


**2017 CML Annual
 Mayors Summit
 September 2017**


The contents of this presentation reflect the view of the presenter, not of CML.

**Foreign Trade Zone #293
 and
 Citizens Institute on Rural Design**
*Julie Coonts
 Mayor, Town of Limon*

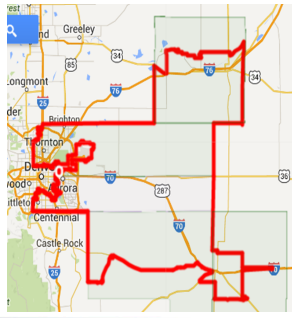

The contents of this presentation reflect the view of the presenter, not of CML.


What is a FTZ?

- Designation granted by U.S. Department of Commerce through the Foreign Trade Zone Board.
- It is a geographic area where goods may be landed, stored, handled, manufactured, or reconfigured, and re-exported under specific customs regulation and generally not subject to customs duty.


The contents of this presentation reflect the view of the presenter, not of CML.


- Includes all of the counties of Adams and Arapahoe and major portions the counties of Elbert, Lincoln and Morgan




The contents of this presentation reflect the view of the presenter, not of CML.

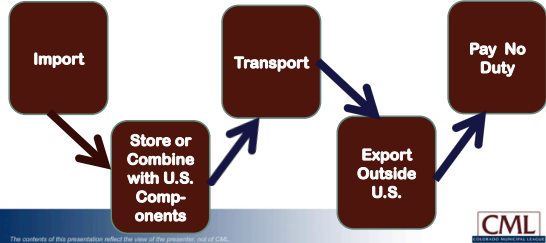
What can you do in a FTZ?

• Manufacture	• Store
• Assembly	• Test
• Re-package	• Process
• Re-label	• Repair
• Display	


The contents of this presentation reflect the view of the presenter, not of CML.


Foreign Business Benefits

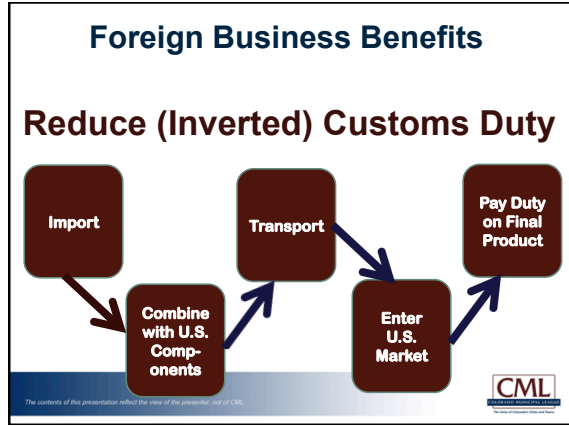
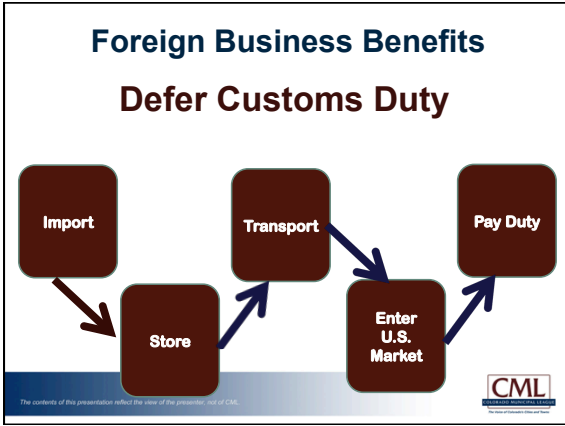
Eliminate Customs Duty



```

    graph TD
      Import[Import] --> Store[Store or Combine with U.S. Components]
      Store --> Transport[Transport]
      Transport --> Export[Export Outside U.S.]
      Export --> NoDuty[Pay No Duty]
    
```


The contents of this presentation reflect the view of the presenter, not of CML.



Contact Information

townoflimon.com

Joe Kiely, FTZ Director
jkiely@townoflimon.com
 P: 719-775-2346
 M: 719-740-2240

Dave Stone, Limon Town Manager
dstone@townoflimon.com
 P: 719-775-2346

The contents of this presentation reflect the view of the presenter, not of CML.

CITIZENS' INSTITUTE ON RURAL DESIGN

Established in 1991 as Your Town: the Citizens' Institute on Rural Design™, CIRDD has convened more than 70 workshops in all regions of the country, empowering residents to leverage local assets for the future in order to build better places to live, work, and play.

Citizens' Institute on Rural Design

National partners

The contents of this presentation reflect the view of the presenter, not of CML.

State resource team

The contents of this presentation reflect the view of the presenter, not of CML.

- Goals – Wayfinding & Trails

#1 Connect People and Places:

Connect visitors & residents with places & experiences to support economic development & promote Limon's unique heritage.

#2 Encourage Active Living:

Promote active living, outdoor recreation through a connected network of bicycle & pedestrian trails & signage.

#3 Promote Limon as a Destination:

Expand Limon as a regional center & encourage various modes of travel to local attractions.

The contents of this presentation reflect the view of the presenter, not of CML.



Tour of Limon to Start Workshop



The contents of this presentation reflect the view of the presenter, not of CML.



Daytime Meetings at Community Building



The contents of this presentation reflect the view of the presenter, not of CML.



Breakout Sessions



The contents of this presentation reflect the view of the presenter, not of CML.



Evening Meetings with Stakeholders & Community



The contents of this presentation reflect the view of the presenter, not of CML.



TYPES OF SIGNS - PEDESTRIAN

- Kiosks
- Trailheads
- Trail Signs/Markers
- Interpretive



The contents of this presentation reflect the view of the presenter, not of CML.



TYPES OF SIGNS - VEHICULAR


- Gateways
- Vehicular Directional Signs
- Parking Signs
- Site & Building Signs




The contents of this presentation reflect the view of the presenter, not of CML.




Pedestrian routes




The contents of this presentation reflect the view of the presenter, not of CML.



Vehicular routes



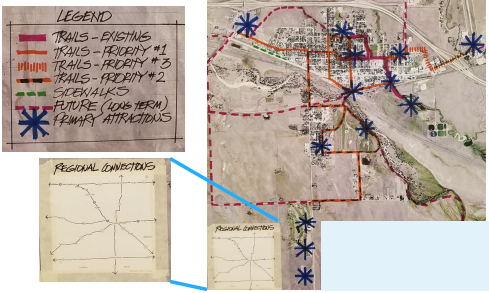
The contents of this presentation reflect the view of the presenter, not of CML.




Trail plan

LEGEND

- TRAILS - EXISTING
- TRAILS - PRIORITY #1
- TRAILS - PRIORITY #3
- TRAILS - PRIORITY #2
- SIDEWALKS
- FUTURE (LONG TERM)
- PRIMARY ATTRACTIONS




The contents of this presentation reflect the view of the presenter, not of CML.



Prioritization and Phasing

SHORT TERM	SIGN SYSTEM	COOL DESTINATIONS
1	Gateways	Paint Grain Bins & Tanks
2	Development of Trail Signs & Markers	Bridges
3	Vehicle Direction Signs	Art Trail
4	Parking	Use Turbine Blade as Sign/Art
LONG TERM		


The contents of this presentation reflect the view of the presenter, not of CML.



Prioritization and Phasing

SHORT TERM	SIGN SYSTEM	COOL DESTINATIONS
5	Kiosks	Paint Hanger at Airport
6	Trailheads	Natural Playground & Dog Park
7	Site & Building Identification	
8	Interpretive Signage	
LONG TERM		

The contents of this presentation reflect the view of the presenter, not of CML.




FUNDING
On Wednesday afternoon, workshop participants gathered in person for an engagement conversation in Limon, Missouri, to discuss transportation planning...
WORKSHOP RECOMMENDATIONS

The contents of this presentation reflect the view of the presenter, not of CML.

Results:
Wayfinding: Sign locations and types
Trails: Location and types, also added some bike lanes on roads close to school
Brand/Logo Input: received input on citizens image of Limon. We have started the design work on the new brand and signage.
Citizen Engagement

The contents of this presentation reflect the view of the presenter, not of CML.



Contact Information

townoflimon.com

Joe Kiely, FTZ Director
jkiely@townoflimon.com
P: 719-775-2346
M: 719-740-2240

Dave Stone, Limon Town Manager
dstone@townoflimon.com
P: 719-775-2346

The contents of this presentation reflect the view of the presenter, not of CML.





**2017 CML Annual
Mayors Summit
September 2017**

The contents of this presentation reflect the view of the presenter, not of CML.



**How to help your municipality
grow and prosper**

*John Hall, EDCC Board Chair /
Economic Development Director, City of Westminster*

The contents of this presentation reflect the view of the presenter, not of CML.



Our Aim

- Introduce the Economic Development Council of Colorado.
- Explain Economic Development, its purpose, importance and what economic developers do.
- Explore foundational elements of Economic Development Strategic Planning and Elements of Business Retention.
- Share and discuss available support resources for Colorado communities.


The contents of this presentation reflect the view of the presenter, not of CML.



Economic Development Council of Colorado

- Statewide, non-profit dedicated to successful, responsible economic development.
- EDCC represents the economic development profession in Colorado and reflects the ED interests of both the private and public sectors throughout the state.


The contents of this presentation reflect the view of the presenter, not of CML.



EDCC's Mission

- To position the 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 Coloradans.

The contents of this presentation reflect the view of the presenter, not of CML.




Economic Development Council of Colorado

Key Focus Areas:

- Public Policy
- Professional Development
- Education

The contents of this presentation reflect the view of the presenter, not of CML.



The Purpose of Economic Development

“To positively influence economic change”

More Precisely:

- A net gain of money flow *into* a community or region.



The Focus of Economic Development

Driving new equity/dollars into a community via:

- Primary Job Development and Retention
- Business Assistance
- Entrepreneurial Incubation
- Place-making
- Tourism
- International Trade
- Tech Transfer



Primary Employment/ Jobs

“A business or organization that generates a substantial portion of their revenues through exporting goods and services from the region.”

Key Contribution to Municipalities:

- Primary Jobs are the source of growth to municipal revenues.



Non-Primary Employment

“Secondary Jobs”

“Non-Primary Employers are businesses that sell products and services primarily to fulfill local demand. They play a significant role in the local economy by providing goods and services to residents and primary employers, and by keeping money circulating and contained in the community.”

Key Contribution to Municipalities:

- A large share of jobs in most communities
- Retail sales comprise (on average) ~72% of municipal revenue via sales tax collections



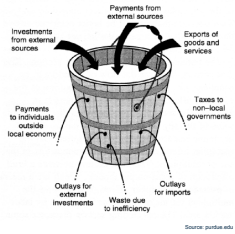
Clear Creek County - A Working Example

- Molybdenum has some \$ value “X”
- Commodity is extracted locally and sold around the world.
- New money enters the community.
- When money enters a community, a population aggregates to support the source of value creation via: Housing, Retail, Services, Healthcare etc.
- What happens when the commodity (or the market) is gone?



Why do we constantly need to promote quality Primary job growth?

Because the economy is always leaking



Preventing Leakage is Getting Harder

- Back in 2000, less than 1% of retail sales came from e-commerce. However, online sales have climbed each and every year since then, even through the Great Recession.
- By 2009, e-commerce made up about 4.0% of total retail sales, and today the latest number we have is 8.3%.
- Forecast to reach 35% by 2030.

Source: U.S. Bureau of Economic Analysis, BEES

The contents of this presentation reflect the view of the presenter, not of CML.

Growth vs. Development

<p>Quantitative:</p> <p>“More”</p> <ul style="list-style-type: none"> Jobs Businesses People 	<p>Qualitative:</p> <p>“Better”</p> <ul style="list-style-type: none"> Higher-wage jobs Quality of life Diversification Sustainability
---	--

Source: Joseph P. Morgan, Ph.D. - UNC School of Government

The contents of this presentation reflect the view of the presenter, not of CML.

Why is Economic Development Important?

- To succeed for the long-term, communities must maintain their standing as places that can stimulate new economic opportunities and attract capital through all kinds of economic cycles.

The contents of this presentation reflect the view of the presenter, not of CML.

Traditional Circular Flow Model

The contents of this presentation reflect the view of the presenter, not of CML.

Porter Diamond

The contents of this presentation reflect the view of the presenter, not of CML.

Richard Florida - Creative Class

- The Quality of Place Matters to the economy
 - What’s there (the natural and built environment)
 - Who’s there (the people)
 - What’s going on (what people are doing – Their relationship to the natural and built environments)

The contents of this presentation reflect the view of the presenter, not of CML.

Foundations of Economic Development Strategic Planning

The contents of this presentation reflect the view of the presenter, not of CML.

Business-Based Strategy

Business and Industry strategies include business development activities:

- Retention
- Expansion
- Attraction

The contents of this presentation reflect the view of the presenter, not of CML.

Place-Based Strategy

Place-based strategies focus on particular parts of the community:

- Main Street/Downtown
- Industrial areas
- Retail nodes
- Neighborhoods

The contents of this presentation reflect the view of the presenter, not of CML.

People-Based Strategy

People-based strategies focus on targeted population but serve business development objectives:

- Workforce development
- Affordable housing
- Education

The contents of this presentation reflect the view of the presenter, not of CML.

What do Economic Developers bring to the table?

- Information
- Facilitation
- Advocacy

The contents of this presentation reflect the view of the presenter, not of CML.

What do Economic Developers bring to the table?

Information

- Demographics
- Workforce Statistics
- Infrastructure Capacity
- Real Estate

The contents of this presentation reflect the view of the presenter, not of CML.

What do Economic Developers bring to the table?

Facilitation

- Facilitation is the main customer service component
 - Facilitation of meetings (regulatory agencies, utility reps, real estate brokers, elected officials, etc.)
 - Coordination of efforts (single point of contact, project management, packaging of information, etc.)

The contents of this presentation reflect the view of the presenter, not of CML.



What do Economic Developers bring to the table?

Advocacy

- Incentives – local, state & federal governments
- Regulatory – local planning agencies
- Community – importance of industry
- Taxes/Fees – local governments

The contents of this presentation reflect the view of the presenter, not of CML.



Foundations of Economic Development Strategic Planning

Establish Consensus through Education, Communication & Relationship Building:

- Should include elected officials, staff, businesses and citizens
- This work should be both internal and external, and ongoing.

The contents of this presentation reflect the view of the presenter, not of CML.



Foundations of Economic Development Strategic Planning

Analyze & Profile your Local Economy:

- The key to a well thought-out and rational economic development plan
- Roots planning in current and historic data on the local economy and the pluses and minuses of your current economic situation

The contents of this presentation reflect the view of the presenter, not of CML.



Foundations of Economic Development Strategic Planning

Build a Vision:

- Your Vision Statement should answer the question: “What do we want to be in the long-term future?”
- To create a useful Vision you need to define and agree amongst yourselves what economic development means in *your* context and why it’s important to *your* community.

The contents of this presentation reflect the view of the presenter, not of CML.



Foundations of Economic Development Strategic Planning

Build the Strategic Plan

- Your strategic planning process should answer these questions:
 1. What are the economic development needs and opportunities in your community?
 2. What are the development goals to meet those needs and opportunities?
 3. What resources are available to achieve these goals?
 4. What strategies and projects best use your available resources to meet your development goals and gain and maintain public support?

The contents of this presentation reflect the view of the presenter, not of CML.



Foundations of Economic Development Strategic Planning

Build and Maintain Community Consensus and Support for the Plan:

- Continuously lead
- Educate, market and promote positivity and a 'can do' attitude towards your goals.


The contents of this presentation reflect the view of the presenter, not of CML.



Basic Elements in Business Retention


- The economy is always changing:
 - Technology
 - Changing markets
 - Reductions in state and federal funding
 - Uncertain regulatory environment
 - Talent attraction, especially for the skilled trades
 - Rising costs on labor, construction materials, regulatory compliances etc.

The contents of this presentation reflect the view of the presenter, not of CML.




What happens if a primary employer leaves a community?

- Loss of jobs
- Loss of revenue for city and other businesses
- Negative community image



Ghost towns are a good example of what happens when primary employers leave a community. Without jobs, there is no money for residents and suppliers to purchase retail goods, housing, health care services etc. so all businesses leave and the town dies.

The contents of this presentation reflect the view of the presenter, not of CML.



Why Retention Plans are Important?

- Communities have limited resources, need to focus efforts
- Builds trust and better relationships—this can pay in other positive returns
- The best attraction plan is a strong retention plan
- Most growth comes from existing businesses--expansion


The contents of this presentation reflect the view of the presenter, not of CML.



Developing a Retention Plan

1. Conduct a SWOT
 - Internal: What is your organization realistically capable of taking on (both financially and human capital)
 - External: What are the needs of your business community and how can you help address them
2. Outreach and Relationship Building
3. Respond to Needs
4. Follow Up and Management of Retention Program

The contents of this presentation reflect the view of the presenter, not of CML.



Common Retention and Expansion Tools

- Business surveys
- Visitation program
- Financial resources
- Technical assistance
 - Workforce
 - Business/Industry expertise



The contents of this presentation reflect the view of the presenter, not of CML.



Disaster Recovery and Business Retention: Economic Resiliency

<h3>Preparedness</h3> <ul style="list-style-type: none"> - Risk assessment - Scenario/ Role playing - Communication strategy - Partnership w. first responders 	<h3>Retaining After a Disaster</h3> <ul style="list-style-type: none"> - Communication strategies - Response Center - Access to insurance and capital - Post disaster marketing
--	---

The contents of this presentation reflect the view of the presenter, not of CML.

Economic Resiliency Resources

<h3>Colorado Resources</h3> <ul style="list-style-type: none"> - DOLA - OEDIT - CML - Dept. of Labor and Employment 	<h3>Federal Resources</h3> <ul style="list-style-type: none"> - USDA - EDA - HUD – CDBG-DR
---	---

The contents of this presentation reflect the view of the presenter, not of CML.

2017 Professional Development/Events

Regional Economic Development Forums:
 Region 3: Arapahoe & Douglas Counties - February 2017, Lone Tree, CO
 Regional 2: Larimer & Weld Counties - June 2017, Loveland, CO

Basic Economic Development Course (BEDC) – June 2017, Denver

Council of Development Finance Agencies (CDFA) DLS Pre-Conference Workshop:
 “The Art of Economic Development Finance” – October 2, 2017

4th Annual Drive | Lead | Succeed Conference, Vail – October 2-4, 2017
 “It’s Time to UP YOUR GAME!”

- The Great Outdoors – Tapping into the booming Outdoor Recreation Industry
- Go Big and Go Global – Foreign Direct Investment
- Financing Tools & Mechanisms

The contents of this presentation reflect the view of the presenter, not of CML.

REGIONS WE HAVE VISITED SINCE 2016

The contents of this presentation reflect the view of the presenter, not of CML.

Municipalities, cities, & counties we've reached

The contents of this presentation reflect the view of the presenter, not of CML.

Thank You!

John Hall
 Chair, Economic Development Council of Colorado
 Economic Development Director for City of Westminster

(303) 658-2113
jhall@cityofwestminster.us

The contents of this presentation reflect the view of the presenter, not of CML.