



Fort Collins

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Economic Health

COMMUNITY PROSPERITY | GROW OUR OWN
PLACE MATTERS | THE CLIMATE ECONOMY | THINK REGIONALLY

Strategic Plan



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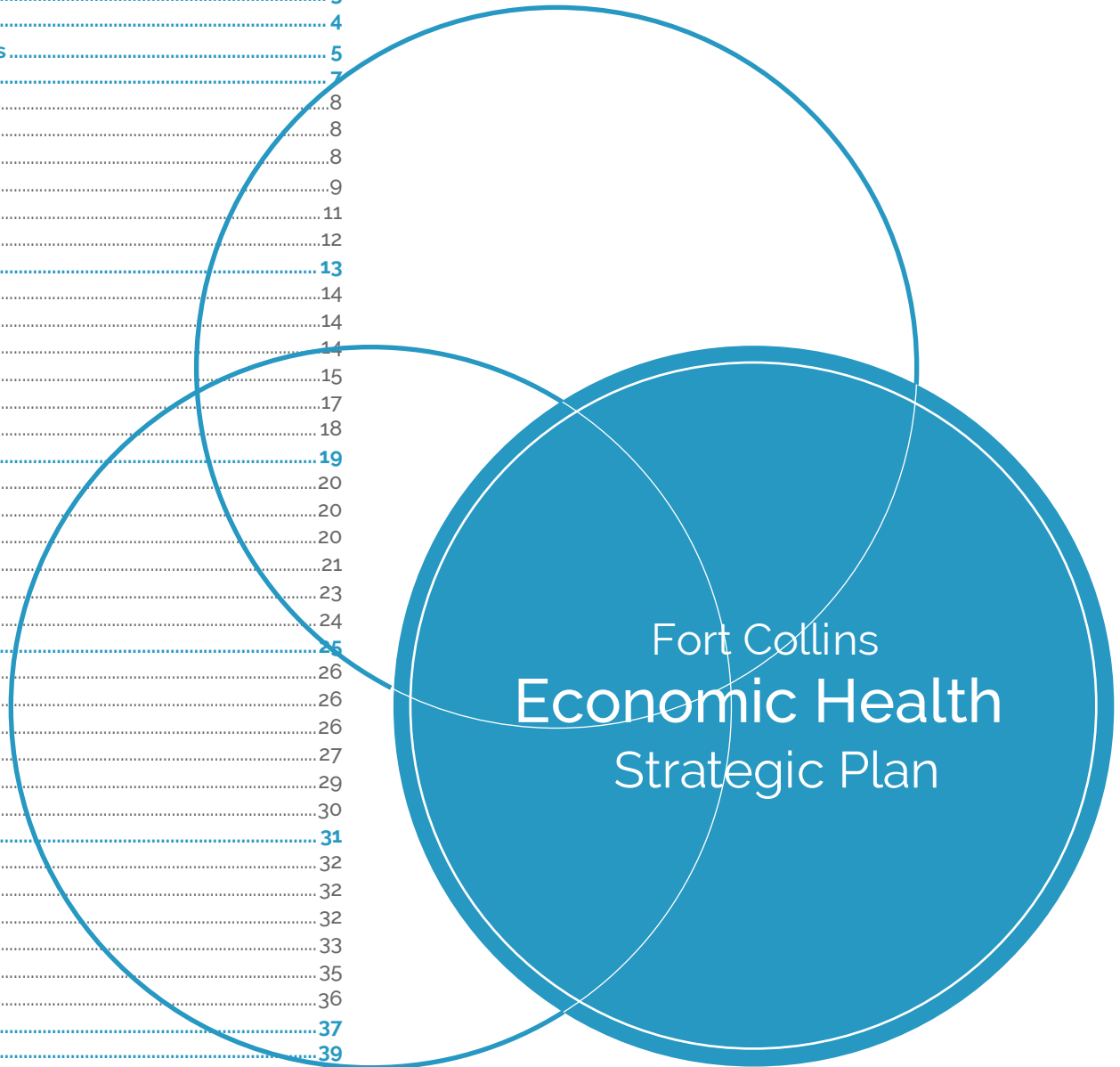
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Fort Collins
Economic Health
 Strategic Plan

What is Economic Health?

The City of Fort Collins intentionally uses the terms "Economic Health" to describe the community's engagement with the economy. The meaning of health refers to a "general condition of...soundness" and "vitality." The City uses the word "health" versus "development" when discussing economic activities because the objective is overall soundness and long-term vitality versus short-term or individualized gain. In addition, the triple bottom line focus further reinforces the commitment to a more holistic view of the economy's role in our community.

A healthy economy:

- Is vibrant, resilient, and integrates multiple interactions across many stakeholder groups (e.g., citizens representing multiple sub-communities, large and small companies, new and established companies, non-profit organizations, and local government), and
- Provides diverse opportunities for development which acknowledge resource constraints and retain or improve the present quality of life in the City.

Therefore, the objective of Economic Health is a sustainable economy. A sustainable economy means that residents can find employment and afford to live in the community; that businesses are able and encouraged to start, remain, and expand in the community; and that everyone can expect quality City services and sustainable, attractive infrastructure.

**ECONOMIC HEALTH VISION:
Promote a healthy, sustainable
economy reflecting community
values¹**



Why a Revisit?

In 2011 and 2012 the Economic Health Office (EHO) led a process to update the community's strategic plan related to economic health. The update followed the City Plan update process completed in early 2011. It was the intent for the update to move beyond the previous 2005 Economic Health Action Plan by developing guiding principles and strategic goals to guide future economic health activities.

In 2012, the Economic Health Office joined the Sustainability Service Area (SSA), shortly before the previous version of the Economic Health Strategic Plan (EHSP) was adopted in June of 2012. Now there is a need to align the EHSP with SSA division objectives. Enhancing community resiliency is a key part of this alignment. Finally, the revised plan needs to align with the City's recently adopted Strategic Plan.

In addition, alignment between the three departments of the SSA division will be enhanced by outlining specific goals and strategies that describe the triple bottom line. This revisit attempts to describe the overlap between the three individual departments. These goals and strategies are intended to enhance the partnering opportunities between the departments and aid in describing collective objectives.

Finally, the revisit is intended to consider several emerging challenges facing the City of Fort Collins economy. These challenges include:

- Workforce demographic shifts;
- Pace of innovation or disruptive technologies;
- Climate change; and
- Community build-out.

While many of these challenges are not unique to Fort Collins, they will have unique implications. This update attempts to address these issues through revisions and changes to the previously adopted guiding principles and strategic goals.

It is not the intent of this update to re-write or negate the existing adopted EHSP, but rather to enhance the previous version for the reasons stated above. Furthermore, this plan focuses on the City's contribution to the economic health of the community and is meant to be specific to the Economic Health Office's and internal partners' work plan for the next three years.

Plan Structure

The plan is laid out in themes. Each theme includes relevant challenges, a vision for the future, the role of the City, and numerous goals. The goals include specific strategies, a desired outcome, and metrics to evaluate success. Finally, the Economic Health Office has three primary functions related to achieving the goals in each theme, including:

- **Lead**—City takes on the lead role in implementing specific goals
- **Partner**—City partners with other agencies and organizations to implement specific goals including providing funds to achieve these collective goals
- **Collaborate**—City partners with other agencies and organizations to implement specific goals without providing funds.

A matrix in the Implementation Section of this plan indicates which role ties to each goal within the five theme areas.

Additional Work Completed

The EHO has completed two major pieces of additional analysis since the Economic Health Strategic Plan was approved in 2012. Each of these documents has been used in developing this update.

- **Cluster Strategy 2.0** - An update to the Targeted Industry Cluster program completed by TIP Strategies in 2013. The study proposed several adjustments to the cluster program, including the introduction of a competitive funding program for distributing cluster dollars.
- **Larimer County Labor Force Study** - The study, completed by TIP Strategies, does a deep dive on the existing and anticipated labor force in Larimer County, including information on commute patterns, skills gap, and available jobs.

¹ Taken from the City of Fort Collins Strategic Plan, 2014

Context & Background

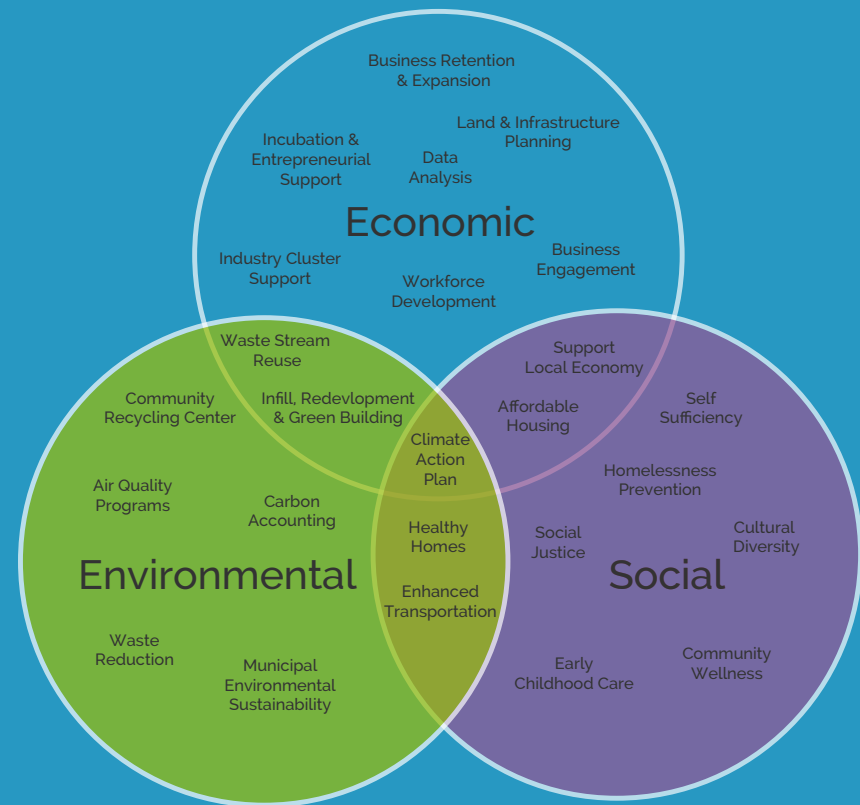
The City Council adopted the original Economic Health Strategic Plan in 2012. At that time, the nation was still emerging from a major economic recession that had not been seen since the Great Depression. Today, the economy of Northern Colorado and the nation have improved significantly – unemployment has fallen well below accepted stabilized rates. Therefore, this revision to the plan can step back and take a more holistic view of the City’s role in economic health. At the same time, much of the analysis and thinking included in the 2012 EHSP still remains valid. The reader will encounter portions of this document that have been lifted entirely from the 2012 plan as a result (e.g., the Strengths, Weaknesses, Opportunities, and Threats analysis).

Sustainability Service Area

In 2012, the Economic Health Office (EHO) joined the Sustainability Service Area (SSA), a newly formed service area within the City. The City defines sustainability as:

“To systematically, creatively, and thoughtfully utilize environmental, human, and economic resources to meet our present needs and those of future generations without compromising the ecosystems on which we depend. The City’s Sustainability Services Area consists of Environmental Services, Social Sustainability and Economic Health.”

The mission of the SSA is deliver on this definition of sustainability by: (1) encouraging the Triple Bottom Line perspective be applied to all major City projects; and (2) engaging in activities that support the TBL in our community, as show in the Venn diagram.



Plan Fort Collins

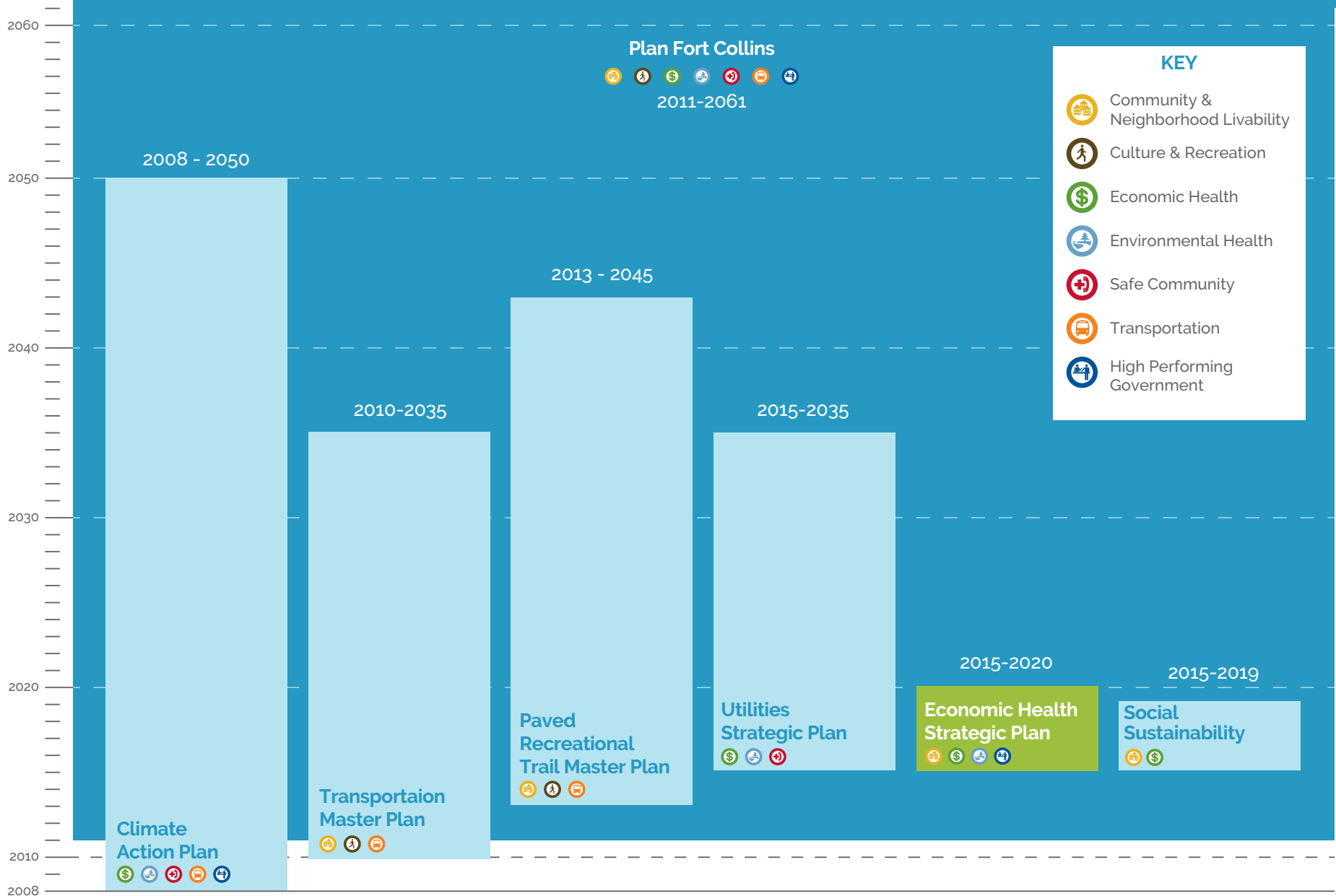
This Economic Health Strategic Plan does not exist in a vacuum. The City has a wide array of strategic plans, ranging from sub-area land use plans to the Climate Action Plan. All the plans work together to create a full and complete picture of the City’s strategic direction and intent. The EHSP provides one piece of the overall puzzle and must be understood in the broader context.

Plan Fort Collins, the City’s long-range comprehensive land use plan for the community provides the foundation upon which this and all the other plans of the city rest. The time horizon of Plan Fort Collins extends at least 20 if not 50

years into the future and provides overarching direction. This EHSP focuses on the next three to five years and describes direction for the City related to the Economic Health aspects of delivering on Plan Fort Collins. The following graphic demonstrates how this plan and others all interface. It’s particularly important to note that that this EHSP must work in concert with the City’s Climate Action Plan, Natural Areas Master Plan, Transportation Master Plan, etc. Each of these other plans provides context and direction that in some cases provide limits and in others opportunities for the implementation of the EHSP. This plan does not override the other priorities of the City. Instead, it must complement them while not infringing upon those goals.

Plan Fort Collins - How It All Fits Together

The Economic Health Strategic Plan is but one part of an overarching plan, Plan Fort Collins. There are many plans throughout the City, but below are a few samples to show how every plan is developed to nest within and support Plan Fort Collins, and indicates what Strategic Outcomes are affected.



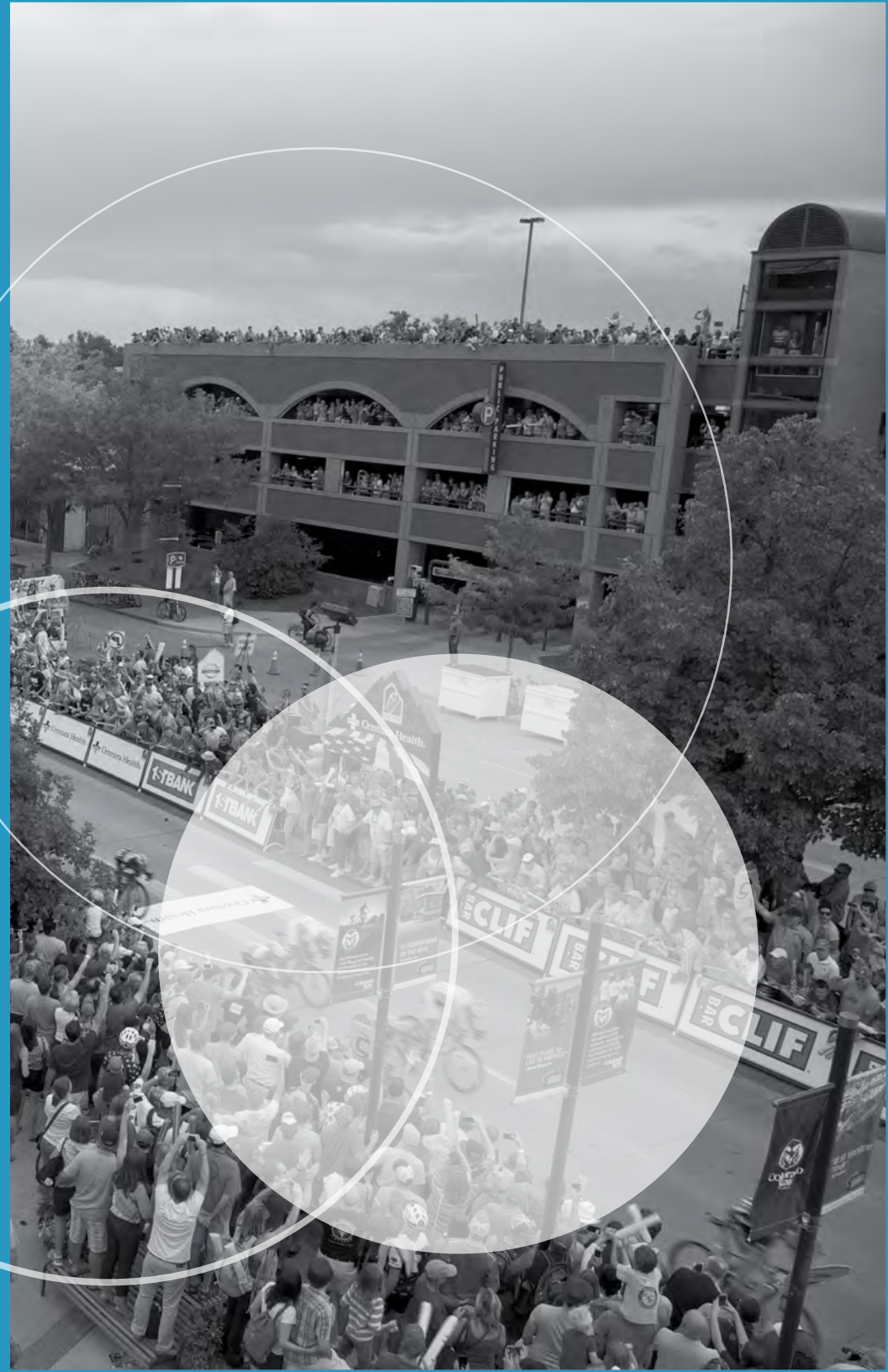
Strengths, Weaknesses, Opportunities, and Threats

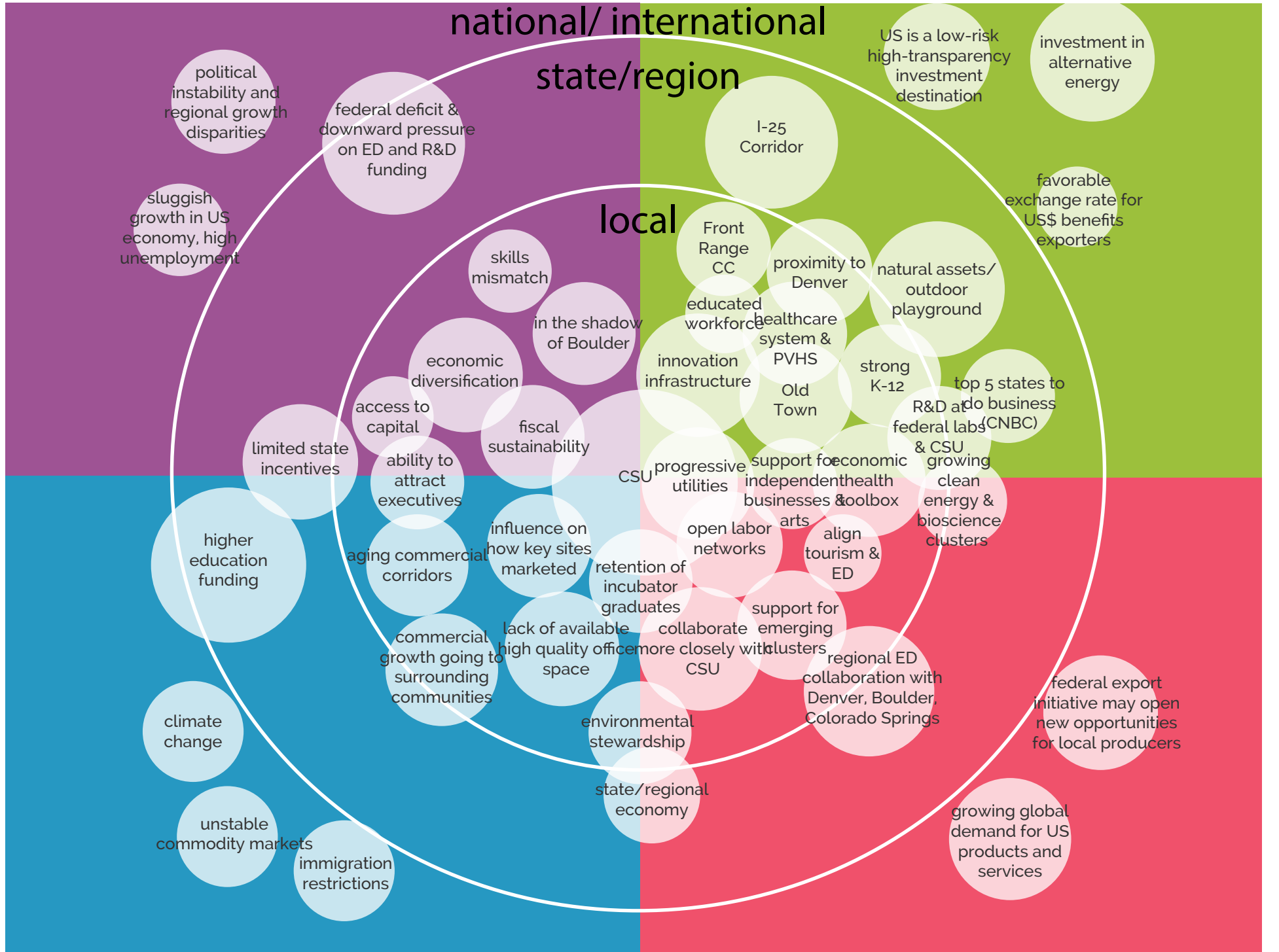
In 2011 and 2012, the City hired TIP strategies to prepare an Economic Health Strategic Plan (EHSP). During that study, TIP conducted an economic development Strength, Opportunities, Weakness, and Threats (SWOT) analysis of the assets and opportunities in Fort Collins. The analysis was based on a review of economic, demographic, and workforce characteristics, interviews with local and regional business and community leaders, and TIP's experience working with communities and regions across the country. The analysis provided context for the 2012 EHSP, specifically the framework and objectives.

The SWOT Analysis remains a valuable tool for evaluating the economic condition of the City. The following graphic summarizes the results of the analysis and can be understood with the following, statements:

- The size of the bubble is intended to convey the consulting team's view of the relative importance of the topic, and in some cases, the likelihood of impact in the region.
- Items closer to the center of the graph tend to be more local in nature. Those at the outer corners are influenced by state, national, or global trends, placing them to some degree outside of local or regional control.

Colorado State University has been placed at the center of the diagram and the largest bubble. This reflects the central role that CSU plays in Fort Collins economic health. It also reflects the deep dependency that the city has on this entity that extends far beyond economic health. To imagine a Fort Collins without CSU is to imagine the good fortune and perilous exposure that Fort Collins experiences from this relationship.







**community
prosperity.**



Community Prosperity

Supporting a sustainable economy means enhancing the opportunities for all residents to participate in the local economy. The City creates an atmosphere where businesses that align with community values thrive and focuses on retaining, expanding, incubating and, lastly, attracting new businesses. These efforts focus on Targeted Industry Clusters (clean energy, water innovation, bioscience, technology - chip design/enterprise software, local food) and Sectors (advanced manufacturing, energy, healthcare, and creative industries).

In addition, the City supports businesses that exemplify the overall character of the community. Finally, enabling systems that ensure a skilled workforce that meets the needs of local employers through partnerships with other local economic development organizations and educational institutions is important.

The economic development profession has long been focused on primary jobs, typically defined as jobs which produce goods and services in excess of what can be consumed in the local marketplace. This definition has traditionally led practitioners to direct resources toward a relatively narrow range of industries such as manufacturing, company headquarters, wholesale trade, and technology. The assumptions behind this emphasis are generally sound. These jobs have historically generated higher wages and benefits for employees, and the manufacturing sector frequently has extensive supplier relationships that other sectors do not. In addition, export-driven industries, by definition, inject new money into the economy.

This limited view of primary jobs should be revisited with the recognition that a host of support sectors provide essential services that enable the primary jobs sectors to operate successfully in the region. They are services that the primary sectors would have to "import" into the region if they were not present locally. As a result, these sectors provide import substitution opportunities that reduce the flow of dollars outside the community. In addition, the same sectors account for a great deal of economic activity in a community and provide essential services and import substitution opportunities for residents in the region as well (See the Appendix for additional information).

Image Reference – Odell Brewing Company's new 100- barrel brew house; completed in 2013. The brewery originally opened in 1989 and expanded to the new site in 1994. The latest expansion included additional cellar space, bringing fermentation capacity to 4,800 barrels.

Challenges

- Rising income disparity
- Skills mismatch
- Barrier to new business formation
- Barriers/access to employment
- Persistent underemployment
- Shift in manufacturing jobs/public perception
- Increase in outbound commuters
- Shift in labor force demographics (Boomers/Millennials)
- Rising cost of education
- Stagnant incomes
- Lag between education and employers
- Rising student debt
- Disproportionate unemployment by education level
- Housing affordability concerns

Our Vision

Employment opportunities exist across the income and education/skill spectrums

Our Role

The Economic Health Office plays the following roles relative to Community Prosperity:

1. Foster alignment of Economic Health goals and strategies in the City organization, with strategic partners, and in the community
2. Support workforce development initiatives that meet the needs of Fort Collins employers and residents
3. Catalyze industry sectors and clusters to increase economic diversification
4. Encourage City policies, land use regulations, and other municipal activities to consider the impact on economic and employment activity in the community
5. Consider the impact of capital investment on the preservation and development of employment land within the Growth Management Area, amongst the numerous other considerations used to prioritize capital investments



Community Prosperity

GOALS:

A.1 CLOSE THE SKILLS GAP AND INCREASE CAREER PATHWAYS IN THE COMMUNITY

A.2 DIVERSIFY EMPLOYMENT OPPORTUNITIES FOR RESIDENTS

A.3 PROVIDE RESOURCES THAT ENHANCE THE ABILITY OF EXISTING BUSINESS TO SUCCEED IN THE CITY

OUTCOMES:

Create alignment between employers, the Workforce Center, and educational institutions regarding future workforce needs

Diversify employment opportunities through business retention, expansion, incubation, and attraction

Identify and coordinate resources that support existing businesses in the City

STRATEGIES:

1. Develop and administer annually an Employer Satisfaction Survey
2. Enable the Workforce Investment Board (WIB) to support private industry identification of short- and long-term skills needed in the workforce to assist educational institutions in curriculum development
3. Expand access to training programs, including short-term skill building programs that build career pathways and allow individuals to secure a job or advance in high-demand industries and occupations
4. Support existing workplace education and training opportunities and identify funding sources to support on-the-job training for new and existing workers
5. Promote the Workforce Center's services to businesses and incorporate the center into economic health programming to promote cross-pollination

1. Continue to develop the Advanced Manufacturing, Healthcare, Energy, and Creative Industry sectors in collaboration with the State's Office of Economic Development and International Trade (OEDIT)
2. Continue to convene and invest in the City's identified targeted clusters and their supply chains, including: clean energy, water innovation, bioscience, technology (hardware design/enterprise software), and uniquely Fort Collins (breweries, bicycle manufacturers, local food, arts & culture, etc.)
3. Refine and enhance City's direct assistance tools - target a wide range of businesses with an emphasis on primary and support sector jobs
4. Understand supply chain gaps and complementary businesses/industries to our economy
5. Participate in cross-functional teams to encourage policies, land use regulations, and other municipal activities that consider the impact on economic and employment activity in the community
6. Provide educational opportunities and training workshops to support the 1099 workforce

1. Sponsor, support, and promote incubation facilities and services, including Rocky Mountain Innosphere, Galvanize, and others.
2. Maintain relationships with top/growing employers with an emphasis on Targeted Industry Clusters and Sectors
3. Establish a customer relationship management tool- use the employer database to populate a system that can be shared between the City and regional partners
4. Expand the Business and Nonprofit Center's information clearinghouse to provide sophisticated, high quality industry and market information to small businesses and entrepreneurs
5. Engage businesses and the community through a variety of methods (e.g., site visits, surveys, small industry stakeholder meetings, events) to understand needs
6. Assign EHO Staff to liaison with Workforce Center, SBDC, Front Range Community College, CSU, Innosphere, and others

METRICS:

- Number of Graduates with degrees/certificates placed in the local workforce
- Labor participation rate
- Employer Satisfaction Survey - Access to work-ready employees locally
- Percent of residents that live and work in Fort Collins

- Concentration of targeted industries and sectors measured by the location quotient
- Unemployment rate compared to County and State
- Workforce distribution within the labor shed
- Percentage of residents that live and work in Fort Collins
- New business formation by industry/sector

- Layoffs and business relocations/reductions
- Private investment in new manufacturing equipment (as measured by use tax receipts)
- Output per capita (measure of productivity) - in Target Industries and Sectors



A.4

INCREASE YOUTH ENGAGEMENT IN WORKFORCE AND TALENT DEVELOPMENT

Educate local youth on the wide range of career opportunities, with a focus on changing the perception of manufacturing and heavy industry jobs

1. Hold annual career days at local high schools that expose students to different professions through speakers, videos, factory tours, and shadowing opportunities
2. Organize factory tours that showcase the advanced technologies used in manufacturing processes and the skills needed to work in that environment
3. Create an apprenticeship or internship program that would provide hands-on learning experiences for high school students
4. Coordinate with Front Range Community College (FRCC) to promote opportunities available to high school students to obtain certifications and enhance their work readiness upon graduation
5. Include program information and resources for local youth on Fort Collins on-line job board

NOTE: This plan recognizes the significant efforts and focus of the Social Sustainability Department (SSD) to address this theme by supporting, creating, and investing in resources for stability and self-sufficiency of residents. The goals and strategies described under this theme represent one end of a spectrum of efforts. As such, the actions suggested in this plan are intended to complement the work of SSD. The success of the plan relies on success of the SSD strategic plan and efforts and vice versa.

- Participation in programs – career days, tours, etc.
- Employer Satisfaction Survey – Access to work-ready employees locally



\$ Community Prosperity

Alignment to the City of Fort Collins Strategic Plan



1. Align economic health goals and strategy across all levels of the organization and refine and agree upon the economic tools the City uses (EH 3.1)
2. Improve policies and program to retain, expand, incubate, and attract primary employers where consistent with City goals (EH 3.2)
3. Support workforce development and community amenities/initiatives that meet the needs of employers within the city (EH 3.3)
4. Improve effectiveness through collaboration with economic-health oriented regional partners (EH 3.4)

ECONOMY

Integration of the Triple Bottom Line

• Enhancing the available local workforce by understanding the skills gap and enhancing training opportunities supports the success of local employers. Enhancing the availability of on-the-job-training, educational opportunities and the diversity of jobs improves personal incomes. Support of current primary employers through retention and expansion efforts increases opportunities in the local economy. Encouraging the formation and expansion of local support sector employers reduces the need to import these goods and services from outside the community.

ENVIRONMENT

• Additional businesses and people require additional resources and impact land, water, air, energy, and transportation. These impacts can be mitigated by helping businesses reduce resource needs, reuse existing resources, and improve their carbon footprint. The availability of additional jobs especially across the entire income and educational spectrums, can reduce commuting patterns.



SOCIAL

• People need a level of economic stability in order to meet their basic human needs and gain access to increased job opportunities that create greater economic stability. On-the-job training provides opportunities for transferable skills and certifications to move community members through the economy. Reduction in commute times allows community members to spend more time with their families and have healthier lifestyles. Encouraging jobs along the income and educational spectrums address inequities in the community where there are currently a lack of jobs at a point along the spectrum.

BLACK'S GLASS

grow our
own.

Replacement Windows Window Repair - Parts
Storm Windows Table Tops - Screens
Glass Replacement Mirrors - Shower Doors





Grow Our Own

Fort Collins has numerous sources of innovation, intellectual property and inventions within its city limits, including Colorado State University (CSU), federal research labs and a long list of innovative companies. As a result, the city has one of the highest rates of innovation in the United States, producing 10 patents per 10,000 residents annually. This fact, coupled with the recognition that entrepreneurship can be a powerful engine of economic prosperity, has led the City to identify innovation as a cornerstone of the Fort Collins economy. This theme focuses on nurturing entrepreneurship and innovation across the spectrum of companies – small to large, and existing to start-up.

Challenges

- Lack of capital
- Disjointed/misaligned resources
- Barriers to new business forming from within existing businesses (“spin-out”)
- Barriers to new business formation
- Challenges to retaining start-up and 2nd stage businesses
- Infrastructure deficiencies
- Lack of critical mass in certain target industry clusters
- Failure to convert intellectual property (patents) into new businesses
- Lack of suitable and affordable sites to accommodate high-growth companies

Our Vision

Our economic ecosystem fosters the development of new and creative industry

Our Role

The Economic Health Office plays the following roles relative to Grow Our Own:

- Ensure alignment of resources across the community to incubate new businesses and support entrepreneurs
- Work to promote the concept of a local economy through support of emerging clusters, such as the Local Food Cluster
- Work with partners to identify barriers to spin-out, new business formation, and conversion of intellectual property to economic activity and work with the same partners to develop new approaches to address the identified barriers
- Encourage the City, large employers, and partners to procure required resources locally



Grow Our Own

GOALS:

B.1

INCREASE ECONOMIC ACTIVITY THROUGH INNOVATION AND ENTREPRENEURISM

B.2

INCREASE THE NUMBER OF NEW START-UPS AND ENTREPRENEURS

B.3

INVEST IN ENHANCEMENTS TO ENTREPRENEURISM AND INNOVATION INFRASTRUCTURE

OUTCOMES:

Remove barriers and provide support to spin-out, new business formation, and conversion of intellectual property to economic activity

Retain, develop, and recruit entrepreneurs and cutting-edge companies

Develop and support infrastructure that encourages entrepreneurship and innovation

STRATEGIES:

1. Leverage cluster funding to address barriers within specific industries (e.g., talent development, market expansion, etc.)²
2. Continue to develop the Advanced Manufacturing, Healthcare, Energy, and Creative Industry sectors in collaboration with the State's Office of Economic Development and International Trade (OEDIT)
3. Inventory existing resources, understand barriers and gaps, and ensure alignment of resources across local and regional organizations to address barriers and gaps
4. Convene partners that provide support services to entrepreneurs regularly (i.e., quarterly or semi-annually), including Rocky Mountain Innosphere, Galvanize, SBDC, CSU, Blue Ocean, SpokesBuzz
5. Encourage innovation and collaboration through showcase events, speaker series, and networking opportunities
6. Connect with federal and state partners (US Patent Office, OEDIT, etc.) and leverage other funding sources

1. Sponsor and support programs/events that promote entrepreneurs (e.g., Blue Ocean Challenge)
2. Continue to develop the Advanced Manufacturing, Healthcare, Energy, and Creative Industry sectors in collaboration with the State's Office of Economic Development and International Trade (OEDIT)
3. Create a program or issue a challenge that would help the City meet its goals or address its challenges through innovative solutions
4. Leverage funding to target new business formation by underserved populations (e.g., veterans, individuals with disabilities, minorities and women)
5. Complete a land readiness analysis of existing office and industrial vacant land to understand the supply of employment land and barriers to development – specifically targeting opportunities for companies graduating from local/regional accelerators and incubators

1. Promote the development of reliable, ultra-high speed internet services throughout the community – emphasize the importance of broadband equity
2. Sponsor, support, and promote incubation facilities and services, including Rocky Mountain Innosphere, Galvanize, CSU Power House, CSU Research Innovation Center and others
3. Evaluate the benefits of creating an innovation district with the goal of strengthening entrepreneurial activities in the community
4. Partner in the development of a Creative District, as defined by the State of Colorado, to support the promotion of arts and culture activities that attract entrepreneurs and an educated workforce (Led by Community Services staff)
5. Leverage the City's role as a large consumer and "market maker" to foster innovation and support innovative companies and entrepreneurs
6. Sponsor and promote creative spaces (e.g., Carnegie Building, Southeast Creative Community Center)

METRICS:

- New business formation by industry/sector
- Total number of annual patents and patents per 10,000 residents
- Number of patents produced by Innosphere and CSU based companies
- Research Spending – CSU, Research Labs, private sector (if available)

- Concentration of targeted industries and sectors measured by the location quotient
- New business formation by industry/sector
- Output per capita (measure of productivity) – in Target Industries and Sectors

- New business formation by industry/sector
- Businesses supported by partners (e.g., Rocky Mountain Innosphere, Galvanize, SBDC, Powerhouse)
- Jobs created, capital raised, sales increased by supported businesses
- Dollars of public investment in infrastructure



B.4

INCREASE CAPITAL TO SUPPORT START-UP COMPANIES AND ENTREPRENEURS

Support the development of new and enhanced capital access tools for entrepreneurs and cutting-edge companies

1. Support partners (e.g., Rocky Mountain Innosphere and CSU Ventures) working to provide new or enhanced capital sources – evaluate the City’s role in capital access
2. Leverage the City’s role as a large consumer and market maker to foster innovation and support innovative companies / entrepreneurs
3. Evaluate/develop/implement the use of federal Housing and Urban Development’s Section 108 funds to support business lending (revolving loan/micro finance)
4. Consider the use of federal Community Development Block Grant (CDBG) funding to develop a revolving loan/micro finance program
5. Encourage and support local entrepreneurs in tapping into federal funding sources by applying for Small Business Innovation Research (SBIR) grants, Small Business Technology Transfer program (STTR), and other programs available to entrepreneurs

- Funds available in capital access tools and percent placed with companies
- Funds raised by start-up companies

B.5

ENHANCE ECONOMIC DIVERSIFICATION BY SUPPORTING INDUSTRY CLUSTERS

Foster collaboration between academia, the private sector, the public sector, and non-profits to promote an entrepreneurial culture

1. Differentiate between support services provided to and focus on emerging, existing, and growth clusters:
 - Emerging cluster – networking events, evaluation to determine sufficient activity to warrant formal cluster organization
 - Growth cluster – focus on R&D projects and collaboration, commercialization and business formation, industry partners, supply chain analysis, and strategic recruitment of key businesses and talent to enhance support system for clusters
 - Existing / mature clusters – professional associations or councils, no need to be 501(c)(3)
2. Incubate nascent groups through coordination of activities, outreach, and information
3. Provide administrative support for cluster groups that need less than fulltime support
4. Serve as a resource for cluster managers on best practices and strategies for cluster development
5. Organize industry-specific tours to increase private sector support for research in Fort Collins

- New business formation by industry/sector
- Businesses supported by partners (e.g., Rocky Mountain Innosphere, Galvanize, SBDC, Powerhouse)
- Jobs created, capital raised, sales increased by supported businesses
- Dollars of public investment in infrastructure

B.6

INCREASE AWARENESS OF THE LOCAL ECONOMY AND ITS ROLE IN SUPPORTING ECONOMIC STABILITY

Continue to encourage Fort Collins residents to support local businesses

1. Continue to raise awareness of the benefits of supporting the local economy with on-going communications (e.g., Shop Fort Collins)
2. Encourage import substitution strategies:
 - Strengthen the City’s commitment to local business through its procurement practices and programs to help local businesses secure City contracts
 - Encourage CSU and other large purchasers to source locally
 - Work with local manufacturers and companies to create an asset map of the resources and services available in the region to support product development and early-stage manufacturing
 - Identify areas of the product lifecycle that Fort Collins does not currently (but should) support with local services
3. Continue to support the development of emerging industries and clusters, including the evolution of the local food cluster to support a local food systems as an example

- Retail sales flows – emphasis on local vs. regional purchases
- Citizen Survey Results

²Cluster Strategy 2.0 outlines a number of program objectives



Grow Our Own

Alignment to the City of Fort Collins Strategic Plan



1. Improve policies and program to retain, expand, incubate, and attract primary employers where consistent with City goals (EH 3.2)
2. Support workforce development and community amenities/initiatives that meet the needs of employers within the City (EH 3.3)
3. Improve effectiveness through collaboration with economic-health oriented regional partners (EH 3.4)
4. Encourage the development of reliable, ultra high speed internet services throughout the community (EH 3.11)



ECONOMY

Integration of the Triple Bottom Line

- Encouraging entrepreneurship and innovation leads to additional business formation from within the community. New businesses provide new employment opportunities. New products and services can provide local benefit (especially if focused on community goals) and bring new income to the community when they are exported beyond our borders.

ENVIRONMENT

- Support of local Targeted Industry Clusters (clean energy, water innovation, bioscience, technology – chip design/enterprise software and local foods) enhance opportunities for new discoveries in climate adaption and preservation. The Internet of Things provides opportunity for disruptive technologies and solutions.



SOCIAL

- By supporting innovation new opportunities are created for local residents to gain employment or start their own business, leading to greater economic stability. Start-up and small businesses create a large number of new jobs, many of which exist across a broad range of the income and educational spectrums, which can address inequity in the community where there is currently a lack of jobs at a point along the spectrum.

**place
matters.**



Place Matters

The City of Fort Collins is committed to maintaining and enhancing its community assets and amenities in recognition of their importance to economic health. These amenities include, but are not limited to: a healthy Poudre River, a world class downtown, an extensive system of trails and parks, preservation of natural areas and open space, award-winning schools, a large research university, and a thriving arts and music scene. These community assets and amenities are invaluable in creating the quality of place that supports a vibrant community and economy.

The City's approach to Economic Health uses a decision-making approach intended to preserve and enhance a vibrant community by optimizing its economy, environment and social values. Achieving this outcome requires balancing the built and natural environment while delivering high quality and comprehensive infrastructure that preserves the City's sense of place. This theme focuses on the role of the City's economic health activities in create and protecting high quality places that support a sustainable economy.

The goals and strategies described in this section are specific to the City's ability to respond to a dynamic economy that has and will continue to shape the urban built environment. These goals and strategies are neither more important nor less important than the City's commitment to environmental health. Rather, these proposed goals and strategies must be considered in the context of Plan Fort Collins, the Natural Areas Master Plan, the Climate Action Plan, and other similar plans that describe City commitment to promote, protect and enhance a healthy and sustainable environment. Therefore, this plan does not restate nor should it be viewed as replacing the City's goals, strategies, and achievements related to environmental health.

Challenges

- Cost of redevelopment
- Land supply constraints
- Infrastructure deficiencies
- Adapting to future population growth
- Rising material and labor costs
- Rising land costs
- Aging building inventory
- Lack of available high quality office and industrial properties

Our Vision

A balanced built and natural environment

Our Role

The Economic Health Office plays the following roles relative to Place Matters:

- Preserve the City's sense of place by working to implement Plan Fort Collins and encouraging strategic public and private investment
- Support infill and redevelopment to meet climate action strategies and other community goals as described in Plan Fort Collins
- Help businesses navigate City processes (e.g., development review, licensing, etc.)
- Encourage the construction of high-quality infrastructure that supports business by participating in Capital Improvement Plan development

Image Reference - Downtown Fort Collins ("Old Town") is the vibrant heart and soul of the community. Downtown is anchored by a historic retail and entertainment district, an area of unique and vital businesses located along selected blocks of College Avenue, Old Town Square and the immediate vicinity.



Place Matters

GOALS:

C.1 MAINTAIN CLEAR, PREDICTABLE, AND TRANSPARENT PROCESSES

C.2 LEVERAGE INFILL AND REDEVELOPMENT THAT MEETS MULTIPLE COMMUNITY OBJECTIVES

C.3 BALANCE LAND USES THAT SUPPORT A HEALTHY ECONOMY

OUTCOMES:

Facilitate collaboration among City departments

Leverage private investment in targeted infill and redevelopment areas

Maintain a mix of land uses that supports the retention and expansion of businesses while encouraging a broad mix of residential housing options

STRATEGIES:

1. Participate in cross-functional teams to encourage City policies, land use regulations, and other municipal activities that consider the impact on economic and employment activity in the community
2. Work with representatives of the local business and development community to gather input on the development review process and share findings with other City departments with the objective of enhancing the process to ensure the City's desired outcomes
3. Publicize the existing outline of the development process to brokers, developers, and the community-at-large, and enhance the outline where necessary
4. Continue to assess the City's regulatory framework to ensure it is supportive of desired development, as defined in Plan Fort Collins
5. Ensure that land use policies encourage high density uses and foster high-quality development consistent with Plan Fort Collins

1. Maintain and enhance relationships with land owners and the development community to influence development that meets City objectives
2. Utilize a newly developed process for forming urban renewal areas and tax increment financing districts that goes beyond the State requirements
 - Hold workshops for each target area with land owners and developers to craft a common vision for the area, define desirable outcomes, and identify potential catalyst projects
 - Focus on strategic projects that inspire private sector response in the target areas. Identify anchor projects to catalyze development and realize the vision in the target area
3. Improve and maintain the Fort Collins Urban Renewal Authority's relationship with underlying taxing entities, including Larimer County, Poudre School District, and others
4. Utilize the Fort Collins Urban Renewal Authority, special financing districts, and other mechanisms to encourage implementation of the City's vision for each targeted redevelopment area, including infrastructure improvements

1. Utilize a newly developed process for forming urban renewal areas and tax increment financing districts that goes beyond the State requirements – prioritize redevelopment projects that include a mix of compatible land uses
2. Participate in cross-functional teams to ensure policies, land use regulations, capital investment, and other activities support the desired development pattern as defined in Plan Fort Collins
3. Complete a land readiness analysis of existing office and industrial vacant land to understand the supply of employment land and barriers to development – emphasize the use of redevelopment and infill to meet future needs
4. Encourage the expansion or relocation of businesses in targeted development areas to stimulate commercial activity and minimize the need to consume raw land

METRICS:

- Response time to business inquiries and issues

- Ratio of public to private investment in partnerships

- Jobs to housing ratio
- Percentage of Fort Collins residents that live and work in Fort Collins
- Average home price and average rent rate
- Vacancy rates – office, industrial, retail, and apartments



C.4

INVEST IN PUBLIC INFRASTRUCTURE UPGRADES THAT SUPPORT PLAN FORT COLLINS IMPLEMENTATION

Encourage the development of vibrant business districts, commercial nodes and commercial corridors through strategic public infrastructure investment

1. Utilize a newly developed process for forming urban renewal areas and tax increment financing districts that goes beyond the State requirements
2. Participate in comprehensive planning, subarea planning, and capital projects planning and prioritization to ensure plans address identified infrastructure deficiencies and Plan Fort Collins objectives
3. Promote arts and culture activities that attract entrepreneurs and an educated workforce (e.g., partner in the development of a Creative District, as defined by the State of Colorado)
4. Continue to participate in public-private partnerships that facilitate significant infrastructure improvements and quality redevelopment projects
5. Encourage the design and construction of aesthetically pleasing entryways into the community
6. Encourage the support and maintenance of the Fort Collins Loveland Airport as an amenity to the local economy and residents

- Dollars of public investment in infrastructure
- Private sector investment in key redevelopment areas

C.5

ENCOURAGE A CULTURE AND ECONOMY UNIQUE TO FORT COLLINS AND CONSISTENT WITH COMMUNITY VALUES

Preserve and enhance the features of Fort Collins that make it unique

1. Participate in the evaluation and encouragement of urban agriculture
2. Partner in the development of a Creative District, as defined by the State of Colorado, to support the promotion of arts and culture activities that attract entrepreneurs and an educated workforce (Led by Community Services staff)
3. Leverage the presence of the breweries in Fort Collins to grow the craft brewing industry and attract visitors
 - Integrate water conservation efforts with the craft brewing industry.
4. Reinforce Fort Collins' position as a regional center for entertainment, shopping, culture, and tourism
 - Continue the refinement of a retail strategy to position Fort Collins as a regional retail center.
 - Encourage catalyst projects that add to the recreation and entertainment opportunities in Fort Collins
5. Continue to support and enhance Fort Collins' outdoor recreation culture (e.g., cycling industry)

- Visitation numbers to downtown and special events
- Citizen survey results





Place Matters

Alignment to the City of Fort Collins Strategic Plan



1. Support workforce development and community amenities/initiatives that meet the needs of employers within the city (EH 3.3)
2. Support sustainable infill and redevelopment to meet climate action strategies (EH 3.7)
3. Preserve the City's sense of place (EH 3.9)
4. Provide transparent, predictable and efficient processes for citizens and business interacting with the City (EH 3.9)
5. Encourage the development of reliable, ultra high speed internet services throughout the community (EH 3.11)



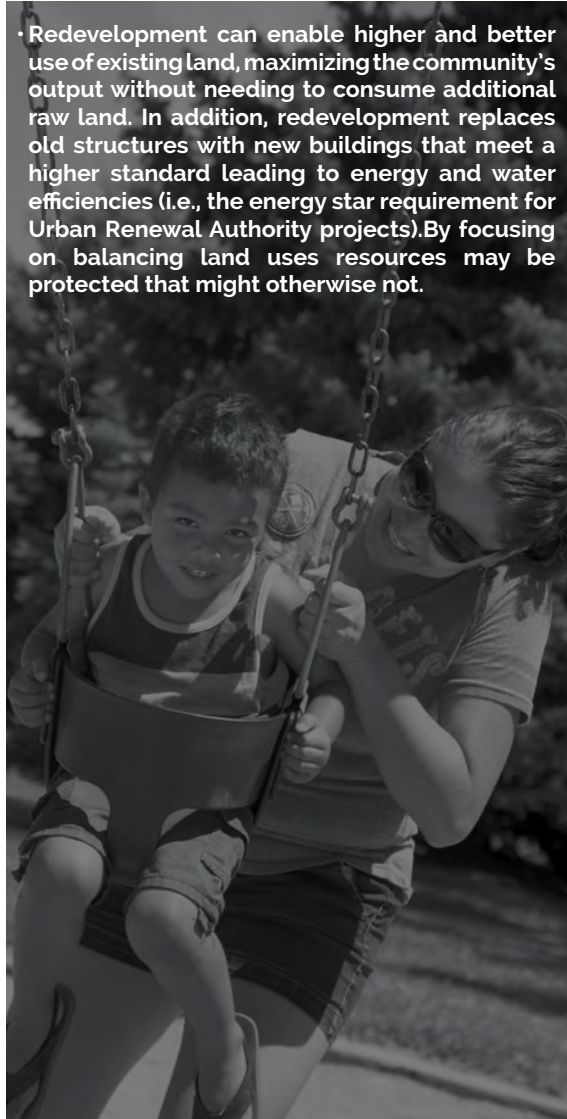
ECONOMY

Integration of the Triple Bottom Line

• Clear, predictable and transparent processes enable the community to obtain its objectives and reduce the time for businesses to clear regulatory hurdles. Infill and redevelopment address infrastructure deficiencies that may negatively impact land values and the economy. Supporting the local craft beer industry and food producing economy has a cultural impact that attracts talent, increasing the available workforce for local employers. Balancing land use ensures the preservation of vacant land for all uses, including employment.

ENVIRONMENT

• Redevelopment can enable higher and better use of existing land, maximizing the community's output without needing to consume additional raw land. In addition, redevelopment replaces old structures with new buildings that meet a higher standard leading to energy and water efficiencies (i.e., the energy star requirement for Urban Renewal Authority projects). By focusing on balancing land uses resources may be protected that might otherwise not.



SOCIAL

• Targeted infill and redevelopment affects neighborhoods potentially in both positive and negative ways and provides opportunities to create new districts and neighborhoods. Enhancing the arts and culture sector through the evaluation of a Creative District in the Old Town supports the community's culture. Supporting the local craft beer industry and food producing economy has a cultural impact that attracts talent. Infill and redevelopment tools (e.g., Tax Increment Financing) can be used to achieve affordable housing and climate action goals.



**the climate
economy.**





The Climate Economy

The reality of climate change has begun to be recognized by businesses across the nation. As a result, businesses are evaluating numerous conditions that may impact their ability to operate in the near- and long-term. These conditions present challenges that will require adaptation and opportunities to develop new technologies, approaches and expertise. Both adaptation and innovation will be key aspects of creating community resiliency in the face of this outside force. The focus of this theme is embracing the current changes and navigating future changes to create new economic opportunity.

Challenges

- Changing environmental conditions
- Rising utility costs
- Rising commodity prices
- Supply chain impacts (e.g., Fukushima & Toyota)
- Displacement
- Rising temperatures
- Costs of carbon footprint reduction
- Impact of a carbon tax or similar regulation
- Impacts on clean air and water quality

Our Vision

Businesses adapt to climate change by staying in our community and leverage community carbon reduction goals to develop new products and services

Our Role

The Economic Health Office plays the following roles relative to The Climate Economy:

- Aid private businesses in achieving carbon reduction consistent with community goals and addressing the impacts from climate change (e.g., ClimateWise Program)
- Ensure that the business community is a full partner in identifying roles and challenges created by climate change, particularly with regard to utility, climate adaptation, and carbon reduction policies and regulations
- Aid businesses in leveraging the challenges of climate change and carbon reduction into economic opportunities
- Work with partners to develop and attract expertise to the community that addresses impacts to the business community from climate change and carbon reduction

Image Reference – Fort Collins Utilities in 2013 launched what was then Colorado's first Level 3/DC quick charge electric vehicle (EV) charging station at the Fort Collins Museum of Discovery. The station uses the newest advanced technology and can charge an EV in minutes—instead of hours.



The Climate Economy

GOALS:

D.1 INCREASE THE UNDERSTANDING OF BARRIERS AND OPPORTUNITIES PRESENTED BY CLIMATE CHANGE IN THE BUSINESS COMMUNITY

D.2 ENGAGE THE BUSINESS COMMUNITY IN CARBON REDUCTION EFFORTS

D.3 INCREASE INNOVATION RELATED TO CARBON REDUCTION AND WATER CONSERVATION AND QUALITY

OUTCOMES:

Aid businesses in understanding climate change impacts and carbon reduction opportunities

Collaborate with other City departments to increase business participation in carbon reduction

Aid businesses in leveraging community climate action goals to create new business innovations

STRATEGIES:

1. Support training by regional educational institutions (e.g., CSU, etc.), such as seminars, lectures and classes, that identify and address impacts to businesses from climate change
2. Participate and support the re-tooling of ClimateWise to encourage greater awareness and action by businesses
3. Collaborate with Utilities to refine incentives and rebates that encourage additional private investment in carbon reduction efforts
4. Work with the Front Range By-Products Synergy Network and other partnership/collaboration to encourage industrial symbiosis to further reduce and recycle industrial waste products

1. Assign EHO Staff to liaison with Utilities and Environmental Services - specifically ClimateWise and the Climate Action Plan
2. Articulate the business case for adapting to climate change and aid in communicating community carbon reduction goals to the business community
3. Participate in cross-functional teams to ensure policies, land use regulations, capital investment, and other activities that consider the role of and impact to business of City carbon reduction efforts
4. Work with the Front Range By-Products Synergy Network and other partnership/collaboration to encourage industrial symbiosis to further reduce and recycle industrial waste products
5. Develop and/or hire internal expertise on business-related climate adaptation and financing carbon reduction efforts

1. Maintain partnerships with Fort Collins Zero Energy District (FortZED), Colorado Clean Energy Cluster (CCEC), Colorado Water Innovation Cluster (CWIC), and other local entities working on innovation related to energy and water
2. Enhance collaboration with CSU related to energy, water, waste, and other carbon reduction aspects
3. Promote and maintain Fort Collins Utility's position at the cutting edge of sustainable and innovation energy generation and water treatment as a model for other communities
4. Explore and promote business models that create (or extract) economic value from carbon reduction and climate adaptation activities

METRICS:

- Private investment in energy conservation and carbon reduction efforts
- Private investment in clean air and water quality infrastructure/improvements

- Number of businesses participating in ClimateWise, other carbon reduction goals, and campaigns
- Private investment in energy conservation and carbon reduction efforts
- Number of jobs created in new waste reduction and recycling services and infrastructure

- Patent production (or other similar measure) of relevant innovation
- Job formation in "green" industries/businesses
- Public investment in renewal energy generation and water conservation and quality infrastructure



D.4

ENCOURAGE INFILL AND REDEVELOPMENT THAT MEETS MULTIPLE COMMUNITY OBJECTIVES, SPECIFICALLY CLIMATE ACTION GOALS

Support redevelopment and infill development to maintain and enhance a compact urban form while reducing environmental impacts

1. Maintain and enhance relationships with land owners and the development community to meet City objectives
2. Utilize the Fort Collins Urban Renewal Authority, special financing districts, and other mechanisms to encourage implementation of the City's vision for each targeted redevelopment area, including infrastructure improvements and quality redevelopment projects

• Ratio of public to private investment





The Climate Economy

Alignment to the City of Fort Collins Strategic Plan



1. Support workforce development and community amenities/initiatives that meet the needs of employers within the city (EH 3.3)
2. Support sustainable infill and redevelopment to meet climate action strategies (EH 3.7)
3. Demonstrate progress toward achieving net zero energy within the community and the City organization using a systems approach (ENV 4.5)
4. Engage citizens in ways to educate and change behavior toward more sustainable living practices (ENV 4.6)
5. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability (ENV 4.7)
6. Demonstrate progress toward achieving zero waste within the community and the City organization (ENV 4.11)

Photo courtesy of New Belgium Brewing Company.



ECONOMY

Integration of the Triple Bottom Line

• Aiding businesses in responding to climate change enhances their ability to be successful over the long-term. Encouraging businesses to invest in energy and water efficiency reduces their carbon footprint and on-going operational costs. Encouraging innovation to address climate change, water conservation, and other objectives can lead to new products and services which have large potential market opportunities. Exporting these new products and services will attract additional income to the community.

ENVIRONMENT

• By engaging the business community to invest in carbon reduction efforts the plan support the community's greenhouse gas emission goals. By supporting the targeted industry clusters (clean energy, water innovation, bioscience, technology – chip design/enterprise software and local foods) the City enhances the opportunities for new discoveries in climate adaption, carbon reduction, and preservation.

SOCIAL

• By helping businesses prepare for disruptive events and long-term climate change the businesses become more sustainable. Sustainable businesses are less likely to be disrupted by events and therefore less likely to reduce workforce, adding to an individual's ability to meet basic needs and enhance overall community resiliency.

**think
regionally.**





Think Regionally

Enhancing community resiliency has limitations when a single municipality acts alone. Collaboration with regional partners that crosses municipal boundaries creates greater community resiliency. A number of current conditions and challenges do not respect municipal boundaries, including housing affordability, climate adaptation, disaster response, tourism/visitation opportunities and impacts, and natural resource conservation. This theme focuses on leveraging collaboration and partnerships within our community and region to address these economic issues.

Challenges

- Disparity in the share of economic benefits regionally
- Increased competition for economic activity
- Increasing number of regional issues:
 - o Housing affordability
 - o Climate resiliency
 - o Disaster response
 - o Tourism/visitation Impacts
 - o Natural resource conservation (e.g. water, land, etc.)
 - o Transportation and transit

Our Vision

A region that partners to address economic issues which extend beyond municipal boundaries

Our Role

The Economic Health Office plays the following roles relative to Think Regionally:

- Develop strong relationships with our counterparts in the region, including Larimer County
- Support local leadership in engaging neighboring communities
- Support and develop regional sector initiatives
- Identify and market supply chain opportunities for the region

Image Reference – MAX, a Bus Rapid Transit facility, opened in 2014 and provides high-frequency transit service along the north-south spine of the community. MAX represents a forward-looking view of Northern Colorado where transit provides access throughout the region.



Think Regionally

GOALS:

E.1

ENHANCE COORDINATION ON REGIONAL ECONOMIC ISSUES

E.2

ENHANCE REGIONAL ASSETS THROUGH COLLABORATION

E.3

PARTNER TO POSITION NORTHERN COLORADO AS AN INNOVATION HUB

STRATEGIES: OUTCOMES:

Strengthen systems for regional collaboration

Work with regional partners to identify regional assets and develop strategies to maintain and enhance these assets

Market Northern Colorado as part of a Rocky Mountain Innovation Corridor

1. Continue to develop the Advanced Manufacturing, Healthcare, Energy, and Creative Industry sectors within Region 2 – Larimer and Weld Counties – in collaboration with the State’s Office of Economic Development and International Trade (OEDIT)
2. Collaborate with partners to have one voice on regional issues (e.g., housing affordability, climate resiliency, disaster response, tourism/visitation Impacts, natural resource conservation, and transportation and transit), with OEDIT and other state and federal partners
3. Discuss and address regional economic issues with partners and explore opportunities to align local policies with regional priorities and vice versa
4. Develop a plan to respond rapidly to disasters that affect the region by working with regional partners to develop a response that emphasizes rapid economic recovery and preventing disasters from having similar impacts

1. Work collaboratively with partners to identify regional assets and priority projects (e.g., Fort Collins-Loveland Airport, Interstate 25 widening, Rocky Mountain Innosphere, Rocky Mountain National Park) and develop collaborative approaches to maintain and enhance the assets
2. Participate in the development of economic health strategies by regional partners (e.g., Larimer County Economic Development Plan, re-tooling of Northern Colorado Economic Development Corporation)
3. Collaborate with regional partners to understand short-, mid-, and long-term trends impacting the region’s economy

1. Identify and raise awareness of Northern Colorado’s regional strengths within the state of Colorado and nationally by working with our regional partners
2. Collaborate with Northern Colorado education institutions (e.g., Colorado State University, Front Range Community College, Poudre School District, etc.)
3. Develop a regional economic story in partnership with neighboring communities that provides consistent terminology, target industries, and an overall strategy for Northern Colorado
4. Support broadband initiatives in Northern Colorado

METRICS:

- Attendance and participation in meetings and planning by regional partners and stakeholders
- Economic impact of natural disasters
- Business interruption and delay due to disasters
- Business closures as a result of disasters

- Specific milestones and deliverables

- Number of contacts
- Increase in website visits, corporate/site selector interest
- Distribution of regional marketing materials



community prosperity. grow our own. place matters. the climate economy. **think regionally.**





Think Regionally

Alignment to the City of Fort Collins Strategic Plan



1. Improve policies and programs to retain, expand, incubate and attract primary employers where consistent with City goals (EH 3.2)
2. Improve effectiveness through collaboration with economic-health oriented regional partners (EH 3.4)
3. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability (ENV 4.7)
4. Create and implement long-term transportation planning and help local and regional transportation networks operate at a high level of efficiency, including the airport (TRANS 6.5)



ECONOMY

Integration of the Triple Bottom Line

• The economy does not respect jurisdictional boundaries; working with regional partners increases the effectiveness of local efforts. Developing a regional story enhances the ability of individual communities to gain notice of outside funding sources, talent, and businesses. Maintaining and enhancing regional assets can support business needs and strengthen the local economy.

ENVIRONMENT

• A regional by-products synergy network enables the waste from one industry to be reused by another industry, avoiding the need to consume additional raw materials. A regional strategy to address key issues will lead to greater efficacy of efforts (e.g., regional energy efficiency efforts reduce a greater amount of greenhouse gas emissions).

SOCIAL

• Working with county-wide and regional partners strengthens collaboration and has the potential to align vision and purpose. Enhanced collaboration provides a foundation to address disruptive events (e.g., natural disasters, financial downturns, etc.).



Implementation

The Economic Health Strategic Plan (EHSP) is an ambitious plan that builds upon the 2005 Economic Action Plan, the Plan Fort Collins comprehensive plan, and the 2012 Economic Health Strategic Plan. Though ambitious, the objectives and strategies laid out in this plan are realistic and manageable. In keeping with the broader goals of the community, they also have the ability to be transformative. For this to occur, the City must embrace an organizational structure that will strengthen its capacity for economic initiatives, track its progress towards implementation, and monitor its strategies.

Organizational Structure

The Economic Health Office (EHO), charged with managing economic health activities, includes the Director, Economic Policy and Project Manager, Redevelopment Program Manager, and Industry Cluster Coordinator. This is a lean staffing structure. In comparison, Fort Collins' peer communities have a staff of 6 to 10 employees devoted to these programs. With its current staffing, the EHO has little extra capacity to take on new initiatives. In order to implement the EHSP, the EHO should partner with other departments within the City that are working on issues that affect economic health and enhance relationships with community service providers. This will allow the City of Fort Collins to leverage its resources devoted to the implementation of the EHSP.

Within the City of Fort Collins, many departments - from transportation to planning to social sustainability to purchasing - are managing projects and programs that affect the economic health of the city. The EHO should forge relationships with staff in these various departments in order to integrate the economic health initiatives across the organization.

In addition, Fort Collins is fortunate to have multiple service providers that can take the lead on many of the initiatives with the City playing a more "behind the scenes" role. There are approximately 15 full-time employees working in organizations related to economic development, including NCEDC, the Chamber, Innosphere, the WIB, the CVB, the Poudre River Public Library, and the SBDC. By forging stronger, formal partnerships with these organizations, the City of Fort Collins can leverage its resources and free City staff to focus on strategic initiatives. This move would also have the added benefit of unifying the efforts of all partners under a single vision and set of objectives. This, in turn, will expand the capacity of the City to move its economic health program beyond the basics of business retention, expansion, and creation.

The City of Fort Collins should formalize partnerships with memoranda of understanding and in some cases through contracts with organizations to provide economic health services. Many of the existing service providers have additional funding sources to supplement City funding. They also already have or are in a position to build the expertise needed to create

more robust basic programs. Under this new model, the City will need to define its role and the role of its service providers in administering the economic health program.

The City Role in Economic Health

The City and EHO should play one of the three primary roles listed below as it relates to each theme, goal, and tactic.

- **Lead**— City takes on the lead role in implementing specific goals.
- **Partner**— City partners with other agencies and organizations to implement specific goals including providing funds to achieve these collective goals.
- **Collaborate**— City partners with other agencies and organizations to implement specific goals without providing funds.

The following matrix identifies the City's overall role relative to each goal and the related departments within the City with their defined role.

In addition, the EHO will undertake the following tasks to ensure implementation through a collaborative structure:

- Create a concrete scope of work, procure services, and structure MOUs and contracts with service providers
- Monitor contracts and evaluate performance of service providers
- Create an implementation team composed of City staff from relevant departments and representatives from service providers who will be charged with implementing specific strategies
- Convene the team at regular intervals to report on progress, identify obstacles to implementation, and jointly craft solutions
- Monitor the implementation of the EHSP through a set of discrete metrics

Next Steps

Upon the adoption of the EHSP by the City Council, the City will initiate the implementation process. The steps for initiating the process are as follows:

1. Form the EHSP implementation team as outlined above
2. Convene an initial meeting of the implementation team, to:
 - Designate a team leader for each strategy
 - Evaluate resources needed to implement each strategy
 - Create a work plan that prioritizes strategies, sets performance targets, and outlines what, if any, additional resources will be needed
 - Establish regular dates for the implementation team to meet
3. Adopt mechanisms and tools for tracking implementation progress, sharing information, and communicating



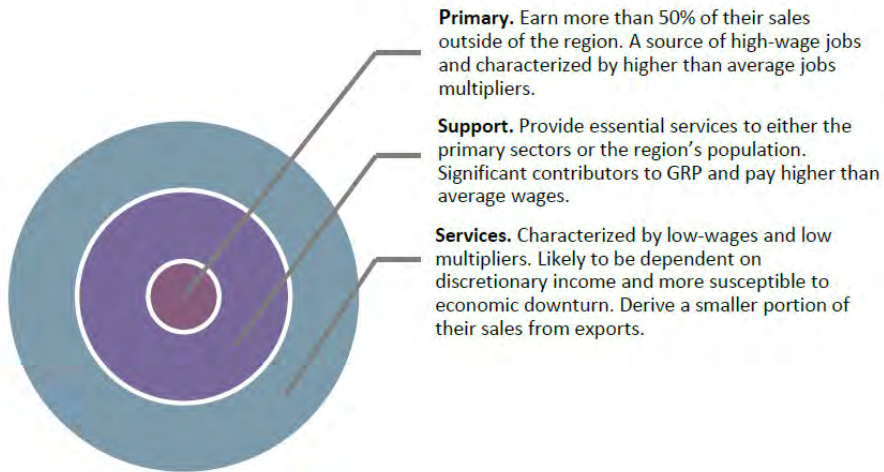
	Overall Role	City Departments						
		EHO	ESD	SSD	CDNS	Finance	Util.	Trans.
Community Prosperity								
A.1: Close the Skills Gap and increase Career Pathways in the community	Collaborate	R	--	--	--	--	--	--
A.2: Diversify employment opportunities for residents	Lead	R	--	C	--	--	--	--
A.3: Provide resources that enhance the ability of existing business to succeed in the City	Lead & Partner	R	C	--	C	I	C	C
A.4: Increase youth engagement in workforce and talent development	Collaborate	R	--	--	--	--	--	--
Grow Our Own								
B.1: Increase economic activity through innovation and entrepreneurship	Lead & Partner	R	I	--	I	I	--	--
B.2: Increase the number of new start-ups and entrepreneurs	Partner	R	I	I	I	I	--	--
B.3: Invest in enhancements to entrepreneurship and innovation infrastructure	Partner	R	I	I	I	C	C	--
B.4: Increase capital to support start-up companies and entrepreneurs	Partner	R	I	--	--	C	I	--
B.5: Enhance economic diversification by supporting industry clusters	Lead & Partner	R	C	--	--	I	--	--
B.6: Increase awareness of the local economy and its role in supporting economic stability	Partner	R	C	C	I	--	--	--
Place Matters								
C.1: Maintain clear, predictable and transparent processes	Lead	C	C	--	R	--	C	C
C.2: Leverage infill and redevelopment that meets multiple community objectives	Lead	R	C	--	C	C	C	C
C.3: Balance land uses that support a healthy economy	Lead	C	C	--	R	--	I	C
C.4: Invest in public infrastructure upgrades that support Plan Fort Collins implementation	Lead	C	C	--	R	C	R	R
C.5: Encourage a culture and economy unique to Fort Collins and consistent with community values	Partner	R	--	C	I	I	--	--
The Climate Economy								
D.1: Increase the understanding of barriers and opportunities presented by climate change in the business community	Partner	R	C	--	C	--	C	I
D.2: Engage the business community in carbon reduction efforts	Partner	C	R	--	I	I	C	--
D.3: Increase innovation related to carbon reduction and water conservation and quality	Collaborate	R	C	--	--	--	C	--
D.4: Encourage infill and redevelopment that meets multiple community objectives, specifically climate action goals	Lead	R	C	--	C	C	C	C
Think Regionally								
E.1: Enhance coordination on regional economic issues	Collaborate	R	C	C	C	I	C	C
E.2: Enhance Regional assets through collaboration	Partner	R	C	--	--	C	C	C
E.3: Partner to position Northern Colorado as an innovation hub	Collaborate	R	I	I	I	I	I	I
R = Responsible; C = Consulted; I = Informed								
EHO = Economic Health Office; ESD = Environmental Services Department; SSD = Social Sustainability Department; CDNS = Community Development & Neighborhood Services Department; Finance = Finance Department; Util. = Fort Collins Utilities; & Transp. = Transportation Planning & Transport								

APPENDIX

The economic development profession has long been focused primary jobs, typically defined as jobs which produce goods in services in excess of what can be consumed in the local marketplace. This definition has traditionally led practitioners to direct resources toward a relatively narrow range of industries such as manufacturing, company headquarters, wholesale trade, and technology. The assumptions behind this emphasis are generally sound. These jobs have historically generated higher wages and the manufacturing sector frequently has extensive supplier relationships that other sectors do not. In addition, export-driven industries, by definition, inject new money into the economy.

This limited view of primary jobs should be revisited with the recognition that a host of support sectors provide essential services that enable the primary jobs sectors to operate successfully in the region. They are services that the primary sectors would have to “import” into the region if they were not present locally. They also generate a great deal of wealth in a community and provide essential services to residents in the region as well.

The definition of each of the 3 categories of sectors is below:



To help quantify these categories, we looked at each sector’s contributions to the regional economy. Specifically, the criteria we examined are listed below:

- **Exports.** What percentage of its total output (sales) is derived from exports?
- **Gross regional product (GRP).** What is the sector’s share of GRP (i.e., sales to final users)?
- **Earnings.** How do the sector’s earnings compare with the regional average for all industries?
- **Jobs Multiplier.** How does the industry’s average jobs multiplier compare to that of other industries in the region?
- **Earnings Multiplier.** How does the industry’s average earnings multiplier compare to that of other industries in the region?



SUMMARY OF CATEGORIES AND CRITERIA

NAICS Code	Description	Category	Jobs	Average Earnings	Exports as % of Sales	Share of GRP
55	Mgmt. of Companies and Enterprises	Primary	846	\$124,640	78%	1.2%
31-33	Manufacturing	Primary	13,190	\$84,868	90%	19.2%
42	Wholesale Trade	Primary	4,510	\$65,939	65%	5.1%
51	Information	Primary	3,403	\$51,501	68%	3.4%
53	Real Estate and Rental and Leasing	Support	12,903	\$31,267	55%	13.2%
52	Finance and Insurance	Support	9,826	\$49,030	64%	6.4%
54	Prof., Scientific, and Tech. Services	Support	17,081	\$57,873	69%	11.0%
48-49	Transportation and Warehousing	Support	3,192	\$42,811	64%	1.7%
23	Construction	Support	12,564	\$46,967	49%	7.2%
62	Health Care and Social Assistance	Support	15,978	\$46,471	37%	8.0%
56	Administrative & Waste Mgmt. Services	Support	11,798	\$32,388	51%	4.5%
44-45	Retail Trade	Service	21,406	\$27,440	42%	8.1%
71	Arts, Entertainment, and Recreation	Service	5,206	\$19,176	57%	1.2%
61	Educational Services	Service	3,620	\$23,235	48%	0.9%
72	Accommodation and Food Services	Service	16,912	\$18,749	46%	4.3%
81	Other Services (except Public Admin.)	Service	9,568	\$23,415	39%	2.5%

Source: EMSI (2014.4 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Proprietors, TIP Strategies)

Notes: Analysis excludes Government, Utilities, Mining, and Agriculture sectors.]

SUMMARY OF MULTIPLIERS BY INDUSTRY

NAICS Code	Description	Jobs Multiplier			Earnings Multiplier		
		Average	Min	Max	Average	Min	Max
55	Mgmt. of Companies and Enterprises	1.83	1.53	2.14	1.32	1.32	1.32
31-33	Manufacturing	1.66	1.09	4.85	1.41	1.22	3.46
42	Wholesale Trade	1.77	1.20	2.65	1.49	1.47	1.50
51	Information	1.83	1.18	2.88	1.59	1.33	2.41
53	Real Estate and Rental and Leasing	1.75	1.28	2.95	1.81	1.62	1.89
52	Finance and Insurance	1.64	1.12	2.72	1.44	1.19	1.82
54	Prof., Scientific, and Tech. Services	1.43	1.07	2.18	1.32	1.24	1.39
48-49	Transportation and Warehousing	1.39	1.11	2.07	1.35	1.31	1.47
23	Construction	1.40	1.17	1.79	1.30	1.30	1.30
62	Health Care and Social Assistance	1.36	1.13	2.12	1.29	1.20	1.82
56	Administrative & Waste Mgmt. Services	1.40	1.08	2.26	1.34	1.22	1.58
44-45	Retail Trade	1.32	1.11	1.69	1.42	1.36	1.46
71	Arts, Entertainment, and Recreation	1.34	1.08	1.90	1.49	1.26	1.84
61	Educational Services	1.23	1.07	1.43	1.30	1.24	1.32
72	Accommodation and Food Services	1.23	1.06	1.71	1.34	1.19	1.54
81	Other Services (except Public Admin.)	1.24	1.03	1.53	1.29	1.16	1.55

Source: EMSI (2014.4 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Proprietors, TIP Strategies)

Notes: Analysis excludes Government, Utilities, Mining, and Agriculture sectors.

