



# COLORADO OFFICE OF ECONOMIC DEVELOPMENT & INTERNATIONAL TRADE

## ANNUAL REPORT | 2018



**COLORADO**

Office of Economic Development  
& International Trade

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# LETTER FROM GOV. JOHN HICKENLOOPER & EXECUTIVE DIRECTOR STEPHANIE COPELAND

Dear Colorado General Assembly and Colorado Economic Development Partners,

2018 marked another exciting year of growth and opportunity for the State of Colorado and the culmination of an eight year commitment to engage Colorado in a shared journey of restored prosperity. What began with an ambitious goal of assembling a collection of Colorado business leaders and innovators to chart a path to restored economic performance has culminated in a vibrant economic engine. Its strength combines Colorado's entrepreneurial spirit with knowledge-based industries that have expanded our horizons and positioned our great state for decades of continued success.

The state continues to outpace the nation in wage growth and business creation. We are growing as a technology and financial hub. Our outdoor recreation industry now brings in \$62 billion in overall economic impact, tourism was at an all-time high in 2018 with 84.7 million visitors, and emerging industries such as cybersecurity and advanced manufacturing are thriving.

Our success is not limited to the growth of our larger metropolitan centers. Colorado's Blueprint and Blueprint 2.0 programs designed to serve the needs and economic concerns of Colorado's smaller and more rural communities, have engaged the entirety of our state and positioned Colorado second in the nation of states fostering rural resilience. We see the transformative power of these initiatives in communities such as Trinidad's Space to Create program where Colorado's creative industry has cultivated a new identity and true economic opportunity.

The Colorado Office of Economic Development & International Trade (OEDIT) has been at the forefront of economic development programs that benefit the entire state and incentivize growth opportunities across rural Colorado.

We are a national leader in promoting federally-legislated Opportunity Zones, ensuring they are catalysts to their communities and take into consideration the needs and desires of the people living there.

This Annual Report will give you a brief glimpse into the work we are doing to ensure that Colorado's economy remains diverse and resilient to withstand future economic cycles. As always, we remain committed to ensuring all of Colorado participates in shared prosperity.

Thank you for your tireless efforts to be stewards of Colorado's economic future and Love of Place; knowing that when we love where we live, our potential knows no bounds.



John W. Hickenlooper  
Governor, Colorado



Stephanie Copeland  
Executive Director,  
Colorado Office of Economic Development  
and International Trade



# MISSION

The Colorado Office of Economic Development and International Trade's mission is to advance a thriving Colorado economy by growing jobs, growing net business starts and maintaining a low unemployment rate.

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

# STRATEGIES

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

Our strategies:

- ▶ Ensure strong rural focus for business growth initiatives;
- ▶ Define and employ an industry focus for business attraction, retention and expansion initiatives;
- ▶ Apply technology to enhance existing ERP System (CORE) and internal control;
- ▶ Improve customer service by decreasing administrative requirements.



# GLOBAL BUSINESS DEVELOPMENT

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

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



# GLOBAL BUSINESS DEVELOPMENT HIGHLIGHTS

## NOTABLE BUSINESS RECRUITMENT, RETENTION, AND EXPANSION PROJECTS

- ▶ **Amazon HQ2:** In the fall of 2018, GBD collaborated with the Metro Denver Economic Development Corporation (MDEDC) to provide a response to Amazon's request for proposals for a second headquarters which would add 50,000 new jobs and billions of dollars in capital investment. The team provided a second round proposal in coordination with MDEDC to Amazon in February with a final decision to come in 2018.
- ▶ **VF Corp:** In 2019, VF Corp will relocate their global headquarters to Denver, moving and creating over 1100 jobs to Colorado while assembling their signature outdoor product brands - The North Face, JanSport, Eagle Creek, Altra, and SmartWool - in a strategic Colorado location.
- ▶ **Slack:** In the spring of 2018, Slack engaged OEDIT in location discussions to support their explosive growth. On May 17, 2018, Slack was approved for a JGIC of \$10.5 million for the creation of up to 550 net new jobs. The company announced on the same day that it would move forward with their Denver office.
- ▶ **Maxar Technologies:** Maxar is the parent company of DigitalGlobe, a Colorado company that they acquired in 2017. With the acquisition, there was concern that DigitalGlobe, a prized asset of Colorado's aerospace community, could be relocated elsewhere. Instead, the acquisition worked out in Colorado's favor, with Maxar Technologies choosing to relocate their corporate headquarters to DigitalGlobe's facility in Westminster. OEDIT got Maxar Technologies approved for a \$14.3 million JGIC for the creation of up to 856 jobs on January 18, 2018. On February 14, 2018, Governor Hickenlooper attended the ribbon cutting ceremony to welcome Maxar's new headquarters to Colorado.
- ▶ **Marketo:** In April 2017, Marketo was approved by the Colorado Economic Development Commission for a \$20,345,697 Job Growth Incentive Tax Credit for the creation of up to 991 net new full time jobs in Denver County. A few months after the approval, Marketo signaled that it had chosen Denver as its next market to expand in. The team cited talent and the strengthening tech scene for the location decision.
- ▶ OEDIT delivered 41 Job Growth Incentive Tax Credit projects and Strategic Fund projects during the year, far exceeding the ambitious goal of 25. That means that over the next five to eight years, approximately 11,081 corresponding quality jobs at or above the required average annual wage are projected across the state. The goal was 8,500. JGIC is delivering the Colorado jobs it was envisioned to provide.

### GLOBAL BUSINESS DEVELOPMENT STATS

**41** JOB GROWTH INCENTIVE TAX CREDIT  
PROJECTS & STRATEGIC FUND PROJECTS

**11.1K** PROJECTED TOTAL JOB CREATION  
OVER THE NEXT 5 TO 8 YEARS

## DATA BACKED STRATEGY

- ▶ GBD updated the team's data-backed strategy for domestic and foreign recruitment and retention of companies to Colorado. This strategy is based on industry clusters and high demand occupations.
- ▶ OEDIT leadership led trade and investment missions to: The Nordics (Finland, Sweden, Denmark) in May 2018; Asia (Singapore, Hong Kong, Seoul). OEDIT also organized a mission to India in October 2017, led by Governor Hickenlooper. The main goal of these missions was to strengthen Colorado's relationships and support OEDIT's efforts in developing unique economic opportunities to create and retain jobs in the state, and increase awareness of investment opportunities in Colorado. Focusing on key industries within these countries and Colorado allowed OEDIT to promote our state's innovative economy and business environment to potential foreign investors.

## GLOBALLY COMPETITIVE

- ▶ OEDIT hosted foreign dignitaries and business delegations from around the world. Foreign dignitaries included, but were not limited to: **The Ambassador or Consul Generals of:** China (2 separate visits), The Netherlands, Belgium, Singapore, Germany, Vietnam, Australia, Serbia, Rwanda and more. **Senior trade representatives, cabinet-level officials, or legislators from:** Japan, Canada, Finland, Sweden, UK, Ireland, France, Indonesia, Italy, Croatia, the Netherlands, Australia and Singapore.

- ▶ Business delegation highlights include: a Chinese investment delegation focused on advanced industries; a UK delegation of cybersecurity companies, a delegation of Japanese executives led by an adviser to PM Abe, and a Denver Startup Week delegation of entrepreneurs and thought leaders from India, Canada and Australia.
- ▶ OEDIT Representatives, along with Governor Hickenlooper, also attended the Select USA Investment Summit in Washington DC, in June 2018. This event focused on connecting with foreign business representatives and foreign government officials, with the explicit goal of promoting investment opportunities in Colorado, and developing bilateral economic relations worldwide.

## ADVANCED INDUSTRIES ACCELERATOR GRANTS PROGRAMS

- ▶ OEDIT continues to convene and engage with business leaders and stakeholders in creating actionable objectives and plans to grow businesses and create jobs in each of the state's seven advanced industries. The Advanced Industries (AI) Accelerator Grants Program offers four types of grants and two global business programs. Grants are available for Proof of Concept, Early-Stage Capital & Retention, Infrastructure Funding, and AI Exports.
- ▶ 77 Colorado companies participated in export promotion programs through the State Trade Expansion Program (STEP) and the Advanced Industry Export Accelerator program in fiscal year 2017-2018. Companies traveled to 16 different international markets. This resulted in nearly \$5,653,470 million in immediate actual export sales.
- ▶ Cut the Burden Project: In FY18, the Global Business Development division streamline the contracting process for the Advanced Industries Accelerator Proof of Concept Grant by creating one master agreement for each university partner (Colorado University, School of Mines and Colorado State University). Previously, the process required a contract for each researcher awarded the grant (approximately 69 contracts annually). By moving to a master agreement the number of annual contracts was reduced from approximately 69 to 3, which resulted in 80 hours of time savings for each customer.
- ▶ Funding was provided for 35 Early Stage companies, 24 Proof of Concept recipients and 4 Infrastructure Grants for a total of grants totaling \$12,181,260 awarded, with approximately \$2,576,492 granted specifically for infrastructure funding.
- ▶ The AI program generated 56 jobs, retained 89.5 jobs and helped secure \$14,549,637 in follow-on capital to the state. Additionally, 14 new patents have been filed and two new licenses created.
- ▶ Approximately \$176,454 was awarded to 25 companies through the Advanced Industry (AI) Export Accelerator program, including 20 export grants recipients and 5 recipients of services through the Global Consultant Network.
- ▶ The AI Export Program generated 15.5 jobs and retained 71 jobs and helped to secure \$2,942,570 in export sales.

## NOTABLE ACCOMPLISHMENTS

- ▶ The State of Colorado was awarded another US Small Business Administration export grant for the GBD-managed State Trade Expansion Program (STEP). STEP helps small and medium-sized companies begin or expand their export sales. The grant funded 52 companies and generated \$2,710,900 in export sales. As part of the STEP program, GBD took delegations of Colorado companies to three trade shows, including Mobile World Congress in Barcelona, Hannover Messe and Medica in Dusseldorf, Germany. GBD applied and was awarded another grant for the upcoming fiscal year.
- ▶ In October 2018, OEDIT's Aerospace and Defense Champion hosted the third annual Dream Big Event at Florence High School near Canon City, Colorado. Dream Big brought together 250 students from the Fremont County School District (grades 9-12). The event connected rural students with industry leaders and professors from Colorado's top technology companies and universities, increasing the students' exposure and interest in pursuing STEM-related careers through hands-on demonstrations and interactive activities.
- ▶ Other notable accomplishments include:
  - ▶ Colorado's aerospace and defense industry sector continued to develop at 6.5 % in employment and 4.7% in revenue growth. Colorado maintains the status as the #1 aerospace state in the nation for direct



employment per-capita with more than 500 businesses providing space related products and services. The economic impact was \$15.4B for 2017 with continued hiring of engineering and technician jobs, supporting some the highest average wages of any economic sector. Additionally, a recently completed study of the defense sector in Colorado stated the economic impact for defense in Colorado was \$36.6B, with 7.5% of all jobs in Colorado created by Department of Defense (DoD) spending.

- ▶ Notable defense space events include the standup of the National Space Defense Center at Schriever AFB in Colorado Springs for 24 hour operations in January 2018. Additionally, DoD awarded Lockheed Martin Corporation (LMC) Space Systems in Denver, the entire contract for 32 next generation Global Positioning Satellites (GPS III) resulting in billions of procurement dollars and great paying jobs. The first GPS III satellite is scheduled to be launched December 15th, 2018 at Cape Canaveral Air Force Station. Lockheed Martin also finished production and launch reliability testing for the Advanced Extremely High Frequency Satellite #4 for the U.S. Air Force and it was successfully launched by United Launch Alliance (ULA), headquartered in Denver, in October 2018. The \$1.8B highly sophisticated communications satellite for the DoD will help enable secure communications around the world for the U.S. military and allied nations.
- ▶ Notable civil space events include the continued development of the NASA Orion space craft by LMC Space. Orion is our nation's next human rated spacecraft, a \$1B annual program with over 200 suppliers in Colorado. Additionally, the \$1.3B NOAA Geostationary Operational Environmental Satellite - S (weather satellite) built by LMC Space and launched by ULA in March 2018 is actively saving lives with more high fidelity weather forecasts to include recent forecast for hurricanes impacting our nation in September 2018.
- ▶ In August 2018, the FAA awarded the Front Range Airport a site operator license for horizontal space launch and landing space planes. The airport is now designated as the Colorado Air and Space Port and has already attracted research and development business for static hypersonic propulsion testing at the space port.



# BUSINESS FUNDING & INCENTIVES

The Business Funding and Incentives (BF&I) division works closely with the Global Business Development division (GBD) 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 over multiple 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 assists businesses by referring them to potential financing options offered by other sources of local, state, federal and private funding.

# BUSINESS FUNDING & INCENTIVES HIGHLIGHTS

## STRATEGIC CASH FUND

The Strategic Cash Fund program supports and encourages new business development, business expansions, and relocations that will generate new jobs throughout the state. In Fiscal Year 2017-2018 the EDC approved seven Strategic Incentive projects (projects that have either an inter-state or international competitive element and require a dollar for dollar local match to state funds) for up to \$8.95 million in performance based cash incentives associated with the future creation of up to 2,321 net new jobs to the state of Colorado. In addition, the EDC approved nine Strategic Initiatives for up to \$2.3 million in cash incentives. Finally, in support of the Market Based Sourcing change to the corporate tax code (HB18-1185), the EDC approved up to a \$2.9 million transfer to the general fund should this tax change result in lower revenue for the state.

## JOB GROWTH INCENTIVE TAX CREDIT

The Job Growth Incentive Tax Credit program provides a state income tax credit to businesses undertaking inter-state/international competitive job creation projects that would not occur in Colorado without this program. During Fiscal Year 2017-2018, the EDC approved 34 projects for up to \$156.7 million in performance based tax credits associated with the future creation of up to 9,117 net new jobs to the state of Colorado.

## RURAL JUMP-START ZONE

The Rural Jump-Start Zone program provides tax relief to new businesses and their new hires that are located in certain economically distressed areas of rural Colorado. Companies participating in the Rural Jump-Start program must have a relationship with a local or regional higher education institution in the state, must be new to Colorado, must export goods or services outside their county and must not compete with an existing Colorado business. As of June 30, 2018, eleven companies have been approved for participation in the Rural Jump-Start program, anticipating the creation of 338 new jobs. Twelve counties had formed zones as of June 30, 2018.

## CDBG DISASTER RECOVERY PROGRAM

The Recover Colorado Business Grant and Loan program is funded through a federal Community Development Block Grant Disaster Recovery Program (CDBG-DR) award to the State of Colorado to address the impacts of the 2012 and 2013 floods and wildfires. To date, 321 total businesses have submitted applications requesting a total of \$13.7 million in assistance and 279 Total awards have been granted totaling \$8.1 million. Per the statute, 77 percent of the dollars awarded to date are in the three most impacted counties: Boulder, Larimer and Weld with 85% of those assisted qualifying as Low to Moderate Income Businesses.

## ENTERPRISE ZONES

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

In Fiscal Year 2018, 4,735 applications for credits were approved. These applications certified just over \$54 million in state income tax credits to businesses that conducted eligible activities. Certifying businesses invested more than \$1.4 billion in business personal property. They trained more than 31,500 employees improving their job skills, and created more than 4,900 net new jobs. They also increased their investments in research and experimental activities, rehabilitated vacant commercial buildings and covered employees with qualified health insurance plans.

### STRATEGIC CASH FUND:

**7** EDC-APPROVED STRATEGIC INCENTIVE PROJECTS FOR THE CREATION OF UP TO

**2.3K** NET NEW JOBS FOR THE STATE OF COLORADO &

**9** EDC-APPROVED STRATEGIC INITIATIVES

### JOB GROWTH INCENTIVE TAX CREDIT:

**34** EDC-APPROVED PROJECTS ASSOCIATED WITH THE CREATION OF

**9.1K** NET NEW JOBS FOR THE STATE OF COLORADO

## ADVANCED INDUSTRY TAX CREDIT

The Advanced Industry Investment Tax Credit is available to small investors who make equity investments in startups and small businesses that are part of the advanced industry sector. Investors can receive a tax credit of up to \$50,000, and the program has an annual limit of \$750,000 per year from 2016 until 2022. As of June 30, 2018, the program has issued \$2.9 million in tax credits to 206 investors who had invested over \$4.5 million in 73 different companies. The average investment is almost \$70,000, and the companies involved included all seven advanced industry sectors, with the largest investments going to the following sectors: Bioscience, Advanced Manufacturing, Information Technology, and Aerospace.

### ADVANCED INDUSTRY INVESTMENT TAX CREDIT:

**\$2.9M** TAX CREDITS ISSUED TO 206 INVESTORS WHO HAD INVESTED OVER \$4.5M IN

**73** DIFFERENT COMPANIES, WITH AN AVERAGE INVESTMENT OF ALMOST \$70K

## AVIATION DEVELOPMENT ZONE ACT

The Aviation Development Zone Act of 2005 was amended to include maintenance and repair, completion, and modification of aircraft for income tax years commencing on or after January 1, 2013. This expansion of the existing aviation development zone income tax credit beyond the previous “manufacturers only” limitation encourages aviation maintenance and repair, completion, and modification businesses to operate in Colorado. In Fiscal Year 2017-18, no companies took advantage of the program.

## COLORADO PROCUREMENT TECHNICAL ASSISTANCE CENTER

The Colorado Procurement Technical Assistance Center (PTAC) is a nonprofit organization that receives funding from the State of Colorado and from a federal grant directly received from the Defense Logistics Agency of the Department of Defense. The PTAC provides free specialized and professional technical assistance to individuals and businesses seeking to pursue and successfully perform under contracting and subcontracting opportunities with the Department of Defense, state and local governments and/or other federal agencies. For the program’s fiscal year from September 2017 through September 2018, PTAC had an active consulted client base of 1,116 entities that received 3,237 government contract awards worth more than \$418 million.

## COLORADO FIRST CUSTOMIZED JOB TRAINING

Colorado First Customized Job Training, which provides grants to new hires at Colorado companies. Based on self-reported information by grant recipients and compiled by the Colorado Community College System administration, 42 grants provided training to new hires.

## EXISTING INDUSTRY CUSTOMIZED JOB TRAINING

Existing Industry Customized Job Training provides grants to existing support training of existing employees at Colorado companies. Based on self-reported information by grant recipients and compiled by the Colorado Community College System administration, 60 grants provided training to Coloradans.

## HISTORIC PRESERVATION TAX CREDIT

The Colorado Historic Preservation Commercial Tax Credit is a tax credit available to the owners of commercial historic structures who perform a certified rehabilitation on their property. As of June 30, 2018, over 78 applicants had applied for over \$19 million in tax credits. Properties being rehabilitated include the Stanley Marketplace, the Alliance for Sustainable Colorado, the Greeley Ice House Lofts, the Grand Imperial Hotel in Silverton, the Riverside Building in Pueblo, and the Trinidad Opera House. This program is jointly administered by the Colorado Office of Economic Development and International Trade (OEDIT) and History Colorado.



## REGIONAL TOURISM ACT

The 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. Per statute no new applications can be submitted. The five projects approved by the EDC are:

- ▶ Pueblo Heritage of Heroes / Professional Bull Riders University
- ▶ Aurora Hotel & Conference Center (Gaylord Rockies)
- ▶ Colorado Springs City for Champions
- ▶ Go NOCO Family Resort and Water Park
- ▶ Denver National Western Center

## STATE CASH COLLATERAL SUPPORT (CCS)

The Cash Collateral Support (formerly known as SSBCI) is a State program administered by the Colorado Housing and Finance Authority (CHFA) that provides funds to states to help improve access to capital for businesses. For funding dates 7/1/16 to 12/31/17, the CCS program provided \$4,584,608 in credit enhancements to private lenders; this spurred approximately \$36,302,797 in private sector bank and/or private loans to 69 Colorado businesses.

## VENTURE CAPITAL AUTHORITY

The Venture Capital Authority (VCA) 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 percent of the funds are to be invested statewide, 25 percent of the funds are to be invested in rural communities and 25 percent 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. In 2018, the VCA established its third fund, the Greater Colorado Venture Fund (GCVF), which was formed from proceeds from the first two funds. GCVF will make 100% of its investments into rural businesses. GCVF has made five investments to date totaling \$750,000.



# MINORITY BUSINESS OFFICE

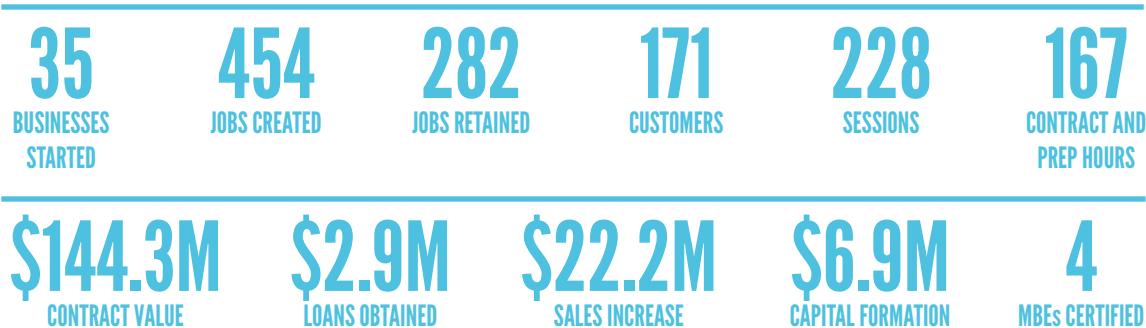
The Minority Business Office (MBO) is dedicated to advancing the efforts of Colorado's minority and women-owned businesses. MBO has an established network of public, private and government resources that can be leveraged by businesses of all types and sizes. MBO helps businesses get established in the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

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

# MINORITY BUSINESS OFFICE HIGHLIGHTS

- **The MBO Pathway to Certification program** was launched in April of 2016, assisting businesses throughout the State through the certification process. Success stories and economic impact results are listed below:

## MBO PATHWAY TO CERTIFICATION PROGRAM ECONOMIC IMPACT



- **The Leading Edge for International Opportunities Grant** is in its fifth cycle. Alumni groups include over 40 companies that have taken advantage of this educational program that equips small and medium-sized minority and women-owned Colorado businesses to develop a strategic plan for export markets.
- MBO continues to provide small, minority, women, and veteran-owned businesses with training throughout Colorado via its **MBO Rural Tour**. The presentations are designed to increase access to resources, information, and face-to-face opportunities for all small businesses across the state.
- MBO along with the State Purchasing Office and the Colorado Department of Transportation, holds the **"Advance Colorado Procurement Expo (ACPE), The Buyers' and Sellers' Marketplace."** The event is inclusive of all minority, woman, and veteran-owned businesses and helps connect buyers and sellers through training, networking and other opportunities. The 2019 ACPE will take place on May 16th at the McNichols Civic Center in Downtown Denver from 7:30 am to 4:00 pm.
- MBO continues to **enhance a clearinghouse for MBE data** with the creation of a public-facing searchable minority and women-owned business directory in which small businesses throughout Colorado can be located by government agencies in search of these types of businesses.
- MBO continues to **cultivate MOU's and Intergovernmental Agreements** with multiple partner networks in the private and public sector to most effectively serve MBO customers including Mi Casa Resource Center, City of Commerce City, Colorado Procurement Technical Assistance Centers (PTAC), SBA, Minority Chamber Coalition, and the Denver Office of Economic Development.



# SMALL BUSINESS DEVELOPMENT CENTER NETWORK

The Colorado Small Business Development Center (SBDC) Network helps small businesses statewide achieve their goals by providing free, confidential consulting and low or no-cost training programs. The SBDC combines information and resources from federal, state and local governments with those of the educational and private sectors to meet the specialized, 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

## HIGHLIGHTS

- ▶ **Boulder SBDC** recognized as top center nationally by U.S. Small Business Administration and America's Small Business Development Centers
- ▶ **Mybiz.Colorado.gov** launched as a one-stop shop for new businesses incorporating the Department of Labor & Employment, Secretary of State, Department of Revenue and support from the Colorado Small Business Development Center.
- ▶ **The Small Manufacturer's Advantage (SMA)** continues to provide support to small manufacturers across Colorado by leveraging the coordination of key strategic organizations such as Manufacturer's Edge, SBDC, Colorado Office of Economic Development and International Trade (OEDIT), the World Trade Center (WTC) and the Procurement Technical Assistance Center (PTAC). The result is a unique and powerful synthesis of expertise and resources designed to help Colorado manufacturers succeed across all stages of the organizational life cycle.
- ▶ Hosted the following **small business events** around the state: Rockies Small Business Night, two Women's Small Business Conference, National Small Business Development Center Day at the Capitol, Veterans Small Business Conference, Leading Edge Graduation and Awards and many more.



Jobs created and retained .....	4,160
Businesses started .....	369
Capital formation .....	\$79.7M
Sales increase .....	\$102.6M
Increased contracts .....	\$65.6M
Client count .....	6,363
Training attendance .....	13,758
Training count .....	818

# COLORADO CREATIVE INDUSTRIES

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

# COLORADO CREATIVE INDUSTRIES HIGHLIGHTS

- ▶ **Space to Create Colorado**, the first state initiative in the nation for affordable space for artists and creative industry workers, began work with the newest community to become a Space to Create, Grand Lake. This is the fourth community, following Trinidad, Ridgeway and Paonia.
- ▶ **The Change Leader Program**, a leadership development program to advance grassroots leadership in the creative sectors across Colorado, grew to 82 individuals, 54 percent of whom are from rural or small communities.
- ▶ **CCI awarded \$699,000** to support arts and culture activities in 25 Colorado counties. Colorado's arts industries contribute \$13.7B to the state's economy, employing 100,631 people. Arts and Culture represents 4.3 percent of Colorado's GDP (US Bureau of Economic Analysis).
- ▶ **CCI completed two research projects**; The CU Denver College of Arts and Media research on the music industry and Western University in Gunnison research project on the Arts Market.
- ▶ CCI in conjunction with The Colorado Music Strategy launched **Take Note Colorado** which provides access to musical instruments and instruction to all kids in Colorado.
- ▶ In FY18, there were **four funded projects with an Art in Public Places requirement**, totaling approximately \$410,000. Three were at Colorado State University in Fort Collins and one was at the Colorado Mental Health Institute in Pueblo. This fiscal year also saw the completion of several on-going AiPP projects, including at the Veterans Community Living Center in Monte Vista, the Chemistry Building at Colorado State University in Fort Collins, the Jenny Smoly Carruthers Biotechnology Building at the University of Colorado Boulder, the Aerospace and Engineering Building at Metropolitan State University of Denver, Berndt Hall at Fort Lewis College in Durango, and the Visual and Performing Arts Building at the University of Colorado Colorado Springs.
- ▶ **Shawn King, Colorado's Music Ambassador**, continues to encourage Colorado companies to use Colorado music for television, film and advertising. In its first six months, the initiative resulted in four commercial placements generating more than \$40,000 for Colorado musicians.
- ▶ In partnership with Think 360 Arts for Learning, CCI supported **Colorado Arts Partners Grants** to 19 schools (six in rural communities). Other programs in partnership with CCI served 20,000 students, while 658 artists and educators were provided professional development focused on K-12 learning in the arts.
- ▶ CCI managed the **12th annual Poetry Out Loud** program, engaging 32 Colorado high schools, 118 teachers, 30 teaching artists and nearly 2,000 Colorado high school students.
- ▶ In its fourth year, the **Native American After-School Arts Initiative**, serving K-8 native students in Jefferson County utilizing indigenous artists and high school mentors, has grown from one to seven schools.
- ▶ CCI awarded **26 conference scholarships and two leading edge business training scholarships** for creative businesses to access Small Business Development Center (SBDC) trainings and conferences, with a special focus on women and veterans.
- ▶ **Colorado Creates grants** supported 196 arts and cultural heritage organizations, municipalities and educational institutions with a total investment of \$1.3 million in 32 Colorado counties. Funding for these grants comes from the National Endowment for the Arts and is matched with funding from CCI.
- ▶ **The Certified Creative District program** continued to gain momentum. Since the program's inception in 2012, 23 Colorado communities have achieved "certified" status.

## COLORADO RANKED

**#1** IN THE % OF RESIDENTS WHO PERFORM OR CREATE ARTWORKS

**#2** IN THE U.S. FOR RESIDENTS WHO ATTEND FILMS & VISIT HISTORIC SITES

**#3** IN THE U.S. FOR READING LITERATURE & ATTENDANCE FOR LIVE MUSIC, THEATRE, OR DANCE



- ▶ The communities of Grand Lake and Grand Junction were selected for **CCI's Blueprint 2.0 Initiative, the Creativity Lab**. CCI and Creativity Lab will provide community development assistance in each community, working towards the goal of Creative Districts certification.
- ▶ Thirty-two creative entrepreneurs from 12 counties were awarded \$51,374 to advance their professional careers through **Career Advancement Grants**. Recipients included photographers, textile artists, visual artists, musicians and filmmakers.
- ▶ In the latest National Endowment for the Arts profile of State-Level Estimates of Arts Participation Patterns, **Colorado ranked No. 1** in the percentage of residents who personally perform or create artworks, No. 2 in the U.S. for residents who attend films and visit historic buildings, neighborhoods and parks, and No. 3 nationally in reading literature and attendance for live music, theater or dance.





# COLORADO OFFICE OF FILM, TELEVISION & MEDIA

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

# COLORADO OFFICE OF FILM, TELEVISION, & MEDIA HIGHLIGHTS

- ▶ Awarded incentives totaling \$1,154,396 to eight new projects
- ▶ Created 239 new jobs
- ▶ Expected to add approximately \$9.9 million in economic activity through incentivized production
- ▶ Expected to add approximately \$1.2 million in state and local tax revenue from incentivized production
- ▶ Hosted or sponsored 85 industry events
- ▶ Partnered with 32 film festivals, which includes three new partnerships
- ▶ In 2017-18, COFTM continued the traveling education series "Media Professionals Career Connections Road Tour."
  - ▶ The office, along with the top industry professionals of Colorado, toured institutions of higher education, including Fort Lewis College and Manitou Springs High School for this series. The mission is to encourage students in film or theater programs to stay in Colorado, teach them how to make the most of their early careers and network with Colorado's most successful businesses and entrepreneurs. The office is looking forward to offering this series in the fall of 2018 at Colorado Mountain College in Glenwood Springs, Denver's Auraria Campus and Steamboat Springs.
- ▶ Submitted Meeker Sheep Dog Classic as a topic for Rocky Mountain PBS's "Colorado Experience" Viewers' Choice episode. After campaigning for votes, the episode was selected and filming took place in September 2018.
- ▶ Sponsored and coordinated a Filmmaking workshop for high school students on the Ute Mountain Ute reservation. During a two week period, three instructors from the Colorado Film School worked with students to create a 9-minute documentary featuring the Ute Mountain Tribal Park. The film, titled "Ute Mountain Tribal Park: Meditations, Blessings and Prayers," will be screened at Denver Film Festival in November 2018.
- ▶ Established Side Stories // RiNo, a ten day cinematic immersive experience in Denver featuring new works from ten, Colorado filmmakers projected onto exterior walls in the city's RiNo neighborhood. The project was in collaboration with Mainspring Developers, the Martin Family Foundation and RiNo Art District.
- ▶ Sponsored five student film projects:
  1. Colorado Mountain College - Glenwood Springs filmed Colorado Children's Chorale performing at Rangely High School and The TANK Center for Sonic Arts. The project is currently being edited into a half-hour show and will be submitted to Rocky Mountain PBS.
  2. Supported Project D.U. Film's production of "Scary Lucy." The University of Denver initiative allows for current students to work with industry alumni on a short film.
  3. Fort Lewis College students worked with local documentarian, Carol Fleisher, on a 12 minute documentary exploring the modern-day impact of uranium on the Durango community. The film was included as a companion piece to "Colorado Experience: Uranium Mania."
  4. Supported Colorado College-created series, "In Short," a half-hour, six-part series curated by Colorado College students featuring short films by students across Colorado. The series premieres each fall on Rocky Mountain PBS.
  5. Ute Mountain Ute film, "Ute Mountain Tribal Park: Mediations, Blessings and Prayers," which is referenced above.
- ▶ As part of COFTM's 2017 Blueprint 2.0 initiative, the Office coordinated with Colorado location managers to attend familiarization trips to Victor and Clear Creek County. These trips have resulted in several video production productions.

## THE FOLLOWING PROJECTS WERE INCENTIVIZED:

### TELEVISION

- ▶ **Paradise Bargain Hunt:** High Noon Entertainment produced a pilot for “Paradise Bargain Hunt,” to pitch to the nationally broadcast HGTV channel. The company filmed a pilot episode in Eagle County, Colorado. The reality-style show featured a family with their eyes on a home in their favorite resort town. First, they visit an idyllic house outside of their price range to get a sense of what prime real estate is worth. Then, using insider tips and tricks, they tour two surprisingly affordable properties in the area and pick their favorite place to call home. Finding the perfect house in paradise may seem impossible, but with an open mind and some help along the way, a permanent vacation is more realistic than one may think!
- ▶ **Von Miller’s Studio 58:** Facebook Live’s “Von Miller’s Studio 58” gives users an all-access pass into the life of NFL superstar Von Miller as he shares his fresh and uncut outlook on sports, fashion, entertainment and pop culture. Presented as a talk show, weekly episodes are filmed on location in Miller’s Denver home as well as other locations throughout the Metro Area. This innovative production takes advantage of the Facebook Live platform, allowing viewers to ‘tune-in’ from any device with Facebook access, across the country and the globe. This series was produced by High Noon Entertainment.
- ▶ **Haunted Gingerbread Showdown:** High Noon Entertainment produced a four-part Halloween series for the Food Network, in which judges are tasked with finding the spookiest haunted house in the country – the TRICK? These houses are edible -- made entirely of America’s favorite Halloween TREATS! In this competition series, nine incredible pastry/cookie/gingerbread artists from across the country battled it out to make horror house replicas made entirely of cookie, candy and chocolate. The winners of the first three episodes competed in the finale for the chance to win the grand prize. Each hour-long episode was filmed in June 2018 in Colorado and aired on Food Network in October 2018.
- ▶ **The Lifted Life:** The Lifted Life is a first to market 4x4 Truck and Jeep customization reality series, which features builds of custom four wheel drive Trucks and Jeeps by Five R Trucks, by a nationally renowned, family-owned custom truck headquarters, based in Golden, Colorado, that has been in business for over 40 years. Each episode takes viewers on a ride as an incredible custom truck is constructed from rendering to reality. Season IV received an incentive in Fiscal Year 2018-19.
- ▶ **Urban Conversion (still in production):** “Urban Conversion” is a docu-series featuring Rodman Schley, a conservative businessman, and his sustainability-focused wife Gina, two Colorado residents with a hunger for creating a better lifestyle for their family. Sustainability is a huge topic, and “Urban Conversion” strives to balance the buzz words with the reality of what the green scene actually looks like. Funds are encumbered for Season III, which follows the couple as they purchase a 2.7 acre estate in Arvada, Colorado and create an urban, sustainable oasis. Season three will premiere nationally across PBS member stations and Create Channels.
- ▶ **Xfinity Latino Weekly Entertainment Series:** Xfinity Latino (XLEC) is a weekly entertainment series designed for Spanish and bilingual families combining programming, culture, technology and service tips in a dynamic and entertaining way. In Season III, the program served as Xfinity’s Spanish-speaking promotional ambassador for the 2018 World Cup in Russia, featuring broadcasts from NBC/Universal and Telemundo networks. The show is produced in both Denver and Miami, with additional segments filmed on location, and is available on television, Xfinity OnDemand, the Xfinity stream app, and on the cable company’s web portal.
- ▶ **Food Truck Fan Fight:** “Food Truck Fan Fight” is a hosted half-hour food truck competition series with a mission to crown the top culinary coaches in the country, one city at a time. The backbone of each episode will be two large events where five, and then two trucks, go head-to-head to see who can best draw a crowd. When food is your business, doing it well is a must, but for these would be competitors, the winner will have to prove that their bark is at least as strong as their bite. The pilot was produced by Plebian Pictures and premiered on Food Network in October 2018.

INCENTIVES ARE EXPECTED TO ADD APPROX.

**\$9.9M** IN ECONOMIC  
ACTIVITY &

**\$1.2M** IN STATE & LOCAL  
TAX REVENUE

## VIDEO GAMES

- **Project Siren:** In FY 2018-19, Deck Nine Games, located in Westminster, Colorado, received an incentive for the development phase of a narrative adventure game. Deck Nine has been creating games for computer, PlayStation and beyond for over twenty-one years and successfully tackles all phases of videogame production from the writers' room to the motion capture studio at their Westminster headquarters. The incentive allowed the company to pitch the concept of the game and receive the green light to move forward with game development.

**8** NEW TV & FILM PROJECTS  
ARE EXPECTED TO CREATE

**239** NEW JOBS FOR  
THE STATE





# COLORADO TOURISM OFFICE

In recent years, Colorado has earned the status of a national destination and ranks as one of the nation's top tourism states on many fronts. The Colorado Tourism Office (CTO) also leads initiatives to maximize collaboration among industry partners, elevate the industry, inspire and support the development of new travel experiences and disperse travelers to every corner of the state.

In Fiscal Year 2018, the Colorado Tourism office continued to implement initiatives from the Colorado Tourism Roadmap, a three to five-year strategic plan to guide not just the CTO, but the entire Colorado tourism industry in continuing to build a competitive advantage for our state's thriving visitor economy.

As defined in the Roadmap, the mission of the CTO is to drive traveler spending through promotion and development of compelling, sustainable tourism experiences throughout our four-corner state. The CTO is generating jobs, business success, travel-related state and local tax revenues and an enhanced lifestyle for Colorado residents.

# COLORADO TOURISM OFFICE HIGHLIGHTS

## STRONG ECONOMIC IMPACT

- ▶ In 2017, Colorado welcomed 84.7 million visitors, an increase of 2.8 percent from 2016. The state welcomed 37.9 million overnight visitors and 46.8 million day travelers.
- ▶ Total direct travel spending in Colorado in 2017 reached an unprecedented \$20.9 billion, up 6.5 percent from 2016, double the national average.
- ▶ While other top state destinations lost market share, Colorado's share of marketable leisure travelers, the target of the state's "Come to Life" marketing campaign, held strong at 3.1 percent. Colorado's ranking for this valuable market segment rose from 9th place to 8th place nationally for 2017.
- ▶ Underscoring the importance of tourism to Colorado, the industry directly supported 171,000 jobs in 2017, a 3.4 percent increase from 2016.

COLORADO WELCOMED A RECORD

**84.7M** VISITORS IN 2017,  
WHICH IS A

**2.8%** INCREASE FROM  
2016

## WELCOME CENTERS

- ▶ The CTO welcomed 974,252 visitors to its ten Welcome Centers, encouraging them to stay in Colorado lodgings, visit Colorado attractions and plan a return visit. Staffed primarily by a corps of about 400 volunteers, the centers provide tourism-related businesses across the state the opportunity to share their brochures and other traveler information free of charge with visitors.
- ▶ In October 2017, CTO received the results of an economic impact study of its Welcome Center program.
  - ▶ With a budget of \$730,000 annually, the welcome center program inspired an additional \$23 million a year in traveler spending.
  - ▶ 40% of those stopping at the welcome centers said they were influenced to extend their stay by adding an average of 3.2 activities to their Colorado trip.
  - ▶ On average, visitors reported spending an additional \$264 as a result of stopping at a Colorado Welcome Center.
  - ▶ Colorado Welcome Centers were rated highest in the hospitality of staff and volunteer Travel Counselors, with 67% of guests noting they were much better in comparison to other state welcome centers they've visited.

TOTAL DIRECT TRAVEL SPENDING REACHED AN  
UNPRECEDENTED

**\$20.9B** WHICH IS AN  
INCREASE OF

**6.5%** FROM 2016 AND DOUBLE  
THE NATIONAL AVERAGE

## GLOBAL REACH

- ▶ In the last year, the CTO supported Denver International Airport's marketing efforts for the launch of six new international flights, bringing DEN's total international destinations to 26. The new nonstop flights are operated by Norwegian to London-Gatwick, Copa Airlines to Panama City, United Airlines seasonal service to London-Heathrow, WestJet to Calgary, Norwegian to Paris, and seasonal service by Edelweiss to Zurich.
- ▶ The CTO's international promotion team deployed tactics that attracted more than 989,000 international travelers in 2017, a 29.2 percent increase over the last five years.
- ▶ Visit Denver hosted IPW in May 2018, the premier U.S.-based international trade show and largest generator of travel to the United States. The Colorado Tourism Office joined DEN as premier sponsors of the event, which hosted 6,185 total attendees, including 1,432 international travel buyers and media from more than 70 countries. The CTO's Taste of Colorado VIP Reception at the start of IPW hosted 126 international journalists at the Grand Opening of the Denver Milk Market.

## COLORADO TOURISM ROADMAP

- ▶ With a unanimous vote, the Colorado Tourism Board endorsed the designation of eight new travel regions designed to inspire travelers, regional tourism collaboration and creation of new traveler experiences. A strategy under the Roadmap's Create pillar, the CTO gathered an 11-member Regional Branding Task Force with representation from across the state, and engaged an internationally renowned place branding agency, Destination Think!. The consulting team analyzed nearly 19 million online conversations, fielded industry and consumer surveys and gained direct input from about 800 Coloradans during 20 workshops in 11 Colorado destinations around the state in formulating the new map.
- ▶ The inaugural class of the Colorado Tourism Leadership Journey completed a year-long executive training program, and a second year class of up-and-coming industry leaders was announced.
- ▶ The CTO in October 2017 became the first state tourism office in the U.S. to form a partnership with the Leave No Trace Center for Outdoor Ethics to promote responsible tourism. Working closely with Leave No Trace, the CTO developed the Care for Colorado Principles, sharing them through CTO channels, including a new "Are You Colo-Ready?" brochure. The CTO relaunched its online Colorado Field Guide to include new social sharing features encouraging travelers to explore off-peak seasons and less-visited destinations, while inspiring them to travel like a local, engage in "voluntourism" and support causes dear to Coloradans.

## COME TO LIFE CAMPAIGN

- ▶ During Fiscal Year 2018, the CTO continued expanding the national reach of the highly successful "Come to Life" marketing campaign, generating its highest-ever return on investment, record-setting economic impact, job development and tax generation.
- ▶ The CTO's Fiscal Year 2018 campaigns were credited with inspiring nearly 2.66 million additional leisure trips to Colorado generating \$4.45 billion in incremental spending. At a cost of \$8.14 million in media spending, the campaign generated a return on investment of \$546 per dollar spent, placing Colorado's campaign among the 10 percent of state campaigns in the U.S. for effectiveness and ROI.
- ▶ Colorado's "Come to Life" campaign was enhanced by a nationally focused public relations and social media program. The PR team's 128 placements in its targeted top 100 media outlets generated more than 1.8 million impressions, a 16 percent increase over 2016.
- ▶ Colorado.com accommodated more than 10 million visits in FY 2018. A newly redesigned site launched in December 2017 and has seen a 34 percent increase in referrals to partner websites, a 14 percent increase in visitor sessions and a 27 percent decrease in page-load times (an important metric in an increasingly mobile environment).
- ▶ Colorado.com frequently ranked as the top-performing state tourism website for visitation, according to Quantcast.
- ▶ In 2018, CTO distributed 550,000 Official State Vacation Guides, and secured more than 170,000 subscriptions to its biannual ALIVE magazine.

## OTHER HIGHLIGHTS

- ▶ The CTO Marketing Matching Grant Program awarded \$650,000 in tourism marketing dollars to 30 tourism industry organizations with marketing projects covering 46 counties.
- ▶ The CTO's Destination Development program founded the Colorado Rural Academy for Tourism (CRAFT) in spring 2018, creating a collection of training resources to help small and rural communities embrace tourism as part of their economic development strategies.
- ▶ The CTO supported both Destination Colorado and Tour Colorado with sponsorships to support marketing tactics and participation at industry trade shows.



# OUTDOOR RECREATION INDUSTRY OFFICE

The Outdoor Recreation Industry Office (OREC) was created in 2015 and is housed in the Office of Economic Development & International Trade (OEDIT). The OREC office mission is simple: to champion our industry and communities to come to life through Colorado's great outdoors.

Building on our outdoor heritage, the Outdoor Recreation Industry Office focuses on:

- ▶ Promoting inclusive access for all;
- ▶ Strengthening our stewardship ethic;
- ▶ Sparking sustainable economic development;
- ▶ Driving industry innovation;
- ▶ Cultivating a deeper awareness of public health and its connection to the outdoors;
- ▶ Investing industry resources towards workforce training;
- ▶ Deepening industry educational opportunities.

# OUTDOOR RECREATION INDUSTRY HIGHLIGHTS

## ECONOMIC DEVELOPMENT

Fiscal Year 2018 initiatives focused on the development of key industry deliverables and clusters.

- ▶ Successfully hosted the first winter and summer Outdoor Retailer Show (OR), a trade and policy gathering of national and international industry leaders.
- ▶ Supported Strava with the creation of a second HQ in Denver.
- ▶ Began a new partnership with CU Boulder's Masters of the Environment (MENV) Graduate Program to secure work teams dedicated to supporting Blueprint 2.0 "Grow Your Outdoor Industry," a program designed to assist rural communities in defining their OREC footprint at a regional and community level.
- ▶ Hosted the third annual Colorado Outdoor Industry Leadership Summit (COILS) in Colorado Springs, bringing together industry leaders from around the state.
- ▶ Supported VF Corporation with the move of their National HQ and ancillary company HQs to Denver.

## CONSERVATION & STEWARDSHIP

The OREC Office works alongside the Department of Natural Resources, Colorado Parks & Wildlife and other partner organizations to address issues around access, fee structures and integrated mission, vision and values among agencies.

- ▶ Established "land, climate and water" as the three-prong focus of the office's conservation and stewardship pillar.
- ▶ Hosted first-of-their-kind events focused on water education at Outdoor Retailer's first summer show in Denver.
- ▶ Continued to work with the Colorado Tourism Office (CTO) to develop and promote the relationship with Leave No Trace.
- ▶ Continued discussions with the energy sector to deepen the understanding of our blended economy and how the energy sector and the OREC Industry can partner on a more profound level.
- ▶ Continued "pay-to-play" conversations about sticker fees for emergent OREC Industry technology.

## EDUCATION & WORKFORCE TRAINING

OREC builds on its efforts to grow education and workforce training for skills that are in high demand among Colorado OREC companies. These include:

- ▶ Cut and sew skills program at Colorado Mountain College (CMC)
- ▶ Mountain bike trail building program at CMC
- ▶ Mountain bike building program at Metropolitan State University of Denver
- ▶ Ski/snowboard shaping program at CMC.

OREC also assisted various Colorado higher education institutions in developing much needed degree programs, such as:

- ▶ OREC Industry focused Executive MBA at Western State Colorado University
- ▶ Adventure Travel Tourism Masters Degree at Colorado State University.

Finally, OREC works with CU Boulder's MENV Graduate Program to integrate students into the Blueprint 2.0 program, developing holistic outdoor recreation strategies for rural Colorado towns.

## PUBLIC HEALTH & WELLNESS

The connection between public health and wellness and the outdoors is a crucial component to being a Coloradan. OREC implements best practice models that deepen the understanding and intersection between the healthcare industry and the great outdoors. In Fiscal Year 2018, OREC took the following steps:

- Established the Colorado Outdoor and Health Collaborative, a group of cross-sector partners dedicated to examining and providing ideas on how to better connect public health and outdoor recreation. This collaborative supported many projects including a "forest-bathing" study, looking at the impact of green space on health, conducted by the University of Louisville.
- Created and disseminated the first-of-its-kind health and outdoor recreation report titled "Colorado Outdoor Rx: Elevating Coloradan's Health through the Outdoors." The purpose of this report is to demonstrate current challenges and opportunities in Colorado and how each sector can plan and implement a strategy that promotes health improvement through the great outdoors.

### COLORADO OUTDOOR RECREATION INDUSTRY STATS

**\$62B+** IN CONSUMER  
SPENDING

**511K** DIRECT COLORADO  
JOBS

**\$9B** IN STATE, LOCAL, &  
FEDERAL TAX REVENUE

**\$21B+** IN WAGES &  
SALARIES







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