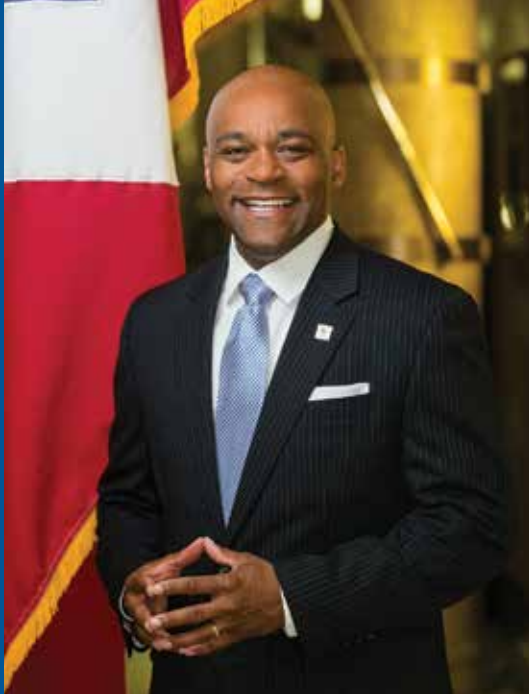


JumpStart 2017

2017 Strategic Plan | Denver Office of Economic Development



A MESSAGE FROM THE MAYOR



After six successful years, JumpStart has become more than an annual strategy, it is a statement of values for how Denver builds a local economy that secures our community's legacy and maintains our city's unique character in the years ahead. In 2017, our eyes are squarely focused on taking the necessary strides to help ensure that all residents, no matter their station, have the opportunity to benefit from Denver's vibrant economy.

Opportunity and success are plentiful here, and it is our mission to ensure that the quality of life so many enjoy is within reach for everyone who calls our city home. Economic place-making is always a balance of competing interests. Through daily efforts to secure the common good, a guiding principle for my administration is to keep an eye on the most vulnerable or underserved and providing the opportunity to build a successful present and future for themselves and for their families.

It will take a multi-faceted approach to not only continue to grow our economy as a whole, but provide for that hand up to those for whom our city's prosperity remains just out of reach. One theme throughout this document is recognizing the connectedness of seemingly individual projects — like how healthy food access strengthens a neighborhood's workforce, or how stable housing boosts students' academic success.

Denver is committed to lifting up its least advantaged with tangible tools. We're involving more resident voices than ever before and redoubling our efforts for cross-sector collaboration. Ours is a diverse city with people passionate about a large spectrum of issues, but one value we all can share is economic equality and access to opportunity.

Michael B. Hancock
Mayor

A MESSAGE FROM THE EXECUTIVE DIRECTOR



The role of our agency is to take the Mayor’s vision for Denver’s economic future and turn this vision into executable investments and programs across a broad landscape of housing, workforce innovation, and business investment — all while making sure that we are effective stewards of public dollars.

We’ve thoughtfully identified goals for JumpStart that we believe will make the most of the opportunities before us. You can see that OED’s purview is unusually wide, including nurturing entrepreneurship, affordable housing and transit-related projects, business recruitment/retention, and strategic lending along with workforce innovation.

Denver enjoys one of the strongest growing economies in the nation, underscored by *U.S. News & World Report’s* 2017 listing with Denver as a top “Best Place to Live” — based on employment opportunities, cost of living, and access to top-quality education and health care.

This is indeed Denver’s time. Our diverse industry sectors position the city strongly for continued success, including foreign investments and increased exports.

We encourage your review of our ambitious plans, and welcome your support.

A handwritten signature in black ink, appearing to read 'Paul Washington', with a stylized flourish at the end.

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 and education.

About JumpStart

As an annual roadmap for the city’s strategic economic development, JumpStart provides a signal to the community as to where the OED will invest its resources and focus. Within JumpStart, 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.



*Economic
Mobility*



Housing



*Business
Development*



*Business
Innovation*



*Workforce
Development*

Acronym Reference & Definitions

Arapahoe Square

A redevelopment/opportunity area within the Five Points neighborhood.

Assessment of Fair Housing

HUD now requires that states and local jurisdictions that receive direct Community Development Block Grant (CDBG) funding conduct a standardized assessment, which then informs the strategies and actions of the entity's Consolidated Plan and the Annual Action Plan. This new rule is designed to improve community planning in order to overcome fair housing issues.

BDR

An OED Business Development Representative is an industry-specific professional who coaches new and existing firms to tap into available city programs as well as navigate rules/regulations.

Blackstone Entrepreneurs Network

The Blackstone Entrepreneurs Network (BEN) strengthens Colorado's entrepreneurial ecosystem by connecting high-growth CEOs with serially successful entrepreneurs and community resources; the Blackstone Group is a national private-equity firm whose charitable foundation launched BEN with \$4 million in 2014.

Cadence of Opportunities

The strong upside potential for business revenue and employment due to multiple, overlapping major public projects in Denver over the next decade.

Career Pathways

Collaborative programs and services intended to continuously 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.

CAVE

The Colorado Alliance for Veteran Entrepreneurship.

CDH

The Colorado Division of Housing.

CDOT

The Colorado Department of Transportation.

CHFA

The Colorado Housing and Finance Authority.

COActive

Launched and funded in part by OED, a trade association dedicated to fueling the growth of active lifestyle manufacturers throughout the city and state.

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.

Colorado Venture Summit

Co-founded by OED, this annual event brings together founders and CEOs of venture-backed tech companies and VC investors, with curated attendance at an exclusive Main Event and a popular evening party open to all tech entrepreneurs, regardless of company stage, as well as angel investors.

Commons on Champa

A public venue/campus for entrepreneurship offering high-quality programming, advanced technology, advisory sessions, networking and other resources at low-or-no-cost to all entrepreneurs. Founded jointly by OED, the Downtown Denver Partnership and the Colorado Technology Association, it is located at 1245 Champa St.

Competing Cities

Those cities outside of Colorado that OED determines are regularly mentioned as sites of interest during conversations with companies being recruited to locate or expand here..

C04F

The Colorado Fresh Food Financing Fund.

CPD

Denver's Department of Community Planning and Development.

CTA

The Colorado Technology Association.

DDP

The Downtown Denver Partnership.

Dedicated Fund

The city's newly established fund for affordable housing launched January 1, 2017, with revenue from a development linkage fee and property taxes and estimated to raise about \$150 million over ten years.

Defined Selection Pool

Through this program, a portion of the city's construction and professional design contracts are designated for exclusive bidding by certified small businesses. City entities that have reserved projects under the Defined Selection Pool include Public Works, Denver International Airport, General Services, Parks and Recreation and Environmental Health.

DEN

Denver International Airport.

DEH

Denver's Department of Environmental Health.

Denver Housing Advisory Committee

The community-based committee with appointees approved by Denver City Council that provides essential strategic input on uses of the Dedicated Fund. Recommendations from the group will help inform annual affordable housing budget priorities and three- to five-year comprehensive housing plans for the city.

Denver's Food Vision

A comprehensive approach to further develop Denver's food system and the first document of its kind for Denver, this OED-led project includes priorities, strategies and winnable goals to provide direction related to land use, public investment and public-private partnerships while focusing on the multiple ways food makes Denver more inclusive, healthy, vibrant and resilient.

Denver Venture Fund

A new public/private \$1 million early-stage capital fund being established by OED that is privately funded and co-managed.

DHS

Denver Human Services.

Disconnected Youth

Teens and young adults aged 16-24 who are not in school and not working.

Disparity Study

A fact-based study required by the U.S. Supreme Court to determine whether actual underutilization of qualified firms that are ready, willing and able to contract with a governmental entity (i.e. the city) has occurred.

DPS

Denver Public Schools.

DSBO

OED's Division of Small Business Opportunity certifies a range of small and disadvantaged firms to help them compete for public contract opportunities, and monitors compliance to established goals for participation in such projects.

DSBO Goals Committee

A community-based group of disadvantaged business owners who helps the city set goals for the inclusion of such firms in public construction and construction-related projects.

DSST

Denver School of Science and Technology, a six-campus public charter school in partnership with Denver Public Schools with curriculum targeting science, technology, engineering and math.

Economic Zone

Defined by income and demographic factors, an area 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.

Emerging Business Enterprise Pool

Launched in 2015, a city program that enables certified small businesses with annual gross revenues under \$50,000 to bid on public projects.

Export Companies

Local firms that are now exporting to or who are nearing the export-ready stage to any of Denver top trading partners (Canada, Mexico, China, and Japan).

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 of Family Friend and Neighbor caregivers and small child care centers.

Gazelles

Annually designated companies recognized by OED for their rapid growth rates, job creation, and investment capital.

GES

Denver's Globeville, Elyria and Swansea neighborhoods.

GES Food Challenge

An OED funding opportunity of grants and loans to innovative projects to address a range of problems regarding healthy food access in the Denver neighborhoods of Globeville and Elyria-Swansea, awarding grants to projects addressing one or more aspect of healthy food education, fresh food retail, or food-related microbusinesses, combined in some cases with competitive loans.

Growth Industries

Active Lifestyle, Digital Health, Agribusiness, Internet of Things, and Finance.

Housing Denver

Denver's five-year strategic plan for affordable housing covering the period 2015-2019.

HQ

As part of the OED's business recruitment efforts, sites outside of Colorado where there are headquarter offices of firms considered a potential for expansion or relocation here.

Inclusionary Housing Ordinance (IHO)

Designed to help counter market forces with the needs of workforce and low-income residents, the IHO requirements on projects as of January 1, 2017 have been replaced by a development/linkage fee.

Innosphere

A nonprofit entrepreneurship incubator.

International Advisory Council

A cross-sector group of business, business services, nonprofit and public sector leaders with expertise in international commerce who advise OED in its efforts to promote Denver firms and help them develop new markets globally.

ITA

An Individual Training Account may be awarded to a jobseeker through an application process, used specifically to gain or improve skills for employment in defined, high-growth industries.

Mayor's 3x5

A challenge made by Mayor Hancock in July 2013 for Denver's development community to add 3,000 net-new affordable housing units by July 2018.

Mentor-Protégé Program

An OED initiative of carefully matched pairs of firms, including certified MWBEs paired with larger general contractors, so that the shared technical and professional expertise will help guide the smaller firms along their growth trajectory.

Metro Denver EDC

The Metro Denver Economic Development Corporation is an affiliate of the Denver Metro Chamber of Commerce.

Middle Skill Employment

Job/career opportunities in growth industries that pay a livable wage and require a year or less of formal training after high school.

Mountain Plains MSDC

The Mountain Plains Minority Supplier Development Council.

MWBE

A minority- or women-owned business enterprise certified by OED in order to increase the inclusion of such firms in public projects.

National Western Center (NWC)

A transformation of the National Western Complex and Denver Coliseum sites into a year-round destination and regional asset, enhancing these current Denver landmarks for the next 100 years and including 250 acres of redeveloped land, designed to boost Denver's global standing as a world-class hub for agriculture and innovation.

NDCC

Launched in 2013, the city's North Denver Cornerstone Collaborative is a coordinated effort to ensure integrated planning and deliberate connections among converging projects (NWC, I-70 reconstruction, RTD station developments, Brighton Blvd. redevelopments, River North, and GES redevelopment).

NWC NextGen Economic Study

Released in 2016, an analysis that explores the National Western Center concept beyond entertainment, competition, and education and into a spectrum of opportunities for future research and innovation related to agriculture technology around food, animal health, and water.

OEDIT

The Colorado Office of Economic Development and International Trade.

OJT

On-the-job skills training and experience that ensures that workers can "earn while they learn," funded with federal dollars administered to employers through local workforce operations based on targeted, high-growth industries.

Operation Perfect Beginnings

A new initiative piloted by Mayor Hancock and OED in 2016 that helps assess strong entrepreneurial potential among disadvantaged high school students, then places a number of the top-ranked youth with a mentor who is a successful local founder in that student's industry of interest.

RTD

The Regional Transportation District.

SBA

The U.S. Small Business Administration.

SBLF

OED's Small Business Loan Fund.

Super Sophomore

A second-semester 10th grader in the Denver Public Schools who is deemed by faculty to be among the brightest at-risk students, with good grades, steady attendance and a great attitude.

TANF

Temporary Assistance for Needy Families is a federal program to help recipients become employed and turn welfare into a program of temporary assistance.

Target Neighborhoods

Globeville/Elyria-Swansea, Five Points, Montbello, Northeast Park Hill, Sun Valley, and Westwood.

TOD

Transit-oriented development in mixed-use areas, generally blending commercial and residential uses, designed to maximize access to public transportation.

ULC

The Urban Land Conservancy.

United Neighborhoods

A collective impact group of organizations and agencies, led by Mile High United Way, that works in GES with a deep commitment to improving opportunities for residents in the areas of affordable housing, workforce development, health and education.

USPTO

The U.S. Patent and Trade Office.

West Denver Renaissance Initiative

A collective impact and multi-neighborhood redevelopment partnership receiving administrative/staff funding through a collaborative including OED as well as the Denver Housing Authority, the Gates Foundation, The Denver Foundation, and Mile High Connects.

WIOA

The federal Workforce Innovation and Opportunity Act passed in 2014.





Economic Mobility

New to our strategy is a catalytic, blended approach to marshal the power of existing and leveraged investments, nurtured entrepreneurship, and grassroots projects in a concerted push to lift up the most vulnerable among us and reduce urban poverty. From career pathways to home ownership programs, the way forward is an integrated approach, called “collective impact.”

There are no obvious boundaries where one aspect of economic mobility begins or ends. OED is in a unique position to effect how access to healthy, affordable food is tied to a thriving neighborhood, how disadvantaged entrepreneurs can be encouraged toward true wealth-building, or even how public/private investment in a neighborhood, while addressing historic neglect, must help preserve the unique, long-standing cultural and commercial climate.



VISION

Economic Mobility Strategy

Develop, publish and begin execution of specific neighborhood economic mobility and anti-displacement strategies for the Montbello, Westwood and GES neighborhoods

Opportunity Sites

Continue to identify, obtain site control, and support development of strategic properties to catalyze economic and neighborhood investment

Collective Impact

Continue to participate, promote and align priorities and investments with GES and West Denver collective impact organizations

Technical Assistance

Develop technical assistance programs in rapidly changing neighborhoods to help stabilize/expand existing businesses and assist residents to create new businesses capitalizing on changing market demands

National Western Center

- Complete a comprehensive business development strategy for creating an innovative, globally-focused agribusiness center in GES
- Support and establish a business innovation and laboratory center to accelerate the formation and growth of agribusiness, resource technologies and other globally focused businesses
- Develop a 10-year workforce development plan for GES, linking training and job access to agribusiness and other employment opportunities

Disparity Study

Define a scope, seek a qualified consultant, and undertake a study identifying disparity in local business opportunities by minority- and women-owned enterprises and other disadvantaged firms

STRATEGIC INITIATIVES

- Publish and implement economic mobility strategies targeted on GES, Montbello and Westwood
- Provide funding support for the NWC agribusiness innovation center
- Complete the NWC business development strategy and begin implementation of key early steps

OUTCOMES

United Neighborhoods, West Denver Renaissance Initiative, NDCC, NWC, community partners

PARTNERS

TARGETED NEIGHBORHOODS

Globeville/Elyria-Swansea

- Finance and begin implementation of a cooperative business ownership model for enterprises addressing identified community needs
- Create a pipeline of certified GES childcare providers to boost FFN childcare quality
- Implement plan to reactivate the vacant 4400 Lincoln property
- Pilot a program that prioritizes displaced residents to relocate into newly-constructed units financed by OED
- Continue to support GES Food Challenge projects

Montbello

Identify, market and finance sites for development of a full-service grocery store

Westwood

Finance a cooperative business ownership model for neighborhood-based small businesses that employ Westwood residents

Northeast Park Hill

Encourage, finance and support the redevelopment of 33rd & Holly

Five Points

(i) Support redevelopment of the Rossonian Hotel; (ii) develop a public-private financing model for a parking lot to support a retail development anchored by a fresh food grocery store; and (iii) identify and finance sites to preserve neighborhood-serving retail

Sun Valley

Work with community partners to identify business investment and workforce development opportunities that will lead to Middle Skill Employment for local residents

- Identify and secure a site for a community-owned neighborhood childcare facility in GES
- Begin construction of a full service grocery store in Montbello
- Begin redevelopment of the Rossonian Hotel

United Neighborhoods, West Denver Renaissance Initiative, NDCC, community partners, Five Points property owners, Five Points Business District, Montbello 20/20, Far Northeast Neighbors, Montbello Organizing Committee

STRATEGIC INITIATIVES

OUTCOMES

PARTNERS

ECONOMIC OPPORTUNITY

Neighborhood Business

Support program initiatives and specific business opportunities that will result in increased neighborhood wealth-building, income growth, and employment opportunities for neighborhood residents

Career and Employment Opportunities

- Partner with service providers to conduct an assessment of Montbello, GES and Westwood residents' employment skills, career aspirations and other useful labor data
- Create, and implement an executable strategy to connect residents to the training resources, job opportunities and career pathway models leading to maximizing their economic mobility potential

Healthy Food Access

- Develop an aggregate metric showing the variety, character and changes in food access in Denver neighborhoods
- Implement Denver's Food Vision, in collaboration with stakeholders and partners, to improve quality and increase access to healthy food in neighborhoods of change
- Actively pursue local and national grants, loan funds, and other resources to finance and support collaborative programs, projects and food business development across Denver

Supply-Chain Connections

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

- Fund strong non-profit initiatives to support disadvantaged neighborhood residents
- Complete a labor resources study on OED's three neighborhoods of change
- Fund a sustainability project for increased educational access focused on disadvantaged youth
- Develop a Denver Food Security Index report for all of Denver's neighborhoods

United Neighborhoods, West Denver Renaissance Initiative, NDCC, DEH, community partners

STRATEGIC INITIATIVES

OUTCOMES

PARTNERS



Housing Opportunity

Both record pricing and our supply gap of affordable housing have motivated decisive action on the city's part, but the urgency of tackling Denver's housing climate is only half the story. Tangible progress is also on the rise as housing stakeholders and cross-sector partners help us continually improve our collaboration.

Bold new approaches include Denver's historic dedicated fund for housing, and OED's initiation of mixed-income condo developments at key TOD sites. Amid shrinking federal dollars, we're finding ways to leverage funding further while streamlining cross-sector collaboration. More staff capacity, more local dollars, and more deals mean substantial units will be created and preserved in 2017 after what have already been some of the most productive years for affordable housing in city history.



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

Improving Housing Options

Complete the redevelopment of former mobile home sites in Westwood into sustainable, affordable communities

Addressing Displacement

Initiate and support the development of a new, for-sale, single family affordable housing development in West Denver

Globeville/Elyria-Swansea

Initiate and support the development of at least 56 affordable, single family homes and 168 rental units to help offset residential units lost by the CDOT I-70 expansion

Affordability and Density @ TOD

- **Five Points:** Select a developer, exercise purchase option and begin construction of mixed-income, for-sale housing development at 29th & Welton
- **East Colfax:** Acquire land and motel properties and redevelop into mixed-income housing and mixed-use development
- **Stapleton:** Initiate and support the development of a mixed-income, affordable condominium project at Central Park Blvd. Station
- **Arapahoe Square:** Initiate and support the development of a mixed-income, affordable condominium project in Arapahoe Square

Design Standards

Evaluate and implement best practice policies to ensure high design standards and sustainability on all OED-financed affordable housing developments

STRATEGIC INITIATIVES

OUTCOMES

- Build or preserve at least 600 affordable/workforce housing units
- Develop 56 single-family, affordable homes in GES
- Begin construction of at least 10 affordable condos at 29th & Welton
- Begin condo project in both Arapahoe Square and Stapleton

PARTNERS

CHFA, ULC, RTD, CPD, development partners, community organizations, Forest City, Stapleton Development Corp.

HOUSING FINANCE INNOVATIONS

STRATEGIC INITIATIVES

Dedicated Affordable Housing Fund

Develop competitive application and review process to incent developers to build covenant-restricted affordable units aligned with OED housing priorities using the newly created Dedicated Affordable Housing Fund

Preservation

Develop a public-private financing model with the banking community for the preservation and rehabilitation of expiring, covenant-restricted affordable units

Land Banking

Identify and prioritize parcels throughout Denver to acquire and develop mixed-income communities with covenant-restricted affordable housing

Land Trust

Research the viability of land trust models to support affordable, for-sale housing in target neighborhoods

Project-Based Voucher

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

Housing Finance Agency Alignment

Collaborate with CHFA and CDH to align housing priorities and develop a collaborative, streamlined common funding application process

OUTCOMES

- Begin using a unified housing development application, along with CHFA and CDH
- Complete supportive financing to control at least three additional housing development sites
- Fund a housing preservation public/private financing fund
- Offer the pilot project-based voucher program to preserve at least 25 housing units

PARTNERS

CHFA, CDH, development partners, community organizations, banking community

POLICY & INFORMATION

STRATEGIC INITIATIVES

Comprehensive Housing Plan

In partnership with the Denver Housing Advisory Committee, develop and submit for City Council approval a comprehensive housing plan and strategy

Regional Housing Summit

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

Workforce Initiative

Develop and implement policies for training and encouraging the employment of residents from target neighborhoods on residential and commercial construction projects financed by OED

Fair Housing

- Prioritize future investments in affordable housing to develop mixed-income communities that maximize economic mobility of low- and moderate-income residents
- Conduct community engagement activities for the development of the Assessment of Fair Housing with collaboration from regional partners

Inclusionary Housing Ordinance

Develop an executable process to ensure: (i) recapture of IHO final sale funds when initial 15-year covenants expire; and (ii) proper compliance and monitoring for units in the IHO program

OUTCOMES

- Submit a Comprehensive Housing Plan to City Council
- Host the third annual housing summit
- Establish a pilot program for linking residents of Denver's affordable units to job training

PARTNERS

Housing Advisory Committee, CHFA, development partners, community organizations



Business Development

Anything but complacent, the city is identifying ways to continue to build its competitiveness while thoughtfully protecting its recent gains in employment and income.

OED's diverse approach includes ensuring fertile ground for emerging enterprises, balancing long-range strategic investments with more immediate benefits, and always being mindful of the potential to add jobs.

With one eye on the global marketplace and a finger on the local pulse of core growth industries like manufacturing and tech, this is timeless economic development work balanced with emerging technologies, shifts in marketplace preferences, and new opportunities to showcase our unique natural and built environment to a wide range of prospective employers, entrepreneurs and investors.



RETENTION

Strategic Relationships

Build and maintain a relationship management database of the top influential business partners (Strategic Firms); assign each BDR to develop a measurable strategy to monitor and strengthen OED's business relationships

Civic Engagement

Identify five of Denver's Strategic Firms and facilitate a civic engagement strategy

Business Early Warning System

Develop a quarterly business risk report utilizing lease information and business intelligence

Gazelles

Partner with Blackstone Entrepreneurs Network to continue the Gazelle program, which recognizes Denver's fastest growing and most promising companies

Board Representation

Continue strategy for encouraging and increasing women representation on Denver-based corporate boards by: (i) assisting in the development of candidate pools; (ii) facilitating board member development programs; (iii) making meaningful introductions of women candidates; and (iv) celebrating participating firms

North Denver

Proactively engage with any business impacted by public projects resulting in either a significant business disruption, relocation, or job loss, with a particular focus on the GES, Clayton and Cole neighborhoods

STRATEGIC INITIATIVES

OUTCOMES

- Develop a business database, with staff assignments and specific outcome objectives
- Complete at least five firm-based civic engagement strategies
- Complete a business risk report each quarter
- Name the 2017 class of Gazelles and host a Gazelle alumni event

PARTNERS

DDP, Blackstone Entrepreneurs Network, local chambers of commerce, Women's Leadership Foundation, Mayor's Office, Denver Office of Strategic Partnerships, Metro Volunteers, local commercial property owners, developers and brokers

RECRUITMENT

STRATEGIC INITIATIVES

Opportunity Leads

- Monitor and maintain a lease expiration database of Competing Cities outside of Colorado
- Utilize a web alert tool indicating potential business recruitment opportunities
- Partner with OEDIT and other business partners to identify companies to jointly recruit based upon key relocation/expansion opportunity factors
- Identify national and international trade shows and conferences for OED participation over the next two years

Active Recruitment

(i) Send individualized marketing materials to targeted companies and (ii) organize at least one Denver delegation to visit and recruit in a Competing City

Premium Retail



Elevate the 16th Street Mall (Mall) as a safe, vibrant, premium retail destination by: (i) developing a retail incentive program; (ii) partnering with property owners to identify/recruit major retailers to expand along the Mall; and (iii) utilizing the Mayor and OED executive director to actively recruit such firms through HQ visits

Landlords & Commercial Brokers



Continue building strategic relationships with Denver's largest commercial property owners, brokers and real estate developers

Site Selection

Strengthen OED's relationships with leading national and local site selectors through targeted outreach, regular updates on OED's successes, and personal meetings

OUTCOMES

- Lead a Denver delegation visit to a Competing City
- Develop a list of, and participate in, identified strategic events
- Undertake marketing and outreach to five targeted retailers

PARTNERS

OEDIT, Metro Denver EDC, DDP, CPD, Department of Finance, local commercial property owners, developers, brokers, key business partners and leaders, local trade and business organizations, national and local site selectors and commercial real estate firms, Denver Metro Commercial Association of Realtors

INTERNATIONAL

STRATEGIC INITIATIVES

Foreign Direct Investment



- Develop strategic relationships with economic development counterparts in Dubai, Japan, Germany, Canada, Mexico and England
- Pursue the formation/capitalization of public-private fund that focuses on co-investment strategies in Target Neighborhoods

Business Development

Increase outreach to targeted global firms, through HQ visits, timely follow-up, and identifying specific needs and opportunities for either a U.S. location in Denver or a partner relationship with a Denver firm

Increase Exports



- Identify export-ready companies providing goods/services in high demand within any of Denver's top five trading partners (Export Companies)
- Assist Export Companies at gaining access to international trade markets; publish a white paper for other Export Companies to utilize for international growth
- Develop a comprehensive written report detailing export activity, major trading partners and resources for exporting goods/services

Welcoming Environment



Develop and begin execution of a comprehensive strategy based on recommendations of the International Advisory Council

Support DEN

- Continue to partner with DEN's international route development strategy
- In partnership with DEN, develop a business recruitment strategy designed to increase the amount of air cargo transported out of Denver
- Globally market the commercial development opportunities for the 1,500 master planned acres adjacent to DEN

OUTCOMES

- Participate in three international business development trips
- Complete five firm-based export readiness/marketing strategies
- Publish a Denver export activity report
- Establish business network connection in the primary city for each of the 2017 global trips

PARTNERS

International Advisory Council, OEDIT, DEN, World Trade Center, U.S. Department of Commerce, University of Colorado at Denver, University of Denver, Metropolitan State University, Community College of Denver, Consular Corps of Colorado, COActive



Business Innovation

Growing jobs organically is a strong complement to our corporate relocation and retention work, since the combined climate of opportunities well serves our workforce population. A vibrant start-up climate continually re-seeds itself, too, since successful entrepreneurs of growing companies naturally mentor new startups.

The entrepreneurs who start businesses from scratch are as diverse as any subset of the population, so our delivery systems to serve them are equally varied, from the one-on-one advisory sessions at the Commons on Champa to new co-working space for craft manufacturers.

We're focused on opening doors to new funding sources, including public/private joint efforts. We coach disadvantaged firms to a wider range of contract opportunities, providing mentors and technical assistance along the way.



ACCESS TO CAPITAL

Small Business Loan Fund

Re-launch OED's SBLF: (i) as a capital source for Denver-based startup and emerging small business to leverage early stage venture funds; and (ii) as a lending fund for businesses delivering goods, services, and employment opportunities in Target Neighborhoods

Denver Venture Fund

(i) Establish a public-private \$1 million early-stage capital fund that is privately funded and co-managed (Denver Venture Fund); (ii) recruit eligible companies to compete for up to \$250K of capital to be matched with a significant funding round

Fresh Food Financing Fund

In partnership with other community funders, establish a \$3M fund designed to finance at least one full-service grocery store each in GES, Montbello and Westwood

Denver Economic Zones

Establish and market economic zones, focused on key industry sectors, leveraging federal, state, and local tax incentives; offer zone benefits to eligible businesses in exchange for achieving community engagement investments and business performance

Venture Capital

Publish the Denver Venture Capital Report to include an analysis and strategy of increasing early-stage capital attraction, and continue to provide staff capacity to the Colorado Venture Summit

STRATEGIC INITIATIVES

OUTCOMES

- Provide loan support for at least five emerging Denver businesses
- Complete fundraising of \$1M for the Denver Venture Fund
- Establish the \$3M OED/CHFA Fresh Food Fund
- Open three Denver Economic Zones, each with a specific business cluster target

PARTNERS

CO4F, Department of Finance, Colorado Venture Summit, SBA, commercial and nonprofit lending partners, Access Venture Partners, Innosphere, US Bank, Deloitte, Rockies Venture Club, University of Denver Project X-ITE, CTA

ACCESS TO CUSTOMERS

STRATEGIC INITIATIVES

Metrics

(i) Develop the capability to track, project and publish MWBE participation rates, by certification type, on all substantial projects; and (ii) expand business metrics to identify capacity, expertise, and contracting constraints to inform opportunities to assist Denver-based firms at increasing their contracting capacity and for new businesses to meet contracting gaps

Cadence of Opportunities

Publish a quarterly report identifying all major projects to be let by the city over the next several years

Best Practices

Partner with DPS, RTD and CDOT to share best practices on increasing the capacity and capability of the MWBE community

Capacity Building

Increase the size/scope of the Defined Selection and Emerging Business Enterprise Pool(s) in disciplines that align with Mentor-Protégé participating firms in their areas of expertise and capacity-building objectives

Deliberation

Deliberate collaboration between DSBO and city agencies during the pre-qualification process of letting city contracts subject to MWBE participation goals

Reducing Red Tape

Develop and implement a more streamlined and standardized city procurement process and MWBE resources portal

Improve Goals Committee

Conduct an organizational review of the DSBO Goals Committees to ensure proper level of expertise and an appropriate conflicts of interest policy

OUTCOMES

- Initiate, with the DSBO Goal Committees, improvements to the information and process for MWBE goal setting
- Complete research and begin implementation of best practices to assist Denver MWBE firms to grow capacity to meet current and anticipated contracting opportunities
- Deliver a robust Mentor-Protégé Program to increase choice for contracting, business and employment opportunities for residents
- Increase the amount of high-value projects that MWBE firms participate in as prime or sub-prime contractors

PARTNERS

Associated General Contractors of Colorado, Denver Hispanic Chamber of Commerce, Colorado Black Chamber of Commerce, Business Action Coalition, Committee for Airport Fairness

ENTREPRENEUR SUPPORT

STRATEGIC INITIATIVES

Makers Lab

Support the development of a collaborative craft space with digital and traditional tools, work stations, classes, events and professional consulting services

Commons on Champa

(i) Continue to partner with DDP to provide 40 hours/week of business resource programming; and (ii) launch an initiative designed to attract and provide technical support to entrepreneurs from Target Neighborhoods that are developing neighborhood-serving businesses and services

Tech Talent

Lead a consortium of technology companies and partners to actively recruit software developers to relocate to Denver through marketing efforts and direct contact

JumpStart Academy

Identify up to eight startup company entrepreneurs and organize a system of partner organizations to provide structured resources in business strategy, mentoring, finance and marketing; successful graduates could eventually be eligible to compete for Denver Venture Fund investment

Resource Directory

With community partners, expand awareness of services for businesses seeking customer acquisition, business planning or workforce development assistance (Technical Assistance) and implement a strategy that addresses any existing gaps in business support

Active Lifestyle Business Sector

Continue to foster Denver's active lifestyle sector, including through COActive, to strengthen Denver as a market leader; identify recruitment prospects and lead collaborative work to expand this economic sector

OUTCOMES

- Market and host an event focused on recruiting IT professionals from a target city
- Host the first cohort of the JumpStart Academy
- Fully program the Commons on Champa, and expand the support offerings to better engage neighborhood small businesses

PARTNERS

DDP, COActive, Colorado Outdoor Recreation Industry Office, USPTO, Colorado Enterprise Fund, Kauffman Foundation, CTA, Blackstone Entrepreneurs Network, CAVE, Patriot Boot Camp, University of Colorado at Denver, Community College of Denver



Workforce Development

Despite Denver's historically low 2.7% unemployment rate, an estimated 10,000 residents are seeking work or are underemployed and struggle with job search tools, work readiness, and basic credentials to compete in today's rapidly evolving market. Denver's low unemployment numbers make it more challenging than ever to help mobilize this vulnerable population toward sustainable, livable wages. Opportunities through large investment projects on the horizon must be met with skilled talent. There is no time to lose.

Denver's evolving workforce delivery model blends contracted partners with a range of city and community resources. Our ongoing transition continues to expand customer access — both literal and technological — as we foster stronger partnerships to better serve subsets of jobseekers such as veterans, long-term unemployed, and opportunity youth.



BEST-PRACTICE MODEL

WIOA

Continue developing strategic partnerships with community-based organizations citywide (particularly in GES, and west and far northeast Denver) to increase access to services and enhance the one-stop model experience

- Increase program enrollments and training, particularly for out-of-school youth
- Focus on employer-driven training models
- Maintain an active talent pipeline for training/employment opportunities
- Enhance placements into unsubsidized employment opportunities

Customer Service and Outcomes

Make continuous improvements in program and service delivery of training, assessments, and job connections with a goal of increasing successful outcomes for jobseekers and employers

TANF Program

Partner with DHS to achieve target workforce participation rates and core engagement metrics of TANF participants through: (i) case management; (ii) strategic and thoughtful development of individual work plans; and (iii) better documentation and timely communication to TANF recipients

Career Pathways

Publish a dynamic model that shows Career Pathways for the highest-demand occupations

Dashboard Reporting

Develop and maintain a monthly dashboard showing key service and outcome metrics

STRATEGIC INITIATIVES

- Publish Career Pathways framework for seven high-demand occupations
- Publish monthly workforce achievement metrics
- Achieve all target metrics in WIOA and TANF programs

OUTCOMES

PARTNERS

DHS, United Neighborhoods, West Denver Renaissance Initiative, Denver Workforce Development Board, contractor partners

MIDDLE SKILL EMPLOYMENT

STRATEGIC INITIATIVES

Customized Recruitment

Implement a scalable, customized program with large employers to recruit, assess, train and employ entry-level positions of Middle Skill Employment

Apprenticeship Programs

Increase knowledge of apprenticeship process, particularly regarding trades and the construction sector, and create pipeline of candidates from workforce system

Industry Focused Training Programs

- Prioritize the allocation of ITA and OJT resources in Middle Skill Employment industry sectors
- Develop scalable initiatives designed to recruit, train and employ low-income Denver residents with manufacturing, technology, healthcare and construction-related businesses

Construction

Contractually obligate developers of OED-financed projects to recruit, train and hire low-income residents for entry-level positions

Veteran's Support Programs

Increase access to local employers by veterans seeking career opportunities, including aiding in skill and knowledge transferability from military service to middle-skill marketplace

OUTCOMES

- Create specific training and job access programs for high-demand construction and technology jobs
- Work with 10 high-growth, high job opportunity firms to create individualized workforce programs to meet present and future staffing needs
- Ensure that 66% of ITA and OJT funds are spent on Middle Skill Employment opportunities

PARTNERS

Contractor partners

YOUTH INITIATIVES

STRATEGIC INITIATIVES

Youth Training

Improve WIOA enrollment and training metrics by: (i) co-enrollment with other youth-focused or community-based organizations; (ii) developing more relevant marketing materials; (iii) increased neighborhood engagement; (iv) better utilization of social media; and (v) more customized engagement and training programs

Disconnected Youth

Partner with service providers and technical schools to recruit disconnected youth and provide them with a path toward achieving high school diploma or equivalent and postsecondary training in Middle Skill Employment sectors

Coding Academies

Partner with DSST to expand successful 2016 pilot for low-income, graduating seniors with a scholarship to attend a coding academy

Summer Youth

Identify and provide up to 350 youth with paid summer internships and work experiences, coupled with financial literacy training

Super Sophomore Program

Continue short-term career exposure and mentoring for exceptional, disadvantaged DPS students

Entrepreneurship

(i) Continue initiative to deliver entrepreneurial assessments for up to 100 DPS students and provide paid mentorship opportunities for the top 5% of tested students (Operation Perfect Beginnings); (ii) Offer customized summer internship opportunities for 2016 participants of Operation Perfect Beginnings

Construction Academies

Develop and/or partner with credentialed programs and post-secondary apprenticeship programs to prepare graduating high school seniors to enter construction-related fields

OUTCOMES

- Deliver two credentialed construction academies for youth desiring to progress into these fields
- At least 350 Denver youth receive summer employment or career training experience
- Facilitate two coding academy cohorts
- Expand Operation Perfect Beginnings to offer two cohort groups

PARTNERS

Contractor partners, DSST, DPS, University of Denver



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