EXECUTIVE SUMMARY

The Southeast Colorado region (Region 6), located in the southeast corner of the state, consists of six counties – Baca, Bent, Crowley, Kiowa, Otero, and Prowers. The six counties partnered to form a collaborative economic development group - Southeast Colorado Business Retention, Expansion and Attraction (SEBREA) - in order to support the region and the efforts of the existing economic development organizations. The economic development activities and priorities primarily include business retention and attraction. There is reasonably priced available land and existing facilities throughout the region.

Within the region, there are numerous small, diverse companies providing primary jobs. Agriculture is the predominant industry in the region and has high volume exports. These exports include livestock, wheat, milo, sunflowers, vegetables, peppers, melons, onions, corn, and hay. Due to the amount of available fresh produce, there are farmer’s markets throughout the region. Manufacturing has a presence in the region and contributes greatly to the economy. There is also an abundance of non-renewable and renewable energy including world class wind, a solar development area, waste energy (W2E), and increased oil and gas activities. One state and two private correctional facilities are in the region, as well as medical facilities including three hospitals, numerous clinics, extended care facilities, and dental offices.

Heritage tourism locations include Bent’s Old Fort and Sand Creek Massacre National Historic Site. Other recreational opportunities include boating, fishing, birding, and hunting.

VISION

SEBREA supports regional local economic development organizations and local governments to provide a foundation for sustaining and expanding the economic growth in southeast Colorado utilizing the strength of partnerships and resources.

MISSION

SEBREA is a support partnership to assist in strengthening the economy of southeast Colorado through the retention of jobs, expansion and attraction of businesses, and providing resources to thrive in today’s changing business environment regionally, nationally, and globally.

QUICK WINS

- Fort Lyon Correctional facility has been repurposed to a viable use, still has future growth opportunities
- Host to the 2nd Annual Pedal The Plains bicycle event
- Job growth in the region at +1.10% per key industry data
- Manufacturing industry awareness strong in the region, local key industry network established in one county and going region wide in 2014
- Manufacturing capacity has grown for the region, adding 174 jobs
- Region included in TriState Generation’s ten year transmission plan to help support future wind development
- Water line extension in Crowley County allowed retention of a primary employer
- Cobblestone Hotel constructed in Eads
- Town of Rocky Ford instituted a branding campaign which has had regional impact
- Transportation investment in the aviation area, local airports making capital improvements
- Awarded $1.3 million from the Colorado Department of Local Affairs, Energy/Mineral Impact Assistance Grant
- Awarded $30,000 Rural Economic Development Initiative (REDI) Program, Technical Assistance Grant
TOP 5 KEY INDUSTRIES BY EMPLOYMENT

<table>
<thead>
<tr>
<th>Industry</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food &amp; Agriculture</td>
<td>4,800</td>
</tr>
<tr>
<td>Health &amp; Wellness</td>
<td>2,000</td>
</tr>
<tr>
<td>Transportation &amp; Logistics</td>
<td>1,300</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1,200</td>
</tr>
<tr>
<td>Advanced Manufacturing</td>
<td>900</td>
</tr>
</tbody>
</table>

Source: EMSI, 2012

1. **Build a Business-Friendly Environment**
   - **GOALS**
     - Align regional organizations and leverage resources relevant to economic development such as SEBREA, SECED, SCEDD, and SBDC
     - Developing Healthcare & Manufacturing Sector Partnership
     - Explore and create regional incentives opportunities
     - Advocate to maintain tax credit exemptions for agriculture and Enterprise Zone
     - Support Eastern Plains Foreign Trade Zone application
   - **DELIVERABLES**
     - All the organizations listed in the region partnering and building a healthy relationship
     - Build out the competitive tool box for the SE Region

2. **Recruit, Grow and Retain Business**
   - **GOALS**
     - Build the agriculture economy
     - Fully repurpose Fort Lyon facility
     - Build upon existing regional assets including upgrade of BNSF/Amtrak line
     - Development of infrastructure including the Arkansas Valley Conduit
     - Energy & transmission line development
     - Labor shed study
     - Community development
   - **DELIVERABLES**
     - Region wide Ag impact analysis
     - Obtain a measurable job growth in the region
     - Utilize OEDIT Asset tool to better understand key assets in the region for collaborative attraction efforts
     - Understand workforce labor shed better

3. **Increase Access to Capital**
   - **GOALS**
     - Increase number of business loans from Business Loan Funds (BLF)
     - Support SBDC network build out
     - Support private philanthropic funds
   - **DELIVERABLES**
     - Encourage bank participation in business loan activities promoting additional start-up businesses and expansions
     - Provide strong resources for all small business in the region

4. **Create and Market a Stronger CO Brand**
   - **GOALS**
     - Strengthen partnership with state & regional tourism advocates;
     - Increase Social media and website exposure for SEBREA
     - Promote and expand Agriculture and Heritage Tourism
   - **DELIVERABLES**
     - Promote the region from a tourism stand point focusing on competitive assets
     - Consider SE Region tourism brochure

5. **Educate and Train the Future Workforce**
   - **GOALS**
     - Research this opportunity further
     - Build a partnership between economic development organizations, education institutions and workforce center
     - Market and promote community colleges as first choice for workforce training
   - **DELIVERABLES**
     - Increase job training opportunities in the regional and higher utilization of existing programs resulting in a quality trained workforce

6. **Cultivate Innovation and Technology**
   - **GOALS**
     - Identify and engage with innovative practices and industries in the region
     - Support agriculture innovation
     - Identify and expand broadband capacity
   - **DELIVERABLES**
     - Elevation of engagement between SEBREA members, COIN and innovative companies in the region
     - Create broadband implementation plan

**STRATEGIC PROJECTS**
- Healthcare & manufacturing Sector Partnership
- Ag industry economic impact analysis completed for the region

**STAKEHOLDERS**
Baca County
Baca County Economic Development
Bent County
Bent County Development Foundation
Canyons and Plains of Southeast Co.
Colorado Department of Local Affairs
Colorado Housing and Finance Authority
Colorado Workforce Centers
Colorado-Regional Heritage Taskforce
Crowley County
Economic Development Administration
Education and Training
Kiowa County
Kiowa County Economic Development Foundation
La Junta Economic Development
Lamar Community College
Office of US Senator Mark Udall
Otero County
Otero County Economic Development
Otero Junior College
Prowers County
Prowers County Development Inc.
Rocky Ford EDC
Small Business Development Center
Southeast Colorado Enterprise Development
Southeast Colorado Power Association
Southeast Colorado R&C&D
Southern Colorado Economic Development District
State and Regional Economic Development Groups
Tri-County Housing and Community Development Organization
USDA Rural Development

**STATE OF COLORADO, REGION 6**

**CORE OBJECTIVES**

Region: 6

Food & Agriculture
Health & Wellness
Transportation & Logistics
Financial Services
Advanced Manufacturing

**EMSI, 2012**
COLORADO - REGION 6: Economic Profile

Employment by Key Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Establishments</th>
<th>Employment</th>
<th>Average Annual Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and Agriculture</td>
<td>170</td>
<td>4,800</td>
<td>$28,300</td>
</tr>
<tr>
<td>Health and Wellness</td>
<td>80</td>
<td>2,000</td>
<td>$35,700</td>
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<tr>
<td>Transportation and Logistics</td>
<td>110</td>
<td>1,300</td>
<td>$42,800</td>
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<tr>
<td>Financial Services</td>
<td>80</td>
<td>1,200</td>
<td>$45,600</td>
</tr>
<tr>
<td>Advanced Manufacturing</td>
<td>40</td>
<td>900</td>
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<tr>
<td>Energy and Natural Resources</td>
<td>50</td>
<td>800</td>
<td>$52,000</td>
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<tr>
<td>Tourism and Outdoor Recreation</td>
<td>50</td>
<td>600</td>
<td>$18,800</td>
</tr>
<tr>
<td>Infrastructure Engineering</td>
<td>50</td>
<td>500</td>
<td>$36,700</td>
</tr>
<tr>
<td>Creative Industries</td>
<td>30</td>
<td>400</td>
<td>$29,900</td>
</tr>
<tr>
<td>Technology and Information</td>
<td>20</td>
<td>200</td>
<td>$51,000</td>
</tr>
<tr>
<td>Defense and Homeland Security</td>
<td>N/A</td>
<td>100</td>
<td>$29,000</td>
</tr>
<tr>
<td>Aerospace</td>
<td>Insufficient data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bioscience</td>
<td>Insufficient data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronics</td>
<td>Insufficient data</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Key Industry Employment Statistics*

- Total Employment: 11,563
- Total Establishments: 564
- Average Annual Wage: $33,943
- 2009 - 2013 Employment Change: 5.9%

*Statistics are based on OEDIT’s Key Industry definitions so data may overlap.

Total Employment Statistics

- Total Employment: 24,467
- Total Establishments: 1,224
- Average Annual Wage: $32,758
- 2009 - 2013 Employment Change: 0.8%

SOURCE: Colorado Office of Economic Development & International Trade and EMSI, 2013.2
Note: Table does not include establishments that are primarily classified as Public Administration, Educational Services, and/or Retail Trade

* Sectors represented by business and establishment locations

About Top Employers by Employment

Arkansas Valley Regional Medical Center - licensed to house 90 acute care and extended care hospital beds. This 129,300 square foot facility located in La Junta, Colorado also includes a Nursing Care Center and offers semi-private and private rooms. Total number of licensed beds is 115.

Southeast Colorado Hospital - a 23 bed critical access hospital providing acute, emergency, and respite care. Specialty clinics in cardiology, dermatology, orthopedics, podiatry, pulmonology, skin care, surgery and urology. Other services include long-term care, physical therapy, and hospice.

Prowers Medical Group - is a medical practice owned and operated by the Prowers County Hospital District. They have three facilities: Lamar Medical Clinic, Las Animas Family Practice, and General Surgery Clinic. Between these three locations, they offer family and internal medicine, occupational health, pediatrics, workman's compensation, obstetrics, and general surgery.

Dragon ESP, LTD. - offers durable equipment for a broad range of severe-duty applications, including well servicing, bulk storage, liquid and solids hauling, and a variety of pumping and mud solutions. They operate out of Lamar, Colorado, but also have a presence in California, Indiana, Texas, North Dakota, Ohio, Oklahoma, and Alberta, Canada.

Corrections Corporation of America - is a company that owns and manages private prisons and detention centers and operates others on a concession basis. The company is the largest private corrections company in the United States.