



Colorado Office of Economic Development & International Trade Q3 FY2017 Performance Evaluation (April 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.

****OEDIT is working on a shift to new metrics for the remainder of FY17 and for FY18. The new metrics will be reflected on the Q4 performance report.***



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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	Q3 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	0	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	7	9	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. A COILSX gathering was hosted in Boulder in February.

Colorado Creative Industries (CCI) 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. 12 Change Leader applicants have been selected for April institute, representing a diversity of age, gender, & ethnicity from both rural and metro Colorado. The Change Leader Conference and Certification is being planned for May. CCI is anticipating six or seven Change Leaders certifying through community projects and 40 -50 Change Leaders in attendance at the May conference.



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CCI supported the creation of a new partnership with the National Endowment for the Arts, Department of Defense and Fort Carson to expand the national Creative Forces Military Arts Healing program, to launch in April.

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	Q3 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	6.1	6.8	6.8	6.8	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	6	9	10	N/A

Supporting Commentary:

The business survey data results showed an increased score of .7 points for B2B network opportunities.

In January, COIN hosted a Colorado Research Leaders Dinner. The dinner brought together leaders from Colorado’s federally funded research labs and joint institutes, higher education institutions and community leaders. Hosted in collaboration with CO-LABS and the Colorado Energy Research Collaboratory, the goal of the dinner was to discuss how to enhance collaboration within the Colorado research community to support economic development.

In February, The Small Business Development Center hosted the 10th Annual Veterans Small Business Conference in Colorado Springs.



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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	Q3 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	*See Commentary	*See commentary	>50%
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	4	10	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	9	15	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	1164	1494	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 Q3, three of the Blueprint 2.0 initiatives are actively in the deployment phase, and seven initiatives have either concluded or are currently in the process of completion, including: Tourism Promotion and Development, Competitive Advantage, Industry Attraction, Community Led Initiative, Tiny Homes Community Master Plan, Call Yourself Creative, and Adaptive Reuse. Currently, each recipient is being asked to take a formal Participation Satisfaction Survey within 6 weeks of the completion of their respective initiatives, a process which will continue through June, with final feedback analysis available in early July. There are not yet enough responses to report definitively on participant evaluation.



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Foreign Delegations hosted in Q3:

- State of Acre, Brazil delegation. The delegation learned about economic development, tourism, and sustainability in agriculture.
- US Commercial Service rep from South Korea. Discussed opportunities for Colorado OREC companies to participate in 2018 Olympic celebrations in S. Korea. Additionally, discussed the importance of advertising Colorado's outdoor industry to South Koreans.
- Indian Smart Cities delegation to promote opportunities for collaboration.
- Canadian mining delegation to introduce Colorado's activity in the mining and natural resources industries.
- Canadian beer brewing delegation to OEDIT and introduced Colorado's craft beer industry.
- Japanese delegation made up of investors and university officials invited to Colorado by Future Venture Capital.