ECONOMIC DEVELOPMENT GOALS
- Increase economic activity in all markets
- Diversify the economy
- Increase conversion rate of leads and prospects

PROJECT GOALS
- Conduct a competitive location assessment
- Align targets with product
- Create a unified brand for economic development efforts
Competitive Location Assessment Report

Conducted by
Audrey Taylor & Don Schjeldhal
Benefits of Competitive Location Assessment

1. Provides the community with a foundation of the numerous factors businesses may use to evaluate the community;

2. Provides a third-party, expert validation of readiness;

3. Objectively identifies issues, opportunities and recommendations;

4. Provides community(s) with a starting point for making improvements;

5. Assists in setting realistic expectations given available resources.
Assessment

*thru eyes of a site selector*

- High level review of economic base.
- Background research.
- On-site investigation based on *mock* simulated prospect project.
- Debrief session.
- Additional research.
- Tactical recommendations based on findings – *how to “up your game”*. 

---

**Ten Factors that Influence the Location Decision**

1. Location – Market Access
2. Transportation
3. Mitigated Risk
4. Real Estate Portfolio
5. Utilities / Infrastructure
6. Workforce
7. Business Environment
8. Business Costs & Resources
9. Organizational Effectiveness
10. Quality of Place
Assessment, Findings and Tactical Recommendations

• **What it is not** - an inventory of what you have or don’t have.

• It is about - how what you have contributes to your *not being eliminated* in a site search.

• If we missed it, then it wasn’t easy to find – *a site selector won’t dig for the information*.

• Tactical recommendations are provided by location factor (10).

• Recommendations fall into three main categories:
  - Areas that need improvement (physical)
  - Areas that need documentation, better documentation or packaging
  - Strategic positioning for targets
Site Search “Elimination” Funnel

4-5 Regions
- Front Range, Salt Lake, New Mexico, Arizona and possibly Boise

Favorable Regions
- Ft Collins, Longmont, Pueblo, ex-urban areas of Salt Lake City, Provo

Shortlist Cities/Sites/Buildings
- Narrow to 2 possibly 3 communities and sites/buildings for due diligence phase.
Location Assessment Scorecard

<table>
<thead>
<tr>
<th>Location Factor Category</th>
<th>Possible Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Location – Market Access</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>2. Transportation</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>3. Mitigated Risk</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>4. Real Estate Portfolio</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>5. Utilities / Infrastructure</td>
<td>35</td>
<td>30</td>
</tr>
<tr>
<td>6. Workforce</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>7. Business Environment</td>
<td>30</td>
<td>18</td>
</tr>
<tr>
<td>8. Business Costs &amp; Resources</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>9. Organization Effectiveness</td>
<td>25</td>
<td>10</td>
</tr>
<tr>
<td>10. Quality of Life</td>
<td>20</td>
<td>18</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>300</strong></td>
<td><strong>201</strong></td>
</tr>
</tbody>
</table>
## What to improve?

<table>
<thead>
<tr>
<th></th>
<th>5 over-arching “Areas of Focus”*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Product Improvement</strong></td>
</tr>
<tr>
<td></td>
<td>Continue to improve product – physical.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Packaging</strong></td>
</tr>
<tr>
<td></td>
<td>Create a marketing suite that sells a <em>value proposition</em>.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Organizational Effectiveness</strong></td>
</tr>
<tr>
<td></td>
<td>Create a “shared-value” compact – across sectors, shared vision, alignment, well-funded sustainable organizations.</td>
</tr>
<tr>
<td>4</td>
<td><strong>Tactical Targeting</strong></td>
</tr>
<tr>
<td></td>
<td>Strategic targeting based on value proposition and business characteristics.</td>
</tr>
<tr>
<td>5</td>
<td><strong>Brand Identity</strong></td>
</tr>
<tr>
<td></td>
<td>Consistent brand identity and messaging platform.</td>
</tr>
</tbody>
</table>

* From a Traded-sector industry location search perspective
Product Improvement

- Airport – continue to maintain and increase flights.
- Prioritize Sites – more detail on priority sites as relates to “shovel-ready”.
- Buildings – building portfolio, add “virtual building” program if needed (70% look for buildings)
- Development Areas – what is envisioned as appropriate uses in transitioning areas where sites, particularly larger sites, are for sale.
- River District – a catalyst project, clearly define vision, keep moving forward.
Certified Sites for Specific Users

Virtual Building and Certified Site

TKC Shell Building II
Lincoln County Parkway, Lincoln County, NC 28092

Virtual Building

Overview
- The Lincolnton Industrial Park, a 650-acre master-planned manufacturing and distribution park, is located approximately 12.38 miles south of I-40 and 15 miles north of I-85 on the US 321 Inter-Connector, a four-lane divide, interstate-quality highway.

- North Carolina Certified Industrial Site
- To be competed four months prior to lease execution

Utilities
- Water
- Electrical
- Sewer
- Natural Gas
- Telephone Service
- Cable/Internet Services

For Lease
- $4.55/Sq. Ft. NNN, plus $0.08/Sq. Ft. added to the overall rental rate for every 1,000 Sq. Ft. of finished office space. Offices finished to tenant specification.
Product Improvements

• Broadband – high speed connectivity
• Labor – is there under-employment? Survey to identify skill set potentials - tie to targets
• Beautification initiative – change the perception of “junk town”
• Way Finding signage plan - a challenge brought up multiple times
• Continuing *Place Development* is important for all – Fruita, Grand Junction, Palisade and the County.
Packaging

• Maps – series of maps to orient the prospect
  – US, Colorado, Western Colorado, Region
  – Define the industrial areas as districts then drill to sites within each district
  – Detailed site maps
  – Transportation maps

• Real Estate – standardized property data sheets
  – Full documentation on all sites (i.e., County)

• Web real estate inventories - confusing
  – Use similar series of map above on web to orient prospect before a searchable database
  – Add Google map showing location of industrial companies and other major employers
Packaging (cont’d)

• Transportation – database transportation company contacts.
• Perceived Risk Factors – weather, marijuana use in the workplace.
• Labor – demonstrate value by sector
  – Workforce by target industry occupations/skill sets
  – Survey employers (their experience)
• Website Data – use Data Standards as guide, articulate value.
  – Better linkage and messages between website
• Business Resources – great programs need to be part of the marketing packages and value proposition.
• Create packages and value proposition for each target.
Organizational Effectiveness

- Mesa County/Grand Junction have multiple opportunities in the three market drivers.
- For change to happen, public investment and collaboration in economic development needs to increase.

- Public financial investment in ED should be at similar level as VCB.
- Consider a “shared-value” compact based on the vision for economic growth.
Organization Alignment

**TRADED SECTOR:**

**Goal:** Assist existing to expand with new products and markets and attract new companies that will organically grow in the community.

1. **Industry Groups** – Mfg, Food/Bev, Aviation, Outdoor, IT-Tech, Energy, Ag
2. **Existing Business** – Chamber, BIC, City, County, Workforce, Higher Education
3. **Attraction** – GJEP, BIC, CMU, Workforce, Cities, County, DDA

**CORNERSTONE MARKET DRIVERS:**

- **CMU Goal:** Continue to grow presence, student base and linkages to business community.
- **Organizations:** CMU, City
- **Healthcare Goal:** Continue to meet needs for growth and quality services.
- **Organizations:** Chamber, Workforce, Higher Education.

**VISITOR-DRIVEN MARKET:**

**Goal:** Increase visitors stay and spending.

**Participating Groups:**
- Outdoor Industry
- Sports (CMU/City)
- Arts
- Hospitality

**Organizations:**
- VCB, DDA, Chamber, Sports Commission, City, CMU, County

**POPULATION-DRIVEN MARKET**

**Goal:** Continue “place development”, ensure quality community goods & services

**Participating Groups:**
- Small Business, Entrepreneurs, Retail, Health Care, Brokers, Education

**Organizations:**
- Chamber, BIC, DDA, Cities, County
## Organization Target Teams

<table>
<thead>
<tr>
<th>Legacy</th>
<th>Primary</th>
<th>Emerging</th>
<th>Niche</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Focus</td>
<td></td>
<td></td>
<td></td>
<td>Planning Collaboration</td>
</tr>
<tr>
<td>Targets</td>
<td></td>
<td></td>
<td></td>
<td>Sports, Retail</td>
</tr>
<tr>
<td>Teams</td>
<td></td>
<td></td>
<td></td>
<td>Sector Committees,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>County, Cities, DDA,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VCB, Chambers</td>
</tr>
<tr>
<td>Business Retention and Expansion</td>
<td>Business Attraction</td>
<td>Business Attraction</td>
<td>Entrepreneur, Business Creation, Niche Attraction</td>
<td></td>
</tr>
<tr>
<td>Driven by Industry Group to address their needs</td>
<td>Geographic Targeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture, Energy Production, Medical &amp; Healthcare</td>
<td>Aviation/Aerospace, Advanced Manufacturing, Outdoor Products</td>
<td>IT Professional Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry Groups, Chamber, BIC, Workforce/Education, GJEP</td>
<td>GJEP, Industry Groups, BIC, DDA, Chamber-IDI</td>
<td>GJEP, Workforce, Education, Brokers (Buildings), Cities</td>
<td>GJEP, BIC, DDA, Chambers</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
CMU is embodied in each of the segments, representatives are involved in most of organizations; For agriculture, the leadership role could be the County.
Tactical Targeting

- Segment the market to understand strategic focus
- Add manufacturing to target sectors.
- Findings....current locations decisions:
  - Location of choice, something else brought them
  - Were owner-operated, closely-held
  - Not tied to market access
  - Were smaller and grew
- *Create a value proposition that will interest/offer high level of benefit to the intended target (differentiated from competitor pitches).*
Tactical Targeting

- Target smaller businesses, 10-50 employees, in geographic locations (1 plane flight away).
- Potential market – 24,000 businesses in 5 categories.
Brand Identity

• Challenge - no one has enough operating money to market effectively.

• Need a consistent brand identity and messaging platform to leverage marketing.

• All marketing needs to create identity and awareness of location and opportunities.
Summary

Objective of project/process, how to:
1. Increase economic activity in all markets.
2. Diversify the economic base.
3. Increase lead conversion rate.

Goals/action roadmap for economic development:
1. Diversify the economy;
2. Organize to compete;
3. Attract, retain, create businesses and jobs with a strategic focus;
4. Become known as the “location of choice”;
5. Continuous improvement.
Grand Junction and Mesa County have the leadership, vision, talent, engaged and committed business community to create a vibrant community attractive to businesses, talent, visitors, students and families who crave a western outdoor lifestyle.
Grand Junction and Mesa County BrandPrint
Perception Research
Research

Insights

Creativity

Asset Alignment, Industry Intelligence, and Strategy

Evaluation

Community & Stakeholders

Consumers & Influencers

Context & Competition

Brand Identity & Brand Behavior

NORTH STAR DESTINATION STRATEGIES
Grand Junction and Mesa County BrandPrint
Research: *What are current perceptions?*

- Research & Planning Audit
- Communication Audit
- Situation Analysis
- Familiarization Tour
- Site Selector Tour
- Stakeholders Perspectives
  - Key Stakeholder Interviews
  - Stakeholder Focus Groups
  - Undercover Interviews
- Vision Survey
- C-Level Perception Study
- Young Professionals Survey
- Geo-demography Consumer Profile (Residents)
Grand Junction and Mesa County BrandPrint
Research: *What are current perceptions?*

- Geo-demography Consumer Profile (Region)
- Trends Assessment
- Mock Site Selection Project
  - Competitiveness Focus Group
- Regional Positioning to Site Selectors
- Location Assessment
- Perception Study (Qualitative) prospects, commercial tenants, regional/state economic development and tourism executives
- Business Consumer Awareness & Perception Study (Quantitative)
- Social Media Outreach to Talent
- Online Brand Monitoring
Grand Junction and Mesa Valley BrandPrint
Research: *What are current perceptions?*

- Competitive Perception Review
- Brand Message Assessment
- Competitive Positioning Review
- Competitive Opportunity Analysis
- *Perception Study* (Qualitative) prospects, commercial tenants, regional/state economic development and tourism executives
- *Business Consumer Awareness & Perception Study* (Quantitative)
“Your brand is what they say about you when you’re not around.”

BRANDING IS WHAT YOU DO ABOUT IT.
When organizations work cooperatively from an agreed-upon strategy, the end result is far more cost-effective, memorable, and powerful.

THIS IS THE BEST WAY FORWARD TO GRAND JUNCTION’S AND MESA COUNTY’S PREFERRED FUTURE.
QUALITATIVE RESEARCH

SITE VISIT
- Familiarization Tour
- Site Selector Tour
- Stakeholder Interviews
- Focus Groups
- Undercover Interviews
- 200+ different people

LEADERS
- Community and Business Leaders
- Qualitative Survey
- 200 respondents

YPs
- Young Professionals
- Qualitative Survey
- 99 respondents
**SITE VISIT**
- Outdoor recreation
- Great quality of life
- Mountain biking
- Supportive
- Scenic beauty
- Struggling and fragmented
- Boom and bust
- Grand Junkyard
- Risk averse

**LEADERS**
- Outdoor recreation
- Mountain biking
- Small town/close-knit
- Sunny days
- Scenic beauty
- Potential
- Conservative
- Desert

**YPs**
- Hub of Western Colorado
- Small town
- Outdoor recreation
- Western Slope
- Potential
- Tired and cautious
- Conservative
- CMU
- Isolated and divided
# What We Think Outsiders Say

<table>
<thead>
<tr>
<th>Site Visit</th>
<th>Leaders</th>
<th>YPs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where is it?</td>
<td>Small town</td>
<td>Western</td>
</tr>
<tr>
<td>Hicks</td>
<td>Quaint</td>
<td>Conservative</td>
</tr>
<tr>
<td>Grand Junkyard</td>
<td>Outdoor recreation</td>
<td>Boring</td>
</tr>
<tr>
<td>Truck stop for gas</td>
<td>Conservative</td>
<td>Pass through</td>
</tr>
<tr>
<td>Remote/far away</td>
<td>Western Slope</td>
<td>Backwards/slow</td>
</tr>
<tr>
<td>Conservative</td>
<td>Backwards/slow</td>
<td>Mountain biking/outdoor rec</td>
</tr>
<tr>
<td>Mountain biking</td>
<td>Wine</td>
<td>Scenic beauty</td>
</tr>
<tr>
<td>Wine and peaches</td>
<td>Agriculture/rural</td>
<td>Remote</td>
</tr>
<tr>
<td>Hot</td>
<td>Redneck</td>
<td>Meth use</td>
</tr>
</tbody>
</table>

North Star Destination Strategies
Community Leader Perceptions
GRAND JUNCTION BUSINESS

Do you consider Grand Junction/Mesa County to be business friendly? Why or why not?

- **Yes**
  - “Tax rates and willingness of elected officials to be innovative in looking at business friendly initiatives.”
  - “I started a new business in 2011 and have grown every year, people are very helpful and it’s small enough to network easily.”
  - “I do because the Incubator is here and helps build and encourage innovative businesses.”

- **No**
  - “The hoops business owners have to jump through to satisfy the various regulations make it a pain in the butt to start or improve a business.”
  - “Inability to look at the big picture view of what Grand Junction "could be" with a bit of cooperation between business and local government.”

41% Yes
59% No
SELLING POINTS

SITE VISIT
- Quality of Life
- Outdoor recreation
- Sunny days
- Agriculture
- No natural disasters
- No traffic
- Funky Fruita
- Sports: JUCO
- CMU/WCCC

LEADERS
- Outdoor Recreation/Nature
  - Sunny days
  - Scenic beauty
  - CMU
  - CNM, Grand Mesa and rivers
  - Supportive/close-knit
  - Low cost of living

YPs
- Outdoor recreation
  - Mountains
  - Location
  - Sunny days
  - Scenic beauty
  - Public lands
  - CMU
  - Small town/families
  - YPs

Wineries

NORTH STAR DESTINATION STRATEGIES
Community Leader Perceptions

Rate the following as an existing asset supporting economic growth in Grand Junction and Mesa County, existing challenge hindering economic growth, or neither.

- Business conditions (business friendly):
  - Asset: 96.32%
  - Challenge: 3.68%
  - Neither: 0.00%

- Location:
  - Asset: 79.06%
  - Challenge: 13.61%
  - Neither: 7.33%

- Higher education:
  - Asset: 88.48%
  - Challenge: 7.33%
  - Neither: 4.19%

- Healthcare:
  - Asset: 86.98%
  - Challenge: 9.90%
  - Neither: 3.13%

- Arts & cultural programs:
  - Asset: 48.44%
  - Challenge: 36.98%
  - Neither: 14.58%

- Cost of living:
  - Asset: 49.21%
  - Challenge: 37.57%
  - Neither: 13.23%

- Cost of doing business:
  - Asset: 46.03%
  - Challenge: 35.98%
  - Neither: 17.99%

- Tourist attractions:
  - Asset: 72.77%
  - Challenge: 23.56%
  - Neither: 3.66%

- Recreation:
  - Asset: 48.17%
  - Challenge: 30.37%
  - Neither: 21.47%

- Community Leader Perceptions
Community Leader Perceptions

Rate the following as an existing asset supporting economic growth in Grand Junction and Mesa County, existing challenge hindering economic growth, or neither.

<table>
<thead>
<tr>
<th>Asset/Challenge</th>
<th>Asset</th>
<th>Challenge</th>
<th>Neither</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent pipeline (access to talent)</td>
<td>11.58%</td>
<td>78.42%</td>
<td>10.00%</td>
</tr>
<tr>
<td>Workforce skills</td>
<td>12.17%</td>
<td>78.84%</td>
<td>8.99%</td>
</tr>
<tr>
<td>Diversity</td>
<td>16.32%</td>
<td>63.68%</td>
<td>20.00%</td>
</tr>
<tr>
<td>Public school system</td>
<td>24.61%</td>
<td>63.35%</td>
<td>12.04%</td>
</tr>
<tr>
<td>Entertainment</td>
<td>26.70%</td>
<td>52.36%</td>
<td>20.94%</td>
</tr>
<tr>
<td>Retail selection</td>
<td>29.10%</td>
<td>50.26%</td>
<td>20.63%</td>
</tr>
<tr>
<td>Retail parks</td>
<td>32.45%</td>
<td>32.45%</td>
<td>35.11%</td>
</tr>
<tr>
<td>Industrial parks</td>
<td>36.51%</td>
<td>40.21%</td>
<td>23.28%</td>
</tr>
<tr>
<td>Housing</td>
<td>38.10%</td>
<td>32.28%</td>
<td>29.63%</td>
</tr>
<tr>
<td>Utilities</td>
<td>10.00%</td>
<td>90.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

NORTH STAR DESTINATION STRATEGIES
Articulate Voices From the Research

“We’re here because we choose to be here, but it’s not the easiest place to do business.”

“I hear we don’t show up well politically when you think of young professionals. But I have more access to decision makers than anyone I know.”

“We have 320 days of sunshine every year in this town – it’s absurd that people aren’t walking or riding their bikes more often.”

“There’s a big lifestyle tax here. You give up a lot to live here but you get so much more.”

“People now come to Grand Junction, Palisade and Fruita on purpose. That’s the biggest, most dramatic change from a few years ago.”

“The irony is we are quintessential Colorado – Everything you think about dynamic outdoor experience is happening here not in Denver.”
CAREERS
- High paying
- Mid-level
- Advanced manufacturing
- High tech
- Professional
- Corporate
- Management
- Recreation focused
- Engineering

SHOULD KNOW
- Sense of community
- Outdoor rec is better here
- Business opportunity
- CMU
- CNM and stunning beauty
- No traffic
- Younger than you think
- Affordable housing
- Not full of rednecks

DIFFERENTIATION
- Supportive community
- Small town attitude
- Mountain/desert topography
- Conservative
- Outdoor rec diversity
- Sunny days
- Laid back
- Closed to new ideas
- Wine

NORTH STAR DESTINATION STRATEGIES
Do leaders engage with young professionals?

- No: 73%
- Yes: 27%
YOUNG PROFESSIONALS

Is it easy to get involved?

- No: 26%
- Yes: 74%
<table>
<thead>
<tr>
<th>SITE VISIT</th>
<th>LEADERS</th>
<th>YPs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk averse/Fear of change</td>
<td>Lack of jobs</td>
<td>Lack of jobs</td>
</tr>
<tr>
<td>Weak, underfunded K-12</td>
<td>Weak, underfunded K-12</td>
<td>YP careers</td>
</tr>
<tr>
<td>Ugly entryways/Blight</td>
<td>Economic diversification</td>
<td>Old attitudes and ideas</td>
</tr>
<tr>
<td>ED silos/conflicting agendas</td>
<td>Infrastructure investment</td>
<td>High cost of living</td>
</tr>
<tr>
<td>Brain drain/Unskilled workers</td>
<td>Lack of vision &amp; forward thinking</td>
<td>Reliance on energy</td>
</tr>
<tr>
<td>Not business friendly</td>
<td>No cooperation among leaders</td>
<td>Weak, underfunded K-12</td>
</tr>
<tr>
<td>Divergent messages</td>
<td>Weak broadband</td>
<td>Extreme conservative views</td>
</tr>
<tr>
<td>Slow moving</td>
<td>No identity</td>
<td>Closed of to growth &amp; ideas</td>
</tr>
<tr>
<td>Reliance on energy</td>
<td></td>
<td>Low expectations for locals</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Community Leader Perceptions

GRAND JUNCTION BUSINESS

In your opinion, do entities (City, County, Chamber, GJEP, etc.) involved in economic development in Grand Junction/Mesa County work well together, collaborate, and demonstrate a priority for regionalism? Why or why not?

- Yes
  - “Room for improvement, but I believe they work well together and everyone is after the same goals.”
  - “I see good cooperation between all of the entities, but we should always work on building a bigger and better partnership.”

- No
  - “There seems to be an undertone of difference in approach to economic development. One view is more internally focused on business survival and market control, versus an external focus on attracting new ventures.”
  - “Absolutely not. They all work against each other.”

54% Yes
46% No
Articulate Voices From the Research

“I don’t know how were going to get young people here if we won’t simply invest in schools.”

“We need to improve the front door.”

“I love the Colorado wine country, it’s done good things, but it overshadows outdoor recreation pieces.”

“EDOs need to be one group with one vision. Need to work together, become stronger, be successful. “

“As much as student’s don’t go downtown, campus doesn’t invite residents there either. Closed off both ways.”

“We can’t pull off working together.”

“If we had known freight costs were going to be so difficult, we wouldn’t be here if we didn’t love the community.”
MISSING

SITE VISIT
- Funding
- Broadband and WiFi
- Young professionals
- Jobs (high-paying)
- Role definition/cooperation
- Identity/awareness
- Business incentives
- Infrastructure investment
- Cohesive message/PR

LEADERS
- Leadership and vision
- Rec Center
- Entertainment and nightlife
- Economic diversification
- Broadband
- Jobs (high paying)
- Identity/marketing
- Outfitters and better retail
- Community pride

YPs
- YP careers/job growth
- Broadband
- Interests for singles
- New energy
- Entertainment/fun
- Role definition/cooperation
- Good schools
- Attractive entryways
- Identity/awareness/marketing

NORTHSTAR DESTINATION STRATEGIES
Articulate Voices From the Research

“No one has enough budget to tell all stories. Wine is a good message – but some feel left out.”

“Right now we are self defiant. People from outside are telling us who we are because we haven’t told them who we are.”

“Unless we do something to bring younger generation, we’re in trouble.”

“Young ladies want to be around young men who are gainfully employed.”

“Where do you go... who do you talk to?”

“We are the middle child, easily ignored and no sense of self. We are Jan Brady.”
Community Leader Perceptions

IMPROVING GRAND JUNCTION

Grand Junction/Mesa County's economic growth goals should be developing, attracting, or expanding which of the following?

- Economic diversification (41.1%)
- Manufacturing (35.9%)
- Skilled professionals (34.4%)
- New businesses (32.8%)
- Increased tourism (30.2%)
- Leveraging universities (28.1%)
- Higher wages (21.9%)
- Infrastructure investments (18.2%)
- Transportation investments (15.1%)
- Develop new research and ideas (12.0%)
- Other (10.9%)
- Downtown development (8.9%)
- Tax base growth (6.8%)
- Retail sales growth (3.6%)
- Foreign direct investment (2.1%)

Other: expand bicycle friendly roadways/connections to local attractions; mutually beneficial collaborations with federal, state, private entities to identify common goals; provide youth oriented county funded activities
Community Leader Perceptions

In your opinion, which of the following sectors should Grand Junction/Mesa County target?

- Outdoor recreation/sports: 48.2%
- Manufacturing: 43.5%
- Healthcare: 28.0%
- Aerospace/aviation: 21.2%
- Oil/gas exploration: 15.5%
- Wineries/craft breweries: 14.0%
- Professional services: 13.5%
- Agriculture-based business: 13.0%
- Other: 10.4%
- Technology: 5.2%

Other: distribution and warehousing; tourism/convention business
Community Leader Perceptions

What differentiates Grand Junction/Mesa County from other areas in Colorado as a place for business and industry? Why?

- Geographic location
  - “Proximity to local natural resources, transportation access (airport, train, buses, I-70).”
- Lifestyle
  - “Quality of life because of the climate, public lands, and recreation opportunities combined with the excellent business position the Grand Valley occupies as a hub for Western Colorado and a critical transit point.
- Outdoor recreation
  - “Access to outdoor amenities provides owners and employees of businesses a quality of life”
Articulate Voices From the Research

“Imagine if you targeted wine train experience for top level CEOs.”

“Look at Pueblo – don’t know how they engineered it but they passed tax initiative that funds economic development.

“I think I-70 corridor isn’t attractive. A lot of friends driven thru and don’t get off. Plant grapevines on either side? Not to be used just visual. It wouldn’t be that expensive to do it. Green it up and say wow I’ve arrived.”

“Isolated geographically and philosophically.”

“Come see for yourself: you will love being here. We are experienced problem-solvers, an economical place to do business, connected and resourceful.”

“Economic development here is appalling.”

“We see risk where others see opportunity.”
Articulate Voices From the Research

“We moved here when we found Grand Junction was large enough so if you went out and misbehaved on Saturday it wasn’t front news. But small enough if you needed to find out what was going on with your kids or wanted to be involved in community.”

“Start listening to consultants and stop having old school thoughts. People did research and didn’t like the answer so we put it on a shelf and never looked at it again.”

“Maybe we are our own impediment. We need to get out of our own way to get to success.”

“We hoard cash when season is ripe for harvest and won’t spend in drought. Won’t market in lean times.”

“Wine message is strong, top 5 festivals – Wine Fest in September, don’t want to turn down that volume.”

“Play in the Colorado you love but get rid of traffic you hate.”

NORTH STAR DESTINATION STRATEGIES
Articulate Voices From the Research

“A treasure of secrets of a beautiful life in all 4 seasons.”

“The slow pace of change is killing this place.”

“We have an attitude of poverty and poverty has a problem getting out of poverty. We don’t dream big, we dream safe.”

“Things are not bad enough yet to make us cooperate. “

“Locals here want your money, not your presence.”

“Getting involved means working with people who don’t want change.”

“It’s who you know – Not what you know here.”

“Boom and bust here. Repeat.”

“While you are in I-70 Front Range traffic, we’ve been hiking, biking, rafting, hunting, fishing, tasting, and camping for the last 2 hours.”
Understanding Outside Perceptions

CONSUMER AWARENESS & PERCEPTION STUDY
Conducted in:
Denver MSA (105 responses)
Salt Lake City MSA (99 responses)
Lack of familiarity was the terminating factor for the survey.

213 respondents were not at all familiar with Grand Junction, and therefore were terminated from the survey.

The termination rate was 50%, which is above average.

Of those not terminated, 73.5% were somewhat familiar and 26.5% were very familiar (after termination for lack of familiarity).

214 responses were collected for the CAP Study.
### CAP Study

**How familiar are you with the following communities/areas in the Western US?**

<table>
<thead>
<tr>
<th>Community</th>
<th>Not at all familiar</th>
<th>Somewhat familiar</th>
<th>Very familiar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fruita, CO</td>
<td>49.30%</td>
<td>39.07%</td>
<td>11.63%</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>28.37%</td>
<td>59.53%</td>
<td>12.09%</td>
</tr>
<tr>
<td>St. George, UT</td>
<td>22.33%</td>
<td>34.42%</td>
<td>43.26%</td>
</tr>
<tr>
<td>Ft. Collins, CO</td>
<td>17.21%</td>
<td>57.21%</td>
<td>25.58%</td>
</tr>
<tr>
<td>Palisade, CO</td>
<td>53.95%</td>
<td>35.81%</td>
<td>10.23%</td>
</tr>
<tr>
<td>Boise, ID</td>
<td>30.70%</td>
<td>51.16%</td>
<td>18.14%</td>
</tr>
<tr>
<td>Grand Junction, CO</td>
<td>73.49%</td>
<td></td>
<td>26.51%</td>
</tr>
<tr>
<td>Pueblo, CO</td>
<td>27.44%</td>
<td>55.81%</td>
<td>16.74%</td>
</tr>
<tr>
<td>Bend, OR</td>
<td>61.40%</td>
<td>33.49%</td>
<td>5.12%</td>
</tr>
<tr>
<td>Montrose, CO</td>
<td>48.37%</td>
<td>40.93%</td>
<td>10.70%</td>
</tr>
</tbody>
</table>
CAP Study

When you think of the following communities, what comes to mind?

GRAND JUNCTION
• Wine, Agriculture
• Western Slope
• Interesting

MONTROSE, CO
• Skiing
• Retirement
• Farming

PALISADE, CO
• Fruit/ Peaches
• Wine
• Mountains

PUEBLO, CO
• Steel Mill
• Mental Hospital
• Interstate 25

BEND, OR
• Trees
• Hippies
• Beautiful

BOISE, ID
• Family and friends
• Potatoes
• Boring

FORT COLLINS, CO
• CSU
• Breweries
• Mountains
• Up and Coming

FLAGSTAFF, AZ
• NAU
• Grand Canyon, desert
• Artsy

FRUITA, CO
• Wine
• Fruit
• Colorado National Monument

ST GEORGE, UT
• Retirement
• Golf
• Mt. Zion National Park
Which community do you expect to have the best quality of life?

- Ft. Collins, CO: 30%
- St. George, UT: 27%
- Boise, ID: 12%
- Bend, OR: 11%
- Flagstaff, AZ: 8%
- Grand Junction, CO: 5%
- Montrose, CO: 5%
- Palisade, CO: 1%
- Pueblo, CO: 1%
- Fruita, CO: 0%

NORTH STAR DESTINATION STRATEGIES
<table>
<thead>
<tr>
<th>Community</th>
<th>Female (%)</th>
<th>Male (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ft. Collins, CO</td>
<td>34.74%</td>
<td>27.27%</td>
</tr>
<tr>
<td>St. George, UT</td>
<td>22.11%</td>
<td>29.75%</td>
</tr>
<tr>
<td>Boise, ID</td>
<td>12.63%</td>
<td>10.74%</td>
</tr>
<tr>
<td>Bend, OR</td>
<td>10.53%</td>
<td>10.74%</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>7.37%</td>
<td>9.09%</td>
</tr>
<tr>
<td>Grand Junction, CO</td>
<td>7.37%</td>
<td>4.13%</td>
</tr>
<tr>
<td>Montrose, CO</td>
<td>3.16%</td>
<td>5.79%</td>
</tr>
<tr>
<td>Palisade, CO</td>
<td>1.05%</td>
<td>0.83%</td>
</tr>
<tr>
<td>Pueblo, CO</td>
<td>1.05%</td>
<td>0.83%</td>
</tr>
<tr>
<td>Fruita, CO</td>
<td>0.00%</td>
<td>0.83%</td>
</tr>
</tbody>
</table>
CAP Study

Which community do you associate with Colorado's Wine Country?

<table>
<thead>
<tr>
<th>Community</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don't Know</td>
<td>37%</td>
</tr>
<tr>
<td>Palisade</td>
<td>29%</td>
</tr>
<tr>
<td>Grand Junction</td>
<td>18%</td>
</tr>
<tr>
<td>Fruita</td>
<td>6%</td>
</tr>
<tr>
<td>Glenwood Springs</td>
<td>3%</td>
</tr>
<tr>
<td>Aspen</td>
<td>2%</td>
</tr>
<tr>
<td>Montrose</td>
<td>2%</td>
</tr>
<tr>
<td>Durango</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
<tr>
<td>Ft. Collins</td>
<td>0%</td>
</tr>
<tr>
<td>Pueblo</td>
<td>0%</td>
</tr>
</tbody>
</table>
Which community/area would you most likely visit for outdoor recreation?
Choose up to 2 answers.

- St. George, UT: 41%
- Bend, OR: 22%
- Flagstaff, AZ: 21%
- Grand Junction, CO: 18%
- Montrose, CO: 12%
- Ft. Collins, CO: 8%
- Boise, ID: 8%
- None of the above: 8%
- Palisade, CO: 5%
- Pueblo, CO: 5%
- Fruita, CO: 3%

On a scale of 1-10 with 1 representing "not at all interested" and 10 "extremely interested," how interested would you be in being able to ski in the morning and golf in the afternoon in the same community? Mean = 4.59
Which of the following communities have you visited? Select all that apply.

- Grand Junction, CO: 86%
- Ft. Collins, CO: 73%
- St. George, UT: 72%
- Flagstaff, AZ: 64%
- Boise, ID: 64%
- Pueblo, CO: 58%
- Fruita, CO: 40%
- Montrose, CO: 38%
- Palisade, CO: 37%
- Bend, OR: 31%
- None of the above: 1%
Which of the following communities have you visited?  Choose all that apply.

- Grand Junction, CO: 83.73% (Decision Maker), 96.00% (Overall)
- Ft. Collins, CO: 71.69% (Decision Maker), 78.00% (Overall)
- St. George, UT: 72.89% (Decision Maker), 72.00% (Overall)
- Flagstaff, AZ: 59.64% (Decision Maker), 76.00% (Overall)
- Boise, ID: 60.84% (Decision Maker), 76.00% (Overall)
- Pueblo, CO: 55.42% (Decision Maker), 62.00% (Overall)
- Fruita, CO: 36.14% (Decision Maker), 50.00% (Overall)
- Montrose, CO: 34.34% (Decision Maker), 52.00% (Overall)
- Palisade, CO: 33.73% (Decision Maker), 46.00% (Overall)
- Bend, OR: 28.31% (Decision Maker), 36.00% (Overall)
- None of the above: 1.20% (Decision Maker), 0.00% (Overall)
Have you ever visited a place for leisure and recreation and then imagined or considered pursuing a job, moving your family, or starting or moving your business there?

- Yes (42%)
- No (58%)

If yes, where was that and what caused you to think about that?
- Fort Collins - Quality of Life
- Hawaii - Lifestyle
- St. George - Scenery
- Oregon Coast - Nature
- Flagstaff - Attitude
- Florida - Climate
Have you ever traveled using Interstate 70 in Western CO?

- Yes: 91%
- No: 9%

If yes, was this business, leisure, or both?

- Both business and leisure: 38%
- Leisure: 60%
- Business: 2%
CAP Study

Where is Colorado Mesa University's main campus located?

- Don't Know: 46%
- Grand Junction, CO: 43%
- Durango CO: 6%
- Montrose, CO: 2%
- Glenwood Springs, CO: 1%
- Ft. Collins, CO: 1%
- Pueblo, CO: 1%
- Other: 0%
Are you involved in making decisions to relocate or expand your company?

- Yes: 23%
- No: 77%
Which of the following are attractive to you as a place to relocate or expand your business. Choose all that apply.
Which of the following do you expect to have the professional talent or workforce needed for your business (if your business was located there)? Mark all that apply.

- Ft. Collins, CO: 51%
- Boise, ID: 39%
- Flagstaff, AZ: 35%
- Grand Junction, CO: 31%
- St. George, UT: 27%
- Bend, OR: 24%
- Don't Know: 20%
- Pueblo, CO: 8%
- Montrose, CO: 8%
- Fruita, CO: 6%
- Palisade, CO: 4%
**CAP Study**

Please rate the following on how business friendly you perceive or know the community to be with 1 being not at all business friendly and 10 being extremely business friendly.

<table>
<thead>
<tr>
<th>Location</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montrose, CO</td>
<td>8.84</td>
</tr>
<tr>
<td>Boise, ID</td>
<td>8.63</td>
</tr>
<tr>
<td>Bend, OR</td>
<td>8.61</td>
</tr>
<tr>
<td>Fort Collins, CO</td>
<td>8.53</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>8.41</td>
</tr>
<tr>
<td>St. George, UT</td>
<td>8.16</td>
</tr>
<tr>
<td>Pueblo, CO</td>
<td>8.0</td>
</tr>
<tr>
<td>Grand Junction, CO</td>
<td>7.98</td>
</tr>
</tbody>
</table>
Please choose the 3 most important criteria in selecting a location to relocate or expand your business.

- Overall quality of life (57%)
- Access to clients/customers (39%)
- Affordability of real estate (price, reasonable lease terms, property tax rates etc.) (33%)
- Access to transportation (airport/interstate/rail) (31%)
- Community characteristics (prestige, aesthetics, etc.) (27%)
- Active tech community (18%)
- Access to skilled workforce (18%)
- Access to amenities (restaurants, art and culture, retail) (16%)
- Suitability of real estate (layout, infrastructure suitable for your industry, etc.) (10%)
- Community with a supportive business environment (active Chamber of Commerce, etc.) (10%)

North Star Destination Strategies
Would you ever consider relocating or opening a facility in a university town with an incredible outdoor lifestyle?

- **No** 16%
- **Yes** 84%

Why or why not?
- "A university town would be a good place to find employees"
- "Educated workforce"
- "The outdoor lifestyle appeals to me"
- "No, we need to stay in a large metro area like Denver"
CAP Study

What first comes to mind when you think of Mesa County and Grand Valley in Western Colorado?

Mesa County
- Beautiful area with fascinating small towns
- Grand Junction
- Nice, but hot in the summer
- Nothing- Unfamiliar with Mesa County
- Plateaus and mesas
- The Western Slope and the Colorado National Monument

Grand Valley
- Agriculture and desert scenery
- Grand Junction area
- Wineries and outdoor recreation
- Nothing- Unfamiliar with this area
- Wide open spaces
Have you ever used Grand Junction Regional Airport (GJT)?

- **No** (84%)
- **Yes** (16%)

If no, what would make you more likely to use GJT?
- Cheap flights
- Flights from Denver
- Vacation
- If needed to go to Grand Junction
- If family and friends were nearby
CAP Study

What makes the Grand Junction area different from the rest of Colorado?

• Very conservative
• Connected, but still far from big cities
• Location and climate
• Western Slope and culture
• Wineries
• Smaller than Denver but good diversity
• Small town atmosphere with good infrastructure
What phrase or adjective best describes the Grand Junction area?

- Beautiful setting: 33%
- Outdoor recreation: 28%
- Great location in Mountain West: 27%
- Wineries and agritourism: 21%
- Rural/agricultural: 18%
- Great quality of life: 15%
- Remote: 15%
- Conservative: 15%
- Rugged: 14%
- Mountain biking: 12%
- Improving: 8%
- Other: 8%
- Boring: 6%
- Refreshing: 5%
- Best weather in Colorado: 5%
- Home of the Junior College World Series: 4%
- Diverse: 3%
- Progressive: 3%
- Not open to newcomers or new ideas: 2%
- Fiercely independent: 2%
- Higher education: 1%
- Entrepreneurial: 0%
CAP Study

What phrase or adjective best describes the Grand Junction area?

- Beautiful setting: 33%
- Outdoor recreation: 28%
- Great location in Mountain West: 27%
- Wineries and agritourism: 21%
- Rural/agricultural: 18%
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- Diverse: 3%
- Progressive: 3%
- Not open to newcomers or new ideas: 2%
- Fiercely independent: 2%
- Higher education: 1%
- Entrepreneurial: 0%

What we thought they would say:
- Where is it?
- Small town
- Western
- Hicks
- Quaint
- Conservative
- Unattractive
- Outdoor recreation
- Boring
What phrase or adjective best describes the Grand Junction area? Choose Three.

- Beautiful setting
- Outdoor recreation
- Great location in Mountain West
- Wineries and agritourism
- Rural/agricultural
- Great quality of life
- Remote
- Conservative
- Rugged
- Mountain biking
- Improving
- Other
- Boring
- Refreshing
- Best weather in Colorado
- Home of the Junior College World Series
- Diverse
- Progressive
- Not open to newcomers or new ideas
- Fiercely independent
- Higher education
- Entrepreneurial

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Non Decision Maker
Decision Maker
What phrase or adjective best describes the Grand Junction area? Choose Three.

- Beautiful setting
- Outdoor recreation
- Great location in Mountain West
- Wineries and agritourism
- Rural/agricultural
- Great quality of life
- Remote
- Conservative
- Rugged
- Mountain biking
- Improving
- Other
- Boring
- Refreshing
- Best weather in Colorado
- Home of the Junior College World Series
- Diverse
- Progressive
- Not open to newcomers or new ideas
- Fiercely independent
- Higher education
- Entrepreneurial
In your opinion what is missing in the Grand Junction area? Choose all that apply.

- Don’t Know: 37%
- White collar jobs and high wages: 27%
- Reasons to visit (gallery, brewpub,...): 16%
- Nothing: 13%
- Marketing and promotion: 12%
- Young professionals: 12%
- Awareness of special geography,: 10%
- Good reputation: 9%
- New ideas and forward thinking: 8%
- Other: 8%
- Lofts and interesting residential space: 7%
- Entrepreneurs: 4%
- Enthusiasm: 3%
- Cooperation: 1%
Based on your perceptions of the Grand Junction area which of the following businesses or industries would be best suited for the area? Choose two.

- Sports/active lifestyle: 35%
- Agriculture-related: 32%
- Wineries, distillers, and breweries: 30%
- Resource extraction (oil, gas, etc.): 24%
- Clean technology: 13%
- Small businesses/start-ups: 12%
- Education: 8%
- Manufacturing: 7%
- High-tech industries: 6%
- Other: 6%
- Healthcare: 4%
- Distribution and Logistics: 4%
- Bio-technology: 4%
- Creative industries (Advertising, architecture,...): 3%
- Military and Defense: 3%
- Medical devices: 2%
Community Leader Perceptions

IMPROVING GRAND JUNCTION

In your opinion, which of the following sectors should Grand Junction/Mesa County target?

- **Outdoor recreation/sports**: 48.2%
- **Manufacturing**: 43.5%
- **Healthcare**: 28.0%
- **Aerospace/aviation**: 21.2%
- **Oil/gas exploration**: 15.5%
- **Wineries/craft breweries**: 14.0%
- **Professional services**: 13.5%
- **Agriculture-based business**: 13.0%
- **Other**: 10.4%
- **Technology**: 5.2%

Other: distribution and warehousing; tourism/convention business
What was the primary purpose of your trip to the Grand Junction area?

- Passing through: 31%
- Visit family/friends: 12%
- Business: 10%
  - Colorado National Monument: 7%
  - Winery: 6%
  - Scenic drive: 6%
  - Other: 4%
- Hiking or camping: 4%
- Attend a special event: 4%
- Attended conference or meeting: 3%
- Played golf: 2%
- Visited university campus: 2%
- Grand Mesa: 2%
- Hunting or fishing: 2%
- Palisade: 1%
- Fruita: 1%
- Shopping: 1%
- Triathlon, 5K, other race, or sports competition: 1%
- Military: 1%
- Outdoor recreation not listed: 1%
- Mountain biking: 1%
- JUCO World Series Baseball: 0%
- Ag sale: 0%
- Dining: 0%
- Arts and culture: 0%
- Thrill seeking: 0%
- Skiing: 0%
While you were visiting the Grand Junction area, which of the following did you do? Choose all that apply.

- Ate at restaurants: 57%
- Visited downtown district: 35%
- Visited Colorado National Monument: 27%
- Went elsewhere in Western CO: 26%
- Visited winery or craft brewery: 21%
- Went shopping: 20%
- Visited Palisade: 19%
- Visited Grand Mesa: 17%
- Other: 16%
- Visited Fruita: 15%
- Hiking or camping: 15%
- Conducted business: 14%
- Visited park or green space: 10%
- Outdoor recreation not listed: 7%
- Hunting or fishing: 7%
- Attended a special event or festival: 5%
- Played golf: 5%
- Attended youth or adult league sporting event: 4%
- Mountain biking: 4%
- Visited cultural/visual or performing arts venue: 3%
- Skiing: 2%
Did your perception of Grand Junction change once you visited the area?

- Yes: 41%
- No: 59%

Did your perception change in a positive or negative way?

- Positive: 95%
- Negative: 5%

What changed your perception?

- “I hadn’t been in years and the area had grown so much”
- “Variety of things to do”
- “Winery and interesting outdoor activities”
- “Seemed more progressive than I expected”
- “More lush and green than I had thought”
What do you consider to be most important to the Grand Junction area's identity today?

- Scenic beauty and vistas: 28%
- Sports and Outdoor recreation: 17%
- Active lifestyles: 10%
- Colorado Mesa University: 9%
- Agriculture: 9%
- Other: 8%
- Wineries: 7%
- Energy Resources: 5%
- Tech and innovation: 2%
- Diversity: 2%
- Rivers: 1%
- Entrepreneurial spirit: 1%
- Mountain biking: 1%
PERCEPTION STUDY (external)

**ASSETS**
- Supportive
- Quality of Life
- Size
- No traffic
- Power rates
- Outdoor recreation
- Downtown
- Fruita/Palisade
- Arid climate

**CHALLENGES**
- No cooperation (petty)
- Culture of NO
- No funding and no incentives
- Weak air service
- YPs discouraged
- Lack of jobs
- Only I-70
- Reliance on energy
- Blight

**OPPORTUNITIES**
- Outdoor recreation and fun
- Quality of life
- ED diversification
- YPs, new ideas, & investment
- Broadband
- Airport
- Tourism
- CMU
- Branding
Voices from the Research: Perception Study

“Grand Valley has long-term growth characteristics, and we expect more to be moving there.”

“Politics get a little wonky there.”

“They don’t all row the boat in the same direction.”

“Grand Junction does not know who it is.”

“Mountain biking... no one educating the market how good it is.”

“No collective mentality for great place to live or do business.”

“I feel sorry for Grand Junction. So close to doing some great things.”
Voices from the Research: Perception Study

“Young professionals are not getting involved because they perceive nothing will change.”

“Difficult to sell until you know who you are.”

“City doesn’t support taxes for schools, cultural amenities, or economic development.”

“Gave me ulcers not to choose Grand Junction. In terms of ownership of company, we wanted Grand Junction.”

“Property owners keep junk in view on purpose to make it unattractive. They don’t want people to stop.”

“Grand Junction community always working against themselves... don’t want to change.”

“Grand Junction has a long history in desert as a junkyard.”

“All that Colorado has to offer... is there everyday.”
How do we know about Grand Junction’s Competition?

- In-Market Trip
  - Intercept Interviews
  - Stakeholder Interviews
  - Focus Groups
- CAP Study
- Research & Materials Audit
- Perception Study
- Competitive Analysis
COMMUNITY-WIDE VISUALS
From the Situation Analysis & Research

[Image of various logos related to different communities and regions]
COMMUNITY-WIDE VISUALS
From the Situation Analysis & Research
COMMUNITY-WIDE VISUALS
From the Situation Analysis & Research
Insights

Conclusions based on research
Where does this research lead us?
Repetition
Repetition
Repetition
Repetition
Quality of life and Outdoor recreation
Sports and Culture
Resilience and Perseverance
Mountain Biking and Agritourism
Mavericks and Experts
Hardscrabble and Supportive
Connoisseurs and Enthusiasts
Friends and Family
Lively and Open
Desert and Mountains
Students and Mentors
Mesas and Monuments
Entrepreneurs and Thought Leaders
Positioning helps us market. Why is our area the best?
The job of the brand is to articulate and demonstrate why Grand Junction and Mesa County is the best location. That requires contrast.
“We are quintessential Colorado. This is what you hoped for.”

SITE VISIT
“I live here so I can have the world’s best playground without a flight.”

SITE VISIT
Gallup Poll: The most important aspects motivating people to connect and attach themselves to their community are:

- social offerings
- welcoming nature
- attractive appearance
“Other communities don’t behave like this.”

External Perception Study
Reminder: Audiences don’t care.
“I can go from garage and get on the best trails in America.”

SITE VISIT
“While you are in I-70 Front Range traffic, we’ve been hiking, biking, rafting, hunting, fishing, skiing, tasting, and camping for the last 2 hours.”

Young Professional
Target Audience: For those motivated by the year-round reward of the great outdoors,

Frame-of-Reference: Grand Junction and Mesa County, where the desert meets the mountains on the Western Slope of Colorado,

Point-of-Difference: bring together the inspiration of the natural environment with an entrepreneurial spirit

Benefit: creating energy, opportunity and lifestyle most never even imagine.
For those motivated by the year-round reward of the great outdoors:

• Work life balance is easier here and healthy, active lifestyles make happy employees.

• Motivated pool of creative and critical thinkers.

• Reward personally and professionally. Room to expand and diversify interests and your business.

• Year-round distinguishes this area. Ski, bike, and golf all in one day.

• Stunning beauty and a playground so large you’ll never see it all. But will be fun trying.

• Quality of life is key in so many decisions we make personally and professionally. And Grand Junction’s and Mesa County’s is enviable.
Grand Junction and Mesa County, where the desert meets the mountains on the Western Slope of Colorado:

- Largest city between Salt Lake City and Denver
- Commercial and cultural hub on the Western Slope
- At the junction of the Colorado and Gunnison Rivers
- Where the desert meets the mountains
- At the Colorado National Monument, Bookcliffs, and Grand Mesa
Bring together the inspiration of the natural environment with an entrepreneurial spirit:

- Collaboration

- Smart people doing smart things in a beautiful, active setting

- Largest flat top mountain, largest elk herd, best mountain biking, most flavorful peaches.

- Inspired thinkers (CMU, 3D printer, national companies)

- Outdoor industries and development

- Top ranked incubator at BIC and emerging organization at CMU

- Legacy industries connected to land like oil and gas and agriculture

- Independent and entrepreneurial thinking. Persistent and problem solving. Necessity leads to invention.
Creating energy, opportunity and lifestyle most never even imagine:

- You can’t even imagine how great it is. Personally and professionally
- The Colorado you hoped for. No crowds. No traffic. No lines.
- People want to be here and will challenge themselves in many ways to make the numbers work.
- The reward is that great.
- There is an energy and growing density of opportunity that needs a trumpet so it will multiply and gain momentum.
Congratulations!
As each bird flaps its wings, it creates uplift for the bird following. In a V formation, the whole flock adds at least 71% more flying range than if each bird flew alone.
Like geese....

...regions who share a common direction can get where they are going quicker and easier than those who try to go it alone.
### Grand Junction and Mesa County

#### Brand Platform

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Next Steps

2Q: Second Quarter
- Continue Research
- Identify Regional Growth Clusters and Determine Target and Niche Industries
- Uncover Competitive Advantages
- Prepare Location Assessment
- Determine Brand Strategy
- Present Understanding and Insights
- Approve Strategic Brand Platform (required to proceed)

3Q: Third Quarter
- Pursue Creative Process: Written and Visual Concepts
- Develop Creative Elements in Brand Identity Guide*
- Create Implementation Recommendations and Go-To Market Action Plan*

September-October
- Present Final Online Presentation*
- Assemble Final BrandPrint Report*

*dependent upon rate of approvals in creative process
Thank you Grand Junction and Mesa County.

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