

Strategic Plan

Economic Development Council of Colorado

Introduction

This Strategic Plan (plan) was created by EDCC to provide direction to the organization over a time period of approximately five years. A large part of the plan addresses the development of public policy, as one of the key focuses of the organization. It lays out a plan to seek ideas from our EDCC members and primary employers and it also provides direction on implementing those ideas. In addition there are initiatives from EDCC committees and initiatives developed from white papers that were drafted by the Public Policy Committee. It is expected that the Board and various committees of EDCC will review and update this plan as needed, based on issues and ongoing needs of the organization.

The Organization

The Economic Development Council of Colorado (EDCC) is a state-wide, nonprofit organization dedicated to successful, responsible economic development. EDCC represents the economic development interests of both the private and public sectors throughout the state.

The members of EDCC are diverse in composition, but identical in mission; to ensure Colorado and its communities, counties and regions succeed in the core business of economic development...quality primary job creation and retention. Our members are rural and urban; public and private-sector; for profit and not-for-profit; and individual communities, counties or regional groups. They are economic development professionals, community volunteers, business and political leaders.

The Vision

EDCC is recognized as Colorado's leader in promoting a vibrant economy

The Mission

To position EDCC as the premier statewide organization for strengthening Colorado's economy by promoting the highest standards of knowledge and skill for ED professionals, educating local and state leaders about the realities of economic growth, and advocating public policies that enhance economic opportunity for all Coloradoans.

Executive Summary

The major initiatives of the EDCC were crafted by various committees of the EDCC to forward the organization toward achieving the mission and vision of the organization. They are focused on public policy, professional development, communications, community education, and financing the organization. This section will provide the major initiatives, and the details of the plan follow.

The major and strategic initiatives are:

Educate State and Local Leaders about the Realities of Economic Development (ED Evangelism Committee)

- Economic development is often misunderstood by the public and decision makers at all levels. To increase support for economic development an education (or “evangelism committee”) and program will be established.

Enhance the Knowledge and Skills of Economic Development Professionals (Professional Development Committee)

- Colorado is home to world-class, highly-trained economic development practitioners and industry partners. Make basic economic development training/mentoring, standardized industry training materials and other resources related to professional development available to all EDCC members.

Improve Communications at All Levels of Operation (Communication Committee)

- Develop and implement a Strategic Communications Strategy (that compliments the EDCC’s Strategic Plan) to establish the Economic Development Council of Colorado (EDCC) as the recognized organization in Colorado for economic development expertise, networking, and resources.

Marshall the Financial Resources Necessary to Accomplish our Mission (Finance Committee)

- As part of EDCC’s overall Strategic Plan, many initiatives will require funding from EDCC’s cash reserves and revenues.
- Maintain the financial strength of the organization and the financial reporting in line with GAAP.

Define and Promote the Value of EDCC Membership (Membership Committee)

- Provide a high level of value with EDCC membership in order to retain and expand membership.
- Retain existing EDCC members.
- Expand EDCC’s membership base.

Develop and Support Public Policies That Promote a Vibrant Economy (Public Policy Committee)

- Develop and update policy “white papers” which will guide EDCC action on legislative issues.
- Study barriers to economic development, and develop ideas that will support Colorado’s economic recovery and growth.

- Update this Strategic Plan for advocating public policy initiatives at all levels of government – including local government, state legislature, and the Governor’s administration, as well as federal legislation as appropriate.
- Establish and maintain a resource system for local policy assistance.
- Develop State policy ideas by late spring of each year.
- Develop a process for engaging state legislators outside the session.
- Establish and maintain a “Rapid Response Team” during the legislative session
- Actively seek engagement of economic developers and partners in legislative matters, and encourage their active engagement with their local State legislators
- Grade legislators on their support of economic development legislation and issues and publish their voting records.
- Support the Colorado Office of Economic Development and International Trade in the implementation of the Colorado Blueprint and other initiatives.
- Realizing that rural Colorado has specific economic development issues and needs that are not always aligned with urban Colorado, develop specific programs and ways to assist economic developers in rural Colorado.
- Outreach to other associations that support economic development in Colorado.
- Develop a list of success stories and add them to our website.
- Support the conventional and renewable energy industries, while considering any possible unintended negative financial impacts on Coloradans and our businesses; and support energy efficiency initiatives that will save businesses capital that may then be used for primary job formation and for the retention and attraction of primary employers.
- Support development of a well maintained transportation infrastructure system to efficiently move people and products throughout the State.
- Help to reform the initiative process in two ways: 1) increase the number of signatures required for a constitutional amendment to be placed on the ballot and 2) require that signatures required to place any initiative be more representative of the population of the entire state.
- Recognizing the importance of the Commercial Aerospace Sector to Colorado’s Economy, support the industry to become the nation’s number one state in employment and economic impact.
- An adequately funded higher education system is critical to Colorado’s economic vitality, therefore EDCC will support funding initiatives to bring our funding levels on parity with other states across the country.

- The regulatory burden (red tape) on private industry is consistently mentioned by business as an impediment to business. The costly and time-consuming effort in complying with regulatory requirements imposed by state and local governments is a longstanding priority for reform for private-sector interests and the EDCC will support efforts to eliminate bureaucratic “red tape” that is harming Colorado’s economic vitality.

Initiatives of the Economic Development Council of Colorado

Educate State and Local Leaders about the Realities of Economic Development (ED Evangelism Committee)

Strategic Initiative

Economic development is often misunderstood by the public and decision makers at all levels. To increase support for economic development an education (or “evangelism committee”) and program will be established.

Actions:

- Establish a standing evangelism committee.
- Develop a strategic plan (this plan) to educate decision makers on the value of our profession.
- Develop an Economic Development 101 (ED 101) class for elected officials and community leaders.
- Encourage every member of EDCC to become fluent in ED 101, through passage of a test.
- Designate ED 101 “professors” in every region of the state.
- Create a plan to present ED 101 to every Board or City Council with economic development staff in Colorado.

Success:

- Well educated leaders that understand and support economic development to create an economically sound economy for Colorado.

Enhance the Knowledge and Skills of Economic Development Professionals (Professional Development Committee)

Strategic Initiative

Colorado is home to world-class, highly-trained economic development practitioners and industry partners. Make basic economic development training/mentoring, standardized industry training materials and other resources related to professional development available to all EDCC members.

Actions:

- Continue offering the Basic Economic Development Course accredited through the International Economic Development Council.
- Look for opportunities to develop additional training programs on economic development-related topics (in addition to the state conferences).
- Formalize a structured professional mentoring program for economic development professionals

- Create a blog that helps educate and share ED-related case studies
- Establish a directory or bibliography of printed and electronic resources available on economic development-related topics.
- Publicize the scholarship opportunity for EDCC members.
- Determine statewide interest in bringing additional IEDC training and/or CEcD exam prep courses to Colorado

Success:

- Increased number of professional development programs offered to EDCC members.
- A long-term measure is a growing number of professional designations like CEcD's statewide.
- Increased longevity in the economic development profession by EDCC members.

Improve Communications at All Levels of Operation (Communication Committee)

Strategic Initiative

Develop and implement a Strategic Communications Strategy (that compliments the EDCC's Strategic Plan) to establish the Economic Development Council of Colorado (EDCC) as the recognized organization in Colorado for economic development expertise, networking, and resources.

Actions:

- Survey the EDCC membership regarding current EDCC Communications tools, seeking input on usage and overall value.
- Evaluate all existing EDCC communications tools such as the organization's website and e-communications tools.
- Develop and implement a plan to enhance the EDCC's existing communications tools through enhanced information delivery and messaging focus.
- Assist the EDCC's administrative staff and board in developing timely, news-worthy communications including a monthly e-newsletter from the Chair and a quarterly newsletter
- Work with EDCC's committees and partner with them on projects needing communications focus.
- Utilizing feedback from the Communications Survey, develop an ongoing Communications Plan to utilize a variety of aspects including web/online, social media, marketing, and proactive public relations.

Success:

- Conduct annual Communications Survey to benchmark EDCC member feedback and usage of the organization's communications tools.
- Establish reports measuring key website and e-communications metrics.
- Communications Committee members to actively seek feedback and input from EDCC members at conferences and meeting in order to tailor messaging and improve the value of communications.

Marshall the Financial Resources Necessary to Accomplish our Mission (Finance Committee)

Strategic Initiative

As part of EDCC's overall Strategic Plan, many initiatives will require funding from EDCC's cash reserves and revenues.

Actions:

- Maintain a financial plan which supports upcoming initiatives.
- Provide EDCC's Board of Directors with current budget information based on the funding for these initiatives in addition to standard administrative and lobbying expenses.
- The Finance Committee and Board Treasurer will remain engaged with other EDCC committees to ensure that adequate funding and accounting is in place for new initiatives.

Success:

- Funding will be available for targeted components of the strategic plan without compromising the overall financial health of the organization.

Strategic Initiative

Maintain the financial strength of the organization and the financial reporting in line with GAAP.

Actions:

- Conduct an annual review and/or audit.
- Provide funding for Organization-owned QuickBooks to maintain accuracy and transparency.
- Monthly review and reconciliation of bank and credit card statements.
- Provide the Executive Board with copies of monthly bank and credit card statements.
- Format financial statements to display sub-categories of revenues and expenses.
- Completion of a "handbook" to guide Treasurer and bookkeeper.

Success:

- Board is provided with a handbook which details annual financial expectations, policies, and procedures by year-end 2012. This handbook will address the action items listed above.

Define and Promote the Value of EDCC Membership (Membership Committee)

Strategic Initiative

Provide a high level of value with EDCC membership in order to retain and expand membership.

Actions:

- Promote all aspects of EDCC membership benefits including legislative advocacy, conferences, networking, mentoring, professional development, website and communications tools and job listings

- Create and promote opportunities for members to become engaged in EDCC activities including conference planning, testifying, economic vitality caucuses, committee work and leadership
- Conduct an annual survey with members and outgoing members to understand members' expectations and opportunities for EDCC
- Proactively engage new members in EDCC activities through networking, introductions, mentoring, committees and conferences

Success:

- Maintain and grow membership levels in terms of organizations and number of individual members
- Maintain and grow membership revenue
- Interview each outgoing member
- Engage each new member

Strategic Initiative

Retain existing EDCC members.

Actions:

- Verify accuracy of contact information prior to starting the renewal process
- Approach member retention systematically through renewal tracking and outreach, reminders and common invoicing
- Ensure EDCC membership is easy to attain and maintain through our registration systems, website and other methods

Success:

- Number of organization and individual members retained on an annual basis

Strategic Initiative

Expand EDCC's membership base.

Actions:

- Create a list of non-EDCC members or past EDCC members who could benefit from EDCC membership
- Proactively pursue non-EDCC members or past EDCC members for membership in EDCC
- Create a list of potential reciprocal members and pursue membership agreements

Success:

- Level of outreach to non-EDCC and past EDCC members
- Annual membership revenue growth from new members
- Annual membership growth in terms of organizations and number of individual members

Develop and Support Public Policies That Promote a Vibrant Economy (Public Policy Committee)

Strategic Initiative

Develop and update policy “white papers” which will guide EDCC action on legislative issues.

Actions:

- White papers will be developed annually in the spring of each year, and will be made available to legislators, the administration and other public policy decision makers as they develop legislation for the upcoming legislative session.
- Coordinate the development of all white papers with all EDCC members in order to avoid conflicts with their individual organizations.
- Develop list of key legislative priorities and present them to the economic vitality caucus during the summer or early fall, prior to the legislative session.
- Work with the EDCC Communications Committee to communicate the key priorities to the media and legislators.
- Draft and have published op-ed pieces that convey our message to Colorado’s business community and to the citizens of Colorado.

Success:

- Well informed legislators that support economic development priorities and programs affecting the retention, expansion, and attraction of primary employment throughout urban and rural Colorado.
- The preparation and publishing of op-ed pieces for key initiatives.
- Revised position white papers as needed which will be presented at the EDCC Spring Conference each year.
- The presentation of legislative priorities at one meeting of the Economic Vitality Caucus.
- Preparation and distribution of our position white papers to legislators and others, as appropriate, prior to legislative interim committee meetings in the summer and fall of each year.

Strategic Initiative

Study barriers to economic development, and develop ideas that will support Colorado’s economic recovery and growth.

Actions:

- Do not “reinvent the wheel,” but contact economic developers for key ideas that will support their efforts in their individual regions and communities. It is likely that their suggestions will “dovetail” with the ideas that were generated for the Colorado Blueprint.
- Prepare a policy white paper to address each issue that is identified and which might have significant impact on economic development in urban and/or rural Colorado.
- Develop and promote the generated ideas through available contact and media channels.

Success:

- Outreach to all economic developers, especially during the summer and fall of each year to seek ideas for legislation that will improve the state’s ability to attract and retain quality jobs.
- Preparation or revision of white papers on key issues.
- Outreach to media and legislators.

Strategic Initiative

Update this Strategic Plan for advocating public policy initiatives at all levels of government – including local government, state legislature, and the Governor’s administration, as well as federal legislation as appropriate.

Actions:

- Monitor and take action on key state legislation at the Colorado legislature impacting Colorado’s economy and our ability to grow the economy.
- Monitor and take action on key federal legislation impacting Colorado’s economy.
- Support our EDCC members with assistance on local policy issues as needed and appropriate.

Success:

- State and federal legislative initiatives that will positively impact economic development programs and needs. Defeat or amendment of legislation that is potentially harmful and that would negatively impact economic development programs and needs.

Strategic Initiative

Establish and maintain a resource system for local policy assistance.

Actions:

- Develop a network of economic developers and other allied professionals with technical expertise in areas of specific need to the economic development community.
- Develop and maintain a “virtual library” of resource materials that can be quickly accessed by EDCC members.

Success:

- Develop and update the virtual library and directory of key resources and add them to the EDCC website each year.

Strategic Initiative

Develop State policy ideas by late spring of each year.

Actions:

- In May of each year, the Board of Directors will send a notice to each member of EDCC requesting policy ideas.
- Each member, based on ideas from their experience will forward those ideas for legislative change to the EDCC Public Policy Committee for analysis.
- Each EDCC member is expected to contact the businesses in their communities to solicit input.
- The Board will, with our lobbyist and in conjunction with the Public Policy Committee, develop ideas for legislation by August for the upcoming legislative session.
- The EDCC lobbyist will work with legislative leadership, the Governor’s office, OEDIT and other interested business and ED organizations and individual legislators to secure sponsorship, support and passage of legislative initiatives.

Success:

- The timely development and successful passage of meaningful public policy change.

Strategic Initiative

Develop a process for engaging state legislators outside the session.

Actions:

- The Economic Vitality Caucus (EVC) will continue to be housed at, and supported by EDCC.
- The EVC will be co-chaired by four legislators – one from each of the majority and minority caucuses in each house.
- At a minimum, four meetings of the EVC will be organized each year.
- The agenda for each meeting will be developed by the EDCC lobbyist, the four legislative co-chairs of the EVC, the Public Policy Committee and Board of Directors.
- Meetings will be used to educate legislators on issues of importance to EDCC and to exchange ideas.
- All legislators will be invited to the meetings.
- EDCC members will be encouraged to personally invite legislators to attend all relevant EDCC events, such as spring and fall conferences.
- Seek maximum attendance of economic developers for each meeting.

Success:

- A well informed legislature that not only is sensitive to economic development issues and needs, but also seeks out the EDCC for strategic advice on all related legislation, and support of EDCC positions on legislative initiatives.

Strategic Initiative

Establish and maintain a “Rapid Response Team” during the legislative session

Actions:

- In December of each year, solicit EDCC members to join the RRT that will represent EDCC well at the legislature on topics of importance to the organization.
- The RRT members will need to be prepared to testify on issues that are heard before a legislative committee and with little notice.
- The EDCC lobbyist, Board of Directors and Public Policy Committee will make every attempt to, in advance of committee meetings, prepare our statement on key legislation that will be heard by committees of the legislature.
- Following testimony a debriefing will be prepared by the EDCC lobbyist of any relevant issues and any further actions that need to be taken by EDCC.

Success:

- An active and prepared Rapid Response Team that responds quickly to a call for testimony.

Strategic Initiative

Actively seek engagement of economic developers and partners in legislative matters, and encourage their active engagement with their local State legislators

Actions:

- Develop a system to reach all economic developer members of EDCC by internet access, email, telephone calls, and when possible, in person.
- Encourage those EDCC members with particular interest in legislative issues to become active in the Public Policy Committee and the RRT.
- Encourage all economic developers to engage in developing relationships with their local state legislators.

- Provide Amendment 41 information and other information to EDCC members, as necessary and requested.
- The Board of Directors should ask all economic developers, via a quick bulletin with relevant information, to contact their local legislators on bills of importance to EDCC. See RRT above.
- If there are administrative barriers that keep economic developers from testifying on legislation, provide information on the importance of their testimony that they can use to seek approval to testify,

Success:

- An engaged EDCC membership that seeks support from their local legislators on all legislation on which action has been taken by the EDCC Board of Directors.

Strategic Initiative

Grade legislators on their support of economic development legislation and issues and publish their voting records.

Actions:

- The Board of Directors, with assistance from the Public Policy Committee and our EDCC lobbyist will develop EDCC positions on bills affecting economic development and our primary employers in the state.
- The lobbyist will track all house and senate votes on identified legislation.
- Following the legislative session, a summary of voting records by individual legislators on key legislation will be prepared.
- A news release will be prepared by the Communications Committee and sent to major news outlets for publication.
- The summary report will be posted on the EDCC website.

Success:

- Annual publication of a summary report of voting records of individual legislators.
- A legislature that understands the importance of economic development legislation and supports it.

Strategic Initiative

Support the Colorado Office of Economic Development and International Trade in the implementation of the Colorado Blueprint and other initiatives.

Actions:

- Maintain frequent and regular communication with OEDIT in developing legislative agendas.
- Mobilize support from the economic development community (EDCC membership) and businesses throughout the State.
- Testify in writing, email, and in person to support implementing legislation put forward as part of the OEDIT legislative agenda.
- Attend meetings of the OEDIT Colorado Blueprint committees and offer professional support as needed.
- Encourage companies in our communities to actively engage in issues identified in the Colorado Blueprint.

Success:

- Engaged economic developers and businesses that support the implementation of the Colorado Blueprint.
- Completion and implementation of the Blueprint.

Strategic Initiative

Realizing that rural Colorado has specific economic development issues and needs that are not always aligned with urban Colorado, develop specific programs and ways to assist economic developers in rural Colorado.

Actions:

- Join and support professional associations, such as the Colorado Cattlemen's Association, the Colorado Farm Bureau, Rocky Mountain Farmers' Union, Colorado Ski Country and various other agricultural and tourism organizations which support backbone primary employment in rural areas.
- Allow these associations a complimentary membership to EDCC in accordance with approved EDCC policies.
- Support the legislative efforts of these groups as appropriate, consistent with the mission of EDCC.
- Invite these groups to present at EDCC conferences and seek opportunities to support them at their conferences.
- Assemble economic developer teams, in coordination with OEDIT, to conduct economic assessments and develop recommendations for rural communities.
- Support our tourism industry and their efforts to boost the economies of rural Colorado.
- Continue to support the Enterprise Zone program, as the key program that provides incentives for primary employment growth in rural Colorado.

Success:

- A more engaged EDCC in issues affecting rural Colorado.
- Support and approval of legislation that is promulgated by other organizations that are connected to the economic strength of rural Colorado.

Strategic Initiative

Outreach to other associations that support economic development in Colorado.

Actions:

- Realizing that there are many other organizations that support our economy, such as the Colorado Space Coalition for the aerospace industry; the Colorado Bioscience Association representing the bioscience industry; and Co-Labs representing federal laboratories in Colorado, develop a list of these groups and work to determine where EDCC's interests will align with these organizations.
- Contact these groups regularly to advise them that EDCC represents the economic development interests across the State and offer to partner with them on key legislation impacting their interests.
- Meet with these groups to give an Economic Development 101 or other presentation.

Success:

- Meet with at least three of these organizations annually and give them ED 101 presentations.
- Participation of these groups at EDCC conferences and EDCC events.
- Acquisition of their support on EDCC legislation and issues.

Strategic Initiative

Develop a list of success stories and add them to our website.

Actions:

- The Board shall solicit annually success stories of the organization and its members.
- Economic developers should provide success stories to our Communications Committee for posting on our website.
- Businesses should also provide success stories for the website, as they may have benefitted from our efforts.

Success:

- Publishing the success stories annually on the EDCC website.

Strategic Initiative

Support the conventional and renewable energy industries, while considering any possible unintended negative financial impacts on Coloradans and our businesses; and support energy efficiency initiatives that will save businesses capital that may then be used for primary job formation and for the retention and attraction of primary employers.

Actions:

- Encourage the development of sensible hydraulic fracturing regulations that do not negatively impact the development of the Denver-Julesburg and other basins in Colorado, while protecting the public from negative environmental impacts.
- Support the conventional fuel energy industry when they encounter regulations that prevent them from acquiring legal access to lands needed for fuel extraction.
- Assist the conventional and cleantech energy industries with information sharing and communications to EDCC members and to others interested in the well being of the energy industry in Colorado.
- Support sensible federal tax policy that provides a reasonable and predictable level of production and integration tax credits to support the renewable energy industry and utilities that are increasing the amount of renewable energy on their systems.
- Support the extension of the federal wind energy production tax credit that is set to expire on December 31, 2012.
- Support the extension of the federal solar energy investment tax credit that is set to expire on December 31, 2016.
- Support the elimination of burdensome and costly over-regulation and “red tape” at all government levels from cities to the federal government.
- Join forces with energy industry associations to support the options listed in this white paper.
- Classify alternative energy as a viable energy resource.
- Support increased energy efficiency funding for current State DSM programs and encourage regulatory support for cost recovery.
- Partner with stakeholders to effect state policy that provides opportunities for utilities to incorporate codes and standards into their energy efficiency portfolios.
- Support programs targeted to weatherization, new construction and retrofitting existing commercial buildings to use less energy in their operations which provide opportunities for business growth.
- Educate EDCC membership and partner organizations about energy efficiency opportunities available in their regions to assist with attraction and retention efforts.

Success:

- The extension of federal solar and wind energy tax credits.
- The growth of the renewable energy research and development; and manufacturing industry cluster in Colorado.
- The development of federal tax policy that supports the renewable energy industry and utilities that are increasing the amount of renewable energy on their systems.

Strategic Initiative

Support development of a well maintained transportation infrastructure system to efficiently move people and products throughout the State.

Actions:

- Support the construction of new tolled lanes in order to help provide efficient travel on the state's most heavily congested highways.
- Partner with CDOT on funding requests to federal agencies on various programs that will assist Colorado in maintaining and improving our highway system.
- Oppose all unfunded federal mandates that would negatively impact CDOT's ability to provide an efficient and well-maintained transportation system.
- Seek out new innovative financing partnership opportunities with the private sector through the High Performance Enterprise.
- Work with the General Assembly to ensure that registration fees and gas tax revenues are not negatively impacted through changes in state statutes.
- Ensure that state legislation does not inadvertently affect Colorado's eligibility for transportation funding from the federal government.
- Investigate partnership opportunities with other stakeholder organizations and transportation entities.
- Support an additional tax increase not to exceed 0.4% to provide the funding needed to complete the FasTracks program throughout the metro Denver region.
- Encourage RTD to strive to find additional federal funding sources and to seek public/private partnerships to complete the FasTracks program.
- Support the Ports to Plains program which will increase the economic vitality of eastern Colorado particularly, and the state as a whole.
- Support the Rocky Mountain Rail Authority High Speed Rail program.
- Support statewide efforts to increase funding.

Success:

- A multi-modal transportation system that is adequately funded throughout the State that supports the retention, expansion, and attraction of primary employment.
- A world-class FasTracks system in the Denver metro region that is adequately funded to be completed in the next 10 years.
- The approval and implementation of a Ports to Plains corridor in eastern Colorado.

Strategic Initiative

Help to reform the initiative process in two ways: 1) increase the number of signatures required for a constitutional amendment to be placed on the ballot and 2) require that signatures required to place any initiative be more representative of the population of the entire state.

Actions:

- The Economic Development Council of Colorado supports more stringent requirements for statewide ballot initiatives to be qualified for the ballot. The requirements may be an increase in the percentage of signatures needed, and/or a new requirement that requires proponents of any proposed citizen initiative be required to gather signatures from each Congressional District within the state of Colorado, with a set minimum number of signatures coming from

each of the state's seven congressional districts. There also may be other options, however EDCC will not take the lead in developing this criteria, as other organizations, such as the Colorado Economic Future panel, likely will expend a significant effort in developing new criteria and vetting it in public forums.

Success:

- A ballot initiative process which is responsive to the needs of the State, however makes it more difficult to quickly amend the State Constitution by special interests that may harm our business climate.

Strategic Initiative

Recognizing the importance of the Commercial Aerospace Sector to Colorado's Economy, support the industry to become the nation's number one state in employment and economic impact.

Actions:

- Further build upon the momentum gained in this sector by increasing advocacy and marketing efforts for Colorado's commercial space sector.
- Target and attract additional commercial space-related initiatives and programs in Colorado.
- Target federal export rules that are hindering the ability of aerospace companies to compete in the global market place.
- Actively collaborate with the aerospace industry.

Success:

- Expansion of the commercial space sector in Colorado and the designation of at least one of our airports for commercial space exploration.

Strategic Initiative

An adequately funded higher education system is critical to Colorado's economic vitality, therefore EDCC will support funding initiatives to bring our funding levels on parity with other states across the country.

Actions:

- Work with our partners in higher education to explore additional funding sources for higher education, including revisiting a general income or sales tax increase, further tuition hikes, or other sources of funding.
- Work with the Governor, General Assembly, business and education leaders to develop a stable, consistent and predictable funding source for publicly-funded higher education in Colorado.
- Facilitate a forum for industry, economic development, public policy makers and higher education leaders to work together on a long term plan for higher education, addressing the issue from a workforce development angle.

Success:

- Improvement of funding levels for public higher education to ensure that graduates of Colorado's higher education institutions are prepared to enter the global workforce.
- Continual improvement of the interconnectivity between the education, workforce, and economic development professions, resulting in a population that is prepared to fill the needs of the primary and other employers.

Strategic Initiative

The regulatory burden (red tape) on private industry is consistently mentioned by business as an impediment to business. The costly and time-consuming effort in complying with regulatory requirements imposed by state and local governments is a longstanding priority for reform for private-sector interests and the EDCC will support efforts to eliminate bureaucratic “red tape” that is harming Colorado’s economic vitality.

Actions:

- The EDCC board should endorse the current regulatory reform effort being implemented within OEDIT, and encourage the active participation of its membership on the Tactical Teams in each of the industry clusters.
- The EDCC will assist the staff coordinator by identifying individuals, companies in each Key Industries and appropriate industry associations for participation on the Tactical Teams.

Success:

- Less burdensome and costly regulation on primary employers and business community, therefore creating the opportunity for the expansion of primary jobs.
- The increased attraction of primary jobs through the marketing of the red tape elimination results.

Strategic Initiative

Kerr *et al.* v. State of Colorado, which challenges the constitutionality of the Taxpayers Bill of Rights (TABOR) was filed in federal court on May 23, 2011. The plaintiffs, a bipartisan group of current and former state legislators and others, maintain that the state constitutional amendment known as TABOR (Taxpayers’ Bill of Rights) violates a U.S. Constitution mandate that every state have a republican form of government in which elected representatives govern.

Actions:

- Support the work of others, as may be requested.

Success:

- Legal challenge victory, which will allow the General Assembly latitude in meeting its requirements to care for the public health and safety of Colorado’s citizens.