

# Building Northern Colorado's Bioscience Future

A Strategic Plan Prepared By  
Larimer Bioscience Initiative  
Revised January 2008



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**Larimer Bioscience Cluster**

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# **BUILDING NORTHERN COLORADO'S BIOSCIENCE FUTURE**

## **INTRODUCTION**

Larimer County has long been an important center for bioscience activity in Colorado. Research from Colorado State University (CSU) has been commercialized through local companies; larger companies have licensed technologies to new "spin-out" companies; serial entrepreneurs have created a legacy of start-up successes; and inventors have created new companies to manufacture, market, and distribute their products. This activity has been supported by the prominent science at CSU, a great quality of life, and a business climate favorable to entrepreneurs and inventors.

The stakeholders who first convened to produce the 2005 strategic plan shared the belief that working from the current strengths of the bioscience industry and research activities in Larimer County, strategies could be identified that would encourage additional growth toward "critical mass" in the area.

In 2007 it became apparent that significant strides had been made with the strategies identified in 2005 and it was time to revise the Plan with more aggressive and relevant action items. The following noteworthy accomplishments, among many others, document the progress made over the past two and one-half years: identification and development of a strong support organization for the Infectious Disease and Cancer Superclusters at CSU, completion of the Rocky Mountain Regional Biocontainment Laboratory, novel collaboration between the Poudre Valley Health System physicians/clinicians and CSU researchers, unprecedented success of emerging industry players such as Inviragen, completion of the first Larimer Bioscience Industry Survey, and showcasing the new Larimer Bioscience website. Each of these accomplishments plays a key role in the region's steady progress towards critical mass.

Larimer County is poised to be an important regional and national center for the biosciences. The plan revision presented here is the stakeholders' consensus on how to mobilize resources, coordinate actions, and identify long-term partnerships and leadership for this important effort.

## KEY SUCCESS FACTORS

The top ten bioscience clusters in the nation include San Diego, Boston, Raleigh-Durham, San Jose, Seattle-Bellevue, Washington DC, Philadelphia, San Francisco, Oakland and Los Angeles-Long Beach. In order to understand what is required to move a region forward in pursuit of a strong bioscience presence, an examination of the key success factors common to the strongest national clusters is essential. Identified success factors and Larimer County's status relative to each are discussed below.

### I. Engaged Universities with Active Leadership

A. Description— An outstanding set of research organizations is required to become serious about the biosciences. But it takes more than simply research stature. It requires the capability to engage industry, directly or indirectly, to convert this intellectual knowledge into economic activity. Of particular importance are programs to assure development of world-class research capability; willingness to negotiate with industry; an institutional commitment to a role in regional economic development; and presence of a technology commercialization infrastructure.

B. Larimer County has a major asset in the leadership and research productivity in the biosciences at CSU. However, a demonstrated commitment and success in translating research into opportunities for local commercialization efforts is also essential. Within the last two years CSU has implemented major new initiatives to promote industry relationships and to increase technology transfer. Cases in point include the creation of a CSU Office of Economic Development, the invigorated team effort that is aligning tech transfer, research, and industry, and the development of an inventory of research facilities and equipment at the University.

C. The single largest factor in building a successful bioscience cluster in Larimer County is the extent to which the University serves as the major driver of new technologies and successfully develops partnerships with industry to create new products and services. Exciting progress has occurred in this arena as well. Most notably is the collaboration between CSU research scientists, Poudre Valley Health System doctors and clinicians and the Colorado Bioscience Association.

D. There are many strong programmatic areas at CSU expected to produce technologies which can be commercialized. Within the past year, two "Superclusters" were identified based on areas of research excellence at the University. The first Supercluster named was Infectious Disease Research. It will be uniquely supported by MicroRx, an embedded business enterprise dedicated to speeding the transition of research to the global marketplace. Cancer Research and Treatment was the second announced. NeoTREN will be its dedicated business arm, hastening cancer discoveries to life saving utilization. The Superclusters will receive unprecedented resource support.

E. The CSU Foothills Campus recently conducted a ribbon cutting ceremony for the Rocky Mountain Regional Biocontainment Laboratory. This \$30 million facility, which meets BSL 3 requirements, is key to the infectious disease research complex. The Research Innovation Center (RIC) will be another pivotal facility within the complex. Scheduled for completion in 2010, the \$50 million RIC will hasten industry collaboration

by blending University research, GMP laboratory space, and serial entrepreneurs. This model is predicted to energize licensing and commercialization of CSU discoveries.

F. In addition to the University, Larimer County is home to two important federal labs, namely, the United States Department of Agriculture and the Centers for Disease Control and Prevention (CDC). The CDC, located at the CSU Foothills Campus, collaborates frequently with the University in the field of infectious disease. The CDC also licensed breakthrough vaccine technologies to local startup InViragen.

## **II. An Active and Coordinated Industry**

A. Description—Success in building technology cluster requires extensive collaboration among individuals and institutions spanning a range of academic disciplines and institutions, diverse industrial sectors, and the diverse and somewhat incompatible cultures of industry, academic, and state and local government. In a few leading communities like Silicon Valley, this networking has occurred naturally. However, in the vast majority of American regions, mechanisms that encourage and support networking and collaboration need to be created.

B. The bioscience industry has a collaborative culture and it requires a variety of complex relationships to thrive. In most mature clusters, there are visible, sustained, and highly coordinated efforts that serve to convene the industry and its key partners on a regular basis. Major strides have been made in this direction regionally, but more collaboration is required. Positive action includes the quarterly Bioscience Larimer County events. Providing both educational and social opportunities these programs attract industry and academic representatives. In addition the monthly Larimer Bioscience Initiative meetings bring key stakeholders to the table with their sleeves rolled up to advance the industry in the region. This group is responsible for developing and implementing the Larimer Bioscience Strategic Plan and its revision.

C. CSU has increased its efforts to include industry in colloquia, seminars, and other academic events such as Greg Millman's workshop on the National Institutes of Health SBIR/STTR programs. Similarly, representing industry the Colorado Bioscience Association (CBSA) is doing important work with CSU's Technology Transfer subcommittee. Finally, the recent collaboration between the Poudre Valley Health System (PVHS), CSU and CBSA is an impressive example of new relationships being forged. The historical challenge of capturing the interest of academia has been met with this inspired collaboration—over 200 academics, industry members and doctors attended the first meeting.

D. Bioscience stakeholders in Northern Colorado played an important role in the statewide effort to make State funds available for bio proof of concept projects. With guidance and momentum from CBSA, the State Legislature passed bills in both 2006 and 2007 that provided matching funds for bioscience discoveries coming out of the research institutions. The next steps are to make sure that these critical monies grow and are available on an annual, not one time, basis.

### III. Available Capital

A. Description—Leading bioscience regions in the U.S. are home to venture capital (VC) communities that are committed to early-stage financing and to making significant local investment. Having VC funds with experience investing in bioscience companies is a necessity. It is also critical that sufficient private equity capital is available to build a pipeline of high quality bioscience startups for eventual venture capital funding. In other words, funding must be available for all stages of company formation and growth, from early stage proof of concept and prototype development to later stage product expansion and acquisition. Programs are necessary to address commercialization, pre-seed and seed financing gaps. Angel investors that understand the intricacies of bioscience startups are essential as are philanthropic and public entity financing.

B. Venture Capital Funding—The vast majority of Colorado venture capital/private equity firms are located in the Denver-Boulder region. It is not believed that the physical distance to Larimer County is a problem. A greater concern is the historical mindset among southern financing neighbors that there is a dearth of quality startup companies in Northern Colorado. Fortunately the situation is improving thanks largely to the work of CBSA and to outstanding startups like Fort Collins' InViragen that captured the 2005 BioWest Venture Showcase Award. Colorado State University's strong international reputation in bioscience disciplines such as infectious disease also helps to build credibility for Northern Colorado.

Approximately 35 VC funds/partners are active in Colorado and close to one-third invest in bioscience companies. Examples include: Access, Aweida, Boulder, GF Private Equity, Roser, Sequel, Stonehenge, Sutter Hill, High Country, Vista, vSpring, and Wolf.

C. Angel Financing—A fledgling Northern Colorado Angel Capital Network held it's first meeting in September 2007. While a good number of potential investors attended the inaugural gathering, it will take some time for this group to have a significant impact on early stage funding. That being said, there are active independent angels in the region. A local bioscience startup raised close to \$12 million through private equity. The vast majority of investors were local. Numerous IT companies successfully raised private equity funding as well. Hopefully by having a well organized Angel Network, entrepreneurs seeking seed funding can take advantage of an efficient process to locate and "pitch" interested investors. A well recognized Angel Network should increase the number of potential investors as well. Investor education workshops are a must, especially in the bioscience field.

The Northern Colorado Rockies Venture Club program is held twice a year in Fort Collins. These programs feature four entrepreneurs presenting their companies to investors in the audience. This program's success of matching investors and entrepreneurs appears to be tied to national investing trends. In addition, CTEK Angels, an angel network in the Denver-Boulder area, is available to Northern Colorado companies. To date success with this program has been limited for local startups.

In conclusion, the angel investment situation in Northern Colorado is probably healthier than is generally recognized, but it is inefficient and time consuming to tap. The new Angel Network should address these critical issues.

D. Public Financing—The State of Colorado capitalized a \$50 million venture capital fund (Colorado Fund1) by selling premium tax credits to insurance companies. The Colorado Venture Capital Authority has earmarked forty percent, or \$20 million, of the fund for life science and medical device companies. The fund is managed by High Country Ventures, an experienced VC firm.

In 2006 the State of Colorado also appropriated \$2 million in matching grant funds (HB 1360) for bioscience proof of concept technologies originating in any of the State's research institutions. CSU received over \$400,000 from this program. In 2007 CBSA successfully lobbied for the passage of HB 1060 which provided an additional \$2.5 million to match SBIR/STTR grants for bioscience/biofuels research.

Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants are available to companies conducting research in areas of interest to a variety of departments in the federal government. Phase I projects receive up to \$100,000 and Phase II, \$750,000. While numerous local researchers/entrepreneurs have tapped these grants, additional education, such as Greg Millmann's workshop, will facilitate these grants being secured.

E. The Colorado State University Research Foundation initiated their Colorado Opportunity Fund which provides small, but important, proof of concept grants for promising technologies at CSU. The CSU College of Business, likewise, has a small fund to support business plans.

#### **IV. Talent Pool**

A. Description—Like any knowledge-based industry, bioscience companies need a supply of qualified, trained workers. To meet the demands of newly emerging fields, new curricula and programs need to be developed by educational institutions working in close partnership with the bioscience industry. In addition to having world-class researchers, successful bioscience regions have an adequate supply of management, sales, marketing, and regulatory personnel experienced in the biosciences.

B. Planning for and providing a talent pool for the Larimer County bioscience industry is challenging, but not impossible. In December 2005, an in-depth Bioscience Workforce Survey was conducted. Approximately 20 local bioscience companies participated. The data gleaned from this survey was shared with Colorado State University and Front Range Community College and appropriate curriculum changes resulted.

A second, more general Bioscience Industry Survey was conducted in June 2007. Results from this study of roughly one-half of the local bioscience companies indicated that 100 percent of the participants expect to increase their employment base over the next three years. While only 60 percent of the respondents felt that there were *enough* suitably trained workers available in the county, 93 percent were pleased with the *quality* of the workforce. Four percent of jobs were unfilled at the time of the survey.

Open jobs included: microbiology technician, chemical analysis, biology and engineering research assistants, quality control, compliance, and general administration. Additionally C level talent is in short supply with CEO, CFO, and CSO positions open. However, only 20 percent responded that they had recruitment problems in the community. Investment in employee training was considered “stable” by the majority.

C. Northern Colorado is fortunate to have several high quality, responsive community colleges that are interested in meeting the needs of the bioscience industry through their training and education programs. However, more work needs to be done to assure a regional planning process that will keep the community colleges and the University in regular dialogue with local bioscience companies regarding their ever changing employment needs. Over the next year additional biotech courses are being designed by Front Range Community College. The Infectious Disease MicroRx program is encouraging the University to develop a “Drug Discovery to Commercialization” course.

D. As the 2007 Industry Survey highlighted, the region is critically short of C level talent in the biosciences. While the quality of life in Northern Colorado is a draw for serial entrepreneurs, the lack of critical mass in the bioscience industry poses a significant deterrent to attracting and retaining skilled leaders. Hopefully the existing leadership cadre will serve as a magnet for others as the demand increases. This is a long term challenge that will take time and a concerted effort to rectify.

## **V. Specialized Facilities & Equipment**

A. Description— Facility costs are among the most significant expenses of a new bioscience firm. These firms need access to wet lab space and specialized equipment. Since most bioscience firms initially lease space rather than purchase it, an available supply of facilities (such as privately developed multi-tenant buildings) offering space and equipment (such as incubators and accelerators) for bioscience companies is critical.

B. An enormous challenge to new or relocating bioscience companies in Larimer County is the lack of available wet lab space. One 9,000 square foot minimally equipped space (former Heska) is the only lab available for private company lease. The size is problematic for small and start up bioscience companies. The good news on the horizon is that, pending completion in 2010, CSU's Research Innovation Center will provide a 10,000 square foot business incubator that will foster relationships between research scientists and entrepreneurs in the field of infectious disease.

The 2007 Industry Survey revealed that ten companies plan to expand an average of 8,900 square feet over the next three years. Whether these expansions will free up significant vacated space remains to be seen.

Regarding specialized equipment, CSU has several core labs and animal facilities that can currently be accessed by bioscience companies under the appropriate conditions. Additionally, an increasing number of Contract Research Organizations are opening up shop in Northern Colorado; however, they are highly specialized and many significant gaps exist. Access to many types of specialized equipment still poses a problem, especially for early stage companies.

Realizing the critical nature of this facility/equipment shortfall, the 2008 Revised Strategic Plan includes a new strategy devoted entirely to resolving or minimizing this challenge.

## **VI. Supportive Business Climate**

A. Description—The top bioscience regions in the nation offer a regulatory environment that actively encourages both starting and growing bioscience firms. Tax policies are in place that understand and support the long “time to market” for bioscience discoveries. Such favorable tax policies not only provide additional capital for emerging firms, but they also put bioscience companies on equal footing with more traditional industries such as manufacturing.

Frequently regions committed to growing bioscience clusters offer impressively large financial incentives (well beyond favorable tax regs) to entice established bio firms to their region. Hundreds of millions of dollars are designated for just that purpose by particularly aggressive regions. Finally, strong bioscience regions enjoy exceptional reputations around their key technologies.

A review of the business climate in Larimer County reveals the following:

B. Aggressive Economic Development Tools—Successfully recruiting large bioscience companies to the region is challenging due to a comparatively higher cost of doing business (such as Colorado’s business property tax) and the lack of funding for competitive incentive packages. Because these negatives are not as applicable to small or startup bioscience firms, Larimer County focuses its effort on fledgling entrepreneurial bioscience companies, embracing a “grow your own” strategy.

Unfortunately even the “grow your own” strategy in Northern Colorado has startup assistance gaps. Historically entrepreneurial assistance in the region was directed toward Information Technology. Little energy was applied to assisting bioscience company formation for two key reasons: demand did not exist to any measurable degree (very few spin-offs from the University or existing companies), and the region lacked a dedicated group of bioscience mentors with business experience to work with young companies. These two issues were confronted and at least partially resolved.

The 2005 Strategic Plan addressed the lack of mentors for young companies by forming a relationship with Fitzsimons BioBusiness Partners, a program that reaches out statewide to provide experienced bioscience mentors and financing experts. This partnership very effectively assisted Larimer startup InViragen.

Additionally, by surrounding targeted University startups with both business and scientific expertise, CSU’s new tech transfer programs, MicroRx and NewTRES, will encourage a significantly greater number of spin-offs, thereby building critical mass and a stronger regional industry within the next five to ten years.

C. Strong Bioscience Reputation—While Northern Colorado, in fact Colorado, is not a tier one bioscience region, there are a significant and growing number of successful medical device and biotech companies in the region.

Over the years the Centers for Disease Control and Prevention have invested extensive federal funds into the Vector Borne Infectious Disease Laboratory which is located in Fort Collins. The \$30 million Rocky Mountain Regional Biocontainment Lab was completed in 2007. Plans are being drawn up for a \$50 million Research Innovation Center. These impressive new and planned facilities have received an abundance of press thereby drawing attention to the area from exceptional bioscience professionals and firms.

Colorado State University is the driver behind the international reputation Northern Colorado enjoys for excellence in the biosciences. According to CSU's Office of Research and Information Technology, approximately one-third of CSU's research expenditures are in the biosciences. Programs of Research and Scholarly Excellence that bring attention to the area include: the Infectious Disease Program, the Animal Reproduction and Biotechnology Laboratory, Radiological Health Sciences and Cancer Research, Musculoskeletal Research, and the Department of Biochemistry and Molecular Biology. These programs have achieved great distinction and set a standard for excellence throughout the institution.

D. Economic Development Initiative—Through collaborative partnerships, the Northern Colorado Economic Development Corporation is creating a positive marketing brand for the region. The biosciences are among the organizations targeted industries.

## **VII. Patience & Long-Term Perspective**

As the saying goes, "Rome wasn't built in a day." That simple statement should be kept firmly in mind and bears frequent repeating while sowing the seeds to grow a significant bioscience presence in Northern Colorado.

While impressive progress was made since the first Strategic Plan, long term success in bioscience requires a patient mindset. Many products require extensive testing and that testing is both time consuming and expensive. Investors, communities, and economic development efforts must understand and accept the bioscience timetable.

The drive to build the biosciences in Larimer County will fail if supporters are looking for a quick fix. A long-term commitment is essential to start, grow and attract young bioscience companies, to build a noteworthy entrepreneurial climate, to have open communication channels with the University and Federal Labs, and to hear the needs of existing local industry.

Embracing patience and collaboration will pay handsome dividends down the road, including top paying jobs and a strong, diverse economy. As the Colorado Bioscience Plan states, "It requires a long-term effort—in short, a marathon team effort, not a single sprint runner." The strategies and tactics included in this plan reflect just such a marathon team effort.

## LARIMER BIOSCIENCE PLAN

2008 REVISION  
STRATEGIES and TACTICS

STRATEGIES	TACTICS	WHO	WHEN
<p>STRATEGY ONE:</p> <p>Improve availability of funding for bioscience companies, especially seed &amp; early stage.</p>	<p><b>Tactic A: Improve visibility of promising Northern Colorado startup companies to bioscience venture capital firms nationwide. Participate in planning national health care investor conference.</b></p>	Larimer Bio Cluster CBSA	Spring '09
	<p><b>Tactic B: Assist the development of a viable Northern Colorado Capital Network to serve regional startups. Recruit bioscience investors and provide relevant education.</b></p>	RMI2, Larimer Bio Cluster	Spring '08
	<p><b>Tactic C: Host Venture Capital program featuring both in &amp; out of state Bio VCs, Pharma Investors, the Colorado VC Fund, etc. (One of 4 BS Larimer Co. programs)</b></p>	CBSA, Larimer Bio Cluster	Winter 2008
	<p><b>Tactic D: Implement State funded Proof of Concept &amp; SBIR Match grant programs.</b></p>	CSU, CBSA	Ongoing
<p>STRATEGY TWO:</p> <p>Enhance the success rate of small/startup bioscience companies and support needs of existing firms in region.</p>	<p><b>Tactic A: Enhance &amp; utilize relationship with the Fitzsimons BioBusiness Partners to equip regional bio startups with experienced bioscience investors &amp; mentors.</b></p>	RMI2, Larimer Bio Cluster	Winter 2008
	<p><b>Tactic B: Cross promote the regional Technology Incubator and the Larimer Bioscience Cluster to enhance natural synergy via websites, programs, etc.</b></p>	RMI2 Larimer Bio Cluster	Summer 2008
	<p>Tactic C: Provide a minimum of four Bioscience Larimer County networking/educational events per year. <i>(Determined that quarterly BioScience Larimer County meetings were optimal.)</i></p>	CBSA, Larimer Bio Cluster	Ongoing
	<p>Tactic D: Develop ongoing interaction with existing bioscience companies to assure that local development needs are being met. <i>(The regional Bioscience Industry Survey is an excellent way to assess development needs among existing companies. NCEDC also conducts surveys that include bio firms.)</i></p>	NCEDC, CBSA	Ongoing

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Tactic E: <b>Investigate the City of FC and CSU developing short video clips for regional bioscience companies.</b>	Diane Jones, Kathi Delahoy	Winter 2008
Tactic F: Communicate regularly with City Council & Staff regarding benefits of building critical mass of bioscience companies in region. ( <i>Continue to build on solid success of 2007 and encourage ongoing funding of the Larimer Bioscience Cluster.</i> )	Diane Jones, Mike Freeman	Ongoing
Tactic G: <b>Maintain &amp; grow new Larimer Bioscience website as needed.</b>	Kregel, Goldberg	Ongoing
Tactic H: <b>Encourage utilization of Small Business Development Center by bio startups. Cross link websites.</b>	Larimer Bio Cluster SBDC	Ongoing

### STRATEGY THREE:

**Determine & address bioscience workforce needs.**

Tactic A: Convene workshop with bioscience industry and educational representatives to determine how to best match educational assets & industry needs. <i>(While a good start has been made, this effort will be on going.)</i>	CBSA, FRCC: Phyllis Abt, S. Unnithan	Summer 2008
Tactic B: <b>Provide education to develop industry-desired employee skills for area bioscience companies by delivering 3 new biotech courses to a minimum of 40 students.</b>	Phyllis Abt, Gen P-P, Deanna Scott	Year End 2008
Tactic C: <b>Offer 2 workshops/symposiums to provide professional development &amp; networking opportunities for regional industry, higher ed &amp; K-12 faculty, &amp; interested students from High Schools, Community Colleges, &amp; Universities.</b>	Phyllis Abt, Deanna Scott, Bio Cos, CBSA School Districts	Year End 2008
Tactic D: <b>Design and offer a new course, "Drug Discovery to Commercialization" as a component of CSU's MicroRx program.</b>	Deanna Scott, MicroRx	Fall 2008
Tactic E: <b>Design and add "Internship Opportunity" section to website.</b>	Kregel, Goldberg	Winter 2008

## LARIMER BIOSCIENCE PLAN

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STRATEGIES and TACTICS

**STRATEGY FOUR:**

Support CSU's critical role in regional/state bioscience effort--maximize commercialization of bioscience discoveries.

<p>Tactic A: Develop comprehensive strategy to put regional &amp; national spotlight on CSU's excellence in bioscience research to attract additional relevant industry to the area. <i>(2008 products being developed: single page data sheets focused on research highlights, innovative programs, etc. Highly flexible packets will be tailored to individual recipients.)</i></p>	<p>CSU, CSURF</p>	<p>Spring 2008</p>
<p>Tactic B: Enhance communication between CSU, CSURF, CBSA and industry to address opportunities regarding technology transfer and sponsored research. <i>(HB 1360 &amp; 1060 resulted from this action item. CBSA formed a subgroup on tech transfer &amp; sponsored programs. CSU/CBSA provided an SBIR workshop by Greg Millman in 3/07.)</i></p>	<p>CSURF, CBSA CSU,</p>	<p>Excellent progress, ongoing</p>
<p><b>Tactic C: Increase the effort to highlight CSU Core Lab Services to bioscience industry. Document progress with the number of new Core Lab--Industry relationships.</b></p>	<p>CSU/RF, CBSA, Larimer Bio Cluster</p>	<p>Year end 2008</p>
<p><b>Tactic D: Sponsor vendor show that includes both CSU as well as regional industry CROs.</b></p>	<p>Delahoy, Headley, Larimer Bio Cluster</p>	<p>Spring 2008</p>
<p><b>Tactic E: Participate in the preparation of the new State Bioscience Strategic Plan by representing bioscience interests in Northern Colorado.</b></p>	<p>CSU, CBSA, Larimer Bio Cluster</p>	<p>Year end 2008</p>
<p><b>Tactic F: As statewide bioscience partnership activities increase through legislation, work to rationalize governance &amp; administration of new &amp; existing bioscience programs.</b></p>	<p>CSU, CBSA</p>	<p>Summer 2009</p>

## LARIMER BIOSCIENCE PLAN

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STRATEGIES and TACTICS

**STRATEGY FIVE:**

**Integrate clinical activities at Poudre Valley Health System with research capabilities at CSU.**

<b>Tactic A: Encourage and support PVHS's growth in research activity.</b>	CSU, CBSA	Year End 2009
<i>Tactic B: Enhance PVHS's medical assistance to CSU research endeavors, i.e., occupation health support and immunization center.</i>	CSU, CBSA. PVHS	Year End 2008
<i>Tactic C: Continue to provide quarterly CSU/PVHS collaboratory programs.</i>	PVHS, CSU,CBSA, Larimer Bio Cluster	Ongoing

**STRATEGY SIX:**

**Stimulate creation of regional wet lab facilities for startup, expanding, and relocating bioscience companies.**

<b>Tactic A: Identify potential partners for further development of Foothills Campus.</b>	CSU/RF, CBSA	Year End 2008
<i>Tactic B: Develop description of Research Innovation Center resources, prepare timeline for availability, determine who can utilize and how to access.</i>	CSU, CSURF	Summer 2008
<b>Tactic C: Conduct a joint facility investigation/search with the regional Tech Incubator. Serve on Incubator's Facility Subcommittee to insure wet lab inclusion.</b>	RMI2, Larimer Bio Cluster	Summer 2008
<i>Tactic D: Work with local developers to keep them updated on needs of bioscience industry. Provide developers with reliable &amp; timely information to stay ahead of need w/out undue risk.</i>	NCEDC, CBSA, Larimer Bio Cluster	Ongoing
<b>Tactic E: Develop centralized information regarding regional development of bioscience facilities and future plans for private and public expansions.</b>	NCEDC	Winter 2008

**NOTE: New Strategies & Tactics are in bold print. Those in regular print are carried forward from the 2005 Plan with comments in italics.**

## LARIMER BIOSCIENCE INITIATIVE

### ROSTER OF STRATEGIC PLAN PARTICIPANTS

Phyllis Abt	Front Range Community College
Paul Anderson	Paul Anderson Productions
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Jim Butzek	Front Range Community College
Richard Casey	RMC Biosciences
Ken Deines	Capital Funding Strategies
Kathi Delahoy	CSU VP for Research Office
Maury Dobbie	Northern Colorado Economic Development
Ann Donoghue	PR Pharmaceuticals
Mark Forsyth	Rocky Mountain Innovation Initiative
Hank Gardner	CSU VP for Research Office
Thom Gilligan	XY
Marty Goldberg	Marty Goldberg Consulting
Christine Hardy	CSU Animal Cancer Center
Todd Headley	CSU Ventures
Kathleen Henry	CSU Research Foundation
Cheryl Hite	Private
Ann Hutchison	Fort Collins Area Chamber of Commerce
Wayne Jensen	Heska
Diane Jones	City of Fort Collins
Kathy Kregel	Larimer Bioscience Cluster
Bob Lantz	Rocky Mountain Instrumental Labs
Mark Manning	Legacy BioDesign
Mike Masciola	Northern Colorado Economic Development
David May	Fort Collins Area Chamber of Commerce
Jerry McCarthy	WIRED Initiative
Dave & Kathy McKean	Private
Ian McLeod	Pulmonary Support Services
Peter Olins	Private
Geniphyr PoncePore	Larimer Workforce Center
Chris Pullen	Firefly Medical
Deanna Scott	Rocky Mountain Regional Center for Excellence
Chris Shapard	Colorado Bioscience Association
Dan Stinchcomb	Inviragen
Larry Travis	High Quality Research
Shashi Unnithan	Front Range Community College
Mark Wdowik	CSU Ventures
Eric Weber	Cedus