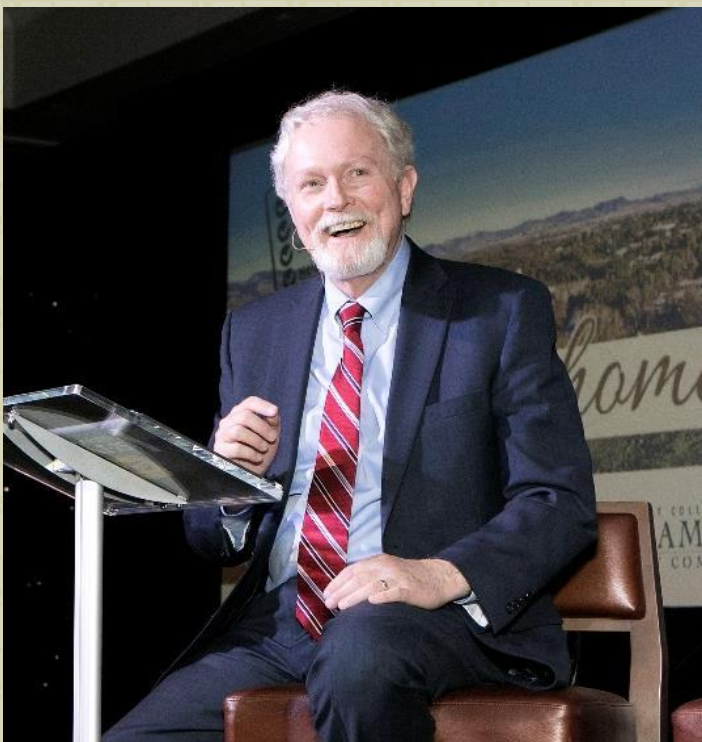


THE STATE OF BUSINESS

Issues Over Easy
March 8, 2019





PRESENTER

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

- Led chambers of commerce in Independence MO, Sarasota FL, Fort Collins CO
- Former Vice President, US Chamber, Washington DC
- 16 years in Fort Collins



THE CHAMBER

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

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

We believe successful businesses make a strong local economy, which let's our community **afford a great quality of life**.

The Chamber serves as:

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



I'LL COVER...



Good news



Things to Watch &
Work On

RANKINGS

JANUARY 2019

BEST-PERFORMING CITIES

WHERE AMERICA'S JOBS
ARE CREATED AND SUSTAINED | 2018

JESSICA JACKSON, JOE LEE, MICHAEL C.Y. LIN, AND MINOLI RATNATUNGA



MILKEN INSTITUTE

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

Provo-Orem, Utah (1)

San Jose-Sunnyvale-Santa Clara, California (16)

Austin-Round Rock, Texas (9)

San Francisco-Fredwood City-South San Francisco, California (4)

Dallas-Plano-Irving, Texas (3)

Raleigh, North Carolina (2)

Orlando-Kissimmee-Sanford, Florida (7)

Seattle-Bellevue-Everett, Washington (17)

Fort Collins, Colorado (5)

Salt Lake City, Utah (10)

#9 FORT COLLINS, CO

Dropped 4 spots

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

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

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

ASSETS

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

LIABILITIES

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

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

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

#2

in nation for **Brain Concentration**

- i.e. cities with 90,000+ population assessed on concentration of STEM workforce, advanced degree or Science & Engineering undergraduate degree holders, and net business formation

#4

best place to raise a family
(*Livability.com*)

#14

best place in the country to live
(*Livability.com*)

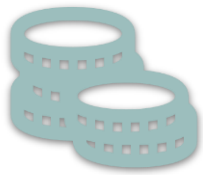
Top 25

Fort Collins-Loveland and Greeley ranked in the top 25 most innovative cities in the U.S.
(*24/7 Wall Street*)

OTHER SELECT RANKINGS

ECONOMIC GROWTH

GROSS REGIONAL PRODUCT (GRP)



**GRP also called
'regional GDP'**

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

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



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



**GRP of Northern
Colorado is \$30.3 billion**

COST OF LIVING

COST OF LIVING	Fort Collins	Colorado	USA
<u>Overall</u>	124	117	100
<u>Grocery</u>	100.4	100.3	100
<u>Health</u>	105	102	100
<u>Housing</u>	177	156	100
<u>Median Home</u>	<u>\$376,800</u>	<u>\$359,300</u>	\$216,200
<u>Utilities</u>	95	93	100
<u>Transportation</u>	97	96	100
<u>Miscellaneous</u>	100	99	100

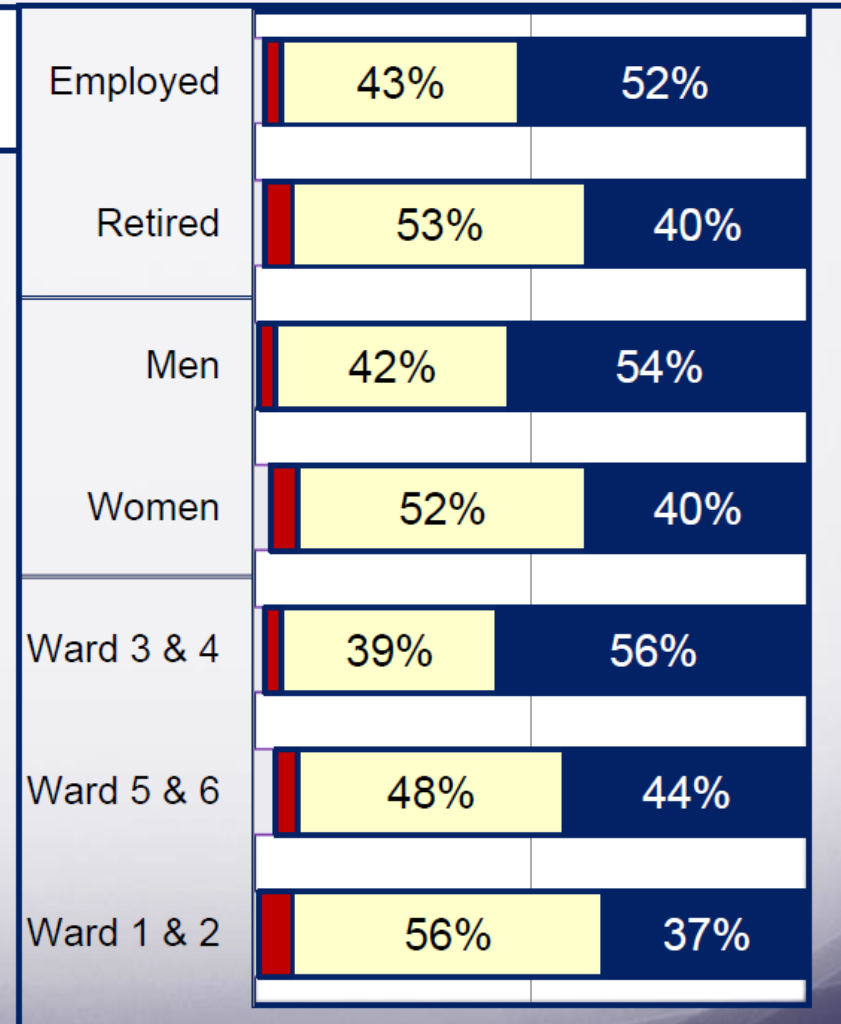
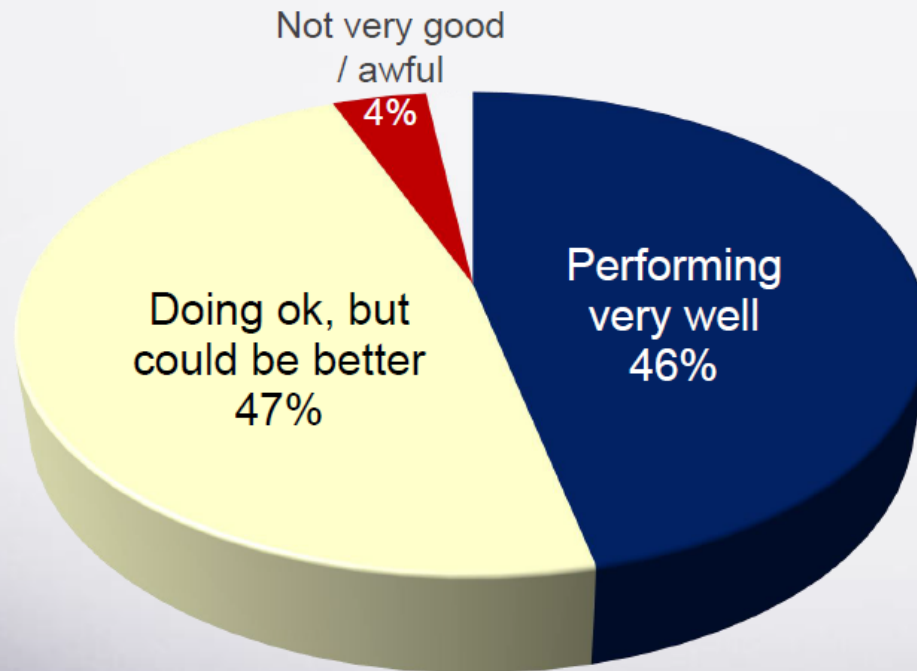
https://www.bestplaces.net/cost_of_living/city/colorado/fort_collins

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

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

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

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



OIL AND GAS: HUGE PART OF AREA ECONOMY

- Two counties account for 91% of Colorado's oil production 2018
 - Weld (147.3 million barrels)
 - Larimer (3.7 million barrels)
 - SB19-181 likely pass legislature 2019; as written very damaging
- Attack on oil & gas industry in Colorado is an attack on Northern Colorado economy



POPULATION

LARIMER-WELD POPULATION

650,000
today

1,000,000
by 2036

MIGRATION AND NATURAL INCREASE BETWEEN 2010-17

(SOURCE: STATE DEMOGRAPHER)

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

MIGRATION FLOWS

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

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

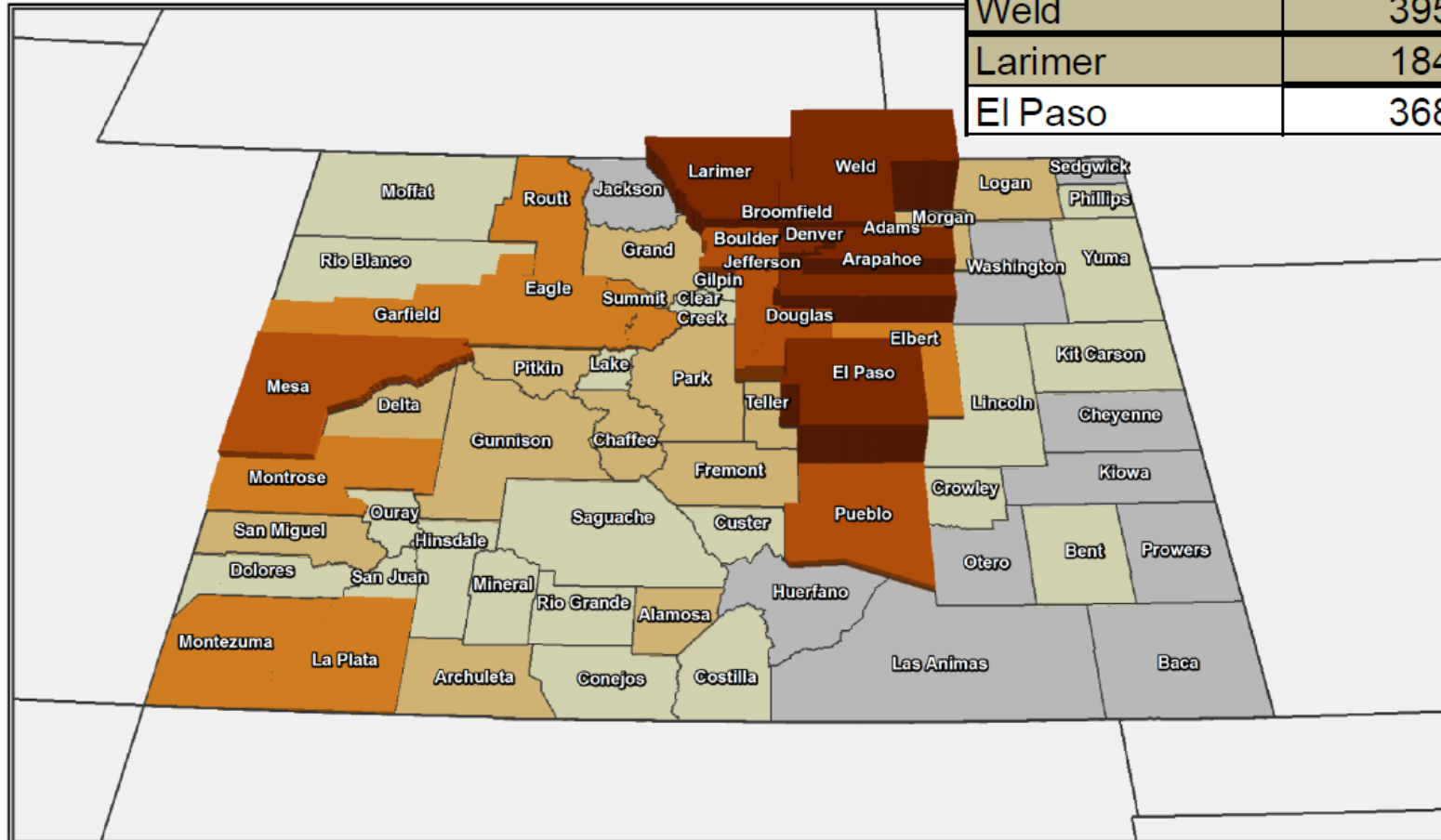
<https://flowsmapper.geo.census.gov/>



COLORADO
Department of Local Affairs

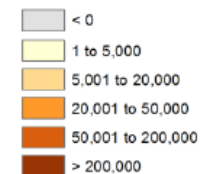
Population Change 2018-2050

Adams	345,308
Arapahoe	200,602
Denver	168,454
Weld	395,591
Larimer	184,618
El Paso	368,848



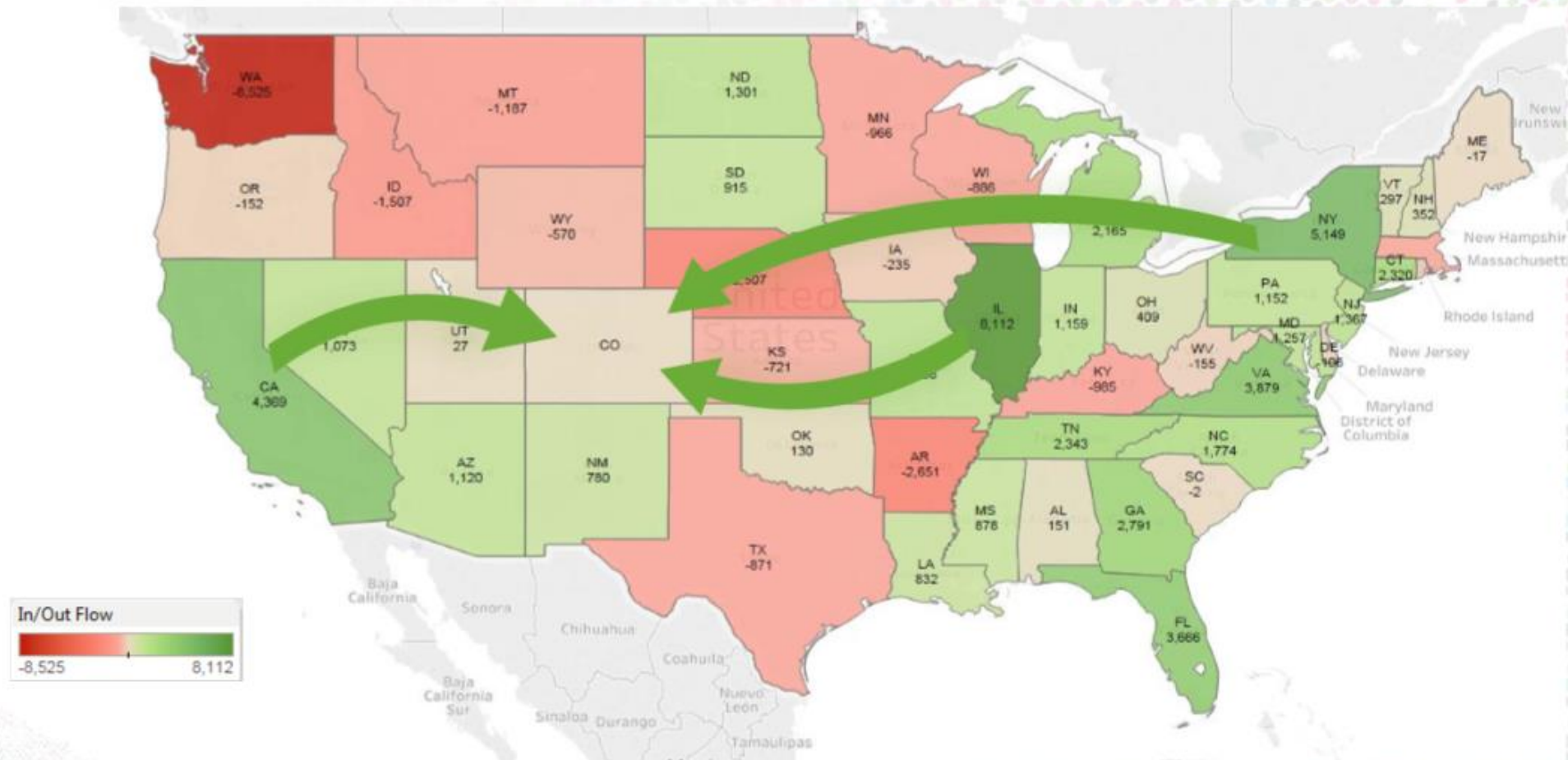
Projected Population Change 2015 to 2050

Colorado State Demography Office, 11/3/2017



NET MIGRATION TO & FROM COLORADO

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



Source: U.S. Census Bureau, 2018.

CBRE

PERSONAL INCOME

SHRINKING MIDDLE-INCOME HOUSEHOLDS, GROWING LOWER-INCOME

America middle class losing ground per
Pew Research Center study

2000 – 2014 share of adults living in
middle income households fell in 203 of
229 metro areas in nation (2014)

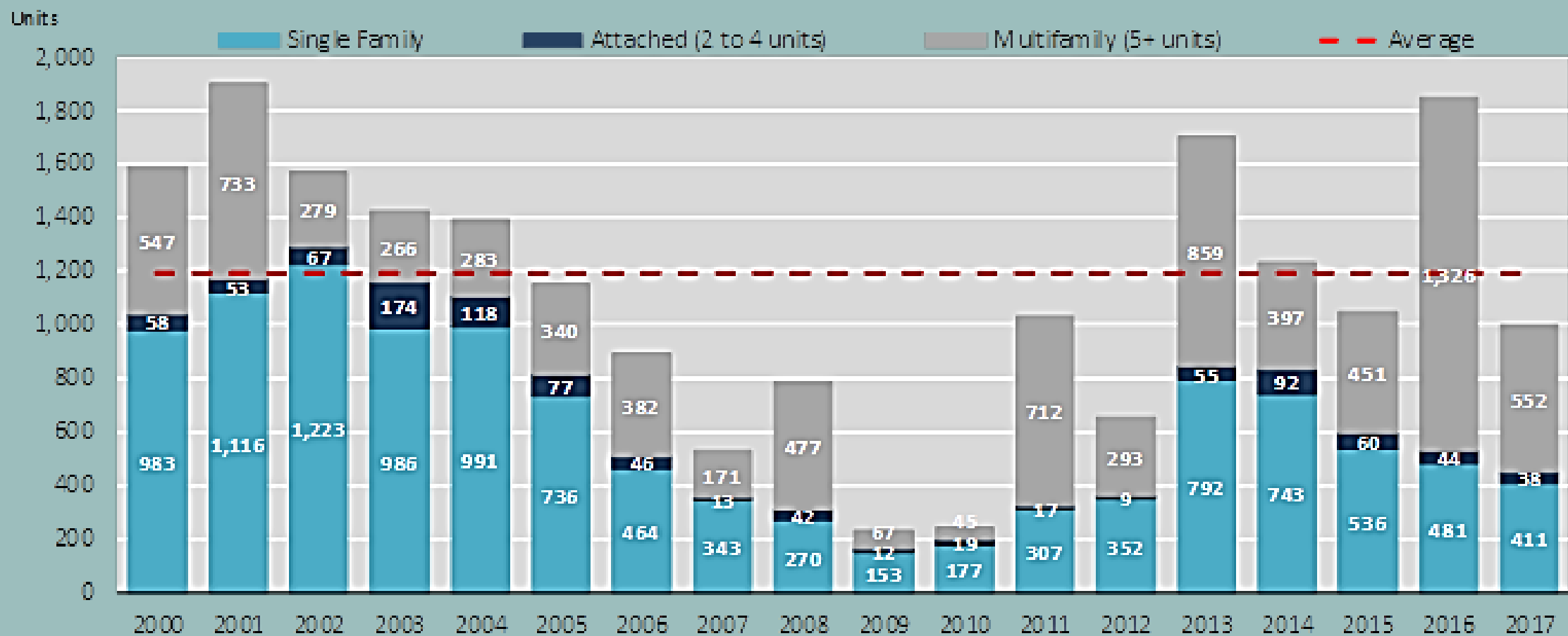
- Number of adults in middle-income households
- **Nationally** decreased from 55% to 51%
- **Fort Collins** decreased from 58.9% to 55.7%
- Number of adults in upper-income households
 - **Nationally** increased from 17% to 19%
 - **Fort Collins** decreased from 20.3% to 18.1%

CITIES NEED AFFORDABLE LIVING TO ATTRACT YOUNG FAMILIES

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

— Joel Kotin, ‘Where Millennials Really Go for Jobs’

HOUSING



RESIDENTIAL PERMITS, 2000-2017

HOUSING TYPES, 2000-2016

Description	2000		2016		2000-2016		
	Amount	% Total	Amount	% Total	Total	Ann. #	Ann. %
Single Family	30,319	63%	42,327	63%	12,008	751	2.1%
Attached (2 to 4 units)	4,776	10%	5,491	8%	715	45	0.9%
Multifamily (5+ units)	11,387	24%	17,603	26%	6,216	389	2.8%
Mobile Home, Boat, RV, Van, etc.	<u>1,284</u>	<u>3%</u>	<u>1,268</u>	<u>2%</u>	<u>-16</u>	<u>-1</u>	<u>-0.1%</u>
Total	47,766	100%	66,689	100%	18,923	1,183	2.1%

Source: US Census; Economic & Planning Systems

H:\163125-Fort Collins City Plan\Data\163125-Household Composition.xlsx]T-Housing Units in Structur (2)

WORKFORCE

EMPLOYMENT STATS



Two-county workforce is
372,000 people



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



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

FEBRUARY 2017



TALENT 2.0

REGIONAL WORKFORCE STRATEGY

FORT COLLINS-LOVELAND METRO AREA

CHALLENGES

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

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

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

TRANSPORTATION

I-25 IS A BIG FORT COLLINS ISSUE



\$9 billion backlog of transportation projects statewide



\$1.7 billion to widen North I-25

\$615 million so far; only \$1 billion to go!



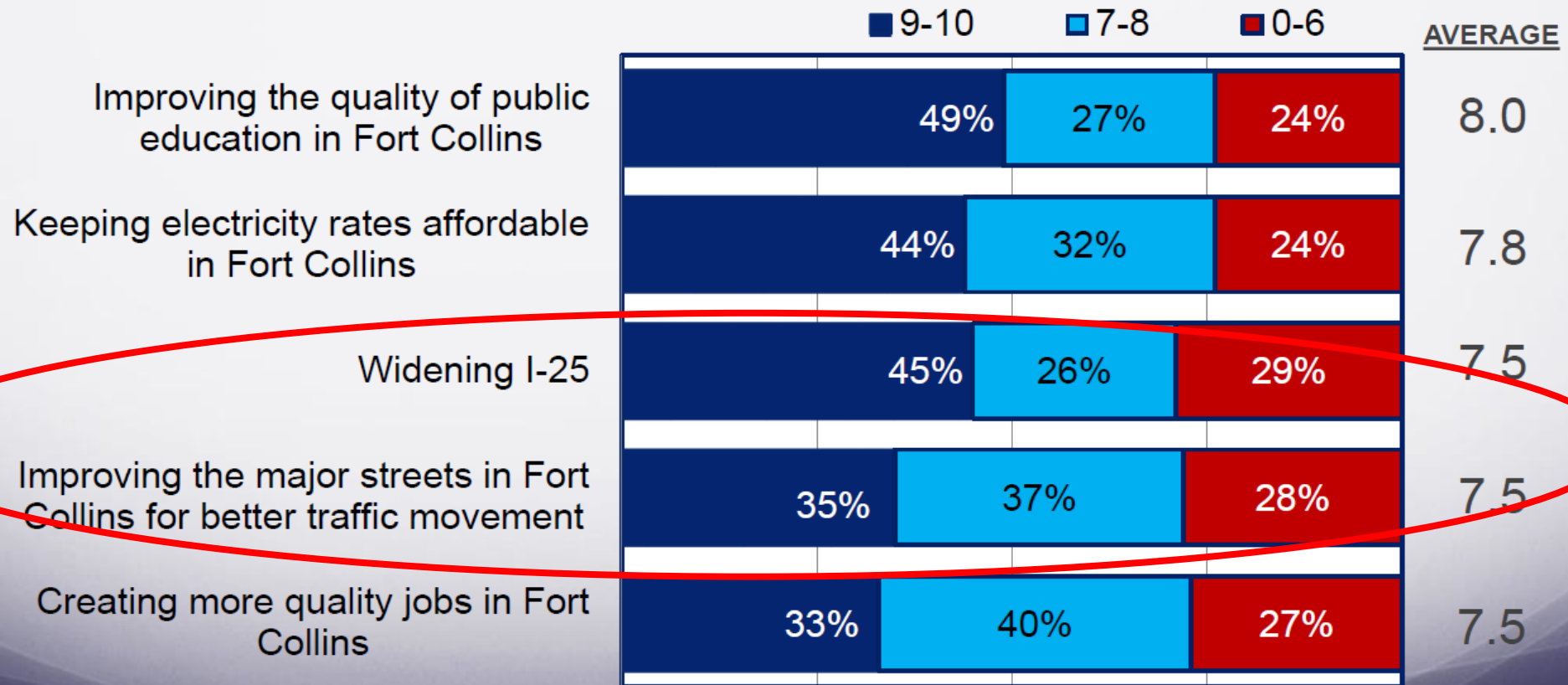
Roads are not on agenda of current state leaders



\$25.7 million Larimer County
transportation needs through 2040

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

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



BUSINESS PERCEPTIONS



NORTHERN COLORADO

Business Retention and Expansion

Annual Report 2018

BUSINESS RETENTION & EXPANSION



PRIMARY EMPLOYERS ARE
THOSE THAT SELL 50
PERCENT OR MORE OF THEIR
PRODUCTS OR SERVICES
OUTSIDE THE TWO-COUNTY
REGION



PRIMARY EMPLOYERS =
COMMUNITY WEALTH +
PERSONAL AFFLUENCE =
BETTER QUALITY OF LIFE /
STANDARD OF LIFE



WHAT 100 PRIMARY JOBS MEAN LOCALLY (CSE STUDY)



\$76,258

AVERAGE ANNUAL
PAY FOR A BASIC
PRIMARY JOB



150

ADDITIONAL
SUPPORT JOBS
CREATED WITH
AVERAGE ANNUAL
PAY OF **\$58,421**



\$331,431

CITY SALES, USE
AND PROPERTY
TAX REVENUE
GENERATED



\$269,295

PROPERTY TAXES
FOR POUUDRE
SCHOOLS
GENERATED

BUSINESS CLIMATE - OPPORTUNITIES

OPPORTUNITIES

Respondents were asked to identify the greatest opportunity facing their business, and many identified multiple. The three most commonly reported were related to growth/expansion, talent/hiring, and marketing.

GROWTH/EXPANSION

30% stated “growth” or “expansion” as their greatest opportunity.

When stating “growth,” respondents said they were **encouraged by the growth of the population**, saw positive growth in their market, expected continued growth in the local economy and/or **planned to grow the size of their business**.

Expansion also had many contextual meanings. Some respondents stated plans for an **expansion of their facility**, and others expected an **expansion in their services or products**.

TALENT/HIRING

9% stated “talent” or “hiring” as their greatest opportunity.

MARKETING

6% stated “marketing” as their greatest opportunity.

BUSINESS CLIMATE - THREATS

THREATS

Respondents were also asked to identify the greatest threat facing their business, and many identified multiple. The most commonly identified threats were related to labor, regulations, and competition.

LABOR

24% of respondents stated difficulties finding qualified candidates/ lack of skilled talent, retention, and the cost of labor.

REGULATIONS

11% of respondents specified regulations such as tariffs, development reviews (subject to specific jurisdictions), and FDA regulations/inspections as the greatest threat to their business.

COMPETITION

9% of respondents reported competition internal to the region, external from the region and online.

BUSINESS CLIMATE

WOULD EMPLOYERS IN LARIMER & WELD COUNTIES CONSIDER RELOCATION?

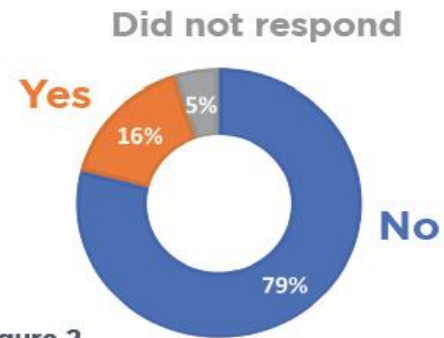


Figure 2

WHAT CHANGES ARE EMPLOYERS CONSIDERING MAKING TO THEIR BUSINESS?

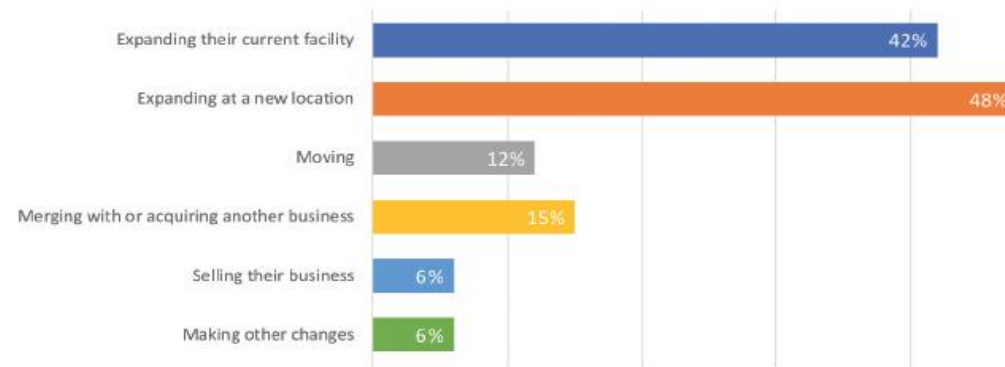


Figure 3

TRENDS IN PRIMARY EMPLOYMENT

	2001			2018		
	Larimer	Colorado	U.S.	Larimer	Colorado	U.S.
Primary jobs	44,512 35%	757,831 33%	34%	54,879 32%	862,926 31%	31%
Non-primary jobs	83,654 65%	1,562,701 67%	66%	117,837 68%	1,959,940 69%	69%

UTILITIES

ELECTRICITY RATES HEADED UP



Council vote for 100% renewable electricity by **2030** would mean replacing paid-for generation with expensive new power infrastructure



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

RELIABILITY IMPERILED

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

Reliability

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



December 28, 2018 – Topline Results

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

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

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

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

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

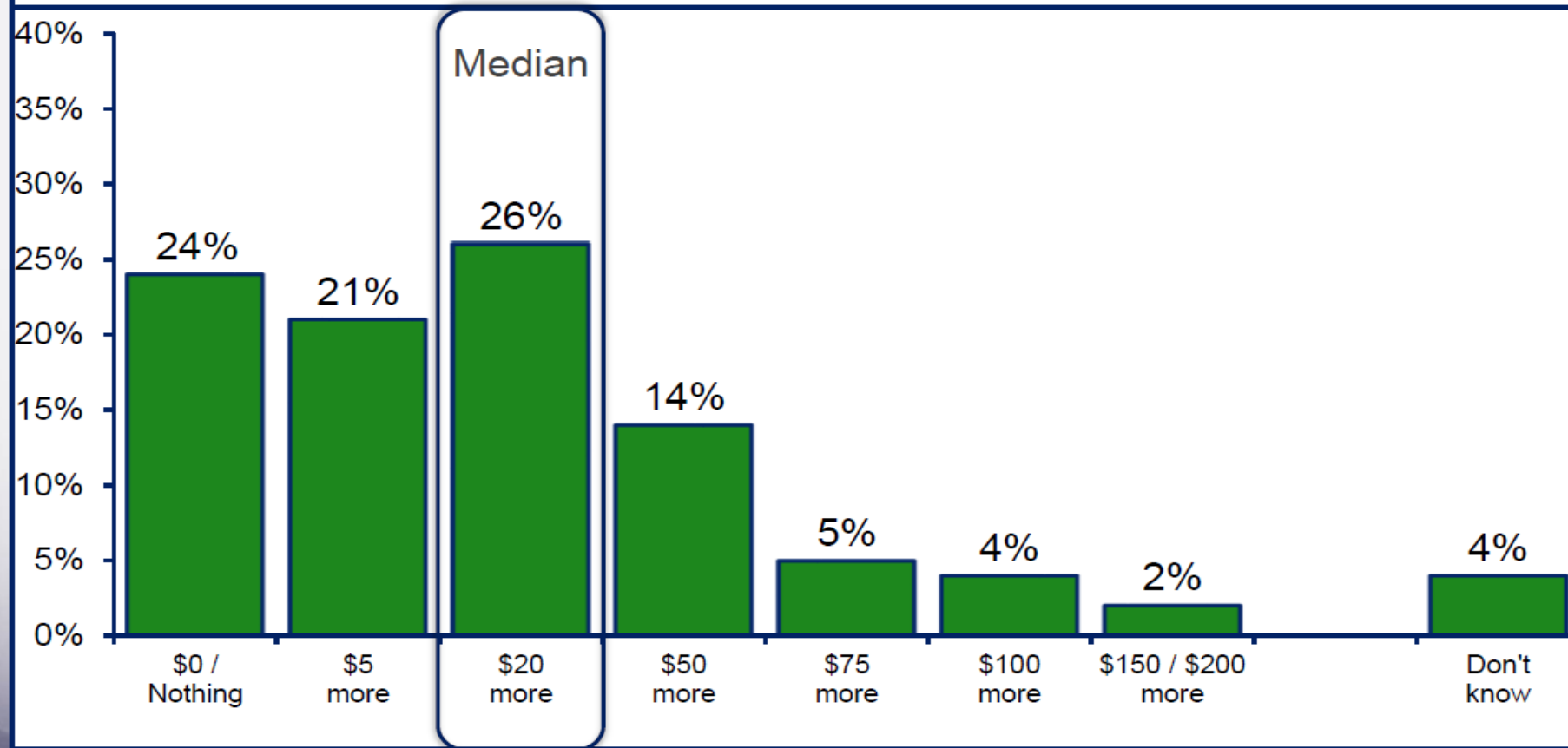
Affordable electricity is very important to my daily life and personal finances.

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

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

In Dollars: Fort Collins voters are willing to pay more on their monthly electric bill to achieve the goal of reducing greenhouse gas emissions
\$20 more is the median amount more per month

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



MANUFACTURING

MANUFACTURING NUMBERS



8.75% of jobs in the county are in manufacturing compared to only 5.5% of jobs in Colorado



manufacturing ranks 4th behind education, health care and retail in employment



14,016 manufacturing jobs, 1% above the national average.



2013-18 manufacturing jobs grew by 19% and wages by 18%.



Median income people working in manufacturing in the Fort Collins-Loveland MSA is \$56,813 making it the 3rd highest median income sector.



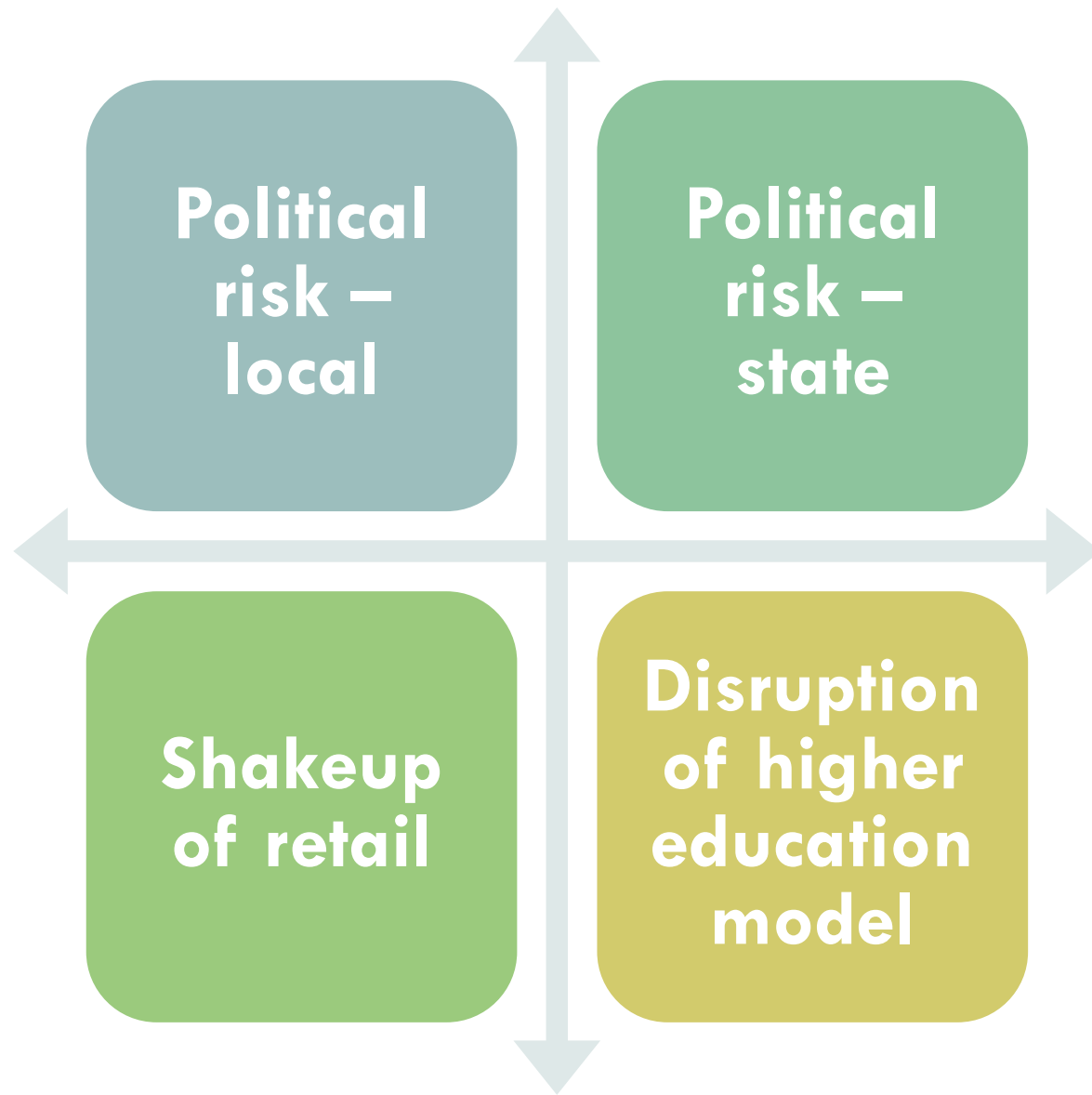
Manufacturing exports from Larimer county total \$1.03 billion annually.



Manufacturing contributes 15.3% of the county's gross regional product.



The northern Colorado manufacturing sector partnership is a great representative for manufacturers.



**OTHER ISSUES
TO KEEP EYE ON**

KEY COMMUNITY ECONOMIC PRIORITIES THRU 2030



Retain key primary employers and help them grow here



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



Labor force – Baby Boomers are bailing



Access to northeast Fort Collins – address bottleneck at Lemay and Vine



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



Mulberry Corridor



Water – Halligan and NISP



Retain competitive advantage reliable, affordable electricity

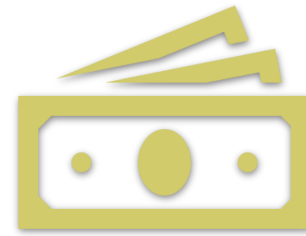
IN SUMMARY



Great to be Northern Colorado

Strong economy

Great quality of life



Some cautions

Personal income trends – growing lower-income, shrinking middle- and upper-income

High housing costs driving up cost of living

A lot more people are coming – are we ready?

Availability of workers – an Achilles heel

Travel time to DIA and Denver is growing

FOR MORE ABOUT THE CHAMBER

www.FortCollinsChamber.com

www.FixNorthI-25.com

www.FixColoradoRoads.com

www.NoCoTalent2.com

www.NorthernColoradoProsper.com

www.BringingBusinessHome.org

www.LeadershipNorthernColorado.com

Social



Bringing Business *home*

BRINGINGBUSINESSHOME.ORG



LIVABILITY AGENDA



CHAMBER'S LIVABILITY AGENDA

A LIST OF THINGS TO IMPROVE THE LIVABILITY AND VITALITY OF NORTHERN COLORADO

Shorter commutes, safer roadways

- traffic is a tax on the time we should be spending with our families and friends
- continue to partner with allies to identify and secure the funds to get I-25 widened
- explore local funding mechanisms like regional transportation authorities
- continue to support Larimer County's exploration of options to fund work on the other non-interstate roads in the county

Fight for reliable, affordable electricity

- push for 100% renewable electricity sources in unrealistic timeframes causes uncertainty with companies; reliability matters a lot
- paying for massive new power generation infrastructure will push up electricity rates
- polling shows voters will only go so far on rate increases

CHAMBER'S LIVABILITY AGENDA

Support workers to develop skills and help employers find talent

- 5,000 to 9,000 workers short in Larimer County
- WorkingInNorthernColorado.com and supporting campaign
- Update Talent 2.0 and improve workforce development infrastructure

Advocate for affordable housing and childcare from a business perspective

Focus on creating quality high-paying jobs

- on average primary jobs pay about \$30,000 more per year than non-primary jobs
- BR&E coalition ramp up its work
- One NoCo to attract new primary employers

BOUNDLESS OPPORTUNITY

NORTHERN COLORADO

TALENT ATTRACTION &
DEVELOPMENT

BONUS SLIDES

ECONOMIC & COMMUNITY DEVELOPMENT

Community development

and

Economic development

not the same

Communities need both

**Community
Development
(Quality of
Place)**

- Process of making the community a better place to live, work, and do business
- Occurs primarily in the public sector

**Economic
Development
(Make Business
Case)**

- Process for creating wealth, from which many community benefits are created secondarily
- Occurs in private sector

CHAMBER ROLE IN ECONOMIC DEVELOPMENT

The Chamber

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

Our Role in Community:

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

Talent recruitment / development (www.NOCOTalent2.com)

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

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

Retention & expansion of primary employers

Support election of good people to Council

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



214,000 population



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



Tough to predict with any certainty

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

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






A few thoughts:

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

INCOME LEVELS

Who is 'middle income' and 'upper income' in 2016?

Minimum household income needed to qualify for middle- and upper-income categories, by family size

	1	2	3	4	5
					
UPPER INCOME	\$78,281	110,706	135,586	156,561	175,041
MIDDLE INCOME	\$26,093	36,902	45,195	52,187	58,347

Note: Household incomes are adjusted for the cost of living in a metropolitan area before assignment to an income tier in the area.

Source: Pew Research Center analysis of 2016 American Community Survey (IPUMS).

PEW RESEARCH CENTER

Distribution of Adults by Income Tier (%) 2016			
	Lower-Income	Middle-Income	Upper-Income
U.S.	29.0	51.6	19.4
Colorado	24.7	54.3	21.0
Colorado Springs	24.2	55.4	20.4
Denver	21.6	55.2	23.2
Fort Collins*	27.1	52.8	20.1
Grand Junction	34.0	52.1	13.9
Pueblo	34.0	52.6	14.4
Source: Pew Research Center, 'The American Middle Class is Stable in Size, but Losing Ground Financially,' Sept 2018			
*NOTE: warrants further research – assumption is this data includes university students which skews data			

PEW RESEARCH CENTER HOUSEHOLD INCOME DATA

America's Shrinking Middle Class (May 2016)

<http://www.pewsocialtrends.org/2016/05/11/americas-shrinking-middle-class-a-close-look-at-changes-within-metropolitan-areas/>

The American Middle Class is Stable in Size, Losing Ground Financially (Sept 2018)

<http://www.pewresearch.org/fact-tank/2018/09/06/the-american-middle-class-is-stable-in-size-but-losing-ground-financially-to-upper-income-families/>

	Distribution of adults by income tier (%)							
	2000				2014			Net gain/loss 2000-2014
	Lower	Middle	Upper		Lower	Middle	Upper	
Austin-Round Rock, TX	23.2	55.1	21.8		23.4	52.5	24.1	2.1
Boise City, ID	23.0	60.5	16.5		29.6	54.8	15.6	-7.6
Colorado Springs, CO	20.6	61.2	18.2		23.5	54.8	21.7	0.6
Columbia, MO	27.7	54.2	18.1		28.4	53.9	17.7	-1.1
Denver-Aurora-Lakewood, CO	18.8	57.7	23.6		22.4	53.0	24.6	-2.7
Detroit-Warren-Dearborn, MI	21.2	55.1	23.8		28.1	51.4	20.5	-10.1
Eugene, OR	30.7	56.7	12.6		34.7	52.0	13.3	-3.3
Fort Collins, CO	20.8	58.9	20.3		26.2	55.7	18.1	-7.7
Grand Junction, CO	29.9	58.8	11.3		28.0	52.0	20.0	10.5
Kansas City, MO-KS	18.5	58.9	22.6		23.0	54.8	22.2	-5.0
Lincoln, NE	20.5	61.0	18.5		23.9	56.1	20.0	-1.8
Oklahoma City, OK	28.9	56.2	15.0		26.5	52.9	20.6	8.0
Omaha-Council Bluffs, NE-IA	20.5	62.3	17.2		21.9	56.0	22.2	3.6
Phoenix-Mesa-Scottsdale, AZ	27.3	55.9	16.8		29.1	52.3	18.6	-0.1
Portland-Vancouver-Hillsboro, OR-WA	22.0	59.4	18.7		25.0	53.7	21.3	-0.5
Provo-Orem, UT	28.4	60.1	11.5		28.0	58.3	13.8	2.8
Pueblo, CO	32.7	57.3	10.1		37.1	51.2	11.7	-2.8
Raleigh, NC	19.2	55.5	25.3		24.7	50.4	25.0	-5.7
Reno, NV	23.2	59.0	17.8		30.4	52.8	16.8	-8.2
Rockford, IL	19.9	60.5	19.6		28.2	53.7	18.2	-9.7
Salt Lake City, UT	20.7	63.0	16.3		24.1	58.2	17.8	-1.9
San Jose-Sunnyvale-Santa Clara, CA	19.2	52.8	28.1		20.4	48.5	31.1	1.9
Santa Fe, NM	24.1	52.8	23.2		29.4	49.3	21.3	-7.2
Santa Rosa, CA	25.0	58.7	16.2		27.0	54.0	19.1	0.9
Seattle-Tacoma-Bellevue, WA	20.1	59.4	20.5		21.3	52.6	26.2	4.6
Tucson, AZ	31.1	54.1	14.8		33.4	49.4	17.2	0.1

FORT COLLINS - OPPORTUNITIES / RISKS

What are our opportunities?

- Shape mid-city community like none other in country – strong quality of life and economic prosperity
- Continue as workbench of Silicon Valley and acquire some tech jobs as California continues to escalate its costs and dysfunction
- Retirement income – local people retiring in place, in-migration
- Health care – first rate care, employment

FORT COLLINS - OPPORTUNITIES / RISKS

- ▶ What are some of our risks / vulnerabilities?
 - ▶ Complacency and arrogance – thinking we have arrived
 - ▶ Unforeseen changes in consumer markets impact local companies
 - ▶ Federal deficit – can't continue building huge deficits; what would fewer dollars mean for federal offices here and federal research?
 - ▶ Higher education model and disruptive technologies an unknown
 - ▶ Lack of qualified workforce
 - ▶ Housing affordability
 - ▶ Highway access across region but especially I-25
 - ▶ Local government over-regulation discouraging business attraction / expansion

THE CHAMBER



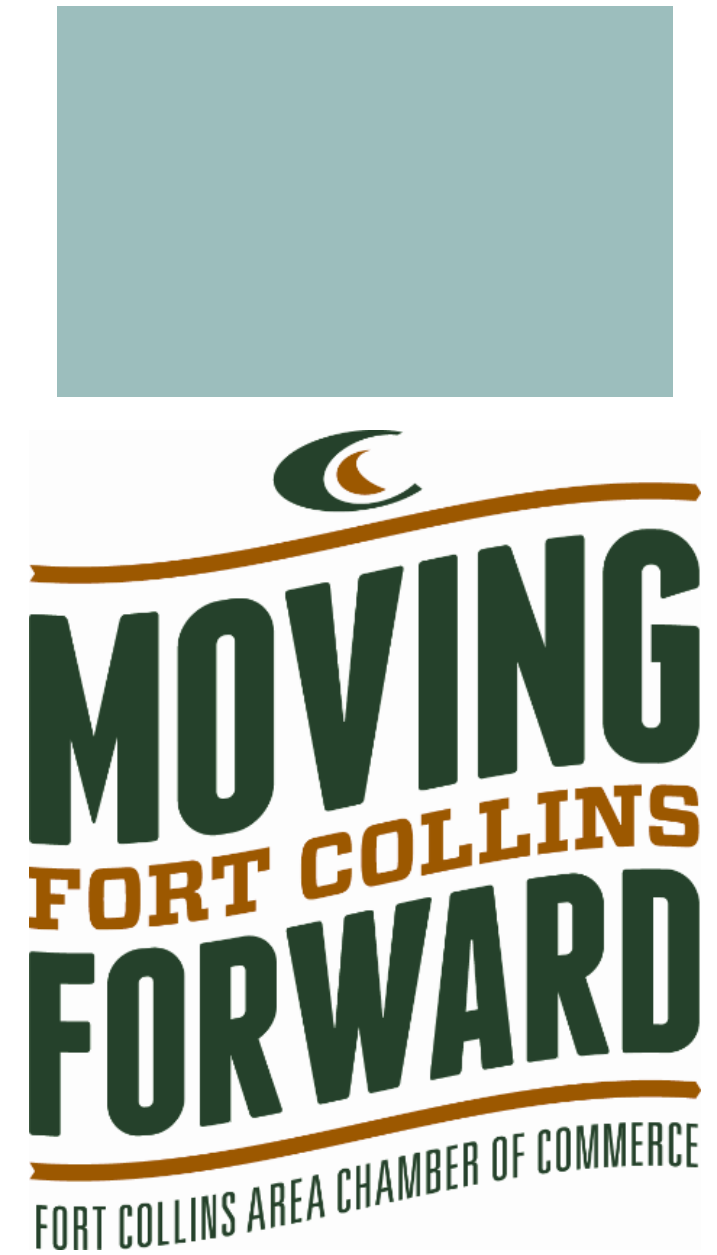
One of the **largest** chambers in the state with 1,290 members

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

Locally founded and led

CHAMBER FUNDING MODEL

- ***Moving Fort Collins Forward!*** Annual Campaign – program and event sponsorship, new members
- **Northern Colorado Prospers** - 5-Year key strategic initiative
- Occasional **special events** – ex. Thought Leader Speakers series



2019 CHAMBER PRIORITIES

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

Bringing
2019 Goals
home





NORTHERN COLORADO PROSPERS



Driving The Future

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

Fix I-25

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

Align, Attract and Retain Talent

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

Bold Voice of Business

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

Expand and Retain Existing Businesses

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