



## **Strategic Policy Initiatives**

The Colorado Office of Economic Development and International Trade has identified several strategic policy initiatives for FY 2019-20 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2020 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 July 1, 2020.

### **SPI 1: Expand Employee Ownership**

The key strategies to achieve this SPI are as follows:

- Administer \$3 million revolving loan fund (through CHFA) to assist with the transition of existing business to employee-owned businesses
- The Economic Development Commission (EDC) has committed \$500,000 as seed money for this effort. Develop a specific budget and an additional request for funds from the EDC
- Develop an employee ownership pilot program NW Colorado in conjunction with the Rural Funders Network
- Train the 200+ Certified Business Consultants who work with 15 Small Business Development Centers (SBDCs) across the state to:
  - Educate people and communities on the benefits of employee ownership
  - Service as the initial contacts with business owners, and will qualify them before recommending business valuation and legal services
- Convene Employee Ownership Commission, which would do the following:
  - Develop a budget for FY20 for technical support and resources for businesses seeking to convert to an employee ownership model
  - Identify and convene CPAs and attorneys who will provide technical services for businesses
  - Identify barriers to employee ownership development and recommend State actions to remove those barriers (including policy/legislative proposals)
  - Establish Employee Ownership working groups – Finance, Education, Policy and Research

### **SPI 2: Enhance Rural Economic Development**

The key strategies to achieve this SPI are as follows:

- Create a comprehensive asset map of OEDIT and DOLA programs and funding available to rural communities.
- Complete at least 3 rural road shows in 2019 with DOLA, CDA and OEDIT, to educate communities on resources available and gain insights into gaps.
- Calibrate business funding incentives to include increased tax credits and/or strategic fund incentives to incentivize remote working in rural areas.
- Work with local governments, the private sector, the Colorado Association of Funders, and CTO to increase the number of co-working facilities with fast speed broadband access. Currently there are 43 co-working facilities in rural Colorado either in place or planned for this year.
- Work with CDOT to expand Bustang service to rural communities to serve remote workers and co-working facilities.



- Initiate a Hemp working group to explore additional ways to support the growth of the industry in rural areas.
- Promote OEDIT's Rural Technical Assistance Programs (RTAP)
- Host Opportunity Zones and Enhanced Enterprise Zones forums and bring together rural projects and investors.
- Strengthen and provide additional resources to rural SBDCs (such as remote learner).
- Develop legislative agenda to support rural economic development efforts.

### **SPI 3: Foster 100% Renewable Energy**

The key strategies to achieve this SPI are as follows:

- Hold an industry roundtable with Colorado renewable energy companies to identify potential supply chain or professional service companies to recruit to Colorado.
- Attend international and national renewable energy trade shows to help promote export/import opportunities in Colorado.
- Work with coal impacted communities to develop strategies to replace coal based positions with green jobs.

### **SPI 4: Lower Health Care Costs**

The key strategies to achieve this SPI are as follows:

- Conduct business HR stakeholder meetings across the state.
- Promote healthy living business program thru SBDCs and OEDIT marketing avenues (choosecolorado.com).
- Work with other state agency HR reps to create program(s) that businesses can adopt easily:
  - Employee Incentive Plan
- Work with companies that we currently do business with (i.e., give grants to, use job growth incentive tax credit or consult with)
- Work with Economic Developers, Chambers and health organizations to promote program across the state.



**Operational Measures**

**SPI 1: EXPAND EMPLOYEE OWNERSHIP**

Measure	Q1 YTD FY20	Q2 YTD FY20	Q3 YTD FY20	Q4 YTD FY20	1-Year Goal	3-Year Goal
Engage no fewer than 1000 businesses through the Employee Ownership Commission by June 30, 2020	69	228	400	1262	1,000	3,000

**NARRATIVE:**

- Executed a contract with Rocky Mountain Employee Ownership Center.
- Identified Employee Owned businesses as a target for the Energize Colorado Gap Fund. The EDC committed \$2.5M to the fund for loans to businesses not supported by the PPP funds.
- Built a campaign around “Engage-Reward-Recover” by embracing employee ownership in response to COVID-19.

**SPI 2: ENHANCE RURAL ECONOMIC DEVELOPMENT**

Measure	Q1 YTD FY20	Q2 YTD FY20	Q3 YTD FY20	Q4 YTD FY20	1-Year Goal	3-Year Goal
Increase new businesses (per SoS definition of new business start) in rural counties (population 50k or less) from 10,400 to 11,000 per year by June 30, 2020	2,802	5,740	8,889	11,549	11,000	33,000

**NARRATIVE:**

- Rural Reps are engaging with local / Regional EDOs and municipalities in rural CO to assess local economic conditions and gather information to develop strategies for new RTAP and remote learning programs to assist in survival and recovery for small business.
- INFOCUS will relocate its Pasadena, California-based operations to Grand Junction. This move, combined with its expansion plan, will add 403 net new jobs to the state, 171 of which will be location neutral and available throughout rural Colorado.
- Supported a \$1M Opportunity investment into Colorado Outdoors Campus in Montrose, and a new Outdoor Recreation company that moved to Montrose.



**SPI 3: FOSTER 100% RENEWABLE ENERGY**

Measure	Q1 YTD FY20	Q2 YTD FY20	Q3 YTD FY20	Q4 YTD FY20	1-Year Goal	3-Year Goal
Increase EDC approved awards for net new jobs in the renewable energy sector from 2,574 jobs to 3,074 jobs by June 30, 2020	0	489	1,145	1,148	3,074	9,222

**NARRATIVE:**

- OEDIT was unable to reach the goal of 3,074 renewable energy jobs. The COVID-19 pandemic hit the renewable energy sector particularly hard, which is reflected in the Q4 data. Colorado lost 5,951 clean energy jobs, or 9.0% of the workforce in April 2020. Which was 5 times higher than the clean energy job losses in March 2020.

**SPI 4: LOWER HEALTH CARE COSTS**

Measure	Q1 YTD FY20	Q2 YTD FY20	Q3 YTD FY20	Q4 YTD FY20	1-Year Goal	3-Year Goal
Promote a healthier Colorado workforce through the creation of a health and wellness toolkit (focused on outdoor activities) by December 2019 and recruit 50 businesses to sign an MOU agreement to implement toolkit by June 30, 2020	0	Assessment complete and draft resource page ready for launch on 2/3	Survey launched; 37 businesses participated	51	50	150

**NARRATIVE:**

- The “Get Outdoors Toolkit” was launched on Feb. 3rd. 51 businesses participated by June 30, 2020.
- Through wide-spread promotion, including: press release, presentations/meetings, newsletters, social media, and personalized emails to businesses, OEDIT successfully recruited from small to large businesses in 15 counties across the state.
- Developed micro-site to house the toolkit and resources : <https://choosecolorado.com/programs-initiatives/get-outdoors-employer-toolkit/>
- Currently selecting nominees for the Get Outdoors Healthy Business Award to be awarded at the virtual Health Links event this fall.