

**Pikes Peak Region - Operation 60ThirtyFive
Comprehensive Economic Development Strategy
Implementation Matrix**

*Primary responsibility with red "X"
Supporting role with black "X"*

		Time Frame Immediate (0-6 months) Short Term-Term (6-12 months) Long-Term (12 months +)	Regional Leadership Consortium	Implementation Committee	Colorado Springs EDC	Chamber of Commerce	Experience Colorado Springs - CVB	Public Sector Partners	USOC and NGBS	University Colorado - Colorado Springs	Colorado College	Pikes Peak Community College	Colorado Springs Technology Incubator	Regional Workforce Providers	Regional K-12 Providers	Young Professionals	Other
PROJECT PHASES		IMPLEMENTING ORGANIZATION															
GOAL 1: Enhance Community Collaboration and Integrate Leadership																	
STRATEGY 1-1: DEVELOP AN OPERATION 60THIRTYFIVE IMPLEMENTATION COMMITTEE																	
1.1.1	Establish the formalized implementation committee through an MOU.	Immediate		X	X	X	X	X		X	X	X	X				
1.1.2	Gain commitment from committee members.	Immediate		X	X	X	X	X		X	X	X	X				
1.1.3	Host an implementation "kick off" event launching the strategic plan to the community (September '09).	Immediate		X	X	X	X	X		X	X	X	X				
1.1.4	Assign an operational driver.	Immediate		X	X	X	X	X		X	X	X	X				
1.1.5	Consider translating implementation plan into committee working groups.	Immediate		X	X	X	X	X		X	X	X	X				
1.1.6	Meet quarterly to monitor progress and reprioritize when necessary	Immediate		X	X	X	X	X		X	X	X	X				
1.1.7	Develop an internal and external online communication forum for the project (LinkedIn or Facebook)	Short Term		X	X	X	X	X		X	X	X	X				
STRATEGY 1-2: FORM A REGIONAL LEADERSHIP FORUM																	
1.2.1	Consider a collaborative operational driver such as UCCS.	Short Term	X		X	X	X	X	X	X	X	X	X	X	X	X	
1.2.3	Identify key public and private sector partners to invite.	Short Term	X		X	X	X	X	X	X	X	X	X	X	X	X	
1.2.3	Gain commitment from committee members.	Short Term	X		X	X	X	X	X	X	X	X	X	X	X	X	
1.2.4	Host a retreat to identify critical regional issues.	Short Term	X		X	X	X	X	X	X	X	X	X	X	X	X	
1.2.5	Prioritize strategies and confirm commitment.	Short Term	X		X	X	X	X	X	X	X	X	X	X	X	X	
1.2.6	Meet monthly and re-prioritize appropriately	Short Term	X		X	X	X	X	X	X	X	X	X	X	X	X	
GOAL 2: EXPAND RESOURCES TO FOSTER ENTREPRENEURSHIP																	
STRATEGY 2-1: DEVELOP A REGIONAL ENTREPRENEURSHIP PORTAL AND TRAINING INITIATIVE																	
2.1.1	Form a regional work group of technical assistance experts (EPIIC, CSTI, Inventors & Entrepreneurs Clubs), Chamber of Commerce, EDC, banks, entrepreneurs, and other stakeholders.	Immediate			X	X		X		X	X	X	X	X			
2.1.2	Design a framework for the initiative and a funding strategy and short and long-term work plan for primary and supporting stakeholders.	Short Term			X	X		X		X	X	X	X	X			
2.1.3	Build inventory/database and network of service providers.	Short Term			X	X		X		X	X	X	X	X			
2.1.4	Identify information needs and requirements and develop an outline for the portal.	Short Term			X	X		X		X	X	X	X	X			
2.1.5	Establish training modules/programs.	Long Term			X	X		X		X	X	X	X	X			
2.1.6	Build capacity at Pikes Peak Community College to provide support, technical assistance, and training to aspiring entrepreneurs.	Long Term			X	X		X		X	X	X	X	X			
2.1.7	Market the initiative region-wide.	Long Term			X	X		X		X	X	X	X	X			
STRATEGY 2-2: BUILD UPON EXISTING FINANCIAL CONSORTIA FOR BUSINESS AND ENTREPRENEUR																	
2.2.1	Expand upon existing angel investor network strengthening linkages between Denver and Pueblo.	Short Term			X					X			X				High Altitude Angel Network
2.2.2	Host a regional venture capital forum to introduce angel networks and VC firms from throughout the region to local businesses and entrepreneurs.	Short Term			X					X			X				High Altitude Angel Network
2.2.3	Tie into existing angel networks in target industry areas.	Short Term			X					X			X				High Altitude Angel Network

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PROJECT PHASES		IMPLEMENTING ORGANIZATION															
STRATEGY 2-3: ENCOURAGE ENTREPRENEURSHIP AT A YOUNG AGE THROUGH K-12 PROGRAMS																	
2.3.1	Annual business plan competitions among UCCS faculty and students in connection with the development of technologies that grow region's target industry clusters. Launch a competition in which students submit a business plan and where winners receive college scholarships or seed capital.	Immediate			X	X				X	X	X			X		
2.3.2	Expand the offering of entrepreneurial project initiatives at middle and high schools, similar to Junior Achievement or the Kaufman Foundation's Entrepreneurship Week.	Immediate			X	X				X	X	X			X		
2.3.3	Establish a regional Young Entrepreneurs Network to meet on a regular basis and support professional, civic, and social opportunities for young entrepreneurs. These can be modeled after the regional entrepreneurial clubs but aimed at a younger, student-based population. Consider creating a mentoring link between this group and the Chamber's rising professionals group.	Short Term			X	X		X					X		X		
STRATEGY 2-4: SPUR INNOVATION THROUGH THE CONNECTION OF EXISTING BUSINESSES																	
2.4.1	Convene UCCS research and technology transfer offices (EPIIC) to discuss opportunity and frame concept.	Short Term								X			X				
2.4.2	Utilizing the EDC local industry program, identify set of firm core competencies.	Short Term			X								X				
2.4.3	Share competencies with UCCS research groups.	Short Term			X					X			X				
2.4.4	Explore the development of a notification system for university technologies that are available for licensing and build the capability of UCCS research staff to undertake 'matching' efforts of catalogue of new technology.	Short Term			X					X			X				
2.5.5	Market program regionally.	Short Term			X	X				X			X				
2.5.6	Consider hosting a procurement fair/reverse trade show to link suppliers to buyers for businesses and government entities.	Short Term			X	X		X									
GOAL 3: POSITION THE PIKES PEAK REGION AS A TALENT MAGNET																	
STRATEGY 3-1: ACTIVELY RECRUIT CREATIVE ENTREPRENEURS, TOP-NOTCH TECHNOLOGY WORKERS, AND SMALL TECH BUSINESS ENTREPRENEURS IN HIGHER COST LOCATION																	
3.1.1	Identify higher cost West Coast locations with an active entrepreneurial climate i.e. Seattle, Bay Area, and Portland.	Short Term			X								X				
3.1.2	Identify 5-10 successful "venture-backable" entrepreneurs and second stage companies within each market that best fit into the Pikes Peak regions industry base.	Short Term			X								X				
3.1.3	Take 1-2 trips annually to each location for face-to-face meetings with companies and individual entrepreneurs.	Short Term			X	X		X		X			X				
3.1.4	Work with local brokers to develop database of available spaces to market to each individual/company.	Short Term			X								X				Real Estate and Development Sector
STRATEGY 3-2: PROACTIVELY FOCUS ON TALENT RECRUITMENT AND RETENTION																	
3.2.1	Identify major employers as an adhoc group to meet at least twice/year to discuss labor force and talent retention issues. Invite workforce training provider participation, as well.	Short Term			X	X				X	X	X		X			
3.2.2	Develop an annual survey that measures major employers' satisfaction with the local workforce and with local workforce development training programs.	Short Term			X	X				X	X	X		X			
3.2.3	Ensure that every targeted industry sector has an associated advisory group and training program, either at the technical or college level, as appropriate.	Short Term			X	X				X	X	X		X			

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		IMPLEMENTING ORGANIZATION															
PROJECT PHASES																	
STRATEGY 3-3: CREATE A YOUNG PROFESSIONAL MARKETING STRATEGY																	
3.3.1	Create a steering committee to develop a proposed initiative that may include:	Short Term		X	X	X										X	
3.2.2	Hiring an innovative marketing firm to develop billboard campaigns, web campaigns, radio spots, etc... in target markets and colleges and/or	Short Term		X	X	X										X	
3.3.3	A guerilla marketing campaign that includes message board strategies and pop-culture PR, word of mouth and U-Tube strategies and/or	Short Term		X	X	X	X									X	
3.3.4	Contract with Orbitz, Expedia or another heavily marketed web-based travel site to offer special weekend packages to Colorado Springs, featured on main web pages.	Short Term		X	X	X	X									X	
3.3.5	These tourist programs could be coordinated with the CVB to focus in primary tourism markets.	Short Term		X	X	X	X									X	
3.3.6	Other social media i.e. Facebook or LinkedIn	Short Term		X	X	X										X	
STRATEGY 3-4: ENGAGE YOUNG PROFESSIONALS IN ECONOMIC DEVELOPMENT EFFORTS																	
3.4.1	Local young professional organizations should establish an economic development working group of young leaders who meet regularly with local economic development officials to stay informed of key initiatives and provide insight and implementation support.	Short Term	X		X											X	
3.4.2	Consider representation on CSEDC board.	Short Term			X											X	
3.4.3	Ask local community boards to reserve one seat for young professional organizational representation.	Short Term	X		X	X	X									X	
STRATEGY 3-5: IMPLEMENT A COLLEGE/UNIVERSITY ALUMNI ATTRACTION EFFORT																	
3.5.1	The CSEDC should work with alumni associations to confirm what cities have a large concentration of alumni and target these cities by:	Short Term			X					X	X	X				X	
3.5.2	Sending alumni printed postcards comparing the Pikes Peak region to their city and highlighting why they should move back.	Short Term			X					X	X	X				X	
3.5.3	Identifying an alumni chair in these cities and CSEDC making routine phone calls to provide updates on business and career opportunities.	Short Term			X					X	X	X				X	
3.5.4	Sponsor alumni happy hours and have a CSEDC representative who speaks for five minutes on current opportunities in the Pikes Peak region.	Short Term			X					X	X	X				X	
3.5.5	To keep the Pikes Peak region on the minds of alumni, give away something that is unique (E.g. local wine) during events with CSEDC's website link.	Short Term			X					X	X	X				X	
3.5.6	CSEDC should submit or jointly write articles to Colorado College/UCCS and other to use in the alumni newsletters and other news sources targeting alumni and donors.	Short Term			X					X	X	X				X	
GOAL 4: SHARPEN THE CONNECTION TO ECONOMIC DEVELOPMENT RESOURCES AT HIGHER ED INSTITUTIONS!																	
STRATEGY 4-1: ESTABLISH AN INFORMAL COLLEGE/UNIVERSITY/COMMUNITY COLLEGE ECONOMIC DEVELOPMENT WORKING GROUP																	
4.1.1	The Working Group should be comprised of College/University/Community College staff, City/County staff, EDC/Chamber and business leadership, workforce providers and developers.	Short Term			X	X				X	X	X					
4.1.2	It should meet on a quarterly basis.	Short Term			X	X				X	X	X					
STRATEGY 4-2: ENCOURAGE THE CREATION OF A CENTER OF EXCELLENCE IN CYBER SECURITY/SMART GRID DEVELOPMENT																	
4.2.1	Convene a taskforce consisting of representatives from CSEDC, UCCS, Chamber of Commerce, City of Colorado Springs and defense sector.	Short Term			X	X		X		X							Defense Sector Reps
4.2.2	Prioritize strategies and confirm commitment.	Long Term			X	X		X		X							Defense Sector Reps

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		IMPLEMENTING ORGANIZATION															
PROJECT PHASES																	
STRATEGY 4-3: STRENGTHEN LINKAGES BETWEEN LOCAL INDUSTRY AND UCCS BY CREATING ENDOWED CHAIRS																	
4.3.1	Convene a taskforce including Chamber of Commerce, CSEDC, private and public sector leaders and UCCS representatives	Short Term			X	X		X		X							Foundations
GOAL 5: RAISE THE INTERNATIONAL PROFILE OF THE PIKES PEAK REGION																	
STRATEGY 5-1: IMPLEMENT AN INTERNATIONAL RECRUITMENT PROGRAM																	
5.1.1	Identify available resources for international recruitment. An international recruitment strategy must begin by identifying the Pikes Peak region's existing assets related to international recruitment. This would include companies already in the region that are foreign-owned or are export oriented, international organizations such as the USOC, as well as international students at UCCS and other colleges in the area. The results of this inventory should be used to customize the region's international approach.	Long Term			X			X									Metro Denver EDC, State of Colorado
5.1.2	Create an international resources clearinghouse located at UCCS. Learning the process of selling products overseas, accessing the information needed to make international marketing decisions, and connecting with professionals who can facilitate financial, transportation, regulatory, and legal aspects of the international transaction are crucial to companies entering or deepening their relationships in international markets. In addition to providing this type of technical assistance, an international clearinghouse could offer a means for educating the public about the importance of international business, trade policies, and how they affect local business. The more the local community knows about international business in the area, the more supportive they can be of local organizations that promote and support international activity.	Long Term			X			X									Metro Denver EDC, State of Colorado
5.1.3	Promote the Pikes Peak region as an area for international business activity. The EDC should work with other groups to craft a marketing and promotional strategy that builds on the assets identified and leverages the international reputation of companies already in the region. The goal of this strategy is to position the Pikes Peak region as a region that welcomes international business. Raising the region's profile internationally will help attract not only foreign companies considering North American locations but also the well-educated, foreign-born high-tech workers who are highly sought after by many companies.	Long Term			X			X									Metro Denver EDC, State of Colorado
GOAL 6: IMPLEMENT AN ENHANCED AND COLLABORATIVE TARGET INDUSTRY MARKETING PROGRAM																	
STRATEGY 6-1: IMPLEMENT AN ENHANCED AND COLLABORATIVE TARGET INDUSTRY MARKETING PROGRAM																	
6.1.1	Identify and be visible and active at selected target industry association events and tradeshows, partner with regional/state organizations when appropriate	Immediate			X			X									
6.1.2	Enhance connections to incoming business events and tradeshows through the CVB.	Immediate			X		X										
6.1.3	Consider a sales trip to meet with company executives in the Aerospace/Defense/Homeland Security cluster in Washington D.C. and Northern Virginia.	Short Term			X												
6.1.4	Consider joining and active participation in key trade associations, particularly the Industrial Asset Management Council (IAMC).	Immediate			X												
6.1.5	Implement the recommendations for the EDC website identified in Report 3: Organizational Competitive Assessment, particularly including cluster specific content.	Immediate			X												
6.1.6	Consider upon funding availability hiring a full time staff person focused on entrepreneurial growth as part of the EDC's local industry expansion program.	Long Term			X												
6.1.7	Ensure public sector engagement in economic development efforts including prospect visits, project announcements and sales trips.	Immediate						X									

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PROJECT PHASES																	
6.1.8	Upon funding availability public sector partners should consider investing in economic development efforts of the EDC at a level consistent to benchmarked regions in <i>Report 3: Organizational Competitive Assessment</i> .	Long Term			X												
6.1.9	Invite key site selection consultants and business executive in targeted cluster quarterly or annually to the Pikes Peak region for a community familiarization or FAM tour.	Immediate			X												
6.1.10	Continue successful relationship building activities with key site selection consultants.	Immediate			X												
6.1.11	Implement the international marketing recommendations identified in this report. Consider annual site visits to strategic European regions particularly in Germany focusing on renewable energy companies. Leverage regional and state international development and attraction efforts.	Long Term	X		X												
STRATEGY 6-2: ANALYZE BRAND EFFECTIVENESS.																	
6.2.1	Engage a regional advertising and public relations firm and other resources with acumen in branding.	Short Term		X		X											Contracted PR firm
6.2.2	Hold a branding workshop in the community and outside the region.	Short Term		X		X											Contracted PR firm
6.2.3	Test market new brand names to see which might most effectively promote the region.	Short Term		X		X											Contracted PR firm
6.2.4	Conduct some perception surveys with businesses and potential tourism targets to evaluate effectiveness.	Short Term		X		X											Contracted PR firm
6.2.5	Develop a brand that incorporates the community's assets.	Short Term		X		X											Contracted PR firm
6.2.6	Test market new brand names to see which might most effectively promote the region.	Short Term		X		X											Contracted PR firm
6.2.7	The brand must be consistent with community assets, industry targets and general economic development goals.	Short Term		X		X											Contracted PR firm
6.2.8	Ensure this brand promotes a consistent message.	Long Term		X		X											Contracted PR firm
GOAL 7: SECTOR SPECIFIC STRATEGIES																	
STRATEGY 7-1: ESTABLISH TARGET INDUSTRY WORKING GROUPS FOR EACH OF THE TARGETED INDUSTRIES																	
7.1.1	Form small target Industry teams that lend their expertise regarding specific issues, policies, concerns, or opportunities facing the representative industries. Tap into their knowledge base to gain an intense focus on the issues surrounding these 5 industries. Through members' various contacts within these industries, business development activities could also occur.	Immediate			X			X									
7.1.2	Have business leaders representing the target industries whose main purpose is to supply trend information, develop strategies for attracting industry, and develop key messages concerning each industry. Also provide any other pertinent industry details and information.	Immediate			X			X									
7.1.3	The teams should meet quarterly to discuss industry strategies while focusing on specific outcomes for targeted industry initiatives, value chain opportunities and other industry intelligence.	Long Term			X			X									
STRATEGY 7-2: AEROSPACE/DEFENSE/HOMELAND SECURITY																	
7.2.1	Enhance partnerships with UCCS, and national research labs to help commercialize technologies especially within cyber security and "smart grid" technologies	Short Term			X	X				X							
7.2.2	Sharpen linkages between military/defense leadership and economic development leadership	Short Term			X	X				X							

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		IMPLEMENTING ORGANIZATION																
PROJECT PHASES																		
STRATEGY 7-3: SPORTS, HEALTH AND WELLNESS																		
7.3.1	Market/brand the region as a center for amateur sports activities and wellness.	Immediate		X					X									
7.3.2	Sharpen the linkages between sports medicine and training.	Long Term							X									
7.3.3	Tap NGBs company suppliers for business attraction efforts.	Short Term		X					X									
STRATEGY 7-4: SOFTWARE/INFORMATION TECHNOLOGY																		
7.4.1	Continue to support existing regional strengths especially in areas like data storage and smart grid technologies.	Short Term		X														
7.4.2	Promote and leverage recent success	Short Term			X	X												
7.4.3	Attend and be active at industry trade shows particularly in the data storage niche.	Short Term			X					X			X					
STRATEGY 7-5: RENEWABLE ENERGY/ENERGY EFFICIENCY																		
7.5.1	Establish regional leadership and define market space (wind generation, wind product manufacturing, smart grid, etc)	Immediate	X	X														
7.5.2	Identify workforce demand and postsecondary program gaps	Long Term								X	X	X		X				
7.5.3	Connect existing business through supply chain initiative	Long Term			X													
7.5.4	Implement the global marketing program identified in this report, as many of the leading renewable energy companies are non - U.S. based.	Long Term			X			X										
STRATEGY 7-6: EMERGING INDUSTRIES/ENTREPRENEURSHIP																		
7.6.1	Strengthen university/industry relationships (and promote programs to ensure enough graduates)	Short Term			X					X			X					
7.6.2	Enhance connections between innovations and entrepreneurs and businesses	Short Term			X					X			X					
7.6.3	Support Colorado Springs Technology Incubator (CSTI) expansion opportunities	Immediate		X	X					X			X					
7.6.4	Launch an entrepreneur attraction strategy in key higher cost locations	Immediate			X					X			X					