move forward. These are also communities that lack the capacity to dedicate staff time and resources to those updates.

4. Utilize CEDS committee to provide input and guidance to the CEDS to determine any changes in goals, priorities, and strategies. Promote and implement concepts for regional development goals and priorities.

Accomplishments Achieved: The CEDS continues to be a valuable tool to guide local and regional work. The private and public sectors continue to reference the CEDS for projects, understanding the region and developing strong funding proposals.

Quantifiable Deliverables:

- For the Regional Grants Navigator program, staff met in person with each of the 6 counties and 21 municipalities and special districts in the region to go over their Capital Improvement plans and needs to help them identify funding sources for their projects.
- Meetings with the communities have kept us up to date on the regional needs and what projects are being started within the region that are supported by our CEDS Strategies and Actions.
- The CEDs committee and Board of Directors are provided updated data and trends.

Difficulties Encountered:

Region 10's goal is for the CEDS committee to meet quarterly, and although our official CEDS Steering Committee did not have a formal meeting due to other regional meetings, many of the members of the steering committee were involved in the Community meetings that happened with the Regional Grants Navigators. It is our goal to host a Regional Economic Summit in 2025 that will guide our CEDS updates.

5. Assist with implementation of local projects as identified in the CEDS.

Accomplishments Achieved: Region 10 supporting implementation of the following local projects:

- West End Community Action Plan
- City of Olathe Façade Improvement Program
- Lake City Community Action Plan: Envisioning the Recreation Economy
- West Slope Career Collaborative Initiative
- Montrose County Economic Development Annual Business EXPO
- City of Delta and Delta County Libraries joint incubator & makerspace, the Delta Library Innovation Workspace
- Western Slope Outdoor Recreation Product Manufacturers Summit
- Spanish Speaking business outreach throughout the region.
 - Translation of Region 10's resources, small business development, business loan fund, community development and Area Agency on Aging marketing materials to Spanish.
 - Hosted a 6-week Business Idea Lab with Rocky Mountain Micro-Finance Institute that was held fully in Spanish, had 19 business participants and awarded funding to 3 business to get started.
- Broadband expansion to Hinsdale, Ouray, Gunnison, and San Miguel Counties
- Sponsoring entity for the Community Business Preservation grant awarded to City of Gunnison Businesses.
- Communities are supported with capacity and technical assistance in seeking funding for infrastructure and broadband projects.

Quantifiable Deliverables:

- Region supported and provided collaboration on projects identified in the CEDS.
- Growth and expansion of the regional entrepreneurial eco-system with program expansion and addition of new programs.

Difficulties Encountered:

As the region recovered from impacts of the COVID 19 pandemic more people have returned to in-person meetings, and we are recognizing that members have limited capacity in time to attend more meetings.

6. Work with local communities to implement resiliency strategies, as identified in the CEDS.

Accomplishments Achieved:

Continued work with the multi-regional High Alpine Roadmap to Resiliency Plan that addresses resiliency for our high alpine communities.

Expansion of Region 10's Broadband Middle-Mile Network is helping to increase resiliency and redundancy in the network for our communities.

Quantifiable Deliverables:

- Region 10 has established a Grants Navigator program to support communities in addressing infrastructure issues, including building resiliency in infrastructure.
- Region 10 provides training and consulting to businesses to increase their efficiency and resiliency particularly in this uncertain economy.
- High Alpine Roadmap to Recovery Outdoor Infrastructure Recreation Study will help communities in assessing what infrastructure is existing, if it is over/under-utilized, where infrastructure is lacking and should be implemented, and how much usage infrastructure is receiving. This study will help communities in seeking funding to update existing infrastructure or build new infrastructure.

Difficulties Encountered: NA

B. Implement District Comprehensive Economic Development Strategy (CEDS) (2.75 years)

1. In order to create thriving businesses and quality jobs, Region 10 will support entrepreneurs, small businesses and will attract new businesses.

- A. Support a regional entrepreneurial ecosystem through activities such as growing mentor networks, co-working, business competitions, bootcamps, incubators, startup education and related events.

Accomplishments Achieved:

- Celebrated the first year of operations for the Business Cultivator in Olathe, an innovation and entrepreneurial center offering a commissary kitchen; SBDC consulting and workshops, coworking, and makerspace.
- **Existing programming supporting the Business Cultivator:**
 - **SmartStart:** How to start a business in Western Colorado- This 2-hour webinar provides an overview of everything you need to know to start and grow your business, including state and local requirements and what's required to run a successful business.
 - **Business Plan in a Day-** This full-day class guides participants through the process of developing their own business plan. Participants are walked through the elements of writing a plan including the executive summary, company description, market analysis, competitive analysis, S.W.O.T. analysis, service or product line, marketing plan, operations, management, and financial projections.
 - **Demystifying Entrepreneurship:** This 1.5-day program provides an introduction to entrepreneurship-- for anyone with a business idea or anyone who dreams of building or expanding a business. Taught by Erick Mueller, a successful entrepreneur and award-winning professor at CU-Boulder's Deming Center for Entrepreneurship, the series helps

participants develop the framework to turn an idea into a real business. This is the first in a five-year program to develop entrepreneurship in our region.

- **Developed new programming and sustained existing programs to support the Business Cultivator:**
 - **Olathe Hispanic Farmers Co-op:** Assists the Co-op with translation and interpretation, as well as guiding farmers through the process in partnership with the Rocky Mountain Farmers Union and Valley Food Partnership
 - **Kitchen Client Translation:** Assist clients in translating their menus for the Health Departments to help them understand the type of food served and the possible allergens.
 - **How to Start a Mobile Food Business:** A 4-part course that explored the aspects of starting and operating a mobile food business in Western Colorado covering; health code regulations, mobile unit design, menu creation, licenses, staffing, workflow, power supply and waste disposal, and commissary kitchens.
 - **Trademark Bootcamp:** Partnered with a trademark attorney from the United States Patent and Trademark Office (USPTO) for a one-day workshop covering the fundamentals of trademarks, Trademark Electronic Search System (TESS) basics, Trademark Electronic Application System (TEAS) basics, responding to an Office Action, keeping your registration alive and how to find help.

Quantifiable Deliverables:

- Trademark Bootcamp – 12 Attendees
- RMMFI Business Idea Lab – 9 Attendees
- Region 10 is growing an integrated regional entrepreneurship program that focuses on supporting start-ups, sole proprietors, and entrepreneurs.

Difficulties Encountered:

- Post-covid trends have not solidified as consumers want every option available to them-- in-person, online, on-demand—making it difficult to gauge participation and secure enough critical mass to make the time commitment worthwhile to consultants and facilitators.
- We are in the business stages of developing our entrepreneurial engagement system with business visits and meetups. It is a slow process, but we have partnered with Startup Colorado and area groups (i.e. Valley Food Partnership) to help build awareness and attendance.

B. Increase utilization of Western Colorado SBDC services and other small business supports through marketing and outreach to businesses and community partners.

Accomplishments Achieved:

Representation at:

- Conferences across region and state (speaker/attendee)
- Community meetings across region (speaker/member/attendee)
- Monthly Chamber meetings across region (board member/attendee)

- *Delta Area Chamber of Commerce, Montrose Development and Revitalization Team (DART), West End Economic Development Corporation (WEEDC), ONE Delta County: An Economic Alliance, Gunnison/Crested Butte Chamber of Commerce, North Fork Chamber of Commerce, etc.*
- *Spanish community events (table)*

Quantifiable Deliverables:

- *SBDC Consulting – 267 Clients for a total of 353 Hours*
- *SBDC Training Attendees – 876 Attendees*
- *SBDC Workshops – 65 Workshops for a total of 131 Hours*

Difficulties Encountered:

- *Business consulting and workshop activity, post covid, continues to stand on shifting sand as registration rates and no-show rates for online and in-person activities continue to be high. Covid-era free, on-demand offerings offered consumers extreme flexibility. Post-covid trends have not solidified as consumers want every option available to them-- in-person, online, on-demand—making it difficult to gauge participation and secure enough critical mass to make the time commitment worthwhile to consultants and facilitators.*
- *We are in the business stages of developing our entrepreneurial engagement system with business visits and meetups. It is a slow process, but we have partnered with Startup Colorado and area groups (i.e. Valley Food Partnership) to help build awareness and attendance.*

C. Research and increase access to financial capital through Region 10 Business Loan Fund, traditional SBA and local bank loan funds, and innovative resources such as: venture capital, angel investors and other non-equity sources, and small business investments.

Accomplishments Achieved:

Region 10 continues to see demand for our Business Loan Fund.

Entrepreneurship Programs continue to leverage private investment for businesses in their programs.

Quantifiable Deliverables:

- *22 BLF Loans closed in FY 24 for \$1,462,710.00, Region 10's BLF was servicing 117 active loans throughout the 6-county region.*
- *58 jobs created*
- *56 Jobs retained*
- *\$5,921,000.00 Funds Leveraged*

Difficulties Encountered:

Rising interest rates saw inquiries in our Business Loan Fund drop in number from the previous year. However, the amount of funding loaned out for the year was a larger amount than the previous year.

D. Provide training and technical assistance to businesses to strengthen business efficiency and resiliency.

Accomplishments Achieved:

Programming

- Accounting - Budgeting, Cash Flow, and Taxes for Child Care Providers; Profitability Essentials, Cash Flow Essentials; Finance Fridays; small business loans; funding panel; types of taxes; tax deductions; tax planning; debt vs equity;
- Marketing - e-commerce; analytics; Google; social media; branding
- Management - employee retention; recession planning; business model canvas;
- Operations - business certifications
- Human Resources - recruiting; employment law; employee handbooks; sick pay requirements
- Spanish programming - Business Idea Lab with Rocky Mountain Micro Finance Institute

Quantifiable Deliverables:

- 131 hours in efficiency and resiliency workshops

Difficulties Encountered:

With the large number of online webinars that are available to businesses we are seeing that more will register to attend webinars than are actually attending. Many request recordings of webinars if they register to attend and were not in attendance. Capacity to host in-person workshops is limited, especially if in-person workshops experience the same type of registration vs. attendance numbers.

2. Work with economic development partners on business retention, expansion and recruitment that promotes and meets regional economic strategies.

A. Administer Enterprise Zone Business and Contribution Tax Credits program

- a. Provide marketing and outreach to increase visibility of Enterprise Zone program and number of participants in program.

Accomplishments Achieved:

Staff worked with other regional Enterprise Zone Administrators to develop and distribute marketing materials for the Enterprise Zone Program. We also created rack cards explaining benefits for businesses and organizations located within the Enterprise Zone.

Quantifiable Deliverables:

- In 2023, there were 36 Enterprise Zone Contribution Projects active at some point throughout the year with 11 new projects having been approved to be active through December 31, 2028. Approved contributions to all active projects totaled \$2,484,171.81 that resulted in contribution tax credits of \$839,371.73. Businesses in the region invested \$62,424,072.35 between 7-1-2023 to 6-30-2024 which is down from \$119,426,388.11 (a

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Report Name: EZ Certs Summarized by County
Summarize Information by: Enterprise Zone Name
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Timeframe:
Date field: Approval/Denial Date
Range: Previous FY
From 7/1/2023-6/30/2024

difference of \$57,002,315.76) for the same time period the previous fiscal year but back in line with investments made in FY22 (7/1/2021-6/30/2022) at \$64,984,066.26. *Note that one entity made capital investments of \$59,377,564.00 in FY23 that same entity only made \$3,508,532.50 in FY 24, a difference of \$55,869,031.50 and that entity averaged \$3,574,624.792 in the 5 years prior to FY23.

- Businesses in the region had \$39,780,276.15 of capital investments approved for the Enterprise Zone Tax Credit and added a net of 190.83 new employees.

Difficulties Encountered:

Region 10 continues to explore ways to reach businesses and accountants who may not be aware of the EZ program.

- b. Provide technical assistance as needed to potential and existing projects.

Accomplishments Achieved:

Staff has been identifying organizations that could have projects that meet the Enterprise Zone Contribution Project policies to provide the organization with information on what the status means and how it can benefit the project and the project's donors.

Quantifiable Deliverables:

- Eleven projects received EZ Contribution Project status and can now leverage additional and increased donations for projects that positively impact our regional economy. Of those approved 7 of the projects were presented by organizations who had not previously had a Contribution Project.

Difficulties Encountered: NA

- B. [Partner with key stakeholders to assist in workforce development coordination and supportive systems \(such as housing, healthcare and childcare\) to maintain the regional workforce and expand industry sectors.](#)

Accomplishments Achieved:

The region has seen some success in programs that were piloted in the area to address housing and child-care.

Workforce partners continue to provide training programs that produce workers whose skills align with the industry sectors that are currently facing workforce shortages, construction, healthcare, and local government.

Quantifiable Deliverables:

- Region 10 and its partners continue to work together to coordinate workforce supportive initiatives and share successful programs. Staff participates in the Rural Leaders Collaborative

- *City of Montrose, Montrose Urban Renewal Authority and Colorado Outdoors worked together to expand child-care services in the Colorado Outdoors Development that focuses on the outdoor recreation product manufacturing industry.*

Difficulties Encountered:

While progress is being made, childcare and housing continue to be lacking and therefore has a negative impact on the workforce – both attracting and retaining. As these are national issues, policy will still need to be addressed on a state and national level. The State of Colorado has made some progress with the passing of legislation and [Proposition 123 Affordable Housing Programs](#).

3. Region 10 will support the creation of vibrant and livable communities

- A. [Work with communities to develop and implement innovative placemaking strategies to reflect the unique identities of our communities.](#)

Accomplishments Achieved:

Communities continue to value the importance of place-based economic development and how to leverage placemaking strategies as part of economic diversification and resiliency work.

Quantifiable Deliverables:

- *Connected the Town of Norwood with staff at Colorado’s Office of Just Transitions to provide technical assistance and grant writing on a CDOT Mainstreet grant to update portions of their sidewalks, create wayfinding signage and enhance a pocket park.*
- *City of Delta received a \$13 million grant award from the Federal Highway Administration to permanently implement successes from their Downtown Mainstreet Demonstrations that have been in place since 2020. This award will help the City of Delta improve the safety and walkability of their Mainstreet. Region 10 provides Technical Assistance to City staff to help them with grant management strategies and staying within compliance of the grant terms & conditions.*
- *Assisted the Town of Olathe with a DOLA REDI grant to develop a Façade Improvement Program for businesses. Region 10 provided low-cost loans to help businesses that did not have the cash on hand for the required 25% match.*

Difficulties Encountered:

Local governments continue to be challenged by their capacity to implement programs. The lack of available workforce in the region has left local governments with positions unfilled, further reducing their capacity and stressing the capacity of existing staff.

B. [Encourage and support community involvement in Federal and State programs \(Main Street, University Technical Assistance and Brownfield Programs\).](#)

Accomplishments Achieved:

Region 10 maintains strong relationships with federal and state programs to encourage communities' ability to access them. These relationships have been strengthened by the implementation of our Regional Grants Navigator program.

Quantifiable Deliverables:

- Town of Lake City was awarded DOLA REDI funding to implement their University Technical Assistance Program to help identify the Community Action Plan for their Outdoor Recreation and Tourism based economy. Region 10 staff attended their 2-day in person workshop that had 60 participants which is impressive for a Town/County that has 780 residents of which about 450 of them are full time residents.
- Attended an in-person workshop hosted by West End Economic Development Corporation and moderated by Community Builders to help the community create an Action Plan to help diversify their economy in Nucla, Naturita and Norwood.

Difficulties Encountered: NA

C. [Provide resources to introduce best practices for development of quality and equitable housing, childcare, early childhood education, and accessible transit.](#)

Accomplishments Achieved:

Region 10 continues to be a repository for model practices and shares those with our communities.

The Rural Homes project is a pilot project that began construction on workforce housing in three of Region 10's rural communities, Ridgway, Ouray & Norwood. One of the projects, the project in Ouray, is also integrating new affordable home construction with new family home childcare operations to help address the childcare shortage that the region is experiencing.

The Gunnison Valley Transportation Planning Region is hosted by Region 10 and continues to meet quarterly with regional counties and municipalities to address transportation and transit needs.

Quantifiable Deliverables:

- Region 10's Housing Assessment that was completed in late: [Mind the Gap: Assessing Region 10's Workforce Housing Needs](#) has been utilized by communities in the area as they navigate their housing needs and use it to support them in accessing funding through Colorado's Proposition 123.
- [Rural Homes](#) completed the Wetterhorn Project located in Ridgway, CO and all homes are sold out. Their project in Ouray, that has two units with dedicated space for in home early childhood care, closed their lottery for applications to the homes and anticipate certificates of occupancy in early fall 2024.

- [ONE Delta County: An Economic Alliance](#) received a CHFA grant for their Workforce Housing Project to complete concept designs, a feasibility assessment and prepare cost estimates on a 7.88-acre parcel of land where they anticipate building 40+ units of affordable housing. It also included soil sampling, a topographical survey and a Phase 1 Environmental Report

Difficulties Encountered:

Building affordable workforce housing within the rural region with the high cost of materials has been a challenge communities continue to face. It has become increasingly necessary for communities who are developing housing to seek out grant funding to build the homes so that they can be sold at affordable housing rates based on Area Median Income (AMI).

Increasingly, Region 10 is recognizing the need for regional transit to address workforce, aging populations and climate resiliency issues.

4. Region 10 will support the development of robust and resilient infrastructure to support resilient economies and communities.

- A. [Promote greater connectivity and accessibility of a multi-modal and diverse transportation system to improve access to transit and multi-modal transportation for businesses, workforce, residents and visitors through regional planning activities.](#)

Accomplishments Achieved:

The Gunnison Valley Transportation Planning Region (GVTPR) continues to promote multi-modal transportation and meets regularly.

All Points Transit has expanded their bus/transportation routes traveling throughout 3 of the 6 counties in our Region.

Quantifiable Deliverables:

- In 2022, [All Points Transit](#) had been awarded \$1.8 million in funding from the GVTPR for projects designated to Multimodal Options Funding for general operations of their Micro-Transit system and to develop and operate a route between Delta & Montrose counties for 5 years. In July of 2023 operations of the MOD Express route opened. Additionally, they developed a commuter route, OURway, for workforce that is commuting between three towns, Montrose, Ridgway and Ouray.
- Meetings in 2023 were hosted, January 12, May 11, and August 10. So far in 2024, February 8 & May 9 with a meeting scheduled for August 29 and one likely scheduled in November.
- Newsletters for the TPR are published monthly and posted to our website.

Difficulties Encountered:

The State of Colorado has been re-evaluating the boundaries of the Transportation Planning Regions throughout the state and that has been challenging as the state statutes limit the number of regions allowed. While the GVTPR boundaries are not expected to be changed, it can affect how funding is distributed to each region.

In the Spring of 2023, there was a sudden closure of a bridge in Gunnison. The GVTPR has worked with the Colorado Department of Transportation (CDOT) on the closure of the bridge that is located on a highway that is a major commuting route between two of our counties and has impacted the businesses located in those areas with supply chain and workforce issues.

B. Expand high-speed, affordable and redundant broadband throughout the region.

Accomplishments Achieved:

Region 10 continues to work on grant implementation to expand the Broadband Middle-Mile network to create redundancy and resiliency. The regional plan is to expand Region 10's network outside of its region to run along 1-70 East to Denver and West to Salt Lake City and eventually South of the Region down to Durango and Albuquerque.

Region 10 is working with our very remote and unincorporated towns to improve broadband availability and service.

Staff has developed partnerships with neighboring Regional Development Organizations that currently operate Broadband Networks to help strengthen the statewide network and share best practices for operational activities on the networks.

Quantifiable Deliverables:

- *The construction on broadband to and in Lake City is close to completion with Indefeasible Rights of Use to be signed on the Carrier Neutral Location there.*
- *Requests for Proposals on construction of the fiber route connecting Mt Crested Butte to Crested Butte to Gunnison have been opened.*
- *Staff participates in weekly meetings with Region 9 to the south and Associated Governments of Northern Colorado (AGNC) to the north to provide updates and work together on the construction of routes that cross the regional boundaries.*
- *Broadband Director provides Technical Assistance to partners throughout the state on broadband development.*
- *Region 10 identified a significant fiber gap between Durango and Pagosa Springs. This route will provide an opportunity for improved reliability for the entire western slope of Colorado – especially Region 10's six counties. Five partners came together to develop \$2 million in matching funds for the project. DOLA awarded La Plata County \$2.1 million in middle-mile funds for purchase of a one-time assignable IRU. The \$4.1 million project includes La Plata County, Archuleta County, La Plata Electric Association, Southern Ute Indian Tribe and Region 10. As a result, Region 10 will be used of four strands of fiber that will improve our infrastructure's reliability. Region 10 has signed the agreement, will receive 4 strands of fiber from Durango to Pagosa Springs to support private ISP's at area CNL's*

Difficulties Encountered:

The equipment needed for development of the broadband network is built for the needs and must be ordered often before the funding source identified to purchase it. There are instances in which additional funding sources were needed as the expense of the equipment rises over the time that the initial funding source was identified.

The equipment of the current broadband infrastructure is aging and will need to be updated in order to continue to work with the new equipment for the new infrastructure that is being built.

With our rural region the cost to build middle-mile broadband infrastructure outweighs the return on investment for the number of users that it will provide services for.

5. Region 10 will help develop a skilled and resilient workforce and attract and retain a talented workforce.

- A. [Partner with SW Region Workforce Board, key stakeholders and educational institutions for reskilling, upskilling and next-skilling our workforce, including shorter term training opportunities.](#)

Accomplishments Achieved:

Region 10 partners with and supports Workforce Development organizations within the region who are committed to filling the employment gap that many industries in the region are facing.

Quantifiable Deliverables:

- *Members of the Region 10 Board actively participates Colorado Rural Workforce Consortium Workforce Development Board that is dedicated to strengthening the workforce development system, promoting economic growth and increasing access to opportunities for employment, education and training.*

Difficulties Encountered:

Lack of housing impacts our ability to attract and retain workers. Local students are facing a high cost of living in our region and we are seeing an out migration of working age individuals (18-24) to areas that they can afford to live.

- B. [Support the development opportunities for workforce training in traditional industries such as construction trades and healthcare to support community development and business attraction.](#)

Accomplishments Achieved:

Western Slope Schools Career Collaborative continues to meet to explore programs that the High Schools and regional Higher Education Institutions can partner on.

Quantifiable Deliverables:

- *The Western Slope Schools Career Collaborative is working to increase access for rural students to high school courses, credentialing programs, apprenticeships, and degree programs, helping young people make informed decisions about their education and career paths. They have a work-based learning program that connects students with industry partners in the region; this accomplishes two goals Industry Partners gain to a talent pipeline of individuals ready to work and contribute to our regional industries and Students gain valuable experience that sets them apart when applying for jobs or higher education.*
- *The group consists of the Superintendents of Delta, Montrose,*

Difficulties Encountered: NA

- C. [Support the implementation of youth skill-building programs such as an apprenticeship and internship programs.](#)

Accomplishments Achieved:

Technical College of the Rockies (TCR) is providing about 15 “community courses” that are not accredited through state agencies but provide valuable training for potential workforce for industries in the region like wildland firefighting, medical professions, electricians and carpentry.

Quantifiable Deliverables:

- *TCR has partnered with a local Tiny Home builder who has a controlled construction environment that students will be able to learn by hands-on training exercises. The program is offered to High School students for concurrent course work and upon completion of the program they will take the National Center for Construction Education and Research (NCEER) certification exam.*

Difficulties Encountered: NA

[C. Work with Colorado Department of Local Affairs \(DOLA\) and Office of Economic Development and International Trade \(OEDIT\) and other state partners to assist communities with access and implementation of state economic development projects. \(2.75 years\)](#)

1. [Work with DOLA Regional representatives as needed to assist communities in funding and implementation of projects.](#)

Accomplishments Achieved:

Region 10 maintains a close relationship with DOLA Regional Managers serving our region.

Quantifiable Deliverables:

- *Through a strong partnership with DOLA we continue to support local communities in funding and implementing their projects.*
- *Staff meets quarterly with DOLA Regional Managers to provide information on what work has been done with the Regional Grants Navigator program. In these meetings we discuss*

what projects communities are working on and DOLA can help provide insight into what funding is available.

Difficulties Encountered:

State staff continue to be extraordinarily busy with the roll out of new state and federal programs. Staff capacity is limited in learning about the new programs to help communities or small businesses access the ones that are appropriate for them.

2. [Work with OEDIT Rural Opportunity Office and DOLA Rural Prosperity Manager to assist communities in building resilience.](#)

Accomplishments Achieved:

Region 10 works closely with the DOLA and the OEDIT Rural Opportunity Office through several projects.

Quantifiable Deliverables:

- Region 10's West Central SBDC staff supported 4 businesses that were facing displacement pressures in Gunnison through a successful application to the [Community Business Preservation Program](#). They were awarded \$30,000 and the West Central SBDC received funding to provide technical assistance, training and consultation support to the businesses.
- Region 10 continues to work with OEDIT on the implementation of the High Alpine Roadmap to Recovery plan. The High Alpine group received \$40,000 in grant funding to implement strategies identified in the plan. A Study of the Outdoor Recreation Infrastructure is being completed to assess the infrastructure needs in the High Alpine Region.

Difficulties Encountered:

State staff continue to be extraordinarily busy with the roll out of new state and federal programs. Local communities are getting fatigued with new programs and they are becoming hesitant to participate in the new programs.

Facilitation support of the Roadmap to Recovery ended in late 2022. Region 10 and Region 9 have continued to support the group without that facilitation, and Region 9 was the fiscal sponsor for the implementation grant funding received. There are concerns that additional funding and support will be needed to see quantifiable outcomes from the strategies that were identified in the plan.

3. [Coordination with the State CEDS as requested.](#)

Accomplishments Achieved:

Region 10 staff continued to participate in the EDA funded CREC Policy Academy to Align State and Regional Goals.

Quantifiable Deliverables:

- *Through the State CEDS and CREC Policy Academy we hope to have better coordination with state agencies.*

Difficulties Encountered: NA

SCHEDULE for FY25

Region 10 CEDS Plan – Goals, Strategies, & Actions for FY 25

2021-2026 CEDS GOAL: Through collaboration, connectivity, and capacity building, Region 10 will create livable and resilient communities for those who live here now and in the future.

STRATEGY ONE: In order to create thriving businesses and quality jobs, Region 10 will support entrepreneurs, small businesses and will attract new businesses.

REGIONAL PROJECT:

Create and integrated regional entrepreneurship program that focuses on supporting startups, sole proprietors, and entrepreneurs.

STATUS:

Region 10 completed its first full year of operating the Business Cultivator in April of 2024. Specific entrepreneurship programming has taken place at the Business Cultivator, and we are working to implement similar programming that will support similar initiatives throughout the region.

TIMELINE:

2 years: The Business Cultivator is in its first year of programming. By 2026, there should be a schedule of annual programming in place including but not limited to 8 to 12-week Business Challenge, 8-week Spanish Leading Edge for Entrepreneurs, 6-week Kitchen Incubation Program, Specialized Programming based on local business need.

ACTIONS:

1. Support a regional entrepreneurial ecosystem through activities such as growing mentor networks, co-working, business competitions, bootcamps, incubators, startup education and related events.
Partners: West Central SBDC & other statewide SBDCs, OEDIT, Startup Colorado, Business Incubator (Grand Junction), ICELab (Gunnison), Delta Library Innovation Workspace
2. Increase utilization of Western Colorado SBDC services and other small business supports through marketing and outreach to businesses and community partners.
Partners: Counties & Municipalities, Chambers of Commerce, Economic Development Organizations (EDOs)
3. Research and increase access to financial capital through Region 10 Business Loan Fund, traditional SBA and local bank loan funds, and innovative resources such as: venture capital, angel investors and other non-equity sources, and small business investments.
Partners: Counties & Municipalities, Small Business Administration, EnergizeCO, local banking institutions, Community Resource Center, Greater Venture Colorado
4. Provide training and technical assistance to businesses to strengthen business efficiency and

resiliency.

Partners: SBDC Network and SBDC Consultants

5. Work with economic development partners on business retention, expansion and recruitment that promotes and meets regional economic strategies.

Partners: Regional EDOs, OEDIT, EDCC, Economic Development Council of Colorado (EDCC)

STRATEGY TWO: Region 10 will support and strengthen our primary industry clusters: Agriculture, Tourism and Manufacturing.

REGIONAL PROJECT:

Work with partners to increase the number of outdoor recreation manufacturing firms located in the region and support the expansion of current firms.

STATUS:

The Region 10 Business Loan Fund has increased the amount of loans it is servicing within the Manufacturing industry. Colorado Outdoors, in Montrose, continues to attract outdoor recreation focused companies to relocate to the Colorado Outdoors Campus. Region 10 has partners with Regional EDOs and local municipalities to lower the barriers to entry for new businesses or to reduce the costs of expansion within the primary industry clusters; such as agriculture processing & manufacturing.

TIMELINE:

ACTIONS:

1. Explore options for food aggregation, distribution, and transportation options (such as a food hub) for the Western Slope.
Partners: SBDC Network and SBDC Consultants, CSU Extension, Valley Food Partnership, AgriWest, Wester Colorado Food Innovation Center, local Governments
2. Assist businesses and communities in furthering value-added agriculture and manufacturing.
Partners: Manufacturer's Edge, Colorado Outdoors,
3. Support a more resilient agricultural sector with innovative technologies, strategies and efficiencies.
Partners: SBDC Network and SBDC Consultants, CSU Extension, Valley Food Partnership, AgriWest, Wester Colorado Food Innovation Center, local Governments
4. Support communities in developing sustainable tourism to preserve and protect our communities and natural environment and promote diverse tourism experiences including historical, cultural and agritourism to better distribute visitors throughout the region.
Partners: CSU Extension, Valley Food Partnership, AgriWest, Wester Colorado Food Innovation Center, local Government Tourism Departments, Colorado Tourism Office (CTO)
5. Increase opportunities for advanced manufacturing and development of innovative technologies and explore options and interest for establishing manufacturing incubators or makerspaces.

Partners: SBDC Network and SBDC Consultants, ICELab, Delta Library Innovation Center, Business Incubator, other Makerspaces, Manufacturer’s Edge

6. Identify and support emerging sectors and supply chains such as outdoor recreation manufacturing and technology.

Partners: State Demography Office, Colorado Outdoor Recreation Industry Office (OREC)

7. Partner with key stakeholders to create workforce development opportunities and supportive systems (such as housing, healthcare and childcare) to maintain the regional workforce and expand industry sectors.

Partners: Delta, Gunnison & Montrose Workforce Centers, local Governments

STRATEGY THREE: Region 10 will create vibrant and livable communities.

REGIONAL PROJECT:

As requested, assist with a needs assessment and/or training for the development of regional solutions for issues such as housing, childcare and transit.

Work with communities on their placemaking strategies and identifying funding sources to implement existing plans.

STATUS:

Region 10 has presented on and promoted the Region 10 Housing Assessment: [Mind the Gap: Assessing Region 10’s Workforce Housing Needs](#) for local governments and developers to utilize when seeking funding opportunities for affordable housing projects in the region.

Region 10 participates in community action planning as requested by local governments. These community meetings are meant to identify project priorities for the community members to enhance the livability of their communities.

TIMELINE:

Activities for strategy three are ongoing and Region 10 will assist and support local communities as the need arises. We will continue to engage with partners on resources that are available to communities that relate to creating a vibrant and livable community.

ACTIONS:

1. Work with communities to develop and implement innovative placemaking strategies to reflect the unique identities of our communities.

Partners: Counties & Municipalities, Community Builders, OEDIT, CDOT Mainstreets, Downtown Colorado Inc.

2. Promote strategies that create inclusive and accessible downtown corridors.
Partners: Counties & Municipalities, Community Builders, OEDIT, CDOT Mainstreets, Downtown Colorado Inc.
3. Encourage and support communities in development of a local resiliency framework addressing community economics, health equity, language access, social structures, housing, infrastructure, watersheds and natural resources.
Partners: Counties & Municipalities, CDOT, CHFA, Community Land Trusts,
4. Encourage and support community involvement in Federal and State programs (Main Street, University Technical Assistance and Brownfield Programs).
Partners: Counties & Municipalities, Community Builders, OEDIT, CDOT Mainstreets, Downtown Colorado Inc., Office of Just Transitions
5. Provide resources to introduce best practices for development of quality and equitable housing, childcare, early childhood education, and accessible transit.
Partners: Counties & Municipalities, CDOT, All Points Transit, San Miguel Authority for Regional Transit (SMART)

STRATEGY FOUR: Region 10 will support the development of robust and resilient infrastructure to support resilient economies and communities.

REGIONAL PROJECTS:

Region 10 will continue the expansion and strengthening of the Region 10 Broadband Project focused on middle-mile broadband.

Regional Transportation Planning for the 6 counties that make up the Gunnison Valley Transportation Planning Region

Increase the capacity of smaller, local governments in to access federal grant funding allocated from the Infrastructure Investment and Jobs Act (IIJA) and the Inflation Reduction Act (IRA)

STATUS:

Region 10 continues to expand our R10 Broadband Middle Mile project as discussed above.

Region 10 continues to host the GVTPR meetings and will facilitate the planning process to identify priorities for transportation and transit in the 6-county region.

Region 10 is in the second year of the Regional Grants Navigator Program (launched in Jan 2023) to support local governments with capacity and technical assistance in accessing infrastructure grant dollars. Region 10 hosts monthly webinars on topics related to federal grants and how to access the funding or manage funding that has been awarded.

TIMELINE:

By 2026, Region 10 hopes to have streamlined operational services for the Broadband Network. Ongoing activities for the Broadband Network include developing and maintaining partnerships with regional

organizations who also manage a broadband network. Partner on statewide projects that enhance the reliability and strength of broadband access for the region.

1 Year: The process for planning the GVTPR 10-year Plan effective 2026-2035 and the Long Range 2050 Plan will begin in late 2024. Region 10 will work with the 6-counties to identify project priorities for each of those plans in order to strengthen the transportation system in the region.

ACTIONS:

1. Expand high-speed, affordable and redundant broadband throughout the region.
Partners: Counties & Municipalities, DOLA, Colorado Broadband Office (CBO), National Telecommunications and Information Administration (NTIA), Local ISPs
2. Promote greater connectivity and accessibility of a multi-modal and diverse transportation system to improve access to transit and multi-modal transportation for businesses, workforce, residents and visitors.
Partners: Counties & Municipalities, CDOT, All Points Transit, San Miguel Authority for Regional Transit (SMART), BUStang, Gunnison Valley Regional Transit Authority (RTA)
3. Optimize utilization of regional and general aviation airports for economic and cultural vitality, including business growth and resident and visitor travel & tourism.
Partners: Counties & Municipalities, Colorado Flights Alliance, Montrose Regional Airport, Telluride Regional Airport, Gunnison-Crested Butte Regional Airport, Hopkins Field in Nucla, Blake Field in Delta
4. Facilitate regional transportation planning with Colorado Department of Transportation and the Gunnison Valley Transportation Planning Region.
Partners: Counties & Municipalities, CDOT
5. Support expansion of trail systems throughout the region.
Partners: Counties & Municipalities, OREC, Grand Mesa Uncompahgre and Gunnison (GMUG) National Forest Service, Bureau of Land Management (BLM), Colorado Parks & Wildlife (CPW), Greater Outdoors Colorado (GOCO), Western Slope Outdoors Alliance, Ouray Regional Recreation and Conservation Alliance (ORRCA), High Alpine Roadmaps to Resiliency
6. Support continued access to rails for businesses and communities.
7. Improve the region's water and sewer capacity and resiliency by exploring innovative public-private partnership models for infrastructure development and maintaining current understanding of available public sector resources for infrastructure technical assistance and funding opportunities for local government.
Partners: Counties & Municipalities, Project 7, USDA, Colorado Department of Public Health (CDPHE), Environmental Protection Agency (EPA), WaterNOW Alliance
8. Preserve quality public lands for multi-use for residents, visitors and economic activity and resiliency to accommodate multiple uses of public lands including recreation, hunting, ranching, extraction and other agricultural uses.
Partners: Counties & Municipalities, OREC, Grand Mesa Uncompahgre and Gunnison (GMUG) National Forest Service, Bureau of Land Management (BLM), Colorado Parks & Wildlife (CPW), Greater Outdoors Colorado (GOCO), Western Slope Outdoors Alliance,

Ouray Regional Recreation and Conservation Alliance (ORRCA), High Alpine Roadmaps to Resiliency, USDA

9. Support renewable energy and energy efficiency for increased resiliency and cost efficiencies.
Partners: Counties & Municipalities, OEDIT, Colorado Energy Office, US Department of Energy

STRATEGY FIVE: Region 10 will help develop a skilled and resilient workforce and attract and retain a talented workforce.

REGIONAL PROJECT:

Partner with Workforce Development, key stakeholders and educational institutions to develop a regional workforce training system.

STATUS:

Region participates on the following steering committees:

- Western Slope Schools Career Collaborative (WSSCC)
- One Delta County: An Economic Alliance Positive Training Program
- Colorado Rural Workforce Consortium
- Technical College of the Rockies Advisory Council
- Colorado Mesa University Montrose Campus Advisory Committee

TIMELINE:

ACTIONS:

1. Partner with SW Region Workforce Board, key stakeholders and educational institutions for reskilling, upskilling and next-skilling our workforce, including shorter term training opportunities.
Partners: WSSCC, TCR, Colorado Mesa University, Local School Districts
2. Develop opportunities for workforce training in traditional industries such as construction trades and healthcare to support community development and business attraction.
Partners: WSSCC, TCR, Colorado Mesa University, Colorado Office for the Future of Work
3. Partner with key stakeholders to develop training for the foundational skills for the digital economy.
Partners: West Central SBDC
4. Support efforts to create quality jobs for our workforce that allow for financial self-sufficiency including basic benefits and helping employees develop the skills and experiences necessary to advance along a career path.
Partners: West Central SBDC
5. Support the implementation of youth skill-building programs such as apprenticeship and internship programs.
Partners: WSSCC, TCR, Colorado Mesa University, Local School Districts

REGION 10 BOARD of DIRECTORS

13 CFR Part 304.2(c)(2): The District Organization must demonstrate that its governing body is broadly representative of the principal economic interests of the Region, including the private sector, public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals. In addition, the governing body must demonstrate the capacity to implement the EDA-approved CEDS. Below is the acting Board of Directors for Region 10 for the Fiscal Year 24, performing duties from July 1, 2023 to June 30, 2024.

Board Officers

Chair	John Clark	Mayor, Town of Ridgway
Vice Chair	Don Suppes	Commissioner, Delta County
Treasurer	John Waschbusch	County Manager, Montrose County
Past Chair	Kris Holstrom	Commissioner, San Miguel County

Executive Committee

Elyse Ackerman-Casselberry	City Manager, City of Delta
Jim Gelwicks	City Council Member, City of Gunnison
Kristine Borchers	Commissioner, Hinsdale County
Mike Bordogna	County Manager, San Miguel County
Roger Rash	Commissioner, Montrose County
Dave Frank	Mayor Pro Tem, City of Montrose
Michelle Nauer	Commissioner, Ouray County

Board Members

Robbie LeValley	County Administrator, Delta County
Greg Hart	Town Council Member, Town of Cedaredge
Jim Wingfield	Mayor, Town of Hotchkiss
Mary Bachran	Mayor, Town of Paonia
Laura Puckett-Daniels	Commissioner, Gunnison County
Vince Rogalski	Chair, Gunnison Valley Transportation Planning Region
Chris Haver	Town Council Member, Town of Crested Butte
Michael Bacani	Town Council Member, Town of Mt Crested Butte
Kate Hopson	Appointed, Hinsdale County
Dave Roberts	Mayor, Town of Lake City
Linda Riba	Appointed, Montrose County
Harold Cowles	Town Council Member, Town of Naturita
Melissa Lampshire	Appointed, Town of Nucla
Greg Davidson	Appointed, Town of Olathe
Ethan Funk	Mayor, City of Ouray
Jack Gilbride	Town Council Member, Town of Mountain Village
Pattu Grafmyer	Appointed, Town of Norwood
DeLanie Tapson	Mayor, Town of Telluride

REGION 10 CEDS STEERING COMMITTEE

The committee is composed of select Region 10 members or appointed community members that serve to ensure the CEDS is up-to-date and reflects the current economic conditions across the region. Region 10 staff regularly communicates with members of the CEDS committee to contribute to and review the CEDS update and to bring together a diverse perspective to our regional economy to make changes that help our communities thrive. The composition of the committee has changed from the previous year: Ross Valdez and Loren Ahonen no longer serving, and Makayla Gordon replaced Deana Sheriff,. The current committee members are:

Steering Committe Members

Sandy Head | Executive Director | Montrose Economic Development Corporation
Makayla Gordon | Executive Director | West End Economic Development Corporation
Greg Pope | Executive Director | ONE Delta County: An Economic Alliance
Elyse Ackerman-Casselberry | City Manager | City of Delta
Celeste Helminski | Director | Gunnison Country Chamber of Commerce
Zander Parker | Professional CPA | Parker Consultants and Accountants, PLLC
Jenn Cross | Financial Advisor | Edward Jones Investments
Matt Skinner | CEO | Colorado Flights Alliance
Chris Lopez | Community Relationship Manager | Colorado Housing and Finance Authority
Kat Papenbrock | Director of Rural Development | Colorado Office of Economic Development & Internationa Trade
Kate Guibert | Rural Prosperity Manager | Colorado Department of Local Affairs
Michelle Haynes | Executive Director | Region 10
Courtney Tribble | Economic Development District Program Manager | Region 10

REGION 10 STAFF

Administrative Staff

Michelle Haynes | Executive Director
Jo Lance | Finance Director Aris Freeborn | Finance & Executive Assistant

Community Development

Corey Bryndal | Broadband Director Vince Rogalski | GVTPR Chair
Courtney Tribble | EDD Program Manager Patty Gabriel | Regional Grants Navigator

Small Business Resources

Nancy Murphy | Business Resources Director Sarah Steffens | Loan Fund Program Manager
Dario Fasoletti | Loan Fund Officer Callie Koch | SBDC Program Manager
Adriana Chavira | Business Cultivator Coordinator & Hispanic Outreach
Rachel Duke | Small Business Resources Program Assistant

Area Agency on Aging

Eva Veitch | AAA Director Joe Walker | AAA Program Manager
Sandy Walker | Ombudsman Claudette Nicolas | Senior Companion Program
Kerry Franks | RSVP Program Coordinator Cecilia Cain | AAA Program Assistant

APPENDIX | Data & Statistics

2023 Annual Report for period July 2023 – June 2024

****reporting on the metrics as outlined in our most recent CEDS, included reporting numbers from previous annual report for comparison.**

Population	2021 CEDS Baseline	2023 PP Report 2022 Estimates Source: CO State Demography Office	Current 2024 2023 Estimates Source: StatsAmerica USA Counties in Profile Report Pulled 7/18/2024
Region 10	104,527	106,056	107,032
Delta	31,196	31,673	31,746
Gunnison	16,918	17,298	17,321
Hinsdale	788	777	765
Montrose	42,679	43,178	44,156
Ouray	48,74	5,046	5,176
San Miguel	8,072	8,084	7,868

Percent of Population by Age for Region 10 Counties	2022 CEDS Baseline - NA	2023 PP Report 2022 Estimates Source: StatsAmerica – Anywhere (ACS 5-year Estimates)	Current 2024 2023 Estimates Source: StatsAmerica USA Counties in Profile Report Pulled 7/18/2024
Pre-school (0-4)	4.8%	4.32%	4.13%
School Age (5 – 17)	14.6%	15.91%	14.23%
College Age (18-24)	8.9%	8.1%	8.31%
Young Adult (25-44)	22.7%	28.4%	22.66%
Adult (45-64)	26.8%	29.11%	25.51%
Older Adult (65+)	22.3%	23.66%	23.22%

# Employed	2021 CEDS Baseline	2023 PP Report 2022 Estimates Source: StatsAmerica Distress Tool (ending June 2023)	Current 2024 2023 Estimates Source: StatsAmerica Distress Tool (ending June 2024)
Region 10	46,231	55,250	52,770
24-Month Unemployment	2021 CEDS Baseline: StatsAmerica Distress Tool (ending July 2021)	2023 PP Report 2022 Estimates StatsAmerica Distress Tool (ending June 2023)	Current 2024 2023 Estimates Source: StatsAmerica Distress Tool (ending June 2024)
Region 10	5.74%	3.57%	3.24%
Colorado		3.61%	3.21%
US	6.5	3.96%	3.66%
Delta	5.61	4.05%	3.67%
Gunnison	5.07	2.74%	2.57%
Hinsdale	4.26	2.58%	2.86%
Montrose	5.56	3.75%	3.34%

Ouray	6.26	3.41%	3.19%
San Miguel	8.15	3.54%	3.21%

BEA Per-Capita Personal Income (PCPI)	No initial PCI CEDS Baseline Using 2022 data as baseline	2023 PP Report 2022 Estimates	Current 2024 2023 Estimates Source: StatsAmerica USA Counties in Profile Report Pulled 7/18/2024
Region	\$50,097	\$56,549	\$60,760
Colorado			\$75,722
US	\$59,510	\$64,143	\$65,470
Delta	\$42,127	\$46,042	\$47,593
Gunnison	\$51,025	\$59,514	\$65,797
Hinsdale	\$49,423	\$56,524	\$61,084
Montrose	\$45,262	\$50,789	\$50,848
Ouray	\$67,263	\$76,727	\$88,190
San Miguel	\$93,954	\$109,613	\$138,635

Percent living in poverty	2021 CEDS Baseline	2023 PP Report 2022 Estimates Source: StatsAmerica USA Counties in Profile Report Pulled	Current 2024 2023 Estimates Source: StatsAmerica USA Counties in Profile Report Pulled 7/18/2024
Colorado		9.8%	9.5%
Delta	15.1%	16.90%	14.6%
Gunnison	11.6%	13%	9.7%
Hinsdale	8.9%	9.30%	8%
Montrose	13.2%	11.60%	11.7%
Ouray	6.9%	4.40%	6.6%
San Miguel	9.9%	9.40%	7%

Percent under 18 living in Poverty	2021 CEDS NA Using 2022 reporting data Source: US Census SAIPE	2023 PP Report 2022 Estimates Source: StatsAmerica	Current 2024 2023 Estimates Source: StatsAmerica USA Counties in Profile Report Pulled 7/18/2024
United States		16.9%	16.3%
Colorado		11.2%	11.1%
Delta	15.4%	21.1%	20.2%
Gunnison	8.8%	12.1%	9.3%
Hinsdale	18.8%	17.2%	16.2%
Montrose	15.1%	18.7%	15.4%
Ouray	8%	8.5%	8.1%
San Miguel	7.9%	9.5%	8.4%

Percentage 65+ living in poverty	2021 CEDS NA Using 2022 reporting data	2023 PP Report 2022 Estimates Source: US Census	Current 2024 2023 Estimates Source: US Census
Delta	8.9%	13.7%	7.99%
Gunnison	5.2%	7.4%	5.85%
Hinsdale	3%	4.1%	6.45%
Montrose	9%	13.6%	8.13%
Ouray	1.1%	3.2%	1.52%
San Miguel	2.1%	2.6%	5.48%

Educational Attainment (For all 6 Counties)	2021 CEDS Baseline Source: StatsAmerica Regionizer (2021)	2023 PP Report Argonne National Labs (NERDE) (2023) EDD Tool	Current 2024 Source: StatsAmerica USA Counties in Profile Report Pulled 7/18/2024
Total Population 25 and Older			76,406
No high-school diploma	8.2%		4.70%
Less than 9 th Grade		3.5%	3.19%
9 th – 12 th Grade		5.34%	
High-school graduate or equivalent	29.1%	30.77%	29.29%
Some college	23.0%	24.11%	20.84%
Associates degree	67.0	N/A	6.37%
Bachelor Degree	22.2	24.67%	24.18%
Professional/Grad Degree	10.6	11.62%	11.43%

Miles of R10 Broadband Network	2021 CEDS Baseline	2023 PP Report	Current 2024
Fiber Route Miles/Total Fiber Miles	430/2475		1200 Route Miles

Percent of population spending more than 30% of their income on housing	2021 CEDS Baseline NA – Using 2022 Report Data Rental/Homeowner	Current Rental / Homeowners - 2023	Notes Source: NERDE
Delta	53.1% / 24.1%	48.40% / 22.60%	52% / 31%
Gunnison	45.8% / 20%	45.80% / 22.80%	47% / 30%
Hinsdale	35.4% / 34%	27.90% / 29.80%	28% / 56%
Montrose	44.1% / 20.8%	40.80% / 19.70%	52% / 30%

Ouray	44.5% / 26.3%	42.30% / 24.10%	44% / 37%
San Miguel	42.5% / 26.7%	43.60% / 27.60%	44% / 37%

R10 BLF Metrics	2021 CEDS Baseline Source: 2021 R10 CEDS	2023 PP Report: Source: R10 BLF Fund	Current 2024
Jobs Created/Retained	101	160/272.5	58/56
Investment Leveraged	\$1,373,751 <i>in investment</i>	\$3,386,606.00 <i>in investment</i>	\$5,921,000.00 <i>in investment</i>

R10 Enterprise Zone Tax Credits	2021 CEDS Baseline -	2023 PP Report Source: CO OEDIT: Dash EZ Certs by Status and Zone CCY	Current 2024 Source: CO OEDIT: Dash EZ Certs by Status and Zone CCY
Total EZ Business Investments	\$51,623,277	\$119,426,388 (FY22-23)	\$119,350,683 (FY23-24)

Argonne NERDE County Economic Impact Index	2023 Score (1 st time reporting – score available is as of 8/2022)	2024 Score As of 4/2024	SOURCE: NERDE County Data Explorer - a Cell value of 1 indicates economy is in same position as it was in Jan 2020 while scores below indicate it is worse off
Delta	.983	1.05	
Gunnison	1.023	1.08	
Hinsdale	1.176	0.89	
Montrose	1.037	1.1	
Ouray	1.134	1.11	
San Miguel	1.147	0.79	
Colorado	1.019	1.02	

POPULATION	2023 PP Report Source: Argonne EDD Demographics	Current 2024 Source: StatsAmerica USA Counties in Profile Report Pulled 7/18/2024	Notes
Percent Minority	20.1%		
Percent Insured	88.5%	88.06%	
Percent in Poverty	10.8%	11.43%	
Percent No HS Graduation	8.8%	7.89%	
Percent 65 years +	22.69%	23.22%	
Percent Age 18-64	58.01%	56.48%	
Under 18	19.30%	20.30%	

APPENDIX | Sources Data & Statistics

The following links are reports that were pulled from various sources that were used to determine the evaluation metrics outlined in the 2021-2026 Region 10 CEDS.

- [StatsAmerica USA Counties in Profile Report](#)
- [NERDE Multi County Data Explorer Report](#)
- [NERDE Region 10 6 County Area Fact Sheets](#)
- [Colorado State Demography Office \(SDO\)](#)
- [Region 10 2023 Annual Report](#)