

*The Upper Arkansas Region offers a rural lifestyle, amazing weather, and unparalleled quality of life. The Region has more 14,000 foot peaks than any other in the state.*

# COLORADO BLUEPRINT

A bottom-up approach to economic development

30 60

## Regional Data

### Examples of Largest Employers

- Centura Health
- Powder Monarch
- Climax Molybdenum Mine
- Heart of the Rockies Regional Medical Center
- Starpoint - Development Opportunities

### Top 5 Key Industries by Employment

1. Health & Wellness
2. Tourism & Outdoor Recreation
3. Food & Agriculture
4. Infrastructure Engineering
5. Financial Services

### Top 5 Regional Assets

- Health care facilities
- Arkansas River, tourism attractions
- Quality rural airports
- Downtowns/historical culture
- Active agriculture community/economy
- Location

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

- The Upper Arkansas Region will be the "go to" location for tourism and business opportunities - the envy of the state

## EXECUTIVE SUMMARY

The Upper Arkansas region (Region 13) is located at the headwaters of the Arkansas River in the heart of Colorado. It is one of the most beautiful areas in the state, the basis for a large tourism and outdoor recreation industry.

Economic development priorities are largely related to alignment of goals and branding. Tourism, abundant broadband capacity, and workforce development top the priorities. Community driven leadership in economic development solutions that result in alignment with local government, business development, and workforce development is also an important priority.

Priorities are addressed through local technology teams, branding, marketing, a comprehensive list of festivals/events, and strategic identification of key stakeholders who bring resources to the table and can make a decision for their organization.

## VISION

The Upper Arkansas region thrives with a robust economy, business-friendly public policies, and unparalleled quality of life. It is the best place in Colorado to work, live and play.

## MISSION

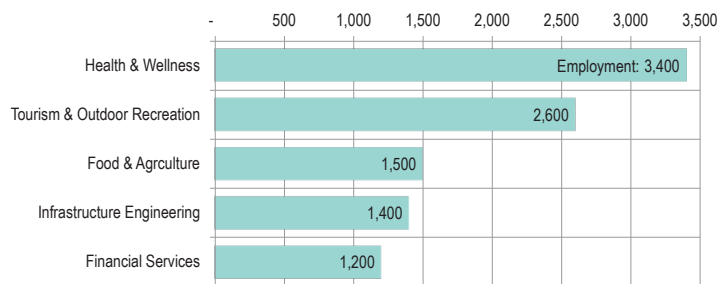
The Upper Arkansas region's mission is to promote the region's assets:

- Amazing climate
- Skilled, talented, and abundant workforce
- Respected art communities
- Rural lifestyle, quality of life
- Arkansas River
- Active Ag business
- Our mission will be accomplished through "forward thinking"

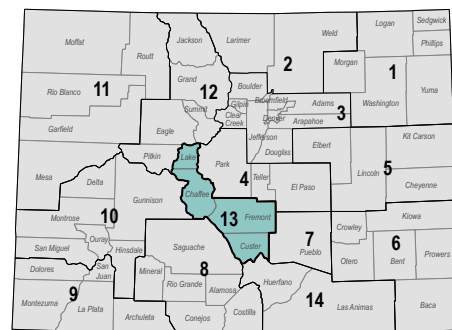
## QUICK WINS

- Success of local technology teams in raising awareness of the problem and identifying and implementing solutions that benefit the business community
- Opening of Natural Resource Center
- Deployment of new Broadband services
- New EDC Professional in Lake County
- New EDC in Custer County
- Restructuring of Fremont EDC
- Hosted Fremont & Custer Economic Summits
- Uptick in business interest in relocating
- Opening of Pinto Barn nut free products
- Chaffee EDC purchase of commercial property in Buena Vista
- Successful Housing Summit
- Custer County Broadband Summit
- Opening of Bealls
- Opening of Big Five
- Opening of Centura Urgent Care Center
- Successful Inventor and Entrepreneur Conference
- New water treatment facility development
- New schools built in the region
- Home to world class bicycle events
- Airport expansion throughout the region
- Completion of downtown projects
- Completed trails expansion
- Awarded \$4.2 million from the Colorado Department of Local Affairs, Energy/Mineral Impact Assistance Grant
- Awarded \$335,000 in Rural Economic Development Initiative (REDI) Program Grants, which will help to create 44 jobs and \$5 million Capital Investment on planned projects

## TOP 5 KEY INDUSTRIES BY EMPLOYMENT



Source: EMSI, 2012



State of Colorado, Region 13

## CORE OBJECTIVES

### 1 Build a Business-Friendly Environment

#### GOALS

- Listen to entrepreneurs and continue improving communication between regulators and entrepreneurs
- Streamline business related regulations via collaboration with business owners and policy makers
- Develop business ready communities across region

#### DELIVERABLES

- Open minded business friendly public regulations
- Provide efficient response teams for all business opportunities
- Gain feedback to ensure timely turn around and effective government services
- Utility and social Infrastructure to support business activity

### 4 Create and Market a Stronger CO Brand

#### GOALS

- Evaluate promotional opportunities to communicate assets and resources to entrepreneurs
- Share information with chambers, tourism boards, businesses and governmental groups to demonstrate investment in marketing solutions
- Collaborate with marketing organizations and tourism boards to overcome constraints and share resources
- Colorado business brand development

#### DELIVERABLES

- Refined brand and logo for each area
- Business updates delivered via Central Colorado magazine articles
- Great photographs to market each area
- Connect with Colorado Brand Initiative

### 2 Recruit, Grow and Retain Business

#### GOALS

- Identify and track jobs for emerging industries
- Provide business retention services through the network of stakeholders via consulting and mentoring
- Infrastructure development

#### DELIVERABLES

- Design and collect business retention surveys
- Develop a concierge network
- Utilize the skills of talented retired executives to build a SCORE program for mentoring
- Provide financial support for Small Business Development Centers
- Connect entrepreneurs to mentors/experts

### 5 Educate and Train the Future Workforce

#### GOALS

- Identify and communicate training needs widely between key stakeholders and higher ED institutes
- Establish mentorships, internships, on-the-job training with local businesses
- Introduce manufacturing firms to Colorado First training grants
- Expand local and affordable business training workshops at the right time and the right place for entrepreneurs
- Provide tools and education for business owners and directors of not-for-profits to update business and marketing plans to grow their organizations

#### DELIVERABLES

- Expand services promoting STEM work
- Expand the number of business workshops and forums offered and number of attendees
- Increase the number of firms utilizing the Colorado First training grants
- Support the marketing and match funding for SBDC business plan workshops

### 3 Increase Access to Capital

#### GOALS

- Identify and educate potential local and regional investors
- Provide information to entrepreneurs on new funding concepts including crowd sourcing/ crowdfunding

#### DELIVERABLES

- Measured capital provided by loans, investments, venture, angel and local investors
- SBDC services provided to businesses for loan application reviews and cash flow projections
- Upper Arkansas Area Development Corporation Business Loan Fund utilized by local businesses
- Workshops on Crowd Sourcing highlighting results firms have achieved
- Obtain knowledge of local loan funds

### 6 Cultivate Innovation and Technology

#### GOALS

- Expand scope of local technology teams
- Technology specific workforce development
- Explore technology business opportunities that flourish in rural areas

#### DELIVERABLES

- Abundant, redundant affordable broadband connectivity for all businesses
- Expand skilled technical workforce pool

## STRATEGIC PROJECTS

- Broadband development
- Access to capital focus
- Healthcare sector partnership
- Sector partnerships
- STEM development

## STAKEHOLDERS

Bank presidents and loan officers  
 Business leaders  
 Chambers of Commerce – directors and board members:  
 Directors of Not-for-Profits

EDCs  
 Education, superintendents, school board members:  
 Local governments  
 Retired executives

Seniors and veterans  
 Small Business Development Consultants  
 Workforce Center

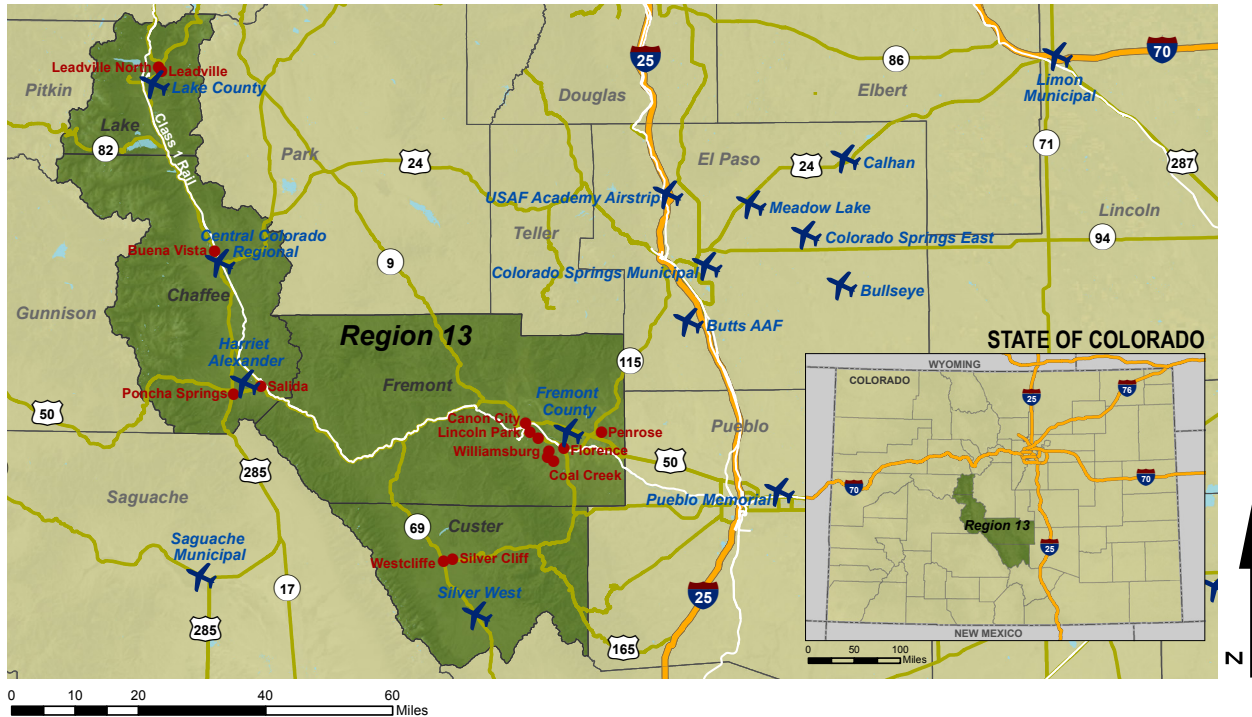


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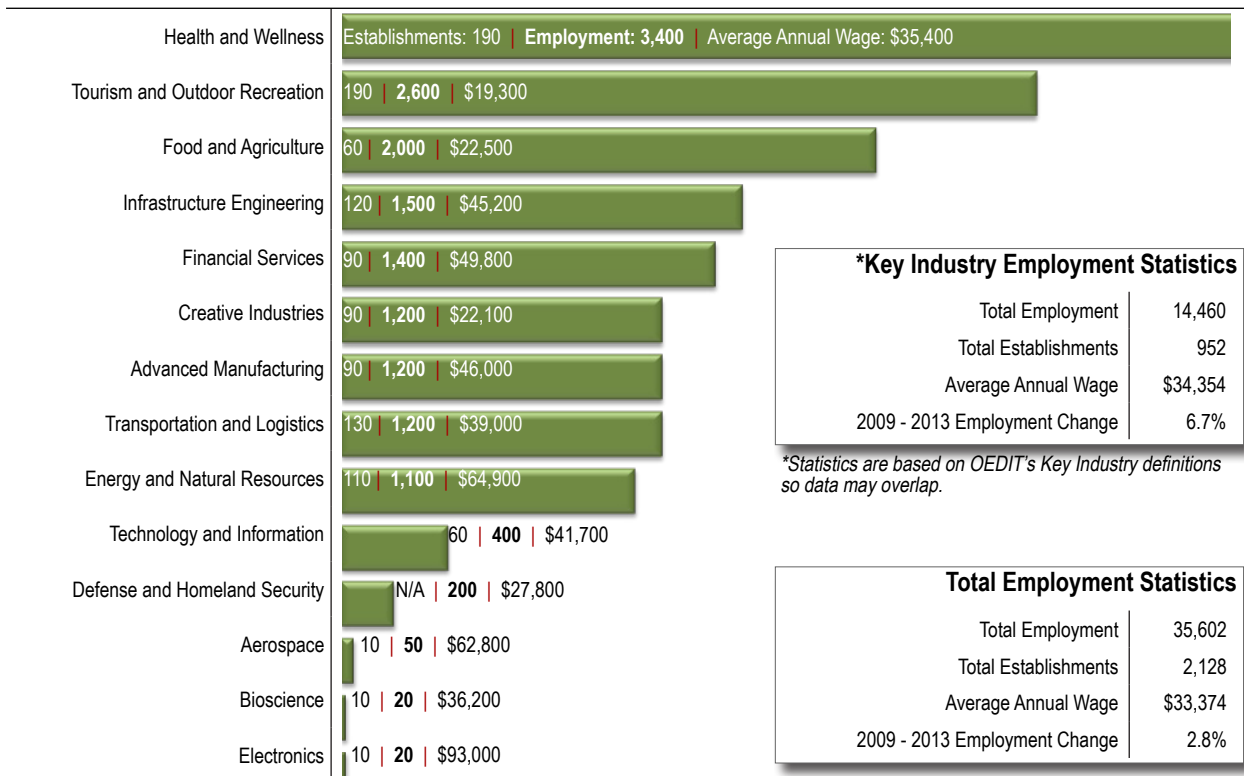


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Colorado Office of Economic Development & International Trade  
**COLORADO - REGION 13: Economic Profile**



**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
■	Centura Health	400
■	Powder Monarch	400
■	Climax Molybdenum Mine	400
■	Heart of the Rockies Regional Medical Center	300
■	Starpoint - Development Opportunities	300
■	Southern Peaks Treatment Center	200
■	Saint Vincent General Hospital	100
■	Colorado State Veterans Nursing Home	100
■	Holcim, Inc.	100
■	Columbine Manor Care Center	100

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

**Centura Health** - 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.

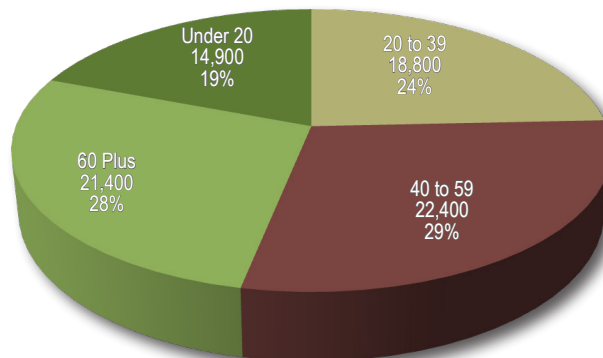
**Powder Monarch** - located at Monarch Mountain, 20 miles west of Salida, this ski resort provides beginner and intermediate skiers 800 acres of skiable terrain. Monarch operates along the Continental Divide in the Sawatch Range within the San Isabel National Forest under permit of the US Forest Service.

**Climax Molybdenum Mine** - a subsidiary of Freeport-McMoRan Copper & Gold Inc., is a producer and supplier of molybdenum. Global operations include primary and byproduct molybdenum mines. They supply metallurgical products to the ferromolybdenum, carbon-free briquettes, and molybdenum oxide powder industrial markets.

**Heart of the Rockies Regional Medical Center** - a hospital serving 20,000 people in the counties of Chaffee and parts of Fremont and Saguache. In 2011 they became an independent affiliate of Centura Health, enabling them to provide additional services including cardiology, stroke, spine, and trauma.

**Starpoint - Development Opportunities** - serves the counties of Fremont, Chaffee, Custer, Denver, and Jefferson with early childhood programs and adults with cognitive and physical challenges. They serve more than 1,200 individuals annually and operate on a budget of \$11 million.

## Population by Age Groups



SOURCE: EMSI, 2013.2

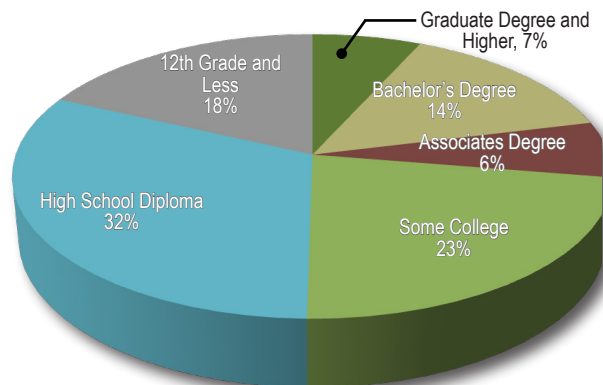
## Top Occupation Categories by Employment

	Jobs	Median Wage	Annual Wage*
Sales and Related	4,900	\$12.64	\$26,300
Office and Administrative Support	3,600	\$14.09	\$29,300
Management	3,300	\$16.93	\$35,200
Food Preparation and Serving Related	2,800	\$10.68	\$22,200
Construction and Extraction	2,400	\$15.86	\$33,000
Protective Service	2,300	\$21.46	\$44,600
Education, Training, and Library	1,900	\$18.58	\$38,600
Personal Care and Service	1,800	\$10.07	\$20,900
Business and Financial Operations	1,700	\$24.12	\$50,200
Healthcare Practitioners and Technical	1,500	\$32.32	\$67,200

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

SOURCE: EMSI, 2013.2

## Educational Attainment



SOURCE: EMSI, 2013.2

## Population and Households

Population	76,198
Total Households	31,721
*Median Age	45
*Median Household Income	\$41,600
*Mean Household Income	\$55,000
*Median Family Income	\$49,900
*Per Capita Income	\$23,900

\* 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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