

# Economic Development

PROJECT: Economic Development - 2022 Work Plan

PROJECT MANAGER: John Bristol, Economic Development Director

**KEY ACCOUNTABILITIES (KA)**

1. Advance relationships with investors and strategic partners in the public (local, regional, state and federal), nonprofit and public sectors to align and procure resources that enable KAs #1-5
2. Manage resources to execute the economic development project
3. Mobilize the Routt County Economic Development Corporation (RCEDC) oversight board to guide and support the county-wide economic development project
4. Advance economic diversification activities and programs across Routt County
5. Track quality of life and economic well-being indicators to inform programing

START DATE
1/1/22
END DATE
12/31/22
TIME ALLOTMENT
25%
20%
15%
35%
5%

PROJECT DAYS
365

VISION - What we aspire for  
MISSION - What we actually do  
GOAL - Broad primary outcomes that we want  
STRATEGY - Approaches we take to achieve a goal  
OBJECTIVE - Measurable steps we take to achieve results  
TACTICS - Tools we use in pursuing an objective

VISION  
To improve the quality of life and economic well-being across Routt County.

MISSION  
We work on activities and programs that improve the quality of life and economic well-being of Routt County residents by enabling the retention, expansion, and attraction of primary businesses and jobs to support a more sustainable and diverse economy resulting in a stable tax base to fund our common goods and services.

WBS NO.	GOAL	STRATEGY	OBJECTIVES and TACTICS	STATUS	ASSIGNED TO	START DATE	END DATE	DURATION in days	METRICS and COMMENTS
1	Investors	Maintain stable funding for the economic development program							Diversity and ratio of funding sources
2	Staff	Efficiently allocate staff time to achieve program goals							Identify baseline of staff time for each role
3	Administrative	Effectively utilize and leverage resources to reach program goals							Maintain a balanced budget in line with projections
4	Routt County Economic Development Corporation (RCEDC) Board of Governors (BoG)	Mobilize RCEDC BoG to set and achieve program goals							100% attendance, accomplish set goals
5	Strategic Partners	Engage strategic partners to align and procure resources to advance our program goals							Acknowledgement and support from strategic partners
6	Activities	Identify, track, and utilize short-term opportunities, projects, and resources that advance our mission							Complete the 14 listed short-term opportunities
7	Programs	Develop and execute long-term economic development programs that advance our mission							Execute the listed tactics for each program
8	Quality of life	Identify and track quality-of-life indicators to inform annual goals and programing							See EDO metrics from IEDC guide
9	Economic well-being	Identify and track economic well-being indicators to inform annual goals and programing							See EDO metrics from IEDC guide

WBS NO.	GOAL	STRATEGY	OBJECTIVES and TACTICS	STATUS	ASSIGNED TO	START DATE	END DATE	DURATION in days	METRICS and COMMENTS
<b>1</b>	<b>Investors – Maintain stable funding for the economic development program</b>								<b>Diversity and ratio of funding sources</b>
1.1		Routt County							
1.1.1			– Two meetings and/or presentations to the BoCC	Not Started	John	1/1	12/31	365	January, July
1.1.2			– 2023 investment proposal	Not Started	John	8/1	8/31	31	Due in August
1.2		City of Steamboat Springs							
1.2.1			– Two meetings and/or presentations to the City Council	Not Started	John	1/1	12/31	365	January, July
1.2.2			– 2023 investment proposal	Not Started	John	8/1	8/31	31	Due in August
1.3		Steamboat Springs Chamber							
1.3.1			– Two meetings and/or presentations to the Chamber Board of Directors	Not Started	John	1/1	12/31	365	January, July
1.3.2			– 2023 investment proposal	Not Started	John	8/1	8/31	31	Due in August
1.4		Other Investors							
1.4.1			– Individual or group meetings and/or presentations	Not Started	John	1/1	12/31	365	January, July
1.4.2			– 2023 investment proposal	Not Started	John	9/1	9/30	30	Due in September
<b>2</b>	<b>Staff – Efficiently allocate staff time to achieve program goals</b>								<b>Identify baseline of staff time for each role</b>
2.1		Staff time							
2.1.1			– Executive Director	Not Started	John	1/1	12/31	365	40 hours/week
2.1.2			– BRE and Key Industry Manager	Not Started	TBD	1/1	12/31	365	40 hours/week
2.1.3			– Communications Manager	Not Started	TBD	1/1	12/31	365	40 hours/week
2.1.4			– Administrative Assistant	Not Started	Contract	1/1	12/31	365	4 hours/week
2.1.5			– Finance and Accounting	Not Started	Contract	1/1	12/31	365	8 hours/week
2.1.6			– Human Resources	Not Started	Contract	1/1	12/31	365	5 hours/month
2.1.7			– Legal	Not Started	Contract	1/1	12/31	365	Project specific, e.g. 501c(3) application, etc.
<b>3</b>	<b>Administrative – Effectively utilize and leverage resources to reach program goals</b>								<b>Maintain a balanced budget in line with projections</b>
3.1		Finances							
3.1.1			– 2022 budget and accounting	Not Started	John, Accountant	1/1	12/31	365	12 monthly budget meetings, 4 quarterly reforecasts

3.1.2			– 2023 budget development	Not Started	John, Accountant	7/1	11/30	153	Finalized 2023 budget by the end of November
3.2		Human resources							
3.2.1			– HR support	Not Started	John, HR	1/1	12/31	365	Attract, hire, onboard, and retain talent, and manage employee benefits and utilization
3.3		Staff development							
3.3.1			– Annual and long-term professional development	Not Started	All Staff	1/1	12/31	365	Identified opportunities for each staff member
<b>4</b>	<b>Routt County Economic Development Corporation (RCEDC) Board of Governors (BoG) – Mobilize RCEDC BoG to set and achieve program goals</b>								<b>100% attendance, accomplish set goals</b>
4.1		RCEDC Board of Governors							
4.1.1			– Meeting packet (agenda, minutes, attachments, etc.)	Not Started	Administrative Assistant	1/1	12/31	365	Send 1 week in advance of meeting
4.1.2			– Annual planning retreat	Not Started	RCEDC BoG, John	8/1	9/23	54	Vision, mission, goals, presentations, work plans
4.1.3			– Monthly meeting	Not Started	RCEDC BoG, John	1/1	12/31	365	Strategic planning, updates, and oversight
4.1.4			– Meeting follow-up communications	Not Started	Administrative Assistant	1/1	12/31	365	12 meetings
4.1.5			– Membership/Investors	Not Started	RCEDC BoG, John	1/1	12/31	365	Recruitment, onboarding, and 1-on-1 retention meetings
<b>5</b>	<b>Strategic Partners – Engage strategic partners to align and procure resources to advance our program goals</b>								<b>Acknowledgement and support from strategic partners</b>
5.1		U.S. Government							
5.1.1			– DoC - Economic Development Administration	Not Started	John	1/1	12/31	365	Meet with regional representative, attend EDA conference
5.1.2			– USDA - Rural Economic Development	Not Started	John	1/1	12/31	365	Meet with regional representatives
5.1.3			– Congressional delegation	Not Started	John	1/1	12/31	365	Meet with and provide insight on economic development issues and resource needs
5.2		State of Colorado							
5.2.1			– Office of Economic Development and Int. Trade (OEDIT)	Not Started	John	1/1	12/31	365	Meet with and engage division directors on resource needs
5.2.2			– Department of Labor and Employment (CDLE)	Not Started	John	1/1	12/31	365	Collaborate and align with local team
5.2.3			– Department of Labor Affairs (DOLA)	Not Started	John	1/1	12/31	365	Meet and collaborate with regional director as needed
5.2.4			– Other State of Colorado agencies	Not Started	John	1/1	12/31	365	Engage as needed
5.2.5			– State legislators	Not Started	John	1/1	12/31	365	Meet with and provide insight on economic development issues and resource needs
5.3		Statewide and regional development organizations							
5.3.1			– Economic Development Council of Colorado (EDCC)	Not Started	John	1/1	12/31	365	Board of Directors, attend annual conference, identify resources
5.3.2			– AGNC & Economic Development District	Not Started	John	1/1	12/31	365	Economic Summit, CEDS, monthly meetings

5.3.2.1			– Northwest Colorado Enterprise Zone Program (EZ)	Not Started	John	1/1	12/31	365	Participate in oversight of EZ program service to Routt County
5.3.2.2			– U.S. Economic Development District	Not Started	John	1/1	12/31	365	Participate in oversight of EDD program service to Routt County and align projects
5.3.3			– NWCCOG & Economic Development District	Not Started	John	1/1	12/31	365	Economic Summit, monthly meetings
5.3.3.1			– NWCCOG Revolving Loan Fund (RLF)	Not Started	John	1/1	12/31	365	Participate in oversight of RLF program service to Routt County
5.3.3.2			– Project THOR Broadband Program	Not Started	BRE Manager	1/1	12/31	365	Participate in oversight of program service to Routt County
5.3.4			– Northwest Colorado Broadband (NCB)	Not Started	BRE Manager	1/1	12/31	365	Participate in oversight of NCB service in Routt County
5.3.5			– Neighboring economic development organizations (EDOs)	Not Started	John	1/1	12/31	365	Coordinate with Moffat, Rio Blanco, Grand, Jackson, and Eagle county EDOs
5.3.6			– Northwest Colorado Development Council (NWCDC)	Not Started	John	1/1	12/31	365	Attend meetings, provide expert recommendations, and align projects
5.4		Local governments							
5.4.1			– Routt County	Not Started	John	1/1	12/31	365	Engage with county manager and BoCC
5.4.2			– City of Steamboat Springs	Not Started	John	1/1	12/31	365	Engage with city manager and city council
5.4.3			– Town of Hayden	Not Started	John	1/1	12/31	365	Engage with town manager and town council
5.4.4			– Town Oak Creek	Not Started	John	1/1	12/31	365	Engage with town manager and town council
5.4.5			– Town of Yampa	Not Started	John	1/1	12/31	365	Engage with town manager and town council
5.5		Other Strategic Partners							
5.5.1			– CSU - Extension and Economic Development	Not Started	BRE Manager	1/1	12/31	365	Meet with ED representatives
5.5.2			– Colorado Mountain College	Not Started	John	1/1	12/31	365	Engage with leadership
5.5.2.1			– Yampa Valley Entrepreneurship Center	Not Started	John	1/1	12/31	365	Maintain ongoing coordination, alignment, and communications
5.5.2.2			– Community Education Board	Not Started	John	1/1	12/31	365	Attend bi-annual meetings, crowdsource course ideas
5.5.3			– Colorado Northwestern Community College	Not Started	John	1/1	12/31	365	Engage with leadership
5.5.4			– Routt County school districts	Not Started	John	1/1	12/31	365	Engage leadership at Hayden, Steamboat, and South Routt School Districts
<b>6</b>		<b>Activities – Identify, track, and utilize short-term opportunities, projects, and resources that advance our mission</b>							<b>Complete the 14 listed short-term opportunities</b>
6.1		Launch the Routt County Economic Development Corporation (RCEDC) and initial activities							
6.1.1			– Register the RCEDC trade name	Not Started	John	1/1	1/31	31	Attain registration
6.1.2			– Purchase website domains, register social accounts, etc.	Not Started	John	1/1	1/31	31	Attain registrations
6.1.3			– Contract legal, HR, accounting, and administrative services	Not Started	John	1/1	2/28	59	Contracts in place

6.1.4			– Develop RCEDC structure, oversight committee, etc.	Not Started	John, Legal	1/1	3/31	90	Established structure and operations
6.1.5			– Atain for 501c(3) nonprofit designation from the IRS	Not Started	John, Legal	2/1	8/31	212	Recieve 501c(3) status by end of 2022
6.1.6			– Hire staff	Not Started	John, HR	1/1	4/30	120	BRE and Key Indsutry Manager, and Communications Manager
6.1.7			– Economic and Fiscal Impact Study of Power Generation Industry in RC	Not Started	John	1/1	12/31	365	Completed study
6.1.8			– RCEDC Comprehensive Economic Development Plan	Not Started	John	6/1	12/31	214	Identify and engage partners, write RFP, contract consultant by EOY for 2023 launch
6.2		State of Colorado							
6.2.1			– OEDIT/Enterprise Zone (EZ)	Not Started	John	1/1	12/31	365	Track program changes and advocate for Routt County's continued inclusion
6.2.2			– OEDIT/Rural Jump Start Zone	Not Started	John	1/1	12/31	365	Track program changes and advocate for Routt County's continued inclusion
6.2.3			– OEDIT/Location Neutral Employment Program (LONE)	Not Started	Coms. Manager	1/1	6/30	181	Utilize the \$5,000 implementation grant
6.2.4			– OEDIT/Rural Technical Assistance Program (RTAP)	Not Started	John	1/1	12/31	365	Apply for technical assistance grant
6.2.5			– OEDIT/Aviation Development Zone	Not Started	Administrative Assistant	1/1	12/31	365	Research program and coordinate application
6.2.6			– DOLA/Rural Economic Development Initiative (REDI)	Not Started	John	3/15	5/31	78	Encourage local municipal applications and participate in project identification and
<b>7</b>	<b>Programs – Develop and execute long-term economic development programs that advance our mission</b>								<b>Execute the listed tactics for each program</b>
7.1		Business Retention and Expansion (BRE) - Provide technical, financial, and regulatory support to primary businesses, and research common issues and solutions							
7.1.1			– BRE survey	Not Started	BRE Manager	6/1	6/30	30	1,200 recipients with 150 responses
7.1.2			– BRE one-on-one meetings	Not Started	BRE Manager	6/1	8/31	92	25 meetings
7.1.3			– BRE group meetings	Not Started	BRE Manager	9/1	12/31	122	4 group meetings for RCEDC
7.1.4			– Produce annual BRE report identifying issues and solutions	Not Started	BRE Manager	7/1	7/31	31	BRE data, quality-of-life and economic well-being surveys, studies, and rankings
7.2		Key Industries (KI) - Provide technical, financial, and regulatory support for the retention, expansion, and attraction of key primary industry clusters							
7.2.1			– Outdoor recreation industry	Not Started	BRE Manager	1/1	12/31	365	Meet with industry leaders to identify needs, projects, and funding
7.2.1.1			– Yampa Valley ORec gear companies coalition	Not Started	BRE Manager	1/1	12/31	365	Support local trade group development
7.2.2			– Location neutral employees and businesses (LNE&B)	Not Started	BRE Manager	1/1	12/31	365	Meet with industry leaders to identify needs, projects, and funding
7.2.2.1			– Yampa Valley remote worker group	Not Started	BRE Manager	1/1	12/31	365	Support local trade group development
7.2.3			– Agriculture	Not Started	BRE Manager	1/1	12/31	365	Meet with industry leaders to identify needs, projects, and funding
7.2.3.1			– Yampa Valley value-added agriculture and natural foods group	Not Started	BRE Manager	1/1	12/31	365	Support local trade group development in partnership with CAA, CSU Extension, etc.
7.2.4			– Creative Industries	Not Started	BRE Manager	1/1	12/31	365	Meet with industry leaders to identify needs, projects, and funding

7.2.4.1			– Steamboat Creates - Board of Directors	Not Started	BRE Manager	1/1	12/31	365	12 monthly meetings
7.3		Business attraction							
7.3.1			– Develop a business attraction program	Not Started	John	1/1	12/31	365	Written plan
7.3.2			– Magazine: Move To Routt County Guide	Not Started	Coms. Manager	8/1	8/31	31	Update content, highlight municipalities
7.3.3			– Website	Not Started	Coms. Manager	6/1	8/31	92	Review and update content
7.3.4			– Identify and attend prospect development events	Not Started	All Staff	1/1	12/31	365	Provide marketing materials, make presentations
7.3.5			– Prospect management and concierge services	Not Started	All Staff	1/1	12/31	365	Networking, data, incentives as needed
7.4		Economic data							
7.4.1			– Website data plug-ins and microsite	Not Started	Coms. Manager	1/1	3/31	90	Build, review, update content
7.4.2			– Unique data requests utalizing EMSI software	Not Started	Coms. Manager	1/1	12/31	365	Ongoing as needed
7.5		Communications							
7.5.1			– Annual: RCEDC annual report	Not Started	Coms. Manager	12/1	12/20	20	1 report
7.5.2			– Annual: Economic Development Week	Not Started	Coms. Manager	4/1	5/8	38	1 week of activities and content
7.5.3			– Weekly: Social medial	Not Started	Coms. Manager	1/1	12/31	365	52 weeks of content
7.5.4			– Ongoing: Website, press releases, presentations, etc.	Not Started	Coms. Manager	1/1	12/31	365	Review website, engage press, present, etc.
			– Annual: Economic Summit	Not Started	Coms. Manager	1/1	12/31	365	Contract out
7.6		Partnership support							
7.6.1			– Financial	Not Started	John	1/1	12/31	365	Event sponsorships (West Slope Startup Week, EDCC, etc.)
7.6.2			– In-kind	Not Started	John, Coms. Manager	1/1	12/31	365	Communications, letters of support (CU Entrepreneurship, grant letters, etc.)
<b>8</b>		<b>Quality of life – Identify and track quality-of-life indicators to inform annual goals and programing</b>							<b>See EDO metrics from IEDC guide</b>
8.1		Primary data							
8.1.1			– Identify and monitor quality of life indicators	Not Started	Coms. Manager	1/1	12/31	365	Ongoing to inform annual work plans
8.2		Surveys, study, and rankings							
8.2.1			– Track quality-of-life rankings and reports	Not Started	Coms. Manager	1/1	12/31	365	Ongoing to inform annual work plans
<b>9</b>		<b>Economic well-being – Identify and track economic well-being indicators to inform annual goals and programing</b>							<b>See EDO metrics from IEDC guide</b>
9.1		Primary data							

9.1.1			- Identify and monitor economic well-being indicators	Not Started	Coms. Manager	1/1	12/31	365	Ongoing to inform annual work plans
9.2		Surveys, study, and rankings							
9.2.1			- Track economic well-being rankings and reports	Not Started	Coms. Manager	1/1	12/31	365	Ongoing to inform annual work plans