



# COLORADO OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE

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## ANNUAL REPORT | 2016



**COLORADO**  
Office of Economic Development  
& International Trade

# TABLE OF CONTENTS

**01** | LETTER FROM THE  
GOVERNOR & EXECUTIVE  
DIRECTOR

**14** | SMALL BUSINESS  
DEVELOPMENT  
CENTERS NETWORK

**02** | MISSION & STRATEGY

**16** | COLORADO CREATIVE  
INDUSTRIES

**03** | ECONOMIC  
DEVELOPMENT WINS

**18** | COLORADO OFFICE  
OF FILM, TELEVISION,  
& MEDIA

**05** | GLOBAL BUSINESS  
DEVELOPMENT

**22** | COLORADO TOURISM  
OFFICE

**08** | BUSINESS FUNDING &  
INCENTIVES

**25** | COLORADO  
INNOVATION NETWORK

**12** | MINORITY BUSINESS  
OFFICE

**27** | COLORADO OUTDOOR  
RECREATION INDUSTRY  
OFFICE



# LETTER FROM GOV. JOHN HICKENLOOPER & EXECUTIVE DIRECTOR FIONA ARNOLD

Dear Colorado General Assembly & Colorado Economic Development Partners,

We are pleased to present our fiscal year 2016 annual report. Colorado's economy continues to be one of the most dynamic in the country. We continually top the charts for job and economic growth, and with an unemployment rate well below the national average, Colorado is recognized as one of the best places in the nation to do business.

We operate differently in Colorado. Our innovative business model is one designed to build effective networks, create real connections, and encourage knowledge-sharing that helps businesses reach heights that only Colorado knows.

New partnerships have helped the Office of Economic Development and International Trade (OEDIT) contribute to efforts that strengthen our ability to grow a vibrant workforce that can meet the needs of business. These efforts include CareerWise, a new pilot program for high school students that will help them obtain relevant on-the-job experience, and the Colorado Creative Industries Change Leaders Institute, a statewide mentoring and leadership development program for arts and cultural leaders. Colorado's #1 ranked workforce (CNBC, 2016) is providing a competitive advantage for our Fortune 500 companies, small businesses and cutting-edge start-ups.

OEDIT continues to fuel opportunities for collaboration. In 2016, we celebrated the opening of the Alliance for the Development of Additive Processing Technologies (ADAPT) center at the Colorado Schools of Mines (CSM), a collaboration between a small business supplier (Fauston Tool), academia (CSM), Federal Partner Manufacturing Extension Partnership (MEP), a large employer (Lockheed Martin) and the State of Colorado (OEDIT). ADAPT was funded through the Advanced Industries Accelerator Grant program.

We also hosted the first Colorado Outdoor Industry Leadership Summit (COILS), which brought together thought-leaders from across the state to discuss advancing our outdoor recreation industry through workforce training, educational opportunities and innovation challenges. We look forward to seeing the results of such sharing and continued collaboration at the regional COILx mini-summits.

In 2016, we welcomed Brooklyn Boulders, Partners Group, and Viega as they moved their headquarters to Colorado creating nearly 400 new well-paying opportunities for Colorado residents and over 7,000 net new jobs. The Economic Development Commission also approved 38 Job Growth Incentive Tax Credit projects that are projected to create nearly 9,200 jobs.

We also continued to support communities that are diligently working to overcome unique challenges through the execution of the Blueprint 2.0 Initiative. OEDIT hosted 13 strategy sessions throughout the rural regions of Colorado to develop ten initiatives that communities would find most beneficial. Each initiative includes services not previously provided by the State, and leverages state resources and partnerships with outside organizations to provide technical assistance to regions that expressed an interest in pursuing the initiatives. We also conducted research to identify what makes a community resilient so that we can provide communities with tangible strategies for achieving economic resiliency.

Our data-driven strategy for economic growth will ensure that Colorado's economy remains the best in the nation and continues to grow business and create jobs across Colorado. We look forward to leading the nation in economic resiliency and innovation in 2017.

Thank you,



John W. Hickenlooper  
Governor, Colorado



Fiona Arnold  
Executive Director,  
Colorado Office of Economic Development  
and International Trade

# MISSION:

The Colorado Office of Economic Development and International Trade's (OEDIT's) mission is to help create a favorable business environment to ensure that Colorado is a great place to do business, grow a company and create jobs. Under the leadership of Governor John Hickenlooper, and in collaboration with our partners across the state, we remain relentlessly pro-business while cultivating entrepreneurship and promoting innovation.

Our office includes the divisions of Global Business Development; Colorado Innovation Network (COIN); Business Funding & Incentives; Colorado Tourism Office; Colorado Outdoor Recreation Industry Office; Colorado Film, Television & Media Office; Minority Business Office; and Colorado Creative Industries, all of which contribute to OEDIT's mission and help keep Colorado at the forefront of the global economy.



# STRATEGIES

We continue to use the framework established in the Colorado Blueprint to attract, retain and expand business, to create jobs and to foster a more globally competitive Colorado. Our strategies:

1. Build a Business-Friendly Environment
2. Retain, Grow & Recruit Companies
3. Increase Access to Capital
4. Create & Market a Stronger Colorado Brand
5. Educate & Train the Workforce of the Future
6. Cultivate Innovation & Technology

This annual report will highlight accomplishments by each OEDIT division in working towards these goals.

# 2016 ECONOMIC DEVELOPMENT WINS

## 2U INC

based in Maryland, selected Colorado for the creation of 485 net new full-time jobs. The information technology company provides a platform for universities to deliver content, classes, and customized curriculum online. The company selected Colorado for its highly-skilled workforce and ability to scale significantly.

## AGILENT TECHNOLOGIES

selected Frederick, Colorado for a new state-of-the-art pharmaceutical manufacturing facility totaling \$150 million in capital investment. The company received a \$2.4 million Job Growth Incentive Tax Credit for the creation of 170 net new full-time jobs. OEDIT partnered with Department of Local Affairs (DOLA), Upstate Colorado Economic Development Corporation, and the Town of Frederick to secure this major job creation opportunity.

## BROOKLYN BOULDERS

relocated its corporate headquarters from New York to Colorado as a result of the combined efforts of the new Outdoor Recreation Industry Office and Global Business Development Division. Brooklyn Boulders designs and develops modern co-working spaces complimented by rock-climbing walls. The combination, which has successfully grown in New York City, Chicago, and Los Angeles, offers individuals a collaborative workspace and community gathering opportunities. Brooklyn Boulders will be adding 40 jobs in Colorado as a result of the relocation and expansion of their headquarters.

## CHARTER COMMUNICATIONS

selected Colorado for its new state-of-the-art research and development center that will enhance the company's networking technology. Charter is investing over \$100 million and creating 922 full-time jobs with an average annual salary of over \$95,000. OEDIT had previously worked with Charter Communications to support a smaller jobs project in October 2013.

## COMCAST

one of the largest employers in Colorado, selected Fort Collins for the creation of a new customer and technical service operations center. Comcast is adding 635 net new full-time positions near Colorado State University-Fort Collins in the hopes of attracting a millennial workforce.

## HOMEADVISOR

is adding 1,030 net new full-time jobs in Colorado Springs, Denver, and Golden to support the company's rapid growth. The state of Colorado worked to secure the company's new job creation leveraging nearly \$15 million from the Job Growth Incentive Tax Credit program after competing against East Coast markets. HomeAdvisor's substantial growth required the company to evaluate multiple markets to attract and retain a millennial workforce. OEDIT worked in partnership with Colorado Springs, Denver, and Golden to support the company doubling in size over the next five years.

# 2016 ECONOMIC DEVELOPMENT WINS

## VIEGA

made two substantial investments in Colorado over a short period of time. In January 2016, Viega decided to establish a global training center in Broomfield to bring manufacturers, distributors, and more in for education on the European company's industrial products. Months later, Viega returned with an opportunity to relocate its corporate headquarters from Kansas to Colorado. The company has finalized both projects and will add 210 net new full-time jobs in Colorado.

## PARTNERS GROUP

a global private markets investment manager, selected Broomfield, Colorado for the relocation of its corporate headquarters. Colorado was identified for a growing network of young, high-skilled financial services workers. The company is relocating employees from California and New York to support the company's North American headquarters operations. The company received \$4.3 million Job Growth Incentive tax Credit for the creation of 150 net new full-time jobs; however, the company now projects their job growth to surpass 400 employees in Colorado.

## WEBROOT

a Colorado-based cybersecurity firm, is continuing to invest in the state's rapidly growing cyber ecosystem. Currently employing 284 skilled individuals, the company will be adding 443 highly skilled positions with an average annual salary of \$110,000, over eight years. The company's consideration of Colorado was prompted by the state's investments in cybersecurity and the presence of a highly-educated workforce.

## OEDIT

worked to support the recruitment and expansion of Colorado and non-Colorado based businesses such as Avista Pharma Solutions, LogRhythm, Velocity Global, ZingFit, Mikron, ReadyTalk, and many more.

With an increased pipeline of companies considering major relocation and expansion opportunities,

## GLOBAL BUSINESS DEVELOPMENT

streamlined its incentive application process, solidified a technical handbook on recruitment and expansion operations, and conducted trainings statewide with local economic development partners.

The recruitment and expansion efforts this year reflect the growth of

# 7,272

## NET NEW FULL-TIME JOBS.

# GLOBAL BUSINESS DEVELOPMENT

The Global Business Development (GBD) division continues to elevate Colorado businesses and communities by using a data driven approach to recruit, support and retain companies and businesses that contribute to a robust and diversified economy, providing the right jobs for Coloradans.

GBD is focused on aligning its portfolio of programs, services, and incentives within industries that strategically and operationally benefit companies currently in Colorado, while focusing on recruiting and expanding occupations that are forecasted to grow. GBD's portfolio of services includes: export services and promotion, foreign direct investment (FDI), recruitment, retention/expansion, data & analytics and the **Advanced Industries Accelerator Grant Program**.

# GLOBAL BUSINESS DEVELOPMENT HIGHLIGHTS

- ▶ GBD has focused on **collecting and analyzing market data** to better understand the business community. The team has performed interviews and collected survey data from business to establish the basis of a business retention and expansion analysis, startup community analysis, and an outdoor recreation industry analysis.
- ▶ The GBD team developed a data-backed strategy for domestic and foreign recruitment of companies to Colorado. This strategy is based on **industry clusters and highly demanded occupations**.
- ▶ **OEDIT's Aerospace and Defense Industry Champion** hosted the Dream Big Event, an exciting event that was attended by Lt. Governor Joe Garcia, 400 students from surrounding school districts, 50 staff, and 50 Aerospace industry leaders, all of whom participated in the event along with several key Science, Technology, Engineering, and Mathematics (STEM) industry leaders and role models. The Dream Big Revere at the Revere School District in Ovid, Colo., was an opportunity for students to learn about aviation and aerospace, engage in hands-on learning activities, and discuss information on STEM careers.
- ▶ OEDIT led a **Governor's Trade Mission** to Japan, China, Turkey, and Israel in October 2015. This trade mission led to follow-up conversations with businesses in all of these countries and boosted Colorado's profile internationally.
- ▶ A Chinese oil and gas drilling equipment manufacturer visited Colorado to scout sites for a factory after meeting with the delegation in Beijing. They plan to build their factory in Colorado instead of Texas, as they had originally planned.
- ▶ The **Advanced Industries Grants Program** created a new program to encourage collaboration between Israeli and Colorado companies and the agreement was signed during trade mission.
- ▶ **OEDIT hosted foreign dignitaries and business delegations** from around the world in 2016. Foreign dignitary highlights include: Premier of Queensland, Australia; Consul Generals of Australia, Germany, India and Israel; Governors from Nagano and Yamagata Prefectures of Japan; and government officials from the UAE. Business delegation highlights include: a Chinese business delegation organized by OEDIT and SelectUSA; an Israeli business delegation that resulted from the Governor's Trade Mission visit to Israel in October 2015; representatives of the Japanese Innovation Network; a delegation from Seongnam, Korea; a delegation of Spanish energy and infrastructure businesses; and a delegation of Turkish startup business owners.
- ▶ **OEDIT continues to convene and engage business leaders and stakeholders** in creating actionable objectives and plans around each of the state's seven advanced industries to grow business and create jobs in each industry. The Advanced Industries (AI) Accelerator Grants Program offers four types of grants and two global business programs. Grants are available for Proof of Concept, Early-Stage Capital & Retention, Infrastructure Funding, and AI Exports.
- ▶ Funding from the AI Grant Program was provided for **24 Early Stage companies, 48 Proof of Concept recipients and 11 Infrastructure Grants for a total of 83 grants** totaling in \$12,544,868 awarded, with approximately \$8,206,636 granted specifically for Infrastructure funding.
- ▶ **The AI program generated 153 jobs and retained 124 jobs** and helped to secure \$14,837,587 in follow-on capital to the State. Additionally, 30 new patents have been filed and seven new licenses created.

83

ADVANCED INDUSTRY ACCELERATOR  
GRANTS WERE AWARDED FOR A TOTAL OF

\$12.5  
MILLION

- ▶ Collaboration between small business supplier (Fauston Tool), academia (Colorado School of Mines), Federal Partner Manufacturing Extension Partnership (MEP), a large employer (Lockheed Martin) and the State of Colorado (OEDIT) led to the creation of the Alliance for the Development of Additive Processing Technologies (ADAPT). **OEDIT funded this partnership through the Advanced Industries Accelerator Grant program to enable improvements to nickel-based and titanium-based alloy 3D printing.** Focusing on talent, the research and development at ADAPT is conducted by Mines students and graduates. ADAPT is a model investment of the state contributing to local employers to change the framework of how we accelerate Colorado and develop talent for the future workforce. Colorado's growth will be done by the talented workforce that calls the state home. For any business, the strength of the company comes down to the people and their skills. For Colorado, we are focused on the foundation of the business as it is the most valuable incentive in economic development.
- ▶ **The State of Colorado was awarded another US Small Business Administration export grant** from the State Trade Expansion Program (STEP), which is managed by GBD. STEP helps small and medium-sized companies begin or expand their export sales. GBD applied for another grant award for the upcoming fiscal year.

**7,272**

**NET NEW FULL-TIME JOBS CREATED  
THROUGH RECRUITMENT AND  
EXPANSION EFFORTS**



# BUSINESS FUNDING & INCENTIVES

The Business Funding and Incentives (BF&I) division works closely with the Global Business Development division and the Colorado Economic Development Commission (EDC) to provide the funding and performance-based incentives needed to create and retain jobs in Colorado. BF&I manages and has oversight for 15 funding and incentive tools, including debt and equity financing, cash incentives, and grants and tax credits that support economic development activities in Colorado. Additionally, BF&I also assists businesses by referring them to potential financing options offered by other sources of local, state, federal and private funding.

# BUSINESS FUNDING & INCENTIVES HIGHLIGHTS

## STRATEGIC CASH FUND

The Strategic Cash Fund program supports and encourages new business development, business expansions and relocations that have generated new jobs throughout the state (Strategic Incentives Projects). Four Strategic Incentives Projects received approval during the fiscal year ending June 30, 2016 for up to \$1.0 million in cash incentives associated with the future creation of 1,160 jobs. In addition, six Strategic Initiatives received approval - four rural and two statewide - for up to \$1.0 million in cash incentives.

## JOB GROWTH INCENTIVE TAX CREDIT

The Job Growth Incentive Tax Credit program provides a state income tax credit to businesses undertaking job creation projects that would not occur in Colorado without this program. During fiscal year 2016, 38 projects received approval for up to \$149.8 million in tax credits associated with the future creation of 9,901 jobs.

## RURAL JUMP-START ZONE

The Rural Jump-Start Zone program provides tax relief to New Businesses and New Hires of these businesses that are located in certain economically distressed areas of rural Colorado. Companies participating in the Rural Jump-Start program must have a relationship with a local or regional state higher education institution, must be new to Colorado, must export goods or services outside their county and must not compete with an existing Colorado business. As of June 30, 2016, six companies have been approved for participation in the Rural Jump-Start program, anticipating the creation of 174 new jobs. These companies are based in Mesa county, and include a company doing research on oil shale, a developer of a biodegradable, recyclable plastic, and a company offering advanced laboratory analytics. A Rural Jump-Start Zone was also approved in Las Animas County.

## CDBG DISASTER RECOVERY PROGRAM

The Recover Colorado Business Grant and Loan Program is funded through a federal Community Development Block Grant Disaster Recovery Program (CDBG-DR) award to the State of Colorado to address the impacts of the September 2013 floods and recent wildfires. As of September 30, 2016, 325 businesses have submitted applications requesting a total of \$14,274,110 in assistance. 258 awards have been made totaling \$5,814,303. Eighty-one (81) percent of the dollars awarded to date are in the three most impacted counties: Boulder, Larimer and Weld.

The Recover Colorado Workforce Training Program is funded through a federal Community Development Block Grant Disaster Recovery Program (CDBG-DR) award to the State of Colorado to address the impacts of the September 2013 floods and recent wildfires. OEDIT is partnering with the State Board of Community Colleges and

Occupational Education (SBCCOE) and the Colorado Department of Labor and Employment (CDLE) to implement two workforce training program models focused on serving low to moderate income individuals which are targeted to launch in late 2016.

## ENTERPRISE ZONES

The Enterprise Zone program provides state income tax incentives to encourage businesses to locate and expand in designated economically distressed urban and rural areas of the state. Enterprise Zones were re-set on January 1, 2016 taking into account the most current statistics on unemployment, per capita income, and population change.

In fiscal year 2015-16, 4,324 applications for credits were approved. These applications certified just over \$74 million in state income tax credits to businesses that conducted eligible activities. Certifying businesses invested more than \$1.9 billion in business personal property. They trained almost 40,000 employees to improve their job skills. They created almost 3,900 net new jobs. They also increased their investments in research and experimental activities, rehabilitated vacant commercial buildings, and covered employees with qualified health insurance plans.

258

CDBG DISASTER RECOVERY PROGRAM  
AWARDS GRANTED FOR A TOTAL OF

\$5.8  
MILLION

## ADVANCED INDUSTRY TAX CREDIT

The Advanced Industry Investment Tax Credit is available to small investors who make equity investments in startups and small businesses that are part of the advanced industry sector. Investors can receive a tax credit of up to \$50,000, and the program has an annual limit of \$375,000 in 2014, rising to \$750,000 per year in 2015, 2016 and 2017. As of June 30, 2016, the program has issued \$1.8 million in tax credits to 126 investors who had invested over \$9.7 million in 44 different companies. The average investment is almost \$77,000 and the companies involved included all seven advanced industry sectors with the largest investments going to the following sectors: Bioscience, Advanced Manufacturing, Information Technology, and Aerospace.

## AVIATION DEVELOPMENT ZONE ACT

The Aviation Development Zone Act of 2005 was amended to include maintenance and repair, completion and modification of aircraft for income tax years commencing on or after January 1, 2013. This expansion of the existing aviation development zone income tax credit beyond the previous "manufacturers only" limitation will encourage aviation maintenance and repair, completion and modification businesses to operate in Colorado. At this time, 13 aviation development zones are in place and for fiscal year 2016 three companies took advantage of the program with a total of \$55,220 in tax credits for 46 employees.

## COLORADO PROCUREMENT TECHNICAL ASSISTANCE CENTER

The Colorado Procurement Technical Assistance Center (PTAC) is a nonprofit organization that receives funding from the State of Colorado from state funds and from a federal grant that the nonprofit receives directly from the Defense Logistics Agency of the Department of Defense. The PTAC provides free specialized and professional technical assistance to individuals and businesses that are seeking to pursue and successfully perform under contracting and subcontracting opportunities with the Department of Defense, other federal agencies and/or state and local governments. For the program's fiscal year from September 2015 through September 2016, PTAC had an active client base of 3,081 entities that received 727 government contract awards worth more than \$216.5 million.

## COLORADO FIRST CUSTOMIZED JOB TRAINING

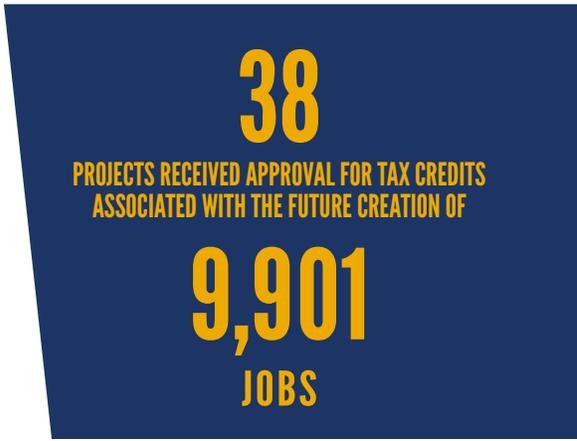
Colorado First Customized Job Training, which provides grants to new hires at Colorado companies, supported 39 companies in fiscal year 2016. Based on self-reported information by grant recipients and compiled by the Colorado Community College System administration, the grants provided training for 2,040 new hires with an average annual post-training wage of \$42,869. This represents a 4.81 percent wage increase for trained employees during the year in which training occurred. The companies also reported the creation of 2,610 new jobs. The State's \$2,621,487 investment in customized training was leveraged with \$4 million in matching company contributions to support net new employee trainings.

## EXISTING INDUSTRY CUSTOMIZED JOB TRAINING

Existing Industry Customized Job Training, providing grants to existing support training of existing employees at Colorado companies, impacted 52 companies in fiscal year 2016. Based on self-reported information by grant recipients and compiled by the Colorado Community College System administration, the funds were used to train 3,791 Coloradans and 983 new jobs were reported created in the state at companies who received grants. Colorado's investment of \$3,057,288 leveraged \$7,688,153 in company matching training funds, which is more than twice the state's contribution. Post-training wages for trained employees were \$52,954, representing more than a 4.4 percent wage increase during the year in which training occurred.

## HISTORIC PRESERVATION TAX CREDIT

The Colorado Historic Preservation Commercial Tax Credit is a tax credit to the owners of commercial historic structures who perform a certified rehabilitation of their property. As of June 30, 2016, 23 applicants had applied for over \$11.5 million in tax credits. Most of this amount has been reserved, and tax credits were able to be issued starting in July 2016. Properties being rehabilitated include the Stanley Marketplace, the Alliance for Sustainable Colorado, the Greeley Ice House Lofts, the Grand Imperial Hotel in Silverton, the Riverside Building in Pueblo and the Trinidad Opera House. This program is jointly administered by OEDIT and History Colorado.



## RURAL ECONOMIC DEVELOPMENT INITIATIVE (REDI)

For fiscal year 2016, Rural Economic Development Initiative (REDI) supported 17 business projects resulting in the projected creation of 62 new jobs, representing five regions. The program awarded \$1,098,400 to these business projects, supporting the investment of \$5.4 million in facilities and equipment by the businesses.

## REGIONAL TOURISM ACT

Regional Tourism Act program gave local governments the opportunity to apply for approval of large scale regional tourism projects that are of an extraordinary and unique nature and are anticipated to result in a substantial increase in out-of-state tourism. In fiscal year 2016, two applications were approved as part of the third and final round of the program in November 2015:

- ▶ Denver's National Western Center Project (\$121.5 million awarded)
- ▶ Northern Colorado's "Go NOCO Project" (\$86.1 million awarded) comprised of: The PeliGrande Resort, Indoor Waterpark Resort of the Rockies, U.S. Whitewater Adventure Park , and Stanley Film Center

## STATE SMALL BUSINESS CREDIT INITIATIVE

State Small Business Credit Initiative (SSBCI) is a U.S. Treasury program that provides funds to states to help improve access to capital for businesses. For calendar year 2016, SSBCI's Colorado Cash Collateral Support (CCS) program provided \$1,460,276 in credit enhancements to private lenders; and the Colorado Capital Access (CCA) program provided \$2,180 in loan loss reserves to private lenders, which collectively spurred approximately \$7,893,250 in private sector bank and/or private loans to 41 Colorado businesses.

6

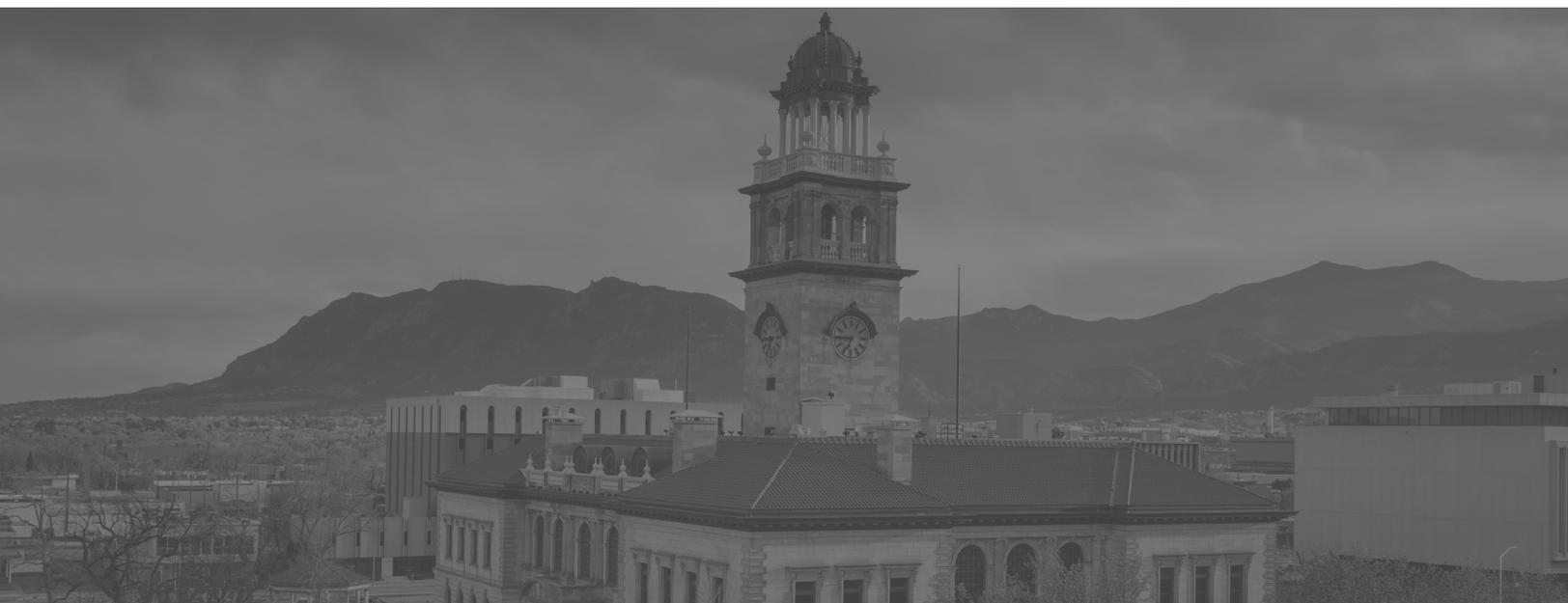
NEW COMPANIES ADDED TO RURAL  
JUMP-START PROGRAM CREATING

174

NEW JOBS

## VENTURE CAPITAL AUTHORITY

The Venture Capital Authority was funded from the sale of Colorado insurance premium tax credits, and the insurance companies' last payment was made in April of 2014. The funding and investment requirements are allocated geographically: 50% of the funds are to be invested statewide, 25% of the funds are to be invested in rural communities and 25% of the funds are to be invested in distressed urban communities. Generally speaking, the fund manager shall make seed and early stage investments in qualified businesses. From July 1, 2015 through June 30, 2016, the fund manager invested \$1,666,667.



# MINORITY BUSINESS OFFICE

The Minority Business Office (MBO) is dedicated to advancing the efforts of Colorado's minority and women-owned businesses. MBO has an established network of public, private and government resources that can be leveraged by businesses of all types and sizes. MBO helps businesses get established in the marketplace, expand business knowledge, get in front of the right people, and increase prospects.

In addition, MBO walks businesses through the various federal, state, local, and private certifications available for minority, women, and veteran-owned businesses so they can determine the best route to participate in government and corporate contracts they may be interested in pursuing. MBO also helps government agencies and corporations find the right minority and women-owned businesses to fit their exact needs. MBO is the connection to guidance, the connection to understanding, and the connection to access. MBO is for opportunity.

# MINORITY BUSINESS OFFICE HIGHLIGHTS

- ▶ **The MBO Pathway to Certification program** was launched in April of 2016, assisting businesses throughout the State through the certification process. Success stories and economic impact results will be available in December of 2016.
- ▶ **The Leading Edge for International Opportunities Grant is in its fourth cycle.** Alumni groups include over 25 companies that have taken advantage of this educational program that equips small and medium-sized minority and women-owned Colorado businesses to develop a strategic plan for export markets.
- ▶ **MBO continues to provide a Business Advancement Series,** comprised of webinars, workshops and presentations designed to increase the access of information, resources and opportunities for Minority Business Enterprises (MBEs) across the state.
- ▶ Along with the State Purchasing Office and the Colorado Department of Transportation, **MBO holds the “Advance Colorado Procurement Expo: The Buyers’ and Sellers’ Marketplace.”** The event is inclusive of all minority, woman, and veteran-owned businesses and helps connect buyers and sellers through training, networking and educational opportunities.
- ▶ MBO integrates minority, women, and veteran-owned businesses into advanced industries, strategic initiatives, connecting them to COIN, building international trade opportunities, and **introducing MBO programs to statewide and regional development efforts.**
- ▶ MBO continues to enhance a clearinghouse for MBE data with the creation of a **public-facing searchable minority and women-owned business directory,** and a minority and women business statewide demographic survey.
- ▶ **MBO cultivates partner networks in the private and public sector** to most effectively serve MBO customers including SBDC, PTAC, SBA, WBENC, Minority Chamber Coalition, Mountain Plains Minority Supplier Development Council, Minority Business Development Agency and the Denver Office of Economic Development.

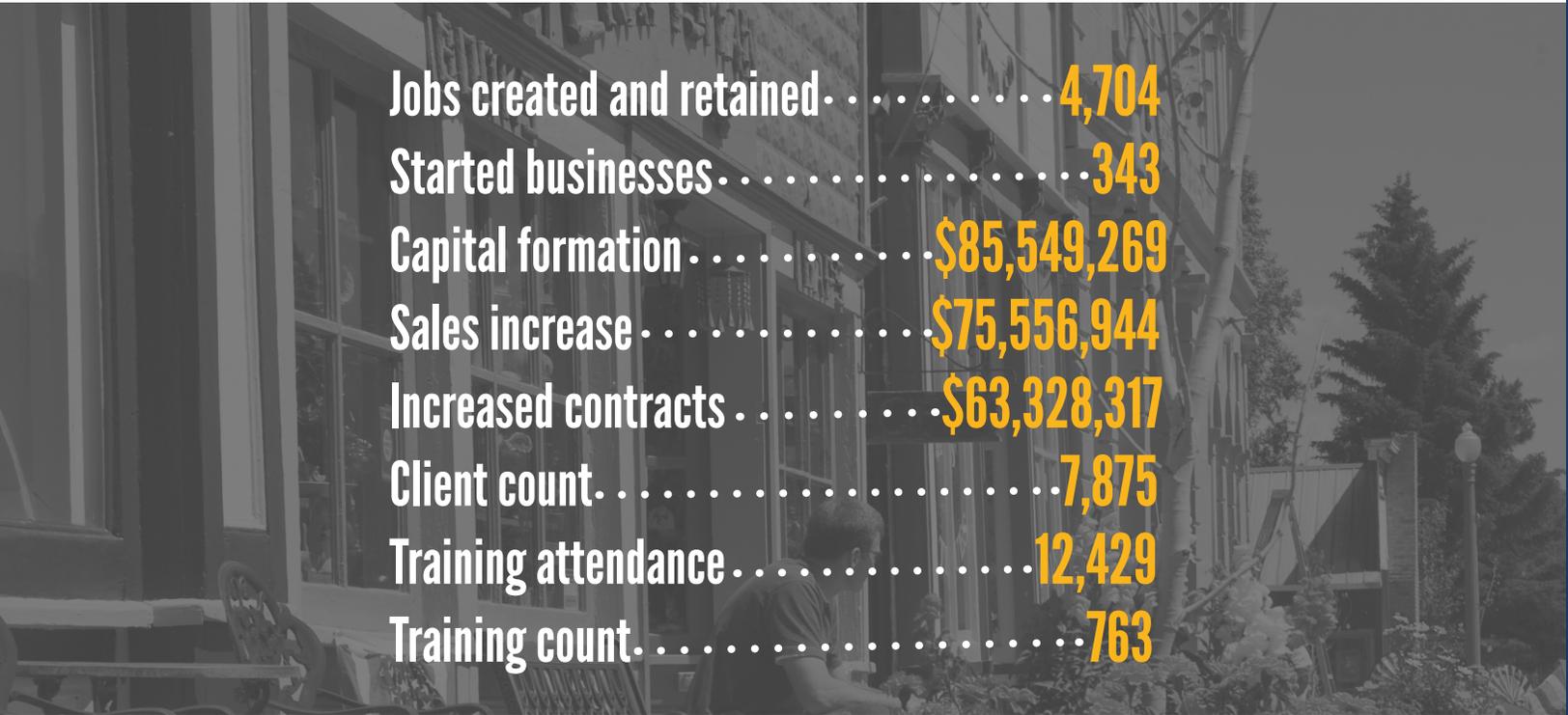


# SMALL BUSINESS DEVELOPMENT CENTER NETWORK

The Colorado Small Business Development Center (SBDC) Network helps small businesses statewide achieve their goals by providing free, confidential consulting and no or low-cost training programs. The SBDC combines information and resources from federal, state and local governments with those of the educational system and private sector to meet the specialized and complex needs of the small business community. Regulatory, management, financial and marketing experts work in partnership to provide entrepreneurs with crucial information that can mean the difference between success and failure. There are 14 full-time centers and more than 70 part-time satellite offices throughout Colorado.

# SMALL BUSINESS DEVELOPMENT CENTER NETWORK HIGHLIGHTS

- ▶ **Continued SBDC ADVANCED, an economic gardening program targeted towards second stage growth companies with 6-99 employees and over \$500,000 in revenue.** The program utilizes corporate level market research and geographic information system databases, along with search engine optimization tools and strategic planning consultations to elevate these targeted companies to the next stage of growth.
- ▶ **Continued partnership with OEDIT on the CDBG-DR "Recover Colorado" program** to help businesses apply for loans and grants to help their business recover from the wildfires and floods that occurred throughout the state.
- ▶ **Continued the Connect2DOT program,** a strategic partnership with CDOT that helps small businesses in the transportation industry become more competitive in bidding and contracting with CDOT and local transportation agencies. The program also assisted with connecting businesses interested in accessing emergency maintenance contract opportunities with CDOT due to the flood waters that affected the state.
- ▶ Launched a partnership program with Small Manufacturer's Advantage (SMA) that **provides support to small manufacturers across Colorado by leveraging the coordination of key strategic organizations** such as Manufacturer's Edge, Colorado Small Business Development Center Network (SBDC), the Colorado Office of Economic Development and International Trade (OEDIT), the World Trade Center (WTC), and the Procurement Technical Assistance Center (PTAC). The result is a unique and powerful synthesis of expertise and resources designed to help Colorado manufacturers succeed across all stages of the organizational life cycle.
- ▶ **Hosted the following small business events around the state:** Rockies Small Business Night, Women's Small Business Conference, Disaster Preparedness Summit, Leading Edge Graduation and Awards, and many more.



# COLORADO CREATIVE INDUSTRIES

Colorado Creative Industries' (CCI) mission is to promote, support and expand the creative industries to drive Colorado's economy, grow jobs and enhance our quality of life. We strive to create a strong brand identity and a Top 10 reputation, and we create significant and sustained investment in the creative sector where creative entrepreneurs and enterprises will flourish.

# COLORADO CREATIVE INDUSTRIES HIGHLIGHTS

- ▶ **Space to Create Colorado** was launched as the first state driven initiative in the nation for affordable workforce housing for artists and creative sector workers. A demonstration project was launched in Trinidad and eight additional projects will be initiated in eight communities through June 2019.
- ▶ In the latest National Endowment for the Arts, State-Level Estimates of Arts Participation Patterns, **Colorado ranked No. 1 in the percentage of residents who personally perform or create artworks**, ranked No. 2 in the U.S. for residents who attend films and for visits to historic buildings, neighborhoods and parks, and No. 3 nationally in reading literature and in attendance for live music, theater or dance.
- ▶ **The Change Leader Program**, a leadership development program to advance grassroots leadership in the creative sectors across Colorado, grew to 70 individuals with 54% from rural or small communities outside of the Denver Metro area.
- ▶ **The Colorado Music Strategy** concluded with recommendations by a team of local and national industry experts to continue stakeholder engagement and to pilot a series of projects to field test state support of music. Two of seven possible projects have been launched to date.
- ▶ **Detour, a Colorado Music Strategy pilot project**, created a model of music touring as a community-based, sustainable and creatively rewarding practice, reaching 14 communities in mostly rural areas and 4,100 people (ages 1-100) in three weeks, working with 80 community partners in 36 song-collecting and song-sharing events.
- ▶ **The Music Licensing Initiative** was launched as part of the Colorado music strategy, encouraging Colorado companies to use Colorado music for television, film, and advertising. In its first six months, the initiative resulted in four commercial placements generating more than \$40,000 for Colorado musicians.
- ▶ Through a partnership with Think 360 Arts for Learning, **CCI supported Colorado Arts Partners Grants to 17 schools serving 20,000 students.** 658 artists and educators were provided professional development focused on K-12 learning in the arts.
- ▶ **Toluwanimi Obiwole was named the first ever Denver Youth Poet Laureate** and CCI managed the 11th annual Poetry Out Loud state championships for 2,877 Colorado high school students and 113 teachers.
- ▶ In its third year, **the Native American Afterschool Arts Initiative**, serving K-8 native students in Jefferson county using high school mentors, has grown from one to five schools.
- ▶ **CCI awarded 26 conference scholarships and two leading edge business training scholarships** for creatives to access SBDC trainings and conferences with a special focus on women and veterans.
- ▶ Colorado Creates grants supported 168 arts and cultural heritage organizations, municipalities and educational institutions with a total investment of \$1.3 million in 33 Colorado counties. Funding for these grants comes from the National Endowment for the Arts and is matched with funding from CCI.
- ▶ **The Certified Creative District program** continued to gain momentum. Since the program's inception in 2012, 18 Colorado communities have achieved "Certified" status.
- ▶ **Fifteen creative entrepreneurs** were awarded \$28,525 to advance their professional careers through Career Advancement Grants. Recipients included photographers, textile artists, visual artists, musicians and filmmakers.
- ▶ In FY16, **10 projects received funds allocated for public art, totaling an amount of \$889,380.** These projects are funded with 1% allocated from state building and renovation budgets and include design, construction and installation of site-specific projects, as well as acquisition of art works selected through a public call for proposals. Of these 10 projects, four completed the statutorily mandated selection process, and artists have been selected for commissioned artworks.

168

COLORADO ARTS AND CULTURAL HERITAGE ORGANIZATIONS, MUNICIPALITIES & EDUCATIONAL INSTITUTIONS WITH A TOTAL INVESTMENT OF

\$1.3

MILLION IN 33 COLORADO COUNTIES

# COLORADO OFFICE OF FILM, TELEVISION & MEDIA

The Office of Film, Television & Media attracts and facilitates content creation in the state to generate economic growth in all of its communities. The office administers a 20 percent performance-based rebate incentive to spur content creation in Colorado, and connects filmmakers, animators, gamers and photographers to the resources they need, such as location assistance, crew referrals and inter-governmental cooperation.

# COLORADO OFFICE OF FILM, TELEVISION & MEDIA HIGHLIGHTS

- ▶ Awarded incentives totalling \$2,046,428 to 17 new projects
- ▶ Created 1,391 new jobs
- ▶ Expect to add approximately \$17.6 million in economic activity through incentivized production
- ▶ Expect to add approximately \$1,228,464 in state and local tax revenue from incentivized production
- ▶ Sponsored eight student document projects
- ▶ Hosted or sponsored 52 industry events
- ▶ Partnered with 29 film festivals, which includes five new partnerships
- ▶ Continued the traveling education series “Media Professionals Career Connection” in April 2016. The office along with the top industry professionals of Colorado toured the University of Colorado Boulder, Colorado Mesa University, Western State University, and Adams State University. The mission of the tour was to encourage students in film or theater programs to stay in Colorado, how to make the most of their early careers, and network with Colorado’s

## THE FOLLOWING PROJECTS WERE INCENTIVIZED:

### FEATURE FILMS

- ▶ **Amateur:** Amateur is the story of Terron Forte, a 14 year old basketball phenom whose world is turned upside down when a video of him goes viral and he’s declared the next superstar. Terron is recruited by a prestigious high school and showered with gifts and attention, but is unable to deal with the pressures that come with his new found fame. The film stars Michael Rainey Jr. and Josh Charles. The film is produced by Jason Berman, Vice President of Mandalay Entertainment (Birth of a Nation, Little Accidents), and Chip Hourihan (Frozen River, Any Day Now). The film is based on the short film written and directed by Ryan Koo, who also directed the feature. Koo’s script was selected as part of the prestigious Sundance Writer’s Lab and the feature film has distribution in place with Netflix.
- ▶ **Life Tectonic:** This documentary feature follows James Balog, founder and director of the Earth Vision Institute and the Extreme Ice Survey, as he explores an epic force that is altering Earth’s systems called “Human Tectonics;” the changes brought about by our needs and intensified by our desire for comfort and affluence. Life Tectonic is produced by the same team that produced some of the most acclaimed documentaries in recent years, such as The Cove (2009 Oscar winner for best feature documentary), the Emmy award-winning Chasing Ice, and Racing Extinction, which played the 2015 Sundance Film Festival and was released by the Discovery Channel.
- ▶ **Walden:** Walden is a radical, western re-imagining of Henry Thoreau’s classic Walden. Set in present-day Colorado, the story takes place over 24 hours. The film interlaces three contemporary narratives about the trappings of modern life and those who dream dangerously of escape. The film stars Colorado native T.J. Miller and actor Demián Bichir. The production team is led by writer/director and Colorado native Alex Harvey, whose recent theater credits include productions at the New York Theater Workshop, Steppenwolf Theater and the Lincoln Center. Harvey also worked for director Allen Coulter on season four of HBO’s Boardwalk Empire. The film’s producers include Shane Boris (All these Sleepless Nights), Mitch Dickman (Rolling Papers) and Alison Millice of the Denver Film Society and producer of the Oscar-winning short documentary Saving Face.
- ▶ **Gnaw:** Gnaw is a film about Jennifer, who one day wakes to find tiny wounds that seem to appear while she is sleeping and finds herself trapped in a chaotic spiral of sleep deprivation and paranoia. Jennifer’s only chance is to uncover the mystery of the strange bites, which seems to originate from the vacant apartment next door and the tortured woman who once lived there. The Colorado-based production company is comprised of some of Denver’s top industry professionals. Producers include Betsy Leighton (whose credits include reality tv for Starz and High Noon), Stephan Shelanski (former Executive Vice President at Starz Entertainment) and Richard Turner

(former Senior Vice President of Business Affairs at Starz Entertainment and Anchor Bay) and Michael Haskins (recently named one of Denver's top entertainment attorneys by 5280 Magazine). One of Colorado's top writer / directors, Haylar Garcia, is directing the film. His most recent film, *An American Terror*, garnered international acclaim throughout its numerous film festival appearances.

- ▶ **Casting JonBenet:** Casting JonBenet is a sly and stylized exploration of the world's most sensational child murder case, the unsolved death of six-year-old American beauty queen JonBenet Ramsey. Inciting responses, reflections and even performance from members of the Ramsey's own Colorado community, the film will examine how this heinous crime and its resulting mythologies have shaped the attitudes and behavior of successive generations of parents and children. The film is produced by Australian producer Scott Maccauly and directed by Kitty Green, whose past films have played the world's top film festivals including Sundance, Berlin, Telluride and SXSW. Scott Maccauly has produced numerous award-winning films and is also the Editor-in-Chief and co-founder of Filmmaker Magazine, one of the industry's top publications. The film is co-produced by Denver-based Listen Pictures.
- ▶ **Hoax:** Hoax is a feature drama/comedy about an investigation into a reality show massacre that turns into a fight for survival when a brilliant primate specialist and a ruthless television producer come to grips with the possible existence of Bigfoot. The production team is led by Colorado-based director Matt Allen whose career spans years in broadcast television, commercial production, and feature film. Allen's script for Hoax has won 15 screenplay awards at major film festivals including Slamdance. Allen is producing along with Michael Haskins and Los Angeles-based producer Dallas Sonnier (Bone Tomahawk, Bad Milo).
- ▶ **Forging the West:** Forging the West is a 60-minute documentary film that brings the Pueblo-based Colorado Fuel & Iron story to life, highlighting its central role in western history. The Colorado Fuel and Iron Company, once the largest steel mill in the Western United States, was a firm of enormous importance to the industrialization of the West and played a pivotal role in the history of American labor relations. The film is produced by Havey Productions, a Colorado-based documentary production company lead by its Emmy-winning principal, Jim Havey. Havey Productions focuses on compelling humanitarian stories of the American West that inspire audiences to act.
- ▶ **Ask a Ranger:** Ask A Ranger is a documentary feature film about Ansel Hall. Named and acknowledged as the National Forest Service's first forester, Hall was the catalyst and the beginning of naturalist efforts and interpretation at our nation's National Parks. The filmmakers have 42 years of Hall's personal journals of the expedition, letters, archival original film, and rare audio recordings. The film is set to be narrated by actor Kevin Costner. The film is produced by Backdrop America Pictures, a Colorado-based company led by accomplished documentary director / producer, Jay Kriss. Kriss has numerous television and film credits and recently directed the award-winning PBS documentary *Harvesting the High Plains*, narrated by Mike Rowe.
- ▶ **Keep a Light in Your Window:** Keep a Light in Your Window is the official documentary about "Daddy Bruce" Randolph, who opened the doors of his restaurant to the less fortunate people of Denver for over 20 years. Daddy Bruce became known as the pied piper of Denver, and was given the honor of having both a city street and a school named after him. The film is produced by Denver-based filmmaker Ronald Wooding of the documentary *We Are Together*, which featured musicians Alicia Keys and Bono. The film is directed by Colorado resident Elgin Cahill (The Lake). The film features interviews with Governor Hickenlooper and Congressman Ed Perlmutter, and it will be narrated by Reed Saunders, the distinctive "Voice of the Rockies."

**\$17.6**  
MILLION IN ECONOMIC ACTIVITY WAS GENERATED  
THROUGH INCENTIVIZED FILM & TV PRODUCTION

## TELEVISION

- ▶ **The Joey Canyon Show:** The Joey Canyon Show is a weekly 30-minute country music and variety television show which features performances and interviews by A-list country music artists, actors, and sports figures. Past guests include Kix Brooks, Matthew & Gunnar Nelson, Pam Tillis, and Lorrie Morgan. The Joey Canyon Show is hosted by Joey Canyon, who is also the creator and executive producer. Canyon also gets out of the studio and travels the state to showcase Colorado - "Where music meets the mountains." The show is co-hosted by Dean Miller, son of country music star Roger Miller, and directed by Emmy-award winning Jim Phelan. Canyon Entertainment produced thirteen episodes and will air on RFD-TV.
- ▶ **Xfinity Latino Entertainment:** Xfinity Latino Entertainment covers sports highlights, telenovelas, music, tv, film, and celebrity stories in Spanish to 24 million Comcast homes nationwide. The show relocated from Miami to Denver and is produced by Janicek Media, a Denver-based production company with 25 years of experience in

original programming, branding, network launches, and bi-lingual programming. Janicek Media is scheduled to produce 52 episodes.

## COMMERCIALS

- ▶ **Toyota Rav 4:** EASE Commercial Services alongside Los Angeles-based production company Mutually Assured Destruction, filmed two 30 second commercials to air nationally on broadcast television, and two 15 second versions for online viewing. One commercial is a “celebrity-driven” spot for Asian markets and features Korean entertainer Haha participating in a Spartan Race. The second commercial features a real life entrepreneur and cancer survivor. Both commercials feature Toyota’s Rav4 and Colorado’s stunning landscapes.
- ▶ **Coors:** 72andSunny, a full-service advertising company with offices in Los Angeles, Amsterdam and New York, filmed six 15 second commercials for television and internet for the Coors Banquet brand. The commercials prominently highlight the town of Golden, local bars, and the Coors Brewery, promoting the deep-rooted Coors history as a Colorado company.
- ▶ **Kia:** Independent Media, which specializes in commercial, branded content and feature film production, filmed several television commercials featuring multiple Kia models to be repurposed in a variety of ways for television and internet. Independent Media works with prominent directors such as Ben Affleck, Doug Liman, and Tony Goldwyn.
- ▶ **UC Health:** Los Angeles-based HeLo is a production company that brings together the best in storytelling, experience design, and creative technology. Partnering with Colorado filmmaker Daniel Junge, HeLo created two commercials for UC Health, one of which features Payton Manning. Both commercials were filmed on location at the UC Health Center in Aurora and will be broadcast throughout Colorado.

**17**  
NEW FILM AND TV PROJECTS  
CREATED  
**1,391**  
NEW JOBS

## VIDEO GAMES

- ▶ **Project Cheetah:** A Boulder-based company that develops apps and games for mobile devices plans to create a simulation city builder/management mobile game based on a popular board game. The game will be available to download on the iOS App Store, the Google Play store, the Amazon App Store and potentially available on Facebook.

## OTHER

- ▶ **God With Us:** God With Us is a unique faith-based film that combines a live stage musical incorporated as part of the set on stage. The film tells the story of how the aging apostle Peter, in present-day Rome, is challenged on his faith in Jesus. Peter shares the ancient stories of scripture and Jewish history as live stage scenes with music, songs, dialogue, and dance. Andrew Wommack Ministries is producing alongside Jared Newman of Colorado Springs-based Impact Pictures, which has produced faith and family-based entertainment for 30 years.



# COLORADO TOURISM OFFICE

The mission of the Colorado Tourism Office (CTO) is to promote and develop experiences to drive traveler spending, which in turn supports job creation, business success, generation of travel-related state and local tax revenues and an enhanced lifestyle for Colorado residents.

Within the tourism industry, the CTO plays a valuable role by creating a statewide marketing platform generating traveler interest and inquiries for destinations, attractions and lodgings across the state. The CTO also leads initiatives to maximize collaboration among industry partners, elevate the industry and educate Colorado elected officials, industry members and Colorado residents on how the state can achieve maximum value from the visitor industry.

During FY16, the CTO continued expanding the national reach of the highly successful "Come to Life" marketing campaign, generating its highest-ever return on investment and record-setting economic impact.

# COLORADO TOURISM OFFICE HIGHLIGHTS

- ▶ **Total direct travel spending in Colorado in 2015 reached \$19.1 billion.** This record-spending figure represents an increase of 3 percent over 2014. Since 1996, visitor-generated spending has increased at an average annual rate of 3.6 percent, earnings by 3.4 percent, and local and state tax revenues by 5.2 percent and 3 percent, respectively.
- ▶ Underscoring the importance of tourism to Colorado, **the local tourism industry generated \$1.13 billion in local and state tax revenues in 2015, a 7.8 percent increase from 2014.** To replace these revenues from in-state sources would cost each Colorado resident \$208 in additional taxes.
- ▶ **Visitor spending also benefited Colorado's local economy by spurring job creation.** The tourism industry directly supported 160,000 jobs in 2015, a 3.3 percent increase over 2014, with earnings of more than \$5.5 billion in 2015, a 8.1 percent increase over 2014.
- ▶ **Colorado welcomed a record 77.7 million visitors in 2015.** The number of visitors coming to Colorado on marketable leisure trips totaled an all-time high of 17.1 million, a 6 percent increase over 2014. Marketable leisure trips are those trips influenced by marketing and exclude those traveling for business or visiting friends and relatives. Overnight trips reached a record 36 million trips, an increase of 7 percent over 2014.
- ▶ **Colorado expanded the national footprint of its acclaimed "Come to Life" marketing campaign** and added a new media dimension with RFI TV, which generated the vast majority of orders for the Official Colorado Vacation Guide. Based on findings from Strategic Marketing and Research Insights (SMARI), the campaign generated strong awareness and was credited with inspiring nearly 1.7 million additional leisure trips to Colorado.
- ▶ Based on the number of visitors directly influenced by a CTO ad, **the "Come to Life" campaign generated \$3.5 billion in additional travel between April 2015 and March 2016.** The campaign created an outstanding return on investment, with \$478 in travel spending for every \$1 invested in paid media, up from \$361 the prior year.
- ▶ **Colorado's "Come to Life" campaign was enhanced by a nationally focused public relations and social media program.** The PR team achieved 86 placements in their top 100 media outlets, generating more than 1.458 million impressions, up 5 percent from the previous year. The media value of those placements totaled \$62.6 million, up 49 percent from the prior year.
- ▶ In late FY16, **the CTO initiated a statewide strategic planning process to develop a Colorado Tourism Roadmap** aimed at creating a shared strategy for the Colorado tourism industry to maximize the benefit of travel for Colorado's economy. The planning process began June 1 with the first of eight statewide listening sessions and a goal of sharing a fully developed plan with the Colorado Tourism Board in early 2017.
- ▶ **The CTO held its first-ever Discover Colorado Roadshow** in early May in conjunction with National Travel and Tourism Week, traveling 1,100 miles to seven Colorado cities and three of the state's four national parks in a motor coach wrapped in "Come To Life" messaging. Over the five-day tour, participants shared ways the CTO can support tourism partners in achieving their goals.
- ▶ The **CTO Marketing Matching Grant Program awarded \$500,000 in tourism marketing dollars** to 28 tourism industry organizations with marketing projects covering 46 counties.
- ▶ **The CTO's international promotions team deployed tactics to attract 925,000 international travelers in 2015, a 28 percent increase in the last five years.** While their numbers are relatively small, international travelers significantly outspend domestic travelers. In 2015, the average international traveler spent between \$4,072 and \$7,486 per trip to Colorado. New research from Tourism Economics showed that while the UK remains Colorado's top overseas market with 71,000 travelers in 2015, Australia has been our state's second-most important overseas market since 2011, with 46,000 travelers last year. Other top markets in 2015 were Germany, France, China and Japan. The CTO is provided funding incentives to support Denver International Airport's effort to restore a direct Lufthansa flight between Munich and Denver.

COLORADO WELCOMED A RECORD

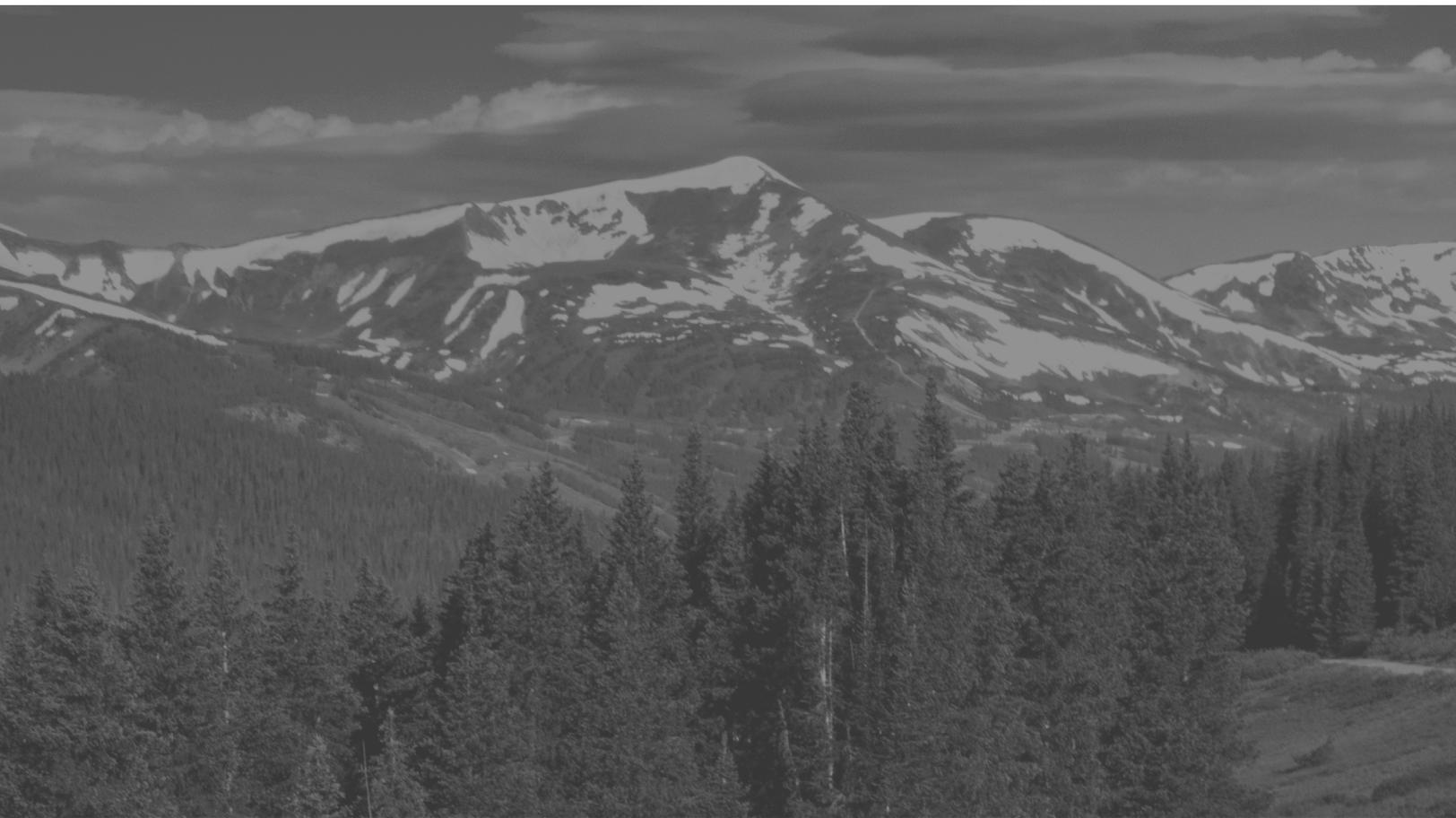
77.7

MILLION  
VISITORS IN 2015

- ▶ **The CTO operates 10 Welcome Centers** to encourage travelers to stay in Colorado lodgings, visit Colorado attractions and plan a return visit. The Welcome Centers are operated in conjunction with local partners in Alamosa, Burlington, Cortez, Dinosaur, Fort Collins, Fruita, Julesburg, Lamar, Silverthorne and Trinidad. Staffed primarily by a corps of nearly 500 volunteers, the centers provide tourism-related businesses across the state the opportunity to share their brochures free of charge with visitors. During 2015, the Welcome Centers interacted with 1,158,631 visitors, an increase of 6 percent over the previous year. Based on a 2008 study, a visitor to a Welcome Center spends on average 2.4 days longer in the state and an additional \$374 on their trip. Visiting a Welcome Center also increases the likelihood of a return trip.
- ▶ **Heritage and Agritourism program** promotional activities include social, print and digital marketing as well as public relations.
- ▶ **The Colorado Agritourism Association has hired a new director** and has revamped their membership structure and membership value and the CHAMP mentoring program had moved out of the successful pilot phase and is open to the entire state with 13 mentor projects completed this fiscal year.
- ▶ **James Beard-award winning web-based series Perennial Plate traveled to Colorado in June to film 10 vignettes about Colorado food experiences.** In addition to generating millions of impressions, the project generated a wealth of visual and textual assets for use by CTO and industry partners.

TOTAL DIRECT TRAVEL SPENDING IN  
COLORADO IN 2015 REACHED

**\$19.1**  
BILLION



# COLORADO INNOVATION NETWORK

The Colorado Innovation Network (COIN) is a catalyst for innovation with the mission of advancing connections in the global innovation ecosystem whereby Colorado is recognized as the most innovative state in the nation. COIN is a physical and virtual network of more than 2,000 global leaders supporting the innovation ecosystem, growing companies and creating jobs. COIN supports the state's innovation economy by convening and connecting the network and championing the Colorado Innovation story.

Colorado's innovation ecosystem is rapidly evolving. With so many great public and private efforts across the state working to expand our innovation footprint, COIN is focused on Colorado's opportunities to accelerate innovation in the public sector. As a public-private partnership, COIN is uniquely poised to move this conversation forward.

# COLORADO INNOVATION NETWORK HIGHLIGHTS

- ▶ In March 2016, Governor Hickenlooper named Erik Mitisek, Executive Director, Project X-ITE at the University of Denver, as the state's Chief Innovation Officer.
- ▶ In February 2016, COIN and LiveWell Colorado teamed up to harness the power of the collective to solve some of Colorado's most daunting dilemmas. **"Imagine Colorado," a first-of-its-kind statewide open innovation challenge, explored new collaborations and encouraged originality to yield solutions focused on healthy lifestyles and youth.** COIN received ideas from participants of all ages from all over the state. From a fourth-grade class in Basalt to an entrepreneur in Denver, ideas were inspired from more than 75 teams across 19 different counties, and \$25,000 was awarded to the winning teams. The video submissions received more than 10,000 community votes. COIN brought on more than 75 sponsors and engagement partners to participate in Imagine Colorado, including The Colorado Health Foundation, Gary Community Investments, Delta Dental and the Colorado Department of Health and Environment, as well as in-kind sponsorships from Comcast, Univision and Skipsso Labs.
- ▶ In June 2016, **COIN launched a new robust website and digital platform**, which includes blogs, podcasts and video, to dive deeper into these themes and showcase the innovation stories coming out of our state.
- ▶ **COIN supported the innovation ecosystem partners** by featuring innovation leaders on a monthly radio show and collaborating on community events such as the GlobalMindED, Go Code Colorado, Colorado Technology Association Tech Tour and Denver Startup Week.
  - ▶ **In November 2016, COIN will host Reverb, in partnership with Sound Ventures.** Reverb will match Colorado public sector changemakers with leading edge entrepreneurs and innovators who have technologies and solutions that are ripe for consumption by government. The one-day event includes keynote sessions and four breakout tracks, as well as one-on-one meetings between Colorado state and local government leaders and national startups to explore opportunities for collaboration.
  - ▶ In winter of 2016, **COIN will be partnering with the research lab community to raise awareness about the impact of the State's research labs and institutions**, including a collaboration with Co-Labs to launch a recurring digital communication to share key updates about the labs, and host a dinner with the Colorado Clean Energy Collaboratory to foster greater connection between the lab community and private industry.

75

TEAMS ACROSS

19

COUNTIES SUBMITTED IDEAS FOR  
IMAGINE COLORADO



# OUTDOOR RECREATION INDUSTRY OFFICE

The Outdoor Recreation Industry Office (ORec Office) was created in 2015 and is housed in the Office of Economic Development and International Trade (OEDIT). The ORec mission is simple, to champion our industry and our communities to come to life through Colorado's Great Outdoors.

# OUTDOOR RECREATION INDUSTRY OFFICE HIGHLIGHTS

Through building on our outdoor heritage we focus on:

- ▶ Promoting inclusive access for all
- ▶ Strengthening our stewardship ethic
- ▶ Sparking sustainable economic development
- ▶ Driving industry innovation
- ▶ Cultivating healthy outdoor lifestyles
- ▶ Investing industry resources towards workforce training
- ▶ Deepening industry educational opportunities

**\$34**

**BILLION IN CONSUMER  
SPENDING FOR OUTDOOR  
RECREATION IN COLORADO**

## ECONOMIC DEVELOPMENT

The ORec Office conducted a survey, in partnership with other divisions within OEDIT, to identify key market segment drivers, including workforce needs, innovation and incentives. Survey results assisted OEDIT and the ORec Office in updating incentive programs to be as effective as possible. The ORec Office also created a BizWest “book of business” that catalogs and identifies all ORec companies and organizations in Colorado. The ORec Office continues to actively participate in global trade shows and other programs to deepen Colorado’s impact in emerging markets. ORec will continue to focus on recruitment from out-of-state and on the growth of Colorado based companies.

## CONSERVATION & STEWARDSHIP

The ORec Office has been coordinating and working with the Department of Natural Resources, Colorado Parks & Wildlife, and industry organizations regarding issues around permitting processes with the Forest Service and Bureau of Land Management, shifting fee structures in Colorado, and collecting funds from permitting for conservation efforts.

## EDUCATION & WORKFORCE TRAINING

The ORec Office will build on its efforts to grow education and workforce training for skills in high demand among Colorado ORec companies. This includes a cut and sew skills program at Colorado Mountain College (CMC), a mountain bike trail building program at CMC, a mountain bike building program at Metro State University, and a ski/snowboard shaping program at CMC. The ORec Office will also assist various Colorado institutes of higher education in developing much-needed degree programs, such as an ORec Industry focused Executive MBA at Western State, and an Adventure Travel Tourism Masters Degree at Colorado State University. The ORec Office will also work with the University of Colorado LEEDS School of Business to integrate students into the Blueprint 2.0 program in order to develop business strategies for rural Colorado towns.

## CAPTURING INDUSTRY INNOVATION

The ORec Office launched an annual Colorado Outdoor Industry Leadership Summit (COILS) in September 2016. COILS is an industry summit focused on thought leadership for the ORec industry in Colorado and on discussion about the ORec Office’s mission, vision, value of outcomes, and deliverables. The ORec Office intends to grow the summit each year. The ORec Office will also spearhead the creation of regional ORec coalitions focused on ORec market-segment leadership holding quarterly meetings with regional governmental leadership. Finally, the ORec Office will identify emerging market trends and actively strategize global and domestic recruiting efforts to retain market share of emerging tech/trends. In order to be most effective, the ORec Office will continue partnering with the Colorado Tourism Office for Colorado media events and trade shows.

## OUTDOOR RECREATION INDUSTRY STATISTICS FROM THE 2014 SCORP REPORT

- ▶ Over \$34 billion in annual economic activity in Colorado
- ▶ 313,000 direct Colorado jobs
- ▶ 994 million in state and local tax revenue
- ▶ Over \$4 billion in wages and salaries
- ▶ Over 80% of Coloradans participate in trail-related activities on a regular basis
- ▶ More than 57% of residents participate in some form of water-based recreation regularly during the summer months





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