

Office of Economic Development and International Trade (OEDIT)

Performance Plan

Mission:

OEDIT's overarching mission or goal is to create a favorable business environment to ensure that Colorado is a great place to do business and grow a company. Under the leadership of Governor John Hickenlooper, and in collaboration with our partners across the state, we remain relentlessly pro-business while cultivating entrepreneurship and promoting innovation. OEDIT's implementation of the Colorado Blueprint will ensure we are focusing on our mission and are able to succeed.

OEDIT includes 12 divisions, which are described in this document, all of which contribute to the strategies and key performance indicators to create a favorable business environment for Colorado. Attached is an organizational chart reflecting the divisions of OEDIT.

Strategies:

Upon taking office on January 11, 2011, Governor John Hickenlooper signed Executive Order D 2011-003, directing a new statewide economic development strategy based on local and regional collaboration. Instead of a "top-down" strategic plan developed exclusively by "experts" the Governor directed that a plan be developed with a "bottom-up" approach. The final outcome of this effort was a statewide blueprint for economic development.

A "bottom-up" approach was directed by the Governor in order to:

- Develop a comprehensive and collaborative approach to economic development;
- Reach the widest range of interests and obtain the greatest amount of input possible;
- Identify economic development priorities for each county and region;
- Develop a sustainable partnership between the state and local communities;
- Promote local ownership of economic development across Colorado; and
- Assure the blueprint is truly representative of all 64 counties.

OEDIT's strategies align with the Colorado Blueprint and focus on 14 Key Industries that drive Colorado's economy with the majority of jobs in the 14 regions across the state. Our strategies to accomplish our mission are to attract, retain and expand business; create and market a stronger Colorado Brand; cultivate innovation and technology and continuously improve our processes.

Our number one priority is to attract, retain and expand business to create jobs and foster a more competitive Colorado. OEDIT will focus on the following Key Performance Indicators to accomplish this strategy:

- ▲ Actively retain and grow local companies and aggressively recruit domestic and international companies to increase the economic vitality of the state.
- Build customer relationships by providing outstanding customer service to our various stakeholders thereby increasing potential prospects and increasing the pipeline of businesses served through the state's programs.
- Strategically incent new business by increasing access to capital and using the state's incentive programs to ensure maximum benefit is captured for the business and Colorado.

By creating and marketing a stronger Colorado brand we will provide a strong foundation for increasing Colorado's market share in direct investment, overnight visitors and relocating companies. Our goal is for everyone in Colorado to understand how we are working together to create jobs and grow the economy across Colorado, thus enhancing the Colorado Advantage. OEDIT will contribute to this strategy by the following Key Performance Indicators:

- Build a business brand
- Enhance tourism
- Enhance Arts and Culture

Cultivating innovation and technology is another key strategy for OEDIT in creating a business friendly environment. Colorado is a hotbed of innovation, creativity and fresh thinking. OEDIT will foster Colorado's community of innovators, entrepreneurs and creative thinkers by the following Key Performance Indicators:

- Creating the Advanced Industry Strategy and Programs
- Expanding the Colorado Innovation Network

Continuous process improvement is a strategy that will create a favorable business environment by focusing on making OEDIT's processes efficient, effective and elegant. Our Key Performance Indicators are:

- Maximize value and efficiency in OEDIT divisions through the LEAN process.
- Sustain high performance by developing individual development plans and creating succession plans for key positions.

Cross Cabinet Goals:

In addition to these goals, OEDIT is in collaboration with other departments within the State to align our goals with broader state goals. As a result of this collaboration, there are three Strategic Policy Initiatives that will take cross-agency effort and will positively affect Colorado's economy. OEDIT will incorporate these goals into our internal goals to ensure alignment and support in meeting these goals.

These three goals are aligned with our State vision of making Colorado the best place to start and grow a business:

- Be the most connected state by ensuring all residents and businesses have access to affordable basic broadband and have the highest broadband capacity per capita;
- Promote entrepreneurship and business growth by streamlining regulations and making government business services and requirements easier to navigate;
- Increase travel time reliability in three corridors: I-25 (from north C470 to south C470); I-70 (from Vail to C470); US 36.

Office of Economic Development & International Trade

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Minority Business Office (MBO)

Mission:

The mission of the MBO is to retain, grow and recruit minority and women-owned business in Colorado in alignment with the core objectives of the Colorado Blueprint.

Strategic Objectives:

This mission is accomplished through the following strategic objectives:

- Advocate and advance Minority Business Enterprises in Colorado through increased access to resources, opportunities, and capital
- Proactively connect Colorado businesses seeking access to diverse vendors, supply chains and talent pipelines
- Serve as a clearinghouse for key data and economic impact reports on Minority Business Enterprises in Colorado

MBO Programs:

In alignment with the Strategic Objectives the MBO has developed the following programs.

- Business Advancement Series: A series of webinars, workshops and presentations designed to increase the access of information, resources and opportunities for MBE's across the state. Examples from this Business Advancement Series include, but are not limited to:
 - Is my business ready for financing?
 - Technology tools all businesses need
 - How to do business with the state
 - Understanding Certification at the Federal, state, Municipal levels
 - Opening the doors to bonding for small business
 - Procurement Expo
- MBO integration into Colorado Blueprint
 - Connecting MBE's into advanced industries strategic initiatives,
 - Integrating MBE's into COIN and SMART CO
 - Building international trade opportunities for MBE's
 - Introducing MBO programs to EDCC and Regional Development
- Clearinghouse for Minority Business Enterprise Data
 - A public facing, searchable minority and women-owned business directory
 - Native American economic impact report
 - MWB statewide demographic survey

Minority Business Office

International Trade Office

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Vision: Create a more globally competitive Colorado.

Mission:

OEDIT's International Division creates and retains jobs in the state by helping Colorado companies export globally and by helping international companies locate in Colorado.

Core Objectives

Market the Colorado Brand in Global Markets

Retain, Grow and Recruit Companies

Actively recruit foreign direct investment to Colorado.

Support the growth and expansion of Colorado companies through focused export promotion activities.

Strategies:

The International Division seeks to attract, retain and expand business in Colorado by attracting new international companies to Colorado and helping existing companies expand through exports. In addition, building customer relationships will be a strong focus. Creating and marketing a strong Colorado brand is a strategy International Trade Office supports by proactively building a business brand and communicating successful international development business stories. The Advanced Industry Export Accelerator program will support the Cultivate Innovation and Technology strategy. Colorado is rapidly expanding its global identity and will continue to bring economic and cultural diversity to the state through its many programs for growth.

Geographic Regional Focus

The international division develops strategy based on three regions of the world. Programs, services and strategic initiatives are developed around these three geographic regions:

◆ The Americas

■ Europe, Middle East and Africa

▲ Asia-Pacific

We approach each region through different strategies developed specifically for the region by looking at current trends and opportunities, trade and investment statistics/data, and OEDIT client needs. The customized regional strategy allows the division to:

◆ Maintain and build relationships and networks with companies, government and

- industry associations in key global regions for the state of Colorado.
- Keep current on trends and opportunities for OEDIT clients.
- Leverage staff's experience and geographic market expertise.
- Complement OEDIT's Key Industry Networks and other global business development initiatives and personnel that have an industry focus.

Major Program Descriptions:

AI Export Accelerator: As part of its Advanced Industries statewide strategy, the International Division offers the Advanced Industries Export Accelerator Program to connect Colorado companies to global opportunities. This program has three elements for companies in the advanced industries:

AI Export Grant: Up to \$15,000 for companies to help offset international business development expenses.

AI Global Network of Consultants: In-Market support for Colorado exporters in the advanced industries at a subsidized rate. This includes representatives in Canada, Mexico, Brazil, UK, France, Germany, Japan and China.

AI Specific Export Training: OEDIT and the World Trade Center-Denver will provide export training for businesses to learn the fundamentals of exporting and international marketing specific to the advanced industries.

Export Counseling: The international staff counsels Colorado companies in the areas of marketing, sales, market selection, partner selection and exporting fundamentals.

Trade-Related Education: The international division organizes conferences and workshops on trade-related topics, which gather experts and staff members to speak on opportunities and challenges. We also have an internship program for students and other individuals seeking experience in international trade.

International Market Analysis Partnership (IMAP) Program: OEDIT connects eligible Colorado companies with an MBA course focused on international business at an accredited Colorado university. The semester-long program offers a free resource to Colorado companies interested in increasing their exports and provides a valuable learning process to student participants. The IMAP Program will be offered up to three times per academic year and is subject to change depending on course offerings and student enrollment.

Governor's Award for Excellence in Exporting: The Governor's Award for Excellence in Exporting recognizes Colorado companies that demonstrate significant achievements in international trade. This competitive award has been given every May for over forty years in conjunction with World Trade Month. Colorado companies

that are committed to exporting are encouraged to apply.

Colorado Trade Mentor Program: The Colorado Trade Mentor Program creates an informal forum for new and growing companies to connect with seasoned business, community and academic leaders who have insights into exporting, importing and operating in international markets. The experience of Mentors may cover a wide range of industry sectors and vary from large corporations to small start-ups. Mentors are encouraged to support mentees by sharing first-hand experience with opportunities and challenges, provide political and economic overviews, discuss cultural difference and sensitivities and share market insight.

Foreign Missions and Trade Shows: We organize foreign missions to strategic markets in order to help exporters increase their international sales and to promote Colorado as a place to invest. Often these missions center around an industry trade show. Common features of trade missions include customized appointments for Colorado companies with potential partners in industry and government, customized industry briefings, and networking opportunities.

Incoming Buyer Delegations: We arrange business-to-business appointments between visiting international buyers and Colorado companies in order to assist foreign buyers with sourcing goods and services from Colorado.

Colorado's Services for Foreign Investors

The International Division of OEDIT helps international companies to establish, relocate or expand business operations in Colorado. The International Division assists the executives of foreign-based businesses with an interest in locating in Colorado by coordinating a variety of services that include:

- ▲ Assistance with understanding the value and process of opening an office in Colorado
- Customized site searches for available buildings or sites
- Guidance on other technical issues, including workforce availability and recruitment, licensing, zoning, permitting, etc.
- Overviews of Colorado's key industries and economic climate
- ▲ Market research specific to the international company's needs
- ▲ Introductions to potential suppliers, buyers, government officials and/or the economic development community
- ▲ Information on Colorado's business and financial incentives
- ▲ Access to programs for workforce recruiting and training

International Trade Office

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Marketing and Communications

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Mission:

Marketing and Communications strives to promote Colorado as the premier state in which to do business.

Strategies:

Marketing and Communications helps to attract, retain and expand business by communicating Colorado's offerings and success stories. Creating and marketing a stronger Colorado brand is supported by securing favorable and/or neutral publicity and increasing awareness of Colorado and OEDIT programs. To cultivate innovation and technology, Marketing and Communications will further leverage digital channels expanding a strategic online presence.