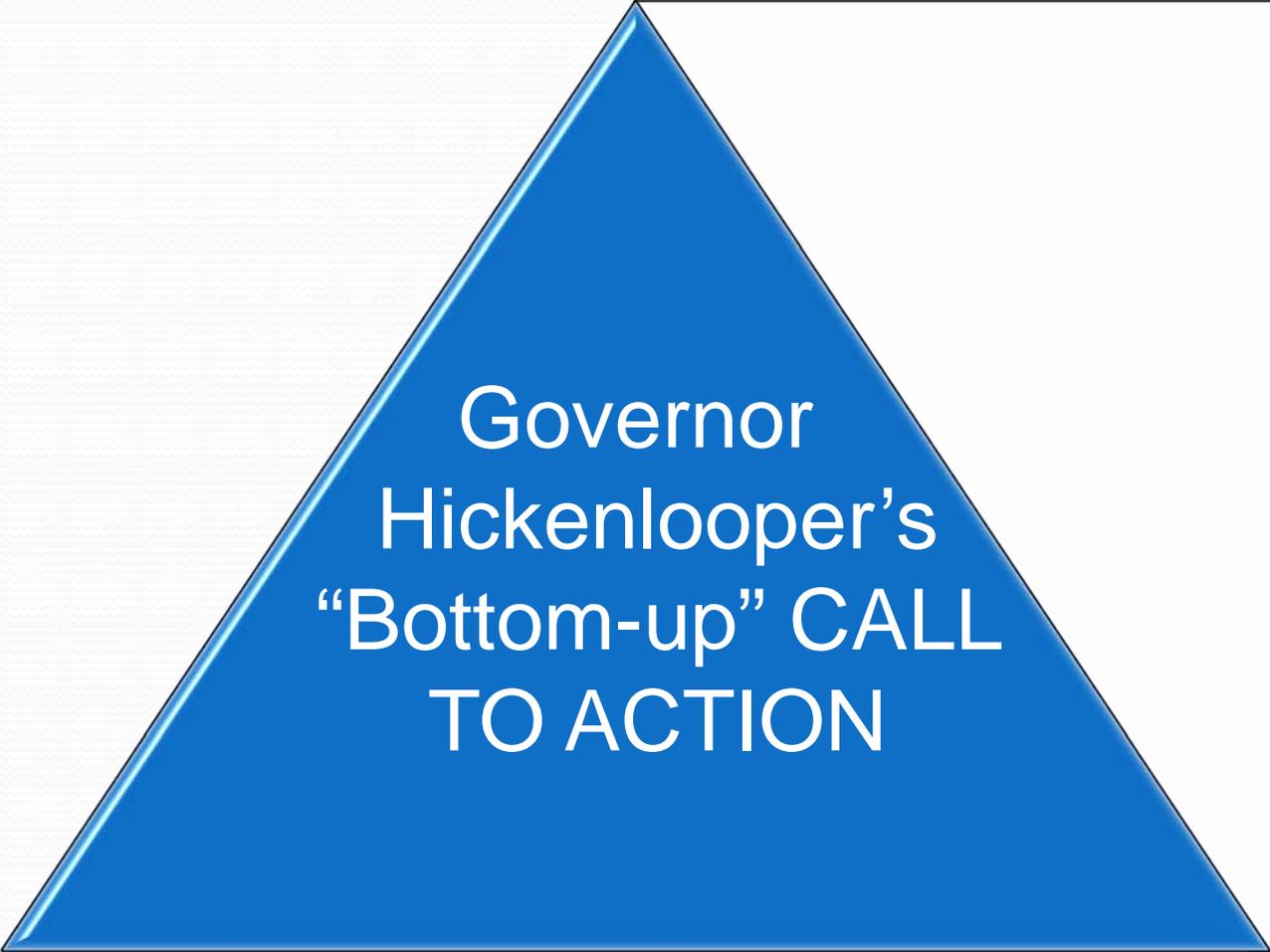


Gunnison Economic Development

Strategic Plan 2011

How we got to this point:



Governor
Hickenlooper's
"Bottom-up" CALL
TO ACTION

- STATE
- REGIONAL
- COUNTY



The outline from the State asked
each county to develop 5 key
strategies:

Strategies

- #1 - encourage growth of existing businesses & industries
- #2 - diversify economic base
- #3 - increase tourism activity
- #4 - create a more “business friendly” climate
- #5 - create new, higher paying jobs

#1-encourage growth of existing businesses and industries

Strategy

- Craft a community marketing plan
- Streamline regulations and permitting concerning business operations and land use: “Cut Red Tape”
- Increase information about existing state programs
- Increase energy efficiency across the County
- Reduce leakage – keep \$\$ local (esp. retail?)
- Increase regional partnerships
- Increase strategic partnerships with all key economic drivers
- Increase training opportunities #

#1-encourage growth of existing businesses and industries

Actions

- Educate public on importance of Economic Development
- Establish a comprehensive and complete Website with links to the county's major organizations and institutions highlighting the branded lifestyle common to the area and serving all industries
- Promote the County as an Arts and Cultural Mecca
- Promote the County as a "College Valley" in all promotional efforts
- Research and identify regional partnerships
- Establish communications between business community and regional economic development resources (SBA, Region 10, SBDC)
- Identify all economic drivers in the county #

#1-encourage growth of existing businesses and industries

Expected Measurable Results

- An established comprehensive website with reportable hits and links
- Increased number of educational outreach events and promotional advertising campaigns
- Increased number of existing businesses reporting a reduction in regulation and permitting concerns #

#1-encourage growth of existing businesses and industries

Primary Partners

- Local governments
- Business communities
- Civic Clubs
- Chambers & TA
- Banks
- Western State #

#1-encourage growth of existing businesses and industries

Available Resources

- Many public/private partnerships for community development
- Expansive non-profit spectrum
- SBDC #

#1-encourage growth of existing businesses and industries

Needed Resources

Identified Issues or Barriers

- Inventory and assess the needs of existing business, i.e. what is needed to expand, hire employees, etc. #

#2 diversify economic base

Strategy

- Improve internet bandwidth capacity throughout the county making room for several competitive internet and cell phone providers
- Explore new energy/renewable energy industries
- Promote all county environmental strengths and assets highlighting location uniqueness and resources available
- Develop business incubator
- Develop innovative food base and grow rural and urban enterprises
- Create a financially sustainable Economic Development Structure
- Explore the need to develop natural resources in new and responsible ways #

#2 diversify economic base

Actions

- Educate public on importance of Economic Development
- Conduct a regional needs assessment and cost analysis of a faster backbone communications infrastructure
- Forge an alliance to raise sufficient matching local funds to be combined with State, Federal, and private funds to make communications infrastructure better
- Promote new opportunities in research as a headwaters county
- Explore high altitude training possibilities and market them effectively
- Target and attract new “non-traditional workers” (i.e. telecommuters or lone eagle type businesses) #

#2 diversify economic base

Expected Measurable Results

- A County-wide Economic Development structure created
- A County-wide Economic Development plan created
- Increased number of new and diverse (innovative) businesses #

#2 diversify economic base

Primary Partners

- Business communities
- ORE
- Civic clubs
- Chambers
- Local governments
- Banks
- Elected officials
- RMBL#

#2 diversify economic base

Available Resources

- Extensive Natural Resources
- Mature livestock and hay Industries
- Established energy, awareness, loan and efficiency program coordinator
- Established natural resources biological laboratory #

#2 diversify economic base

Needed Resources

Identified Issues or Barriers

- Inventory and needs assessments
- Attractive loan programs
- Entrepreneurial talents #

#3 increase tourism activity

Strategy

- Secure affordable year round air services
- Establish fluid communications between county, municipal and Federal strategic land use plans
- Promote recreational and tourism based resources #

#3 increase tourism activity

Actions

- Educate public on importance of Economic Development
- Develop and Promote the county as an Arts and Cultural Mecca
- Develop and Promote the county's heritage tourism assets
- Promote identity of Gunnison as a Sportsman's & Outdoor Recreation Paradise
- Heighten outreach and promotions of community branding effort
- Enhance the amenities of main streets
- Expansion/enhancement of ski areas & recreational amenities #

#3 increase tourism activity

Expected Measurable Results

- An established brand has been created for all of the county's strengths:
 - natural resources
 - arts
 - recreation
 - heritage
 - higher education, etc.
- Increased number of visiting tourists #

#3 increase tourism activity

Primary Partners

- CBMR
- Tourism Association
- RTA
- County & Municipalities
- Federal Land agencies
- Division of Parks & Wildlife
- Arts Alliance
- Historical Society
- Lodging & hospitality entities
- Western State #

#3 increase tourism activity

Available Resources

- Remarkable natural environment
- Established recreational amenities
- Vibrant downtowns
- Rural Transportation Authority #

#3 increase tourism activity

Needed Resources

Identified issues or barriers

- Inventory and needs assessments
- Attractive loan programs #

#4 Create a more “business friendly” climate

Strategy

- Secure affordable year round air services
- Increase the “attractive communities and quality of life” marketing programs
- Streamline regulations and permitting concerning business operations and land use #

#4 Create a more “business friendly” climate

Actions

- Educate public on importance of Economic Development
- Find ways to improve year-round daily air service
- Work on a more regional transportation strategy incorporating Montrose airport
- Expanded bus routes to Montrose
- Promote existing business resources, i.e. Enterprise Zone tax incentives, loan funds, technical assistance#

#4 Create a more “business friendly” climate

Expected Measurable Results

- Fewer regulation and permitting concerns/complaints from local business
- Increased number flight bookings
- A regional transportation strategy has been developed#

#4 Create a more “business friendly” climate

Primary Partners

- County & Municipalities
- RTA
- Business Community
- School boards
- Western State College
- Health care Providers #

#4 Create a more “business friendly” climate

Available Resources

- Western State College
- Private and commercial airports
- Recreational amenities
- Successful and expanding health care system
- Viable Agricultural Communities (= Expansive vistas)
- Community Development & Planning Departments #

#4 Create a more “Business Friendly” Climate

Needed Resources

Identified Issues or Barriers

- Inventory and needs assessments#

#5 Create new higher paying jobs

Strategy

- Develop a stronger relationship between college students and community
- Create energy related jobs
- Resource development
- Increase health and wellness related jobs #

#5 Create new higher paying jobs

Actions

- Educate public on importance of Economic Development
- Promote college internships and encourage the expansion of part-time job offerings
- Expand Western State college scholarship programs
- Work w/ WSC to expand degree programs
- Promote health care specialists as identified
- Identify wellness opportunities #

#5 Create new higher paying jobs

Expected Measurable Results

- An increased number of College summer internship programs created
- An increase in County per capita incomes
- An increase in available jobs #

#5 Create new higher paying jobs

Primary Partners

- WSC Career Center
- Chambers
- Business community
- Workforce Development Center
- Gunnison Valley Health #

#5 Create new higher paying jobs

Available Resources

- Western State College
- College to Business proximities
- Health Care Network
- SBDC, Region 10, Chambers, etc. #

#5 Create new higher paying jobs

Needed Resources

Identified Issues or Barriers

- Inventory and needs assessments
- Attractive loan programs
- Access to EQUITY (not just loans/debt) #

A few more questions from the State....

1. What current federal, state and local programs or initiatives hinder your local economic development efforts?

- Increased rates from Pinnacol Insurance
- increased withholding taxes
- high energy costs
- unemployment rate keeps increasing
- Gallagher tax too high for small businesses and Ag. Taxes...

1. What current federal, state and local programs or initiatives hinder your local economic development efforts? (con't)

- difficult permitting process
- land fee permitting
- CDOT's regulations for highway access approvals and lack of cooperation
- lack of local partnerships with communities and State agencies, i.e. engineering of highway projects
- State reduction of severance payments and federal reduction of lease royalties to local governments
- lack of information of local Region 10 resources (i.e. enterprise zone tax credits)
- State & federal agencies closing access to public lands, i.e. campgrounds/trails #

And few more State questions....

2. What resources/actions do you need from the State of Colorado to assist your effort in implementing a county economic development plan?

- Money
- SBDC staff increase for regional office
- business monitoring from SBDC
- continued support from GEO with more rural offices (regional increase efficiency of state government to support jobs)
- increased passing lanes HWY 50 (CDOT – roads)
- incentives or subsidies for renewable energy research
- increased customer service focus from State personnel
- regional partnerships for increased tourism...

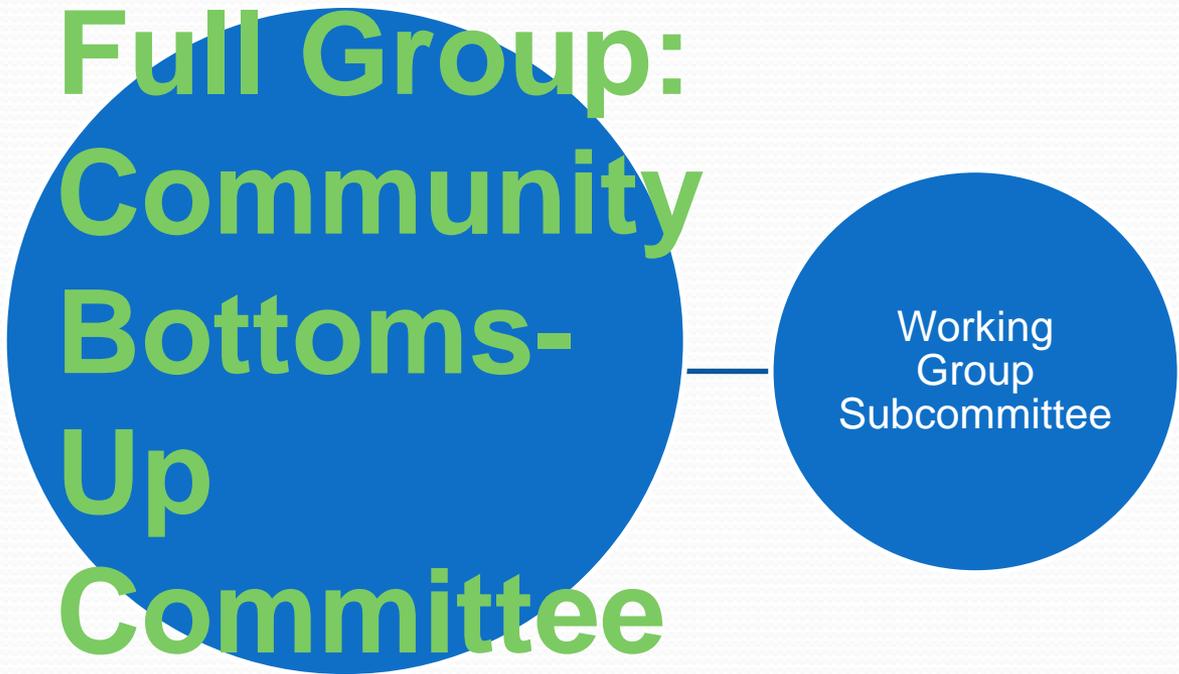
2. What resources/actions do you need from the State of Colorado to assist your effort in implementing a county economic development plan (con't)

- increase revenue to support statewide tourism marketing
- natural resources plans for use/development, i.e., rare earth (minerals) geo-thermal, coal, moly, other
- develop state plan to utilize natural resources – for controlling growth based on H2O availability
- increased grant writing capacity for rural CO to compete for work force training dollars to subsidize wages in rural communities
- restore State funding to higher education
- purchase pharmaceuticals locally instead of purchasing from Grand Junction (all leakage)
- enhance performance of CO Dept Ag. program "Always Buy Colorado" – Colorado Proud#

NEXT STEPS...

Full Group: Community Bottoms- Up Committee

Working
Group
Subcommittee



- Form working group:
4 people from
Gunnison area & 4
from CB & Mt. CB area
- Research examples of
other agencies around
the state
- Create Articles &
Bylaws
- Create Budget
- Present results to full
committee in
September

Working Group Subcommittee:

Small Group Facilitator -Tammy Scott

- 1 Dave Clayton
- 2 Candace Coen
- 3 Kristen Van Hoesen
- 4 Bill Ronai
- 1 Greg Larson
- 2 Galen Houston
- 3 Eric McPhail
- 4 Paula Swenson

Charged with creating corporate structure, budget, potential funding sources in order to present to the full committee in September.

By 2011 Year-End

Full Committee Creates the Corporation

Elects Board of Directors

Corporation Implements Plan



Semi-Annual Summits

Report to the Community Twice a Year

Input from MtCB/CB Rotary

- Identify who will do this work? – not settled, but more inclusive
- Action @ the governmental level (permitting process)
 - Cathie Elliott: marketing plan as a place to do business
 - & inventory of regulatory processes > goal of streamlining
- Consider “affordable” health care for business community (part of compensation package)
- Emphasis on growing existing/local businesses

CB Chamber

- (move some items to actions.....)
- Emphasis on construction trades
- Fair share of any new jobs-creation resources (state or Federal level.)
- Identify disincentives & address / increase incentives to expand business
- “Hotline” to help facilitate business growth
- Use SCORE resources

Additional ideas from Gun Chamber

- Identify gov't businesses which compete w/ private business, hinders economic development
- Action item for streamlining regulations & permitting (cutting red tape) NEEDED #1 - Change the process

- Call out the housing dept as an obstacle to private housing construction
- What some of the new steps