ECONOMIC DEVELOPMENT COUNCIL OF COLORADO
STRATEGIC PLAN 2026 - 2031

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 Strategies:

Goal #1

EDUCATION - *Position EDCC as Colorado's premier leader in setting educational standards and best practices for economic development professionals and their collaborative partners across the state.*

STRATEGY 1: Cultivate a robust statewide network for knowledge-sharing and collaboration among economic development professionals and state/local leaders.

STRATEGY 2: Build and maintain a centralized, user-friendly digital platform to serve as Colorado's go-to repository for economic development resources and tools.

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Goal #2

ADVOCACY - *Establish EDCC as Colorado's authoritative voice in shaping and advancing effective economic development policy through advocacy, research, and cross-sector collaboration*.

STRATEGY 1: Advocate through strategic relationships and cross-sector engagement by cultivating strong relationships with key policymakers, legislators, relevant state agencies, and business organizations across Colorado.

STRATEGY 2: Develop proactive policy research and analysis capability: Grow the capacity to conduct thorough exploration and evaluation of key economic development policies and programs impacting Colorado.

Goal #3

ECOSYSTEM BUILDING - *Build a strong, coordinated organizational framework that supports the growth, sustainability, and alignment of Colorado's economic development ecosystem*.

STRATEGY 1: Deliver technical assistance and continuous professional development to strengthen the operational and leadership capacity of local and regional economic development organizations.

STRATEGY 2: Secure and deploy strategic funding through grant programs, partnerships, and financial tools to support and empower local, regional, and statewide economic development initiatives.

Goal #4

NETWORK ENGAGEMENT – *Engage and grow a vibrant statewide network of economic development investors by clearly demonstrating value, deepening relationships, and fostering consistent, meaningful interaction*.

STRATEGY 1: Engage and grow a vibrant statewide network of economic development members by clearly demonstrating value, deepening relationships, and fostering consistent, meaningful interactions.

STRATEGY 2: Drive network growth by aligning EDCC's offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment.

Goal #5

SUSTAINABILITY – *Ensure the long-term financial sustainability of EDCC through strategic planning, diversified revenue, and operational efficiency*.

STRATEGY 1: Conduct financial forecasting and gap analysis to identify future funding needs, and pursue diversified revenue streams, strategic partnerships, and grant opportunities.

STRATEGIC PLAN 2026 – 2031

EXECUTIVE COMMITTEE:

The Executive Committee serves as the strategic steering body for EDCC, providing high-level oversight of organizational risk, fiduciary health, and long-term infrastructure. The committee acts on behalf of the Board to bridge the gap between vision and execution, specifically managing "monumental" initiatives—such as the digital transformation of EDCC's assets and the incubation of the 501(c)(3) Foundation—that require cross-committee coordination and high-level governance.

Goal #1

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ACTIVITIES	KPI'S	PROGRESS	STATUS
No Activities or KPI's			

STRATEGY 2: Build and maintain a centralized, user-friendly digital platform to serve as Colorado's go-to repository for economic development resources and tools.

ACTIVITIES	KPI'S	PROGRESS	STATUS

Website Infrastructure Stewardship

As the oversight body, the Executive Committee (EC) is uniquely positioned to handle the website overhaul. Because this is a "data beast" with seven years of legacy content, the EC's role isn't to resize images or write code—it is to manage the risk, budget, and strategic alignment of the project.

This overhaul will transform the site from a vulnerable "legacy bucket" into a secure, accessible, and high-performance strategic asset

- Oversee the Request for Proposal (RFP) process to select a development partner specializing in data-heavy migrations and accessibility compliance.
- Be the "Beta Test" group to validate that the new site is faster, more intuitive, and functionally superior to the legacy version

Year 1:

- Approve the selection of a vendor vetted by staff.

Year 2:

- Assist staff with beta testing and results.

Year 3:

- Launch new website and ERP system on schedule and within budget by MM/YYYY
- Promote new website features and functionality, highlight tools and resources available.

Goal #2

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No Activities or KPI's			

STRATEGY 2: Develop proactive policy research and analysis capability: Grow the capacity to conduct thorough exploration and evaluation of key economic development policies and programs impacting Colorado.

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ACTIVITIES	KPI'S	PROGRESS	STATUS
Foundational Governance & Expansion			
The Executive Committee will oversee the legal formation, board structuring, and initial capitalization of the EDCC Foundation (501c3). This involves appointing a specialized task force to navigate IRS compliance, defining the "inter-organizational" relationship between the c6 and c3, and setting the fiduciary standards for how grant funds are disbursed to local communities. [Pair with Membership Committee activities/kpi's]	**Year 1:** • Approve the selection of a vendor vetted by staff. **Year 2:** • Assist staff with beta testing and results. **Year 3:** • Launch new website and ERP system on schedule and within budget by MM/YYYY • Promote new website features and functionality, highlight tools and resources available.		

501c3 Launch & Ecosystem:

Foundation Task Force Appointment: Charter a "Foundation Advisory Committee" comprising legal, tax, and non-profit governance experts to file the Form 1023 with the IRS.

Year 1: (Planning & Roadmap)

- Pull the task force together and determine steps and timeline.

Legal Entity Formation and Strategy:

Inter-Entity Management Agreement: Draft the operational agreement between EDCC (c6) and the Foundation (c3) to share staff, office space, and resources while maintaining strict legal separation.

The "Case for Support" Development: Create the primary investment prospectus that defines how the 501c3 will fund EDO startups and provide technical assistance (The "Why" for major donors/foundations).

Year 2: (The Architect Phase)

- Successful receipt of the IRS Determination Letter (501c3 status).
- 100% completion of Foundation Bylaws and a 3-year "Business Launch Plan."
- Identify what resources (staffing, operations, time, cost, etc.) will be needed to deploy this initiative.
- Secure the first $50k–$100k in "founder contributions" from the Board/Legacy partners to cover startup legal and filing costs.

Capitalization and First Technical Assistance Deployment:

Major Grant Pursuit: Apply for federal/state grant applications (e.g., EDA, DOLA, or private foundations) specifically to fund the "EDO Runway" program.

Pilot Community Selection: Identify and/or release an RFP for 1–2 communities to receive the first round of technical assistance and executive director salary subsidies.

Year 3: (Launch & Pilot)

- Achieve a minimum of $250k in total foundation/grant funding.
- 100% of pilot communities have a signed "Sustainability Compact" agreeing to the 5-year growth plan.
- Hiring or designating a dedicated Foundation Director/Program Manager.
- Securing the “Technical Partners” to assist the first round of grantees.

Vendor Bench Creation: Oversee the vetting and contracting "Technical Partners" (capital campaign firms, board trainers, and recruitment agencies) that the Foundation will pay to assist local communities.

Scaling the Ecosystem and Measuring GDP Impact:

The "5-Year Runway" Program: Scale the funding model to support 2–5 communities simultaneously with 3-year salary "step-down" grants (e.g., Year 1: 100% funded, Year 2: 66%, Year 3: 33%).

Endowment Feasibility Study: Assess the potential for a permanent endowment to ensure the Foundation can support the ecosystem in perpetuity, regardless of the annual grant cycle.

Year 4-5: (Scale & Sustain)

- Number of new/stabilized EDOs operating independently after the 3-year "runway" ends.
- Total local/private dollars raised by communities because of the Foundation-funded capital campaigns (Target: 3:1 leverage).

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ACTIVITIES	KPI'S	PROGRESS	STATUS
Baseline Assessment and Compliance:			
Enterprise Zone (EZ) Feasibility: Investigate and apply for Enterprise Zone Contribution Project status, allowing donors to claim a 25% state tax credit on contributions to EDCC's programs. The "What-If" Contingency Plan: Develop a formal funding contingency plan with specific "trigger points" for various economic scenarios (e.g., a 20% loss in event revenue).	**Year 1:** • Completion of the EZ application and receipt of project designation from the state. • Review Contingency Plan and Reserve Policy.		
Diversification and Multi-Year Commitment:			
Transition top-tier sponsors from annual deals to formal 3-year Multi-Year Funding Agreements to stabilize the budget. Develop and implement a pilot "Fee for Service" program on qualified vendors.	Ratio of current annual sponsors who successfully transition to a 3-year agreement (Target: 25% of top-tier partners in Year 1). Number of vendors participating in the pilot program within the first 12 months.		

Assess staffing levels and where do we need to fill the gaps to avoid burn out, increase capacity, etc.	Revenue generated from vendor fees minus the staff time and marketing costs required to administer the program (Target: >30% margin). A measure of "excess capacity" for new opportunities; successfully hiring or contracting to ensure no single staff member is at 100%+ capacity (Target: 15–20% "innovation time" buffer). Calculating the "cost of burnout" (recruitment + training costs) vs. the "cost of prevention" (additional support staff salary).

STRATEGIC PLAN 2026 – 2031

MEMBERSHIP COMMITTEE:

The Membership Committee is the primary steward of EDCC's statewide ecosystem and financial vitality. Beyond traditional recruitment, the committee serves as a strategic catalyst for organizational sustainability, community capacity building, and collaborative advocacy. By fostering a high-value investor network and incubating local economic development programs, the committee ensures that every Colorado community has the framework and resources necessary to achieve long-term economic viability.

Goal #1

EDUCATION - *Position EDCC as Colorado's premier leader in setting educational standards and best practices for economic development professionals and their collaborative partners across the state.*

STRATEGY 1: Cultivate a robust statewide network for knowledge-sharing and collaboration among economic development professionals and state/local leaders.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Regional Engagement & Peer Exchange:			
Regional Networking Roundtables The Membership Committee, in partnership with Regional Board Directors, will execute a statewide "Road Show" series. These events are designed to be the primary entry point for non-members and a high-value networking hub for existing stakeholders. Regional Directors lead the local logistics (venue, timing) and spearhead outreach to a diverse mix of economic development, workforce, and industry	Multi-Year Implementation Roadmap: **Year 1: Establish the Circuit** • 30% of total attendees are non-members. • 15% of non-member attendees transition to active EDCC membership within 90 days of the event. **Year 2-3: Scale the Frequency** • Successful execution of 2 roundtable cycles (10 total) across the state within one calendar year.	 	

leaders to ensure the network is both robust and inclusive.

- Regional Directors (RDs) manage local logistics (site, date, and time) for 5 distinct sessions per trip, normalizing the schedule into predictable "Spring" and "Summer" circuits.
- RDs mobilize current members while aggressively targeting "Missing Voices" (non-members and workforce partners) to ensure at least one representative stakeholder from every county in the region.
- RDs leverage "Peer-to-Peer" invitations to bring prospects into the network, followed by a structured "Join the Movement" campaign to convert non-member attendees into active investors.

- 15% of non-member attendees transition to active EDCC membership within 90 days of the event.

Year 4-5: Optimize & Sustain

- 25% increase in database entries for "Workforce & Economic Development" stakeholders.
- 90% repeat attendance rate year-over-year.
- 15% of non-member attendees transition to active EDCC membership within 90 days of the event.

NEW! Launch of the "Practitioner-to-Practitioner" (P2P) Learning Series: (CROSS COMMITTEE PROJECT)

Regional "Success & Lessons" Coffee Chats

Host a series of informal, virtual peer-to-peer sessions where members share real-world case studies. To foster a culture of radical transparency, these sessions emphasize not only successful "wins" but also "lessons learned" from failed projects. These chats are integrated with the Professional Development Committee's P2P series to ensure collaborative learning is paired with actionable professional growth.

- Launch 3 pilot "Coffee Chats" co-hosted with the Professional Development Committee to test the balance between storytelling and technical learning.
- Actively solicit 1-2 presenters willing to discuss a "project pivot" or failure to

Multi-Year Implementation Roadmap:

Year 1: The Integrated Series Pilot (Proof of Concept)

- Minimum of 25 participants per session.
- 100% of pilot sessions include at least one "lesson learned" from a non-successful project phase.

Year 2–3: Regional Scaling & Relevance

- 5 Colorado regions represented in the presenter lineup.
- Minimum of 25 participants per session.
- 80% of attendees agree that "lessons learned" were as valuable as the "wins."

Years 4–5: Ecosystem Maturity & Knowledge Transfer

- Minimum of 25 participants per session.

establish a high-trust, authentic atmosphere.
- Ensure at least 5 different Colorado regions are represented as "Presenters" to avoid "Metro-centric" bias.
- Record and index these sessions into the digital platform's "Member-Contributed Library" as searchable case studies.
- Formalize the collection of testimonials and follow-up data to measure how many "Coffee Chats" led to actual regional collaboration.

- 80% of attendees agree that "lessons learned" were as valuable as the "wins."
- At least 3 high-impact testimonials per year detailing a "lesson learned" that was applied in another community.

This shows how the Membership Committee will handle the **Network & Storytelling**, while the Professional Development Committee will handle the **Technical Growth**.

STRATEGY 2: Build and maintain a centralized, user-friendly digital platform to serve as Colorado's go-to repository for economic development resources and tools.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! Digital Resource & Expert Exchange:			
Member-Contributed Template Library Solicit, curate, and categorize "best-in-class" operational documents from the membership to populate a centralized digital repository. This library provides standardized templates—such as MOUs, job descriptions, qualified prospects template, and incentive agreements—to help members build credibility and operational excellence across various organizational maturity levels. • Define categorization levels (e.g., Rural Startup vs. Urban Mature); launch the	Multi-Year Implementation Roadmap: **Year 2: System Launch & Initial Curation** • Repository launch with five 5 new "best-in-class" documents added monthly; representation from at least 10 different member organizations. **Year 3: Engagement & Performance** • Achieving five 5 total downloads per month; 25% increase in submission diversity across regions.	 	

submission portal; and curate the "Foundational 50" core documents.
- Integrate the library into the "Success Story" Coffee Chats; implement a user-rating system to identify the most effective templates.
- Audit the library for relevancy; transition high-performing templates into "Statewide Standards."

Years 4–5: Optimization & ROI

- 80% of members in "Gap Communities" report that the library reduced their program startup/operational time.

NEW! "Member Expert" Directory:

Develop a searchable, peer-to-peer database where members self-identify specialized expertise (e.g., TIF, Broadband, Opportunity Zones). This platform facilitates direct consultation between members, positioning EDCC as the primary hub for localized, technical knowledge-sharing.

- Build and launch the directory interface; execute an "Identify Your Strength" campaign to encourage voluntary profile completion.
- Make profile completion a mandatory component of the annual membership renewal and new member onboarding process.
- Use search data to identify "Knowledge Gaps" in the state, informing future Professional Development training topics.

Multi-Year Implementation Roadmap:

Year 2: Growth

- Initial launch with 30% of total membership completing an "Expertise" profile.

Year 3: Mandatory Integration

- Achieving 75% directory completion rate; tracking [Number] of "Contact Expert" inquiries monthly

Year 4-5: Network Maturity

- Number of successful peer-to-peer consultations reported; 20% increase in year-over-year search volume within the directory.

Goal #2

ADVOCACY - *Establish EDCC as Colorado's authoritative voice in shaping and advancing effective economic development policy through advocacy, research, and cross-sector collaboration.*

STRATEGY 1: Advocate through strategic relationships and cross-sector engagement by cultivating strong relationships with key policymakers, legislators, relevant state agencies, and business organizations across Colorado.

ACTIVITIES	KPI'S	PROGRESS	STATUS

Legislative Engagement & Outreach: (CROSS COMMITTEE PROJECT)

Legislative Day at the Capitol & Luncheon:

Execute EDCC's premier advocacy event, providing a platform for economic development professionals and stakeholders to engage directly with state legislators. Utilizing the Regional Board of Directors as key outreach agents, the committee ensures a statewide presence at the Capitol, facilitating relationship-building and promoting dialogue that reinforces the importance of economic development perspectives in legislative decisions.

- Leverage Regional Directors to audit regional representation and drive attendance from "quiet" districts; refine the legislator-to-constituent pairing process to ensure high-priority representatives are matched with local leaders.
- Implement a post-event "Impact Survey" for both members and legislators to measure the quality of dialogue; create a "Follow-up Toolkit" for members to maintain the connection established at the Capitol throughout the session. (PPC Activity)
- Institutionalize (unmissable permanent event for the state legislature) the "Day at the Capitol" as the state's authoritative economic development summit; use multi-year attendance data to identify and

Multi-Year Implementation Roadmap:

Year 2: **Optimization of Geographic Reach**

- Achieve attendee representation from at least 50% of Colorado's 14 planning regions.
- Successful pairing of at least 50% of legislators/aides with their direct local constituents before, during, and after the luncheon.

Year 3: **Strengthening the Relationship Loop**

- Maintain or exceed average attendance of 75 or more of participants representing each county.
- 80% of participating legislators agree that the event provided a "unique and actionable local perspective."

Year 4-5 (Scale & Influence):

- Number of legislative paired relationships that resulted in year-round consultation between the legislator and the constituent.
- 100% geographic coverage maintained with a 20% increase in first-time attendee participation.

Outcomes:

- Transition the event from an annual invitation to the state's premier economic summit, where legislators proactively seek out EDCC members for district-specific policy insights before the session begins.

cultivate "Legacy Advocates" within the membership.

- Utilize multi-year attendance data to develop a "bench" of trained veteran members with deep, personal legislative relationships who provide efficiency to EDCC's grassroots advocacy.
- Convert the event into a self-sustaining engine by securing multi-year sponsorships and establishing attendance as a "non-negotiable" annual investment for local EDO budgets.

STRATEGY 2: Develop proactive policy research and analysis capability: Grow the capacity to conduct thorough exploration and evaluation of key economic development policies and programs impacting Colorado.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Policy Research & Member Intelligence:			
NEW! Annual "State of the Member" Sentiment Survey: Execute a comprehensive annual survey to capture the "ground truth" of Colorado's economic landscape. This data-driven tool identifies the top three barriers facing economic development professionals, providing the critical intelligence needed to align EDCC's advocacy agenda, educational programming, and 501(c)(3) technical assistance with the actual needs of the membership. • Design a standardized survey instrument focusing on "Pain Points" and "Barriers to Growth"; utilize Regional Directors to ensure the survey reaches every county, particularly rural and underrepresented areas. • Formalize a "Member Intel Report" shared with EDCC's Board of Directors and various committees to shape committee work plans and the legislative session priorities; use	Multi-Year Implementation Roadmap: **Year 1: Baseline & Geographic Mapping** • Design the survey. • Achieve responses from at least 30% of Colorado's 64 counties. • Establish a 30% response rate from the total membership base. **Year 2: Data Integration & Strategy Alignment** • Clearly identify at least three specific "pain points" supported by quantitative data that directly influences the annual Strategic Plan Activities and KPI's update. **Year 3-5: Predictive Analysis & Policy Influence** • 50% of EDCC's top legislative priorities are directly correlated to data points identified in the Sentiment Survey. *(The other 50% legislative priorities are tied directly to the business community, infrastructure, and workforce as identified in the Legislative Platform)*	 	

survey data to prioritize the "Success Story" Coffee Chat topics (Goal #1).
- Use the multi-year sentiment data to track economic trends and shifts across regions; publish an annual "Economic Barrier Report" that serves as the state's authoritative member-led research document.

Goal #3

ECOSYSTEM BUILDING - *Build a strong, coordinated organizational framework that supports the growth, sustainability, and alignment of Colorado's economic development ecosystem*.

STRATEGY 1: Deliver technical assistance and continuous professional development to strengthen the operational and leadership capacity of local and regional economic development organizations.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! Support Building of the 501(c)(3) Program Pipeline: (CROSS COMMITTEE PROJECT)			
Regional Roundtable Discovery Sessions: Utilize the existing Regional Roundtable schedule as the primary engine for "Ecosystem Discovery." The Membership Committee will use these sessions to identify communities with critical organizational gaps and to socialize the 501(c)(3) incubator concept with local stakeholders. **The "Gap" Audit (In-Person Discovery)**: Facilitate a dedicated "Pain Point" segment during each Roundtable to identify communities where the	Multi-Year Implementation Roadmap: **Year 1: Ecosystem Discovery** • 100% of regions hold at least one Roundtable session where "Ecosystem Readiness" is discussed. (Either April or June 2026) • Identify at least 3-5 communities statewide that expressed interest in the incubator model during the sessions. • Maintain a list of at least 3-5 potential "Local Champions" across the state to be handed off to the "Foundation Advisory Committee."		

economic development structure is either non-existent, failing, or in need of a restart.

Stakeholder Scouting (Leadership Identification): Use the informal networking portion of the Roundtables to identify "Local Champions" –the mayors, business owners, or utility reps– who show the passion and political will to lead a local 8-year stabilization effort.

Executive Committee Liaison (The Feedback Loop): Synthesize the regional data gathered into a "Readiness Report" for the Executive Committee to help them prioritize where the 501(c)(3) resources will be deployed.

What does the EDO Stabilization strategy look like in years 2-3 and 4-5? Transition from "Where is the need?" to "How do we ensure these new organizations survive and thrive?"

Year 2-3: Transition from Discovery to Onboarding

- Identify where the Membership Committee can play a critical role in the advancement of the 501c3's goals and strategies and develop activities and KPI's for years 2-3.
    - *Example: Hosting local champion "Bootcamps" & Board Prep and pairing new Director's with a veteran member "stabilization buddy."*

Year 4-5: Transition from Onboarding to Sustainability

- Identify where the Membership Committee can play a critical role in the advancement of the 501c3's goals and strategies and develop activities and KPI's for years 4-5.
    - *Example: Vet qualified vendors that can be hired by the community to produce a 5-year Capital Campaign or transition the first "graduates" of the program into members for the next cohort. Collect "success stories" from the stabilized EDO to use in Goal #1 (Education) and #2 (Advocacy).*

Division of responsibility:

- **Executive Committee** – The infrastructure: legal setup, IRS status, high-level funding streams, and deployment strategy.
- **Membership Committee** – The people: finding the communities, "local champions," and high-level funding streams.
- **Foundation Advisory Committee** – The experts: diagnosing the structure (municipal, county, private EDO, etc.)

STRATEGY 2: Drive network growth by aligning EDCC's offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! Assist in Identifying & Securing Strategic Funding			

Foundational Giving & "Community Resilience Fund" Identify and cultivate a network of long-term philanthropic and corporate partners to seed a "Community Resilience Fund." This fund acts as flexible, rapid-response capital managed by EDCC to help local EDOs stabilize during economic shifts or natural disasters.	Multi-Year Implementation Roadmap: **Year 1: Identify philanthropic and corporate partners** • **Funding Diversity:** Secure at least 3 unique private-sector partners (corporations or foundations) that could contribute to the fund annually. **Year 2–3: Cultivate and Scale** • **Funding Diversity:** Secure at least 3 unique private-sector partners (corporations or foundations) that could contribute to the fund annually. **Year 4-5: Handoff to the 501c3?** • By years 4 and 5, the intent would be for the 501c3 to be self-sufficient and will maintain the private sector partners and their investments.	 	

Goal #4

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ACTIVITIES	KPI'S	PROGRESS	STATUS
Cultivate a Vibrant Statewide Network:			
Biennial Value-Proposition & "Market Relevancy" Audit: Execute a structured review every two years to ensure membership tiers and benefits stay ahead	Achieve a score of +50 or higher (categorized as "Excellent" in professional associations) on the annual member satisfaction survey.		

of market shifts. This audit compares EDCC's offerings against the evolving needs of both rural "startup" programs and sophisticated urban EDOs, ensuring that dues remain an "investment" rather than an "expense."	100% of membership tiers updated to include at least one new high-value benefit identified during the audit cycle.	
Strategic Sector Mapping & "Gap Analysis" Recruitment: Deploy the Board's personal networks to execute a data-driven recruitment drive. This activity targets "missing voices" in Colorado's key economic development industry sectors and ensures representation from all four corners of the state.	Increase representation from underrepresented counties and "missing" industry sectors by 25% over 5 years.	
	100% of "Gap" communities (identified in Goal #3) transition into active, paying EDCC members within 12 months of their program's launch.	
Private Sector "ROI" Testimonial Campaign: Launch a multi-channel campaign titled *"The Business of Economic Development."* This initiative uses peer-to-peer testimonials from current private-sector members to demonstrate to potential investors how EDCC's advocacy and ecosystem-building directly impact their bottom line and regional market health.	Achieve a 10% increase in total private-sector investment dollars annually.	
	Document at least three (3) new private-sector leads generated directly through campaign testimonial engagement.	
Standardized "First 90 Days" Success Onboarding: Maintain a high-touch onboarding sequence designed to move a member from "joined" to "engaged" in three months. This includes a personalized orientation call with a Regional Director and the delivery of a digital "Welcome to the Ecosystem" toolkit that maps out their path to ROI.	Maintain a 90% retention rate for members who successfully complete the formal 90-day onboarding sequence.	
	100% of new members attend at least one EDCC event or committee meeting within their first 6 months.	
NEW! Investor-Only "Policy & Trend" Roundtables: Create exclusive, high-level feedback	Achieve a 50% participation rate among the organization's top-tier investor level in these exclusive sessions.	

loops specifically for private sector investors and top-tier EDO leaders. These prestige sessions provide early access to statewide policy updates and economic trend data, positioning EDCC as the "insider's" table for Colorado's economic future.	Document at least three major policy or strategy shifts annually that were directly influenced by feedback from Investor-Only sessions.		

STRATEGY 2: Drive network growth by aligning EDCC's offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Align Offerings with Evolving Community Needs:			
Service Gap Analysis & "Technical Need" Mapping (Cross Committee Activity): Conduct a biannual audit to identify specific technical areas (e.g., specialized tax-increment finance, urban renewal legalities, or AgTech incentives) where members feel under-equipped. This data directly dictates which guest experts are invited to Roundtables and which partner organizations are prioritized for new MOUs.	Increase representation from previously "missing" industry sectors and underrepresented counties by 25% over 5 years.		
	Ensure at least 2 new technical training modules or "Resource Briefs" are launched annually based on the specific gaps identified.		
The "Colorado Advantage" Reciprocal Program (MOUs): Formalize and maintain Memorandums of Understanding (MOUs) with core partners (CML, DCI, CCI, APA Colorado, Metro Mayors, and CDFA). These agreements provide EDCC members with "Member-Rate" access to partner conferences and certifications, effectively multiplying the purchasing power of an EDCC membership.	Achieve a $1: $5 Dues-to-Value ratio, demonstrating that for every $1 spent in EDCC dues, members have access to $5 in tangible partner discounts or services.		
	Realize a 30% year-over-year increase in members utilizing reciprocal partner benefits.		
Integrated Knowledge Exchange (Partner Portal): Establish a curated "Partner Portal," a shared digital	Maintain a Net Promoter Score of 65% or higher on the annual member satisfaction survey.		

library that aggregates the best white papers, legislative updates, and research from EDCC and its strategic partners into one searchable interface. This eliminates "research fatigue" by providing a single source of truth for Colorado economic developers.	Achieve a 25% monthly active user rate among the membership base.		
NEW! Cross-Organizational "Technical Sprints": Co-host quarterly "Problem-Solving Roundtables" with partner organizations to tackle complex, multi-disciplinary challenges *(e.g., workforce housing, brownfield redevelopment, or rural broadband)*. These sprints bring together EDOs, city planners, and private developers to create actionable regional playbooks.	**Year 4-5:** • Identify if this is a viable need and work with partners to build the program • Document at least one "Best Practice Playbooks" generated from these sprints and published to the Partner Portal annually.		

Goal #5

SUSTAINABILITY – *Ensure the long-term financial sustainability of EDCC through strategic planning, diversified revenue, and operational efficiency.*

STRATEGY 1: Conduct financial forecasting and gap analysis to identify future funding needs, and pursue diversified revenue streams, strategic partnerships, and grant opportunities.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Revenue Diversification & Financial Forecasting:			
Network-Driven Revenue & Investor Pipeline: The Membership Committee serves as the primary driver for EDCC's financial vitality by leveraging the	Increase the ratio of non-dues income (grants, golf, sponsorships) to 40% of the total budget by Year 5 with a 15% year-over-year increase in private sector sponsorship dollars through the "Gap Analysis" recruitment drive.		

statewide network to diversify income streams. This activity focuses on three critical revenue channels:

Increasing core membership dues and event registrations through targeted regional recruitment.

Expanding the sponsorship pool by identifying new private-sector partners in emerging industries

Creating a qualified pipeline of high-level investors to seed and sustain the new 501(c)(3) foundation.

Achieve a 20% year-over-year increase in total membership headcount.

Identify and vet at least 2 new "Legacy Investors" annually who can support the Foundation's multi-year capital campaign.

Signature Fundraiser: The "Member-Host" Golf Tournament: Elevate the Annual Golf Tournament from a social outing to a "Signature Fundraiser." This model introduces premium "Member-Host" sponsorship tiers where corporate partners specifically fund the attendance of rural EDO leaders. This creates a high-value environment for statewide mentorship while significantly increasing the event's net profit.

Maintain a cost-to-raise-dollar ratio of less than $0.25 (it costs less than 25 cents to raise $1).

Secure five (5) of rural EDO leaders whose event participation and travel are fully subsidized by corporate hosts.

NEW! Strategic Resource MOUs & Collaborative Funding: Formalize "Collaborative Funding" agreements with key partners like CML or DCI. Under these MOUs, EDCC co-applies for statewide or federal grants, allowing organizations to split administrative burdens and indirect costs while doubling the geographic reach and impact of the funding.

Increase non-dues income (grants, events, sponsorships) to 40% of the total budget by **Year 5**.

Document at least 1 successful joint grant application(s) with partner organizations by **Years 3-5**.

NEW! Corporate Value-Add & "Underwriting" Program: Audit EDCC's high-touch digital and physical assets—such as the "Program-in-a-Box" portal, technical webinars, and digital welcome kits—to create exclusive underwriting opportunities. This allows private sector partners to "own" a specific resource, providing them with year-round visibility instead of a one-time event logo.

Year 2: Achieve a 15% year-over-year increase in private sector sponsorship dollars.

Years 4-5: Successfully secure underwriters for 100% of EDCC's core technical resource "Boxes" or webinar series.

NEW! In-Kind Operations & "Service Partner" Recruitment: Recruit "Service Partners" from the membership (e.g., Legal, HR, IT, or Banking firms) who provide essential operational tools and professional services as in-kind donations. This reduces EDCC's cash overhead, allowing more capital to be diverted toward the 501(c)(3) Resilience Fund.

Year 2: Offset at least 15% reduction in annual operational costs through verified in-kind service partnerships.

STRATEGIC PLAN 2026 – 2031

PROFESSIONAL DEVELOPMENT COMMITTEE:

The Professional Development Committee serves as the strategic engine for professional excellence within the EDCC, ensuring that Colorado's economic development practitioners are highly trained and resilient. We bridge the gap between foundational knowledge and executive mastery by setting industry-leading educational standards, cultivating a culture of lifelong mentorship, and delivering a high-value portfolio of training and proprietary data that drives both practitioner success and organizational sustainability.

Goal #1

EDUCATION - *Position EDCC as Colorado's premier leader in setting educational standards and best practices for economic development professionals and their collaborative partners across the state.*

STRATEGY 1: Cultivate a robust statewide network for knowledge-sharing and collaboration among economic development professionals and state/local leaders.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Core Course Delivery & Vetting:			
Basic Economic Development Course The BEDC course provides a substantial introduction to the theory and fundamentals of comprehensive economic development.	Scaling the Course: • Years 1 & 2, host one (1) course per year. • **NEW!** Years 3-5 scale the course to two (2) per year.		
	Achieve a minimum of 40 participants year over year.		

Knowledge Network Series

Designed to cultivate high-performing Economic Development Organizations (EDOs) by building a robust professional development ecosystem. This initiative focuses on nurturing a statewide network of well-educated, engaged professionals, ensuring that Colorado's "constellation" of regional organizations is structurally sound, strategically aligned, and equipped with the leadership capacity to drive localized and statewide economic growth.

Achieve a score of 80% or higher on the course and instructor satisfaction survey.

Convert course non-members into EDCC members within 6 months from taking the course.

Create sub-committees to research topics & vet qualified speakers

Successfully host two (2) high-impact virtual webinars per year focusing on the professional and EDO's

Achieve a minimum of 50–75 attendees per session and they represent each of our five (5) regions across the state.

Maintain an 80% or higher satisfaction rating on the surveys.

Achieve a 50% active engagement rate measuring participation in Q&A, live polls, or chat discussions.

Tracking at least 25 unique downloads of the webinar and prevailing resources from the member portal within the first 6 months of webinar.

Scholarship Program

Provide targeted scholarships to members demonstrating financial need who are committed to advancing their expertise through Colorado-based professional development courses and the EDCC Annual Conference. This competitive program ensures that professional excellence is accessible to every practitioner, fostering a more equitable and well-educated economic development landscape across the state.

Award 100% of the allocated scholarship budget, ensuring that at least 40% of recipients represent rural or under-resourced communities.

90% of scholarship recipients report that the training was "essential" or "highly impactful" for their current role via a post-event survey.

Achieve a 95% membership retention rate among past scholarship recipients, proving that the financial support builds long-term organizational loyalty.

Update, Target, and Promote ED101 Training Series:

ED101 Presentations

Establish a common vocabulary and a shared understanding of how wealth is created in a community. By addressing preconceptions and "political landmines" early, we transform potential skeptics into informed partners who understand that economic development is a marathon, not a sprint.

NEW! Develop ED101 presentations for different audiences. Refine three (3) tailored ED101 modules by year end, 2026.

Secure and deliver at least six (6) ED101 presentations annually, ensuring presentations reach at least three (3) different stakeholder groups annually.

Secure at least three (3) "Main Stage" or "Breakout" slots at major partner conferences.

NEW! Produce two (2) annual "Expert Columns" or Op-Eds authored by staff for statewide and regional publications to advance ED101 literacy.

To scale this impact, the committee will develop a "Plug-and-Play" media template, empowering local communities to secure their own placements in regional news outlets.

Strategic Advocacy Alliances

Leverage formal alliances with statewide priority groups to champion and embed ED101 training into their existing leadership curricula. This model utilizes trusted-partner networks to scale economic literacy among elected officials and community decision-makers without increasing internal staff burden.

Secure at least three (3) "Main Stage" or "Breakout" slots at major partner conferences

NEW! Create a branded "ED101 Executive Summary" one-pager.

Achieve 100% distribution of the branded "Executive Summary" one-pager as the official post-event resource, preserving our ED101 as intellectual property.

Strategic Partnerships:

Industry-Led Knowledge Exchange

To maximize organizational agility, EDCC will formalize partnerships with industry leaders to co-deliver specialized professional development. This "Leveraged Growth" model expands EDCC's technical offerings and member reach while maintaining a lean operational footprint. By utilizing the existing resources and expertise of our partners, we reduce redundancy and ensure our members have access to the highest caliber of industry-specific education without increasing the administrative burden on EDCC staff.

Identify, secure, or retain two (2) new professional development partnerships annually that provide exclusive content or discount rates for EDCC members.

Increase the number of "Partner-led" educational offerings by 20% year-over-year.

NEW! Launch of the "Practitioner-to-Practitioner" (P2P) Learning Series:

Launch a multi-tiered experiential learning series designed to bridge the gap between technical knowledge and on-the-ground execution.

- **The Masterclass (Theory):** Technical deep dives into specialized tools (e.g., TIF, LIHTC, or Enterprise Zones), focusing on the legislative "Why" and "How."
- **The Ecosystem Site Tour (Observation):** Regional "Proof of Concept" visits where members evaluate the physical results of successful projects and meet the cross-functional teams that delivered them.
- **Shadow Days (Immersion):** A high-impact "Day-in-the-Life" residency program. Emerging professionals are embedded with host organizations to observe the "hidden" mechanics of economic development, from stakeholder management to board packet preparation.
- **Scenario Debriefing (Reflection):** Candid, "off-the-record" virtual sessions where seasoned practitioners share the "Political Landmines" and tactical pivots of high-profile projects.

Multi-Year Implementation Roadmap:

Year 1: The Integrated Series Pilot (Proof of Concept)

- Execute one (1) complete "Learning Loop" on a high-priority topic (e.g., Rural Housing Finance). This includes one Masterclass, one Site Tour, one Shadow Day placement, and one Scenario Debrief. Secure 10 "Core" participants who complete the full 4-step loop to validate the curriculum flow.

Year 2–3: Regional Scaling & Relevance

- Expand to three (3) distinct "Topic Tracks" annually, hosted in different Colorado regions to ensure geographic equity.
- Achieve a 90% "Relevance Rating" from participants, measuring the immediate applicability of the technical and "hidden" work skills learned.

Years 4–5: Ecosystem Maturity & Knowledge Transfer

- Document five (5) "Peer-to-Peer Success Stories." These are formal case studies where a project in "Community A" was directly modeled after or influenced by a Site Tour/Shadow Day experience in "Community B."
- Integrate these success stories into the EDCC Member Resource Library as a permanent "Blueprint" for future practitioners.

STRATEGY 2: Build and maintain a centralized, user-friendly digital platform to serve as Colorado's go-to repository for economic development resources and tools.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Industry Compensation Research:			
Job Description and Salary Survey: This research provides critical market data on compensation, benefits, and evolving skill requirements, serving as the definitive resource for EDOs, municipal/county HR departments, and elected officials when budgeting for and recruiting talent.	Conduct the statewide "Colorado ED Salary & Benefits Survey" every three years to capture current market shifts. (latest Fall 2025) Achieve a 60% or higher response rate and regional diversification to the survey from Colorado's EDOs to ensure statistically significant data.		
Update standardized job descriptions to include modern skill sets (e.g., data analytics, remote work management, incentive modeling). Actively market the report to municipal, county, and state governments as well as regional HR associations to ensure it is used during annual municipal budget planning.	**Year 1:** (recognizing that the procurement of this study will diminish over time as the data gets older) • Secure at least ten (10) municipal or county HR departments as first-time purchasers or users of the report. • Achieve an 85% satisfaction rating from users who confirm the report "informed their annual budget or hiring process."		
NEW! Case Study Library:			
Practitioner's Playbook (Case Study Library) Develop a searchable Case Study Library that serves as a living repository of regional economic successes and failures. By distilling P2P interactions—such as Shadow Day reflections and recorded Zoom debriefs—into tagged, topical	**Year 1:** Establish the "Capture Workflow." Create a 3-question template for Shadow Day reflections and a standard Zoom recording protocol. Secure 3 Shadow Days and 3 Zoom Debriefs.		
	Year 2: Automatically convert every peer interaction into a library entry. Target 10+ new case studies generated directly as a byproduct of the Peer-to-Peer series.		

guides, we create an automated knowledge-sharing loop. This platform empowers members to bypass reinventing the wheel by accessing peer-verified strategies for complex development challenges.

Year 3: Achieve an 80% "Actionable Knowledge" rating, meaning that 8 out of 10 people who view a case study should walk away feeling like they gained a specific tool, tactic, or contact that they can immediately use.

Years 4–5: The library grows by 20% annually without the committee needing to "hunt" for stories—the Shadow/Debrief program feeds it naturally.

Goal #2

ADVOCACY - *Establish EDCC as Colorado's authoritative voice in shaping and advancing effective economic development policy through advocacy, research, and cross-sector collaboration.*

STRATEGY 1: Advocate through strategic relationships and cross-sector engagement by cultivating strong relationships with key policymakers, legislators, relevant state agencies, and business organizations across Colorado.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Standardized Advocacy Toolkit & "Messenger" Empowerment:			
NEW! Standardized Advocacy Toolkit: In policy, fragmented messaging is easily ignored. By providing a **"Single Source of Truth,"** we ensure elected officials hear a consistent, high-impact narrative. This alignment builds professional credibility and creates a "chorus" of voices that carries more weight than any single organization. EDCC will deploy a **Standardized Advocacy Toolkit** to empower practitioners as authoritative community voices. This suite of customizable presentations and data-driven talking points provides emerging professionals with foundational training and veteran leaders with the turnkey assets necessary to shape local and state policy.	**Year 1** (Define & Design): • Successfully research, design, and board-approve a "Standardized Advocacy Toolkit." • Recruit a pilot group of 5 professionals to "beta test" the talking points in local meetings and provide feedback. **Year 2** (Execute & Launch): • Host a statewide webinar to launch the toolkit. • Target at least 20 active downloads and ensure the toolkit is integrated into the onboarding process for all "New Professional" members. • Capture three (3) testimonials on the value and effectiveness of the toolkit. **Year 3-5** (Scale & Influence): • Increase utilization of the toolkit by 10% year-over-year. • Achieve a 75% approval rating of users reporting increased confidence advocating to elected officials.	 	

STRATEGY 2: Develop proactive policy research and analysis capability: Grow the capacity to conduct thorough exploration and evaluation of key economic development policies and programs impacting Colorado.

ACTIVITIES	KPI'S	PROGRESS	STATUS
No Activities or KPI's			

Goal #3

ECOSYSTEM BUILDING - *Build a strong, coordinated organizational framework that supports the growth, sustainability, and alignment of Colorado's economic development ecosystem.*

STRATEGY 1: Deliver technical assistance and continuous professional development to strengthen the operational and leadership capacity of local and regional economic development organizations.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Professional Mentorship & Capacity Exchange:			
Mentorship & Capacity Exchange: EDCC will continue working on a comprehensive Mentorship and Capacity Exchange program designed to eliminate professional stagnation by fostering a culture of lifelong learning across the state. Recognizing that economic development is an ever-evolving field, this initiative provides a structured growth path for members at every career stage—from "New Pros" mastering the fundamentals to seasoned executives seeking to "upskill" in new niches or overcome career plateaus. **NEW!** By utilizing defined **"Success Roadmaps"** and skill-specific peer matching, the program ensures that no member hits a growth ceiling alone, creating a more resilient, competitive, and knowledge-rich leadership pipeline for Colorado.	**Year 1-2:** • Build upon the current program framework, develop the "Success Roadmap" resource guide for pairs, and recruit an initial pool of 10 "Master Mentors." • Successfully facilitate 10–15 unique matches, ensuring a focus on diversity in geography and experience level. **Year 3-5** (Scale & Influence): • Survey participants to identify barriers to connection; refine the "Success Roadmap" based on feedback and achieve 80% participant satisfaction. • Increase the number of active matches by 10% year-over-year. • Maintain a baseline of at least 30% rural representation in the mentee pool.	 	

CEcD Support, Promotion & Advocacy:

CEcD Support, Promotion & Advocacy:

EDCC will lead a strategic effort to increase the density of Certified Economic Developers (CEcDs) across Colorado, establishing this designation as the definitive benchmark for professional excellence.

This multifaceted initiative provides **Technical Support** through IEDC accreditation maintenance and candidate preparation, including CEcD-led "Study Groups" and "Office Hours"—while simultaneously driving **Institutional Advocacy**.

By lobbying municipal leaders and EDO boards to recognize and prefer the CEcD designation in hiring practices, EDCC creates a high-standard professional landscape where certified expertise is prioritized, rewarded, and celebrated as a key driver of regional economic success.

Technical Support: Successfully facilitate two (2) annual Study Group cohorts with a minimum of 5 candidates each, led by volunteer CEcD mentors.

Social Proof: Feature 100% of new Colorado CEcDs in a "Spotlight Series" across EDCC channels (newsletter, social media) within 60 days of their certification.

NEW! Institutional Adoption: Secure three (3) formal commitments from municipal or county partners to include "CEcD Preferred" or "CEcD Required" in their executive-level job descriptions.

STRATEGY 2: Drive network growth by aligning EDCC's offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment.

ACTIVITIES	KPI'S	PROGRESS	STATUS
No Activities or KPI's			

Goal #4

NETWORK ENGAGEMENT – *Engage and grow a vibrant statewide network of economic development investors by clearly demonstrating value, deepening relationships, and fostering consistent, meaningful interaction.*

STRATEGY 1: Engage and grow a vibrant statewide network of economic development members by clearly demonstrating value, deepening relationships, and fostering consistent, meaningful interactions.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Economic Development Week Advocacy & Mobilization:			
Economic Development Week: To move beyond a "top-down" celebration. By providing a decentralized "Social Media Toolkit" and hosting high-impact webinars, we empower local EDOs to tell their own stories of how economic development directly improves the Colorado quality of life. Equip members with ready-to-use professional assets (press releases, graphics, proclamations), reducing their administrative burden while elevating their local standing with city councils, media, and the public.	Achieve a total of 200+ unique attendees across the 3-part ED Week webinar series.		
	Secure 25+ unique downloads of the "ED Week Media Toolkit" by local EDOs or Chambers.		
	Document 15+ independent local celebrations (proclamations, tours, etc.) hosted by partners using EDCC resources.		
	Identify 5+ unique media placements (newspaper articles, Op-Eds, or TV spots) featuring ED success stories across the state.		
	Generate 2,000+ social media impressions using the campaign hashtag and secure 20+ partner "Spotlight" tags.		

Networking & High-Velocity Onboarding:

Networking & Onboarding:

To ensure new members feel immediate belonging. By hosting "First Timer" orientations and "Committee Speed-Dating" at the annual conference, we transition members from "observers" to "contributors" within their first 90 days.

Secure 75% participation from first-time conference attendees in the "New Member Orientation" and recruit 10 new committee members.

Implement a "Buddy System" pairing new members with veterans, maintaining a 90% first-year retention rate for new investors.

25% of all Board and Committee Chair positions are filled by individuals who entered via the "First Timer" orientation pipeline.

Member Expertise & Interest Group Activation:

NEW! Member Expertise & Interest Group Activation: Deepening relationships through specialized "Topic-Based" networking.

Modernize the member platform to include "EDO Spotlights" and launch Interest Groups (e.g., Rural ED, Urban Renewal, Workforce Innovation) to facilitate peer-to-peer consulting.

Year 1: (Build) Update digital platform for "Expertise Tags" and feature 6 "EDO Spotlights" in the monthly newsletter.

Year 2-3: (Scale) Activate 3 topic-based Interest Groups with designated leads and 50%-member adoption of expertise tagging.

Year 4-5: (Optimize) Interest Groups host two (2) virtual meetups annually with a satisfaction rating of 4.5/5 for "Practical Value."

STRATEGY 2: Drive network growth by aligning EDCC's offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment.

Strategy Exploration:

The Professional Development Committee conduct a review to identify 1–2 activities for this strategy. These activities must focus on driving network growth by aligning EDCC's professional development offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment

Year 1: (Design)

Year 2-3: (Launch)

Year 4-5: (Scale)

Goal #5

SUSTAINABILITY – *Ensure the long-term financial sustainability of EDCC through strategic planning, diversified revenue, and operational efficiency.*

STRATEGY 1: Conduct financial forecasting and gap analysis to identify future funding needs, and pursue diversified revenue streams, strategic partnerships, and grant opportunities.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Diversified Funding Streams:			
Foundational Training | **Basic Economic Development Course:** Maximize net profit through enrollment targets and vendor-cost negotiation.	Achieve a minimum 20% net profit margin on the BEDC and the P2P Learning Series to cover costs and reinvest into the scholarship fund.		
Proprietary Data | **Job Description & Salary Survey:** Transition the survey from a static document to a "Premium Resource" with tiered access for non-members.	Maintain a 100% cost-recovery rate for all non-member ED101 presentations (covering staff time, materials, and travel).		
Fee-for-Service Advocacy | **ED101 Monetization:** Implement a standardized billing structure where non-members pay full variable costs, turning advocacy into a revenue generator.	Increase annual revenue from the Salary Survey and "Premium Toolkits" by 15% through targeted sales to non-member EDOs and HR firms.		
NEW! Sponsorship/registration | **P2P Learning Series:** Design specific "Series Sponsorships" (e.g., a bank sponsoring the Housing Masterclass) to cover all overhead and generate surplus.	Secure anchor sponsors for 100% of the Ecosystem Site Tours, ensuring that registration fees represent pure net revenue for the organization.		

ACTIVITY: Emerging Leaders Program (Incubator Pipeline)

Description: Launch a structured "Emerging Leaders" program designed to train the next generation of Colorado economic developers. This activity follows a three-stage build:

1. **Program Concept:** Define the 6-month curriculum and mentorship structure.
2. **Program Launch:** Open applications for the inaugural cohort.
3. **Investment Campaign:** Secure a multi-year "Title Sponsor" to fund the program's operations and scholarships.

- **KPI (Pipeline Health):** Maintain a cohort of at least **[Number]** emerging leaders annually, with 50% representing rural or distressed counties.
- **KPI (Sponsorship):** Secure a **3-year lead investment commitment** prior to the Phase 2 launch.

STRATEGIC PLAN 2026 – 2031

PUBLIC POLICY COMMITTEE:

The Public Policy Committee serves as the strategic engine for authoritative advocacy and legislative intelligence within the EDCC. We bridge the gap between complex state-level policy and local economic reality by producing data-backed research, cultivating high-access relationships with policymakers, and empowering members with turnkey advocacy tools. Through rigorous impact analysis and proactive collaboration, the committee ensures EDCC is the primary voice shaping Colorado's economic vitality and the long-term sustainability of its practitioners.

Goal #1

EDUCATION - *Position EDCC as Colorado's premier leader in setting educational standards and best practices for economic development professionals and their collaborative partners across the state.*

STRATEGY 1: Cultivate a robust statewide network for knowledge-sharing and collaboration among economic development professionals and state/local leaders.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! The "Education & Exchange" Roadmap:			
The Public Policy Committee working group will conduct a series of design sessions to identify 1–2 flagship activities (e.g., Legislative "Lunch & Learns," Regional Policy Roundtables, or a Statewide Peer-Mentorship Program). These activities must focus on bridging the gap between local economic	**Year 3:** (Design) Successful delivery of a "Program Charter" for 1–2 selected activities, including budget, speaker lists, and a 12-month execution plan.		

development professionals and state-level policy leaders.

- Task 1: Audit existing gaps.
- Task 2: Vet activity ideas based on staff capacity and member value.
- Task 3: Select the final 1–2 initiatives for the multi-year rollout.

Year 4: (Launch) Execution of the 1–2 activities with at least [X]% statewide geographic representation and [X]% participation from legislative offices.

Year 5: (Scale) A 15% year-over-year increase in attendee retention and the formal integration of these activities into the annual EDCC budget/calendar.

STRATEGY 2: Build and maintain a centralized, user-friendly digital platform to serve as Colorado's go-to repository for economic development resources and tools.

ACTIVITIES	KPI'S	PROGRESS	STATUS
The "Policy Portal" Optimization Strategy:			
Public Policy Landing Page Audit: The Public Policy Committee working group will conduct a "User-Experience Audit" of the current Public Policy and Legislative Platform pages. They will identify 1–2 digital enhancements that transform these pages into a cohesive "Policy Portal" that speaks to three distinct audiences: • Members/Pros: Providing "plug-and-play" tools (e.g., advocacy templates, regional data). • Legislators: Offering "one-sheet" credibility (e.g., clear stances on bills, economic impact snapshots). • Local Officials/General Public: Clarifying the "Why" (e.g., how policy affects local jobs and community growth).	**Year 1:** (Brainstorm & Select) Completion of a "Portal Redesign Map" that defines how the two existing pages will be integrated/enhanced to serve the 3 key audiences. **Committee Task:** • Decide if the "repository" should be a member-only dashboard • An interactive bill-tracker, or • A streamlined "Legislative Toolkit" that merges the platform and the policy page. **Year 2:** (Build & Scale) Launch of the updated "Policy Portal." Measured by a 10% increase in "Resource Downloads" (e.g., advocacy toolkits, white papers, or bill summaries). **Year 3–5:** (Optimize) Achieve a 15% increase in referral traffic from both our membership and stakeholders as well as legislative/government domains (.gov), indicating the site is being used as a reference by professionals, officials, and staffers.	 	

Goal #2

ADVOCACY - *Establish EDCC as Colorado's authoritative voice in shaping and advancing effective economic development policy through advocacy, research, and cross-sector collaboration.*

STRATEGY 1: Advocate through strategic relationships and cross-sector engagement by cultivating strong relationships with key policymakers, legislators, relevant state agencies, and business organizations across Colorado.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! Standardized Advocacy Toolkit & "Messenger" Empowerment:			
In policy, fragmented messaging is easily ignored. By providing a **"Single Source of Truth,"** we ensure elected officials hear a consistent, high-impact narrative. This alignment builds professional credibility and creates a "chorus" of voices that carries more weight than any single organization. EDCC will deploy a **Standardized Advocacy Toolkit** to empower practitioners as authoritative community voices. This suite of customizable presentations and data-driven talking points provides emerging professionals with foundational training and veteran leaders with the turnkey assets necessary to shape local and state policy.	**Year 2** (Define & Design): • Successfully research, design, and board-approve a "Standardized Advocacy Toolkit." • Recruit a pilot group of 5 professionals to "beta test" the talking points in local meetings and provide feedback. **Year 3** (Execute & Launch): • Host a statewide webinar to launch the toolkit. • Target at least 20 active downloads and ensure the toolkit is integrated into the onboarding process for all "New Professional" members. • Capture three (3) testimonials on the value and effectiveness of the toolkit. **Year 4-5** (Scale & Influence): • Increase utilization of the toolkit by 10% year-over-year. • Achieve a 75% approval rating of users reporting increased confidence advocating to elected officials.	 	

STRATEGY 2: Develop proactive policy research and analysis capability: Grow the capacity to conduct thorough exploration and evaluation of key economic development policies and programs impacting Colorado.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! The "Impact Modeling" Pilot:			
The Public Policy Committee working group will explore the feasibility of a "Rapid-Response Research Model." In addition to our current model of "Support/Oppose" stances we'll add Data-Backed Impact Analysis that quantifies how legislation affects Colorado's regional economies, building credibility for the organization.	**Year 3** (The Framework): Delivery of a **"Research Protocol Map."** This document must define: 1. The criteria for selecting a bill for "Deep-Dive" analysis. 2. The data sources or partners required to ensure non-partisan credibility. 3. A template for an **"EDCC Impact Brief."**		
Identify Research Partnerships: Evaluate potential collaboration with a university (e.g., CU Leeds), a research firm, or an internal "Data Task Force" to provide the economic modeling necessary to mirror the "Common Sense Institute" level of authority.	**Year 4** (The Pilot): Production of **3 "Pilot Impact Briefs"** on high-priority bills during the legislative session. • *Metric:* 100% of pilot briefs must include at least one original data visualization or fiscal projection that "humanizes" the bill's impact on local communities.		
Define the "Core Metrics": Decide which 3–5 key data points EDCC will use to judge every bill (e.g., *Local Revenue Impact, Workforce Retention, Regulatory Compliance Cost*). **Select the Product Format:** Determine if the output is a "Quarterly Economic Outlook," "Single-Page Fiscal Snapshots," or an "Annual Competitiveness Benchmark."	**Year 5** (The Authority): Achieve a **"Policy Reference Rate"** of 10 citations per year. This is measured by how often EDCC's original research or data snapshots are cited in legislative committee testimony, news media, or official state agency reports (OEDIT/DOLA).		

Goal #3

ECOSYSTEM BUILDING - *Build a strong, coordinated organizational framework that supports the growth, sustainability, and alignment of Colorado's economic development ecosystem.*

STRATEGY 1: Deliver technical assistance and continuous professional development to strengthen the operational and leadership capacity of local and regional economic development organizations.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! The "Champion" Partner & Direct-Advocacy Roadmap:			

Legislative & Local Leader Toolkit:
The committee will create a "Legislative & Local Leader Toolkit." This is a specialized education module designed to turn elected officials into champions for their EDOs, teaching them why professional economic development leadership is a critical community investment.
The committee will package the Year 1 Toolkit into modules suitable for CML's Legislative Workshops (February) or Annual Conference (June), and CCI's Steering Committee meetings or Annual Conference (November).
	Year 1: (Brainstorm & Select) Completion of the "Legislative & Local Leader Toolkit" and formal agreement from CML/CCI to include EDCC content in their 2026/2027 educational calendars.
	• 80% of CML/CCI conference attendees report "Increased understanding of EDO Capacity" in post-event surveys.
	
	Year 2: (Implementation & Scale) Execution of toolkit training via partner channels reaching 50% of municipal/county members. Completion of one-on-one meetings with 20% of the State Legislature.
	• You take the data of which legislators represent the most "at-risk" rural EDOs and prioritize them for one-on-one meetings.
	  ○ The Meeting Goal: Secure a "Commitment of Support" for future EDO funding.
	  ○ KPI: Number of "Commitments of Support" logged in a legislative tracker.

STRATEGY 2: Secure and deploy strategic funding through grant programs, partnerships, and financial tools to support and empower local, regional, and statewide economic development initiatives.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! The "EDO Sustainability" Legislative Strategy:			
Legislative Funding Strategy: The Public Policy Committee will design and execute an advocacy roadmap to codify support for local EDO capacity into state policy and budget priorities. The committee will identify and lobby for the creation of a permanent state-funded program—ideally housed in statute—that provides startup and technical assistance grants for small/rural/under-resourced EDO's.	**Year 3-5:** (Optimization & Influence) Success is measured by the introduction of a co-sponsored bill by a legislator who was a recipient of a Year 2 one-on-one meeting, supported by CML/CCI as official partners. • Activate the CML/CCI partners to join EDCC in joint testimony for the 501(c)(3) funding bill. • KPI: When Strategy #2 (Codifying Funding) is introduced, 75% of testimony in favor of the bill comes from the local leaders the PPC educated, rather than just EDCC staff. **Defined Success:** The passage of state statute creating the permanent funding stream, backed by a unified "Ecosystem of Champions." (This strategy will also be backed by a larger grant execution strategy led by the Executive Committee and a special project committee. We will need a diversified funding strategy to compliment this funding stream.)		

Goal #4

NETWORK ENGAGEMENT – *Engage and grow a vibrant statewide network of economic development investors by clearly demonstrating value, deepening relationships, and fostering consistent, meaningful interaction.*

STRATEGY 1: Engage and grow a vibrant statewide network of economic development members by clearly demonstrating value, deepening relationships, and fostering consistent, meaningful interactions.

ACTIVITIES	KPI'S	PROGRESS	STATUS

The "Day at the Capitol" Experience:

The Public Policy Committee working group will lead the content and follow-up strategy for EDCC's premier advocacy event. The goal is to move beyond a one-day gathering by creating a "Trusted Advisor" framework where members leverage the event to build year-round credibility with their legislators and aides.

The "Legislative Intelligence" Toolkit: Curate the talking points and regional data "snapshots" used during the luncheon to ensure members provide high-value insights to their paired legislators and aides. Provide members with an "Introductory Script" that bridges their local project needs with the EDCC Legislative Platform.

The "365-Day Connection" Plan: Develop a structured "High-Impact Follow-up" protocol that members use after the event to maintain the new connection (e.g., photo sharing and thank you note, district-specific data updates, and summer tour invites).

Demystify the Testimonial Process: Refine the technical content for the afternoon Capitol visit (committee hearings and testimonial process) to empower members to participate in advocacy later in the session. Utilize multi-year attendance data to develop an **"Advocacy Bench"** identifying veteran members who have successfully maintained year-round consultation with their legislators.

Year 2: Strengthening the "First Touch" & Pairing Experience

- 100% of attendees receive a "Capitol Intelligence Briefing" (digital or physical) prior to the lunch to ensure a unified voice.
- 80% of participating legislators/aides agree in post-event surveys that the dialogue provided "actionable local perspective" they can use during the session.

Year 3: Capturing & Utilizing "Capitol Intel"

- PPC identifies 3–5 policy priority areas based on member feedback from the event to guide EDCC's research and testimony for the remainder of the session.
- Achieve a 50% adoption rate of the "Follow-up Toolkit," with members reporting they sent a personalized post-event touchpoint to their legislator or aide.

Year 4–5: Scaling Influence & The "Go-To Resource" Status

- 15% Increase in "Incoming Inquiries" measured by the number of legislators or aides who proactively reach out to EDCC or its members for district-specific insights before a bill is drafted.
- 100% Geographic Coverage of the follow-up plan, ensuring every legislator who attended receives a follow-up from an EDCC professional in their district.

NEW! Economic Development Week "Policy Spotlight" Series:

The Public Policy Committee working group will explore what a week-long digital and regional advocacy campaign would look like. The goal is to highlight the specific policies and programs—such as Enterprise Zones, R&D tax credits, or workforce grants—that enable local communities to thrive, effectively "connecting the dots" between legislative action and community prosperity.

Content: Select five "Policy Pillars" (one for each day of the week) to highlight. For each, create a "Success Snapshot" that shows how a specific state policy resulted in a real-world local win (e.g., "Because of [Policy X], this many jobs were created in [Region Y]").

- *Example:* Publish the "Annual Economic Vitality Index" during EDW—a high-level report that benchmarks Colorado's policy competitiveness, establishing the week as the "Release Date" for EDCC's premier thought leadership.

The "Legislative Champion": Coordinate a strategy to publicly recognize state legislators during the week who have championed economic development initiatives, fostering goodwill and deepening relationships.

The "Call-to-Action" Toolkit: Add an "Advocacy" portion to the Colorado specific ED Week toolkit, for members to use during the week, including pre-written social media posts and "Letters to the Editor" templates that advocate for these types of programs that support EDCC's legislative platform.

Year 2: Awareness & Education

- Achieve a **15% increase in engagement** (likes/shares) on policy-related posts compared to a standard week.
- Secure at least **3 "Legislative Advocates"**—where a state legislator shares an EDCC-provided quote or data point on their own social media during the week.

Year 3: Engagement & Regional Presence

- Potential KPI - Host **5 Regional Coffee Chats** with an elected official using PPC-provided talking points.

Year 4–5: Authoritative Influence & Impact

- Achieve at least 3 mentions in statewide or regional news outlets citing EDCC's policy insights during Economic Development Week.
- 100% of "Priority 1" legislators engage with EDCC content during the week, as measured by social media tags or direct outreach.

Goal #5

SUSTAINABILITY – *Ensure the long-term financial sustainability of EDCC through strategic planning, diversified revenue, and operational efficiency.*

STRATEGY 1: Conduct financial forecasting and gap analysis to identify future funding needs, and pursue diversified revenue streams, strategic partnerships, and grant opportunities.

ACTIVITIES	KPI'S	PROGRESS	STATUS
NEW! Diversified Funding Streams:			
Fee-for-Service Advocacy | **Thought Leadership Monetization:** Similar to how the National Academies or Science Policy Journal operate, the PPC can offer "underwriting" sponsorship opportunities for specific research papers. • *Example:* A private utility or tech company "underwrites" a 10-page deep-dive report on "The Economic Impact of Broadband Policy in Rural Colorado." They get branding on the report and a seat at the table during the rollout. • *Example:* Economic Impact Fee-for-Service: The PPC could develop a standardized "Economic Impact Snapshot" template and offer it to local EDOs or member organizations for a fee to help them quantify their own local impact for their boards. Diversified Sponsorship & Grants | **Strategic Partnerships:** Many federal and state agencies offer grants for technical assistance and research. The PPC can apply for these to fund the creation of toolkits or "demystification" programs for rural communities. Operational Efficiency: Operational efficiency isn't just about spending less; it's about recovering costs through high-value digital products.	**Year 2-5** Sustainability KPI Examples for PPC: • **Non-Event Revenue:** Achieve $15,000 in non-event revenue through research underwriting or digital tool subscriptions by Year 3. • **Grant Success:** Successfully secure one technical assistance grant of $10,000+ to support the PPC's "Statewide Research Pipeline." • **Partner Retention:** Maintain a 90% renewal rate for "Policy Champion" annual partners by demonstrating the ROI of the "Advocacy Intelligence" they received.		

- *Example:* While basic advocacy tools are a member benefit, the PPC could create a "Premium Legislative Toolkit" or a highly detailed, interactive digital "Bill Tracker Dashboard" that they can integrate into their websites and requires an additional subscription.
- *Example:* If the PPC creates an "Economic Development 101 for Elected Officials" curriculum, this content could be licensed to other states or organizations, creating a passive income stream.

STRATEGIC PLAN 2026 – 2031

DATA COMMITTEE:

The Data Committee serves as the strategic intelligence hub for the EDCC, ensuring that Colorado's economic development ecosystem is powered by accurate, consistent, and actionable data. We bridge the gap between complex economic information and practical decision-making by setting educational standards, advocating for data integrity at the state and federal levels, and providing expert-led research that drives policy and organizational sustainability.

Goal #1

EDUCATION - *Position EDCC as Colorado's premier leader in setting educational standards and best practices for economic development professionals and their collaborative partners across the state.*

STRATEGY 1: Cultivate a robust statewide network for knowledge-sharing and collaboration among economic development professionals and state/local leaders.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Data Education Programming & "Fact Sheet" Series:			
NEW! Data Education Programming & "Fact Sheet" Series Economic data is only useful if it is digestible. This activity transforms raw, complex datasets into "strategic intelligence," ensuring members don't just	**Year 1:** (Build) Establish a Standardized Template for Data Fact Sheets and deliver two (2) pilot workshops to define member "data-literacy" baselines. **Year 2-3:** (Scale) Produce four (4) quarterly Fact Sheets annually with a 50%-member download rate across the digital platform.	 	

see numbers but understand the narrative behind them to drive local policy. Develop and facilitate data-centric workshops, presentations, and "Data Fact Sheets" (one-pagers) tailored to the evolving needs of the EDCC membership.	**Year 4-5:** (Optimize) Achieve a 75% "Actionable Intelligence" rate, where members confirm the tools directly influenced a local budget or project approval.		
NEW! Strategic Data Partnership Liaison Act as the "single point of entry" for statewide data providers (WIDE, CSU REDI, CU Leeds, etc.), ensuring practitioners spend less time hunting for data and more time applying it.	**Year 1:** (Guardrails) Formalize a Liaison Standard Operating Procedure (SOP) and sign three (3) MOUs with core data partners to define information-sharing protocols.		
	Year 2-3: (Integration) Establish a quarterly data-sync calendar where partners provide exclusive "EDCC-first" insights or early-access reports.		
Bridge the gap for members who lack the budget for high-level research, providing them with a collective "back-office" research arm.	**Year 4-5:** Establish a "Data-to-Action" feedback loop, where the committee identifies one "Member Data Need" per quarter that partners then solve through new research or tools.		

STRATEGY 2: Build and maintain a centralized, user-friendly digital platform to serve as Colorado's go-to repository for economic development resources and tools.

ACTIVITIES	KPI'S	PROGRESS	STATUS
On-Demand Research Support & Knowledge Archiving:			
NEW! On-Demand Research Support: Provide expert guidance and support for ad-hoc business and industry research requests from the EDCC board and committees.	**Year 1:** (Protocol) Establish a formal "Research Intake Process" and log 100% of requests, establishing a baseline Turnaround Time (TAT) for "Simple" vs. "Deep-Dive" queries.		

Year 2-5: (Efficiency) 100% of major EDCC Board policy positions or "Strategic Initiatives" cite Data Committee Research as a primary source, verifying the committee's role as the organization's "Single Source of Truth."

NEW! Data Gap Mitigation & Sector Intelligence:

The Data Committee will leverage monthly peer-led 'Intelligence Briefings' to systematically audit the Colorado data landscape. By analyzing high-level member projects, the committee will proactively identify and bridge informational 'blind spots'—particularly in LMI and rural sectors—transforming identified data gaps into actionable research priorities for our statewide partners.

Year 1: (Diagnostic) Conduct one (1) monthly presentation with a mandatory "Gap Audit" post-session to identify and log at least five (5) critical data "blind spots" affecting Colorado communities.

Year 2-3: (Solution) Successfully bridge 60% of logged gaps by identifying new data sources, creating "Data Translation" workarounds, or securing partner commitments to provide the missing metrics.

Year 4-5: (Strategic) Achieve "Data Equity" certification (internal standard), ensuring that 100% of data sets are accessible for all Colorado community types (Rural, Urban, Frontier).

Years 4–5: The library grows by 20% annually without the committee needing to "hunt" for stories—the Shadow/Debrief program feeds it naturally.

Goal #2

ADVOCACY - *Establish EDCC as Colorado's authoritative voice in shaping and advancing effective economic development policy through advocacy, research, and cross-sector collaboration.*

STRATEGY 1: Advocate through strategic relationships and cross-sector engagement by cultivating strong relationships with key policymakers, legislators, relevant state agencies, and business organizations across Colorado.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Data Integrity Advocacy & Agency Liaison:			
NEW! Resolving Systemic Friction: The Data Committee will function as Colorado's Data Integrity Vanguard, utilizing a phased KPI approach to improve the 'Accuracy Index' of state and federal datasets. By building 'Coalition Strength' through joint advocacy and maintaining a high 'Dictionary Utility Score,' we ensure that our members spend less time fighting data friction and more time utilizing a high currency 'Context Library' to drive local economic growth.	**Year 1:** (Build) Launch the "Accuracy Index." Establish the baseline member-satisfaction score for state/federal data reliability and secure three (3) partner organizations for the first joint "Data Friction" letter. **Year 2:** (Scale) Grow Coalition Strength by increasing the number of co-signing partner organizations to ten (10) and show a 15% year-over-year improvement in the "Accuracy Index" score. **Year 3-5:** (Optimize) Achieve a 75% positive "Accuracy Index" rating and demonstrate at least three (3) formal agency methodology changes prompted by EDCC coalition testimony.	 	

STRATEGY 2: Develop proactive policy research and analysis capability: Grow the capacity to conduct thorough exploration and evaluation of key economic development policies and programs impacting Colorado.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Develop Proactive Policy Research and Analysis Capability:			

NEW! Economic & Policy Research Review:

The Data Committee will evolve EDCC's Policy Intelligence Capacity by institutionalizing a technical review process for state-level research and a proactive annual economic scan. By leveraging high-level datasets like the DABE Bluebook, we will transform complex economic indicators into clear 'ROI Snapshots' and 'Member Readiness' tools that empower practitioners to lead informed, data-driven advocacy.

Year 1: (Build) Establish the Review Protocol: Define the "EDCC Value Alignment" checklist for reviewing external research and conduct the inaugural Q4 Data Scan with DABE.

Year 2: (Scale) Demonstrate ROI & Readiness: Produce at least three (3) "ROI Snapshots" for proposed policies and achieve a 70% Member Readiness Score regarding the annual Top 5 Trends.

Year 3-5: (Optimize) Strategic Authority: 100% of EDCC-supported policy stances are accompanied by a Data Committee Brief, and the Q4 Data Scan is adopted as the "Primary Forecast" for all regional EDO legislative agendas.

Goal #3

ECOSYSTEM BUILDING - *Build a strong, coordinated organizational framework that supports the growth, sustainability, and alignment of Colorado's economic development ecosystem.*

STRATEGY 1: Deliver technical assistance and continuous professional development to strengthen the operational and leadership capacity of local and regional economic development organizations.

ACTIVITIES	KPI'S	PROGRESS	STATUS
No Activities or KPI's | On standby as this gets vetted out.			

STRATEGY 2: Drive network growth by aligning EDCC's offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment.

Strategy Exploration:

NEW! The Professional Development Committee conduct a review to identify 1–2 activities for this strategy. These activities must focus on driving network growth by aligning EDCC's professional development offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment	**Year 1:** (Design) **Year 2-3:** (Launch) **Year 4-5:** (Scale)	 	

Goal #4

NETWORK ENGAGEMENT – *Engage and grow a vibrant statewide network of economic development investors by clearly demonstrating value, deepening relationships, and fostering consistent, meaningful interaction.*

STRATEGY 1: Engage and grow a vibrant statewide network of economic development members by clearly demonstrating value, deepening relationships, and fostering consistent, meaningful interactions.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Strategic Committee Recruitment:			
Committee Recruitment: To ensure EDCC remains the authoritative source for economic intelligence, we must move beyond generalists. This activity focuses on the deliberate recruitment of principal analysts; university economists, private-sector analysts, and state agency leads who provide the technical depth required to solve complex statewide challenges. By populating the committee with recognized experts, every product we release (Fact Sheets, White Papers, Policy Reviews) carries the weight of a multi-disciplinary peer review, increasing the organization's influence with legislators and investors	Identify a priority recruitment list of 10 Principal Analysts. Successfully onboard at least 3 new experts representing missing technical sectors. Achieve a committee composition where 60% of members hold specialized designations or lead research roles in their respective fields. Convert 100% of recruited subject matter experts to formal EDCC members within 3 months of joining the committee, citing the high ROI of the collaborative network.	 	
Partner Relationship Management:			
NEW! Ensuring Geographic & Sectoral Equity:	**Year 1:** (Build) Operational Guardrails: Formalize the PRM Tracking Tool and establish the baseline Expertise Diversity Index (EDI) across 4 quadrants: Rural, Urban, Private, and Public.		

By formalizing a Partner Relationship Management process, the committee tracks and manages a pipeline of contributors to ensure that "blind spots" are avoided, and that rural, urban, academic, and private voices are equally represented.

Formalize how we track and engage contributors prevents "institutional knowledge leak." It ensures a steady pipeline of diverse talent, keeping the committee's output relevant to all 64 counties and protecting the committee from regional bias.

Year 2-3: (Scale) Equity Achievement: Reach an EDI Score of 75% (balanced representation) and maintain an 85% Member Retention Rate through structured annual "Value Check-ins."

Year 4-5: (Optimize) Ecosystem Parity: Maintain an EDI Score of 90%+ and document at least three (3) joint initiatives annually that were directly enabled by the diverse PRM network.

STRATEGY 2: Drive network growth by aligning EDCC's offerings with the evolving needs of Colorado's economic development community and reframing membership as a strategic, high-return investment.

ACTIVITIES	KPI'S	PROGRESS	STATUS
RFI Technical Review & Response:			

NEW! RFI Technical Review & Response:

Local EDOs often lack the "Data Bench Depth" to verify complex demographic or industry clusters required for major grant applications or 5-year CEDS updates. The Data Committee provides a high-level **"Peer Review"** to ensure that local narratives are supported by technically sound, up-to-date data.

This service acts as a "Pre-Submission Safety Net." By catching data errors or identifying stronger supporting metrics before a grant hits a reviewer's desk, the committee directly increases the success rate of Colorado communities in competing for federal and state dollars

Year 1: (Build) Establish a formal "Request for Review" portal and complete technical data audits for at least 3 regional CEDS or major grant drafts.

Year 2-3: (Scale) Achieve a 100% "Technical Soundness" rating on federal grant feedback for any application vetted by the committee, and support 5+ regional CEDS updates.

Year 4-5: (Optimize) Document a 25% higher success rate for grant applications that went through the committee's vetting process compared to the organization's historical baseline.

Partner Relationship Management:

Cooperative Data Access & Partnership Development:

Premium economic modeling and foot-traffic tools (e.g., Lightcast, IMPLAN, Placer.ai) are often priced for large metros, leaving smaller EDOs at a disadvantage. The committee acts as a "Buying Bloc," researching and negotiating EDCC-exclusive partnerships or group-buy opportunities to lower the financial barrier to entry.

This activity provides members with "big city" tools at a fraction of the market price. By documenting the cost savings, EDCC can prove to a member's Board of Directors that their membership dues are recouped through just one data subscription.

Year 1: (Optimization) Formally update and promote the 4 existing partnerships; achieve a 20% increase in member adoption of these deals and document $15,000+ in aggregate member savings.

Year 2-3: (Scale) Add two (2) new "emerging tech" providers (e.g., AI-driven land-use or housing tools) and reach $40,000 in annual collective cost savings.

Year 4-5: (Optimize) Reach a point where 50% of the active membership saves more through the "Group-Buy" program than they pay in annual EDCC dues.

Data Office Hours:

NEW! Data Office Hours:

Conduct monthly or quarterly virtual sessions where committee members provide "concierge" advice on how to use specific data tools or answer any data questions.

Year 1: (Build) Engagement Baseline: Launch quarterly sessions and achieve a First-Contact Resolution (FCR) rate of 70% for member data inquiries.

Year 2-3: (Scale) Utility Score: Host monthly sessions with a Customer Satisfaction (CSAT) score of 4.5/5 and an average of 15+ unique attendees per session.

Year 4-5: (Optimize) Consultative Authority: Achieve a 90% "Empowerment Rating," where attendees report they were able to use session insights to influence a local board or council decision.

Goal #5

SUSTAINABILITY – *Ensure the long-term financial sustainability of EDCC through strategic planning, diversified revenue, and operational efficiency.*

STRATEGY 1: Conduct financial forecasting and gap analysis to identify future funding needs, and pursue diversified revenue streams, strategic partnerships, and grant opportunities.

ACTIVITIES	KPI'S	PROGRESS	STATUS
Diversified Funding Streams:			
NEW! Premium "Data-Verified" Vetting Service | While basic vetting for members is a benefit, we can offer a "Premium Certification" for large-scale grant applications or CEDS for non-members or for-profit consultants. Charge a "Technical Review Fee" for deep-dive audits of multi-million-dollar grant packages.	**Year 2-3:** Launch the "Premium Vetting Fee" for non-member/consultant CEDS reviews and generate $10,000+ in annual non-dues revenue.		
NEW! Corporate "Data Trust" Sponsorships | The "Data Dictionary" and the "Monthly Sector Intelligence" briefings are highly valuable to private sector partners (banks, utilities, developers). We can sell "Intelligence Sponsorships" to these organizations. Annual "Presenting Sponsorships" for the monthly briefings or the Data Dictionary.	**Year 4-5:** Create a "Data Committee Prospectus" and secure one (1) $5,000+ Annual Sponsor for the Monthly Intelligence Series.		