

# OPERATION COMMERCE

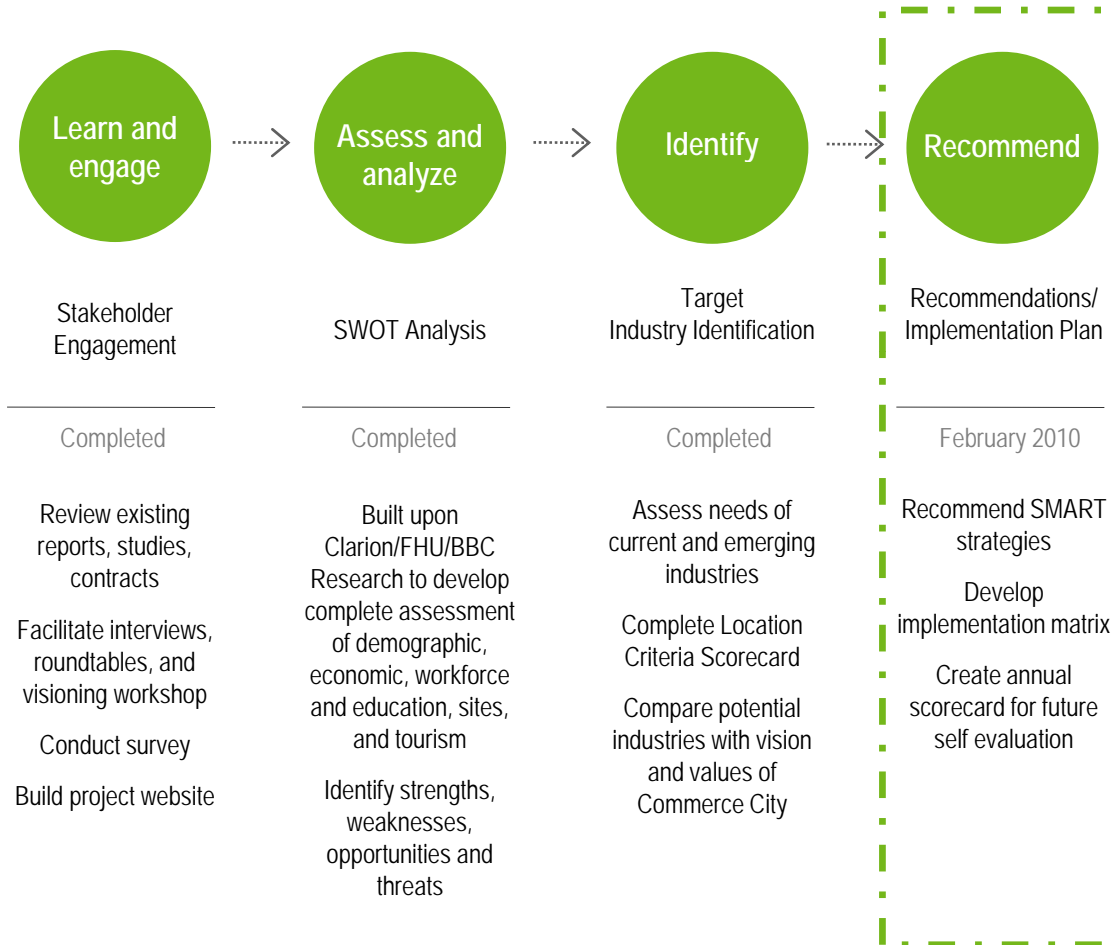
Final Recommendations  
Presented to Commerce City, Colorado  
February 22-23, 2010



# Objectives

- Review project findings and process
- Present strategic recommendations
- Review implementation matrix
- Discussion/Questions

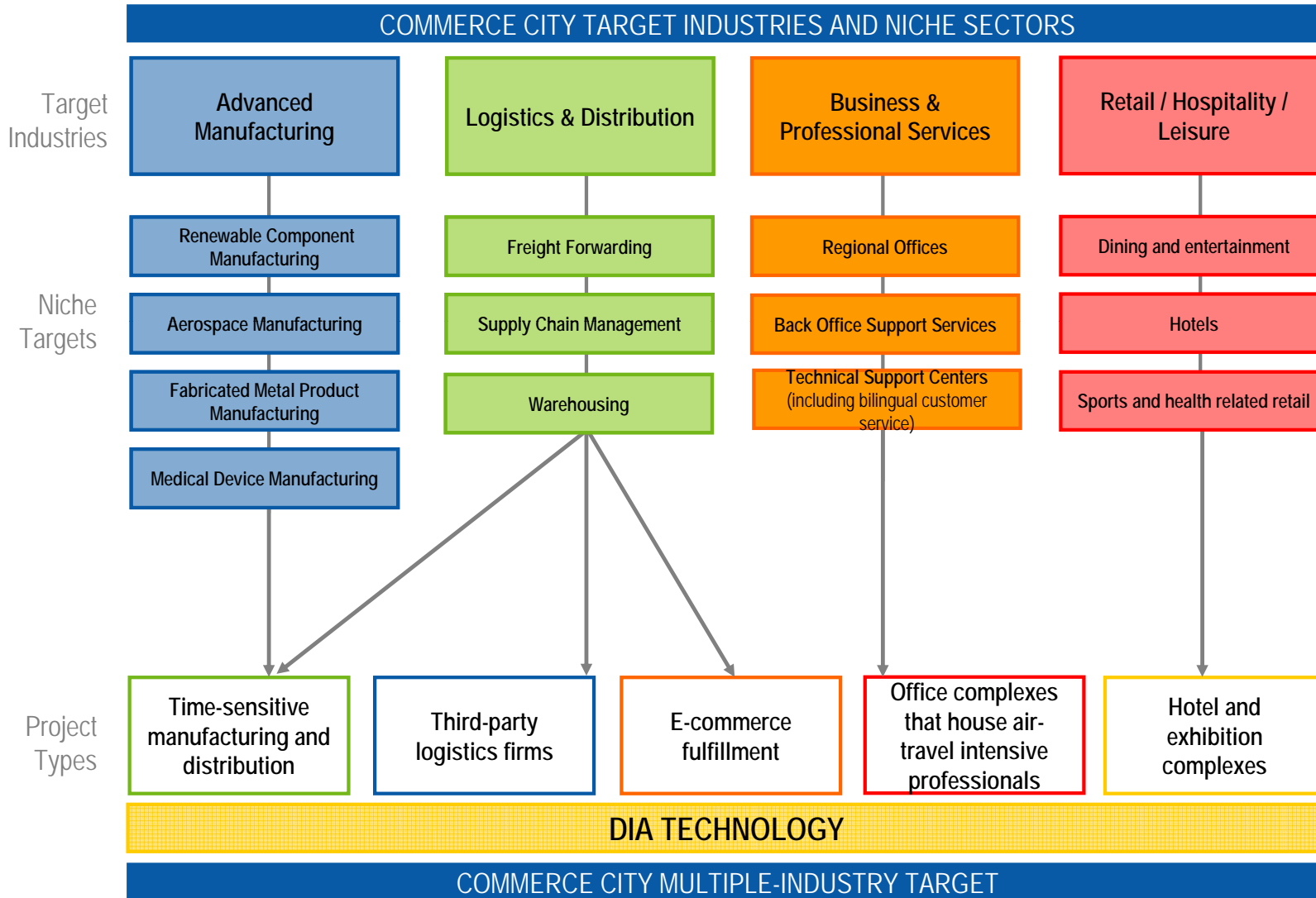
# Project Process



# Angelou presentation of Final Recommendations

- Steve Vierck, President of Economic Development, AngelouEconomics

# Identify: Target Industry Identification



# Goals

1. Implement a targeted marketing and business development campaign in conjunction with regional allies
2. Expand support to existing industries and entrepreneurs
3. Help put appropriate real estate options and infrastructure in place
4. Ensure appropriate workforce skills are in place

# Example - Plan Layout

**STRATEGY** { Strategy 1.6: Utilize the retention and expansion program to help identify suppliers and related companies for possible recruitment

**BACKGROUND** { The Business Retention and Expansion Program has grown into a solid program in its less than three years of existence. One area of increased emphasis should be identifying suppliers to local businesses that are good candidates for recruitment to Commerce City. Many communities successfully use their retention and expansion programs to help identify suppliers and other related firms for possible recruitment. Area industries often know of companies that are candidates for relocation and they themselves would often benefit from having connected businesses in closer geographic proximity.

- ACTION ITEMS** {
- Expand the Business Retention and Expansion program to add more emphasis on questions identifying suppliers and other related firms that could be recruitment candidates.
  - Use local business conferences such as the Business and Development Summit for assistance in supplier identification.
  - Follow up to these identified companies by sending cluster specific marketing materials and engaging where possible the connected local firms.

**Goal 1**  
**Marketing**

**Goal 2**  
Support Business

**Goal 3**  
Real Estate / Infrastructure

**Goal 4**  
Workforce

## STRATEGIES

- 1.1 Focus business development efforts on the targeted industries
- 1.2 Develop and carry out a comprehensive retail recruitment strategy
- 1.3 Establish an Economic Development Advisory Group and include representatives of each of the target industries
- 1.4 Identify and promote an updated, positive community imaging / marketing campaign congruent with target industries' requirements
- 1.5 Strengthen the economic development section of the City of Commerce City website
- 1.6 Utilize the retention and expansion program to help identify suppliers and related companies for possible recruitment

**Goal 1**  
**Marketing**

**Goal 2**  
Support Business

**Goal 3**  
Real Estate / Infrastructure

**Goal 4**  
Workforce

## STRATEGIES CONTINUED

1.7 Consider refinements to the City's policies to ensure competitiveness for strategic, targeted businesses

a) Tax policy

b) Incentives

1.8 Promote and leverage recent success

1.9 Shorten development review process times for strategic prospect companies

1.10 Consider development of a community wide Sustainable Economic Development Initiative

Goal 1

Marketing

Goal 2

Support Business

Goal 3

Real Estate / Infrastructure

Goal 4

Workforce

## STRATEGIES

- 2.1 Expand Business Retention and Expansion Program (BRE) outreach to existing industries
- 2.2 Improve local and regional support to entrepreneurs
- 2.3 Actively participate in and encourage business participation in programs intended to increase the volume of government contracts performed by local companies
- 2.4 Increase recognition of local business success stories
- 2.5 Encourage entrepreneurship from a young age through regional K-12 programs

Goal 1  
Marketing

Goal 2  
Support Business

Goal 3  
Real Estate / Infrastructure

Goal 4  
Workforce

## STRATEGIES

- 3.1 Prepare an updated master list of industrial, office, and retail sites and identify pressing infrastructure requirements
- 3.2 Continue to build a stronger relationship with the Denver region's commercial real estate community by continuing and expanding the Business and Development Summit
- 3.3 Develop a strategy for redevelopment of the former Mile High Greyhound Park site
- 3.4 Continue to push for provision of fiber optic service to key employment centers
- 3.5 Collaborate with the Union Pacific and Burlington Northern Santa Fe Railroads on development of spurs for their rail-served parcels

Goal 1  
Marketing

Goal 2  
Support Business

Goal 3  
Real Estate / Infrastructure

Goal 4  
Workforce

## STRATEGIES CONTINUED

- 3.6 Continue to preserve and enhance transportation access for cars and truck traffic
- 3.7 Advocate for “through the fence” access to Denver International Airport as well as access to Peña Road via Tower Road from Commerce City

Goal 1

Marketing

Goal 2

Support Business

Goal 3

Real Estate / Infrastructure

Goal 4

Workforce

## STRATEGIES

- 4.1 Conduct in-depth research to determine occupations and skill sets most in demand by the targeted industries
- 4.2 Ensure that employer feedback about workforce strengths and weaknesses is periodically gathered through City - employer programs and communicated to area workforce development providers
- 4.3 Elevate technical training among area residents
- 4.4 Increase local employer understanding and utilization of workforce development programs

# Performance Metrics

## Economic Development & Marketing

- Number of new primary jobs
- Number of new primary jobs within targeted clusters
- Total investment
- Average salaries of new primary jobs
- Local, state, and national media positive mentions relating to economic development
- Prospect activity
- Conversion rates of prospects to new businesses
- Number of business startups
- Changes in web traffic on City website

## Retail

- Retail sales growth
- Sales and use tax collections
- Number of retail establishments
- Retail employment
- Fulfillment of residents' needs for particular types of establishments
- Reduction in retail leakage

## Business Climate

- Net firm creation
- Businesses served through the Business Retention and Expansion (BRE) program
- Ratings of overall business climate through BRE program

## Workforce and Education

- Average wage growth
- Local employers' ratings of workforce
- Changes in high school graduation rates and technical training certification
- Utilization of workforce development programs

## Sites & Infrastructure

- Amount of new office and retail space constructed
- Total valuation of commercial building permits

## Strategy Implementation Plan Outcomes

- Successful completion of initiatives

# Implementation Matrix

Commerce City Comprehensive Economic Development Strategy Implementation Matrix  <i>Primary responsibility with red "X"</i> <i>Supporting role with black "X"</i>	Time Frame Short-Term (0-12 months) Intermediate (1- 2 years) Long-Term (2 years +)	City of Commerce City	Metro Denver Economic Development Corporation (MDEDC)	Adams County	Colorado Department of Commerce
<b>PROJECT PHASES</b>					
<b>GOAL 1: IMPLEMENT A TARGETED MARKETING AND BUSINESS DEVELOPMENT CAMPAIGN IN CONJUNCTION WITH REGIONAL ALLIES</b>					
<b>STRATEGY 1.1: Focus business development efforts on the targeted industries</b>					
Participate in selected target industry conferences and tradeshow	Short-term	x	x	x	x
Initiate a relationship marketing campaign to members of the Greater Denver commercial real estate industry specializing in office and industrial markets	Short-term	x			
Participate with the Metro Denver Economic Development Corporation in key sales missions to meet with company executives in targeted clusters and geographies	Short-term	x	x	x	
Update collateral materials and develop succinct pieces on the specific advantages that Commerce City provides for companies within the targeted industry clusters	Short-term	x			
Initiate a periodic e-mail update campaign on C3 economic opportunities and development activity	Intermediate	x			
Continue successful relationship building activities with key site selection consultants	Short-term	x	x		
Implement a direct mail campaign followed by telephone contact to the initial list of companies identified within the target industries	Short-term	x			
Use social networking sites such as LinkedIn and Twitter to support business retention and recruitment efforts	Intermediate	x			
Organize all budgeted marketing and business development activities into an annual marketing plan with a calendar of events	Short-term	x			
<b>STRATEGY 1.2: Develop and carry out a comprehensive retail recruitment strategy</b>					
Bolster retail recruitment efforts by participating in at least 2 retail-focused trade shows or sales trips per year including continued attendance at ICSC	Short-term	x			
Develop impactful marketing collateral describing the rapid growth of Commerce City's consumer base and disposable income as well as other retail advantages	Short-term	x			
Call on an increased number of local retailers to identify and help resolve their concerns	Short-term	x			
Expand the contact management database of desirable retailers	Short-term	x			
Connect with retailers and project influencers through the e-mail newsletter campaign	Intermediate	x			
Augment the demographic information available supporting retail locations - including the Retail Coach study estimates of retail leakage by sector	Short-term	x			
Carry out a relationship marketing campaign to members of the commercial real estate industry representing retailers	Short-term	x			
Connect with developers of retail space within the Greater Denver and Great Plains regions to encourage investment and development	Short-term	x			
Meet with representatives of community banks to help tell Commerce City's story	Intermediate	x			
Develop a retail marketing element as part of the overall marketing plan/calendar	Short-term	x			
<b>STRATEGY 1.3: Establish an Economic Development Advisory Group and include representatives of each of the target industries</b>					
Engage business leaders representing the target industries	Short-term	x			
Include others who can add value to the efforts of this committee including Commerce City citizens, workforce development professionals, utilities, academics, etc.	Short-term	x			
This group should meet quarterly to discuss strategies while focusing on specific outcomes for targeted industry initiatives	Short-term	x			

Sample

# Top Priorities from AE's Perspective

1. Strategy 1.1: Focus business development efforts on the targeted industries
2. Strategy 1.2: Develop and carry out a comprehensive retail recruitment strategy
3. Strategy 1.3: Establish an Economic Development Advisory Group and include representatives of each of the target industries
4. Strategy 1.7: Consider refinements to the City's tax and incentives policies to ensure competitiveness for strategic, targeted businesses
5. Strategy 1.10: Consider development of a community wide Sustainable Economic Development Initiative
6. Strategy 2.1: Expand Business Retention and Expansion Program (BRE) outreach to existing industries
7. Strategy 2.4: Increase recognition of local business success stories
8. Strategy 3.1: Prepare an updated master list of industrial, office, and retail sites and identify pressing infrastructure requirements
9. Strategy 3.3: Develop a strategy for redevelopment of the former Mile High Greyhound Park site
10. Strategy 3.5: Collaborate with the Union Pacific and Burlington Northern Santa Fe Railroads on development of spurs for their rail-served parcels
11. Strategy 3.7: Advocate for "through the fence" access to Denver International Airport as well as access to Pena Road via Tower Road from Commerce City
12. Strategy 4.1: Conduct in-depth research to determine occupations and skill sets most in demand by the targeted industries

Thank you!

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