

OEDIT Advanced Industries

Accelerating Innovation, Investment,
and Growth



COLORADO

Office of Economic Development
& International Trade





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Global Business Development

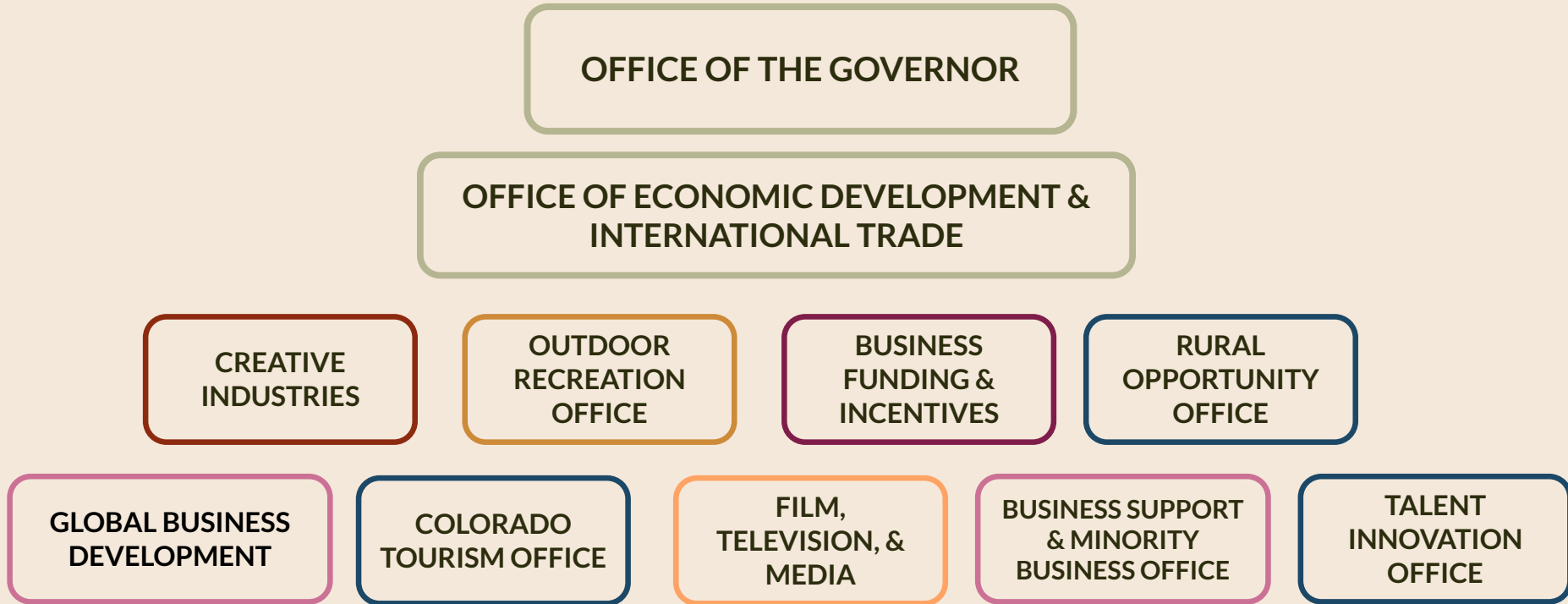
Background on OEDIT



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Global Business Development

Background on OEDIT

ORGANIZATION



Global Business Development

Strategy to Action

Data-Driven Strategic Foundation

- Identifies high-growth opportunities
- Uses measurable economic data
- Targets high-impact results
- Bridges administrations, business cycles, and economic shocks



Business Recruitment, Retention & Expansion

Utilize performance-based incentives to attract and support companies creating high-quality jobs within the state. Grant programs to support every

Accessing Global Markets

Providing market-entry services through grant funds programs like STEP and the AI Export and the Global Consultant Network



Global Diplomacy and Market Engagement

Builds relationships through hosting foreign delegations, organizing missions, and establishing subnational partnership agreements

Industry & Ecosystem Support

Specialized expertise and strategic support to critical industry clusters, such as aerospace, semiconductors, quantum and cleantech.



Advanced Industry Strategy



Industry Review Process

Colorado Economy Review

Stepping back to look at the whole of Colorado's economy from a blank slate.

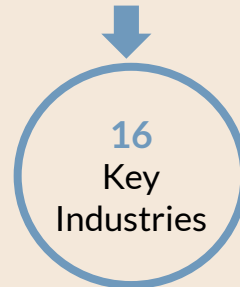
Used NAICS codes at the level of highest detail and mapping each one (over 1,000!) to 29 bespoke industry grouping.



Key Industry Building Blocks

Using the 29 industry groupings, narrowed focus to GBD key industries.

Updated working definition for each key industry with 2022 NAICS codes and economic data for each.



Strategic Clusters

From the 16 key industries, created four "Strategic Clusters" which represent an ecosystem of industries, verticals, horizontals, and technologies.

Key industries can duplicate in clusters, clusters are not bespoke.



Industry Review Process

29 Industry Groups of Colorado's Economy



GBD's Key Industries

1. Manufacturing
2. Aerospace & Defense
3. Bioscience
4. Conventional Energy & Natural Resources
5. Renewables & Clean Energy
6. IT Software & Services
7. Tech Hardware
8. Tech Infrastructure
9. Telecom
10. Administration & Business Services
11. Agriculture
12. Corporate & Executive Offices
13. Financial Services & Insurance
14. Scientific & Technical Services
15. Legal, Accounting & Professional Services
16. Transportation & Logistics



Foundational

1. Construction
2. Education
3. Food & Beverage
4. Healthcare
5. Nonprofits & Civic Organizations
6. Other Services
7. Public Administration & Government Services
8. Retail & Wholesale
9. Utilities & Waste Management



Lifestyle

1. Creative Industries
2. Housing
3. Outdoor Recreation
4. Tourism

Source: Bureau of Labor Statistics Quarterly Census of Employment and Wages, 2023 Annual Averages by Area, GBD analysis



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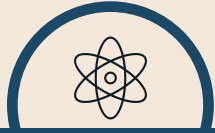
Cluster Definition Criteria

- *Economic impact*
- *Comparative advantage for CO*
- *Strategically aligned with GBD's objectives*



Advanced Economy

STRATEGIC INDUSTRY CLUSTERS



Critical & Emerging Technologies

Quantum Technologies
Robotics
Semiconductors
Integrated Communication & Networking Technologies
Fiber Optic Networks
Photonics & Lasers
Additive Composites
AgTech
BioTech



Software & IT Services

Enterprise SaaS
Artificial Intelligence (AI)
Data Privacy, Data Security, and Cybersecurity



Aerospace, Defense, & Security

Aviation
Satellites & Manned Spacecraft
Propulsion & Rockets
Space Operations
Engineering Services & Hardware
Enablers



Energy, Natural Resources, & Clean Energy Technologies

Solar
Wind
Fusion
Geothermal
Grid Infrastructure
Battery and Long-term Storage
Carbon Capture and Storage

Enablers

Advanced Manufacturing
(Including components and whole product manufacturing)

Professional, Scientific, and Technical Services

Advanced Economy

GBD's STRATEGIC INDUSTRY CLUSTERS DRIVE GROWTH

Strategic Clusters	Employment	Location quotient	Average annual wage	Historical Employment CAGR ('19-'25)	Multiplier Effect ³
All SICs	329K	1.51 (5th in US)	\$94K	1.75%	-
Critical & Emerging Technologies	178K	1.56 (3rd in US)	\$198K	1.39%	6.8x
Software & IT Services	126K	1.68 (3rd in US)	\$139K	2.82%	1.9x
Aerospace, Defense, & Security	121K	1.55 (6th in US) ¹	\$107K	3.92%	5.5x
Energy, Natural Resources, & Clean Energy Technologies	79.5K	1.36 (10th in US) ²	\$88K	0.77%	9.4x

1. Parity with national average 2. Multiplier effects are for total indirect jobs and were calculated using a weighted average of cluster employment by the multiplier effect for each 2-digit NAICS code
Source: Bureau of Labor Statistics Quarterly Census of Employment and Wages, 2023 Annual Averages by Area, Economic Policy Institute for employment multipliers for the U.S. economy, GBD analysis



Advanced Economy: Headwinds



1. **COST OF LIVING:** Expensive housing costs that were typically found in the Boulder / Denver metro region are now extending upward pressure across many state metro areas including rapid growth in Colorado Springs, Fort Collins, and others. In addition to pushing low-skill workers further out from the job and service centers, housing costs continue to decrease the state's overall attractiveness for companies considering relocation and/or expansion.



2. **EDUCATION PIPELINE:** Colorado is one of the most highly educated states when considering the population with bachelor's degree or higher, but that talent largely comes from in-migration. Colorado's own education pipeline suffers from some of the lowest high school graduation rates in the country.



3. **WORKFORCE:** The state's population growth rate is slowing, and for the first time Denver is facing net out-migration. Some of the slowdown is due to aging population, but pain points from 1 and 2, along with increased crime, are further exacerbating the problem. There is high demand for workers in Colorado but increasingly limited supply, both in high and lower wage occupations. Colorado has two open jobs for every one unemployed person.



4. **ENVIRONMENTAL CONSTRAINTS:** The changing climate is impacting that state's ability to sustain economic growth. Top considerations are water limitations, particularly for companies and production facilities that would require significant water inputs. In addition, the front range area is experiencing worsening air quality. Some is due to wildfires outside the state and beyond our control, but is still impacting the overall quality of life as well as allowances for manufacturing.

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TOP COLORADO RANKINGS



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4TH

**MOST
INNOVATIVE
STATE**

**WALLETHUB
2026**

4TH

**BEST
BUSINESS
ENVIRONMENT**

**US NEWS & WORLD
REPORT 2026**

6^T

**H
BEST STATE FOR
TECHNOLOGY
& INNOVATION**

CNBC 2026

9TH

**BEST STATE TO
START A
BUSINESS**

FORBES 2025

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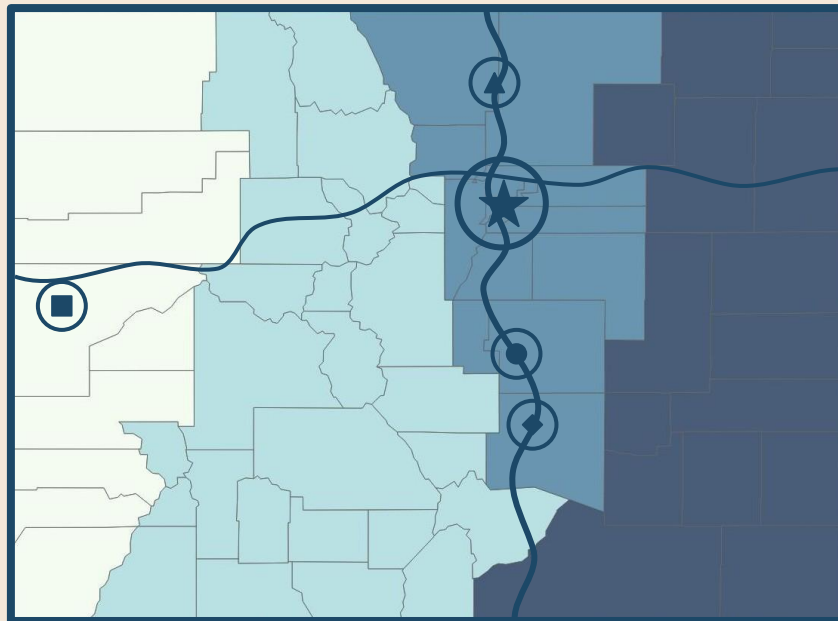
COLORADO ECONOMIC REGIONS

WESTERN SLOPE

- High desert, mesas, plateaus
- Oil/gas/mining, agriculture, tourism and outdoor recreation
- Grand Junction - regional healthcare center, tech, advanced manufacturing

ROCKY MOUNTAINS

- Mountain ranges, basins, valleys
- What most people think about when they hear “Colorado”
- Tourism and outdoor recreation and oil/gas/mining
- Famous ski resort towns like Vail, Steamboat Springs, and Aspen



FRONT RANGE

- Colorado's urban center
- About 84% of the state's population
- I-25 corridor that runs along the foothills of the Rocky Mountains
- Diverse modern economy, with dense clusters of advanced industries

EASTERN PLAINS

- Grasslands
- Agricultural and energy heartland of the state
- Cattle ranches and farms that grow corn, wheat, hay, and other crops
- Oil/gas is a thriving sector in the north of this region and wind farms are throughout



DENVER METRO
REGION
3.2 MILLION



COLORADO SPRINGS
785,000



FORT
COLLINS/GREELEY
660,000



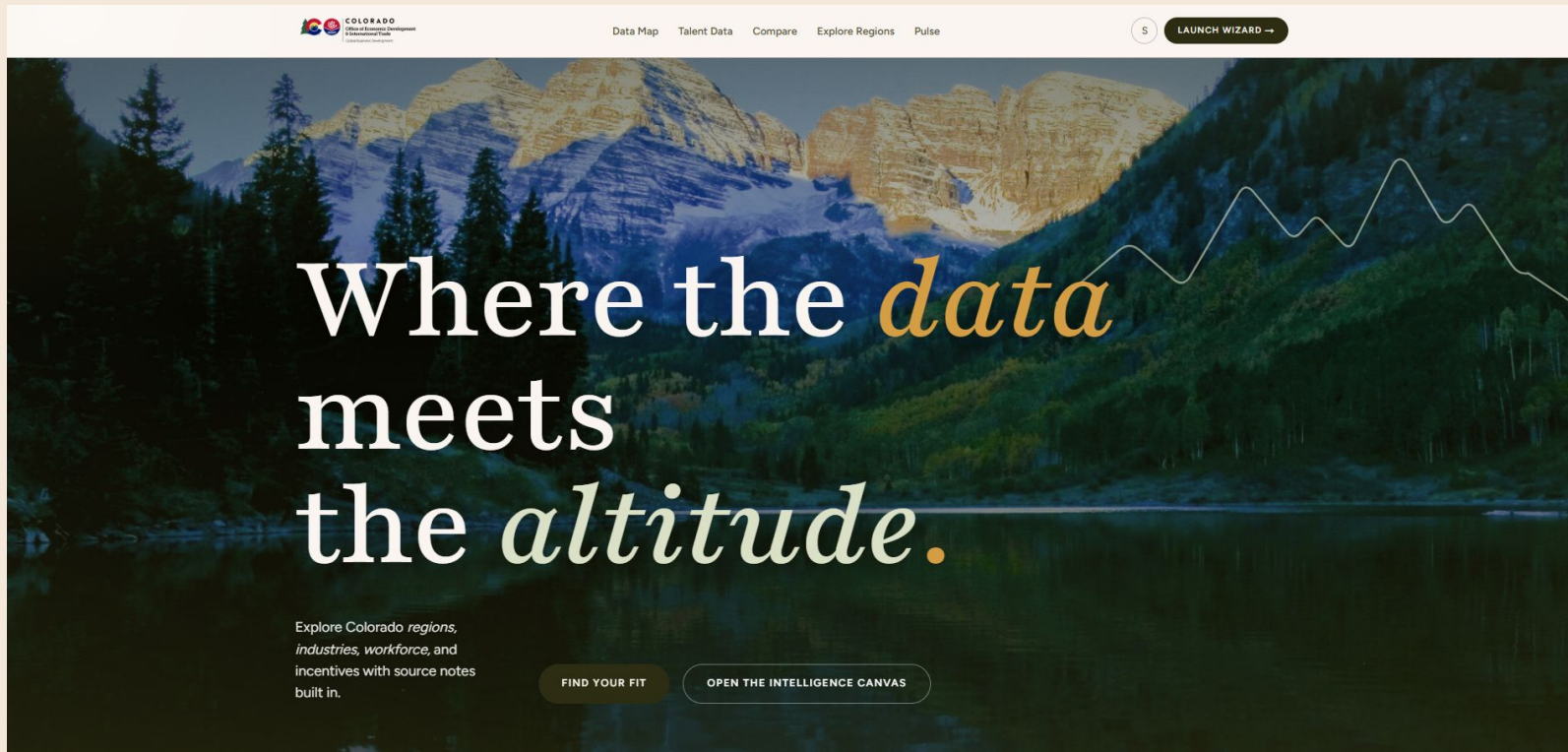
PUEBLO
170,000



GRAND JUNCTION
155,000

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Preview of GBD & Talent Innovation's new Choose Colorado website



[Future Jobs / Choose Colorado](#)

Northwest Colorado

Preview of GBD & Talent Innovation's new Choose Colorado for NW Colorado



[Future Jobs / Choose Colorado: Northwest Colorado](#)

*Colorado Business
Attraction &
Retention Programs*



Advanced Industries Accelerator Programs

THRIVING SECTOR

Competitive grants for Colorado universities and companies that develop and commercialize technologies in Colorado's seven advanced industries.

ADVANCED MANUFACTURING



AEROSPACE



INFORMATION TECHNOLOGY



ELECTRONICS



BIOSCIENCE



ENERGY & NATURAL RESOURCES



INFRASTRUCTURE ENGINEERING



Global Business Development

ADVANCED INDUSTRIES DOMESTIC SUPPORT



Proof of Concept Grant

- Supports proof-of-concept research with a commercial application
- Must be a researcher at an approved Colorado research institution
- Can receive up to \$150,000



Early Stage Capital and Retention Grant

- Supports early-stage companies commercializing a proven technology
- Must be a Colorado company
- Can receive up to \$250,000



Collaborative Infrastructure Grant

- Supports the development of large-scale infrastructure projects that fill a gap in the industry ecosystem
- Can receive up to \$500,000



Advanced Industry Investment Tax Credit

- Incentivizes investment in innovative startups through a 25% or 35% tax credit on qualified investments of at least \$10,000
- Tax credit pool for each CY lasts until exhausted, \$4M credits available in 2026

Global Business Development

ADVANCED INDUSTRIES INTERNATIONAL SUPPORT



Global Consultant Network

- Provides market-entry and in-market services for 14 markets around the world
- Must be a Colorado company with at least two years of domestic sales experience
- \$0 cost to the company



Export Accelerator Grant

- Supports small businesses conducting international business development
- Must be a Colorado company with at least two years of domestic sales
- Can receive up to \$15,000



State Trade Expansion Program

- Supports small business conducting international business development
- Must be a Colorado company with at least one year of domestic sales
- Can receive up to \$10,000



Trade Shows

- Host a Colorado booth at five trade shows every year with a delegation of companies
- Must be a Colorado company with at least one year of domestic sales
- Receive a travel stipend to offset travel costs

Business Funding & Incentives

Access to Capital Programs



Rural Jump-Start Program

- Incentivizes new businesses to start in/move to rural, economically distressed counties in CO and hire new employees (can also utilize if a business is expanding operations to a new division/product line)
- Tax incentives for up to 8 years
- One-time \$15,000 reimbursable Operating Grant: 3:1 match (25%) of eligible business expenses. Grants increase to \$25,000, if business is in a designated Coal Transition Community



Enterprise Zones

- Incentivizes businesses to develop in economically distressed areas to create positive economic opportunity and outcomes for residents.
- Investments for things like business equipment, adding new jobs, & training employees receive CO income tax credits.
- EZ incentives require the business to pre-certify annually, and to certify at the end of each fiscal year.



Lending Programs

- The State steps in to provide debt capital when a business is unable to access traditional bank financing, and demonstrates a viable plan and potential for positive economic impact
- Between 2024-25, \$9,118k has been lent via lending partners to 53 borrowers, with 114 jobs created and 238 jobs retained across Rio Blanco, Garfield, and Mesa counties

Business Examples





Thank you!