



COLORADO

Office of Economic Development
& International Trade

ANNUAL REPORT 2014





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& International Trade

LETTER FROM GOV. JOHN HICKENLOOPER & EXECUTIVE DIRECTOR KEN LUND

This year, Colorado's economy continued its upward momentum, outpacing the rest of the country with a 4.7 percent unemployment rate (the lowest since June 2008) and its 35th month of job growth. We also continued to outperform the nation in the addition of new jobs, going from 40th in 2010 to 4th in job growth. In fact, Business Insider ranked Colorado as having the nation's top economy.

Many say that our economic success comes from Colorado possessing all of the right ingredients that companies, talent and entrepreneurs look for when choosing where to settle: an incomparable quality of life, a relentlessly pro-business climate, excellent infrastructure, and one of the nation's most highly-skilled workforces. But we believe it is also our collaborative approach to economic development that allows Colorado to find success – one that brings the voices and concerns from every corner of our state to the table.

We had many celebrations of business expansions and new headquarter moves to our state, and innovative companies embraced Colorado's offerings. Companies like Aircell, GE Lighting and FMC Technologies are innovative leaders in their industries who decided that Colorado was the perfect place to bring their businesses this year. They, and many others, will continue to be a critical part of our growing key industry network.

We continued to help grow and accelerate Colorado's innovative business ecosystem and ensure that we are leaders in the global economy through our Advanced Industry Accelerator Grant program. In just its second year, this program helped create over 365 jobs and aided in bringing Colorado products to market.

We also brought together innovative leaders from around the globe to the Colorado Innovation Network (COIN) Summit in order to build relationships and to spark ideas, and to help foster a forward-thinking business environment in Colorado that will endure. Our efforts in creating the most innovative economy in the nation is making great headway: FastCompany ranked Colorado the 7th top state for innovation (2013); and the Milken Institute's State Technology and Science Index ranked Colorado 4th (2013), demonstrating our state's highly educated workforce; and Forbes named five Colorado cities as the nation's best for business – Denver, Fort Collins, Greeley, Boulder and Colorado Springs.

We have much to celebrate, but we know that there is still much work to do. Growth remains uneven in parts of the state, and we know that all of Colorado benefits when our rural economies grow. We deployed our Rural Economic Development Initiative (REDI) program to help eligible rural communities develop plans and undertake projects to create jobs, drive capital investment, and increase wages to help grow and create resiliency and diversity in local economies. And there was great success: recently, funds from REDI helped four businesses in rural Delta County (Diversified Innovative Products Company, TK Holdings, Amarna Company and Big B's Organic Juices and Hard Cider) with facility expansions and new employment opportunities today. We'll continue our regional and key industry network strategies to ensure that economic growth occurs in every part of the state.



A handwritten signature of John W. Hickenlooper in black ink.

John W. Hickenlooper
Governor, Colorado



A handwritten signature of Kenneth W. Lund in black ink.

Kenneth W. Lund
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 Corporate Business Development; Colorado Innovation Network (COIN); Colorado Tourism Office; Colorado Office of Film, Television & Media; International Trade 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 are:

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

2014 ECONOMIC DEVELOPMENT WINS:

We had great success in recruiting new companies to Colorado and assisting in the expansion of existing companies throughout the state in fiscal year 2014. Below are some examples of business development wins for Colorado in 2014:

- **Charles Schwab** announced that it will move a significant number of employees from its San Francisco headquarters to Metro Denver over the next three-to-five years. The company is currently building a new \$230 million campus in Lone Tree to accommodate its growing presence in the region.
- **Charter Communications** announced plans to locate 55 net new employees in Douglas County at an average annual wage of \$92,727.
- **FMC Technologies Inc.**, a global provider of technology solutions for the energy industry, announced that it will locate a new sales and service facility at a 20-acre site in Brighton. The \$11.9 million project will include construction of a 50,000 square-foot facility that will initially house 66 employees, with growth of up to 50 additional jobs over the next five years.
- **GE Lighting** announced that it has expanded its presence in Colorado with a new 174,000 square-foot manufacturing site in Longmont. In the past year alone, GE has added nearly 20 employees to its team due to increased demand for industrial LED lighting fixtures manufactured in Colorado.
- **Gogo** announced in that its business aviation division, **Aircell**, will relocate its headquarters from Illinois to Broomfield. Aircell, a leading provider of in-flight connectivity and entertainment services to the business aviation market, will have 112,300 square feet at its new location, where it now employs 200. The company expects to add more jobs in coming years to support its anticipated growth.
- **Layer3TV**, a fast-growing tech startup launching a "next generation cable company", selected Denver for its new headquarters. The company plans to add 312 net new jobs to Colorado at an average annual wage of \$92,083.
- **Mile Hi Foods** opened a new 128,000 square-foot production facility on its five-acre campus in Denver. The company plans additional product development and territorial expansion as a result of the new space investment.
- **PowerICE** PowerICE announced that it will expand its operations in Steamboat Springs, as well as move its manufacturing facility to the state. The company now has six full-time employees in Steamboat Springs and plans to hire 100 new people with an average annual wage that is 130 percent of the Routt County average wage.

2nd Best state to
start a business
- CNBC, 2013

DIVISION OVERVIEW & HIGHLIGHTS

CORPORATE DEVELOPMENT ►

The Corporate Development (CD) team's priority is to create an ecosystem and a framework to market Colorado as the most attractive state in the nation to do business. The team strategy centers on increasing net new jobs in Colorado by recruiting, retaining and facilitating the expansion of businesses. The team promotes a business-friendly environment by building customer relationships, which is critical to creating jobs and increasing capital investment. The team also works to proactively market Colorado as a great place to do business, increasing the pipeline of job growth opportunities for communities across the state.

Corporate Development Highlights:

- Aligned internal resources through the creation of a Corporate Development division, which brought the advanced industry strategy, regional development strategy and the industry development strategy under one division.
- Worked with various companies that considered leaving the state but ultimately decided to stay. Some of these companies include Osprey Packs, Vantiv, Mayfly Outdoors and PowerICE .
- Worked with out-of-state companies that moved significant operations to Colorado including Layer3TV, Lockheed Martin, Charles Schwab, Ibotta and KBI Biopharma.
- Promoted legislation that adapted current state incentive programs to align with changes in the global market and put more focus on the customer.
- Created a talent agenda, which puts Colorado on the map as the place where the best and the brightest want to be and work.
- Successfully leveraged Colorado's business-friendly climate to bring new jobs to the state. Colorado was ranked 1st in 50 state economies by Business Insider 2014. Colorado has had 34 consecutive months of payroll job gains.
- Hired a Health and Wellness Champion and implemented a health and wellness strategy as part of Gov. Hickenlooper's effort to make Colorado the healthiest state in the U.S.
- OEDIT spun out the Colorado Companies to Watch Program and recognized 50 high-growth companies selected from 1,200 nominees. These companies represent \$413 million in revenues annually and 1,771 full-time equivalent employees.

1st Colorado ranking
among 50 state
economies
- Business Insider, 2014

KEY INDUSTRY NETWORK AND ADVANCED INDUSTRIES

OEDIT continues to convene and engage business leaders and stakeholders in creating actionable objectives and plans around each of the state's 14 key industries to grow business and create jobs in each industry.

Advanced Industries (AI) are prime drivers of the U.S. and Colorado economies, comprised of engineering and R&D intensive companies that deliver products and services in industries ranging from aerospace to medical devices. Colorado's Advanced Industry Accelerator Program was created to even further increase the economic impact of these industries and drive job creation. Colorado's AIs are: advanced manufacturing, aerospace, bioscience, electronics, energy and natural resources (including Cleantech), infrastructure engineering, and technology and information.

Key Industry Network and Advanced industries Highlights:

- **National Network of Manufacturing Innovation (NNMI) Institutes:**
 - *The Digital Lab (formerly DMDI):* In February 2014, President Obama announced the grantees of this \$70 million award to develop a digital manufacturing institute. OEDIT, in collaboration with the University of Colorado, was a major partner in this proposal and committed up to \$5 million of funding for Colorado focused projects. OEDIT is part of the technical advisory committee and played a role in the selection of the first three projects announced in September 2014.
 - *American Lightweight Materials Manufacturing Innovation Institute (ALMMII, Formerly LM3I):* In February 2014, President Obama announced the grantees of this \$70 million award to develop a digital manufacturing institute. OEDIT, in

collaboration with the Colorado School of Mines, was a major partner in this proposal and committed up to \$5 million of funding for Colorado focused projects.

- o *Clean Energy Manufacturing Innovation Institute for Composites Materials and Structures (Composites Institute)*: In partnership with NREL and four other states, Colorado submitted a proposal for this manufacturing institute. The US Department of Energy has committed \$70 million in funding to the implementation of the winning proposal. Colorado has been selected as a finalist, and the final decision is expected by the end of November.
- **Investing in Manufacturing Community Partnership (IMCP):**
 - o *EDA AI Assessment and Roadmap*: OEDIT was awarded a \$250,000 planning grant to provide statewide analysis of the Advanced Industry ecosystem and strategic development plan. This project is currently underway in partnership with PwC and will be completed in December 2014.
 - o *"Manufacturing Communities" Designation*: In coordination with Advanced Industry stakeholders from across the state, OEDIT submitted a proposal to the EDA for designation as a "manufacturing community". This was not a funding opportunity, but offered preference for future federal opportunities from multiple federal agencies. Despite not being designated, the submission of this proposal directly led to the successful pursuit of federal funding through the Department of Defense.
- **Strengthening Manufacturing by Accelerating Research and Technology (SMART)** In September 2014, OEDIT received \$6.6 million from the Office of Economic Adjustment in the Department of Defense to provide strategic direction to companies that might be affected by a downturn in defense spending. OEDIT will work with the Colorado Advanced Manufacturing Alliance (CAMA) to use these funds over the next two years to make Colorado the leading state in advanced manufacturing.
 - o **Advanced Industry Grant Program** AI approved 12 applicants for the creation of 365.5 jobs and provided \$1.3 million in funding through the AI grant program.
 - o To date, the program has committed \$8,662,150 and has paid out \$2,232,131.

REGIONAL DEVELOPMENT

The mission of Regional Development is to have active outreach with each of Colorado's 14 regions to support and build their Colorado Blueprint strategic plans, in turn helping them to generate tangible outcomes. This work ensures that each region and community is investment and business-ready. OEDIT works to ensure that each region has access to state resources to support their economic development efforts and economic prosperity.

Regional Development Highlights:

- The Regional Development team partnered with the Colorado Office of Information Technology (OIT) and the Colorado Department of Local Affairs (DOLA) on a statewide broadband plan, identifying six regions of focus. A CD team member was appointed to the Broadband Deployment Board.
- The Colorado Insite tool, OEDIT's asset mapping and prospect management tool, is being utilized by 263 users across Colorado's 14 regions.
- The Regional Development team shared key industry reports with regions, and the Food & Agriculture key industry report has been built upon in most regions.
- Assisted regions in accomplishing deliverables identified under the Colorado Blueprint on their regional business plan.
- Partnered with DOLA and Downtown Colorado Inc. to implement Community Assessments.
- Worked with many counties/communities on infrastructure plans to improve their economic development opportunities.
- Aligned with CDOT on their strategic planning efforts to include regional partnership participants.
- Introduced the statewide STEM (science, technology, engineering and math) initiative to each of the regions, and implemented their feedback into the plan.
- Supported the third annual Denver Post Pedal The Plains Bicycle Tour across eastern Colorado, attracting more than 1,500 participants with close to \$500,000 in economic impact in rural communities.
- Continued to work with DOLA on the management of the Rural Economic Development Initiative (REDI) program, which creates jobs, drives capital investment and increases wages to help eligible rural communities develop plans and undertake projects to create resiliency and diversity in the local community. REDI includes grants for infrastructure, facility improvements and training for businesses and local governments.
 - o REDI supported 13 projects resulting in the projected creation of 108 new jobs, representing seven regions.
 - o REDI awarded \$1,247,000 in grants supporting the investment of \$8.9 million in facilities and equipment.

INTERNATIONAL TRADE ►

By supporting Colorado exports and attracting foreign direct investment, the International Trade Office (ITO) helps create and retain jobs in our state, assists Colorado companies to expand and diversify their markets through exports, and builds Colorado's identity as an international business center.

International Trade Highlights:

- State product and commodity exports hit a record high in 2013 to reach \$8.6 billion, an increase of 4.6 percent over 2012. Brookings Institute estimates that Colorado service exports were over \$11.5 billion in 2013. Using the U.S. Department of Commerce's formula for jobs related to export, where one job is attributed to every \$165,000 in export sales, 121,818 jobs in Colorado depend on exports.
- The ITO served 293 export clients this year, which directly attributed over \$65 million in export sales to OEDIT services.
- Several international companies opened up locations in Colorado including Assa Abloy (Aurora), Air Energi (Denver) and Creation Tech (Golden). ITO worked with 58 international companies looking at expanding in the U.S.
- Led 11 proactive international business development trips to global cities including Shanghai, Tokyo, Munich and Mexico City, where over 100 business and community leaders promoted Colorado's business environment to global contacts.
- Hosted 12 international delegations in Colorado, promoting Colorado key industries and collaborations to a variety of foreign dignitaries from countries such as China, Japan, Mexico, Canada and South Korea.
- Played a significant role in attracting three new nonstop international routes. New routes that were announced servicing Denver are Chihuahua and Guadalajara, Mexico on Volaris, and Panama City, Panama on United.
- Successfully launched the Advanced Industries Export Accelerator Program. The program has three components to help grow Colorado exports: export development grants, a global consultant network, and industry specific training. Highlights from this program include the following:
 - 68 Colorado exporters have been served through grants and consultant network.
 - \$37.6 million in export sales was reported by participating Colorado companies.
 - \$108,000 has been granted to companies expanding their sales in international markets.
 - Five export trainings for AI companies with 46 participants. Trainings are now available online as webinars for statewide access.
 - Built global consultant network in 11 markets (Canada, Mexico, Brazil, UK, Germany, France, UAE, India, Korea, Japan and China).

\$38
MILLION Export sales reported by Colorado companies participating in ITO Programs

BUSINESS FUNDING & INCENTIVES ►

The Business Funding and Incentives (BF&I) division works closely with the Corporate 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, 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:

- **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. In fiscal year 2014, 23 projects received approval for up to \$38.5 million in tax credits associated with the future creation of 3,411 jobs.
- **Strategic Cash Fund** program supports and encourages new business development, business expansions and relocations that have generated new jobs throughout the state (Strategic Incentives). In some cases, the Strategic Cash Fund also supports initiatives led by nonprofit entities pertaining to key industries or regional development

(Strategic Projects). Two Strategic Projects received introductory and/or final approval in fiscal year 2014 for up to \$448,384 in cash incentives associated with the future creation of 170 jobs. In addition, six Strategic Initiatives received approval, two rural and four statewide, for up to \$699,563 in cash incentives.

- **Enterprise Zone Tax Credits** program provides state income tax incentives to encourage businesses to locate and expand in designated economically distressed urban and rural areas of the state. The program incentivized the creation of 4,052 jobs associated with the enterprise zone's job tax credit, \$1.1 billion in capital investment associated with the enterprise zone's investment tax credit, and approximately 32,000 employees were trained with the enterprise zone's job training tax credit during fiscal year 2014.
- **Regional Tourism Act** program gives 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 2014, one applicant - the City of Colorado Springs - received approval for a 13.08 percent of state sales tax increment revenue subject to an aggregate cap of \$120.5 million.
- **Colorado First** supported 46 companies in fiscal year 2014. Based on self-reported information by grant recipients and compiled by the Colorado Community College System administration, the grants provided training for 2,027 new hires with an average annual post-training wage of \$45,060. This represents an 8 percent wage increase for trained employees during the year in which training occurred. The companies also reported the creation of 2,932 new jobs. The State's \$2,122,830 investment in customized training leveraged \$8,037,953 in company contributions to support net new employee trainings.
- **Existing Industry Customized Job Training** grant supported 52 companies in fiscal year 2014. Based on self-reported information by grant recipients and compiled by the Colorado Community College System administration, the funds were used to train 2,635 Coloradans and 505 new jobs were reported created in the state. Colorado's investment of \$2,027,106 leveraged \$4,686,891 in company matching training funds, which is more than twice the state's contribution. Post-training wages for trained employees were \$55,313, representing a 4 percent wage increase during the year in which training occurred.
- **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, 11 aviation development zones are in place and no companies received tax credits for fiscal year 2014.
- **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 by offering collateral support and loan loss reserve funds to banks making business loans. SSBCI, in the form of the Colorado Cash Collateral Support (CCS) program, provided \$6,588,377 in cash collateral, which spurred more than \$26,733,261 in private sector bank loans to 52 Colorado businesses.
- **The Colorado Procurement Technical Assistance Center (PTAC)** is a nonprofit organization that receives funding from the State of Colorado both from state funds and a federal grant that the state receives and subcontracts to the PTAC. 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. PTAC had an active client base of 2,732 entities that received 318 government contract awards worth more than \$254.1 million.
- **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, 2014, 212 businesses have submitted applications requesting a total of \$11,208,502 in assistance. There have been 28 awards made, totaling \$952,407, and 87 percent of the dollars awarded to date are in the three most impacted counties: Boulder, Larimer and Weld.
- **The Tourism Marketing Grant Program** is also funded through a federal CDBG-DR award to the State of Colorado to address the impacts of the September 2013 floods and recent wildfires. Nine communities submitted applications for the 2014 program, requesting a total of \$787,927 in assistance. Eight awards were made, totaling \$500,000, and 71% of the dollars awarded were in the three most impacted counties: Boulder, Larimer and Weld.

1st In high-tech
share of all
businesses
- US Chamber of
Commerce, 2014

Communities to be addressed through these funds are Boulder, Colorado Springs, Estes Park, Logan County, Lyons, Manitou Springs, Milliken and Nederland.

- **The Advanced Industries (AI) Accelerator Grant Programs** offer 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. Through September 15, 2014, the program has provided 19 Early Stage Capital and Retention Grants and 21 Proof of Concept Grants totaling \$6,511,052. For nine Early Stage companies and three Proof of Concept recipients, 15.5 jobs have been created and 26.25 jobs have been retained as a result of this funding. These grants generated \$10,404,932 in matching funds and brought in \$7,146,837 in follow-on capital to the state. Additionally, 12 new patents have been filed. These metrics are all anticipated to increase substantially as these grants mature and more companies and technologies further their commercialization efforts. Approximately \$3.2 million has been granted for Infrastructure funding.
- **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 September 18, 2014, the program had 14 companies and 45 investors participating, with tax credit applications totaling over \$600,000. The total investments reported are \$3.2 million, with an average investment of \$72,000 and an average credit of \$13,500. Given that the program has an annual limit, credits are administered on a first come, first served basis. Since the total of the applications is above the annual limit, some investors will need to be denied based on their position in the queue. The credit is a credit against Colorado income taxes, and is not refundable or transferable, but it can be carried forward five years. Investors have reported that 233 jobs have been created as a result of these investments.
- **The Bioscience Discovery Evaluation Grant** program supports development of Colorado's bioscience industry. Grants are made to researchers at qualified Colorado research institutions and early-stage companies commercializing in these technologies. Since the program started in 2007, 274 grants totaling more than \$32 million have been awarded. These grants have been matched with \$41 million and brought an additional \$418.6 million in follow-on-capital to the commercial development of these technologies. Forty-six companies have been started based on grant work, and 429 direct jobs have been created. This program will be merged with the Advanced Industries Accelerator Grant program on January 1, 2015.
- **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, 2013 through June 30, 2014, the fund manager invested \$5,462,183.

MINORITY BUSINESS OFFICE ►

The mission of the Minority Business Office (MBO) is to retain, grow and recruit minority and women-owned business in Colorado in alignment with the core objectives of the Colorado Blueprint. The MBO advocates and advances minority business enterprises in the state by increasing access to resources, opportunities and capital, and proactively connects Colorado businesses seeking access to diverse vendors, supply chains and talent pipelines. The MBO also serves as a clearinghouse for key data and economic impact reports on minority business enterprises in Colorado.

Minority Business Office Highlights:

- The MBO developed the Business Advancement Series, which is a series of webinars, workshops and presentations designed to increase the access of information, resources and opportunities for Minority Business Enterprises (MBEs) across the state. Examples from the series include MBO integration into Colorado Blueprint, clearinghouse for MBE data, technology tools all businesses need, how to do business with the state, and an annual procurement expo.
- The MBO worked on integrating MBEs into advanced industries strategic initiatives, connecting MBEs into COIN, building international trade opportunities for MBEs, and introducing MBO programs to EDCC and regional development efforts.

1K

Over 1,000
minority and
women-owned
businesses were
served through
MBO programs

- The MBO created a clearinghouse for MBE data with the creation of the following: a public facing searchable minority and women-owned business directory, a Native American economic impact report, and a Minority Women Business statewide demographic survey.
- Over 1,000 qualified minority and women-owned businesses were served through MBO programs.
- Established partner networks in the private and public sector to most effectively serve MBO's customers including SBDC, PTAC, SBA, Minority Chamber Coalition, Minority Business Development Agency and the Denver Office of Economic Development.
- MBO served as catalyst for connecting MBEs across 8 of the 14 regions, engaging the business community in key strategies including talent pipelines/workforce development, innovation in Colorado, and infrastructure and technology needs.
- Referred 90% of businesses to other OEDIT divisions and partner organizations.
- Established new vision, brand and infrastructure for MBO.

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:

- The SBDC partnered 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.
- Increased awareness of the **Connect2DOT** program, a strategic partnership with the Colorado Department of Transportation (CDOT) that helps small businesses in the transportation industry become more competitive in bidding and contracting with CDOT and local transportation industries. 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 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.
- Educated small businesses about their choices on the Connect for Health Colorado online health insurance marketplace.
- Jobs created and retained: 3,713.5
- Started businesses: 300
- Capital formation: \$54,683,923
- Sales increase: \$40,487,566
- Increased contracts: \$37,565,364
- Client count: 6,358
- Training attendance: 12,503
- Training count: 1,005

4th best state to
make a living
- *Forbes*, 2014

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, a Top 10 reputation, and create significant and sustained investment in the creative sector where creative entrepreneurs and enterprises will flourish.

Colorado Creative Industries Highlights:

- Funding from CCI provided services to more than 6.4 million individuals through grants, programs and services.
- Through grants and partnerships, CCI supported 196 arts and creative organizations, municipalities and educational institutions with a total investment of \$1,644,536 in 32 counties.
- Gov. Hickenlooper signed the Creative District Community Loan Fund (HB 14-1903), which enables CCI to provide loans for real estate development in the state's Creative Districts. The program is administered by the Mile High Community Loan Fund.
- The Creative District Community Loan Fund increased CCI's budget by \$100,000, with a potential leverage from other sources of \$4.5 million.
- Colorado moved from 46th to 42nd nationally in per capita legislative appropriation funding.
- Five new Creative Districts were added in 2014 in the communities of Colorado Springs, Longmont, Greeley, Lakewood and Denver's River North (RiNo) neighborhood.
- Seven new creative district candidates were added in the communities of Fort Collins, Evergreen, Crested Butte, Manitou Springs, Crestone, Mancos and Carbondale.
- The Boettcher Foundation renewed its commitment to CCI and new Candidate Creative Districts with an additional \$175,000 in funding.
- Over three million people visited Colorado Creative Districts in 2014.
- Creative Districts generated \$135 million in revenue from creative industries in 2014.
- CCI launched a statewide "Institute for Change Leadership", enabling local leaders to address community and social needs through arts-related activities.
- CCI initiated eight public art projects valued at \$524,410 in Alamosa, La Junta, Montrose, Boulder, Sterling, Pueblo and Grand Junction.
- Initiated the Native American Afterschool Arts Program in partnership with the Colorado Commission on Indian Affairs and the Jefferson County School District. Native teaching artists and Title VII high school mentors are working with elementary and middle school native students.
- Hosted the 3rd Annual Creative Industries Summit in Salida, with 280 attendees from 64 Colorado cities plus New York, Kansas and Oklahoma. Attendees spent an average of \$253 during the Summit for a total of \$70,840 spent in the community. Twenty percent of attendees extended their stay for personal vacation for one or two days.

6.4
MILLION Funding from
CCI provided
services to more
than 6.4 million
individuals

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 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 \$2,291,053 in incentives. Colorado's creative workforce benefited greatly from the increased business resulting from the incentive program.
- Feature films, commercials and television series hired and retained crew, creating 719 new jobs.
- Added over \$31 million in economic activity through production.
- The expected state and local tax revenue from the program is \$1,928,694.
- Colorado's reputation as a place for creative content production is increasing. Dozens of calls were fielded weekly through the office, ranging from incentive questions, location assistance, crew referrals and those wanting a relationship with the Colorado film community.
- Since the program's inception in 2012, at least 46 Colorado counties have been affected by incentivized production.
- By providing small grants, the Film Office is helping students from local film schools, colleges and high schools to receive real world production experience. The grants enable the schools to add classes and to buy or rent equipment to produce documentary style segments about their schools or communities.
- The Film Office partnered with schools and public television stations to air content throughout the state, giving the students actual on-air credits for their future careers.
- The following projects were incentivized this year:
- Movies:
 - *Fast & Furious 7*: The wildly successful *Fast & Furious* films franchise's latest installment filmed scenes in the Pikes Peak area of Colorado Springs and the Monarch Pass region near Salida. The film is scheduled to open in theatres worldwide in April 2015.
 - *Cop Car*: Colorado based production company Wattstax Inc. filmed *Cop Car* in Fountain and Colorado Springs. The film stars Kevin Bacon as a small town sheriff who involves a pair of kids in the center of a deadly game of cat and mouse.
 - *Prospectors*: Colorado-based High Noon Productions is producing season three of their popular television series *Prospectors* for The Weather Channel. The show follows five mining families or groups in their search for precious gems as they battle dangerous weather and terrain.
 - *Universal Sports*: *Universal Sports*, which recently relocated its production headquarters to Centennial, produced three original programs, including *Countdown to Sochi*, *USA Rugby* (a six-part documentary series), and *Podium 360* (a 30-minute monthly news show). *Universal Sports* now employs over 50 full-time employees.
- Commercials:
 - Santa Monica based Park Pictures filmed in Denver, Colorado Springs and the Pikes Peak region to be featured in multiple Hyundai car commercials.
 - Santa Monica based Detour Films produced four original television commercials for Colorado's own Coors Brewing Company. The commercials highlight Colorado's stunning Rocky Mountain landscape and Coors' deep-rooted history as a Colorado company, and brings the production back to Colorado from the Cascade mountains in Washington.
- Local documentaries:
 - Academy Award and Emmy-winning local filmmaker Daniel Junge is producing a feature length documentary about famed daredevil Evel Knievel. Entitled *Being Evel*, the story will be told by the people who experienced his most intimate moments. The film is co-produced by Johnny Knoxville.
 - Colorado based Intrepid Adventures is producing a feature-length documentary entitled *Hondros: A Life in Frames*. The feature follows Chris Hondros, who died covering the Arab Spring in Libya. Chris was a two-time finalist for the Pulitzer Prize who covered practically every major conflict since the late 1990s.
 - Emmy award winning and Colorado based Havey Productions is producing a water conservation documentary entitled

\$31 Added over
MILLION \$31 million
in economic
activity through
production

The Great Divide. The film hopes to raise public understanding and appreciation of Colorado's water heritage while inspiring personal responsibility and informed discussion concerning the vital challenge confronting the state and region with increasing urgency.

- Public Broadcasting:
 - Rocky Mountain PBS is producing a second season of *Colorado Experience*, a local history show. The first season of *Colorado Experience* was made possible by a rebate from the Film Office. The station is producing a second Colorado based series called *Odyssey: Discovering a Hidden Universe a Mile High* in partnership with the Denver Museum of Nature & Science.
 - Colorado Public Television is producing a behind-the-scenes web series, *Colorado Inside Out – Digital Media Experience*, based on their long-running series *Colorado Inside Out*.

COLORADO TOURISM OFFICE ►

The Colorado Tourism Office (CTO) works to promote Colorado in order to create jobs and generate wealth for Colorado. Within the tourism industry, the CTO plays a valuable role by providing services, education and networking to our partners and creating lasting relationships. The CTO continued to expand the reach of the "Come to Life" marketing campaign, and the results of the 2013 visitation studies show that the campaign is as successful as ever.

Colorado Tourism Office Highlights:

- Total direct travel spending in Colorado in 2013 reached \$17.3 billion, with 60 percent of that total coming from visitors who stayed overnight in commercial lodging (hotels, motels, rented condos, bed & breakfasts). This record spending figure represents an increase of 5 percent over 2012. Since 1996, visitor-generated spending has increased at an average annual rate of 4 percent, earnings by 3.1 percent, and local and state tax revenues by 5 percent and 2.9 percent, respectively.
- Underscoring the importance of tourism to Colorado, the local tourism industry generated \$976 million in local and state tax revenues in the 2013 calendar year. This represented approximately \$199 of tax revenue per person in the state, or \$796 for a family of four. Without tourism, each resident would pay \$199 more in taxes.
- Visitor spending also benefited Colorado's local economy by spurring job creation. The tourism industry directly supported 150,700 jobs, a 3.8 percent increase over 2012, with earnings of more than \$4.7 billion in 2013, a 6.8 percent increase over 2012.
- Colorado continued its acclaimed "Come to Life" marketing campaign for fiscal year 2014. Working with Strategic Marketing & Research Insights (SMARI), the campaign demonstrated strong awareness, and more importantly generated significant incremental travel resulting in more than 2 million trips to Colorado.
- Given the number of trips the marketing was able to influence and the level of spending by those visitors, there was more than \$2.6 billion in economic impact for fiscal year 2014. The campaign also resulted in an outstanding return on investment for the CTO, with \$344 in travel spending for every \$1 invested in paid media, up from \$228 in fiscal year 2013. Colorado's "Come to Life" campaign was enhanced by a nationally focused public relations and social media program.
- In terms of visitation, Colorado welcomed a record 64.6 million visitors in 2013. The number of visitors coming to Colorado on marketable leisure trips totaled an all-time high of 15.1 million, a 4 percent increase over 2012. Marketable leisure trips are those trips influenced by marketing and exclude visiting friends and relatives. Overnight trips reached a record 31 million trips, an increase of 5 percent over 2012.
- The CTO Marketing Matching Grant Program awarded \$400,000 in tourism marketing dollars to 27 industry partners, covering 12 counties.
- The CTO's international promotions team supported the growth of flights from DIA, including the new direct flights to Panama, Guadalajara and Chihuahua, and the expansion of service for the Iceland flights.
- The State Welcome Centers saw over 1,028,057 visitors stop in, an increase of 1 percent over the previous fiscal year. As our research shows, a visitor to a Welcome Center spends on average 2.4 days longer in the state and an additional \$374 on their trip.
- The Heritage and Agritourism committee worked with several key partners to support the passing of HB 14-1280,

**64.6
MILLION**

Colorado
welcomed a
record 64.6
million visitors in
2013

Agritourism Liability Indemnification legislation, a bill that limits liability for farmers and ranchers that provide tourism activities and programs on their properties.

- The Colorado Agritourism Association and the CHAMP mentor program were both established.
- The inaugural launch of *Colorado Roots*, a print and e-guide on heritage and agritourism activities, confirmed that people from all over the world want to learn more about Colorado's culinary, farm and ranch activities. The digital editions received over 16,000 views.
- Created "Taste of Colorado" events with key stakeholders at two of the world's largest international trade shows: ITB in Berlin and IPW in Chicago.
- The CTO supported the Meeting and Tours markets by developing advertising and marketing programs, underwriting industry participation at international tour group and meeting planner conventions, and creating a micro-site on Colorado.com specifically for tour operators and meeting planners to get more information about Colorado.
- 400,000 Official State Vacation Guides were distributed, and over 50,000 subscriptions to ALIVE were secured.

COLORADO INNOVATION NETWORK ►

The Colorado Innovation Network (COIN) is a catalyst for economic prosperity through innovation by partnering with government, business and civil society to foster collaboration around global ideas, talent, capital and entrepreneurship. Cultivating innovation and ideas is key to creating new jobs and growing a more competitive and resilient economy in Colorado. COIN connects innovation leaders, entrepreneurs and inventors by developing forums and solutions through which they can further their ability to foster innovation and enhance their own networks. COIN continued to build this network in 2014.

Highlights:

- In August 2014, COIN convened over 300 leaders from across the state and around the globe for a two-day COIN Summit focused on redefining connections – the way we connect to each other, technology and our communities. The delegation represented higher education, government, research labs, startups and industry (across the state's 14 key industries). 21 percent of the delegation was from out-of-state, including nine other states and ten other countries. COIN worked closely with OEDIT's international team to arrange meetings for our out-of-state guests to increase the value of their visit to our state and create business development opportunities.
- More than 35 speakers addressed the delegation with messages of innovation best practices and stories of success.
- Marketing and communications efforts helped the summit to garner over \$3 million worth of earned media.
- The Summit had 20 sponsors: Presenting Sponsor - Charles Schwab; Platinum Sponsor – Comcast; Gold Sponsors GE, IHS, Liberty Media, PwC, Western Union and WhiteWave; Silver Sponsors - CO Impact Fund, CenturyLink, Coca-Cola, Colorado State University, DigitalGlobe, Google, Mantucket Capital and tw telecom; Patron Sponsors - BryanCave, Mercury, Metro Denver EDC and Pinnacol Assurance.
- Gov. Hickenlooper proclaimed the week of the COIN Summit as Colorado Innovation Week.
- COIN launched the 3rd Annual Innovation Report *The State of Innovation: Colorado 2014 Report*, which benchmarks Colorado under the framework of talent, capital, ideas and entrepreneurship. The report was executed by PwC.
- COIN partnered with Comcast on the *Xfinity Innovation Think Thank: Bringing the Future Forward, Faster*, which brought together community leaders in order to write a manifesto for innovation in Colorado. Participants included leadership from the Colorado Technology Association, OhHeckYeah!, Iterate Studio, MATTER and the Colorado Office of Information Technology.
- COIN partnered with Kaiser Permanente Colorado on the ActivateCOLORADO Challenge. This challenge allowed COIN to provide summit delegates with Jawbone UP24 activity trackers, engaging them on a challenge for steps and sleep and highlighting health and wellness for the state. Several companies, including Stonebridge and PayReel, have all inquired about doing the Challenge with their own organizations.

2nd 2nd best state for
entrepreneurship
& innovation
- US Chamber of
Commerce, 2014

- Many “COIN Collisions” happened at the Summit. COIN Collisions are relationships built or actions made that were inspired by involvement in COIN and/or attending the COIN Summit, and include the following examples:
 - o Uri Adoni, Partner with Jerusalem Venture Partners (JVP) Media Labs in Israel, had been conversing for over a year on a potential business deal with GE Healthcare. Adoni, a speaker at the Summit, met Jeff Immelt, Chairman and CEO of GE, at the Summit. Immelt immediately connected him with a representative with GE Healthcare.
 - o Summit speaker France Cordova, Director of the National Science Foundation, was introduced to CO-Labs leadership prior to her arrival to Colorado, meaning that Colorado’s research lab community is now on her radar.
 - o COIN has been developing a relationship with the Japanese Innovation Network over the last few years. This year, they sent a delegation to the Summit and met with industry leaders from Colorado’s technology, bioscience and cleantech industries. COIN plans to visit the Japanese Innovation Network in 2015.
 - o COIN worked with the Colorado International Trade Office to bring the Consulate General of the People’s Republic of China, located in Chicago, to Colorado during the COIN Summit to visit the Anschutz Medical Campus.

Please visit www.advancecolorado.com/annualreports for more detailed annual reports.



COLORADO

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