

## 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 October 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	Q4 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	Completed	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 Completed	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	.70 Completed	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.

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 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.



**Office of Economic Development & International Trade**  
**Q4 FY2016 Performance Evaluation (June 2016)**

**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	Q4 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%	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%	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	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%	100%

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

Public Relations: Forbes.com ColoradoVoice.com launched in May. 5 Stories Launched in May. Reached over 10K views with a 5% share rate. Story Rankings based on Views:

1. "Why Colorado asked a Mountain Climber to Guide a \$13.2B Industry. 6K view
2. "A Place to Take Risks: Why Colorado Ranks High for Women Entrepreneurs. 2.5K views
3. "Colorado Builds on a History as Launch pad for Space Exploration". 1.2K views
4. "Pressure to grow more with less springs innovation on Colorado Farms". 700 views
5. "CO small towns enlist artists in battle back from recession". 665 views

Produce Colorado: Business Comes to Life magazine in July 2016 with Site Selector magazine. This multimedia guide featured Colorado through detailed reporting and analysis of trends, interviews with C-suite executives and through actionable analysis of the states competitive advantages.

Produce Outdoor Recreational Industries Directory - Scheduled to launch Sept 1, 2016. Data base will also be housed on ChooseColorado.com. Started work with BizWest for the OREC Directory. Cover art started and under review. All directory participants will be added to Salesforce database. Regional EDC participation is phenomenal. Many emails have been received from EDC outside of Denver praising the state for this publication and giving them the opportunity to feature their regions alongside the State.



## Office of Economic Development & International Trade Q4 FY2016 Performance Evaluation (June 2016)

Business Collateral: 14 Industry Specific campaigns have been developed for the 'Business Comes to Life, This is the Place. Colorado' campaign. Brochures and fact sheets for OREC, GBD International, GBD Aerospace & Defense, COIN and MBO were completed in June.

Digital Marketing: Redesign of advancecolorado.com (now choosecolorado.com), lead by DCI, to be the heart of our digital ecosystem. The site was launched on August 1.

Wireframes complete. Design incorporating new 80/20 "Passion Meets Purpose" complete. Development has started. Photo shoot utilizing Colorado Companies as our models took place the week of June 6<sup>th</sup>. (Full list of companies below)

1. **Infrastructure & Engineering** - CH2M
2. **Energy** - CMA
3. **Financial** - On Deck Capital
4. **CCI** - High Noon
5. **Transportation & Logistics** - Coyote Logistics
6. **Defense and Homeland Security** - Laboratory for Atmospheric and Space Physics (LASP)
7. **Advanced Manufacturing** - CoorsTek
8. **BioScience** - PHARMA JET
9. **Health & Wellness** - PHARMA JET
10. **Technology & Information** - HomeAdvisor - video only
11. **Outdoor Recreation** - BOA
12. **Food & Agriculture** - Ardent Mills
13. **Aerospace** - Surrey Satellite
14. **Electronics** - Panasonic / CoorsTek as a backup.



**Office of Economic Development & International Trade**  
**Q4 FY2016 Performance Evaluation (June 2016)**

**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	Q4 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%	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%	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	NA-new measure for FY16	0	0	11%	50%	100%	100%

The Blueprint 2.0 initiative recipients were selected from 49 applicants and include the following communities and regions from across the state:

- Industry Attraction: Rio Blanco, Trinidad
- Competitive Advantage: Fort Morgan, Limon, Dillon
- Grow Your Outdoor Recreation Industry: Ouray, Montrose
- Strengthen Local Business Brand: San Luis Valley, Buena Vista, Delta
- Tiny Homes Community Master Plan: Morgan, Steamboat, NWCOG
- Adaptive Reuse Workshop: Brush, Delta County, Summit County
- Call Yourself Creative: Buena Vista, Rio Blanco County, Kremmling
- Incubator/Accelerator Best Practices: Morgan County, Steamboat, NWCOG
- Tourism Promotion: La Junta, Delta County, Rio Blanco County
- Community Led Initiative: Custer County

The announcement for the 28 recipients was made by Lt. Governor Donna Lynne in July of 2016 in Delta, Co and was well received by a crowd of over 50 people.

Each of the Blueprint 2.0 initiatives will be deployed between August 2016 and December 2016 and overall satisfaction will be tracked to better inform the 2017 round of Blueprint 2.0 initiatives.

The RESET program is taking shape and is a partnership across multiple State agencies. This effort will focus on distressed regions of the state and will provide a coordinated effort among State agencies to respond to communities in crisis. OEDIT will assist with the economic impacts and identify opportunities to mitigate these economic shocks.

**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	Q4 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% strategy in place – focus on innovation and govt.	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% designed new trustee structure to begin outreach to in CY 2016; defined new summit model for Nov. 3 2016 event	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	Transitioned focus from global network to innovation in the public sector with fundraising beginning in fall 2016	Incomplete – changed direction	100%

COIN’s new strategy is in place with a focus on innovation in the public sector. A partnership has been solidified with Sound Ventures (Liberty Media) to produce a one-day event on Nov. 3. The event will feature Gov. Hickenlooper and keynote speakers Ashton Kutcher and Guy Osari of Sound Ventures. The event will focus on four key tracks - cybersecurity, education, smart cities, and software platform enterprise. The event will include keynote sessions, breakouts and, most importantly, one-on-one matching between Colorado government changemakers and national startups with technologies and solutions that are ripe for consumption by government.



## Office of Economic Development & International Trade Q4 FY2016 Performance Evaluation (June 2016)

COIN has designed a new trustee structure, with a give of \$25,000 over two years.. COIN leadership is now actively seeking trustee partners. COIN has notified the board of advisors on this change and has requested follow-up conversations for those that want to continue their involvement with COIN.

COIN has launched a refreshed website featuring a new blog that will champion the Colorado Innovation Story. COIN continues to host a monthly radio show in partnership with Colorado Business Roundtable to promote these stories. COIN is partnering with OEDIT on the production of video content for the OEDIT and COIN platforms.