



B.O.L.D.
— 2026 —

Mid-Initiative Report

B.O.L.D. 2026 Investors



Colorado Workforce
Development Council

Barber



Nichols



REPUBLIC
SERVICES



A Letter from the President

As we reach the midpoint of our B.O.L.D. 2026 initiative, I'm pleased to share an update on our progress and key learnings.

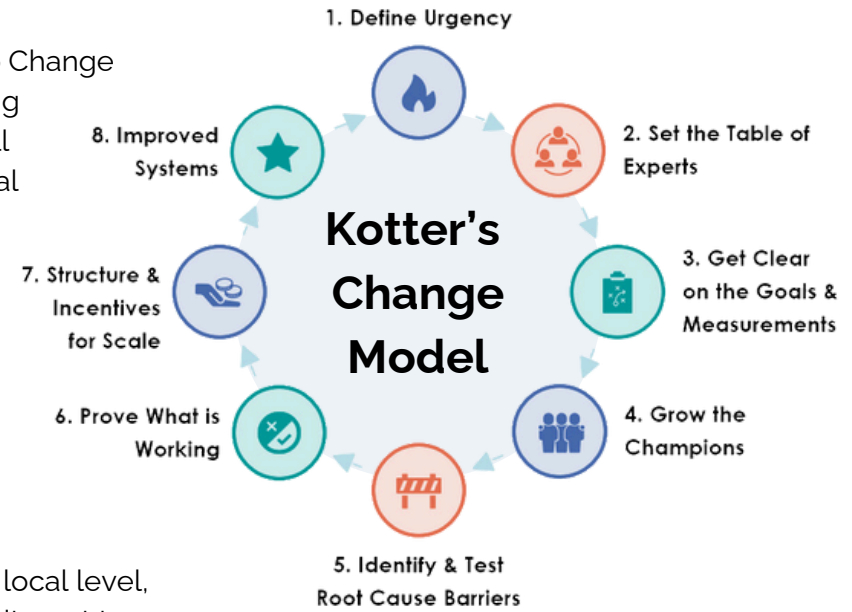
Our journey has been guided by Kotter's 8-Step Change Model, which has proven invaluable in navigating the complexities of systems transformation in all B.O.L.D. 2026 areas. We've recognized the critical importance of establishing a baseline understanding before implementing changes. This approach has allowed us to create a sense of urgency and form powerful guiding coalitions within our B.O.L.D. 2026 Network.

We've piloted practical local solutions, tested and refined by members of our HR cohort and other willing business and community leaders. By empowering our team to lead change at the local level, we've fostered a sense of ownership and commitment to our shared vision and seen incredible participation from a wide-range of stakeholders.

While we can't take sole credit, we're witnessing drastic improvements across the region in all B.O.L.D. 2026 goal areas. Our efforts have supported increased engagement and dialogue, leading to improved outcomes. We are grateful to support conversations and programs across the region as a variety of partners work toward meaningful solutions.

We have built a sound base and are eager to accelerate our efforts over the next two years to ensure we close out the B.O.L.D. 2026 initiative with results we can all be proud of. Throughout this document you will find an overview of key accomplishments, projected outcomes, and our evolved strategies

Thank you for your ongoing support and trust in our vision. We look forward to sharing more successes as we progress toward our 2026 goals.



Kami Welch

President & CEO
Arvada Chamber of Commerce

GOAL

1

Grow Our Talent

to meet the needs of employers and job seekers

KEY ACCOMPLISHMENTS TO DATE

Provided direct support to connect employers to talent

- 83 one-on-one meetings with employers to support hiring/retention needs
- Lightcast data reports

Led regional employer-led talent pipeline development

- Launched the Advanced Manufacturing Sector Partnership
- Launched the Construction & Trades Sector Partnership
- Launched HR Leader Cohort with 15 active HR leaders
- Successfully integrated Talent Pipeline Management (TPM) into Sector Partnerships, significantly increasing regional adoption

Aligned interest with high-demand career pathways

- Completed the Work-Based Learning Toolkit for 88 employers and 12 partners
- Launched the G.R.O.W. Jeffco Work-Based Learning Workshop to increase business engagement in Work-Based Learning
- Supported the opening of 4 Career Hubs in Jeffco Schools
- Launched Career Coach with over 2,000 users to date to improve access to vital career information and resources
- \$400,000 was dispersed to 50+ employers who engaged in the Work-Based Learning Incentive Program

Improved regional coordination

- Played a vital role in establishing clear role definitions among regional partners, enhancing collaboration and effectiveness
- Serve on local, regional, state, and national coalitions, including Accelerate ED, SyncUp Colorado, LER Feedback - CWDC, Career Connected Conference - Present on Sector Partnerships/TPM, Monthly Jeffco Schools Career Hub Meetings, State Youth Council - CWDC, Jeffco Business and Workforce Center Board Member, Rocky Mountain Partnership, CWDC Sector Partnerships, TPM Faculty and Fellow.





PROJECTED OUTCOMES BY 2026

- 100 businesses are participating in industry-led tables for high-demand sectors
- 500 businesses are actively engaged in work-based learning
- 50 talent supplier partners have been verified
- Region-wide employer database launched, increasing continuity across partners
- Unified tables have been established for all high-demand industry sectors in Jefferson County (ie. Quantum)

KEY STRATEGIES MOVING FORWARD

- To **engage 500 businesses in work-based learning**, we will leverage and expand sector partnerships and Talent Pipeline Management strategies, host regular educational convenings/cohorts, and intensify outreach efforts using the Work-based Learning Toolkit, creating a robust ecosystem of employer participation and job-seeker opportunities.
- **Collaborate with key regional stakeholders to streamline employer engagement** by eliminating redundant tables and identifying priority industries for targeted convening, resulting in more efficient resource allocation, enhanced employer participation, and stronger alignment between workforce initiatives and industry needs.
- **Establish a verified talent provider network of 50 partners** focused on high-demand industry sectors, utilizing the TPM vetting process and integrating them into Career Coach, enhancing workforce readiness, improving job placement rates, and fostering stronger connections between education and industry.
- **Host a metro-wide Summit** to catalyze regional coordination, drive collaborative strategic planning, foster cross-sector partnerships, and generate actionable insights that will improve workforce development, economic alignment, and shared regional economic growth objectives.
- **Enhance provider and employer alignment** by implementing a shared database, more explicit role definitions, and improved communication channels, which will streamline operations, reduce redundancies, foster stronger partnerships, and ultimately lead to more effective workforce development outcomes and increased job placement rates.

GOAL

2

Ensure Access to Income-Aligned Housing so that workers can attain housing within reasonable proximity to their jobs

KEY ACCOMPLISHMENTS TO DATE

Baseline analysis of the housing challenge and employer role completed

- Development of the Employer Housing Toolkit
- Development of the Arvada Housing Supply Report
- Development of the Business Engagement Housing Continuum

Development of programs to support increased employer engagement in the housing challenge

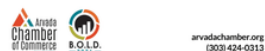
- Launched the Housing Advocates training program and workbook with eight pilot advocates
- Two housing tours are completed with 37 attendees

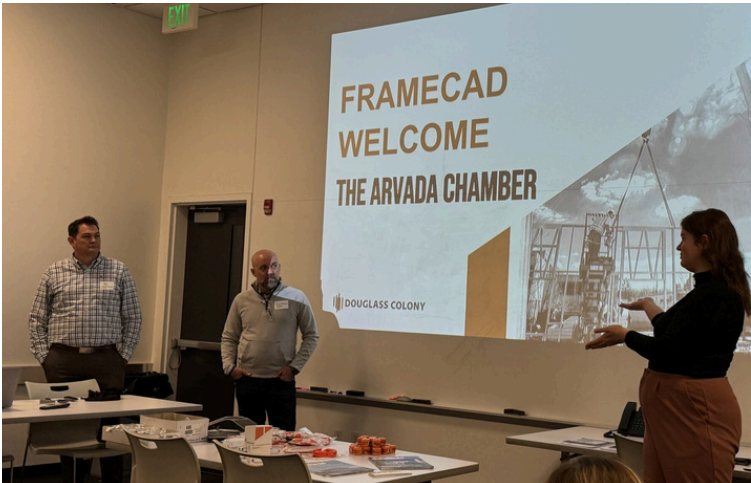
Increased policy engagement at the local and state level

- Establish housing policy pillars
- Provided written and verbal testimony on three housing developments/initiatives

Improved regional coordination

- Launched the Housing KAPS Council to ensure continuity among stakeholders
- Established the Housing Network to ensure improved communication on housing issues and opportunities with 35 people engaged
- Supported the development of the Regional Housing Blueprint and served on the Steering Committee





PROJECTED OUTCOMES BY 2026

- 150 people have joined the housing network
- 25 trained Housing Advocates

KEY STRATEGIES MOVING FORWARD

- **Host two or three housing tours annually** to effectively showcase diverse missing middle housing options, educate stakeholders, and catalyze the development of more income-aligned housing stock, thereby addressing critical housing needs in the community.
- **Grow the Housing Advocates Program to 25 active participants** to strategically amplify community engagement, policy influence, and collective capacity, driving systemic changes that increase access to income-aligned housing.
- **Host two education panels annually** to foster cross-sector collaboration, deepen understanding of housing challenges and opportunities, and provide targeted knowledge-sharing opportunities, supporting partners and employers in addressing systemic housing and educational challenges.
- **Identify new investment and engagement opportunities to empower employers** as key drivers in solving housing challenges, leveraging their resources and influence to directly address workforce housing barriers and expand affordable housing options for their employees and communities.



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

KEY ACCOMPLISHMENTS TO DATE

Baseline analysis of the childcare challenge and employer role completed

- Development of the Employer Childcare Toolkit
- Development of the Business Engagement Childcare Continuum and Assessment Survey
- Completion of a home-based provider focus group to determine operational challenges

Development of programs to support increased employer engagement in the Childcare challenge

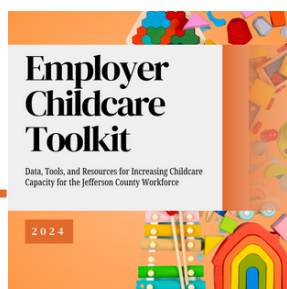
- Family-Friendly Workplace Certification and Badging program pilot complete with 5 pilot businesses

Increased policy engagement at the local and state level

- Establish childcare policy pillars
- Built partnerships with statewide entities to ensure collective advocacy strategies

Improved regional coordination

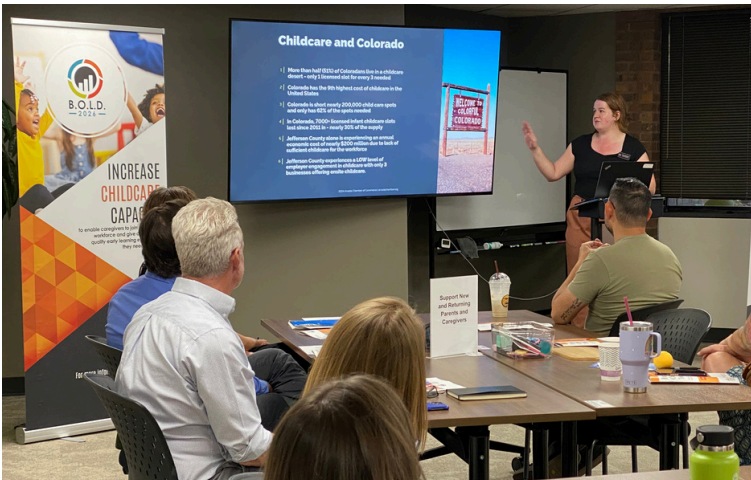
- Launched the Childcare KAPS Council to ensure continuity among stakeholders
- Supported Triad Bright Futures to ensure a robust regional childcare structure
- Hosted a Childcare Summit with 30 attendees



arvadachamber.org/childcare
(303) 424-0313



**FAMILY-FRIENDLY WORKPLACE
CERTIFICATION PROGRAM**



PROJECTED OUTCOMES BY 2026

- 150 people have joined the childcare network
- 25 businesses have been badged as a Family-Friendly Workplace
- 20 Childcare Providers have engaged in a cohort that supports deeper community engagement

KEY STRATEGIES MOVING FORWARD

- **Certify 25 businesses as Family-Friendly workplaces to create a supportive ecosystem for working parents.** This will incentivize employers to implement policies and practices that enhance work-life balance, thereby indirectly improving childcare capacity by reducing the strain on existing childcare services and potentially encouraging the development of new childcare solutions.
- **Utilize Talent Pipeline Management (TPM) to address the shortage of skilled workers** in the childcare industry by fostering an employer-driven, data-informed, and collaborative approach that identifies specific talent needs, develops targeted training programs, and creates clear career pathways to enhance recruitment and retention of qualified professionals.
- **Foster deeper community engagement among 20 childcare providers through a collaborative cohort,** we will strengthen their connections and relationships within the community, leading to enhanced support systems and improved outcomes for children and families in our childcare system.
- **Establish a strategic partnership with EPIC** to increase employer engagement in near-site childcare solutions will significantly improve the childcare system by leveraging EPIC's expertise to guide employers in developing tailored, community-responsive childcare options, thereby expanding access to high-quality care, supporting workforce retention, and fostering a more robust and sustainable early childhood ecosystem.
- **Engage employers and stakeholders through two targeted education programs and tours annually,** cultivating a collaborative ecosystem that addresses childcare challenges, drives systemic improvements, and creates more accessible, high-quality early childhood care solutions for families and communities.
- **Identify new investment and engagement opportunities** to empower employers as key drivers in addressing childcare challenges, leveraging resources to create innovative solutions that expand access to affordable, high-quality childcare.

GOAL 4

Strengthen Business Environment to ensure economic opportunity for all through advocacy

KEY ACCOMPLISHMENTS TO DATE

Improved elected official engagement with the business community

- Averaged 90% elected official engagement through chamber-led events and programs
- Recruited 51 advocates who are willing to testify, resulting in significant growth of testimony provided
- Arvada Chamber Lobbyist Weist Capitol Group advocated for over 20 bills on our behalf at the Capitol during each legislative session

Educated businesses on policy implications

- Provided regular updates before, during, and after the legislative session
- Provided policy implementation training through webinars and blogs

Improved education on how policy decisions impact the economy to the broader community

- An average of 500 business and community leaders attend Community Impact Forums annually
- Thousands of community members viewed the annual Voter Guide published by the Arvada Chamber



2024 Colorado Session: 26 Bills Your Business Needs to Know About

EMPLOYMENT

- HB16-1008 Wage Claims Construction Industry Contractors**
The list of three bills related to the Governor this year. This bill would have placed stringent requirements on contractors to be responsible for wage theft claims and violations placed on a subcontractor.
- HB16-1005 Increasing Protections for Minor Workers**
This bill strengthens child labor laws, and increases fines for violations of current laws.
- HB16-1020 Workers' Compensation Disability Benefits**
This bill focused on disability benefits for workers' compensation injuries, and how those claims are paid. A compromise was reached regarding significantly raising the cap on partial permanent disability payments.
- HB16-1010 Prohibition Against Employee Discipline**
The second of three bills related by the Governor. This bill sought to prohibit an employer from requiring an employee to attend "optional" training meetings.
- HB16-1034 Attorney General Restrictive Employment Agreements**
This bill amends laws to provide the Attorney General with more oversight and enforcement authority over restrictive employment agreements, particularly in the recovery of expenses for recruiting and training workers.

CONSUMER PROTECTION

- HB16-1014 Deceptive Trade Practice Significant Impact Standard**
This bill, proposed recently, would remove the "Significant Public Impact Test" in the Colorado Consumer Protection Act, allowing for any individual to sue a business without having to prove broad-based impact.
- HB16-1022 Consumer Right to Repair Digital Electronic Equipment**
Expanding on current right to repair laws, this bill requires manufacturers like Apple to make it easier for both consumers and independent repair businesses to obtain the equipment necessary to make repairs themselves.
- HB16-1031 Disclosure Mandatory Fees in Advertisements**
This bill, also known as the price transparency bill, outlines advertising a price for a product, good, or service that does not include all mandatory or non-discretionary fees or charges, and makes it a deceptive trade practice.
- HB16-1019 Consumer Protections for Artificial Intelligence**
This bill, also known as the Colorado Artificial Intelligence (AI) Act, makes Colorado the first US state to enact legislation that regulates the use and development of AI systems.

CHILD CARE

- HB16-1023 Improved Access to the Child Care Assistance Program**
House Bill 1023 is aimed at helping to increase access to child care, which keeps workers in the workforce by making childcare more affordable. This is tied to the federally funded Child Care Assistance Program.
- HB16-1027 Programs for the Development of Child Care Facilities**
The bill aims to help fund child care and improve affordability. This bill worked to address supply by creating a Childcare Facility Development Toolkit and implementing grant programs.
- HB16-1030 Family Affordability Tax Credit**
To address costs of childcare, this bill provides a tax credit of \$3,000 per child to low- and middle-income taxpayers.

2024 Voter Guide



PROJECTED OUTCOMES BY 2026

- 250 people have joined the Advocacy Network
- 90% of crucial elected officials are engaged
- 25 business leaders have provided testimony

KEY STRATEGIES MOVING FORWARD

- **Implement quarterly strategic events to engage elected officials,** a comprehensive candidate bootcamp, and personalized one-on-one interactions, cultivating a robust, informed, collaborative network of elected officials empowered to drive meaningful policy innovations and strengthen community representation with our economy in mind.
- **To enhance election awareness,** we will organize engaging candidate forums and produce comprehensive voter guides that empower voters with accurate information, thereby fostering informed decision-making and increased civic participation in the electoral process.
- **Strategically expanding our Advocacy Network** through active polling, targeted education initiatives, strategic testimony engagement, and cultivating robust relationships with elected officials, we will create a dynamic, informed, and influential platform that amplifies grassroots voices and drives policy change.
- **Expand how we advocate for business-friendly policies while simultaneously providing comprehensive education on compliance and implementation strategies,** ensuring that passed legislation is effectively understood and executed by the business community.



GOAL

5

Strengthen Business Environment to ensure economic opportunity for all through entrepreneurship

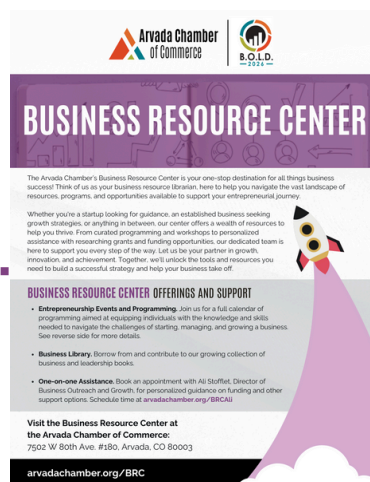
KEY ACCOMPLISHMENTS TO DATE

Increased business engagement in education and business growth programs

- The Business Resource Center opened in the Summer of 2025, with 16 sessions across seven programs with 113 guests and an 86% show rate
- 30 individual business coaching sessions have been completed

Increased access to data and resources for business

- Relationships have been formed with subject matter experts and leaders to ensure appropriate connections
- SizeUp Arvada was launched to provide businesses with real-time market data to support their business growth and over 4,000 users have accessed the data





PROJECTED OUTCOMES BY 2026

- 400 unique businesses have accessed services through the Business Resource Center
- 1,500 individuals have received services through the Business Resource Center
- 200 people have received one-on-one coaching or mentoring
- 1,750 have joined the Entrepreneurship Network
- 4,000 businesses have accessed data through SizeUp

KEY STRATEGIES MOVING FORWARD

- **The launch of our business mentorship program** will empower aspiring entrepreneurs by providing personalized guidance and resources, fostering a supportive community that will enhance skills, boost confidence, and drive sustainable business growth.
- **Leadership 2.0 will elevate emerging leaders** by providing advanced management skills, insights, and tools through immersive training and networking opportunities.
- **Complimentary office hours with experts** in HR, Finance, Law, Technology, and other critical business domains will provide entrepreneurs and business leaders with direct access to specialized knowledge and guidance.
- **The implementation of topic-specific cohorts** focusing on various business frameworks, including the Entrepreneurial Operating System (EOS), will equip business leaders with a diverse toolkit of structured approaches for organizational alignment, strategic planning, and effective execution.
- **The Deep Dive Series** will provide business leaders with targeted, expert-led learning experiences on the most critical and emerging business topics, delivered through a regular cadence of interactive sessions that will enhance strategic thinking, accelerate problem-solving skills, and enable organizations to navigate complex challenges and drive sustainable growth proactively.
- **Expand our curated collection of business resources and data analytics tools**, we will empower entrepreneurs and business leaders with comprehensive, up-to-date information and insights, enabling them to make more informed, data-driven decisions that enhance operational efficiency, mitigate risks, and drive strategic growth in their respective industries.

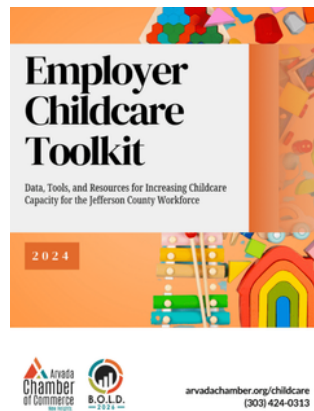


Resources



WORK-BASED LEARNING TOOLKIT

arvadachamber.org/wbltoolkit



CHILDCARE TOOLKIT

arvadachamber.org/childcaretoolkit



BUSINESS RESOURCE CENTER

arvadachamber.org/BRC



HOUSING TOOLKIT

arvadachamber.org/housingtoolkit



HOUSING ADVOCATE WORKBOOK

arvadachamber.org/housingadvocate



SIZEUP ARVADA

arvadachamber.org/sizeup

B.O.L.D. 2026 KAPS COUNCILS

TALENT KAPS COUNCIL

- Ben Gerig, *Colorado Succeeds*
- Brad Rupert
- David Carroll, *Jefferson County Economic Development Corporation*
- Dr. Danielle Varda, *Visible Network Labs*
- Heather Waldron, *Jeffco Public Schools*
- Matt Sweeney, *Red Rocks Community College*
- Michelle Foley, *Jefferson County Government*
- Rachel Almond, *Jeffco Public Schools*

ADVOCACY KAPS COUNCIL

- Aimee Skul, *Aimee Skul Insurance Agency*
- Chad Wilcox, *Credit Union of Colorado*
- Christine Jensen, *Fairway Independent Mortgage Corporation*
- Dan Cupit, *Professional Construction Services*
- Daryl L Christensen, *WealthClarity*
- Edward Rothschild
- Henry C. Kyle III, *The Kyle Group*
- Jim Whitfield, *Arvada Fire Protection District*
- Joni Inman, *Front Range PharmaLogic*
- Katie Winner, *For The Win Communications, Ltd.*
- Larry Barker, *Sonsio*
- Lindsay Reinert, *Intermountain Health Lutheran Hospital*
- Mark Petrovich, *Republic Services*
- Mike Litzau, *Arvada Sunrise Rotary*
- Miranda Madden, *Climb Credit Union*
- Rachel Jaakkola, *Barber-Nichols*
- Scott Phillips, *Common Spirit Health/St. Anthony's Hospital*
- Tracy Kraft-Tharp, *Jefferson County Government*
- William Sheridan, *SFinvest Real Estate*

CHILDCARE KAPS COUNCIL

- Alethea Gomez, *Executives Partnering to Invest in Children (EPIC)*
- Avani Halusan, *Kiddie Academy*
- Jennifer Kroetch, *Red Rocks Community College*
- Jennifer Anton, *Triad Bright Futures*
- Joel Newton, *Edgewater Collective*
- Jenny Gonzales, *Hope House Colorado*
- Carrie Kennedy, *Miss Carrie's Child Care*
- Pat Bolton, *Triad Early Childhood Council*
- Peter Coffin, *Jovie/Bright Horizons*
- Rachel Jaakkola, *Barber-Nichols*
- Rachel Mexiner, *Jeffco Head Start*
- Sam Holan, *Evertree Insurance*
- Vee Duran, *Apex Parks and Recreation District*

HOUSING KAPS COUNCIL

- Cassie Ratliff, *Family Tree*
- David Gresswell, *LivaNova*
- Jessica Garner, *City of Arvada*
- Liz Kistler, *Equalized Productions*
- Lisa Steven, *Hope House Colorado*
- Amy Case-Miranda, *Foothills Regional Housing*
- Jackie Weinhold, *West + Main Realty*
- Karen Allen, *BeyondHome*

ENTREPRENEURSHIP KAPS COUNCIL

- Barb Stevens, *EOS Worldwide*
- Chris Hill, *Odyssey Beerwerks*
- Clinton Webb, *Agave Studios*
- Jared Faris, *Faris Consulting*
- Mollie Gilligan, *Payroll Vault*
- Sarah Miley, *Arvada Economic Development Association*
- Tetiana Kolcheva, *Summit Cleaning*



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