

Economic Goals and Strategies for Larimer County, Colorado			(Items in red correspond to top issues specifically identified in the bottom up survey)	27-Apr-11	
Goal	<b>Goal #1</b> Increase jobs and personal income levels as needed by the people of Larimer County, focusing on building a foundation of primary jobs in existing business and primary industry growth, enhanced by an increasingly diversified economic base	<b>Goal #2</b> Sustain a globally competitive workforce that will enable all employers to be successful in Larimer County, particularly ensuring primary employer workforce needs are met.	<b>Goal #3</b> Establish and maintain a globally competitive, predictable, tax and regulatory climate, Balanced to Meet Community Priorities	<b>Goal #4</b> Build & Maintain Economic Infrastructure (capital networks, transportation, education, utilities, research and development, telecommunications etc.) Needed to Enable Employer Competitiveness	<b>Goal #5</b> Build and sustain infrastructure and programs that sustain and enhance quality of life, thereby attracting and retaining talented workers that are needed by primary employers to be globally competitive
<b>Strategy(ies)</b>	<ul style="list-style-type: none"> <li>-Understand the Larimer County economic base (source of income)</li> <li>-Strengthen and grow economic clusters</li> <li>-Create a strong entrepreneurial environment that increases the creation rate of successful primary start up firms</li> <li>-Conduct an effective attraction campaign</li> <li>-Conduct an effective retention campaign</li> <li>-Conduct an effective emerging enterprise growth campaign</li> <li>-Create and execute effective import substitution and export campaigns</li> <li>-Leverage diminishing government resources by teaching communities to create and operate their own broadly supported economic development programs</li> </ul>	<ul style="list-style-type: none"> <li>-Understand workforce needs</li> <li>-Understand workforce capabilities</li> <li>-Create and sustain programs that successfully enhance workforce development capabilities which meet employer needs</li> </ul>	<ul style="list-style-type: none"> <li>-Identify competition</li> <li>-Benchmark tax and regulatory climate among competitive communities (include global)</li> <li>-Identify areas for improvement</li> <li>-Employ existing and/or create private and public sector partnerships to create and execute improvement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>-Expand capital providers capacity to meet needs for access to capital for both existing and new businesses, including encouragement of angel investors, venture capital firms and banking institutions</li> <li>-Obtain infrastructure competitiveness requirements from primary employers</li> <li>-Obtain perceived deficiencies in infrastructure from primary employers</li> <li>-Employ existing and/or create private and public sector partnerships to address economic infrastructure deficiencies</li> </ul>	<ul style="list-style-type: none"> <li>-Identify quality of life attribute priorities for knowledge workers</li> <li>-Identify quality-of-life attributes of the community</li> <li>-Create and/or support existing private/public partnerships to enhance strengths and reduce weaknesses</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>-Develop results-oriented attraction, expansion and retention strategies for: <ul style="list-style-type: none"> <li>*Primary employers</li> <li>*Retailers</li> <li>*Entrepreneurs</li> <li>*Tourism</li> <li>*Agriculture</li> </ul> </li> <li>-Build on previous work: "Univer-city" partnership, Larimer County Workforce Study, etc. (apply to all priorities)</li> <li>-Engage qualified professional staff</li> <li>-Conduct target industry study and develop priority targets</li> <li>-Align attraction and retention campaign messages and materials with target industries</li> <li>-Obtain funding support necessary to execute attraction, retention and emerging enterprise support campaigns</li> </ul>	<ul style="list-style-type: none"> <li>-Build on previous work ("Univer-city" partnership Larimer County Workforce Study, etc.)</li> <li>-Create a workforce development capabilities asset map</li> <li>-Identify gaps in meeting workforce needs of employers</li> <li>-Strengthen effective existing programs and create new public/private programs to fill gaps</li> <li>-Create a continuous employer feedback program to ensure effective workforce development investment and focus</li> </ul>	<ul style="list-style-type: none"> <li>-Build on previous work</li> <li>-Conduct a tax and regulatory environment competitive status and gaps assessment</li> <li>-Conduct objective public dialogue to determine community priorities</li> <li>-Publish citizen-driven community priorities to guide policy and action</li> </ul>	<ul style="list-style-type: none"> <li>-Build on previous work</li> <li>-Conduct local employer and global benchmarking study to determine economic infrastructure competitive advantages and disadvantages faced by Larimer County employees</li> <li>-Identify and prioritize competitive gaps</li> <li>-Develop and execute a 10 year plan for enhancing strengths and closing gaps</li> </ul>	<ul style="list-style-type: none"> <li>-Build on previous work</li> <li>-Conduct local employee and global benchmarking study to determine quality of life infrastructure competitive advantages and disadvantages faced by Larimer County employees</li> <li>-Identify and prioritize competitive gaps</li> <li>-Develop and execute a 10 year plan for enhancing strengths and closing gaps</li> </ul>
<b>Expected Outcome(s), i.e., Measurable Results</b>	<ul style="list-style-type: none"> <li>-Primary job growth</li> <li>-Unemployment rate</li> <li>-Underemployment rate</li> <li>-Personal income growth</li> <li>-Capital investment growth</li> <li>-Brand improvement (based upon primary employer perceptions over time)</li> </ul>	<ul style="list-style-type: none"> <li>-Increased employer satisfaction with workforce quality</li> </ul>	<ul style="list-style-type: none"> <li>-Improved rankings, in comparison to competitors, in tax and regulatory climate measures</li> <li>-Increased primary employer satisfaction rate with business climate</li> </ul>	<ul style="list-style-type: none"> <li>-Increased employer satisfaction rate with economic infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>-Increased knowledge worker satisfaction rate with quality of life</li> <li>-Increased primary employer talent retention and attraction success (when competing with other communities)</li> </ul>
<b>Primary Partners</b>	<ul style="list-style-type: none"> <li>-State and local economic development agencies</li> <li>-Local government</li> <li>-State government</li> <li>-Federal government</li> <li>-K-12 school systems</li> <li>-Community colleges</li> <li>-Health care providers</li> <li>-Universities</li> <li>-Utilities</li> <li>-Chambers of commerce</li> <li>-Workforce development agencies</li> <li>-Primary employers</li> <li>-Vendors and suppliers to primary employers</li> <li>-Hospitality industry</li> <li>-Trade associations</li> <li>-Non profit organizations</li> <li>-Foundations</li> </ul>	<ul style="list-style-type: none"> <li>-State and local economic development agencies</li> <li>-Local government</li> <li>-State government</li> <li>-Federal government</li> <li>-K-12 school systems</li> <li>-Community colleges</li> <li>-Health care providers</li> <li>-Universities</li> <li>-Utilities</li> <li>-Chambers of commerce</li> <li>-Workforce development agencies</li> <li>-Primary employers</li> <li>-Vendors and suppliers to primary employers</li> <li>-Hospitality industry</li> <li>-Trade associations</li> <li>-Non profit organizations</li> <li>-Foundations</li> </ul>	<ul style="list-style-type: none"> <li>-State and local economic development agencies</li> <li>-Local government</li> <li>-State government</li> <li>-Federal government</li> <li>-K-12 school systems</li> <li>-Community colleges</li> <li>-Health care providers</li> <li>-Universities</li> <li>-Utilities</li> <li>-Chambers of commerce</li> <li>-Workforce development agencies</li> <li>-Primary employers</li> <li>-Vendors and suppliers to primary employers</li> <li>-Hospitality industry</li> <li>-Trade associations</li> <li>-Non profit organizations</li> <li>-Foundations</li> </ul>	<ul style="list-style-type: none"> <li>-State and local economic development agencies</li> <li>-Local government</li> <li>-State government</li> <li>-Federal government</li> <li>-K-12 school systems</li> <li>-Community colleges</li> <li>-Health care providers</li> <li>-Universities</li> <li>-Utilities</li> <li>-Chambers of commerce</li> <li>-Workforce development agencies</li> <li>-Primary employers</li> <li>-Vendors and suppliers to primary employers</li> <li>-Hospitality industry</li> <li>-Trade associations</li> <li>-Non profit organizations</li> <li>-Foundations</li> </ul>	<ul style="list-style-type: none"> <li>-State and local economic development agencies</li> <li>-Local government</li> <li>-State government</li> <li>-Federal government</li> <li>-K-12 school systems</li> <li>-Community colleges</li> <li>-Health care providers</li> <li>-Universities</li> <li>-Utilities</li> <li>-Chambers of commerce</li> <li>-Workforce development agencies</li> <li>-Primary employers</li> <li>-Vendors and suppliers to primary employers</li> <li>-Hospitality industry</li> <li>-Trade associations</li> <li>-Non profit organizations</li> <li>-Foundations</li> </ul>
<b>Available Resources</b>	<ul style="list-style-type: none"> <li>-Public, private and foundation funding</li> <li>-Qualified professional staff</li> <li>-Professional associations</li> <li>-Education systems faculty</li> <li>-Students</li> <li>-Volunteers</li> <li>-Consultants</li> </ul>	<ul style="list-style-type: none"> <li>-Public, private and foundation funding</li> <li>-Qualified professional staff</li> <li>-Professional associations</li> <li>-Education systems faculty</li> <li>-Students</li> <li>-Volunteers</li> <li>-Consultants</li> </ul>	<ul style="list-style-type: none"> <li>-Public, private and foundation funding</li> <li>-Qualified professional staff</li> <li>-Professional associations</li> <li>-Education systems faculty</li> <li>-Students</li> <li>-Volunteers</li> <li>-Consultants</li> </ul>	<ul style="list-style-type: none"> <li>-Public, private and foundation funding</li> <li>-Qualified professional staff</li> <li>-Professional associations</li> <li>-Education systems faculty</li> <li>-Students</li> <li>-Volunteers</li> <li>-Consultants</li> </ul>	<ul style="list-style-type: none"> <li>-Public, private and foundation funding</li> <li>-Qualified professional staff</li> <li>-Professional associations</li> <li>-Education systems faculty</li> <li>-Students</li> <li>-Volunteers</li> <li>-Consultants</li> </ul>
<b>Needed Resources</b>	TBD	TBD	TBD	TBD	TBD
<b>Timeline</b>	TBD	TBD	TBD	TBD	TBD