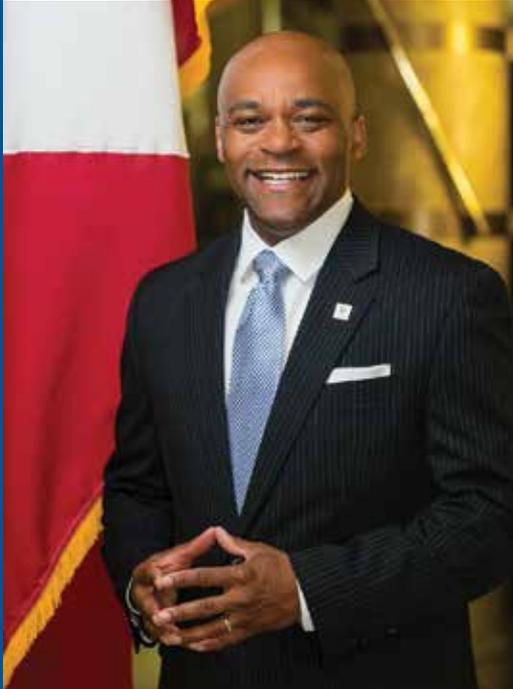


JumpStart 2016

2016 Strategic Plan | Denver Office of Economic Development



A MESSAGE FROM THE MAYOR



Denver, we have positioned ourselves at the vanguard of progress and the whole world is noticing. Through a focused strategy, we are consistently bringing new job growth, business recruitment and expansion, transit and transportation, and entrepreneurship to the city. Our natural and built environment offers a smart, vibrant lifestyle for the many who want to come here, be here and stay here. Denver's quality of life here is second to none and the pride of this great city.

Creating tens of thousands of new jobs and thousands of new businesses since 2011, Denver has gained great economic momentum. But we will not sit idle with this achievement. Every resident deserves a good job with the opportunity to improve their economic status. Denver's employers increasingly demand a skilled workforce, and working families face the challenge of finding safe and affordable housing. Progress on these fronts is being made, but such challenges are far from solved.

For all our successes, Denver hasn't defeated the barriers that our most vulnerable residents still face. More affordable housing. Access to economic mobility. Neighborhood vibrancy without displacement. Denver will address the challenges ahead as we always have, with determination and collaboration. And so, our work continues undeterred.

In the ever changing new economy of the 21st century, Denver will lead the way. We will continue to build on the successes we've achieved together while we attend to the challenges that remain head on in advancing economic mobility. I could not be more confident in, or more proud of, Denver's resourceful capacity to prevail at both.

Michael B. Hancock

Mayor

A MESSAGE FROM THE EXECUTIVE DIRECTOR



The Denver Office of Economic Development is privileged to be the steward of significant city as well as state and federal dollars, supporting people, businesses, and housing initiatives. Even as allotments of federal funds are dropping, the total resources we manage represent a major investment in the local economy—more than \$40 million last year alone.

We are constantly reviewing opportunities to stretch and leverage investments, using partnerships and aligned activity across government, private and nonprofit sectors. Public investment may fill the gap for social and economic needs when private dollars aren't likely to be in play, but there is still a critical role for us in minimizing risk and calculating benefit.

As our agency's strategic plan, JumpStart is a compass that guides our investment decisions—

a detailed signal of our priorities to the communities we serve. We invite you to review this plan as not merely a program of work but as our investment blueprint. You will also find a three-year roadmap for OED which directly supports Mayor Hancock's priorities through 2018.

The prize is less about a fiscal return than it is about creating a figurative platform. We re-invest program income every year, but the true goal of OED's civic investment portfolio is a stronger, wider, more easily accessible platform to opportunity for all who live here.

Our legacy ledger's bottom line is never going to be cash, but in fact something far more valuable. It is a vibrant and diverse economy with optimism to spare. We look forward to realizing the rewards with you in the months to come.

A handwritten signature in black ink, appearing to read 'Paul Washington'.

Paul Washington
Executive Director
Denver Office of Economic Development



Vision

Our economic strategy must be boldly ambitious, with innovative, forward-thinking policies that are intent upon **delivering a world-class city where everyone matters.**

Mission

The Denver Office of Economic Development (OED) will be a driving force that advances economic prosperity for the City of Denver, its businesses, neighborhoods and residents through purposeful and intentional economic development that: (1) broadens the tax base; (2) stimulates balanced economic growth through business assistance, neighborhood revitalization and the development of a skilled workforce; and (3) focuses on innovation, sustainability & education.

About JumpStart

As an annual roadmap for the city's strategic economic development, JumpStart strives to both describe a broad vision for multi-year catalytic investments as well as provide detail about implementation over the next 12 months.

On the following fold-out page, you will find an overall three-year perspective that will guide OED efforts through 2018. The subsequent pages provide a more tactical guide through our immediate plans for business development, small business advocacy, housing, neighborhoods, and workforce development in the year ahead.

In the annual pages, each primary program heading is indicated by an icon as shown below. Because many tasks have a direct bearing on other aspects of OED's program of work, initiatives that involve several disciplines and/or are designed to effect outcomes under multiple headings are noted with small icons throughout.



Business
Development



Small Business
Advocacy



Housing



Neighborhoods



Workforce
Development

STRATEGIC PLAN: Three-year Strategy

GUIDING PRINCIPLES

Strong Economy

Broadening the tax base and facilitating the growth of diverse industry sectors

Affordable Housing

Developing and preserving eco-friendly affordable housing throughout the city that is adjacent to mass transit corridors

Kids & Education

Aligning resources and developing strategies that address achievement gaps and remove barriers so that all youth can realize their full potential and compete in a global economy

Economic Mobility

Integrated strategies to increase the skill level, educational attainment, employment opportunities and housing options for low-income residents and their families to improve a sustained quality of life

Customer Service

Listening to, and understanding, the customer's needs and empowering employees to deliver the highest level of service in the most efficient and cost-effective manner

STRATEGIC PRIORITIES

• Meeting the Workforce, Affordable and Homeless Housing Challenge

• Growing Denver's Next-Generation Economy

• Ensuring Economic Mobility and Opportunity for All

• Providing Effective and Efficient Program Services and Outcomes

OBJECTIVES

Meeting the Workforce, Affordable and Homeless Housing Challenge

1.1 Establish a broader range of funding sources for affordable housing

1.2 Ensure a range of affordable housing options in Denver's neighborhoods with a focus on connectivity to jobs, skills training, childcare, healthcare and fresh food

1.3 Develop and implement a comprehensive affordable housing preservation strategy

Growing Denver's Next-Generation Economy

2.1 Further strengthen Denver as a global city of individual, business and civic innovation

2.2 Broaden the tax base, with a focus on sustainable, recurring fiscal activity

2.3 Develop large scale, high potential, infill developments

Ensuring Economic Mobility and Opportunity for All

3.1 Improve economic mobility through collective impact strategies aimed at addressing skills training, job opportunities, educational attainment and wealth creation

3.2 Grow the highly skilled workforce with a focus on Denver's main business sectors

3.3 Connect the business community to public education in ways that link career opportunity with student development

Providing Effective and Efficient Program Services and Outcomes

4.1 Deliver the highest level of customer service in the most efficient and cost-effective manner

4.2 Develop and maintain information to support strategic and program decisions

4.3 Effectively communicate the economic development opportunities and accomplishments of Denver and the OED

TASKS

Meeting the Workforce, Affordable and Homeless Housing Challenge

1.1.1 Establish permanent funding sources for affordable, eco-friendly, mixed income housing

1.1.2 Identify and leverage capital resources for the strengthening of the Denver Revolving Affordable Housing Loan Fund

1.1.3 Collaborate with CDH, CHFA, and DHA to align housing priorities and develop a common funding application

1.1.4 Develop financing and program to buy affordability in existing market rate multi-family developments

1.2.1 Continue to fund affordable housing developments in close proximity to light rail stations or high capacity bus lines and establish resident-connectivity to employment, training, childcare, healthcare and fresh food

1.2.2 Improve collaboration between Finance, DHA and Mayor's Office on housing and supportive services for very low income populations

1.2.3 Collaborate with public sector partners, developers, attorneys, and builders to develop for-sale condominiums at TOD

1.2.4 Complete the development of a net zero energy community of significant scale

1.3.1 Encourage collaboration around implementation of the recommendations from the Gentrification Study

1.3.2 Create a sustainably funded project-based voucher system enabling the buy down of affordable rents in existing market-rate developments

1.3.3 Lead an affordable housing preservation team of stakeholders to identify expiring covenant-restricted units, develop recurring resources to finance the covenant extension of desirable units and execute a strategy to approach and negotiate with property owners

1.3.4 Complete the execution of housing replacement for Globeville, Elyria-Swansea, including the 1:1 replacement of for-sale housing

Growing Denver's Next-Generation Economy

2.1.1 Increasing exports by supporting the growth of the manufacturing sector and research and development companies

2.1.2 Attract more foreign direct investment through thoughtful tax policies in strategic geographic areas throughout the city

2.1.3 Make Denver a more welcoming city to immigrants and foreign visitors; develop specific strategies to support DIA's current direct international flights and international route development strategy

2.1.4 Develop manufacturing centers with shared research and design facilities, precision manufacturing parks, and warehousing/distribution facilities

2.2.1 Continued utilization of the administration's convening and networking abilities to open business-to-business and international market opportunities for Denver-based businesses

2.2.2 Develop systems, personnel and strategy for focused business recruitment in key industry sectors (manufacturing, finance, professional services, energy, agribusiness, logistics, transportation, and information technology)

2.2.3 Provide a recognized business retention and development program that fosters growth and success of Denver's start-up, small and next-stage businesses

2.2.4 Increase the capacity and strength of minority- and women-owned businesses

2.3.1 Partner with the National Western Center to encourage public and private investment and collaboration that will position Denver to be the research, development and business hub of the agribusiness industry

2.3.2 Develop the financial resources and establish the business infrastructure to grow, prepare, package and distribute locally grown, fresh foods into food deserts and public schools

2.3.3 Support the establishment of public-private partnerships to finance, operate and maintain critical infrastructure needed for economic growth

2.3.4 Partner with DIA to commercially develop Airport City

Ensuring Economic Mobility and Opportunity for All

3.1.1 Develop and lead the key partnerships and relationships in the public education, human services, safety, foundation, non-profit and housing community to implement collective impact strategies

3.1.2 Develop fresh food grocery store in target neighborhood food deserts with a preference toward co-ops or ESOPs

3.1.3 Create sustainable, scalable programs to encourage minority youth and low-income individuals to pursue entrepreneurship

3.1.4 Ensure organizations receiving funding from the city are committed to programs promoting community development and to hiring within targeted communities

3.2.1 Develop the systems and partner-reporting for: monitoring all key workforce development performance metrics, employment outcomes, median income, skill-training, and retention on a "fully-burdened" cost-per-participant basis

3.2.2 Direct a majority of training and OJT resources to pre-screened individuals, and partner with organizations that have a provable track record of successful training and job placement in growth industries with highest concentrations of Middle Skill employment

3.2.3 Continue alignment of Career Pathways for the highest demand occupations

3.2.4 Develop scalable programs with key employers to fill entry-level positions within the Middle Skill Employment sectors through customized recruitment and shared resources to conduct assessment, testing/preparedness, soft skills, resume and interview training of potential candidates

3.3.1 Partner with DPS to develop sustainable, scalable training and placement programs to encourage college-bound minority and low-income youth to pursue careers in manufacturing, science and technology

3.3.2 Convene large employers in STEM industries to partner with DPS on curriculum development, training and summer employment programs

3.3.3 Continue to partner with agencies to support after-school programming that has demonstrable impact on participants' school attendance, grades and positive behavior

3.3.4 Continue to develop summer youth employment programs that prepare youth with relevant work experience, soft skills and financial literacy

Providing Effective and Efficient Program Services and Outcomes

4.1.1 Implement the Peak Performance Lean process throughout all divisions in OED to increase efficiency and reduce costs

4.1.2 Increase OED effectiveness through emphasis on goal-focused strategies, performance outcomes, partnerships, collaboration and customer-centered relationships

4.1.3 Research and solicit additional funding sources and sponsorships (public and private) that support the work of OED

4.2.1 Continuous improvement upon regular economic reports for use by elected and appointed leadership, and share with various community stakeholder groups

4.2.2 Develop tools that demonstrate the effectiveness of the city's investments on critical performance metrics, such as income, employment levels, educational attainment and safety

4.2.3 Update OED's business and public information tools to increase effectiveness and interactive use, including the website, PowerPoint and publications, regular communication tools and social media

4.3.1 Publish annual report, highlighting the programmatic accomplishments of OED in relation to the annual program work and the Three-Year Strategic Plan

4.3.2 Provide regular updates and announcements on timely events and accomplishments to demonstrate Denver's and OED's role and activities in economic, business and community development

4.3.3 Enhance the communication and cooperation between city departments to better serve residents

ACRONYM REFERENCE & DEFINITIONS

| | | | |
|-------------------|---|---------------------|---|
| 3 x 5 | A challenge made by Mayor Hancock in 2013 for Denver's development community to add 3,000 net-new affordable housing units by 2018. | Commons on Champa | Located at 1445 Champa St. and founded by the City and County of Denver, CTA and DDP, The Commons on Champa is a public campus for entrepreneurship offering high-quality programming, advanced technology, networking and other resources at low-to-no-cost for all entrepreneurs. |
| Accion | A global microfinance organization, Accion operates in Colorado where it increases access to business credit, makes loans and provides training. | Connecting Colorado | ConnectingColorado.com is the statewide employment website offered through CDLE and the Colorado Workforce Centers. The site serves as an employment portal for job seekers and employers. |
| B2G | B2Gnow is diversity management software used to administer the MWBE and other business certifications. | Co-op | An autonomous association of people who voluntarily cooperate for their mutual social, economic, and cultural benefit. |
| BDR | An OED Business Development Representative is an industry-specific professional ready to coach existing and new firms to tap into available programs as well as navigate rules and regulations. | CPD | Denver's Department of Community Planning and Development. |
| Blueprint Denver | A long-range city planning document, Blueprint Denver is an integrated land use and transportation plan that addresses areas of change and areas of stability, multi-modal streets, and mixed-use development. Adopted in 2002, Blueprint Denver is undergoing a comprehensive update in 2016. | CTA | The Colorado Technology Association, a trade group comprised of telecommunications, data management, hardware and software interests. |
| CAMA | The Colorado Advanced Manufacturing Alliance. | DDP | The Downtown Denver Partnership is a nonprofit business organization that plans, manages and develops downtown as the unique, diverse, vibrant and economically healthy core of the region. |
| Career Pathways | An integrated collection of programs and services intended to tenuously develop students' core academic, technical and employability skills in order to place them in high-demand, high-opportunity jobs, accomplished through partnerships among community colleges, primary and secondary schools, workforce and economic development agencies, employers, labor groups and social service providers. | Denver's Road Home | A comprehensive plan to end homelessness in Denver. |
| CDH | The Colorado Division of Housing. | DHA | The Denver Housing Authority is a quasi-municipal corporation with a portfolio of affordable units and housing choice vouchers that provide affordable housing to very low, low, and middle-income individuals. |
| CDHS | The Colorado Department of Human Services. | DHS | Denver's Department of Human Services. |
| CDLE | The Colorado Department of Labor and Employment. | DIA | Denver International Airport is the fifth busiest airport in the country. |
| CDOT | The Colorado Department of Transportation. | DPL | The Denver Public Library. |
| CHFA | The Colorado Housing and Finance Authority. | DPS | The Denver Public Schools. |
| CO4F | The Colorado Fresh Food Financing Fund (CO4F) improves access to healthy food in underserved Colorado communities by financing grocery stores and other forms of healthy food retail. | DSBO | OED's Division of Small Business Opportunity certifies a range of disadvantaged applicant firms to help them compete for government contract opportunities. |
| CO-Active | CO-Active is a new trade association dedicated to fueling the growth of active lifestyle manufacturers throughout the city and state. | DSST | Denver School of Science and Technology, or DSST, is a public, charter STEM school with six campuses in partnership with Denver Public Schools. |
| Collective Impact | The goal of a cross-discipline, cross-sector approach to capacity building and community investment in a targeted area over time, including investments that inspire other funders, and that causes a much greater total positive effect (jobs created, affordable housing, healthy food access, parks, etc.) than individual, discrete investments or loans can make. | DU | The University of Denver. |
| | | DURA | The Denver Urban Renewal Authority. |

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| Economic Zone | A defined area, determined by income and population factors, that is a focal point for catalytic investment involving a spectrum of housing, employment, business lending, neighborhood projects, health care, education, and healthy food access. | IHO | Denver Inclusionary Housing Ordinance, designed to help counter market forces with the needs of workforce and low-income residents. |
| EGTC | Emily Griffith Technical College in Denver. | Innosphere | A nonprofit incubator in Ft. Collins focused on supporting entrepreneurs who are building potential high-growth companies in software, hardware, biosciences, digital health, and cleantech. |
| Enterprise | Enterprise Community Partners, a national organization, creates and advocates for affordable homes in thriving communities linked to jobs, good schools, health care and transportation. | Innovation Award Winners | In OED's annual JumpStart BizPlan Awards, a field of applicants is reviewed and up to 10 outstanding businesses are selected to submit full business plans for further consideration. These 10 semifinalists are also designated "Innovation Award" winners. Three finalists are ultimately invited to make pitch presentations at a live event, at which the sole winner is named. |
| EPA | The Environmental Protection Agency. | International Advisory Council | A cross-sector group of businesses, business services, nonprofit and government leaders with expertise in international commerce who can advise OED in its policy and program efforts to promote Denver firms as they develop new markets globally. |
| ESOP | Employee stock ownership plan. | ITA | An Individual Training Account may be awarded to a job-seeker through an application process, used specifically to gain or improve skills for employability. |
| FFN | Toward the goal of developing and improving access to licensed, high quality, affordable early childhood care in lower income neighborhoods, one approach is to foster the success and continued expansion of Family Friend and Neighbor (FFN) caregivers and small child care centers. | LCP Tracker | An internal software system used by a number of city agencies and divisions, including Finance, OED, and the Denver Auditor. |
| FourFront | FourFront Colorado is a public-private partnership focused on accelerating the growth and resiliency of manufacturers across Colorado's advanced industries, with a particular emphasis on advancing the state's defense sector. | Lean | Lean is a methodology for process improvement available to Denver employees to help them fulfill the Mayor's charge to become better, faster and stronger. |
| Gazelles | OED's annually designated Denver Gazelle companies are high-growth, customer-facing firms. A total of 19 firms have been honored since 2012. | Lease Expiration Database | The Lease Expiration Database is a staff tool developed by OED that identifies the expiration dates of commercial leases within Denver. |
| Gentrification Study | This OED study examined involuntary displacement and provided recommendations of City strategies to mitigate negative impacts of involuntary displacement while still capturing the positive impacts of neighborhood reinvestment. | Metro Denver EDC | The Metro Denver Economic Development Corporation, an affiliate of the Denver Metro Chamber of Commerce. |
| GES | Denver's Globeville, Elyria and Swansea neighborhoods. | Middle Skill Employment | Middle Skill Employment sectors encompass growth industries with high concentrations of open positions that pay a livable wage and require a year or less of formal training after high school. |
| GES Non-Profit Collaborative | Grassroots committees originally formed to address the impacts and potential benefits of the I-70 transition have been expanded under this collective impact-driven umbrella of the Mile High United Way to address a wide array of commercial, social, educational, and cultural initiatives that can align and amplify resources around broader GES issues such as healthy food access, entrepreneurship, employment and housing. | Mile High Connects | A Denver-based partnership of private, philanthropic and nonprofit organizations committed to developing inclusive, affordable, livable communities within walking distance of transit. |
| GIS | Geographic information systems are designed to capture, store, manipulate, analyze, manage and present all types of geographically referenced data. | MWBE | A minority- or woman-owned business enterprise certified by OED in order to increase the inclusion of such firms in public construction and construction-related projects. |
| Housing Denver | Housing Denver is the city's long-range affordable housing plan, spanning from 2015-2019. | | |
| HUD | The U.S. Department of Housing and Urban Development. | | |

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| NDCC | In early 2013, Mayor Hancock recognized the need to align all of the efforts in Globeville, Elyria and Swansea under one coordinated vision as part of creating a world class city. The resulting North Denver Cornerstone Collaborative (NDCC) is a coordinated effort to ensure integrated planning and deliberate connections among converging projects. The NDCC has six major redevelopment and infrastructure projects taking place: the NWC, I-70 reconstruction, RTD station developments, Brighton Blvd. redevelopments, River North, and GES neighborhood plans. | Section 3 Business Concerns | A business that is majority owned by Section 3 residents or a third of its full-time employees are Section 3 residents, among other criteria. A Section 3 resident is a resident of public housing or low- or very-low income person. |
| | | Sun Valley District | One of the eight neighborhoods of the West Denver Renaissance Initiative, designated as an eco-district as defined by a national initiative and therefore specifically focused on improving the infrastructure and physical, built environment of Sun Valley. |
| NWC | The National Western Center. | Super Sophomore | A second-semester freshman in the Denver Public Schools who is deemed by the faculty to be one of the brightest at-risk students, with good grades, steady attendance and a great attitude. |
| OED | The Denver Office of Economic Development. | | |
| OEDIT | The Colorado Office of Economic Development and International Trade. | TEC-P | The Technology Employment in Colorado Partnership is a regional program to connect the long-term unemployed and underemployed with information technology and advanced manufacturing careers. OED serves as the fiscal agent of this four-year project, which is funded through a \$6.2 million federal grant. |
| OJT | On-the-Job Training is a workforce development program that enables participants to earn while they learn. | | |
| PESCO | The Panasonic Enterprise Solutions Company. | | |
| Preservation Database | A web-based preservation database tool that identifies through GIS technology the expiring covenant-restricted units by address and provides ownership contact information. | Textura | A financial software system used by the city and at DIA to manage electronic payments. |
| REDI | The Real Estate Diversity Initiative—a partnership between the OED and the Colorado District Council of the Urban Land Institute Colorado—is a mentor-protégé program for women and minorities interested in the real estate development field. | TiE Rockies | TiE Rockies is the Colorado chapter of the TiE network, a global organization that fosters entrepreneurship. |
| RFP | Request for Proposals. | TOD | Transit-oriented development refers to mixed-use areas, generally blending commercial and residential, designed to maximize access to public transportation. |
| RNO | Registered Neighborhood Organizations are groups formed by residents and property owners within a neighborhood who meet regularly and whose organizational and contact information is kept on file with CPD. | UCD | The University of Colorado at Denver. |
| RTD | The Regional Transportation District. | Unit Affordability | Measured in years, Unit Affordability shows the level of affordability produced through affordable housing investments. Unit Affordability is equivalent to the number of affordable units multiplied by number of years covered under affordability covenants. |
| SBA | The U.S. Small Business Administration. | USDA | The U.S. Department of Agriculture. |
| SBDC | The Denver Small Business Development Center located within the Denver Metro Chamber of Commerce. | West Denver Renaissance Initiative | A new collective impact and multi-neighborhood redevelopment partnership for which OED is providing administrative/staff funding and that includes the DHA, the Gates Foundation, The Denver Foundation, and Mile High Connects. |
| SBIC | Small Business Investment Companies are privately owned and managed investment funds, licensed and regulated by the SBA, that use their own capital plus funds borrowed with an SBA guarantee to make equity and debt investments in qualifying small businesses. | | |
| Section 3 | This program requires that to the greatest extent feasible, recipients of HUD financial assistance provide job training, employment, and contracting opportunities for low- or very-low income residents and businesses in connection with projects in their neighborhoods. | | |

RETENTION

Strategic Relationships

Identify and prioritize up to 500 firms that contribute to Denver's core economy (Strategic Firms) and assign them to a BDR to regularly monitor and strengthen OED's relationship with them

Annual Reception

Co-host an annual reception inviting CEOs of Denver's largest employers to an event at one of Denver's premier venues

Civic Engagement

Encourage and facilitate greater civic engagement by Denver's corporate leadership

Lease Expiration Database

Switch the existing Lease Expiration Database from quarterly CoStar database to ongoing OED lease expiration database that: (i) tracks the top 500 Strategic Firms; (ii) includes tenant mapping; and (iii) is incorporated into an early warning system

Gazelles

Continue the Gazelle program, which recognizes Denver's fastest growing and most promising companies

Board Representation

Continue strategy to encourage and increase women representation on Denver-based corporate boards

STRATEGIC INITIATIVES

→ Maintain at least 415 firms with greater than 500 employees

→ Develop a contact and relationship database of Strategic Firms with trackable next steps

OUTCOMES

PARTNERS

DDP, B-Labs, Colorado Women's Chamber of Commerce, Women's Leadership Foundation, Metro Volunteers, Denver Office of Strategic Partnerships, Mayor's Office, CTA, local commercial property owners, developers, and brokers

Business Development

Through both public and private investment, the coming revitalization of the National Western Center will globally brand Denver as the hub of 21st century agribusiness research and education. It is this same, timeless theme of planting and cultivation that also defines our community-wide philosophy of recruiting, rewarding and retaining all companies here. Every turn of the season brings forth fresh opportunity to grow our employer base, enrich opportunities for job growth, invite new companies into the mix, and ensure a robust future for the businesses already strongly rooted to this place.

Just as Denver has exceeded even its own predictions for growth in recent years, so must our efforts toward balancing old strategies with new approaches while investing in critical infrastructure that will sustain this rich environment for business. The technology industry continues to thrive in Denver, attracting eager young talent as it creates exciting, lucrative jobs that literally didn't exist a decade or two ago.

Economic development is a steady, constant discipline of applied fundamentals—listening to every employer, grooming our talent pool for tomorrow, making and using connections throughout the commercial spectrum, and always scanning the landscape for opportunities.



RECRUITMENT

Opportunity Leads

- Develop a Google Alerts tool, process and personnel that alerts BDRs of significant events that can lead to potential business recruitment opportunities
- Identify and outreach to international companies looking to expand into the United States
- Determine specific target companies to recruit based upon an analysis of Denver's core industry concentration strengths

Growth Industries

Actively recruit within the Active Lifestyle, Outdoor Recreation, Digital Health and Agribusiness industries

Landlords & Commercial Brokers

Continue to strengthen strategic relationships with Denver's largest landlords, commercial brokers and real estate developers and designate one point of contact at OED

Lease Expiration

Obtain lease expiration data in competing cities outside of Colorado; and send recruitment marketing materials to companies headquartered in such competing cities that are in any of Denver's top 10 industry clusters and whose leases are expiring within 24 months

Industry Trade Groups and Chambers of Commerce

Active participation by BDRs in all major chambers of commerce and industry trade groups of Denver's largest industry sectors

Site Selection

Maintain strategic relationships with leading site selectors

- Actively pursue at least three companies from targeted growth industries resulting from proactive leads

Metro Denver EDC, Denver Metro Chamber of Commerce, local trade and business organizations, innovation/expansion centers and groups, CO-Active, CTA, OEDIT, local commercial property owners, developers, brokers, national and local site selectors and commercial real estate firms, key business partners and leaders, CPD, Dept. of Finance

INTERNATIONAL

Attract Foreign Direct Investment

Develop and market an economic zone by incorporating existing and new federal, state and local tax incentives and programs in specific areas of the city to encourage global business development

Increase Exports

- Identify opportunities for, and encourage the development of a manufacturing and innovation hub in Denver
- Support the development of a collaborative workspace with digital and traditional fabrication tools, classes, events, and professional consulting services
- Support efforts that address the real estate needs of manufacturers and suppliers that are attracted to Denver due to the prevalence of manufacturing training programs at local trade and community colleges
- Identify export-ready companies that currently provide the types of goods or services in high demand within any of Denver's top five trading partners (**Export Companies**); actively assist such Export Companies at gaining access to international trade markets; and publish a white paper for other Export Companies to utilize for their own international growth strategies

Connectivity

Continue to partner with, and support DIA's international route development strategy

Welcoming Environment

Support and facilitate the work of the International Advisory Council to make Denver a more globally competitive, connected and welcoming city

- Export Company begins export activities into targeted foreign market
- Begin construction of a manufacturing hub in Denver
- Recruit at least one international company to an economic zone

International Advisory Council, DIA, OEDIT, World Trade Center, EGTC, Community College of Denver, Metropolitan State University, CAMA, Fourfront, U.S. Department of Commerce, University of Denver, University of Colorado at Denver, Denver Public Works

STRATEGIC INITIATIVES

OUTCOMES

PARTNERS

STRATEGIC INITIATIVES

OUTCOMES

PARTNERS

Small Business Advocacy

“If you’re starting up, start here!” is the rallying cry of The Commons on Champa, the exciting public-private collaborative space for entrepreneurs that opened last year with the Downtown Denver Partnership, Colorado Technology Association and OED as founding partners. But, the same slogan could well serve as our community-wide philosophy around a range of small business-boosting initiatives.

Growing jobs organically is the perfect strategy to complement corporate recruitment and retention, since together they ensure a rich tapestry of opportunities for a growing population. Our unwavering goal is that everyone can engage with this economy to their fullest potential, from sole proprietor to a small crew or the major division of a global entity, from service provider or senior executive.

A vibrant startup climate is self-perpetuating, continually re-inventing itself with tireless energy, since growing firms and successful entrepreneurs naturally mentor new smaller firms. Our resources launching Colorado’s newest business association for leisure outdoor manufacturers is a prime example of seeding this fertile climate, as is our focus on quantifying and celebrating our appeal for venture capital.

We guide small, disadvantaged businesses to a wider world of contracting opportunities; a portion of the work on public construction projects must go to small, minority- and women-owned companies. We’re also opening new doors internationally with market research on behalf of firms ready to go global.



ACCESS TO CAPITAL

Venture Capital

(i) Publish the Denver Venture Capital Report to include an analysis and strategy of increasing early-stage capital attraction to Denver startups; and (ii) continue to support the Colorado Venture Summit with personnel resources

Biz Plan Competition

Significantly enlarge the funds for the JumpStart BizPlan Awards and increase participation by actively recruiting companies to compete for cash and in-kind services

Small Business Loan Fund Pilot

Pilot a near-equity fund that can be leveraged with institutional early stage venture funds to support Denver-based startups

SBIC funding

Encourage the creation of a local/statewide SBIC program with local venture and funding partners, including the potential coordination with other existing business development funding approaches

STRATEGIC INITIATIVES

→ Underwrite at least two loans from near-equity fund pilot

OUTCOMES

PARTNERS

Innosphere, CTA, Colorado Venture Summit, Access Venture Partners, Accion, Applt Ventures, Business Catapult Ventures, DDP, Deloitte, Denver Media Services, Denver Foundation, dovetail solutions, DPL, Galvanize, Junior Achievement-Rocky Mountain Inc., Polsinelli, Rockies Venture Club, SBDC, TiE Rockies, U.S. Bank, UCD Jake Jobs Center, USPTO, ViaWest, Vista Ventures

ACCESS TO CUSTOMERS

MWBE Program

- Develop the systems and capability to track, project and publish, on a monthly basis, the MWBE participation rates, by certification type, on all substantial projects
- Develop a comprehensive compliance program to train DSBO staff on B2G, Textura and LCP Tracker
- Partner with DIA to invest in software that enables DSBO to obtain payment information immediately from Textura so it can begin tracking MWBE participation rates more accurately and timely

Section 3

- Collaborate with Division of Workforce Development to: (i) define Section 3 eligible residents; (ii) develop method of tracking customers in Connecting Colorado; and (iii) post open positions in Connecting Colorado
- Develop a qualified database of MWBE firms and HUD Section 3 Business Concerns that interfaces with B2G and can be shared with sub-recipients of HUD funds to better maintain Section 3 compliance

Supply-Chain Matching

- (i) Organize business-to-business matchmaking (**B2B Matchmaking**) between large companies and Denver-based suppliers; and (ii) facilitate the provision of any technical and financial resources necessary to enable the selected small business to obtain, activate and execute the supply chain contract

- Grow at least 30 jobs by increasing utilization of Section 3 firms
- Increase revenues of participating small businesses through OED B2B Matchmaking program by 10% within two years

DIA, industry trade groups

TECHNICAL RESOURCES

JumpStart Academy

Identify up to 20 startup company entrepreneurs, including Innovation Award Winners, and organize a system of partner organizations to provide the following resources: business strategy, mentoring, finance and marketing

Business Innovation Center

Fully activate The Commons on Champa by partnering with service providers and developing 40 hours/week of business resource programming

Resource Directory

Complete a citywide business services scan of public and private resources that provide customer acquisition, business planning or workforce development assistance (**Technical Assistance**); and partner with education, foundations, banks/ lenders and service providers to implement a strategy that addresses any existing gaps in business Technical Assistance

Active Lifestyle Business Sector

(i) Foster Denver's active lifestyle sector, through coordination and participation in business support organizations and by working directly with lifestyle sector businesses; (ii) develop tools and strategies to meet business needs; and (iii) identify business recruitment targets

Technical Support and Assistance

After pre-review, an OED lending specialist (and the Client's BDR) will work with the small business to identify capital needs and technical resources to meet the business's goals

- Fully activate The Commons on Champa as both a physical and virtual center for entrepreneurship and small business growth

SBA, Innosphere, Blackstone Entrepreneurs Network, CO Active

STRATEGIC INITIATIVES

OUTCOMES

PARTNERS

STRATEGIC INITIATIVES

OUTCOMES

PARTNERS



Housing

Denver’s legendary quality of life is not an accidental fact of nature. It must be continuously created and sustained for all who live here. Healthy neighborhoods and a robust range of safe, affordable housing options are two elements that establish a solid foundation for the promise of economic mobility. Add in our commitment to build tomorrow’s workforce and our programs to foster growing employers, and the ultimate sum of OED’s mission touches upon elements of what makes life here desirable: economic opportunity, safe and vibrant neighborhoods, and a place to call home.

Denver’s housing affordability gap can eclipse our economic progress, and therefore the OED is committed to the preservation, rehabilitation and creation of affordable housing. There is no one-size-fits-all, but a combination of solutions to protect existing affordable stock while we encourage the incorporation of affordable units into every development plan.

In an ironic juxtaposition of prosperity and economic inequality, Denver’s rents and housing values have risen so dramatically that some companies find it difficult to recruit talent who can afford to live here. Our goal is that safe, livable housing units exist not just for those in poverty, people with special needs, and the low-income elderly, but for every early-career professional and middle-income worker whose essential efforts fuel this economy every day.



NEW CONSTRUCTION

Mayor’s 3x5 Initiative

Support the development of at least 600 additional affordable and workforce housing units through public, non-profit, and private partners

Westwood

Redevelop Shady Nook and Belmont housing into sustainable and affordable communities

Elyria Swansea/Globeville

Begin construction on an environmentally sustainable, mixed-income, mixed-use, transit-oriented development at 48th & Race

Home Ownership

Develop and pilot financing tool(s) for affordable homeownership, looking to best practices from peer cities

For-Sale Housing @ TOD

Pilot a for-sale housing development at TOD locations in Five Points, Stapleton and/or Sunnyside neighborhoods

Design Standards

Pilot one housing development project in which OED actively: (i) engages in design guidelines; (ii) engages in cost containment for housing development projects; (iii) partners with CPD and Parks to invest in infrastructure around the project that supports healthy lifestyles and economic opportunity

STRATEGIC INITIATIVES

OUTCOMES

- Development of a condominium project at TOD
- 600 units supported from the OED investment pipeline

PARTNERS

RTD, CHFA, CDH, DURA, DHA, development partners, community organizations

FINANCE

Preservation

Implement a comprehensive affordable housing preservation strategy utilizing \$2M of allocated general fund money

Land Banking

Develop and pilot financing tool(s) for land banking and identify vacant parcels in high priority areas designated by the Gentrification Study

Project-Based Voucher

Develop and pilot financing tool(s) for mixed-income housing opportunities similar to a project-based voucher program in which specific units are deed restricted within a larger development (**Mixed-Income Housing Pilot**)

Partnerships

Identify opportunities to collaborate with internal agencies on development and implementation of city plans and initiatives, including Blueprint Denver, Denver's Road Home and NDCC; and improve the alignment and coordination of existing related OED investments

Housing Agency Alignment

Collaborate with CDH, CHFA, and DHA to align housing priorities and develop a common funding application

Regional Housing Summit

Host second annual Denver housing summit to report on progress made to address key housing issues identified in Housing Denver

STRATEGIC INITIATIVES

OUTCOMES

- Preserve the affordability of a majority of near-term covenant restricted units
- Create at least 100 years of Unit Affordability under the Mixed-Income Housing Pilot program

PARTNERS

Enterprise Community Partners, Mile High Connects, CHFA, CDH, HUD, Mayor's Office, DHA, Denver's Road Home, DURA, DDP, CPD, Blueprint Denver Task Force, DHS, Department of Finance

POLICY & INFORMATION

Fair Housing

- Develop a community participation plan that supports analysis of fair housing and impact of current investments and programs on community residents
- Analyze demographics of current residents of income-restricted units, compare to demographics of cost-burdened population, and explore strategies to reach underserved populations
- Update 2006 analysis of income-restricted housing density vs. overall housing density to help guide affordable housing investment decisions
- Build on existing Preservation Database to create a housing map tool that can help guide affordable housing policy and investment decisions

Resident Information

Create webpage for potential residents with a variety of resources to improve residents' access to information about the availability of income-restricted units

Inclusionary Housing Ordinance

- Develop a GIS-friendly database of all IHO units by address and covenant expiration date
- Develop compliance and monitoring policies for non-federal housing investments
- Develop strategy and priorities for recapturing IHO final sale funds when initial 15-year covenants expire
- Partner with the non-profit housing counseling agencies to provide customer-based education on the IHO program

Gentrification

Develop and formalize inter-agency collaboration around implementation of the recommendations from the Gentrification Study

STRATEGIC INITIATIVES

OUTCOMES

- Develop a variable needs tool that identifies demands for affordable housing, categorized by neighborhood groups, bedroom count and income levels

PARTNERS

Local financial institutions, HUD, managers of income-restricted units, development partners, community partners, housing counseling providers

TARGET NEIGHBORHOODS

Globeville/Elyria-Swansea

- Redevelop 4400 Lincoln consistent with community needs and interests
- Partner with CDOT to finance the environmental mitigation of homes most impacted by the I-70 expansion
- Encourage for-sale, housing development
- Issue RFPs to address food insecurity in GES and arrange for financing the winning applications (GES Food Challenge)
- Provide relevant and comprehensive training and case management services that prepare GES residents to access jobs created by I-70 expansion, redevelopment of the NWC and redevelopment of GES
- Develop new licensed child care facilities in targeted neighborhoods

Northeast Park Hill

Encourage, finance and support development ideas identified in the 2015 REDI program

Sun Valley

Partner with DHA to develop the headquarters of the Sun Valley Eco-District, the operation center for the West Denver Renaissance Initiative

Westwood

Support the creation and expansion of healthy food retail in the Westwood neighborhood

Five Points

Support the redevelopment of: (i) the Rossonian Hotel; (ii) for-sale, affordable housing development; and (iii) a fresh food grocery store on the Welton Corridor

Montbello

Assist property owners and existing businesses with making shopping center enhancements to attract and create improved retail opportunities along important commercial corridors

STRATEGIC INITIATIVES

OUTCOMES

- Mitigate at least 75 homes most impacted by I-70 expansion
- Begin development of 100 affordable units in GES

PARTNERS

Mile High United Way, University of Denver, DHA, NDCC, EGTC, Five Points Business District, Revision International, CDOT, Habitat for Humanity, DURA, CHFA/CO4F, CSU Extension, King Soopers

Neighborhood Development

In parallel to investments in housing, OED makes grants and loans for a range of neighborhood projects throughout a defined target list of underserved and distressed areas. Neighborhood projects are important components to a much larger enrichment strategy.

The latter perspective has led to an integrated approach to focus in neighborhoods like Sun Valley, Westwood and Globeville-Elyria/Swansea, where numerous concurrent projects spanning the categories of capital improvements and seed funding combine into a true and more lasting change. The desire for public investment throughout Denver is rarely in question, but the compelling proposals we respond to are those that leverage grassroots assets to create systems that are truly sustainable over time.

Mindful that cross-sector partnerships are essential, we work to identify, analyze and help redevelop brownfield sites up and down the South Platte River; our role is to remove barriers to private investment. We're also tackling multi-dimensional issues like food insecurity and healthy food access, again with an ambitious approach to ignite community engagement around active participation in solutions rather than merely funding what we can directly.



STRATEGY & POLICY

Collective Impact

Collaborate with city agencies, nonprofit organizations, residents and foundations to develop and begin implementing a collective impact framework

Speaker Series

Invite national speakers to address the OED and a diverse group of the city's top business, government and civic leaders on various economic development topics

Community Wealth Building

Encourage equity ownership of local residents by supporting and financing Co-ops and ESOPs

Early Childhood Education

Expand the capacity of current FFN caregivers to address family needs, such as home instruction support to parents of preschoolers

Fresh Food

- Provide technical assistance and financing opportunities to help support healthy food oriented microbusiness development in targeted communities
- Pursue funding opportunities from the USDA, EPA and SBA to leverage a healthy food business program that expands services and increases impact
- Develop and publish a comprehensive food strategy, food systems mapping tool and website to communicate details about food system planning efforts, incentives to support food businesses, and efforts to evaluate collective food system impacts

- Materially increase number of meals cooked at home, and fruits/vegetables consumed for at least 3,000 GES residents

Mile High United Way, GES Non-Profit Collaborative, NDCC, Mile High Connects, Denver Foundation, Enterprise Community Partners, DHA, Rocky Mountain Employee Ownership Center, Rocky Mountain Farmers Union, Slow Food Denver, Eat Denver, Denver Urban Gardens, LoCo Foods, DPS, University of Denver, Denver Botanic Gardens, Hunger Free Colorado

INTENTIONAL DEVELOPMENT

Development Summit

Partner with DU to showcase the city's priority development opportunities to the development and financial community

Aerotropolis

Assist DIA and PESCO in executing the development of the Smart City opportunity at 61st St Station

East Colfax

Establish a retail incubator and storefront for immigrant-entrepreneurs to manufacture, market and sell goods and services to their Denver community

16th Street Mall

Partner with CPD, RTD and DDP to increase the quality of retailers, safety and positive activity along the 16th Street Mall

Revitalizing Neighborhood Retail Centers

Support a pilot revitalization of a retail center, focusing on meeting neighborhood shopping and dining market

Grant Funding Opportunities

Actively seek and pursue grant and other funding opportunities for enhancing and enlarging OED's community economic development programs and projects

Open Space

Support the development of new park land and enhance amenities in existing parks within target neighborhoods

- Raise at least \$3M of outside grant funding
- Host at least two retail opportunity events that lead to at least one retailer locating to the respective retail center

WalkDenver, Imbibe, Arts and Venues, RMMFI, DRI Goods, The Denver Foundation, RNOs, Denver Parks and Recreation, NDCC

STRATEGIC INITIATIVES

OUTCOMES

PARTNERS

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OUTCOMES

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Workforce Development

Record-low unemployment has brought critical focus to the workforce skill gaps that could threaten our economic vitality. Businesses start here, move here, and expand here due to our educated population, young professionals, and enviable lifestyle — but if employers can't find the talent they need, the story could shift dramatically.

Students, displaced workers, mid-career transitions, veterans: today's jobseekers need exposure to tomorrow's sustainable careers and guidance to stackable credentials. For some, 1:1 coaching and custom training plans are the answer; for others, it may be digital literacy to compete for jobs paying a livable wage. We offer encouragement that economic mobility can be so much more than just that next paycheck, but with education and attainable goals, a genuine way forward.

We help minimize employers' risk associated with hiring Denver's most vulnerable populations. Our customized services to ensure successful hiring include recruitment and screening, assessing basic skills, and wage subsidies.

Our mid-year transition to a new service delivery model will be a massive undertaking involving engaging multiple contractors, blending technology platforms, defining performance standards, and establishing a new framework of internal management staff, all while maintaining a seamless level of customer service to the community.



CHANGE SERVICE DELIVERY MODEL

Request for Proposals

Issue and evaluate RFP to deliver workforce development services in the following three areas: (i) comprehensive, one-stop operator; (ii) youth services; and (iii) delegate agency/innovative program design

New Service Delivery Model

Transition into new service delivery model with external contractor-partners by: (i) launching new data system; (ii) transferring files; (iii) implementing Lean techniques; (iv) identify and secure facility-space in strategic locations throughout the city; and (v) develop, coordinate and implement training of contractors

New Workforce Development Team

Create a new OED workforce development team to support the new service delivery model by hiring and/or re-hiring existing staff (preferred) and new employees whenever necessary

Support Workforce Partners

Create multidisciplinary approach to support contractors, including a 1:1 liaison from DHS for comprehensive services

STRATEGIC INITIATIVES

→ Transition into new service delivery model with external contractor-partners by July 1, 2016 (beginning of 2016 program year)

OUTCOMES

DHS, Denver Workforce Development Board, Denver Office of Strategic Partnerships, contractor partners

PARTNERS

IMPROVE DATA SYSTEMS & METRICS

Metrics

- Determine key workforce development performance metrics for prior three years and establish baseline data for all current and newly proposed metrics
- In collaboration with contractor partners, determine and finalize additional performance metrics for each of their contracts
- Identify and/or develop the appropriate data collection/reporting systems technical architecture

Integration of Data

Implement a platform that integrates data from both CDLE's Connecting Colorado and CDHS' Colorado Benefits Management System

Strategic Planning

(i) Draft and adopt a four-year strategic plan for the Denver Workforce Development Board; (ii) draft and adopt new local and regional four-year workforce development plans; and (iii) strengthen relationship with the Denver Metro Chamber of Commerce and the Metro Denver EDC around workforce issues

- Materially and substantially improve year-to-date workforce performance metrics
- Adopt a new local four-year strategic workforce plan that includes trackable metrics
- Create a logic database with the ability to link provider outcomes and activities through program funding requirements

Denver Workforce Development Board; Denver Metro Chamber of Commerce; Metro Denver EDC

WORKFORCE INITIATIVES

Career Pathways

Continue alignment of Career Pathways for the highest demand occupations

Customized Recruitment Service

Pilot a scalable program with a large employer to fill entry-level positions of Middle Skill Employment and develop a scalable, repeatable and customized recruitment strategy

Denver Public Library

Expand the partnership with DPL to: (i) provide workforce development services at library locations in areas with workforce development service area gaps; (ii) deliver effective youth programs; (iii) connect customers to the Career Online High School; and (iv) provide technology training for the TEC-P program

Veteran Programs

Design customized curriculum to identify occupations and employers that are the best match for military work experience and connect veterans with jobs

Industry-Focused Training Programs

Continue to enhance sector partnerships in Middle Skill Employment industry sectors; and support industry-focused ITA and on-the-job training for Middle Skill Employment

Youth

- Continuation of the Super Sophomore program
- Partner with DSST to provide low-income, graduating seniors with a scholarship to attend coding academy
- Partner with industry and DPS to support career and technical education programs in Middle Skill Employment sectors

- At least 350 youth receiving summer employment and/or training experience
- Increase business services company partnerships for individual and customized workforce services by 30%, and increase business satisfaction survey results to at least 90%

DPL; Colorado Department of Corrections; DPS; DSBO; DIA; Mayor's cabinet; DHS

STRATEGIC INITIATIVES

OUTCOMES

PARTNERS

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OUTCOMES

PARTNERS



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