

# Retention Committee Work Plan 2025





## Table of Contents

<b>Introduction</b> .....	3
<b>Goals</b> .....	4
1. Targeted Visits and Retention Services .....	5
2. Business Appreciation .....	7
3. AEDA Engagement .....	8
4. Appendices .....	9
<b>Appendix A: Definitions</b> .....	10
<b>Appendix B: Retention Partners and Resources</b> .....	11
<b>Appendix C: Committee Conduct Expectations</b> .....	13



## Introduction

The Arvada Economic Development Association (AEDA) Retention Committee (RC) is committed to helping existing businesses succeed and grow within the City of Arvada. Our primary focus through our Retention Committee is to work directly with local businesses to connect them with available resources and provide opportunities for their growth and expansion.

**Mission:** Provide business and commercial development services to new and existing businesses, so the businesses can grow and expand to create jobs, increase revenues, and make capital investments.

**Vision:** To build a thriving and diversified business community in Arvada.

This document provides a strategic scope of work for 2025 focusing on business retention efforts, expansion, and resiliency to achieve the identified goals.

The Retention Committee serves as a group of subject-matter experts, able to leverage knowledge about doing business in Arvada and their industry. Representatives on the committee also contribute individual strengths such as an understanding of the local supply chain, familiarity with the local workforce landscape, experience contributing to placemaking and experiential learning and much more.

This work plan is critical in supporting the AEDA Strategic Plan and provides an outline for how retention committee goals will directly align with addressing the action items in the Strategic Plan.



## Goals

Based on the 2025 AEDA Strategic Plan, an annual work plan has been created to develop a set of goals. AEDA staff, with the support of the Retention Committee (RC), will work to retain existing jobs within our community and support local businesses to create stability and meet their needs. The RC Committee meets quarterly on the first Tuesday of the month. The work plan provides targeted goals the RC strives to achieve on an annual basis, including:

1. Targeted Visits and Retention Services – Identify and meet with specific businesses to support business development in key sectors. Conduct visits to understand the needs of the companies, relay information to partners and other organizations that provide training, and better understand the services and needs of the business in the community. Conduct retention services to include development support, program assistance with loans and funding, marketing and promotion assistance, and more.
2. Business Appreciation – Highlight business success through the Business Appreciation Event by encouraging nominations from the community, selecting award recipients, building interest in the event, and supporting programming decisions.
3. AEDA Engagement – Refer businesses for retention visits or introductions to AEDA staff and services. Assist in promoting AEDA events within individual business network. Spread the word about AEDA programs and services.

Successful implementation of this work plan will be defined as 90% of metrics will be implemented based on the goals identified in the City Council Strategic Plan.

Lastly, AEDA has developed other relationships and partnerships with internal departments within the City of Arvada, Small Business Development Centers (SBDC), Adams County Economic Development Division, Jefferson County Economic Development Corporation (Jeffco EDC), Jefferson County Workforce and Development, Arvada Chamber of Commerce, Red Rocks Community College, School of Mines, utility and local fiber optics providers, downtown business associations, event organizations and the local school district. These partnerships result in business services that can be leveraged throughout the Retention Committee's efforts. The Retention Committee can also play a role in communicating trends in business community needs to better enhance the services these partners provide.



## Goal 1: Targeted Visits and Retention Services

Both targeted and organic retention visits provide the Committee an understanding of what services the business may need to make them more successful. A variety of financial assistance and tax credits is available for businesses in targeted industries. These programs provide support in start-up, expansion, renovation, and relocation to Arvada.

Why is business retention critical to economic development activity in Arvada?

- Studies have found that up to 80% of net new jobs growth in cities comes from existing businesses
- Businesses that are thriving and growing in Arvada are targets for recruitment activities by other communities
- Generates private sector advocacy for Arvada

### Targeted Visits

The goal of targeted visits is to help understand the needs of existing businesses in Arvada and how we can help them succeed. Through conversations, visits, and open communication with Arvada businesses we can develop a clearer picture of the number and types of businesses operating in our community. By conducting targeted visits, we can gauge the workforce needs of our local businesses and anticipate and recognize any challenges that are threatening to them. The purpose of targeted visits serves as an early warning system to alert local economic development officials to the plans, problems, and concerns of individual companies.

Targeted industries include the following:

- Aerospace
- Bioscience
- Energy
- Food and Beverage Production
- Manufacturing
- Professional Services
- Retail

In addition, targeted visits will include primary employers and sales tax producers. These industries will be revisited on an annual basis. Using this information, AEDA staff will assemble a list of targeted businesses annually to guide retention efforts.

### Organic Visits

Organic visits arise from AEDA's responsiveness to businesses' needs and inquiries. We commit to providing resources and assistance to all Arvada businesses as we learn of their needs. These visits are different from targeted in that they occur naturally without targeting a specific industry or business based on their needs.



### Objective: Develop and Foster Long-Term Business Relationships

Goal	Metric
Provide targeted outreach to businesses	<ul style="list-style-type: none"> <li>● 90% of targeted businesses contacted in 2025 through staff AEDA outreach</li> <li>● Have each RC committee member attend at least 2 business retention visits per year based on industry and expertise</li> </ul>
Track progress of business visits	<ul style="list-style-type: none"> <li>● AEDA staff will provide reporting on retention visits and services quarterly to the RC</li> <li>● AEDA staff will provide updates to the AEDA Board on the number of visits conducted each month (including those supported by members of the Retention Committee)</li> </ul>
Build new business relationships	<ul style="list-style-type: none"> <li>● Visit 10 businesses AEDA has never met with before</li> <li>● 100% responsiveness to new business inquiries and requests</li> <li>● Provide translation services as needed</li> </ul>



## Goal 2: Business Appreciation

To continue showing support to Arvada businesses the appreciation programming will include the following components for 2025:

- Spotlight businesses across various media outlets including the Arvada Report and AEDA's social media channels (LinkedIn, Facebook, and Instagram)
- Increasing social media presence through business story-telling and testimonials
- Annual business appreciation programming
- Organize and/or attend groundbreakings, ribbon cuttings, grand openings, anniversary celebrations and other public business milestones

### Objective: Demonstrate Appreciation for All Arvada Businesses

Goal	Metric
Increase business appreciation via social media and other marketing platforms	<ul style="list-style-type: none"> <li>• Refer ideas of business highlight opportunities to AEDA staff</li> <li>• Engage with social media posts highlighting businesses</li> </ul>
Develop annual business appreciation programming	<ul style="list-style-type: none"> <li>• Identify businesses to receive special recognition at the event</li> <li>• Help to achieve goal of 100 unique businesses to engage in the event</li> <li>• Nomination of businesses to partners and community</li> </ul>
Track attendance for business milestone events	<ul style="list-style-type: none"> <li>• Each RC member attends 2 milestone events a year (e.g. ribbon cuttings, ground breakings, anniversary celebrations, etc.)</li> </ul>



## Goal 3: AEDA Engagement

Members of the Retention Committee are at a unique advantage to reach other business representatives in the community and provide testament to other AEDA services. Additionally, members of the RC can support AEDA staff and Board with a broader awareness of challenges and opportunities facing the business community. As such, seamless connections between AEDA staff, AEDA Board, the RC, and Arvada's business community can ensure a strong network of support.

### Objective: Increase Engagement of RC Members

Goal	Metric
Increase RC Engagement with AEDA Board	<ul style="list-style-type: none"> <li>Quarterly updates from a Retention Committee member at AEDA board meeting</li> <li>Have 80% of Retention Committee members attend one board meeting this year</li> </ul>
Build connection with AEDA staff and RC	<ul style="list-style-type: none"> <li>Annual one-on-one meeting with AEDA staff</li> </ul>
Increase awareness of AEDA services and events	<ul style="list-style-type: none"> <li>RC provides connections to AEDA for businesses in need through introductions or recommendations for retention visits</li> <li>RC likes, shares social media posts and event invites</li> </ul>



## Appendices

**Appendix A. Definitions**

**Appendix B. Retention Partners and Resources**

**Appendix C. Committee Conduct Expectations**



## Appendix A. Definitions

Term	Definition
New Business Relationship	<ul style="list-style-type: none"> <li>No relationship services documented in AEDA Customer Relationship Management (CRM) software within the last 5 years</li> </ul>
Retention Visit	<ul style="list-style-type: none"> <li>A physical or virtual visit and conversation with the business owner, leader, or executive of a new or existing business.</li> </ul>
Retention Service	<ul style="list-style-type: none"> <li>A retention related activity, such as AEDA Board program recipient (e.g. grant, loan, AMI, etc.) real estate search, facilitation of retention solution expansion of facility, crisis resolution resulting in retention outcome (such as effective engagement of strategic partner to prevent business relocation or failure).</li> </ul>
Relationship Service	<ul style="list-style-type: none"> <li>A referral to information or resources for a new or existing business, or a referral to information or real estate search for prospective businesses interested in locating to Arvada.</li> </ul>



## Appendix B. Retention Partners and Resources

### Internal

#### City Manager's Office (CMO)

Supervises implementation of policy and procedure as directed by the City Council through coordination and supervision of operations in all city departments. Staff also works with the City Council members on legislative matters and intergovernmental relations; works with citizens and neighborhoods; prepares City Council agendas; oversees franchises including telecommunications, energy, and more; submits a recommended budget to the City Council; is responsible for public information including media relations, marketing and communications, and cable and on-line video programming; and much more. (<https://www.arvadaco.gov/183/City-Managers-Office>)

#### Community and Economic Development (CED) Work System

Sustains a planned and balanced community that provides affordable housing while preserving existing neighborhoods and the related housing stock; enhances the image of the community; provides quality jobs for citizens; generates additional revenue and ensure the economic health and financial stability for the City of Arvada; and coordinates development activities to conform with city policies and regulations. ([https://www.arvadaco.gov/187/Community Economic-Development](https://www.arvadaco.gov/187/Community-Economic-Development))

#### Finance Department

Develops, manages, performs, and oversees the financial operations for the City and various related organizations. This includes financial reporting, fiscal analysis, budgeting, all accounting functions in the management of the City's finances, oversight of an external financial audit for compliance with City laws and policies, debt management, investment of the City's cash reserves, grants writing and administration, provision of purchasing services and ensuring compliance with all purchasing laws and policies, service to all the City's sales and use tax payers, and oversight of the all City insurance and risk management programs. (<https://www.arvadaco.gov/190/Finance>)

#### Emergency Management

The City of Arvada Emergency Management Team is responsible for providing mitigation, preparedness, response, recovery and coordination for large-scale emergencies and disasters in our community. We also rely on many local and national agencies and organizations to prepare and to assist in case of emergency. (<https://www.arvadaco.gov/682/Emergency-Preparedness>)

#### Arvada Police Department (APD)

Sets the standard for excellence in policing. Built on a foundation of honor, integrity, and commitment, members of the department take great pride in providing exceptional police service to those who not only live and work in Arvada but also visit this outstanding community. (<https://www.arvadaco.gov/806/Public-Safety-Police>)

#### Arvada Fire Protection District (AFPD)

Arvada Fire currently maintains nine active fire stations throughout approximately 43 square miles in the City of Arvada, the northern portion of the City of Wheat Ridge, and portions of unincorporated Jefferson County. Arvada Fire has nearly 200 employees who serve approximately 133,000 citizens. (<https://www.arvadafireco.gov/212/Business-Safety>)

### External

#### Adams County Economic Development

The Economic Development Division focuses on providing support and assistance for small business development in unincorporated Adams County, continuous improvement of the development review process, guidance and assistance within the



review process for development projects, and the creation and implementation of neighborhood economic development strategies. Additionally, they are the enterprise zone administrator for all businesses located within Adams County. (<https://adcogov.org/economic-development>)

### **Arvada Chamber of Commerce**

Committed to growing and supporting the Arvada business community. Through educational programs, networking opportunities, business resources and strategic partnerships, the Chamber empowers businesses to succeed. (<https://www.arvadachamber.org/>)

### **Small Business Administration**

Offers information on small business loans, grants, bonds and other financial assistance. Find out which method of financing is right for you. (<https://www.sba.gov/>)

### **Small Business Development Center (SBDC)**

Dedicated to helping existing and new businesses grow and prosper in Colorado by providing free and confidential consulting and no- or low-cost training programs. (<https://www.coloradosbdc.org>)

### **Jefferson County Economic Development Corporation (Jeffco EDC)**

Companies in Jefferson County enjoy a pro-business tax climate that rewards investment, growth, and innovation. With a low tax environment at the state and local levels, the county continues to provide a business-friendly environment. Jeffco EDC provides each business individualized attention to ensure that business retention, relocation, or expansion is a seamless process. They work directly with businesses to navigate local, regional, and state incentives customizing a financing package that meets the specific needs of each business. Jeffco EDC is the enterprise zone administrator for all businesses located within Jefferson County. (<https://jeffcoedc.org/>)

### **Jefferson County Workforce and Development**

Provides resources to create successful connections between job seekers and businesses in Jefferson, Clear Creek, and Gilpin counties.

Offers a range of free services to enhance your recruitment and training efforts. Has resources for employers across all industries. Additionally, they provide advice and lend support during layoffs. Their goal is to help employers and job seekers find each other, get the resources they need, network, and create successful working partnerships. ([https://www.jeffco.us/1786/About Us](https://www.jeffco.us/1786/About%20Us))

### **Manufacturer's Edge (ME)**

Encourages the strength and competitiveness of Colorado manufacturers through onsite technical assistance through coaching, training, and consulting, collaboration-focused industry programs, and leveraging government, university and economic development partnerships. (<https://www.manufacturersedge.com/>)

### **Red Rocks Community College (RRCC)**

Offers more than 150 programs and 650 courses leading to two-year degrees or professional certificates. They aim to create a passion for learning through our dedication to students, our commitment to excellence and our own love of learning. (<https://www.rrcc.edu/>)



## Appendix C. Committee Conduct Expectations

Members of the Retention Committee agree to represent the respectful, professional, and collaborative nature of the Arvada business community with all RC engagements. At AEDA events you are not only representing your business but AEDA and the City of Arvada as a partner within the business community. Additional expectations of the committee include:

- Attend quarterly RC meetings
- Be an advocate and connect other businesses to AEDA as a resource/support for their business
- Support AEDA staff as a subject matter expert with business industry expertise
- Attend retention visits, AEDA events (Business Appreciation, CEO Forum, other networking events) as your schedule allows to provide and show support to AEDA staff and businesses involved
- RSVP to all meeting and tour invitations to ensure an accurate headcount for lunches, tours, etc.
- Arrive at meetings and tours in a timely and professional manner
- Engage in additional involvement opportunities as they arise