



The Colorado Office of
Economic Development &
International Trade

FY 2026

Performance Plan

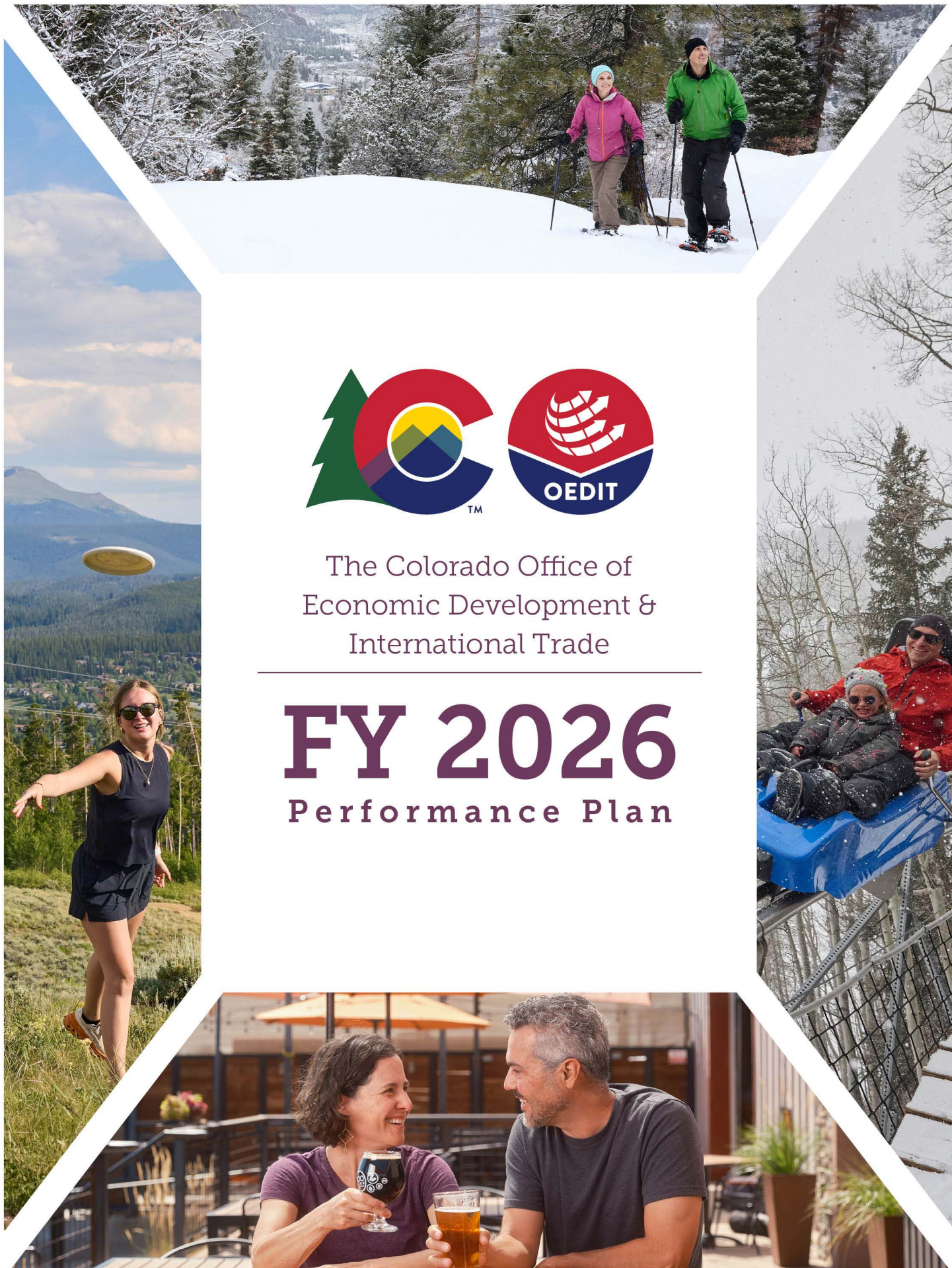


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Summary

OEDIT Mission

Empower all to thrive in Colorado's economy.

OEDIT Vision

We envision a future where our quality of life continually improves, great jobs and affordable housing are readily available, economic mobility and resiliency exist, environmental stewardship is valued by all, and international visitors abound.

Agency Description

The Colorado Office of Economic Development and International Trade (OEDIT) works with statewide partners to create a positive business climate that encourages dynamic economic development and sustainable job growth. Under the leadership of Governor Jared Polis, we strive to advance the state's economy through providing financial and technical assistance in support of local and regional economic development activities throughout Colorado.

We assist in:

- ▶ Building a strong public-private approach on a statewide basis for economic development activities.
- ▶ Monitoring economic conditions throughout the state and strengthening regional economies.
- ▶ Supporting entrepreneurs and small businesses.
- ▶ Increasing quality job creation by expanding and attracting businesses.
- ▶ Maintaining Colorado's diverse economic base by retaining existing jobs through responsive programs and a supportive business climate.
- ▶ Positioning Colorado as a global leader in key industries, such as tourism, outdoor recreation, creative industries, aerospace, bioscience, renewable energy, and advanced manufacturing.
- ▶ Assisting the state's economy, while preserving quality of life.
- ▶ Increasing the supply of attainable housing units across Colorado.
- ▶ Supporting workforce development for Colorado's primary employers.

We offer a host of programs and services tailored to support business development at every level including business retention services, business relocation services, and business funding and incentives. Our office includes the Global Business Development division; Business Funding & Incentives division; Colorado Tourism Office; Colorado Outdoor Recreation Industry Office; Colorado Creative Industries; Colorado Small Business Development Network; Minority Business Office; Employee Ownership Office; Cannabis Business Office; Colorado Office of Film, Television & Media; Talent Innovation Office and Rural Opportunity Office.

Colorado's Economic Development Environment

Colorado continues to demonstrate economic resilience and competitiveness in 2025, maintaining strong labor market indicators and a dynamic business environment. While economic indicators remain largely positive, state economists have noted rising uncertainty and a moderate risk of a national or regional downturn in late 2025 or early 2026, underscoring the importance of monitoring federal policy shifts, labor market conditions, and consumer demand.

As of April 2025, Colorado's labor force participation rate stands at 67.8%, consistently ranking among the top states and surpassing the national average of 62.6%. The state's annual unemployment rate for 2024 was 4.3%, slightly above the U.S. average of 4.0%. Employment growth has moderated, with non-farm payroll employment increasing at an annual rate of 1.1% in 2024, adding approximately 33,200 jobs. While this growth rate is below the national average, Colorado's economy continues to benefit from its diversified industry base.

The state's venture capital ecosystem remains active, the state's strong focus on key sectors such as Aerospace, CleanTech, ClimateTech, Bioscience, and SaaS has solidified its position as a national leader. In 2024, Colorado ranked among the top 10 in the nation for total invested across these sectors; 2nd in the nation for Aerospace, 3rd for ClimateTech and CleanTech, 3rd for Bioscience, and 8th for SaaS. Notably, Colorado's startup scene gained momentum

in 2024, highlighted by Ibotta's \$664 million IPO. Cross-state investors contributed over 70% to venture capital deal activity, underscoring Colorado's attractiveness to national investors. While late-stage deal volume has declined, investors are instead writing larger checks per deal, indicating a shift towards more concentrated capital deployment.

Inflation in the Denver-Aurora-Lakewood area has cooled, with the annual rate at 2.27% for 2024, below the national average of 2.9%. While the region's housing inflation was among the lowest in 2024, housing costs remain a concern as the metro area and state as whole experienced some of the highest growth rates over the past decade. The CPI for housing in the region increased by 2.9% from 2023 to 2024. Over the past five years, housing costs have risen by approximately 48.6%, contributing to affordability challenges.

Colorado's economy benefits from a diverse and resilient industry base that includes traditional anchors like private healthcare, professional services, accommodation and food services, arts and entertainment, and government. These sectors have continued to support job growth and economic stability across the state. At the same time, Colorado is experiencing robust growth in advanced industries, including aerospace, software and IT, cleantech, and emerging technologies. The state hosts the highest concentration of private aerospace

employment per capita in the U.S. In the tech sector, software and IT account for 10% of Colorado's employment and 20% of its GDP, adding more than 47,000 new jobs over the past five years—making it the state's leading job-creating industry. Colorado maintained its ranking as a top 5 Cleantech hub nationally in a recent review by Saoradh Enterprise Partners. These industries are not only generating high-wage jobs but also positioning Colorado as a national leader in innovation, sustainability, and global competitiveness.

Looking ahead, Colorado's economic outlook for the remainder of 2025 is characterized by cautious optimism tempered by emerging risks. State economists have raised concerns about potential economic headwinds. The Legislative Council Staff has indicated that the probability of

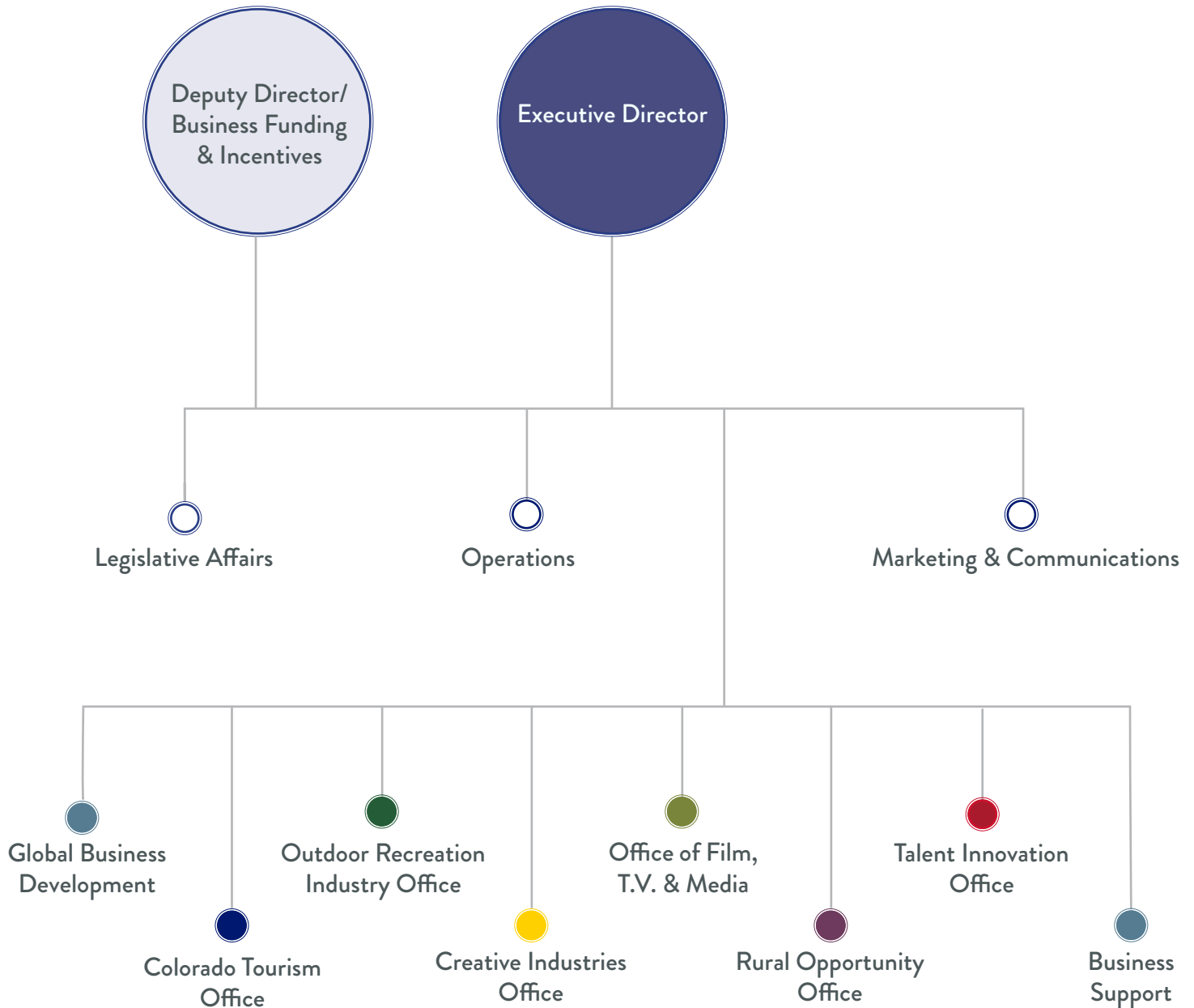
a recession within the next year has increased to 40%, citing factors such as rising unemployment rates, slowing consumer spending, and uncertainties surrounding federal policies, including tariffs and tax reforms. Additionally, the Office of State Planning and Budgeting has highlighted that these federal uncertainties are creating significant risks to the state's economic forecast.

Despite these challenges, Colorado's economy continues to exhibit strengths, particularly in sectors like education, health services, and renewable energy. However, the combination of slowing job growth, potential federal policy shifts, and local budget adjustments underscores the importance of strategic planning and adaptability for the state's economic stakeholders.



Organization

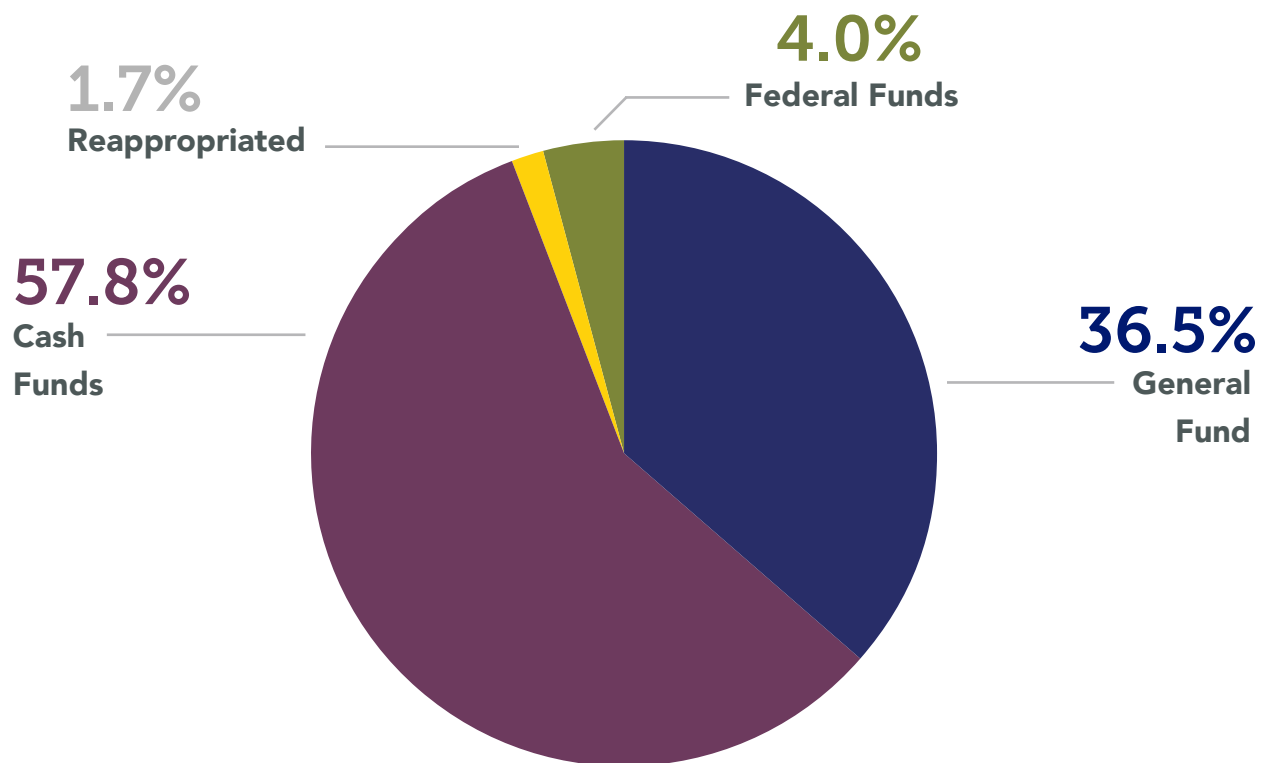
Organizational Chart



FY 26 Total FTE & Long Bill Budget*

130	Total FTEs
\$61,428,272	Total funds
\$22,405,885	General funds
\$35,519,601	Cash funds
\$1,061,772	Re-appropriated funds
\$2,441,014	Federal funds

*In addition to the longbill funds described above, the projected state and federal stimulus funding for FY26 will be \$30,810,457.





FY2026 OEDIT Wildly Important Goals (WIGs)



Goal #1:

Support the creation of 14,625 housing units by June 30, 2027.*

Metric: Housing Units Created**

FY25 Projected Baseline: 5,775 | FY26 Target: 4,800 | FY27 Target: 14,625

**This target will be updated based on final FY25 data and ongoing quarterly assessments of duplicated applications*

***The yearly goals are cumulative.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Colorado Affordable Housing Financing Fund (Prop 123), Community Revitalization Tax Credit, Enterprise Zone Contribution Projects Program, Historic Preservation Tax Credit Program, Innovative Housing Incentive Program, Middle Income Housing Authority Program, and Space To Create Program.

Context

Successful completion of this Goal will increase the supply of affordable housing units for all Coloradans.

Strategies

According to a 2024 "U.S. Housing Underproduction Report" produced by Up for Growth, the difference between total housing need and housing affordability in Colorado is roughly 105,000 housing units. To combat this we have partnered with the Colorado Housing & Finance Authority (CHFA) to administer the Colorado Affordable Financing Fund, and will leverage other OEDIT housing programs, as well as aligning closely with DOLA to leverage additional state resources. Additionally we will complete the following:

- ▶ Promote the use of state housing incentives and resources in rural communities.
- ▶ Support housing developments located in transit-oriented & walkable areas.
- ▶ Prioritize housing development projects that incorporate commercial or in-home childcare facilities.
- ▶ Prioritize house development projects that are built with innovative manufacturing construction technologies.
- ▶ Award loans to support Colorado's factory-built housing manufacturers.

Through this work, OEDIT will assist in achieving Governor Polis's Goal of increasing housing that Coloradans can afford and ensuring that Coloradans can live in the communities where they work.



Goal #2:

Assist rural communities by supporting the creation and retention of 16,400 jobs by June 30, 2027.

Metric: Jobs Supported*

FY25 Projected Baseline: 5,300 | FY26 Target: 11,600 | FY27 Target: 16,400

**The yearly goals are cumulative.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Cash Collateral Support Program, CLIMBER Loan Fund, Colorado Credit Reserve, Colorado First and Skill Advance Job Training Program, Colorado State Outdoor Recreation Grant, Colorado Startup Loan Fund, Community Business Preservation Program, Community Revitalization Tax Credit, Enterprise Zone New Employee Tax Credit, Film Incentive Tax Credit, Innovative Housing Incentive Program, Job Growth Incentive Tax Credit, Just Transition, Opportunity Now Grant, Rural Loan Fund, Rural Jump Start, Small Business Development Center Network, Workforce Resilience Program, and Venture Capital Authority.

Context

Successful completion of this Goal will mean that rural communities are establishing the business environment necessary to attract and retain businesses, thereby paving the way to create and sustain jobs for years to come.

Strategies

Rural communities face significant challenges to economic resilience including declining population, limited employment opportunities, and a reliance on a single industry or employer. We will use existing team members, and state and federal funds to provide resources for rural communities to establish the business environment necessary to attract new businesses and create new jobs, and the State will provide the tools necessary to retain existing jobs where possible.

To do this we will complete the following:

- ▶ Provide technical assistance to support rural businesses.
- ▶ Deploy state incentives to increase rural businesses access to capital.
- ▶ Target marketing and media campaigns to spread awareness of OEDIT programs designed to support rural communities.

Through this work, OEDIT will help rural communities be better positioned to attract new business and sustain existing jobs. Given the success of OEDIT programming we have increased our FY26 and FY27 targets from 10,800 and 16,300 jobs to 11,600 and 16,400 for each respective fiscal year.



Goal #3:

Bring \$917,000,000 in federal and private investment into the state to support Colorado's knowledge intensive and innovation ecosystems* by June 30, 2027.

Metric: Federal and Private Dollars Invested**

FY25 Projected Baseline: \$773,000,000 | FY26 Target: \$868,000,000 | FY27 Target: \$917,000,000

**Knowledge-intensive and innovation ecosystems involve collaborative efforts among research institutions, businesses, and government agencies to drive economic development through the creation, dissemination, and application of knowledge. These groups work together to generate, develop, and commercialize new ideas, products, and services.*

***The yearly goals are cumulative.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Colorado Tech Hub Development Grant, Colorado CHIPS Refundable Tax Credit, Elevate Quantum Tech Hubs, NSF Engines, Colorado Quantum Fund for Innovative Lending Tax Credit.

Context

Successful completion of this Goal will ensure that Colorado remains a national leader in advanced industries and position the state to expand further into emerging innovative and knowledge intensive markets.

Strategies

Growth and expansion in advanced industries sectors have been fueled by recent increased federal investments such as the Federal CHIPS and Science Act. States with attractive incentives and supportive ecosystems are better positioned to attract companies in these growing industries. OEDIT aims to establish Colorado as a leading choice for these companies and investments. To secure a portion of federal and private funding stemming from the recent growth, OEDIT will undertake the following:

- ▶ Attend meetings with local government and industry leaders to increase awareness of and

promote the use of Colorado's advanced industries tax incentives.

- ▶ Leverage state funding incentives to support Colorado's advanced manufacturing, semiconductor industries, and advanced industries.
- ▶ Support workforce programs that enable trainees to work in Colorado's growing advanced manufacturing, semiconductor industries, and other advanced industries.

Through this work, OEDIT will assist in keeping Colorado a competitive state that is capable of attracting outside investment into these growing advanced industries. OEDIT has exceeded its previous 3-year goal by more than \$573,000,000. OEDIT remains committed to increasing federal and private investments into Colorado and has increased its FY 26 and FY 27 targets from \$168 million and \$200 million to \$868 million and \$917 million for each respective fiscal year.



Goal #4:

Increase engagement with potential international visitors in target markets from 28M to 33M impressions annually through consumer campaigns by June 30, 2027.*

Metric (Key Performance Indicator): Engagement with Potential International Visitors**

FY25 Projected Baseline: 28M | FY26 Target: 32M | FY27 Target: 33M

**This goal aims to support our ultimate outcome of interest of increasing international visitors to Colorado.*

Metric (Ultimate Outcome of Interest): International Travelers Visiting Colorado*

FY25 Projected Baseline: 960,000 | FY26 Target: 1,100,000 | FY27 Target: 1,200,000

***The yearly goals are cumulative.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Colorado Outdoor Recreation Industry Office, Colorado Creative Industries, Colorado Tourism Office, and Global Business Development

Context

Successful completion of this Goal will mean that Colorado remains a world class destination that is capable of attracting leisure and business travelers for years to come.

Strategies

The number of international travelers visiting Colorado peaked in 2019 and has not yet recovered to pre-pandemic levels. With the tourism sector making up a significant portion of Colorado's economy, especially in rural communities, OEDIT aims to increase the number

of international visitors to support economic growth by completing the following:

- ▶ Leverage targeted marketing efforts.
- ▶ Host international delegations visiting Colorado to support the tourism and business development industries.
- ▶ Attend key domestic and international engagements that support international tourism.
- ▶ Support Colorado based events that have international attendance.

WIGs — Goal #4 (continued)

**Last year OEDIT developed a 3-year WIG to increase international visitors into Colorado to 1,200,000 annual travelers by the end of calendar year 2026. Current geopolitical factors beyond OEDIT's influence now make this goal unattainable. Despite this, Governor Polis and OEDIT continue to prioritize this outcome of interest, which will now be designated and tracked as a Wildly Important Priority (WIP) on the Governor's Dashboard. OEDIT's new performance metric (i.e., WIG) is focused on increasing engagement with potential international visitors which we believe could influence our WI . Through this work, OEDIT will help sustain Colorado's thriving tourism sector that supports local businesses and communities across the state.*

Quarterly WIGs Progress

For quarterly progress updates on any of these goals, please see the [Colorado Governor's Dashboard](#)

A photograph of a rock climber in a red jacket and green pants ascending a steep, reddish-brown rock face. The climber is positioned on the left side of the frame, with their shadow cast onto the rock. The background is a clear blue sky. A large, light gray, semi-transparent diagonal overlay covers the right half of the image, featuring a faint, textured pattern of rock. The text "FY 2025 Performance" is centered in the lower half of this overlay.

FY 2025 Performance

FY 2025 Performance Evaluation

(As of Q3)

Goal #1: Support the creation of 6,100 housing units by June 30, 2025.

Strategies

- ▶ Attend industry engagement meetings to raise program awareness and promote OEDIT housing resources across the state.
- ▶ Support housing developments located in transit-oriented & walkable areas.
- ▶ Prioritize housing development projects that incorporate commercial or in-home childcare facilities.
- ▶ Prioritize housing development projects that are built with innovative manufacturing construction technologies.
- ▶ Ensure rural communities receive an equitable share of housing developments projects.

FY25 Evaluation

Measure	Q1 YTD FY25	Q2 YTD FY25	Q3 YTD FY25	Q4 YTD FY25	1-Year Goal
Support the creation of 6,100 housing units by June 30, 2025.	1,037	1,957	2,219	TBD— reported in July '25	6,100

Goal #2: Support rural communities in creating and retaining 5,300 jobs by June 30, 2025.

Strategies

- ▶ Provide technical assistance to rural businesses.
- ▶ Increase rural businesses access to capital through state incentives.
- ▶ Market state programs to rural communities through digital engagements.

FY25 Evaluation

Measure	Q1 YTD FY25	Q2 YTD FY25	Q3 YTD FY25	Q4 YTD FY25	1-Year Goal
Support rural communities in creating and retaining 5,300 jobs by June 30, 2024.	1,078	3,213.5	4,540	TBD— reported in July '25	5,300

FY 2025 Performance Evaluation — Goals (continued)

Goal #3: Support \$120,000,000 in federal and private investment into the state to accelerate Colorado’s knowledge-intensive and innovation ecosystems by June 30, 2025.

Strategies

- ▶ Provide grant funding to support rural communities in attracting knowledge-intensive industries.
- ▶ Raise program awareness of state incentives with local partners and industry.
- ▶ Leverage state incentives to support investment into Colorado’s knowledge-intensive industries.
- ▶ Support the creation of workforce development programs that train workers in Colorado’s knowledge-intensive industries.

FY25 Evaluation

Measure	Q1 YTD FY25	Q2 YTD FY25	Q3 YTD FY25	Q4 YTD FY25	1-Year Goal
Bring \$120,000,000 in federal and private investment into the state to support Colorado’s knowledge intensive and innovation ecosystems by June 30, 2025.	\$54M	\$266.9M	\$452.7M	TBD— reported in July ‘25	\$120M

FY 2025 Performance Evaluation – Goals (continued)

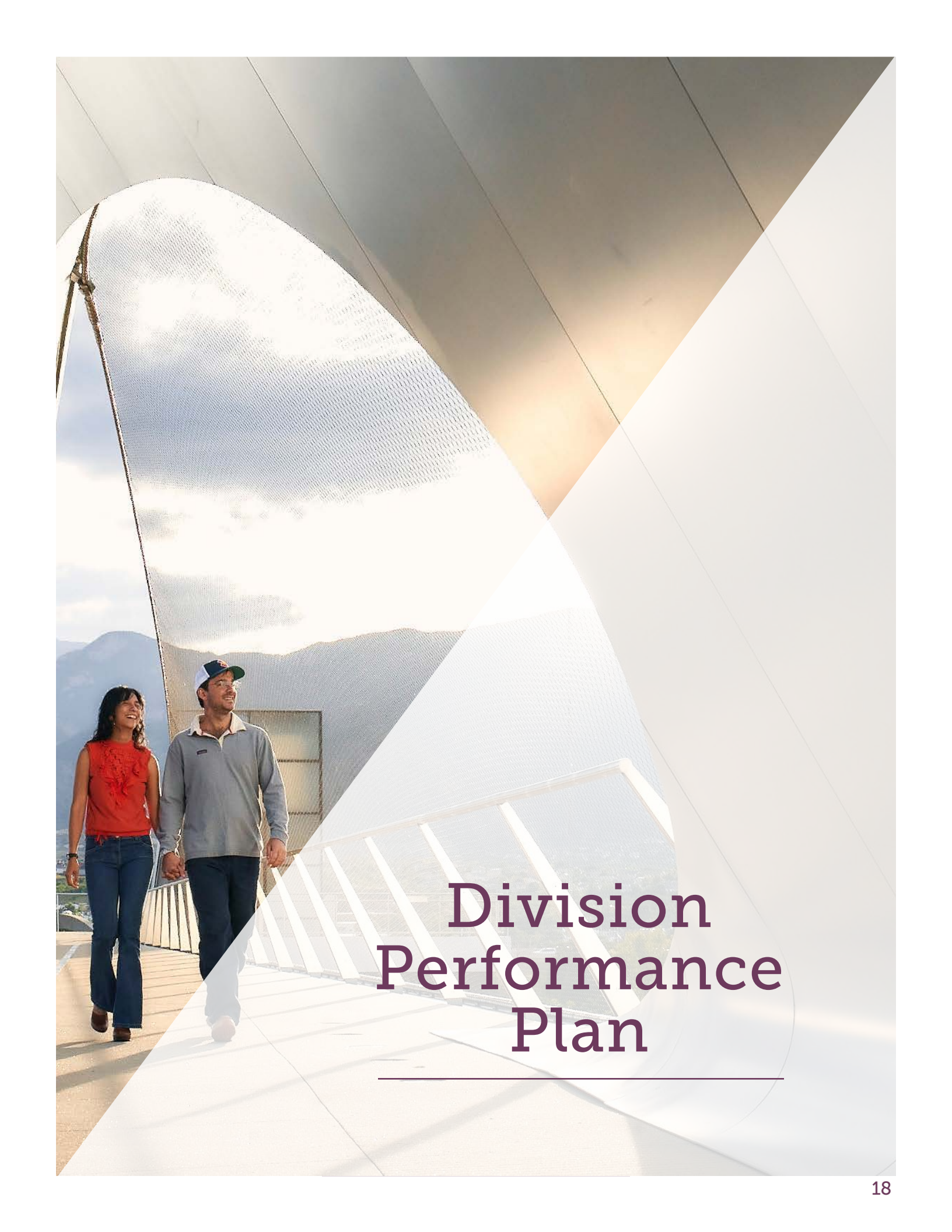
Goal #4: Increase international visitation into Colorado to 1,000,000 travelers annually by June 30, 2025.

Strategies

- ▶ Host a trade mission that supports international business and leisure travelers visiting Colorado.
- ▶ Leverage targeted marketing efforts.
- ▶ Host international delegations visiting Colorado to support the tourism and business development industries.
- ▶ Attend key domestic and international engagements that support international tourism.
- ▶ Support Colorado based events that have international attendance.

FY25 Evaluation

Measure	Q1 YTD FY25	Q2 YTD FY25	Q3 YTD FY25	Q4 YTD FY25	1-Year Goal
Increase international visitation into Colorado to 1,000,000 travelers annually by June 30, 2025	No Data To Report	No Data To Report	No Data To Report	TBD– reported in July '25	1,000,000 Travelers

A man and a woman are walking hand-in-hand on a modern, light-colored bridge. The woman is wearing a red sleeveless top and blue jeans, while the man is wearing a grey long-sleeved shirt, dark pants, and a blue baseball cap. They are both smiling and looking towards the right. In the background, there is a large, curved, metallic structure that resembles a giant's foot or a large arch, with a city and mountains visible in the distance. The sky is bright and hazy. The overall scene is bright and positive.

Division Performance Plan



Global Business Development

Division Description

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

Key Programs & Initiatives

Advanced Industry Accelerator Program

- ▶ Proof-of-Concept Grant for an advanced industry research project to an eligible office of technology transfer.
- ▶ Early-Stage Capital and Retention Grant for the purpose of accelerating the commercialization of advanced industry products or services to be manufactured or performed in the state.
- ▶ Infrastructure Grant for an advanced industry project that builds or utilizes infrastructure to support or enhance the commercialization of advanced industry products or services or that contributes to the development of an advanced industry workforce.

Competitive Business Development Incentive Administration

- ▶ Job Growth Incentive Tax Credit (JGITC) for competitive interstate or international job creation projects.
- ▶ Strategic Fund (SF) Cash Incentive for competitive job creation projects, as well as community and industry development funding.
- ▶ Refundable Certificates to be used in conjunction with the JGITC or incentives from the Enterprise Zone and CHIPS Zone programs, to spur expansion of semiconductor and advanced industry sectors within the state.
- ▶ CHIPS Zone Program to allow for additional incentives for semiconductor and advanced industry companies operating in locally-designated and EDC-approved plots of land.

Global Business Development — Key Programs & Initiatives (continued)

Export Promotion Programs

- ▶ Global Consultant Network provides market insights and matchmaking services as a fraction of market cost.
- ▶ Funding for companies to explore opportunities in foreign markets and expand Colorado exports.

Strategy and Analytics

- ▶ In-depth analysis of investment and trade flows to optimize market selection.
- ▶ Comprehensive strategy identifying Colorado assets, GBD actions, and target profiles.
- ▶ Review of Colorado's key industries to align definitions across actors and reflect the rapidly changing economy.

Foreign Direct Investment Promotion and Global Engagement

- ▶ Foreign Trade and Investment Missions.
- ▶ Domestic and International Trade Shows.
- ▶ Diplomatic Engagement around OEDIT and Governor's initiatives.

Global Business Development — Division Goals

Goal 1

Support \$35,000,000 in federal and private investment into the state to accelerate Colorado's knowledge intensive and innovation ecosystems by June 30, 2026.

**This goal supports OEDIT's 3rd WIG.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: CHIPS Refundable Tax Credit

Context

Successful completion of this Goal will mean that Colorado remains a national leader in advanced industries, including advanced manufacturing and position the state to expand further into the growing semiconductor industry.

Strategies

- ▶ Award grants to support market research, implementation, or marketing of Colorado's semiconductor and advanced manufacturing industry in rural communities.
- ▶ Attend meetings with local government and industry leaders to increase awareness and promote the use of Colorado's CHIPS incentives.
- ▶ Leverage state funding incentives to support Colorado's advanced manufacturing, semiconductor industries, and other advanced industries.

Goal 2

Incentivize the creation of at least 2,500 jobs across Global Business Development's strategic industry clusters and enablers through state incentive funding programs by June 30, 2026.

Industry clusters and enablers are:

- ▶ Critical and Emerging Technologies cluster
- ▶ Software and IT Services cluster
- ▶ Aerospace, Defense, & Security cluster
- ▶ Energy, Natural Resources, & Clean Energy Technologies cluster
- ▶ Advanced Manufacturing enabler
- ▶ Professional, Scientific, and Technical Services enabler

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Job Growth Incentive Tax Credit and Strategic Fund Job Growth Incentive

Context

Successful completion of this Goal will mean that Colorado will continue to see job growth in the most critical areas of Colorado's advanced industry ecosystem.

Strategies

- ▶ Target advanced industries for recruitment via domestic and international engagement.
- ▶ Place priority on areas with talent shortages and federal programs funneling investment into advanced fields.
- ▶ Engage private stakeholders in advanced industry sectors to better understand workforce needs in priority areas of business recruitment.



Business Support

Division Description

The Business Support division comprises four major programs within OEDIT: the Colorado Small Business Development Center Network, Minority Business Office, Employee Ownership Office, and the Cannabis Business Office for Social Equity Entrepreneurs. The division facilitates the development and delivery of programs, services, and resources to help small businesses and communities across the State grow and prosper.

Key Programs and Initiatives

Colorado Small Business Development Center Network (SBDC)

The Colorado Small Business Development Center (SBDC) is the only statewide, nationally accredited program founded to support entrepreneurs and small businesses at every stage of business. Since 1987, the Colorado SBDC has driven statewide economic growth by providing public access to expert resources and business guidance, empowering business owners to make informed decisions. With 14 full-time Service Centers, more than 25 Satellite Centers, and approximately 300 business experts, the Colorado SBDC provides free, confidential one-on-one advising, no- or low-cost business training, and connections to community partners and resources.

- ▶ **Leading Edge:** The Colorado SBDC Network's flagship strategic planning series, Leading Edge, delivers comprehensive training to small businesses by providing entrepreneurs with a better understanding of starting and operating a small business.

The program has courses geared to help both start-up and existing businesses in the areas of finance, marketing, management, and more.

Minority Business Office (MBO)

- ▶ **Certifications and Government/Corporate Contracting:** Provide comprehensive on demand and in person presentations to businesses and partners on the merits and qualifiers of certifications.
- ▶ **Supporting multilingual entrepreneurs by enhancing education and resources:** Provide education, support, and outreach to multilingual businesses, emphasis on Spanish speaking, businesses working to launch and grow businesses in Colorado.
- ▶ **Collaborate with the Department of Personnel and Administration on supporting diversity procurement practices:** Strengthen relationships with regional and national DEI (Diversity, Equity, & Inclusion) focused certifying organizations and build a strong network of socially and economically disadvantaged businesses that are ready to contract with the state.

Business Support — Key Programs and Initiatives (continued)

- ▶ **Statewide Procurement Strategic Summit with Partners:** Convene partners such as Apex, formerly known as Procurement Technical Assistance Centers, and Veterans Business Outreach Centers (VBOC) to define the ways to serve businesses at different levels of their journey to government contracting.
- ▶ **Increase MBO visibility and rebuild relationships with community center organizations:** Increase awareness of the MBO so more businesses in underserved communities can access critical services offered by MBO and other state agencies. Support and provide strategic sponsorships to fortify existing programming being delivered by partners that target priority under-resourced communities of the MBO.
- ▶ **Advancing International Trade Opportunities for Colorado Small Businesses:** Convene partners such as the MBO, SBDC, Global Business and World Trade Center to define better ways to serve businesses at different levels of their international trade journey.

Employee Ownership Office (EOO)

The Employee Ownership Office brings together subject matter experts such as employee-owned businesses, attorneys and economic development experts to promote employee ownership in Colorado.

- ▶ **Employee Ownership Tax Credit:** The Employee Ownership Tax Credit is available to Colorado-headquartered businesses and their employees to provide an incentive to establish employee stock ownership plans, worker-owned cooperatives, employee

ownership trusts, or an alternative equity structure (e.g., LLC membership, phantom stock, profit interest, profit sharing, restricted stock, stock appreciation right, stock option, or synthetic equity). The tax credit covers up to 50% of a qualified business' conversion costs for use on their state income taxes.

- ▶ **New Employee-Owned Business Tax Credit:** The New Employee-Owned Business Tax Credit Tax Credit is available to newly established Colorado-headquartered employee-owned businesses to offer financial support through a tax credit program to ensure resiliency and sustainability. The tax credit covers up to 50% of specified costs incurred by new employee-owned businesses, not to exceed \$50,000, and is available on an annual basis. New employee-owned businesses are defined as businesses that have been employee-owned for 7 or fewer years. To participate in the program, the applying business must be existing in Colorado for at least one year prior to completing their employee-ownership conversion and applying for the tax credits.
- ▶ **Peer Network:** The Employee Ownership Peer Network connects employee-owned companies across the state and offers a space where business leaders can collaborate with one another to share best practices and discuss challenges they may be facing. By creating an employee ownership community in Colorado, we are able to connect more resources and opportunities for business owners, service providers, and employee owners.

Business Support — Key Programs and Initiatives (continued)

Cannabis Business Office (CBO)

A \$300,000 allocation to create technical assistance, grant and loan programs designed to support entrepreneurs in the cannabis industry. The Cannabis Business Office (CBO) creates new economic development opportunities, local jobs, and community growth for the diverse population across Colorado. The office offers technical assistance and access to capital that is otherwise unavailable at the federal level. The CBO will provide these resources specifically to Marijuana Enforcement Division-licensed THC-touching companies that have been awarded a Social Equity License. Technical assistance includes webinars, training modules, mentorship programs, and other support. Access to capital is offered in the form of grants to foundational and growth-oriented businesses and loans to more established businesses.

- ▶ **Technical Assistance:** A holistic offering of technical assistance programs. Foundational and intermediate educational content hosted on an accessible learning management system. Beyond education, the CBO offers a 15-week mentorship program to grantees. Lastly, the CBO now offers mini-grants designed to fund (< \$5,000) small but necessary projects in the domain of marketing, compliance, or financial document support and development.
- ▶ **Grant:** The upcoming round included options for foundational, foundational plus, and growth-oriented pathways. This delineation prevents more mature businesses from out competing businesses still working to open their doors while allowing nascent businesses an opportunity to step into the next level of funding as they grow and mature.
- ▶ **Loan:** ~\$1.0 million was used to seed a revolving low interest loan program expected to lend out ~\$2.9 million over a 10 year period. This program is run by NuProject, an organization with direct expertise in mission based lending practices for social equity cannabis businesses.

Business Support — Division Goals

Goal 1:

Increase access to capital to small businesses by \$475,000 through grants, loans, tax credits, and credit enhancement programs by June 30, 2026.

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Employee Ownership Office, Cannabis Business Office and Minority Business Offi

Context

Successful completion of this Goal will mean that small businesses have the necessary capital to establish or expand operations, enable the development of more efficient business processes, and allow for the creation or retention of jobs.

Strategies

- ▶ Disburse grant and loan funding through the Cannabis Business Office.
- ▶ Assist employee owned businesses utilize the Cash Collateral Support program to support the origination of a loan.
- ▶ Award tax credits to converting or existing employee owned businesses.

Goal 2:

Provide technical assistance to 6,000 rural Colorado small businesses by June 30, 2026.

Frequency Lag of Measure Reporting: Quarterly

Programs Involved in Accomplishing the Goal: Cannabis Business Office, Minority Business Office, Employee Ownership and Small Business Development Cente

Context

Successful completion of this Goal will mean that small businesses receive the support necessary to establish or expand their operations, secure additional funding, and create or retain jobs.

Strategies

- ▶ Provide 1:1 consulting, on-demand learning, and other technical assistance programming to small businesses across Colorado.
- ▶ Provide expert support, on-demand learning, and other technical assistance programming through to small businesses in the cannabis industry.

Business Support — Division Goals (continued)

Goal 3

Assist rural communities by supporting the creation or retention of 750 jobs by June 30, 2026.*

**This goal supports OEDIT's 2nd WIG.*

Frequency Lag of Measure Reporting: Quarterly

Programs Involved in Accomplishing the Goal: Employee Ownership Office, Minority Business Office, and Small Business Development Center

Context

Successful completion of this Goal will mean that rural communities are establishing the business environment necessary to attract and retain businesses, thereby paving the way to create and sustain jobs for years to come.

Strategies

- ▶ Support business growth through the Employee Ownership Tax Credit program and Cash Collateral Support program.
- ▶ Provide technical assistance to small businesses across Colorado.



Business Funding & Incentives

Division Description

The Business Funding & Incentives division provides incentives, financing, tax credits and assistance programs to businesses, housing developers and communities in Colorado.

Key Programs and Initiatives

Advanced Industry Investment Tax Credit (AITC)

AITC encourages investments in Colorado advanced industries businesses by incentivizing investors with state income tax credits. Investors that make qualifying investments in businesses located in a rural county or economically distressed area receive larger tax credits, incentivizing investment in rural businesses.

Affordable Housing Financing Fund

In November 2022, Colorado voters passed Proposition 123, a ballot measure authorizing the state to retain 0.1% of state income tax to support affordable housing investment. OEDIT receives 60% of these funds to manage the Affordable Housing Financing Fund (AHFF). The AHFF supports three programs: Land Banking, Equity, and Concessionary Debt. The Colorado Housing and Finance Authority (CHFA) is the program administrator.

Cash Collateral Support (CCS)

CCS is a credit enhancement program that helps small and medium-sized Colorado businesses access loans. The program provides a cash

deposit as collateral for a business loan or credit facility when the business cannot meet the lender's collateral requirements. This is partially funded by federal state small business credit initiatives (SSBCI) resources.

CLIMBER Fund

The CLIMBER (Colorado Loans to Increase Mainstreet Business Economic Resiliency) Loan Fund is a statewide program that provides up to \$250 million in working capital loans to Colorado small businesses with 1 to 99 employees. It promotes small business growth, saves jobs, and helps support the Colorado economy. This is partially funded by SSBCI resources.

Colorado Credit Reserve (CCR)

CCR is a credit enhancement program that incentivizes lenders by providing them with additional security to approve loans for businesses, especially those that might otherwise struggle to obtain traditional financing. It achieves this by directing a state contribution, made for each qualifying business loan, into a collective pooled reserve fund.

Business Funding & Incentives — Key Programs and Initiatives (continued)

Colorado Quantum Fund (CQF)

Created from landmark legislation HB24-1325, the Colorado Quantum Fund leverages \$74 million in tax credits to support the development of the quantum industry in Colorado.

- **CQF for Innovative Lending:** Supports quantum companies' access to capital by allowing debt lenders to reserve up to 15% of approved loans in a pooled loan loss reserve. The reserve is funded with a refundable state income tax credit should the lender incur a loss associated with their approved loans.
- **CQF for Shared Facilities:** Supports the development of a shared quantum facility by providing refundable state income tax credits to applicants that make investments in qualifying fixed capital assets. The State plans to support two facility locations; the Quantum Incubator and the Quantum COmmons at Arvada.

Colorado Start Up Loan Fund

Provides loan capital to mission-based lenders to offer loans exclusively to Colorado entrepreneurs launching new startup businesses. This fund is designed for those needing initial capital to establish their ventures and who are not able to obtain a loan from traditional lenders.

Commercial Historic Preservation Tax Credit (HPTC)

Helps rehabilitate historic properties for commercial use. Every year, HPTC provides approved rehabilitation projects with 25%

to 40% of qualified expenses in transferable, Colorado State income tax credits. New legislation passed in 2024 now offers tax credits specifically for projects utilizing a minimum of 50% of a building's square footage to produce net new rental housing units.

Community Business Preservation Program

Provides grants and training and consultation assistance to groups of 4-6 businesses that hold cultural, social, or historical significance in Colorado.

Enterprise Zones

Created to encourage development in economically distressed areas of the state. The State's 16 designated enterprise zones have high unemployment rates, low per capita income, or slow population growth.

- The Enterprise Zone Contribution Tax Credit provides a tax credit to Colorado taxpayers that contribute to targeted enterprise zone projects. Nonprofits and local governments can create contribution projects that align with the economic development Goals of their respective enterprise zones.
- The Enterprise Zone New Employee Tax Credit helps businesses in enterprise zones add employees to their workforce by providing a state income tax credit for each net new employee that works at a qualified enterprise zone business facility.

Business Funding & Incentives — Key Programs and Initiatives (continued)

Federal Fast Forward

Utilizes state dollars to draw in federal opportunities, maintain competitiveness, and align with state and national economic development priorities.

- ▶ Supports National Science Foundation Engines by awarding the Colorado/Wyoming Innovation Engine awardee additional state funding to build institutional capacity; pilot and catalyze; and provide leverage to launch the engine.
- ▶ The Colorado Technology Hub Development Grant provides seed funding to three non-EDA designated Tech Hubs to further develop regional assets to advance key technologies. The funds will seek to catalyze regional technology development across workforce; business & entrepreneurship; infrastructure; and additional planning, predevelopment, or technical assistance.
- ▶ Provides additional funding for operations to Elevate Quantum, the nonprofit consortium that is running the Economic Development Administration's designated and funded quantum Tech Hub.

Innovative Housing Incentive Program (IHIP)

Addresses the housing shortage by supporting the development and expansion of the State's innovative housing manufacturing businesses. The program includes two funding mechanisms: a grant for existing businesses and a loan for new factories.

Middle Income Housing Authority (MIHA)

Established by SB 22-232 to promote, build, own and operate affordable rental housing for middle-income individuals and families throughout Colorado.

Rural Jump Start (RJS)

A tax relief and grant program for new businesses and new hires who locate into certain designated areas called Jump-Start zones.

Rural Loan Funds

The Community Development Block Grant (CDBG) Business Loan program, managed by the Department of Local Affairs and coordinated with OEDIT, helps growing businesses in rural areas by supporting loans that provide gap financing.

Skill Advance Colorado Job Training Grant

(The Colorado First and Existing Industry Grant) helps businesses and nonprofits create customized job training for employees.

Strategic Fund Just Transition

Supports coal transition communities in their economic development activities via grant dollars for community-driven projects.

Business Funding & Incentives — Key Programs and Initiatives (continued)

Strategic Fund Workforce

Resilience Training

In collaboration with the Colorado Community College System, the Workforce Resilience Program provides support to small businesses, Colorado's workforce, and/or individuals in the workforce negatively impacted by the pandemic, through IT infrastructure updates, rural workforce investments, and local grant making.

Venture Capital Authority (VCA)

Designed to fill a gap in private capital markets and provide seed and early stage capital investments in Colorado companies with the potential for rapidly scaling their businesses. The VCA is partnered with 6 actively investing funds. The Greater CO Venture Fund is focused on investing in companies throughout rural Colorado - these investments support rural jobs. This is partially funded by federal SSBCI resources.

Division Goals

Goal 1:

Support OEDIT in the creation of 4,050 housing units by June 30, 2026.

**This goal supports OEDIT's 1st WIG.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Affordable Housing Financing Fund, Enterprise Zone Contribution Projects, Historic Preservation Tax Credit, Innovative Housing Incentive Program, and Middle Income Housing Authority.

Context

Successful completion of this Goal will increase the supply of affordable housing for all Coloradans.

Strategies

- ▶ Attend housing industry engagement meetings in rural communities to raise program awareness and promote OEDIT housing resources.
- ▶ Award housing development projects that incorporate commercial or in-home childcare facilities.
- ▶ Support housing developments in main street, downtown, mixed use, transit-oriented and walkable areas.
- ▶ Produce housing units that are funded by factory loans.
- ▶ Fund housing projects built with innovative manufactured construction.

Business Funding & Incentives — Division Goals (continued)

Goal 2:

Assist rural communities by supporting the creation or retention of 3,213 jobs by June 30, 2026*

**This goal supports OEDIT's 2nd WIG.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Advanced Industry Investment Tax Credit, Cash Collateral Support, CLIMBER Loan Fund, Colorado Credit Reserve, CO First and Skill Advance, Colorado Startup Loan Fund, Community Business Preservation Program, Enterprise Zone New Employee Tax Credit, Federal Fast Forward (NSF Engines and CO Tech Hub Development Grants), Innovative Housing Incentive Program, Rural Loan Funds, Rural Jump-Start, Strategic Fund Just Transition, Strategic Fund Workforce Resilience Training, and Venture Capital Authority.

Context

Successful completion of this Goal will mean that rural communities are establishing the business environment necessary to attract and retain businesses, thereby paving the way to create and sustain jobs for years to come.

Strategies

- Deploy state incentives to increase rural businesses access to capital.

Business Funding & Incentives — Division Goals (continued)

Goal 3

Bring \$60,800,000 in federal & private investment into the state to support Colorado's knowledge and intensive and innovation ecosystems by June 30, 2026.*

**This goal supports OEDIT's 3rd WIG.*

Frequency Lag of Measure Reporting: Monthly

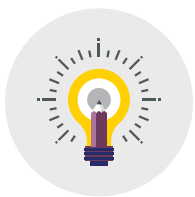
Programs Involved in Accomplishing the Goal: Federal Fast Forward (NSF Engines, CO Tech Hub Development Grants, and EDA Tech Hubs), Colorado Quantum Fund, and SSBCI (Cash Collateral Support, CLIMBER, Venture Capital Authority).

Context

Successful completion of this Goal will ensure that Colorado remains a national leader in advanced industries and will also position the state to expand further into emerging innovative and knowledge intensive markets.

Strategies

- ▶ Raise program awareness and promote state funding opportunities at local government and industry engagement meetings.
- ▶ Leverage state incentives to support Colorado's knowledge intensive industries.



Colorado Creative Industries

Division Description

Colorado Creative Industries (CCI) promotes, supports and expands the creative industries to drive Colorado's economy, grow jobs and enhance our quality of life. CCI envisions a Colorado arts ecosystem that supports artists and builds vibrant communities through arts, culture, and creative industries

Key Programs and Initiatives

Advancing Creatives

Advancing Creatives provides "cohort based" technical assistance for creative professionals and entrepreneurs who want to articulate and take practical steps to achieve their business Goals. Participants have access to small implementation grants following completion of the program.

Art of Access

A network of individuals and organizations who work to advance accessible and inclusive practices across Colorado's cultural organizations through professional development, advocacy and resource sharing.

Arts in Society

The Arts in Society Grant funds projects that help arts organizations and artists find solutions to civic and social challenges facing Colorado communities. Grant amounts range from \$5,000 to \$35,000.

Arts Education Partnership

In partnership with Think 360 Arts for Learning, Colorado Creative Industries supports arts education statewide. Offerings include teacher professional development and creative aging.

Colorado Change Leader

The Colorado Change Leader Institute provides training to cultural and community leaders to create change in organizations, communities, and their daily lives. Change Leaders received small community response implementation grants to support a project following completion of the program. Small grants are available to Change Leaders on an ongoing basis to support community collaborations and network activations.

Colorado Creates

Colorado Creates grants provide general operating support funding to nonprofit arts organizations. Grant amounts range from \$6,000 to \$14,000.

Colorado Creative Industries — Key Programs and Initiatives (continued)

Community Revitalization Tax Incentive

The Community Revitalization Tax Incentive provides refundable tax credits for capital projects supporting the creative industry. Eligible projects can apply for tax credits of up to \$3 million crediting up to 25% of the total eligible expenses of a project.

Creative District Certification

The Creative District Certification process focuses on defining specific geographic areas that can attract artists and creative entrepreneurs to a community, infuse new energy and innovation and enhance the economic and civic capital of the community. Creative Districts create hubs of economic activity, thereby enhancing the area as an appealing place to live, visit and conduct business, as well as generate new economic activity. Program support offers selected communities access to financial and technical support and networking and training programs. Primary customers are Colorado communities, including local government entities, commercial businesses and nonprofit cultural organizations within and surrounding the Certified Creative Districts. Secondary customers are residents of the broader community and region, as well as regional, national and international visitors.

Equity in Arts Learning for Colorado Youth

The Equity in Arts Learning for Colorado Youth collaborative grantmaking initiative provides funding for P-12 schools and nonprofit organizations to increase arts education access and harness the positive impacts of arts education. Grant amounts range from \$5,000 – \$25,000.

Folk and Traditional Arts Project Grants

The Folk and Traditional Arts Program Grant is dedicated to celebrating, documenting, and preserving Colorado's cultural heritage through folk and traditional arts. It aims to enhance community well being, encompassing belonging, cultural identity, economic vitality, and sense of place. This initiative includes funding for the creation, presentation, or teaching of folk and traditional arts and/or funding for documenting folk or traditional arts and cultural heritage through the creation of community archiving, oral histories, or photojournalism, video or other creative and or documentary works.

Colorado Creative Industries — Key Programs and Initiatives (continued)

Rural Technical Assistance Program (RTAP) Creativity Lab Initiative

An initiative created to support training and skill development through a site-specific workshop and follow-up for rural communities that want to investigate a strategic focus on creative industries and community vitality focused on the arts and culture.

Space to Create Colorado

Space to Create is the first state-driven initiative for affordable live/work space for artists and creative workforce in rural communities, assisting communities with the development of affordable live-work and commercial spaces. Residential spaces are designed for working artists. Non-residential spaces are available for creative enterprises and organizations that serve critical community needs.

Colorado Creative Industries — Division Goals

Goal 1:

Boost economic growth by increasing access to capital for artists and creative sector small businesses by deploying \$3,000,000 in state incentives by June 30, 2026.

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Advancing Creatives, Arts in Society, Colorado Creates, Change Leader, Creative Districts, Folk and Traditional Arts, and Equity in Arts Learning programs.

Context

Successful completion of this Goal will support the long-term financial sustainability of artists and creative sector businesses that comprise 3.9% of Colorado's economy.

Strategies

- Provide direct grants to individuals and organizations through Advancing Creatives, Arts in Society, Colorado Creates, Change Leader, Creative Districts, Folk and Traditional Arts and Equity in Arts Learning grant programs.

Colorado Creative Industries — Division Goals (continued)

Goal 2

Address critical affordable housing shortages for the creative sector by incentivizing the creation of 50 affordable housing units by June 30, 2026.

**This goal supports OEDIT's 1st WIG.*

Frequency Lag of Measure Reporting: Quarterly

Programs Involved in Accomplishing the Goal: Community Revitalization Tax Incentive and Space to Create programs.

Context

Successful completion of this program will mean that more affordable housing units are available for the creative sector workforce.

Strategies

- ▶ Approve applications of refundable tax credits to projects that include affordable housing units through the Community Revitalization Tax Credit.
- ▶ Deploy funding to rural communities to develop affordable housing and work space for creative sector workers through Space to Create.



Colorado Office of Film, Television, and Media

Division Description

The Colorado Office of Film, Television and Media (COFTM) promotes Colorado to the film, television and media industry locally, nationally and internationally, while bringing a spotlight to the uniqueness of its small communities and rural areas. COFTM is responsible for providing clients and constituents with government liaison services, location scouting assistance, crew and resource referrals, and incentive options.

Key Programs and Initiatives

Film Incentive Program

Up to a 22% refundable tax credit for eligible production costs. The incentive program covers feature films, television pilots, television series (broadcast and cable), television commercials, music videos, industrials, documentaries, and video game design and creation, as well as other forms of content creation.

Education Grants

COFTM offers grants to local film programs and high schools that provide hands-on production experience. Through the grant, schools produce an original project over one semester that will air on public television or to reach festivals.

Career Connections Panels

A program that brings film and media industry professionals to Colorado colleges, universities or other technical programs, meant to help film students connect with the industry and help them start their careers.

Regional Film Commissions

Regional film commissions are located all over the State and offer resources to filmmakers including information on permits, finding local talent and vendors and Strategies for working with local officials and community members.

Film Festival Initiative

COFTM partners with communities to plan and organize a niche festival in their region. Colorado currently offers over forty film festivals statewide, which serve as creation incubators, education spaces and economic drivers. Additionally, COFTM offers sponsorship opportunities for new and recurring film festivals.

Colorado Office of Film, Television, and Media — Key Programs and Initiatives (continued)

Native Initiative

COFTM, the Southern Ute and the Ute Mountain Ute Tribes have partnered to create a film workshop for students to learn how to use cameras, interview, production planning, how to edit and about the art of storytelling. COFTM is supporting the inaugural Native Film Symposium, which brings together community members, employers and resources geared toward supporting Native Filmmakers. Additionally, the state's first Pre-Apprenticeship program will launch at the Tribal Media Center.

Film Exposure Program

Piloted in Mesa County School District 51, 120 high school students across six school sites worked with local film professionals to create a collaborative short film, and learn skills such as scripting, project management, gear proficiency and editing. Each school site received a professional gear package as part of the program. It was expanded to include Cripple Creek, Pagosa Springs, North Fork, Summit County and Montrose. Additionally, GJ Creates, the Creative District, has hired FEP students to produce social media content.

Introduction to Production Workshops

During a 3-hour workshop presented by the Boulder County Film Commission, attendees will learn the topics needed to know to work as a Production Assistant. This is a hands-on overview course designed to prepare attendees for the realities of working on a film set. These occurred in Montrose, Berthoud, and Steamboat during FY24.

Location Database

The Colorado Film Location Directory is a database of filmable locations across Colorado that filmmakers can search by town, county, and type of location. Owners or managers of Colorado businesses, homes, or other properties can register their locations to help attract film productions to their communities. There is no cost to list your property. The Colorado Film Location Directory is on the Reel Scout platform, which in-state and out-of-state filmmakers use to find locations, crew, and support services for their Colorado-based productions.

Crew and Support Services Directory

The Colorado Film Crew and Support Services Directory helps our state's film industry workforce showcase their skills and services to producers who are considering filming here. There is no cost for Colorado-based cast, crew, and support services to register in the directory. We encourage all industry professionals including pre-production resources, production staff and technical crew, producers and production companies, equipment and stages, post production facilities, and support services to register. The listing typically takes 10 to 20 minutes to complete. The Colorado Film Location Directory is on the Reel Scout platform, which in-state and out-of-state filmmakers use to find locations, crew, and support services for their Colorado-based productions.

Colorado Office of Film, Television, and Media — Division Goals

Goal 1:

Assist rural communities by supporting the creation or retention of 85 rural jobs by June 30, 2026.

**This goal supports OEDIT's 2nd WIG.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Film Incentive Tax Credit and Film Exposure Program

Context

Successful completion of this Goal will mean that rural communities are establishing the business environment necessary to attract and retain businesses, thereby paving the way to create and sustain jobs for years to come.

Strategies

- ▶ Expand Film Exposure Program sites
- ▶ Support professional development opportunities
- ▶ Deploy effective marketing campaigns to increase awareness and use of the Film Incentive Tax Credit program.

Goal 2:

Support 40 small businesses with increased capital funding and resources by June 30, 2026.

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Film Incentive Tax Credit

Context

Successful completion of this Goal will mean that small businesses in the media sector have the resources needed to bring their projects to market.

Strategies

- ▶ Award Film Incentive Tax Credits to eligible businesses



Colorado Tourism Office

Division Description

The vision of the Colorado Tourism Office is to empower the tourism industry by inspiring the world to explore Colorado responsibly and respectfully. The CTO promotes Colorado to travelers through domestic and international marketing, public relations, social media, the Official State Vacation Guide and Colorado.com and provides traveler services at Colorado Welcome Centers. The CTO is focused on positioning Colorado as the premier U.S. destination for active urban and outdoor adventures.

Key Programs and Initiatives

International Promotion

The CTO International team oversees in-market representatives who manage consumer, public relations and travel trade initiatives in targeted international markets to inspire Colorado's highest-value visitors to visit Colorado. Supporting nonstop flights from Denver to international destinations with Denver International Airport makes Colorado more accessible to the international traveler. The top spending international markets for Colorado are the U.K., Mexico, Australia, Canada, Germany and France.

Domestic Marketing

The CTO Marketing team advances Colorado's competitive position as a leading four-season destination and strengthens the state's economic growth through championing a strong Colorado brand, influencing travel to all four-corners of the state and promoting responsible travel while collaborating with industry partners. The department manages all marketing campaigns, evergreen travel resources, social media, public relations, partner marketing programs and more. Our four main Goals are to:

- ▶ Strengthen Colorado's statewide economic growth and advance the state's competitive position
- ▶ Promote and educate on responsible travel and destination stewardship
- ▶ Strive to ensure all feel represented and welcome in Colorado
- ▶ Be valuable marketing partners to the tourism industry

Colorado Tourism Office — Key Programs and Initiatives (continued)

Destination Stewardship

The Destination Stewardship team works to support a balance between quality of life for residents and quality of experience for visitors, while enhancing our environment and communities. Our three main Goals are:

- ▶ Protect the integrity of Colorado’s natural and cultural resources
- ▶ Advance inclusiveness and pursue ways that Colorado can share a welcoming experience for all travelers
- ▶ Foster a regenerative and community-focused approach to tourism

To achieve these Goals, the Destination Stewardship department leads the following efforts:

- ▶ **Destination Development:** Offers technical assistance opportunities aimed at helping Colorado tourism industry partners develop, manage and promote visitor experiences that align with their competitive advantage as a destination and help protect their unique sense of place.
- ▶ **Visitor Services:** Oversees the Colorado Welcome Centers and Partnership Program, serving about 1 million travelers a year. Also manages distribution of brochures from attractions and destinations across the state, provided free of charge to travelers, and ongoing training of about 350 volunteer travel counselors.
- ▶ **Signature Industry Programs and Grants:** Provides tourism industry programs and funding opportunities such as the Colorado Tourism Leadership Journey, the annual Colorado Governor’s Tourism Conference, CTO Learning Labs, Marketing Matching grants and Tourism Management grants.

Colorado Tourism Office — Division Goals

Goal 1

Increase engagement with potential international visitors in target markets from 28M to 32M impressions annually through consumer campaign by June 30, 2026.

**This goal supports OEDIT's 4th WIG.*

Frequency Lag of Measure Reporting: Annually

Programs Involved in Accomplishing the Goal: International Marketing, Trade Missions, International Trade shows, International Familiarization Trips

Context

Successful completion of this Goal will mean that Colorado remains a world class destination that is capable of attracting leisure and business travelers for years to come.

Strategies

- ▶ Create strategic partnerships with industry Destination Marketing Organizations (DMOs) and businesses invested in International travel (Visit Denver, DEN, etc.).
- ▶ Engage in key international travel sales opportunities (Brand USA Travel Week, Sales Missions and Travel Trade Shows, travel agent training).
- ▶ Leverage targeted marketing efforts that support international travel.

Colorado Tourism Office — Division Goals (continued)

Goal 2

Increase awareness of Colorado's Destination Stewardship efforts by ranking in the top 5 for states whose visitors are aware of the "perception of protecting natural resources" by June 30, 2026.

Frequency Lag of Measure Reporting: Bi-annual reporting

Programs Involved in Accomplishing the Goal: Domestic Marketing, Destination Stewardship, and Care for Colorado Assets

Context

Successful completion of this Goal provides support for Colorado destinations that balances quality of life for residents and quality of experiences for visitors, while enhancing our environment and communities.

Strategies

- ▶ Promote Colorado through the "Do Colorado Right" campaign (seasonal messaging, DMO extensions, Care for CO Coalition adoption).
- ▶ Leverage the Destination Stewardship Strategic Plan (Rollout to partners, provide support as needed, execute internally, promote nationally).

Colorado Tourism Office — Division Goals (continued)

Goal 3

Increase Travel Tourism Spending from \$29.5B to \$30.1B for the calendar year 2025 by June 30, 2026.

**This goal supports OEDIT's 1st WIG.*

Frequency Lag of Measure Reporting: Monthly as measured by US Travel and annual via fiscal year reporting by Dean Runyan Associates.

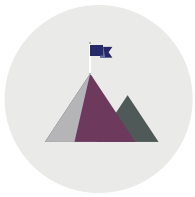
Programs Involved in Accomplishing the Goal: International & domestic marketing budgets to promote and strengthen Colorado's brand narrative and destination identity on a national and global stage.

Context

Successful completion of this Goal will ensure a robust tourism economy throughout all four corners of Colorado, which is essential to the economic vitality of Colorado. We look to advance Colorado's competitive position as a leading, multi-season destination through brand development and destination promotion.

Strategies

- ▶ Focus on targeting international visitors and key domestic audiences through targeted marketing.
- ▶ Champion partner growth efforts (Marketing Matching Grants, Co-Ops, etc.).
- ▶ Support group travel (Destination Colorado, Tour Colorado).



Colorado Outdoor Recreation Industry Office

Division Description

The Colorado Outdoor Recreation Industry Office (OREC) was established in 2015 and serves as Colorado's central coordinator of outdoor recreation industry matters, including program and resource development, industry promotion, and connection with the constituents, businesses, and communities that rely on the health of Colorado's outdoor recreation economy. The OREC Office drives the advancement of the outdoor recreation economy through four major impact areas: economic development, conservation and stewardship, education and workforce training, and public health and wellness.

According to the 2023 Statewide Comprehensive Outdoor Recreation Plan (SCORP), the total economic output associated with outdoor recreation by Colorado residents amounts to \$65.8 billion dollars, contributing \$36.5 billion dollars to the Gross Domestic Product of the state. This economic activity supports over 404,000 jobs in the state, which represents 12% of the entire labor force in Colorado and produces \$22.2 billion dollars in salaries and wages. In addition, this output contributes \$11.2 billion dollars in local, state and federal tax revenue. Colorado's outdoor economy contributes to a higher quality of life, making people and communities happier and healthier.

Colorado Outdoor Recreation Industry Office — Key Programs and Initiatives

Colorado is known for its diverse landscapes and outdoor recreation activities, many of which drive tourism and business development across Colorado. OREC is uniquely positioned to promote economic prosperity through outdoor recreation in several ways, including:

- ▶ Aiding in the diversification and sustainable growth of Colorado’s economy through the advancement of outdoor recreation industry Strategies.
- ▶ Promoting health and wellness by supporting increased opportunities for outdoor recreation.
- ▶ Supporting the creation of educational opportunities that lead to the growth of Colorado’s outdoor recreation workforce.
- ▶ Supporting the protection and sustainable management of Colorado’s outdoor recreation assets.

OREC’s programming is focused on *four priority areas*:

- 1. Economic Development:** Advance economic prosperity for all of Colorado through the outdoor recreation industry.
- 2. Conservation & Stewardship:** Engage the outdoor recreation industry in conservation, and sustainable and inclusive access to lands, waters, and climate.
- 3. Education & Workforce Training:** Support diverse and inclusive education and training pathways that will meet the needs of the outdoor recreation industry.
- 4. Public Health & Wellness:** Improve the health and wellness of all Coloradans through outdoor recreation.

Colorado Outdoor Recreation Industry Office — Division Goals

Goal 1:

Support the creation or retention of 50 outdoor recreation industry jobs by June 30, 2026.

**This goal supports OEDIT's 2nd WIG.* Colorado OEDIT FY 2026 Performance Plan

Frequency Lag of Measure Reporting: Quarterly

Programs Involved in Accomplishing the Goal: Colorado State Outdoor Recreation Grant, Outdoor Recreation Industry Regional Coalitions Program, Colorado Outdoor Industry Leadership Summit, the OREC Advisory Group, Outside Summit and Festival

Context

Successful completion of this Goal will mean that Colorado outdoor recreation industry organizations are better equipped with the financial resources necessary to grow and support their workforce and communities in a sustainable manner.

Strategies

- ▶ Provide grants to communities and outdoor organizations through the Colorado State Outdoor Recreation Grant (COSORG) program.
- ▶ Outside Summit and Festival.

Colorado Outdoor Recreation Industry Office — Division Goals (continued)

Goal 2:

Conduct stakeholder meetings and listening sessions in 20 rural counties by June 30, 2026.

Frequency Lag of Measure Reporting: Quarterly

Programs Involved in Accomplishing the Goal: Outdoor Industry Regional Coalitions Program, Colorado Outdoor Industry Leadership Summit, the OREC Advisory Group, the Rural Technical Assistance Program (RTAP), the partnership with CU Boulder Masters of the Environment Program supporting RTAP

Context

Successful completion of this Goal will mean that Colorado's outdoor recreation industry business and communities are aware of state resources that are available to help them thrive.

Strategies

- ▶ In the counties visited, we anticipate:
 - Connecting with 1,000 individuals.
 - Connecting with 50 businesses.
- ▶ Assist three communities with OREC RTAP programming in partnership with CU-Boulder Masters of the Environment Program.
- ▶ Discuss climate resiliency as it is related to Colorado's outdoor recreation industry and host at least two workshops/panels on climate resiliency for the outdoor industry.



Rural Opportunity Office

Division Description

The Rural Opportunity Office (ROO) works to ensure that all of Colorado's rural communities, economic development and business support organizations, small businesses and entrepreneurs have equal opportunity to achieve their full potential. The ROO is OEDIT's "boots on the ground" representation for our rural partners and focuses on the following priorities:

- ▶ Acting as a liaison to all OEDIT divisions, offices and programs and connecting rural partners to the most relevant of OEDIT's over 180 technical assistance programs and funding opportunities.
- ▶ Providing connections to relevant resources, coordinated messaging and regional collaboration opportunities with other State, Federal and nonprofit agencies and organizations who offer technical assistance and/or funding related to rural economic resilience and small business/entrepreneurship support.
- ▶ Supporting economic development within Colorado's coal transition communities in partnership with the Colorado Department of Labor and Employment's Office of Just Transition, county commissioners, municipal officials, local chambers of commerce and economic development organizations, institutions of higher education, private industry, employee organizations representing rail workers, and any local organizations dedicated to increased rail usage.
- ▶ Working closely with OEDIT's Divisions, Offices, Legislative Liaison and Chief Strategy Officer to inform program and high-level policy decisions that influence rural economic development statewide.

Rural Opportunity Office — Key Programs and Initiatives

Rural Technical Assistance Program (RTAP):

A series of technical assistance initiatives offered by OEDIT to support forward-looking rural economic development education, projects and Strategies across the state.

Statewide Comprehensive Economic Development Strategy (CEDS):

The ROO will coordinate a statewide CEDS process to update the State's economic development strategy for long-term resilience, facilitate future applications to EDA programs for State departments and communities not

covered by a regional CEDS plan, and specifically address strategies for key industries, and disproportionately impacted groups like small businesses and rural, coal-transition, Tribal, and underserved communities. The CEDS will address Colorado's economic and regional diversity, aiming for strategies that address both Colorado's metro area and its 54 non-metro and rural counties. The CEDS will be informed by new and existing research, regional engagement, and state agency, nonprofit/NGO and private sector partner input.

Rural Opportunity Office — Division Goals

Goal 1:

Provide 1,000 hours of Technical Assistance to support economic development and CEDS implementation by June 30, 2026.

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Rural Opportunity Office direct outreach, SB24-190: Rail & Coal Transition Community Economic Measures

Context

Successful completion of this Goal will mean that economic developers and partners will be equipped with an enhanced understanding of data-driven and best-practice approaches to economic development.

Strategies

- ▶ Host monthly office hours with expert guests to foster regular engagement.
- ▶ Launch a monthly networking call for ecosystem partners to share best practices, discuss challenges, and access resources.
- ▶ Utilize the OEDIT newsletter to provide updates on programs, funding, and relevant initiatives.

Rural Opportunity Office – Division Goals (continued)

Goal 2:

Complete the Statewide Comprehensive Economic Development Strategy and establish a process for ongoing collaboration and implementation across the state by June 30, 2026.

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Comprehensive Economic Development Strategy

Context

Successful completion of this Goal will mean that Colorado's economic development strategy aligns with national best practices and fosters enhanced statewide collaboration through a five-year, actionable plan articulating the state's economic vision and Goals, developed according to U.S. Economic Development Administration (EDA) guidelines.

Strategies

- ▶ Partner with CO | Align monthly to establish KPIs for the CEDS and implement the Strategies outlined in CEDS
- ▶ Present the CEDS at ten events to provide education to partners on the Strategies identified within the CEDS
- ▶ Meet with partner organizations to support CEDS implementation



Talent Innovation Office

Division Description

Colorado is a resource rich state and its most vital resource is its people. Just as we cultivate our natural resources to make Colorado a more prosperous state, so too must we invest in and cultivate our citizens. Colorado must have a supply of skilled talent to attract and keep companies and jobs as these are key underpinnings of an effective economic development ecosystem. To be competitive in the global marketplace, Colorado businesses and industries require innovation to support quality, quantity and capacity associated with talent innovation.

With a focus on primary employers, OEDIT's Talent Innovation Office supports economic development programs and initiatives, including recruiting new companies and retaining existing companies in Colorado. Talented people with the skills to fill Colorado jobs are key now more than ever. The Talent Innovation Office performs the critical functions of ensuring business and industry leaders can tap into Colorado's thriving talent market.

Talent Innovation Office — Division Description (continued)

The Talent Innovation Office focuses on the following:

- ▶ Operationalize talent Strategies for private, state and federal funds, including compliance, applications, and proposals associated with business development activities with a focus on primary employers.
- ▶ Capture and replicate best practices at the intersection of economic development and talent innovation.
- ▶ Support OEDIT divisions through the promotion of Colorado's skilled talent, promoting skills-based hiring for employers and fostering strategic relationships to advance Colorado's talent competitiveness.
- ▶ Work alongside OEDIT divisions to foster talent development, identify market gaps, and provide expertise to key programs within OEDIT, including retention and attraction efforts.
- ▶ Work with primary employers and postsecondary partners to ensure programming needs match employer's talent needs, through supporting the reformation and marketing programs such as Skill Advance.
- ▶ Collaborate with the [Business Funding and Incentives](#) (BF&I) and [Global Business Development](#) (GBD) divisions to engage businesses with advanced industry focus and acute workforce needs, such as:
 - Aerospace/Defense
 - Advanced Manufacturing
 - Entrepreneurship
 - Semiconductor
 - Quantum
- ▶ Innovate Strategies to connect businesses with talent opportunities, such as talent pools, development supports, workforce planning, training partners, and data analytics.

Talent Innovation Office — Key Programs and Initiatives

Program 1 — Opportunity Now Grants:

Through Opportunity Now Colorado, we are investing in retaining our home-grown talent and ensuring Coloradans are trained in skills our industry and business partners need to recruit and retain talent to fill our jobs. By supporting new and growing partnerships between educational institutions, industry leaders, and employers that are developing the current and future workforce across Colorado. We help industry with skilled talent needs across all regions, incent collaboration between education and industry, and match Coloradans with in-demand jobs.

Program 2 — Opportunity Now Regional Talent Summits:

The Opportunity Now Regional Talent Summits addresses workforce shortages by convening

state and regional stakeholders to discuss economic and workforce needs, and the programs and resources that might address those regional needs. These industry-led discussions will ultimately result in tactical workforce plans that develop career pathways in specified fields facing regional workforce challenges.

Program 3 — Opportunity Now Tax Credit:

The Opportunity Now Tax Credit encourages talent development in industries impacted by infrastructure, manufacturing and semiconductor talent shortages. This refundable tax credit provides financial assistance for facility and/or equipment acquisition costs, associated with on-the-job training to fill Colorado's jobs. The total amount of credits is up to 50% of the estimated qualified asset.

Talent Innovation Office — Division Goals

Goal 1:

Create 1,500 jobs and retain 5,500 Coloradans into jobs in our advanced industries by June 30, 2026.

**This goal supports OEDIT's 2nd WIG.*

Frequency Lag of Measure Reporting: Annually

Programs Involved in Accomplishing the Goal: Opportunity Now Grants

Context

Successful completion of this Goal will mean that more Coloradans will have great job opportunities to support economic growth and development across all regions of our state.

Strategies

Deploy nearly \$100 million in funding to support job creation and placement across Colorado counties and economic development regions.

- ▶ Engage Opportunity Now's grantees to achieve increased job creation and placement
 - 1,500 (500 rural) jobs created in Opportunity Now-focused industries across Colorado.
 - 5,500 (1,500 rural) individuals placed into jobs.



Marketing & Communications

Division Description

Marketing & Communications promotes the State economic development message while sharing and amplifying the corresponding internal OEDIT units' public-facing messages.

Key Programs and Initiatives

Marketing & Communications (MarComm) will leverage local, regional and national media relationships to secure earned media placements and utilize OEDIT digital platforms to promote divisional priorities and engage corresponding stakeholders.

Division Goals

Goal 1:

Plan and implement marketing and communication campaigns creating 148,000 engagements through digital and media hits to rural communities that aid in the attraction and retention of jobs by June 30, 2026.

**This goal supports OEDIT's 2nd WIG.*

Frequency Lag of Measure Reporting: Monthly

Programs Involved in Accomplishing the Goal: Cash Collateral Support Program, CLIMBER Loan Fund, Colorado Credit Reserve, Outdoor Recreation RTAP, Colorado Startup Loan Fund, Community Business Preservation Program, Community Revitalization Tax Credit, Enterprise Zone New Employee Tax Credit, Film Incentive Tax Credit, Innovative Housing Incentive Program, Job Growth Incentive Tax Credit, Just Transition, Opportunity Now, Rural Incubator Grant, Rural Loan Fund, Rural Jump-Start, Small Business Development Center, and Venture Capital Authority

Context

Successful completion of this Goal will connect rural communities with prospects and programs that cultivate shared economic prosperity across the state and expand Colorado's economic growth.

Strategies

- ▶ Newsletter
- ▶ Social Media post, paid and organic.
- ▶ Media hits across print, online and TV & radio broadcast

Process Improvement



Goal 1:

Improve the user experience of OEDIT's customers and staff using OEDIT's program application portal from a 5.52 to a 8.0 by June 30, 2026.

**Rating is based on a 10 point scale.*

Context

Successful completion of this Goal will mean that OEDIT's program application portal is more efficient and easier to use, resulting in an improved experience for our customers, program partners, and staff.

Strategies

- ▶ OEDIT will provide enhancements to a new application portal platform that offers an upgraded user experience for our customers including the following:
 - Refined in-application navigation.
 - A reduction of application errors.
 - Improved payment processing system.
- ▶ OEDIT will implement a new data model offers increased data insights which will allow for the following:
 - The creation of dashboards that showcase OEDIT's impact across the state.
 - More equitable strategic planning.

An inclusive and accessible experience for all is a priority.
For assistance or questions about accessibility, please contact our
office at 303.892.3840.



COLORADO

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