AN OVERVIEW OF NORTHERN COLORADO ECONOMIC HEALTH & ECONOMIC DEVELOPMENT STRATEGY

Water Literate Leaders
December 18, 2019

FORT COLLINS AREA
CHAMBER
OF COMMERCE

I'LL COVER…

- What is economic development
- Perspective on regional economic health
- What's needed in the future to remain economically healthy
- Overview of regional economic development efforts

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT IS…

… a process of deliberate intervention in the dynamics of the local economy by making economic growth easier or more attractive

… the process of influencing private sector investment as the engine for community economic growth

WHY FOCUS ON ECONOMIC DEVELOPMENT

In natural course of things, communities lose jobs

10-15 percent of jobs disappear annually thru 'creative destruction'	Communities must work hard to stay even

Competition for primary employers is very intense

One community's primary companies are another community's prospects

DOWNSIDES OF ECONOMIC DECLINE

Loss of jobs

Loss of tax base

Diminished quality of life

Diminished standard of life

Damaged civic pride

Hard to break downward momentum

Cause and effect

- Loss of primary jobs = declining disposable income = diminished aggregate community wealth = diminished quality of life / standard of life

THREE COMPONENTS OF ECONOMIC DEVELOPMENT

BUSINESS RETENTION AND EXPANSION

BUSINESS START-UPS (GROWING OUR OWN)

BUSINESS ATTRACTION

Primary employers are those that sell 50 percent or more of their products or services outside the two-county region

Primary employers = community wealth + personal affluence = better quality of life / standard of life

IMPORTANCE OF PRIMARY EMPLOYERS

WHAT 100 PRIMARY JOBS MEAN LOCALLY (CSE STUDY)

$76,258

average annual pay for a basic primary job

150

additional support jobs created with average annual pay of **$58,421**

$331,431

city sales, use and property tax revenue generated

$269,295

property taxes for Poudre Schools generated

ECONOMIC & COMMUNITY DEVELOPMENT

Community development

and

Economic development

not the same

Communities need *both*

Community Development (Quality of Place)	➢ Process of making the community a better place to live, work, and do business ➢ Occurs primarily in the public sector
Economic Development (Make Business Case)	➢ Process for creating wealth, from which many community benefits are created secondarily ➢ Occurs in private sector

REGIONAL ECONOMIC PERSPECTIVE

Northern Colorado Shows Well

TOP-10 BEST-PERFORMING U.S. CITIES (PREVIOUS YEAR)

- Provo-Orem, Utah (1)
- San Jose-Sunnyvale-Santa Clara, California (11)
- Austin-Round Rock, Texas (9)
- San Francisco-Redwood City-South San Francisco, California (4)
- Dallas-Plano-Irving, Texas (3)
- Raleigh, North Carolina (2)
- Orlando-Kissimmee-Sanford, Florida (7)
- Seattle-Bellevue-Everett, Washington (17)
- **Fort Collins / Loveland, Colorado (5)**
- Salt Lake City, Utah (10)

Large Cities 2018

Greeley, CO MSA

Overall Rank: 42 **Population: 305,000**

The 2018 Milken Institute Best-Performing Cities Index ranks U.S. metropolitan areas by how well they are creating and sustaining jobs and economic growth. The components include job, wage and salary, and technology growth. In most years, these give a good indication of the underlying structural performance of regional economics.

View U.S. Map	Download 2018 Report
Compare Large Cities (2018)	Rankings (2018)

Metro's Performance in Each Index Component

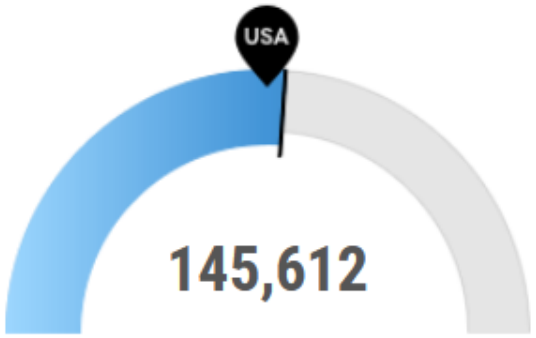
Component	2013	2014	2015	2016	2017	2018	Score/ Value
5-yr Job Growth[1]	15	2	1	1	196	6	111.64
1-yr Job Growth[2]	8	2	1	64	7	2	103.22
5-yr Wages & Salaries Growth[3]	23	20	5	3	123	6	113.24
1-yr Wages & Salaries Growth[4]	3	7	1	1	3	195	95.52
Short-Term Job Growth[5]	57	3	4	91	5	2	103.25%
5-yr Relative HT GDP Growth[6]	12	45	66	72	14	101	96.12
1-yr Relative HT GDP Growth[7]	106	196	70	7	94	16	104.17
High-Tech GDP LQ[8]	150	179	181	182	175	186	0.36
# of HT GDP LQs Over 1[9]	109	129	144	143	144	136	2.0

NORTHERN COLORADO

	Population (2019)	Labor Force (2019)	Jobs (2019)	Cost of Living	GRP	Imports	Exports
Larimer/Weld - Northern Colorado	679,036	376,167	315,438	106.4	$33.0B	$38.3B	$33.8B
Colorado	5,776,548	3,188,763	3,055,464	112.8	$367.8B	$247.8B	$307.5B
Larimer County, CO	356,604	206,695	187,374	108.0	$18.8B	$18.9B	$19.2B
Boulder County, CO	329,432	198,353	210,097	116.7	$27.7B	$21.0B	$26.5B
Weld County, CO	322,431	169,472	128,063	104.7	$14.2B	$20.1B	$15.1B

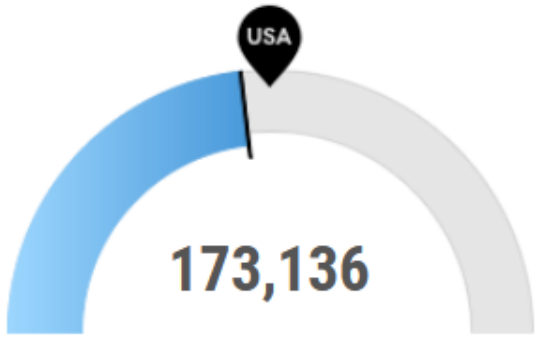
Emsi. 2019.4, Economic Overview.

NORTHERN COLORADO SNAPSHOT



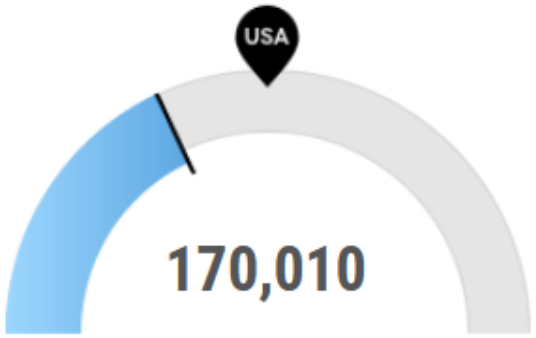
Millennials

Your area has 145,612 millennials (ages 25-39). The national average for an area this size is 136,672.



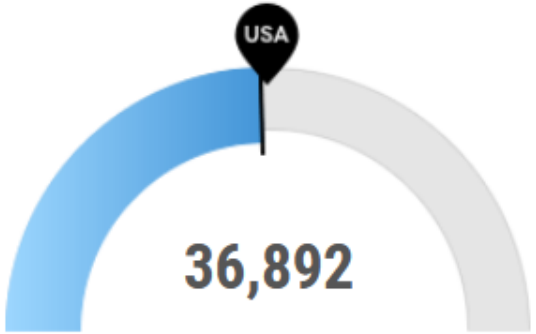
Retiring Soon

Retirement risk is low in your area. The national average for an area this size is 192,434 people 55 or older, while there are 173,136 here.



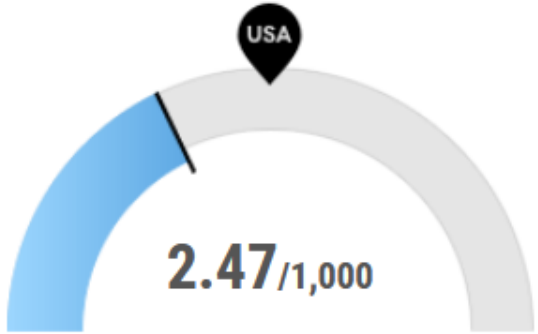
Racial Diversity

Racial diversity is low in your area. The national average for an area this size is 263,385 racially diverse people, while there are 170,010 here.



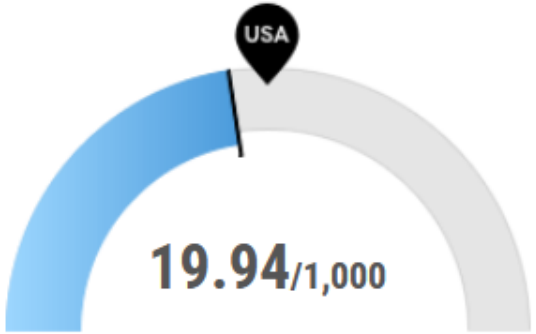
Veterans

Your area has 36,892 veterans. The national average for an area this size is 37,817.



Violent Crime

Your area has 2.47 violent crimes per 1,000 people. The national rate is 3.87 per 1,000 people.



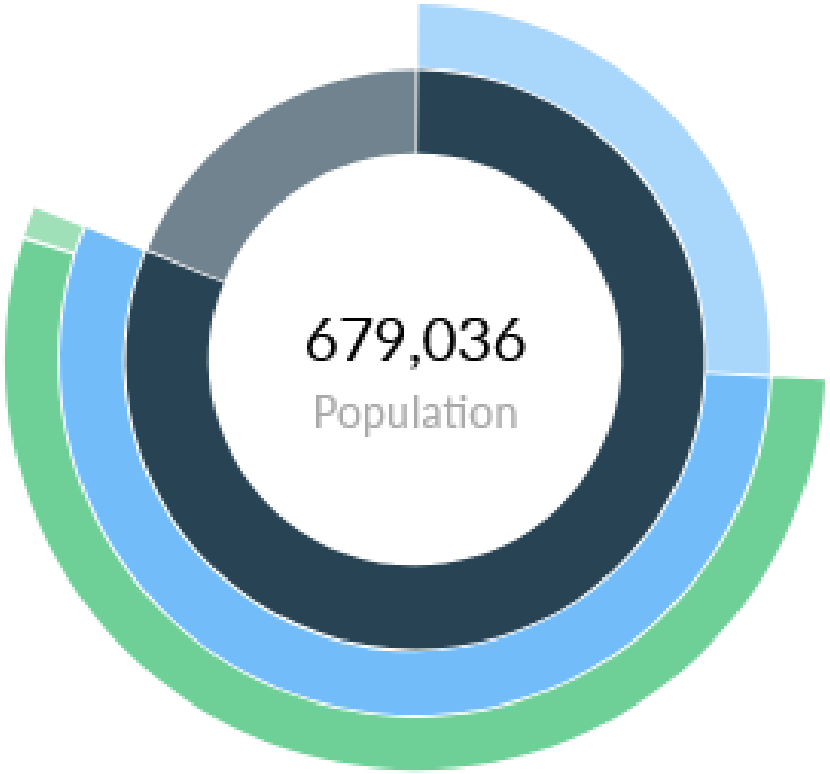
Property Crime

Your area has 19.94 property crimes per 1,000 people. The national rate is 22.98 per 1,000 people.

Emsi. 2019.4, Economic Overview.

NORTHERN COLORADO – LABOR FORCE

2019 Labor Force Breakdown



	Population
Total Working Age Population	550,447
Not in Labor Force (15+)	174,280
Labor Force	376,167
Employed	367,055
Unemployed	9,112
Under 15	128,588

Emsi. 2019.4, Economic Overview, Larimer and Weld Counties

GRP also called 'regional GDP'

Defined as the market value of all goods/services produced within a given area over a specific period

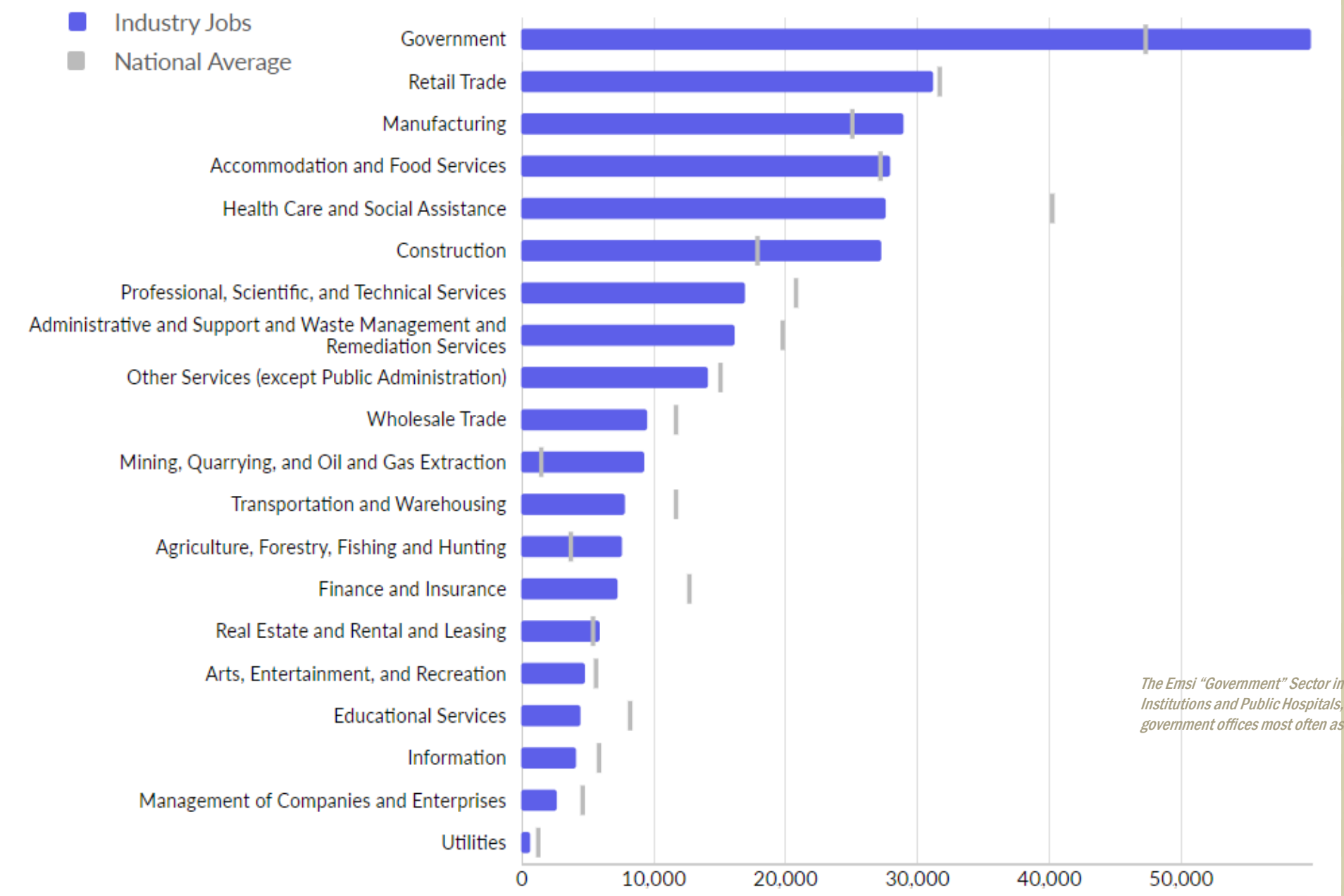
GRP is a good measure of the size, income, productivity of regional economy (Emsi)

GRP in Northern Colorado has grown by 6.2% annually since 2013

GRP of Northern Colorado is $33 billion

GROSS REGIONAL PRODUCT (GRP)

NORTHERN COLORADO – JOBS BY INDUSTRY



The Emsi "Government" Sector includes public K-12 and Higher Educational Institutions and Public Hospitals, in addition to the Federal, State and Local government offices most often associated with "Government" functions.

Emsi. 2019.4, Economic Overview, Larimer and Weld Counties

NORTHERN COLORADO – JOBS BY OCCUPATION

Emsi. 2019.4, Economic Overview, Larimer and Weld Counties

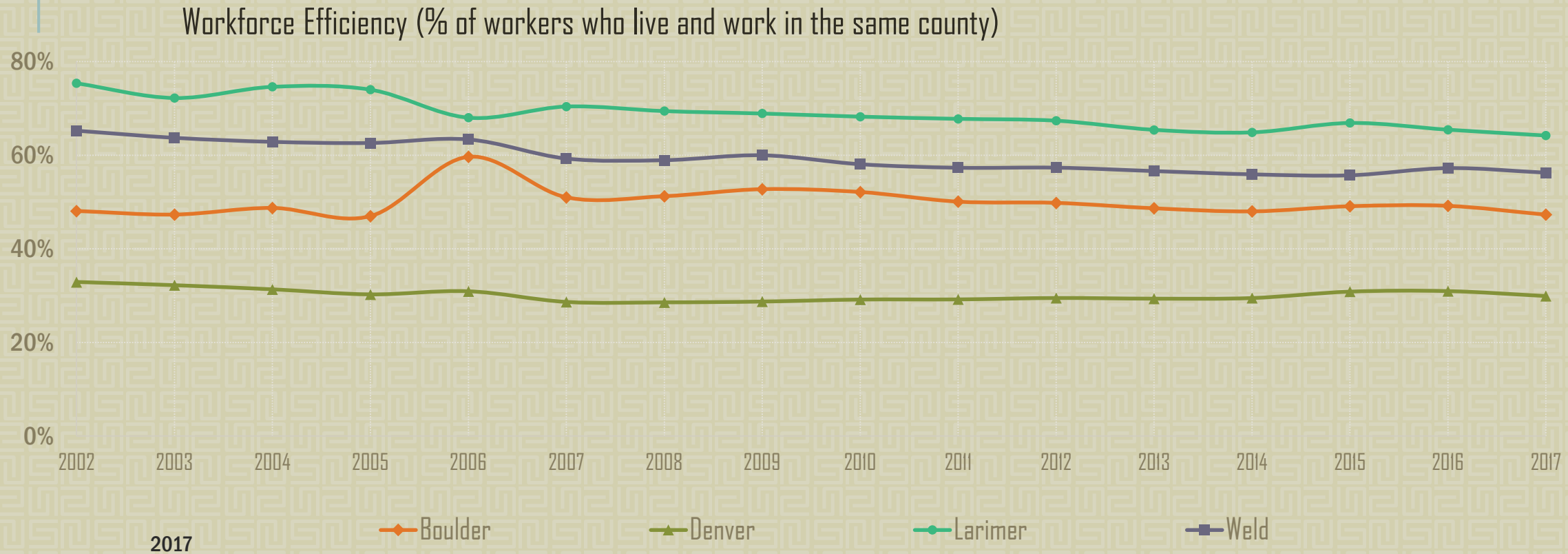
HOURLY EARNINGS BY MSA

	Hourly Earnings Percentiles					
	10th	25th	Median	75th	90th	Average Hourly Earnings
Boulder MSA	$11.24	$14.77	$23.60	$39.19	$61.37	$31.10
Denver-Aurora-Lakewood MSA	$10.97	$14.08	$21.84	$35.24	$54.02	$28.57
Fort Collins MSA	$10.69	$12.87	$18.87	$29.84	$44.98	$24.54
Greeley MSA	$10.83	$13.35	$18.93	$27.76	$39.76	$23.05
Colorado	$10.81	$13.51	$20.34	$32.49	$50.05	$26.84
United States	$9.95	$12.37	$18.58	$30.06	$47.31	$24.98

U.S. Bureau of Labor Statistics, OES, Total Occupations (00-0000), 2018 estimates

More information on Income Equity available online at larimer.org/ewd/data-dashboard

WORKFORCE EFFICIENCY



2017

47.3%	29.9%	64.2%	56.3%
Boulder County	Denver County	Larimer County	Weld County

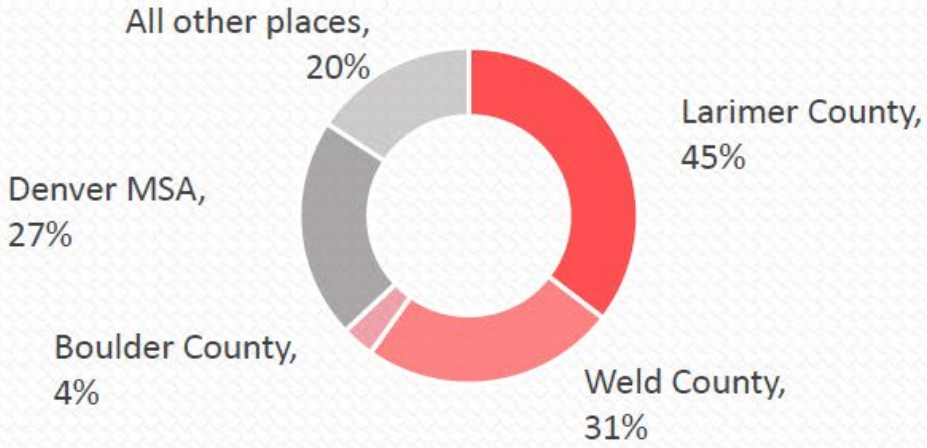
TALENT 2.0 metric

Data tables, Interactive Flow Diagram and Data Source available online at larimer.org/ewd/data-dashboard

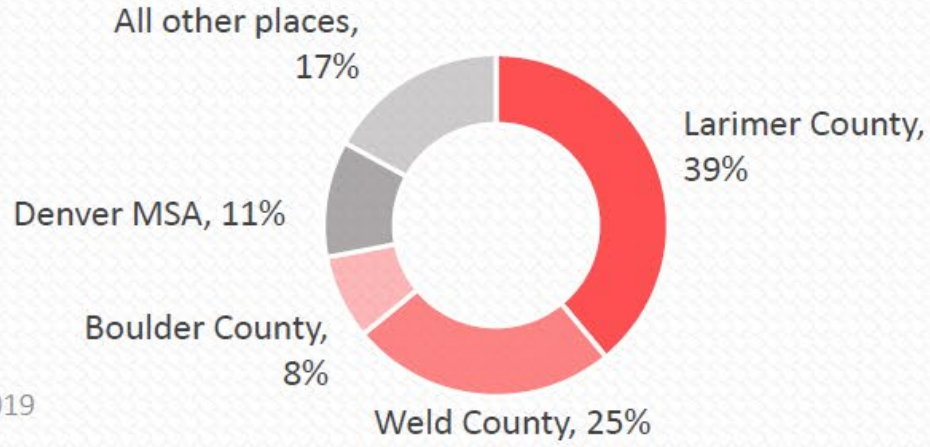
REGIONAL ECONOMIC DEVELOPMENT

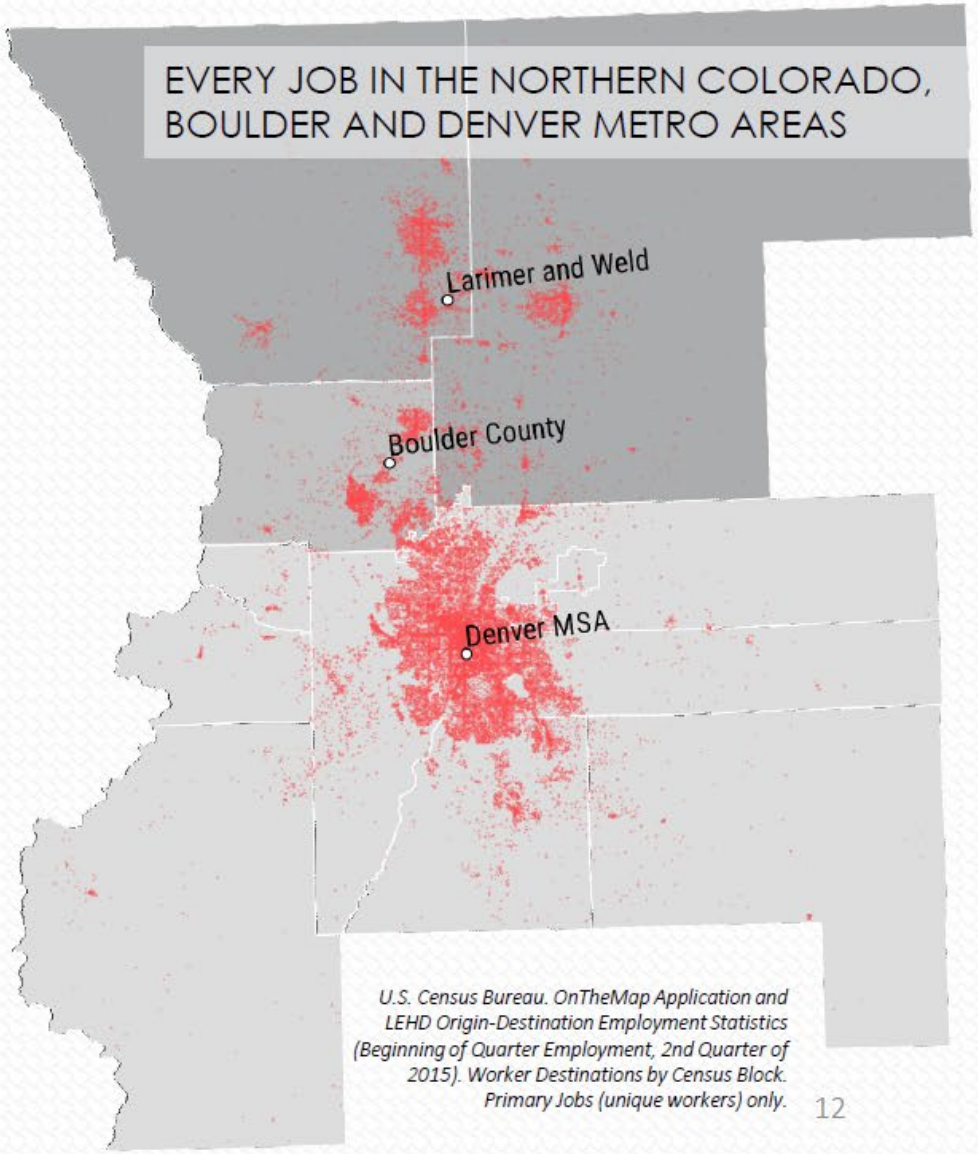
Labor Distribution

WHERE DO WORKERS IN LARIMER AND WELD LIVE?



WHERE DO RESIDENTS OF LARIMER AND WELD WORK?





OIL AND GAS: HUGE PART OF AREA ECONOMY

- Two counties account for 91% of Colorado's oil production 2018
  - Weld (147.3 million barrels)
  - Larimer (3.7 million barrels)
  - SB19-181 very damaging

- Attack on oil & gas industry in Colorado is an attack on Northern Colorado economy

POPULATION

THEY'RE COMING

LARIMER-WELD POPULATION

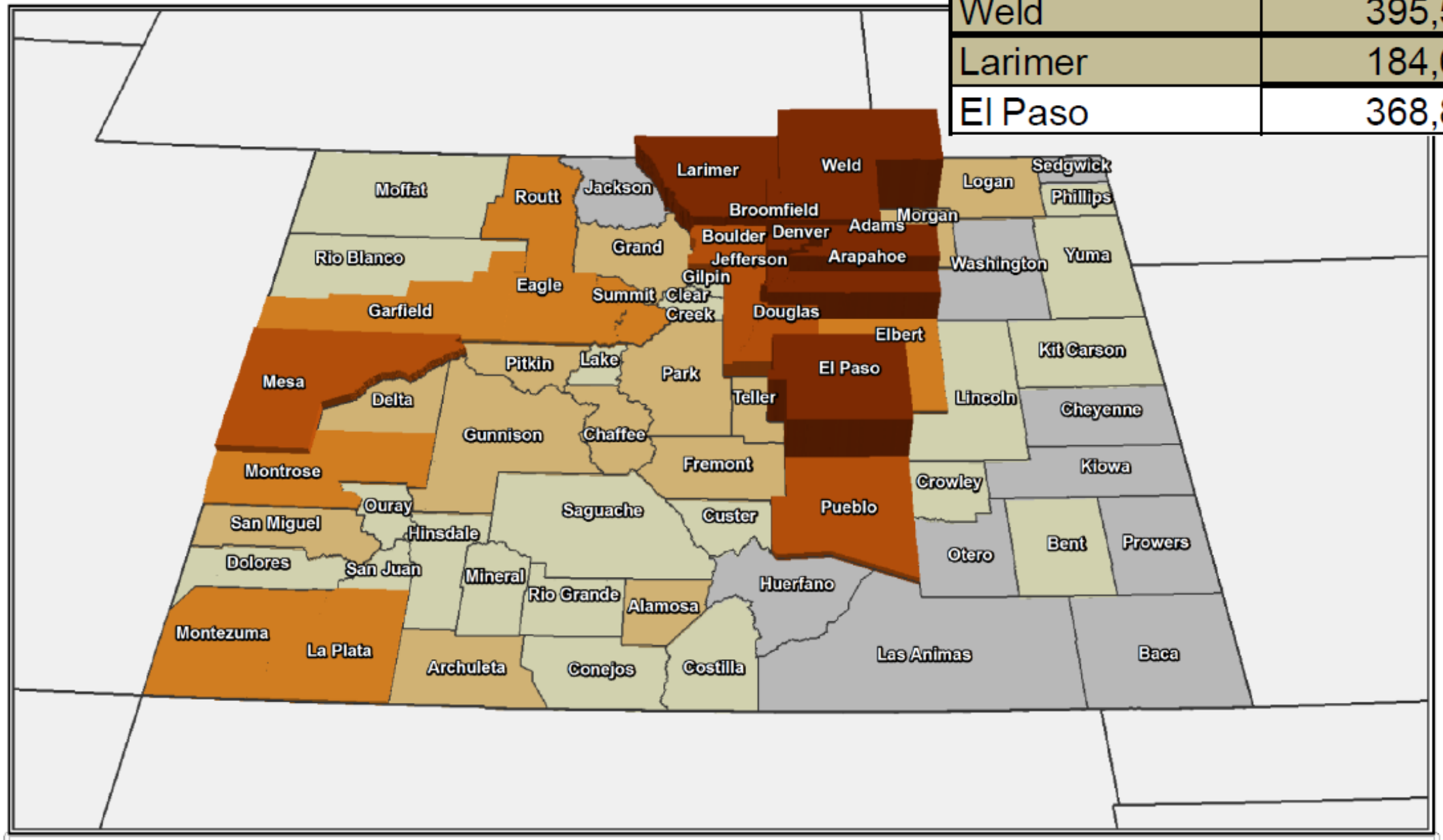
679,036 today

1,000,000 by 2036

	2010	2017	Total Ch.	Annual Ave. Growth Rate	Net Migration	Natural Increase
Larimer	300,532	343,853	43,321	1.94%	33,177	9,299
Weld	254,230	304,435	50,205	2.61%	34,482	16,587

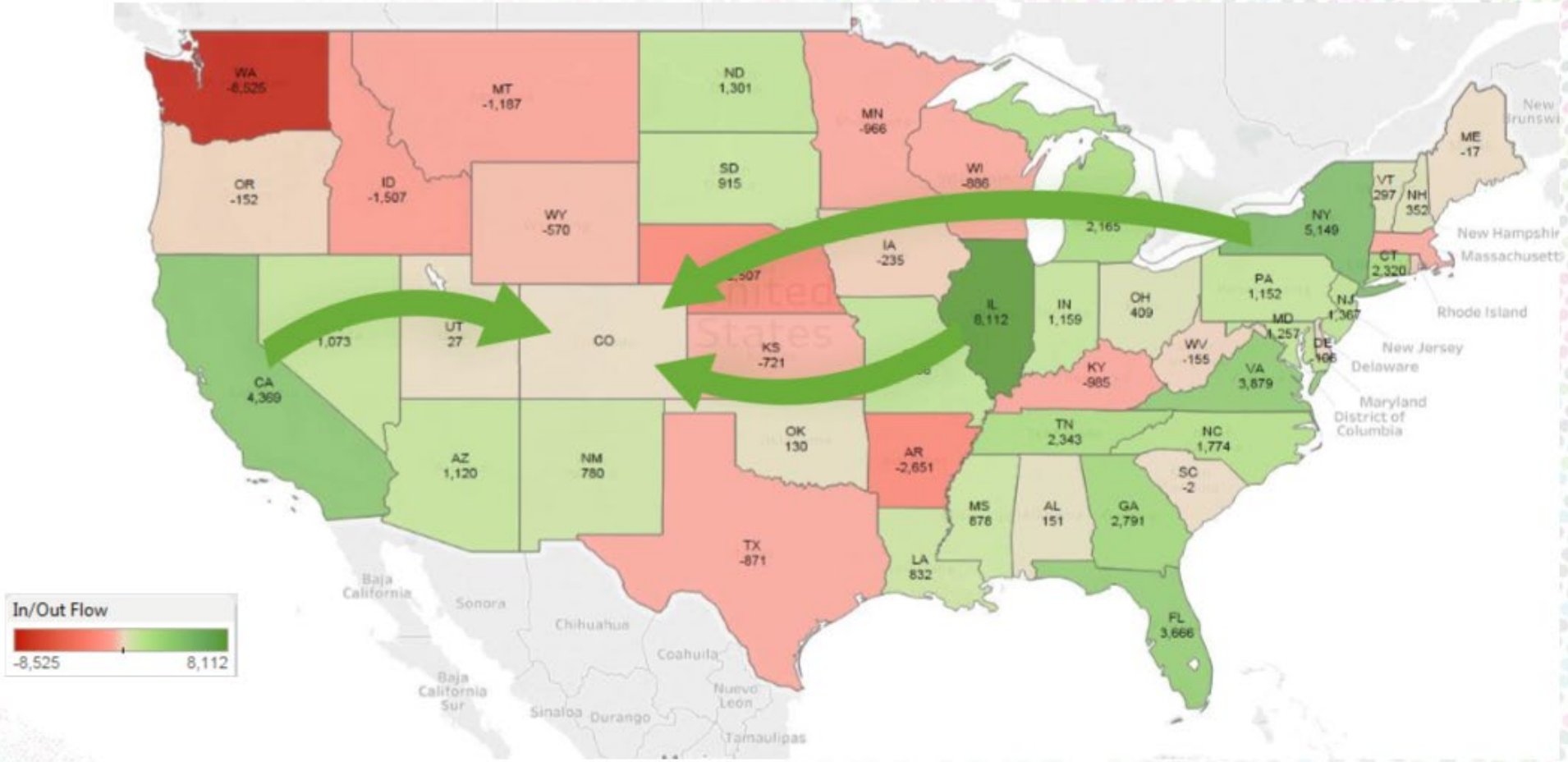
MIGRATION AND NATURAL INCREASE BETWEEN 2010-17 (SOURCE: STATE DEMOGRAPHER)

Denver	168,454
Weld	395,591
Larimer	184,618
El Paso	368,848



NET MIGRATION TO & FROM COLORADO

NUMBERS REPRESENT NET INFLOW/OUTFLOW IN 2016 (EX: 8,112 MIGRATED TO CO FROM IL ON NET)



Source: U.S. Census Bureau, 2018.

BUSINESS CLIMATE

BUSINESS CLIMATE

Another important economic development term: ‘business climate’

Business climate = extent to which the political and policy environments of a particular locale, compared with other jurisdictions, are seen to be supportive or burdensome to businesses.

Source: Corporation for Enterprise Development (CFED

IMPLICATION

Area whose business climate is not ‘competitive’ will be shunned by business

Will find it difficult to attract or grow new firms or the jobs they provide

WHAT AFFECTS BUSINESS CLIMATE

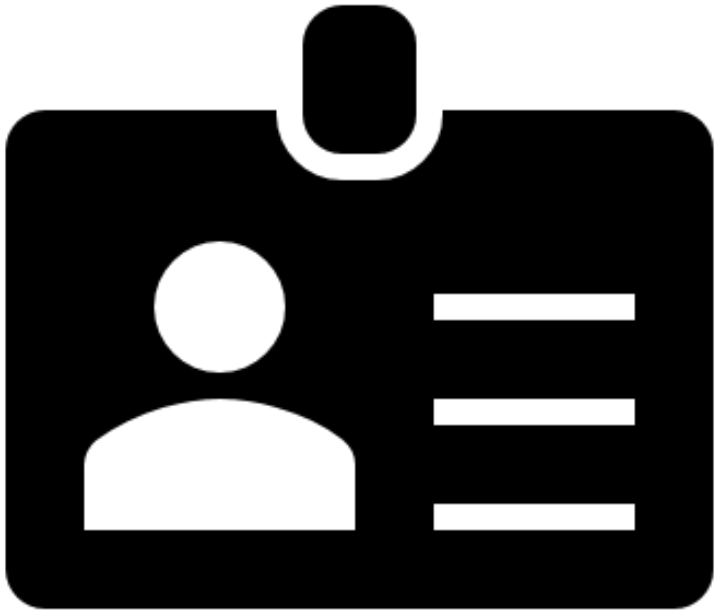
Major cost factors (land, labor, taxes, regulations)

+

Non-cost factors (quality of life, attitudes toward business)

5 KEY BUSINESS CLIMATE ISSUES IN NOCO

- Workforce
- Housing unaffordability
- Transportation
- Utilities – reliability and costs
- Attitude and policies of government toward business



ISSUE 1: WORKFORCE

EMPLOYMENT STATS

Two-county workforce is 376,167 people

Average unemployment 2.54% for region vs. 4.4% nationally (2017)

Annual job growth rate 2013-2018 3.44% (2x national average)

FEBRUARY 2017

TALENT 2.0
REGIONAL WORKFORCE STRATEGY
FORT COLLINS-LOVELAND METRO AREA

TIP strategies
AUSTIN • SEATTLE

From 2010 to 2015, the regional economy added almost 20,000 jobs but only 11,000 workers

Over next 5 years, employers will have at least 28,000 openings to fill. The labor force adds only about 2,000 to 3,000 workers each year

In many key occupations, more than 25% of the workers are 55 or older

CHALLENGES

TOP FACTORS IN WHEN CONSIDERING A NEW JOB OPPORTUNITY

NORTHERN COLORADO

WorkInNorthernColorado.com

Boundless Opportunity

One hour north of Denver, in the shadow of the Rocky Mountains, is what we think is the best lifestyle in the state—Northern Colorado. We're looking for smart, engaged, passionate people to join our innovative companies or to build their own.

Sound like you? You've come to the place of boundless opportunities.

+ LOOKING FOR A JOB?

+ LOOKING TO HIRE?

ISSUE 2:
HOUSING UNAFFORDABILITY

ISSUE 3: TRANSPORTATION

I-25 IS A BIG NORTHERN COLORADO ISSUE

$9 billion backlog of transportation projects statewide

$1.7 billion to widen North I-25

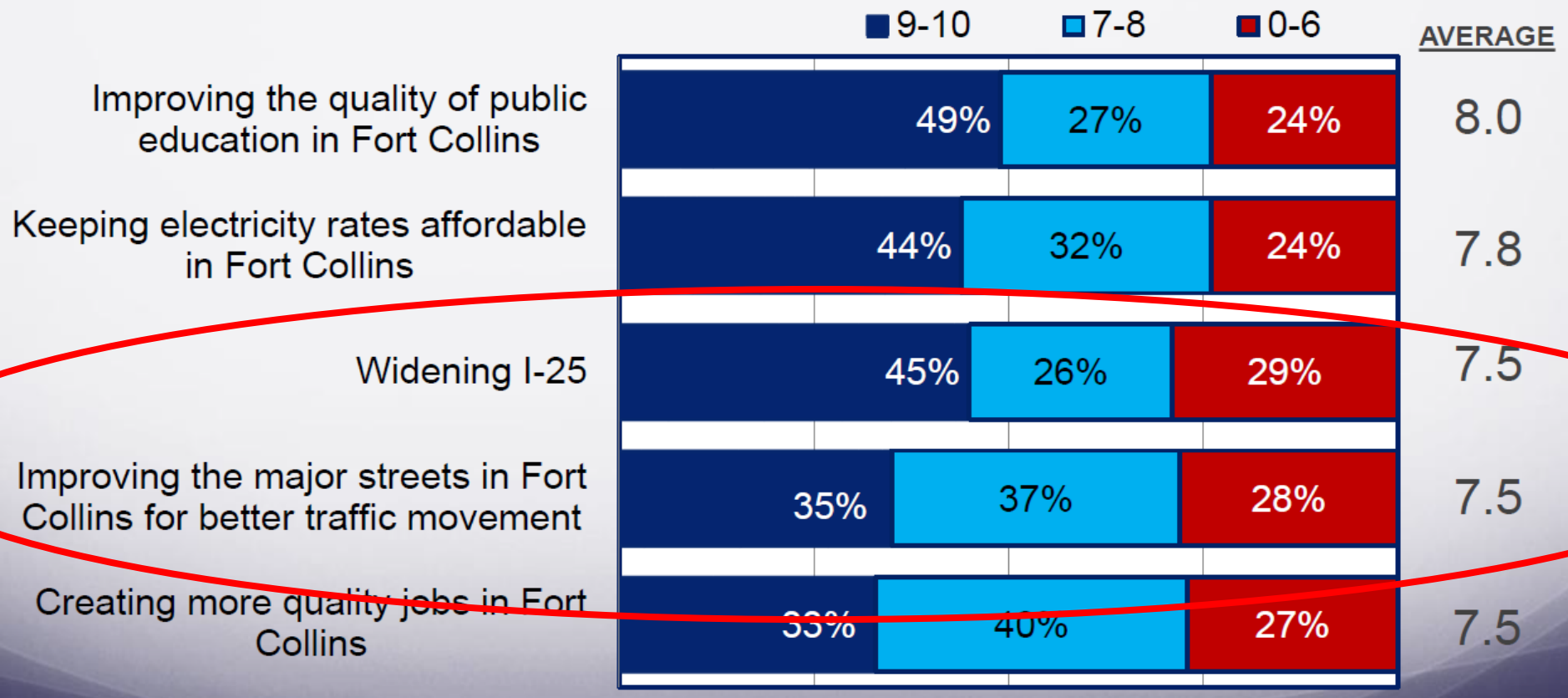
$927.5 million so far; **only** $1 billion to go!

Roads are not big on agenda of current state leaders

$25.7 million Larimer County transportation needs through 2040

Top 5 most important issues for Fort Collins voters:
Improving public education, *keeping electricity rates affordable* and *widening I-25* are at the top of the list of the most important issues in Fort Collins

Now I'm going to read a list of issues some people say are important to them, and after I read each one, please tell me how important it is to you, using a scale of zero to 10. If you find the issue is extremely important, choose a number closer to 9 or 10. If you find the issue is not at all important, choose a number closer to zero or 1. You may choose any number from zero to 10.
Randomize the order of the issues.



KEATING RESEARCH


FIX-I25
COLORADO
DRIVE THE FUTURE
FIX

Segment 8

Prospect Blvd - SH 14
Prospect Blvd Interchange
Prospect Blvd - Harmony Rd
Harmony Rd - SH 392

Segment 7

SH 392 - Crossroads Blvd
Crossroads Blvd Bridges
Crossroads Blvd - US 34
US 34 - SH 402

Segment 6

SH 402 - SH 60
SH 60 - SH 56

Segment 5

SH 56 Interchange
Sh 56 - Sh 66

Segment 4

RESULTS TO-DATE

- Climbing lane has been built on south-bound Berthoud hill
- Crossroads bridges and intersection rebuilt
- Work is underway to add a 3rd lane both directions Harmony Road in Fort Collins and Highway 402
- Prospect and 402 interchanges being rebuilt
- Work started in fall on the section of I-25 south of 402
- Our advocacy led to $1B of additional general fund
- Monies being spent in CO on transportation past 3 years

$927.5 million committed to

North I-25 over past 5 years

ISSUE 4: UTILITIES

ELECTRICITY RATES HEADED UP

PRPA partner city councils votes for 100% renewable electricity by ***2030*** would mean replacing paid-for generation with expensive new power infrastructure

Eliminating existing generation = paying for new power generation infrastructure to replace capacity = significantly higher electricity rates

RELIABILITY IMPERILED

General Themes Extracted from Interviews with Twenty-four Major Electrical Power Users from Longmont, Loveland and Fort Collins Conducted In July and August 2018

Reliability

Reliability is comprised of at least two aspects: The existence of the power (when we flip the switch the power flows) and the quality of the power (steady supply voltage with proper frequency and waveform to be compatible with the load it is plugged into). One respondent stated, “The first question that the manufacturers of our equipment have is ‘How clean is your power.’” In this context ‘clean’ refers to

24. Do you agree or disagree with the following statement:

    Affordable electricity is very important to the economy of Northern Colorado.

    If respondent says agree or disagree say: Do you feel strongly about that or not?

AGREE	**90%**
DISAGREE	**7%**
Agree - Strongly	69%
Agree – Not strongly	21%
Disagree – Not strongly	5%
Disagree – Strongly	2%
Don't know / not sure Don't read	4%

25. Do you agree or disagree with the following statement:

    Affordable electricity is very important to my daily life and personal finances.

    If respondent says agree or disagree say: Do you feel strongly about that or not?

AGREE	**83%**
DISAGREE	**15%**
Agree - Strongly	59%
Agree – Not strongly	24%
Disagree – Not strongly	11%
Disagree – Strongly	4%
Don't know / not sure Don't read	2%

Huge challenge: ensuring Northern Colorado communities have water to meet long-term demand

Need adequate storage; cannot conserve our way out of the problem

Water projects take decades and are expensive

Big impact on housing costs

2009 a unit of C-BT) $7,000

2018 $45,000

Converting ag water to municipal will change character of Northern Colorado

WATER

ISSUE 5: POLITICAL RISKS

Attitude and policies of government toward business

POLITICAL ECONOMY

- State legislature killing industries - oil and gas
- Anti-business rhetoric
- Not maintaining / developing capacity for basic utilities – water, electricity
- Limiting housing supply, more unaffordable
- Highway access across region but especially I-25
- Government mandates on business - over-regulation, local minimum wages
- Environmental elitism (climate action and 100% renewable policies) adverse social and economic impacts

KEY NOCO ECONOMIC PRIORITIES THRU 2030

Weather economic downturn due to attack on oil & gas

Successfully navigate high tech transition from desktop to mobile – we have a mature tech sector

Labor force – Baby Boomers are bailing

Develop a regional economic vision and plan

Fix North I-25 – being cut off from Denver and DIA

Retain key primary employers and help them grow here

Water – Halligan and NISP

Retain competitive advantage reliable, affordable electricity

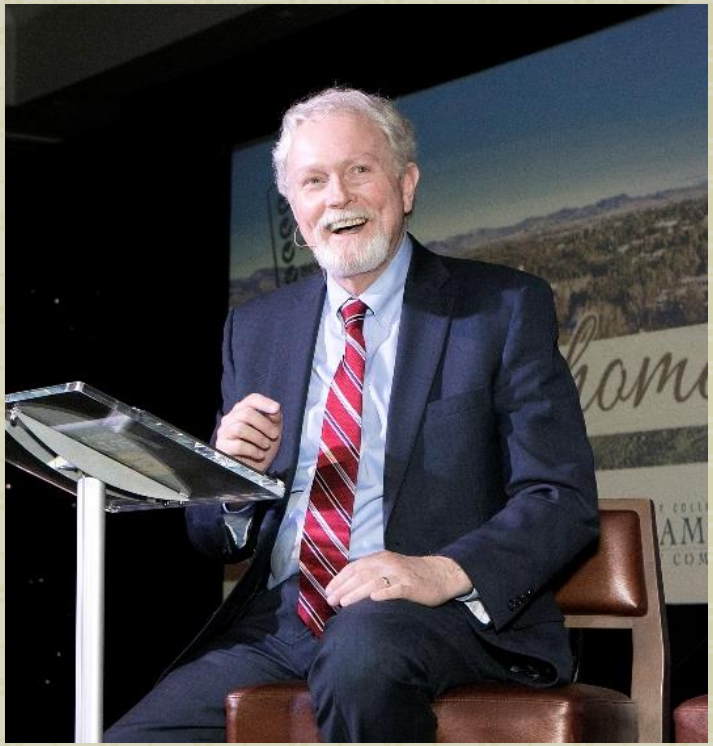
MARKETING NORTHERN COLORADO

NEED REGIONAL VISION AND PLAN

NEED BRANDING AND MARKETING PLAN

NEED MECHANISM TO DO THESE THINGS

DISCUSSION



PRESENTER

David May, President & CEO, Fort Collins Area Chamber of Commerce

- 4 decades of chamber leadership at local and national levels
- Led chambers of commerce in Independence MO, Sarasota FL, Fort Collins CO
- Former Vice President, US Chamber, Washington DC
- 16 ½ years in Fort Collins
- davidmay@fcchamber.org

THE CHAMBER

We are a **regional association** of businesses and organizations that **care about the region's future.**

We work to **build our region's future through business.**

We believe successful businesses make a strong local economy, which in turn lets us **afford great quality of life amenities.**

The Chamber serves as:

- A **convener** and **cultivator** of leaders and influencers who value business' role in vibrant communities and who make things happen,
- A **catalyst** for business growth through pragmatic public policy, strategic economic development, and support of existing businesses,
- And a **champion** for a balanced, resilient, thriving economy.

THE CHAMBER

One of the **largest** chambers in the state with 1,280 members

Only **5-Star Accredited** Chamber in Colorado

Locally founded and led

FOR MORE ABOUT THE CHAMBER

www.FortCollinsChamber.com

www.FixNorthI-25.com

www.FixColoradoRoads.com

www.NoCoTalent2.com

www.NorthernColoradoProspers.com

www.BringingBusinessHome.org

www.LeadershipNorthernColorado.com

Social

Find us on: facebook

Linked in

FIX NORTH I-25

LNC LEADERSHIP NORTHERN COLORADO www.LeadershipNorthernColorado.com

NORTHERN COLORADO PROSPERS

FORT COLLINS AREA CHAMBER OF COMMERCE

Bringing Business home

BRINGINGBUSINESSHOME.ORG

CHAMBER OF COMMERCE

BONUS SLIDES

2019 PRIORITIES

- Support election of business-supportive **candidates** to City Council
- Lead the lobbying effort **to secure funding to widen** I-25 to 3 lanes between Highway 14 and Highway 66
- Launch **talent recruitment and development tools** and programs for employers
- Narrow and deepen strategic work on key **economic and business issues**
  - renewal of the "Keep Fort Collins Great" tax
  - social and economic impacts of proposed zero carbon policies on electricity rates / reliability
  - city council pay issue
- Implement Phase II ***Bringing Business Home*** campaign
- Interview 50 **primary employers**
- Conduct a successful ***Moving Fort Collins Forward!* campaign**
- Conduct a study of how the **Chamber delivers value through memberships and sponsorship**

COST OF LIVING ADJUSTED EARNINGS GROWTH

Adjusted Annualized Average Earnings Growth from **2008 - 2018**

0.8% Boulder MSA	1.0% Fort Collins MSA	0.7% Denver MSA	1.4% Greeley MSA
	0.8% Colorado	0.8% United States	

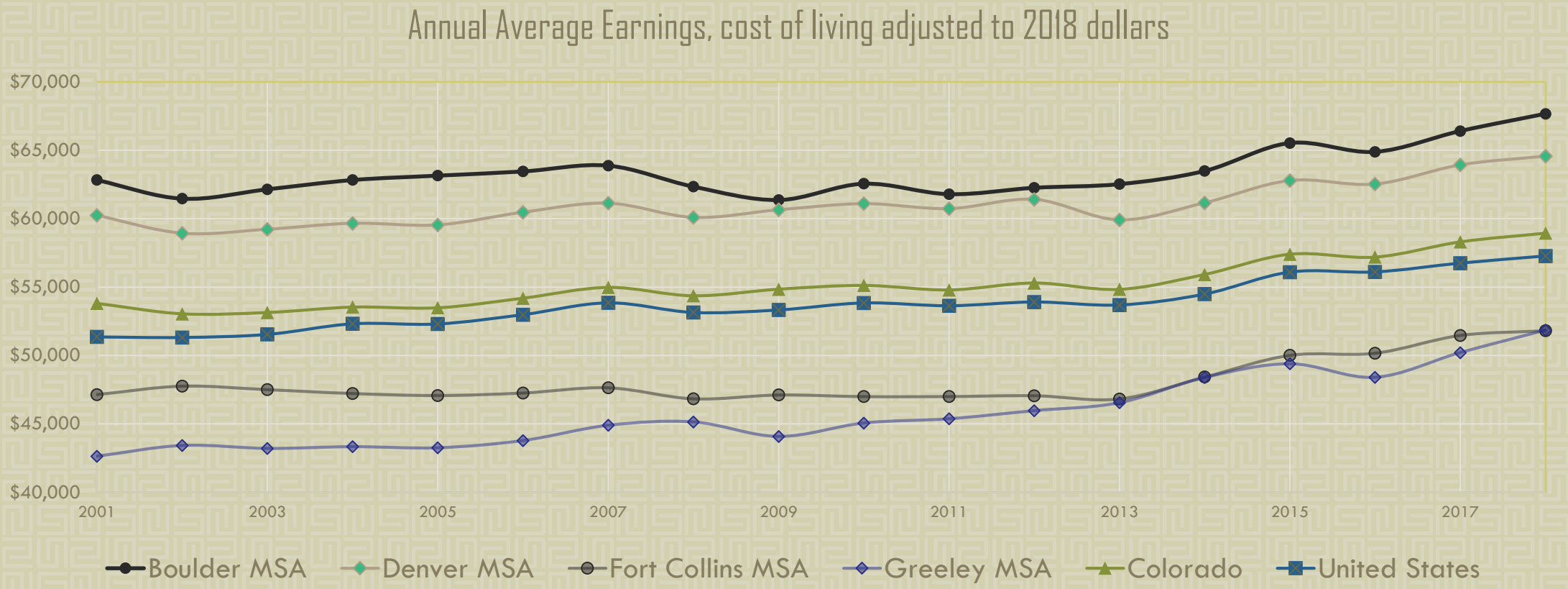
Adjusted Average Earnings Growth from **2017 - 2018**

1.9% Boulder MSA	0.7% Fort Collins MSA	1.0% Denver MSA	3.3% Greeley MSA
	1.1% Colorado	0.9% United States	

TALENT 2.0 metric

U.S. Bureau of Labor Statistics, CEW data, Average Annual Earnings.
Cost of Living Adjustment using U.S. Bureau of Labor Statistics CPI-U. Annualized values use CAGR formula.

COST OF LIVING ADJUSTED WAGE GROWTH



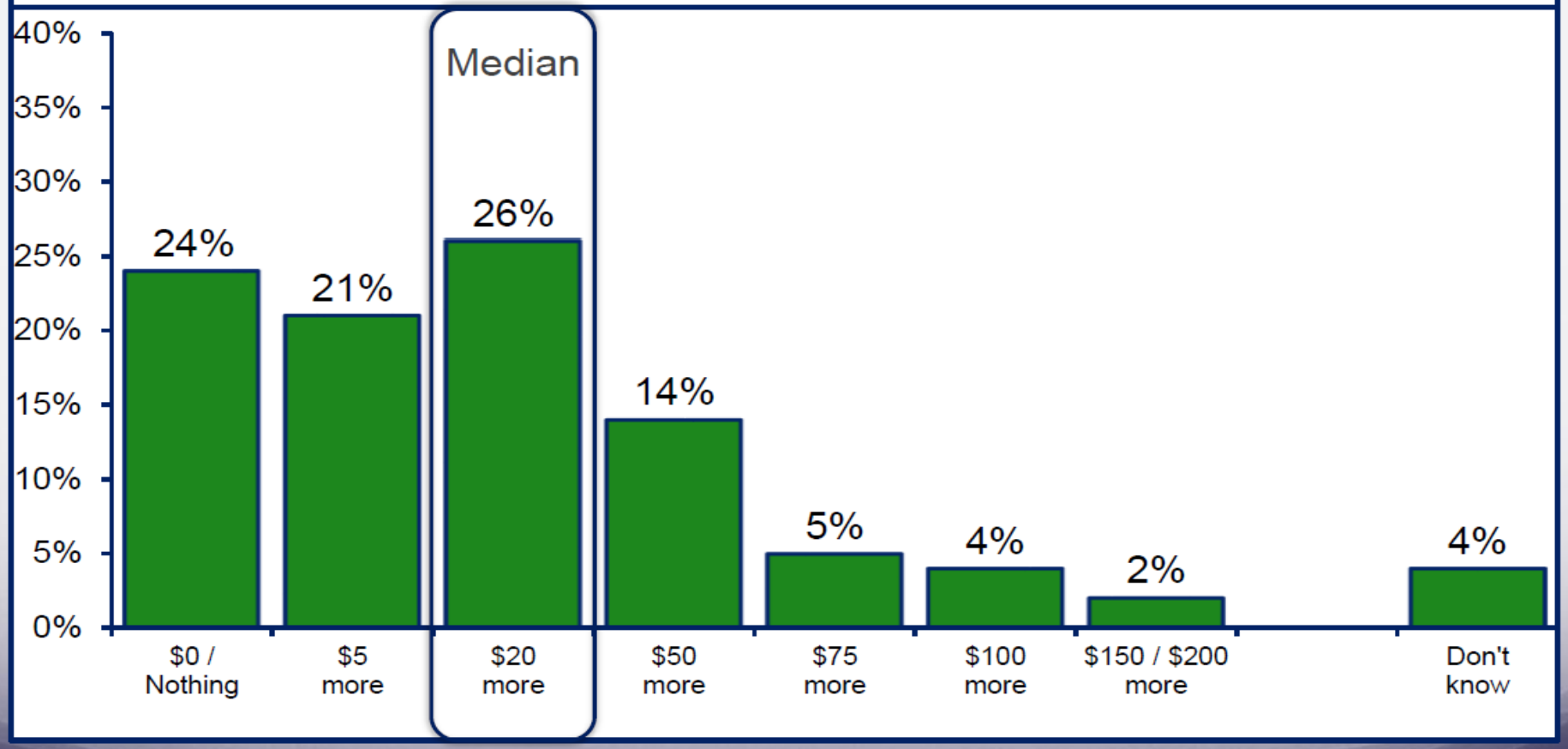
U.S. Bureau of Labor Statistics, CEW data, Average Annual Earnings. Cost of Living Adjustment using U.S. Bureau of Labor Statistics CPI-U.

TALENT 2.0 metric

In Dollars: Fort Collins voters are willing to pay more on their monthly electric bill to achieve the goal of reducing greenhouse gas emissions

$20 more is the median amount more per month

Asking this another way, to achieve the goal of 20 percent reduction of greenhouse gas emissions by 2020 and 80 percent by 2030, how much more are you willing to pay on your monthly electric bill in dollars? **Rotate the order from top to bottom and bottom to top. Read the response categories.**



KEATING RESEARCH

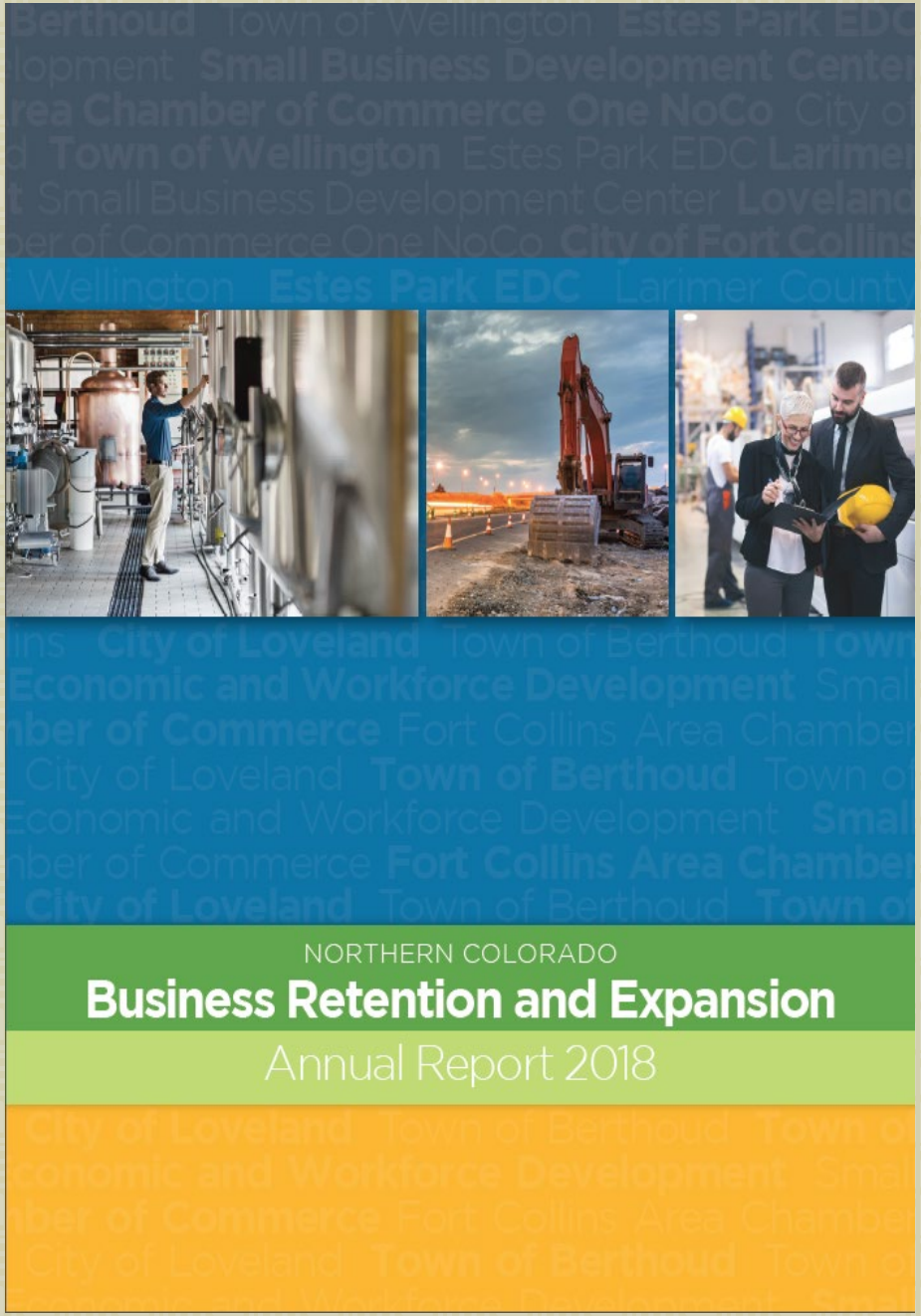
Recent Updates

Annual Report released

- 315 responses
- 30 in-person interviews

Emerging Themes

- Talent
- I-25
- Bullish on Northern Colorado
- Some expansion opportunities
- Some retention risks

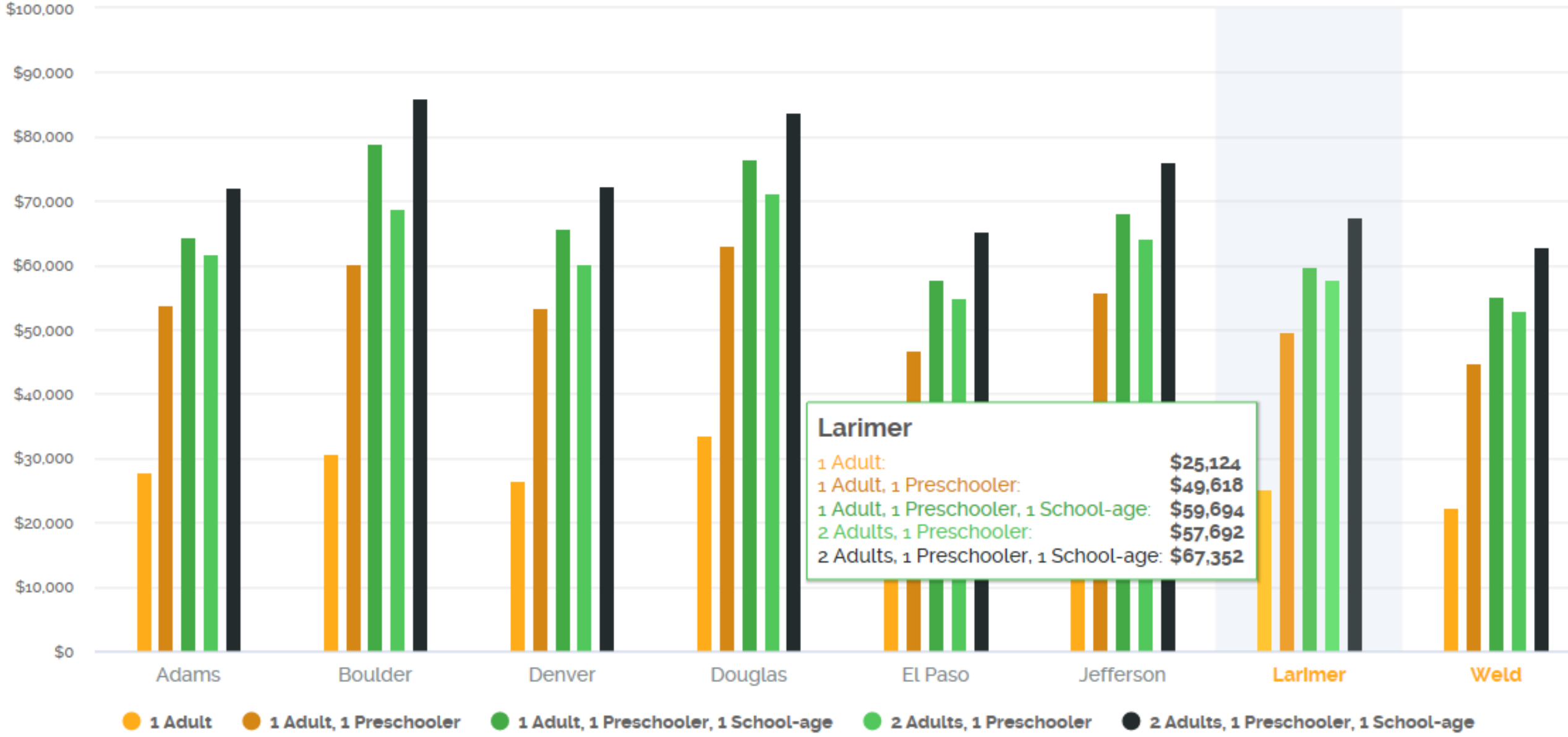


RISKS

- What are some of our risks / vulnerabilities?
  - State kills oil and gas industry
  - Water
  - Unreliable, unaffordable electricity (PRPA service area)
  - Unforeseen changes in consumer markets impact local companies
  - Federal deficit – can't continue building huge deficits; what would fewer dollars mean for federal offices here and federal research?
  - Higher education model and disruptive technologies an unknown
  - Lack of qualified workforce
  - Housing affordability
  - Highway access across region but especially I-25
  - Political risk, state and local government - over-regulation, local minimum wages, environmental elitism (climate action and 100% renewable policies) adverse social and economic impacts

Annual Income Required to Meet Self - Sufficiency 2018 | Select Colorado Counties

Source: Colorado Center on Law and Policy / University of Washington 2018.



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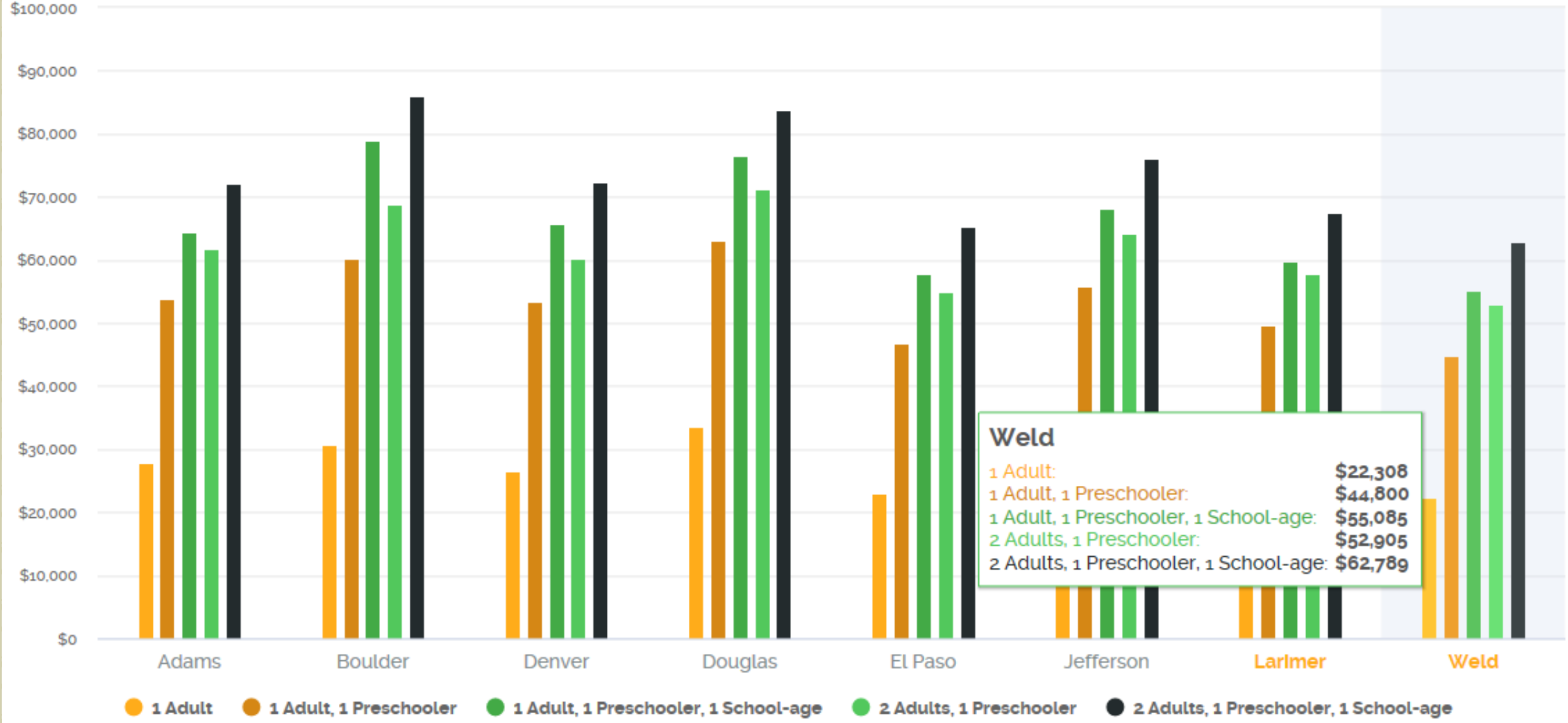


MIGRATION FLOWS

Top 10 Migration Flows Larimer			
Moving From	IN	Moving To	OUT
Weld	3,498	Weld	3,943
Boulder	1,698	Boulder	1,560
Jefferson	1,547	Denver	1,492
Denver	1,523	Jefferson	706
El Paso	1,250	Maricopa, AZ	688
Adams	956	Arapahoe	630
Arapahoe	893	Adams	610
Douglas	881	Albany, WY	491
Mesa	408	Douglas	424
Laramie, WY	404	Laramie, WY	379
2012 - 16 American Community Survey			

Top 10 Migration Flows Weld			
Moving From	IN	Moving To	OUT
Larimer	3,943	Larimer	3,498
Adams	2,713	Boulder	2,701
Boulder	2,494	Adams	1,415
Jefferson	1,511	Denver	1,175
Arapahoe	1,153	Jefferson	799
Denver	1,105	Arapahoe	656
El Paso	804	Logan	530
Maricopa, AZ	490	El Paso	482
Douglas	458	Morgan	239
Berkeley, SC	313	Broomfield	182
2012 - 16 American Community Survey			

https://flowsmapper.geo.census.gov/

#9 FORT COLLINS, CO

Dropped 4 spots

JOB GROWTH (2012-17)	19TH
JOB GROWTH (2016-17)	19TH
WAGE GROWTH (2011-16)	15TH
WAGE GROWTH (2015-16)	29TH
SHORT-TERM JOB GROWTH (8/2017-8/2018)	22ND
HIGH-TECH GDP GROWTH (2012-17)	87TH
HIGH-TECH GDP GROWTH (2016-17)	64TH
HIGH-TECH GDP CONCENTRATION (2017)	27TH
NUMBER OF HIGH-TECH INDUSTRIES (LQ>=1) (2017)	15TH

ASSETS

- Colorado State University attracts young talent to feed the high-tech sector.
- Healthy startup scene spurs innovation.

LIABILITIES

- Housing is scarce and overvalued, hindering in-migration.

Fort Collins, CO, dropped four spots to come in ninth place this year. The metro had a strong performance across most indicators and came in 19th in both one-year and five-year job growth. The metro is growing with steady in-migration and an expanding college population. Fort Collins also benefits from its proximity to Denver, CO.

Colorado State University (CSU) is growing rapidly and since 2015 has planned for $244 million in expansions.[55] The university attracts young talent that can stay in the area and feed the growing high-tech sector in Fort Collins after graduation. CSU is also the largest employer in the metro with 7,525 employees.[56] The educational services industry increased employment by 79 percent in the five years ending in 2017 and will likely continue to grow.

The high-tech sector in Fort Collins has attracted a fair number of startups. Tech startup incubator Innosphere announced in 2017 a plan that included a $3 million expansion of its Fort Collins location.[57] The investment is part of a larger plan to draw 351 new companies to northern Colorado over 10 years and create an innovative tech startup cluster.[58]

A growing population contributes to an overall increase in demand for services. For instance, ambulatory health-care services added 3,290 jobs in the five years ending in 2017. Construction related industries have also been growing to keep up with demand as housing has become scarce and overvalued.[59] Construction of buildings and specialty trade contractors together added 2,930 jobs from 2012 to 2017. Rental vacancy rates are also very low relative to the national level.[60]

CITIES NEED AFFORDABLE LIVING TO ATTRACT YOUNG FAMILIES

"Like all geographies, core cities must compete for businesses. The prosperity of urban cores demands favorable business climates….(Cities)…still need affordable standards of living and strong economic and educational environments to attract and retain the young families critical to their long-term growth. A middle class cannot be sustained by only elite workers. Politically, a city with a shrinking middle class, as we see in many superstar cities, will exhibit ever-more radical politics as the young single population and poor dominate the electorate."

– Joel Kotin, '*Where Millennials Really Go for Jobs*'

CHAMBER ROLE IN ECONOMIC DEVELOPMENT

The Chamber

Guiding belief: our community needs businesses to flourish because a strong economy pays for the great quality of life we want

Our Role in Community:

Tell the story of connection between quality of life and economic prosperity (www.BringingBusinessHome.org)

Talent recruitment / development (www.NOCOTalent2.com)

Lobby on specific economic development projects (ex. Woodward, HP, Broadcom expansions)

Lobby for a better business climate - ex. I-25 widened (www.FixNorthI-25.com), flood plain regs, reliable and affordable electricity, etc.)

Retention & expansion of primary employers

Support election of good people to Council

WHAT ARE PEOPLE IN FC DOING IN 15 YEARS TO EARN LIVING?

214,000 population

133,300 labor force; will grow by 34,000

Tough to predict with any certainty

think back 15 years or so (to year 2000) and think how different we are today – Facebook, Google, wireless devices, big data, mobile devices have replaced desktop, landlines being replaced by cell, major privacy concerns, artificial intelligence

WHAT ARE PEOPLE IN FC DOING IN 15 YEARS TO EARN LIVING?

A few thoughts:

- We are a workbench for Silicon Valley and will remain so
- Boom of health care sector
- Timnath, Windsor, Severance, Wellington as “cheaper” bedroom communities to Fort Collins
- Increase in passive income - retirements
- Higher education’s future model will be interesting to follow – disruptive technologies

BUSINESS CLIMATE

WOULD EMPLOYERS IN LARIMER & WELD COUNTIES CONSIDER RELOCATION?

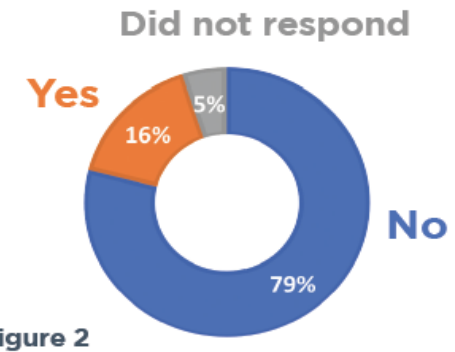


Figure 2

WHAT CHANGES ARE EMPLOYERS CONSIDERING MAKING TO THEIR BUSINESS?

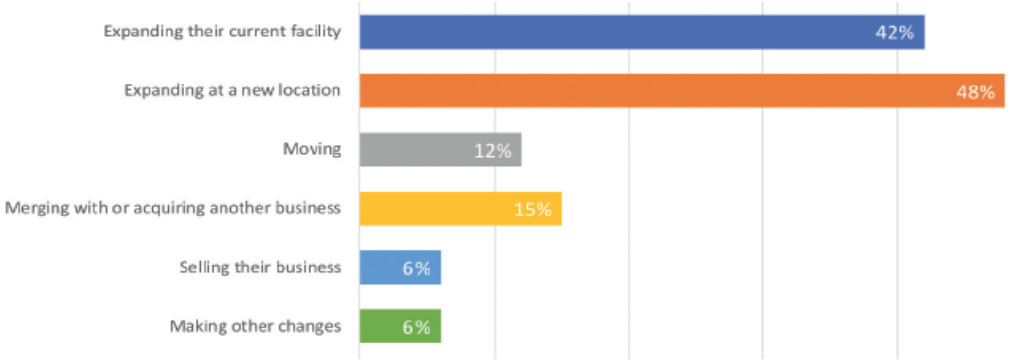


Figure 3

NORTHERN COLORADO PROSPERS

Driving The Future

Northern Colorado Prospers is a five-year strategic initiative of the Fort Collins Area Chamber of Commerce designed to address four specific challenges facing business in Northern Colorado.

Fix I-25

Continue our efforts to keep business moving by securing funding and support for the expansion of I-25 in Northern Colorado.

Align, Attract and Retain Talent

Ensure area employers have the talent they need and support the workforce education and training Northern Colorado needs – now and in the future.

Bold Voice of Business

Strengthen our ability to secure a positive business environment and amplify the voice of business in Northern Colorado.

Expand and Retain Existing Businesses

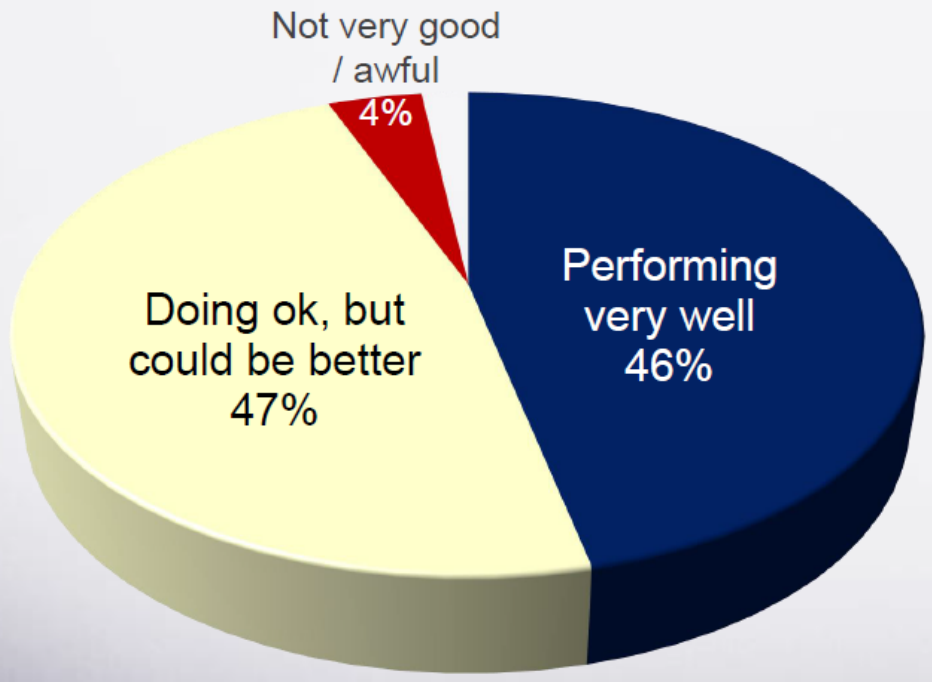
Meet with 100 area businesses each year to understand their challenges and ensure they can stay and grow in Northern

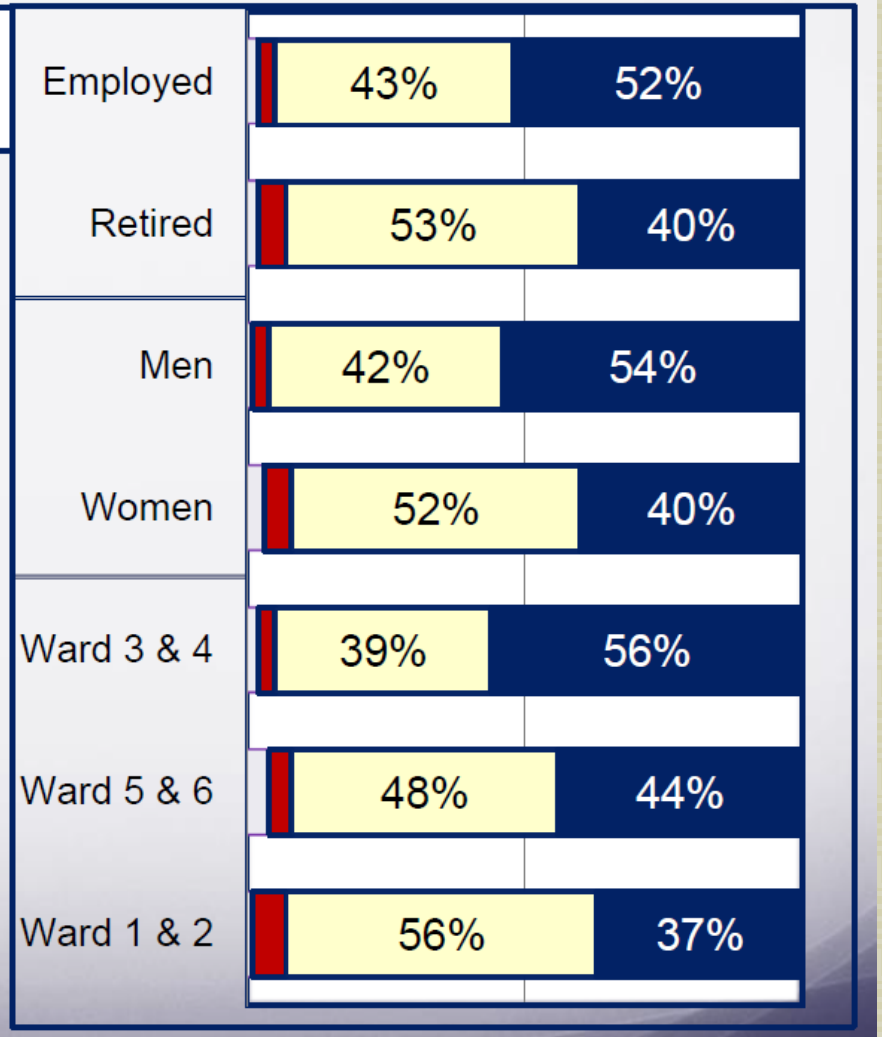
Nearly half of voters say the Fort Collins economy is performing very well – the other half say it's ok

Only 4% of voters are negative about the Fort Collins economy

A majority of *Employed*, *Men* and *Voters in Ward's 3 & 4* say the economy is performing very well

In general, would you say the Fort Collins economy is performing very well, it is doing okay but could be doing a lot better, it is not very good, or it is awful?





KEATING RESEARCH