



**B.O.L.D.**  
— 2026 —

**REGIONAL ECONOMIC  
STRENGTH INITIATIVE**

Serving Arvada and Jefferson / Adams Counties

# A Letter from the Campaign Leadership

We are pleased to announce the official launch of B.O.L.D. 2026 (BOLD - Big Opportunities for Leaders to Deliver), a five-year regional economic strength and resiliency initiative of the Arvada Chamber of Commerce. The Chamber developed BOLD 2026 in consultation with private and public sector leaders and partners in Arvada, Jefferson / Adams Counties, Metro Denver and the state of Colorado. We would like to thank all those who have helped shape this effort to date.

**Our region is fortunate to have a strong economic base**, with aerospace, bioscience, advanced manufacturing, food and beverage and other industries forming a strong heart to our economy. **And yet, we face well-known, persisting macro challenges that stand in the way of our local businesses and families thriving:**

- Employers struggle to find talent; workers don't have the right skills for or knowledge of available opportunities
- Inadequate workforce housing and childcare capacity negatively impacts workers and businesses alike
- Government financial and regulatory burdens and unopposed anti-business rhetoric stifle investment.

These longstanding challenges are further complicated by the evolving impacts of the receding pandemic, evolution in workplace styles, supply chain disruptions, steep inflation and more.

**We believe now is the time to tackle the biggest economic challenges facing our region with proactive, well-conceived strategies fueled / driven by a private-public partnership.**

**Accordingly, we have developed the BOLD 2026 Regional Economic Strength Initiative:**

**GOAL 1: Grow Our Talent (TALENT)**

**GOAL 2: Increase Stock of Workforce Housing (HOUSING)**

**GOAL 3: Increase Childcare Capacity (CHILDCARE)**

**GOAL 4: Strengthen Business Environment (BUSINESS ENVIRONMENT)**

**We are in the midst of a critical moment** – we can continue the status quo and let change happen to us, OR **we can pull together as a region and proactively move to where the “puck will be”** – not where it has been.

We have a great plan. And we believe – and many others have expressed – that the Arvada Chamber is the right organization to catalyze and lead its implementation in collaboration with essential private and public sector partners. Now we need to fund the initiative and get to work implementing it.

We invite your interest, input, and hopefully, your participation in the BOLD 2026 initiative and campaign. We will only be successful if all do their part and invest in this effort in a manner that fits each organization's interest in the economic strength and resiliency of our region – and all of Colorado.

**The Chamber Board and Campaign Leadership Council are convinced BOLD 2026 is the right approach at the right time for our community and region. Join us!**



**Matt Malone**  
BOLD 2026 Co-Chair  
CEO  
BARBER-NICHOLS



**Tracie Wilcox**  
BOLD 2026 Co-Chair  
President/CEO  
ON TAP CREDIT UNION



**Kelly Dunkin**  
BOLD 2026 Co-Chair  
President/CEO  
COMMUNITY FIRST  
FOUNDATION



**Kami Welch**  
Chamber CEO  
ARVADA CHAMBER  
OF COMMERCE

View over Arvada



# FAST FACTS: ARVADA CHAMBER AND THE BOLD INITIATIVE

## Arvada Chamber

- **Vision:** Healthy business, thriving community
- **Mission:** The Arvada Chamber of Commerce is the catalyst for solving Arvada's most critical business challenges and a champion for advancing a thriving community
- **Award-winning private-public economic and community development organization** serving Arvada and Jefferson / Adams Counties
- **Lead convener and catalyst for the region** bringing economic vitality and an enhanced quality of life through **strong business advocacy, workforce development, collaborative leadership** and a **variety of programs designed to address the professional development, networking and other needs of area businesses**

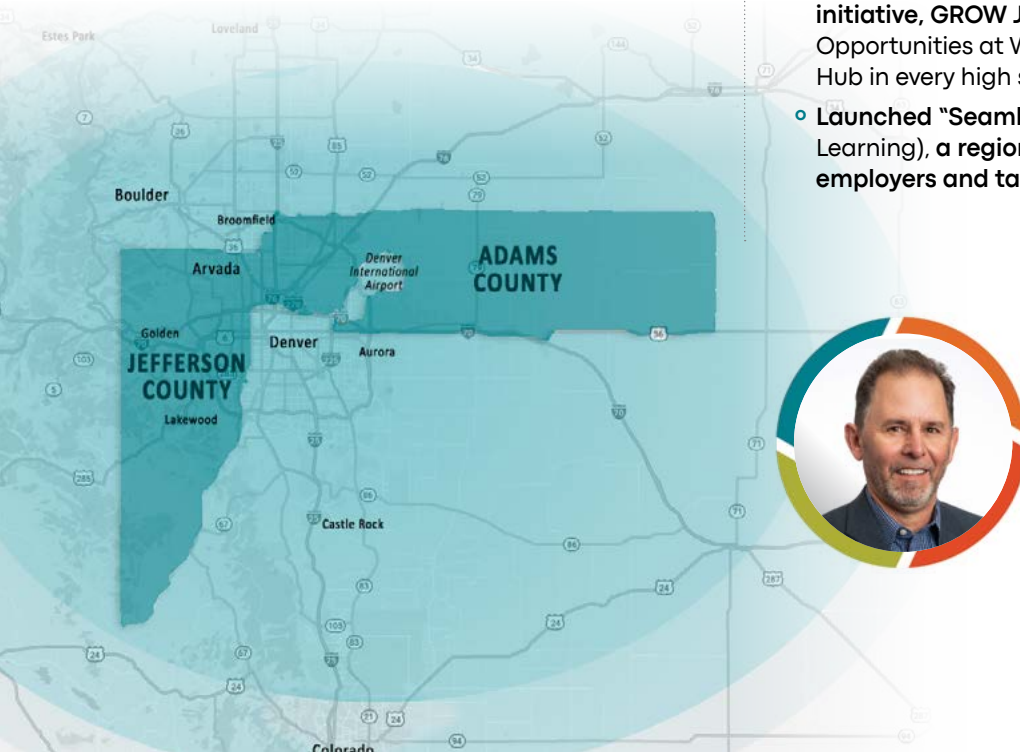
## Increased Regional Role

The Chamber **frequently provides value to the region** in collaboration with partners; examples include

- **Pandemic programs** - the Chamber provided **programs and resources** (e.g., Business Toolkit, Webinar Series, Mini-Grant program, Takeout Takeover) **in support of recovery efforts in Jefferson and Adams Counties**; these were scaled across the region and state
- **Voice of Business** - the Chamber has been a **leading member of the Jefferson County Business Lobby** ensuring a proactive policy agenda and **advocacy at the regional and state levels**
- **Talent development** - the Chamber:
  - **Developed and launched a regional initiative, GROW Jeffco** (Get Ready for Opportunities at Work), to place a Career Hub in every high school
  - **Launched "Seamless WBL"** (Work-Based Learning), a **regional database for employers and talent providers to connect**

## The BOLD Initiative

- **NOW**, Arvada Chamber volunteer and staff leadership believe the Chamber is well positioned to take a **stepped-up leadership position** to address the biggest challenges and opportunities facing the regional business community
- **The Arvada Chamber will:**
  - **Staff and operate BOLD 2026** in support of Arvada and Jefferson / Adams Counties, and
  - **Pilot selected "Center of Excellence" programs and share the results and "how to" with chambers of commerce and partners throughout Metro Denver and the state of Colorado**



"I have been impressed with what I've seen from the Chamber the last few years. And when it comes to what I think is our most pressing community and regional problem – talent availability – the Chamber has rapidly moved through the "crawl" and "walk" stages and is clearly ready to "run." I'm excited to join with other regional leaders and drive the BOLD 2026 initiative to success."

**DINO DARDANO** | President and CEO, Hestra Gloves



# Our Region's Key Challenges

## 1. LACK OF AVAILABLE TALENT

- **Linkage to business health, the regional economy and our standard of living.** In Arvada and Jefferson / Adams Counties - and throughout the world - a lack of talent impedes the ability of employers to serve their customers / clients - and threatens the ability of employers to survive and thrive. An inadequate talent pool can erode employer margins as they pay more for scarce talent, and it can slow production, degrade quality and disrupt supply chains. When employers struggle, the regional economy struggles, and incomes and our standard of living decline.
- **Inadequate supply of available talent.** Employer demand continuously outpaces the supply of qualified workers; nationwide in February 2022, there were only **58 unemployed workers for every 100 job openings**; in Arvada in February 2022, there were **3,126 open jobs listed on Indeed** alone and a low 3.7% unemployment rate; various factors are impacting the supply of available talent
  - **Employee resignations / turnover.** These have reached an all-time high; in 2021, an average of nearly 4 million workers quit their jobs each month; this is the highest average on record - topping the 2019 average of 3.5 million
  - **Declining number of women in the workforce.** Women's participation in the labor force has been on a steady decline since the late 1990s - and COVID-19 has exacerbated this trend; in recent years, the percentage of women in the workforce (labor force participation rate) has declined from 83% to 67%; causes frequently cited include: **cost of**

**58** unemployed workers  
FOR EVERY 100 JOB OPENINGS

**childcare, burnout** from navigating personal and professional commitments, **challenge of returning to work** after taking a career break, and **stigmas** around working moms

- **Declining births and fertility rates.** Americans continue to have babies at historically low rates; the number of babies born in the U.S. in 2020 was the lowest in four decades, and the total fertility rate in 2020 (snapshot of the average number of babies a woman will have over her lifetime) fell to 1.64, the lowest rate on record since the government began tracking it in the 1930s
- **Declining population growth.** U.S. population growth fell to 0.1%, the lowest rate on record, for the fiscal year ended July 1, 2021 (U.S. Census Bureau)
- **Inadequate skills alignment.** Workers don't have the skills needed by many primary employers
  - **Skills gap.** 78% of hiring managers say a skills gap persists across industries
  - **Uneven educational outcomes (high school graduation rates) / workforce preparedness**

High School	HS Graduation Rate	Median Income of Area
Arvada	74%	\$66,000
Pomona	87%	\$107,000
West Arvada	94%	\$114,000
Ralston Valley	97.5%	\$147,000

- **Barriers.** As a region, we are not progressing fast enough in **knocking down barriers to talent availability**. See subsequent workforce housing and childcare sections for details on these barriers
- **Lack of regional coordination.** Jefferson / Adams Counties do not have a coordinated talent / workforce development effort to serve businesses and workers; **businesses, non-profits, and schools work in silos leading to talent gaps** and negatively impacting businesses and job seekers

## 2. INADEQUATE STOCK OF WORKFORCE HOUSING (barrier to talent availability)

- **Inadequate supply.** The supply of workforce housing (appropriate quantity at reasonable price) has not kept up with demand
  - Colorado will need to develop 54,190 NEW housing units over the next five years if we want to stabilize the housing to population ratio
- **Cost prohibitive.** Owned and rental housing is cost prohibitive for many middle-income earners
  - Housing costs in Arvada are higher than the state
  - Median home sale price in Arvada is \$612,500; average income needed to purchase a home is \$130,000+
    - Accordingly, essential workers we want to live in our community often cannot buy a home

Job	Average Salary Denver metro	Average Income Needed to purchase a home
Firefighter	\$57,000	\$130,000+
Police	\$60,000	\$130,000+
Teacher	\$62,000	\$130,000+
Nurse	\$79,000	\$130,000+

- Rent for a two-bedroom apartment is 47% higher in Arvada (\$1,605) than Colorado (\$1,088)
- 1 in 4 are paying more than 30% of their income for housing costs
- Living wage in Colorado for a family of 3 is \$31.19 / hour (approximately \$5,000 / month for a full-time worker)



- **Existing incentives programs skip middle-income earners.** Federal and state programs generally focus on incentivizing housing projects for earners making less than 60% of the Area Median Income (AMI); these programs do not commonly address housing for earners making up to 120% of AMI; we want and need housing in our region for such middle-income earners
- **Barrier to talent availability.** Given the high cost of housing in the region, many workers are forced to look outside the region to purchase a home; this often means long commute times to the job site; many workers cite having a one-hour commute or longer to work in the region; it is no surprise that these workers resign from their positions when they find work closer to home or are unwilling to accept a job in the region because of the commute time
- **Lack of regional coordination.** As with Talent and Childcare, Arvada and Jefferson / Adams Counties have long lacked a coordinated effort to grow our stock of workforce housing

“Finding attainable housing and childcare within reasonable proximity from our facilities is a major challenge for workers at our company. If we can find a way to “move the needle” on these two issues, we could make a dramatic difference in the lives of workers and their families at our company and at companies across the region.”

ANTHONY AND APRIL LAMBATOS | Owners, Footers / Social Capital





### 3. INADEQUATE CHILDCARE CAPACITY

(barrier to talent availability)

- **Childcare =**
  - **Pre-Kindergarten** (infants, toddlers, pre-school) all day care – approximately 6:30 AM – 6:30 PM
  - **Kindergarten and elementary school before and after school care** – before 8 AM and after 3 PM
- **Economic loss.** The entire regional economy suffers significant annual economic losses due to inadequate childcare capacity for the workforce, and Jefferson County alone incurs an estimated annual economic cost of nearly \$200 million
  - **Parents lose earnings** from loss of productivity, and less work experience and lower skills upgrading reduces future earnings
  - **Businesses lose revenues** from lower output and must shoulder extra costs to rehire quits, cover absenteeism, and manage disrupted workers
  - **Communities lose revenues** from lower GDP, and lose sales and consumption tax revenue
- **Inadequate supply.** The supply of childcare spots has not kept up with demand
  - **We have:**
    - 67% of the spots we need in Jefferson County
    - 62% of the spots we need in Colorado
  - **Colorado is short nearly 250,000 spots**
  - **More than half (51%) of Coloradans live in a childcare desert** – only 1 slot for every 3 needed
  - **7000+ licensed infant childcare slots lost since 2011** (in Colorado) – nearly 30% of supply



- **Cost prohibitive for primary caregivers.** Childcare is cost prohibitive for many
  - **Colorado has the 8th highest cost of childcare** in the U.S.
  - **55% of families** report spending at least \$10,000 per year on childcare
  - **Since 1990, average childcare costs have risen 214%** – outpacing the 143% increase in average family income
- **Struggling childcare businesses.** Childcare businesses struggle with staffing and very low profit margins
  - **Childcare:**
    - Is an expensive, labor-intensive service to provide
    - **Centers / providers can only charge what families in their area can afford to pay**
    - **Centers / providers pay low wages to their staff making it difficult to retain them** and difficult for the business to survive
  - **80% of childcare centers are experiencing staffing shortages;** nearly half (47%) of programs experiencing staffing shortages are serving fewer children now
  - **Women owners of childcare businesses lack access to low-cost capital** and financing to support long-term sustainability
- **Struggling childcare professionals**
  - **More than 30% of childcare professionals are considering leaving the field** due to low pay and other challenges; the percentage is higher for minority-owned programs
  - **In 2020, the median pay for childcare workers was \$12.24 per hour,** 40% less than an average worker
  - **33% of childcare workers receive public assistance** because the pay is so low
- **Barrier to availability of women caregivers, especially.** Cost of childcare is often the main reason women leave the workplace – especially for those with multiple young children; in two-parent, two-income households where one parent has considered leaving or has left the workforce to become a primary caregiver, half (50%) say the cost of external childcare played a significant role in the decision
- **Lack of regional coordination.** As with Talent and Workforce Housing, Arvada and Jefferson / Adams Counties have long lacked a coordinated effort to grow and sustain our childcare capacity

#### 4. VARIED CHALLENGES TO BUSINESS GROWTH / RESILIENCY AND INVESTMENT IN OUR REGION

- **Government-imposed financial and regulatory burdens**
  - **State policy decisions have created costly, labor-intensive challenges** for businesses as they work to comply; recently passed legislation includes: Paid Family Leave (Prop 118); Energy Performance for Buildings (HB21-1286); Insurance Premium Property Sales Severance Tax (HB21-1312); and increasing the minimum wage standard across the state
  - In its 2021 “Top States for Business” ranking, CNBC rated Colorado relatively high overall, BUT in the:
    - “Business Friendly” category, CNBC ranked CO #29 and gave the state a grade of “C”
    - “Cost of Doing Business” category, CNBC ranked CO #38 and gave the state a grade of “D+”
  - In 2021, the Arvada Chamber **opposed 61% (11/18)** of business regulation bills because of their inevitable negative impact on business
  - **Candidates and elected officials (at all levels of government) do not have the information they need** to have a full view of the implications for business of various policy and legislative decisions
- **Opposition to growth**
  - **Coordinated citizen opposition has created an environment that will be recognized as anti-business** by developers and business prospects
    - **What is appropriate growth?** Underlying the opposition is tension between residents and businesses regarding what qualifies as sustainable and appropriate growth
  - **Frequent lack of pro-business voice** in community growth conversations and public meetings

- **Business requests for help.** The Chamber receives **continuous requests from businesses for direct assistance and connection to service providers**; businesses seek help with talent, compliance, marketing, funding and other business needs
  - **Entrepreneurs.** Entrepreneurs / Sole Proprietors make up 25.6% of Colorado’s total employment; this is a significant portion of our economy that, if fostered, could make a meaningful impact on our region’s long-term economic growth
- **Inadequate meeting space.** There is a **lack of free meeting spaces throughout Arvada for businesses, non-profits and community groups to connect, learn and grow**; the pandemic has made the problem worse as many previously open buildings are not currently open to the public



Chamber opposed  
**61%** (11/18)  
OF BUSINESS  
REGULATION BILLS

# The Four-Goal BOLD 2026 Initiative

In response to key challenges impacting Arvada and Jefferson / Adams Counties, the Chamber has developed the following five-year strategic initiative, which is segmented into four actionable goals and supporting strategies, tactics and performance metrics. Once implemented, the initiative will be the main community / region-wide focus of the Arvada Chamber and will be supported by both private and public investments.

## GOAL 1

### Grow Our Talent (TALENT)

to meet the needs of employers and job seekers

[Chamber Role: CATALYST]

## GOAL 2

### Increase Stock of Workforce Housing (HOUSING)

to ensure workers can attain housing within reasonable proximity to their jobs

[Chamber Role: CATALYST]

## GOAL 3

### Increase Childcare Capacity (CHILDCARE)

to enable caregivers to join / rejoin the workforce and give children the quality early learning experience they need to thrive

[Chamber Role: CATALYST]

## GOAL 4

### Strengthen Business Environment (BUSINESS ENVIRONMENT)

to ensure economic opportunity for all

[Chamber Role: LEADER]

Economic  
Strength &  
Opportunity

For  
Businesses &  
Families / Individuals



# Guiding Principles

## DATA DRIVEN

**Employ robust data to drive strategy;** the Chamber will maintain an information hub that will enable the Chamber and its partners to identify and respond effectively to opportunities and challenges

## COLLABORATION

**Engage and collaborate with partners across Arvada, Jefferson / Adams Counties, Metro Denver and the state;** when we collaborate in our economic development activities, we are stronger and more competitive

## CREATIVE APPROACHES

**Seek and deploy creative approaches to driving economic and community growth;** the Chamber will seek out local and national best practices, convene key local partners, and catalyze creative economic and community growth solutions

## ACCESS & OPPORTUNITY

**Focus on improving equality of access and opportunity;** the Chamber views equality of access and opportunity as an economic issue, and is committed to connecting economically challenged areas and population segments to capital, "open doors" and other opportunities

## MEASUREABLE RESULTS

**Pursue objective measures and ensure transparency;** the Chamber has identified performance measures and will track and report progress in transparent fashion



"It's exciting to see the Chamber step forward and take the initiative to bring the community together around long standing challenges to business growth and individual opportunity. The plan includes critically important goals and clear success metrics that, once achieved, will 'lift all boats' across every sector and institution, both within and beyond the business community."

**MARC WILLIAMS** | Mayor, City of Arvada

# GOAL

# 1

## Grow Our Talent

to meet the needs of employers and job seekers

**SUMMARY** We will ensure Arvada and Jefferson / Adams Counties develop, retain, and attract the skilled workers needed by area employers; we will ensure a competitive advantage for area employers through quality workers and for workers through quality jobs.

**CHAMBER ROLE** CATALYST

### KEY STRATEGIES

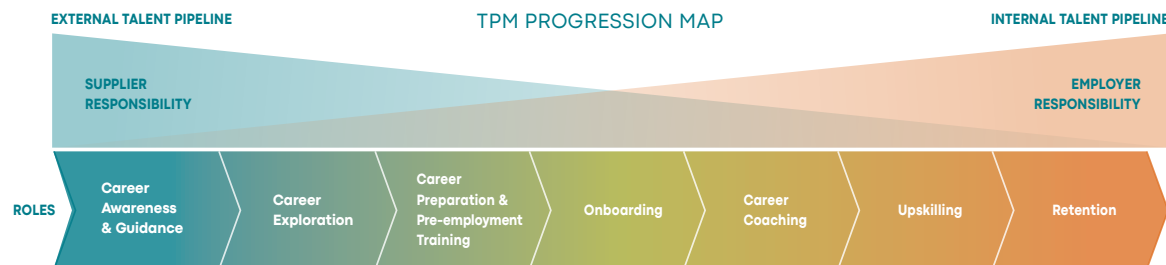
#### 1.1 Take immediate action to connect employers to talent

- **Talent TODAY.** The Chamber will take immediate action to connect: (A) employers to existing talent, and (B) the region to key talent attraction / development partners (e.g., Metro Denver EDC).
- **Metro Denver EDC partnership – talent attraction.** Partner with the Metro Denver EDC as the EDC implements a global, targeted (via Linked-In support) recruitment strategy – and other talent development efforts **(NEW!)**
- **Employer relationships with education / workforce development organizations.** Strengthen employer relationships with the Jefferson County Workforce Center, Red Rocks Community College, nonprofits and other organizations to promote immediate placement of job-seekers **(EXPANDED!)**
- **Digital Career Board.** Expand investment in the Arvada Chamber digital Career Board to increase awareness of Arvada based companies and career opportunities **(EXPANDED!)**
- **Targeted talent pools.** Launch campaign and identify partners to connect targeted talent pools to employers. For example, launch community-wide campaign focused on engaging parents / caregivers to return to work after many departed during the pandemic to care for their children; recommend action steps employers can take to ease caregiver reentry into the workforce **(NEW!)**

“We are in the midst of a major global effort to target and attract to Metro Denver the talent our employers need to succeed. For us to be successful, we need organizations like the Arvada Chamber to help businesses in their community connect to this effort and ensure their communities offer attainable housing and other quality of place features workers want. Equally as important, we need a great local pipeline. This BOLD 2026 initiative is exactly what I’d love to see undertaken by every community throughout the metro.”

**RAY GONZALES** | Executive Vice President, *Metro Denver Chamber of Commerce* |  
President, *Metro Denver Economic Development Corporation*





*"The crux of the program relies on employers working together, using internal, proprietary data, to identify shared pain points. Following that analysis, employers work with the necessary stakeholders, such as education and training providers, to develop sustainable talent pipelines and apply solutions to employers' most pressing pain points while improving outcomes for learners and workers."*

US Chamber Foundation Talent Pipeline Management: A Case Study Analysis of Best Practices and Common Challenges (2021)

## 1.2 Lead regional talent pipeline development

The Chamber will implement high-impact programs to bring employers together with students / workers along the talent pipeline from basic career awareness / exposure to employee retention.

### A. EMPLOYER COLLABORATIVES

*\*Center of Excellence pilot program*



- **TPM system.** Implement Talent Pipeline Management® (TPM) system of the U.S. Chamber; TPM is an innovative approach to closing the skills gap by applying lessons from supply chain management to workforce partnerships **(EXPANDED!)**
  - **Arvada is one of approximately 50 communities implementing this approach nationwide**
- **11 "Employer Collaboratives" (EXPANDED!)**
  - Launch 11 "Employer Collaboratives" during the 2022-2026 Initiative (**3 in 2022**; 2 each year thereafter)
  - **Examples of positions / careers** around which to build the first three employer collaboratives are: **Nurses; Machinists; Information Technology / Software Engineering / Cyber Security**
- **Key Tasks**
  - **Critical needs.** Develop projections for job openings to determine with accuracy the quantity of talent and skills needed by employers
  - **Shared language.** Create a shared language to better communicate competency, credentialing, and other hiring requirements of critical jobs in ways that allow employers to signal similarities and differences

- **Sources of talent.** Identify where employers historically source their most qualified talent and analyze the capacity of those sources – as well as untapped other talent sources – to meet projected demand
- **Talent supply chain performance.** Build and manage the performance of talent supply chains to create a positive return on investment for all partners

### B. SCHOOL-BASED CAREER HUBS (GROW Jeffco)

*\*Center of Excellence pilot program*



- **GROW.** Lead implementation of GROW (Get Ready for Opportunities at Work) Jeffco, in partnership with education partners, to place "Career Hubs" in high schools across Jefferson County **(NEW!)**



*Cookies and Careers Pop-Up*



- **Career Hubs will include:**
  - **Displays and data.** Career hubs will include physical displays of high-demand careers along with data on post-secondary requirements, skill requirements, salary progression, scholarships, resources, etc., to achieve career goals **(NEW!)**
  - **Staff.** Each Career Hub will include a staff member, trained by the Chamber, who builds relationships with area businesses, and provides resources / information on career pathways, work-based learning experiences, etc. **(NEW!)**
- **Role in inclusion.** Career Hubs will expose **all students** to a wide array of career opportunities; this will enable them to pursue careers in industries they may not have known about without the benefit of their school's Career Hub **(NEW!)**

### C. WORK-BASED LEARNING OPPORTUNITIES

*\*Center of Excellence pilot program*



- **Seamless WBL.** The Chamber previously launched a regional database for employers and talent providers to connect, "Seamless WBL (Work-Based Learning)," which has increased the quality and frequency of activities that prepare job seekers for the workforce; the Chamber will continue to drive Jefferson County wide use of Seamless WBL Software **(EXPANDED!)**
- **Employer recruitment.** The Chamber will recruit employers offering high-demand careers to provide internships / apprenticeships, mentorship, and other forms of work-based learning
  - **Grow business engagement in work-based learning to over 750 employers** (from 100 now) in Jefferson County by 2026 **(EXPANDED!)**
- **Toolkits for employers.** Develop and promote work-based learning toolkits focused on successfully exploring, engaging and expanding work-based learning opportunities across the region **(EXPANDED!)**

### 1.3 Marketing campaign

- The Chamber will implement a **regional marketing campaign that increases awareness** around the changing needs of employers, **high-demand career opportunities**, and post-secondary opportunities

### 1.4 Support employers in retaining and attracting talent

- **Market wage information.** Publish annual wage resources to allow for transparency around employee pay scales and **provide individual Company Talent Profiles through Emsi** that increase understanding of hiring market share, competitors in hiring and transitions, skill summaries, and more **(NEW!)**
- **Tools for employers**
  - Provide resource toolkit of policy, programmatic, and partnership strategies to support employer efforts to retain talent within their companies **(NEW!)**
  - Provide to HR recruiters recruitment tools such as 1–2-page PDFs on benefits to prospective employees of working and living in the region **(NEW!)**
- **Talent retention summit.** Host Annual Summit focused on culture and "retaining top talent" **(NEW!)**
- **Upskilling.** Align employee upskilling opportunities to employer needs and work with local providers to develop programmatic solutions **(NEW!)**
- **HR professionals / best practices.** Convene HR leaders across the region two times per year to share best practices related to employee retention **(NEW!)**

### 1.5 Address barriers to talent sustainability

- **Barriers.** Identify barriers to talent retention and attraction, and publish findings annually via whitepapers that include the problem, data, action steps and resources **(NEW!)**
- **Solutions.** Convene CEO's and other stakeholders and catalyze and support solutions and providers **(NEW!)**



"Like all businesses across the region, Barber-Nichols' continued success hinges on our ability to attract and retain top talent. With this comprehensive talent initiative, the Chamber will bridge the education system to businesses like ours across the community – in effect, the Chamber will be an essential part of our HR strategy."

**Rachel Jaakkola** | Human Resource Manager, Barber-Nichols



## PERFORMANCE MEASURES

- **Decrease in number of unfilled high-demand career positions**
  - Requires identifying numeric shortfall and tracking progress; to be published on public dashboard
  - Example: Nursing - **in the last 12 months** -
    - 331 employers in Jefferson County posted **nearly 7,000 open nursing positions**
    - **1 out of 7 of these positions have been filled**
- **11 "Employer Collaboratives" created and underway**
- **750+ Jefferson County employers in work-based learning program by 2026** (100 currently)
- **Career Hub in every high school in Jefferson County**
- **Completion of turn-key talent recruitment tools for employers**
- **Talent data dashboard complete and made public**



## PRIMARY BUDGET ITEMS

- **Talent Development, Vice President (NEW!)**  
\*Will also lead implementation of Goals 2 (Workforce Housing) and 3 (Childcare)
- **Employer - Talent Collaboratives, Director**
- **Research / data contracts**
- **Career Hub buildout / support**
- **Marketing and communications implementation**



*Fabrication & Machining at Wanco Inc.*



*Mile High Eye Care*



"There are special moments in a community's history when the right people meet the right opportunities to truly change dynamics. It is exciting to see the BOLD 2026 initiative moving forward as it complements the efforts of our county wide goals. When the game of the day is the war for talent, by strengthening our talent pool and influencing public policy, the initiative will materially improve our business operating environment, and in turn increase our competitive advantages."

**JANSEN TIDMORE** | President & CEO, *Jefferson County Economic Development*



## GOAL

# Increase Stock of Workforce Housing

to ensure workers can attain housing within reasonable proximity to their jobs

**SUMMARY** The workers we have and need in our region on a daily basis should be able to live here. Workers across the income spectrum – from teachers and firemen to hospitality and tech workers – should be able to find attainable housing within reasonable proximity to work. To achieve this end, we need accommodative public policy and direct action. The Chamber will convene key regional partners and stakeholders, and catalyze a program that solves this problem.

**CHAMBER ROLE** CATALYST

### KEY STRATEGIES

#### 2.1 Lead a coordinated regional approach to increasing our stock of workforce housing

- **Target middle income earners.** Specifically target development of housing for middle-income earners (earning 60-120% of the Area Median Income) as these are commonly left out of federal and state programs, which incentivize housing projects for earners making less than 60% of AMI (**NEW!**)
- **Stakeholders. Convene a KAPS (Kick-Ass Problem Solvers) Council** of business and community leaders and development practitioners (e.g., architects, engineers, developers, builders, realtors, and key government staff), research best practices, and drive policy, funding and development action (**NEW!**)
- **Partners. Support Community First Foundation** in sharing information and recommendations identified through their recent housing study (**NEW!**)
- **Income-aligned housing study.** Assess regional housing availability through a number of “lenses” – housing availability for public safety (fire, police, ambulance, etc.), health and education workers, high-demand positions, and within a commute time of less than 30-minutes from high density clusters of Arvada and regional businesses (**NEW!**)
- **Private-sector viewpoint.** In developing and implementing strategies, **ensure that development incentives take into account developer and owner costs** (e.g., amount of lost rent) related to development of workforce housing; we must acknowledge the risk that developers (already struggling with scarce labor and materials) will choose to work outside the region if they can’t make the necessary profits to make projects in the region worthwhile (**NEW!**)

#### 2.2 Build community support and take direct action

- **Hearts and Minds.** Develop and implement a marketing / communications campaign with the goal of changing “hearts and minds” regarding workforce / affordable housing (**EXPANDED!**)
  - **Educate the community regarding the challenges to economic growth** (business retention, expansion, and attraction) **posed by inadequate workforce housing** (and related talent uncertainty) (**EXPANDED!**)
  - **Engage city councils** (**EXPANDED!**)



- **Public policy.** Our nation's lack of affordable housing has the attention of Metro Denver, state of Colorado and national leaders, and a variety of proposals and policies are under discussion and under development; now is the time for our region to be fully "in the game"; the Chamber will:
  - **Drive public policy changes** that will lead to a more favorable environment for new construction (e.g., construction defects regulation) **(EXPANDED!)**
  - **Implement appropriate inclusionary and exclusionary zoning policies** to ease the development process and stimulate investment **(NEW)**
- **Employer-led solutions.** Provide to employers education and turn-key solutions to help candidates and employees find appropriate housing; for example, provide **resource database and annual bootcamp for HR professionals**; content may include available subsidy-related programs, down payment assistance programs, cash incentives for buying or renting near a company, notable rental inventory, assistance finding and paying real estate professionals, etc. **(NEW)**
- **Funding solutions.** Identify, promote and assist development partners in securing funding for increasing the stock of workforce housing – possible sources include government funding, foundation grants, private-sector investments, etc. **(NEW)**
  - **Time sensitive.** All levels of government are giving the issue of affordable housing increased attention; there is a tremendous opportunity for our region to be "at the table" to ensure we take full advantage of available opportunities as they emerge



Marshall Pointe - Proposed Arvada Development



## PERFORMANCE MEASURES

- **Increased quantity of income-aligned workforce housing**
  - **Housing targets will be aligned with average salaries of:**
    - **High-demand career positions**
    - **Public safety** (fire, police, ambulance, etc.)
    - **Health and education workers**



## PRIMARY BUDGET ITEMS

- **Talent Development, Vice President (NEW!)** \*Will also lead implementation of Goals 1 (Talent) and 3 (Childcare)
- **Research / data contracts**
- **Marketing and communications implementation**

"Jefferson County and the entire metro are in desperate need of diversified, income-aligned housing. I believe the BOLD 2026 strategy to increase workforce housing will be a significant part of our total solution. We look forward to working with the Arvada Chamber and other partners to make this effort a model for communities throughout the metro and beyond."



KELLY DUNKIN | President and CEO, Community First Foundation

# GOAL

# 3

## Increase Childcare Capacity

to enable caregivers to join / rejoin the workforce and give children the quality early learning experience they need to thrive

**SUMMARY** Affordable childcare offerings within reasonable proximity to home and work are essential for our community to thrive. To achieve this end, we need accommodative public policy and direct action. The Chamber will convene key regional partners and stakeholders, and catalyze a program that solves this problem.

**CHAMBER ROLE** CATALYST

### KEY STRATEGIES

#### 3.1 Catalyze a coordinated regional approach to increasing our childcare capacity

- **Solutions for caregivers.** Focus on **childcare solutions for any caregiver who needs or wants to work** and doesn't have childcare that is accessible (logistically), affordable and truly beneficial to their child's development during one of the most crucial periods of life
  - **Assessment.** Assess current childcare availability in Arvada and publish results and demand data **(NEW!)**
  - **Partner engagement.** Engage and align with regional (Bright Futures) and state (EPIC Colorado) partners to implement a regional action team; identify opportunities for public-private partnerships **(NEW!)**
  - **KAPS priority.** Develop an early childhood education pillar under the Arvada Chamber of Commerce KAPS Council of key stakeholders who have influence over childcare in our region **(NEW!)**

#### 3.2 Build community support and ensure accommodative public policy

- **Barriers.** Review policy and regulatory barriers impeding the ability to expand childcare access **(NEW!)**
- **Policy agenda.** Develop and implement a policy agenda focused on mitigating barriers (potential barriers include zoning, licensing, and other regulatory aspects related to physical space) **(NEW!)**
- **Case studies.** Publish case studies on successes to foster additional investment in childcare systems across the region / state **(NEW!)**

"Finding caregivers continues to be one of the greatest challenges for healthcare providers, especially in such a competitive market. Having high quality, affordable childcare options in the market gives us an advantage as we recruit and retain top talent. I am excited for what the BOLD 2026 initiative can do for our businesses, communities, and JeffCo families."

**LINDSAY REINERT** | Community Outreach & Partnership Manager, Lutheran Medical Center



"There is a 30+% gap between the number of childcare slots we have and the number of slots we need, and market forces are not fixing the problem. The Chamber's work with private and public sector leaders to drive solutions on this issue is exciting – and I hope and believe this effort could become a model for the entire state."

NICOLE RIEHL | President & CEO, *Executives Partnering to Invest in Children (EPIC)*



- **Speakers Bureau.** Develop a team of business leaders to speak to / champion policy decisions that drive an increase in capacity and quality of childcare programs **(NEW!)**
  - Examples:
    - HB22-1006 - Non-profit Child Care Center Property Tax Exemption
    - Tax Credit for facilities that adhere to quality standards, allow a % of subsidy clients and offer universal pre-school
- **Public awareness.** Implement communications strategies to build public awareness and support for childcare solutions **(NEW!)**

### 3.3 Secure funding to support individual program strategies

- **Funding solutions.** Identify and promote funding solutions for increasing childcare capacity, including government funding, grants, private-sector investments, etc. **(NEW!)**

### 3.4 Take direct action

- **Creative business model approaches.** Survey best practices nationwide and deploy one or more of these – or develop a new approach - to disrupt and change the business dynamics of childcare; the current business model is not working **(NEW!)**
- **Support to employers**
  - **Toolkits.** In partnership with EPIC Colorado, develop an Employer Toolkit for supporting employees with childcare needs and increasing family-friendly workplace strategies **(NEW!)**
  - **Design Lab.** Fund and launch the EPIC Colorado **10-week Design Lab** to help Arvada-area employers or community partnerships that include employers prepare and plan for the creation of an on-site or near-site childcare program **(NEW!)**
  - **Database.** Develop and share with employers a database of childcare availability in and around the region for employers to offer to employees **(NEW!)**

- **Childcare staffing.** Align Talent efforts to address shortage of staff in the childcare sector; the objective is well-trained, appropriately compensated childcare professionals / teachers **(NEW!)**
- **Real estate solutions.** Work with employers and the Arvada Economic Development Association to audit non-traditional and available real estate solutions for facilities **(NEW!)**
- **Retention, expansion, recruitment.**
  - Retain and support expansion efforts of existing childcare facilities (assist in securing staffing, etc.) **(NEW!)**
  - Recruit childcare facilities; pursue national chains like Goddard and Primrose; activate unused churches, etc. **(NEW!)**



#### PERFORMANCE MEASURES

- **Increased number of childcare slots** available to meet the needs of residents and businesses – and at an accessible price
- **Decrease in number of unfilled childcare staff positions**
- **Increase in the % of Jefferson County children who are "kindergarten ready"** (testing at kindergarten level) **when they are of age to enter kindergarten** (current is a dismal 47%)



#### PRIMARY BUDGET ITEMS

- **Talent Development, Vice President (NEW!)** \*Will also lead implementation of Goals 1 (Talent) and 2 (Workforce Housing)
- **Research / data contracts**
- **Marketing and communications implementation**



# GOAL

# 4

## Strengthen Business Environment to ensure economic opportunity for all

**SUMMARY** We will ensure elected leaders who effectively represent business interests in legislative and policy matters at the local, regional, state and national levels. We will “muscle up” our ability to provide direct one-on-one support to individual businesses throughout their respective life cycles, and broader collective support to all businesses based or operating in Arvada and Jefferson / Adams Counties. We want our regional businesses to stay, grow, and thrive.

**CHAMBER ROLE** LEADER

### KEY STRATEGIES

#### 4.1 Strengthen business climate

- **Next level capacity.** We need a better-resourced, more-proactive effort to ensure a business-friendly operating environment (**NEW!**)
- **Policy leader engagement**
  - **Proactive, tenacious advocacy.** Implement proactive, sustained, tenacious communications / advocacy strategy including engagement of elected officials at all levels of government (**EXPANDED!**)
  - **Policy analysis.** Identify key legislation / policies being considered by the government, conduct rigorous analysis and communicate recommendations to decision-makers and other stakeholders (**NEW!**)
    - **Impact analysis report.** Publish impact analysis reports that articulate the business and economic impact of legislative and ballot recommendations (**EXPANDED!**)
  - **Quarterly briefings.** Publish quarterly Business Briefing (report) for elected officials, candidates, and policy leaders communicating challenges faced by businesses; acquire data primarily via interviews of area businesses (**NEW!**)
  - **“Business Bootcamp” for candidates and elected officials.** Implement multi-part training program addressed to candidates and elected officials highlighting key policy issues and the role of government with regard to business (**EXPANDED!**)
  - **Candidate positions / platform consultations.** Equip candidates with information and tools to build their respective platforms (key positions on the issues, etc.) incorporating pro-business policies (**NEW!**)
- **Resident engagement**
  - **Proactive, persistent communication.** Emphasize the importance of business to a strong quality of life through proactive, persistent communication with the public via diverse avenues: person-to-person, earned media, traditional media, mail, digital media, and social marketing methods (**NEW!**)

- **Public contact database.** Continuously strengthen the Chamber's public contact database to improve the reach and effectiveness of Chamber communications **(NEW!)**
- **Toolkit for businesses.** Deploy a toolkit that supports businesses in telling their story to the community **(NEW!)**

## 4.2 Provide increased direct support to businesses

- **Target industries.** Focus activities on the target industries of Jefferson and Adams Counties
  - **Jefferson County:** aerospace, beverage production, bioscience, engineering, and energy; and high-growth target industries - aviation, IT / telecommunications, and advanced manufacturing with an emphasis on outdoor recreation, electronics, and engineering-intensive manufacturing
  - **Adams County:** Aerospace, Aviation, Bio / Life Science, Food, Agribusiness & Beverage, Manufacturing
- **Operating agreements.** Drive development and implementation of operating agreements governing how the Chamber will collaborate with partner business support organizations (other chambers, economic and workforce development organizations, etc.)
- **Business visitation program.** Engage and secure input from businesses **(EXPANDED!)**
  - **500 visits.** Conduct 500 (100 / year) one-on-one meetings with targeted area businesses to identify barriers to growth
  - **Other input methods.** Implement various other approaches to secure input from business and other leaders: surveys, flash polls, focus groups, and more **(EXPANDED!)**

## • Solutions

- **Connect.** Connect business clients with service providers, prospective customers / buyers and new market contacts **(EXPANDED!)**
- **Local suppliers database.** Develop, publish and maintain database of local suppliers that serve a variety of industries and needs (and support resiliency); raise awareness among the business community of these local suppliers (key objective is to reduce length of supply chains to avoid interruptions, reduce the times, etc.)
- **Labor market data.** Provide valuable labor market and other data (wage and benefits surveys, job trends, skill availability, etc.) **(NEW!)**
- **Resource package.** Develop resource package for existing businesses that addresses common concerns identified during one-on-one meetings and industry input **(NEW!)**
- **Education.** Provide educational / professional development programming for area business leaders on topics of interest **(EXPANDED!)**
- **Quick action.** Respond with agility to time-sensitive/emergency situations (e.g., 2020-2021 pandemic, etc.); the Chamber is well situated to lead and bring partners together to achieve expedited results

## 4.3 Elevate entrepreneurship

- **Targets / priorities.** Develop list of targeted industries or other parameters (e.g., type and size of business) the Chamber will focus on in implementing its next-level entrepreneurship program **(NEW!)**



"With this initiative, the Chamber has done an excellent job homing in on some of the most complex challenges our businesses face and developing strategies to attack these head-on. The talent development and other supportive strategies in the initiative directly complement and enhance the business retention, expansion and attraction work we do at AEDA and the City."

**DANIEL RYLEY** | Executive Director, Arvada Economic Development Association

- **Direct support to individual entrepreneurs**
  - **Connect.** Connect entrepreneurs to service providers, subject matter experts, mentors, capital and other resources **(EXPANDED!)**
  - **Mentoring.** Establish an entrepreneur mentorship program **(NEW!)**
  - **Endowment.** Explore development of endowment to offer grants to entrepreneurs (consider seeking funding from private individuals and families) **(NEW!)**
- **Entrepreneurial culture**
  - **Media.** Champion the entrepreneurial community and engage the media on behalf of the entrepreneur community – communicate “wins,” etc. **(EXPANDED!)**
  - **Entrepreneur ecosystem site.** Serve as a pilot site in partnership with Jeffco EDC in its implementation of a regional digital and in-person resource for the entrepreneurial ecosystem
  - **Hub.** Promote Chamber’s to-be-developed Hub for Innovation and Business Growth and other locations in Arvada that might be attractive to startups **(NEW!)**
  - **K-12.** Explore opportunities to engage and inspire K-12 students to entrepreneurship **(NEW!)**
- **Collective support**
  - **Lunch series.** Implement annual luncheon series – possible programming includes **(NEW!)**
    - How to market and sell product or services to early customers
    - Funding sources - crowdfunding, bootstrapping, crowdsourcing, and grants
    - Overcoming entrepreneurial challenges
    - Stories from successful entrepreneurs

#### 4. Develop “hub” for innovation and business growth

- **Training and event center.** Offer technology enabled training and event center for use by businesses, nonprofits, and other organizations **(EXPANDED!)**
- **Media services facility.** Build out a media services facility for businesses to use to record podcasts, video and more **(NEW!)**
- **Hub maximization.** Deploy the “hub” to accomplish other initiative goals – **for example**, invite entrepreneurs to the hub **for meetings, programs, and events in order** to attract them to locate in Arvada **(NEW!)**



Coffee Roaster Industry Panel



“Over the past five years, I have watched the Arvada Chamber evolve from an event-based organization to a high-impact Chamber focused on proactive solutions that increase business resilience. The Chamber harnesses the power of an aligned and coordinated business community to influence policy decisions and implement programs that help businesses thrive.”

**CHRISTOPHER HILL** | President and Owner, *Odyssey Beerwerks*





### PERFORMANCE MEASURES

- **100% elected official engagement (local, regional, state & federal)** ensuring an open, ongoing dialogue regarding the impact on businesses of policies under consideration
- **80% of local, county and state candidates and elected officials participate in Business Bootcamp**
- **Annual increase in positive community perception** of businesses/growth assessed through annual community poll of residents
- **4 annual Business Briefing Reports** (quantitative and qualitative data regarding business health) increasing elected official understanding of business perspective
- **100 visits annually with target industries**
- **Increased # of expansion project opportunities** (and associated jobs, investment, and wages) referred to local and regional service providers
- **Strengthening economy-related data (to be tracked via a public dashboard on the Chamber's website):** employment growth, per capita income, poverty rate, median home value, etc. shared through an annual dashboard
- **# of entrepreneurs** and mentors in mentorship program (and associated growth – new jobs, capital investment and related)
- **Completion of Hub** for Innovation and Business Growth



### PRIMARY BUDGET ITEMS

- **Business Advocacy and Growth, Director**
- **Policy / research contracts**
- **HUB buildout**
- **Media Services**
- **Entrepreneur Services** (budget accounts for one time build out costs) implementation



"We need the Chamber to be a proactive, vigilant voice for businesses and the community overall. I'm excited about this initiative because it will dramatically strengthen our capacity to influence public policy at every level of government."

**AIMEE SKUL** | Agency Owner, Farmers Insurance

# Organization Chart - Arvada Chamber and BOLD 2026

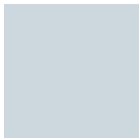


PRESIDENT AND CEO  
Kami Welch

## Initiative Division: B.O.L.D. 2026

## Chamber Division

### Talent HOUSING & CHILDCARE

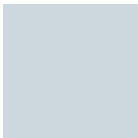


TALENT DEVELOPMENT, VP  
*To Be Filled*



TALENT PIPELINE  
DEVELOPMENT, DIRECTOR  
*To Be Filled*

### Business Environment

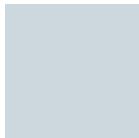


BUSINESS &  
ADVOCACY, DIRECTOR  
*To Be Filled*



LOBBYIST  
Weist Capitol Group

### Research



RESEARCH / DATA SERVICES  
*To Be Filled*

### Membership



MEMBER SERVICES  
& EVENTS, VP  
Samantha Geerdes



PROGRAM  
DIRECTOR  
Mary Runkel

### Marketing



MARKETING &  
COMMUNICATIONS, DIRECTOR  
Ryan Hecht

### Operations



OPERATIONS DIRECTOR  
Molly Kust

# Initiative Budget & Campaign “Stretch” Goal



GOAL	ANNUAL BUDGET	5-YEAR BUDGET
1. Grow Our Talent (TALENT)	\$175,000	\$875,000
2. Increase Stock of Workforce Housing (HOUSING)	\$85,000	\$425,000
3. Increase Childcare Capacity (CHILDCARE)	\$85,000	\$425,000
4. Strengthen Business Environment (BUSINESS ENVIRONMENT)	\$150,000	\$750,000
Opportunity / Contingency Fund	\$50,000	\$250,000
<b>TOTAL BUDGET</b>	<b>\$545,000</b>	<b>\$2,725,000</b>

# Investor Engagement Opportunities

BOLD will offer the following engagement opportunities based on level of investment:

## Plan Implementation, Information, and Networking

- Invitation to **Initiative implementation meetings** - **QUARTERLY**
- Invitation to **Investor summit and economic forecast** - **ANNUAL**
- **Exclusive briefing with Arvada Chamber CEO** - **ANNUAL**
- **Invitation to VIP / exclusive events** with elected and appointed local and state leaders, existing companies, and newly relocated or expanding companies
- Early access to **BOLD 2026 research and analysis**
- **FLASH emails, texts, or calls** prior to major initiative announcements

## Leadership

- **BOLD Investor Council** (represents investor class during implementation period)
  - Invitation to serve on **BOLD Investor Council**
  - Consideration for service on **BOLD Investor Council**
- **BOLD implementation committees**
  - Invitation to serve on **BOLD Implementation Committees**
  - Consideration for service on **BOLD Implementation Committees**

## Marketing

- **Listed on Preferred Vendor List** which is shared with other investors
- Listing **recognition on Arvada Chamber website and the BOLD 2026 page (and / or website if one is developed)**
- Subscription to and **recognition in quarterly progress publication**

## Customized Information

- **Business intelligence - access to customized reports** using Emsi (individual company talent profiles, occupation wage data, and trends of interest)







Big Opportunities for Leaders to Deliver