

# COLORADO BLUEPRINT

A bottom-up approach to economic development

30 60

## Regional Data

### Largest Companies by Employment

- Parkview Medical Center
- Centura: St. Mary-Corwin Medical Center
- Evraz Rocky Mountain Steel
- Colorado Mental Health Institute at Pueblo
- Convergys

### Top 5 Key Industries by Employment

1. Health & Wellness
2. Advanced Manufacturing
3. Transportation & Logistics
4. Infrastructure & Engineering
5. Financial Services

### Top 5 Regional Assets

- Available/skilled workforce
- #1 customized workforce training program in the state
- Existing manufacturing cluster
- Central transportation routes and new Industrial Rail Park
- Pueblo Riverwalk

### Where the Region would like to be in 5 years

- The Pueblo Region continues to act as the hub for Southern Colorado
- It is anticipated that population will continue to grow at an average rate
- Investment continues to be made in the downtown core, which will result in significant development into tourist related activities

## EXECUTIVE SUMMARY

The Pueblo region (Region 7), consists of a single entity: Pueblo County. With a land area of 2,400 square miles, Pueblo County ranks 13th-largest of the 64 Colorado counties. Of Colorado's planning and management regions, it ranks the smallest in geographic size. In terms of total population, Region 7 ranks 5th-largest of the 14 regions. Pueblo County's 2000-2010 compounded annual population growth rate of 1.2% makes it the 8th-fastest growing region.

Originally founded 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. With this rich history, Pueblo continues to be dominated by manufacturing companies, and Pueblo County thrives on ranching and farming.

## VISION

The Pueblo region's vision is to promote Pueblo County area's proven competitive advantages to companies and other sectors to help create jobs and help business thrive in Region 7 and the surrounding regions in Southern Colorado.

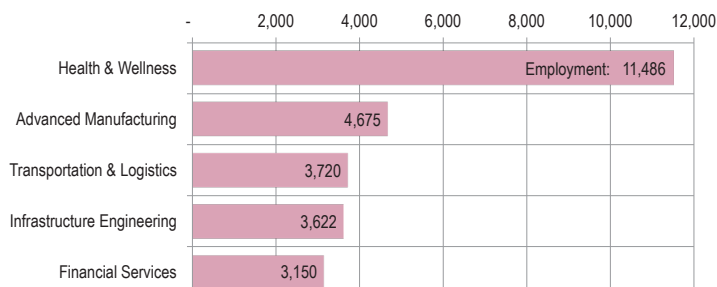
## MISSION

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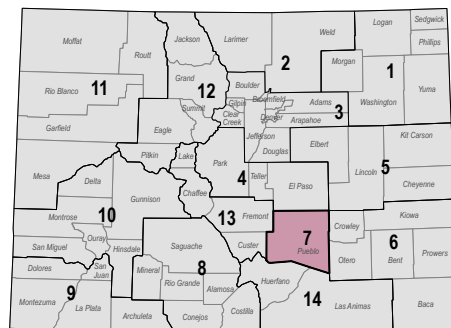
## QUICK WINS

- The Big R Company announced it will expand its corporate headquarters and warehouse operations with an additional 30 jobs. The facilities will service Big R's growth of retail stores throughout the southwest
- Kurt Manufacturing announced a new family of hydraulic products will be produced in its Pueblo facility with a net add of 59 jobs over two phases
- Rocla Concrete Rail Tie added a new production line and an additional 50 jobs. In 2012, the company had opened its North American flagship facility in Pueblo, with 120 jobs and \$20 million investment
- Dubworks announced a new Pueblo facility with 30 jobs (in addition to its existing Erie, CO business)
- Saint Mary Corwin Hospital opened the state-of-the-art Dorsey Cancer Center
- Created a strategic partnership that allows PCC's Health Sciences Division to have full access to an entire wing at the hospital complex for training programs and simulations for both students and existing employees
- U.S. News & World report recognized Parkview Medical Center as a High Performing Hospital in the areas of Nephrology, Neurology & Neurosurgery, Orthopedics, and Pulmonology
- The pewag Company established its first manufacturing plant outside of Europe with construction of a facility in Pueblo. The plant will make a variety of chain products and will employ 55 people starting in 2014
- Awarded \$50,000 from the Colorado Department of Local Affairs, Energy/Mineral Impact Assistance Grant

## TOP 5 KEY INDUSTRIES BY EMPLOYMENT



Source: EMSI, 2013.2



State of Colorado, Region 7

## CORE OBJECTIVES

### 1 Build a Business-Friendly Environment

#### GOALS

- Promote Pueblo County's proven competitive advantages to national & international manufacturing companies and other industrial sectors
- Implement & develop a cluster industry focus around supply chain manufacturing opportunities
- Capitalize upon the abundant water resources of Pueblo County
- Capture Chemical Demil assets for future manufacturing opportunities
- Implement both virtual and physical presence for the Manufacturing Center of Excellence

#### DELIVERABLES

- Aided in the formation of Colorado Advanced Manufacturing Alliance (CAMA), represented by leaders from Evraz-Rocky Mountain Steel, Vestas Towers Americas, Atlas Pacific Engineering and Pueblo Community College

### 2 Recruit, Grow and Retain Business

#### GOALS

- Identify and target leisure travel markets that increase Pueblo County's tourism market share
- Identify and target future conventions and meetings, and retain existing businesses
- Identify and target military reunions and veteran activities that increase visitors
- Identify and target indoor and outdoor sporting events that increase visitors
- Continue to develop and grow the community events and festivals
- Develop strategies that increase group tour/motor coach tour business to Pueblo County
- Incorporate additional training

#### DELIVERABLES:

- City of Pueblo named as first recipient of statewide Regional Tourism Award
- Partnered with state Creative Industries Division to receive planning grant for Creative Corridor Project

### 3 Increase Access to Capital

#### GOALS

- Increase awareness and marketing of business resources
- Streamline cumbersome licensing and permitting processes
- Create entrepreneur education programs
- Increase small business capital access

#### DELIVERABLES:

- Created the Pueblo City Center Partnership to assist with attracting, expanding and retaining small business in the city's downtown core area
- Developing a "Fast Pass" system to streamline permitting and zoning assistance for small business
- Based on the state's asset mapping project utilize the tool to create the local hub of resources. Through the Southern Colorado Manufacturing Group, the Pueblo region has convened most of the major manufacturers to facilitate discussions and actionable sub-committees that are addressing common needs and challenges

### 4 Create and Market a Stronger CO Brand

#### GOALS

- Create "Centers of Excellence" for selected areas of community need
- Create systems of care, which make Pueblo the "front door" for regional systems of care
- Collaborate with other providers in the area to eliminate duplication and improve quality and efficiency of care
- Actively recruit physicians, dentists, and other health care professionals
- Improve the economic health of the community
- Provide exceptional service to the outreach areas
- Create a mechanism for a health care cluster focused on medical industry opportunities

#### DELIVERABLES

- Saint Mary Corwin Hospital opened the state-of-the-art Dorsey Cancer Center
- Created a strategic partnership that allows PCC's Health Sciences Division to have full access to an entire wing at the hospital complex for training programs and simulations for both students and existing employees
- *U.S. News & World report* recognized Parkview Medical Center as a High Performing Hospital in the areas of Nephrology, Neurology & Neurosurgery, Orthopedics, and Pulmonology
- Parkview mobile nurses program instituted wellness clinics across Southern Colorado
- Specialty clinic has been established in Canon City and a general clinic in Colorado City

### 5 Educate and Train the Future Workforce

#### GOALS

- Increase agricultural exports from Pueblo County
- Establish a Temporary Action Task Force to define, recruit and educate the Leadership Group and the areas of focus using a facilitator
- Develop incentives to keep water on the land
- Define the minimum level of agriculture and water needed to sustain food production
- Promote rural living for people in the cities – move the people to the water

#### DELIVERABLES:

- All going

### 6 Cultivate Innovation and Technology

#### GOALS

- Capitalize on the flexibility of Pueblo Community College (PCC) to provide customized training and/or degree programs incorporating critical thinking and ethics
- Expand the Engineering Department at CSU-Pueblo to a School of Engineering
- Expand ag-related research programs and/or create entry-level degree programs via PCC
- Develop entrepreneurial studies program in the Hassan School of Business with articulation agreements and ease in transferability with two-year degree programs available at PCC
- Broaden outreach and programs targeted at veterans
- Create Hospitality Management program at CSU-Pueblo to support tourism efforts in the region with articulation agreement(s) and ease in transferability with two-year degree programs available at PCC
- Support and outreach for developmental education needs

#### DELIVERABLES

- CSU-Pueblo has grown engineering program by 50%
- CSU-Pueblo added Masters Program in Mechatronics
- PCC's Economic and Workforce Development Division and the Business & Technology Division actively engaged in addressing areas for improvement in STEM fields
- Working with Evraz Rocky Mountain Steel to bring customized academics to their facilities
- Entrepreneurial program and creating a closer link with CSU-Pueblo
- PCC investigating viability of expanding program options and outreach efforts for veterans

## STRATEGIC PROJECTS

- Manufacturing sector partnership in collaboration with Colorado Springs cross marketing efforts
- Continue focus on downtown core

## STAKEHOLDERS

Small Business Development Center  
City and County of Pueblo  
K-12 and higher education institutions  
Local and regional Chambers

Metro Districts and surrounding  
community and industry representatives  
Pueblo City Center Partnership  
Pueblo County Workforce Center

Pueblo Economic Development  
Corporation



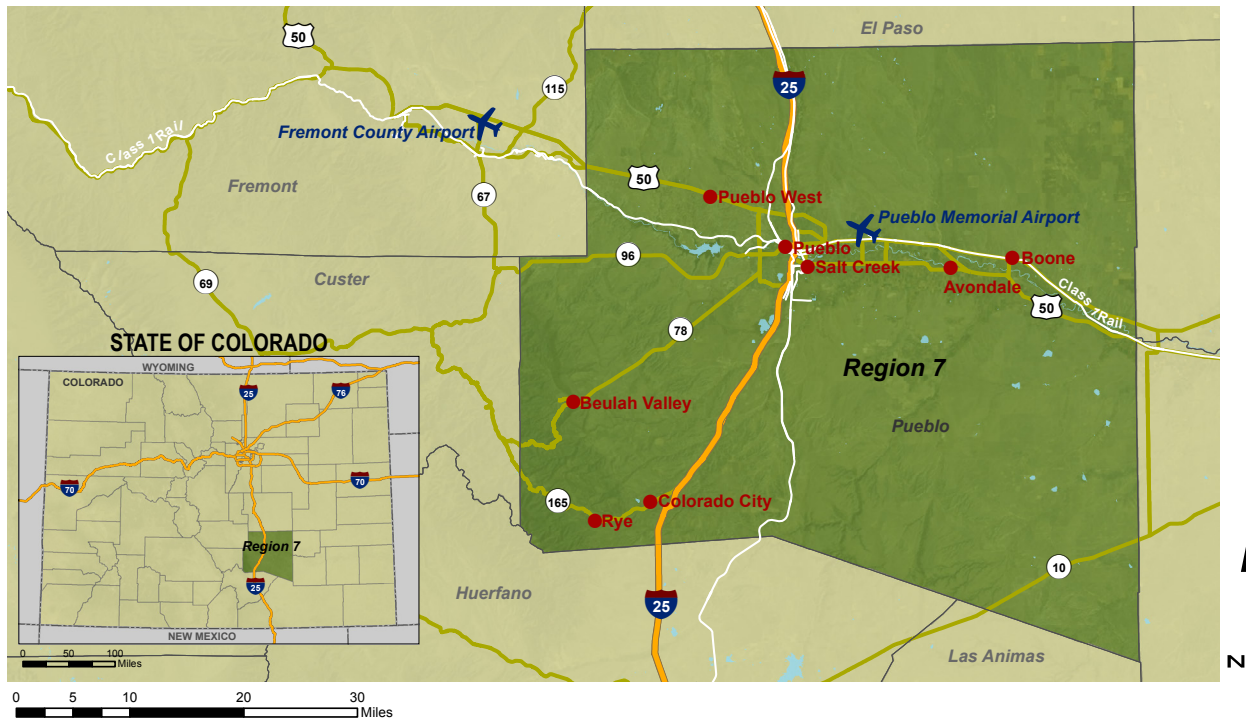
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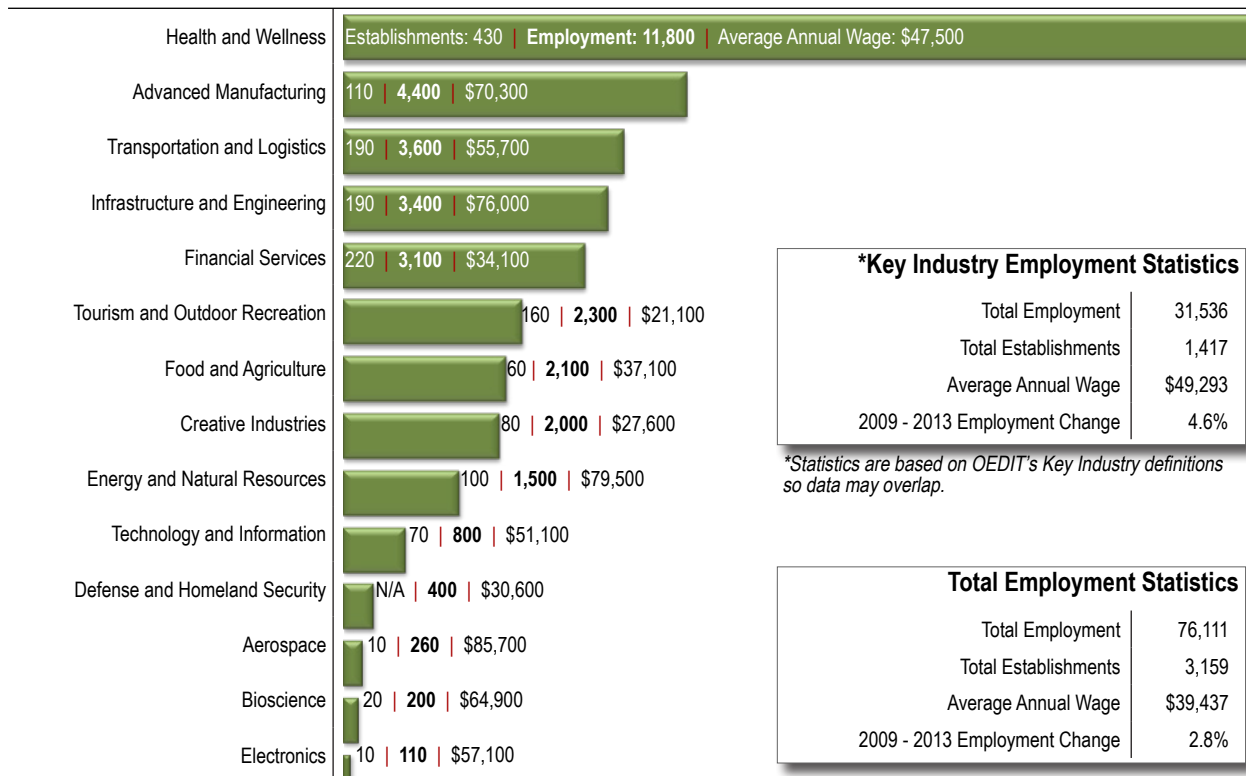
[www.advancecolorado.com/blueprint](http://www.advancecolorado.com/blueprint)

# Colorado Office of Economic Development & International Trade

## COLORADO - REGION 7: Economic Profile



### Employment by Key Industry



SOURCE: Colorado Office of Economic Development & International Trade and EMSI, 2013.2

## Top Employers by Employment

Sectors*	Business or Organization	Jobs
■	Parkview Medical Center	2,500
■	Centura: St. May-Corwin Medical Center	1,300
■ ■	Evrax Rocky Mountain Steel	1,200
■	Colorado Mental Health Institute at Pueblo	1,000
■ ■	Convergys	700
■	Express Scripts	600
■	Receivable Management Services	500
■	AT&T	500
■	Vestas	500
■	TRANE Company	400

Note: Table does not include establishments that are primarily classified as Public Administration, Educational Services, and/or Retail Trade

\* Sectors represented by business and establishment locations

■ Manufacturing	■ Administrative and Support Services
■ Transportation and Warehousing	■ Health Care and Social Services
■ Professional, Technical Services	

## About Top Employers by Employment

**Parkview Medical Center** - offers general health care and behavioral health specialty services. They are licensed for 350 acute-care beds and provide a full range of health care services, including the region's only certified and verified Level II Trauma Center and the region's certified Stroke Center.

**Centura: St. May-Corwin Medical Center** - focused on connecting Colorado and western Kansas to affordable, world-class care. Centura Health's integrated network includes 15 hospitals, seven senior living communities, medical clinics, affiliated partner hospitals, Flight For Life® Colorado, 13 Colorado Health Neighborhoods and home care and hospice services.

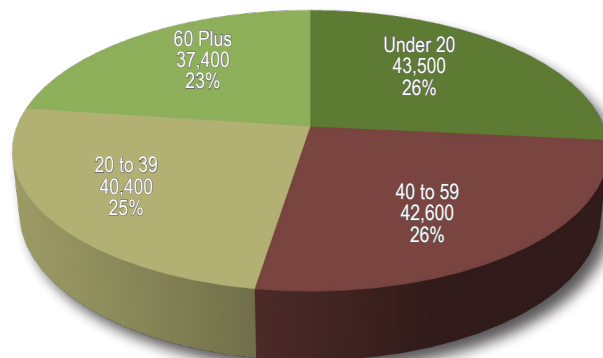
**Evrax Rocky Mountain Steel** - providing steel and iron to the western territories and the nation's expanding rail systems. They also manufacture seamless pipe, rod and coiled reinforcing bar, and semi-finished products.

**Colorado Mental Health Institute at Pueblo** - one of Colorado's inpatient psychiatric hospitals, serving clients in the civil mental health system. They offer career opportunities in many multi-disciplinary professions, including nursing, psychology, social work, and medicine.

**Convergys** - a leader in customer management for over 30 years, Convergys is uniquely focused on helping companies find new ways to enhance the value of customer relationships and deliver consistent customer experiences across all channels and geographies.

SOURCE: Dun & Bradstreet, Equifax, Local Economic Development Groups, Corporate Websites, and Other Sources

## Population by Age Groups



SOURCE: EMSI, 2013.2

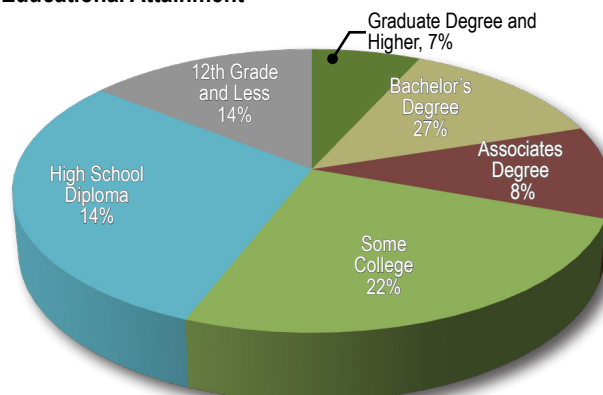
## Top Occupation Categories by Employment

	Jobs	Median Wage	Annual Wage*
Office and Administrative Support	11,000	\$13.47	\$28,000
Sales and Related	10,700	\$12.29	\$25,600
Food Preparation and Serving Related	6,400	\$9.25	\$19,200
Healthcare Practitioners and Technical	5,200	\$32.68	\$68,000
Education, Training, and Library	4,200	\$20.72	\$43,100
Management	4,000	\$23.61	\$49,100
Construction and Extraction	3,700	\$17.20	\$35,800
Business and Financial Operations	3,400	\$23.24	\$48,300
Production	3,400	\$16.77	\$34,900
Transportation and Material Moving	3,400	\$15.63	\$32,500

\* Annual wage is based on a 40 hour work week

SOURCE: EMSI, 2013.2

## Educational Attainment



SOURCE: EMSI, 2013.2

## Population and Households

Population	159,063
Total Households	62,972
Median Age	39
Median Household Income	\$41,273
Mean Household Income	\$54,454
Median Family Income	\$51,649
Per Capita Income	\$22,056

\* Average of median or mean values of all counties in region

SOURCE: U.S. Census, 2010 and ACS 2007-2011 5 Year Estimate



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