

ARAPAHOE COUNTY REPORT  
JULY 28, 2020

Overview

Denver South is both the community surrounding the I-25 corridor south of Denver and the organization, Denver South Economic Development Partnership, that convenes public and private stakeholders to drive the vision of our shared community.

We improve economic prosperity and the creation of primary jobs in the region through business retention, attraction and expansion efforts and we leverage public-private partnerships and regional collaboration to improve mobility for all who live, work and play in the region

July 2019 – July 2020 Report

The past year has seen significant change within the organization and the region. Between July 2019 to July 2020, we brought on four new employees, pivoted to be more outward facing and pro-active, and reacted to a new way of life and workforce changes wrought by the Covid-19 pandemic.

Denver South is now fully staffed at 11 full time employees, enabling us to better meet economic development and transportation goals. Economic Development hired two employees over the past year and transitioned the Director of Innovation into the department. International best practices in economic development routinely include entrepreneurship as an economic development tool and Denver South now has recruitment, retention and entrepreneurship working in synch to grow jobs in the region. In addition, Marketing and TMA have each added one employee, which bolsters our outwardly facing communications and partner building efforts.

Denver South's new hires, and reconfiguring of existing roles, have expanded our outward focused and pro-active strategies which include investment in branding and marketing, a location analysis project, formalized and increased business retention efforts and coordination of the region's entrepreneurship ecosystem.

The Covid 19 situation that began in March 2020 changed the way Denver South interacts with its community partners, its businesses and each other. From shutting down the office on March 13, to virtual meetings, to pivoting to assess the virus's impact on the business community, Denver South's staff quickly responded to the new normal. Unfortunately, this situation will likely be in place for the next 6-9 months, but we are adjusting and able to continue meeting the organization's goals.

## Outward Facing Efforts

### **Branding and Marketing**

At the January 2020 Denver South Board Retreat, board members directed staff to make marketing and branding the Denver South region—locally, nationally, and internationally—a central strategy in maintaining a diversified economy in coming years. A common refrain was that we, as a region, had a far better story to tell than we had previously communicated, to local businesses we seek to retain, outside companies who may consider Denver South as they relocate or expand, and the region’s future workforce.

The brand as it existed at an organizational level was bifurcated into economic development and transportation functions. There existed an opportunity to create unity between the two functions and the broader region by consolidating into a single, two-word brand: Denver South.



**DENVER**  
**SOUTH**



Over the first half of 2020, Denver South engaged a Colorado-based branding and identity agency, D+i Creative, to lead staff and board stakeholders through a rigorous brand definition and refinement process. This included countless hours of stakeholder engagement and interviews and resulted in the creation of a guiding document called a Brand Strategy Brief. The brief has served as the cornerstone during the identification/creation of:

- Updated Vision/Mission/Values statements
- Key value propositions and competitive advantages
- High-level brand language (incl. Tagline, Elevator Pitches, “About Us” language)
- A new identity/logo mark with primary and secondary color palettes representing various functions of the organization (Economic development, transportation, entrepreneurial support, etc.)
- A new website and digital communications platforms including social media and E-Newsletter templates (Ongoing)
- New branded physical and digital collateral promoting the region, key industries, and organization functions (Ongoing)

With this brand foundation in place, Denver South’s focus in the second half of 2020 and beyond will be developing outbound promotional campaigns and associated messaging.

## Location Analysis Project

While having an updated brand and new marketing materials is very important, being able to target those materials to the right audiences is equally as crucial. We assume to know how our region is perceived as a place to do business - but hearing it from an outsider's viewpoint brings a critical eye to our economic development efforts. Denver South hired PM&P, an international economic development consulting firm with local representation, to identify the region's strengths and weaknesses as they relate to doing business here. The firm is also analyzing our key industry clusters to identify the types of companies that should be targeted for recruitment based on their alignment with our existing industry clusters or where they fit in the industry supply chain.

Following are the objectives for the Location Analysis project that PM&P is conducting for Denver South.



## Formalized Business Retention

Equally as important as recruiting new companies and jobs to Denver South - Business Retention is a very efficient and cost-effective way to keep and grow existing jobs here. Developing and executing on a plan to consistently connect to companies, track their issues and report back to the board and our partners is a priority for the economic development team. Through these trying times, being able to understand real estate, workforce, and revenue trends will help our communities design and plan for what business will look like in the future. Denver South's new economic development director has a strong background in business retention and expansion and stood up a robust program for the organization within the first three months of her employment. Unfortunately, the Covid 19 pandemic required a quick pivot to adjust the business retention program to measure the economic impact of the situation. Arapahoe County companies contacted are below:

Industry ↑	Account Name	
Aviation and Aerospace	Liteye Systems, Inc.	
	Boeing	
	Bye Aerospace	
	General Atomics	
<b>Subtotal</b>	Count	4
Banking and Finance	Fidelity Investments	
<b>Subtotal</b>	Count	1
Broadband and Digital Communications	Charter Communications	
	Comcast	
<b>Subtotal</b>	Count	2
Engineering Services	AECOM	
	Merrick & Company	
<b>Subtotal</b>	Count	2
Healthcare and Life Sciences	Mikron	
	Kaiser Permanente	
<b>Subtotal</b>	Count	2
IT-Software and Electronics	Turbine Labs	
	OneNeck IT Solutions	
<b>Subtotal</b>	Count	2
Manufacturing	NUBURU Inc.	
<b>Subtotal</b>	Count	1
Other	CBRE	
<b>Subtotal</b>	Count	1
<b>Total</b>	Count	15

## **Building Our Start-Up Community**

Business recruitment and retention are what most people think of when they hear economic development, however supporting the growth of an entrepreneurial community is traditionally and importantly another tool in the economic development toolbox used by mature organizations. After all, research from the Ewing Marion Kauffman Foundation shows that companies less than one year old have created an average of 1.5 million jobs per year over the past three decades. Denver South has recognized that the region is ripe to build out this ecosystem, which has led to the creation of *Project Nexus* – a purpose-built platform to engage with this community. The program will support the growth of small companies and connect company founders to employees, to capital, and to their peers and is one of the first steps we have taken to develop a robust start-up and entrepreneurial ecosystem. In addition, we are assembling a group of investors, entrepreneurs and community members to provide a “soft-landing” spot for start-up companies who will be recruited from outside of the region. The support and connections provided by this group is a valuable recruiting tool when we are targeting early stage companies.

### How We Do It – Tools and Time

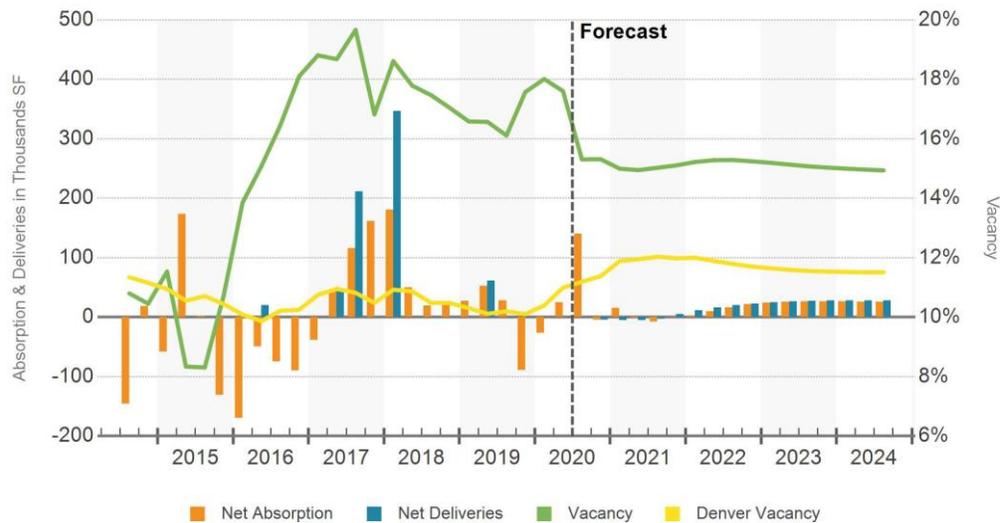
Economic development and transportation are large, complex efforts – and are even more so in Denver South because they cross numerous jurisdictions. Both are critical to regional and county economic vibrancy and Denver South prioritizes the activities that directly impact our economic conditions. The organization’s annual goals reflect the need for staff to meet measurable milestones as they relate to job creation, an expanded regional profile and improved mobility for all who live, work and play in the region.

Our partners’ interests are supported by salaries of three full-time economic development employees and one-third to one-half of the time of eight transportation and marketing staff who interact with the county’s organizations and companies.

Of course, time is only part of the story. Denver South’s effectiveness would be limited if it weren’t for our investment in the tools that give us expanded capabilities for business recruitment, retention and expansion.

With our Costar® subscription we can identify and connect commercial real estate opportunities to prospects looking for space, and understand and share trends within the region such as changes in vacancy rates, rent growth and sales. The following graph for the Inverness sub-market is the type of information available to understanding market changes in the Denver South region.

**NET ABSORPTION, NET DELIVERIES & VACANCY (INVERNESS SUBMARKET)**



Another capability that we implemented over the past year was the ability to track companies we supported, prospects we responded to, retention visits and calls we conducted, TMA engagement, and jurisdictional connections. Capturing these contacts and data points in our new Salesforce® CRM (customer relationship management) system, has positively impacted how we understand trends, report to our jurisdictional partners, and develop programming and policy. Further into this report you will see Arapahoe County specific data points based on Salesforce entries.

Over the past year, Denver South has invested in the following tools, and outward facing strategies to effectively provide services to our county and municipal partners.

- Costar - \$21,000 +
- Salesforce - \$21,000 +
- Branding and Marketing - \$100,000 +
- Location Analysis - \$25,000
- Total - \$165,000 +

We appreciate the financial support we receive from our jurisdictional partners and are pleased to be able to leverage their investment by a substantial amount. The investments we made over the past year enable us to provide more thorough information to our community partners and bring more visibility and attention to the region.

## Arapahoe County Specific

### Business Attraction/Recruitment

The economic input – output chart below shows companies that Denver South has engaged with over the past year that have brought a little over 1,000 jobs and \$112 million in initial earnings to the region. Of these, BusinessSolver, General Atomics, and Gemini Mountain Medical are located in Arapahoe County.

## ECONOMIC INPUT – OUTPUT CHART

Input/Output Analysis Showing Total Estimated Economic Benefit Based on Denver South Economic Development Partnership Activity, 2019

Company Name	New	Expansion	Cnty	NAICS	Jobs Mult.	Earnings Mult.	Description	Initial Jobs Added	Direct, Indirect, and Induced Jobs Added	Initial Earnings Added	Direct, Indirect, and Induced Earnings Added	Total New Jobs	Total Added Earnings
 business solver		X	Arap	561110	1.62	1.72	Office Administrative Services	125	78	\$6,023,429	\$4,336,869	203	\$10,360,298
 Kiewit		X	Doug	541330	2.91	1.91	Engineering Services	850	1,624	\$99,747,817	\$90,770,513	2,474	\$190,518,330
 Vista	X		Doug	551112	3.49	1.69	Regional Office	18	45	\$3,715,811	\$2,563,910	63	\$6,279,721
 GENERAL ATOMICS		X	Arap	541715	3.04	1.97	Research & Development, Engineering, Physical Sciences	10	20	\$1,213,789	\$1,177,375	30	\$2,391,164
 GEMINI MOUNTAIN MEDICAL		X	Arap	423450	3.78	2.14	Medical Equipment Wholesaler	25	70	\$1,875,000	\$2,137,500	95	\$4,012,500
								-	-	\$0	\$0	-	\$0
								-	-	\$0	\$0	-	\$0
<b>Totals</b>					<b>2.79</b>	<b>1.90</b>		<b>1,028</b>	<b>1,836</b>	<b>\$112,575,846</b>	<b>\$100,986,167</b>	<b>2,864</b>	<b>\$213,562,013</b>

EMSI Input/Output Data

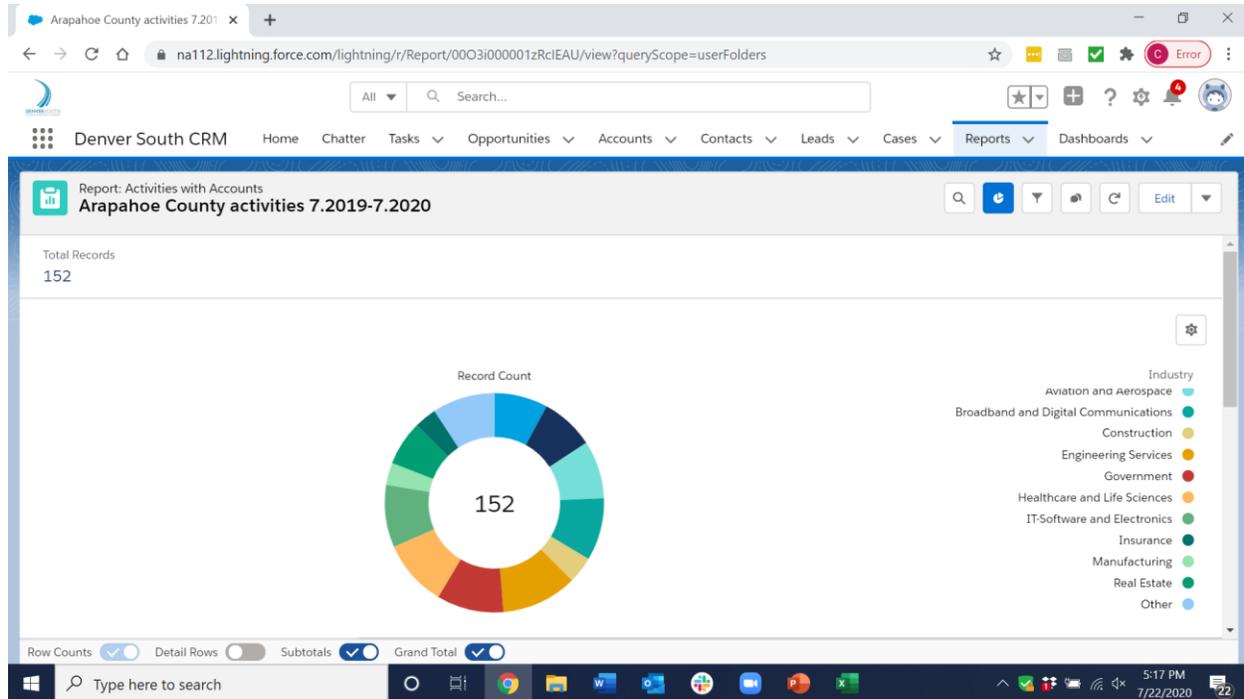
### Prospect Activity

Over the past 12 months, Denver South has provided Arapahoe County information to the following prospects that have come directly to us, or through Metro Denver EDC or Colorado Office of Economic Development and International Trade.

Opportunity Name	Stage	Type	Denver South Response	Industry
Project Pinwheel	Response/Research	New Business	Provided Arapahoe County incentive information and contact at Greenwood Village	Software
Project Virtual	Information Inquiry	New Business	Submitted properties from Centennial	IT and Communications
Rent the Runway	Site Visit	New Business	Assisted with identification of facility for call center in Centennial.	Apparel
Project Ascend	Information Inquiry	New Business	Provided Arapahoe County incentive information and contact at county	Consulting
Cirrus Aircraft	Community Visit	New Business	Identified properties and toured prospect through DTC, Greenwood Village, Centennial and Inverness	Transportation
Project Nitro	Closed Lost	New Business	Introduced to Colorado OEDIT	Transportation
Project Flagship	Information Inquiry	Existing Business	Met with company to discuss incentives	Electronics
Project Eagle	Response/Research	New Business	Submitted property from Centennial	Manufacturing

### Company/Government/Organizational Contacts

By entering information into Salesforce, Denver South’s staff can track specific contacts made with local businesses, jurisdictional partners, or other community members. Over the past 12 months there were 152 contacts in Arapahoe County.



### Coordinating with Public Works Department

Over the past year, Denver South has served as an intermediary between three local companies and the Arapahoe County Public Works and County Attorney’s offices. Facilitating these interactions provides a win-win between the county and its business community.

### Arapahoe/Douglas Workforce Center Joint Initiatives

Denver South’s workforce – its workforce pipeline and existing employment base – are key to our ability to recruit and retain companies in the region. The relationship with A/D Works!, and the joint initiatives that we advance, make Denver South an appealing location for companies who have critical workforce needs. Our joint efforts include:

- A/D Works! Board of Directors

- A/D Works! Economic Development Subcommittee
- Arapahoe County Business Recovery Task Force
- Aerospace and Aviation Sector Partnership
- Arapahoe Cares Grant Reviews
- IT Business Roundtable
- Talent Cluster Study

### **Synchronizing with TMA**

Over the past 12 months, the economic development and transportation teams at Denver South have endeavored to break down silos between the two groups – coordinating our outreach efforts, adding transportation to business retention calls, and increasing sharing of company intel are just a few ways that we work together to create a great Denver South.

Although SPIMD funds most of the transportation projects, we thought the following projects accomplished on behalf of Arapahoe County were important to note.

- Inverness Drive West Bicycle Facilities Project
  - Assisted County staff in securing \$849,900 in SPIMD match funding for Inverness Drive West Bicycle Facilities Project
    - Worked with Arapahoe County, DSTMA Technical Committee, DSTMA Board, Inverness Metro District
  - Inverness Drive West Bicycle Facilities “Data Dump”
    - Provided traffic statistics to assist County staff and consultant (FHU) with roadway and bicycle facilities planning
- Belleview/I25 Study Project Management Team “Data Dump”
  - Provided various data sets for use in multi-modal analysis to push project forward
- TomTom Data Program Development
  - Execution of TomTom Six-Month Sub-Licensing Agreement for Data Tools
    - Includes seats for 12 County staff and consultants for use with Transportation Master Plan and other County projects
  - Conducted TomTom tools training with the University of Denver for County staff and consultants on July 21

The Denver South team is proud to represent Arapahoe County and serve as a job growth partner for the region.