Key Industry Framing and Curriculum: Blueprint Core Objectives

The goals, actions and tactics will revolve around the six core objectives identified in the Colorado Blueprint which provide a common framework for discussion and a basis for retaining and growing existing Colorado companies and increasing the global competitiveness of Colorado’s key industries. The six core objectives are:

| I. Build a Business-Friendly Environment | II. Retain, Grow & Recruit Businesses | III. Increase Access to Capital | IV. Create & Market a Stronger Colorado Brand | V. Educate & Train the Workforce of the Future | VI. Cultivate Innovation & Technology |

Below we have further refined such objectives in order to clarify how they relate to the Key Industries:

Business Environment broadly captures issues impacting a company’s operations within Colorado, including (i) local, state and federal government regulations; (ii) local, state and federal tax environment (sales and use, property tax, tax exemptions and incentives); and (iii) any other Colorado business environment issues, such as utility, energy or labor costs or industry representation.

Business Development refers to the retention and expansion of existing Colorado operations and the recruitment and attraction of business prospects that (i) consist of national and global companies that are primary competitors and/or collaborators within the industry and would deepen the industry if brought to Colorado; (ii) consist of national and global companies critical to the value chain, supply chain and/or distribution chain for the industry in Colorado and would increase the competitiveness of Colorado companies if brought to the state; and (iii) provide access to international markets for export of products or services provided by companies within the key industry.

Business Funding refers to (i) the lending climate between banks and companies in the industry in Colorado; (ii) activity level of private investors (angel and venture) with companies in the industry in Colorado; and (iii) access to other types of financing.

Industry Marketing and Branding refers to (i) the inclusion of the industry’s perspectives in the Colorado brand for business, (ii) messaging about the industry in Colorado on a national and global level—what level of “awareness in the marketplace” does the industry possess; (iii) messaging and awareness of the industry locally and the effect on the ease of attracting potential employees, entrepreneurs or investors; (iv) messaging and awareness of the industry among the general public and policy-makers and the effect on regulations.

Education & Workforce refers to (i) the current talent pool—availability of qualified and high quality talent to grow the companies in the industry; (iii) the development of the future talent pool—availability of high quality and dynamic post secondary programs (universities, colleges, applied technical colleges, workforce centers) preparing and/or retraining students and workers to participate in the industry workforce; (iv) entrepreneurial training focused on developing new ventures within the industry.

Innovation & Technology will be addressed uniquely by all key industries, but in general refers to (i) research and development activity within the industry within Colorado at universities, private research labs or federal labs; (ii) activity in technology transfer and commercialization of products within the industry in Colorado and associated entrepreneurial activity; (iii) the impact of technology on increasing productivity of companies within the industry in Colorado.

Communication and Updates: The completed Strategic Plan will be distributed to the Steering Committee and will be displayed on a soon-to-be created Statewide Key Industry Website. A progress report will be created that will be distributed on a quarterly basis to update the Steering Committee, companies within the Key Industry, and the Governor and his cabinet.