“Guts to Glory”
Advancing Colorado’s Economy

Join us in Estes Park and see first-hand how the “Gutsiest Little Town in Colorado” has championed through major trials toward economic success. Learn about the disruptors headed our way and discover the tools to pave your own community’s path to glory.

This three-day conference will guide attendees through economic challenges and opportunities they will face in the next 3-5 years, give real-time resources and solutions to navigate through the headwaters, to collectively help Colorado’s economy moving forward.

Hear from experts on

* the upcoming election and how it will affect our local economies;
* a three-year economic forecast; how communities are tackling our housing crisis;
* and how Colorado is leading nationally in the Opportunity Zones race for investment giving Colorado the competitive edge it needs to bolster all local economies around the state.

Attendees will be armed with tools and resources which they can take back to their community’s;

* everything from telling your community’s story through data;
* to clicks vs. bricks: what’s a winning retail strategy;
* to EDCC’s release of its statewide manufacturing study analyzing Colorado’s manufacturing skills and opportunities.

**Wednesday, Oct. 24**

Noon – 4:30 p.m.  **Registration Opens**

10 a.m. – 2 p.m.  **CDFA Pre-Conference Workshop: Innovations & Advances in Development Finance**

The need for affordable, flexible and efficient capital has never been more important for local economic development efforts -- from large capital needs for infrastructure, redevelopment and industry to small scale financing for small businesses and entrepreneurs. Join Toby Rittner, President & CEO of the national Council of Development Finance Agencies (CDFA) as we explore the innovations and advancements in development finance that are changing economic development today.

**Presenter:** Toby Rittner, President & CEO, Council of Development Finance Agencies (CDFA)

2 – 2:30 p.m.  **Opening Remarks: Welcome from the EDCC Board Chair and Hosting Community**

Jeremy Rietmann, EDCC’s board chair, will kick off the conference and give an overview of what attendees will expect followed by a welcome from our hosting community, affectionately known as “the Gutsiest Little Town in Colorado.”

**Presenters:**
The 2018 Transportation Ballot Initiatives, Broken Down
Two transportation funding initiatives on this November's ballot have the ability to affect how we do economic development. Come learn the ins and outs of Propositions 109 and 110 and how they propose to fund Colorado's overcrowded highways. The EDCC's Public Policy Committee will facilitate a panel presentation to discuss how these two proposals will positively or negatively impact Colorado's transportation system.

Moderator: Eric Bergman, Policy Director, Colorado Counties, Inc.
Panelists:
Commissioner Tim Mauck, Clear Creak County
Kelly Brough, President & CEO, Denver Metro Chamber of Commerce
Cathy Shull, Executive Director, Pro 15

A SMART CITIES SUMMARY: EVERYTHING YOU NEED TO KNOW
What is Smart Cities? What infrastructure needs to be in place to move forward? How are municipalities leading the charge? Several specialists will survey the Smart Cities landscape and let you know what's next for this exciting and innovative school of thought.

Presenter:
Jake Rishavy, Vice President of Innovation, Denver South EDP

Keynote Speaker: Three Key Challenges to Growing Colorado’s Technology Sector
Innosphere, a technology incubator accelerating the success of high-impact science and technology startups and scaleups, launched a campaign 2017 to raise awareness around 3 challenges that are holding back the growth of Colorado’s technology ecosystem – and put a plan together to address these issues. In this keynote presentation learn about opportunities to support Colorado’s technology-based startup and scaleup ecosystem growth.

Presenter: Mike Freeman, CEO, Innosphere

The History behind the Town of Estes Park
James H. Pickering, Estes Park Historian

Opening Reception
Hosted by: Black Hills

Mentorship Kick-off Dinner
Hosted by: Minority Business Office - OEDIT
This dinner is intended to kick off an ongoing relationship of mutual support and growth. Mentors and Mentees will be charged with connecting in person over the phone at least three times over the year leading up to next year's conference.
Location: Lake Estes, The Ridgeline Hotel

EDCC Board of Directors Dinner: Off-site
General Conference Goers, dinner on your own – visit the registration desk for a list of restaurants
Thursday, Oct. 25

7 - 8:00 a.m. **Networking Breakfast**

8:00 – 8:15 a.m. **Welcome from the Conference Co-Chairs**
Conference co-chairs Kelly Flenniken and Kittie Hook will set the stage for the 2018 Drive | Lead | Succeed Conference with an overview of this year’s theme and program.

**Presenters:**
Kelly Flenniken, DLS Conference Co-Chair, Xcel Energy
Kittie Hook, DLS Conference Co-Chair, Newmark Knight Frank

8:15 – 9:15 a.m. **Plenary Session 1: Colorado’s Economy – Maintaining the Momentum**
Colorado’s economy continues to be ranked as one of the best in the country, but economic performance varies across the state. What factors will influence the state’s competitiveness in the coming years, and how do we keep the economic momentum going? Learn about the state’s economic outlook, with an emphasis on key indicators by region, and discover how Colorado compares with our major competitor states in several measures.

**Presenters:**
Lisa Hough, Manager, Strategic Initiatives, Metro Denver EDC
Patty Silverstein, Development Research Partners

9:15 – 10 a.m. **Plenary Session 2: Colorado Workforce Housing Challenges and Solutions**
With Colorado’s growing population, affordable housing options for our workforce are critical to attract talented employees and maintain our state’s economic health. This session explores the current landscape of workforce housing throughout Colorado including a high-level look at financing tools, success stories, and gaps.

**Moderator:** Wyatt K. Jones, Senior Commercial Lender, Colorado Housing and Finance Authority (CHFA)

**Presenters:**
Terry Barnard, Multifamily Production and Outreach Manager, CHFA
Steve Johnson, Director of Community Development Lending, CHFA

10 – 10:15 a.m. **Networking break**
Hosted by: **The Retail Coach**

10:15 – 11:00 a.m. **Plenary Session 3: How Colorado is Utilizing Opportunity Zones**
Colorado is leading the nation in how we are utilizing Opportunity Zones, a program designed to drive long-term capital to rural and low-income urban communities throughout the nation, this session will cover what the program is, how it can be strategically used regionally, and what Colorado can do to further unlock the potential of this program.

**Moderator:** Toby Rittner, President & CEO, Council of Development Finance Agencies (CDFA)

**Panelists:**
Catalina Vielma, Senior Vice President, Equity Production, Boston Financial Investment Management
Greg Berger, Shareholder, Brownstein Hyatt Farber Schreck
Chris Montgomery, Founder & Managing Director, Four Points Funding
Breakout Sessions:

Workshop #1 Opportunity Zones 101
This workshop will take a deeper dive into the definitions and mechanics of how Opportunity Zones, Opportunity Funds and Qualified Opportunity Zone Property work. This session is best suited for people interested in starting an Opportunity Fund, developers/businesses seeking Opportunity Fund investment, or anyone interested in getting into the legal nitty-gritty!

Presenters:
Greg Berger, Shareholder, Brownstein Hyatt Farber Schreck
Chris Montgomery, Founder & Managing Partner, Four Points Funding

Workshop #2 Building a Prospectus
This workshop will walk you through what a prospectus is and what it should include to help you market your community to investors and identify and elevate attractive projects. We will uncover the lessons learned and challenges that you may encounter to help improve the process. Whether your community has Opportunity Zones or not, this session will provide tools to help you think about how to organize your community to attract investment.

Presenters:
Robin Brown, Executive Director, Grand Junction Economic Partnership
Jana Persky, Opportunity Zone Manager, OEDIT

Workshop #3 A Regional Approach to Economic Development
Opportunity Zones can have impact even on communities that don't have them. This session will consider how Opportunity Zones fit into the broader landscape of economic development tools, including policies and incentives to increase the attractiveness of Opportunity Zones, or ways that your community can benefit from Opportunity Zones even if there isn't one within your boundaries.

Presenters:
Toby Rittner, President & CEO, Council of Development Finance Agencies (CDFA)
Catalina Vielma, Senior Vice President – Equity Production, Boston Financial Investment Management

Lunch: Keynote Luncheon
Hosted by: Comcast
Since the recession in the late 2000's, Colorado and the rest of the nation have enjoyed economic high times and fairly calm waters. However, there are economic disruptors looming on horizon and we all need to understand the significant changes that are headed our way. Lynn will highlight the technological advancements that are upending entire industries and the future of work. She'll offer case studies highlighting how communities can cope with the inevitable challenges we all face. Lynn will also share where Colorado stands out as an exemplary example for the rest of the nation. You do not want to miss this crucial presentation on how to prepare for tomorrow's economy.
1:00 – 2:00 p.m.  
**Plenary Session 4: Dispelling the Myths of Rural/Urban Divide with Data**

There are a lot of misunderstandings out there when it comes to rural/urban issues. Did you know: rural communities are already more entrepreneurial than cities? Furthermore, rural enterprises are more resilient through economic downturns than enterprises in urban communities. Colorado is in a sweet spot to help bridge the divide between urban and rural communities, especially if armed with the right data. This panel will present some compelling reasons why we're actually not that far apart.

**Moderator:** Stephan Weiler, Professor of Economics, Colorado State University  
**Panelists:**  
Jeff Romine, Chief Economist, Denver Office of Economic Development  
Mark Muller, CEO, TopoGEN  
Elizabeth Garner, State Demographer, DOLA

2:00 – 3:00 p.m. 

**BREAK OUT #1: Harnessing Technology to Help Business Grow in your Community**

Dave Parsell, co-founder and CEO of Localintel, will draw on extensive research to discuss the data that businesses really need to start, expand and thrive in your community. In this session attendees will also learn how to leverage the latest technology to create an affordable online economic development web presence that truly sets your community apart and supports local business growth.

**Presenter:** Dave Parsell, Co-founder and CEO, Localintel

**BREAK OUT #2: Xcel Energy Presents the Importance of Site Certification in a Demanding and Competitive Business Market**

This session will provide attendees insight into the competitive approach of marketing property to prospects, including what the Site Selectors Guild is seeking when conducting site selection analysis for their clients. Topics will include the importance of speed to market and accessibility to available, certified data that meets the needs of site consultants.

**Presenters:**  
Phil Schneider, President, Schneider Strategy Consulting, Member of the International Site Selector's Guild  
Robert J. Osborn, Esq., Strategic Revenue Initiatives / Corporate Economic Development, Xcel Energy

**BREAK OUT #3: Colorado Blueprint of Food and Agriculture**

Agriculture and the broader food system are major contributors to the Colorado economy. Yet, the commodities, industries, and communities that make up the state's food and agricultural system often do not recognize their linkages or communicate effectively with one another or the public. We'll address opportunities to build bridges and strengthen the food and agricultural sectors through robust data analysis, stakeholder conversations and mapping opportunities to support linkages, policies and programs that better our industry and its surrounding communities.

**Presenters:**  
Dawn Thilmany, Professor and Extension Economist-Labor and Agribusiness Management, Colorado State University
3:00 – 3:15 p.m. Networking break
Hosted by: Vital for Colorado

3:15 – 4:15 p.m. Plenary Session 5: Disruptors in the Energy Industry that could affect Colorado's Competitiveness
There is no doubt that energy production plays an important role in the state. In this discussion, we'll learn what ballot issues we should pay attention to come November and how upcoming politics might impact the future of oil & gas in Colorado.

Moderator: Peter Moore, Shareholder, Robinson, Waters and O'Dorisio, P.C. & President & CEO of Vital for Colorado
Panelists:
Chris Wright, CEO and Chairman of the Board, Liberty Oilfield Services
Dan Haley, President & CEO, Colorado Oil & Gas Association
Sandra Hagen Solin, Senior Director of Government Relations, Kutok Rock

4:15 – 4:20 Summary for the day

6 – 8 p.m. RECEPTION: EDIE Awards Celebration and Cocktail Reception
Hosted by: BNSF Railway
Each year, EDCC recognizes outstanding achievement by our members, volunteers of local organizations, large and small communities, companies, and legislators for economic development excellence. Nominations open August 28 and close September 21 – be sure to recognize our fellow professionals! EDIE Awards Nominations have been extended to Oct. 1

Master of Ceremonies: John Cody, Economic Development Director, Thornton Economic Development

Friday, Oct. 26

7:30 – 8 a.m. Networking Breakfast
Hosted by: Xcel Energy

8:00 – 8:15 a.m. EDCC a Year-in-Review, Elected Board Appointments and More
Presenter: Jeremy Rietmann, EDCC Board Chair

8:15 – 9:25 a.m. BREAK OUT #1: Moving Beyond Basic: Driving Business Opportunities by Strategically Leveraging Industry Partnerships
There is more to leveraging industry partnerships than paying membership dues and attending meetings. How do strategic industry partnerships help you gain a competitive advantage and how do you actively participate as a leader? This insightful discussion with representatives from CoreNet, ICSC, NAIOP and ULI will expose opportunities and benefits offered through activity in associations and industry groups affiliated with commercial real estate. These business and industry leaders will also offer tips and tricks for leveraging industry partnerships, utilizing tools and networks to reach strategic goals and succeed in business.
**Moderator:** Kittie Hook, Executive Managing Director and Corporate Services Specialist, Newmark Knight Frank

**Panelists:**
Elaine Kanelos, National Business Development Leader, DLR Group, CoreNet Representative
Tyler Carlson, Managing Principle, Evergreen Devco and ICSC Representative
Kathie Barstnar, Executive Director, NAIOP
Tracy Huggins, Executive Director, Denver Urban Renewal Authority and ULI Representative

**BREAK OUT #2: Clicks vs. Bricks: What’s a Winning Retail Strategy?**
The retail industry’s evolution has accelerated over the last decade, with online retail sales growing rapidly. By the end of 2018, the web is expected to account for roughly 20% of U.S. retail sales. But ask today’s consumer, and they want it all: the convenience of researching and purchasing products online and the experience and entertainment of shopping in a physical store. Kelly Cofer and Aaron Farmer with The Retail Coach will explore the impact of e-commerce and emerging retail development trends community leaders need to understand as they seek to expand their retail sales tax base. Participants for this session will leave with practical tips for developing a winning retail strategy for their community.

**Presenters:**
Kelly Cofer CCIM, President & CEO, The Retail Coach
Aaron Farmer, Senior Vice President, The Retail Coach

**BREAK OUT #3: Available Resources for Small Businesses**
In business, it’s not always enough to be an expert in your field. From bookkeeping, to managing employees, to finding the right suppliers or obtaining a contract to sell your product or service, a lot of knowledge goes into running a successful business. Fortunately, an abundance of local resources also exists to help small, minority, women, and veteran-owned businesses fill in any gaps. Learn how these organizations can take your local businesses to the next level.

**Moderator:** Rosy McDonough, Director, Minority Business Office - OEDIT
**Panelists:**
Kelly Manning, OEDIT Deputy Director & SBDC State Director, Colorado Companies to Watch Board Member
Cathy Kramer, Statewide Program Manager, Connect 2 Dot
Dennis Casey, Executive Director, Colorado Procurement Technical Assistance Center (PTAC)

**9:35 – 10:35 a.m.**

**Plenary Session 6: Leveraging Public Lands as your Next Competitive Edge**
We all know Colorado’s beautiful outdoor spaces are a huge draw for not only tourists but also businesses looking to set up shop, expand and/or relocate. Learn more in this session about how state and federal land managing agency’s strive to properly steward these resources – balancing their sustainability and economic development potential – and about how EDO’s can better engage with those agencies to advance the collective goals of creating vibrant communities that thrive economically, while also protecting the natural resources that make us unique.

**Moderator:** Drew Kramer, Sr. External Affairs Advisor, Tri-State Generation and Transmission Association
**Panelists:**
Bill Ryan, Executive Director, State Land Board
Kyle Patterson, Management Specialist/Public Affairs Officer, Rocky Mountain National Park, U.S. National Park Service
Steven Hall, Colorado Communications Director, U.S. Bureau of Land Management
Jenna Sloan, Director of Strategic Planning, U.S. Forrest Service

10:35 – 10:50 a.m.  Networking Break
   Hosted by: Manufacturer’s EDGE

10:50 – 11:20 a.m.  Plenary Session 7: An Innovative, Practical Strategy for Workforce Transformation
Communities’ long-term economic prospects depend heavily on their workforce, yet economic developers and other community leaders have little funding, minimal authority over education and training efforts, and few practical frameworks for improving both workforce development and the education system that feeds it. Our new approach is based on the idea that while conventional education and workforce efforts are focused on conventional academic and job-specific skills, we have found that high-performance characteristics are most important for individual success and that employers desire for all employees, across sectors, business functions and positions. This talk will describe inexpensive, scalable new tools for building high performance, which can be shared across schools, colleges, workforce development and employers, from those with basic education to those with advanced degrees.

   Presenter: Dr. David Goldberg, CEO, CSMLearn

11:20 – 12:20 p.m.  Plenary Session 8: Manufacturing Is Not Dead: Examining Colorado’s Production Skills and Clusters Supply Chain Opportunities
This session will summarize Emsi’s "Manufacturing Is Not Dead" study for Colorado, which provides a cluster-based assessment of the most important manufacturing skills in the state and an industry supply chain analysis that highlights opportunities for Colorado businesses to serve Colorado manufacturers. The goal of the study and this presentation is to better equip Colorado communities to engage local manufacturers and educational institutions in a conversation to meet the training needs of the state’s manufacturing workforce and help the sector flourish.

   Presenter: Joshua Wright, Vice President of Economic and Workforce Development, Emsi

12:20 – 12:30 p.m.  Closing Comments by Incoming EDCC Board Chair
We will close out the 2018 Drive Lead Succeed Conference with a few words from incoming board chair, Tammy Fields, and by announcing the winners of our door prizes!

   Presenter: Tammy Fields, Vice Board Chair, Colorado Springs Chamber & EDC

12:30 p.m.  Adjourn Conference
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