

CLEAR CREEK ECONOMIC DEVELOPMENT CORP.

ECONOMIC RESILIENCE

FRAMEWORK | JULY 2024

REGION 3: CLEAR CREEK AND GILPIN COUNTIES



Historic Central City, Gilpin County
Photo Credit: City of Central City

A special thanks to our partners



EXECUTIVE SUMMARY

A) PURPOSE

The Clear Creek Economic Development Corporation (CCEDC) Economic Resilience Framework organizes the region's vision and aims to identify and assign partnership roles to pursue strategic action items. This initiative is a result of the CCEDC's inaugural Rural Resilience Economic Development Mixer and Leadership Breakfast held on February 8-9, 2024, in partnership with the Denver Regional Council of Governments (DRCOG).

Within this document, the CCEDC summarizes community stakeholder input from the rural resilience event, as well as economic development consultant recommendations from studies that took place between 2015-2023 in an effort to compile a comprehensive list of regional action items to be considered by a designated resilience team. This framework aligns with, and is inspired by, the Denver-Metro Region Comprehensive Economic Development Strategy (CEDS) recently completed by DRCOG and the CEDS Leadership Team.

B) THEMES

This document is organized by five themes, each of which is tied to aspirational outcomes, strategic action items, and performance measures.

The five themes were established after reviewing community stakeholder feedback, SOAR assessment findings (Strengths, Opportunities, Aspirations, Results), consultant recommendations, and Metro-Denver regional goals and strategies. The identified themes are: 1) Affordability, 2) Diversification and Economic Growth, 3) Outdoor Recreation and Tourism, 4) Equitable Access, and 5) Quality of Life. These themes are the foundation for organizing the region's aspirational outcomes and strategic action items.

What's the objective?

To improve the economic well-being and quality of life in Clear Creek and Gilpin counties.

C) ASPIRATIONAL OUTCOMES

The aspirational outcomes represent the vision of community stakeholders, elected leaders, consultants, and the CEDS. The identified outcomes are directly tied to the five established themes. In summary, the aspirational outcomes encompass the following sentiments:

Clear Creek and Gilpin are diverse, livable, affordable communities that are equitably accessible by all ages, incomes, and abilities. This includes but is not limited to quality housing, childcare, employment, education, healthcare, transportation, infrastructure, recreation, and natural resources. As a result, Clear Creek and Gilpin counties are desirable communities for residents to live, work, and do business, as well as a frequented destination for visitors.

D) STRATEGIC ACTION ITEMS

The strategic action items encapsulate recommendations from community stakeholders, consultants, former economic studies, and the CEDS. The action items are focused on both immediate and longterm implementation that address regional attractions, business development and support, cluster industry exploration, education, housing, incentives, infrastructure and land policies, lodging, marketing, special events, transportation, and workforce.

E) PERFORMANCE MEASURES

The performance measures identified for each theme are data driven and will be reviewed and updated annually during the development of the annual economic newsletters for Clear Creek and Gilpin counties.

Key Takeaways

- Stakeholders are ready for ACTION and are willing to help. Partnerships and collaboration are critical to our region's success.
- The CCEDC acknowledges it is not a subject expert in all areas identified within this document. It is also recognized that there are stakeholder groups already taking action. Thus, a comprehensive leadership team will be established to eliminate redundancy and maximize capacity.
- The recommended immediate and long-term action items are intended to accelerate success and meet 2030 target performance measures.



Georgetown Loop Railroad, Clear Creek County
Photo Credit: Clear Creek County Tourism Bureau

ABOUT THE #CCEDC

Our Mission:

To catalyze a diverse and thriving business community that expands and stabilizes the workforce and tax base, and supports partnerships with passionate placemakers.



CCEDC
Website

The Clear Creek Economic Development Corporation (CCEDC) is a 501(c)6 not-for-profit organization established in 1984 to provide economic development services to Clear Creek County and its municipalities. The CCEDC is responsible for administering the Region 3 Business Loan Fund,* facilitating special projects and programming, and maintaining a land and development bank. Additionally, the CCEDC is exploring services that may be put forward in neighboring county and loan region partner, Gilpin County.

The CCEDC board of directors is made up of nine (9) members who are committed to serving the Clear Creek and Gilpin business communities. Services provided include, but are not limited to, business attraction, retention, and expansion, financing, workforce development, business advocacy, attainable housing support, broadband support, and childcare support.

* There are fourteen (14) loan regions in Colorado; Region 3 is made up of Clear Creek and Gilpin counties. The Region 3 Business Loan Fund is part of a Community Development Block Grant (CDBG) program that is overseen by the Colorado Office of Economic Development and International Trade (OEDIT) and is centered around job creation and retention.

BOARD OF DIRECTORS

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I. INTRODUCTION

The Clear Creek Economic Development Corporation (CCEDC) Economic Resilience Framework organizes the region’s vision and aims to identify and assign partnership roles to pursue strategic action items. This initiative is a result of the CCEDC’s inaugural Rural Resilience Economic Development Mixer and Leadership Breakfast held on February 8-9, 2024, in partnership with the Denver Regional Council of Governments (DRCOG).

Over the course of two days, one-hundred community stakeholders convened at the Idaho Springs Club Hotel, providing a platform for intentional dialogue about the next phases of economic development in Clear Creek and Gilpin counties. Presentations on demographic trends, the state of the economy, and economic diversification and resilience set the stage for stakeholder feedback which informed the following morning’s leadership breakfast. Stakeholders were asked to send a ‘valentine’ to their elected leaders highlighting their top priorities and action-oriented recommendations. The next morning, over thirty elected leaders and staff members gathered to participate in a Strengths, Opportunities, Aspirations, and Results (SOAR) assessment that was structured around themes from the valentines.

This report organizes community stakeholder input from the rural resilience event, as well as economic development consultant recommendations from studies that took place between 2015-2023 in an effort to compile a comprehensive list of regional action items to be considered by a designated resilience team. This document is also aligned with, and is inspired by, the Denver-Metro Region Comprehensive Economic Development Strategy (CEDS) recently completed by DRCOG and the CEDS Leadership Team, which is cited throughout.*

* Clear Creek and Gilpin Counties are included in the Denver Metropolitan Statistical Area (MSA).

WHY CREATE A RESILIENCE FRAMEWORK?

Our region has participated in numerous studies to address diversification and resilience, workforce development, housing, childcare, and broadband, among others. It is now time to initiate ACTION. This document takes into consideration what we know from previous studies, new information we have learned from experts in the field, as well as your invaluable input. Due to the limited capacity of the CCEDC, this document is not intended to merely identify CCEDC-specific action items, but rather to be used to inspire and identify partnerships with local, regional, and state organizations to address economic development holistically across both counties. This is a living document designed as a shared aspirational, results-driven vision for a resilient and vibrant future.

This is an interactive document with links throughout.

II. ECONOMIC SNAPSHOT

CLEAR CREEK COUNTY

INDUSTRY EMPLOYMENT

Top Clear Creek County jobs by industry include **702** jobs in accommodations and food services, **617** in government, **545** in arts and entertainment, and recreation, and **544** in mining.

ECONOMIC ACTIVITY

After experiencing negative GDP growth in 2020 and 2021, Clear Creek County GDP increased by **7.92%** in 2022. Mining makes up **26.64%** of Clear Creek GDP, with real estate, rental, and leasing at **25.5%**.

MEDIAN INCOME

Clear Creek County median income rose from **\$78,312** in 2021 to **\$90,350** in 2022.

POVERTY RATE

The Census Department's SAIPE program (Small Area Income and Poverty Estimates) shows that Clear Creek's poverty rate is at **6.6%**, up from 2021's **5.7%**. Poverty fell steadily from 2013 to 2019 and has remained around **6%** for the last three years.

POPULATION FORECAST

Clear Creek County is expected to grow from the previous 2020 estimate of **9,397** to **9,847** in 2030, **10,547** in 2040, and **10,828** in 2050. That is a **13.2%** increase in population over the next 30 years.

GILPIN COUNTY

INDUSTRY EMPLOYMENT

Top Gilpin County jobs include **1,889** jobs in arts, entertainment, and recreation,* **1,848** in accommodation and food services, and **483** in government.

ECONOMIC ACTIVITY

Gilpin County GDP for 2022 grew by **5.37%** compared to 2021. Accommodation and food services make up **43.23%** of Gilpin GDP, with arts, entertainment, and recreation at **33.04%**.

MEDIAN INCOME

Gilpin County median household income rose from **\$82,370** in 2021 to **\$89,805** in 2022.

POVERTY RATE

The Census Department's SAIPE program (Small Area Income and Poverty Estimates) shows that Gilpin County's poverty rate is at **6.4%**. Gilpin poverty has had a downtrend since 2012.

POPULATION FORECAST

Gilpin County is expected to grow from the previous 2020 estimate of **5,823** to **6,259** in 2030, **6,827** in 2040, and **7,237** in 2050. That is a **24.2%** increase in population over the next 30 years.

* Arts, entertainment, and recreation are where casino-oriented jobs are defined, with accommodation and food services as a complementary industry. Gilpin County is highly concentrated in these two industries.

For more details on the state of the economy in Clear Creek and Gilpin counties, please visit [Link](#) to view the 2024 Economic Newsletters prepared by Nathan Perry, Ph.D., Professor of Economics at Colorado Mesa University.

III. THEMES, ASPIRATIONAL OUTCOMES AND PERFORMANCE MEASURES

TOP-LEVEL THEMES

The top five themes were identified during the Strengths, Opportunities, Aspirations, and Results (SOAR) assessment and provide an organizational structure for the aspirations and collective action items.

ASPIRATIONAL OUTCOMES

The aspirational outcomes are a result of community stakeholder input. Also included are aspirations adopted directly from the Metro Denver Comprehensive Economic Development Strategy (inclusive of Clear Creek and Gilpin counties), which align with stakeholder feedback.

STRATEGIC ACTION ITEMS: IDEAS FOR IMPLEMENTATION

The action items included in this document summarize recommendations from community stakeholders, elected leadership, consultants, former economic studies, and the CEDS. Not all recommended actions may be feasible, but are worthy of being explored. The action items are separated by immediate and long-term implementation.

PERFORMANCE MEASURES

The performance measures are designed to validate progress and ensure we are maintaining alignment with our desired outcomes. The performance measures will be reviewed and updated annually by the designated leadership team.

“There are a handful of current initiatives within the county that are pulling on the same rope. We are working together with a common end goal in mind.”

(CSU Consulting, 2024, p. 12)

THEME 1: AFFORDABILITY

Arguably, the top challenge in our region is housing availability and affordability which, in turn, affects the region's access to a quality and sustainable workforce. As a tourist economy, jobs in the region are dominated by accommodations and food service—typically lower-paid positions. Thus, we must focus on supporting affordability, business health, and quality job growth. When our businesses are successful, our communities can thrive.

ASPIRATIONAL OUTCOMES

Clear Creek and Gilpin encompass a variety of diverse, livable, affordable communities.
(CEDS, Denver Regional Council of Governments, 2024, p. 25)

Diverse, affordable housing options meet the needs of the Clear Creek and Gilpin workforce and residents of all ages, incomes, and abilities.
(CEDS, Denver Regional Council of Governments, 2024, p. 25)

All residents have access to affordable housing, health care, education, transportation, childcare, older adult services, energy, and healthy food.
(CEDS, Denver Regional Council of Governments, 2024, p. 25)

“The biggest challenge for the area stems from the limited access to quality, affordable housing.”

(Mass Economics, 2017, p. 45)



STRATEGIC ACTIONS: EDUCATION

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Connect school districts with the financial and technical assistance resources provided through the Jefferson County (Tri-County) Workforce Development Center.*

STRATEGIC ACTIONS: HOUSING

COMMUNITY STAKEHOLDERS SUGGESTIONS (2024)

Immediate:

- Explore opportunities for Gilpin to join Clear Creek's multi-jurisdictional housing authority (MJHA).*
- Explore opportunities for multi-generational living at senior housing developments. (e.g. students, JI visa holders).*

Ongoing:

- Support the recommendations from the Clear Creek Innovative Housing Planning Grant (IHOP) initiative (in progress). (e.g. Create a structure that allows for housing development in vacant spaces above commercial businesses.)*
- Maintain a list of housing resources for existing and new residents on the multi-jurisdictional housing authority (MJHA) website. Crosslink with relevant sites.*

IDAHO SPRINGS HAPPY MAPPING AUDIT (2018) [View Document](#)

Immediate:

- Streamline the development process for identified mixed-use housing sites. Align all necessary policies and streamline the development potential of priority sites. (p. 23)*
- Update existing housing needs projections to optimize density, well-being, and tax revenue potential for each site. (p. 24)*
- Develop alternative financial and tenure mechanisms for the provision of affordable housing options for residents. (p. 24)*
- Develop various housing typologies in each site to meet the needs of a diverse spectrum of households. (p. 25)*
- Construct on-site housing at the Idaho Springs mobility hub. Housing could be located on the north side of the building, shielding residents from noise on the I-70 and ensuring that residents live only steps from downtown. Additional housing units would also grow the potential for residential property tax revenue. (p. 29)*

Ongoing:

- Design multi-family housing to maximize sociability and community attachment. Favor medium-density environments. Promote active street edges through a diversity of business, activities, and social opportunities. (pp. 26-27)*

STRATEGIC ACTIONS: TRANSPORTATION

COMMUNITY STAKEHOLDERS SUGGESTIONS (2024)

Immediate:

- Expand the Roundabout routes and coordinate with other transportation providers to create connectivity for ease of travel regionally and statewide.*
- Incorporate transportation schedules with Google Maps and/or other app to allow for travel route planning.*
- Identify additional sources of funding to support the Clear Creek Roundabout bus system.*
- Increase transportation marketing and wayfinding.*

Ongoing:

- Continue to provide low-cost transportation services through the Clear Creek Roundabout bus system and ensure the bus schedule is consistent and reliable.*
- Support the development of Clear Creek's mobility center located in Idaho Springs.*

IDAHO SPRINGS HAPPY MAPPING AUDIT (2018) [View Document](#)

Immediate:

- Ensure multi-modal hub construction is used as an opportunity for city building. The construction of a large new multi-modal facility in close proximity to downtown is an opportunity to do more than simply resolve parking and transportation questions. By incorporating housing and*

commercial activity on the site, the town and county can address several key challenges. Incorporating housing on-site could help reduce affordability issues and meet housing demand in Clear Creek. On-site commercial space could help to grow the commercial tax revenue base, in the area that Urban3 found to have the greatest tax revenue potential in the county. To support a flexible approach to development, we encourage Idaho Springs to pursue a series of quick wins today. (p. 28)

- Future-proof parking facilities - Any significant investment in infrastructure should be adaptable to future uses. The future needs and demands for such a space are uncertain; however, steps can be taken to support the long-term use and resilience of a parking structure. By building the structure with flat, reinforced floors, high ceilings, and removable ramps, the parking portion of the multi-modal hub can be more easily and cost-effectively adapted to housing, office, or other needs. Including water and electrical hookups, or simply leaving space for these utilities can also ensure the building's resilience in a cost-efficient manner. (Happy City, 2018, p. 29)*

2025 PRIORITY ACTION ITEMS:

2027 PRIORITY ACTION ITEMS:

2026 PRIORITY ACTION ITEMS:

2028 PRIORITY ACTION ITEMS:

2029 PRIORITY ACTION ITEMS:

2030 PRIORITY ACTIONS ITEMS:



PERFORMANCE MEASURES

MEASURE	2022	2023	BASELINE SOURCE	2030 TARGET
Residential and commercial building permits filed in Clear Creek County and municipalities			Clear Creek County; City of Idaho Springs; Town of Georgetown; Town of Empire; Town of Silver Plume	
Residential and commercial building permits filed in Gilpin County and municipalities			Gilpin County; City of Central; City of Black Hawk	
\$ Amount allocated to quality, affordable childcare in Clear Creek County	\$0	\$0	Clear Creek County	
\$ Amount allocated to quality, affordable childcare in Gilpin County	\$45,607	\$121,000	Gilpin County	
Clear Creek School District students on free or reduced lunch	2023/24 School Yr. N/A (Free lunch provided)	2023/24 School Yr. N/A (Free lunch provided)	Clear Creek Schools Foundation	N/A
Gilpin School District students on free or reduced lunch	2023/24 School Yr.	2023/24 School Yr.	Gilpin County School District RE-1	
Poverty rate in Clear Creek County	6.6%		Small Area Income and Poverty Estimates (SAIPE)	
Poverty rate in Gilpin County	6.4%		Small Area Income and Poverty Estimates (SAIPE)	
Vouchers issued for Clear Creek Roundabout Public Transportation	N/A (Free to ride)	N/A (Free to ride)	Clear Creek County	N/A

MEASURE	2022	2023	BASELINE SOURCE	2030 TARGET
\$ Amount allocated to quality, affordable housing in Clear Creek County (Deed restrictions, etc.)	\$0	\$0	Clear Creek County	
\$ Amount allocated to quality, affordable housing in Gilpin County (Deed restrictions, etc.)			Gilpin County	

THEME 2: DIVERSIFICATION AND ECONOMIC GROWTH

Over the last decade, diversification and resilience have been a hot topic in the region. Clear Creek is facing a declining mining industry and Gilpin faced a hard reality during the COVID-19 pandemic when casinos were forced to close. What is more, being located in a rural mountain area with limited flat land and infrastructure presents development challenges. Conversely, our location along the I-70 corridor, unique and authentic communities, and passionate business leaders continue to successfully drive the region's economy.

We must be willing to think outside the box and be creative with business attraction efforts as well as strategic in determining the highest and best use for our limited opportunity sites. The 2017 Clear Creek County Economic Resurgence and Resilience Action and Implementation Project presented by former consultant, Mass Economics, indicates that the most recurrent stakeholder feedback was “the inability of local leaders to collectively drive an economic strategy forward” (p. 26). Additionally, it was consistently noted that the absence of a strategic incentive structure significantly limits business attraction opportunities (p. 26). This feedback aligns with the stakeholder and consultant input received during the Rural Resilience Economic Development Mixer and Leadership Breakfast. To diversify and develop responsibly, we must position organizations and industry leaders with unique and attractive tools for success.

ASPIRATIONAL OUTCOMES

Clear Creek and Gilpin have a robust and thriving annual revenue stream supported by sustainable sources. (Stakeholder Input)

Clear Creek and Gilpin are seen as a highly desirable place to do business. (CEDS, Denver Regional Council of Governments, 2024, p. 27)

Clear Creek and Gilpin have an adaptable, skilled workforce that embraces a culture of lifelong learning. (CEDS, Denver Regional Council of Governments, 2024, p. 25)

Investments in infrastructure allow new and existing businesses to thrive and prosper. (CEDS, Denver Regional Council of Governments, 2024, p. 26)



Central City Lou Bunch Day, Gilpin County

Photo Credit: Gilpin County

“Often, economic developers are handicapped in their ability to expend resources to attract businesses because local politics and perceptions prevent them from offering the best business location to the prospective suitor. As such, ensuring that the right business attraction incentives are established will improve the effectiveness of economic development agents that work countywide.”

(Mass Economics, 2017, p. 46)



Clear Creek High School Bike Tech Program
Photo Credit: Clear Creek Schools Foundation

STRATEGIC ACTIONS: BUSINESS DEVELOPMENT AND SUPPORT

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Encourage outdoor retailers to carry affordable outdoor gear, such as hiking boots, skates, fishing gear, kayaks, etc.*
- Connect with local cottage industry hobbyists and explore opportunities for business development.*
- Strengthen the relationship with the Northwest Small Business Development Center and explore a satellite office in Clear Creek and/or Gilpin.*
- Determine retail leakage and use the results to assist with business expansion and recruitment efforts.*

Ongoing:

- Continue providing small business financing through the CCEDC's revolving loan fund and pursue additional capital access opportunities.*
- Continue to develop regional banking partnerships and increase loan program marketing.*
- Continue conducting CCEDC annual business, retention, and expansion interviews.*
- Encourage and support the expansion of anchor attractions such as the Indian Hot Springs, Argo Mill, and Georgetown Loop Railroad.*

“Given the continued transition of the American economy into the digital realm, it will be imperative for Clear Creek to increase local broadband access. Access to reliable and consistent broadband along with a readily available and trained workforce will be a key magnet to attract new industries.”

(Mass Economics, 2017, p. 16)

BETTER CITY GILPIN COUNTY ECONOMIC DEVELOPMENT ACTION PLAN (2023)

[View Document](#)

Immediate:

- Initiate a community coffee forum. These networking events would be for residents (including business owners, self-employed, and others) to meet, network, and learn about events and opportunities in the area and should be broadly publicized and reoccur weekly or biweekly. (pp. 19-20)*
- Conduct a fee comparison for Gilpin, Clear Creek, and neighboring counties and recommend fee adjustments as appropriate. (p. 21)*
- Gilpin Specific:*** *Change zoning verbiage under the permitted uses for C4 to align with the definition summary of C4 (include industrial uses). Most of the County is zoned for residential uses. Resource Residential zoning provides for a balanced rural-urban environment without interfering with the entrepreneurial abilities and endeavors of residents—an excellent best practice for supporting local entrepreneurship. (p. 22)*

Ongoing:

- Gilpin Specific:*** *Encourage and support small business development in Rollinsville. (p. 25)*

URBAN LAND INSTITUTE IDAHO SPRINGS TECHNICAL ADVISORY PANEL (2018)

[View Document](#)

Immediate:

- Communicate to developers that, “We are open for business if the conditions and quality are right.” To attract the right development partners, communicate to private sector developers that Idaho Springs is not just a drive-through city or pit stop. Make the case that Idaho Springs is already a destination that is ripe for new investment. To help with this, create a developer package that highlights the assets of the community, answers their commonly asked questions, and makes the process of finding information easier for them. (p. 16)*

MASS ECONOMICS ECONOMIC RESURGENCE AND RESILIENCE ACTION AND IMPLEMENTATION PLAN (2017)

[View Document](#)

Immediate:

- Develop financial literacy programs to help entrepreneurs better manage their business financials (e.g. Quickbooks training). (p. 85)*

CLEAR CREEK COUNTY COMMUNITY MASTER PLAN (2017) [View Document](#)

Immediate:

- Support and provide, where appropriate, economic development techniques such as Enterprise Zone tax credits, tax increment financing (TIF), Public Improvement Fee (PIF) funds, use of industrial revenue bonds, business incubator facilities, low-interest loans and possible business incentives to provide a business climate conducive to new and start-up businesses. (p. 56)*

Ongoing:

- Work to create an atmosphere of predictability. Economic development opportunities are enhanced by a positive economic and regulatory environment that offers flexibility, consistency, predictability, and clear direction. Coordinate community development, planning, and economic development strategies to be consistent with the overall goals of the Master Plan. (p. 56)*
- Promote redevelopment opportunities by targeting underutilized or underdeveloped properties and land banking them and/or making strategic investments in their reuse. Local control is important to get properties ready for investment and to hold for the right economic opportunities. Surplus properties should be banked. An economic development land bank already exists with the Clear Creek Economic Development Corporation. (p. 56)*

Historic Downtown Idaho Springs, Clear Creek County
Photo Credit: Clear Creek County Tourism Bureau



- *Leverage Clear Creek (waterway) as an economic engine for the community through the development of additional access points, bus parking for commercial rafting operations, and linking greenway improvements and river access projects. Provide opportunities for recreation industry businesses to develop in multiple-use areas along Clear Creek. (p. 58)*
- *Recognizing Clear Creek County is rich in heritage that is valuable to preserve, promote businesses that fit into this historic environment, and leverage cultural resources, which provide attractions, as a tool for stimulating economic development (p. 58)*
- *Encourage the development of more family-oriented destination facilities and activities in the county. (p. 58)*

**BBC RESEARCH AND CONSULTING
ECONOMIC RECOMMENDATIONS (2015)**

[View Document](#)

Immediate:

- *Identify key parcels within the County appropriate for commercial development and work with developers and the business community to realize new projects. Determine the level of County involvement in the process, ranging from direct infrastructure investment (e.g. dedicated taxes, utility improvements, etc.) to indirect stimulation (e.g. grant assistance for facade improvements). (p. 2)*

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

(Mass Economics, 2017, p. 6)

STRATEGIC ACTIONS: CLUSTER INDUSTRY DIVERSIFICATION

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Review and incorporate the Clear Creek County target industry and opportunity parcel recommendations presented by CSU Consulting (2024) and Mass Economics (2017) into development discussions. (Key recommendations from both reports are included in this document.)*
- Review and incorporate the Gilpin County target industry and opportunity parcel recommendations presented by Better City (2023) into development discussions. (Key recommendations from the report are included in this document.)*
- Conduct a feasibility study for outdoor recreation-related light manufacturing.*
- Create a regional film commission and assign a film liaison with the OEDIT Colorado Film, Television, and Media Office.*

COLORADO STATE UNIVERSITY (CSU) CONSULTING ECONOMIC RECOMMENDATIONS (2023) [View Document](#)

Ongoing:

- Seek sustainable target industries (resources and revenue) connected to the local county culture. (p. 18)*

MASS ECONOMICS ECONOMIC RESURGENCE AND RESILIENCE ACTION AND IMPLEMENTATION PLAN (2017)

[View Document](#)

Immediate:

- Develop improved regulatory processes that allow for smaller local mining operations. (p. 13)*
- Explore partnerships with the Colorado School of Mines to leverage regional mining assets. (p. 40)*
- Conduct a rigorous commercial property evaluation. Given the limited commercial property stock, the area will be well served to develop central repositories of this data to help rapidly respond to property requests. (p. 22).*
- Identify publicly owned land (federal, state, and local govt.) and explore the potential for development, land transfers, land swaps, parcel assembly, etc. (p. 67)*
- Evaluate how the CCEDC's land bank can be better utilized. (p. 69)*
- Explore the lumber and wood products industry cluster (e.g. beetle kill, biomass). (p. 5)*
- Explore film industry opportunities and reactivate the local film commission. (Encourage film incentives at the state level.) (p. 62)*

Ongoing:

- Continue to promote and maintain the Clear Creek County Water Bank and determine access to water and other critical infrastructure at potential development sites. (p. 69)*

**CLEAR CREEK COUNTY COMMUNITY
MASTER PLAN (2017) [View Document](#)**

Immediate:

- Pursue businesses in industries deemed the best fit for the County based on the 2015 Economic Agenda document. These include renewable energy, breweries and distilleries, outdoor recreation retailers and manufacturers, and hospitality-related businesses. (p. 56)*

Ongoing:

- Encourage logical, contiguous annexations by incorporated municipalities to provide for current and future growth patterns. Do this with respect to existing residents of those annexed areas. (p. 57)*
- Protect long-term, commercially significant, natural resource lands from encroachment from conflicting uses. (p. 59)*

“88% of community residents choose to live in Gilpin County for the rural mountain living and privacy it provides. Residents understand and support the idea of economic development and diversification but express an interest in limiting it to the two cities and Rollinsville.”

(Better City, 2023, p. 25)



STRATEGIC ACTIONS: HOUSING

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Ongoing:

- Continue to monitor the EPA Superfund Operable Unit 5 (OU5) status and implications on residential development. Ensure messaging to the community, developers, real estate brokers, etc. is correct and transparent.*

MASS ECONOMICS ECONOMIC RESURGENCE AND RESILIENCE ACTION AND IMPLEMENTATION PLAN (2017)

[View Document](#)

Immediate:

- Identify incentives that the city and/or county can offer a developer. These could include density bonuses, tax breaks, reduced re-zoning and platting fees, reduced tap fees, sharing the cost burden of retrofitting or demolishing an existing structure, expediting development review and approval schedules, promotional opportunities, and more. (p. 62)*

Rollinsville, Gilpin County

Photo Credit: Gilpin County



STRATEGIC ACTIONS: INCENTIVES

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Construct an incentive program at the county and municipal levels (consider regional incentive partnerships as well) that supports business recruitment, retention, and expansion. Review ways to create a regional tax incentive structure that promotes collaboration and development.*
- Present business recognition awards at the CCEDC annual event.*

Ongoing:

- Continue to maintain an economic modeling software subscription to assist with business recruitment, expansion, and retention.*

IDAHO SPRINGS HAPPY MAPPING AUDIT (2018) [View Document](#)

Immediate:

- Identify incentives that the municipalities and/or counties can offer a developer. These could include density bonuses, tax breaks, reduced re-zoning and platting fees, reduced tap fees, sharing the cost burden of retrofitting or demolishing an existing structure, expediting development review and approval schedules, promotional opportunities, and more. (p. 37)*

MASS ECONOMICS ECONOMIC RESURGENCE AND RESILIENCE ACTION AND IMPLEMENTATION PLAN (2017)

[View Document](#)

Immediate:

- Develop a bundler service to provide integrated service opportunities for businesses. (p. 46)*
- Consider tax revenue sharing for cooperative attraction efforts and/or “finders fees.” (p. 46)*



Idaho Springs 4th of July Celebration, Clear Creek County

Photo Credit: Clear Creek EDC

STRATEGIC ACTIONS: INFRASTRUCTURE AND LAND POLICIES

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Identify developer incentives that the city and/or county can offer, such as density bonuses, tax breaks, reduced re-zoning and platting fees, reduced tap fees, sharing the cost burden of retrofitting or demolishing an existing structure, expediting development review and approval schedules, promotional opportunities, etc..*

COLORADO STATE UNIVERSITY (CSU) CONSULTING ECONOMIC RECOMMENDATIONS (2023) [View Document](#)

Immediate:

- Implement a vetting system for determining land that is appropriate for open space versus development (area resources, accessibility, proximity to towns, etc.). (p. 18)*

GILPIN COUNTY COMPREHENSIVE PLAN (2020) [View Document](#)

Ongoing:

- Gilpin Specific:** The Growth Management Framework for Gilpin County unambiguously directs toward the establishment of villages as places of future development within the County. This calls for a thorough exploration of what such villages may look and feel like. Villages are destinations for people for various reasons: to gather and socialize, opportunities for commerce, and for people to engage in the rhythms of life and new ideas. A specific study, called a “small area plan” needs to be conducted for each village. For County control purposes, such a plan should ideally be initiated by the County but could also be done as a P-3 (Public-Private Partnership) effort, which allows sharing of the cost to prepare such a plan. (pp. 68, 76)*

“Infrastructure within Gilpin County – water, sewage treatment, and roads – both in and out of Black Hawk, Central City, and Rollinsville, are constrained and cannot sustain growth. Residents are concerned that expanding these resources would be a costly process, take too long, and may result in a low return on investment.”

(Better City, 2023, p. 25)

IDAHO SPRINGS HAPPY MAPPING AUDIT (2018) [View Document](#)

Ongoing:

- Consider developing one RFP for multiple sites. Creating one RFP for multiple sites could be used to establish a clear basis for what the city or county seeks to achieve in terms of development goals. A clear, concise, and open RFP would provide developers with a strong understanding of what the city or county seeks to achieve, without tightly defining the development approach. This RFP could, for example, set up common guiding principles and strategies to inform the design and programming of each development. This would also open the door to greater freedom and creativity in the approaches that developers can pursue. It would also help reduce uncertainty about the development application process. To the city or county's benefit, a multi-site RFP could also streamline the application process, reducing costs. Such an RFP would require careful wording, but has the potential to produce enticing benefits for all parties involved. (p. 37)*

URBAN LAND INSTITUTE IDAHO SPRINGS TECHNICAL ADVISORY PANEL (2018)

[View Document](#)

Immediate:

- Form a Downtown Development Authority (DDA) for the Historic Core. A DDA captures growth in tax revenue within a designated area for use in financing a variety of public improvements in the area, often through the issuance of bonds. TAP panelists recommended forming a DDA, which can use Tax Increment Financing (TIF) within its boundaries, as opposed to a Business Improvement District (BID), since there may not be enough businesses to support the necessary levy to fund projects with a BID. (p. 14)*

CLEAR CREEK COUNTY COMMUNITY MASTER PLAN (2017) [View Document](#)

Ongoing:

- Improve the image (visual and emotional) of the County along the I-70 corridor. (p. 60)*
- Recognizing infrastructure availability is one of the most critical factors to encourage economic development, and make strategic infrastructure investments needed to support the expanding economy, where there is a demonstrated net benefit to the County. Expand public water and sanitation systems and other infrastructure to meet the needs of growth outside municipal or special district boundaries only where impact analysis has demonstrated a net benefit to the community. (p. 60)*

- Expand and manage water resources including water rights and storage. (p. 59)*

BBC RESEARCH AND CONSULTING ECONOMIC RECOMMENDATIONS (2015)

[View Document](#)

Ongoing:

- Capitalize on the County's broadband access and high quality of life to attract self-employed individuals. (p. 2)*

STRATEGIC ACTIONS: WORKFORCE

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Connect the workforce with training programs and resources provided through the Jefferson County (Tri-County) Workforce Development Center.*

Longterm:

- Support remote workers through broadband expansion.*

MASS ECONOMICS ECONOMIC RESURGENCE AND RESILIENCE ACTION AND IMPLEMENTATION PLAN (2017)

[View Document](#)

Ongoing:

- Explore strategies to transition from part-time seasonal employment to more sustainable full-time employment. (p. 32)*

- To promote a positive work culture and incentivize employees, distribute employee discount books to local businesses. (p. 76) To promote a positive work culture and incentivize employees, distribute employee discount books to local businesses. (p. 76)*

CLEAR CREEK COUNTY COMMUNITY MASTER PLAN (2017) [View Document](#)

Immediate:

- Provide access to employment and training services that can help develop a trained workforce that can compete for jobs, earn a living wage, and meet the needs of business. Work with coalitions and other agencies to participate in the development of competency-based education and training programs. Encourage the development of training programs for people currently employed so they may improve and broaden their skills into new arenas. Work with schools and communities to ensure employment opportunities for youth. (p. 56)*

BBC RESEARCH AND CONSULTING ECONOMIC RECOMMENDATIONS (2015)

[View Document](#)

Ongoing:

- Consider a job retraining program. Current and former Henderson Mine employees have a unique skill set that could translate well to a new industry. A newly trained workforce with years of experience could be an attractive solution for the right employer (e.g. manufacturing). (p. 2)*

- *Retain and attract a younger demographic. Market the community as a viable alternative to both the Denver metro area and Summit County—the same outdoor opportunities as Summit County but closer to the urban amenities of Denver. Leverage the unique character, history and authenticity of Clear Creek County to appeal to this younger generation, which was coined as “urban pioneers,” while at the same time allowing them to feel part of a new and innovative community in the county. (p. 3)*

“The 2020 census data states that 76% of Gilpin County residents commute to different counties to work, and 83% of those employed in the County are not County residents. This is a result of the mismatch between workforce training and local jobs – job seekers based in Gilpin County with higher education must either commute to different counties or permanently leave the area in search of job prospects that better align with their skills and training.”

(Better City, 2023, p. 6)



Mighty Argo Mill and Tunnel, Idaho Springs, Clear Creek County

Photo Credit: The Mighty Argo

2025 PRIORITY ACTION ITEMS:

2027 PRIORITY ACTION ITEMS:

2026 PRIORITY ACTION ITEMS:

2028 PRIORITY ACTION ITEMS:

2029 PRIORITY ACTION ITEMS:

2030 PRIORITY ACTION ITEMS:

August 2024 Mighty Arg0 Cable Car Groundbreaking, Idaho Springs,
Clear Creek County

Photo Credit: Clear Creek EDC



PERFORMANCE MEASURES

MEASURE	2022	2023	BASELINE SOURCE	2030 TARGET
Industries (2-digit NAICS) with # of jobs above the national average in Clear Creek County	7	7	Lightcast Economic Modeling Software	
Industries (2-digit NAICS) with # of jobs above national average in Gilpin County	5	5	Lightcast Economic Modeling Software	
Number of industry clusters with over 25% of the Gross Regional Product (GRP) in Clear Creek County	1	1	Lightcast Economic Modeling Software	
Number of Industry clusters with over 25% of the Gross Regional Product (GRP) in Gilpin County	2	2	Lightcast Economic Modeling Software	
Number of CCEDC loans and total portfolio in Clear Creek County	15 \$1,107,709	13 \$1,550,769	CCEDC / Downhome Solution Loan Management Software	
Number of CCEDC loans and total portfolio in Gilpin County	1 \$15,520	1 \$9,323	CCEDC / Downhome Solution Loan Management Software	
Number of new business filings in Clear Creek County	125	165	Colorado Secretary of State	
Number of new business filings in Gilpin County	122	140	Colorado Secretary of State	
Combined collected sales tax in Clear Creek County, Idaho Springs and Georgetown	\$12,253,117	\$13,156,029	Clear Creek County; City of Idaho Springs; Town of Georgetown	

MEASURE	2022	2023	BASELINE SOURCE	2030 TARGET
Combined collected sales tax in Central City and Black Hawk (Glipin County N/A)	\$5,283,585	\$5,420,143	City of Central; City of Black Hawk	
Property Tax collected in Clear Creek County	\$12,600,000	\$11,600,000	Clear Creek County	
Property Tax collected in Gilpin County	\$6,080,650	\$6,021,270	Gilpin County	
Infrastructure projects completed in Clear Creek County	9	10	Clear Creek County	
Infrastructure projects completed in Gilpin County			Gilpin County	

Loveland Ski Area, Clear Creek County

Photo Credit: Loveland Ski Area



THEME 3: OUTDOOR RECREATION AND TOURISM

It wouldn't be Colorado without epic, adrenaline-filled adventures in the great outdoors. Clear Creek and Gilpin are perfectly positioned as a rural outdoor playground that happens to be within 30 minutes of nearly 3 million potential customers. From hiking, mountain biking, and rafting to skating, skiing...and gambling, the region is a well-established destination.

As the largest economic driver in the region, tourism and recreation present opportunities for continued industry growth.

We recognize that tourism comes with challenges and, thus, strongly support tourism management initiatives, such as 'Leave No Trace.' However, it is equally important that outside marketing efforts be maintained and increased over time which, in turn, supports county and municipal bottom lines, as well as the success of our small business community and hospitality workforce.

ASPIRATIONAL OUTCOMES

Clear Creek and Gilpin maintain a sense of community while being a sought-after destination. (Stakeholder Input)

Residents and visitors value the culture and history of Clear Creek and Gilpin. (Stakeholder Input)

Clear Creek and Gilpin value, protect, and connect people to their diverse natural resource areas, open spaces, parks, and trails. (CEDs, Denver Regional Council of Governments, 2024, p. 27)

The retention and expansion of outdoor recreation and tourism opportunities support a source of sustainable revenue for Clear Creek and Gilpin.
(Stakeholder Input)

Maryland Mountain/Hidden Treasure, Black Hawk,
Clear Creek County

Photo Credit: Gilpin County



STRATEGIC ACTIONS: ATTRACTIONS

COMMUNITY STAKEHOLDERS SUGGESTIONS (2024)

Immediate:

- Coordinate with businesses to encourage consistent hours and incentivize extended evening hours.*
- Consider keeping Guanella Pass open year-round.*
- Ensure all trails are listed on popular trail apps. (e.g. AllTrails)*
- Create an outdoor forest maze or obstacle course as a hiking destination.*
- Create troll art along trails similar to the Breckenridge Troll.*
- Mindfulness Map - Create hammock posts at different locations throughout the county (parks, lakes, trails, etc.) and create a map. Businesses will be encouraged to sell inexpensive hammocks in a bag.*

Ongoing:

- Explore the geothermal opportunities presented in the 2013 Clear Creek Geothermal Feasibility Study.*

BETTER CITY GILPIN COUNTY ECONOMIC DEVELOPMENT ACTION PLAN (2023)

[View Document](#)

Immediate:

- Create project plans to enhance trailheads at key trails with signage and parking. Plans should include a description, budget and funding plan, timeline, specific tasks, and partner roles and responsibilities. (p. 16)*
- Create and install interpretive signs on developed and enhanced trails. (p. 17)*
- Commission a map brochure (or contract with an already established online app) for tourists with trails and local businesses. (p. 17)*
- Gilpin Specific:*** *Find additional ways to utilize the Gilpin County Recreation Center and Fairgrounds to support economic development. Develop events and programming that will utilize these existing assets to attract visitors and create opportunities for businesses to sell their goods and services. (p. 38)*

BETTER CITY GILPIN COUNTY ECONOMIC DEVELOPMENT ACTION PLAN STAKEHOLDER INTERVIEWS (2023)

Immediate:

- Commission a map brochure (or contract with an already established online app) for tourists with trails and local businesses. (p. 17)*



Parker the Snow Dog aka Mayor of Georgetown, Clear Creek County

Photo Credit: Clear Creek County Tourism Bureau

- Create and install interpretive signs on developed and enhanced trails. (p. 17)*
- Develop more trails. According to online maps and word of mouth, there are over 100 trails within Gilpin County boundaries but few are developed, well-marked, and properly designated. Residents would like to see better-developed common trails with parking and restroom availability. (p. 25)*

GILPIN COUNTY COMPREHENSIVE PLAN (2020) [View Document](#)

Longterm:

- Increase communication with the local cities to manage future growth and leverage future recreational opportunities. (p. 89)*
- Gilpin Specific: Turnouts at high volume areas should be evaluated for future design as supporting Gilpin County “viewing areas” that also accommodate short-term parking, provide restroom facilities, and showcase Gilpin County history and position along the Peak to Peak Highway. (p. 89)*

IDAHO SPRINGS HAPPY MAPPING AUDIT (2018) [View Document](#)

Immediate:

- Integrate outdoor recreation facilities into the built environment (i.e., bike washing facilities, living or climbing wall outside of a building).*
- Consider keeping Guanella Pass open year-round. (p. 32)*

MASS ECONOMICS ECONOMIC RESURGENCE AND RESILIENCE ACTION AND IMPLEMENTATION PLAN (2017)

[View Document](#)

Immediate:

- Explore opportunities around mid-level elevations. (e.g. Clear Creek and Gilpin serve as a “base camp” before heading to higher elevations). (p. 62)*

CLEAR CREEK COUNTY COMMUNITY MASTER PLAN (2017) [View Document](#)

Immediate:

- Work with Loveland Ski Area and USFS for year-round access to the ski area for non-skiing activities such as concerts, mountain biking, etc. Create troll art along trails similar to the Breckenridge Troll. (p. 59)*

BBC RESEARCH AND CONSULTING ECONOMIC RECOMMENDATIONS (2015)

[View Document](#)

Immediate:

- Clear Creek Specific: Consider developing a campground at the Shadow Mountain Ranch property. (p. 3)*

“Gilpin County interviewees discussed the events that take place in the county but brought up concerns regarding how those events are noticed and the lack of a united form of communication that reaches all residents and informs them and visitors of current events”

(Better City, 2023, p. 26)

STRATEGIC ACTIONS: EVENTS

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Consider extending the Georgetown Christmas market to include weekdays.
- Consider Christmas in July (Play off of Georgetown as the Christmas Capital of Colorado). Include a July polar bear plunge at Georgetown Lake.
- Explore unique event venues, such as Loveland Ski Area.

COLORADO STATE UNIVERSITY (CSU) CONSULTING ECONOMIC RECOMMENDATIONS (2023) [View Document](#)

Immediate:

- Explore opportunities for unique annual events, specifically during the shoulder seasons. (November Fest brewery event, hockey tournaments, heritage events, races, music and film festivals, yoga festivals, etc.). (p. 14)

STRATEGIC ACTIONS: LODGING

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Identify possible parcels and adaptive reuse opportunities for lodging development.
- Identify and agree upon incentives for lodging developers at the leadership level.
- Consider a special permit allowing temporary VRBOs during large events. Residents who prefer not to be in town for highly attended events have the option of renting their homes (Georgetown Christmas Market, pond hockey tournament, 4th of July, etc.).

STRATEGIC ACTIONS: MARKETING

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Increase tourism marketing budget and ramp up county marketing efforts.
- Coordinate discounts for ski pass holders and gamblers.

Longterm:

- Gilpin Specific:** Encourage the development of a Chamber of Commerce and/or hire a marketing and event staff member in Gilpin.

**COLORADO STATE UNIVERSITY
(CSU) CONSULTING ECONOMIC
RECOMMENDATIONS (2023) [View Document](#)**

Immediate:

- Consolidate social media engagement to simplify messaging.* (CSU Consulting, 2024, p. 12)

- Maintain visitor management initiatives; implement a ‘Change for Change’ roundup program to fund visitor management. At point-of-sale transactions, prompt customers to round up their transactions to contribute to a community improvement fund—the majority of businesses use Toast POS or a similar product, so implementation should not be difficult to manage.* (CSU Consulting, 2024, p. 13)

**MASS ECONOMICS ECONOMIC
RESURGENCE AND RESILIENCE ACTION
AND IMPLEMENTATION PLAN (2017)**

[View Document](#)

Immediate:

- Provide ‘red carpet’ training (e.g. Chamber ambassadors).* (Mass Economics, 2017, p. 62)

**CLEAR CREEK COUNTY COMMUNITY
MASTER PLAN (2017) [View Document](#)**

Immediate:

- Increase the County’s share of the tourism market by marketing the full breadth of cultural and recreation tourism in Clear Creek County as a cohesive, world-class tourism destination.* (Clear Creek County, 2017 p. 59)

Gilpin County Fair Parade

Photo Credit: Gilpin County



STRATEGIC ACTIONS: TRANSPORTATION

COMMUNITY STAKEHOLDERS SUGGESTIONS (2024)

Immediate:

- Continue providing free Roundabout transportation for tourists to help manage community congestion.*
- Expand Roundabout marketing. Provide tourism-branded Roundabout schedules for lodging establishments and businesses to hand out to customers.*
- Expand Roundabout connections to include casinos, trails, businesses, lodging, and other tourism destinations.*

DENVER-METRO COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) (2024) [View Document](#)

Immediate:

- Invest in transportation improvements, such as wayfinding signage and completing gaps in bicycle/pedestrian pathways to enhance opportunities for active transportation across the region. (p. 57)*

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

(Mass Economics, 2017, p. 6)

GILPIN COUNTY COMPREHENSIVE PLAN (2020) [View Document](#)

Immediate:

- Install “Share the Road” and/or “Bikes May Use Full Lane” signage in coordination with CDOT practices and county signage guidelines. (p. 89)*

Ongoing:

- Support safe and reliable regional bicycle travel through Gilpin County along CO 119 as part of a broader state bicycling network. Maintain and improve existing shoulder along CO 119 as needed, and develop future facilities to support bicycle travel from Black Hawk to CO 6 and the Clear Creek Greenway. (p. 89)*
- As CDOT looks to widen CO 119 in the future, evaluate the design of shoulder or dedicated bicycle facilities to address the gap between Black Hawk and the Clear Creek Greenway. (p. 89)*



Georgetown Hamill House Museum, Clear Creek County
Photo Credit: Clear Creek County Tourism Bureau

2025 PRIORITY ACTION ITEMS:

2027 PRIORITY ACTION ITEMS:

2026 PRIORITY ACTION ITEMS:

2028 PRIORITY ACTION ITEMS:

2029 PRIORITY ACTION ITEMS:

2030 PRIORITY ACTION ITEMS:

Central City Opera, Gilpin County

Photo Credit: Gilpin County



PERFORMANCE MEASURES

MEASURE	2022	2023	BASELINE SOURCE	2030 TARGET
\$ Amount allocated to marketing in Clear Creek County	\$100,000	\$100,000	Clear Creek County	
\$ Amount allocated to marketing in Gilpin County	\$0	\$13,245	Gilpin County	
Collected Lodging Tax in Clear Creek County	\$485,128	Clear Creek \$429,590 Georgetown* \$119,129	Clear Creek County Tourism Bureau	
Collected Lodging Tax in Central City and Black Hawk (Gilpin County N/A)	\$633,934	\$607,760	City of Central; City of Black Hawk	
\$ Amount of collected Lodging Tax allocated to the Clear Creek County Tourism Bureau	\$480,277	\$166,940*	Clear Creek County Tourism Bureau	
\$ Amount of collected Lodging Tax allocated to Gilpin tourism organization	N/A No tourism organization	N/A No tourism organization	Gilpin County	
\$ Amount spent on advertising and marketing by the Clear Creek County Tourism Bureau	\$145,000	\$99,000	Dean Runyan Associates, Inc. for the Colorado Office of Tourism	
\$ Amount of Clear Creek County direct travel spending (Purchases by travelers during trip)	\$82.6 M	\$72 M	Dean Runyan Associates, Inc. for the Colorado Office of Tourism	
\$ Amount of Clear Creek County direct tax receipts (Tax receipts collected by state, county, and municipalities)	\$5.4 M	\$4.8 M	Dean Runyan Associates, Inc. for the Colorado Office of Tourism	

* 2023 was the first year of impact after the 'Lodging Tax Reformation' and House Bill 22-1117 passed in 2022. Also note the Clear Creek County ballot measure and the Georgetown ballot measure impact that went into effective January 1, 2023.

MEASURE	2022	2023	BASELINE SOURCE	2030 TARGET
Ridership on Clear Creek Roundabout public transportation	16,437	10,338	Clear Creek County	
Number of Georgetown Visitor Center guests	485,246	475,176	Georgetown Trust for Conservation & Preservation, Inc.	
Number of Idaho Springs Visitor Center guests				

THEME 4: EQUITABLE ACCESS

Residents of all ages, incomes, and abilities deserve access to opportunities for economic and social advancement. Through collaboration with local, regional, and state partners we can ensure that affordable and quality employment, education, mentorships, internships, and transportation are readily available.

ASPIRATIONAL OUTCOMES

There are abundant opportunities for economic and social upward mobility for residents of all ages, incomes, and abilities. (CEDS, Denver Regional Council of Governments, 2024, p. 25)

Educational opportunities for Clear Creek and Gilpin residents have expanded and investments in education have made it more affordable. (CEDS, Denver Regional Council of Governments, 2024, p. 26)

Diversity in employment opportunities is available to all Clear Creek and Gilpin residents and businesses. (CEDS, Denver Regional Council of Governments, 2024, p. 26)

The region promotes wealth generation and poverty reduction by ensuring access to a more equitable economy for all residents. (CEDS, Denver Regional Council of Governments, 2024, p. 26)



STRATEGIC ACTIONS: AMENITIES

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Ongoing:

- Improve local amenities. There are currently no grocery stores, laundromats, banks, or other basic services in Gilpin County. (p. 25)*

STRATEGIC ACTIONS: BROADBAND

BETTER CITY GILPIN COUNTY ECONOMIC DEVELOPMENT ACTION PLAN (2023)

[View Document](#)

Immediate:

- Update the 2017 Neo Connect Broadband Study with current internet speed data by collecting speed test responses. (p. 12)*
- Conduct due diligence on satellite internet providers. (p. 13)*
- Perform a cost-benefit analysis of broadband development vs satellite internet. (p. 14)*
- Publish a request for proposals (RFP) for the purchase of services for broadband network design and delivery (p. 14)*
- Consult with nearby jurisdictions—broadband is a regional effort. (p. 14)*

STRATEGIC ACTIONS: EDUCATION

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Continue supporting Clear Creek's IncubatorEDU program. Introduce this program to Gilpin.*
- Reestablish the Colorado State University Extension program in Clear Creek.*

Ongoing:

- Support opportunities for partnerships between businesses and local schools.*
- Explore membership with Sister Cities International.*
- Promote opportunities for leadership development.*

STRATEGIC ACTIONS: TRANSPORTATION

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Incorporate an Apple Pay scan option on Roundabout.*
- Support the development of Clear Creek's mobility center located in Idaho Springs.*
- Explore Clear Creek Roundabout route expansion to support a connected commercial corridor in the region.*

Ongoing:

- Continue to provide low-cost transportation services through the Clear Creek Roundabout bus system and ensure the bus schedule is consistent and reliable.*
- Support the development of Clear Creek's mobility center located in Idaho Springs.*

BETTER CITY GILPIN COUNTY ECONOMIC DEVELOPMENT ACTION PLAN (2023)

[View Document](#)

Immediate:

- Map possible routes for EV charging stations along the same routes where broadband infrastructure will be constructed. (p. 15)*
- Conduct due diligence on satellite internet providers. (p. 13)*

Ongoing:

- Idaho Springs specific: Park once. The primary goal of parking and connectivity within Idaho Springs is to get people out of their cars, walking the streets, and supporting local businesses. To accomplish this, panelists recommended that Idaho Springs provide opportunities for locals, employees, and visitors to park once and then have access to multi-modal opportunities, such as flexible shuttle services, bike share, and trails between the city's primary nodes. Shuttles can be flexible and don't need to be typical shuttles. They could be painted school buses, ride-share, bike-share, and/or rickshaws. They can also be flexible in terms of when they run segments of the route, based on demand. (pp. 10-11)*

GILPIN COUNTY COMPREHENSIVE PLAN (2020) [View Document](#)

Immediate:

- Gilpin Specific: Consider joining the I-70 Coalition to establish a vision for Rollinsville to serve as a part of the regional I-70 rail connection and facilitate recreation-based rail travel into Gilpin County. (p. 89)*

Ongoing:

- Collaborate with adjacent counties of Boulder County, Jefferson County, and Clear Creek County to leverage area investments and seek opportunities to partner on transportation funding pursuits. (p. 89)*

2025 PRIORITY ACTIONS:

2026 PRIORITY ACTIONS:

2027 PRIORITY ACTIONS:

2028 PRIORITY ACTIONS:

Mutton Busting, Gilpin County

Photo Credit: Gilpin County

2029 PRIORITY ACTIONS:

2030 PRIORITY ACTIONS:



PERFORMANCE MEASURES

MEASURE	2022	2023	BASELINE SOURCE	2030 TARGET
Number of Clear Creek High School students in business internship, mentorship, bike tech, ski tech and/or incubator program	2022-23 School Yr Internship: No data Mentorship: No data Incubator: N/A Bike Tech: 19	2023-24 School Yr Internship: 3 Mentorship: No data Incubator: 7 Bike/Snow Tech: 18	Clear Creek Schools Foundation	
Number of Gilpin High School students in business internship and/or mentorship program				
Clear Creek Senior Student Plan Summary (2022-23: 54 Seniors, 2023-24: 50 Seniors)	2022-23 School Yr 2-yr degree: 9 4-yr degree: 15 Workforce: 5 Gap Year: 4 Military: 0	2023-24 School Yr 2-yr degree: 16 4-yr degree: 18 Workforce: 9 Gap Year: 5 Military: 1	Clear Creek Schools Foundation and CDE Pupil Membership Data	
Gilpin Senior Student Plan Summary				
Clear Creek County Unemployment Rate	2.9% (not seasonally adjusted)	2.8% (not seasonally adjusted)	Colorado Mesa University Clear Creek County Economic Newsletter	
Gilpin County Unemployment Rate	2.65% (not seasonally adjusted)	2.75% (not seasonally adjusted)	Colorado Mesa University Gilpin County Economic Newsletter	
Ridership on Clear Creek Roundabout public transportation	16,437	10,338	Clear Creek County	
Number and \$ amount of CCEDC CDBG Microenterprise loans for low-to-moderate income entrepreneurs in Clear Creek	Loans: 0 Loan Amt: \$0	Loans: 0 Loan Amt: \$0	CCEDC / Downhome Solutions Loan Management Software	
Number and \$ amount of CCEDC CDBG Microenterprise loans for loan to moderate income entrepreneurs in Gilpin	Loans: 1 Loan Amt: \$20,450	Loans: 0 Loan Amt: \$0	CCEDC / Downhome Solutions Loan Management Software	



Colorado Rafting Company, Clear Creek County

Photo Credit: Clear Creek County Tourism Bureau

THEME 5: QUALITY OF LIFE

As Coloradans, we are privileged to have unparalleled live-work-play communities with stunning backdrops, open space, recreation, and arts & culture, among countless other enticing qualities. Economic development and community development are interdependent; for business development and job creation to be successful, there must be community components that make a place desirable.

ASPIRATIONAL OUTCOMES

Quality of life measures are attainable for all ages, incomes, and abilities. (Stakeholder Input)

The built and natural environment supports health and active choices, and a safe, disaster-resistant rural ecosystem using people-centric design. (CEDs, Denver Regional Council of Governments, 2024, p. 27)

“Gilpin County residents expressed that there is a lack of foot traffic in the county and would like to be able to walk outside and see some of the hustle and bustle that comes with a thriving city.”

(Better City, 2023, p. 25)



Historic Downtown Georgetown, Clear Creek County
Photo Credit: Clear Creek County Tourism Bureau

STRATEGIC ACTIONS: COMMUNITY DEVELOPMENT

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Promote seasonal local appreciation days with access to activities around the county at a discounted rate.
- Incorporate bike parking and wayfinding throughout our communities.
- Incorporate permanent and pop-up outdoor art exhibits throughout our communities.

Ongoing:

- Continue to encourage and support community development activities (arts and education, skate park, community garden, etc.).

BETTER CITY GILPIN COUNTY ECONOMIC DEVELOPMENT ACTION PLAN STAKEHOLDER INTERVIEWS (2023)

[View Document](#)

Immediate:

- Gilpin Specific: Incorporate family-friendly options. As more casinos have established themselves in Black Hawk and Central City, there has been a significant decrease in family friendly entertainment. (p. 25)*

IDAHO SPRINGS HAPPY MAPPING AUDIT (2018) [View Document](#)

Immediate:

- Enhance the presence of art and culture in public space. Create an art walk that reflects the history and potential of the community. (p. 34)*

CLEAR CREEK COMMUNITY MASTER PLAN (2017) [View Document](#)

Ongoing:

- Leverage recreation and quality of life improvements, such as the Clear Creek Greenway, as a draw for businesses looking to locate in an area that provides such resources to their employees. (p. 57)*

STRATEGIC ACTIONS: ENVIRONMENTAL SUSTAINABILITY

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Educate the public on available incentive programs that promote environmental sustainability. (e.g. solar, electric vehicles, LED conversion, etc.) Incorporate bike parking and wayfinding throughout our communities.*

Ongoing:

- Ensure the highest water and air quality standards are met.*

STRATEGIC ACTIONS: HEALTH AND WELLNESS

COMMUNITY STAKEHOLDER SUGGESTIONS (2024)

Immediate:

- Incentivize eco-friendly residential and commercial business practices. (e.g. recycling, composting, farm-to-table, etc.).*

Ongoing:

- Support opportunities to expand access to quality and affordable healthcare.*
- When updating master plans and making development decisions, incorporate infrastructure that makes our communities more walkable and bike-friendly.*

- Lobby for higher food standards in Colorado.*
- Incentivize commercial and residential greenhouse development.*
- Consider farm-to-table gardens mixed in with seating along main streets. (e.g. Miner Street Market in Idaho Springs)*



Central City Beer Fest, Gilpin County

Photo Credit: Gilpin County

2025 PRIORITY ACTIONS:

2027 PRIORITY ACTIONS:

2026 PRIORITY ACTIONS:

2028 PRIORITY ACTIONS:

2029 PRIORITY ACTIONS:

2030 PRIORITY ACTIONS:

Gilpin County Fair

Photo Credit: Gilpin County



PERFORMANCE MEASURES

MEASURE	2022	2023	BASELINE SOURCE	2030 TARGET
Number of participants registered for local appreciation days in Clear Creek County	Not currently tracked	Not currently tracked	Ask participating businesses to provide data to the coordinating organization.	
Number of participants registered for local appreciation days in Gilpin County	Not currently tracked	Not currently tracked	Ask participating businesses to provide data to the coordinating organization.	
\$ Amount allocated to Open Space initiatives in Clear Creek County (Land acquisition, etc.)	\$332,000	\$348,000	Clear Creek County	
\$ Amount allocated to Open Space initiatives in Gilpin County (Land acquisition, etc.)				
\$ Amount allocated to recreation initiatives in Clear Creek County (Trail maintenance, etc.)	\$159,000	\$345,000	Clear Creek County	
\$ Amount allocated to recreation initiatives in Gilpin County (Trail maintenance, etc.)				

IV. FUNDING AND RESOURCES

The following section highlights funding and program support opportunities available in Colorado. This is not a comprehensive list and should be reviewed and further developed by the resilience team.

AMENITIES

ATTRACTIONS

Community Impact Program (Trail Enhancement) / [Link](#)
Great Outdoors Colorado

Matching Awards Program (MAP) (Trail Enhancement) / [Link](#)
National Forest Foundation

Non-Motorized Trails Grants (Trail Enhancement) / [Link](#)
Colorado Parks & Wildlife

Off-Highway Vehicle Grants (Trail Enhancement) / [Link](#)
Colorado Parks & Wildlife

BROADBAND

Advance Colorado Broadband Grant Program / [Link](#)
Colorado Broadband Office

Project THOR Middle-Mile Network / [Link](#)
Northwest Colorado Council of Governments

BUSINESS DEVELOPMENT AND SUPPORT

Amber Grant Foundation (Women-owned Businesses) [Link](#)

Bid Advance Response Mentoring Program / [Link](#)
OEDIT Minority Business Office

Colorado Outdoor Industry Leadership Summit / [Link](#)
OEDIT Colorado Outdoor Recreation Industry Office

Henderson Mine Community Investment Fund / [Link](#)
Freeport-McMoRan Foundation

Small Business Development Center Technology Program / [Link](#)
OEDIT Small Business Development Center Network

CLUSTER INDUSTRY EXPLORATION

Colorado CHIPS Zones Program (Semiconductor Manufacturing) / [Link](#)
OEDIT Global Business Development

CO-WY Engine Grant Program / [Link](#)
National Science Foundation: Colorado Wyoming Climate Resilience Engine

Henderson Mine Community Investment Fund / [Link](#)
Freeport-McMoRan Foundation

SBIR and STTR Grants (Scientific and Technological Research and Development) / [Link](#)
National Science Foundation

Strategic Fund / [Link](#)
OEDIT Business Funding and Incentives

COMMUNITY DEVELOPMENT

Colorado Creates Grant / [Link](#)
OEDIT Colorado Creative Industries

Colorado Creative District Designation and Call Yourself Creative Program (Designation assistance) / [Link](#)
OEDIT Colorado Creative Industries

Colorado Main Street Program / [Link](#)
DOLA Division of Local Government

Henderson Mine Community Investment Fund / [Link](#)
Freepport-McMoRan Foundation

Hometown Grant Program: Revitalizing Small Towns / [Link](#)
T-Mobile

Space to Create Colorado / [Link](#)
OEDIT Colorado Creative Industries

EDUCATION

Clear Creek Schools Foundation / [Link](#)

Colorado Succeeds / [Link](#)

Daniels Fund / [Link](#)

Mini-Grants for Education / [Link](#)
Freepport-McMoRan Foundation

ENVIRONMENTAL SUSTAINABILITY

Charge Ahead Colorado (EV) / [Link](#)

Colorado Energy Office

Charging and Fueling Infrastructure Discretionary Grant (EV) / [Link](#)

U.S. Dept. of Transportation Federal Highway Administration

Clean Air Program (CAP) / [Link](#)

Colorado Energy Office

Clean Energy Research and Development Grant / [Link](#)

U.S Dept. of Energy

Colorado Industrial Tax Credit Offering (CITCO) / [Link](#)

Colorado Energy Office

CO-WY Engine Grant Program / [Link](#)

National Science Foundation: Colorado Wyoming Climate Resilience Engine

Direct Current Fast-Charging (DCFC) Plazas (EV) / [Link](#)

Colorado Energy Office

Office of Innovative Mobility (OIM) Grant Program (EV) / [Link](#)

Colorado Dept. of Transportation

ReCharge Colorado (EV) / [Link](#)

Colorado Energy Office

EVENTS

HEALTH AND WELLNESS

HOUSING

Energy Bill Payment Assistance / [Link](#)

Energy Outreach Colorado

Henderson Mine Community Investment Fund / [Link](#)

Freeport-McMoRan Foundation

Housing Design Charrettes Program (Housing Development) / [Link](#)

Housing Colorado

Low-income Energy Assistance Program (LEAP) / [Link](#)

Clear Creek County Human Services

Middle Income Housing Authority (MIHA) / [Link](#)

CO Office of Economic Development and International Trade

Mortgage and Rental Assistance / [Link](#)

Colorado Housing Connects

Proposition 123 Colorado Affordable Housing Financing Fund (Housing Development) / [Link](#)

Section 8 Rental Assistance Program / [Link](#)

Grand County Housing Authority (Administers on behalf of Clear Creek County)

Weatherization Assistance Program (WAP) / [Link](#)

Northwest Colorado Council of Governments



Burro Race, Clear Creek County

Photo Credit: Clear Creek County Tourism Bureau

INCENTIVES

Colorado Opportunity Zone (OZ) Program / [Link](#)

OEDIT Business Funding and Incentives

Enterprise Zone Program / [Link](#)

OEDIT Business Funding and Incentives

(Clear Creek's EZ is administered by the AGNC)

Rural Jump-Start Program / [Link](#)

OEDIT Business Funding and Incentives

Strategic Fund / [Link](#)

OEDIT Business Funding and Incentives

INFRASTRUCTURE AND LAND POLICIES

LODGING

MARKETING

TRANSPORTATION

Revitalizing Main Streets Program / [Link](#)
Colorado Dept. of Transportation

WORKFORCE

Career Connections Panels / [Link](#)
OEDIT Colorado Office of Film, Television, and Media

Colorado Thrives Programs / [Link](#)

Education to Employment Alliance / [Link](#) [Link](#)
Colorado Succeeds and Colorado Chamber of Commerce

Employer Talent Development Program (ETDP) / [Link](#)
Jefferson County (Tri-County) Business & Workforce

Paving Access to Careers and Employment (PACE) / [Link](#)
Jefferson County (Tri-County) Business & Workforce

Skill Advance Colorado Job Training Grant / [Link](#)
OEDIT Business Funding and Incentives



Historic Central City, Gilpin County

Photo Credit: City of Central City

V. CURRENT AND OPPORTUNITY PARTNERS

The following section highlights current and opportunity partners in Colorado. This is not a comprehensive list and should be reviewed and further developed by the leadership team.

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Always Choose Adventures (ACA) Link	Gilpin	Off-grid outdoor education training campground and facility dedicated to breaking down barriers to allow everyone to enjoy the outdoors.	X	X	X	X	X
Associated Governments of Northwest Colorado (AGNC) Link	Regional	Serves as a Council of Governments (COG) for Northwest CO. Administers the Clear Creek Enhanced Enterprise Zone Program.	X	X		X	X
Belvidere Foundation Link	Gilpin	Rehabilitates Shoofly and Belvidere structures in Central City.	X	X	X	X	X
B:Side Capital (Formerly Colorado Lending Source) Link	State	Provides small business financing.	X	X		X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Blue Spruce Habitat for Humanity Link	Regional	Affiliate of Habitat for Humanity International. Builds affordable housing, administers a Home Preservation program, and operates the Habitat ReStore in Bergen Park.	X	X		X	X
Boulder Valley School District Link	Serves Gilpin students	Provides quality PreK-12 education.	X	X		X	X
Central City Opera Link	Gilpin	Fifth oldest professional opera company in the country.		X	X	X	X
City of Black Hawk Link	Gilpin	Municipal Government	X	X	X	X	X
City of Central Link	Gilpin	Municipal Government	X	X	X	X	X
City of Idaho Springs Link	Clear Creek	Municipal Government	X	X	X	X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Clear Creek County Link	Clear Creek	County Government	X	X	X	X	X
Clear Creek County Tourism Bureau Link	Clear Creek	Administers marketing services for Clear Creek County.		X	X	X	X
Clear Creek Center for Arts and Education Link	Clear Creek	Provides creative collaboration and access to professional artists, musicians, and artisans in performance and educational settings.	X	X	X	X	X
Clear Creek Courant Newspaper Link	Clear Creek	Media			X	X	X
Clear Creek Economic Development Corp. Link	Regional	Administers the Region 3 business loan fund and provides economic development services in Clear Creek and Gilpin.	X	X		X	X
Clear Creek Metropolitan Recreation District Link	Clear Creek	Provides accessible and affordable health and wellness programs.	X		X	X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Clear Creek School District RE-1 Link	Clear Creek	Provides quality PreK-12 education.	X	X		X	X
Clear Creek Schools Foundation Link	Clear Creek	Provides capacity development and support, fundraising, and scholarships and grants, among others.	X	X		X	X
Clear Creek Project Support Senior Center Link	Clear Creek	In partnership with Volunteers of America (VoA), provides senior services in Clear Creek County. Services include Meals on Wheels, transportation, affordable housing, among others.	X			X	X
Colorado Counties Inc. (CCI) Link	State	Bringing Colorado counties together to cultivate knowledge and awareness, and to collaboratively and strategically address shared challenges.	X	X		X	X
Colorado Department of Local Affairs: Division of Local Govt. Link	State	Provides strategic expertise, advocacy, and funding.	X	X		X	X
Colorado Department of Local Affairs: State Demography Office Link	State	Provides data access and analysis. (Available for presentations.)	X	X		X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Colorado Division of Gaming Link	State	Responsible for the regulation and enforcement of limited gaming.	X	X			X
Colorado Enterprise Fund Link	State	Provides small business financing to businesses that don't meet traditional financing guidelines.	X	X		X	X
Colorado Housing and Finance Authority (CHFA) Link	State	Provides data access and analysis. Prepared annual economic newsletters for Clear Creek and Gilpin.	X	X		X	X
Colorado Mesa University Link	State	Bringing Colorado counties together to cultivate knowledge and awareness, and to collaboratively and strategically address shared challenges.	X	X	X	X	X
Colorado Office of Economic Development and International Trade Link	State	Supports economic growth through partnerships, financing, incentives, technical assistance, among others.	X	X	X	X	X
Colorado State University College of Business, CState Consulting Link	State	Provides economic development student-led consulting services.	X	X	X	X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Denver Metro Small Business Development Center (SBDC) Link	Regional	Assists entrepreneurs with job creation and retention, financing, profitability, government contracts, certifications, among others.	X	X		X	X
Denver Regional Council of Governments (DRCOG) Link	Regional	Serves as a Council of Governments (COG), Regional Planning Commission per CO state statute (prepares Metro Vision), federally designated Area Agency on Aging (AAA), and Metropolitan Planning Organization (MPO) for the region. Provides planning services, technical assistance, data access, among others.	X	X		X	X
Downtown Colorado Inc. (DCI) Link	State	Provides professional development/networking opportunities and economic development services. Strong focus on special district support (e.g. BIDs, DDAs, URAs).	X	X		X	X
East Mount Evans Resource, Growth, and Environment (EMERGE) Link	Clear Creek	Provides representation and outreach for the the south-east corner of Clear Creek County.				X	X
Economic Development Administration (EDA) Link	Federal	Facilitates regional economic development efforts in communities across the U.S.	X	X		X	X
Economic Development Council of Colorado (EDCC) Link	State	Provides professional development/networking opportunities, data resources, and EDO financial support.	X	X		X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Freeport MacMoRan, Climax Molybdenum, Henderson Mine Link	Clear Creek	Provides economic development student-led consulting services.		X		X	X
Georgetown Business Promotions Link	Clear Creek	Advises the Board of Selectmen on the promotion of Georgetown.	X	X	X	X	X
Georgetown Trust for Conservation and Preservation Inc. Link	Clear Creek	Promotes historic preservation projects, arts and culture, education, and affordable housing.	X	X	X	X	X
Gilpin County Link	Gilpin	County Government	X		X	X	X
Gilpin County Historical Society Link	Gilpin	Procures, preserves, and shares Gilpin County history.	X		X	X	X
Gilpin School District RE-1 Link	Gilpin	Provides quality PreK-12 education.	X	X		X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Great Outdoors Colorado (GOCO) Link	State	Utilizes Colorado Lottery proceeds to help preserve and enhance state parks, trails, wildlife, rovers, and open spaces.	X	X	X	X	X
Historic Georgetown Inc. (HGI) Link	Clear Creek	Advocates for historic preservation and education. Oversees the historic Georgetown Hamill House.			X	X	
Idaho Springs Chamber of Commerce /Vitality Task Force Link	Clear Creek	Promotes business networking, partnerships, and marketing.	X	X	X	X	X
Idaho Springs Historical Society Link	Clear Creek	Procures, preserves, and shares Idaho Springs history. Oversees the Idaho Springs Visitor Center and Museum.	X		X	X	X
Jeffco Public Schools Link	Serves Clear Creek students	Provides quality PreK-12 education.		X		X	X
Jefferson Center for Mental Health (JCMH) Link	Regional	Provides mental and behavioral health care services.	X			X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Jefferson County (Tri-County) Workforce Development Center Link	Regional	Provides resources for businesses and job seekers, to include technical assistance, internships, mentoring, and grant opportunities.	X	X	X	X	X
KGOAT Radio Link	Regional	Clear Creek media			X	X	X
Main Street Central City Link	Gilpin	Part of the Colorado Main Street® Program, a program dedicated to revitalizing traditional downtown districts within the context of historic preservation.		X	X		X
Metro Denver Economic Development Corp. Link	Regional	Serves as a regional economic development entity for Metro Denver and Northern Colorado. Provides industry and investor recruitment services, data access, among others.	X	X		X	X
Mountain Ear Newspaper Link	Gilpin	Nederland/Gilpin media			X	X	X
Northwest Colorado Council of Governments (NWCOG) Link	Regional	Council of governments that serves as a regional broadband partner with Clear Creek and Gilpin.	X	X		X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Denver Metro Small Business Development Center (SBDC) Link	Regional	Assists entrepreneurs with job creation and retention, financing, profitability, government contracts, certifications, among others.	X	X		X	X
Peak to Peak Rotary Link	Gilpin	Provides community service, supports local economic growth and access to education.	X	X		X	X
Red Rocks Community College Link	State	Provides community service, supports local economic growth and access to education.	X	X	X	X	X
Rotary Club of Clear Creek 2000 Link	Clear Creek	Supports local economic growth and access to education.	X	X		X	X
Town of Empire Link	Clear Creek	Municipal Government	X	X	X	X	X
Town of Georgetown Link	Clear Creek	Municipal Government	X	X	X	X	X

NAME	LOCAL, REGIONAL OR STATE	DESCRIPTION	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
Town of Silver Plume Link	Clear Creek	Municipal Government	X	X	X	X	X
U.S. Small Business Administration (SBA), Colorado Division Link	Federal	Provides small business financing and technical assistance.	X	X		X	X
University of Colorado Boulder Leeds School of Business Link	State	Provides data collection training, access, and analysis.	X	X	X	X	X
Weekly Register-Call Newspaper Link	Gilpin	Gilpin media			X	X	X

ELECTED LEADERSHIP

Clear Creek County

Commissioner George Marlin [Contact](#)

District I: Approximately Floyd Hill to Fall River Road

Commissioner Mitch Houston [Contact](#)

District II: Southeast Clear Creek County

Commissioner Randy Wheelock [Contact](#)

District III: Approximately Fall River Road and west to Eisenhower-Johnson Memorial Tunnel & Berthoud Pass

Gilpin County

Commissioner Marie Mornis [Contact](#)

District I: South

Commissioner Susan Berumen [Contact](#)

District II: Central

Commissioner Sandy Hollingsworth [Contact](#)

District III: North

Colorado General Assembly

Senator Dylan Roberts [Contact](#)

Senate District 8

Representative Judy Amabile [Contact](#)

House District 49

U.S. Congress

Senator Michael Bennet [Contact](#)

Senator John Hickenlooper [Contact](#)

Representative Joe Neguse [Contact](#)

2nd Congressional District of Colorado



City of Black Hawk, Gilpin County

Photo Credit: City of Black Hawk

PROPOSED RESILIENCE TEAM

Consultant, Mass Economics, advised that a cohesive economic governance council be established. There is a clear need for “a collaborative leadership forum that allows for more integrated, deliberate, and sustained economic progress” (2017, p. 32). The formation of the following resilience team is strongly encouraged to oversee the organization and administration of the recommended strategic framework action items.

Clear Creek Economic Development Corp.

Clear Creek County

City of Idaho Springs

Town of Georgetown

Town of Empire

Town of Silver Plume

Downieville-Lawson-Dumont

Gilpin County

City of Central

City of Black Hawk

Rollinsville

Office of Economic Development and International Trade

Department of Local Affairs

Broadband

Childcare

Clear Creek School District

Gilpin School District

Historic Preservation

Housing

Lodging

Manufacturing

Mining

Open Space

Outdoor Recreation

Small Business

Tourism

Transportation



Rural Resilience Economic Development Mixer

Photo Credit: Clear Creek EDC

VI. NEXT STEPS



Septemeber/October 2024:

Present to elected leadership.

- Request formal adoption of the Resilience Framework.



November 2024:

Form the resilience team.

- Request appointments from stakeholder organizations. (Refer to pg. 80)



December 2024:

Host a resilience team icebreaker event.

- Present the mission and purpose of the group.



January 2025:

Host the first formal resilience team meeting.

- Determine how often the resilience team will meet.
- Identify the top five strategic action items for 2025 for each theme category.
- Review and add additional performance measures to be included as part of the annual framework performance review.
- Review and expand the list of funding resources and partners.
- Establish a reporting structure and deadlines for the identified actions items.

“Swiftie” Summer Camp
Photo Credit: Clear Creek Center for Arts & Education



APPENDIX A: RURAL RESILIENCE MIXER AND LEADERSHIP AGENDA

Rural Resilience ECONOMIC DEVELOPMENT MIXER

FEBRUARY 8, 2024 / CLUB HOTEL, IDAHO SPRINGS

AGENDA

- 5:30 pm - 6:00 pm **Networking** (Appetizers by Square Peg Catering)
- 6:00 pm - 6:15 pm **Welcome**
Lindsey Valdez, President & CEO, Clear Creek EDC
Kelly Flenniken, Board Chair, Clear Creek EDC
Jonah and Lana Hearne, Owners, Club Hotel
- 6:15 pm - 6:35 pm **Demographic Trends in Clear Creek and Gilpin Counties**
Greg Totten, Economist, State of Colorado Demography Office
- 6:35 pm - 6:55 pm **State of the Economy in Clear Creek and Gilpin Counties**
Nathan Perry, Professor of Economics, Colorado Mesa University
- 6:55 pm - 7:15 pm **Resilience and Diversification in Gilpin County**
Ray Rears, County Manager, Gilpin County
Ryan Englund, President, Better City
- 7:15 pm - 7:35 pm **Resilience and Diversification in Clear Creek County**
Brian Bosshardt, County Manager, Clear Creek County
Willie Wilkins, Mountain Regional Specialist Expanded Rural
Engagement - Vibrant Communities, Colorado State University
- 7:35 pm - 8:00 pm **Q&A and Networking**

Send a Valentine: Send the CCEDC, Clear Creek, and Gilpin leaders a Valentine! Based on what you've heard tonight, what would you like to see accomplished? What idea makes your heart soar? Do you see a perfect match? Your recommendations will be presented to elected leadership tomorrow morning!

#CCEDC
clearcreekedc.org



Rural Resilience LEADERSHIP BREAKFAST

FEBRUARY 9, 2024 / CLUB HOTEL, IDAHO SPRINGS

AGENDA

- FACILITATOR:** Dr. Florine P. Raitano, Director of Partnership Development and Innovation,
Denver Regional Council of Governments
- 8:30 am - 8:45 am **Buffet Breakfast Served** (Square Peg Catering)
- 8:45 am - 9:00 am **Introductions**
- 9:00 am - 9:15 am **Comprehensive Economic Development Strategy (CEDS) Update**
- 9:15 am - 9:30 am **Rural Resilience Mixer Recap**
- 9:30 am - 9:45 am **Break**
- 9:45 am - 11:00 am **Strengths, Opportunities, Aspirations, Results (SOAR) Assessment**
- 11:00 am - 11:30 am **Next Steps**

NOTES:

#CCEDC
clearcreekedc.org



Rural Resilience

ECONOMIC DEVELOPMENT MIXER

FEBRUARY 8-9, 2024 / CLUB HOTEL, IDAHO SPRINGS

PRESENTER BIOS

RYAN ENGLUND / President, Better City

Ryan has spent the past 40 years working as an executive and as a consultant for many organizations across the globe including the United States of America, Canada, Brazil, England, Germany, Denmark, U.A.E, Qatar, Trinidad-Tobago, Venezuela, and Sudan. He has led workshops in Kuwait, Nigeria, Saudi Arabia, South Africa, Sudan, and Turkey.

Ryan has worked as an executive and consultant, serving clients in government, manufacturing, retail, and finance. He is skilled in turning organizations around and driving performance to the next level and is able to gain insight as to challenges and opportunities within a community and to map out how assets can best be utilized to maximize their potential.

NATHAN PERRY / Professor of Economics, Colorado Mesa University

Nathan Perry, Ph.D., is a Professor of Economics at Colorado Mesa University. His research interests include regional economics, macroeconomics, and money and banking. He has conducted several regional economic studies including economic impact studies, and public land studies, and has published work on Deficits and Debt, inflation, and the Great Depression. Perry writes quarterly economic newsletters for Mesa, Montrose, and Delta Counties, and semi-annual newsletters for Garfield, Rio Blanco, Moffat, and Routt Counties. Perry regularly presents on the economic conditions of the Western Slope, Colorado, and the national economy. He teaches Money and Banking, Econometrics, and Macroeconomics.

DR. FLORINE P. RAITANO / Director of Partnership Development and Innovation, Denver Regional Council of Governments

Dr. Raitano is a third generation native Coloradan, born in Pueblo and raised in Denver. She attended Creighton University in Omaha, Nebraska and completed her undergraduate work at the University of Colorado, Boulder, earning a Bachelor of Arts cum laude in Psychology. She was awarded a Doctor of Veterinary Medicine degree from Colorado State University in Ft. Collins, Colorado. Dr. Raitano then completed an internship in Small Animal Medicine and Surgery at Iowa State University in Ames, Iowa. Dr. Raitano managed and owned a small animal clinic in Dillon, Colorado for eight years.

She was twice elected Mayor of Dillon, Colorado and served on numerous boards and commissions, including Colorado Municipal League Region 12 (president), Colorado Association of Ski Towns (vice-president), the Summit Leadership Forum (vice-president & founding member), and the Colorado River Headwater Forum (vice-chair & founding member). Former Governor Romer appointed her to two terms on the Colorado Water Quality Control Commission where she served as vice-chairman during her last term.

Dr. Raitano served as the first Executive Director of the Colorado Rural Development Council for 10 years. She chaired the Colorado Rural Technology Project (CRTIP) for Colorado's Advanced Technology Institute for three years. Former Governor Romer appointed her to serve as the representative for rural consumers on the state's Working Group on Telecommunications Deregulation and has served in an advisory capacity to the Public Utilities Commission for their telecommunications grants project. Dr. Raitano was awarded Vice-President Al Gorr's Hammer Award for Re-Inventing Government for her work with the Colorado Ecosystem Partnership.

Dr. Raitano served two terms on the 10th District Economic Advisory Council of the Federal Reserve Bank and was appointed Senior Fellow at the Center for the New West. CSU Cooperative Extension presented Dr. Raitano their "Friend of Extension" award. She served 4 years on the Executive Committee of the Economic Developer's Council of Colorado and served a 4 year term on the Board of the Education Foundation of the Colorado Association of Commerce and Industry. She served on the Steering Committee for the Western Rural Development Center for six years. She was asked to serve on the charter board for the Community Development Advisory Council for the Federal Reserve Bank of Kansas City. She served 12 years on the Rural Community Assistance Corporation Board of Directors. Dr. Raitano also served as Chair for the Board of Colorado Association for Manufacturing.

BILL SHUSTER / College of Business Clinical Professor, Colorado State University

Bill Shuster, PhD, is a Clinical Professor in the Management Department at Colorado State University. Bill is the director of CSU Consulting and Sonny Lubick Leadership. He also works with many corporations to build bridges between the college and business world. This is where he developed his research interest of investigating the correlation of employee engagement and corporate strategy.

Bill has been named Professor of the Year by the Business College Council, one of the 5 most influential CSU faculty members in the past 50 years and is an Honorary Inductee for Golden Key Honor Society and Sigma Iota Epsilon. In addition, he was a university Honored Alumni for CSU and has received corporate partnership awards from Accenture HP, Lockheed Martin and Sneroom amongst others. Bill sits on the Board of Directors for multiple firms.

GREG TOTTEEN / Economist, State of Colorado Demography Office

Greg Totten is the Economist at the State Demography Office. Prior to joining the SDO in 2022, Greg spent over a decade working in affordable housing, specializing in the Low Income Housing Tax Credit (LIHTC) program. In addition to his work at the SDO, Greg also serves on the board of NEWSED Community Development Corporation. Greg has a B.A. in Ethics, History, and Public Policy from Carnegie Mellon University, and is in the process of completing his M.A. in Economics from Colorado State University.

WILLIE WILKINS / Mountain Regional Specialist Expanded Rural Engagement-Vibrant Communities, Colorado State University

William Wilkins is a regional Specialist at Colorado State University for Vibrant Communities/Thriving Economies in the Mountain Region. He has worked for CSU since October 2018, starting as an Extension agent for Elbert County. He started his current position in August of 2022 and is an Extension Master Instructor. Willie has a combined 10 years of community development work with CSU Extension, The United States Peace Corps, The Oregon Department of State Lands, and the Fairbanks Soil and Water Conservation District. Vibrant Communities within the Rural Initiative aim to improve measures of civic capacity and community resilience. Additionally, we are working to foster increased community trust and pride, through inclusive engagement.



APPENDIX B: VISIONING EXERCISES AND STAKEHOLDER Q&A

STAKEHOLDER ‘VALENTINES’

- *I'm vested in the idea of being added to the county's long list of tourist activities while also contributing to the rich mining history and bringing it into the modern world with reverence.*
- *Identifying target industries and opportunity parcels is a must (add Mass economics criteria to CSU criteria).*
- *Light manufacturing at Central City Parkway where Budweiser was; Silver Plume could be an opportunity site for a pellet factory.*
- *How can local businesses partner with schools to help prepare students to join the workforce?*
- *Consider transportation connecting all communities from casinos to trails—businesses, etc. Great presentations!*
- *Idaho Springs needs a major marketing push; we need a decent place for tourists to spend the night. Solicit a chain hotel. Idaho Springs businesses close up too early, especially shops during the summer season—there's nothing for visitors to do after 5 p.m.*
- *How can both counties, as well as the municipalities, support remote workers/remote business growth?*
- *Where is our economic development? I don't see any support for this, only open space. We are done with open space!*
- *Continue marketing CCC – we cannot lose our second funding source – the mine is closing!*
- *Love, love, love the idea of seasonal events, specifically during off seasons – beer fest, mining days, hockey tourney, races, etc.*
- *Create partnerships with ski resorts & casinos for local transport & incentives.*
- *Consider offering countywide discounts for tourists with a ski pass or who have gambled. Would love to see incentives (tax?) to have businesses open regularly. Many storefronts are permanently closed or inconsistently open.*
- *People shop online, so why not encourage working from home? Expand AFFORDABLE high-speed internet. Focus on the diversity of people commuting to Denver and encourage opportunities to work from home. Still focusing on just one industry—tourism. Diversity = Internet. Shop and work online.*
- *We NEED affordable housing. The average teacher income is \$2,500 – 2,800/month. Rent is \$1,800 – 2,200/month. We are outpricing everybody. How are we inviting young families to move here?*
- *Georgetown is a perfect match. It's wonderful this info is available, however, business owners struggle to access it. I'm wondering if there's a way to connect with them—those who are hobbyists, non-emailers, naysayers, and everyone in between. The businesses that are around struggle and “set the tone” that new businesses struggle to ask to start.*
- *I would love to facilitate a new music school inside the new Tower Arts building! In addition to everything else the complex will offer, I think music lessons will greatly benefit the youth in this community, as well as adults. I would love to start this new business in Clear Creek County next year.*

STRENGTHS, OPPORTUNITIES, ASPIRATIONS, AND RESULTS (SOAR) ASSESSMENT

STRENGTHS: What do we do well and what makes us unique?	OPPORTUNITIES: What possibilities can be captured for success?	ASPIRATIONS: What future ambitions build on current strengths or improve processes?	RESULTS: What tangible outcomes will be considered a success?
1. Location	1. Housing development led by Multi-jurisdictional Housing Authority	1. Maintaining a sense of community while being a destination	1. Sustainable revenue
2. History/Heritage	2. Manufacturing	2. Diversity and economic growth	2. Culture of getting STUFF done!
3. People/Community	3. Targeted Marketing	3. Robust live/work opportunities	3. Industry diversity
Great Outdoors, Sustainable Tourism, Leadership, Cohesiveness, Size, Innovation, Collaboration	Cluster Development, Collaboration, Diversification, Indian Hot Springs, Quality Lodging, Small Business Incentives, Roundabout service expansion between Clear Creek and Gilpin	Thriving communities post mining-era; Shared vision across communities; Premier location for all things outdoor	More resilient economy; Diversified tax base; Fewer commuters/more location neutral employees; Fewer business failures; Younger demographic; Thriving light manufacturing; High capacity for cross-jurisdictional collaboration; Culture and community are consistent and valued

STAKEHOLDER Q&A

Demographic Trends in Clear Creek County

Do we have enough families moving into Clear Creek County to support schools?

This is a complicated question that would require its own study. - Colorado Mesa University

Are wages keeping up with inflation?

Over the last year or more, wages have increased more than inflation. You can refer to the CPI and the Employment Cost Index in the Clear Creek County Economic Newsletter for details.
- Colorado Mesa University

How precise is population change data (i.e. how much of a signal should we interpret from a change of 50-100)?

I would argue that it is not precise, but this would be a good question to ask the state demographer.
- Colorado Mesa University

How are residents with multiple homes accounted for in census data?

People are counted at their predominant residence. [More info](#)
- Colorado Mesa University

How do we get younger?

I wish I knew! - Everyone

State of the Economy in Clear Creek County

What is the effect of short-term rentals on housing in Clear Creek County?

Short-term rental data is hard to track and, thus, we do not currently have data on this. - Colorado Mesa University

County and municipal governments are making efforts to collect this data internally, but as CMU mentioned, it is difficult to track.
- Clear Creek EDC

What is the median income of commuters?

Unfortunately, we do not have data on this. - Colorado Mesa University

What has been the trend in vacancy rate?

Unfortunately, we do not have data on this. - Colorado Mesa University

Resilience and Diversification in Gilpin County

Are there any partnerships with mountain bike organizations?

As far as our knowledge goes, there are not any partnerships with any mountain bike organizations. However, looking into this further could have the potential to assist Gilpin in developing its outdoor recreation assets. - Better City

What type of business diversification is Gilpin asking for?

Gilpin County is mainly dependent on gaming for its revenue. However, to diversify its economy, Gilpin County can look more into building its outdoor recreation assets, building and supporting its small businesses, recruiting residents who work from home, and supporting those who already do with better broadband options. As far as industry diversification goes, we are not sure which direction Gilpin County will choose and how it wishes to diversify. - Better City

What is the target audience in Gilpin?

We believe that Gilpin's target audience would be: (1) Remote workers who seek a slower pace of life, lower cost of living, and access to nature, who can work from anywhere, but who also understand the differences in amenities compared to an urban environment, (2) Entrepreneurs seeking to establish eco-tourism ventures, artisanal crafts businesses, or other niche industries suitable for the local environment, and (3) Visitors interested in outdoor activities such as hiking, mountaineering, camping, or wildlife observation; people who desire a remote rural life with nearby trails for hiking, biking, or OHV.
- Better City

Resilience and Diversification in Clear Creek County

What is the Clear Creek County strategic plan? Where are we going?

Please refer to the [Clear Creek Community Master Plan](#). This document is updated every 10 years and is guided by elected leaders and the community.



Rural Resilience Leadership Breakfast

Photo Credit: Clear Creek EDC

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To view additional resources and studies, please visit the Clear Creek EDC [website](#) and [document library](#).