

FIVE-YEAR STRATEGIC PLAN

The purpose of this Strategic Plan is to serve as a guide for Trinidad-Las Animas County Economic Development, Incorporated and its Board of Directors during a five year time-frame. Additionally, it will assist in providing consistency to the organization and its many efforts to increase community and economic development throughout Las Animas County. The following information was gathered during a year long organizational restructuring, and will serve as the primary go-to document for future board members and community members in the areas of job recruitment and expansion, job creation-rural development initiatives and programs, business climate and community involvement, and fundraising – sustainability of programs.

All information contained in this plan is the sole property of
Trinidad-Las Animas County Economic Development, Inc.

© 2010.

For more information, contact:

Trinidad-Las Animas County Economic Development, Inc.
134 W Main Street, Suite 23
Trinidad, Colorado 81082
Phone: (719) 846-9412
Toll free: (800) 748-1970
Fax: (719) 846-4550
Email: ed@tlac.net
Web site: www.tlac.net

Trinidad-Las Animas County Economic Development, Inc.'s 5 Year Strategic Plan

Trinidad-Las Animas County Economic Development, Incorporated's Vision:

“Trinidad-Las Animas County Economic Development, Inc will serve as a principle in the field of public policy development/ implementation and effective leadership within our community, by consistently providing a reliable, efficient and dedicated forefront to the economic enhancement of all local and statewide businesses, city/ county governmental agencies, and all community members.”

CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

This document contains “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by words such as “anticipates,” “intends,” “plans,” “seeks,” “believes,” “estimates,” “expects” and similar references to future periods. Examples of forward-looking statements include, but are not limited to, statements we make regarding (i) our belief that cash flows from operations, available cash and available amounts under our credit facility will be adequate to meet our future liquidity needs for at least the next several years and (ii) our expectation to refinance all or a portion of our existing debt on or prior to maturity. Forward-looking statements are based on our current expectations and assumptions regarding our business, the economy and other future conditions. Because forward-looking statements relate to the future, by their nature, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict. Our actual results may differ materially from those contemplated by the forward-looking statements. We caution you therefore that you should not rely on any of these forward-looking statements as statements of historical fact or as guarantees or assurances of future performance. Important factors that could cause actual results to differ materially from those in the forward-looking statements include regional, national or global political, economic, business, competitive, market and regulatory conditions.

Any forward-looking statement made by us in this document speaks only as of the date of this document. Factors or events that could cause our actual results to differ may emerge from time to time, and it is not possible for us to predict all of them. We undertake no obligation to publicly update any forward-looking statement, whether as a result of new information, future developments or otherwise.

* * * * *

As used in this Strategic Plan, unless the context requires otherwise, the terms “we,” “our” or “TLACED” refer collectively to TLACED, Inc. and its consolidated subsidiaries.

Job Attraction and Expansion:

➤ TLACED will work to increase the number of jobs and businesses throughout the county over the next five years. It is our hope to announce over **300 new primary jobs** in this time period, as well as an additional **333 secondary jobs**, which will come from spin off industry. These numbers are based on an average multiplier of 1.11, which totals **633 new jobs** over the next five years. In order to accomplish this, TLACED will institute a series of programs and incentives geared towards the following:

1. Identify business retention and expansion issues throughout the county.
2. Work to institute growth activities such as infrastructure enhancement, which will allow for the recruitment of new jobs.
3. TLACED will begin identifying *Target Sectors* that have the best fit and provide long-term, sustainable jobs for the community. TLACED will work to improve the economic infrastructure necessary to attract these types of businesses.
4. TLACED has worked to increase its visibility within the community; however, we will continue to work on enhancing the visibility of Las Animas County, and provide demographic information necessary to identifying the infrastructure within the county. This will be done by visiting and developing inventory of similar sized communities throughout Colorado and regionally.
5. Significant amounts of resources will be allocated to educate target markets about the available resources in Las Animas County, which increases the quality of life, but is not limited to state incentive packages, Enterprise Zone Incentives and other approved incentive programs within the county.
6. TLACED will work on enhancing, developing and expanding the Trinidad Industrial Park (TIP). Resources from sales of land in the TIP will be utilized for clean-up, general repairs and marketing efforts to bring a diverse business community to the TIP.
7. TLACED will work with local governmental agencies to increase and maintain the basic road and infrastructure of the TIP.
8. TLACED will utilize local connections to identify potential prospects. This agenda will include the establishment of several focused committees and the inclusion of community members to develop a Comprehensive Economic Strategic Plan (CESP).

9. TLACED will continue to provide superior customer service to all marketing and job attraction clients, with an emphasis on maintaining confidentiality, providing accurate information and responding quickly to inquiries.
10. TLACED has made a major effort to restructure the *TLACED web site*; thus, TLACED will continue to improve upon this important marketing piece, which will focus on information and graphics that will enhance the visibility of Las Animas County, identifying a full inventory of infrastructure throughout the county needed to recruit businesses to the area.

Job Creation – Rural Development Initiative and Programs:

- TLACED will work to increase the number of initiatives and programs available to Las Animas County through partnerships, focusing on job training, customer service, hospitality, marketing/advertising and leadership. Additionally, TLACED will work to increase the number of jobs throughout the county by serving a key role in the development and implementation of public policy. Thus, TLACED will:

1. *Enhance the existing elements* of our development infrastructure by providing a key support role in the Community Development Resource Center (CDRC), Trinidad State Junior College (TSJC), Trinidad & Las Animas County Chamber of Commerce (TLACCC), South Central Council of Governments (SCCOG), The Colorado Workforce Center and Trinidad Community Foundation (TCF).
2. Work with Trinidad State Junior College (TSJC) to grow our workforce in key areas, including alternative energy, utility infrastructure, academics and vocational training.
3. Will continue to work on implementing and maintaining the TLACED RLF Program, a revolving loan fund established in 2008 through USDA Rural Development.
4. Will continue to build key network groups that will enhance the communication efforts between businesses, community members, counties, districts and other key collaboration/cooperation required to increase opportunities within the community.
5. Will serve as a primary advocate for public policy and infrastructure development among governmental agencies.
6. Work with existing groups to improve the quality of life and community climate to attract young professionals, which will be an important component of the future workforce.

7. Work with the 5-County Heritage Tourism Steering Committee to increase historical and cultural tourism to the South-central Colorado area.
8. Work to inventory, develop, implement and maintain a strong tourism infrastructure through historic preservation and tourism driven infrastructure (i.e., lodging, recreation, etc.) to increase revenue throughout Las Animas County.

Business Climate and Community Involvement:

➤ TLACED realizes that nearly everything that happens in the community has some economic impact; Therefore, TLACED has been involved in several state and local boards. However, with the expanded programs and initiatives dedicated to job attraction, retention and expansion and the limited resources available to TLACED, a determined attempt has been made to focus on community involvement, which has a direct link to primary employers, jobs and non-profit services. Thus, TLACED will:

1. Continue working with the State Office of Economic Development and International Trade, as well as the Governor's Office. These relationships will enhance the external marketing TLACED is attempting to do.
2. Strong relationships with local elected officials will be forged in an effort to facilitate their understanding of the importance of economic development and to assist local governments in public policy development and implementation, which has a huge impact on job attraction, retention and expansion.
3. Will continue its efforts to improve incentives and the quality of life within Las Animas County and the state to attract quality jobs to the area.
4. Manage a branding/marketing effort to help the community leadership, as well as the larger community, to better understand the focus and importance of TLACED.
5. Work with the TLACED Board of Directors to identify significant community climate issues that require TLACED Leadership and resources to correct or move forward on.

Fundraising – Sustainability of Programs:

➤ TLACED realizes that the economic conditions of Las Animas County and the State of Colorado are less than desirable; however, it is pertinent to the survival of local businesses and the community that they have access to initiatives and programs that enhance the community and make it a viable and economically healthy area. Thus, TLACED will:

1. Will continue its efforts to improve incentives and the quality of life within Las Animas County and the state to attract quality jobs to the area. Therefore, TLACED must identify alternative funding sources from around the country, and increase its operating budget from \$150,000 to \$200,000 over the next five years. This is a reserved 15% per year increase to the overall budget to meet the expanded mission and vision of TLACED. Additionally, this will ensure the programs put in to place will be sustained and viable for the future of Las Animas County through the continued efforts including but not limited to corporate cooperation, collaboration and partnership.
2. TLACED Board of Directors and staff will continue to be diligent in it fiscal and fiduciary responsibilities, including but not limited to any and all legal or ethical relationship of confidence or trust regarding the management of money or property between TLACED and the larger community. TLACED conducts all of its business according to TITLE 24 - ARTICLE 6 - Colorado Sunshine Law.