



Colorado Office of Economic Development & International Trade Q1 FY2017 Performance Evaluation (October 2016)

Strategic Policy Initiatives

The Colorado Office of Economic Development and International Trade (“OEDIT”) has identified several strategic policy initiatives for FY 2016-17 and beyond. For this performance evaluation, OEDIT has updated progress on the initiatives identified in the FY2017 Performance Plan that capture the Department’s strategic and operational priorities, and that reflect the overall direction as identified by OEDIT leadership. The updates reflect data as of October 1, 2016.

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

SPI #1: Assisting rural Colorado communities to develop nurture and grow their local economies.

The key strategies to achieve this SPI are as follows:

Strategy 1: Incorporate leadership development and succession plans in regional economic blueprints.

Strategy 2: Increase the number of leadership training programs (COILS, CCI Change Leadership).

Strategy 3: Creating youth leadership programs to ensure a diverse pipeline.

SPI #2: Strengthening Colorado’s unique attributes and empowering access for Coloradans.

The key strategies to achieve this SPI are as follows:

Strategy 1: Continuing to create, host and promote industry empowering events (CCI summits, COIN, CTO, SBDC, COILS)

Strategy 2: Leverage industry programs to increase support and focus (Space to Create, Music Strategy, AI Program – new meet-up initiative)

SPI #3: Attract, retain, and grow business.

The key strategies to achieve this SPI are as follows:

Strategy 1: Rollout Blueprint 2.0 initiatives.

Strategy 2: Increasing focus, support and growth of small business

Strategy 3: Build concentration of key industry businesses.

Strategy 4: Increase access to global opportunities.



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Operational Measures

Assisting rural Colorado communities to develop, nurture, and grow their local economies.

Major Program Area – Regional Development, Creative Industries, Outdoor Rec, Tourism

Process – Support development of rural Colorado through leadership and educational opportunities

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY17	1-Year Goal	3-Year Goal
Increase regional leadership succession planning from 0 regions to 14 regions by June 2017.	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	0	14	N/A
Support 10 leadership development programs, summits or activities by June 2017.	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	3	10	N/A

Supporting Commentary:

No regional leadership succession plans have been completed as of Q1.

The Colorado Outdoor Recreation Industry Office (OREC) hosted its inaugural COILSummit (Colorado Outdoor Industry Leadership Summit) on Sept.28-29. The two-day event was designed to foster collaboration and explore how the community can work together to drive new innovation and growth and further Colorado’s position as a national leader in the ORec industry. At the conclusion of the event, companies were encouraged to return to their respective region of the State and host meetings with local outdoor recreation companies on information learned at COILS, discussing how the region can deepen this shared economic agenda.

Colorado Creative Industries (CCI) has conducted outreach to rural communities to recruit youth representatives for the Change Leader Institute program taking place in the Grand County this fall. The Change Leader Institute is a three-day leadership development opportunity that builds and sustains an active network of graduates who become leaders in their communities, and supports the work of CCI across the state. CCI also planned professional development for the Change Leader facilitators.

The Colorado Tourism Office met with Metro State University in August to develop framework for a statewide yearlong leadership development program with CTO.



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Strengthening Colorado’s unique attributes and empowering access for Coloradans.

**Major Program Area – Tourism, CO Innovation Network, Creative Industries, Outdoor Rec, Global Business Development, Small Business Development
Process – Foster a shared vision/partnership Statewide by leveraging industry empowering events and programs**

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY17	1-Year Goal	3-Year Goal
Increasing perception of B2B network opportunities by 1 point in Business Survey by June 2017.	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	*See commentary	1 pt	N/A
Create, host and promote 10 industry empowering events by June 2017	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	3	10	N/A

Supporting Commentary:

*The business survey is currently being reviewed by the Secretary of State; it will be distributed in Q2.

The Governor’s Tourism Conference in Breckenridge on September 14-16, attracted near-record attendance with 528 registrants, exceeded only by a prior conference in Denver. The Governor spoke on the impact of tourism for CO.

Film, TV & Media (FTM) in partnership with LiveWell Colorado hosted the first annual LiveWell Colorado Film Challenge, a new statewide competition for short films on the importance of ensuring access to healthy eating and active living. At a public screening and awards event on August 18, 2016, four student filmmakers won a total of \$12,000 in cash prizes, with prizes going to both the filmmakers and the media/film departments at their respective schools.

COILS (Colorado Outdoor Industry Leadership Summit) on Sept.28-29.

Attract, retain, and grow business.

Major Program Area – Global Business Development, Small Business Development, Regional Development

Process - Utilize focused recruiting in urban areas on chain of supply and key industry companies; integrated global business development; Increase number of and presence of SBDC centers.

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY17	1-Year Goal	3-Year Goal
Increase goods and services satisfied within region (vs importing) to above 50% in identified industries.	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	*See Commentary	*See commentary	>50%



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Deployment of 10 Blueprint 2.0 initiatives by June 2017.	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	1	10	N/A
Increase global/FDI opportunities by hosting 10 foreign delegations by June 2017	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	7	10	20
Increase the number of small business jobs created and retained in Colorado by 20% over three years	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	NA-new measure for FY17	937.5	2,484.00	3,000.00

Supporting Commentary:

*Data for the key outcome measure has a 2-year lag. Attached is the data for 2014. Colorado overall has over 50% of its goods and services being supplied within the state. However, this is driven by Region 3, which is the only region with more than 50% of goods and services being supplied within the region.

Recipients of the first round of the Colorado Blueprint 2.0 initiatives were announced in July. Blueprint 2.0 initiatives are in the deployment phase and remain on track to complete the initial deployment process by December of 2016. “Call yourself creative” initiative has been deployed and recipients have formed creative working groups to build upon the creative backbone of the community. Initial meetings with the Incubator/Accelerator initiatives have been held with plans to conduct a road tour of successful incubators.

Foreign Delegations hosted in Q1:

- Government officials from Hong Kong to build further business ties.
- The Consul General of Italy (visited from Consulate in Chicago); the Consul General of the UAE (visited from the Consulate in L.A.) and the Consul General of Finland (visited from Consulate in L.A.).
- The Governor of Yamagata, Japan and her business delegation when they visited Colorado to celebrate the 30 year anniversary of our Sister-State Relationship. The delegation met with the Governor.
- The Governor of Nagano, Japan and his delegation for a visit focused on building further commercial ties between our two states, as well as between our innovation hubs (COIN and JIN).
- The Mayor of Brest, France during his visit to Colorado to celebrate Denver’s sister-city relationship with Brest. OEDIT will work with Brest to build opportunities for further investment and trade exchange between our two regions.

The Colorado Small Business Development Center Network collects impact two ways. One through a survey that is sent out to clients on a semi-annual or annual basis based on the center. The clients fill out the survey stating how many jobs were created, retained, how much capital infusion they received, if they



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started their business, etc. This information populated onto their client profile in SBDC client management system, CenterIC. The information is also imputed into a scorecard where the overall numbers for the center as well as the network can be viewed.

The Colorado SBDC also tracks impact when a client is working with a consultant and communicates to them that the SBDC helped them create a job, save a job, obtain a loan etc. The consultant then has the client sign a form stating this information. The information is then uploaded to their profile and the impact is recorded and entered into the scorecard.