



## Colorado Office of Economic Development & International Trade Q2 FY2017 Performance Evaluation (January 2017)

### Strategic Policy Initiatives

The Department of Colorado Office of Economic Development and International Trade has identified several strategic policy initiatives for FY 2016-17 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2017 Performance Plan that capture the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of January 1, 2017.

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

#### **SPI #1: Assisting rural Colorado communities develop nurture and grow their local economy.**

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 develop nurture and grow their local economy.**

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	Q2 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	0	0	14	N/A			
Support 10 leadership development programs, summits or activities by June 2017.	NA-new measure for FY17	3	7	10	N/A			

**Supporting Commentary:**

The regional leadership succession planning metric was developed before assessing regional adoption; therefore it has taken shape in different forms as evidenced by the following initiatives:

Through the Blueprint 2.0 effort, OEDIT has worked with communities around the state to develop long-term economic plans and strategies. This effort required a core team of local leaders to be identified and OEDIT partnered with these leaders to work through obstacles that may be hindering local initiatives. The process required a plan to be in place regarding the roles and responsibilities of local leadership.

Due to the success of the COILS (Colorado Outdoor Industry Leadership Summit) hosted in September, The Colorado Outdoor Recreation Industry Office (OREC) is now implementing regional leadership gatherings called COILSX. The gatherings are 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.

Colorado Creative Industries (CCI) Change Leader Institute took place on October 10-12 in Grand County. 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.

OEDIT hosted representatives of Delta County in Denver for a tour of culinary arts and small batch production facilities. The office is providing technical assistance to the North Fork Valley Creative District and Delta County Economic Development to explore expansion of culinary arts and small batch food production as a small business and economic development strategy for Delta County.



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The Colorado Tourism Office is in the process of developing a statewide yearlong leadership development program to be offered to the CO tourism industry. An advisory group for the program has been established and is chaired by Lieutenant Governor Donna Lynne. The advisory group is set to convene on February 12, 2017 to finalize the decision document that will set in motion a process to select a resource to develop the curriculum and facilitate the leadership program. Plans are under way to advertise for applicants in the spring, select the first participants over the summer and introduce the first class at the Governor’s Tourism Conference Oct. 25-27, 2017, in Grand Junction.

### 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	Q2 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	*See commentary	*See commentary	1 pt	N/A			
Create, host and promote 10 industry empowering events by June 2017	NA-new measure for FY17	3	6	10	N/A			

**Supporting Commentary:**

\*The business survey data has been collected and is in the analysis phase. Results will be available in Q3.

In November, the CO Innovation Network (COIN) partnered with Sound Ventures (Liberty Media) on a one-day event called Reverb, which focused on innovation in the public sector. The event focused on four key topics – cybersecurity, education, smart cities, and software platform enterprise. The event included keynote and general sessions 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.

In November, the Small Business Development Center (SBDC) hosted the inaugural Northern CO Women’s Small Business Conference.

In December, the Minority Business Office hosted an event called the Policy Retreat. The event provided a bi-partisan legislative preview of upcoming projects affecting MWBE communities state-wide and acted as a catalyst for conversations around nationwide and Colorado initiatives and ecosystem progress. Four major themes emerged from the panel discussions including collaboration, transportation, affordable housing and workforce training.



**Colorado Office of Economic Development & International Trade**  
**Q2 FY2017 Performance Evaluation (January 2017)**

**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	Q2 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	*See Commentary	*See Commentary	*See commentary	>50%			
Deployment of 10 Blueprint 2.0 initiatives by June 2017.	NA-new measure for FY17	1	4	10	N/A			
Increase global/FDI opportunities by hosting 10 foreign delegations by June 2017	NA-new measure for FY17	7	9	10	20			
Increase the number of small business jobs created and retained in Colorado by 20% over three years	NA-new measure for FY17	937.5	1164	2,484.00	3,000.00			

**Supporting Commentary:**

\*Data for the key outcome measure has a 2-year lag. 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.

In Q2, six of the Blueprint 2.0 initiatives are in the deployment phase and four initiatives have completed the process, including: Community Led Initiative, Tiny Homes Community Master Plan Initiative, Call Yourself Creative Initiative, and Industry Attraction Initiative. The remainder of the initiatives are in various stages of deployment, but early participant feedback has been especially promising from both the Strengthen Your Local Business Brand and the Tourism Promotion and Development Initiatives. The two most important benefits identified by participants, thus far, have been the ability of the initiative to drive community organization around a common goal and the direct one-on-one involvement by the state.

Foreign Delegations hosted in Q2:

- OEDIT co-hosted a delegation of 30 young entrepreneurs from Latin America at OEDIT with World Connect
- OEDIT hosted Minister Eisngerich from Vienna, Austria to discuss a future visit by their ambassador to the US.