



ECONOMIC DEVELOPMENT COUNCIL OF COLORADO STRATEGIC PLAN 2022

Our History:

Established in 1976, the Economic Development Council of Colorado (EDCC) promotes effective, responsible economic development practices across Colorado. Today we are the state's premier economic development resource, representing the economic development interests of both the private and public sectors throughout the state. We connect our communities, our members and our partners to high-quality educational opportunities and trusted resources, and advocate for sound policies and programs that support a vibrant economy and enhance quality of life for all Coloradans.

EDCC members come from a variety of settings. We are rural and urban, public and private-sector, for profit and not-for-profit, and include individual communities, counties and regional organizations, local and state government, chambers of commerce, universities, and private industry. We are economic development professionals, community volunteers, and business and political leaders.

Our Vision:

To be recognized as Colorado's most trusted resource for economic development stakeholders committed to promoting a vibrant Colorado economy.

Our Mission:

To promote effective, responsible economic development by connecting Colorado's economic development stakeholders to high-quality educational opportunities and trusted resources and advocating for sound policies and programs that support a vibrant economy and enhance quality of life for all Coloradans.

Key Goals and Objectives:

Goal #1

Education - *Establish and preserve EDCC as a trusted educational resource guiding economic development standards and practices for economic development professionals in Colorado.*

OBJECTIVE 1: Provide opportunities to enhance the knowledge and skills of economic development professionals

Strategies:

- Provide access to a variety of local and national training opportunities that include certification credits for both CEcD professionals and our private-sector industry professionals (*C DFA, NAIOP, CML, CCI, etc. – conference workshops*).

- Provide qualified speakers to present economic development “best practices” content.
- Promote professional development pathways for a career in Economic Development.
- Provide training/event scholarships to ease the access to professional development and the network.

Activities:

1. Host professional economic development training opportunities and events such as:
 - a. Regional and statewide conferences
 - b. Drive | Lead | Succeed thought-leader virtual & paper series
 - c. EDCC’s Knowledge Network Series
 - d. Basic Economic Development Course
 - e. IEDC certification courses & CEcD exam
 - f. CDFA trainings
2. Develop programs, themes, research and vet qualified subject matter experts.
3. Build a roadmap to CEcD Certification by hosting a training webinar about the benefits, process, tips, and tricks.
4. Recognize and amplify professionals who successfully certified at annual conference and on social media.
5. Host "New Member Orientation" at statewide conference.
6. Build and promote a mentorship program for all levels of professional attainment.
7. (Cross committee project): Job Description & Salary Survey – Help define job descriptions, titles, and salaries.
 - a. Define what we do.
 - b. Show entry level professionals a pathway in the profession.
 - c. Standardize job descriptions, titles, and salaries for positions across the state.
 - d. Survey and collect data from Colorado network.
 - e. Help promote across networks.
 - f. Promote study across networks. i.e., DCI, CML, CCI, state agencies
8. Promote scholarship application process; conduct selection process; and promote awardees.

Key Performance Indicators (KPI's):

1. Increase the number of offerings/attendees per event/program and see increased participation.
 - a. **Basic Economic Development Course (BEDC):** Increase from 40 students from 2021 to **45 students for 2022.**
 - b. **IEDC certification courses & CEcD exam:** begin tracking Colorado participation in IEDC Courses and CEcD Exam prep courses.
 - c. **CDFA trainings:** host a CDFA training at Drive | Lead | Succeed Conference in 2022.
 - d. **EDCC’s Drive Lead Succeed Virtual Series** (2 in 2022)
 - i. **Series 1:** maintain participation from last year’s average of **75 participants** and begin tracking post event use of materials through click-through rates.

- ii. **Series 2:** maintain participation from last year's average of 75 participants and begin tracking post event use of materials through click-through rates.
 - e. **EDCC 's Knowledge Network Series** (2 in 2022)
 - i. **Series 1:** increase participation from last year's average of 75 to 100.
 - ii. **Series 2:** increase participation from last year's average of 75 to 100.
 - f. **Drive | Lead | Succeed Conference:** support budgeted goal of \$35k and net 110 registrations.
2. Measure impact of training and event offerings through follow up surveys, utilizing questions pertaining towards programming, to obtain a goal of at least 90% satisfaction.
 3. Increase awareness through Roadmap to Certification webinar and recognizing certification achievements by new/developing professionals statewide by 2023.
 4. Refine valued outcomes of "New Member Orientation" held annually at statewide conference and increase participation from 47 registrants in 2021 to 56 in 2022.
 5. Implement mentorship program by annual statewide conference, promote at conference.
 6. Job Description & Salary Survey
 - a. Gauge demand for Job Description and Salary Survey by network by charging a fee for non-members and free or nominal fee for members. Track click through rates on "More Information" button usage.
 - b. Survey members and stakeholders on the value of Job Description and Salary Survey.
 - c. Project scheduled to be completed by Q2, 2023

Goal #2

Resources – EDCC is Colorado's leading clearinghouse of information and resources for economic development stakeholders.

OBJECTIVE 1: Support economic development professionals with data resources, and industry tools.

Strategies:

- Receive and respond to data inquiries/needs (Request for Information (RFI's) across Colorado's rural and urban communities.

Activities:

1. EDCC and/or Data Chair will send out website inquires and establish response processes.
 - a. Promote data inquiries as a service for members, promoting the benefit of being a member.
2. Conduct data information workshops as identified in support of EDCC membership.
3. (Cross committee project) Conduct annual membership survey to identify areas of improvement.
4. Create a Data Resource 101 video tutorial for 24/7 access on Data Resource page as well as an Introduction jump start tool for new EDCC members.

- a. Explanatory tool on how to use the Resource Library, Data “pit-falls” to avoid, “how-to” assess data for a community profile.
5. (Cross committee project) provide necessary data requests for various EDCC Committee projects. i.e., Professional Development Committee’s Salary Survey.
6. (Cross committee project) Survey membership on “Going Back to Work,” and provide the data found in the survey back to membership. (COVID Recovery and Insights), in collaboration with Communications and Membership Committees.
7. Co-facilitate a Program Awareness Webinar/Tutorial enhancing communication efficiency as to the availability/access to state and federal programs – as offered by reciprocal peer agencies.

Key Performance Indicators (KPI’s):

1. Develop a hierarchy and response process for data inquiries, bridge awareness to membership benefit of data access tools.
 - a. Increase RFI’s inquiries from membership from 4 inquiries in 2021 to **6 inquires in 2022.**
2. Conduct data workshop at annual Drive|Lead|Succeed (DLS) Conference, Oct 19 – 21, 2022.
 - a. Maintain/increase course performance rating of **4.6 out of 5 in 2021.**
 - b. Increase participation from 14 attendees in 2021 to **17 attendees in 2022.**
2. Create Data Resource 101 video tutorial in conjunction with Membership Committee survey.
3. Conduct “Going Back to Work” survey in Q3 (*COVID Recovery and Insights*); gain 25% participation rate on survey from the EDCC’s Membership. (base year 2021).
4. Conduct “Program Awareness” webinar during Economic Development Week 2023.

OBJECTIVE 2: Provide state and local leaders with best practices and resources to aid in decision making

Strategies:

- Be the connector to economic development resources [*for local, regional, and statewide metrics*].

Activities:

1. Provide ED101 training materials and presentations to assist in educating new economic development professionals, elected officials, and community business leaders.
2. Produce and publish thought-leadership paper series in coordination with the Drive|Lead|Succeed Virtual Series.
3. Promote Economic Development Week activities by:
 - a. Develop cohesive messaging and branding awareness on Economic Development.
 - b. Develop Colorado Specific campaign tool kit.
 - c. Develop Social Media campaign to encourage participation from members, past/potential members, elected officials, and community leaders.
4. Explore partnerships with data providers to allow greater access to data for members
 - a. *i.e., Emsi/Burning Glass, Dashboards, Trends Tracker, etc.*

5. Identify and create partnerships with universities, governments, workforce, and other peer agencies around the state, to help amplify and connect EDCC professionals to their point-of-contact resource(s).
6. Identify gaps in data for Rural communities and work to produce/fill gaps.
 - a. *i.e., CSU's Economic Indicator Report – funded by the EDA, job recovery reports, home prices/affordable housing, GDP lagging 1½ years, building permits at the county level, employment by industry lags 6 months, build upon CHFA's "A Guide to Affordable Housing" and similar agency toolkits.*

Key Performance Indicators (KPI's)

1. ED101 training materials and presentation:
 - a. Onboard new members/professionals with ED101 presentation. Create a spreadsheet to track those received presentation.
 - b. Promote and present to community leaders across the state.
 - i. Increase ED101 presentation opportunities for elected officials by presenting **5 presentations in 2023.**
 - ii. Host an Economic Development Policy 101 presentation to newly elected officials after elections.
 - c. Build a speaker bank across Colorado who can co-present ED101 with EDCC staff.
 - d. Continue licensing agreement for use of ED101 in coordination with OEDIT RTAP program to create continuity within the state on Economic Development practices & theory.
2. Promote thought-leadership papers through email/social media outlets, industry stakeholders, post on website, and track click-through rates.
 - a. Create thought-leadership paper tool kits for members, helping them promote the paper to their networks.
 - b. Increase thought-leadership readership from 100 pages views for each paper in 2021, to **120 in 2022.**
3. Economic Development Week
 - a. Track local community celebrations.
 - b. Increase member webinar participation from 194 in 2021 to **232 in 2022.**
 - c. Increase non-member webinar participation from 125 in 2021 to **150 in 2022.**
 - d. Increase elected official's webinar participation from 0 in 2021 to **20 in 2023.**
 - e. Track and score social media foot traffic over the course of the week, increasing activity by 20 percent over previous year.
 - i. Twitter:
 1. Total Impressions: increase from 20,568 in 2021 to **41,113**
 2. Total Engagements: increase from 266 in 2021 to **320**
 3. Total Clicks: increase from 44 in 2021 to **53**
 - ii. Facebook:
 1. Total Impressions: increase from 135,609 in 2021 to **162,731**

2. Total Engagements: increase from 45 in 2021 to 54
3. Total likes: increase from 7 in 2021 to 9
- iii. LinkedIn:
 1. Total Impressions: increase for 968 in 2021 to 1,161
 2. Total Engagements: increase from 98 in 2021 to 118
4. Continue partnership with Emsi/BurningGlass to increase program awareness.
 - a. Host a 101 webinar with Emsi/BurningGlass and promote special subscription rate.
5. Identify and lock in one (1) new partnership with data provider.
6. Identify and create three (3) new partnerships with state data providers; develop a landing page on website connecting members to their resources.
7. Cross-pollenate, identify and share two (2) new reports that fill gaps in data for rural communities.
 - a. *i.e., CSU's Economic Indicator Report, CHFA's Guide to Affordable Housing, Montrose's Livable Wage, City of Fountain's 3/4/7 Grow Sustainably Model, etc.*

OBJECTIVE 3: Foster the relationships and communication needed to support effective economic development practices.

Strategies:

- Provide connections to and between EDCC members to improve skills and information sharing.

Activities:

1. (Cross committee project) Partner with IEDC and provide a Colorado specific Economic Development template that provides specific talking points on why Economic Development is important.
2. Identify board recruitment strategies through committee involvement.
3. Assist in building a robust board member pipeline that ensures the value of the EDCC network.
4. Identify strategic partnership opportunities (i.e., CDFA, DCI, CML) with other industry organizations that help build benefits to members. i.e., member discounts, information sharing, access to certain member benefits.

Key Performance Indicators (KPI's):

1. Complete a Colorado specific Economic Development template and market during Economic Development Week.
 - a. Survey membership on the value and effectiveness of the Economic Development template by year end.
2. Identify potential committee recruits for potential board seats.
3. Recruit members to become active committee members.
4. Identify 1-2 professional development partners (i.e., CDFA, DCI, CML); innovate and negotiate MOU.

5. Identify 2-3 new community/private sector partnerships; innovate and negotiate MOU to support cross membership promotion.

Goal #3

Advocacy – EDCC is a credible and respected voice leading the public policy dialogue on economic development policies and programs across Colorado.

OBJECTIVE 1: Provide our membership with credible information to support the implementation of sound economic development policies and practices.

Strategies:

- Develop resource guides that shows “cause” and “effect” of good and bad policy decisions.

Activities:

1. Create “lessons learned” model from success of Gallagher Amendment advocacy effort.

Key Performance Indicators (KPI's):

1. Include all applicable items to website, promote to state leaders, track click-through rates.

OBJECTIVE 2: Be vigorous and proactive in influencing state and local leaders to pursue policies that further EDCC’s legislative platform. Mobilize support across the state for important initiatives that support economic development and connect policymakers to our membership.

Strategies:

- Manage internal review and decision-making processes so that EDCC can take positions on legislative and ballot issues in a timely fashion and be able to influence key stakeholders effectively.
- Quickly and effectively communicate to the membership the value of the positions EDCC has taken, regardless of the outcome.

Activities:

1. Share EDCC positions in timely manner via e-newsletter on a bi-weekly basis through legislative.
2. Participate/testify on bills of importance.
3. Coordinate and grow Economic Development Legislative Day at the Capital.
4. Continue legislative trainings for EDCC members.
5. Invite Legislators to attend Public Policy meetings so they can gain perspective on EDCC’s network and policy work.

Key Performance Indicators (KPI's):

1. Track EDCC's presence on every bill and ballot initiative of interest – i.e., did we have someone testify, meet with a legislator, formally join a coalition, quantify member engagement on ballot initiatives, etc. Communicate to EDCC Membership.
2. Increase attendance of Legislators and Members at Legislative Luncheon.
3. Host a public policy presentation during EDCC's Drive | Lead | Succeed Conference or webinar, gearing up for legislative session.
4. Invite and confirm, at minimum, 1-2 legislators at each Public Policy Committee meeting.

OBJECTIVE 3: Educate the public-at-large about core economic development concepts and strategies and about EDCC's policy advocacy activities.

Strategies:

- Effectively communicate the work EDCC is doing at the Capitol to build a better future for Colorado's workforce and business climate.

Activities:

1. Leverage media relations to share EDCC's positions with broader audience beyond membership.
2. Coordinate communications efforts with external partners and legislators.
3. Share and promote economic development innovation through monthly newsletters, regional forums, and conferences.
4. Review and promote "Roadmap for Recovery." Ultimately making the document evergreen.

Key Performance Indicators (KPI's):

1. Measure the success of media outreach based on the number of mentions, press release placement, etc.
2. Conduct communications audit at end of session identifying key partnerships and policy alignment. Communicate the outcomes to membership.
3. Utilize social media to promote economic development innovation throughout the year when external partners post innovative news.
4. Continue identification and summarization of legislative bills that align with the Roadmap.

Goal #4

Sustain EDCC as an organization – *EDCC seeks to be economically viable as a statewide organization.*

OBJECTIVE 1: Ensure the human capital (*board, staff and volunteers*) to meet or exceed organizational goals.

Strategies:

1. Make sure staff has access to necessary training.

2. Oversee financial resources for current and future staffing needs.
3. Create board leadership pathways through engagement and committee work.
4. Provide governance of Board Roles and Responsibilities identified in the Board Composition Plan by which covers necessary gaps in organizational capacity.

Activities:

1. Identify professional development and technical training needed for staff.
2. Review and modify annual budget to cover staff and overhead costs.
3. Provide leadership and participate in annual Board orientation for new board members, which outlines leadership pathways.
4. Help recruit EDCC members to participate and take active leadership roles within EDCC Committees.
5. Support strategies developed by membership committee to maximize board roles and responsibilities identified in Board Composition Plan.

Key Performance Indicators (KPI's):

1. Have the financial resources secured to cover staff and overhead costs.
2. Direct interested committee members to seek board positions.
3. Maximize total human capital capacity for organization.
4. Complete Board Orientation by Board Retreat.

OBJECTIVE 2: Secure the financial resources to meet and exceed organizational goals.

Strategies:

- Diversify funding sources of organization to be more sustainable.

Activities:

1. Identify at least one (1) new funding source to help diversify EDCC's Funding sources.
2. Support Membership Committee in recruitment strategies to meet annual membership goals.
3. Review EDCC bank accounts to increase ROI.
4. Review membership levels, goals and benefits.
5. Survey membership on the value of EDCC membership.
6. Survey other sister organizations for industry standard for membership levels.
7. Review sponsorship levels.

Key Performance Indicators (KPI's):

1. Increase sponsorship participation on Virtual Series and in-person Conference by 20%.
 - a. Drive | Lead | Succeed Virtual Conference Sponsorship Goal: **\$9,500.**
 - b. Drive | Lead | Succeed In-person Conference
 - i. Registration Goal: **\$35,000**
 - ii. Sponsorship Goal: **\$115,250**

2. New funding sources raise an additional \$10k annually.
3. Assist Membership Committee in meeting 2022 budgeted membership goal: \$110,000, increase of 30 net new members by December 2022.
4. Increased return on investment on money market.
5. Review membership levels, goals, and benefits.
6. Conduct Membership Value survey by June 2022.
7. Conduct survey of sister organizations by June 2022.

OBJECTIVE 3: Secure a dedicated membership base to meet and exceed organizational goals.

Strategies:

- Increase members in sectors/industries/disciplines that support economic development professionals.
- Grow membership to cover overhead and staff costs.
- Identify and align strategic partnerships to provide additional cross benefits.

Activities:

1. Utilize Board Member networks to identify missing sectors/industries/disciplines; develop and implement recruiting strategy.
2. Utilize Board Member networks to identify counties, regions, COGS, and communities underrepresented; develop and implement recruiting strategy.
3. Develop welcome packet for new economic developers and private sector members; provide onboarding and/or training.
4. Strategic Partnerships:
 - a. Identify needs of membership that aren't being covered by EDCC's programs.
 - b. Identify strategic partners who can help fill the gap; develop/implement MOU.

Key Performance Indicators (KPI's):

1. Meet 2022 budgeted goal for membership; \$110,000, increase of 30 net new members by December 2022.
2. Host five (5) regional virtual gatherings for underserved professionals; convert five (5) participants to members.
3. Complete welcome packet by June 2022.
4. Identify 2-3 new partnerships, innovate, and negotiate MOU to support cross membership promotion.