



STRATEGIC PLANNING

For economic development through 2025

 **NORTHWEST**
DOUGLAS COUNTY

CHAMBER AND ECONOMIC DEVELOPMENT CORPORATION



EXECUTIVE SUMMARY



The Board of Directors for the Northwest Douglas County Chamber & Economic Development Corporation believe that proactively setting the stage for economic growth in their region is critical to the ongoing success of the community. As such, the Board of Directors engaged in a strategic planning process that documented a vision for sustainable growth and economic activity to see them through the year 2025.

During the strategic planning process, a report was commissioned to identify what types of businesses and residents are already located in the area, the community assets available to support the business activity and the industry clusters that are the most likely to succeed in the future. The extensive study done by Development Research Partners titled, "The Economic Base and Industry Opportunities in Northwest Douglas County" is attached to this document as important foundational information that supports the goals and strategic initiatives of the organization.



INTRODUCTION

As part of the five-year road map for success, the Board of Directors established a vision for Northwest Douglas County that it become the best locale to grow your business, hire an educated workforce, enjoy a healthy lifestyle, all while experiencing the quintessential Colorado experiences.

This vision is accomplished through an understanding of the strengths and weaknesses of the community and by augmenting the organization's ongoing mission critical strategies around job creation, job retention and business expansion alongside four strategic initiatives.



Develop a Robust Marketing Plan:

The story of Northwest Douglas County is yet to be told. Northwest Douglas County has a business-friendly tax environment, streamlined development processes, a highly educated workforce and an unsurpassed quality of life. By telling this story, businesses and residents will be highly motivated to choose Northwest Douglas County for their business needs.



Advocate on Matters Critical to the Economic Vitality of Northwest Douglas County:

Many things are happening at the state and local level that may have a positive or negative impact on Northwest Douglas County's ability to create and retain jobs. Northwest Douglas County Chamber & EDC must be the voice for the community on these critical matters.



Establish a Real Estate and Development Sub-committee:

Land use decisions, design standards, availability of commercial inventory and attainable housing are important to the economic growth of Northwest Douglas County. It is important that the organization develop pillars and policies that can help guide decisions on these important matters and allow the organization to prioritize its most pressing needs and initiatives to support these needs going forward.



Identify Opportunities to Develop an Aerospace Campus and an Outdoor Recreation Business Campus:

Colorado is seeing profound growth in the aerospace and outdoor recreation industries, creating an opportunity for businesses seeking an environment that Northwest Douglas County has to offer. Because of Northwest Douglas County's proximity to Lockheed Martin and our access to unparalleled outdoor opportunities, this region must find ways to attract these businesses and create an environment that supports them.



ACTION PLAN & PERFORMANCE MEASURES

A sound economic development strategy must have actionable goals and metrics to determine success. Following is an action plan for each of the strategic initiatives:

Mission Critical Strategic Initiative: Job Creation, Retention and Expansion Within Targeted Industries

Goal: Create business recruitment leads in targeted industries.

Tactics:

- Provide site selection services for companies, brokers and location consultants.
Performance Measure: Track all inquiries coming in. Once a baseline number is set, establish a goal for subsequent years.
- Build relationships with site selectors and brokers.
Performance Measure: Attend and participate in the Metro Denver EDC annual site selection conference and meet with brokerage firms representing Northwest Douglas County.
- Produce collateral that markets Northwest Douglas County as the leading business location.
Performance Measure: Development of the collateral.
- Participate/exhibit in targeted tradeshows and conferences.
Performance Measure: Track all shows, follow up and leads generated from the event.

Goal: Market and facilitate local and state business incentives and financing services.

Tactics:

- Market Douglas County's Business Personal Property Tax Incentive.
Performance Measure: Track the number of businesses this information is shared with.
- Market the State of Colorado's business incentives
Performance Measure: Track the number of businesses this information is shared with.
- Explore additional creative incentive opportunities such as partnerships with a local University or Arapahoe Community College.
Performance Measure: Track new ideas and steps taken to implement program.
- Develop relationships with local banks and establish a referral process for financing services.
Performance Measure: Meet with five local banking institutions and develop/implement a referral process.

Goal: Develop a formal business retention and expansion program for Northwest Douglas County.

Tactics:

- Create a database of Northwest Douglas County businesses and identify opportunities to communicate with them about business resources at the local, state and federal level.
Performance Measure: Track the number of business in the database as well as times they were communicated with on an annual basis.
- Identify companies with growth potential, as well as those that may be at risk of relocating or reducing employment and proactively meet with them to identify ways to support their efforts.
Performance Measure: Track number of businesses that are met with and resources provided.
- Host Quarterly roundtables with target industries.
Performance Measure: Track roundtables and businesses assistance that comes as a result.





Strategic Initiative #1

DEVELOP A ROBUST MARKETING PLAN

Tell the story of Northwest Douglas County as the best locale to grow your business, hire an educated workforce, enjoy a healthy lifestyle, all while experiencing the quintessential Colorado experiences.

Goal: Develop a persuasive message about Northwest Douglas County through consistent branding and messaging across all platforms that will attract and engage targeted audiences.

Tactics:

- Engage communications/marketing consultant to do an audit of existing resources and develop a marketing plan.
Performance Measure: Development of written plan with timeline.
- Update the website to include messaging and resources.
Performance Measure: Implementation of website updates. The SEO page score will tell whether the site is being used effectively.
- Develop a content strategy to tell the Northwest Douglas County story through various outlets such as Facebook, Twitter, LinkedIn, earned media, advertising, etc.
Performance Measure: Number of placements on various platforms.

Goal: Establish Northwest Douglas County as a distinct, ideal location for business relocation and expansions.

Tactics:

- Update website to include consistent message and resources ideal for business relocation and expansion.
Performance Measure: Completion of updates and SEO metrics.
- Develop a prospect packet template that has consistent messaging and allows for tailoring of real estate, incentives and resources based on the company's needs.
Performance Measure: Completion of prospect packet.
- Develop business testimonials that tell the story of why Northwest Douglas County is the best location to be used in print, video and social media platforms.
Performance Measure: Number of testimonials and views.



Strategic Initiative #2

ADVOCATE

Advocate on matters critical to the economic vitality of Northwest Douglas County.

Goal: Become the voice of business in Northwest Douglas County.

Tactics:

- Develop pillars and policies that serve as a guide on policy matters critical to the economic development of Northwest Douglas County.
Performance Measure: Development and implementation of pillars and policies.
- Conduct educational forums on legislation, ballot questions and local issues critical to the economic vitality of Northwest Douglas County.
Performance Measure: Conduct an educational forum each quarter.
- Take positions on legislation that is impacting the economic vitality of Northwest Douglas County. Be selective so as not to dilute your voice.
Performance Measure: Develop a tracking mechanism for legislative matters.
- Testify on bills, write letters of support or opposition and make phone calls.
Performance Measure: Track all activity.
- Take positions on ballot questions that are critical to the economic vitality of Northwest Douglas County. Host educational events, join coalitions, market on social media and through newsletters, etc.
Performance Measure: Track activity and success of the question.
- Take positions on local matters that are critical to the economic vitality of Northwest Douglas County. Testify at Board of County Commissioner hearings, Planning Commission hearings and other local forums. Write letters of support.
Performance Measure: Track activity and success of the issue.
- Enhance website to include information on issues critical to the economic activity of Northwest Douglas County.
Performance Measure: Implementation of changes to website and tracking analytics.



Strategic Initiative #3

ESTABLISH A SUB-COMMITTEE

Establish a Real Estate and Development Sub-committee

Goal: Collaborate with business community, development community and local governments to engage in projects that support development in Northwest Douglas County.

Tactics:

- Identify a project that will support the real estate and development needs of Northwest Douglas County. Ideas of the project could be:
 1. Development Roundtables to provide valuable input to Douglas County on the development process.
 2. Commission a study on the time and cost of development in surrounding communities to determine competitiveness.
 3. Develop an education campaign on matters critical to development such as water, metro districts, broadband, etc.

Performance Measure: Completion of a project.

Goal: Collaborate with housing partners, developers and realtors to create a plan for attainable workforce housing.

Tactics:

- Identify key partners.
- Identify housing gaps by location.
- Become advocates for workforce housing at all price points.
- Develop a roadmap for economic development support.
- Ensure that the organization takes an appropriate support role in all activities.

Performance Measure: Successful completion of activities and documentation.



Strategic Initiative #4

OPPORTUNITIES

Identify Opportunities to Develop an Aerospace Campus and an Outdoor Recreation Business Campus

Goal: Collaborate with the development community and local governments to develop a plan for the Aerospace Industry Cluster in Northwest Douglas County.

Tactics:

- Identify the key partners.
- Identify supply chains for the aerospace industry.
- Create a vision for an aerospace campus.
- Locate key locations for the industry throughout Northwest Douglas County.

Performance Measures: Completion of a plan.

Goal: Collaborate with the development community and local governments to develop a plan for a Northwest Douglas County Outdoor Recreation Business Campus.

Tactics:

- Identify the key partners.
- Create a vision for the campus.
- Determine whether the project should be a public/private partnership or private venture.
- Locate key locations for the project.
- Determine whether there are innovative purchasing/financing opportunities.
- Collaboratively develop a workplan that articulates roles and defined action items between the developer, financing, marketing, recruitment, and transactional items. Determine what MOU's need to be established.

Performance Measures:
Completion of a plan.

Goal: Develop a business recruitment plan for the Aerospace and Outdoor Recreation industries.

Tactics

- Investigate recruitment and expansion strategies and develop a work plan specific to both Aerospace and Outdoor Recreation.
- Purchase lists of companies and market to targeted geographies.
- Create specific collateral, website and social media platforms to highlight development, incentives and other strategies developed in the Northwest Douglas County marketing plan.

Performance Measure: Completion of the plan.

Goal: Recruit an anchor tenant which creates momentum and a face for the project in both Aerospace and Outdoor Recreation.

Tactics

- Conduct recruitment activities for potential anchors seeking to relocate to Colorado and Northwest Douglas County. This could include trade shows, conferences, and site selection visits.
- Compile and market any incentives available for businesses interested in locating on the campus.

Performance Measure:
Successful recruitment of a tenant.