

Colorado

Office of Economic Development
and International Trade

Bottom-up to Colorado Blueprint to Business Plan



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

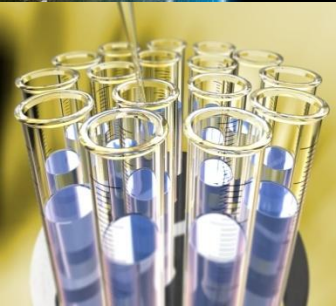
...AND...

Region by Region



14 Regional Statements

Vision: Colorado Advantage

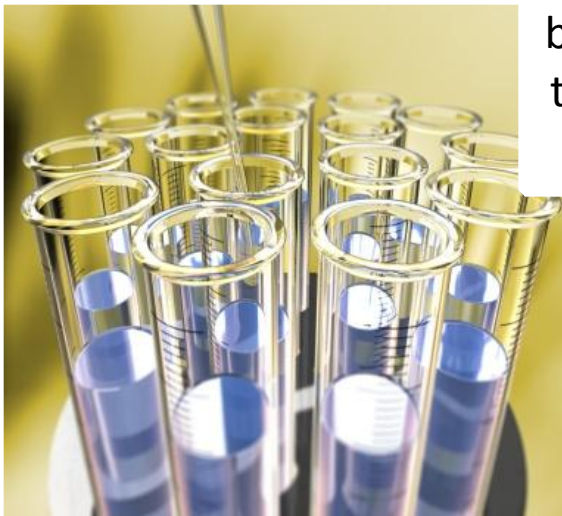


From our culture and lifestyle to a friendly business climate and reasonable cost of living, no other state can match the rewards of life and business in Colorado





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



Colorado Blueprint

A bottom-up approach to economic development

I. Build a Business-Friendly Environment

II. Retain, Grow and Recruit Companies

III. Increase Access to Capital

IV. Create and Market a Stronger Colorado Brand

V. Educate and Train the Workforce of the Future

VI. Cultivate Innovation and Technology



Colorado Blueprint as a lens

Vision: To be recognized as one of the greatest places to live, work, play and conduct business

Value Proposition: Our administration will drive a culture in state government and throughout Colorado that promotes job creation and sustainable job growth by fostering cross agency collaboration , innovation and personal commitment to create a superior business quality of life.

**Business
Environment**

**Retain, Grow
and Recruit**

**Access to
Capital**

Brand

**Educate and
Train Talent**

Innovation

Education :: Healthcare :: Financial :: Infrastructure



State Initiative I.

Build a Business-Friendly Environment

- A. Change culture of issuing unfunded mandates to local governments
- 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

Key takeaway: To make state government more responsive, more efficient, and more effective in the delivery of services to the customer



State Initiative II.

Retain, Grow and Recruit Companies

- A. **Actively retain and grow Colorado companies and aggressively recruit domestic and international 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**
- D. **Focus and coordinate development of local infrastructure in communities across Colorado**

Key takeaway: To support the health and growth of Colorado companies and attract growing companies to bring their business to Colorado, with a strategic cluster focus



State Initiative 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. Provide financial vehicle for tourism projects as necessary to increase out of state tourism

Key takeaway: To support lending to viable small businesses and stimulate private investment in Colorado companies through new and expanded finance programs

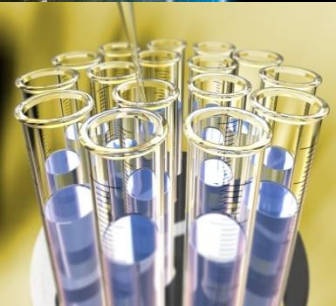


State Initiative IV.

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 agritourism, heritage and cultural tourism across Colorado

Key takeaway: To define a common brand and vision to serve as a foundation for increasing Colorado's market share in direct investment, relocating companies & overnight visitors



State Initiative V.

Educate and Train the Workforce of the Future

- A. Align the efforts of education, workforce training & economic development across state agencies & 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
- D. Increase awareness of quality entrepreneurial training

Key takeaway: To improve educational effectiveness, quality and outcomes from early childhood education through both the post-secondary education and workforce training pipelines, leading to meaningful careers for Coloradans

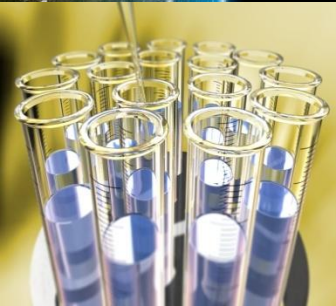


State Initiative VI.

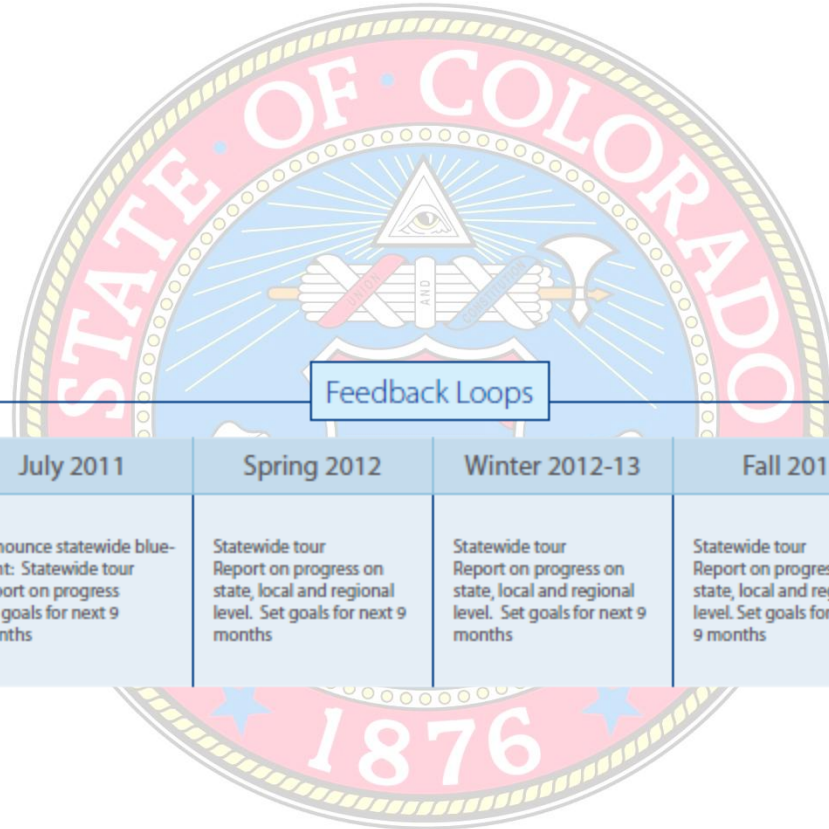
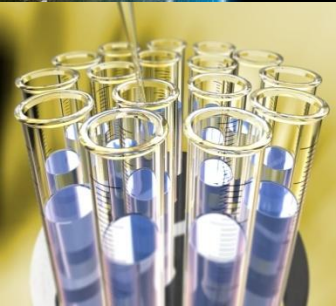
Cultivate Innovation and Technology

- 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
- D. Export Colorado's innovation-based services, products and agricultural commodities

Key takeaway: To be recognized as the nucleus of innovation, technology and economic growth by enhancing entrepreneurial activity and telecommunications across Colorado



Follow-up & Feedback



Feedback Loops

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

Goals:

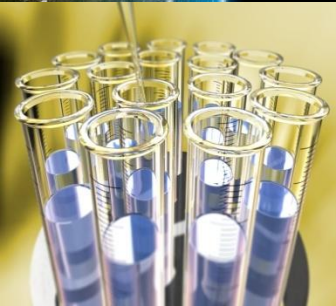
- Increase consistency of language
- Be more explicit with the details
- Clarify leadership roles and accountability
- Add specific measurable outcomes
- Tighten timelines



- **Communication**

- **Alignment**

- **Implementation**

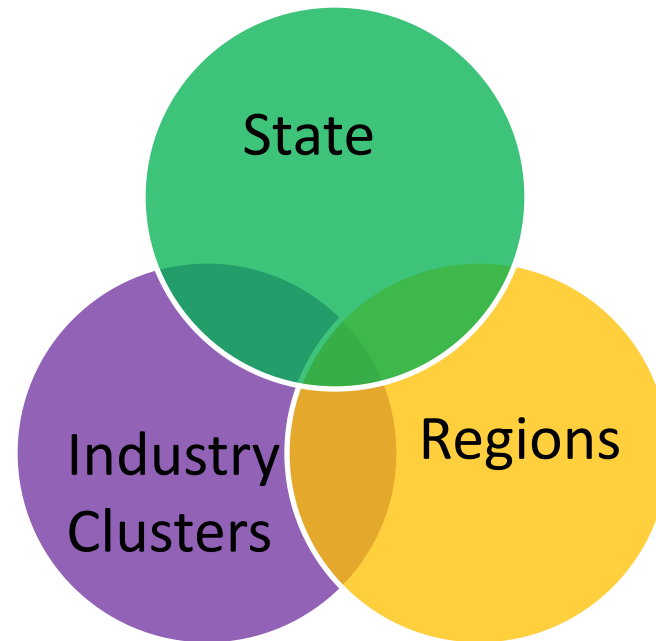


- Communication mediums
 - Monthly
 - Quarterly
 - Annual Reports
- Communications Database
- Communications Goals



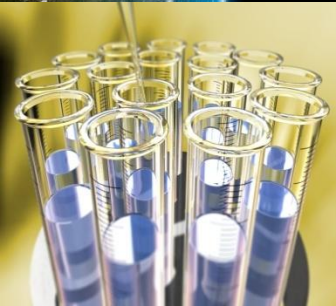
Alignment

Our administration will focus on the value proposition and the Blueprint tactics by focusing on a three-dimensional implementation plan made up of the following components:



Alignment

State: The State's economic development value proposition will serve as the foundational element in creating the State's economic development business plan. A major component of the business plan will be the horizontal alignment of services across all state agencies as necessary to create a business climate that will facilitate rapid but sustainable growth of jobs.



Alignment

Regions: the vertical alignment between the State and each of the 14 Regions through the creation of cohesive groups or alliances of stakeholders who are committed to working together to further the goals outlined in each regional statement.

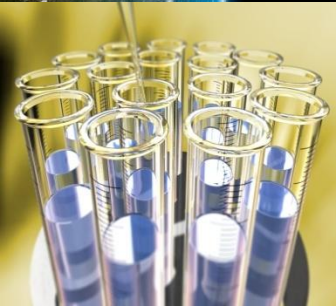
This regional structure will be modeled on best practices from other states around the country and will be tailored to enhance Colorado's existing regional and local leadership structures.

Participants will be determined by each Region and will include: local businesses, chambers and economic development organizations, local government representatives, state agency representatives (CDOT, DOLA, OEDIT), workforce development stakeholders, Industry Cluster representatives, and others based on unique regional concerns and issues.

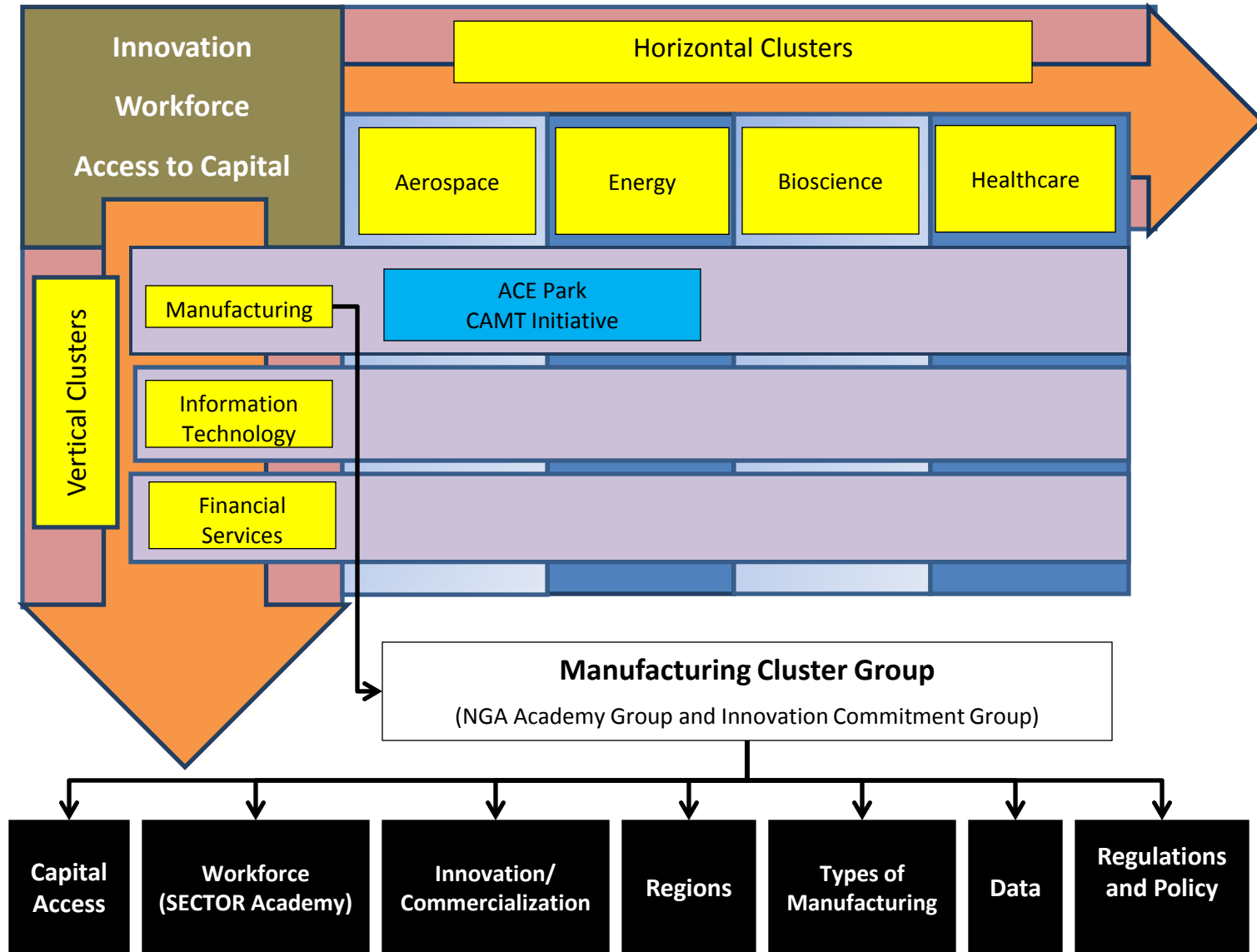
Alignment

Industry Clusters: the alignment of public and private resources in order to create strong and strategic economic industry clusters as a means to expanding and creating jobs within Colorado.

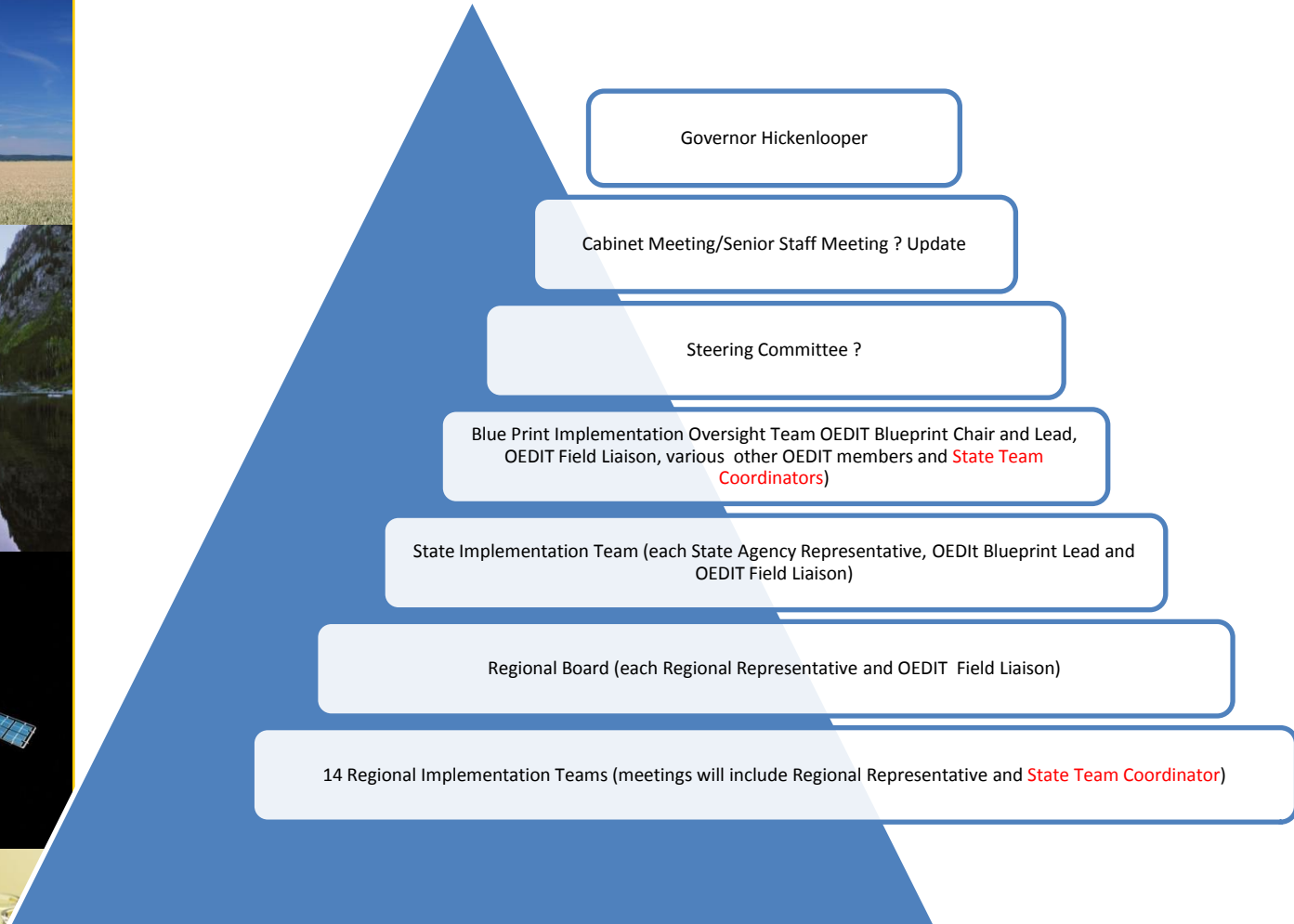
Each cluster will consist of groups of related businesses and organizations within an industry whose collective excellence, collaboration and knowledge-base provide a sustainable competitive advantage. Strong clusters will translate directly into tangible benefits for businesses, citizens and educational institutions by allowing related businesses to (i) have shared access to suppliers, services, resources, technology and workforce and (ii) work together to reduce barriers to growth and achieve new economies of scale, distribution and supply channels and, ultimately, increased profitability thus fostering an environment for job creation.

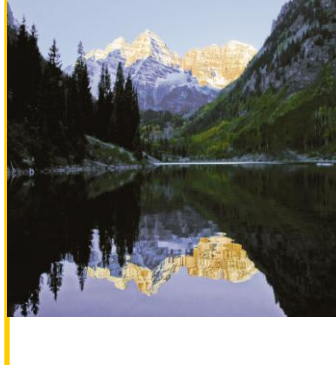
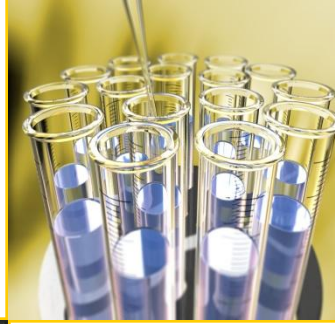


Cluster Concept DRAFT



Implementation





Questions/Comments

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