

**City Council and Grand Junction Economic Development Partnership  
Lunch Workshop Agenda  
Monday, December 1, 2003  
11:30 am to 1:00 pm  
Two Rivers Convention Center  
159 Main Street**

Potential Topics of Discussion:

1. Efforts of the “Community Partners” group (GJEP, Chamber, and Incubator) for Economic Development
2. Discussion of Economic Development Forum results [Attach 1](#)
3. GJEP’s Economic Development strategy and collaboration [Attach 2](#)
4. City of Grand Junction’s participation currently and in the future in economic development efforts (attached is the most recent economic development fund status) [Attach 3](#)
5. Competitive issues such as use of incentives
6. Relationship between City of Grand Junction and GJEP

This agenda is intended as a guideline for the City Council. Items on the agenda are subject to change as is the order of the agenda.

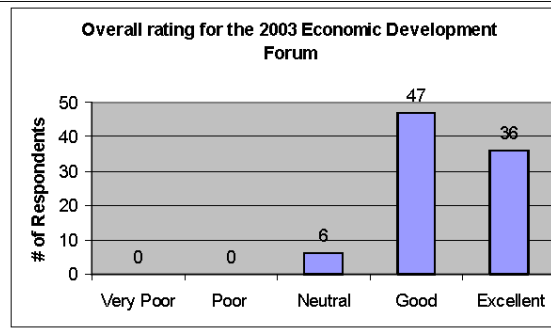
# Attach 1 Economic Development Forum Report

## 2003 Mesa County Economic Development Forum October 30, 2003

### EVALUATION

Please rate (from 1 very poor to 5 excellent) the following aspects of the 2003 Mesa County Economic Development Forum (circle your response):

	Very Poor	Poor	Neutral	Good	Excellent
Instructions, pace, and organization of the day	0%	1.1%	5.7%	59.1%	34.1%
Keynote address by the Sonoran Institute	0%	0%	6.8%	33.0%	60.2%
Climate in the breakout rooms (e.g. opportunity for input, respect, etc.)	1.1%	0%	9.1%	42.1%	47.7%
Ability to meet your personal objectives for the day	0%	5.6%	20.2%	44.9%	29.2%
Overall rating for the 2003 Economic Development Forum	0%	0%	10.3%	29.9%	59.8%



How committed are you to continue working on the economic development initiatives in the future?

Not at all		Somewhat		Very Committed
0%	0%	10.3	29.9%	59.8%

Would you attend a future forum in 2004?

Yes	No	Don't Know
89.9%	0%	10.1%





*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Table of Contents**

<i>2003 Economic Development Forum Summary Report</i>	
<b>Overview</b>	<b>1</b>
<b>Summary of Findings</b>	<b>2</b>
What Should Mesa County's Economy Look Like in 2025?	2
What Economic Development Opportunities Should Mesa County Pursue to Achieve its Vision?	3
Table 1: Quality of Life Opportunities	5
Table 2: Physical Infrastructure Opportunities	6
Table 3: Workforce Development Opportunities	6
Table 4: Economic Development Strategies to Attract, Retain and Develop Business	7
Table 5: Coordinated Structure and Strategy for Economic Development	8
<b>Conclusion and Next Steps</b>	<b>8</b>
<b>2003 Economic Development Forum Sponsors and Planning Committee</b>	<b>9</b>





*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Page 1**

*From 1970 to 2000 Mesa County's population grew by 114% (62,344); faster than the state and nation.  
-Economic Profile System  
www.sonoran.org*

*From 1970 to 2000 48,283 new jobs were created in Mesa County. Over the last 30 years job growth in Mesa County has outpaced that of the state and nation.  
-Economic Profile System  
www.sonoran.org*

*In real terms, average earnings per a job in Mesa County have fallen from \$26,207 in 1970 to \$26,010 in 2000.  
-Economic Profile System  
www.sonoran.org*

## ***Economic Development Forum Overview***

On October 30, 2003, a broad cross-section of community leaders came together to evaluate and discuss the future of Mesa County's economy at the first Mesa County Economic Development Forum. The Forum was advertised and open to the public; over 190 people attended, from private, public and non-profit organizations, 121 participants were able to stay for the entire day.

Forum participants: 1) explored how economies and economic development has changed in the West, and Mesa County in particular; 2) identified what they would like Mesa County's economy to look like in 2025; 3) identified and prioritized opportunities for the future development of Mesa County's economy.

The premises underlying the purpose and design of the Forum were threefold:

- Informed dialogue can improve the quality of decision making in areas of public concern.
- An ongoing community dialogue is needed to build the partnerships and community support necessary for successful economic development.
- The ideas with the broadest community support have the best potential for success.

The Forum was organized into three areas of discussion over the course of the day. The three areas of discussion were:

### WHERE HAVE WE BEEN?

How have western economies and economic development changed with shifts in international and national economies? How has Mesa County's economy changed over the past 30 years? What is surprising, encouraging and concerning about changes in Mesa County's economy?

### WHERE DO WE WANT TO BE IN THE FUTURE?

What should Mesa County's economy look like in 2025?

### WHAT ARE OUR TOP OPPORTUNITIES TO GET US THERE?

What specific short-term and long-term opportunities should our community pursue to achieve our vision?





**Summary Report:  
2003 Mesa County  
Economic Development  
Forum**

**Page 2**

*About the Sonoran Institute...*

*The Sonoran Institute's Socio-Economics Program seeks to increase the knowledge of the general public, public land managers, elected officials, conservation groups, and the media on how the economy of the West has changed and the links that exist between economic development and environmental health. The Sonoran Institute has developed a free, automated system – called the Economic Profile System (EPS) – that works within Microsoft Excel. This system allows the user to automatically and efficiently produce a detailed socio-economic profile within Microsoft Excel. Dr. Ray Rasker and Ben Alexander are the Director and Associate Director of the Sonoran Institute's Socio Economic Program. For more information please see [www.sonoran.org](http://www.sonoran.org).*

*Special thanks to the Grand Junction Office of the Bureau of Land Management for sponsoring our keynote speakers from the Sonoran Institute.*



The day started with a welcome address from Mesa County Commissioner Tilman M. Bishop, and instructions for the day from the lead facilitator Dr. Janet Fiero. This was followed by an icebreaking exercise including name, affiliation and one example of successful economic development in Mesa County over the last 5 to 10 years.

The keynote address *The Changing Economy of The Rural West* was delivered by Dr. Ray Rasker and Ben Alexander of the Sonoran Institute (see side bar). The presentation provided a basis for forum participants to understand macro-level changes occurring in international, national and western economies, and possible ramifications for economic development in Mesa County. The presentation included a question/answer period with the presenters.

Following the keynote address, a set of structured exercises were conducted, each designed to answer a different high level question: Where have we been? Where do we want to be? What opportunities should we pursue to get us there? The majority of exercise time was spent identifying opportunities, combining like ideas, and prioritizing short- and long-term economic development opportunities.

### **Summary of Findings**

Forum participants developed an impressive list of what Mesa County's economy should look like in 2025, and short- and long-term economic development opportunities to be pursued. Taken together, these ideas total more than 15 typed, single space pages. While not everyone agreed, there was significant overlap in ideas for Mesa County's future. There was no attempt during the day to find consensus on issues where people did not agree. Rather, through syntheses (combining like ideas) and prioritization (voting on identified opportunities), areas of general agreement among forum participants were identified.

### **WHAT SHOULD MESA COUNTY'S ECONOMY LOOK LIKE IN 2025?**

Forum participants were placed at tables of 8 to 9 people. Each table was asked to list "bullet point" statements describing what they thought Mesa County's economy should look like in 2025. These statements were then discussed at the table, and areas of general



**Mesa County — Creating a community of opportunities  
for all residents with a focus on the future.**

November, 2003



*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Page 3**

*The majority of new businesses established in Mesa County from 1990 to 2000 had fewer than 20 employees, with the largest growth in firms of 1-4 employees.*

*-Economic Profile System  
www.sonoran.org*

<sup>1</sup>Each participant was given seven votes to use in any way they wanted. All seven votes could be used for one identified opportunity, or spread among several.

agreement recorded on a table master sheet. This exercise produced seven single spaced typed pages of statements from 20 tables. While there was great variety among ideas presented, the following represent general areas of agreement:

#### **DIVERSE LOCAL ECONOMY**

Mesa County's economy should provide a broad range of employment opportunities. Taken together, the range of employment opportunities should provide higher average incomes than today, provide for a higher percentage of the population to have health insurance and allow our youth to stay and have meaningful employment opportunities. Mesa County's economy should not be dependent on one or two dominant sectors insulating our economy from the economic ebbs and flows of a particular industry.

#### **QUALITY OF LIFE**

Mesa County's economy should be consistent with, and promote, a high quality of life including, but not limited to: maintenance of open space (agricultural, public lands and parks); balanced use of public lands for recreation, tourism and natural resource development; expansion of cultural amenities to attract and retain talented people; and redevelopment of troubled areas including infrastructure and families with increased earnings and affordable housing. Communities in Mesa County should maintain a small town feel, even while some are developing into urban centers.

#### **REGIONAL HUB**

Mesa County should be a regional hub for shopping, medical services, education, culture and natural resource extraction industries.

#### **WHAT ECONOMIC DEVELOPMENT OPPORTUNITIES SHOULD MESA COUNTY PURSUE TO ACHIEVE ITS VISION?**

Participants separated into six breakout rooms to identify, synthesize and prioritize short- and long-term economic development opportunities. Combined, the breakout rooms identified over 60 economic development opportunities, 19 of which (after like ideas were combined) received at least one vote during the prioritization exercise<sup>1</sup>. Of the 19 opportunities that received votes, two appear to represent areas of general agreement among forum participants, both receiving nearly twice the number of votes as the third highest priority:





*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Page 4**

*In 2001, the unemployment rate  
in Mesa County was 4.0%  
compared to 3.7% for the state  
and 4.8% for the nation.  
-Economic Profile System  
[www.sonoran.org](http://www.sonoran.org)*

- Develop an umbrella economic development structure charged with developing an economic development strategy (vision, goals, priorities) and coordinating activities to implement the strategy. Efforts should include existing economic development groups from communities throughout the county in a public private partnership.

- Expand continuum of education opportunities available for workforce development to residents and employers (existing or prospective). Expansion should be focused on post secondary education opportunities to include vocational/technical certificates and degrees, advanced degrees, and expansion of campuses, formats and times to fully realize our community's workforce potential.

All 19 opportunities that received at least one vote fall into five general categories of economic development opportunities:

1. Quality of Life
2. Physical Infrastructure
3. Workforce Development
4. Economic Development Strategies
5. Coordinated Structure for Economic Development

Tables 1-5 (see next page) summarize economic development opportunities by category, showing the overall rank, and rank within category according to the total number of votes received.







*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Page 5**

*In 2000 Mesa County had a higher homeowner occupancy rate (72.7%) than the State of Colorado (67.3%).  
-Economic Profile System  
www.sonoran.org*

**Table 1: Quality of Life**

Note: Quality of life opportunities were generally presented with the justification that cultural amenities will help attract and retain talented people who generate their own economic activity by attracting businesses seeking their talents, supporting development of local businesses, or entrepreneurial activity.

Opportunity	Votes Received	Overall Rank	Rank in Category
Build an events center to maintain Mesa County as a regional hub for arts, culture, sporting events, concerts, etc.	69	4	1
Develop the riverfront in the valley as a cultural amenity.	42	7	2
Become an arts and culture destination by developing a nationally recognized signature event such as a theatre and wine festival, and/or building an outdoor amphitheater that will attract acts with national recognition.	41	8 (tie)	3
Increase community involvement in creating and revising community development standards for the future.	32	11	4
Revitalize older and disadvantaged areas through infill and redevelopment programs.	17	13	5
Provide affordable housing to sustain community growth and support low wage workforce.	15	14	6
Build a movie theater.	2	18 (tie)	7





*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Page 6**

*Total net income from farming and ranching in Mesa County, in real terms, dropped from \$9.2 million in 1970 to -2.6 million in 2000.*

*-Economic Profile System  
www.sonoran.org*

**Table 2: Physical Infrastructure**

Opportunity	Votes Received	Overall Rank	Rank in Category
Develop an attractive campus style industrial park.	76	3	1
Improve capacity at Walker Field Airport including air/freight capacity, nonstop jet service to five locations, and expansion of private aviation opportunities.	64	5	2
Improve physical infrastructure and access to railroads, roads, busses, water, sewer and broadband Internet service.	26	12	3
Address traffic congestion around Mesa Mall.	2	18 (tie)	4

**Table 3: Workforce Development**

Opportunity	Votes Received	Overall Rank	Rank in Category
Expand continuum of education opportunities available for workforce development to residents and employers (existing or prospective). Expansion should be focused on post secondary education opportunities to include vocational/technical certificates and degrees, advanced degrees, and expansion of campuses, formats and times to fully realize our community's workforce potential.	157	1	1





*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Page 7**

*The largest contributors to new personal income in Mesa County from 1990 to 2000 in real terms were:*

- *Social Services*
- *Producer Services*
- *Consumer Services*

*-Economic Profile System  
www.sonoran.org*

**Table 4: Economic Development Strategies to attract, retain, and develop businesses.**

Opportunity	Votes Received	Overall Rank	Rank in Category
Identify specific industries (outdoors industry were mentioned in two rooms), following a cluster based approach to economic development. Look for opportunities to attract companies that provide services/products currently used by local businesses, but are purchased outside the county.	50	6	1
Focus on assisting existing businesses that have above average wages by providing incentives for, and removing barriers to expansion.	40	8 (tie)	2
Continue efforts to revitalize downtowns through development of infrastructure (parking, housing, aesthetic appeal) to provide urban center.	39	10	3
Focus on attracting producer services that have above high new job creation rates and above average wages.	11	15	4
Market the Grand Valley to younger retirees who provide stable primary income, jobs to low skill workers and a source of talented volunteers.	8	16	5
Provide support for production of value added products such as processed foods (wine, jellies, salsas, etc.), small niche markets (organic foods) and processing of raw materials (lumber, oil, gas).	5	17	6





*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Page 8**

*Keep up the momentum –  
ACT!  
-Forum Participant*

**Table 5: Coordinated Structure and Strategy for Economic Development**

Opportunity	Votes Received	Overall Rank	Rank in Category
Develop an umbrella economic development structure charged with developing an economic development strategy (vision, goals, priorities) and coordinating activities to implement the strategy. Efforts should include existing economic development groups from communities throughout the county in a public private partnership.	151	2	1

**CONCLUSION AND NEXT STEPS**

At the close of the workshop, Mesa County committed to writing and distributing this summary report. Participants provided e-mail addresses for electronic distribution. The forum was attended by a broad cross section of community leaders, and provides a good starting point to shape our community’s economic future. A logical next step is to pursue one of the top opportunities identified at the forum:

**“Develop an umbrella economic development structure charged with developing an economic development strategy (vision, goals, priorities) and coordinating activities to implement the strategy. Efforts should include existing economic development groups from communities throughout the county in a public private partnership.”**

Mesa County will invite a cross section of community leaders from the public and private sectors to participate on a steering committee to guide implementation. The first meeting of this group will be scheduled in January 2004. The County will also coordinate another Economic development Forum in the Fall of 2004. Mesa County will provide regular updates to Forum participants by e-mail.

The 2003 Economic Development Forum was a preliminary discussion about where Mesa County’s economy is today, and how we would like to see it develop in the future. The 2003 Forum should be viewed as the beginning of an ongoing process to bring businesses, individuals, and community partners together to determine what we want our economy to be in the future and how best to get there.





*Summary Report:  
2003 Mesa County  
Economic Development  
Forum*

**Page 9**

Special thanks to the following organizations for sponsoring and planning the 2003 Mesa County Economic Development Forum:



**Bureau of Economic  
and Business  
Research**



## Attach 2 Economic Development Strategy



### STRATEGIC PLAN 2001-2006

#### Mission

The Grand Junction Economic Partnership's mission is to generate high quality economic development in Mesa County by attracting competitive, high value-added firms.

#### Goals

During the next five years the Grand Junction Economic Partnership aims to create a total of 765 jobs with an average salary of \$32,975 (five year average). Total payroll of \$25,225,875 will be generated. While meeting this goal the organization will be strategically focused on:

- Quality wage job development and preservation
- Innovative and well-planned economic growth that is compatible with local values, quality of life, and local development resources
- Economic diversification in sustainable industries and industry clusters that lead to the balanced long-term growth of the area economy
- Economic growth that has a low impact on environmental resources and preserves and enhances the area's quality of life

#### Strategies

Specific strategic priorities for the Grand Junction Economic Partnership for 2001-2006 are as follows:

##### Increased Business Investment

- Increase the number of new qualified prospects and actual investments by high quality business in the Grand Junction metro area by strengthening current strategies and developing new ones that diversify the local economic base and emphasize quality job creation for area residents.
- Sharpen the focus of economic development efforts by identifying the best future investment and job development opportunities by existing and new businesses for the Grand Junction metro area.
- Equip the organization with the ongoing research capability to identify emerging opportunities in the context of the changing economy.

##### Greater Collaborative Advantage

- Increase the level of cooperation and information sharing among local economic development organizations and communities and achieve greater synergy and a more positive overall impact through collaborative partnerships.

##### Community Education and Awareness


- Expand local leadership and public support for sustainable and competitive economic development in the Grand Junction metro area by strengthening the organizations economic development education and communications role.

##### Improved Area Resource Competitiveness

- Provide leadership and technical support to local efforts to increase the competitiveness of the area's development resources, including air service, business sites and facilities, workforce development, and expanding the presence and quality of higher education institutions and programs in the Grand Junction metro area.

##### Strengthened Organization

- Re-organize and prepare the Economic Partnership and its development partners to meet the challenges and opportunities by moving to a new "business model" that emphasizes the role of networks and action teams.



# **Final Action Plan**

## **FY2003-04**

# Progress

## Overview

This 2003-2004 Action Plan is the third year of implementation of the strategies laid out in the Five Year Strategic Plan 2001-2006. Notable progress have been made during this time including:

- Organization and community re-branding and image enhancement through name change, new logo and colors which are reinforced through all marketing medium
- New strategic emphasis on relationship, editorial and information based marketing
- Implementation of site consultant marketing program
- Targeted industry marketing program refocused and implemented
- New website developed and targeted to audiences
- Greater emphasis placed on research and capabilities enhanced
- Improvements in technologies and skills have enabled greater efficiencies

## Results

As a result of the new programs in prospect generation there has been a strong increase in both number and quality of prospects. However, the national economy continues to negatively impact many companies' desire and ability to expand and relocate. It has also increased competition between communities and state's significantly, raising the bar relative to incentives. GJEP has seen some success during FY2002-3 with 30 new jobs created with an average annual salary of \$40,000 and \$10m in increased capital investment. In FY2003-4 it is anticipated that a recovering economy with job gains, coupled with our strong marketing program will yield greater returns.

Action Plan  
FY2003-04



# Action Plan Overview

## **Program Summary**

This 2003-2004 Action Plan is the third year of implementation of the strategies laid out in the Five Year Strategic Plan 2001-2006. Organizational resources are targeted toward the achievement of four key objectives outlined as follows:

### **Prospect Generation**

Plan and implement marketing, communications and research activities that will improve the area's business image and generate qualified business/industry prospects.

### **Corporate Locations**

Convert qualified prospects into corporate locations.

### **Area Competitiveness**

Assist in improving the area's competitive position.

### **Organizational Development**

Effectively manage and enhance human, fiscal, organizational and leadership resources in support of the overall mission.

## **Operating Approach**

While implementing the annual program the organization will:

- Concentrate on high-impact, cost-effective tactics
- Collaborate effectively and strengthen relationships area-wide
- Focus on mission-critical issues
- Leverage resources
- Implement and utilize critical technologies
- Effectively measure, evaluate and report performance

Action Plan  
FY2003-04

# Prospect Generation

## **Purpose Statement**

Plan and implement marketing, communications and research activities that will improve the area's business image and generate qualified business/industry prospects.

## **Strategies**

- Determine best fit targets and positioning
- Identify industries, companies and geographic areas for target marketing
- Develop message, brand and community positioning to targets
- Build effective relationships through an integrated relational marketing approach with site consultants, prospects and the local network
- Convey a consistent message through a combination of marketing platforms that connect, compliment and leverage each other
- Build research capabilities to develop information based marketing targeted to specific industries and businesses
- Build awareness of, and brand the Grand Junction area as a business location, nationally and within Colorado and;
- Strengthen relationships with communities and stakeholders to leverage resources throughout program and strengthen relationships with other EDO's

## **Key Activities**

### **General Marketing Materials**

- Folder for presenting materials
- Advertisement updates

### **Site Consultant Marketing**

- Continue to review and update existing database
- Mailings such as postcard with announcement, business climate updates or gift
- Attendance of site selection conferences such as CoreNet Global
- Personal visits, coordinated with other prospecting activities

### **Website Promotion**

- Development of target industry pages on website
- Continued development of key linkages to and from website, locally, state-wide and nationally
- Promotion of website to site consultants and decision-makers
- Utilize monthly web reports and surveys to develop web marketing intelligence
- Registration with search-engines and update of meta-tags
- Promotion of website through media
- Promotion of website on all marketing materials

### **General Branding and Awareness**

- Identify 'success stories' which project the community and can be promoted to the media
- Establish and develop relations with media outlets, specifically on the Front-Range
- Advertise in appropriate publications, such as CO Biz, Boulder Biz Journal, Skywest Magazine, Grand Valley Magazine and site selection magazines featuring Colorado or target industries
- Continue to work with the Western Colorado Economic Alliance in its plan to promote the Western Slope as a business location and to generate quality jobs
- Capitalize on other media opportunities as they arise

### **Target Industry Cluster Marketing**

- Identify target companies and geographic concentrations of companies in target clusters: Outdoor Industries; Medical and Health Technologies; Aerospace; and Environmental Technologies
- Review state industry cluster study to identify new target clusters that fit e.g. Biotechnology, Composites
- Develop industry specific marketing pieces
- Develop media relationships with industry specific publications
- Attend tradeshows in target industry clusters
- Develop relationships with local companies in clusters to leverage contacts and presence at events
- Conduct mailing campaigns to identified companies to increase awareness and promote specific strengths in coordination with tradeshows
- Establish and develop relationships through personal phone calls
- Advertise in appropriate target industry publications
- Coordinate sales visits to select geographic areas of cluster industries

### **Target Geographic Area Marketing**

- Identify geographic areas/states with relatively poor competitive position (California; Washington) and target companies within those areas
- Develop marketing pieces specific to costs/benefits of geographic areas
- Conduct mailing campaign and follow-up with phone calls and visits
- Reconnect with former prospects to identify new opportunities
- Review advertising opportunities
- Coordinate sales visits to select geographic areas

### **Other research**

- Continue to benchmark competitor communities
- Continue labor availability, underemployment analysis and labor skills/work ethic analysis

### **Network Development**

- Collaborate with communities and other partners as appropriate, throughout the program
- Strengthen relationships with other EDO's, especially on Front Range but also nationally

### **Local Lead Generation**

- Increase awareness and exposure of organization in local area, through editorial marketing and advertising placements
- Make presentations to service clubs, professional organizations/associations, etc to raise awareness
- Continue local lead flyers

### **Performance Measures**

- Number of qualified prospects generated
- Number of leads and inquiries
- Number of website hits
- Total reach of advertisement placements (local and national)
- Total reach of editorial placements (local and national)

# Prospect Recruitment

## **Purpose Statement**

Convert qualified prospects into corporate locations.

## **Strategies**

- Deliver high value and excellent service in a timely manner
- Identify and deliver information that clients need, using the latest technologies
- Effectively engage and leverage the organization's network and stakeholders to assist in conversion

## **Key Activities and Projects**

- Qualify and monitor all inquiries, leads and prospects
- Build relationships with all prospects and leads and sell the benefits of a Mesa County business location
- Build research capabilities to proactively supply prospects with customized and targeted information
- Strengthen relationships with communities by effectively communicating prospect activity and engagement in conversion process
- Strengthen interaction with governmental funding sources

Improve client handling/customer interface

- 

## **Performance Measures**

- Value of capital investment, number of jobs, payroll and average salary of corporate locations
- Number of prospect visits
- Prospect to locate conversion rate

# Area Competitiveness

## **Purpose Statement**

Assist in improving the area's competitive position.

## **Strategies**

- Provide leadership and technical support to local efforts to increase the competitiveness of the area's development resources
- Effectively communicate and educate on issues critical to economic development

## **Key Activities and Projects**

- Track, comment and take appropriate action on key economic development issues
- Develop task force to address lack of building issue
- Conduct study of competing community incentives and innovative incentive uses
- Provide feedback to communities and relevant partners on information obtained in prospect analysis

# Organizational Development

## **Purpose Statement**

Effectively manage and enhance human, fiscal, organizational and leadership resources in support of the overall mission.

## **Strategies**

- Increase the level of cooperation and information sharing among local ED organizations
- Play a leadership role in building consensus around a comprehensive economic development strategy for the area
- Effectively engage public and private stakeholders in organizational network
- Maintain fiscal integrity and provision of resources for the organization

## **Key Activities and Projects**

- Conduct fundraising campaign
- Implement Human Resources Management Plan
- Continue to participate and play active role in the ED Partners group
- Participate in County wide strategy development

## **Performance Measures**

- Successful completion of fundraising campaign
- Program implemented within budget

Action Plan  
FY2003-04



## Attach 3 Economic Development Fund Status

### ECONOMIC DEVELOPMENT FUND STATUS

2003 Beginning Funds Available \$ 617,494

<u>Revenue Source:</u>	<u>Description</u>		
Transfer-In from Sales Tax CIP	Annual transfer of the 3/4 cent sales tax	\$ 300,000	
Transfer-In from General Fund	General Fund portion for Mesa State	\$ 150,000	
	Total Revenue		\$ 450,000
	<b>Total Funds Available</b>		<b>\$ 1,067,494</b>

<u>Expenditures Made To:</u>	<u>Description</u>		
Mesa State College	City Council Contribution	\$ 250,000	
WCBDC (1)	2nd of 2 annual payments of \$28,600	\$ 28,600	
Internat'l Paper Box Machine Co., Inc.	Relocation Grant	\$ 69,000	
Business Incubator Center	Incubator kitchen contribution	\$ 22,500	
	Total Expenditures		\$ 370,100

**Balance As Of 11/24/03 \$ 697,394**

<u>Current Year Commitments:</u>	<u>Description</u>		
Innovative Textiles	Incentive	\$ 100,000	
n/a		\$ -	
	Total Current Year Commitments		\$ 100,000

**Projected Balance As Of 12/31/03 \$ 597,394**

<u>Future Year Commitments:</u>	<u>Description</u>	
Mesa State College	Balance of commitment from 2004 thru 2005	\$ 500,000
	Total Future Year Commitments	\$ 500,000
<b>Projected Resources thru 2005</b>		
General Fund Transfer	\$150K 2004 thru 2005	\$ 300,000
Sales Tax CIP Fund Transfer	\$300K thru 2005	\$ 600,000
	Total Projections	\$ 900,000
	<b>Total Available from Future Years</b>	<b>\$ 400,000</b>
	<b>Projected E.O.Y. Balance</b>	<b>\$ 597,394</b>
	<b>Total Available</b>	<b>\$ 997,394</b>

Note: Beginning in 1996, an annual amount of \$250,000 for ten years was identified to assist Mesa State College with land acquisition and expansion. Through the 3rd quarter of 2003, the City of Grand Junction has allocated \$2,000,000 to the college for this purpose. A summary of the financial status of this program is provided in the table below.

<u>Mesa State College Foundation</u>	
1996 Expense	\$ 94,891
1997 Expense	\$ 439,982
1998 Expense	\$ 215,127
1999 Expense	\$ 81,474
2000 Expense	\$ 418,526
2001 Expense	\$ 250,000
2002 Expense	\$ 250,000
2003 Expense	\$ 250,000
Total Expense Thru 09/30/2003	\$2,000,000
Total Commitments	\$2,500,000
Balance	\$ 500,000

(1) Western Colorado Business Development Center - in support of the Small Business Consulting Center