

The region is framed by the Sangre de Cristo mountain range and is a land rich in natural resources, beauty, and culture. The region provides a gateway of opportunity via a state to state and county-to-county doorway to prosperity.



COLORADO BLUEPRINT

A bottom-up approach to economic development

30 60

Regional Data

Examples of Largest Employers

- Spanish Peaks Regional Health Center
- Mount San Rafael Hospital
- Trinidad Inn Nursing Home
- Las Animas County Rehabilitation Center
- Pioneer Natural Resources Pumping

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

- Trinidad State Junior College and Highlands University four year degree programs
- Natural resources - coal bed methane, natural gas, air quality, water, lakes, rich cultural history, Shuler and Southern Colorado Repertory Professional Theater, Capulin Volcano National Monument and geothermal natural hot springs
- Intermodal - railroad, local airports, I-25 corridor, local transit, gateway to Colorado
- Rural quality of life

Where the region would like to be in 5 years

- Established sustainable organization that involves government, private business, education, and the general public, which enhances communication and cooperation throughout the region resulting in economic vitality
- Enhanced outdoor recreation activities
- Capturing manufacturing industry opportunities for the region
- Employable workforce to meet industry needs

EXECUTIVE SUMMARY

The Raton Basin region (Region 14) consists of three counties, Huerfano, Las Animas, and Colfax County, New Mexico. Las Animas County is located at the southernmost border of Colorado and New Mexico, with Huerfano County located north of Trinidad and south of Pueblo. The three counties are very rural area, with a population of 21,355 in 2012.

The region has relied on coal mining and gas production from the Raton Basin, a large coal and natural gas deposit. Agriculture, primarily ranching, is a strong economic engine throughout the region. Agriculture is the 4th largest sector in terms of employment, representing 920 jobs or 8.4% of all employment. Largest agriculture industries in terms of employment are animal production (668 jobs) and crop production (118 jobs). Tourism is another major part of the region's employment base. The region shares abundant wildlife, outdoor recreational opportunities, and culture. Interstate trade is common to the region's population. The primary infrastructure that ties the counties together is the interstate and secondary road system.

The three counties committed to a Stronger Economies Together (SET) initiative to collaborate to improve economic conditions and support business creation. Regional cooperation resulting from Stronger Economies Together (SET) encourages systematic change and coordinated regional economic development. A major goal of the region is to support education that creates a technically skilled, sustainable workforce. A skilled workforce encourages new and established businesses to hire locally. The Trinidad State Junior College and Highlands University are major contributors to the economy. They supply the workforce with such skilled workers, specifically in Health Professions and Related Programs; Liberal Arts and Sciences, General Studies and Humanities; and Construction Trades.

VISION

The Raton Basin region is a model of economic prosperity and a healthy rural lifestyle. The region is a multi-state and diverse cultural area which thrives by cooperatively and collaboratively embracing cultural, economic, educational, technological, and social endeavors.

MISSION

The Raton Basin region's mission is to work cooperatively and collaboratively to facilitate economic development opportunities.

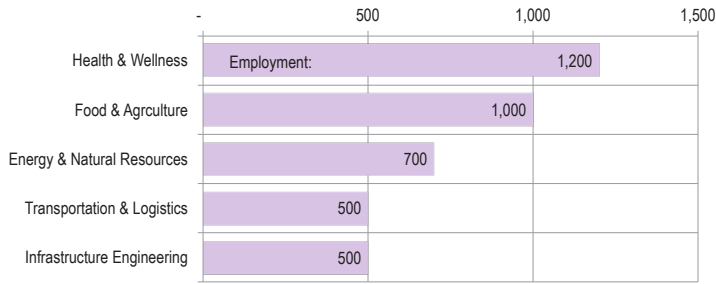
QUICK WINS

- Lathrop Training and Education Center has opened and is training up to 50 students at a time
- Horizon Building Systems has purchased an existing facility in Walsenburg and are hiring up to 60 people by spring 2014
- Trinidad was designated a Certified Creative District as well as a Mainstreet Community in 2013
- Stronger Economies Together (SET) collaboration within the Raton Basin region has included execution of their plan of work and engaging each community with input meetings. This region was recognized

- nationally in Washington D.C. for their regional collaboration and have been selected as a USDA Promise Zone Initiative
- Triggers Baseball Team will play in Trinidad for the 2013-14 seasons and beyond. The Triggers renewed their lease and plan on staying in Trinidad for many years. Pecos Minor Baseball team coming to Colfax County for 2013-2014 season
- Santa Fe Trails & Colfax School for the Performing Arts have come together to support Southern Colorado Repertory theater
- Bicycle and Pedestrian planning meetings

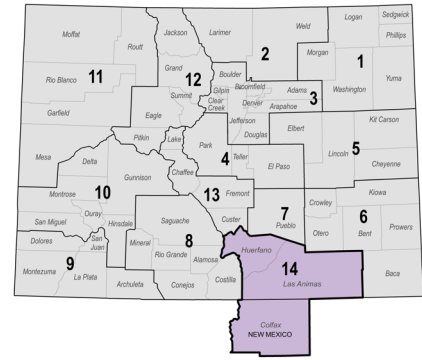
- taking place through out region
- Raton Airport expansion of runway
- 1.7 million dollars of infrastructure improvements done on Commercial St. the gateway to Trinidad
- Awarded \$5.23 million from the Colorado Department of Local Affairs, Energy/Mineral Impact Assistance Grant
- Awarded \$110,000 in Rural Economic Development Initiative (REDI) Program Grants, which will help to create 21 jobs and \$430,000 Capital Investment on planned projects

TOP 5 KEY INDUSTRIES BY EMPLOYMENT



Please note: Colfax County, NM is not included in any of the data provided in this summary. Source: EMSI, 2013.2

State of Colorado, Region 14 (including Colfax County, NM)



CORE OBJECTIVES

1 Build a Business-Friendly Environment

GOALS

- Create a unified program for business development to provide information to start or expand a business to include funding resources, tax incentives, and to assist in the training of a quality workforce
- Encourage governments to work together to streamline and reduce regulations
- Encourage development of new industries
- Engage municipalities and EDC's with regional work

DELIVERABLES

- Work with representatives from city and county government, as well as business leaders, to agree on what regulations are restricting business creation, develop mutually beneficial strategies, and create business friendly government
- Present findings to city/government officials
- Conduct collaborative meetings to identify incentive opportunities and obstructive regulations
- Build public/private partnership on CNG stations
- Coordinated MOU on collaboration

4 Create and Market a Stronger CO Brand

GOALS

- Promote regional natural resources
- Develop regional tie into statewide industry for opportunities
- Plan regional outreach to market and create sector partnerships

DELIVERABLES

- Encourage Chamber of Commerce to actively partner
- Market regional efforts through use of local tourism boards
- Partner with I-25 Coalition
- Develop Creative Industries sector partnership

2 Recruit, Grow and Retain Business

GOALS

- Authorize and empower a formal organization to identify and achieve the economic development goals established by Region 14
- Develop and populate OEDIT Colorado Insite Tool
- Obtain commitment to participate in regional economic development programs and efforts, foster inter-governmental collaboration from regional governmental entities
- Establish a sustainable organization that involves government, private business, education, and the general public that enhances communication and cooperation throughout the region

DELIVERABLES

- Bring on regional coordinator- explore DOLA or Vista options
- Complete regional site inventory for Insite tool
- Support SCEDD on Comprehensive Economic Development Strategy (CEDS) for each county.
- Formal outreach from regional partnership to invite business, EDC and municipalities to regional group.

5 Educate and Train the Future Workforce

GOALS

- Increase the educational level of the population
- Identify business workforce skills
- Encourage students to job train with business and industry
- Sector partnerships

DELIVERABLES

- Engage with business to identify training needs and request internships
- Engage with schools and colleges to help build future workforce
- Develop training programs/night classes etc.
- Implement internships for on-the-job-training

3 Increase Access to Capital

GOALS

- Access SCEDD revolving loan programs
- Pursue city/county backed loans
- Pursue funding opportunities for improving infrastructure

DELIVERABLES

- Meet with businesses to discuss capital constraints
- Discussions on RLF being managed by Council of Governments
- Develop application procedure for loans; Implement loan programs

6 Cultivate Innovation and Technology

GOALS

- Achieve region-wide broadband availability and maintain state-of-the-art connectivity and communications

DELIVERABLES

- Work with State Office of Information Technology (OIT) to identify service area gaps
- Convene meetings of a Regional Technology Team (RTT) Engage the RTT to identify gaps, to expand awareness, and means to fill
- Apply for DOLA broadband planning grant
- Collaborate with broadband providers to expand services throughout region
- Expand and improve communications for emergency services

STRATEGIC PROJECTS

- Build on SET strategic plan
- Complete CEDS document for the region
- Broadband planning
- Continue exploration on CNG station

STAKEHOLDERS

City of Raton
 City of Trinidad
 City of Walsenburg
 Colfax County Commissioners
 Colfax County, New Mexico
 Colorado Department of Local Affairs
 Colorado State University - Extension Office
 Huerfano County Commissioners

Huerfano County School District, Student
 Huerfano-LAC Childhood Council
 Huerfano-LAC Health Department
 La Veta-Cuchara Chamber of Commerce
 Las Animas County Commissioners
 Mt. San Rafael Hospital
 SC COG Transit, Housing, Care Services

SC Council of Governments, Early Learning Center
 Southeast Colorado Workforce Center
 Trinidad State Junior College
 Trinidad-LAC Chamber of Commerce
 Trinidad-LAC Economic Development
 US Dept. of Agriculture - Rural Development



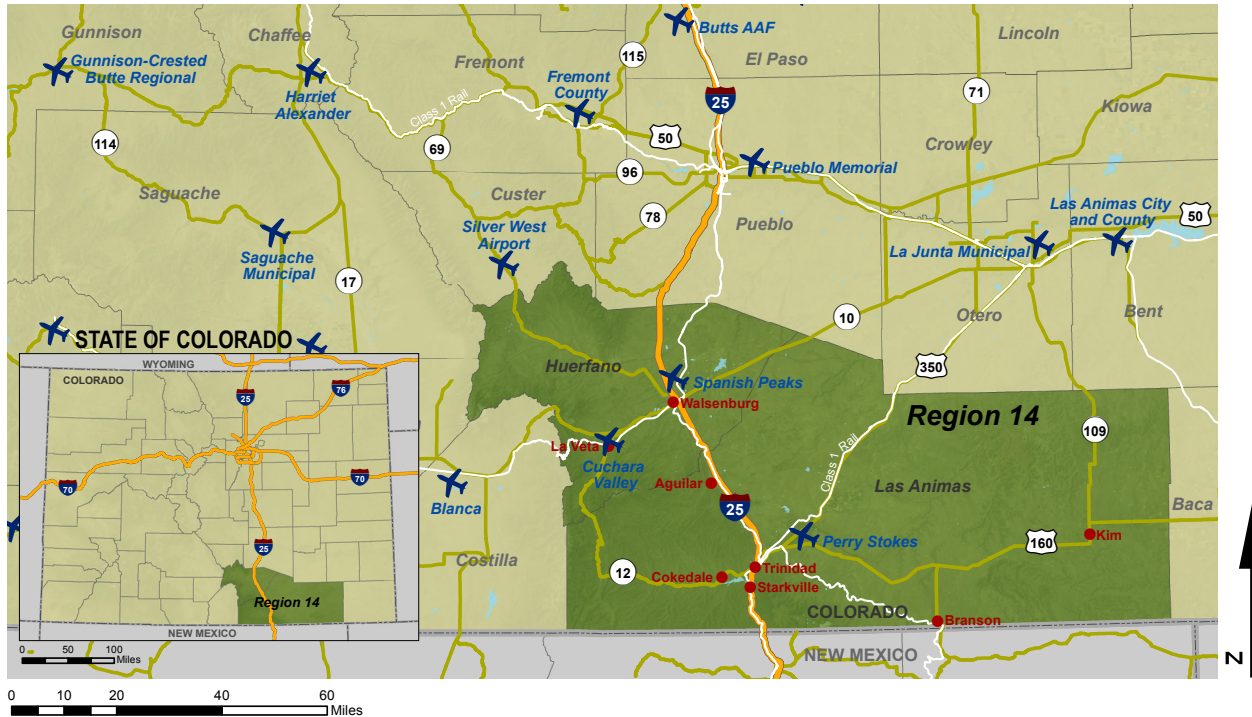
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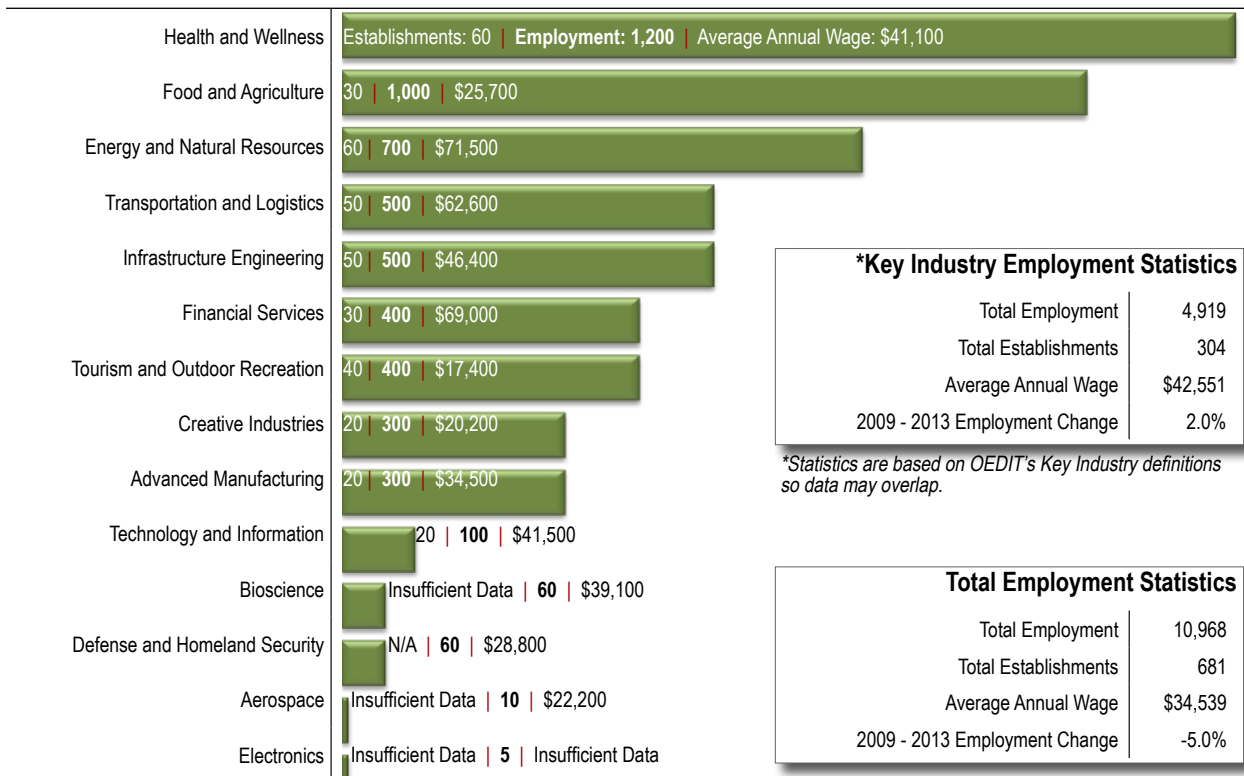
www.advancecolorado.com/blueprint

Colorado Office of Economic Development & International Trade

COLORADO - REGION 14: 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
■	Spanish Peaks Regional Health Center	300
■	Mount San Rafael Hospital	200
■	Trinidad Inn Nursing Home	100
■	Las Animas County Rehabilitation Center	100
■	Pioneer Natural Resources Pumping	100
■	Purgatoire Valley Construction, Inc.	100
■	Rocky Mountain Service & Head Start	100
■	XTO Energy, Inc.	100
■	United Parcel Services	100
■	First National Bank in Trinidad	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	■ Finance and Insurance
■ Construction	■ Health Care and Social Assistance
■ Transportation and Warehousing	

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

About Top Employers by Employment

Spanish Peaks Regional Health Center - serving southeastern Colorado from it's multiple establishment locations: Spanish Peaks Hospital, Colorado State Veterans Home, Spanish Peaks Family Clinic, Spanish Peaks Specialty Clinic, and the Spanish Peaks Outreach Clinic.

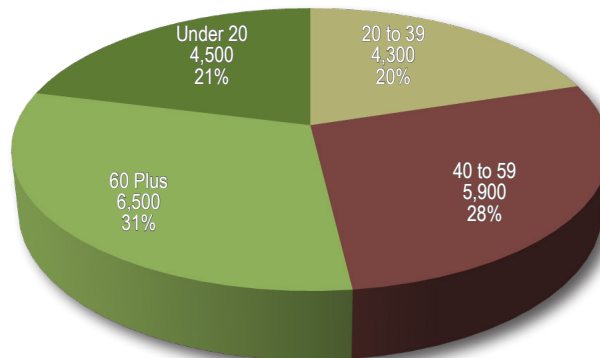
Mount San Rafael Hospital - a provider of medical and surgical care for inpatient, outpatient, and emergency room patients. Services provided include cardiopulmonary, diagnostic imaging, gynecology, nutrition, pathology, rehabilitation, and urology. Emergency room services are available on a 24-hour per day, seven-day per week basis.

Trinidad Inn Nursing Home - a nursing home care provider serving southern Colorado since 2011. They are owned and operated by C&G Health Care Management, which has seven other nursing facilities in the United States including Colorado, New Mexico, and Arizona.

Las Animas County Rehabilitation Center - provide services for children and adults with developmental disabilities. Adult services include case management; 24-hour residential care, employment, and transportation; supported living; and day habilitation. Children services include children's extensive support, early intervention, and family support.

Pioneer Natural Resources Pumping - an independent oil and natural gas company focused on helping meet the world's energy needs through onshore exploration and production in the United States. They are one of the largest natural gas operators in the Rockies and Mid-Continent regions.

Population by Age Groups



SOURCE: EMSI, 2013.2

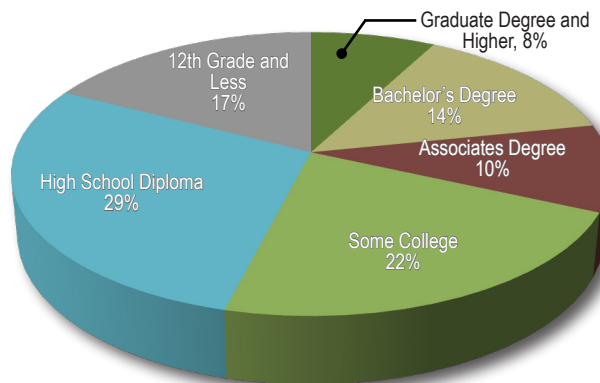
Top Occupation Categories by Employment

	Jobs	Median Wage	Annual Wage*
Management	1,300	\$16.94	\$35,200
Sales and Related	1,300	\$12.41	\$25,800
Office and Administrative Support	1,300	\$13.20	\$27,500
Food Preparation and Serving Related	800	\$9.31	\$19,400
Construction and Extraction	800	\$15.42	\$32,100
Education, Training, and Library	600	\$18.26	\$38,000
Transportation and Material	600	\$15.10	\$31,400
Personal Care and Service	500	\$9.52	\$19,800
Healthcare Practitioners and Technical	500	\$30.26	\$62,900
Building and Maintenance	500	\$10.01	\$20,800

* Annual wage is based on a 40 hour work week

SOURCE: EMSI, 2013.2

Educational Attainment



SOURCE: EMSI, 2013.2

Population and Households

Population	22,218
Total Households	13,292
*Median Age	48
*Median Household Income	\$35,200
*Mean Household Income	\$50,300
*Median Family Income	\$52,200
*Per Capita Income	\$22,300

* 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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