

Strategic Policy Initiatives

The Office of Economic Development & International Trade (“OEDIT”) has identified several strategic policy initiatives for FY 2015-16 and beyond. For this performance evaluation, OEDIT has updated progress on the initiatives identified in the FY2016 Performance Plan that capture these strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of April 1, 2015.

Additional detail for these, and other, strategic policy initiatives is available in the Department’s Performance Plan, which may be accessed [here](#).

SPI 1: Transform OEDIT’s business development function to a data driven strategic plan

The key strategies to achieve this SPI are as follows:

- Analyze the economic ecosystem in Colorado from a size of company/business spread and type of industry/employment spread, identifying any gaps or weaknesses.
- Work with CDLE to identify the key employment opportunities for unemployed or underemployed Coloradans.
- Develop a plan to target specific recruitment and retention of businesses necessary to build out any gaps in the economic ecosystem and in the key employment brackets.
- Analyze differential impacts in recruited companies in contribution to Colorado’s GDP, employment opportunities and use/taxing of existing resources; i.e.: cost v benefit analysis
- Prepare confidential annual briefings on cost/benefit impact of investments made by OEDIT in supporting existing Colorado companies and recruited companies.

SPI 2: Develop a Colorado Business Brand and Support Local/Regional Business Brand Development

The key strategies to achieve this SPI are as follows:

- Develop a clear Colorado business brand, elevate awareness.
- Develop a state of the art collateral to support OEDIT’s business development activities and the State’s brand.
- Work with towns and regions (as driven locally) to develop clear local and regional business brands to align resources underneath and drive localized economic development.

SPI 3: Increase Economic Support in Rural Colorado

The key strategies to achieve this SPI are as follows:

- Utilize the data inputs from Blueprint 2.0 to identify strategies and resources and execute on the opportunities via new programs, services, or dedicated staff time.
- Secure funding opportunities via Federal grants or existing programs to strategically deploy in underperforming regions.
- Align all offices within OEDIT in support of “organic” economic development initiatives in rural Colorado communities.
- Support development of a statewide broadband initiative.

SPI 4: Design, develop, and deliver “COIN 2.0” strategy for FY16 and beyond

The key strategies to achieve this SPI are as follows:

- Secure stakeholder alignment & support (Governor, OEDIT ED, ecosystem leadership) Evolve network into global platform for Colorado as a leader in full-spectrum innovation; align COIN 2.0 with revised overall OEDIT Marketing & Communications strategy for complement to overall office-wide direction (ASAP in accordance with defined milestones; substantive delivery by December 2015).
 - Rebrand COIN; execute a corresponding (robust) communications & PR effort, social media & communications plan, outreach platform.
- Shift from local programming focus to global branding, convening, and connecting focus to expand international network & reach expanded constituency.
- Operationalize (timing TBD):
 - Funding/sponsorship model defined and in play;
 - Staffing/resourcing needs defined and on board;
 - Governance & advisory model defined and in place;
 - COIN positioning (within OEDIT, coordination with CMO, divisions) agreed & established.

Operational Measures

Transform OEDIT's business development function to a data driven strategic plan

Major Program Area – Data & Analytics

Process – Utilize data & analytics to analyze and create system for recruitment & retention of businesses.

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	1-Year Goal	3-Year Goal
Prepare 1 report on Colorado economic ecosystem identifying gaps & weaknesses, updated annually to establish baseline.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	.10	.20	.20	1	1
Prepare & adopt 1 State-wide global business development plan to establish baseline with specific identified targets for (1) business recruitment, and (2) existing business retention/expansion by sending out surveys to 10,000 businesses	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	.25/0- survey is built, will be sent out by end of CY.	757 responses and 16,737 Received the survey link	.90 Report is 90% done	1/10,000	1/10,000
Prepare metrics and template to build (1) report cost/benefit of State business global development investments to establish baseline.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	.10	.10	.10	1	1

- (1) Worked with CU to input data in the IMPLAN model to determine the impact of the state incentives to estimate the total economic impact (direct and indirect) of the companies that have received the job growth incentive tax credit on employment, wages, and GDP in Colorado since 2010. The data is in the process of completing the report on the output.
- (3) OEDIT is working with to develop a report on how occupations in the state are suited for current and future state, national, and global trends and determine the type of occupations (and companies that support these occupations) that should to be retained or recruited to meet current and future demands. We have had our first check-in meeting with the consultants. They have provided data on the Colorado's current workforce landscape. At the next check-in meeting we will discuss the future outlook, recommendations, and begin to draw conclusions.

Develop a Colorado Business Brand and Support Local/Regional Business Brand Development
Major Program Area – CMO
Process – Create & Market a Stronger Colorado Brand.

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	1-Year Goal	3-Year Goal
Identify 3-5 target markets/audiences for Colorado Business Brand by 1/31/2016.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	0*	100%	100%	3-5	3-5
Assess awareness of Colorado Business Brand with target audiences by 4/30/2016.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	0%*	25%	50%	100%	100%
Create 3 plans to impact awareness for recruitment, retention, and international development and begin execution by 6/30/2016.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	0*-Initial concepts are being identified	0	3	3	3
Develop state of the art media (website, social) supporting global business development by having website redesigned by 6/30/2016	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	10%	20%	50%	100%	100%

3 part strategy for raising awareness of the Colorado Brand business story has been completed.

1. Public Relations:

- a. Onboard Development Councillors International (DCI) to design, develop and launch a PR campaign with an Immersion Tour in April in Durango, Buena, Vista, Salida & Ft Collins to meet company executives and other spokespeople throughout the state and become acquainted with stories and pitches to target and take to national and international media. Denver and Front Range stories are easily available and will be included as well. DCI has placed first story with *New York Times*, *Cities on the Sunny Side of the Economy* featuring interview with Fiona Arnold and Erik Mitisek.
- b. Invest in Forbes.com publishing platform, BrandVoice. Entitled Colorado Voice our four month campaign will feature articles sourced by Forbes about the purposeful opportunities for talent, business and entrepreneurs in Colorado.
- c. Produce Colorado: Business Comes to Life magazine in July 2016 with Site Selector magazine. This multimedia guide will feature Colorado through detailed reporting and analysis of trends, interviews with C-suite executives and through actionable analysis of the states competitive advantages.

2. Business Collateral:

- a. In an effort to educate local and global communities about all of the state's vibrant business offerings, we have developed a creative campaign to promote the state entitled: *Where Passion Meets Purpose. This Is Your Place*. The essence of this campaign illuminates the possibility at play, when work truly comes to life. Fact Sheet, Brochure, Print material are being developed to support this campaign and will be published by 6/1/16
- b. Digital Marketing: Redesign of advancecolorado.com to be the heart of our digital ecosystem. DCI web development will lead this project. Site completion is scheduled for 7.30.16. Content marketing strategy currently in development will be launched with the new site and will include clear Social, Video and Blog strategies and publishing calendar.



Office of Economic Development & International Trade

Q3 FY2016 Performance Evaluation (April 2016)

April and May will be focused on: 1. Completion of the Blueprint 2.0 - Workbook and curriculum with a 6.30.16 deadline. 2. Completion of the advancecolorado.com website and development of content strategy/calendar. 3. Story line development for website, social media and blog.

Increase Economic Support in Rural Colorado
Major Program Area –Regional/Business Support
Process – Complete Blueprint 2.0 to identify strategies and resources to execute on to support Rural Colorado.

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	1-Year Goal	3-Year Goal
Complete Strategy Phase of Blueprint 2.0 by 12/31/15.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	90%	100%	100%	100%	100%
Complete Synthesizing Phase of Blueprint 2.0 by 01/31/16.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	0	90%	100%	100%	100%
Complete Implementation Phase of Blueprint 2.0 by 09/30/16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16		0	0	11%	100%	100%

The Blueprint 2.0 application was launched on March 15th, which marked the beginning of the Implementation phase of Blueprint 2.0. The application includes 10 initiatives and will remain open to communities and regions until June 1st. The resources available to interested communities and regions were developed in response to the feedback received from the regions through the Blueprint 2.0 Strategy Sessions and include technical assistance and expertise. The following initiatives are included in the application: Grow your Outdoor Recreation Industry, Strengthen Local Business Brand, Industry Attraction Initiative, Competitive Advantage, Tourism Promotion and Development, Incubator/Accelerator Best Practices, Tiny Homes Community Master Plan, Call Yourself Creative, Adaptive Reuse Workshop and Community Led Initiative. Communities and regions across the state have expressed significant interest in each of the initiatives and representatives from OEDIT have hosted calls and onsite visits to discuss the application and assist with questions.

In addition to Blueprint 2.0, OEDIT continues to partner with DOLA, CDLE and other State agencies to develop a rural strike force team. This team will target communities that are in a compromised economic position and will focus on identifying resources and strategies that can assist the community with identifying economic and community development opportunities that will enhance their economic position. Next steps include identifying a response plan and the appropriate partners and resources to engage.

Design, develop, and deliver “COIN 2.0” strategy for FY16 and beyond
Major Program Area – COIN
Process – Researching strategic options and making executive decision on future direction of COIN

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	1-Year Goal	3-Year Goal
Define COIN future strategic direction (outline global network model) by Dec 2015.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	50%	50%; strategy defined and approved	75%; strategy refined with new Board Chair; meeting with Governor May '16	100%	100%
Design network model, membership recruitment plan, and Summit program for sponsorship sales (to commence early CY 2016).	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	0%	10%; outreach list and plan in process including full marketing strategy; fundraising to commence in 2016	50%; target trustees & partner framework in process; fundraising to commence Q4	100%	100%
Be fully transitioned to new global network model, including fully funded year 1 program, by June 2016.	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	NA-new measure for FY16	0%	10%; now in full execution phase	On Track, but transition to new model will continue in FY17	100%	100%

Strategy further refined in Q3 upon appointment of new state Chief Innovation Officer and COIN board chairman. April executional priorities include continued development of governance framework and related charters for new Board of Trustees, Partner/Network board and advisory board, 2016 communications & stakeholder outreach plan (digital/email, social media, in-person), pre-planning for next COIN Summit (Spring 2017), and fundraising plan. Transition website also in development, working in tandem with OEDIT CMO efforts.