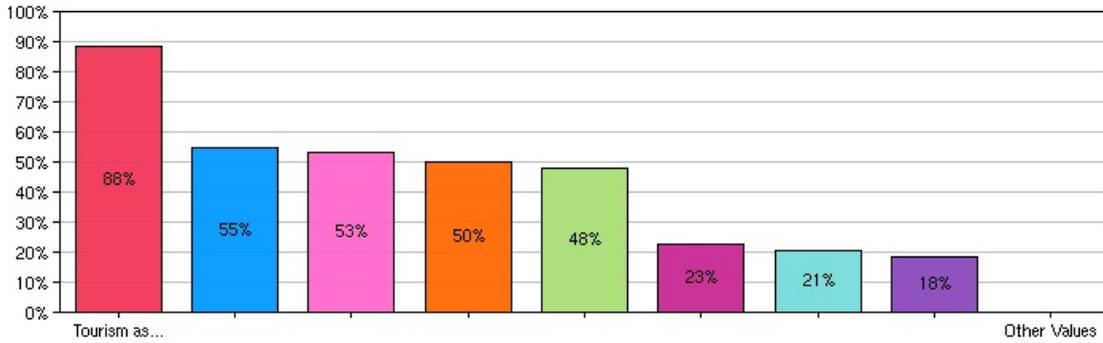


## Garfield -Summary Report

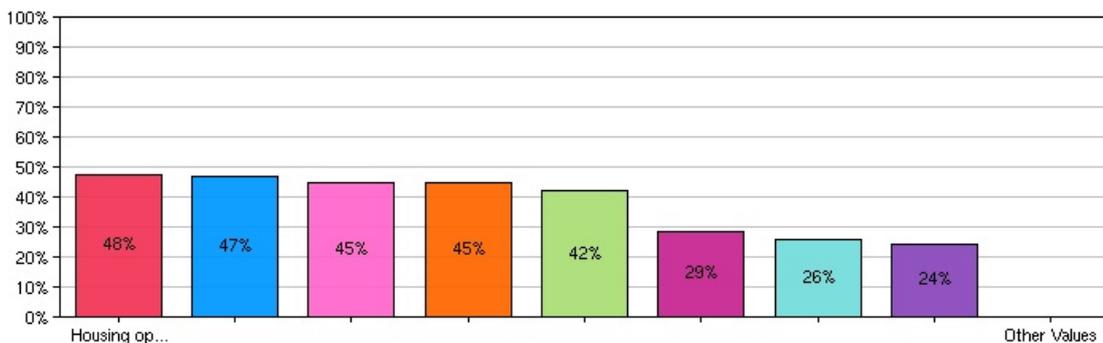
Survey: County Economic Development Self-Assessment Survey



**Your County's Economic Strengths: Please select up to five (5) from the following that you think best characterize the greatest economic development strengths of your home county:**

Value	Count	Percent %
A well-trained workforce	42	17.4%
Access/proximity to markets	17	7%
Transportation network	55	22.7%
Raw materials/natural resources	128	52.9%
Renewable energy potential (wind, solar, geothermal, hydro, biomass)	116	47.9%
Tourism assets	214	88.4%
Strong existing businesses	29	12%
Strong community leadership	44	18.2%
Effective economic development organization	15	6.2%
Designated Enterprise Zones	16	6.6%
Local resources for capital – business loan funds, etc.	11	4.5%
Local health care facilities	121	50%
Technology/communications	20	8.3%
Quality local/regional school system	50	20.7%
Housing options	17	7%
Attractive, livable communities	132	54.5%
Other (please specify)	22	9.1%

Statistics	
Total Responses	242

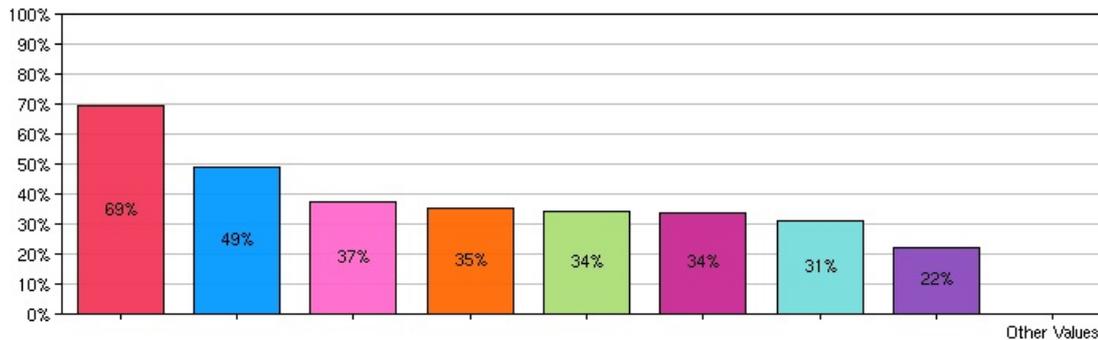


**Your County's Economic Weaknesses: Please select up to five (5) from the following that you think are the most significant economic development weaknesses or deficiencies in your home county:**

Value	Count	Percent %
A well trained workforce	63	26%

Statistics	
Total Responses	242

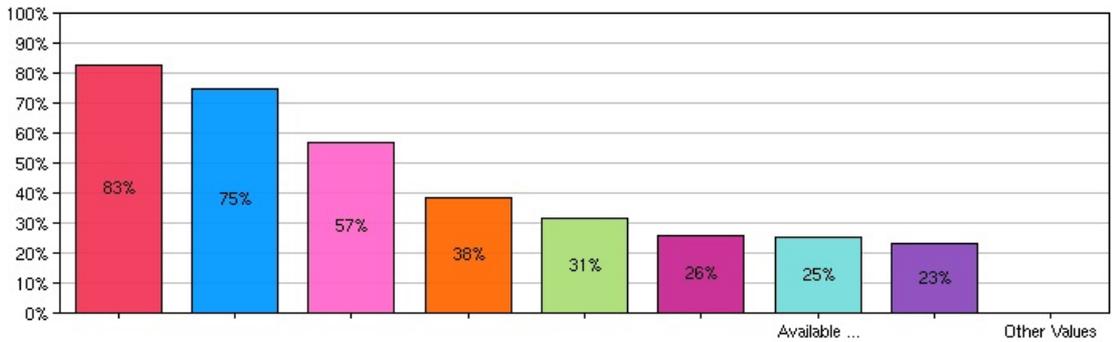
Access/proximity to markets	102	42.1%
Transportation network	69	28.5%
Raw materials/natural resources	16	6.6%
Renewable energy potential (wind, solar, geothermal)	18	7.4%
Tourism assets	7	2.9%
Strong existing businesses	59	24.4%
Strong community leadership	109	45%
Effective economic development organization	108	44.6%
Designated Enterprise Zones	39	16.1%
Local resources for capital – business loan funds, etc.	113	46.7%
Local health care facilities	9	3.7%
Technology/communications	54	22.3%
Quality local/regional school system	53	21.9%
Housing options	115	47.5%
Attractive, livable communities	13	5.4%
Other (please specify)	45	18.6%



**Economic Threats or Limitations: Please select up to five (5) from the following that you think most threaten or limit the economic development potential of your home county**

Value	Count	Percent %
Lack of affordable housing	119	49.2%
Infrastructure deficiencies (i.e., roads, water/sewer, transmission lines, etc.)	44	18.2%
Lack of labor force training opportunities	49	20.2%
Lack of developable land and/or suitable buildings	33	13.6%
Lack of community amenities (i.e. parks, community center, etc.)	17	7%
Vacant Main Streets, town centers and/or shopping areas	82	33.9%
Volatility of business cycle (boom/bust)	168	69.4%
Declining industries	75	31%
Lack of access to capital	85	35.1%
Flight of younger generation from our community	54	22.3%
Excessive permitting fees & hostile regulatory environment	90	37.2%
Ineffective existing government (local, state, federal)	83	34.3%
Limited water resources and impacts on local industries and/or agriculture	34	14%
Other (please specify)	47	19.4%

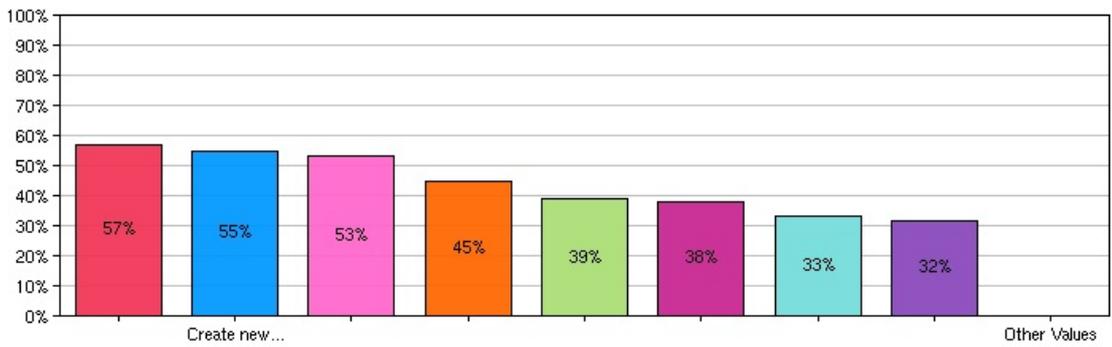
Statistics	
Total Responses	242
Sum	50.0
Average	50.0
Max	50.0



**Economic Opportunities: Please identify the economic opportunities that provide the most potential for your county. Please select the top five (5) opportunities.**

Value	Count	Percent %
Population growth	56	23.1%
Skilled labor force	55	22.7%
Available land	61	25.2%
Access to transportation, air, highway, rail	93	38.4%
Anchor industries or clusters	46	19%
Proximity to research university	6	2.5%
Specific demographic group – students, retirees, etc.	30	12.4%
Tourism attractions	200	82.6%
Vital Main Street or downtown	76	31.4%
Natural resource base	138	57%
Attractive communities/quality of life	181	74.8%
Availability of water resources	63	26%
Other (please specify)	26	10.7%

Statistics	
Total Responses	242

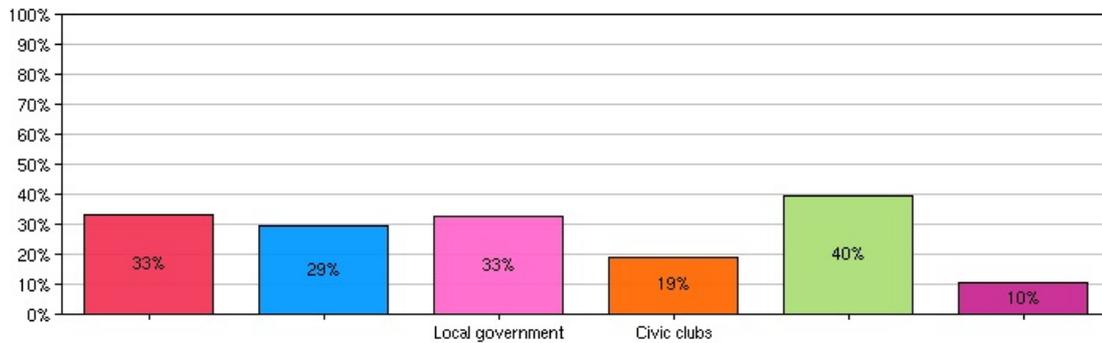


**Economic Development Goals: What should be your home county's top measurable goals or strategies for economic development? (What would the county like to achieve?) Please select up to five (5) strategies.**

Value	Count	Percent %
Diversify the economic base	129	53.3%
Create new jobs	133	55%
Encourage the growth of existing businesses and industries	138	57%
Create a strong entrepreneurial climate	92	38%
Increase access to capital for new and existing businesses	94	38.8%
Improve transportation infrastructure	42	17.4%
Create a more business-friendly climate	80	33.1%
Increase job skills of local labor force	40	16.5%
Increase tourism activity	77	31.8%

Statistics	
Total Responses	242

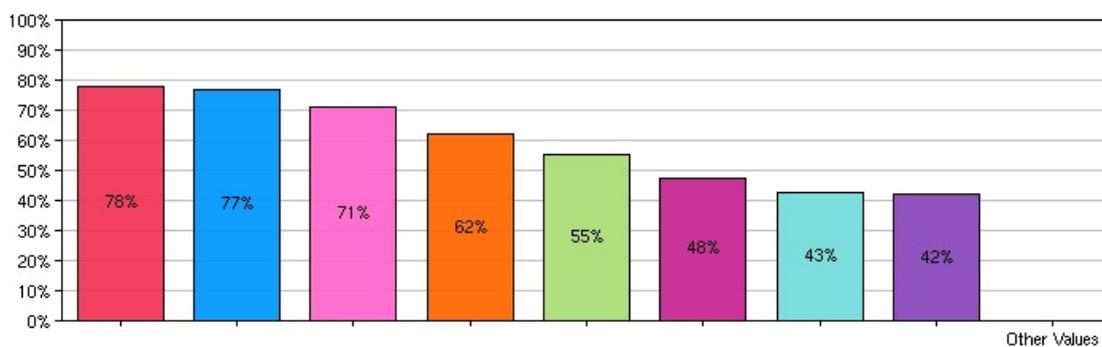
Assure access to technology resources and infrastructure	39	16.1%
Encourage Main Street, downtown or town center revitalization	108	44.6%
Improve the quality of life and community amenities	36	14.9%
Improve the local/regional school system	70	28.9%
Other (please specify)	27	11.2%



**Public/Private Partnerships: Partnerships between business and government can be important to improve the economic climate. To your knowledge, what partnerships have formed in your county to work together to solve economic development issues? Check all that apply**

Value	Count	Percent %
Economic Development Council	80	33.1%
Regional advocacy groups	71	29.3%
Local government	79	32.6%
Civic clubs	46	19%
Don't know if one exists	96	39.7%
Other (please specify)	25	10.3%

Statistics	
Total Responses	242

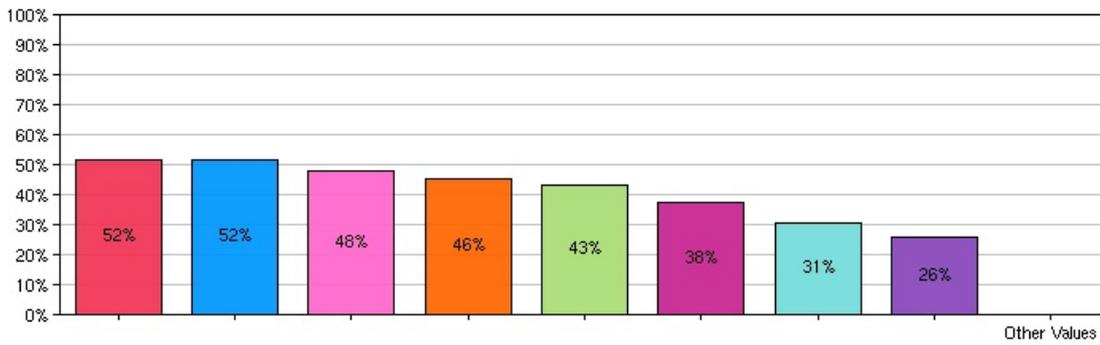


**Local Partners in Economic Development: What key community organizations should be involved in the creation and implementation of the economic development plan? Check all that apply.**

Value	Count	Percent %
Chambers of Commerce	186	76.9%
Visitor and Convention Bureaus	103	42.6%
Civic/Service organizations, i.e. Rotary, Kiwanis	102	42.1%
Main Street or downtown marketing organization	150	62%
Local government	189	78.1%
County government	172	71.1%
Utilities	60	24.8%
Elected officials	115	47.5%
Small Business Development Centers	134	55.4%

Statistics	
Total Responses	242

School Boards/PTAs	58	24%
Other (please specify)	48	19.8%



**State of Colorado Economic Development Resources: What resources/actions from the State of Colorado would be most helpful to your home county in order to implement its plan? Please select up to five(5) resources.**

Value	Count	Percent %
Strategic grants to leverage economic development projects	125	51.7%
Business loan funds/micro loans/access to capital	125	51.7%
Incentives for job growth	110	45.5%
Tax credits for job growth	116	47.9%
Streamline regulations and permitting	105	43.4%
Technical assistance and assessment visits to develop local action plans	62	25.6%
More worker training programs	43	17.8%
Entrepreneurial programs	74	30.6%
Better information about existing state programs	91	37.6%
Other (please specify)	34	14%

Statistics	
Total Responses	242

**One Action That the State Could Undertake: If there was ONE action that the State of Colorado could undertake to help advance economic development in your home county, what would it be?**

Count	Response
<b>44</b>	
1	Access to CNG fuel and vehicles.
4	Access to capital
1	Access to capital.
1	Access to needed capital.
1	Adopt a diversified State Econ. Dev. Plan that is implemented through Counties
1	Allow drilling and the oil field personnel to return to our area.
1	Allow energy prices to reflect the true cost of the resource and the resulting pollution.
1	Be pro-business, not pro government, and most things will take care of themselves.
1	Become user and business friendly for the oil and gas companies.
1	Bring back the energy industry that was over regulated and moved out of our state
1	CUT TAXES
1	Continue to invest in education.
1	Create a friendly environment for the Gas and Oil industry to return
1	Creating new jobs.
1	Decrease costs for gas and oil companies to develop, move around and work in Colorado.

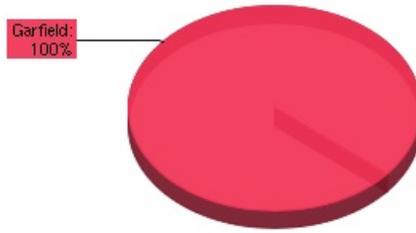
1	Decrease taxes and regulations on small businesses.
1	Develop clean energy jobs such as wind or solar energies.
1	Do away with R or D behind Elected person name so they they will work better for us
1	Do not take severance tax funds away from counties
1	Education at all levels.
1	Encourage entrepreneurial success...
1	Encourage growth of our Commissioner Board from 3 to 5 or 7 individuals
1	Encourage small business development and prosperity for job growth and economic growth
1	Encourage/support more effective local governance
1	Ensure access to loans & capital at a reasonable price
1	Expand tourism spending
1	Financial assistance/ Incentives
1	Fix the housing crisis
1	Funding for ED plan
1	Funding for commercial loans
1	Funding support for locally based businesses.
1	Get all information online- with better navigation. Create Social networks for the State.
1	Get rid of minority preference in contract bidding process
1	Government help and assistance for oil and gas development
1	Governments - get out of the way and let the American people do what we do best!
1	Grant funding with technical assistance.
1	Have workforce centers offer technical assistance for small businesses.
1	Help our county diversify and attract alternative anchor industries
1	Help the small business' stay in business.
1	Implement entrepreneurial programs locally
1	Improve Internet Access
1	Improve K-12
1	Incentives for diversification of economic base
1	Incentives to bring new industry to the area
1	Incentivize local renewable energy industries and jobs.
1	Increase spending on social programs and decrease spending on law enforcement programs
1	Inexpensive capital/loans, or and more money for education
1	Just let the oil and gas companies go back to work and don't tax and regulate them to death
1	Let us develop our resources for jobs
1	Loans/ Line of Credit for small INNOVATIVE businesses
1	Look more favorably at the extraction industries.
1	Loosen drilling regulations
1	Lower State Income Taxes
1	More business friendly or fewer regulations and quicker approval for businesses
1	More on the job training
1	Open communication between county and municipal officials
1	Our schools. even if we increase our work force the schools are important to that end
1	Partner to offer micro loans to small biz; both new and existing
1	People need to learn to speak English
1	Provide grants, technical assistance, etc for alternative energy jobs/companies.
1	Provide more incentives for businesses
1	Public / Private partnerships in terms of development.
1	Reduce State spending in order to lower or eliminate taxes and fees.
1	Reduce red tape for business formation.
1	Reduce regulations on the energy companies
1	Reduce tax burden and regulations.

1	Reduce taxes and regulations.
1	Reduce the financial burden placed on counties that assist undocumented and illegal immigrants.
1	Reinstatement of the senior tax credit for property taxes
1	Relatively easy access to reasonable interest loans.
1	Relax regulations and permitting fees for small businesses.
1	Remove the State Historic Preservation Office (SHPO) from the regulatory process.
1	Significant incentives for job growth.
1	Simplify the permitting process for gas and oil drilling
1	Somehow make housing more affordable.
1	Startup funding
1	Stop drilling all the gas wells on the western slope.
2	Strategic grants to leverage economic development projects
1	Streamline regulations and permitting
1	Streamline regulations and permitting.
1	Stronger Tourism Promotion
1	Support development of natural gas infrastructure for utilities while keeping regulation strong.
1	Support renewable energy and the GEO program.
1	Support the transition to a New Energy Economy.
1	Tax Credits for job growth with amount based on quality of jobs created.
1	Tax and other incentives to encourage alternative energy and to discourage fossil fuels
1	Tax credits
1	Tax credits for existing businesses
1	Tax incentives for job creators.
1	To minimize regulations.
1	Tourism
1	Use lottery money to help fund Education
1	access to capital for existin businesses and for new entrepreneurs
1	affordable housing so people can stay in the area.
1	better transportation!
1	change business tax structure
1	change the gallager amendment so commercial property doesn't carry the bulk of the tax load.
1	change the property tax rules for businesses
1	clean up the state constitution to allow for representative government
1	crack down on illegals!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
1	dramatically reduce government intervention
1	effective partnerships WITHOUT politics and good old boy glad handing and back stabbing
1	effective regulations
1	facilitate corridor transit improvement. force action beyond "studies".
1	fund secondary education/job training
1	get off the backs of the GAS drilling
1	information about existing state programs
1	less over-regulation of the natural resources industry.
1	look at the best suited area for businesses that want to relocate
1	loosen up the bank loaning requirements
1	reduce regulations
1	stop taxation of corporations
1	streamline regulation
1	streamline regulations and permitting.
1	support the arts and educational choice
1	tax credits for job growth
1	transportation infrastructure

1	trim social programs
1	JOB CREATION AND THE SHORTEST PATH TO THIS END WOULD BE TO SUPPORT THE NATURAL RESOURCE EXTRACTION INDUSTRY, PARTICULARLY THE OIL AND GAS SECTOR, BY STREAMLINING AND REDUCING CURRENT REGULATION AND FEES. I AM NOT ADVOCATING FOR THE, AT ALL COST, TO THE LOCAL ENVIRONMENTAL QUALITIES.
1	The cost to a business to rent a space especially in our downtown is ridiculous. I feel that the city of GWS could purchase downtown spaces and rent to businesses at a reasonable rate. The City could get a tax break and the owner could finally afford it.
1	Quit selling Colorado. We have too large a population already. We don't want Colorado to become California. Enough is enough.
1	Get out of the way. Reduce regulations and impediments to oil and gas and other industries. Reduce red tape.
1	Get the Natural Gas Production companies to work better with local property owners so they can drill and extract responsibly and not trash our living environment
1	Make sure the gas industry doesn't destroy our tourism by polluting the environment (which tourism is based on) both chemically (water contamination) and visually (wells all over kingdom come, they want to keep expanding.)
1	Re-evaluate existing policies and assist in creating policies effecting various industries that provide proper common sense oversight of environment, etc. but don't impede economic development through excessive costs per regulations. This is very important to not try to satisfy special interest groups at expense of Co. economy!
1	Limit the ability of local officials to impose Soviet-style micromanagement on proposed development within existing urban areas. In general, high density development or redevelopment is desirable for economic and environmental reasons, but governmental micromanagement and extortion that is intended to prevent or mitigate all conceivable negative impacts kills it.
1	The oil and gas industry has been putting up gas wells in peoples yards for years and not only do they (gas industry) still receive subsidies but they don't have many regulations that they are checked on. This is why people can set their tap water on fire.
1	Assist with funding State Hwy improvements in rural, urbanized areas or reduce regulatory requirements until funding is discovered; don't assume because CDOT doesn't have money the towns/cities do.
1	Give the counties affected by the oil & gas industry the funds collected (taxes, royalties, etc.) that the State has been sweeping/retaining. This capital would, at the very least, help repair some of the road damage caused by industry-related trucks and heavy equipment.
1	Bring in outlet stores, just like Freeport Maine, in Glenwood Springs. Fix the bridge into town and reroute Hwy. 82 so Glenwood can have a real "main" street.
1	Help develop an integrated regional economic development plan that aligns resources with opportunities
1	having federal and state transportation departments work with Ec. growth as opposed to applying such harsh regulations that require so much up front costs it makes it too costly to construct or in affect takes your profit to construct their transportation system.
1	Oil & Gas polute our land and water and ruin the tourist industry. The water for oil shale development will affect agriculture. Colo. 6 years ago stopped the use of water from the aquafer. This ruined so many farmers on the eastern plains. When will Colo. compensate them?
1	Educate local leaders about how to do effective economic development work and how to garner public involvement and support
1	reduce tax assessments for small underv200K grossor 75K net business property renters owners thats almost everyone who cant go get into business because triplenet is absurd in areas not de-Bruced
1	Fund renewable energy projects and help stop the boom and bust cycle of natural gas development. I like the solar cooperative model. And please DON'T close the state parks - that will hurt tourism and quality of life for residents!!!
1	Maximize protection of our natural resources (agriculcture & scenic lands, water and natural mountain/valley vistas) from widespread land development, in order to preserve it for the use and enjoyment of future generations.
1	The municipal solid waste of Colorado has vast untapped economic development potentials. I suggest GEO contract, on a fee basis, with my company BALANCE ENERGY & Dr. Lou Circeo of Georgia Tech to develop a statewide W2E PLASMA ENERGY plan.
1	Help local governments in small towns with a strategic plan for downtown / community development, based on success stories from around the state.
1	Form Enterprise Clusters to develop local and regional Best Practices teams to grow business and quality of life as a group.
1	Review & correct permitting process for oil/gas drilling; Don't give in to the whiners re: fracing
1	Affordable housing is the main problem for us in recruiting staffing. Increase the conforming loan amounts for Garfield and focus on freestanding, deed restricted housing. Much of the existing affordable housing is not appealing to our staff.

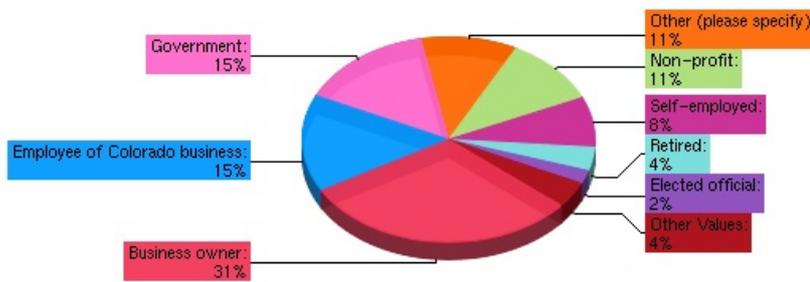
1	stop relying on the oil and gas industry for transient jobs and develop local business and long term permanent jobs.
1	less regulations and fees on new and current businesses. The local government is far too intrusive and restrictive!
1	regulate the gas industry to avoid boom cycles and maintain the industry at a pace that avoids extraction at a rush, followed by a swift decline,. Don't allow the industry to destroy the natural environment, our most important economic resource.
1	Assure more responsible gas extraction, that provides more reliable long-term sustained income to the region, to support diversification of economy and does not destroy the natural environment that supports our agricultural, hunting, recreational, real estate, tourism economy.
1	Advance the development of the arts, such as a performing arts theater to help generate more tourism.
1	Assist in the diversifying the dependence of the economy on two or three big industries i.e real estate and tourism.
1	Western Colorado needs backing to develop all of our natural resources. Education for the citizens so they are not repeating gossip but facts about energy. We can support this state if only there is good information.
1	Cut business taxes. Lighten the Oil and Gas restrictions. More focus on creating private sector jobs rather than governmental jobs.
1	Remove back-breaking burden off blue collar small business and the middle class by instilling lottery and gaming revenues to fund education, road/bridge, supplement essential services, fund tourism infrastructure/advertising and still leave some for parks and rec.
1	regulate the oil and gas industry so it uses the safest technologies possible. It may cost the companies more, but it would generate jobs, reduce the health risks of living near the wells and contaminating our water, and it would help to preserve not lower our local property values
1	Bring back natural gas drilling. Make it safe with regulations but not so tight that we lose them to other states.
1	Reduce the overbearing regulations on oil/gas industry. Our geology has NOT changed, however when you make it MORE expensive to recover the minerals the business goes to other states where they can produce the same mineral for less money.
1	A large part of the economy in Garfield county is tourist based. So, the action of protecting the natural resources and improving them would be a good measure in planning for the future - water quantity, quality, and forest health, etc..
1	Promote the release of the Anvil Points drilling royalties by the federal govt to local government in western Garfield county
1	Remember the West Slope; Garfield County is leading the charge locally and nationally on regional clean, renewable energy projects: Garfield Clean Energy <a href="http://www.garfieldcleanenergy.org">www.garfieldcleanenergy.org</a> and the new national pacesetter Clean Energy Collective <a href="http://www.cleanenergycollective.com">www.cleanenergycollective.com</a>
1	Hire gas field inspectors to better insure that the impacts to surface owners does not jeopardise their lives at the expense of gas developers profits.
1	Create a partnership with gas industry for NG exploration. Use regional land use planning, rather than section by section well permitting. Technology to protect our air and water can foster entrepreneurial opportunities for new industries to clean-up production water, reduce VOCs with Best Practices. Then allow CNG for transportation.
1	Increase natural gas production maintaining friendly environmental measures. Our country needs this resource, Coloradoans should benefit from o&g with energy rebates. Let the industry pay for rebuilding our weak infrastructure as well as strengthening our economy.
1	Quit over regulating industry. Cut back on over paid staff in County government. Reduce managers and staff in office and put more workers in the field,
1	Give encouragement for the energy industry to stay, removing taxes and the red tape needed for them to stay. They are the bread and butter of this county!!!
1	Please stop the flow of illegal immigrants coming into this country. Stop the financial and educational drain on our schools caused by non English speaking children.
1	State needs to shift from old paradigms of reaction to continuing to be more proactive. (i.e. have some vision)
1	Streamline regulations and permitting and better access to state agencies when you have questions. You can't even reach anyone at the Department of Revenue. They put you on hold for 45 minutes.
1	Take no action on the Hwy. 82 bridge over the Colorado River, or on Hwy. 82 through town, that would harm downtown Glenwood Springs
1	Support and encourage development of our natural resources. This industry is vital to our economic health.
1	Parts of Garfield County are already has a strong renewable energy industry. I think by capitalizing on what is existing and building on it would bring more jobs into the community. It would also help to decrease our future energy costs for the county.
1	Take account that the west side of the state should be allowed to Govern itself, because it is currently done so by the east side, and the 2 sides are extremely different, what the Denver area needs and what the western slope needs are 2 different needs.

1	cut red tape and allow for seasonal nature of jobs - unemployment taxes should take into account seasonal work, now only tagged to ski industry
1	Emphasize tourism, outdoor, cultural activities CO offers. Hold O & G accountable, insist they follow environmental guidelines, procedures Protect water rights - don't give them to O & G Prioritize education, to help attract top professionals. Are citizens willing to donate part of CO tax refund, to help fund education?
1	Lower taxes and make better provision for seasonal nature of jobs. I am clobbered with unemployment taxes when I have a seasonal business that has to close - is that logical?
1	Its not all about making more money. We already have too many tourists and developers. Im very happy to see the loss of jobs, and people moving out of the state.
1	I drive through the Glenwood Springs canyon everyday, and I noticed that the company that is doing work has Wyoming licence plates. Why couldn't a Colorado company contract for Colorado jobs?
1	Carbondale is a perfect community for a pilot program utilizing government, nonprofit and business to expand and accelerate growth.
1	Encourage building by a real estate tax break. If you have vacant land or if you have an unfinished project started prior to 2010. Complete by 2012 for refund in 2011 Tax Year.
1	Rewrite the regulatory rules for oil and gas development to create a balance that would bring the developers back to the Western Slope and keep the current ones from leaving.
1	Reform the Colorado Public Utilities Commission! Our past experience with them has been very demoralizing; we tried to get permits to establish a small tourist railroad and were stymied at every turn by the PUC's "engineer".
1	Adopt a single payer health coverage system that small businesses could pool their employees together in and make coverage affordable and equal to what large businesses are able to offer
1	Make local governments more business friendly. Realize their contribution and streamline processes.
1	While keeping safety and welfare intact encourage the oil and gas industry and not just create more red tape
1	be more business friendly by loweing the cost of doing business...IE less taxes and regulation by big brother!
1	Change the focus from construction/real estate to to renewable energy jobs. Make it easier for oil companies to do business in Garfield County.
1	GOCO restrictions removed to allow further development of Glenwood Springs Ice Arena- building a dual sheet complex, to satisfy need for year-round ice, and prime time winter demands.
1	to encourage economic growth through state funding and local incentives to allow businesses to stay in the area.
1	Tort reform. To many dollar wasted on little law suits. Many companies want to give up. I know I have wasted over 100K on dumb suits. I could have hired two new staff members.
1	Devise a method to prevent big oil companies from wreaking havoc with local economy's,(shutting down and moving operations out of the country) when faced with reasonable environmental controls.
1	re-evaluate the regulations on the oil sector. Add some one with actual drilling knowlage not so many conservationists. We are too strict on the oil regulations and are ruining our economy, we need to be more drilling friendly.
1	Support strategic investments in existing communties including support for regional transit and catalytic development in downtowns and redevelopment areas.
1	Review and revise regulatory issues with small to medium size businesses. The time and effort and replication of information required is taxing and non-productive. The cost to keep up with the reporting and required changes yearly make it very frustrating.
1	Tell the Federal government to quit hamstringing business growth with red tap and unnecessary regulations. I am very happy Governor Hickenlooper is a business man and understands business issues . A vast improvement over the last Governor
1	One action in two parts: 1) redefine 'economic' 2) remove all subsidies from non-renewable energy corporations and tax them out of the state
1	Water and air quality regulation of the oil and gas industry to protect our strongest economic engine - the quality and quantity of open space, clean air and clean water.
1	encourage natural gas production in western colorado as it is a viable base for a growing economy.



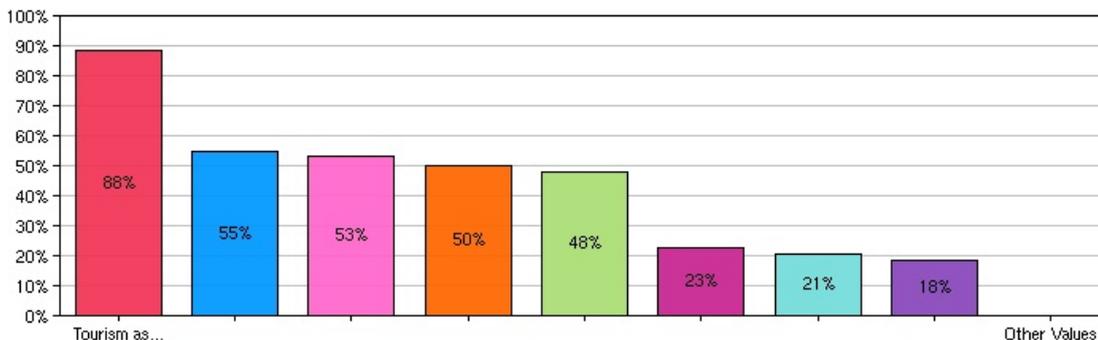
**Your Home County: Please identify your home county from the following list (limited to one click):**

Value	Count	Percent %	Statistics	
Garfield	242	100%	Total Responses	242



**Who Are You? Please categorize yourself as one of the following.**

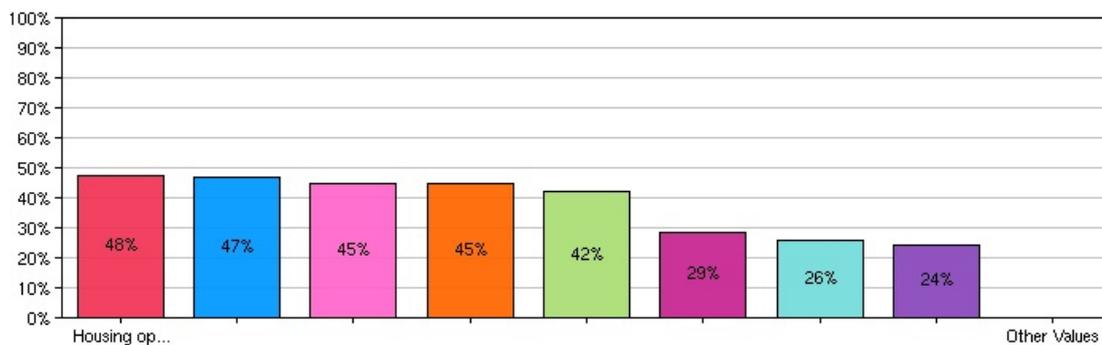
Value	Count	Percent %	Statistics	
Business owner	74	30.6%	Total Responses	242
Employee of Colorado business	37	15.3%		
Elected official	5	2.1%		
Government	36	14.9%		
Non-profit	26	10.7%		
Educator	4	1.7%		
Self-employed	19	7.9%		
Retired	9	3.7%		
Student	1	0.4%		
Unemployed	5	2.1%		
Other (please specify)	26	10.7%		



**Your County's Economic Strengths: Please select up to five (5) from the following that you think best characterize the greatest economic development strengths of your home county:**

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A well-trained workforce	42	17.4%
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Strong community leadership	44	18.2%
Effective economic development organization	15	6.2%
Designated Enterprise Zones	16	6.6%
Local resources for capital – business loan funds, etc.	11	4.5%
Local health care facilities	121	50%
Technology/communications	20	8.3%
Quality local/regional school system	50	20.7%
Housing options	17	7%
Attractive, livable communities	132	54.5%
Other (please specify)	22	9.1%

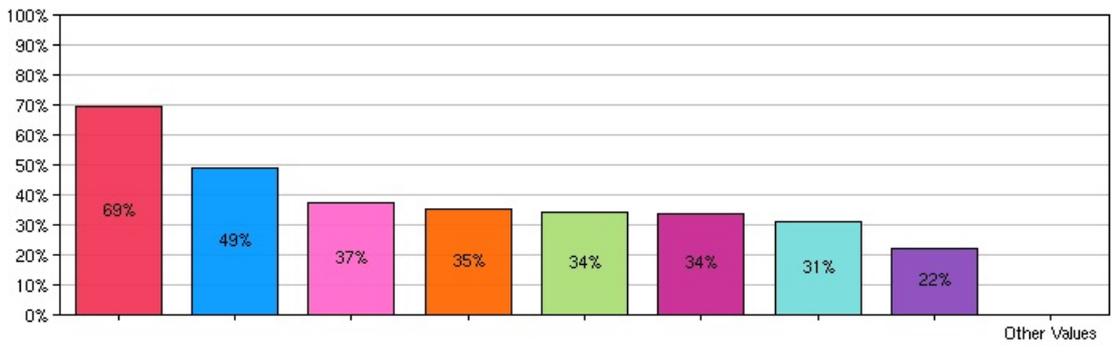
Statistics	
Total Responses	242



**Your County's Economic Weaknesses: Please select up to five (5) from the following that you think are the most significant economic development weaknesses or deficiencies in your home county:**

Value	Count	Percent %
A well trained workforce	63	26%
Access/proximity to markets	102	42.1%
Transportation network	69	28.5%
Raw materials/natural resources	16	6.6%
Renewable energy potential (wind, solar, geothermal)	18	7.4%
Tourism assets	7	2.9%
Strong existing businesses	59	24.4%
Strong community leadership	109	45%
Effective economic development organization	108	44.6%
Designated Enterprise Zones	39	16.1%
Local resources for capital – business loan funds, etc.	113	46.7%
Local health care facilities	9	3.7%
Technology/communications	54	22.3%
Quality local/regional school system	53	21.9%
Housing options	115	47.5%
Attractive, livable communities	13	5.4%
Other (please specify)	45	18.6%

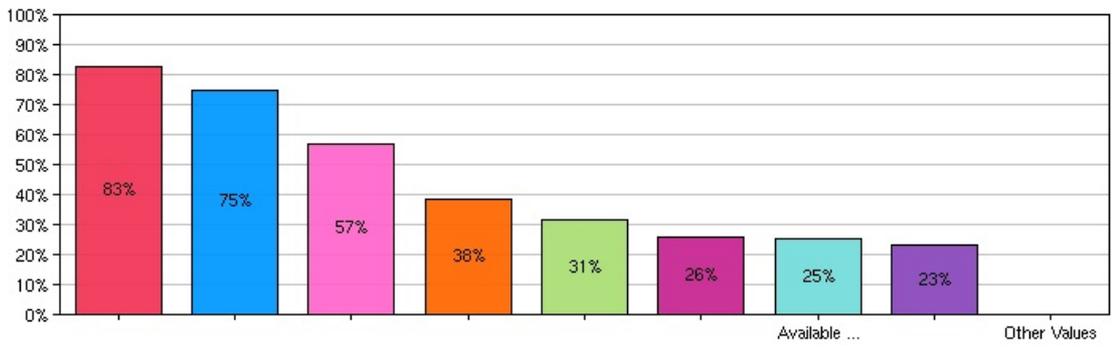
Statistics	
Total Responses	242



**Economic Threats or Limitations: Please select up to five (5) from the following that you think most threaten or limit the economic development potential of your home county**

Value	Count	Percent %
Lack of affordable housing	119	49.2%
Infrastructure deficiencies (i.e., roads, water/sewer, transmission lines, etc.)	44	18.2%
Lack of labor force training opportunities	49	20.2%
Lack of developable land and/or suitable buildings	33	13.6%
Lack of community amenities (i.e. parks, community center, etc.)	17	7%
Vacant Main Streets, town centers and/or shopping areas	82	33.9%
Volatility of business cycle (boom/bust)	168	69.4%
Declining industries	75	31%
Lack of access to capital	85	35.1%
Flight of younger generation from our community	54	22.3%
Excessive permitting fees & hostile regulatory environment	90	37.2%
Ineffective existing government (local, state, federal)	83	34.3%
Limited water resources and impacts on local industries and/or agriculture	34	14%
Other (please specify)	47	19.4%

Statistics	
Total Responses	242
Sum	50.0
Average	50.0
Max	50.0

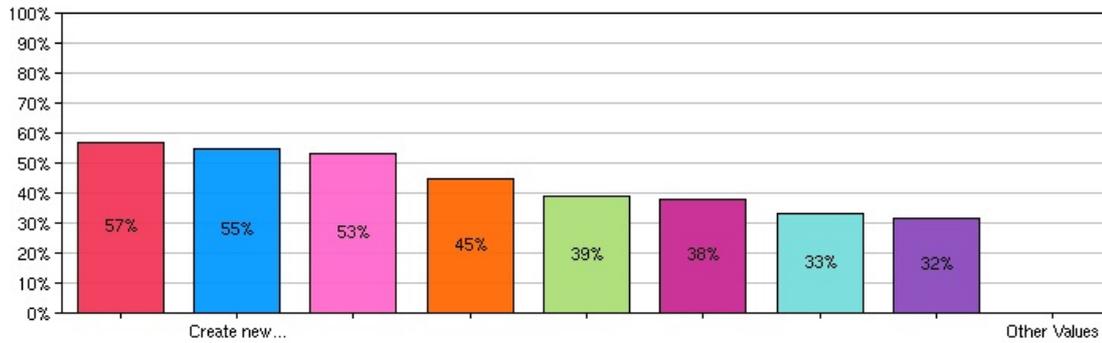


**Economic Opportunities: Please identify the economic opportunities that provide the most potential for your county. Please select the top five (5) opportunities.**

Value	Count	Percent %
Population growth	56	23.1%
Skilled labor force	55	22.7%
Available land	61	25.2%
Access to transportation, air, highway, rail	93	38.4%
Anchor industries or clusters	46	19%
Proximity to research university	6	2.5%

Statistics	
Total Responses	242

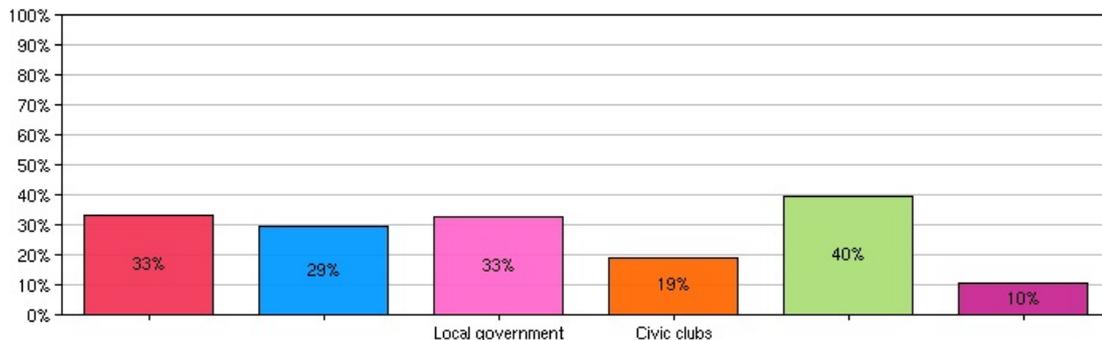
Specific demographic group – students, retirees, etc.	30	12.4%
Tourism attractions	200	82.6%
Vital Main Street or downtown	76	31.4%
Natural resource base	138	57%
Attractive communities/quality of life	181	74.8%
Availability of water resources	63	26%
Other (please specify)	26	10.7%



**Economic Development Goals: What should be your home county's top measureable goals or strategies for economic development? (What would the county like to achieve?) Please select up to five (5) strategies.**

Value	Count	Percent %
Diversify the economic base	129	53.3%
Create new jobs	133	55%
Encourage the growth of existing businesses and industries	138	57%
Create a strong entrepreneurial climate	92	38%
Increase access to capital for new and existing businesses	94	38.8%
Improve transportation infrastructure	42	17.4%
Create a more business-friendly climate	80	33.1%
Increase job skills of local labor force	40	16.5%
Increase tourism activity	77	31.8%
Assure access to technology resources and infrastructure	39	16.1%
Encourage Main Street, downtown or town center revitalization	108	44.6%
Improve the quality of life and community amenities	36	14.9%
Improve the local/regional school system	70	28.9%
Other (please specify)	27	11.2%

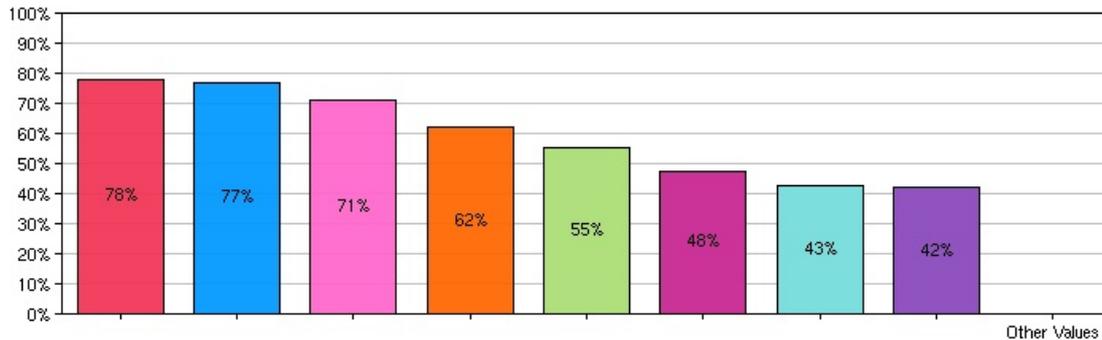
Statistics	
Total Responses	242



**Public/Private Partnerships: Partnerships between business and government can be important to improve the economic climate. To your knowledge, what partnerships have formed in your county to work together to solve economic development issues? Check all that apply**

Value	Count	Percent %
Economic Development Council	80	33.1%
Regional advocacy groups	71	29.3%
Local government	79	32.6%
Civic clubs	46	19%
Don't know if one exists	96	39.7%
Other (please specify)	25	10.3%

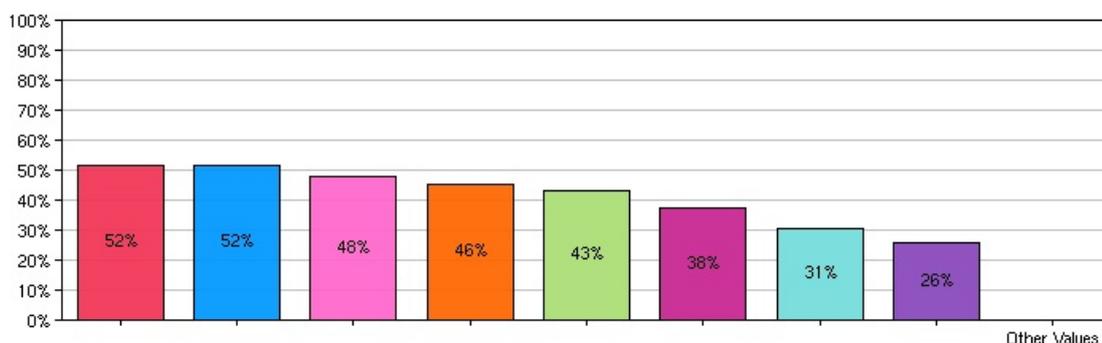
Statistics	
Total Responses	242



**Local Partners in Economic Development: What key community organizations should be involved in the creation and implementation of the economic development plan? Check all that apply.**

Value	Count	Percent %
Chambers of Commerce	186	76.9%
Visitor and Convention Bureaus	103	42.6%
Civic/Service organizations, i.e. Rotary, Kiwanis	102	42.1%
Main Street or downtown marketing organization	150	62%
Local government	189	78.1%
County government	172	71.1%
Utilities	60	24.8%
Elected officials	115	47.5%
Small Business Development Centers	134	55.4%
School Boards/PTAs	58	24%
Other (please specify)	48	19.8%

Statistics	
Total Responses	242



**State of Colorado Economic Development Resources: What resources/actions from the State of Colorado would be most helpful to your home county in order to implement its plan? Please select up to five(5) resources.**

Value	Count	Percent %
Strategic grants to leverage economic development projects	125	51.7%
Business loan funds/micro loans/access to capital	125	51.7%

Statistics	
Total Responses	242

Incentives for job growth	110	45.5%
Tax credits for job growth	116	47.9%
Streamline regulations and permitting	105	43.4%
Technical assistance and assessment visits to develop local action plans	62	25.6%
More worker training programs	43	17.8%
Entrepreneurial programs	74	30.6%
Better information about existing state programs	91	37.6%
Other (please specify)	34	14%

**One Action That the State Could Undertake:** If there was ONE action that the State of Colorado could undertake to help advance economic development in your home county, what would it be?

Count	Response
<b>44</b>	
1	Access to CNG fuel and vehicles.
4	Access to capital
1	Access to capital.
1	Access to needed capital.
1	Adopt a diversified State Econ. Dev. Plan that is implemented through Counties
1	Allow drilling and the oil field personnel to return to our area.
1	Allow energy prices to reflect the true cost of the resource and the resulting pollution.
1	Be pro-business, not pro government, and most things will take care of themselves.
1	Become user and business friendly for the oil and gas companies.
1	Bring back the energy industry that was over regulated and moved out of our state
1	CUT TAXES
1	Continue to invest in education.
1	Create a friendly environment for the Gas and Oil industry to return
1	Creating new jobs.
1	Decrease costs for gas and oil companies to develop, move around and work in Colorado.
1	Decrease taxes and regulations on small businesses.
1	Develop clean energy jobs such as wind or solar energies.
1	Do away wit R or D behind Elected person nane so they they will work better for us
1	Do not take severance tax funds away from counties
1	Education at all levels.
1	Encourage entrepreneurial success...
1	Encourage growth of our Commissioner Board from 3 to 5 or 7 individuals
1	Encourage small business development and prosperity for job growth and economic growth
1	Encourage/support more effective local governance
1	Ensure access to loans & capital at a reasonable price
1	Expand tourism spending
1	Financial assistance/ Incentives
1	Fix the housing crisis
1	Funding for ED plan
1	Funding for commercial loans
1	Funding support for locally based businesses.
1	Get all information online- with better navigation. Create Social networks for the State.
1	Get rid of minority preference in contract bidding process
1	Government help and assistance for oil and gas developement
1	Governments - get out of the way and let the American poeple do what we do best!

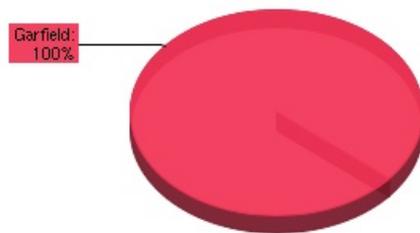
1	Grant funding with technical assistance.
1	Have workforce centers offer technical assistance for small businesses.
1	Help our county diversify and attract alternative anchor industries
1	Help the small business' stay in business.
1	Implement entrepreneurial programs locally
1	Improve Internet Access
1	Improve K-12
1	Incentives for diversification of economic base
1	Incentives to bring new industry to the area
1	Incentivize local renewable energy industries and jobs.
1	Increase spending on social programs and decrease spending on law enforcement programs
1	Inexpensive capital/loans, or and more money for education
1	Just let the oil and gas companies go back to work and don't tax and regulate them to death
1	Let us develop our resources for jobs
1	Loans/ Line of Credit for small INNOVATIVE businesses
1	Look more favorably at the extraction industries.
1	Loosen drilling regulations
1	Lower State Income Taxes
1	More business friendly or fewer regulations and quicker approval for businesses
1	More on the job training
1	Open communication between county and municipal officials
1	Our schools. even if we increase our work force the schools are important to that end
1	Partner to offer micro loans to small biz; both new and existing
1	People need to learn to speak English
1	Provide grants, technical assistance, etc for alternative energy jobs/companies.
1	Provide more incentives for businesses
1	Public / Private partnerships in terms of development.
1	Reduce State spending in order to lower or eliminate taxes and fees.
1	Reduce red tape for business formation.
1	Reduce regulations on the energy companies
1	Reduce tax burden and regulations.
1	Reduce taxes and regulations.
1	Reduce the financial burden placed on counties that assist undocumented and illegal immigrants.
1	Reinstatement of the senior tax credit for property taxes
1	Relatively easy access to reasonable interest loans.
1	Relax regulations and permitting fees for small businesses.
1	Remove the State Historic Preservation Office (SHPO) from the regulatory process.
1	Significant incentives for job growth.
1	Simplify the permitting process for gas and oil drilling
1	Somehow make housing more affordable.
1	Startup funding
1	Stop drilling all the gas wells on the western slope.
2	Strategic grants to leverage economic development projects
1	Streamline regulations and permitting
1	Streamline regulations and permitting.
1	Stronger Tourism Promotion
1	Support development of natural gas infrastructure for utilities while keeping regulation strong.
1	Support renewable energy and the GEO program.
1	Support the transition to a New Energy Economy.
1	Tax Credits for job growth with amount based on quality of jobs created.
1	Tax and other incentives to encourage alternative energy and to discourage fossil fuels

1	Tax credits
1	Tax credits for existing businesses
1	Tax incentives for job creators.
1	To minimize regulations.
1	Tourism
1	Use lottery money to help fund Education
1	access to capital for existin businesses and for new entrepreneurs
1	affordable housing so people can stay in the area.
1	better transportation!
1	change business tax structure
1	change the gallager amendment so commercial property doesn't carry the bulk of the tax load.
1	change the property tax rules for businesses
1	clean up the state constitution to allow for representative government
1	crack down on illegals!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
1	dramatically reduce government intervention
1	effective partnerships WITHOUT politics and good old boy glad handing and back stabbing
1	effective regulations
1	facilitate corridor transit improvement. force action beyond "studies".
1	fund secondary education/job training
1	get off the backs of the GAS drilling
1	information about existing state programs
1	less over-regulation of the natural resources industry.
1	look at the best suited area for businesses that want to relocate
1	loosen up the bank loaning requirements
1	reduce regulations
1	stop taxation of corporations
1	streamline regulation
1	streamline regulations and permitting.
1	support the arts and educational choice
1	tax credits for job growth
1	transportation infrastructure
1	trim social programs
1	JOB CREATION AND THE SHORTEST PATH TO THIS END WOULD BE TO SUPPORT THE NATURAL RESOURCE EXTRACTION INDUSTRY, PARTICULARLY THE OIL AND GAS SECTOR, BY STREAMLINING AND REDUCING CURRENT REGULATION AND FEES. I AM NOT ADVOCATING FOR THE, AT ALL COST, TO THE LOCAL ENVIRONMENTAL QUALITIES.
1	The cost to a business to rent a space especially in our downtown is rediculous. I feel that the city of GWS could purchase downtown spaces and rent to businesses at a reasonable rate. The City could get a tax break and the owner could finally afford it.
1	Quit selling Colorado. We have too large a population already. We don't want Colorado to become California. Enough is enough.
1	Get out of the way. Reduce regulations and impediments to oil and gas and other industries. Reduce red tape.
1	Get the Natural Gas Production companies to work better with local property owners so they can drill and extract responsibly and not trash our living enviroment
1	Make sure the gas industry doesn't destroy our tourism by polluting the environment (which tourism is based on) both chemically (water contamination) and visually (wells all over kingdom come, they want to keep expanding.)
1	Re-evaluate existing policies and assist in creating policies effecting various industries that provide proper common sense oversight of environment, etc. but don't impede economic development through excessive costs per regulations. This is very important to not try to satisfy special interest groupsat expense of Co. economy!
1	Limit the ability of local officials to impose Soviet-style micromangement on proposed development within existing urban areas. In general, high density development or redevelopment is desirable for economic and environmental reasons, but governmental micromangement and extortion that is intended to prevent or mitigate all conceivable negative impacts kills it.

1	The oil and gas industry has been putting up gas wells in peoples yards for years and not only do they (gas industry) still receive subsidies but they don't have many regulations that they are checked on. This is why people can set their tap water on fire.
1	Assist with funding State Hwy improvements in rural, urbanized areas or reduce regulatory requirements until funding is discovered; don't assume because CDOT doesn't have money the towns/cities do.
1	Give the counties affected by the oil & gas industry the funds collected (taxes, royalties, etc.) that the State has been sweeping/retaining. This capital would, at the very least, help repair some of the road damage caused by industry-related trucks and heavy equipment.
1	Bring in outlet stores, just like Freeport Maine, in Glenwood Springs. Fix the bridge into town and reroute Hwy. 82 so Glenwood can have a real "main" street.
1	Help develop an integrated regional economic development plan that aligns resources with opportunities
1	having federal and state transportation departments work with Ec. growth as opposed to applying such harsh regulations that require so much up front costs it makes it too costly to construct or in affect takes your proffit to construct their transportation system.
1	Oil & Gas polute our land and water and ruin the tourist industry. The water for oil shale development will affect agriculture. Colo. 6 years ago stopped the use of water from the aquafer. This ruined so many farmers on the eastern plains. When will Colo. compensate them?
1	Educate local leaders about how to do effective economic development work and how to garner public involvement and support
1	reduce tax acessments for small underv200K grossor 75K net business property renters owners thats almost everyone who cant go get into business because tripplenet is absurd in areas not de-Bruced
1	Fund renewable energy projects and help stop the boom and bust cycle of natural gas development. I like the solar cooperative model. And please DON'T close the state parks - that will hurt tourism and quality of life for residents!!!
1	Maximize protection of our natural resources (agriculctural & scenic lands, water and natural mountain/valley vistas) from widespread land development, in order to preserve it for the use and enjoyment of future generations.
1	The municipal solid waste of Colorado has vast untapped economic development potentials. I suggest GEO contract, on a fee basis, with my company BALANCE ENERGY & Dr. Lou Circeo of Georgia Tech to develop a statewide W2E PLASMA ENERGY plan.
1	Help local governments in small towns with a strategic plan for downtown / community development, based on success stories from around the state.
1	Form Enterprise Clusters to develop local and regional Best Practices teams to grow business and quality of life as a group.
1	Review & correct permitting process for oil/gas drilling; Don't give in to the whiners re: fracing
1	Affordable housing is the main problem for us in recruiting staffing. Increase the conforming loan amounts for Garfield and focus on freestanding, deed restricted housing. Much of the existing affordable housing is not appealing to our staff.
1	stop relying on the oil and gas industry for transient jobs and develop local business and long term permanent jobs.
1	less regulations and fees on new and current businesses. The local government is far too intrusive and restrictive!
1	regulate the gas industry to avoid boom cycles and maintain the industry at a pace that avoids extraction at a rush, followed by a swift decline,. Don't allow the industry to destroy the natural environment, our most important economic resource.
1	Assure more responsible gas extraction, that provides more reliable long-term sustained income to the region, to support diversification of economy and does not destroy the natural environment that supports our agricultural, hunting, recreational, real estate, tourism economy.
1	Advance the development of the arts, such as a performing arts theater to help generate more tourism.
1	Assist in the diversifying the dependence of the economy on two or three big industries i.e real estate and tourism.
1	Western Colorado needs backing to develop all of our natural resources. Education for the citizens so they are not repeating gossip but facts about energy. We can support this state if only there is good information.
1	Cut business taxes. Lighten the Oil and Gas restrictions. More focus on creating private sector jobs rather than governmental jobs.
1	Remove back-breaking burden off blue collar small business and the middle class by instilling lottery and gaming revenues to fund education, road/bridge, supplement essential services, fund tourism infrastructure/advertising and still leave some for parks and rec.
1	regulate the oil and gas industry so it uses the safest technologies possible. It may cost the companies more, but it would generate jobs, reduce the health risks of living near the wells and contaminating our water, and it would help to preserve not lower our local property values
1	Bring back natural gas drilling. Make it safe with regulations but not so tight that we lose them to other states.

1	Reduce the overbearing regulations on oil/gas industry. Our geology has NOT changed, however when you make it MORE expensive to recover the minerals the business goes to other states where they can produce the same mineral for less money.
1	A large part of the economy in Garfield county is tourist based. So, the action of protecting the natural resources and improving them would be a good measure in planning for the future - water quantity, quality, and forest health, etc..
1	Promote the release of the Anvil Points drilling royalties by the federal govt to local government in western Garfield county
1	Remember the West Slope; Garfield County is leading the charge locally and nationally on regional clean, renewable energy projects: Garfield Clean Energy <a href="http://www.garfieldcleanenergy.org">www.garfieldcleanenergy.org</a> and the new national pacesetter Clean Energy Collective <a href="http://www.cleanenergycollective.com">www.cleanenergycollective.com</a>
1	Hire gas field inspectors to better insure that the impacts to surface owners does not jeopardise their lives at the expense of gas developers profits.
1	Create a partnership with gas industry for NG exploration. Use regional land use planning, rather than section by section well permitting. Technology to protect our air and water can foster entrepreneurial opportunities for new industries to clean-up production water, reduce VOCs with Best Practices. Then allow CNG for transportation.
1	Increase natural gas production maintaining friendly environmental measures. Our country needs this resource, Coloradoans should benefit from o&g with energy rebates. Let the industry pay for rebuilding our weak infrastructure as well as strengthening our economy.
1	Quit over regulating industry. Cut back on over paid staff in County government. Reduce managers and staff in office and put more workers in the feild,
1	Give encouragement for the energy industry to stay, removing taxes and the red tape needed for them to stay. They are the bread and butter of this county!!!
1	Please stop the flow of illegal immigrants coming into this country. Stop the financial and educational drain on our schools caused by non English speaking children.
1	State needs to shift from old paradigms of reaction to continuing to be more proactive. (i.e. have some vision)
1	Streamline regulations and permitting and better access to state agencies when you have questions. You can't even reach anyone at the Department of Revenue. They put you on hold for 45 minutes.
1	Take no action on the Hwy. 82 bridge over the Colorado River, or on Hwy. 82 through town, that would harm downtown Glenwood Springs
1	Support and encourage development of our natural resources. This industry is vital to our economic health.
1	Parts of Garfield County are already has a strong renewable energy industry. I think by capitalizing on what is existing and building on it would bring more jobs into the community. It would also help to decrease our future energy costs for the county.
1	Take account that the west side of the state should be allowed to Govern itself, because it is currently done so by the east side, and the 2 sides are extremely different, what the Denver area needs and what the western slope needs are 2 different needs.
1	cut red tape and allow for seasonal nature of jobs - unemployment taxes should take into account seasonal work, now only tagged to ski industry
1	Emphasize tourism, outdoor, cultural activities CO offers. Hold O & G accountable, insist they follow environmental guidelines, procedures Protect water rights - don't give them to O & G Prioritize education, to help attract top professionals. Are citizens willing to donate part of CO tax refund, to help fund education?
1	Lower taxes and make better provision for seasonal nature of jobs. I am clobbered with unemployment taxes when I have a seasonal business that has to close - is that logical?
1	Its not all about making more money. We already have too many tourists and developers. Im very happy to see the loss of jobs, and people moving out of the state.
1	I drive through the Glenwood Springs canyon everyday, and I noticed that the company that is doing work has Wyoming licence plates. Why couldn't a Colorado company contract for Colorado jobs?
1	Carbondale is a perfect community for a pilot program utilizing government, nonprofit and business to expand and accelerate growth.
1	Encourage building by a real estate tax break. If you have vacant land or if you have an unfinished project started prior to 2010. Complete by 2012 for refund in 2011 Tax Year.
1	Rewrite the regulatory rules for oil and gas development to create a balance that would bring the developers back to the Western Slope and keep the current ones from leaving.
1	Reform the Colorado Public Utilities Commission! Our past experience with them has been very demoralizing; we tried to get permits to establish a small tourist railroad and were stymied at every turn by the PUC's "engineer".
1	Adopt a single payer health coverage system that small businesses could pool their employees together in and make coverage affordable and equal to what large businesses are able to offer

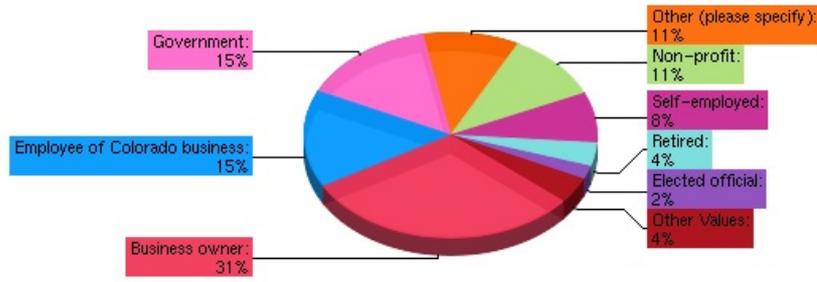
1	Make local governments more business friendly. Realize their contribution and streamline processes.
1	While keeping safety and welfare intact encourage the oil and gas industry and not just create more red tape
1	be more business friendly by loweing the cost of doing business...IE less taxes and regulation by big brother!
1	Change the focus from construction/real estate to to renewable energy jobs. Make it easier for oil companies to do business in Garfield County.
1	GOCO restrictions removed to allow further development of Glenwood Springs Ice Arena- building a dual sheet complex, to satisfy need for year-round ice, and prime time winter demands.
1	to encourage economic growth through state funding and local incentives to allow businesses to stay in the area.
1	Tort reform. To many dollar wasted on little law suits. Many companies want to give up. I know I have wasted over 100K on dumb suits. I could have hired two new staff members.
1	Devise a method to prevent big oil companies from wreaking havoc with local economy's,(shutting down and moving operations out of the country) when faced with reasonable environmental controls.
1	re-evaluate the regulations on the oil sector. Add some one with actual drilling knowlage not so many conservationists. We are too strict on the oil regulations and are ruining our economy, we need to be more drilling friendly.
1	Support strategic investments in existing communties including support for regional transit and catalytic development in downtowns and redevelopment areas.
1	Review and revise regulatory issues with small to medium size businesses. The time and effort and replication of information required is taxing and non-productive. The cost to keep up with the reporting and required changes yearly make it very frustrating.
1	Tell the Federal government to quit hamstringing business growth with red tap and unnecessary regulations. I am very happy Governor Hickenlooper is a business man and understands business issues .A vast improvement over the last Governor
1	One action in two parts: 1) redefine 'economic' 2) remove all subsidies from non-renewable energy corporations and tax them out of the state
1	Water and air quality regulation of the oil and gas industry to protect our strongest economic engine - the quality and quantity of open space, clean air and clean water.
1	encourage natural gas production in western colorado as it is a viable base for a growing economy.



**Your Home County: Please identify your home county from the following list (limited to one click):**

Value	Count	Percent %
Garfield	242	100%

Statistics	
Total Responses	242



**Who Are You? Please categorize yourself as one of the following.**

Value	Count	Percent %
Business owner	74	30.6%
Employee of Colorado business	37	15.3%
Elected official	5	2.1%
Government	36	14.9%
Non-profit	26	10.7%
Educator	4	1.7%
Self-employed	19	7.9%
Retired	9	3.7%
Student	1	0.4%
Unemployed	5	2.1%
Other (please specify)	26	10.7%

Statistics	
Total Responses	242