



# COLORADO BLUEPRINT

A bottom-up approach to economic development

Advancing Colorado



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# Colorado

Office of Economic Development and International Trade

To the committed business-people, workers, elected officials, community leaders and people of Colorado,

Thank you for your dedication to the economic vitality of Colorado, and your participation in developing this Blueprint. We were ambitious months ago, on Inauguration Day, when we signed Executive Order 3 – Implementing a Statewide Economic Development Strategy. Our goal was to listen to Coloradans from all 64 counties on the needs, priorities, vision, strengths and weaknesses of our local economies. And we did.

We met publicly more than 5,000 Coloradans across the state and received specific comments from more than 8,600 people through an online survey. Every county submitted a summary of its local economic development priorities and challenges to our Office of Economic Development and International Trade (OEDIT). Citizens and community leaders in each county came together to reach consensus on shared economic development priorities in their respective regions. We admire the amazing spirit of collaboration.

We are very grateful for your commitment to this process and appreciate the time and effort you dedicate to Colorado. We ask that you stay intent on building new and stronger relationships within your local and regional communities, as well as with state government.

The priorities reflected in this Blueprint are yours. We are excited to see so many of you already working on these initiatives. True progress will happen on a local level.

We hope you will stay involved in our collective effort to develop economies across Colorado. Success breeds more success, and communities that embrace collaboration will reap the benefits.

This Blueprint describes the key ways the executive departments and our Cabinet can add value to your local economic development efforts. We believe passionately in the entrepreneurial spirit that exists in every Colorado community and we need your advice, suggestions, criticisms, and ideas as we move forward. These last six months are just the beginning of an ongoing conversation about how Colorado's economy will evolve. We are committed to a collaborative approach to economic development and look forward to continuing to work closely with each and every one of you.

Sincerely,  
John Hickenlooper



# Colorado

Office of Economic Development and International Trade

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# Colorado

Office of Economic Development and International Trade

## Acronym Key

### Acronym Key:

OEDIT	Governor's Office of Economic Development and International Trade	CSU	Colorado State University
OSPB	Governor's Office of State Planning and Budget	CU	University of Colorado
OPR	Governor's Office of Policy and Research	CCI	Colorado Counties, Inc
OIT	Governor's Office of Information Technology	CML	Colorado Municipal League
GEO	Governor's Energy Office	SDACO	Special Districts Association of Colorado
CDLE	Colorado Department of Labor and Employment	CASB	Colorado Association of School Boards
CWDC	Colorado Workforce Development Council	COGs	Regional Council of Government groups
CDOT	Colorado Department of Transportation	WTCD	World Trade Center Denver
CDPHE	Colorado Department of Public Health and Environment	USEAC	United States Export Assistance Center
CDHE	Colorado Department of Higher Education		
CDE	Colorado Department of Education	Three E Agenda	Efficient, Effective and Elegant
CTO	Colorado Tourism Office	Executive Order D 2011-003	Implementing a Statewide Economic Development Strategy (Launched the "bottom-up" economic development process)
DoLA	Colorado Department of Local Affairs	Executive Order D 2011-004	Creating the Governor's Trade and Tourism Ambassador Program
CDOR	Colorado Department of Revenue	Executive Order D 2011-005	Establishing a policy to Enhance the Relationship between State and Local Government (No "Unfunded Mandates")
CDA	Colorado Department of Agriculture	Executive Order B 2011-010	Creating the Governor's Education Leadership Council
DNR	Colorado Department of Natural Resources	CO-EXist Program	OEDIT program to support business exchanges between Colorado companies and business, government, and industry leaders in China and Mexico in the targeted area of sustainable and environmental technologies
DMVA	Colorado Department of Military and Veterans Affairs	CEDG	Colorado Export Development Grant program
DORA	Colorado Department of Regulatory Agencies		
SIPA	Statewide Internet Portal Authority		
SBDC	Small Business Development Center		
SBA	Small Business Administration (Federal)		
CBA	Colorado Bankers' Association		
IBC	Independent Bankers of Colorado		
CAGGL	Colorado Association of Government Guaranteed Lenders		
NREL	National Renewable Energy Laboratory		
CREED	Colorado Center for Renewable Energy and Economic Development		
CCIA	Colorado Cleantech Industry Association		
CBSA	Colorado Bioscience Association		
CAMT	Colorado Association of Manufacturing and Technology		
CSIA	Colorado's Technology Association		



Since Jan. 11, 2011, the Hickenlooper Administration has engaged more than 5,000 Coloradans from all 64 counties in developing a comprehensive and collaborative approach to economic development. A state team composed of representatives of a dozen state agencies and statewide organizations traveled more than 6,000 miles to gather input from every corner, valley and plain that makes up Colorado.

Every county put together a summary expressing the needs, priorities, vision, strengths and weaknesses of its local economy. These county summaries were rolled up into 14 regional statements. Based on the county and regional input, we identified the following six focus areas to promote economic development in Colorado:

### I. Build a Business-Friendly Environment

- Coloradans deserve a government that is responsive to their concerns and priorities, is frugal with their tax dollars and promotes economic development. That means knowing when to regulate, how to regulate, and when to get out of the way. This is one of the important roles of government. To this end, the Hickenlooper Administration is focused on the Three E's of good government: efficiency, effectiveness and elegance.

### II. Recruit, Grow and Retain Businesses

- Colorado is a great place to do business. Through more targeted marketing of the state, as well as increased coordination within the economic development community, Colorado is poised for economic growth. It is also important to build on existing successes, such as the Sustainable Main Streets pilot program championed by the Department of Local Affairs to ensure economic vitality in communities and on main streets in every corner of Colorado.

### III. Increase Access to Capital

- Every single county and region expressed the need for capital formation and increased access to capital, whether that takes the form of debt financing, equity investment or access to grants – and often all three. The state is expanding current venture and angel capital programs, while also designing a new cash collateral program to support businesses trying to get operating loans.

### IV. Create and Market a Stronger Colorado Brand

- Colorado is one of the best states to live in or visit, being a premier place to work, play, explore and conduct business. Together, people across Colorado can define a vision for how we preserve and enhance the Colorado Advantage. A common brand and vision for all of Colorado will provide a strong foundation for increasing Colorado's market share in overnight visitors, relocating companies and direct investment—both on a nationally, and globally.

### V. Educate and Train the Workforce of the Future

- One of Colorado's key economic drivers—and selling points to potential business—is a highly-educated population and world-class institutions of higher education. To maintain and grow this globally competitive workforce, we need a strong and coordinated education system including workforce, that leverages the boot-strapping “can-do” attitude of all Coloradans.

### VI. Cultivate Innovation and Technology

- There is a strong spirit of innovation found around Colorado, with lots of bright and adventurous people making discoveries and working to get new ideas to thrive. Most regions of the state require improved communications technologies, including broadband, as a foundation of economic development and innovation.

**This is not a comprehensive collection of all-encompassing end-goals for all of Colorado, but rather a first set of achievable objectives to undertake together.** It is a working document which means plans and partner names may change as needed. We need public engagement and analysis, especially on the actions undertaken to “move the needle” in these six focus areas. We want to continue to update and adapt this blueprint through sustained conversations about what Colorado's economy should look like in the future. Together we can achieve measurable progress on our initiatives, and build the momentum needed to drive economic recovery.

We are committed to collaboration. We will return to every region four times in the next three years (every nine months) to evaluate and celebrate measurable progress on state, regional and county work plans. As we hit targets, we will desire new goals for the upcoming nine months. Through these feedback loops, state and local leaders will maintain open lines of communication and become better partners in supporting entrepreneurship and job creation across Colorado.

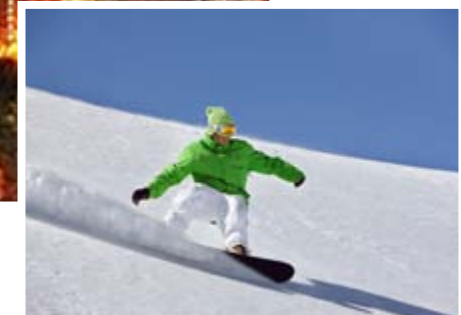
Special Note: During the “bottom-up” process, we captured thousands of valuable inputs and comments across a wide range of topics. A significant number of these comments and priorities will live at a local or regional level, where they can gain maturity and momentum and possibly be elevated to the Blueprint at a later date.

# Colorado

Office of Economic Development and International Trade

Vision

**The Colorado Advantage.** Colorado is one of the premier places to live, explore, work and conduct business. It is a state where the best and the brightest from around the world come to work hard and play hard. Colorado's economy and dynamic institutions of higher education are matched by diverse communities from urban to suburban and rural. Compared to any other state in the country, Colorado is home to the healthiest, most active people who take advantage of the unparalleled variety and quality of our natural beauty and outdoor recreation opportunities. We have important natural resources to help fuel America, and one of the highest-educated workforces in the world. Colorado is home to some of the world's finest artists, musicians and athletes who can be seen in any number of galleries, theaters and stadiums. Colorado's culture and lifestyle together with a friendly business climate and reasonable cost of living provide the rewards of life and business no other state can match. This is the Colorado Advantage.



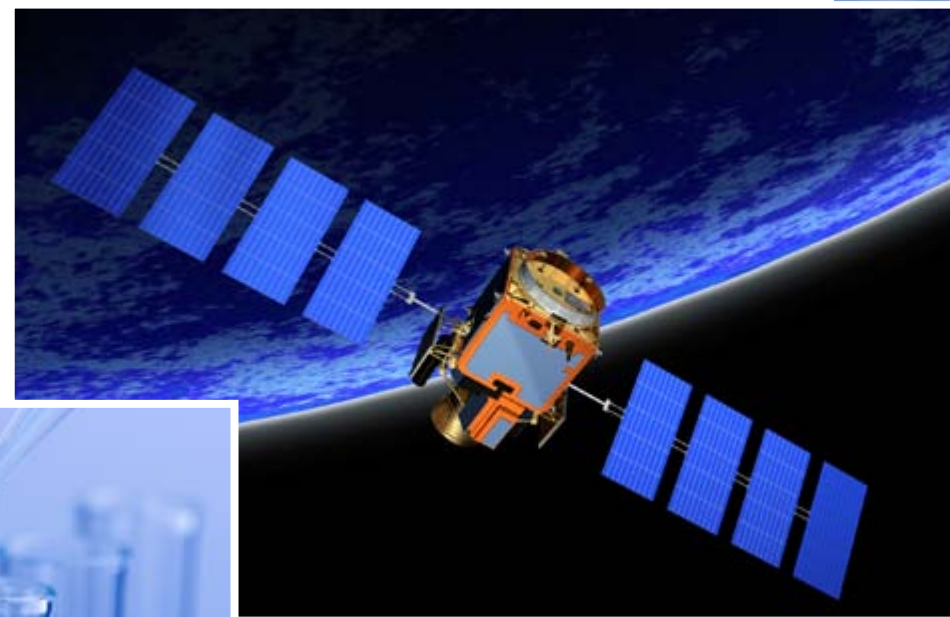


# Colorado

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State of Mind

**Innovation.** The Colorado Blueprint recognizes the power of the innovative spirit we all share. Colorado is a hotbed of innovation, creativity, service and fresh-thinking. Our entrepreneurs imagine new products and services; our researchers make discoveries that push the limits of science and develop new technologies; and philanthropists from the private sector forge unique partnerships with our P-20 education system. The Hickenlooper Administration is committed to policies that promote innovation and creative problem-solving. Given limited resources—across both the public and private sectors—we need business and government to be open to new ways of doing things and new opportunities for collaboration. This perspective is familiar to Coloradans. It is reflected in our history and our tradition across many diverse cultures. More important, it is also crucial to a strong economic recovery and our progress as a state.



# Colorado

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Commitment

## Colorado Partnership Pact

Relationships and lines of communication are at the foundation of collaboration between state and local leadership. The “bottom-up” approach used to develop this statewide economic development strategy is a dynamic process that will continue to evolve as we pursue economic recovery together. Success will be achieved with both state and local leadership embracing

responsibility and accountability for attaining and surpassing the stated goals in economic development. Success breeds more success and communities that embrace collaboration reap the benefits.



We will follow these six focus areas to promote economic development in Colorado

### I. Build a Business-Friendly Environment

- A. Change culture of issuing unfunded mandates to local governments (Executive Order D 2011-005)
- B. Increase level of customer service and responsiveness of state government
- C. Work closely with local governments to create a more uniform tax and fee procedure
- D. Initiate and pursue legislative changes that improve efficiency and effectiveness in government

### II. Recruit, Grow and Retain Businesses

- A. Aggressively recruit domestic and international companies and actively retain and grow Colorado companies
- B. Develop and implement statewide protocols and procedures for company attraction and prospecting
- C. Define and pursue industry clusters key to economic growth across Colorado, helping to retain businesses
- D. Amplify and coordinate downtown and main street development in communities across Colorado

### III. Increase Access to Capital

- A. Enhance access to capital and debt financing for small businesses
- B. Stimulate private investment with expanded venture and "angel" capital programs
- C. Promote increased communication between banking and business communities
- D. Approve up to two Regional Tourism Act (RTA) project applications

### IV. Create and Market a Stronger Colorado Brand

- A. Strengthen and promote the Colorado brand
- B. Launch an initiative to craft a short-term and long-term vision for Colorado
- C. Engage industry partners in marketing and promoting Colorado
- D. Develop heritage and cultural tourism and agritourism across Colorado

### V. Educate and Train the Workforce of the Future

- A. Align the efforts of education, workforce training and economic development across state agencies and stakeholders
- B. Create a demand-driven workforce system matching Colorado's workforce assets to upcoming needs of business
- C. Prepare Colorado youth for full participation in the increasingly demanding and competitive economy (Executive Order B-2011-010)
- D. Increase availability of quality entrepreneurial training

### VI. Cultivate Innovation and Technology

- A. Improve telecommunications technologies and access across Colorado
- B. Establish cluster-focused Information Technology Economic Development Advisory Council
- C. Implement the Governor's Innovation Initiative and Innovation Network
- D. Export Colorado's innovation-based services and products



# Colorado

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## I. Build a Business-Friendly Environment

The Hickenlooper Administration is focused on the Three E's of good government: **efficiency**, **effectiveness** and **elegance**. Over the last six months, the administration initiated conversations throughout Colorado about what the role of government needs to be, now and in the future. Coloradans deserve a government that is responsive to their concerns and priorities, is frugal with their tax dollars and promotes economic development. That means knowing when to regulate, how to regulate, and when to get out of the way. This is one of the important roles of government.

Every state agency should be engaged in identifying and eliminating red tape and unreasonable barriers to doing business. Change will not come overnight, but the Hickenlooper Administration has spent its first months laying a foundation for changing the culture of government. This Blueprint identifies actions that state, local and private sector leaders can take together to make government a more effective partner in economic development.

Every county-level meeting, county summary and regional meeting highlighted the need to eliminate red tape and barriers to business.

# Colorado

Office of Economic Development and International Trade

## I. Build a Business-Friendly Environment

Action	I.A. Change culture of issuing unfunded mandates to local governments (Executive Order D 2011-005)	I.B. Increase level of customer service and responsiveness of State Government	I.C. Work closely with local governments to create a more uniform tax and fee procedure	I.D. Initiate and pursue legislative and administrative changes that improve efficiency and effectiveness in government
<b>Goal</b>	For Colorado to be seen as the best state in the nation for effective state-local government relations	To build trust in government and adopt a culture of urgency and empathy in serving the people, businesses and communities of Colorado	To address the lack of uniformity in how sales tax and income tax are collected across jurisdiction and help the business community prosper	To use legislation, executive order and internal rule-making, as appropriate, to reduce red tape and increase government efficiency and effectiveness
<b>Details</b>	<ul style="list-style-type: none"> <li>Implement a proactive process for engaging local governments regarding new rules and regulations to ensure that no unfunded mandates are issued to local governments (Executive Order 5)</li> <li>Engage local governments for feedback with an online, paperless system</li> <li>Assemble a working group including cabinet members and the executive directors of CML, CCI, SDACO, and CASB to advise the process and provide accountability</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with OIT and SIPA to lead a cross-agency round-table on improving and strengthening online presence of each state office or agency</li> <li>Encourage cross-agency partnerships and relationship-building</li> <li>Conduct internal evaluations of each state office or agency regarding efficiency and effectiveness.</li> <li>Establish a rules and regulations call-center within DORA</li> <li>Design and implement a case-management system to handle red tape in all agencies</li> <li>Pits and Peeves roundtable discussions with industry</li> <li>Require all members of the Senior Executive Service to re-interview for their jobs</li> </ul>	<ul style="list-style-type: none"> <li>Establish a working group with local governments and the private sector to define opportunities to improve filing process for state and local taxes</li> <li>Pay special attention to businesses that currently file state and local taxes in multiple jurisdictions, using multiple processes</li> <li>Be considerate of local control issues in pursuit of a more efficient, effective and uniform tax filing system through leveraging of technology and sharing of information.</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement periodic rule review mechanism for all agencies</li> <li>Streamline process for cost-benefit analyses in connection to rule-making</li> <li>REAL Colorado partnership of CCI, CDHS and HCPF to make the human services system more responsive, efficient and accountable</li> <li>Identify opportunities for legislative and administrative fixes from "bottom-up" input, Pits &amp; Peeves roundtables, internal audits of state agencies, sunset provisions</li> </ul>
<b>Partners (Lead)</b>	<ul style="list-style-type: none"> <li>Executive Director of DoLA</li> <li>Executive Director of OSPB</li> <li>Director of Policy and Initiatives</li> <li>Additional Cabinet members, self-selected</li> <li>Executive Director of CML</li> <li>Executive Director of CCI</li> <li>Executive Director of SDACO</li> <li>Executive Director of CASB</li> </ul>	<ul style="list-style-type: none"> <li>Governor's Chief of Staff and Deputy Chief of Staff</li> <li>Executive Director of DORA</li> <li>Governor's change-management advisor</li> <li>Executive Director of SIPA</li> <li>Secretary of Technology/Chief Information Officer</li> <li>Executive Director of OEDIT</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of CDOR</li> <li>Executive Director of SIPA</li> <li>Executive Directors of CML, CCI, SDACO, and CASB</li> </ul>	<ul style="list-style-type: none"> <li>Chief Policy and Political Director</li> <li>Legislative Services Director</li> <li>Executive Directors of DORA, CDHS, HCPF</li> <li>Governor's Legislative Liaison</li> <li>Legislative Work Group: Governor, Chief of Staff, General Counsel, all department Directors</li> <li>Industry Associations: Executive Directors</li> <li>Executive Directors of CML, CCI, SDACO and CASB</li> <li>Governor's Boards and Commissions</li> <li>County Directors of Human Services</li> </ul>
<b>Measurable Outcomes</b>	<ul style="list-style-type: none"> <li>Strong attendance and participation by state and local governments</li> <li>Number of intergovernmental issues addressed</li> <li>Satisfaction of local governments</li> </ul>	<ul style="list-style-type: none"> <li>Number of state offices or agencies enhancing and improving web presence</li> <li>Each office or agency establishes a goal to reduce cycle time for permits and applications that they govern</li> <li>Each Executive Director to identify 3 opportunities to specifically increase customer service within their office or agency</li> </ul>	<ul style="list-style-type: none"> <li>Thorough analysis of ideas for the development of a uniform process to apply for and pay business and income taxes within Colorado</li> </ul>	<ul style="list-style-type: none"> <li>Number of regulatory reforms</li> <li>A human services system that is responsive, efficient and accountable (REAL Colorado)</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Executive Order 5 issued January 2011</li> <li>Working group assembled for monthly meetings in March 2011</li> <li>Launch online process Sept. 1, 2011</li> <li>Quarterly meetings of working group</li> </ul>	<ul style="list-style-type: none"> <li>Complete internal evaluations by Nov. 2011 and announce new efficiencies each year</li> <li>SIPA and OIT to host office or agency website roundtable by Nov. 2011</li> <li>DORA's call center launched by September 2011</li> </ul>	<ul style="list-style-type: none"> <li>Working group established by Oct. 2011</li> <li>Recommendations developed by mid-2012</li> <li>Implementation of new tax-filing system by 2013</li> </ul>	<ul style="list-style-type: none"> <li>Pits and Peeves meetings done by August 2011 and repeated as needed</li> <li>A legislative agenda for the 2012 legislative session drafted by September 2011</li> <li>An ongoing executive order agenda</li> </ul>



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## II. Recruit, Grow and Retain Businesses

Colorado is a great place to do business. Colorado has a superb quality of life and unparalleled opportunities for recreation in addition to a highly-educated and competitive workforce. These are key attributes for recruiting new businesses, as well as retaining and growing existing Colorado businesses. Through more concerted marketing of Colorado, as well as increased coordination within the economic development community, Colorado is poised for economic growth.

The 64 county summaries and 14 regional statements illustrate how businesses, suppliers and institutions are concentrated in a diversity of industries, defining a number of competitive clusters in Colorado. Across the state, people talked about the importance of **energy** development. There is broad support for renewable energy and **cleantech** around the state, as well as recognition of the continued importance of fossil fuels, and the need to bring innovation to traditional fuels. **Agriculture** appeared in a variety of contexts,

as part of our heritage, but also including high-tech ranching and farming practices, urban food systems and local food security. People also noted **military** installations as a key economic driver, bolstering Colorado's **aerospace** and **IT – software** industries, as well as supporting local contractors. People also mentioned **bioscience** and the increasing demand for **healthcare**; careers in **creative industries**—identified as the fifth-largest sector in the Colorado economy in a 2008 study; **aviation**—DIA is one of the busiest airports in the world; **broadcasting & telecommunications**—the Mountain Time Zone is one satellite bounce from almost anywhere in the world; and **financial services**—Colorado being home to the “Wall Street of the West”. Across the board, we recognize the broad diversity of **small businesses** and **manufacturing** plants in Colorado. Supporting these companies and their workforce is an important goal in Colorado's growth and retention strategy.

# Colorado

Office of Economic Development and International Trade

## II. Recruit, Grow and Retain businesses

Action	II.A. Aggressively recruit domestic and international companies and actively retain and grow Colorado companies	II.B. Develop and implement statewide protocols and procedures for company attraction and handling prospects	II.C. Define and pursue industry clusters key to economic growth across Colorado helping to retain businesses	II.D. Amplify and coordinate downtown and main street development in communities across Colorado
<b>Goal</b>	To attract growing companies to bring their business to Colorado and support the health and growth of Colorado businesses	To be more successful in bringing companies to Colorado	To have strategic focus on the industries key to Colorado's economic growth	To aid and assist in the strengthening of downtowns and main streets across Colorado
<b>Details</b>	<ul style="list-style-type: none"> <li>Identify strategic companies to target across the country and world</li> <li>Arrange domestic and international trade missions to meet with target companies</li> <li>Target Colorado businesses that have a high likelihood of growth, including companies with a major presence in Colorado, but headquartered elsewhere</li> <li>Look to local suppliers and providers first</li> <li>Coordinate with local economic development organizations on effective business growth and retention activities</li> <li>Design a 1-stop shop for business resources</li> </ul>	<ul style="list-style-type: none"> <li>Develop greater communication between state, regional and local communities</li> <li>Enhance available information to people in economic development community, including through a series of OEDIT seminars</li> <li>Conduct post-process interviews with prospects that are not converted to learn from our mistakes and understand Colorado's shortfalls</li> <li>Create and use a statewide code of ethics for prospecting companies</li> <li>Outline the role of each state agency in business prospecting, reducing the points of contact a business makes</li> </ul>	<ul style="list-style-type: none"> <li>Align the focus of OEDIT with the stated priorities of the major economic development organizations around the state</li> <li>Assemble working groups including private sector and economic development partners to develop business plans for growing the Colorado economy in key industry clusters</li> <li>Develop consistent messaging among economic development organizations across Colorado regarding the target industry clusters</li> <li>Recognize industry clusters key to regional and local economies</li> </ul>	<ul style="list-style-type: none"> <li>Build upon successful pilot communities in DoLA's Sustainable Main Streets initiative with a competitive selection process</li> <li>Promote Creative Districts, as defined by HB 11-1031, to support the creative industries and arts and cultural activities as a community and economic development strategy</li> <li>Increase coordination and cooperation of state agencies in supporting downtown development</li> <li>Special attention to main streets that are state highways and managed by CDOT</li> </ul>
<b>Partners (Lead)</b>	<ul style="list-style-type: none"> <li>Executive Director of OEDIT and Director of Global Business Development Division</li> <li>Secretary of Technology/Chief Information Officer</li> <li>Director of Business Planning and IT Economic Development for OIT</li> <li>Chief of Staff for the Governor</li> <li>GEO, CDA, DMVA, CDLE, CWDC, SIPA</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of OEDIT and Director of Global Business Development Division</li> <li>Secretary of Technology/Chief Information Officer</li> <li>Relevant state agencies</li> <li>CDLE and Local Workforce Regions</li> <li>Economic development community, Local governments, Chambers of Commerce, Industry associations, Business executive community</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of OEDIT</li> <li>Secretary of Technology/Chief Information Officer</li> <li>Manager of Communications and External Affairs (OEDIT)</li> <li>Director of Business Planning and IT Economic Development (OIT)</li> <li>Economic development community</li> <li>Industry associations</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of DoLA</li> <li>Director of Colorado Creative Industries (CCI in OEDIT)</li> <li>Director of Division of Local Government (DoLA)</li> <li>Executive Director of CDOT</li> <li>Downtown Colorado, Inc.</li> <li>Community champions</li> <li>Local governments</li> </ul>
<b>Measurable Outcomes</b>	<ul style="list-style-type: none"> <li>Target list of companies</li> <li>Number of net new jobs from companies recruited to Colorado</li> <li>Number of net new jobs from expanding Colorado companies</li> <li>Online 1-stop shop</li> </ul>	<ul style="list-style-type: none"> <li>Statewide prospecting protocol</li> <li>Statewide prospecting 'Code of Ethics'</li> <li>Statewide 'Ethical Prospecting Pledge' to be signed by local officials</li> <li>Six OEDIT seminars per year for economic development community</li> </ul>	<ul style="list-style-type: none"> <li>A list of key statewide industry clusters</li> <li>Business plans for how to grow each key industry sectors</li> <li>Number of net new jobs in each sector</li> </ul>	<ul style="list-style-type: none"> <li>Identify up to four communities for Sustainable Main Street Development, with each community determining its own desired outcomes</li> <li>Establish two or more Creative Districts and five or more Colorado municipalities that specify growth of creative industries &amp; arts and cultural activities in their long-term economic development strategic plans</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Trade missions every 4-6 months: to California in Oct 2011; to Mexico and Colombia end of 2011; to Asia in early 2012</li> <li>Develop target list of existing companies by end of 2011</li> <li>Cohesive state-level business growth and retention plan based on strategic clusters outlined by October 2011</li> <li>1-stop shop portal structured by end of 2011</li> </ul>	<ul style="list-style-type: none"> <li>Formalize prospecting protocols and code of ethics by September 2011</li> <li>Initiate OEDIT seminars by fall of 2011</li> </ul>	<ul style="list-style-type: none"> <li>List of key statewide industry clusters developed by fall 2011</li> <li>Business plans for four of the key clusters by end of 2011</li> <li>Business plans for all of the key clusters by mid 2012</li> </ul>	<ul style="list-style-type: none"> <li>Identify up to eight Sustainable Main Street Communities by first quarter of 2012</li> <li>Formalize the Creative Districts initiative by early 2012</li> </ul>



# Colorado

Office of Economic Development and International Trade

## III. Increase Access to Capital

As Colorado's economy recovers from the current economic recession, capital markets are only just beginning to thaw. Every county and region expressed the need for capital formation and increased access to capital, whether that takes the form of debt financing, equity investment or access to grants and often all three. The opportunities for making an impact include strengthening relationships with the banking community,

administering federal grant money effectively, exploring innovative tax and revenue policies and building a Colorado-based venture capital fund. The State is committed to making a best effort to increase capital formation in the near term, while recognizing that there are many systemic challenges beyond the State's control.



# Colorado

Office of Economic Development and International Trade

## III. Increase Access to Capital

Action	III.A. Enhance access to capital and debt financing for small businesses	III.B. Stimulate private investment with expanded venture and angel capital programs	III.C. Promote increased communication between banking and business communities	III.D. Approve up to two Regional Tourism Act (RTA) project applications
<b>Goal</b>	To support viable small businesses' access to capital by strengthening and expanding state programs that support lending to small business	To increase equity investment in Colorado start-up companies	To improve understanding of the current lending climate in Colorado	To help finance large-scale regional tourism project(s) that substantially increase out-of-state tourism
<b>Details</b>	<ul style="list-style-type: none"> <li>Applied for federal State Small Business Credit Initiative (SSBCI) funds in June 2011</li> <li>Use SSBCI grant to fund the Colorado Credit Reserve (CCR) Program with up to \$1 million to match loan loss reserve contribution to banks enrolled in the program</li> <li>Use SSBCI grant to create a new Cash Collateral Support Program with up to \$15 million to be used as additional collateral for companies seeking operating loans</li> <li>Examine opportunity for an increase in the budget for EDC incentives</li> </ul>	<ul style="list-style-type: none"> <li>Continue investing in Colorado companies through the Venture Capital Authority's Colorado Fund 1 and Colorado Fund 2</li> <li>Venture Capital Investment Advisory Committee evaluating options for a new venture capital program including Fund of Funds, Strategic Investors or Angel Investing</li> <li>Explore opportunity to fund the Colorado Innovation Investment Tax Credit Program through the State Small Business Credit Initiative (SSBCI) grant</li> </ul>	<ul style="list-style-type: none"> <li>Bring together the banking and business communities</li> <li>Survey lenders on what government programs they use, as well as what government programs they avoid, to identify areas that need improvement</li> <li>Survey businesses to identify the area(s) of greatest need in the capital market</li> <li>CAGGL to share best practices</li> <li>CAGGL, CBA and IBC to identify the best ways to continue the conversation</li> </ul>	<ul style="list-style-type: none"> <li>Local governments apply independently or partner across jurisdictions within a region</li> <li>The EDC can approve of up to two projects in the years of 2011, 2012 and 2013—a total of six projects, based on recent legislation</li> <li>The total sales tax revenue dedication to all projects combined can be up to \$50 million (present value) in a given year</li> <li>The Governor has final say in approval and legislation is subject to review</li> </ul>
<b>Partners (Lead)</b>	<ul style="list-style-type: none"> <li>Director of Business Finance Division (OEDIT)</li> <li>Executive Director of OSPB</li> <li>Manager of Business Finance, CHFA</li> </ul>	<ul style="list-style-type: none"> <li>Director of Business Finance Division (OEDIT)</li> <li>Manager of Business Finance, CHFA</li> <li>High County Venture Capital, LLC</li> <li>Chair of Advisory Committee on Venture Capital Investment</li> </ul>	<ul style="list-style-type: none"> <li>Director of Business Finance Division (OEDIT)</li> <li>Community Development Senior Advisor, Federal Reserve Bank of Kansas City</li> <li>Banking and Securities Commissioner (DORA)</li> <li>President/CEO of Colorado Banker's Association,</li> <li>Colorado Association of Government Guaranteed Lenders and Independent Bankers of Colorado</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of OEDIT</li> <li>Board of the Economic Development Commission (EDC)</li> <li>Deputy Director of OEDIT/Director of the Business Finance Division (OEDIT)</li> <li>Governor's Office of Policy and Research</li> </ul>
<b>Measurable Outcomes</b>	<ul style="list-style-type: none"> <li>Number of companies that get loans because of the programs</li> <li>Amount of private capital leveraged by these loan</li> <li>Leverage private investment at a rate of 10:1</li> </ul>	<ul style="list-style-type: none"> <li>Continued solvency of Colorado Fund 1 and Colorado Fund 2</li> <li>Amount of private capital leveraged by CIITC</li> <li>Percent of investors who cite CIITC as the reason for making an angel investment</li> <li>Size of the fund(s) established by Venture Capital Investment Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>More than 130 banks represented at July 7 Lender Summit</li> <li>Survey results from lenders and business</li> <li>Number of banks that change lending behavior</li> <li>Increased number of government guaranteed loans like SBA 7a received by Colorado small businesses</li> </ul>	<ul style="list-style-type: none"> <li>The local government must provide reliable economic data demonstrating the increase in out-of-state tourism</li> <li>The local government must also demonstrate that a significant portion of the sales tax revenue is generated by transactions with nonresidents of the zone</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>SSBCI Grant to be awarded by Fall 2011</li> <li>All programs will be initiated within 90 days of receiving grant award and all dollars will be initially deployed within two years</li> <li>Leverage a total of \$172,334,890 by 2017 with SSBCI funds</li> </ul>	<ul style="list-style-type: none"> <li>Deployment of a financial catalyst by Advisory Committee, mid-2012, based on market conditions</li> <li>CIITC program to be funded by April 2012</li> <li>CIITC to retain 2010 numbers in 2011 and 2012</li> </ul>	<ul style="list-style-type: none"> <li>Initial Lender Summit held on July 7, 2011</li> <li>Quarterly follow-up with CBA, IBC, CAGGL and Federal Reserve</li> </ul>	<ul style="list-style-type: none"> <li>Applications received end of June 2011</li> <li>First projects will be approved by the EDC in March 2012</li> <li>Process will repeat in 2012 and 2013</li> </ul>

# Colorado

Office of Economic Development and International Trade

## IV. Create and Market a Stronger Colorado Brand

Colorado is one of the best states to work, play, explore and conduct business. Together, people across Colorado can define a vision for how we preserve and enhance the Colorado Advantage. A common brand and vision for all of Colorado will provide a strong foundation for increasing Colorado's market share in overnight visitors, relocating companies and direct investment—both on a national level and globally.

Almost every county summary and regional statement mentioned tourism as **fundamental**

**to local economies** throughout Colorado. The Colorado Tourism Office is working closely with the administration and the General Assembly to secure a marketing budget for the State in an effort to penetrate domestic and international markets. We believe we can develop and promote Colorado tourism and business opportunities more strategically by collaborating with leadership in other state agencies, the private sector and local communities.

# Colorado

Office of Economic Development and International Trade

## IV. Create and Market a Stronger Colorado Brand

Action	IV.A. Strengthen and promote the Colorado brand	IV.B. Launch an initiative to craft a short-term and long-term vision for Colorado	IV.C. Engage industry partners in marketing and promoting Colorado	IV.D. Develop heritage and cultural tourism and agritourism across Colorado
<b>Goal</b>	Create cohesive Colorado brand and awareness in the marketplace for both tourism and commerce	To explore the common values that unite Coloradans and build consensus on what the future of Colorado will look like	To communicate the Colorado brand through existing business networks	Increase perceived range and quality of tourism product in all parts of Colorado
<b>Details</b>	<ul style="list-style-type: none"> <li>Research opportunity markets</li> <li>Engage industry partners and communities across Colorado to explore the Colorado brand</li> <li>Take lessons and guidance from models like Pure Michigan to align branding across tourism and business attraction</li> <li>Conduct market planning and custom consumer research</li> <li>Develop a brand strategy that supports and advances the cluster strategy</li> <li>Develop business plans for Mexico, Canada and Japan through the International Tourism and Trade Ambassador Program (Executive Order D 2011-004)</li> </ul>	<ul style="list-style-type: none"> <li>Create and work with an independent, non-governmental entity to run the process over the course of two-three years</li> <li>Engage tens of thousands of Coloradans in defining the vision for Colorado, given projected population growth and concerns about the future of land-use, natural resources, infrastructure, education and the economy</li> <li>Take lessons and guidance from the Envision Utah initiative</li> </ul>	<ul style="list-style-type: none"> <li>Engage the executive community in Colorado to help market and promote Colorado as a great place to live and do business, with a special focus on target industry clusters</li> <li>Evaluate need for a business advisory board for OEDIT</li> <li>Increase the awareness of the Colorado Tourism Office as a brand among industry partners through road show presentations across state</li> </ul>	<ul style="list-style-type: none"> <li>Support tourism infrastructure development around heritage tourism and agritourism</li> <li>Continue to enhance the visitor experience at heritage and agritourism attractions through the CTO's programs</li> <li>Work with local colleges to promote hospitality training</li> <li>Build on momentum of events that put Colorado on the international stage (ie USA Pro Challenge, etc)</li> </ul>
<b>Partners (Lead)</b>	<ul style="list-style-type: none"> <li>Executive Director of OEDIT</li> <li>Director and Associate Director of Colorado Tourism Office</li> <li>Secretary of Technology/ CIO</li> <li>Governor's Communications Director</li> <li>Director of Global Business Development Division</li> <li>Governor's Office of Policy and Initiatives</li> <li>Staff of Colorado Tourism Office</li> <li>Higher Education Community</li> </ul>	<ul style="list-style-type: none"> <li>Governor John Hickenlooper</li> <li>Governor's Chief of Staff</li> <li>Governor's Director of Strategic Initiatives</li> <li>Chief Policy and Political Director</li> <li>All members of the Cabinet</li> <li>A third-party organization</li> <li>All citizens of Colorado</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of OEDIT</li> <li>Director and Associate Director of Colorado Tourism Office</li> <li>Director of Global Business Development Division</li> <li>Staff of CTO and CTO Contractors</li> <li>Governor's advisor on economic development policy</li> <li>Colorado executive community</li> <li>Industry partners, local CVBs/Chambers, CADMO/TIAC</li> </ul>	<ul style="list-style-type: none"> <li>Director and Associate Director of Colorado Tourism Office</li> <li>Executive Director of CDOT</li> <li>Commissioner of Agriculture</li> <li>Colorado Historical Society</li> <li>Director of Division of Parks and Wildlife (DNR)</li> <li>Colorado Community College System</li> <li>Staff of CTO and CTO contractors</li> <li>Tourism industry partners: CVBs/Chambers, CADMO/TIAC</li> <li>Local Governments</li> </ul>
<b>Measurable Outcomes</b>	<ul style="list-style-type: none"> <li>Increased market share</li> <li>Increase revenue from visitation</li> <li>Increased conversion rates of company prospects</li> <li>Increased share of voice and penetration among designated market areas</li> </ul>	<ul style="list-style-type: none"> <li>A commonly-held vision for Colorado in the future</li> </ul>	<ul style="list-style-type: none"> <li>Number of executives engaged in marketing Colorado</li> <li>Number of companies attracted to Colorado through executive partners</li> <li>Number of industry partners engaged</li> <li>Increase in CTO program participation</li> <li>Increase in state co-op marketing efforts</li> </ul>	<ul style="list-style-type: none"> <li>Results of visitor research</li> <li>Economic impact of visitation</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Implement new brand campaign by mid 2012</li> <li>Develop a 3-year plan for CTO by early 2012</li> </ul>	<ul style="list-style-type: none"> <li>Assemble the third-party entity by end of 2011</li> <li>Prepare final report in 2014</li> </ul>	<ul style="list-style-type: none"> <li>Engage executive community by end of 2011</li> <li>CTO road show in fall of 2011</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategies for heritage and cultural tourism and agritourism within the CTO 3-year plan, being prepared for early 2012</li> <li>Visitor research completed by May 2012</li> </ul>



# Colorado

Office of Economic Development and International Trade

## V. Educate and Train the Workforce of the Future

One of Colorado's key economic drivers—and an important selling point to potential business—is a highly-educated population and world-class institutions of higher education. We need a strong education and workforce training system to maintain and grow our globally competitive workforce. As the county summaries and regional statements point out, these resources are not evenly distributed across the state, and workforce training programs are variable across regions.

Through increased coordination, collaboration and communication across state agencies, nonprofits,

academia and the private sector, the State is working toward increased effectiveness, quality and education outcomes to bring students and workers through the P-20 system and into meaningful careers. In the near term, it is crucial to have resources to train and re-train skilled workers quickly and completely based on the needs of emerging businesses and economic opportunities. Even in a time of serious budget constraints we believe Coloradans recognize the value of enhancing the whole P-20 pipeline to increase degree and certification completion.

# Colorado

Office of Economic Development and International Trade

## V. Educate and Train the Workforce of the Future

Action	V.A. Align the efforts of education, workforce training and economic development across state agencies and stakeholders	V.B. Create a demand-driven workforce system matching Colorado's workforce asset to upcoming needs of business	V.C. Prepare Colorado youth for full participation in the increasingly demanding and competitive economy (Executive Order B 2011-10)	V.D. Increase availability of quality entrepreneurial training
<b>Goal</b>	<ul style="list-style-type: none"> <li>To ensure ease of access to customers accessing workforce, education and economic development services in Colorado</li> </ul>	<ul style="list-style-type: none"> <li>To ensure that a well-educated and well-trained workforce is available and prepared to meet the needs of Colorado businesses now and in the future</li> </ul>	<ul style="list-style-type: none"> <li>To improve educational effectiveness, quality and outcomes from early childhood through graduate school and leading into meaningful careers</li> </ul>	<ul style="list-style-type: none"> <li>To empower individuals across Colorado to invest in themselves and their ideas with confidence and know-how</li> </ul>
<b>Details</b>	<ul style="list-style-type: none"> <li>Colorado Workforce Development Council to identify opportunities for more effective alignment</li> <li>Identify and replicate best practices in alignment of education, workforce training and economic development</li> <li>Build a communication and influence network among business, local government, local economic development, local workforce centers, educational institutions and state agencies for ongoing collaboration and implementation at both local and state levels</li> <li>Ensure that state agencies are communicating and collaborating when seeking grants</li> <li>Create virtual access point to state's business resources (one-stop shop portal)</li> </ul>	<ul style="list-style-type: none"> <li>Effective matching of 1) job seekers to the training they need to meet existing employers needs; and 2) qualified workers to existing employment opportunities</li> <li>Include updated LMI data demonstrating an educated and prepared workforce in prospecting packages to potential businesses</li> <li>Standardize business services across CDLE and workforce regions</li> <li>Develop user-friendly system to access labor market information and resources</li> <li>Empower local communities to take ownership of local workforce opportunities</li> <li>Ensure alignment between the bottom up blueprint and CWDC's strategic plan in carrying out this goal</li> </ul>	<ul style="list-style-type: none"> <li>Assemble Education Leadership Council to bring together the public, private and nonprofit sectors</li> <li>Identify programs and systems with proven results that can be replicated and expanded that support degree and credential attainment</li> <li>Develop and implement a statewide policy framework that aligns local, state and national initiatives serving the needs of youth and industry</li> <li>Promote industry-driven career opportunities and talent development for youth through Colorado's education system, community based organizations, and other identified stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Take advantage of SBDCs recently being declared an approved trainer for workforce development centers</li> <li>Build referral relationship between workforce centers, SBDCs and higher education</li> <li>Identify new partnerships to expand access to quality entrepreneurial training</li> <li>Promote existing entrepreneurial networks and organizations</li> <li>Map Colorado's entrepreneurial training programs and financing opportunities</li> </ul>
<b>Partners (Lead)</b>	<ul style="list-style-type: none"> <li>Lt Governor/Executive Director of CDHE</li> <li>Executive Directors of CDLE, CDHS, OEDIT, CWDC</li> <li>Deputy Director of OSPB</li> <li>Governor's Office of Policy and Research</li> <li>Colorado Community College System, Assistant Director of Interdepartmental and External Affairs (Higher Ed), CO-WORKS team from CDHS, Local Workforce Centers, Chambers of Commerce, industry associations, EDCC, CCI, CML, SDA, CASB</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of CDLE</li> <li>Executive Director of CWDC</li> <li>(Workforce Development Programs and Labor Market Information)</li> <li>Assistant Director of Interdepartmental and External Affairs (Higher Ed), CO-WORKS team from CDHS, Director of Global Business Development Division</li> <li>Statewide economic development community</li> </ul>	<ul style="list-style-type: none"> <li>Lt. Governor/Executive Director of CDHE</li> <li>Executive Directors of CDE and CDLE</li> <li>Executive Director of OEDIT</li> <li>Governor's Education Leadership Council</li> <li>Colorado Workforce Development Council's State Youth Council</li> <li>Local Youth Councils and School Boards</li> <li>Other state agencies as relevant</li> </ul>	<ul style="list-style-type: none"> <li>Director of Colorado SBDC Network</li> <li>Executive Directors of CDLE, OEDIT, CDHS</li> <li>Assistant Director of Interdepartmental and External Affairs (CDHE)</li> <li>Colorado Community College System</li> <li>Colorado SBDC Network</li> <li>Colorado Rural Workforce Consortium</li> <li>Local workforce development centers</li> </ul>
<b>Measurable Outcomes</b>	<ul style="list-style-type: none"> <li>A high level of consistency in workforce training based on coordination with industry</li> <li>Success in (re)training of workers with advanced skills that are in high demand by private sector</li> <li>Feedback from private sector</li> <li>Identify existing policies and goals that partner agencies are working towards and track progress towards accomplishing goals in transparent manner</li> </ul>	<ul style="list-style-type: none"> <li>Number of businesses served in key clusters of local economies</li> <li>Preparedness measures of the workforce</li> <li>Percent of businesses within identified key clusters that are satisfied with (unified) service from state agencies</li> <li>Demonstrate improvement in core workforce measures required by the Workforce Investment Act</li> </ul>	<ul style="list-style-type: none"> <li>Percent of Coloradans with post-secondary degree or credential</li> <li>Alignment of goals and outcomes across state agencies and Councils focused on youth education and workforce preparedness</li> <li>Percent of schools throughout the state engaged in the promotion of industry driven careers</li> <li>Development of statewide policy framework to guide efforts</li> </ul>	<ul style="list-style-type: none"> <li>Number of viable new businesses launched through SBDC programs or training</li> <li>Number of communities embracing the "grow your own" mantra</li> <li>Net economic impact that the expansion of this sector has for the state in terms of productivity, profit and jobs</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Demonstrate increased coordination and consistency in services delivered statewide by mid 2012</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of statewide standardized business services by December 2011</li> </ul>	<ul style="list-style-type: none"> <li>Establish Education Leadership Council by end of 2011</li> </ul>	<ul style="list-style-type: none"> <li>SBDC approved trainer for workforce centers by June 2011</li> <li>Expand option to all workforce centers by 2012</li> </ul>



# Colorado

Office of Economic Development and International Trade

## VI. Cultivate Innovation and Technology

Colorado has a strong **spirit of innovation**. There are bright, adventurous and creative people making discoveries and working to get new ideas to thrive. Colorado is home to great entrepreneurs and researchers. There is an opportunity to formalize a network of innovators to help nurture the talent in developing new technologies and companies. Coloradans have always been great at growing their own wealth—in the fields or through an initial public offering of stock (IPO). We are designing an “Innovation Initiative” that will promote and enhance entrepreneurial activity, technology commercialization and research and development.

The opportunity to fully participate in the global economy is often dependent on the exchange of information and ideas. The information exchange increasingly takes place online with the assistance of telecommunications, especially outside major metropolitan centers. Nearly every region and county mentioned the need for improved access to communications technologies, including broadband, as a **foundation of economic development and innovation**. We identified broadband as the infrastructure deficiency that is most feasible to improve, while affording the greatest direct impact on economic development.

# Colorado

Office of Economic Development and International Trade

## VI. Cultivate Innovation and Technology

Action	VI.A. Improve telecommunications technologies across Colorado	VI.B. Establish cluster-focused Information Technology Economic Development Advisory Council (ITEDAC)	VI.C. Implement the Governor's Innovation Initiative and Innovation Network	VI.D. Export Colorado's innovation-based services and products
<b>Goal</b>	To ensure all Colorado communities have dependable, sustainable broadband access	For Colorado to be recognized as a nucleus of innovation, technology and economic growth	To create an environment in Colorado that allows innovators and entrepreneurs to thrive	For Colorado to have an international reputation for innovation and world-class goods and services
<b>Details</b>	<ul style="list-style-type: none"> <li>Develop Local Technology Planning Teams that include telecom players, IT people, elected officials and community leaders</li> <li>Leverage federal stimulus funding for the Colorado Broadband Data and Development Program (CBDDP), which will provide comprehensive and verified geographical-based inventory and database of broadband availability thru mapping of existing resource, surveys of businesses and residences and distance learning programs</li> <li>Establish Broadband Roundtable to promote coordination and collaboration among organizations who are leading the key broadband development and adoption activities across the state</li> <li>Provide support for federal stimulus grantees to assist in successful completion and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Assemble an advisory council of executives from Colorado-based technology companies</li> <li>Form committees based on ITEDAC priorities include marketing &amp; branding, innovation, education, and technology infrastructure</li> <li>Identify job creation opportunities</li> <li>Assess current state of technology industry in Colorado and develop the future vision</li> <li>Scope includes: Aerospace, Bioscience, IT, Communications, Photonics, Aviation, Geographic Information Systems, Nanotechnology, Radio Frequency Identification, Innovation and Digital Media</li> <li>Consider expanding ITEDAC model to other industry clusters, depending on success</li> <li>Consider recommendations from "Coloradans for an Innovation Economy" Report</li> </ul>	<ul style="list-style-type: none"> <li>Appoint a Chief Innovation Officer within OEDIT</li> <li>Develop a Colorado Innovation Network (CIN) and hold annual conference, starting 2012</li> <li>Support and increase commercialization and technology-transfer efforts</li> <li>Evaluate opportunity to aid and assist the Western Slope's bottom-up priority to "Become an Epicenter for Energy Innovation"</li> <li>Evaluate and consider replicating models for promoting and raising awareness about innovation in research at Colorado institutions (i.e. Howard Hughes Medical Institute)</li> <li>Support and promote new Aerospace and Clean Energy (ACE) Manufacturing and Innovation Park</li> <li>Consider recommendations from "Coloradans for an Innovation Economy" report on growing the aerospace, bioscience and cleantech economies in Colorado</li> </ul>	<ul style="list-style-type: none"> <li>Create a Statewide Export Initiative (SEI) aligned with President Obama's National Export Initiative to double exports by 2015</li> <li>Strategically market established export promotion programs and services to Colorado's innovative industries</li> <li>Prioritize promoting exports of Colorado-developed specialty agricultural products and innovative farming and ranching techniques</li> <li>Pursue additional funding opportunities to export Colorado's innovative ideas, inventions, goods and services:               <ul style="list-style-type: none"> <li>OEDIT and CDA applying for SBA grant for export assistance</li> </ul> </li> <li>Develop statewide export seminars specific to innovative sectors, like bioscience and cleantech</li> </ul>
<b>Partners (Lead)</b>	<ul style="list-style-type: none"> <li>Secretary of Technology/ Chief Information Officer</li> <li>Director of Business Planning and IT Economic Development for OIT</li> <li>OEDIT, DOLA, USDA, Community Broadband corporations, Economic Development Districts</li> </ul>	<ul style="list-style-type: none"> <li>Secretary of Technology/ Chief Information Officer</li> <li>Executive Director of OEDIT</li> <li>Director of Business Planning and IT Economic Development for OIT</li> <li>Colorado technology company executive community</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of OEDIT</li> <li>Chief Innovation Officer</li> <li>Secretary of Technology/Chief Information Officer</li> <li>Research institutions and industry associations (NREL, CU, CREED, CSU, CBSA, CAMT, CCIA etc)</li> <li>Private sector donors</li> <li>Venture capital community</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director of OEDIT</li> <li>Commissioner of Agriculture (CDA)</li> <li>Global Business Development Division (OEDIT)</li> <li>CDA Markets Division (CDA)</li> <li>World Trade Center Denver, U.S. Export Assistance Center, SBDC Network, industry associations, public and private research institutions and foreign consulates</li> </ul>
<b>Measurable Outcomes</b>	<ul style="list-style-type: none"> <li>Establish baseline for the number of communities with telecommunications that meet FCC standards</li> <li>Increase number of communities with telecommunications that meet FCC standards</li> </ul>	<ul style="list-style-type: none"> <li>Attract two technology companies to Colorado each year</li> <li>Grow technology jobs in Colorado by 2013</li> </ul>	<ul style="list-style-type: none"> <li>Number of Colorado innovations and inventions commercialized</li> <li>Amount of venture and "angel" capital invested in innovative Colorado companies</li> <li>Net economic impact of companies aided by this innovation initiative</li> </ul>	<ul style="list-style-type: none"> <li>Percentage increase, base year 2010, in annual exports for Colorado companies and the total number of Colorado companies exporting</li> <li>Increase return on investment for state-managed export promotion programs</li> <li>Conduct quarterly export training seminars</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Four Local Technology Planning Team teams already in place</li> <li>Connecting Del Norte, September 2011</li> <li>CBDDP grant (\$5.4M) runs through 2014</li> <li>Define goal to increase number of communities with telecommunications that meet FCC standards by fall 2011</li> </ul>	<ul style="list-style-type: none"> <li>Advisory council assembled in May 2011 and meets monthly</li> <li>Define measurable goal and timeline for increase in technology jobs by fall 2011</li> <li>Attract two technology companies by end of 2012, and in each following year</li> </ul>	<ul style="list-style-type: none"> <li>First Colorado Innovation Network Conference end of 2012</li> </ul>	<ul style="list-style-type: none"> <li>SEI Draft completed by end of 2011</li> <li>Export assistance programs: CEDG, offered every fall; CO-EXist, offered through Dec. 2012; Client Development Program, available fall 2011</li> <li>SBA STEP Grant for export promotion to be awarded fall 2011 and deployed by fall 2012</li> <li>Quarterly export seminars to start fall 2011</li> </ul>



# Colorado

Office of Economic Development and International Trade

## “Bottom-Up” Approach: Background



John Hickenlooper  
being inaugurated as Governor  
of Colorado on January 11, 2011  
in Denver, Colorado

Upon taking office on January 11, 2011, Governor John Hickenlooper signed Executive Order D 2011-003, directing a new statewide economic development strategy based on local and regional collaboration. Instead of a “top-down” strategic plan developed exclusively by “experts” the Governor directed that a plan be developed with a “bottom-up” approach. The final outcome of this effort is a statewide blueprint for economic development.

### A “bottom-up” approach was directed by the Governor in order to:

- Develop a comprehensive and collaborative approach to economic development;
- Reach the widest range of interests and obtain the greatest amount of input possible;
- Identify economic development priorities for each county and region;
- Develop a sustainable partnership between the State and local communities;
- Promote local ownership of economic development across Colorado; and
- Assure the blueprint is truly representative of all 64 counties

### The desired outcomes for the blueprint include:

- Strategies for attracting and retaining jobs in Colorado;
- Expand opportunities for Colorado small businesses and entrepreneurs;
- Identify innovative and/or “best practices” in economic development; and
- Create a more competitive Colorado

The six focus areas in this blueprint represent the common themes and threads found within the vast body of content and comments captured in more than 50 public meetings and work sessions, 64 county summaries and 14 regional statements. After organizing the comments according to these six focus areas, the Office of Economic Development and International Trade (OEDIT) engaged additional state and local stakeholders to examine the raw data and further refine local comments. From this deeper understanding of the issues, small internal working groups were assembled to identify relevant existing programs that need updating. These groups also identified relevant recently-created programs that need to be better promoted, as well as new structures and systems that can be implemented to address problem areas and issues.

The statewide blueprint includes actions items that have emerged from the process as appropriate and feasible ways for the State to assist in economic development on a local and regional level. **This is not a comprehensive collection of all-encompassing end-goals for all of Colorado, but rather a first set of achievable objectives to undertake together.** Upon the successful completion of actions on a local and state level, the stage will be set for tackling even bigger challenges, nourished by the confidence created when state and local leadership work together. The statewide blueprint provides the opportunity to build momentum and reinforce the habit of partnering across state agencies and across local jurisdictions.

Every good strategic plan establishes priorities but also involves active listening and partnership. We believe this Blueprint reflects these goals.

# Colorado

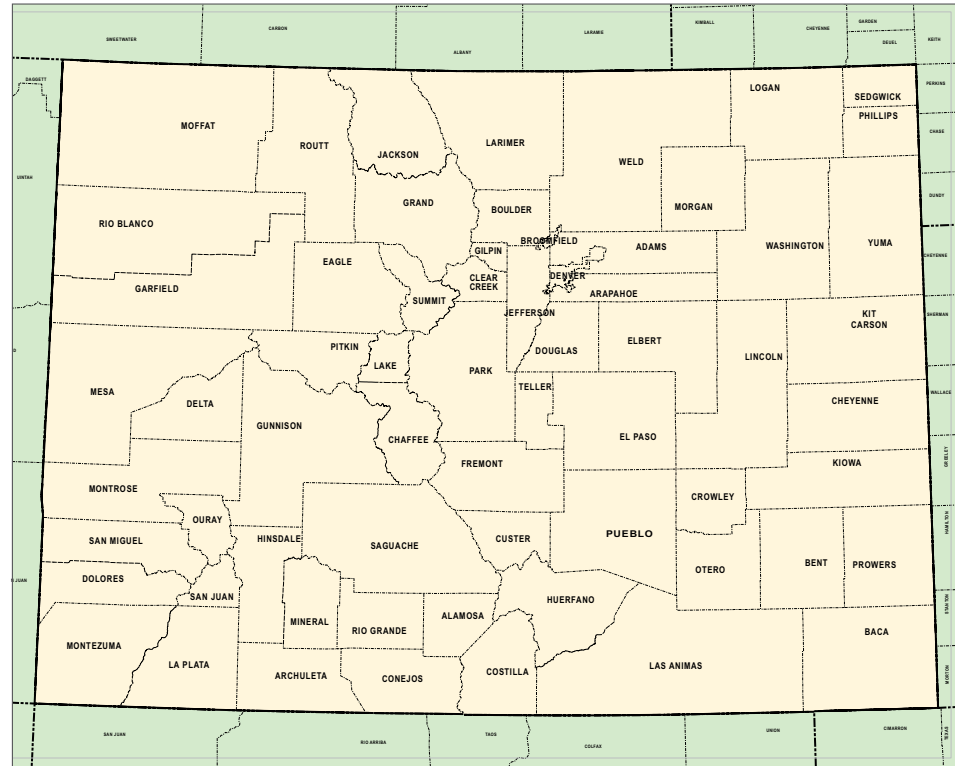
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“Bottom-Up”  
Approach:  
By the Numbers

## Statistics

- More than **5,000** people engaged at public meetings
- More than **50** meetings around the state
- More than **8,600** surveys completed
- All **64** Counties participated
- More than **6,000** miles traveled by the State team
- A **dozen** state agencies and statewide organizations participated

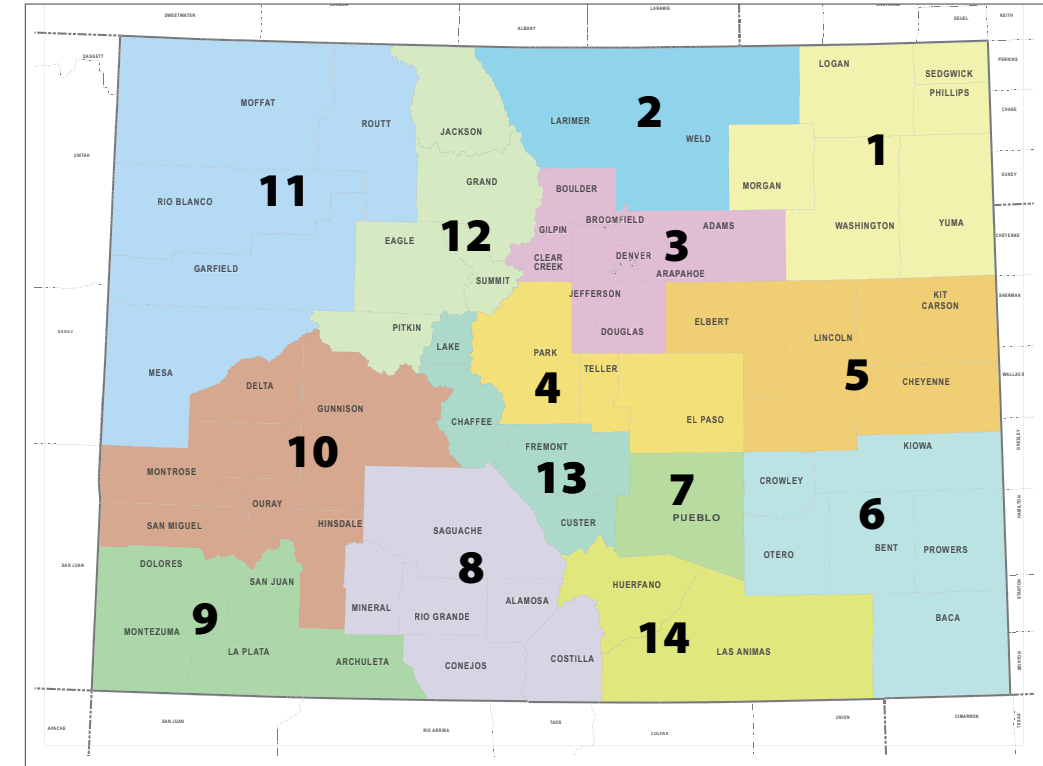
County by County



64 County Summaries

...AND...

Region by Region



14 Regional Statements

# Colorado

Office of Economic Development and International Trade

## The "Bottom-Up" Approach: Regions

Transportation Commission Districts



State Air Quality Planning Regions



Workforce Center Locations

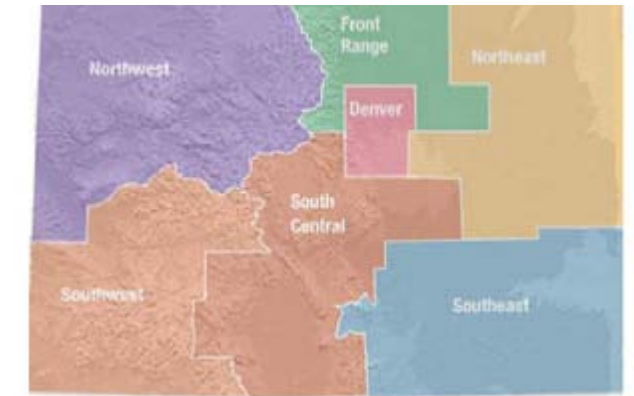


### Regions

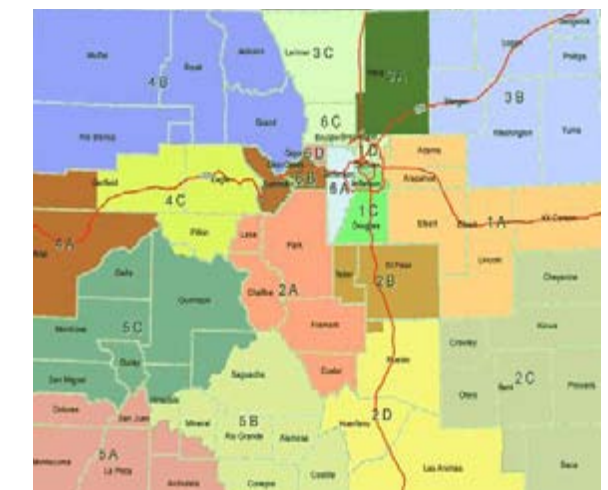
There are a lot of different regional maps of Colorado used by different state—and federal—agencies. For the “bottom-up” process we selected the DoLA Planning and Management Regions because they are aligned with the regional Council of Governments organizations (COGs).

The Hickenlooper Administration recognizes that this is not ideal and invites comment for a more coherent and consistent approach to regional organization. Comments can be directed to the Governor’s Office of Policy and Research.

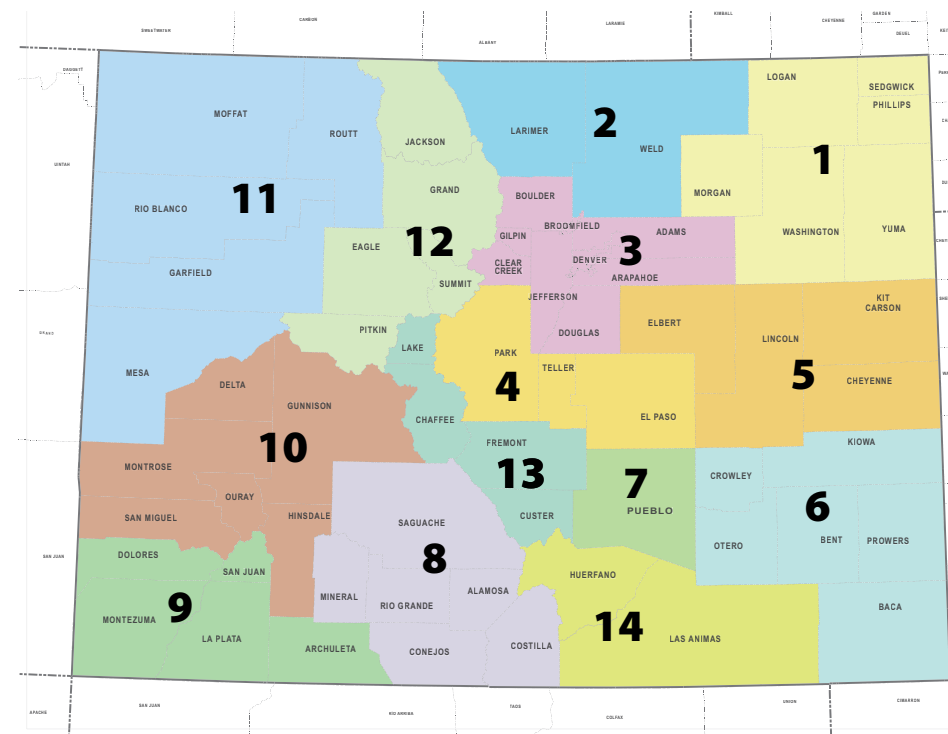
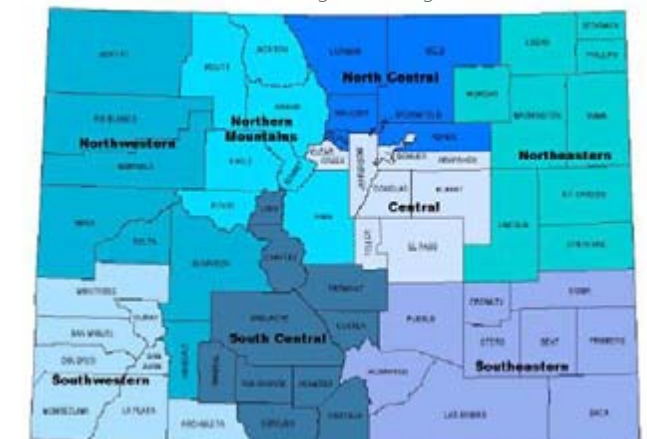
Colorado Travel Regions



Colorado State Patrol Districts



DoLA Management Regions





# Colorado

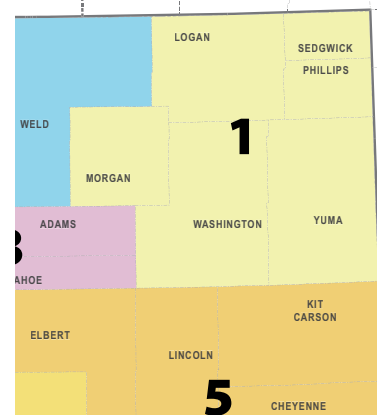
Office of Economic Development and International Trade

## Regions 1 – 2

Colorado Planning and Management Regions

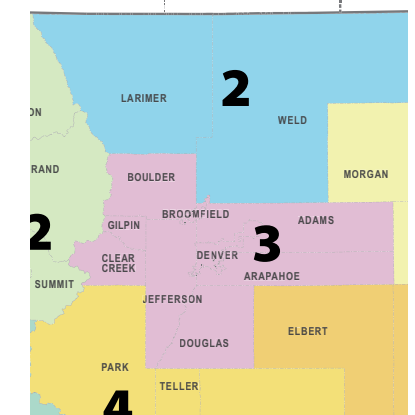
### Region 1: Northeast Colorado (Morgan, Logan, Yuma, Washington, Sedgwick and Phillips Counties)

Ranching played a crucial role in the development of this region. Cattle barons such as John Wesley Iliff owned tens of thousands of heads of cattle on the northeastern Colorado prairie. Relatively cheap land and agricultural jobs on ranches and in the sugar-beet industry attracted migrants from Scandinavia, Germany, Russia, Japan and Mexico between 1870 and 1920. The region also became home to the state's first ethanol plant.



### Region 2: Northern Front Range (Weld and Larimer Counties)

The grasslands and the railroads helped make this one of the richest agricultural regions east of the Rocky Mountains and almost half of the state's cattle call this region home. The thirst of the region's towns and farms led to the construction of the Colorado-Big Thompson Project in the 1930s to provide irrigation that made more land arable. More recently, the founding of numerous microbreweries in Northern Colorado created yet another form of thirst, helping Colorado to become one of the nation's top brewing states



Regional descriptions provided by History, Colorado—the Colorado Historical Society

# Colorado

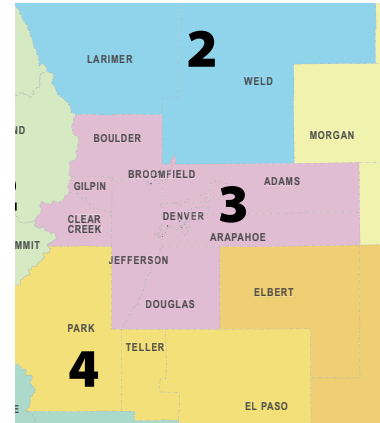
Office of Economic Development and International Trade

## Regions 3 - 4

Colorado Planning and Management Regions

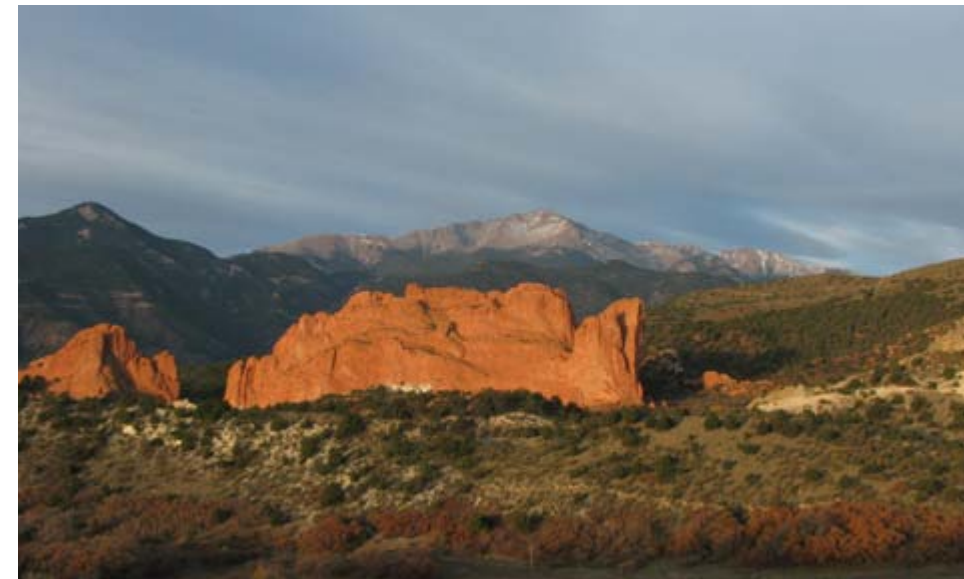
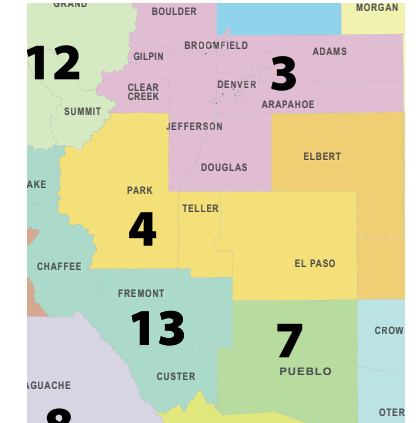
### Region 3: Metro Denver (Denver, Boulder, Arapahoe, Adams, Douglas, Jefferson, Gilpin, Clear Creek, and Broomfield Counties)

Grounded with one foot in the Old West and one in a modern metropolis, Denver is viewed by many as the cultural and economic hub of the Rocky Mountain West. People and capital were attracted to the area after gold was discovered here in 1858, and the metropolitan area grew wealthy off of Colorado's mining, agricultural, industrial and service economies. Denver has long been home to vibrant African-American, Hispanic, Asian-American and other communities, making it one of the most culturally diverse regions in the state.



### Region 4: Pikes Peak Region (El Paso, Teller and Park Counties)

The hot springs, tuberculosis sanitariums, parks, and elegant resorts of Colorado Springs and surrounding communities made this region an important center for health and relaxation in the late 19th century. Once known as "the richest square mile on earth" Cripple Creek was home to the last and greatest Colorado gold rush. Today, legalized gambling has made the area popular once more while taxes from gaming help to support important statewide programs like the State Historical Fund and others. The dramatic mountain-and-plains landscape of the region that inspired Katherine Lee Bates to write "America the Beautiful" now brings many tourists to the area to enjoy numerous outdoor activities. The Air Force Academy, founded in 1955, serves as a symbol to the importance of the United States' military to Colorado's economy.



Regional descriptions provided by History, Colorado—the Colorado Historical Society



# Colorado

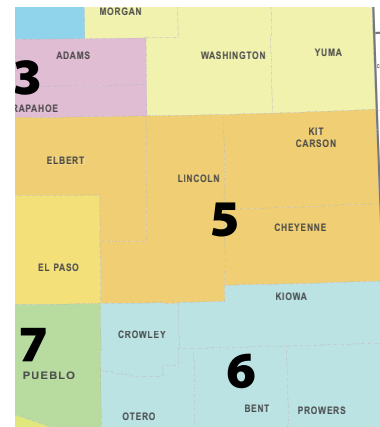
Office of Economic Development and International Trade

## Regions 5-6

Colorado Planning and Management Regions

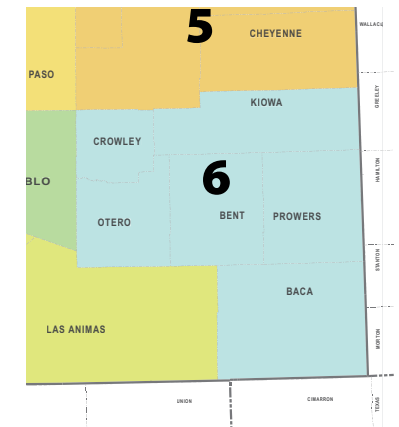
### Region 5: Central Eastern Plains (Cheyenne, Elbert, Lincoln, and Kit Carson Counties)

The bison herds and grasslands of the eastern Great Plains brought prosperity to the Indian tribes of the region: the Comanches, the Kiowas, and later, the Cheyennes and the Arapahos. These grasslands later attracted settlers to Colorado. Ranching and farming in the area was always a challenge, due to its aridity, but dryland farming techniques and other technology made life on the plains a little easier.



### Region 6: Southeastern Colorado (Baca, Bent, Crowley, Kiowa, Otero, and Prowers Counties)

This region has long been a cultural crossroads where Hispanic, Native American, and European and American cultures meet. No one took more advantage of this than Charles and William Bent, the brothers who used their trading post on the Arkansas River to capitalize on the Santa Fe trade in the 1830s. Later, agriculture became prominent. Rocky Ford earned the title of “The Melon Capitol of the World,” celebrating its most famous crop with Watermelon Day and its high school football team, the Meloneers.



Regional descriptions provided by History, Colorado—the Colorado Historical Society

# Colorado

Office of Economic Development and International Trade

## Regions 7 – 8

Colorado Planning and Management Regions

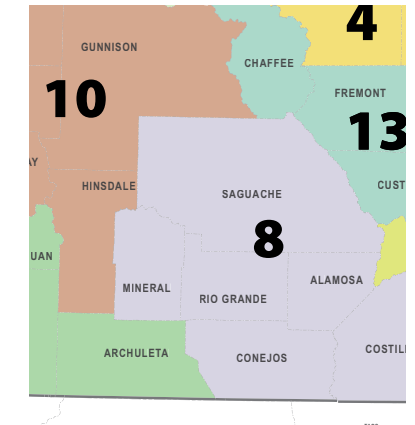
### Region 7: Pueblo Regions (Pueblo County)

Founded by mountain men as an adobe trading post, Pueblo became the center of Colorado's industrial economy in the late 19th century. Known as the "Pittsburgh of the West" because of its steel mills, Pueblo attracted job-seeking migrants from all over the world, giving the city a diverse ethnic character that persists today. Surrounding communities in Pueblo County thrived on ranching and farming.



### Region 8: San Luis Valley (Alamosa, Conejos, Costilla, Saguache, Rio Grande and Mineral Counties)

The San Luis Valley boasts Colorado's oldest towns, business and irrigation ditch, all of which are still in use today. The San Luis Valley is also the highest and largest commercial agricultural valley in the world. The Great Sand Dunes National Park and Preserve attracts about 285,000 tourists a year to explore its combination of desert dunes and mountain peaks.



Regional descriptions provided by History, Colorado—the Colorado Historical Society



# Colorado

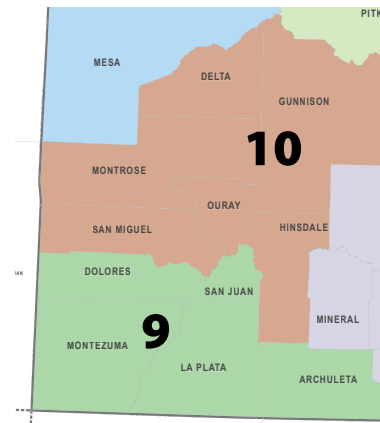
Office of Economic Development and International Trade

## Regions 9 – 10

Colorado Planning and Management Regions

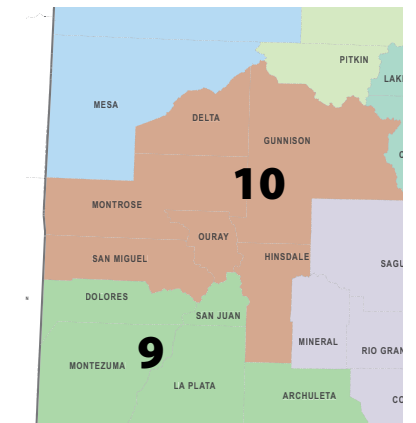
### Region 9: Southwestern Colorado (Archuleta, La Plata, Montezuma, Dolores, and San Juan Counties and Ute Mountain Ute and Southern Ute Tribes)

Southwestern Colorado is as varied as Colorado's weather. This region boasts some of the state's earliest inhabitants dating back to 2500 B.C.E. The Utes have lived here for at least a thousand years, perhaps longer. Ancestral Puebloans made their home in Mesa Verde from 600 to 1300 C.E. Today, the National Park Service protects over 4,000 known archeological sites, including 600 cliff dwellings, which are some of the best preserved in North America. This area is also home to Dove Creek, the self-appointed "pinto bean capital of the world." Rich mineral deposits of gold, silver, iron, lead, zinc and copper assured the area's prosperity for decades.



### Region 10: Central Western Slope (San Miguel, Ouray, Montrose, Delta, Gunnison and Hinsdale Counties)

Mining long dominated this region, from the Telluride silver boom of the 1880s to the uranium frenzy of the 1950s, spurred by the Atomic Energy Commission's need for the "magic metal." Apples, cherries, and some of Colorado's first sugar-beet farms formed the base of the area's agricultural economy.



Regional descriptions provided by History, Colorado—the Colorado Historical Society

# Colorado

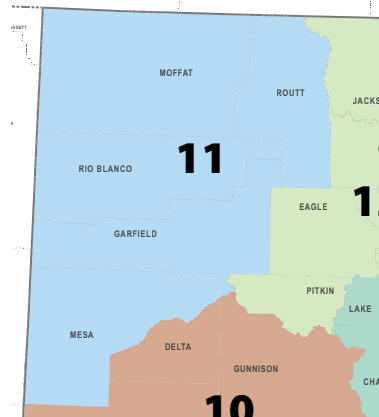
Office of Economic Development and International Trade

## Regions 11 – 12

Colorado Planning and Management Regions

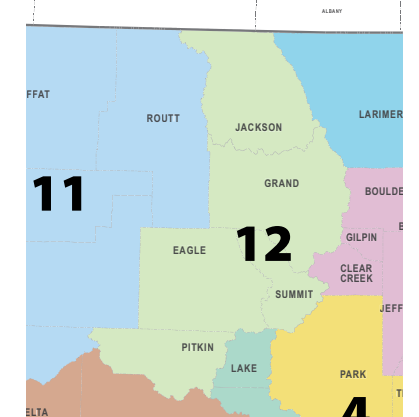
### Region 11: North Western Slope (Mesa, Garfield, Rio Blanco, Moffat and Routt Counties)

Long home to the Ute Indians, northwestern Colorado attracted cattle and sheep ranchers in the late 19th century. Agriculture of a different sort – peaches and wine grapes – flourished in the arid Grand Valley, thanks to irrigation. The area is also home to some of the world's largest deposits of oil shale and natural gas.



### Region 12: Central Mountain Region (Pitkin, Eagle, Summit, Grand and Jackson Counties)

The heart of Colorado's mountain landscape, this region was long isolated from the rest of the state. The Moffat Tunnel, completed in 1928, made it easier for people (and water) to travel across the Continental Divide, opening up the region to tourism. Skiing became big business after World War II, turning former mining towns such as Aspen into world-famous centers of recreation and culture.



Regional descriptions provided by History, Colorado—the Colorado Historical Society



# Colorado

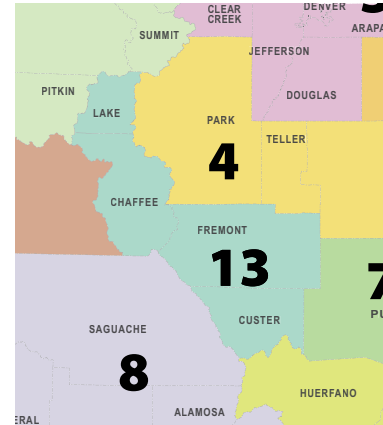
Office of Economic Development and International Trade

## Regions 13 – 14

Colorado Planning and Management Regions

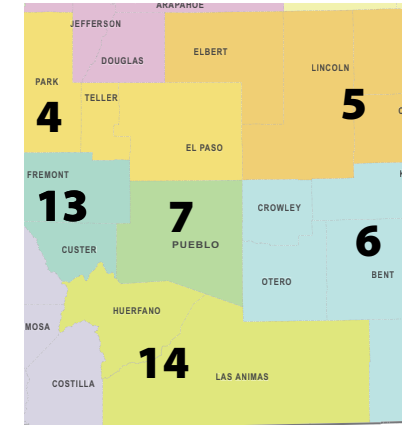
### Region 13: Upper Arkansas Valley (Lake, Chaffee, Fremont and Custer Counties)

The silver boom in Leadville made this region one of the most dynamic places to be in Colorado in the 1870s. Fortunes that seemed to appear overnight were lost just as quickly, but some of the most enduring names and legends in Colorado history were created here, including Horace and Baby Doe Tabor, J.J. and Margaret (Molly) Brown, and the Boettcher family. Nearby towns also prospered from gold and silver mining, but outdoor recreation and tourism feeds much of the region's economy today.



### Region 14: Southern Front Range (Huerfano and Las Animas Counties)

Though many cultures have inhabited this region, few have dominated it. The area supported millions of cattle and sheep, introduced by Hispano pioneers. One notable sheep and cattle rancher who emerged as a powerful community leader was Casimiro Barela, who was elected to the newly formed state senate in 1876 and remained there for forty years. In the early twentieth century, coal mining dominated this area and propelled Colorado into the national spotlight in 1914. Colorado's first state park, Lathrop State Park, is located two miles west of Walsenburg.



Regional descriptions provided by History, Colorado—the Colorado Historical Society

# Colorado

Office of Economic Development and International Trade

## The “Bottom-Up” Approach: Process

### KICK-OFF MEETINGS

Immediately after inauguration, Governor Hickenlooper and members of his Cabinet and senior staff took a four-day, eight-stop tour around Colorado to announce the bottom-up approach to developing a statewide economic development strategy. With an average of more than 100 people attending the meetings, the tour mobilized almost 1,000 community leaders.

### COUNTY-FOCUSED MEETINGS

During the month from Feb. 28 – March 28, newly-appointed Executive Director of the Office of Economic Development and International Trade Dwayne Romero led a series of meetings in each region. People from every single county participated in these meetings.

At the meeting, attendees split up by county to share the stories, challenges and successes regarding economic development and “red tape”. Each county group nominated a “county team” to act as a conduit and take the lead in writing of a summary of their county’s economic development priorities. Each “county team” had at least one representative of the local business community, a local elected official, a local economic development professional and a representative of a state agency.

An average of 75 people, representing diverse interests attended each county-focused regional meeting, with a total of more than 1,000 people participating in the 14 county-focused meetings.

Each meeting was organized by the Office of Economic Development and International Trade, but orchestrated by a “state team” that included staff from a number of state agencies and statewide organizations, including DoLA, CDLE, GEO, CSU, CCI, CML, SDACO, DORA and MOVE Colorado.

Each meeting was organized by the Office of Economic Development and International Trade, but orchestrated by a “state team” that included staff from a number of state agencies and statewide organizations, including DoLA, CDLE, GEO, CSU, CCI, CML, SDACO, DORA and MOVE Colorado.

### SURVEYS

For the 30 days following the county-focused meeting, a short, 10-question survey was made available online and in hard-copy at all CSU-Extension Offices. Over 8,600 people from all 64 counties took the survey, giving broader input on the strengths, barriers and strategies for economic development in each county. The weekly results were analyzed internally and returned to each “county team” as a tool to assist in writing the summary of economic development priorities in their county.

### COUNTY SUMMARIES

All counties were given 30 days after their county-focused meeting, or until April 30, to write a summary of economic development priorities, based on additional community input. On average,

each county held one to two public meetings—with a number of counties going above and beyond holding five or more meetings. An estimated 3,000 people took place in the additional meetings that took place around the state to compose the county summaries.

### REGION-FOCUSED MEETINGS & REGIONAL STATEMENTS

To achieve consensus on the economic development priorities that are broadly held across county lines in each region, the “state team” returned to each region to facilitate a conversation between all the “county teams” from the counties within each region. These informal “regional teams” came together to identify significant overlaps in the economic development priorities communicated in each different county. The group then identified strategies and actions that needed to be taken on a regional level to make progress in each priority area. The regional statements capture the content of these conversations. All region-focused meetings were open to the public an average of five representatives of each county participated given the need to have a smaller work session meeting. The region-focused meetings were held in a different county and community than the kick-off or county-focused meetings.

The regional statements were posted for 10 days of public review from May 17 to May 27.



# Colorado

Office of Economic Development and International Trade

## The “Bottom-Up” Approach: Meetings

### Bottom-Up Round 1 Itinerary: ★

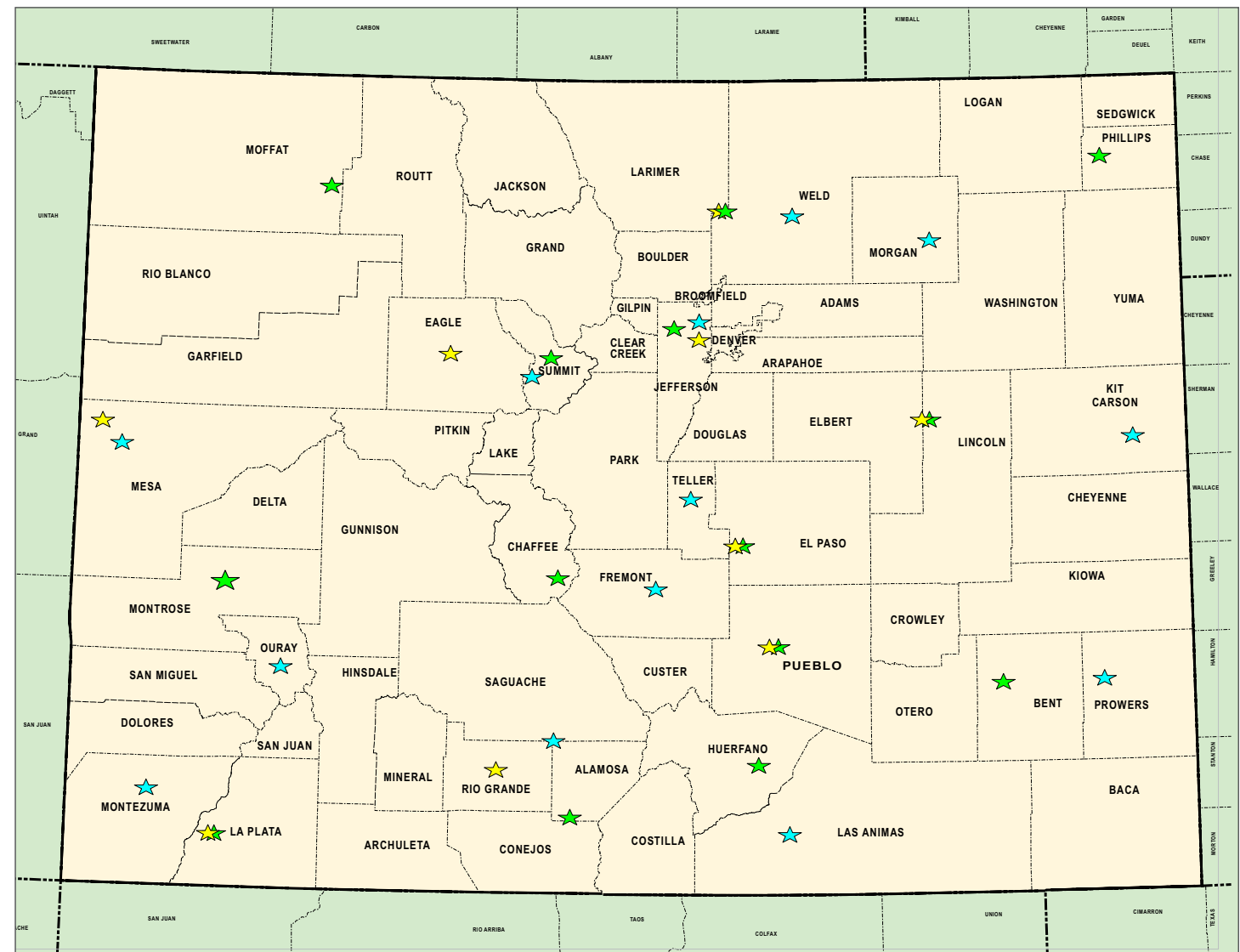
Friday, Jan. 14: Edwards & Fruita  
 Saturday, Jan. 15: Durango & Del Norte  
 Sunday, Jan. 16: Pueblo & Colorado Springs  
 Monday, Jan. 17: Limon & Loveland  
 Friday, Feb. 4: Denver

### Bottom-Up Round 2 Itinerary: ★

Monday, Feb. 28: Walsenburg  
 Tuesday, Mar. 1: Las Animas  
 Wednesday, Mar. 2: Limon  
 Thursday, Mar. 3: Haxtun  
 Monday, Mar. 7: Durango  
 Tuesday, Mar. 8: Montrose  
 Wednesday, Mar. 9: Craig  
 Thursday, Mar. 10: Silverthorne  
 Tuesday, Mar. 15: Colorado Springs  
 Monday, Mar. 21: Alamosa  
 Tuesday, Mar. 22: Salida  
 Wednesday, Mar. 23: Pueblo  
 Thursday, Mar. 24: Loveland  
 Monday, Mar. 28: Arvada

### Bottom-up Round 3 Itinerary: ★

Monday, May 2: Cañon City and Trinidad  
 Tuesday, May 3: Lamar, Burlington, Brush and Grand Junction  
 Wednesday, May 4: Greeley and Copper Mtn  
 Thursday, May 5: Ridgway and Cortez  
 Friday, May 6: Center  
 Monday, May 9: Commerce City and Woodland Park



Round 1 ★

Round 2 ★

Round 3 ★

# Colorado

Office of Economic Development and International Trade

## The “Bottom-Up” Approach: Next Steps

In addition to an increase in the informal day-to-day communication between state and local leadership, there will be a structured feedback loop of statewide tours. Every nine months, representatives from a diversity of state agencies will come to every region of the state for a mutual check-in on progress made on the work plans contained in the county summaries, regional statements and statewide blueprint. At these meetings, measurable outcomes that have been achieved will be celebrated and clear next steps will be outlined at all levels. Each meeting will produce updated county, regional and state work plans for the next six months, which will supplement the statewide blueprint.

The exact details of biannual regional meetings and feedback loops between state and local leadership will be refined by OEDIT and the Governor’s Office working in concert with CCI, CML, SDACO, CASB and the COGs.

### Feedback Loops

Jan. 2011	July 2011	Spring 2012	Winter 2012-13	Fall 2013	Summer 2014
Launch “bottom-up” initiative: Three state-wide tours of Colorado to gather public input	Announce statewide blueprint: Statewide tour Report on progress	Statewide tour Report on progress on state, local and regional level.	Statewide tour Report on progress on state, local and regional level.	Statewide tour Report on progress on state, local and regional level.	Statewide tour Report on progress on state, local and regional level.
	Set goals for next 9 months	Set goals for next 9 months	Set goals for next 9 months	Set goals for next 9 months	Set goals for next 9 months



### Conclusion

Effective partnership requires close collaboration and communication. The distances separating state and local leadership inhibits effective partnership and must be countered by better communication, a true spirit of collaboration and teamwork. State, regional and local collaboration must be a part of the DNA of life and business in Colorado. We believe these core values are key to good economic development and provide Colorado with an opportunity to secure national and international recognition as an exceptional place to invest and do business. This statewide Blueprint is intended as a living and adaptable guide for focusing state resources and enhancing local partnerships to support entrepreneurship and job creation.



### Region 1: Logan, Sedgwick, Morgan, Phillips, Yuma and Washington Counties

Priority(ies)	Grow, develop, and market two separate aspects of Infrastructure <ul style="list-style-type: none"> <li>Capital infrastructure</li> <li>Social Infrastructure</li> </ul>	Retention, Expansion and Recruitment of Jobs Businesses	Rethink how energy is produced and delivered in Colorado	Maintain and Build Water Resources	Increase Access Capital
Strategy(ies)	<ul style="list-style-type: none"> <li>Social infrastructure</li> <li>Local communities opportunity and funding to do an incentive package</li> <li>Regional tuition reimbursement program for subject-level professionals and medical community</li> <li>Regional cross-spectrum housing inventory assessment (workforce, elderly, low-moderate, single-family homes, new growth ability)</li> <li>Retain and recruit youth</li> <li>Engage youth to be civil servants (incorporate them into service orgs, community boards, council)</li> <li>Focus on what we have, and not what we don't have</li> <li>Capital Infrastructure</li> <li>Regional training for access to resources – land grant, accessing infrastructure dollars, who, what, how?</li> <li>Continue to develop a regional economic development district – Help bring access to federal capital</li> <li>Identify regional SWOT analysis on all transportation modes available</li> <li>Marketing plan for regional transportation system strengths</li> <li>Develop a regional transmission development plan</li> </ul>	<ul style="list-style-type: none"> <li>Continue collaboration with Northeast Economic Developers</li> <li>Implement the Economic Development district</li> <li>Implement business retention, recruitment and develop incentives</li> <li>Inventory skill set necessary for new job creation and training</li> <li>Enhance strategic partnership with community colleges for workforce skill development</li> <li>Modify the regulatory lending guidelines for banking for small banking institutions vs. larger banking institutions</li> <li>Identify available land, Vacant storefronts and other regional assets for business expansion and development</li> <li>Streamline permitting process across the region</li> <li>Encourage and support commercial, industrial, retail and cultural development which will broaden the economic base while safeguarding existing environment</li> <li>Market access to capital programs (SBDC)</li> <li>Promote Immigration Policy that encourages &amp; supports agriculture and services</li> <li>Establish a regional grant writer(s) position</li> <li>Identify barriers to employment such as housing, childcare, transportation</li> <li>Maximize k-12 and community college education to enhance entrepreneurial thinking</li> </ul>	<ul style="list-style-type: none"> <li>Developing transmission lines</li> <li>Regional, multi-state cooperation in grid development</li> <li>Continue to make it simpler to get permits for energy transmission (gas, oil, electricity)</li> <li>The county should protect residential, commercial, retail, industrial and public areas from undesirable and unnecessary traffic, while still providing good access to those areas</li> <li>Encourage development of diversified energy resources (e.g., natural gas, anaerobic digestion, and methane)</li> </ul>	<ul style="list-style-type: none"> <li>Work on sustainability of ground water basins</li> <li>Manage stream flow throughout region</li> <li>Build water storage to maximize water in area</li> <li>Access and inventory water infrastructure across state to understand where investment is needed</li> <li>Develop technology to re-use water to extinction while maintaining quality</li> <li>Make sure all regions work together</li> </ul>	<ul style="list-style-type: none"> <li>Teach people how to access capital / Promoting different types of loans and capital that is out there.</li> <li>Share information about USDA Rural Development</li> <li>Share information about State programs</li> <li>Promotional vehicle and better marketing of resources</li> <li>Develop and promote alternative forms of capital (incubator funds, revolving loan funds, regional angel/venture capital fund/networks etc)</li> <li>Competition to get access to the money (business plans, etc)</li> <li>Access to capital with fewer rules and regulations for small businesses</li> <li>“One application, one page, one signature”</li> <li>Loan guarantees – especially in areas targeted for growth (agriculture)</li> <li>Create loan-packagers/facilitators who can guide people through the process with targeted agents for different sized businesses</li> <li>Encourage small local bankers to work outside the local system and engage larger banks to provide the capital needed</li> <li>Make capital available to public entities</li> </ul>



### Region 1: Logan, Sedgwick, Morgan, Phillips, Yuma and Washington Counties (Continued)

Priority(ies)	Grow, develop, and market two separate aspects of Infrastructure <ul style="list-style-type: none"> <li>Capital Infrastructure</li> <li>Social Infrastructure</li> </ul>	Retention, Expansion and Recruitment of Jobs Businesses	Rethink how energy is produced and delivered in Colorado	Maintain and Build Water Resources	Increase Access Capital
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>Social Infrastructure</li> <li>Collaboration of businesses and communities and professionals and funders (tuition reimbursement program)</li> <li>Signage on interstate / state highways (work with CDOT)</li> <li>Utilize tourism corridors</li> <li>Build / develop our amenities (schools, rec centers, shopping, entertainment, parks, medical)</li> <li>Capital Infrastructure</li> <li>Consistent High-Speed internet to all rural areas</li> <li>Market community assets</li> <li>Market transportation assets</li> <li>Develop available properties</li> <li>Develop a regional transmission growth plan</li> </ul>	<ul style="list-style-type: none"> <li>Community Economic Development strategy</li> <li>Access EDA funding</li> <li>Modify eligibility requirements for rural communities to access to state incentives</li> <li>Partner with regional work force development center to identify training needs</li> <li>Encourage the Governor to pressure banking regulators to modify lending practices for rural communities</li> </ul>	<ul style="list-style-type: none"> <li>Educate residents and communities to accept new energy mindset</li> <li>Partner with Leprino and Cargill for an anaerobic digester</li> <li>Create system to prevent pollution of air, water, and surrounding land surface from energy-related development</li> <li>Understand alternative energy development including anaerobic digestion capacity in the region</li> <li>Cooperate regionally for renewable energy development</li> </ul>	<ul style="list-style-type: none"> <li>Education of legislator, regulators and voting public regarding importance of water storage</li> <li>Organize regionally a meeting with legislators to discuss water issue</li> <li>Engage Water Commissioner within the region regarding water issue</li> <li>Increase Augmentation Water infrastructure within ditch companies to better utilize augmentation water</li> <li>Encourage collaboration among ditch companies</li> <li>Encourage management (no-till farming, irrigation water management ) on all farm land</li> <li>Protection of ground water quality</li> <li>Develop county Source Water Protection Plan</li> <li>Increase education about water issues across all sectors and region of the state</li> </ul>	<ul style="list-style-type: none"> <li>Create Incubation business centers—share the capital burden by creating shared office space opportunities</li> <li>Create a new regional revolving loan funds (Capital from USDA)</li> <li>Managed by a new regional economic development group</li> <li>Create regional clearinghouse for information about capital resources that are available</li> <li>On the website for the potential new EDD?</li> <li>Provided by CSU regional engagement in Sterling</li> <li>Create regional venture capital fund</li> <li>Classes about financial tools to learn how to get a loan</li> <li>Educate people about the opportunity to pass a dedicated community sales tax for economic development that can go into a regional venture fund</li> </ul>
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>Infrastructure needs become a priority</li> <li>Assessments of what infrastructure/assets we have in the region</li> <li>Developed infrastructure makes our region a more attractive place to do business</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of Jobs</li> <li>Increase Tax Revenue</li> <li>Increase Grant and State Dollars to the Region</li> </ul>	<ul style="list-style-type: none"> <li>Quicker permitting</li> <li>Lower electric and fuel bills</li> <li>Attract energy development</li> <li>Higher median incomes</li> <li>Increased county tax receipts</li> <li>Increased permits issued</li> <li>Increased wells drilled</li> <li>Increased mineral receipts</li> <li>Local generation of our own fuels</li> <li>See more transmission lines going through region</li> </ul>	<ul style="list-style-type: none"> <li>Keep water in region in order to keep jobs business in region</li> <li>Create an economically desirable atmosphere in region</li> <li>Take people to the water not water to people</li> <li>Must at least maintain current levels of water development</li> <li>Water storage in region would increase recreation</li> <li>Northeast region maintains agriculture base while looking to enhance other opportunities</li> <li>Increase in Agri-Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Encourage main street revitalization</li> <li>Increased access to capital</li> <li>Strengthen businesses</li> </ul>

### Region 2: aka NOCO Region: Weld and Larimer Counties

Goal(s)	#1 Enhance economic vitality by creating primary jobs, sustaining a globally competitive workforce, increasing capital investment, and promoting a diversified economic base	#2 Remove red tape, mandates, and burdensome regulations, to establish a predictable tax and regulatory climate	#3 Boost the appeal of the NOCO* region	#4 Develop, preserve, and enhance water storage and delivery options within the region	#5 Promote, maintain, and enhance the region's transportation network	#6 Build and maintain economic infrastructure (capital networks, education, utilities, research and development, telecommunications, etc.) to enable employer competitiveness
Strategy(ies)	<ul style="list-style-type: none"> <li>Understand the Region's current economic base</li> <li>Understand workforce needs and capabilities</li> <li>Strengthen and grow economic clusters</li> <li>Assist in the recruitment, start-up, retention, and expansion of business ventures</li> <li>Create and sustain programs that successfully enhance workforce development capabilities to meet employer need</li> <li>Create a strong entrepreneurial environment that increases the creation of successful primary start-up firms</li> <li>Create a business friendly environment</li> <li>Encourage the development, maintenance, and operations of facilities, utilities, and services necessary to support economic development</li> <li>Leverage diminishing government resources by teaching communities to create and operate their own broadly supported economic development programs</li> <li>Work with the State to find creative ways to support higher education within the region</li> </ul>	<ul style="list-style-type: none"> <li>Identify competition</li> <li>Benchmark tax and regulatory climate among competitive communities, including global</li> <li>Identify areas for improvement</li> <li>Employ existing and/or create private and public sector partnerships to create and execute improvement initiatives</li> <li>Identify rules, mandates, and regulations at the local, state, and federal levels that hinder economic development</li> </ul>	<ul style="list-style-type: none"> <li>Market the region's assets</li> <li>Bring big name attractions/events to the region</li> </ul>	<ul style="list-style-type: none"> <li>Support proposed water storage and delivery projects within the region</li> </ul>	<ul style="list-style-type: none"> <li>Ensure transportation modes including air, rail, road, and public transportation are preserved and improved</li> <li>Promote the maintenance of existing roadways to ensure a superior level of service for the traveling public</li> <li>Encourage the incorporation of multi-modal transportation</li> <li>Promote open dialogue among jurisdictions to ensure the functional integrity of all of our transportation systems</li> <li>Preserve and acquire right-of-way to guarantee needed improvements or future expansions of the transportation network</li> </ul>	<ul style="list-style-type: none"> <li>Expand capital providers' capacity to meet needs for access to capital for both existing and new businesses, including encouragement of angel investors, venture capital firms, and banking institutions</li> <li>Obtain infrastructure competitiveness requirements from primary employers</li> <li>Obtain perceived deficiencies in infrastructure from primary employers</li> <li>Employ existing and/or create private and public sector partnerships to address economic infrastructure deficiencies</li> <li>Restore energy and mineral impact grant program to local governments</li> <li>Work with the State to find creative ways to support higher education within the region</li> </ul>



### Region 2: aka NOCO Region: Weld and Larimer Counties (Continued)

Goal(s)	#1 Enhance economic vitality by creating primary jobs, sustaining a globally competitive workforce, increasing capital investment, and promoting a diversified economic base	#2 Remove red tape, mandates, and burdensome regulations, to establish a predictable tax and regulatory climate	#3 Boost the appeal of the NOCO* region	#4 Develop, preserve, and enhance water storage and delivery options within the region	#5 Promote, maintain, and enhance the region's transportation network	#6 Build and maintain economic infrastructure (capital networks, education, utilities, research and development, telecommunications, etc.) to enable employer competitiveness
Action(s)	<ul style="list-style-type: none"> <li>Review and amend current rules and regulations, to facilitate economic development</li> <li>Lobby for the amendment of State rules, mandates, and regulations that hinder economic development</li> <li>Collaborate with other economic development groups</li> <li>Create additional energy parks in the region</li> <li>Move Governor's Energy Office within Region 2</li> <li>Work with developers and property owners to develop and promote "shovel ready" properties</li> <li>Conduct an effective attraction (and retention) campaign, to attract and retain primary employers, retailers, entrepreneurs, tourism, and agriculture</li> <li>Align attraction and retention campaign messages and materials with target industries</li> <li>Obtain funding support necessary to execute attraction, retention and emerging enterprise support campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Build on previous work</li> <li>Conduct a tax and regulatory environment competitive status and gap assessment</li> <li>Conduct objective public dialogue to determine community priorities</li> <li>Publish citizen-driven community priorities to guide policy and action</li> <li>Lobby for the amendment or repeal of rules, mandates, and regulations that hinder economic development</li> <li>Ensure all new rules, regulations, and mandates, are beneficial to economic development</li> </ul>	<ul style="list-style-type: none"> <li>Identify quality-of-life attributes of the region</li> <li>Develop and implement marketing campaign(s) to highlight the region's assets, such as the energy sector, ag-tourism, the schools (their successes), the lower cost of living, and locally produced products, etc.</li> <li>Promote the relocation of the National Western Stock Show to Weld County</li> <li>Promote the move of the Broncos training camp back to UNC</li> <li>Support the development of a NASCAR race track in Weld County</li> <li>Develop a virtual tour of the region to promote its local attractions</li> <li>Conduct local employee and global benchmarking study to determine quality of life infrastructure competitive advantages and disadvantages faced by the region's employees</li> <li>Identify quality of life attribute priorities for knowledge workers</li> <li>Create and/or support existing private/public partnerships to enhance strengths and reduce weaknesses</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for and support proposed water storage facilities such as NISP, and Halligan and Seamans Reservoirs</li> <li>Support and encourage conversion of abandoned gravel pits to water storage</li> </ul>	<ul style="list-style-type: none"> <li>Promote the development of Compressed Natural Gas (CNG) infrastructure for public use (for transportation purposes)</li> <li>Develop and maintain working relationships with municipalities and adjacent counties</li> <li>Consider transportation impacts from development proposals, as they are presented in land use processes</li> </ul>	<ul style="list-style-type: none"> <li>Build on previous work</li> <li>Conduct local employer and global benchmarking study to determine economic infrastructure competitive advantages and disadvantages faced by the Region's employers</li> <li>Identify and prioritize competitive gaps</li> <li>Develop and execute a 10 year plan for enhancing strengths and closing gaps</li> </ul>

### Region 2: aka NOCO Region: Weld and Larimer Counties (Continued)

Goal(s)	#1 Enhance economic vitality by creating primary jobs, sustaining a globally competitive workforce, increasing capital investment, and promoting a diversified economic base	#2 Remove red tape, mandates, and burdensome regulations, to establish a predictable tax and regulatory climate	#3 Boost the appeal of the NOCO* region	#4 Develop, preserve, and enhance water storage and delivery options within the region	#5 Promote, maintain, and enhance the region's transportation network	#6 Build and maintain economic infrastructure (capital networks, education, utilities, research and development, telecommunications, etc.) to enable employer competitiveness
Action(s) (Continued)	<ul style="list-style-type: none"> <li>Develop a virtual tour of the region to market the region's resources</li> <li>Create a workforce development capabilities asset map</li> <li>Identify gaps in meeting the workforce needs of the region's employers</li> <li>Strengthen effective existing programs and create new public/private programs to fill gaps</li> <li>Create a continuous employer feedback program to ensure effective workforce development investment and focus</li> <li>Conduct an effective emerging enterprise growth campaign</li> <li>Create and execute effective import substitution and export campaigns</li> <li>Build on previous work of other groups and organizations, (i.e., partnerships with Universities, Larimer County Workforce Study, Upstate Colorado, etc.)</li> <li>Engage qualified professional staff</li> <li>Conduct target industry study and develop priority targets</li> <li>Locate the Colorado Department of Agriculture in Weld County</li> </ul>		<ul style="list-style-type: none"> <li>Identify and prioritize competitive gaps</li> <li>Develop and execute a 10 year plan for enhancing strengths and closing gaps</li> </ul>			



### Region 2: aka NOCO Region: Weld and Larimer Counties (Continued)

Goal(s)	#1 Enhance economic vitality by creating primary jobs, sustaining a globally competitive workforce, increasing capital investment, and promoting a diversified economic base	#2 Remove red tape, mandates, and burdensome regulations, to establish a predictable tax and regulatory climate	#3 Boost the appeal of the NOCO* region	#4 Develop, preserve, and enhance water storage and delivery options within the region	#5 Promote, maintain, and enhance the region's transportation network	#6 Build and maintain economic infrastructure (capital networks, education, utilities, research and development, telecommunications, etc.) to enable employer competitiveness
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>• Creation of 5,000 jobs over the next 5 years</li> <li>• A 5% increase in assessed property (residential and commercial) values over the next 5 years</li> <li>• Primary job growth</li> <li>• Decrease un-/ under-employment rate</li> <li>• Increase in personal income</li> <li>• Capital investment growth</li> <li>• Brand improvement (based upon primary employer perceptions over time)</li> <li>• Increased employer satisfaction with workforce quality</li> </ul>	<ul style="list-style-type: none"> <li>• Improved rankings, in comparison to competitors, in tax and regulatory climate measures</li> <li>• Increased primary employer satisfaction rate with business climate</li> </ul>	<ul style="list-style-type: none"> <li>• Increase of anchor events and attractions located in the region</li> <li>• Increased sales tax generated</li> <li>• A 20% increase in the number of businesses locating within the region</li> <li>• Increased worker satisfaction rate with quality of life</li> <li>• Increased primary employee talent retention and attraction success (when competing with other communities)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased water storage capacity in the region, to support growth and the preservation of water supply for agricultural purposes</li> </ul>	<ul style="list-style-type: none"> <li>• Increased capacity to attract businesses and to handle population growth</li> </ul>	<ul style="list-style-type: none"> <li>• Increased employer satisfaction rate with economic infrastructure</li> </ul>

### Region 3: Denver, Arapahoe, Adams, Boulder, Broomfield, Douglas, Clear Creek, Gilpin and Jefferson Counties

Priority(ies)	Retain and encourage expansion of existing businesses and their jobs	Improve Business Climate and Resources	Attract Jobs to the Region	Promote diverse tourism opportunities	Continually invest in needed infrastructure ( ie transportation, energy, technology, and water) to support future economic development activity and job growth
Strategy(ies)	<ul style="list-style-type: none"> <li>Relationship building, regional collaboration among existing agencies</li> <li>Strong entrepreneurial business support climate</li> <li>Access to capital</li> <li>Increase awareness of resources to businesses (supply chain for products made in region/Colorado as well as the public resource networks and business training that exist)</li> <li>Promote energy efficiency policies and reduce utility costs</li> <li>Business to business showcase for success stories and best practices</li> <li>Consider broad community issues (transportation (e.g., I-70 closures), access to broadband, cell phone access, affordable housing, workforce development, etc.) during business retention plan development</li> </ul>	<ul style="list-style-type: none"> <li>Improve state financial issues created by Tabor, Gallagher and Amendment 23</li> <li>Streamline the process and remove the “nickel and diming” involved in business permitting processes</li> <li>Improve ballot initiative process</li> <li>Find long term strategic funding for P-20 education</li> <li>Leverage resources to enhance delivery of workforce training services</li> <li>Update enterprise zone/ financial benefits to mirror the current financial costs</li> <li>Enhance communication strategy to market better business climate</li> <li>Educate current state general assembly and public at large on success of programs we have</li> <li>Evaluate, modify and maximize successful components of programs that support minority and woman-owned business</li> <li>Utilize the Secretary of State’s website to implement a clearinghouse with links to all state programs</li> <li>Utilize the OEDIT to implement a link with existing resources from other state agencies for the Secretary of State’s clearinghouse</li> <li>Identify barriers to business growth, and develop programs to improve the regional business climate</li> <li>Identify unmet needs for resources to support businesses in the region</li> </ul>	<ul style="list-style-type: none"> <li>Create a Regional Marketing Plan to attract jobs to the region</li> <li>Encourage job creation to sustain and enhance quality of life</li> <li>Create a Regional forecast study for emerging industries to target and identify opportunities and barriers as a region</li> <li>Create a culture that promotes Colorado and the Region first through partnership within the state, region and local communities</li> <li>Identify adequate methods to fund education as a key element to attracting business</li> <li>Support Regional leadership to restore consequences from Tabor and Amendment 23 that would position the region and the state as more pro-businesses</li> <li>Create an inclusive portal at the state level to help businesses identify resources to promote local entry into communities, similar to a hotline</li> </ul>	<ul style="list-style-type: none"> <li>Draw as many people as possible into the region to take advantage of tourism opportunities</li> <li>Encourage residents of the region to take advantage of tourism opportunities</li> <li>Maintain and enhance state promotion of tourism in Colorado (CTO funding)</li> <li>Develop regional tourism promotional efforts</li> <li>Better utilize existing resources that reach potential tourists</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing investment in the region’s surface transportation network including maintenance and improvement of roadways and bridges, mitigation of I-70 congestion, and interstates improvement throughout the region</li> <li>Complete the ongoing mass transit projects including Fast-Tracks and continue working on a public transport solution for the I-70 corridor</li> <li>Support state of the art logistics by providing an efficient multi-modal transportation network to include freight rail with a central hub and expanded int. air service from the region</li> <li>Encourage the development of sustainable water infrastructure – storage, treatment, efficient usage, infrastructure for distribution</li> <li>Develop a renewable energy infrastructure though maximizing partnership with NREL and facilitate renewable energy transmission and natural resource extraction</li> <li>Develop public-private partnerships to improve cell phone service, broadband penetration, emergency notification services &amp; emergency responder communications</li> <li>Explore alternate funding for a variety of infrastructure needs – ie heavy lobbying at the federal level for full multi-year funding for Colorado projects (ICE-T), encourage funding for projects through public-private partnerships ie toll roads, leases, etc.</li> </ul>

### Region 3: Denver, Arapahoe, Adams, Boulder, Broomfield, Douglas, Clear Creek, Gilpin and Jefferson Counties (Continued)

Priority(ies)	Retain and encourage expansion of existing businesses and their jobs	Improve Business Climate and Resources	Attract Jobs to the Region	Promote diversity of tourism opportunities	Continually invest in needed infrastructure ( ie transportation, energy, technology, and water) to support future economic development activity and job growth
Action(s)	<ul style="list-style-type: none"> <li>Reduce unnecessary regulations that burden small businesses (e.g., paint booth permits – payment required but threshold for needing permit not met)</li> <li>Provide more regional outreach about resources available to small businesses</li> <li>Link Secretary of State website to Economic Development Corporation resource networks</li> <li>Continue to fund SBDCs and other business support networks including micro-financing and incubators</li> <li>Coordinate business resources to reduce duplication of training and technical assistance and offer new opportunities</li> <li>Develop continuing education plan for businesses about the resources that are available</li> <li>Develop social media and other techniques to create list of resources and distribute to EDCs</li> <li>Create and communicate incentives to retain businesses that are considering leaving Colorado</li> <li>Identify gaps in the supply chain to target missing pieces regionally</li> <li>EDC staff to reach out, visit, and network with businesses</li> <li>Governor to visit businesses to help retain them; Governor should “allow” each EDC to identify a certain number of business visits each year for expansion and retention purposes)</li> </ul>	<ul style="list-style-type: none"> <li>ED requests the governor and business communities’ support in a referendum to modify and or eliminate Tabor, Gallagher and Amendment 23</li> <li>ED partner with local governments to identify and support the streamlining process</li> <li>Encourage state, county, and local business owners to engage private sector partners in changes to regulations and codes</li> <li>Regional economic developers will help establish a review process with private businesses on new and existing rules</li> <li>Ask Governor’s office to establish a blue room panel to develop long term funding for higher education</li> <li>Ask Governor’s office to help to establish blue room panel to develop long term funding for workforce training</li> <li>Increase funding for k-12 and higher education</li> <li>Enhance data gathering across sectors to identify workforce needs</li> <li>Governor direct DORA to collect healthcare workforce data and share with CDPHE</li> <li>Ask OEDIT to evaluate Enterprise Zone financial benefits and make recommendations to meet existing costs</li> <li>Ask OEDIT and CO Chambers to develop better marketing materials of business programs</li> <li>Ask to develop Secretary of State’s website to serve as clearinghouse with links to all other state programs</li> </ul>	<ul style="list-style-type: none"> <li>Attract jobs to region by promoting regional marketing and branding efforts, encouraging more partnerships and collaboration among regional entities, and including elected officials, state and local communities in the process</li> <li>Enhance policies that encourage increased incentive programs at State and County government levels</li> <li>Identify opportunities and barriers in the regional forecast study to determine future industries to target on a regional basis</li> <li>Research existing Best Practices and other case studies to establish benchmarking levels to leverage resources at CCI other Economic Development offices to attract new jobs to the region</li> <li>Education should be utilized as a key component to business attraction</li> <li>Identify stories to use as examples of both successful, and less than successful ventures, and learn from these case studies</li> </ul>	<ul style="list-style-type: none"> <li>Create a standing regional tourism working group to serve the counties in the region</li> <li>Identify and develop maps and lists of attractions and events</li> <li>Leverage local marketing of new tourism opportunities</li> <li>Coordinate regional tourism opportunities</li> <li>Identify and establish partnerships between CTO and local/regional entities - chambers, local tourism boards, visitors bureau, arts and cultural entities</li> <li>Educate and inform current businesses of availability of regional tourism options – provide tours, incentivize cross promotion</li> <li>Create online system for identifying opportunities that serve related interests, that are geographically close, or that occur around the same time</li> <li>Promote regional travel itineraries</li> <li>Ask CTO to act as clearinghouse of information statewide, in coordination with regional working groups, and individual local entities</li> <li>Utilize social media to promote regional options in a timely manner (state created site, locals update information)</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate barriers to competition for provision of telecom services</li> <li>Encourage CML and CCI to develop model ordinances to facilitate telecom infrastructure within the confines of protecting local quality of life</li> <li>Prioritize existing road and bridge projects for funding based on usage and safety</li> <li>Encourage water conservation efforts by consumers, businesses, and governments</li> </ul>



### Region 3: Denver, Arapahoe, Adams, Boulder, Broomfield, Douglas, Clear Creek, Gilpin and Jefferson Counties (Continued)

Priority(ies)	Retain and encourage expansion of existing businesses and their jobs	Improve Business Climate and Resources	Attract Jobs to the Region	Promote diversity of tourism opportunities	Continually invest in needed infrastructure ( ie transportation, energy, technology, and water) to support future economic development activity and job growth
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>Increased communication: survey businesses to understand baseline awareness of existing resources</li> <li>More jobs</li> <li>Retained businesses in the community</li> <li>Increase collaboration of resources</li> <li>Increase participation in existing programs</li> </ul>	<ul style="list-style-type: none"> <li>Marketing campaign begins and end in the next 18 months</li> <li>Data available for economic developers for implementation of training programs</li> <li>Best practices identified and shared among region economic developers</li> <li>10-20% increase in business inquiries to state economic development programs</li> <li>Governor appoints people from each region to sit on blue room panel regarding funding for k-12, higher education and workforce development</li> <li>Metro Denver Chamber and EDs establish a review process for fair access</li> </ul>	<ul style="list-style-type: none"> <li>Stronger and more meaningful statewide partnerships and recognition of local assets and resources will be developed</li> <li>There will be better education of elected officials, combined with more partnership of the local elected and community group to align state and local Economic Development efforts</li> <li>Benchmarking would create a more competitive state that would look at policy issues for adjustments and new directions This will help communities that don't have a lot invested in economic development to expand and share resources and knowledge</li> <li>The Region will attract 10% more new jobs in the next 3 years.</li> <li>Increased recognition of the process and the value of economic development among state residents and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Double tourism revenue in a period of ten years</li> <li>Increase the number and type of tourists coming to region</li> </ul>	

### Region 4: El Paso, Teller and Park Counties

Priority(ies)	Identify, coordinate and expand resources that foster entrepreneurial and small business development	Retain, expand and attract the military sector and defense industry	Retain and Support Existing Businesses	Attract new businesses	Tourism
Strategy(ies)	<ul style="list-style-type: none"> <li>Inventory educational, people housing, and financial resources to avoid duplication and identify gaps</li> <li>Communicate the resource inventory to businesses</li> <li>Create pathways into entrepreneurship through education</li> <li>Encourage entrepreneurial spirit to retain various age groups in smaller communities</li> <li>Expand Leadership Institute to broader regional approach</li> <li>Identify needs that drive businesses (e.g., wood harvest from beetle kills, tourism, eco-tourism) that are appropriate for micro-regions</li> <li>Inventory and assess patents being generated in region to understand intellectual property that is available</li> <li>Create a regional planning and economic development three-county commission and merge/leverage planning efforts</li> <li>Establish mentorship program for start-up companies to become operationally successful, and then prepare for higher level capital solicitations</li> <li>Identify and fund those infrastructure and capital improvement needs required for entrepreneurs to grow and prosper.</li> <li>Focus on growing internet-based businesses as a sector in rural areas</li> <li>Continue and promote downtown revitalization strategies for both attracting and retaining businesses, community amenities and people in the historic downtowns of all municipalities in the Region.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate military sector-related economic development programs</li> <li>Engage in business development assistance targeted at military sector (PTAC)</li> <li>Employ attraction and retention techniques targeted at military sector</li> <li>Engaging partners for use of financial and other incentives to attract/retain military industry (eliminate red tape)</li> <li>Rebuild relationship with state leadership (Governor's Office and State Legislature)</li> <li>Recognize value of Veterans as a workforce</li> <li>Increase health care presence in the region to support military, in concert with Olympic sports community</li> <li>Prioritize infrastructure improvements that keep military installments in Colorado (ie Gate 18)</li> <li>Promote Fort Carson as national model for sustainability in the military</li> <li>Attract a VA Cemetery to El Paso County through Federal leadership</li> <li>Continue to integrate local and regional economic development community with leadership at military bases</li> <li>Work to preserve Military Impact grant through the COG</li> </ul>	<ul style="list-style-type: none"> <li>Promote regional collaboration and sharing among the business community and chambers of commerce to develop business cooperatives and other effective programs like economic gardening</li> <li>A regional, single point of entry that provides support to existing and new businesses will be created that connects the chambers regionally and allows for local dispersal of information</li> <li>Encourage the Governor to complete internet and cellular phone improvements throughout the state and this Region to upgrade the communications infrastructure</li> <li>Create efforts to amend and align Tabor, Amendment 23 and the Gallagher Amendment</li> <li>Work with state partners and local chambers of commerce to maximize financial resources and human capital within the Region to synthesize and identify plans that highlight commonalities and opportunities to model in current economic development activities. Model the Southern Teller County Economic Development Coalition's efforts which have analyzed and incorporated local economic development and revitalization plans that align and maximize efforts and resources</li> <li>Continue and promote downtown revitalization strategies for both attracting and retaining businesses, community amenities and people in the historic downtowns of all municipalities in the Region.</li> <li>Identify opportunities within current successful community models to promote downtown revitalization in Cripple Creek, Divide, Florissant, Victor, Woodland Park and all other municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Provide basic infrastructure requirements including: water, roads, sewer, electricity, and communications for businesses, including recreational and cultural amenities.</li> <li>Economic strategies aligned to support and address community's needs</li> <li>Establish, coordinate and promote heritage and cultural tourism throughout the region</li> <li>Regional coordination of efforts to promote recreational, health and wellness events and facilities, creating opportunities for year round businesses</li> <li>Enhance marketing material for tourism related activities</li> <li>Regional inventories of vacant lots for marketing of business attraction</li> <li>Investigate expansion of health care amenities related to high altitude training and rehabilitation</li> <li>Follow the strategies outlined in the Colorado Springs Regional EDC 5-Year Strategic Plan:</li> <li>Attract high growth companies and headquarters</li> <li>Connect with and visit external headquarters of local companies to encourage expansion/consolidation into the Pikes Peak region</li> <li>Develop relationships with key site location consultants and national and local real estate executives</li> <li>Strengthen marketing programs for key industry sectors and reevaluate on an ongoing basis</li> <li>Highlight superior quality of life/life style strengths **</li> <li>Engage the broader community in marketing activities and promoting the region **</li> <li>Focus marketing on high cost/poor business climates where the Pikes Peak region offers a competitive and quality of life advantage **</li> <li>Develop an international recruitment program **</li> <li>Maximize attraction/retention of skilled talent and young professionals **</li> <li>- Assist in the attraction of government organizations and missions **</li> <li>[ ** New or significantly expanded program or initiative ] (Direct from CSREDC Strategic Plan)</li> </ul>	<ul style="list-style-type: none"> <li>Expand tourism and outdoor recreation opportunities and markets</li> <li>Develop and implement a comprehensive tourism marketing strategy, inclusive of local organizations and businesses</li> <li>Specialty destination markets / opportunities– e.g. bed and breakfasts, dude ranches, retreat centers, agri-tourism, conferences, camps, lodges, resorts, etc</li> <li>Heritage tourism -</li> <li>Historic preservation</li> <li>Outdoor recreation – trails</li> <li>Health/fitness</li> <li>Sports and outdoor activities</li> <li>creative industries (local music, film, arts and culture)</li> <li>Mountain tourism – the mountain experience</li> <li>Integrate arts and culture as part of tourism product</li> <li>Transportation – railroad enthusiast tourism, touring opportunities for group and independent travel, including podcasts, GPS</li> <li>Regional partnerships and cross-promotional efforts</li> <li>Regionally coordinated event scheduling and marketing</li> <li>Annual events associated with creative industries, sports and health, wine, national bee keepers, arts and crafts, goal mining, burro days</li> <li>Downtown revitalization strategies should promote "daycations"</li> <li>County representation on state boards that deal with tourism – beyond CTO board – in order to enhance communication between region and the state</li> <li>Filter state funding down in a way to let "best-suited" organizations market communities</li> <li>Expand opportunity for tourists – Increase summer tourism, and extend/enhance the shoulder and off-seasons through marketing – highlight alternative options beyond the primary attraction – "hunters, bring the family to do heritage tourism"; "fishers, bring the family to do other things" – include shooting ranges</li> <li>Market Pikes Peak International Raceway—one of the best racetracks in the USA</li> </ul>

### Region 4: El Paso, Teller and Park Counties (Continued)

Priority(ies)	Identify, coordinate and expand resources that foster entrepreneurial and small business development	Retain, expand and attract the military sector and defense industry	Retain and Support Existing Businesses	Attract new businesses	Tourism
Action(s)	<ul style="list-style-type: none"> <li>Develop mentorship program</li> <li>Develop satellite classes from secondary education providers to retain various age groups in smaller communities</li> <li>Website clearinghouse to display projects, events calendars and actions throughout region</li> <li>Develop internship jobs for students</li> <li>Increase communications between counties about the business development and funding opportunities (quarterly meetings between counties on targeted topics)</li> <li>Educate organizations/stakeholders about new planning and coordination ideas</li> </ul>	<ul style="list-style-type: none"> <li>Engage military leadership to collaborate on economic development on a local, regional, and State level</li> <li>Work with MAC (Military Affairs Council) to tell the story of military's importance in the State and educate state leadership about importance of military to depth and breadth of industries in the State (security, IT, aerospace, high tech, etc)</li> <li>Continue and support efforts for VA Cemetery in the Region in concert with Senators and Congressional Representatives</li> <li>Exporting the message and put a spotlight on this region. Brag about the strongly integrated military presence in the region. Have the Governor build awareness and understanding and replicate this in other parts of the State</li> <li>Identify the 8-10 steps</li> <li>Specific infrastructure improvements: Charter Oak Road between Gate 19 and I-25</li> <li>Enhance partnerships among economic development agencies, higher education, military leadership, and defense-related employers</li> <li>Combat Aviation Brigade: When the formal announcement is made, sell the good news story (saving lives)</li> <li>Provide military sector demographics to community partners to demonstrate economic impact</li> <li>Expand marketing activities (branding) to attract and retain military sector</li> <li>Create a cabinet level military liaison who can advocate, communicate and lobby on behalf of military-related issues, as the Adjutant General cannot (TAG)</li> </ul>	<ul style="list-style-type: none"> <li>Encourage Chambers of Commerce to establish business cooperatives that 1) facilitate local labor force sharing; 2) coordinate seasonal restaurant schedules;</li> <li>Bring local/regional Chambers of Commerce together to promote co-marketing, tourism, collaboration, and partnership</li> <li>Coordinate local business schedules</li> <li>Review of local, county, city and state regulations to identify barriers to retention an expansion</li> </ul>	<ul style="list-style-type: none"> <li><b>PPACG will:</b></li> <li>Implement regional heritage cultural strategies</li> <li>Identify successes and share implement strategies for the expansion of telecommunications and broadband</li> <li>Identify partners in the recreational, health and wellness industries to participate in the investigation and implementation of strategies for the establishment of new businesses</li> <li>Identify off-river pumped hydro-water storage for alternative energy source. Supported by the entire region.</li> <li>Ask OEDIT to work with individual counties to develop tailored economic development plans for each area</li> <li>Teller and Park County Commissioners in conjunction with PPACG and CDOT to improve signage off I-25 for the promotion of Teller and Park County</li> <li>OEDIT to provide a template to individual counties for the inventory of vacant lots, storefronts, etc.</li> <li>Attend trade shows for CSREDCs 5 targeted industries: <ul style="list-style-type: none"> <li>Software and Information Technology</li> <li>Aerospace, Defense, and Homeland Security</li> <li>Clean Tech - Renewable Energy</li> <li>Sports, Health and Wellness</li> <li>Emerging Industries &amp; Entrepreneurs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop a well-trained 21st century workforce – hospitality training program</li> <li>Improve marketing and sales opportunities for earned media, film industry, social media and website – to create “top-of-mind” awareness for the region</li> <li>Develop a comprehensive brand for region</li> <li>Create a slogan encouraging people to use Colorado Springs airport</li> <li>Develop enplanements for direct flights</li> <li>Package direct flights with special regional offers – e.g. bed and breakfasts; Allegiant Air</li> <li>Increase major high-profile events</li> <li>Integrate arts and culture as a part of tourism product</li> <li>Aim for equitable property taxes in downtown strips – e.g. disparity of property values for storefronts vs. casinos</li> <li>Complete and implement the national heritage development plan (Preserve America)</li> <li>Ask the state to facilitate CDOT conversations: signage, flower pots on side walks</li> <li>Develop local and regional partnerships to promote heritage tourism to create tourism brand for each area or town</li> <li>Establish an artisans’ trial</li> <li>Create themed tour itineraries for visitors: <ul style="list-style-type: none"> <li>birding, arts and culture, historic, dinosaurs, archeological finds</li> </ul> </li> <li>Coordinate with Park County to promote heritage and cultural tourism</li> <li>Finds ways to encourage people to move from airport &amp; I25 to regional activities</li> </ul>



### Region 4: El Paso, Teller and Park Counties (Continued)

Priority(ies)	Identify, coordinate and expand resources that foster entrepreneurial and small business development	Retain, expand and attract the military sector and defense industry	Retain and Support Existing Businesses	Attract new businesses	Tourism
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>• Business creation</li> <li>• Regional cooperation</li> <li>• Increased sales tax revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Follow-through on the proposed force/manning increases in the pipeline</li> <li>• Increased awareness within State leadership and around the state about the importance of military to the State's economy</li> <li>• Job growth in military sector</li> <li>• Increased construction</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated seasonal restaurant schedule</li> <li>• Upgraded technology infrastructures that will help retain and grow existing businesses</li> <li>• Better business attraction and retention in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Because of new signage on I-25 tourism visits will increase approximately 100,000 per annum</li> <li>• Infrastructure improvement can be measured by the establishment of new business. Sales tax is also a good measurement of business expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Increase traffic / increase business / increase jobs / increase tax revenue – perhaps a 5% growth rate for these categories</li> </ul>

### Region 5: Lincoln, Elbert, Cheyenne and Kit Carson Counties

Priority(ies)	To increase and promote amenities and services to enhance the quality of life for all age groups	Retain and Recruit New Jobs	Improve and enhance infrastructure including broadband communications, transmission and utility capacity for renewable and non-renewable energy, and transportation	Improve ability to capitalize on heritage tourism, attractions and activities	Strengthen, expand, and create new agricultural businesses
Strategy(ies)	<ul style="list-style-type: none"> <li>Develop public/private housing for all age levels (assisted living, retirees, middle aged, young families, etc.)</li> <li>Identify amenities that might attract and retain all age groups</li> <li>Research incentives/funding, and partnerships for housing development</li> <li>Provide child care, senior care, medical care, and after-hours emergencies services locally</li> <li>Develop parks and trail systems</li> </ul>	<ul style="list-style-type: none"> <li>Expand and market existing businesses</li> <li>Encourage small business development to support the energy industry</li> <li>Develop incentive packages in conjunction with the State OEDIT for new business/industry to relocate in the region</li> <li>Inventory and market local available assets</li> <li>Identify and expand infrastructure to support new industries</li> <li>Market and educate existing state and federal resources</li> <li>Cultivate and showcase local businesses</li> <li>Capitalize on rural culture to startup home businesses</li> <li>Streamline rural local government processes for special use permits</li> <li>Align recruitment with existing available resources and assets</li> <li>Implement access to skill/work development for a skilled workforce at all income levels</li> <li>State assistance in accessing capital for business startup and expansion</li> </ul>	<ul style="list-style-type: none"> <li><b>Energy:</b></li> <li>Focus on wind energy as the primary renewable energy source</li> <li>Identify or establish innovative transmission fee structures (ie recurring royalties, not one lump sum)</li> <li>Become a four-County model: Make consistent land use regulations, fees, etc. are consistent across County lines from Eastern Plains to the Front Range whether it is transmission lines, railroads, highways, etc</li> <li>Consolidate Economic Development efforts and personnel from four counties—don't duplicate efforts</li> <li>Increase access to broadband communications infrastructure (fiber, line-of sight, etc)</li> <li>Engage community support by highlighting advantages of this availability in addition to mobilizing on the creation of necessary infrastructure</li> <li>Transportation</li> <li>Address safety and viability of state highways</li> <li>Find ways to better address transport of grain and agricultural products produced in the region via rail and road</li> <li>Engage the numerous transportation planning efforts (Ports to plains, NAFTA, Heartland Express, etc)</li> </ul>	<ul style="list-style-type: none"> <li>Identify, promote and interpret heritage tourism resources</li> <li>Promote special events</li> <li>Partner with local businesses to create special opportunity for tourist</li> <li>Develop Agri-tourism including the equine tourism</li> <li>Create Informative and Interpret Signage to promote local tourism and facilities</li> <li>Continue to support and help expand the Our Journey Heritage programs</li> </ul>	<ul style="list-style-type: none"> <li>Incentives to expand and create new business</li> <li>Expand Enterprise Zones to include existing business</li> <li>Increase high speed internet availability: Connect Dark fiber</li> <li>Educational Webinars on Services available</li> <li>Reduce regulation</li> <li>Promote exports</li> <li>Recognize that regulations have different impacts in different areas</li> </ul>

### Region 5: Lincoln, Elbert, Cheyenne and Kit Carson Counties (Continued)

Priority(ies)	To increase and promote amenities and services to enhance the quality of life for all age groups	Retain and Recruit New Jobs	Improve and enhance infrastructure including broadband communications, transmission and utility capacity for renewable and non-renewable energy, and transportation	Improve ability to capitalize on heritage tourism, attractions and activities	Strengthen, expand, and create new agricultural businesses
Action(s)	<ul style="list-style-type: none"> <li>Develop a comprehensive park and open space master plan</li> <li>Evaluate opportunities for community centers</li> <li>Team up with established health care providers for improved medical services</li> <li>Require open space and trails from developers</li> <li>Conduct regional market study to determine housing, medical and amenity needs (DOLA, Division of Housing)</li> <li>Partner with regional counties on Economic Development Coordinator roles</li> <li>Regional facilitated day-care licensing</li> </ul>	<ul style="list-style-type: none"> <li>Develop a regional marketing plan</li> <li>Implement small business task force to identify needed support business to the energy industry</li> <li>Launch regional electronic businesses and services directory</li> <li>Have State implement a statewide electronic business and services directory for each region</li> <li>Have State provide regional training on incentives and capital available</li> <li>Establish a bountiful funding stream dedicate it for rural economic development</li> <li>Modify eligibility for state financial assistance for economic development</li> <li>Task OEDIT to create an available asset template to be used by the counties</li> <li>Maximize State agencies and private companies to assist in infrastructure expansion</li> <li>Each region to establish a region economic development coordinator position that resides in the region</li> <li>Development working relationship with Community College System for workforce training</li> </ul>	<ul style="list-style-type: none"> <li>Broadband: Map availability; identify gaps and rules that are keeping people out of the system</li> <li>Work with politicians, energy companies, utilities and landowners to build transmission infrastructure</li> <li>Transportation</li> <li>Expand to four lanes: Hwy 24, 86, 287</li> <li>Railroad re-loading station at junction of Kyle and Union Pacific to avoid penalty fees</li> <li>Create County/Regional portals – one site that links to every County site</li> <li>Education – The public needs to be brought up to speed on these strategies and goals</li> </ul>	<ul style="list-style-type: none"> <li>Develop an Audio tour CD/podcast incorporating all the counties</li> <li>Familiarization tours of 4 county region to expand marketing knowledge to museums, historical societies. Visit events in other counties to promote resources and events of the region</li> <li>Develop a scavenger hunt and or other creative methods</li> <li>Informative Signage for growing crops and animals (Dept. of Agriculture) for visitors</li> <li>Develop reciprocal programs to teach urban students about country life, and vice versa</li> <li>Inventory potential resources for developing agri-tourism and utilizing the state to get the ball rolling</li> <li>Colorado Tourism Office to promote agri-tourism and heritage tourism with photos in Eastern Colorado</li> <li>Develop Farmers Market section in CTV planning guide, State website to promote</li> <li>Develop walking tours of historic areas</li> <li>Create two more “Off the Beaten Trail” sites in each community (GEO caching)</li> </ul>	<ul style="list-style-type: none"> <li>Encourage Regulatory Agencies, ie: EPA, to scientifically prove need for additional regulation</li> <li>Develop multiple markets for products produced</li> <li>Investigate and promote Agri-tourism opportunities</li> <li>Remove blight and provide strategy to invigorate main streets and existing businesses</li> <li>Provide business training seminars</li> <li>Study impact of existing and new regulations and fees to the local economy</li> <li>Simplify and reduce cost of business startup and continuing business</li> <li>Centralize business information and assistance</li> <li>Increase soft skills training of work force</li> </ul>



### Region 5: Lincoln, Elbert, Cheyenne and Kit Carson Counties (Continued)

Priority(ies)	To increase and promote amenities and services to enhance the quality of life for all age groups	Retain and Recruit New Jobs	Improve and enhance infrastructure including broadband communications, transmission and utility capacity for renewable and non-renewable energy, and transportation	Improve ability to capitalize on heritage tourism, attractions and activities	Strengthen, expand, and create new agricultural businesses
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>• A complete market study for housing, amenities and medical services</li> <li>• Establish a Regional partnership for economic development coordination</li> <li>• Obtain funding for affordable housing</li> <li>• Amount of acres established for parks and miles of trails built for trail systems</li> <li>• Additional services:</li> <li>• Amenities and activities for all age groups year-round</li> <li>• Community centers</li> <li>• Child care that is licensed, safe and affordable</li> <li>• Youth/family oriented activities</li> </ul>			<ul style="list-style-type: none"> <li>• Increased revenue for farmers, increased awareness while providing fresh produce/products</li> <li>• Increase the tax base and local expenditures while increasing vehicle travel traffic</li> </ul>	

### Region 6: Baca, Bent, Crowley, Otero, Prowers and Kiowa Counties

Priority(ies)	Retention and expansion of Ft. Lyon or repurposing to highest and best use	Retain and Expand Jobs and Population	Expand and Promote Tourism	Development of energy resources	Improve the housing quality and supply in the region
Strategy(ies)	<ul style="list-style-type: none"> <li>Continue with re-purposing committee with governor</li> <li>Re-purposing and/or retaining as DOC or Federal corrections facility, office facilities, multi-functional property, etc</li> <li>Ensure that the state does not lose focus on this project</li> <li>Work with DOC regarding current employees that choose not to transfer and keep them in the jobs for 6-9 months (moved from August 31 to March 1)</li> <li>Identify additional potential uses:                             <ul style="list-style-type: none"> <li>Bureau of Indian Affairs (Drug Abuse facility)</li> <li>ICE offenders</li> <li>National or regional substance abuse rehab facility</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Need Governor to pressure lending institutions to modify lending practices</li> <li>Implement incentive programs for jobs</li> <li>Promote telecommuter job creation with quality of life</li> <li>Implement preference for local broadband</li> <li>Market and increase use of SBDC in each county</li> <li>Provide incentives for skilled labor training</li> <li>Market and increase community's amenities</li> <li>Remove the Army's waiver allowing potential expansion into Pinon Canyon</li> <li>Develop water supply alternatives to Buy &amp; Dry</li> </ul>	<ul style="list-style-type: none"> <li>Better promotion and representation of Eastern Plains tourism opportunities and culture</li> <li>Provide capacity building opportunities of the tourism industry:                             <ul style="list-style-type: none"> <li>Concentration of Nationally significant Heritage Sites: Santa Fe Trails, Bent's Fort, Boggsville, Sand Creek, Camp Amache, Dust Bowl, Prehistoric Rock Art, fossils and petrified wood</li> <li>Wildlife including Birding, hunting</li> <li>Recreation: Camping, boating, fishing, biking, winter hiking, hunting, lakes</li> <li>Film</li> <li>Enhance and increase awareness and visibility of the region</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop transmission lines</li> <li>Develop manufacturing for renewable energy and its component parts</li> <li>Expand definition of Renewable Energy Standard to include waste-to-energy and other sources</li> </ul>	<ul style="list-style-type: none"> <li>Replicate Fresh start program for financing ownership and renovation of housing</li> <li>Use Enterprise Zone credits to incentivize ownership and renovation (Dan Tate, SEDC)</li> <li>Streamline asbestos permitting and abatement process</li> <li>Renovate existing single and multi-family to meet housing needs</li> <li>Incorporate mixed-uses as a strategy to meet housing needs</li> <li>Expand SEBREA's role to address housing</li> <li>Create a locally based weatherization program</li> </ul>
Action(s)	<ul style="list-style-type: none"> <li>Define ownership: State or federal</li> <li>Lobbyists – State and federal</li> <li>Continue discussion with DOC federal correctional facilities</li> <li>Marketing/ real estate consultant – DoLA putting that together(video, etc)</li> <li>Look at national models of similar situations</li> <li>Strategize use - multipurpose v. one big entity (economies of scale)</li> <li>Ensure that local counties have capacity and desire to make sure that inmates move to local private facility rather than getting pulled by DOC to another State facility</li> </ul>	<ul style="list-style-type: none"> <li>Send Letter to Governor through SEBREA to modify lending</li> <li>Identify incentives for jobs that explain their application</li> <li>Modify incentive programs for rural job creation</li> <li>Analyze home-based job demand</li> <li>Inventory/evaluate store fronts in downtown</li> <li>Implement marketing plan for home-based job resources and assets</li> <li>Create connections for SBDC</li> <li>Request letter from Congressional Delegation requesting Army to remove waiver</li> <li>Better notification of grant cycles to local governments</li> <li>Enhance schools' entrepreneurship programs</li> </ul>	<ul style="list-style-type: none"> <li>Diversify the Colorado Tourism Board to represent the region. (red tape issue)</li> <li>Work to promote Eastern Plains during one season designated, recognized and promoted by the state</li> <li>More prominently promote regional websites on state tourism website</li> <li>Engage CTO to increase visibility and photos of Region in paid advertisements (Specifically Autobon Publication)</li> <li>Diversify the Colorado Tourism Board to represent the region. (red tape issue)</li> <li>Work to promote Eastern Plains during one season designated, recognized and promoted by the state</li> <li>More prominently promote regional websites on state tourism website</li> <li>Engage CTO to increase visibility and photos of Region in paid advertisements (Specifically Autobon Publication)</li> </ul>	<ul style="list-style-type: none"> <li>Data collection (e.g., solar radiance)</li> <li>Continue regional collaboration through SEBREA to create a renewable energy zone</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan that addresses housing revitalization, ownership, rental and financing</li> <li>Work with SECD on funding opportunities</li> <li>Research other local government housing programs</li> <li>Market and advertise low-cost of housing of the region</li> <li>Implement fresh start program in banks throughout the region</li> <li>Discuss with State the possibility of creating a partnership/funding program to assist with property clean-up and maintenance once all local government voluntary and enforcement actions have been exhausted (this address a region wide public nuisance issue that exists with residential properties)</li> </ul>

### Region 6: Baca, Bent, Crowley, Otero, Prowers and Kiowa Counties (Continued)

Priority(ies)	Retention and expansion of Ft Lyon or repurposing to highest and best use	Retain and Expand Jobs and Population	Expand and Promote Tourism	Development of energy resources	Improve the housing quality and supply in the region
Action(s) (Continued)			<ul style="list-style-type: none"> <li>• Have rural specific transportation enhancement funds where rural defined as county population of 20K or less</li> <li>• Expand and continue efforts with heritage and agri-tourism and the creative industries initiative</li> <li>• Governor visit with media to experience tourism in Southeast Colorado twice per year</li> <li>• Creation of a hospitality training program through CTO to assist hotels, restaurants, and other travel services</li> <li>• Creation of region specific film commissioner to promote film opportunities in the region</li> <li>• Increase visibility with Governor to gain his support in making Boggsville part of National Parks Service (NPS) and to designate Southeast Colorado National Heritage Area through NPS</li> <li>• Reinstate DOLA funding for community projects</li> </ul>		
Expected Outcome(s), i.e., Measurable Results	<ul style="list-style-type: none"> <li>• Retention and expansion of facility or repurposing to highest and best use</li> <li>• Mitigating the economic impact</li> </ul>		<ul style="list-style-type: none"> <li>• Increase tourist activity</li> <li>• Job retention and creation</li> <li>• Increase sales tax</li> <li>• Creation of emerging tourism activities</li> <li>• Increase of movies and related media filmed in Southeast Colorado</li> <li>• Increase visibility and awareness of our communities statewide and nationwide</li> <li>• Increase visitation to local National Parks and other historical sites</li> <li>• Boggsville and SE National Heritage area apart of NPS</li> </ul>	<ul style="list-style-type: none"> <li>• Job creation (number of jobs)</li> <li>• Tax revenues</li> <li>• Increased transmission (visible poles)</li> <li>• Finalize definition of Renewable Energy Standard to include waste-to-energy and other sources</li> </ul>	



### Region 7: Pueblo County

Goal(s)	#1 Increase Primary Jobs with an emphasis on manufacturing	#2 Increase Tourism Spending	#3 Expand existing industry and small business opportunities	#4 Promote Pueblo as a Regional Health Care destination	#5 Develop a Leadership Council to guide and focus projects to enhance the Ag economy	# 6 Grow CSU-Pueblo and Pueblo Community College to become regional leaders in higher education, partnering to provide a skilled, educated workforce, in alignment with Regional Economic Development Goals
Strategy(ies)	<ul style="list-style-type: none"> <li>Promote Pueblo County area proven competitive advantages to national &amp; International manufacturing companies and other industrial sectors</li> <li>Implement both virtual and physical presence for the Manufacturing Center of Excellence</li> <li>Develop a cluster industry focus around medical manufacturing opportunities</li> <li>Capitalize upon the abundant water resources of Pueblo County</li> <li>Capture chemical Demil assets for future manufacturing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Identify and target leisure travel markets that increase Pueblo County's tourism market share</li> <li>Identify and target future conventions and meetings and retain existing businesses</li> <li>Identify and target military reunions and veteran activities that increase visitors to Pueblo County</li> <li>Identify and target indoor and outdoor sporting events that increase visitors to Pueblo County</li> <li>Continue to develop and grow the community events and festivals</li> <li>Develop strategies that increase group tour/motor coach tour business to Pueblo County</li> <li>Incorporate additional training</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness and marketing of business resources</li> <li>Streamline cumbersome licensing and permitting processes</li> <li>Create entrepreneur education programs</li> <li>Increase small business capital access</li> </ul>	<ul style="list-style-type: none"> <li>Create Centers of Excellence for selected areas of community need Replacement</li> <li>Create systems of care which make Pueblo the "front door" for regional systems of care</li> <li>Obtain national certifications</li> <li>Monitor outcomes data &amp; bench mark against regional data</li> <li>Create easier access to all levels of care consistent with the reform-based models</li> <li>Collaborate with other providers in the area to eliminate duplication and improve quality and efficiency of care</li> <li>Actively recruit physicians, dentists, and all health care professionals</li> <li>improve the economic health of the community</li> <li>Providing exceptional service to the outreach areas</li> <li>Create a mechanism for a health care cluster focused on medical manufacturing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Increase agricultural exports from Pueblo County</li> <li>Establish a temporary Action Task force to define, recruit and educate the Leadership Group and the areas of focus using a facilitator</li> <li>Develop incentives to keep water on the land</li> <li>Define the minimum level of agriculture and water needed to sustain food production</li> <li>Promote rural living for people in the cities – move the people to the water</li> <li>Have an Ag Philanthropy Day where the major foundations and agencies would come to the farm and ranch areas for a tour and to meet the folks who need grants</li> <li>Develop a Marketing plan for raising awareness of Pueblo County ag assets</li> </ul>	<ul style="list-style-type: none"> <li>Modify mission to develop additional opportunities at CSU-Pueblo</li> <li>Capitalize on the flexibility of Pueblo Community College to provide customized training and/or degree programs Incorporating critical thinking and ethics into the rigor of academics</li> <li>Expand the Engineering department at CSU-Pueblo to become a School of Engineering</li> <li>Expand Ag related research programs and/or create entry level degree programs via Pueblo Community College</li> <li>Develop Entrepreneurial studies program within the Hassan School of Business with articulation agreement (s) and ease in transferability with two year degree programs available at Pueblo Community College</li> <li>Broaden outreach and programs specifically targeted at Veterans</li> <li>Create Hospitality Management program at CSU-Pueblo to support tourism production efforts in the region with articulation agreement (s) and ease in transferability with two year degree programs available at Pueblo Community College</li> <li>Support and Outreach for Developmental Education needs</li> </ul>

### Region 7: Pueblo County (Continued)

Goal(s)	#1 Increase Primary Jobs with an emphasis on manufacturing	#2 Increase Tourism Spending	#3 Expand existing industry and small business opportunities	#4 Promote Pueblo as a Regional Health Care destination	#5 Develop a Leadership Council to guide and focus projects to enhance the Ag economy	# 6 Grow CSU-Pueblo and Pueblo Community College to become regional leaders in higher education, partnering to provide a skilled, educated workforce, in alignment with Regional Economic Development Goals
Action(s)	<ul style="list-style-type: none"> <li>• Be active participant in states promotion of Pueblo County Region as a hub for Manufacturing in state recruitment efforts through publications and all other forms of prospect recruiting</li> <li>• Enhance regional partnerships with collaborative organizations as well as major employers who can provide expansion opportunities through supply chain and corporate management divisional relationships</li> <li>• Work with state and associated organizations to complete asset mapping project</li> <li>• Create a foundation and infrastructure to recruit health care related manufacturing opportunities</li> <li>• Explore and capture Reuse possibilities with Bechtel and the Pueblo County Army depot</li> <li>• Promote, expand and privatize VINS project with defense related companies</li> <li>• Promote Pueblo County area as transportation and logistical hub and continue to implement infrastructure improvements including but not limited to: Rail, I-25 corridor, Broadband and building inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Continue and expand the strategic marketing and PR plan, develop and enhance our social media , blogs and editorial in magazine and travel publications that feature:</li> <li>• Outdoor recreational activities including fishing, boating, mountain biking, golf, etc.</li> <li>• Cultural, heritage, Industrial, medical and agri tourism</li> <li>• Food tourism</li> <li>• Visual and performing arts</li> <li>• Motor Coach tours</li> <li>• Develop a PR plan that allows participants in our target markets to communicate to other potential visitors</li> <li>• Continue to establish contacts and educate partners in tourism opportunities in all of our target markets</li> <li>• Identify and participate in travel shows related to our target markets</li> <li>• Encourage visitor industry partners to create packages/travel specials</li> <li>• Fulfill all visitor requests by providing appropriate information</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and inventory existing resources</li> <li>• Create central hub for resources that can be updated by all resource partners and promote the hub as the primary source for all partners</li> <li>• Create small business consortium tasked with:</li> <li>• Streamlining partner referral process</li> <li>• Facilitate information sharing among financial and resource partners and entrepreneurs</li> <li>• Create business kits by industry to assist with the licensing process</li> <li>• Improve web links between government departments</li> <li>• Training for state and local government workers</li> <li>• Identify existing programs</li> <li>• Develop financial and entrepreneur programs within school systems, after-school and summer programs</li> <li>• Create foundation funded by the regions banks and partner businesses for the purpose of chartering a bank to make micro-loans to students to teach financial literacy</li> </ul>	<ul style="list-style-type: none"> <li>• Support loan repayment incentives</li> <li>• Support medical scholarship programs</li> </ul>	<ul style="list-style-type: none"> <li>• Work with CSU Extension office to define opportunities for exporting</li> <li>• Research the Land Link programs in the State and in other states to assist young people interested in farming or ranching to work with older farmers to get into the business</li> <li>• Specify how conservation easements can be used to encourage young people to get into ag</li> <li>• Research the infrastructure needs for smaller famers and put together a coordinated plan to make available a commercial kitchen, frozen storage, seed cleaning, a service center, etc.</li> <li>• Discover what is necessary to have a Know Your Farmer, Know Your Food program in Pueblo County</li> <li>• Research the potential for a mobile slaughter facility</li> <li>• Identify the State and federal laws that cause problems with growing and selling, ex. Zoning laws, tax laws, estate tax</li> </ul>	<ul style="list-style-type: none"> <li>• Modify mission to include providing selected graduate level programs at CSU-Pueblo</li> <li>• Create additional engineering program degrees working toward an accredited School of Engineering to support manufacturing in the region</li> <li>• Electrical Engineering</li> <li>• Industrial Engineering</li> <li>• Robotics Engineering</li> <li>• Chemical Engineering</li> <li>• Mechatronics</li> <li>• Expand programs around</li> <li>• Water management and conservation</li> <li>• Alternative farming methods</li> <li>• Create closer cooperative efforts with CSU to further develop research opportunities</li> <li>• Create Dual Credit Programs between the two institutions of higher educations</li> <li>• Engineering</li> <li>• Entrepreneurship</li> <li>• Hospitality &amp; Tourism</li> <li>• Ag. Management</li> </ul>

### Region 7: Pueblo County (Continued)

Goal(s)	#1 Increase Primary Jobs with an emphasis on manufacturing	#2 Increase Tourism Spending	#3 Expand existing industry and small business opportunities	#4 Promote Pueblo as a Regional Health Care destination	#5 Develop a Leadership Council to guide and focus projects to enhance the Ag economy	# 6 Grow CSU-Pueblo and Pueblo Community College to become regional leaders in higher education, partnering to provide a skilled, educated workforce, in alignment with Regional Economic Development Goals
<b>Action(s) (Continued)</b>	<ul style="list-style-type: none"> <li>Attract and place companies in areas that capitalize on existing infrastructure of water system</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a database that tracks visitor requests and visitors to Pueblo County</li> <li>Maintain and operate a visitor center 7 days a week</li> <li>Continue to develop and distribute promotional materials that feature our target markets</li> <li>Conduct FAM tour for travel writers</li> <li>Maintain and enhance our web site</li> <li>Continue to develop and expand our social media programs</li> <li>Continue and expand our front line training program</li> <li>Reevaluate current strategic marketing plan for convention and meeting planners and organizations</li> <li>Continue use of Sales person in Denver market to develop and maintain relationships with new and existing customers</li> <li>Continue to add to our data base of targeted market prospects</li> <li>Expand our "bring your meeting home" program</li> <li>Expand our participation in trade shows related to</li> <li>Conduct FAM tours for meeting planners</li> </ul>	<ul style="list-style-type: none"> <li>Identify and inventory alternative funding sources in the region</li> <li>Improve marketing of alternative funding sources such as microloan and grant programs</li> <li>Create small business financial literacy program</li> <li>Offer technical support to assist small business with grant and loan application processes</li> </ul>		<ul style="list-style-type: none"> <li>Commission supply chain asset mapping</li> <li>Identify additional "value added" opportunities – aquaculture, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Expand support for Arts and Music Programs by enhancing marketing and hospitality programs to include specific courses relating to the promotion of the arts at both institutions of higher education</li> <li>Partner with business and industry to identify additional areas of academic concentration</li> <li>Pueblo Community College will develop a more robust outreach program for veterans</li> </ul>



### Region 7: Pueblo County (Continued)

Goal(s)	#1 Increase Primary Jobs with an emphasis on manufacturing	#2 Increase Tourism Spending	#3 Expand existing industry and small business opportunities	#4 Promote Pueblo as a Regional Health Care destination	#5 Develop a Leadership Council to guide and focus projects to enhance the Ag economy	# 6 Grow CSU-Pueblo and Pueblo Community College to become regional leaders in higher education, partnering to provide a skilled, educated workforce, in alignment with Regional Economic Development Goals
Action(s) (Continued)		<ul style="list-style-type: none"> <li>• Develop promotional and PR materials specific for military reunions and the "Walk of Valor"</li> <li>• Evaluate and enhance strategic marketing plan to promote active military resources of Pueblo County</li> <li>• Conduct FAM tour for reunion planners</li> <li>• Develop promotional materials and PR strategies for amateur sporting events recruitment</li> <li>• Develop a sporting venue facility guide</li> <li>• Engage local citizens to promote amateur sporting event proposals</li> <li>• Expand partnership opportunities to create or grow event offerings</li> <li>• Continue to add attractions to existing festivals and events</li> <li>• Expand the volunteer base to grow our festivals and events</li> <li>• Develop and implement a strategic marketing plan to bring group/motor coach tours to Pueblo County and the region</li> <li>• Continue to establish a regional tour bus office</li> <li>• Become a member of Tour Colorado</li> </ul>				

### Region 7: Pueblo County (Continued)

Goal(s)	#1 Increase Primary Jobs with an emphasis on manufacturing	#2 Increase Tourism Spending	#3 Expand existing industry and small business opportunities	#4 Promote Pueblo as a Regional Health Care destination	#5 Develop a Leadership Council to guide and focus projects to enhance the Ag economy	# 6 Grow CSU-Pueblo and Pueblo Community College to become regional leaders in higher education, partnering to provide a skilled, educated workforce, in alignment with Regional Economic Development Goals
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>Using a baseline of existing manufacturing jobs we will track the increase in primary employment over a four year period</li> </ul>	<ul style="list-style-type: none"> <li>Establish visitor bench market with industry partners</li> <li>Increase sales tax revenue by 20 % from visitors outside of Pueblo County over next 3 years</li> <li>Increase lodging tax receipts by 8 % from leisure travel activities</li> <li>Increase total lodging tax by 15% over this year</li> <li>Increase the number of Conventions and meetings by 5 % over the next 2 years</li> <li>Bring 6 military reunions to Pueblo County in the next 2 years</li> <li>Add 3 new amateur sporting events by 2013</li> <li>Host 2 Motor Coach groups in the next year</li> </ul>	<ul style="list-style-type: none"> <li>Regional inventory project completed</li> <li>Small business consortium established</li> <li>Online decision engine to guide entrepreneurs through the permitting and licensing process</li> <li>Quick-links between government departments added to government sites</li> <li>Entrepreneurship program implemented in K-12 education</li> <li>Youth Bank established to enhance financial literacy among regions youth</li> <li>Increase microloan lending by 10% annually</li> <li>Small business liaison program established</li> </ul>	<ul style="list-style-type: none"> <li>Measurable increase in patient volume from the region</li> <li>Increase in job creation at existing facilities and any new related health care industry companies</li> </ul>	<ul style="list-style-type: none"> <li>Increased opportunities for ag exports</li> <li>Training schedule set up for a variety of ag issues</li> <li>Leadership Group will be formed and funded</li> <li>Action Groups will prepare reports and will begin implementation of above issues. Ex. Super Ditch</li> <li>There will be a central point of contact for ag projects</li> </ul>	<ul style="list-style-type: none"> <li>Revised mission at CSU-Pueblo</li> <li>Additional Masters Level Degree programs</li> <li>School of Engineering on Campus at CSU-Pueblo</li> <li>Water Management programs implemented at both institutions</li> <li>CSU partnership to create concerted research efforts</li> <li>Dual Credit Programs offered between CSU-Pueblo and Pueblo Community College</li> <li>Entrepreneurship minor established at CSU-Pueblo in conjunction with existing programs at Pueblo Community College</li> <li>Hospitality management degree established at CSU-Pueblo in conjunction with existing programs at Pueblo Community College</li> <li>Increased revenue generated through local Arts and Music programs</li> <li>Narrow the gap of the Colorado Paradigm increase the number of degrees awarded per household</li> </ul>

### Region 8: Saguache, Alamosa, Conejos, Costilla, Rio Grande and Mineral Counties

Priority(ies)	Provide Infrastructure, especially broadband, telecom, utilities and including all modes of transportation	Develop and enhance local renewable energy resources in a manner compatible with local land use plans, and improve energy efficiency in the San Luis Valley	Strengthen, sustain and expand agricultural businesses and elevate agricultural on state, national and global level as an economic driver	Create a broader economic base through retention, expansion, creation and attraction of businesses	Promote and expand tourism, including natural resources, arts/cultural, recreational, historical, heritage, agricultural, eco-tourism
Strategy(ies)	<ul style="list-style-type: none"> <li>Provide more broadband internet and cell access that is affordable and reliable to all counties in the region</li> <li>Improve communication and accountability of service providers</li> <li>Support local efforts to complete the Next Mile Project</li> <li>Develop region wide telecom infrastructure mapping (towers, fiber, etc)</li> <li>Utilize new and existing easements for further broadband reach</li> <li>Enhance and develop SLV Regional Airport as a viable and affordable airport option for commercial use</li> <li>Establish region-wide inte and intra public transportation</li> <li>Widen US 160 corridor through the region and improve and maintain the regional highway network</li> <li>Restoration of energy impact and severance funds for utility and infrastructure projects</li> <li>Achieve consistent bottom line funding for K-12 and higher education</li> </ul>	<ul style="list-style-type: none"> <li>Assess renewable energy resources in the San Luis Valley – solar, bio-mass, hydro, geothermal, wind – for potential energy production</li> <li>Reduce energy demand through energy efficiency and by producing and utilizing electricity locally through renewable energy sources</li> <li>Enhance electrical transmission capabilities to improve redundancy, reliability and resource utilization</li> <li>Encourage the development and deployment of safe and affordable energy storage technology</li> <li>Explore opportunities for renewable energy and energy efficiency education, research and training programs at Adams State College, Trinidad State Junior College and CSU Extension</li> </ul>	<ul style="list-style-type: none"> <li>Support statewide internet broadband to open markets for products and opportunities</li> <li>Improve access to capital for agriculture and engage banks for education for financing agriculture</li> <li>Re-engaging rail shipping for transportation for agricultural products</li> <li>Evaluate current water policy and practice for both short and long-term impacts</li> <li>Streamline the certification process for small and organic farming (cost prohibitive and cumbersome)</li> <li>Promote more local grown food throughout the valley to stop leakage</li> <li>Develop new and strengthen existing state and national campaigns for products produced in the SLV</li> <li>Develop a regional food processing plant for various products in SLV</li> <li>Expedite permitting process to re-establish mining, forestry and emergency designation or label to “beetle kill” timber in order to expedite harvesting (before fire or rot) as locally supported</li> </ul>	<ul style="list-style-type: none"> <li>Increase access to capital</li> <li>Address the broadband and cellular service issue</li> <li>Reduce State, Federal and Local Red Tape to allow businesses to expand in the Valley</li> <li>Workforce Training: Develop an internship and apprenticeship program with local businesses</li> <li>Markets: Develop a relationship with regional markets (ie Pueblo, Taos, etc)</li> <li>Develop basic business resource manuals for the region and all counties and communities including marketing packages (incentives, etc)</li> <li>Develop San Luis Valley branding and marketing campaign</li> <li>Identify needs of the Valley to mitigate truckers dead-heading back to the Valley</li> <li>Maintain enterprise zone tax credits</li> <li>Alleviate the burden of international trade agreements</li> <li>Expand horizons and knowledge of local businesses about new business opportunities</li> <li>Getting commodities to a more finished, final product before leaving the Valley</li> <li>Implement recommendations from the San Luis Valley Housing Assessment to develop affordable workforce housing</li> <li>Increase utility capacity and infrastructure to allow for production facilities Redundant electrical supply</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining authenticity of current tourism in all six counties</li> <li>Develop marketing plan to promote tourism for San Luis Valley as a region that highlights the uniqueness and authenticity by county</li> <li>Develop and implement coordinated marketing and communication strategy with the emphasis on hospitality and customer service</li> <li>Conduct periodic self-assessment/inventory of tourism opportunities/infrastructure in all six counties</li> <li>Identify a mechanism for financial sustainability</li> <li>Create San Luis Valley brand</li> </ul>



### Region 8: Saguache, Alamosa, Conejos, Costilla, Rio Grande and Mineral Counties (Continued)

Priority(ies)	Provide Infrastructure, especially broadband, telecom, utilities and including all modes of transportation	Develop and enhance local renewable energy resources in a manner compatible with local land use plans, and improve energy efficiency in the San Luis Valley	Strengthen, sustain and expand agricultural businesses and elevate agricultural on state, national and global level as an economic driver	Create a broader economic base through retention, expansion, creation and attraction of businesses	Promote and expand tourism, including natural resources, arts/cultural, recreational, historical, heritage, agricultural, eco-tourism
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>Assess cell phone coverage and map coverage for all residents</li> <li>Find ways to partner with other counties, providers, state and federal governments to provide affordable broadband service</li> <li>Access existing CDOT/RR fiber optic cable</li> <li>Obtain FAA designations for SLV airports</li> </ul>	<ul style="list-style-type: none"> <li>Identify and establish funding sources or mechanisms for commercial, residential and agricultural energy efficiency and renewable energy</li> <li>Establish a policy to incorporate alternative energy and energy efficiency, when appropriate, in all local government construction/ infrastructure projects and encourage this in commercial, residential and agricultural projects (i.e. passive solar, energy efficiency, and active renewable energy)</li> <li>Conduct an assessment of renewable energy resources in the San Luis Valley</li> <li>Establish a public clearinghouse of information on renewable energy technology, funding sources, potential partners and development sites</li> <li>Create a locally-owned renewable energy power production cooperative, which also provides a local funding mechanism to meet the demand for an expanded residential weatherization program</li> </ul>	<ul style="list-style-type: none"> <li>Open up areas for mining and forestry with management at the local level taking priority</li> <li>Have local commercial community kitchen to take advantage of local products for production and sale</li> <li>Regional asset map of local agricultural products and producers and look at national companies/and or coops to build the facility</li> <li>Open a statewide conversation of water allocations, fees, sustainability of agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Housing: Work with USDA to create seasonal workforce housing that is not explicitly for agriculture workers</li> <li>Broadband: Develop capacity for SLV to qualify and access federal grants for broadband</li> <li><b>Capital:</b></li> <li>Access to capital for renewable systems</li> <li>Develop a curriculum available to local lenders to assist them in accessing programs that can mitigate their risk</li> <li>Get education about SBA and other loans to local lenders, to help them be able to service SBA and other loans</li> <li><b>Red tape:</b></li> <li>CDOT right of way and access issues</li> <li>State Permitting and Licensing on a local level (even just once a month)</li> <li>Taxes</li> <li>Change bonding requirements for local contractors to bid on state bids</li> <li>Make insurance requirements less stringent for state and federal bids</li> <li>Develop a bonding pool with local banks to be available to local contractors who qualify for state bids</li> <li>State to support to expedite USFS permitting to access public lands for forestry and other products</li> <li>Create a consortium of people who will champion the Enterprise Zone tax credits if and when they are attacked in the legislature</li> <li>Attach an emergency designation or label to "beetle-kill" timber in order to expedite farming before fire or rot, thus maximizing use</li> <li>One size fits all federal management does not favor local stewardship of local lands</li> <li>Davis-Bacon wage rates should be tied to a regional labor market, not to State or federal levels</li> <li>Reduce burden of CDPHE regulations on local producers</li> </ul>	<ul style="list-style-type: none"> <li>Communicate and collaborate with local and state tourism related industries/stake-holders to identify creative funding opportunities and to encourage cross participation/colla-boration</li> <li>Provide hospitality and customer service education and information sharing region wide training</li> <li>Convene tourism summit roundtable that provides framework for the development of comprehensive tourism collaboration in the region</li> <li>Unified promotion efforts</li> <li>Convene regional familiarization tours for each county with county and State Partners participation</li> <li>Evaluate potential mechanisms for financial sustainability (taxes, mill levy, creative options such Colorado Lottery revenue)</li> <li>Educate public about financing options</li> <li>Develop uniform San Luis Valley signage for identification, recognition and navigation</li> <li>Create a mechanism for San Luis Valley business to become part of the San Luis Valley branding (juried program)</li> </ul>

### Region 8: Saguache, Alamosa, Conejos, Costilla, Rio Grande and Mineral Counties (Continued)

Priority(ies)	Provide Infrastructure, especially broadband, telecom, utilities and including all modes of transportation	Develop and enhance local renewable energy resources in a manner compatible with local land use plans, and improve energy efficiency in the San Luis Valley	Strengthen, sustain and expand agricultural businesses and elevate agricultural on state, national and global level as an economic driver	Create a broader economic base through retention, expansion, creation and attraction of businesses	Promote and expand tourism, including natural resources, arts/cultural, recreational, historical, heritage, agricultural, eco-tourism
Action(s) (Continued)				<ul style="list-style-type: none"> <li>• <b>Marketing and Branding:</b></li> <li>• Expand the use of SLV Junction by local businesses for the sale and marketing of locally produced goods ("SLVbay")</li> <li>• Make a regional pamphlet to market the valley</li> <li>• Help COG, etc to compile marketing manual of existing programs already offered through a resource manual of funds available</li> <li>• Use SCSEED template resource guide as a model</li> <li>• Use San Luis Valley Potato Administrative Committee model for the regional branding campaign</li> <li>• Create a buy SLV campaign, and more ability to buy locally</li> <li>• Take advantage to SBDCs to help local businesses identify growing global and regional markets to target</li> <li>• Create education workshops for local businesses to develop capacity to market to local, regional, and global buyers (City Market, etc)</li> <li>• <b>Diversify:</b></li> <li>• Increase the sale and export of local agriculture and other products</li> <li>• Expand all markets</li> <li>• Farm-to-school programs (partner with North Fork Valley)</li> <li>• Market commercial kitchen in Saguache and develop incubator commercial kitchens and general business incubators in other communities</li> <li>• Develop specialty products and commodities: Potato Vodka, specialty malted barley, specialty hops (Mineral)</li> <li>• Develop local business coops to manufacture and process local products for export (potato, carrot, etc)</li> <li>• <b>Workforce training:</b></li> <li>• Educating the youth to inform them on the regional industries, culture and heritage of the Valley so they will come back</li> <li>• Increase basic job training hospitality training and life-skill training</li> </ul>	

### Region 8: Saguache, Alamosa, Conejos, Costilla, Rio Grande and Mineral Counties (Continued)

Priority(ies)	Provide Infrastructure, especially broadband, telecom, utilities and including all modes of transportation	Develop and enhance local renewable energy resources in a manner compatible with local land use plans, and improve energy efficiency in the San Luis Valley	Strengthen, sustain and expand agricultural businesses and elevate agricultural on state, national and global level as an economic driver.	Create a broader economic base through retention, expansion, creation and attraction of businesses	Promote and expand tourism, including natural resources, arts/cultural, recreational, historical, heritage, agricultural, eco-tourism
Action(s) (Continued)				<ul style="list-style-type: none"> <li>• Develop a high school curriculum for basic business and entrepreneurial skills</li> <li>• Teach businesses how to better use and train interns to further their development</li> <li>• Use existing training tax credits to provide an incentive for businesses taking on interns/apprentices (ie two year program, taking on a student, training them, with the goal of hiring them)</li> <li>• Work with Vo Tech school and Adams State to develop a curriculum to that students get College credit for participating in two-year internships</li> <li>• Include alternative education students (second chance, back to center, etc) and programs to have a specified way to teach students so that they exit with life skills</li> <li>• <b>Transportation:</b></li> <li>• Identify return-loads for truckers to reduce dead-heading when coming back to the Valley, thus lowering transportation costs</li> </ul>	
Expected Outcome(s), i.e., Measurable Results	<ul style="list-style-type: none"> <li>• Expanded essential infrastructure and services necessary to attract more job creating businesses, and more diverse businesses to locate in the Valley</li> <li>• Enhanced opportunities for people to live in the Valley and "telecommute" for their work</li> </ul>	<ul style="list-style-type: none"> <li>• Increased tax base and job creation</li> <li>• Increased disposable income for residents and businesses</li> <li>• Extended life for electrical power infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the carbon footprint by purchasing locally produced agricultural products (cost saving for transportation, etc.)</li> <li>• Retaining and expanding agricultural opportunities for retention of youth</li> <li>• Job creation</li> <li>• Elevating agriculture on a state, national and global level</li> <li>• Increase markets and opportunities for SLV</li> </ul>	<ul style="list-style-type: none"> <li>• Stronger local economy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue for the region</li> <li>• Increased awareness of San Luis Valley</li> <li>• Job/ business creation and attraction</li> </ul>



### Region 9: La Plata, Archuleta, Montezuma, San Juan and Dolores Counties

Priority(ies)	Expand and maintain broadband / fiber optics infrastructure, to support and anticipate the needs of future growth	Improve community amenities necessary to attract, retain and grow business. Community essentials of focus are: Healthcare, Education, Housing	Be business friendly and make the region an effective and efficient place to do business	Be business friendly and make the region an effective and efficient place to do business	Diversify the economy and improve access to markets (Infrastructure)
Strategy(ies)	<ul style="list-style-type: none"> <li>Adopt policies and create cooperative government/ private sector partnership that will get us to the FCC</li> <li>Meet the National Broadband Plan of 50 megabits per second download and 20 megabits per second upload by 2015</li> <li>Expand the number of households capable of sending and receiving multiple channel high-definition video to reach the 2020 FCC standard of 100 mbps download and 50 Mbps upload</li> <li>Improve area connectivity and fiber optic coverage</li> <li>Promote Open Access Networks</li> </ul>	<ul style="list-style-type: none"> <li>Identify gaps and resources in community essentials</li> <li>Reduce regulatory and legislative barriers that inhibit the delivery of the community essentials</li> </ul>	<ul style="list-style-type: none"> <li>Develop a non-adversarial culture in all state local and federal government agencies</li> <li>Develop a collection point (internet based, etc) in Region 9 for new business prospects to know who to work with, in the region (Should be replicated around the State)</li> <li>Improve access to capital</li> <li>A business friendly marketing campaign</li> </ul>	<ul style="list-style-type: none"> <li>Tourism - Increase funding for marketing and advertising tourism</li> <li>Preserve heritage industries through financial stabilization, possibly including a form of loan or interest forgiveness</li> <li>Evaluate local energy resources</li> <li>Creating an environment to exploit local energy resources</li> <li>Increase technical and vocational education for high school and 18 to 20 year olds</li> <li>Promote and encourage healthy and vibrant regional downtowns</li> <li>Reinstate very important energy impact grants</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade infrastructure (broadband, transit, etc) to attract more diverse industries:</li> <li>Transportation:</li> <li>Support competitiveness of airfare to/from Durango airport</li> <li>Streamline efficiency of shipping/receiving freight</li> <li>Work with CDOT to upgrade roads, improve responsiveness to business expansion and create a more consistent and timely access planning and approval process</li> <li>Regional branding initiative</li> <li>Establish Permanent Facility (Mountain Studies Institute) for Education and Science</li> </ul>
Action(s)	<ul style="list-style-type: none"> <li>Bring up to FCC Standard Plan for 2015 for broadband: 50 megabits per second download and 20 megabits per second upload</li> <li>Leverage available state and federal funding for broadband infrastructure (example, Southwest Colorado COG's SCAN project and EagleNet)</li> <li>Close the fiber optic gap between Silverton and the adjacent counties (37 miles)</li> <li>Improve 911 services with fiber optic capabilities</li> <li>Repeal SB-152 (Qwest Bill) immediately</li> </ul>	<ul style="list-style-type: none"> <li>Identify regulatory barriers that are inhibiting community essentials</li> <li>Collaborate to review PPOR formulas</li> <li>Increase the legislative advocacy and coordination of regional school boards to impact regulations and barriers to quality education</li> <li>Work to increase collaboration between healthcare professionals, facility managers, boards and stakeholders across communities</li> <li>Bring in experts such as Colorado Rural Health Center to educate the general public on health policies and impacts</li> </ul>	<ul style="list-style-type: none"> <li><b>Red-tape:</b></li> <li>Stream-line local land-use, planning and permitting processes to be more business friendly</li> <li>Better coordination with federal land management agencies (USFS and BLM)</li> <li>CDOT needs to be more standardized equitable and consistent</li> <li>Change the culture of state agencies (CDOT, Division of Reclamation and Mine</li> <li>Safety, CDPHE, etc) to recognize their role in economic development</li> <li>Specific technical assistance: Charge DOLA with developing a model permitting process with menu items for local communities</li> <li>Strive for the simplification and consistency of regulations on a State Level</li> </ul>	<ul style="list-style-type: none"> <li>State Tourism Office charge \$1.00 fee to support tourism through rental cars</li> <li>Provide loan forgiveness or interest reduction for students that pursue a degree in a heritage industry (e.g. ranching, farming, mining)</li> <li>Establish a loan loss reserve fund for heritage industries and energy</li> <li>Develop a list of local business experts to use as mentors</li> <li>Develop a regional Rising Star Program recognizing customer service</li> <li>Streamline the pathway going through the regulatory process for energy industry while continuing to protect the public interest</li> </ul>	<ul style="list-style-type: none"> <li>Improve consistency of CDOT regulations/ standards across region</li> <li>Work to enhance assets with focus on business: Highlight small airports, carriers, in a focus towards business. Rather than going to Denver</li> <li>Asset map of transportation resources and carrier capacity for business. Provide information needed by new businesses moving into the region</li> <li>Work to help business transport goods more cheaply</li> <li>Support efforts to attract new air service and lower fares for passengers</li> </ul>

### Region 9: La Plata, Archuleta, Montezuma, San Juan and Dolores Counties (Continued)

Priority(ies)	Expand and maintain broadband / fiber optics infrastructure, to support and anticipate the needs of future growth	Improve community amenities necessary to attract, retain and grow business. Community essentials of focus are: Healthcare, Education, Housing	Be business friendly and make the region an effective and efficient place to do business	Be business friendly and make the region an effective and efficient place to do business	Diversify the economy and improve access to markets (Infrastructure)
Action(s) (Continued)		<ul style="list-style-type: none"> <li>Implement recommendations from regional housing groups about affordable housing (Montezuma County Housing Authority, Colorado Housing, Housing Solutions, Regional Housing Alliance, Habitat for Humanity)</li> <li>Prepare for demographic shift in the type of housing stock needed</li> <li>Identify and monitor policies and regulations that might impede home ownership</li> <li>Support a successful continuum of education from preschool through higher education, for all ages</li> <li>Identify education/training needs in the region and provide a variety of educational opportunities</li> </ul>	<ul style="list-style-type: none"> <li><b>New Business Prospecting:</b></li> <li>Create a one-stop shop – collecting and disseminating information needed for new business prospects via Region 9 (where local communities cannot serve that role)</li> <li>OEDIT to drive a State-wide prospecting flow of information, as OEDIT used to do</li> <li><b>Capital:</b></li> <li>Expand lending on a local level</li> <li>Encourage the State to create a county-level lending group extending loans with the equivalent of a 10-15 year treasury rate, tax free with USDA backing to help fund start-up and expanding businesses (CHFA, SBA)</li> <li>Develop new revolving loan funds and microloan funds in Counties where they do not already exist (CDC, Chamber, etc)</li> <li>Reinstate energy impact funds—keep your hands off!</li> <li><b>Marketing campaign:</b></li> <li>Accomplish everything that has been listed</li> <li>Promote business friendliness along with, quality of life, uniqueness of Four Corners Area in conjunction with tourism to bring people and businesses (“Come to visit. Be prepared to stay!”)</li> <li>A quality and targeted workforce development program</li> </ul>	<ul style="list-style-type: none"> <li>Provide incentives for non-traditional and emerging energy industries (geothermal, solar, wind, etc)</li> <li>Create mentoring programs for technical and vocational curriculums</li> <li>Devise an assessment tool to determine what our existing businesses need to grow or improve business</li> <li>Explore mechanisms to encourage downtown revitalization with input from downtown businesses</li> </ul>	
Expected Outcome(s), i.e., Measurable Results	<ul style="list-style-type: none"> <li>Increase affordable bandwidth capacity to 50 megs or greater in all towns and growth areas by 2015</li> <li>Ensure that 99% of residents have access to high speed telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that quality community essentials are available to attract, retain, and expand businesses</li> </ul>	<ul style="list-style-type: none"> <li>More capital available</li> <li>Attracting new businesses to the region</li> <li>Stop local leakage of retail sales</li> </ul>	<ul style="list-style-type: none"> <li>Job growth that meets or exceeds population growth</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to markets</li> <li>Bring ticket costs at airport to no more than 110% of national average</li> </ul>

### Region 10: Delta, Gunnison, Montrose, Hinsdale, San Miguel and Ouray Counties

Priority(ies)	Recognition of a positive regional image within the State and the country (i.e. Four Corners)	Build and enhance the tourism economy by promoting understanding, appreciation, and stewardship of natural landscape and cultural assets	The goal of business development is to work collaboratively to develop, retain, and expand job growth that is sustainable	Commitment to infrastructure development that enhances business development including: Telecommunications (voice and data), roads, rails, air, healthcare, childcare, housing, public transit, education (lifelong learning, workforce, K-higher ED)	Business Retention and Expansion (note special opportunity in ag)
<b>Strategy(ies)</b>	<ul style="list-style-type: none"> <li>Focus Region 10 on synthesized marketing efforts</li> <li>Create a regional image based on individual community images and assets (i.e. water, natural resources, agriculture, industry, recreation, etc)</li> <li>Create an effective communications plan for the region</li> <li>Legislator awareness of region as a state asset</li> </ul>	<ul style="list-style-type: none"> <li>Promote interregional, and intraregional tourism (natural resources, recreational opportunities, climate, historical and cultural, and agricultural)</li> <li>Increase regional marketing and branding</li> <li>Complete asset map and resource map of infrastructure and facility resources and needs in the region</li> <li>Promote collaboration across chambers, visitor centers, public agencies and, tourism stakeholders</li> <li>Attract business meetings/conferences to the region</li> </ul>	<ul style="list-style-type: none"> <li>Form and strengthen economic development councils within each county and have them collaborate on mutual economic regional goals</li> <li>Streamline regulations and permitting concerning business operations and land use</li> <li>Strive to provide the best workforce training programs in the country</li> <li>Develop an inventory of our natural resources and identify and attract businesses that could benefit</li> </ul>	<ul style="list-style-type: none"> <li>Form a strong advocacy group to work with providers to "hammer out" a regional approach to telecom that will make the region globally competitive</li> <li>Develop Regional strategy to enhance affordable year round air service that is integrated with regional ground transportation</li> <li>Encourage regional participation in statewide transportation planning process, by influential individuals</li> <li>Identify alternative funding mechanisms for education at all levels</li> <li>Telecommunication, telecommunication influences all other regional priorities!</li> <li>Where feasible develop affordable housing across the region and connect it with workforce transit</li> </ul>	<ul style="list-style-type: none"> <li>Use Region10 (which is already funded by counties) to establish a regional resource board and programs which will provide training and mentoring to local businesses in developing marketing and business plans; navigating and applying for grants and training programs; and assist with obtaining business legal services, loans/capital, etc. that will allow existing businesses to thrive and expand</li> <li>Provide new business assessment mapping, showing business locations (including ag) , resources for business and limitations or barriers to businesses in the region (including ag)</li> <li>Develop a program to encourage bus Expansion and retention from locally available resources</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>Identify individual strengths and potential strengths in each community that add up to a regional marketing approach</li> <li>Identify target market via market research</li> <li>Tap into local experts knowledge on market research</li> <li>Identify available resource region-wide to assist with efforts</li> <li>Mobilize Region 10 to facilitate development of collateral materials (produce the image)</li> <li>Fund an office and staff in each county to market the region</li> </ul>	<ul style="list-style-type: none"> <li>Develop a regional communicational tool that distributes information about assets, and activities and service</li> <li>Enhance and update facilities to meet the needs of the region and pull resource to complete updates together as needed</li> <li>create and promote an asset/resource/ event map highlighting events, attractions,(recreational/cultural) business meetings,</li> <li>Link theme events &amp; activities for regional promotion</li> <li>Create regional familiarization tours so workforce understands what the region has to offer</li> </ul>	<ul style="list-style-type: none"> <li>Direct involvement of pertinent organizations and state and federal governments to provide technical assistance</li> <li>Develop an expanded role for region 10 whose task is to interface and provide services directly to county organizations</li> <li>Identify a state agency to become an advocate on behalf of local governments with the federal land management agencies</li> <li>CDOT to include a pro-business approach to their permitting process:</li> <li>Reprioritize the addition of passing lanes in the region</li> </ul>	<ul style="list-style-type: none"> <li>Inventory and evaluate ways to increase efficiency in K-12 example capabilities using internet, classroom webinars</li> </ul>	<ul style="list-style-type: none"> <li>Utilizing Region 10 and locally delivered services, develop a business tool kit to help:</li> <li>Develop business incubators</li> <li>Provide workforce development and trainings</li> <li>Provide leadership and education trainings</li> <li>Encourage collaboration workforce board and region 10 to update business asset map</li> <li>Make mapping information on businesses and business resources available</li> </ul>



### Region 10: Delta, Gunnison, Montrose, Hinsdale, San Miguel and Ouray Counties (Continued)

Priority(ies)	Recognition of a positive regional image within the State and the country (i.e. Four Corners)	Build and enhance the tourism economy by promoting understanding, appreciation, and stewardship of natural landscape and cultural assets	The goal of business development is to work collaboratively to develop, retain, and expand job growth that is sustainable	Commitment to infrastructure development that enhances business development including: Telecommunications (voice and data), roads, rails, air, healthcare, childcare, housing, public transit, education (lifelong learning, workforce, K-higher ED)	Business Retention and Expansion
Action(s) (Continued)		<ul style="list-style-type: none"> <li>• Convene a regional meeting of chambers, tourism boards, business, real estate and other stakeholder</li> <li>• TO DO: Formalize who will do this</li> <li>• Identify funding source: how does this happen with limited funding?</li> </ul>	<ul style="list-style-type: none"> <li>• - Improve and expand the highway signage process to meet the needs of the business community including directional and informational</li> <li>• Change wild life zoning areas to dusk-to-dawn time frame rather than hours of the day</li> <li>• State unemployment and workers compensation programs to be restructured to be more business friendly</li> <li>• The regional EDC will identify specific sectors that would benefit from concentrated training and development. (Partners include state workforce development and regional organizations and business)</li> <li>• Ask Governor to collaborate with individual service providers to light up broadband. No community should be denied broadband access</li> <li>• Create a team to identify the regions natural and agricultural resources. Take these targeted resources and create businesses based on these resources</li> </ul>		
Expected Outcome(s), i.e., Measurable Results		<ul style="list-style-type: none"> <li>• Increase the length of stay in the region</li> </ul>			<ul style="list-style-type: none"> <li>• More access to locally delivered services</li> <li>• Additional jobs created</li> <li>• Mapped resources</li> <li>• Better understanding of resources and barriers for business (including ag)</li> </ul>

### Region 11: Moffat, Rio Blanco, Mesa, Garfield and Routt Counties

1 of 3 pages

Goal(s)	Encourage responsible energy development of our unique natural resources through innovation.	Encourage responsible energy development of our unique natural resources through innovation.	Encourage and support the growth of existing businesses and industries.	Elevate regional tourism, outdoor attractions and experiences in order to support and revitalize business districts.	Create jobs and diversify the economic base including utilization of new business technology
<b>Strategy(ies)</b>	<ul style="list-style-type: none"> <li>Promote research and development of new and emerging technologies/processes for existing energy businesses (Natural Gas, Bio fuels, Geothermal, Solar, Wind, Uranium, Coal, Oil Shale and other minerals)</li> <li>Focus on science and technology in order to create a more agile, dynamic business environment</li> <li>Support the development of new businesses and the growth of existing businesses through innovations in the energy sector that promote the reduction of operating costs, increase effectiveness of extraction, and reduce impacts on the environment.</li> <li>Develop a regional business climate that has streamlined consistent regulatory processes that are aligned with rather than duplicative of federal processes</li> <li>Identifying new domestic and international markets for coal and natural gas and promote increased efficient and responsible natural gas and coal consumption</li> <li>Develop infrastructure that can support the transition from gasoline to CNG in order to fuel transportation.</li> <li>Streamlining and improving frameworks that regulate oil, gas, and coal operations in Northwest Colorado.</li> <li>Ensure long term viability of energy sector jobs and businesses to maintain and create jobs by continuing the development of our vast natural resources as well as our future options with clean energy technology options</li> <li>Moffat County has a carbon sequestration demonstration project ongoing (year 2 of 3 yr program) currently. This is the future of a segment of natural resource development.</li> <li>Exploit opportunities to increase clean energy technology research in Moffat County to support current primary businesses and to provide opportunities for future energy jobs that are related to traditional energy industries. Ensure access to responsible natural resource development and utilization for economic development.</li> </ul>	<ul style="list-style-type: none"> <li>Request a comprehensive review of all state regulations and processes that impact economic development to ensure a FAIR, ACCESSIBLE, and PREDICTABLE regulatory process. Some counties within Region 11 have already begun to do this with their local regulations.</li> <li>Request the State provide leadership and assistance in addressing federal regulatory involvement given the significant presence of federal lands in all Region 11 counties.</li> <li>End the de-funding of energy and mineral impact grants, and ensure funding flows back to those communities impacted by resource extraction by reinstating the energy and mineral impact grant program.</li> </ul>	<ul style="list-style-type: none"> <li>Create a locally driven Listening to Business program to define common regulations and barriers that hinder growth of existing business and industry.</li> <li>Develop a formal business retention and expansion program.</li> <li>Identify top businesses and industries with a multi-county presence that will present regional opportunities.</li> <li>Assist in the development of affordable housing, especially medium price/workforce housing.</li> <li>Engage educational institutions in supporting existing businesses and industries.</li> <li>Develop markets for exporting local products and services.</li> <li>Develop access to current generation broadband and cellular technology in rural NW Colorado</li> <li>Encourage funding additional field representatives to work specifically in the rural areas</li> </ul>	<ul style="list-style-type: none"> <li>Identify key outdoor assets and amenities in the region that elevate the profile of the area.</li> <li>Determine opportunities for regional collaboration – particularly in respect to marketing.</li> <li>Develop regional strategies for business district revitalization – paying particular attention to downtowns.</li> <li>Expand tourism to the region with better 4-season utilization of the outdoor assets.</li> <li>Identify opportunities for image improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure current primary industries maintain current levels of production or expand.</li> <li>Business expansion, attraction and start up.</li> <li>Increase options for additional financing for business growth.</li> <li>Coordinate industry needs with institutions of education at all levels to provide work force.</li> <li>Support enhancements to cellular and broadband systems to ensure business access to reliable high-speed and high-capacity communications and social networking</li> <li>Help core and diverse businesses to start, relocate or grow by ensuring current generation broadband and cellular technology is accessible and affordable and include business level redundancy.</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>Hold a community input session to solicit ideas, suggestions, and feedback from the business community</li> <li>Inventory current and recent innovation in the region</li> <li>Identify gaps in current infrastructure (roads, utilities, etc)</li> <li>Develop a marketing and communication plan to attract investment and new jobs from the Energy Sector</li> </ul>	<ul style="list-style-type: none"> <li>Ensure new rules and regulations adopted comply with existing state and local statues, and do not contain duplication or conflict with existing rules and regulations</li> <li>Review existing rules and regulations across state agencies and identify and eliminate duplications or conflicts</li> <li>Reduce the “silos” within state government</li> </ul>	<ul style="list-style-type: none"> <li>Engage and listen to the needs of existing businesses and industries</li> <li>Ensure local representation in development of regulations that affect existing businesses and industries and consider unintended consequences</li> <li>Provide technical assistance to existing businesses and industries in navigating regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize the list of outdoor and regional amenities for promotion</li> <li>Work to attract major events to the region that will garner significant media attention and increase tourism revenues</li> <li>Promote the high quality jet service(s) that provide access to many outdoor destinations (increase funding in this area)</li> </ul>	<ul style="list-style-type: none"> <li>Examine regulatory agencies, oversight boards, regulations and processes to create a more business friendly environment</li> <li>Incentives</li> <li>Use higher education to identify gaps not offered in local economy</li> <li>Involve the community with higher education advisory boards regarding curriculum offered</li> </ul>

### Region 11: Moffat, Rio Blanco, Mesa, Garfield and Routt Counties (Continued)

Goal(s)	Encourage responsible energy development of our unique natural resources through innovation	Reduce unnecessary regulatory impediments to economic development	Encourage and support the growth of existing businesses and industries	Elevate regional outdoor attractions and experiences in order to support and revitalize business districts	Create jobs and diversify the economic base
<b>Action(s) (Continued)</b>	<ul style="list-style-type: none"> <li>Organize a trade mission directed at energy companies to encourage branch management office locations Region 11</li> <li>Create a task force to connect Economic Development partners with Energy Business needs</li> <li>Advocate for State policies that help fast-track innovation (reduce cumbersome regulation).</li> <li>Create Energy Innovation Research Center and/or Field Research Centers in Region 11 in cooperation with private industry, community colleges, colleges and universities.</li> <li>Open an Energy Innovation Research Center in cooperation with western slope colleges and universities.</li> <li>Promote and support career paths in the Energy sector, starting at the middle school level with focus and alignment with ICAP (individualized career academic plan) and STEM curriculum.</li> <li>Identification of public and private funding sources, including community support for grants for infrastructure and education.</li> <li>Development of an investor network to fund business growth opportunities.</li> <li>Advocate for cooperation with existing energy producers and utilize regional power plants as the physical centers for innovative power generation including Cameo both Craig and Nucla Stations</li> <li>Utilize CNG distribution infrastructure to support public/private innovation.</li> <li>Assist agricultural community in developing plant-stock for biofuels.</li> <li>Open a "Proof of Concept" center at community colleges to help evaluate and test new technologies.</li> <li>Build new energy industry focused incubator facilities in the region</li> <li>Continue to promote and strengthen partnerships in education that create seamless career paths in the Energy Sector.</li> <li>Explore collaborative opportunities with the State and local associations.</li> <li>Seek the establishment of a branch NREL field location in Region 1.</li> <li>Provide support for compressed and liquefied natural gas vehicles by hosting a trade missions to automobile manufactures to incentivize and encourage original equipment manufacturing and retail sales of natural gas vehicles in Colorado.</li> <li>Advocate for the streamlining of vehicle conversion kit approval timelines and their associated costs.</li> <li>Advocate that the State of Colorado continues challenging state agencies to review regulations and permitting processes to ensure there is a measurable environmental or social value as a result of the requirement.</li> <li>Advocate that the State of Colorado eliminate regulatory redundancies where they exist.</li> <li>Advocate for State and Federal agencies to streamline the regulation and facilitate the development of all energy sources better attract investment and capital to Northwest Colorado.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that any new rules or regulations adopted provide for adequate implementation and administration</li> <li>Promote common sense solutions to common problems</li> <li>Ensure cooperative agency status for any decisions made that impact a local community, and limit unnecessary or overly restrictive state level involvement in local decisions</li> <li>Enforce Governor Hickenlooper's Executive Order for NO unfunded mandates</li> <li>Identify all state imposed unfunded mandates and eliminate or allocate funding</li> <li>Provide assistance and advocacy in reaching out to regional federal agencies to build relationships with EPA, HUD, DOT, BLM, USDA, and the Forest Service</li> <li>Develop a simple, cost effective mechanism to evaluate the experience and satisfaction of businesses that must interact with state agencies and regulatory processes, and establish a baseline understanding of customer satisfaction</li> <li>Develop a mechanism to implement changes and improve customer satisfaction based on feedback received through customer satisfaction evaluation</li> <li>Reduce transaction times for review and approval of all types of state issued permits</li> <li>Identify an annual target such as a "5%" reduction annually for five years (total of 25% reduction)</li> </ul>	<ul style="list-style-type: none"> <li>Solicit state fiscal assistance/ funding streams in support of existing businesses and industries.</li> <li>Support existing workforce training and business assistance programs that benefit existing businesses and industries.</li> <li>Create a regional "zoomerang" style survey to identify local needs and desires.</li> <li>Determine what new support business or industry could be created that could be used by multiple existing business in order to save outsourcing specific needs outside of the region.</li> <li>Continue and increase funding for business attraction, growth and retention incentives and tax credits including: SBDC, OEDIT, CDBG, Enterprise Zone tax credits, Colorado First, CO-EXist Industry, Job Creation Performance Incentive Fund, etc</li> </ul>	<ul style="list-style-type: none"> <li>Define and articulate "quality of life."</li> <li>Reduce barriers to improvement of downtown business districts.</li> <li>Promote the development of infrastructure and funding for marketing to support activities and events for all types of cycling, hiking, hunting, fishing and boating.</li> </ul>	<ul style="list-style-type: none"> <li>Promote private sector expansion of middle and last mile broadband, and increase speeds and coverage area of wireless cellular technology for residential and commercial uses</li> </ul>



### Region 11: Moffat, Rio Blanco, Mesa, Garfield and Routt Counties (Continued)

Goal(s)	Encourage responsible energy development of our unique natural resources through innovation	Reduce unnecessary regulatory impediments to economic development	Encourage and support the growth of existing businesses and industries	Elevate regional outdoor attractions and experiences in order to support and revitalize business districts	Create jobs and diversify the economic base
<b>Action(s) (Continued)</b>	<ul style="list-style-type: none"> <li>Provide support for compressed and liquefied natural gas vehicles by hosting a trade missions to automobile manufactures to incentivize and encourage original equipment manufacturing and retail sales of natural gas vehicles in Colorado</li> <li>Advocate for the streamlining of vehicle conversion kit approval timelines and their associated costs</li> <li>Advocate that the State of Colorado continues challenging state agencies to review regulations and permitting processes to ensure there is a measurable environmental or social value as a result of the requirement</li> <li>Advocate that the State of Colorado eliminate regulatory redundancies where they exist</li> <li>Advocate for State and Federal agencies to streamline the regulation and facilitate the development of all energy sources better attract investment and capital to Northwest Colorado</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the costs associated with each state issued permit. Identify an annual target such as a "5%" reduction annually for five years (total 25% reduction)</li> <li>Increase overall customer satisfaction Identify an annual target such as a "5%" increase annually for five years ( total 25% increase)</li> </ul>			
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>Region 11 is recognized as a center for energy innovation</li> <li>Increase in jobs and wages in energy invocation sector</li> <li>Increase in capital investment in energy innovation projects</li> <li>Increase in patents and start-ups in energy invocation</li> <li>Increase in # of facilities/operations performing R&amp;D</li> <li># Technologies and companies graduated from Energy Innovation and Research Center</li> <li># graduates from energy innovation education programs</li> <li>Maintain coal production to within 5% of the 5-year average 2006-2010</li> </ul>				<ul style="list-style-type: none"> <li>Increase number of jobs</li> <li>Lower unemployment rate</li> <li>Increase household income</li> <li>Increase gross domestic product (GDP)</li> <li>Increase number of businesses: measured by growth of the number of jobs in primary industry</li> </ul>

### Region 11: Moffat, Rio Blanco, Mesa, Garfield and Routt Counties (Continued)

Goal(s)	Encourage responsible energy development of our unique natural resources through innovation	Reduce unnecessary regulatory impediments to economic development	Encourage and support the growth of existing businesses and industries	Elevate regional outdoor attractions and experiences in order to support and revitalize business districts	Create jobs and diversify the economic base
<b>Primary Partners</b>	<ul style="list-style-type: none"> <li>Mesa State College (Colorado Mesa University), Western Colorado Community College, Incubators, Grand Junction Economic Partnership, GJACC, Colorado Mnt. College, NWCCC, Garfield Clean Energy, Routt Co Economic Development Cooperative, Craig/ Moffat Econ Development Partnership, Steamboat Econ. Development Council, Meeker Chamber, Rifle Econ Development Corp., Club 20, Associated Governments of NW Colorado, CML, CCI, Local and Regional Elected Officials, Industry, COGA, Colorado Mining Association, GJ Chamber – (All Chambers in the Region)</li> <li>Tri-State Generation and Transmission Association</li> <li>Colorado Geological Survey, the U.S. Department of Energy</li> </ul>	<ul style="list-style-type: none"> <li>State leaderships, agencies, and staff; federal leadership, agencies, and staff; county leadership, staff, agencies; business community.</li> <li>Colorado Legislature Governor &amp; Lt. Governor</li> <li>Colorado State Departments including Dept. of Regulatory Agencies</li> <li>Public Universities</li> <li>Industry and Business Leaders and Representatives</li> <li>Citizen Groups</li> <li>Club 20, AGNC</li> <li>Professional Associations</li> </ul>			<ul style="list-style-type: none"> <li>NA</li> </ul>
<b>Available Resources</b>	<ul style="list-style-type: none"> <li>West Slope Oil and Gas Association members</li> </ul>				<ul style="list-style-type: none"> <li>NA</li> </ul>
<b>Needed Resources &amp; identified issues or barriers</b>	<ul style="list-style-type: none"> <li>Weaknesses:                             <ul style="list-style-type: none"> <li>Industry fluctuations from regulatory, legislative and tax incentive (rec credit) activity</li> <li>Lack established research university</li> </ul> </li> <li>Front Range has initiatives and resources</li> </ul>				<ul style="list-style-type: none"> <li>Access to capital</li> <li>More money to revolving loan funds</li> <li>Boost venture capital funds</li> <li>Incentives</li> <li>Political appointments awarded to qualified individuals</li> </ul>

### Region 11: Moffat, Rio Blanco, Mesa, Garfield and Routt Counties (Continued)

**What current federal, state and local programs or initiatives hinder your local economic development efforts?**

- Severance tax diversion to state coffers
- Potential elimination of HUTF, PILT, HHS funds as revenue sources for local governments
- Inconsistent, time-consuming, redundant permitting processes, too much red tape, zoning issues, lack of capital, too many regulations.
- Uncertainty caused by changing legislative and regulatory policies around public lands mineral leasing policies and requirements, employer's role in health care reform and greenhouse gasses.
- Utilizing severance taxes to balance the state budget rather than mitigate impacts and provide needed ED infrastructure at the local levels where the impacts are occurring.
- Continued higher education budget cuts put at risk the tremendous progress taking place at one of our community's most reliable economic engines -- Mesa State College.
- A top down approach to resource allocations mired in red tape rather than a block grant approach that allows flexibility at the local level to most effectively utilize those resources
- The dedication of workforce dollars for job development projects related to renewable energy projects rather than ALL energy projects
- There seems to be a lack of "customer service" at all levels. Business people, developers, etc. are tired of feeling like their concerns are not heard and just dismissed. We need a friendlier environment to entice new businesses. It is almost cost prohibitive to come to our county and do business. One example would be the review process to obtain land entitlements, which is so cumbersome and time consuming. Our government officials should work on getting the government attitude to be "How do we get to yes?" when we are working toward economic development/diversification projects.
- Regulatory environment and regulations at the regional, state, and federal level with lack both the opportunity for local input and responsiveness to that local input.
- Draining of the Department of Local Affairs Community Development Block Grant funds which should come to impacted communities to mitigate impact and keep infrastructure appropriate for attracting and retaining other (primary/diverse) businesses.

**Identify innovative economic development programs and partners in the county or region that can be replicated across the state?**

- Collaborate with other regional economic development organizations and establish a working relationship, not only to encourage growth of existing business & industry in the area, but also to support all local economic development initiatives.
- Use college students to research and identify new business opportunities in state by conversing with existing industries and identifying product and services not currently available in state that could be.
- Craig Moffat Economic Development Partnership, Rifle Regional Economic Development Group
- Economic Enrichment Networks (<http://economicenrichmentnetworks.com/>)
- Incubator / SBDC / Loan Fund model (see Grand Junction Business Incubator – [www.gjincubator.org](http://www.gjincubator.org))
- Economic Gardening (see Littleton, CO)

**What resources/actions do you need from the State of Colorado to assist your effort in implementing a county economic development plan?**

- Continue challenging state agencies to review regulations and permitting processes to ensure there is a measurable environmental or social value as a result of the requirement.
- Support legislation and policies that empower local governing boards at institutions of higher education to reduce red tape, encourage innovation and reward success.
- Eliminate regulatory redundancies where they exist.
- Reformation of the COGCC board makeup to increase industry technical expertise and the removal of voting powers by agency heads with regulatory oversight... that separation of powers is needed in all state commissions but particularly in this one.
- Streamline the regulation and facilitate the development of all energy sources better attract investment and capital to Northwest Colorado.
- Encourage the Department of Interior ("DOI") to:
  - expedite NEPA processes for local oil and gas project approvals
  - advocate for and take action resulting from DOI's own approval processes (i.e., proposing action on the Roan Plateau)
  - provide comment during federal NEPA public comment periods supporting sound projects
  - encourage DOI to continue increasing public lands available for oil and gas exploration
  - encourage DOI to expedite pending projects
  - encourage the DOI to create consistency between project approvals and RMP findings
- Providing visible and ongoing support for compressed and liquefied natural gas vehicles via:
  - trade missions to automobile manufactures to incentivize and encourage original equipment manufacturing and retail sales of natural gas vehicles in Colorado.
  - providing continued tax incentives for state and local government vehicle fleet conversions and for consumer vehicle purchases/conversions
  - providing state incentives for NGV and LNG fueling infrastructure
  - providing visible public support for federal NGV/LNG legislation
  - comment to EPA on streamlining vehicle conversion kit approval timelines and their associated costs
  - provide visibility to ongoing pilot projects exploring the use of natural gas for rail and air transport
- Establishment of a business assistance division within the Dept. of Regulatory Reform to assist individual businesses in conflict resolution with state agencies and help identify other areas for streamlining of regulatory requirements.
- Establish and fund a statewide effort to gather existing business intelligence with E-Synchronist software so that we can compare data within our regions and at the state level to continue to identify opportunities for job growth
- Utilize workforce dollars to support innovation "training" and development by the unemployed that can lead them to create their own opportunities – see Economic Enrichment Networks (EEN) (<http://economicenrichmentnetworks.com/>)
- Assistance from the Governor's office in helping secure national grants and assistance for energy research and development facilities...and/or help us lobby for a field location for NREL.
- Increased funding for business development programs and incentives for expanding business.
- Continued facilitation to move projects/goals forward and keep an open line to state officials and departments.
- Encourage regulation, policies, incentives, etc. to align more closely with community goals to encourage business growth and development.
- Ensure the that regulatory environment is as predictable, fair and accessible as possible to every business but particularly to our core primary businesses: 1. Coal Mining, 2. Electrical Generation, 3. Agriculture, and 4. Oil and Gas Development.
- Strategic grant funds that allow rural areas equal access and that are sensitive to the fact that rural areas may not be able to attract the "newest fad" type of businesses. Make it about jobs, and just set expectations of responsible business goals without politically eliminating some industries.
- You have some great OEDIT and SBDC resources. But the rural areas don't have full time or multiple full time staff, so it is difficult, if not impossible for rural businesses to access these resources. Your regional representatives at every federal and state agency in the "small business support world" are grossly understaffed and often due to turnover and the complexity of the programs, the liaisons are not able to effectively help the rural areas access the programs that are out there. Four regional OEDIT representatives was already not enough, and now we are down to three and most are quite new to ED and the programs are very complex.
- More resources to address broadband/cellular in the rural areas are needed and there is a need for state leaders to recognize, that like most infrastructure – the private sector is unlikely fully fill the need. The private sector is unlikely to adequately service all areas – private sector will only focus on those that are profitable.
- State funding for k 12 and higher education is problematic. Additional political fortitude and willingness to take on Colorado tax policy issues is needed. Gallagher amendment and personal property tax policy is very hard on small rural communities like Moffat County.
- We really need DOLA grant dollars for infrastructure.
- We need more information on DOLA's 9 week implementation program.



### Region 12: Pitkin, Grand, Summit, Jackson, and Eagle Counties

Priority(ies)	Attract new businesses	Strengthen the core social infrastructure and community resources	Strengthen the tourism economy	Improve, maintain, and expand regional physical infrastructure including; transportation, water, sewer, telecommunications, renewable energy, and affordable housing	Business retention and expansion
<b>Strategy(ies)</b>	<ul style="list-style-type: none"> <li>Streamline appropriate permitting process for local, state and federal agencies</li> <li>Leverage telecommunications use permitting process to increase access to cellular telecommunications</li> <li>Enhance the partnership between businesses and regulator/authority (work with local entities to achieve goals)</li> <li>Integrate CDOT, CDPHE and other state agencies regional manager's staff as responsible partners in local communities. Local empowerment for state agencies decisions</li> <li>Strengthen, enhance coordination and establish functional chambers and business organizations countywide</li> <li>Leverage financial resources to assist in local economic development organizations</li> <li>Diversify and strengthen economic base</li> <li>Market financial and technical assistance programs/resources to new businesses</li> <li>Identify vacant commercial assets</li> <li>Develop commercial co-op business facilities (in existing buildings)</li> <li>Approval of NW COGs Community Economic Development Strategy (CEDs)</li> </ul>	<ul style="list-style-type: none"> <li>Create, expand, and enhance educational opportunities</li> <li>Create programs to support workforce training and development for the Region's diverse population</li> <li>Continue access to quality healthcare</li> <li>Provide housing, healthcare and services for an aging population</li> <li>Continue to maintain a high quality of customer care throughout the region</li> <li>Involve high-net-worth members of the community in defining needed services</li> <li>Identify alternative funding for public schools</li> </ul>	<ul style="list-style-type: none"> <li>Support continued statewide marketing efforts</li> <li>Drive or increase tourism through special events</li> <li>Diversify tourism base</li> <li>Aggressively pursue support for improvement to I-70 Corridor</li> <li>Foster climate of regional cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Strongly advocate for I-70 improvements by supporting I-70 coalition and related efforts</li> <li>Improve and expand technology and telecommunications infrastructure and services (to include broadband and cellular service)</li> <li>Explore mass transit opportunities and improve existing commuter transportation systems</li> <li>Develop better utilization of airports and integration of air travel with regional transportation systems</li> <li>Increase the supply of affordable housing near employment centers</li> <li>Explore and develop viable renewable energy options at the local scale</li> </ul>	<ul style="list-style-type: none"> <li>Streamline regulations</li> <li>Develop assistance for expansion</li> <li>Incentives for job growth</li> <li>Tax relief (specifically Gallagher)</li> <li>Access to market research</li> <li>Access to loan funds and capital</li> <li>Worker training programs</li> <li>Entrepreneurial programs</li> <li>Make better use of existing support services, i.e., NWCCOG, SBDC, OEDIT, DOLA, CAMT, PTAC. Use local resources to direct specific programs for existing business and business expansion</li> <li>Focus on projects that serve to bolster tourism; focus on marketing, events, amenities, making our communities attractive to visitors</li> <li>Grow recreation, heritage and arts visitation</li> <li>Determine regional strategies for business placement with the intent on reduction of duplication of services</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>Each county identify top two regulatory barriers and request Governor to assist in overcoming and or eliminating red tape</li> <li>Request Governor to call cellular providers to improve cellular telecommunication access</li> <li>Request Governor to modify and improve the attitude and work efforts of CDOT, CDPHE and other state agency's staff to be a partner not just a regulator</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Maintain adequate funding</li> <li>Encourage expansion of four year degree programs at CMC</li> <li>Bring entrepreneurial courses to the region</li> <li>Support for facilities, programs, and organizations that provide educational services for non-English speaking populations</li> </ul>	<ul style="list-style-type: none"> <li>Support continued statewide marketing efforts:</li> <li>Increased funding for CTO</li> <li>Continue to support CTO in attracting international, national, and regional tourist</li> <li>Support CTO in gathering data to support their lobbying efforts</li> <li>Give CML direction for supporting</li> </ul>	<ul style="list-style-type: none"> <li>Develop a local task force to bid for Winter Olympics</li> <li>Develop infrastructure that supports telecommuting opportunities</li> <li>Regional approach to funding, ability to participate in linking jurisdictions" infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Create an asset map (service area) of current and existing businesses; stop competing with neighboring communities</li> <li>Mentoring Program for business</li> <li>Branding the Region</li> </ul>

### Region 12: Pitkin, Grand, Summit, Jackson, and Eagle Counties (Continued)

Priority(ies)	Attract new businesses	Strengthen the core social infrastructure and community resources	Strengthen the tourism economy	Improve, maintain, and expand regional physical infrastructure including; transportation, water, sewer, telecommunications, renewable energy, and affordable housing	Business retention and expansion
<b>Action(s) (Continued)</b>	<ul style="list-style-type: none"> <li>Partner with OEDIT in the development of a commercial asset database template that benefit all regions and the state</li> <li>Implement task force with appraisers to create a commercial database on assets</li> <li>Host a Vail Valley Partnership for regional meeting to create and enhance county/regional cooperation</li> <li>NW COG establish baseline economic sectors and determine which wedges to grow or put into place</li> <li>Partner with OEDIT, SBDC and other state agencies to distribute financial and technical assistance resources to new business</li> <li>NW COG to host brainstorming "economic development" experts to assist in region in creating and developing new business</li> </ul>	<ul style="list-style-type: none"> <li>Develop English as a Second Language programs</li> <li>Education for region's diverse population including immigrants</li> <li>Create a small private college in the region with a focus on health and wellness, high altitude training, nutrition, outdoor recreation, healthy lifestyle (ie University of Vail or University of Colorado at Vail)</li> <li>Partner with higher Ed institutions to create 2-4 week executive training programs</li> <li>Develop early childhood education, especially for non-Speaking immigrant families (eastern European, Latin American, West African)</li> <li>Explore alternative funding for public schools (ballot initiative, special district designation, etc)</li> <li>Explore repealing amendments that prohibit adequate funding for public schools</li> <li>Workforce training opportunities:</li> <li>Identify and target high growth, high demand industries</li> <li>Identify gaps in workforce development</li> <li>Develop workforce training programs for new emerging industries</li> <li>Develop specialized training and education programs for emergency disciplines (biohazard, nuclear, fire, natural disaster, etc)</li> <li>Expand job training and educational opportunities for new business owners</li> </ul>	<ul style="list-style-type: none"> <li>Support industry groups: CO Assoc of Destination marketing orgs, Tourism industry assoc of co, support other trade industry groups as appropriate</li> <li>Support local Chambers</li> <li>Drive or increase tourism through special events:</li> <li>Work with key stakeholders to consider supporting Winter Olympic bid</li> <li>Recruit and attract special events to fit need time periods (shoulder seasons)</li> <li>Continue support local ambient events to ensure guest satisfaction</li> <li>Work with chambers</li> <li>Diversifying tourism base:</li> <li>Expand heritage historical ,agricultural, and cultural (arts dance, music, and culinary) tourism</li> <li>Aggressively pursue support for improvements to I-70 Corridor</li> <li>Utilize local chambers to grow existing, attract, and promote variety of tourism opportunities</li> <li>Recreational tourism (ie softball tourney)</li> </ul>	<ul style="list-style-type: none"> <li>Seek funding for I-70 improvements, partnership funding</li> <li>Access to capital for public infrastructure projects</li> <li>Secure consistent level of year round air service</li> <li>Explore ways to capitalize on locally available renewable energy resources</li> </ul>	

### Region 12: Pitkin, Grand, Summit, Jackson, and Eagle Counties (Continued)

Priority(ies)	Attract new businesses	Strengthen the core social infrastructure and community resources	Strengthen the tourism economy	Improve, maintain, and expand regional physical infrastructure including; transportation, water, sewer, telecommunications, renewable energy, and affordable housing	Business retention and expansion
<b>Action(s) (Continued)</b>		<ul style="list-style-type: none"> <li>• Better understand workforce so are to match employers needs with qualified employees</li> <li>• Utilize state programs (Colorado FIRST, Small BIZWorks grant)</li> <li>• Fully utilize highly educated population and employ them in secondary jobs</li> <li>• Inventory and coordinate customer service training</li> <li>• Healthcare</li> <li>• Establish Continuing Care Retirement Community (assisted living facilities, skilled nursing, memory care)</li> <li>• Identify funding sources to implement strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting efforts of ski companies and community stakeholder groups to diversify winter</li> <li>• Support Udall's Summer Recreation Activities Bill</li> <li>• Support and develop summer recreation opportunities</li> <li>• Foster climate of regional cooperation:</li> <li>• Streamline local and regional communications</li> <li>• Encourage local chambers to provide consistent message on events</li> <li>• Support existing county wide organizations that support economic development</li> <li>• Support regional organizations that support economic development</li> <li>• Support industry groups that support economic development</li> <li>• Aggressively pursue support for improvement to I-70 Corridor:</li> <li>• Support efforts of I-70 Coalition and the PEIS</li> <li>• Fix it!</li> </ul>		
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>• Utilize data base of existing commercial asset that describe available space and location</li> <li>• Increase in the number of new business</li> <li>• Increase tax revenue for local governments</li> <li>• Develop and provide additional services</li> </ul>	<ul style="list-style-type: none"> <li>• Return-business because of excellent customer service</li> <li>• Well-trained workforce in existing industries (tourism) and new or expanding industries</li> <li>• Nimble system to train workers in new fields (green economy jobs, healthcare, etc)</li> <li>• Maintain and increase graduation rates</li> </ul>	<ul style="list-style-type: none"> <li>• Increase sales tax</li> <li>• Increase hotel occupancy</li> <li>• Strengthen local economies</li> <li>• Year round job growth</li> </ul>		



### Region 12: Pitkin, Grand, Summit, Jackson, and Eagle Counties (Continued)

Priority(ies)	Attract new businesses	Strengthen the core social infrastructure and community resources	Strengthen the tourism economy	Improve, maintain, and expand regional physical infrastructure including; transportation, water, sewer, telecommunications, renewable energy, and affordable housing	Business retention and expansion
Expected Outcome(s), i.e., Measurable Results		<ul style="list-style-type: none"> <li>• Close the achievement gap between white and Hispanic students</li> <li>• Provide housing and services for all populations from birth to death</li> <li>• Increased number of continuing education courses</li> <li>• Expanded educational opportunities</li> <li>• More four year degrees offered at CMC in different fields (nursing, teaching, health and wellness)</li> <li>• Financial involvement from wealthy residents</li> </ul>			

### Region 13: Chaffee, Fremont, Custer and Lake Counties

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Priority(ies)	Strengthen the economic base	Optimize existing and developing tourism	Supporting existing community amenities to enhance quality of life	Assure key infrastructure (telecommunication, transportation and water) is maintained/expanded to enhance current and attract new businesses for economic growth	Downtown Revitalization
<b>Strategy(ies)</b>	<ul style="list-style-type: none"> <li>Identify industry gaps and support expansion and retention of existing industries and business (Economic Gardening)</li> <li>Better communicate local regulatory process for business development and make sure counties in Region 13 are "open for business"</li> <li>Support the effort of the Regional Workforce Center, OEDIT and higher education in developing and implementing a regional business marketing plan</li> <li>Enhance the communication and coordination of State, Federal and local resources to support strengthening the economic base</li> <li>Encourage entrepreneurial opportunities by developing a tool kit of financial strategies</li> <li>Develop an inventory of existing buildings and resources by community and county</li> <li>Support efforts to expand local sale of agricultural products</li> <li>Support mechanisms for home-operated businesses</li> <li>Support the local DOC facilities</li> <li>Provide workforce development opportunities</li> <li>Create living wage jobs with local business expansion and new business opportunities</li> <li>Diversify the economic base with local business expansion and new business opportunities</li> <li>Increase access to capital, both public and private</li> <li>Partner with State to:</li> <li>Develop strategies for affordable housing improvements</li> <li>Refer potential start-up and relocating businesses that are a good fit for the Region</li> <li>Establish an Ambassador program to help promote and mentor local businesses</li> <li>Maximize the use of existing tax incentives and funding</li> </ul>	<ul style="list-style-type: none"> <li>Create internal/external awareness promoting traffic</li> <li>Collaboration of branding process efforts which will consistently brand all areas related to tourism</li> <li>Promote heritage/historic tourism</li> <li>Implement strategic signage</li> <li>Expand marketing between regions</li> <li>Identify protégés and mentors</li> <li>Create more recreational opportunities</li> <li>Short term rental inventory</li> <li>Co-op Advertising</li> <li>Regional Branding: "Gold Dust Trail"</li> <li>Want to create a statewide interactive statewide web based and mobile application map that identifies opportunities throughout the state such as: hiking ,biking, birding, snowshoeing, high elevation training, fishing and other recreational opportunities</li> <li>State Veterans Cemetery is one of many issues that would be a regional assets and attractions</li> <li>Create and establish a regional tourism board supported by the CTO holding voting board positions representing the regions</li> <li>Establish a community and regional events task force</li> <li>Extend the tourism season</li> </ul>	<ul style="list-style-type: none"> <li>Identify and develop amenities critical to draw and keep resources and services in the region in order to attract Economic Development / Business</li> <li>Amenities: hospital, education, prisons, cemeteries, natural resources, utilities, workforce, airport and libraries</li> <li>Enhance and protect natural resources</li> <li>Identify alliances / stakeholders in the community</li> <li>Develop comprehensive plan to support service for the entire region</li> <li>Enhance the relationships with institutions of higher education</li> <li>Promote crossover courses with high schools</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the relationships with institutions of higher education</li> <li>Promote crossover courses with high schools</li> <li>Telecommunications is a major strategy</li> <li>Retain and expand current businesses</li> <li>Enhance existing businesses and attract new businesses looking for relocation</li> <li>Use infrastructure to attract and keep young people home for diversity</li> <li>Be demonstration area for new technologies (e.g., satellite connections for mountains, etc.)</li> <li>Identify new strategies to fund local infrastructure projects</li> <li>Develop local and regional approach to conservation, quality, and availability of water (utilize examples from elsewhere)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain &amp; market Downtown designation</li> <li>Occupy storefronts</li> <li>Encourage practical enforcement on P&amp;Z codes</li> <li>Easier improvements of Historic Buildings</li> <li>Downtown design and circulation to encourage alternative traffic</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>Assist municipalities and counties improve their websites to be able to provide information on regulatory processes</li> <li>Develop a "fast track" process for business development regulations</li> <li>Support CDBG and Brownfield grant applications for communities and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Determine impact of the event</li> <li>Facilitate cooperation among sponsors, participants and community</li> <li>Expand the vision of Colorado Tourism</li> <li>To increase the statewide visibility throughout the state and make sure that it has equal geographic representation</li> <li>A better working relationship between the state office</li> </ul>	<ul style="list-style-type: none"> <li>Develop alliances regionally to work to enhance regional amenities/services</li> <li>Rotate regional face to face quarterly meetings throughout region</li> <li>Develop resource map of each regional amenity</li> <li>Expand educational and training opportunities in the region</li> </ul>	<ul style="list-style-type: none"> <li>Telecommunications:</li> <li>Establish a think tank/task force on telecommunication solutions</li> <li>Participants should include scientists on the leading edge of technology, current users and targeted future users</li> <li>Identify emerging technology on a 3-5 year horizon</li> </ul>	<ul style="list-style-type: none"> <li>Window dressing for vacant buildings</li> <li>Convert to mixed use (residential &amp; retail or office)</li> <li>Identify underutilized and not utilized properties in district</li> <li>Chamber of Commerce unified outreach</li> </ul>

### Region 13: Chaffee, Fremont, Custer and Lake Counties (Continued)

Priority(ies)	Strengthen the economic base	Optimize existing and developing tourism	Supporting existing community amenities to enhance quality of life	Assure key infrastructure (telecommunication, transportation and water) is maintained/expanded to enhance current and attract new businesses for economic growth	Downtown Revitalization
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>Work in concert with State agencies to develop a "tool kit" for local businesses</li> <li>Maximize use of State Planning and Management Regions by all State agencies and all State resources</li> </ul>	<ul style="list-style-type: none"> <li>Website and social networking</li> <li>Publicly recognize protégés and mentors</li> <li>Establish designated bike routes (like Fort Collins)</li> <li>Develop a website illustrating links relationships among amenities and alliances</li> <li>Identify potential for beneficial alliances not already in place</li> <li>Convene summits for groups that may benefit from collaborative efforts that are not already doing so</li> <li>Convene meetings with prison heads to see how they can encourage their employees to be more involved in their community</li> <li>Schedule opportunity for relationship building both existing and potential</li> <li>A free day for servers, hotel desk clerks, etc. at local tourist attractions</li> <li>A tasting event for the local people who deal with tourists to all the local eateries</li> <li>Identify restrictions to accessing key natural resources that hinder tourism</li> <li>Identify target tourism audiences (ie, young families; 40+; small business conferences; destination weddings; family reunions)</li> <li>Attend trade shows outside area to recruit these targeted audiences</li> <li>Evaluate the effectiveness of existing strategic partnerships and the formation of new strategic partnerships</li> <li>Develop passion among citizens and businesses for promoting</li> <li>Develop activities/events September through May that encourage overnight stay</li> <li>Ensure that all entities who provide lodging pay "pillow tax"</li> <li>Off season events: Mining Comm Summit; XC skiing; Snowmobile events; Hut tours; snowshoe events</li> <li>Red Carpet Training (Workforce Center)</li> </ul>		<ul style="list-style-type: none"> <li>Identify regional and state resources available to implement emerging technology in 3-5 year horizon</li> <li>Work plan to implement strategies identified by think tank/task force</li> <li><b>Highway:</b></li> <li>Road maintenance (plowing snows)</li> <li>Assure set-asides of funding from state and federal agencies for small county regional highways</li> <li>Coordinate and support regional airport efforts</li> <li><b>Water:</b></li> <li>River improvements</li> <li>Improve water treatment and delivery systems</li> <li>Firm up support for regional water conservation (consolidate regional efforts – reuse, water education)</li> <li>Collectively advocate a regional voice to partner with state agencies-- conservation downstream, will impact the headwaters</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation between EDC and empty downtown buildings as incubation space</li> <li>Chamber of Commerce educating businesses about process to website sales</li> <li>Create an inventory of downtown businesses and available properties</li> <li>Empower Chamber of Commerce to work on retail business attraction</li> <li>City &amp; county partnership for easier navigation of licenses and regulations</li> <li>Community vitalization task force</li> <li>Establish community ambassadors to welcome &amp; greet visitors</li> <li>Enhance curb appeal and aesthetic look of downtown</li> </ul>

### Region 13: Chaffee, Fremont, Custer and Lake Counties (Continued)

Priority(ies)	Strengthen the economic base	Optimize existing and developing tourism	Supporting existing community amenities to enhance quality of life	Assure key infrastructure (telecommunication, transportation and water) is maintained/expanded to enhance current and attract new businesses for economic growth	Downtown Revitalization
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>Decrease vacant storefronts by 30%</li> <li>Increased city/county sales and property tax revenues</li> <li>Increased employment</li> </ul>	<ul style="list-style-type: none"> <li>Increase 3 season tourism, business and tax revenue</li> <li>Governor's office to work with legislature to modify the bed tax</li> <li>Establish a State Veterans Cemetery that would provide a proper resting place for our veterans while strengthening the community through its contribution to the round economy for the region</li> </ul>	<ul style="list-style-type: none"> <li>Build and strengthen regional relationships</li> <li>Collaborative network of stakeholders working together to enhance economic vitality of the region</li> <li>More efficient use of resources</li> <li>Well-trained local workforce</li> <li>Build and retain younger working population</li> </ul>		<ul style="list-style-type: none"> <li>Increased foot traffic downtown</li> <li>More storefronts filled</li> <li>Increased property values</li> <li>Increased tax dollars</li> <li>More jobs</li> <li>Improved community pride</li> </ul>



### Region 14: Las Animas and Huerfano Counties

Priority(ies)	Create Jobs	Increase Tourism Activity	Increase education and job training programs	Increase Access to Healthcare	Increase Access to Capital
<b>Strategy(ies)</b>	<ul style="list-style-type: none"> <li>Go after small to medium distribution centers</li> <li>Grow Gunsmithing Business</li> <li>Improve infrastructure</li> <li>Work with existing businesses to increase capacity</li> <li>Develop functioning Economic Development entity in Huerfano County</li> </ul>	<ul style="list-style-type: none"> <li>Increase Marketing efforts of both counties focused on collaborating around Heritage Tourism, building on the fledgling Five County Heritage Tourism Group formed around the steel, rail, and coal industries' history in Huerfano/Las Animas/Pueblo/Fremont/Custer Counties since the 1870s</li> <li>Gain recognition at the state level for the heritage tourism resources in the region</li> <li>Growing the use of the Santa Fe Trail and Highway of Legends Byways by organizing the formal tours of the areas, with experiential learning fueled by the local community colleges, chambers of commerce, and economic development groups in the region</li> <li>Improving trail systems linking available heritage tourism sites and resources</li> </ul>	<ul style="list-style-type: none"> <li>Assess current available training opportunities</li> <li>Analyze types of job training needs to compete in global economy</li> <li>Capture specialized training funds</li> <li>Capture funds to continue support of current training programs</li> <li>Integrate job training into K-12 to capture development of work-readiness soft skills</li> <li>Market existing training opportunities</li> <li>Both Counties to Explore opportunity to become member of SEBREA</li> </ul>	<ul style="list-style-type: none"> <li>Expand primary care resources in Walsenburg</li> <li>Build a new nursing home in Walsenburg</li> <li>Build a new hospital in Trinidad</li> <li>Collaborate on recruitment as possible</li> <li>Promote importance of healthcare to economic development</li> </ul>	<ul style="list-style-type: none"> <li>Regional effort for access to capital</li> <li>Increase participation of banks in community economic development activities</li> <li>Establish state capital access ombudsman for region</li> <li>Establish regional contact for state ombudsman. SECCD may become the access to capital ombudsman to interface with state</li> <li>SBDC to work in both counties</li> <li>Market access to capital programs to businesses to existing and potential business</li> <li>Implement Incubator by enhancing existing incubator in Las Animas potentially serving both counties or use as model</li> <li>Collaborate with foundations in respective counties</li> <li>Describe bad experience and red tape in working with federal Economic Development Agency</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>PTAC Certifications</li> <li>Networking</li> <li>Marketing of gunsmith tradeshow</li> <li>Public/Private Partnerships for business development</li> <li>Identify companies that would fit with region</li> <li>"Light up" existing fiber optic cable to provide true broadband access</li> <li>Develop business incubator – look to TLAC for model</li> <li>Identify and develop economic clusters around existing businesses</li> <li>Keep I-25 and other highways in region open and in good repair</li> </ul>	<ul style="list-style-type: none"> <li>Establish a Visitors' &amp; Convention Bureau to provide services for group and visitor travel (sharing resources between both counties – "cross-germination!")</li> <li>Increase Huerfano County tourism tax (lodging) to provide needed funding for tourism marketing</li> <li>Collaborate, implement, and continue with sharing hospitality training resources</li> <li>Identify inventory of existing walking, riding, and motorized trails in both counties</li> <li>Develop infrastructure around all tourist activities (i.e. RESTROOMS!!!)</li> <li>Market the byways (materials, podcasts, and other creative resources)</li> <li>Support development of local tourism projects (Chuchara Mountain Resort in Huerfano County and Purgatorie River in Las Animas County)</li> </ul>	<ul style="list-style-type: none"> <li>Establish mentoring/ apprenticeship programs</li> <li>recruit consultant to identify job market trends</li> <li>Businesses and workforce center work together to market available training programs and services for short-term demands</li> <li>build stronger relationships with PCC and TSJC re: distance learning</li> <li>Identify programs with available training funds and partner with program providers</li> <li>Work with program providers to develop market strategies to get students to attend</li> <li>Work with school districts to incorporate work-readiness soft skills training in K-12</li> <li>Regional periodic face-to-face meetings with primary partners at least twice per year</li> <li>Align both counties in the Southeast Colorado Workforce Region to allow for better training of local workforce and quality training through the Colorado Community College System</li> </ul>		<ul style="list-style-type: none"> <li>Governor and/or designee such as the Bank Commissioner co-sponsor region lender meeting to create a regional lender strategy</li> <li>Implement small business loan training</li> <li>Inventory of vacant buildings or commercial and industrial property</li> <li>Region formally requests via letter to the Governor to designate a capital access ombudsman</li> <li>Governor to facilitate state wide meeting with EDA and representatives of Regions to overcome barriers and roadblocks</li> <li>Counties establish task force for incubators and use of SBDC in both counties</li> <li>Implement access to capital marketing campaign</li> </ul>

### Region 14: Las Animas and Huerfano Counties (Continued)

Priority(ies)	Create Jobs	Increase Tourism Activity	Increase education and job training programs	Increase Access to Healthcare	Increase Access to Capital
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>Business that depends on broadband access will grow – new businesses will be developed</li> <li>With improved transportation infrastructure small-medium distribution centers will be encouraged to locate in region</li> <li>Business incubator will encourage and support the growth of new businesses</li> </ul>	<ul style="list-style-type: none"> <li>Increased sales and lodging tax revenue</li> <li>Increase ancillary businesses</li> <li>More exposure in tourism marketing</li> </ul>	<ul style="list-style-type: none"> <li>Develop at least two mentoring/ apprenticeship programs</li> <li>Increase number of market-ready workers in the region</li> <li>Increase training opportunities within the region</li> <li>Increase employment</li> </ul>		<ul style="list-style-type: none"> <li>Increase Lender attendance at strategic economic development meetings</li> <li>Develop data base on business contacting ombudsman</li> <li>Less vacant building</li> <li>Increased tax revenue</li> <li>Reduced unemployment</li> <li>Reduced foreclosure on commercial property</li> <li>Growth in number of new businesses or number of business expanding</li> </ul>