

Mapping “Ownership” of Key Economic Development-Related Functions
in the Two-County Larimer-Weld Region

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- Economic Planning ● Branding & Marketing Plan ● Implement Branding & Marketing ● Data Development
- Talent & Workforce Development ● Business Retention & Expansion ● Prospect Generation
- Prospect Management ● Issues Lobbying ● Advocacy ● Political Action

Economic Development Function	Description	Primary Responsibility	Key Current Stakeholders	How Currently Handled / Thoughts on How Could be Done
<i>Develop strategic regional economic plan</i>	<ul style="list-style-type: none"> • Economically successful regions (think ‘Denver’ and ‘Research Triangle’) know what they are trying to become • Economically successful regions have developed a data-informed multi-year strategic plan • Economically successful regions have developed a funding strategy to pay for the multi-year plan 	<ul style="list-style-type: none"> • Nobody owns this responsibility, but all the economic development stake-holders and communities should own it together • As the only two-county economic development entity in Northern Colorado, One NoCo is a logical convener • This is so because it has a two-county focus, and it is not a public entity with the limitations that can bring regarding process and participation 	<ul style="list-style-type: none"> • One NoCo • Upstate Colorado Economic Development • Town of Windsor Economic Development Office • City of Loveland Economic Development Office • Berthoud Economic Office • Fort Collins Economic Health Office • Larimer Economic and Workforce Development Department • Fort Collins Area Chamber • Greeley Chamber • Loveland Chamber • Etc., etc. – perhaps add in tourism offices? 	<p>Current Situation</p> <ul style="list-style-type: none"> • Northern Colorado does <u>not</u> have an economic vision or plan. Nobody has a good understanding of threats and opportunities • Various organizations and communities have localized plans • Those plans are focused on their geographic area and do not look at trends, threats, opportunities for the full region <p>How Could be Done</p> <ul style="list-style-type: none"> • One NoCo is a logical convener and could be a key underwriter for the development of an economic plan. However, it does not have the expertise nor sanction to write such a plan by itself; this plan would need to be developed together by the key stakeholders
<i>Develop a regional branding and marketing program</i>	<ul style="list-style-type: none"> • Northern Colorado is under-resourced and out-gunned compared to many of its economic competitors. That means being smart and strategic (see item above) with a compelling, adequately resourced branding and marketing program 	<ul style="list-style-type: none"> • Nobody owns this responsibility, but all the economic development stake-holders and communities should own it together • As the only two-county economic development entity in Northern Colorado, One NoCo is a logical convener 	<ul style="list-style-type: none"> • One NoCo • Upstate Colorado Economic Development • Town of Windsor Economic Development Office • City of Loveland Economic Development Office • Berthoud Economic Office 	<p>Current Situation</p> <ul style="list-style-type: none"> • Northern Colorado is not speaking with one voice to external audiences • The economic development professionals in the region are competent, experienced, and knowledgeable

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		<ul style="list-style-type: none"> Hire a marketing firm with 'place marketing' experience to facilitate development of the plan and related collateral material 	<ul style="list-style-type: none"> Fort Collins Economic Health Office Larimer Economic and Workforce Development Department Fort Collins Area Chamber Greeley Chamber Loveland Chamber Etc., etc. 	<ul style="list-style-type: none"> The public entities are constrained by their geographic footprint, financial resources, and in most cases they do not have the political sanction to lead a business recruitment initiative The economic development professionals in the region have been trying to develop a plan <p>How Could be Done</p> <ul style="list-style-type: none"> One NoCo could support the development of a plan by supporting the work now underway by the economic development professionals / stakeholders. Convene, finish plan, develop resource plan
<p><i>Implement the regional branding and marketing program</i></p>	<ul style="list-style-type: none"> Once the branding and marketing plan is in place, it needs to be operationalized. Who will implement the plan? Objectives? Budget? Calendar? An annual plan needs to be created for all elements of the plan – maintaining websites, social media campaigns, advertising and direct mail, collateral marketing materials, travel, communications with site locators, etc. 	<ul style="list-style-type: none"> As noted above, One NoCo should play a key role in convening the economic professionals in the region to develop the branding and marketing plan then underwriting much of the cost of implementing the plan One NoCo could hire an economic development marketer to coordinate implementation of the plan, including coordination with regional economic development professionals to implement various elements of the plan 	<ul style="list-style-type: none"> One NoCo Upstate Colorado Economic Development Town of Windsor Economic Development Office City of Loveland Economic Development Office Berthoud Economic Office Fort Collins Economic Health Office Larimer Economic and Workforce Development Department Fort Collins Area Chamber Greeley Chamber Loveland Chamber Etc., etc. 	<p>Current Situation</p> <ul style="list-style-type: none"> This is the proverbial 'cart before the horse' in that the economic plan should be developed first with the branding and marketing plan following Developing and implementing a plan should be doable because the region has a set of experienced economic developers who generally know what needs to get done (though they lack the benefit of data and insights that would come from an economic planning process) They have been meeting to develop a joint marketing program; their rationale is One NoCo is supposed to do this but is not The public sector economic developers lack the money, political support, and sanction to take this too far. If they did have

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				<p>all that, a marketing program would already be in place, properly resourced and have the public approval of their elected boards and administrators</p> <p>How Could be Done</p> <ul style="list-style-type: none"> • While waiting for an economic plan to be developed, regional economic developers can make good educated guesses and get 'out there.' • One NoCo could 'quarterback' the effort – participate in development of the plan and its implementation, finance the implementation of the plan, coordinate development of brand messages, collateral marketing materials, external visits, external representation at trade shows, etc.
<i>Data development and repository for regional economic development</i>	<ul style="list-style-type: none"> • Economic development is about providing key decision-makers (site locators, company owners and executives, local policymakers, local economic development professionals) with timely and accurate data and the analysis to interpret the information • To credibly tell Northern Colorado's story, the data needs to be accurate and consistently used by key stakeholders • This function is accomplished by having the right data experts at the table agreeing on what is needed and developing and implementing a plan to secure it 	<ul style="list-style-type: none"> • Upstate Colorado Economic Development • Larimer Economic and Workforce Development Department 	<ul style="list-style-type: none"> • One NoCo • Upstate Colorado Economic Development • Town of Windsor Economic Office • City of Loveland Economic Development Office • Town of Berthoud Economic Office • Fort Collins Economic Health Office • Larimer Economic and Workforce Development Department • Fort Collins Area Chamber • Greeley Chamber • Loveland Chamber • Etc., etc. 	<p>Current Situation</p> <ul style="list-style-type: none"> • This is a void • One NoCo started this process • The public sector economic developers and others have been meeting in 2018 to coordinate their efforts. They call themselves the Regional Economic Data Group. <p>How Could be Done</p> <ul style="list-style-type: none"> • Keep going; the Data Group's work should produce a simple plan on what's needed and who is going to produce it and what resources (staff, data purchases, money) are needed
<i>Talent attraction and development</i>	<ul style="list-style-type: none"> • Availability of talent is the Achilles heel of economic development. No qualified workforce, no new primary employers. No qualified workforce and expanding companies look elsewhere 	<ul style="list-style-type: none"> • Talent 2.0 Steering Committee – City of Loveland, Loveland Chamber, United Way, One NoCo, Larimer County Economic and 	<p>Larimer Side of Region – Talent 2.0 Initiative</p> <ul style="list-style-type: none"> • Fort Collins Chamber – most of this effort is being paid for by the 	<p>Current Situation</p> <ul style="list-style-type: none"> • Talent 2.0 in place Larimer County; developing talent recruitment site WorkingInNorthernColorado.com

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	<ul style="list-style-type: none"> To address this, economic development partners in Larimer County commissioned development of workforce plan called Talent 2.0 Talent 2.0 focuses on creating tools to help employers attract talent. It also addresses barriers such as affordable housing, childcare, and road access 	<p>Workforce Development Department, City of Fort Collins, Fort Collins Chamber</p> <ul style="list-style-type: none"> Talent 2.0 is convened by the Fort Collins Area Chamber of Commerce, which was the largest financial partner but all of the partners cited financially supported the project and work on the steering committee 	<p>Chamber's Northern Colorado Prospers initiative</p> <ul style="list-style-type: none"> City of Loveland Economic Development Office Loveland Chamber United Way One NoCo (not sure what they have done in Weld) Larimer County Economic and Workforce Development Department City of Fort Collins Universities / colleges K-12 education <p>Weld Side of Region</p> <ul style="list-style-type: none"> Nothing comparable to Talent 2.0 at this time Bright Futures, STEM Coalition Universities / colleges K-12 education 	<p>How Could be Done</p> <ul style="list-style-type: none"> Talent 2.0 plan is due for update; can be expanded to cover two counties; Larimer has offered, Weld not taken up offer yet
<i>Business retention & expansion program</i>	<ul style="list-style-type: none"> The majority of the growth of primary jobs in the region will come from the expansion of existing primary employers The success and happiness of those employers sets up the success of the external branding and marketing program A BR&E program is a structured, deliberate plan to stay in regular contact with existing primary employers to determine key issues and needs. This usually involves conducting an annual interview of specific questions for primary employers 	<p>Larimer Side of Region</p> <ul style="list-style-type: none"> Larimer County Economic and Workforce Development Department is convener and coordinator and has a staff position dedicated to this effort <p>Weld Side of Region</p> <ul style="list-style-type: none"> Upstate Colorado Economic Development 	<p>Larimer Side of Region</p> <ul style="list-style-type: none"> City of Loveland Economic Development Office Loveland Chamber Larimer County Economic and Workforce Development Department One NoCo (active with Larimer program; not sure about Weld) City of Fort Collins Economic Health Office Fort Collins Chamber has raised some funding to support BR&E through its Northern Colorado Prospers initiative Town of Windsor Economic Development Town of Wellington Town of Estes Park 	<p>Current Situation</p> <ul style="list-style-type: none"> Both counties have BR&E programs and seem to have the right stakeholders involved <p>How Could be Done</p> <ul style="list-style-type: none"> Keep going, no need to combine efforts Honor the agreement of not actively poaching companies from each other

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			<ul style="list-style-type: none"> Town of Berthoud Economic Office <p>Weld Side of Region</p> <ul style="list-style-type: none"> Upstate Colorado Economic Development makes 60 visits per year Upstate Colorado works with economic development person at each town / city in Weld 	
<i>Prospect generation</i>	<ul style="list-style-type: none"> Activities to proactively identify primary employers with the potential to relocate or expand to Northern Colorado Direct inquiries from companies, referrals from Denver Metro EDC or OEDIT, advertising, trade show contacts, referrals from site locators, etc. 	<ul style="list-style-type: none"> Who 'owns' prospect generation is debatable and a point of friction. All economic developers on the planet want to be in direct control of prospect relationships Prospect generation is a declared core function of One NoCo 	<p>Two-county Focus</p> <ul style="list-style-type: none"> One NoCo <p>Larimer Side of Region</p> <ul style="list-style-type: none"> City of Loveland Economic Development Office Larimer County Economic and Workforce Development Department City of Fort Collins Economic Health Office Town of Windsor Economic Development Town of Wellington Town of Berthoud Economic Office <p>Weld Side of Region</p> <ul style="list-style-type: none"> Upstate Colorado Economic Development 	<p>Current Situation</p> <ul style="list-style-type: none"> This is a declared core function of One NoCo In the absence of a legitimate marketing program (i.e. an actual specific plan with specific goals backed up with adequate money and dedicated staff), nobody is really doing anything. The economic developers are just responding to externally initiated inquiries. <p>How Could be Done</p> <ul style="list-style-type: none"> One NoCo could play a significant role here but it would require a high level of trust and significant negotiations. As people jockey for more authority, it's easier to blame One NoCo for past transgressions (real or perceived) than it is to do something here. Whoever brings real money to the table for branding and marketing will be in a strong position to determine what happens with prospect generation and management
<i>Prospect management and servicing</i>	<ul style="list-style-type: none"> Prospects: <ul style="list-style-type: none"> don't much care about our political jurisdictions, don't like to see infighting and political friction because it doesn't bode well for successfully operating a facility in such a locale, 	<p>Prospect management</p> <ul style="list-style-type: none"> As with prospect generation, who 'owns' prospect management is debatable and a point of friction. 	<ul style="list-style-type: none"> One NoCo All of the towns, cities, counties in the two-county region 	<p>Current Situation</p> <ul style="list-style-type: none"> Unclear. The public sector economic developers believe One NoCo has under-performed

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	<ul style="list-style-type: none"> - want timely and accurate information and a seamless process. If they try to open a location in Northern Colorado they want it to go smoothly • Prospect management means having one main point of contact from prospects generated by the branding and marketing program. That person / organization needs to be prospect-focused. As such, the prospect manager is using a pre-determined process and criteria for fairly and appropriately guiding the prospect to specific jurisdictions, properties and buildings that meet the prospects needs • The prospect management process honors the confidentiality of prospects while also being accountable to the jurisdictions and other stakeholders by documenting why prospects were handled as they were • Prospect servicing is the direct interface of the prospect's team with city, town, county officials relative to development process, building codes, incentives (city, county, and state), approval processes, road or street infrastructure, workforce recruitment and training, and utilities • These introductions are facilitated by the prospect manager 	<ul style="list-style-type: none"> • Prospect management is a declared core function of One NoCo <p>Prospect servicing</p> <ul style="list-style-type: none"> • Prospect servicing is a core function of the public entity economic developers but they need to be responsible to the prospect and the person / entity bringing the prospect 		<p>regarding prospect generation and management</p> <ul style="list-style-type: none"> • External referrers may feel the same <p>How Could be Done</p> <ul style="list-style-type: none"> • One NoCo hire an experienced economic developer who respects the public sector economic development professionals and is capable of supporting their work
<p><i>Issues lobbying – regional, state, federal</i></p>	<ul style="list-style-type: none"> • Lobbying involves trying to influence specific legislation directly and / or via grassroots (i.e. having businesses contact legislators directly about a bill or ordinance) • At the local level, chambers of commerce are directly involved in lobbying city and county staffs and elected officials • Regarding state and federal lobbying, the three major chambers of commerce and two economic development organizations in the region are part of the Northern Colorado Legislative Alliance (NCLA) • NCLA also has an advocacy agenda for I-25, regional transportation, talent / workforce, energy, water (see below) 	<ul style="list-style-type: none"> • Northern Colorado Legislative Alliance 	<ul style="list-style-type: none"> • Fort Collins Chamber • Greeley Chamber • Loveland Chamber • Upstate Colorado Economic Development • One NoCo 	<p>Current Situation</p> <ul style="list-style-type: none"> • NCLA has a Board of 23 people, a paid lobbyist, a paid administrator • NCLA annually creates a list of priorities, reviews bills against those priorities, takes positions on issues, lobbies those issues • Except for Fix North I-25, no money for research (polling, research, development of white papers) <p>How Could be Done</p> <ul style="list-style-type: none"> • Show up and engage. All the partners are doing so except for One NoCo • NCLA lobbyist with a group from the NCLA executive committee

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				<p>meet with One NoCo leaders for input on legislative priorities</p> <ul style="list-style-type: none"> NCLA leaders brief One NoCo Board
<p>Regional advocacy</p>	<ul style="list-style-type: none"> Advocacy is working to influence and shape public opinion and that of lawmakers All lobbying is advocacy but not all advocacy is lobbying because it may not involve trying to influence a specific piece of legislation In the context of Northern Colorado, regional advocacy means bringing positive attention to the area with key influencers and policymakers. That includes federal and state elected officials and their staffs and department officials NCLA has working committees focused on I-25, water, talent, and energy 	<ul style="list-style-type: none"> Northern Colorado Legislative Alliance <ul style="list-style-type: none"> Fix North I-25 Business Alliance Steering Committee Committees on water, energy, talent, health care 	<ul style="list-style-type: none"> Through NCLA – Fort Collins Chamber, Greeley Chamber, Loveland Chamber, One NoCo, Upstate Colorado Economic Development 	<p>Current Situation</p> <ul style="list-style-type: none"> Fix North I-25 Steering Committee is the model: staffed and led by one of the Chamber presidents, properly funded, lobbying and communication teams under contract Other advocacy committees don't have same level of leadership and they are under-resourced Regional Issues Summit (thru NCLA) held each December <p>How Could be Done</p> <ul style="list-style-type: none"> One NoCo leaders and NCLA reps meet to discuss needs and determine if there is common cause Increase visibility of Northern Colorado with elected officials and their staffs and key state and federal department heads: <ul style="list-style-type: none"> Host elected officials – governor, U.S. Congressmen, U.S. Senators Invite Colorado department heads to Northern Colorado Invite staff members from key federal departments to Northern Colorado Host business site tours for elected officials Strengthen advocacy for specific issues. Use Fix North I-25 Business Alliance model for water, transportation infrastructure (more funding for roads in two-county

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				region's – highways, county roads, interstate) - Underpin advocacy with economic research, polling data, white papers
<i>Political action - candidates</i>	<ul style="list-style-type: none"> • Endorsement of candidates for public office and support their election • All 5 major business / economic development organizations handle this differently • NCLA does NOT endorse candidates 	<ul style="list-style-type: none"> • Each entity is responsible for their own political programs 	<ul style="list-style-type: none"> • Fort Collins Chamber • Citizens for a Sustainable Economy 	Past <ul style="list-style-type: none"> • The Enterprise Group discussed candidates for Colorado federal and state offices and ballot measures; was a means for businesspeople interested in politics to get an informed business perspective on candidates and issues so they could better direct their contributions. This group wound down 6-7 years ago. Current <ul style="list-style-type: none"> • This is a void for the business community of Northern Colorado but it is not easily filled • Fort Collins Chamber – endorses local candidates – city, county, school district • Citizens for a Sustainable Economy is a 501(c)(4) founded by directors of the Fort Collins Chamber
<i>Political action – ballot measures</i>	<ul style="list-style-type: none"> • Every election cycle there are local and state ballot measures that impact business • The Fort Collins, Greeley, and Loveland Chambers and Upstate and One NoCo all take positions on local issues • NCLA is the means by which these 5 partners consider positions on state ballot measures. The thinking is that it strengthens the area's voice if we are united • Citizens for a Sustainable Economy (CSE) takes positions on local ballot issues in coordination with the Fort Collins Chamber. CSE makes independent expenditures and has even run some campaigns 	<ul style="list-style-type: none"> • Local issues – the five entities cited at the left • CSE makes independent expenditures • NCLA is responsible for developing recommendations to its five partner entity boards 		Current <ul style="list-style-type: none"> • NCLA process did not work as well as normal during the fall 2018 election cycle; there were delays in getting to decisions then the five partners could not reach agreement on some key issues How Could be Done <ul style="list-style-type: none"> • NCLA Executive Committee needs to devote time to discussing how process can be improved to compress decision making timeline

