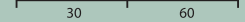


The Central Western Slope region experiences all four seasons across a wide variety of geography in a distinctly Colorado setting.



COLORADO BLUEPRINT

A bottom-up approach to economic development



Regional Data

Examples of Largest Employers

- Crested Butte Mountain Resort
- Montrose Memorial Hospital
- Delta County Memorial Hospital
- Russell Stover
- Mountain Coal Company

Top 5 Key Industries by Employment

1. Food & Agriculture
2. Health & Wellness
3. Tourism & Outdoor Recreation
4. Energy & Natural Resources
5. Advanced Manufacturing

Top 5 Regional Assets

- Noteworthy commercial air services in three geographically-dispersed airports.
- Distinct Colorado lifestyle with high-quality natural resources, productive agricultural land, diverse geography and many recreational amenities
- Two universities and one technical college are willing to administer workforce development programs
- Resourceful, hardworking international workforce with an entrepreneurial spirit.
- Commerce-friendly governments and straightforward regulatory environment

Where the region would like to be in 5 years

- The region will increase overall employment by 8.6%, thereby reducing unemployment to less than 5%

EXECUTIVE SUMMARY

The Central Western Slope region (Region 10) includes the counties of Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel. It encompasses over 9,500 square miles with a population of just over 100,000. The region’s clean air and sunny year-round climate is complemented by millions of acres of public land including one national park, two national forests, 14,000-foot peaks, grasslands and canyons. Two major ski resorts and several all-season resort communities are set among Colorado’s most spectacular mountains. There are three major service, supply and retail hubs with more than a dozen small farming and ranching communities.

The population for Region 10 in 2000 was approximately 89,960 and in 2012 it was 100,562, which is a 11.79% change. Montrose County was the fastest growing within the region at 18.3%, with Delta, Ouray and San Miguel also posting increases in population. People move here for the unique lifestyle, quick recreational access and safe, hometown atmosphere. Noteworthy air service, affordable land, abundant water and a simple regulatory environment makes doing business in the area accessible and convenient, which is demonstrated by the numerous global companies that are headquartered in the area.

The region’s economic development priorities include improving the communications and transportation infrastructure, as well as supporting responsible natural resource-based economic activity. Collaborative economic development efforts focus on fully developing existing companies and attracting innovative businesses and industry.

VISION

The Central Western Slope region is a thriving and engaged group of communities that works collaboratively to provide a rich quality of life that attracts an entrepreneurial and creative workforce with an economy that is both globally connected and rooted in a unique hometown spirit.

MISSION

The Central Western Slope works together to develop and attract high quality, sustainable economic activity that fits our unique location and culture by:

- Providing exceptional infrastructure, including telecommunications
- Expanding quality, reliable commercial air service
- Maximizing the potential of the two universities and one technical college to develop the existing entrepreneurial, skilled workforce
- Connecting business endeavors with local, state and global sources of capital
- Supporting commerce-friendly public initiatives and a straightforward regulatory environment

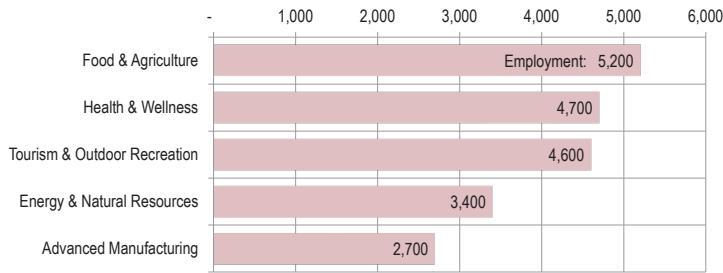
QUICK WINS

- The Telluride-Montrose Regional Air Organization and the Gunnison Valley RTA have partnered to guarantee air service to local airports
- Western State Colorado State University and Colorado Mesa University - Montrose Campus upgraded to full-service universities. CMU-Montrose is in the process of a campus expansion
- The Southwest Regional Tourism Association was awarded a grant to promote regional tourism
- The West End of Montrose County established a new economic development organization: West End Economic Development Corporation
- The Region launched the Health & Wellness

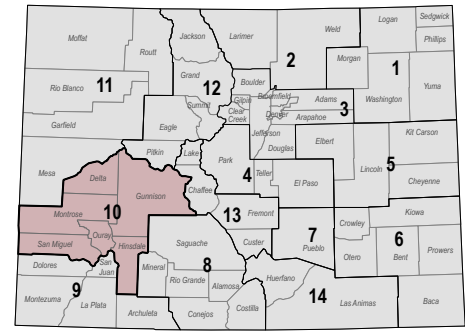
- Industry Sector Partnership
- The Region hosted the first annual Hospitality Conference in the City
- Montrose, and CMU-Montrose is now offering a Hospitality Certificate curriculum program
- The Region hosted the Colorado Resource Center’s Rural Philanthropy Days in Ouray
- The region has three officially designated Creative Districts: the North Fork Valley Creative Coalition, Town of Telluride and the Town of Ridgway
- The ‘Our Side of the Divide’ campaign, downtown revitalization initiatives, Cottage Foods Bill, and other innovative programs have boosted

- agritourism, local business investment and heritage tourism
- Career center launched at Montrose High School
- Regional Community Development position funded by DOLA.
- Awarded \$7.8 million from the Colorado Department of Local Affairs, Energy/Mineral Impact Assistance Grant
- Awarded \$180,000 in Rural Economic Development Initiative (REDI) Program Grants, which will help to create 10 jobs and \$1.4 million Capital Investment

TOP 5 KEY INDUSTRIES BY EMPLOYMENT



Source: EMSI, 2013.2



State of Colorado, Region 10

CORE OBJECTIVES

1 Build a Business-Friendly Environment

GOALS

- Work with OEDIT to fully create an asset map for the region
- Regional representation at the State level
- Complete regional transit plan and implementation plan

DELIVERABLES

- Asset map-populate with real estate data
- Identify boards and commission seats that can be filled by region 10 partners
- Regional transit plan and implementation plan

4 Create and Market a Stronger CO Brand

GOALS

- Promote region as a tourism hub
- Assemble team of those responsible for community and county marketing efforts
- Build regional brand
- Elevate Heritage and Agri Tourism (HAG)

DELIVERABLES

- Create regional tourism website
- Business Brand for the region in coordination with the state initiative
- Apply for HAG grant

2 Recruit, Grow and Retain Business

GOALS

- Define business retention and recruitment model and promote use
- Local roundtables/local collaboration of identified sector partners
- Education on economic development

DELIVERABLES

- Business development model
- Continue development of sector partnerships
- Tool kit for local government and business opportunities

5 Educate and Train the Future Workforce

GOALS

- Engage school district in region to identify existing programs to introduce students to workplace needs
- Survey of regional businesses to identify training and educational needs
- Develop identified sector partnerships

DELIVERABLES

- Development of school-to-career programs
- Develop Health & Wellness Career Pathways degree model
- Support local workforce programs

3 Increase Access to Capital

GOALS

- Renew Region 10 Business Loan Fund CDBG request
- Coordinate meetings among lending entities and SBDC and Small Business Resource Center to leverage available capital
- Venture Capital and other alternative funding identification

DELIVERABLES

- Increased funding available for viable projects
- Enhancing BLF website and brochure information and promote SBRCenter and staff
- Identification of alternative capital resources

6 Cultivate Innovation and Technology

GOALS

- Broadband development
- Monitor and explore replication of Telluride accelerator model and other innovative programs (i.e., North Fork community loan fund)

DELIVERABLES

- Implementation plan
- Establish Regional Broadband Committee to support grant applications and regional development
- Report on effectiveness of accelerator and other models

STRATEGIC PROJECTS

- Broadband planning with state and region
- Health & Wellness, Energy Agriculture and Advanced Manufacturing sector partnerships
- CEDS project development at the county level
- Delta Gunnison Economic Adjustment Strategy

STAKEHOLDERS

Region 10 Comprehensive Economic Development Strategy (CEDS) Committee and over 80 county economic development team members.



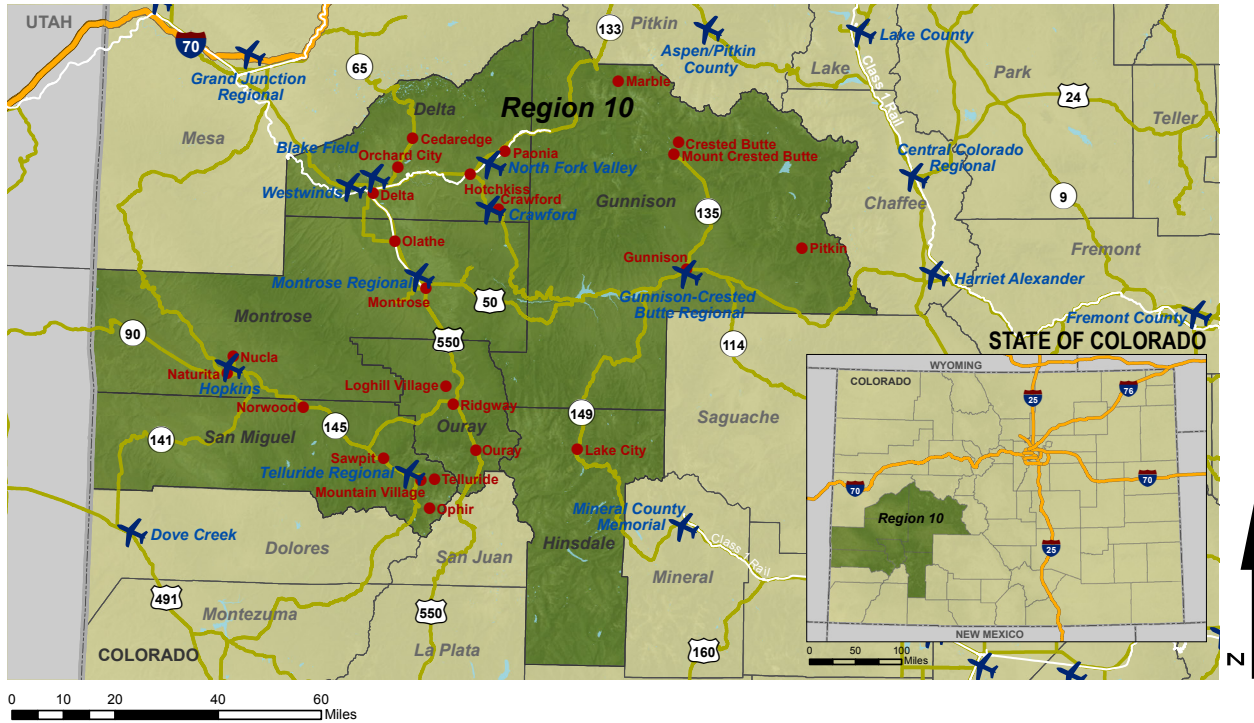
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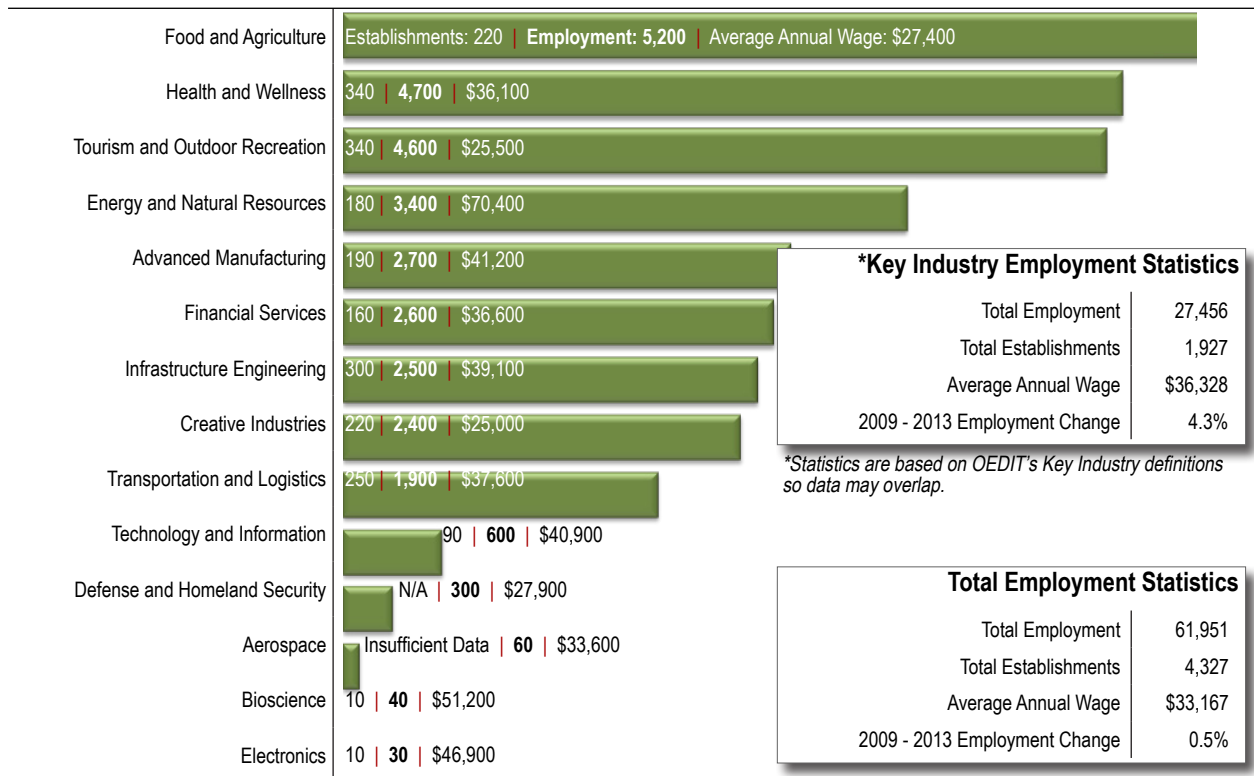
www.advancecolorado.com/blueprint

Colorado Office of Economic Development & International Trade

COLORADO - REGION 10: 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 |
|----------|---------------------------------------|-------|
| ■ | Crested Butte Ski Area | 1,000 |
| ■ | Montrose Memorial Hospital | 500 |
| ■ | Delta Memorial Hospital | 500 |
| ■ | Russell Stover | 400 |
| ■ | Oxbow Mining | 400 |
| ■ | Mountain Coal Company | 400 |
| ■ | Volunteers of America Care Facilities | 400 |
| ■ | Bowie Resources | 300 |
| ■ | Telluride Ski and Golf Company | 300 |
| ■ | Gunnison Valley Hospital | 300 |

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

| | |
|-----------------------------------|---------------------------------------|
| ■ Mining and Oil & Gas Extraction | ■ Health Care and Social Assistance |
| ■ Manufacturing | ■ Arts, Entertainment, and Recreation |

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

About Top Employers by Employment

Crested Butte Ski Area - a ski operation located within the Gunnison National Forest and the Elk Mountain Range. This resort has more than 1,100 acres of skiable terrain, 16 lifts, and a range of accommodations and amenities such as dining, shopping, spa, and host a variety of summer activities.

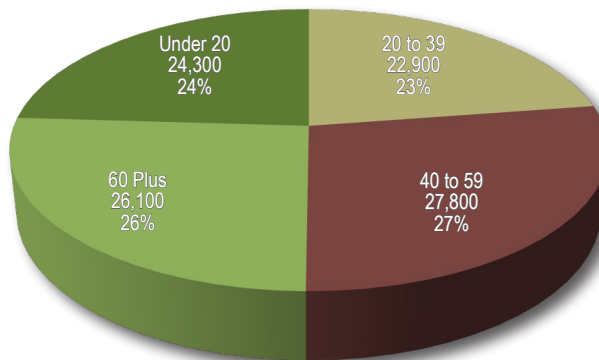
Montrose Memorial Hospital - a 75 bed not-for-profit (501c3) regional medical center serving southwestern Colorado. They provide a number of medical services such as acute inpatient rehabilitation, ambulatory surgical, cardiology, joint replacement, medical imaging, nurse midlife, outpatient surgery, respiratory care, surgery, and cancer treatment.

Delta Memorial Hospital - a 49 bed not-for-profit facility owned and operated by the residents of Delta County and is governed by a five member Board of Directors. They provide a number of services such as cardiac and pulmonary diagnostic testing, cardiac and pulmonary rehabilitation, diagnostic radiology, endoscopy, inpatient and outpatient services, and intensive care.

Russell Stover - a manufacturer of candies that includes the Russell Stover, Whitman's and Pangburn's brands. They distribute to more than 70,000 retail outlets in the United States, plus 20 other countries and operate 45 company-owned shops and kiosks in the United States and Canada.

Oxbow Mining - a distributor of coal, petroleum, and carbon products to energy producers such as refineries and industrial manufacturers. The Elk Creek coal mine operated near Somerset, Colorado produces more than 3 million tons of low sulfur, low mercury, high Btu coal annually.

Population by Age Groups



SOURCE: EMSI, 2013.2

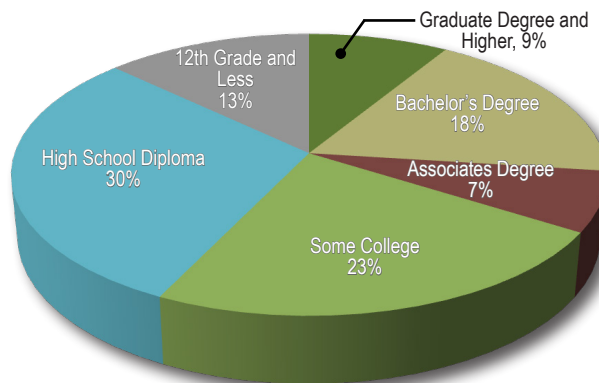
Top Occupation Categories by Employment

| | Jobs | Median Wage | Annual Wage* |
|--------------------------------------|-------|-------------|--------------|
| Sales and Related | 9,800 | \$13.27 | \$27,600 |
| Office and Administrative Support | 6,400 | \$14.15 | \$29,400 |
| Management | 6,400 | \$16.93 | \$35,200 |
| Construction and Extraction | 5,000 | \$17.75 | \$36,900 |
| Food Preparation and Serving Related | 4,600 | \$9.77 | \$20,300 |
| Personal Care and Service | 3,100 | \$9.91 | \$20,600 |
| Business and Financial Operations | 3,000 | \$23.45 | \$48,800 |
| Building and Maintenance | 2,800 | \$10.95 | \$22,800 |
| Transportation and Material Moving | 2,600 | \$16.25 | \$33,800 |
| Education, Training, and Library | 2,500 | \$17.44 | \$36,300 |

* Annual wage is based on a 40 hour work week

SOURCE: EMSI, 2013.2

Educational Attainment



SOURCE: EMSI, 2013.2

Population and Households

| | |
|--------------------------|----------|
| Population | 100,190 |
| Total Households | 44,725 |
| *Median Age | 43 |
| *Median Household Income | \$57,600 |
| *Mean Household Income | \$73,200 |
| *Median Family Income | \$69,100 |
| *Per Capita Income | \$31,700 |

* 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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