



Economic Health Strategic Plan – Economic Update

December 2022

HICKEYGLOBAL
ECONOMIC DEVELOPMENT CONSULTING

EXECUTIVE SUMMARY

1. Defining the Mission
2. Understand the Findings



Defining the Mission

Evaluating and influencing the economic health of the City of Fort Collins

- ✓ Recent changes have provided an opportunity for the City of Fort Collins to evaluate its current processes and direction moving forward.
- ✓ The City expressed the need to integrate the triple bottom line framework into economic development efforts.
- ✓ With an eye towards sustainability and improving the economic health of the City, a Strategic Plan will be drafted to incorporate prior studies, new data, and stakeholder viewpoints to achieve economic resiliency in the face of dynamic global pressures.

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Defining the Mission

Project Components

- ✓ Updated economic analysis inclusive of cluster verification, demographic and workforce analysis, and economic trends
- ✓ Assessment of the circular economy and instructive materials on how Fort Collins can develop a roadmap
- ✓ Community Engagement to gather anecdotal information on the City and incorporate diverse voices
- ✓ Benchmarking of current economic development efforts against best practices both domestically and internationally
- ✓ Full strategic plan with implementation guide in order to achieve direct and practicable results
- ✓ Final delivery and presentation of Economic Health Strategic Plan

Meet Your Competitors

Competitive markets were chosen based on discussions with Fort Collins

- ✓ **Austin, Texas**
- ✓ **Bozeman, Montana**
- ✓ **Boise, Idaho**
- ✓ **Boulder, Colorado**
- ✓ **Phoenix, Arizona**

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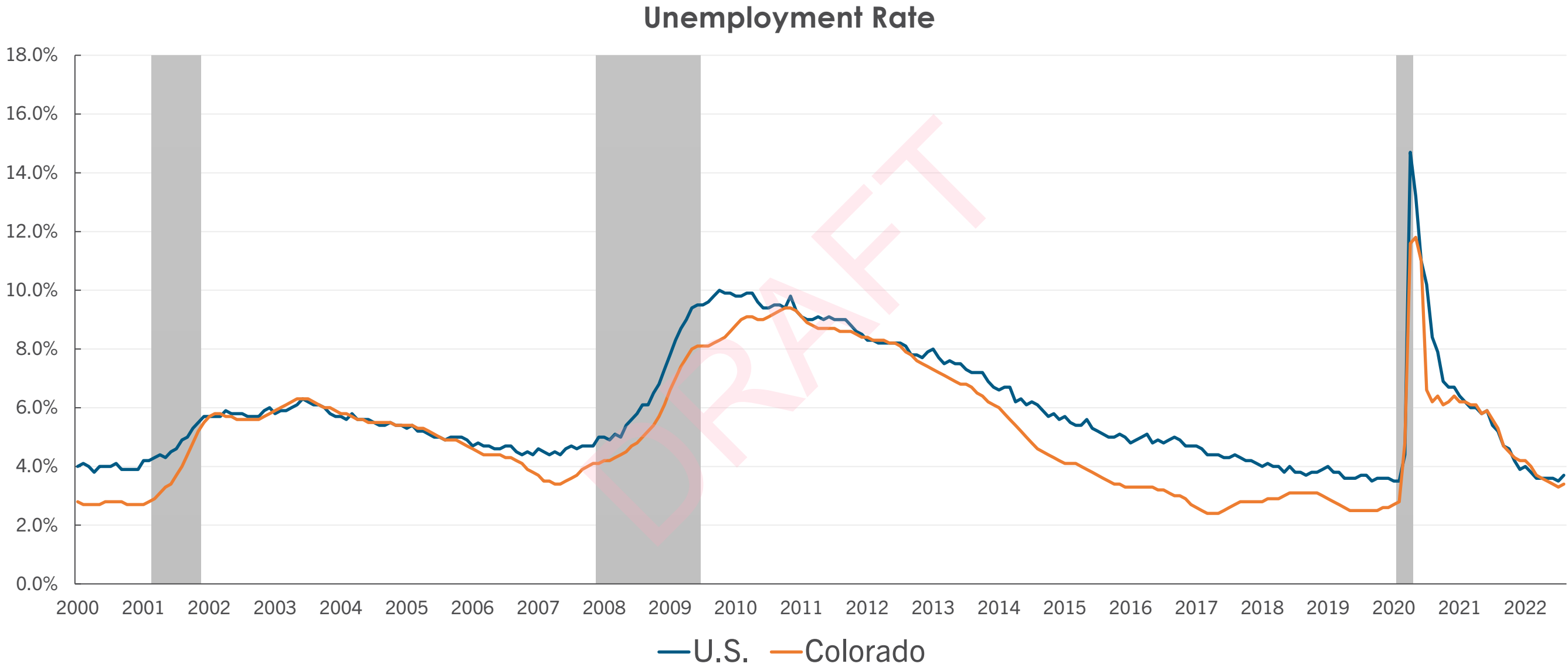
ECONOMIC ANALYSIS

1. Recessions & Resilience
2. Demographics
3. Skills Gap Analysis
4. Education
5. Commuting
6. Quality of Life

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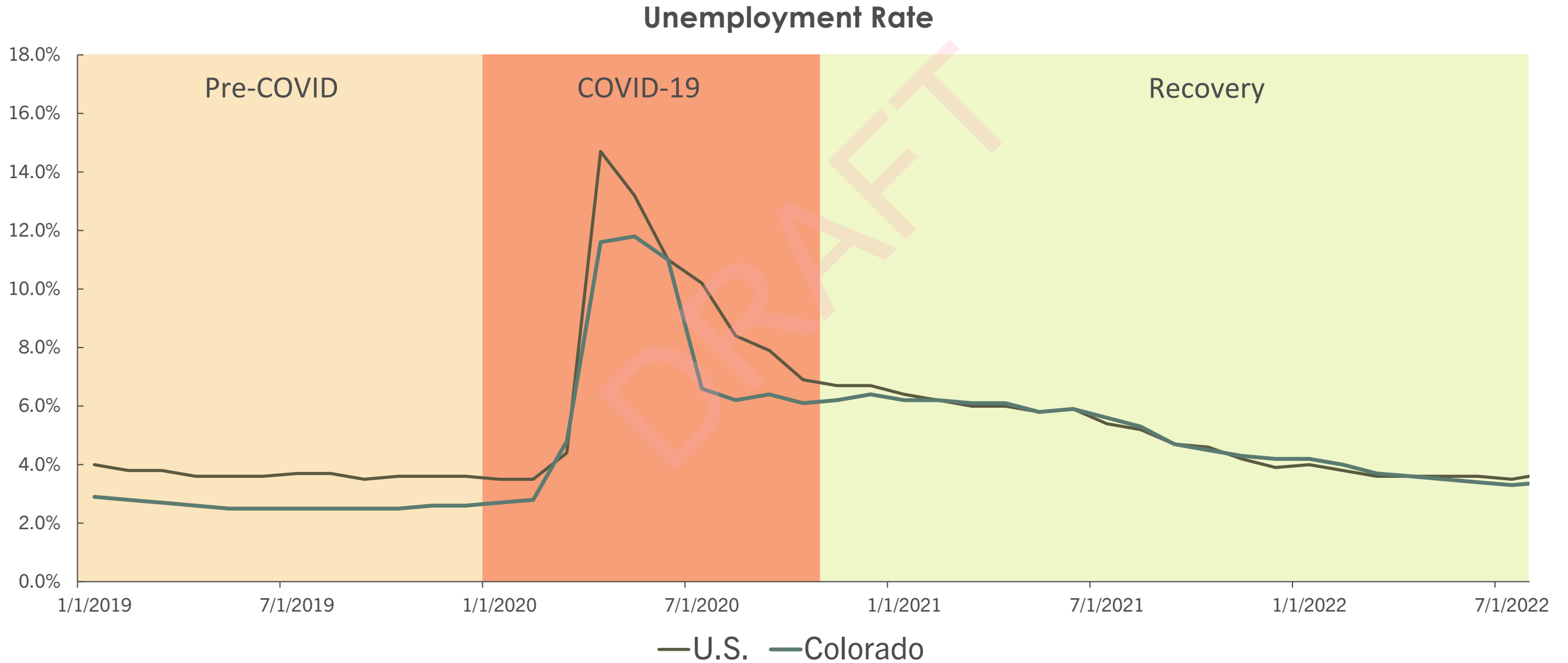
National Impacts of COVID-19

Unemployment Rate



COVID-19 Impact on Employment

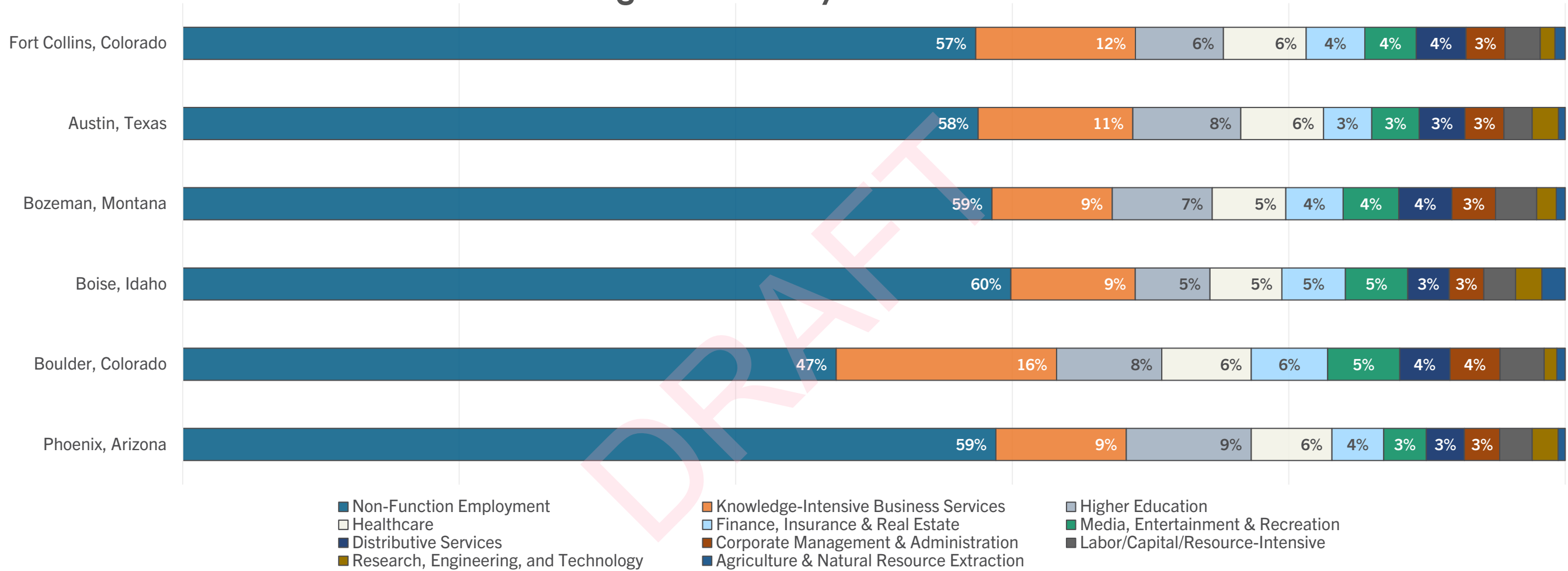
Massive Spikes and the “Return to Normal”



Industry Diversity

Percentage Share of Regional Employment

Regional Industry Distribution

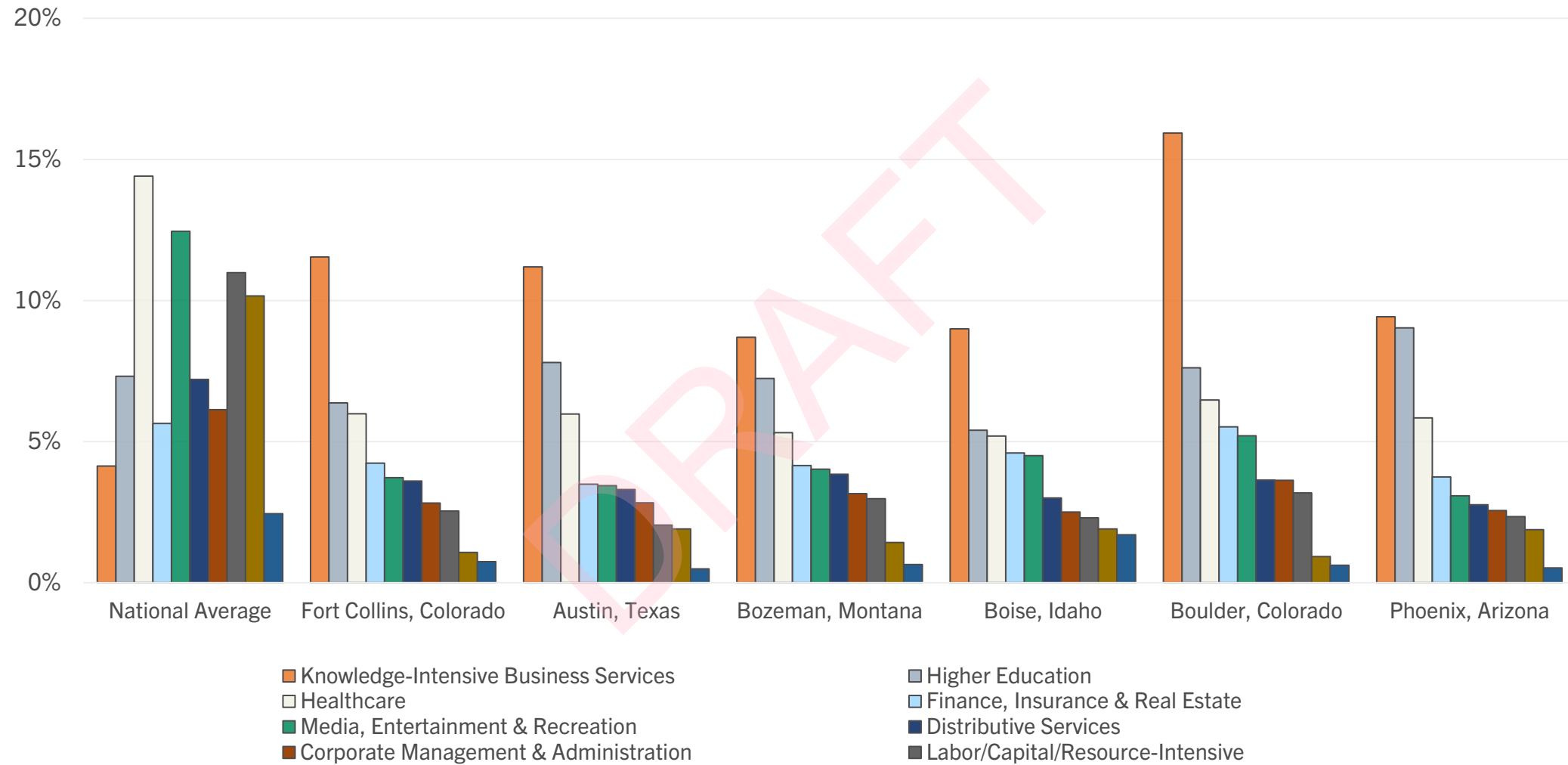


- Industry diversity is a measure of how evenly employment is distributed between 11 industry clusters found in the typical MSA. Markets with high diversity are considered to be **more resilient in the face of adversity** such as recessions and layoffs. Fort Collins has above-average Industry Diversity (ranked 150 out of the 384 Metro MSAs), with favorable distributions in Knowledge-Intensive business Services, Higher Education, and Healthcare. Based on distribution alone, **Boise** is the most industrially diverse market in the competitive set.
- Non-function employment** refers to industries that primarily serve local markets and are non-export such as retail, dentist offices, and construction. This cluster is the most heavily represented for all MSAs.

Industry Diversity

Percentage Share of Regional Employment

Regional Industry Distribution Compared to Typical MSA



Fort Collins, CO

Regional Outlook

The table below highlights key economic indicators for Fort Collins compared to the State and National levels. The Fort Collins MSA (geographically equal to Larimer County) has experienced greater population and job growth than the State of Colorado, which in turn experienced higher growth than the U.S. as a whole. Fort Collins' population represents roughly 6% of the State's overall population.

Region	Population (2021)	Population Growth (2017 – 2021)	Job Growth (2016 – 2021)	Labor Force Participation Rate (June 2022)	Net Migration (2020)	Median Household Income (2020)	Unemployment Rate (June 2022)
Fort Collins, CO	367,152	8.2%	8.2%	69.09%	964	\$76,400	2.89%
State of Colorado	5,884,424	6.1%	6.7%	69.23%	9,194	\$75,200	3.24%
U.S.	331,820,028	2.7%	1.8%	62.53%	N/A	\$65,000	3.84%

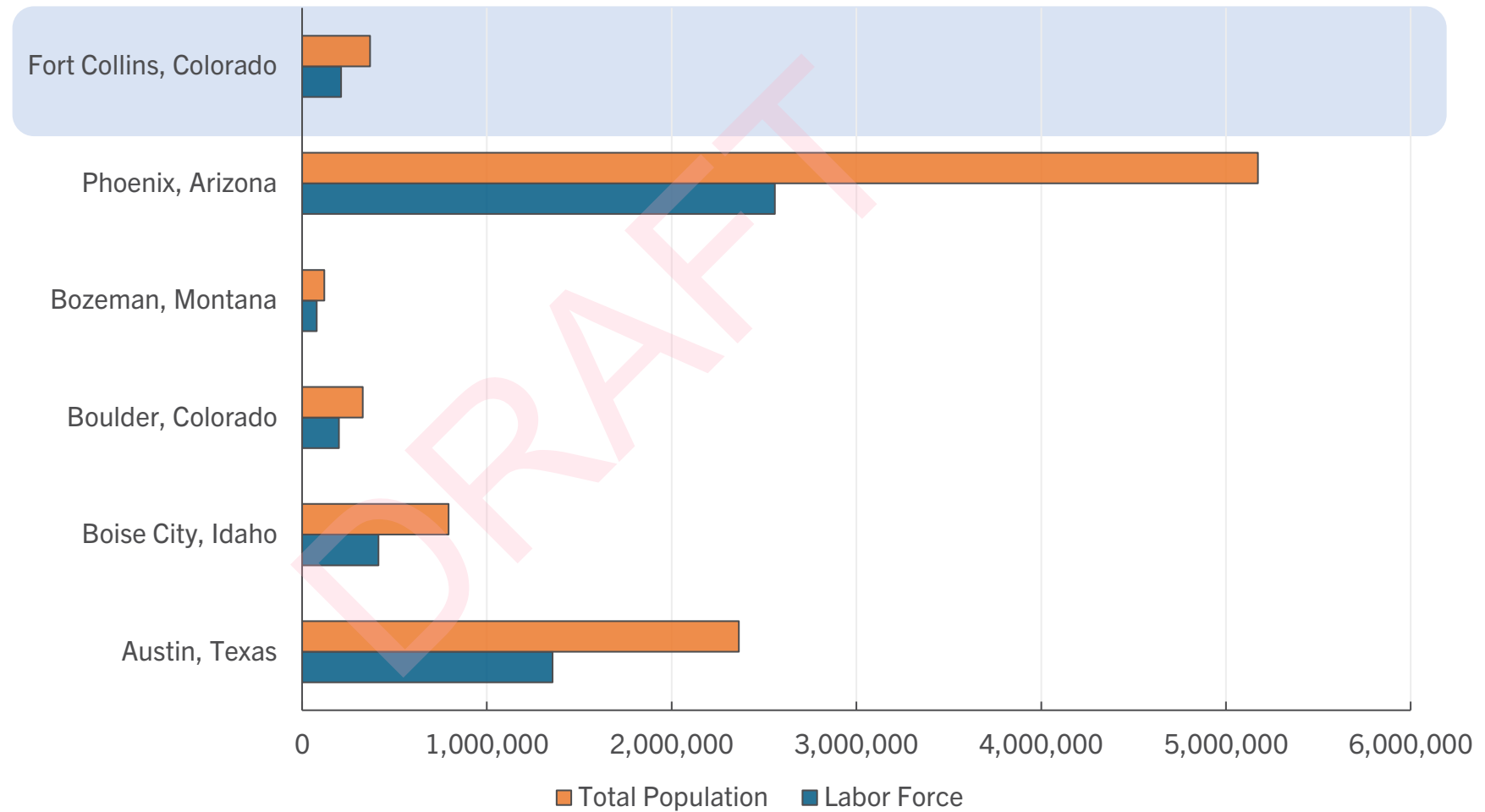
Source: EMSI, Hickey Global

General Demographics

Total Population and Labor Force

- Total population is one piece of the overall economic potential of a region. Trends and growth prospects are considered in detail in the following slides.

Total Population and Labor Force (2021)

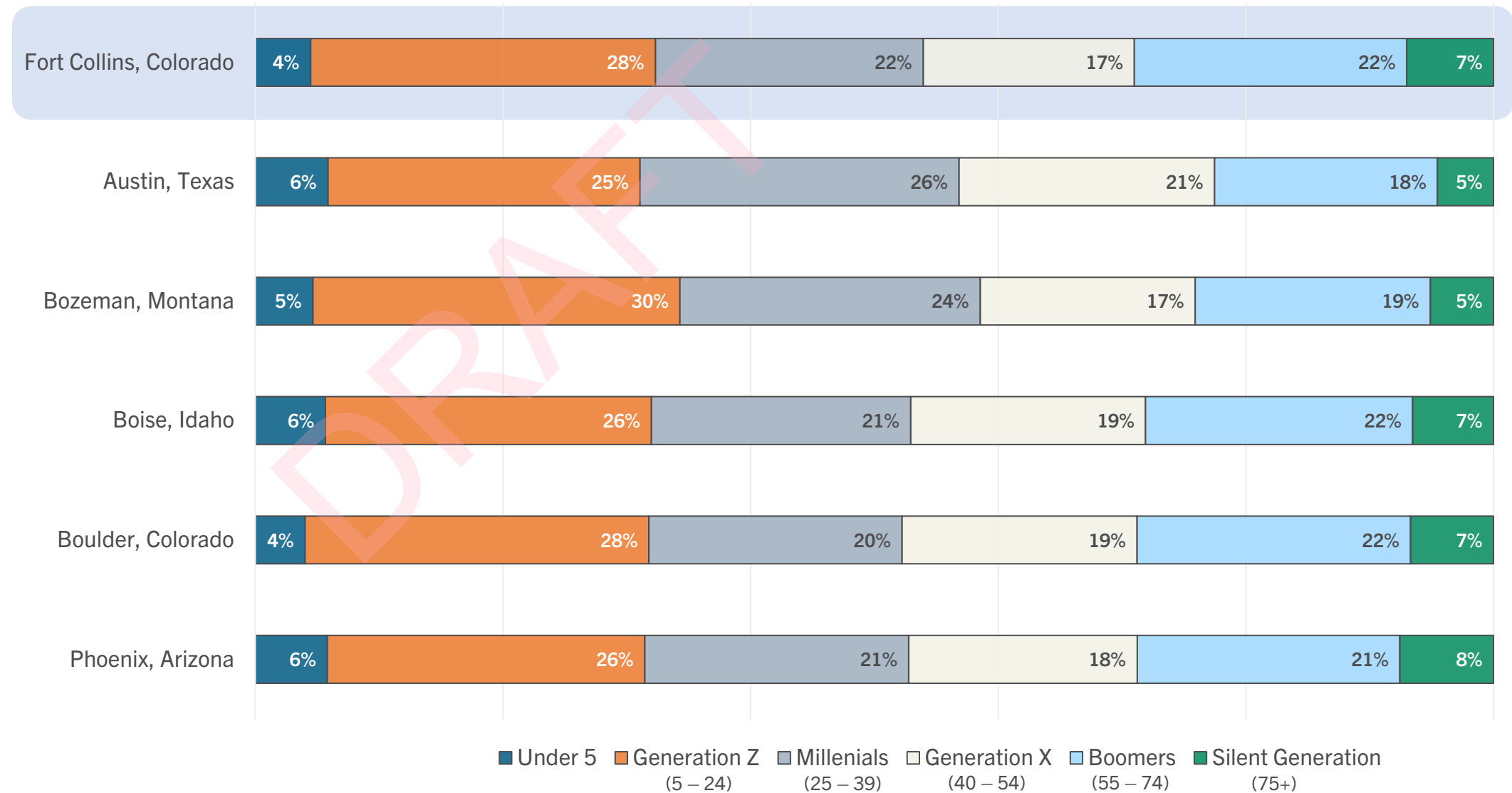


General Demographics

Population by Generation

- The generational composition of a region's workforce is a **key consideration for large-scale workforce projects**, as the generation categorized as Baby Boomers begins retiring and Generation Z enters the labor force. A high concentration of aging workers can threaten the **overall sustainability** of a labor-intensive project.
- The competitive set has very similar age distributions, rendering an even playing field between markets. Fort Collins has a higher percentage of young individuals than Boulder by a small margin.
- Bozeman, Montana has the largest Gen Z populace within the competitive set.
- Age cohort definitions follow standards set by **Pew Research**.

Population by Generation (2022)

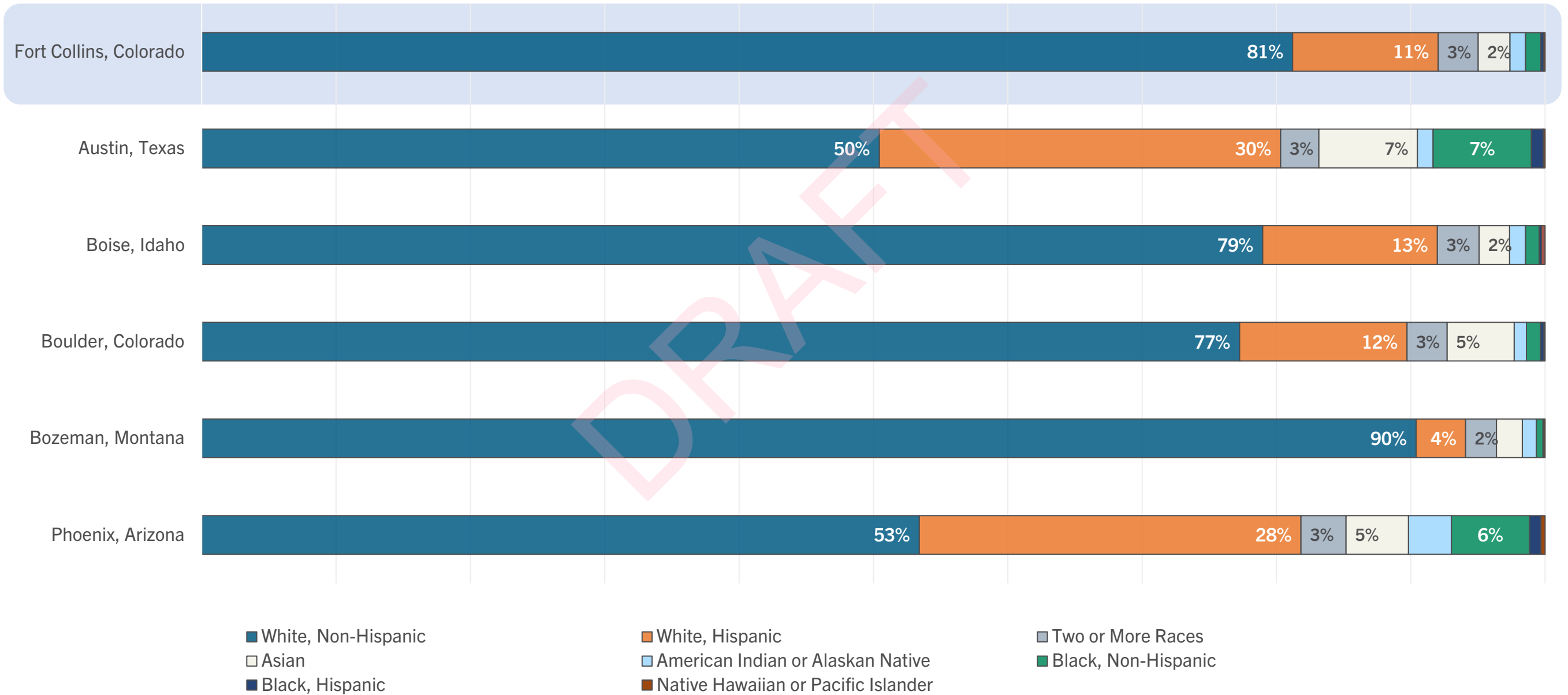


Source: Lightcast, Hickey Global

General Demographics

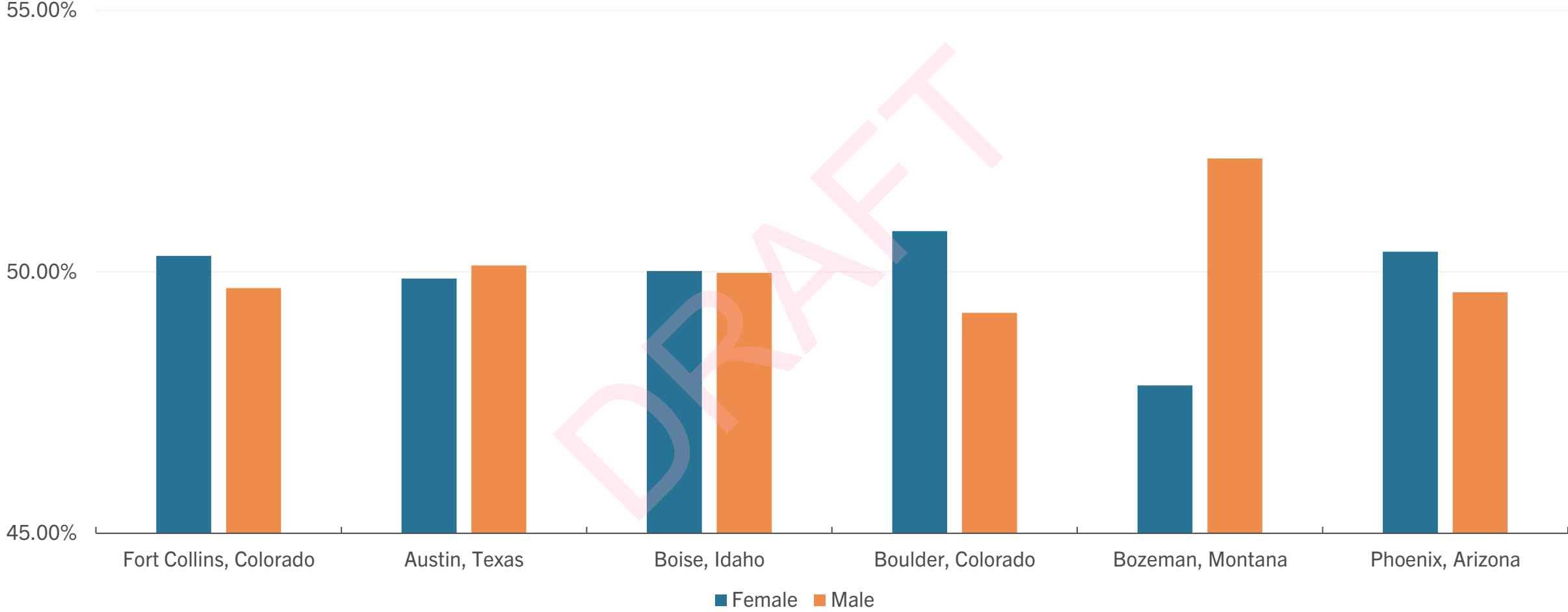
Population by Race and Ethnicity

Population by Race and Ethnicity (2022)



General Demographics

Population by Gender



Hickey Diversity Index

Background



DIVERSITY INDEX

Hickey's Diversity Index is our proprietary customized measurement of a community's overall diversity. Whereas many companies evaluate diversity purely in terms of higher percentages of racial minorities, Hickey's measurement allows clients to define what diversity means to them and can include the following categories:

- Race
- LGBTQ
- Hispanic origin
- Age
- Generational groups (i.e., Boomers, Gen X, Millennials, etc.)
- Language
- Citizenship

After input is received from our clients, each category is weighted based on its importance and evaluated based on the balance of the distribution of their sub-groups (e.g., different races, ages, etc.) within each category. The greater the balance, the higher the diversity index score. A score of 100% is equal to the U.S. national average.

Hickey Diversity Index

Fort Collins vs. Competitive Set

After analyzing the diversity of each category for every metropolitan and micropolitan area in the United States, an indexing formula was calculated representing each market's variance from the national average. The weightings below represent the significance of the individual categories relative to each other (based on traditional weighting measures). A weighted average score was calculated resulting in the **Hickey Blended Diversity Index**. The U.S. average score equals 100%. Higher scores represent greater diversity.

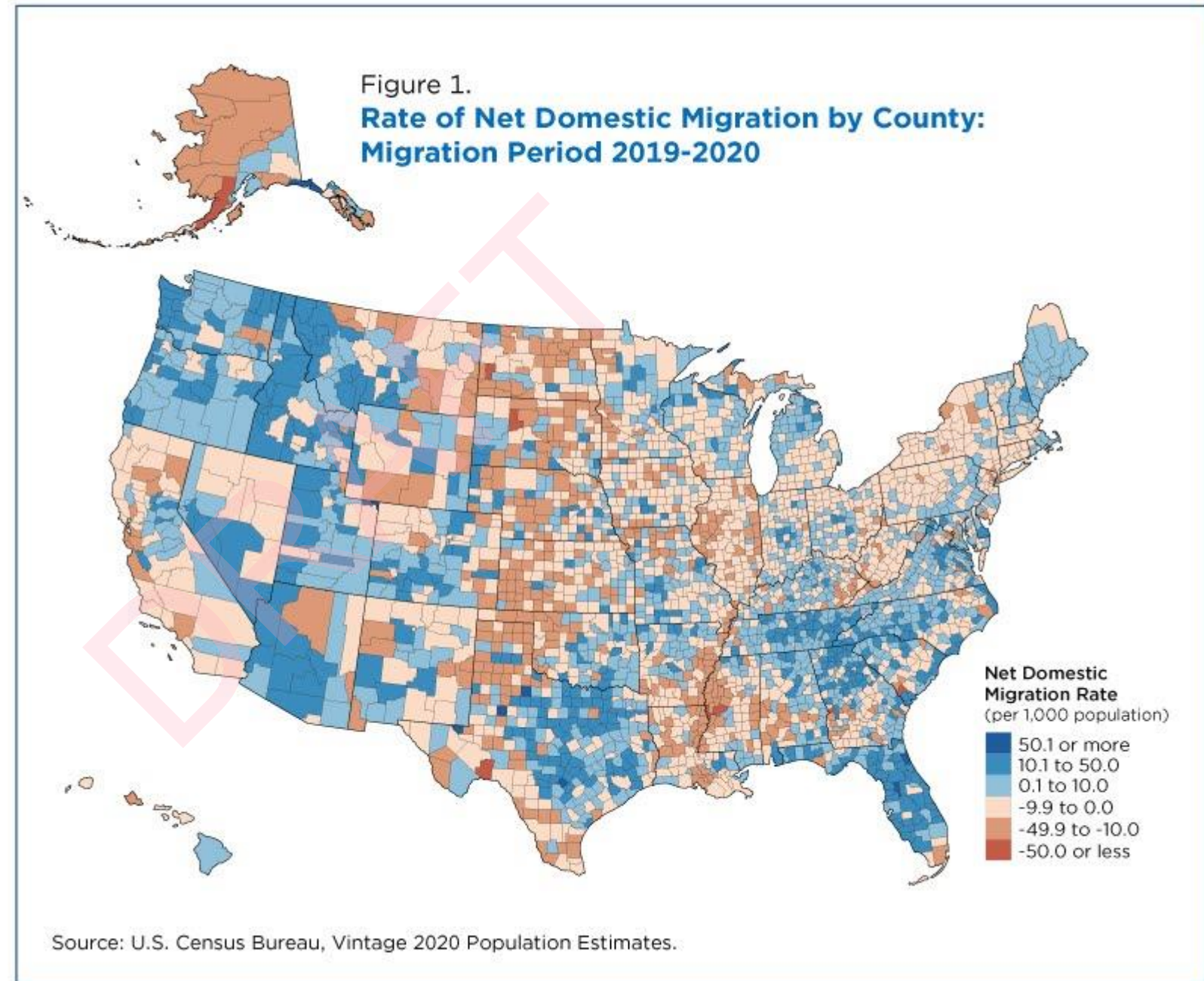
HICKEY DIVERSITY INDEX SCORES

	WEIGHTINGS	100%	30%+	15%+	15%+	15%+	10%+	5%+	10%
METRO/MICROPOLITAN	HICKEY BLENDED DIVERSITY INDEX	HICKEY RACIAL DIVERSITY INDEX	HICKEY LGBTQ+ DIVERSITY INDEX	HICKEY HISPANIC DIVERSITY INDEX	HICKEY GENERATIONAL DIVERSITY INDEX	HICKEY LANGUAGE DIVERSITY INDEX	HICKEY CITIZENSHIP DIVERSITY INDEX	DIVERSITY GROWTH INDEX	
Fort Collins, CO	80%	43%	153%	108%	95%	78%	77%	81%	
Phoenix-Mesa-Chandler, AZ	141%	147%	95%	192%	127%	166%	145%	130%	
Austin-Round Rock-Georgetown, TX	108%	120%	73%	197%	121%	173%	150%	28%	
Boulder, CO	96%	65%	153%	124%	110%	125%	120%	94%	
Boise City, ID	84%	71%	45%	120%	134%	94%	89%	146%	
Bozeman, MT	39%	15%	53%	55%	83%	50%	56%	83%	

General Demographics

Domestic Migration Trends 2019-2020

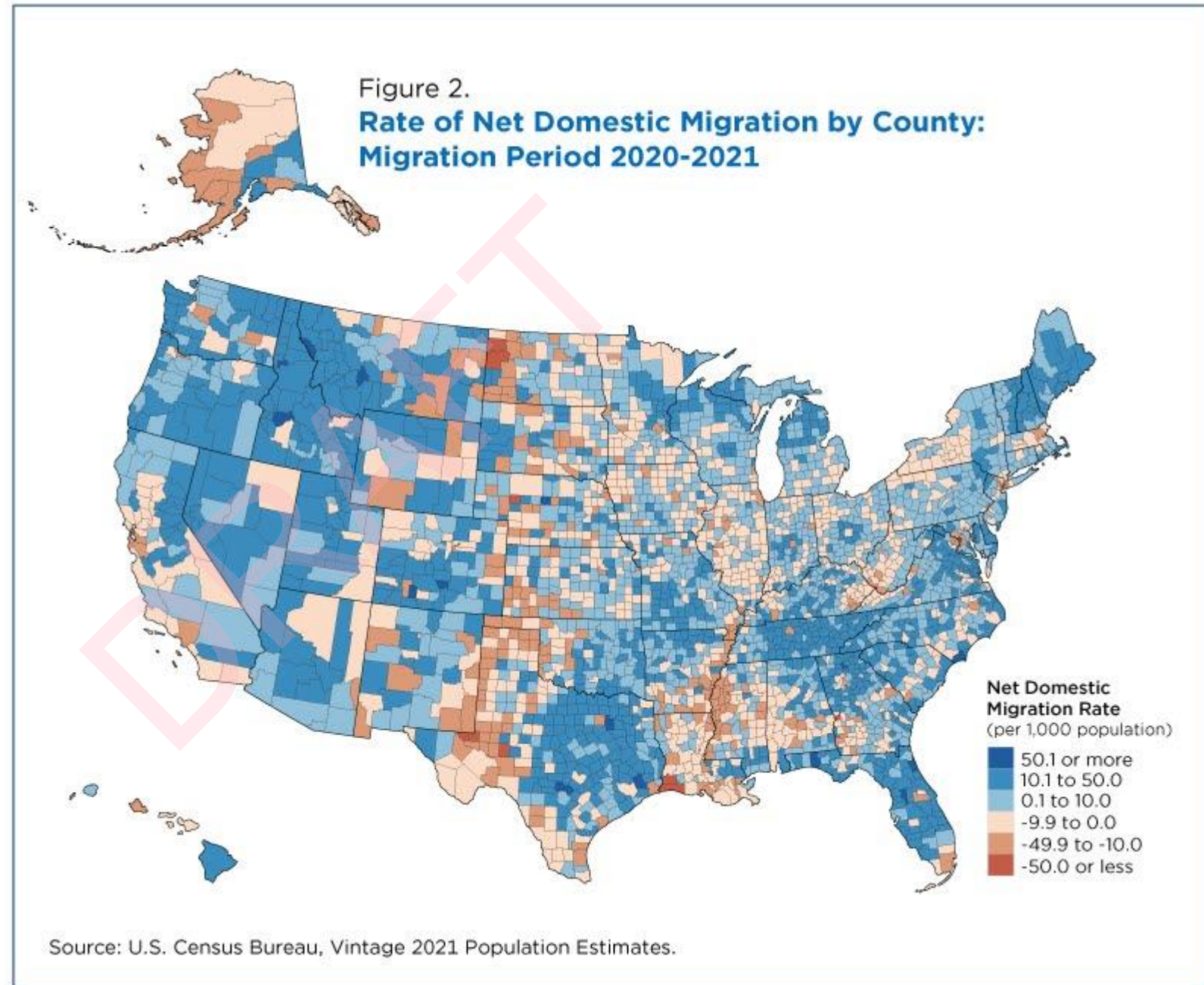
- According to the U.S. Census, the majority of counties (73.1%) had more deaths than births from July 1, 2020 to June 30, 2021, a marked increase from prior years. This “natural decrease” can be partially or completely offset by in-migration, as has been the case for 58% of U.S. counties.
- Before COVID-19 and during the initial stages of the pandemic, Southern states experienced significant growth in migration, drawing population predominantly from the Northeast and Midwest.
- In addition to regional trends, counties adjacent to **major urban centers** have experienced significant in-migration as individuals seek housing options outside of the city.



General Demographics

Domestic Migration Trends 2020-2021

- Trends from 2019-2020 largely continued in the following year, though with fewer outmigration counties overall. Large markets centers continued to see a net decrease in migration, particularly in counties with populations over 500,000.
- Over the entire 2019-2021 period, only Southern states saw a net increase in migration, drawing over one million individuals from other areas of the U.S.
- Economic developers will need to understand the decision drivers for **talent** in addition to businesses in order to maintain population growth within their communities. While multifaceted, one of the predominant themes is the availability of affordable housing.

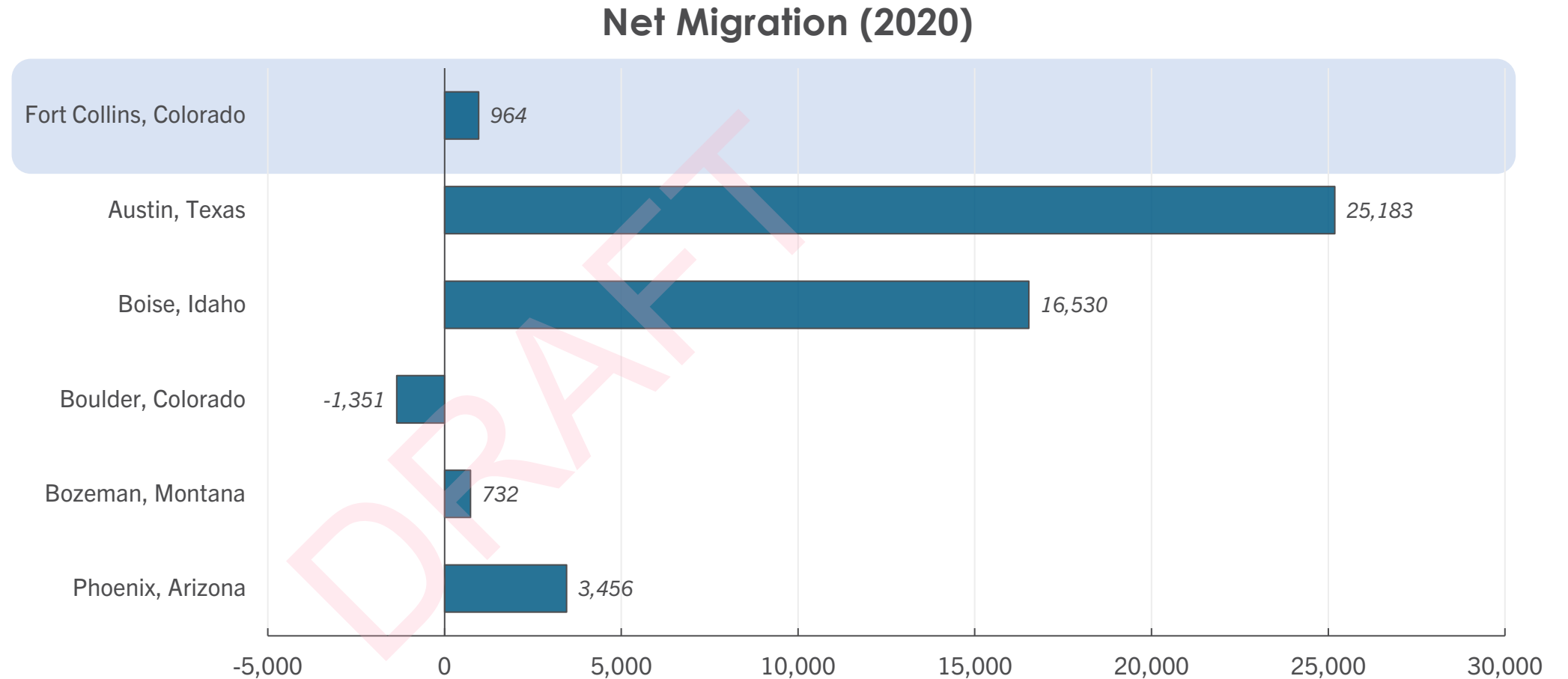


General Demographics

Net Migration

With the most recent data based in 2020, the net migration of the competitive markets was largely driven by trends exacerbated by COVID-19. **Most large urban markets saw a net migration loss** as individuals sought more stable environments during the onset of the pandemic. However, **markets in the southwestern U.S. were net recipients of migration**, as seen in Texas and Phoenix.

- Fort Collins experience a modest net migration surplus in 2020, consistent with migration into the state at large (net migration was 9,194 in 2020 for Colorado).
- **Boulder** was the only market in the competitive set to experience a net migration loss in 2020.



Commuting Patterns

Use of Transportation

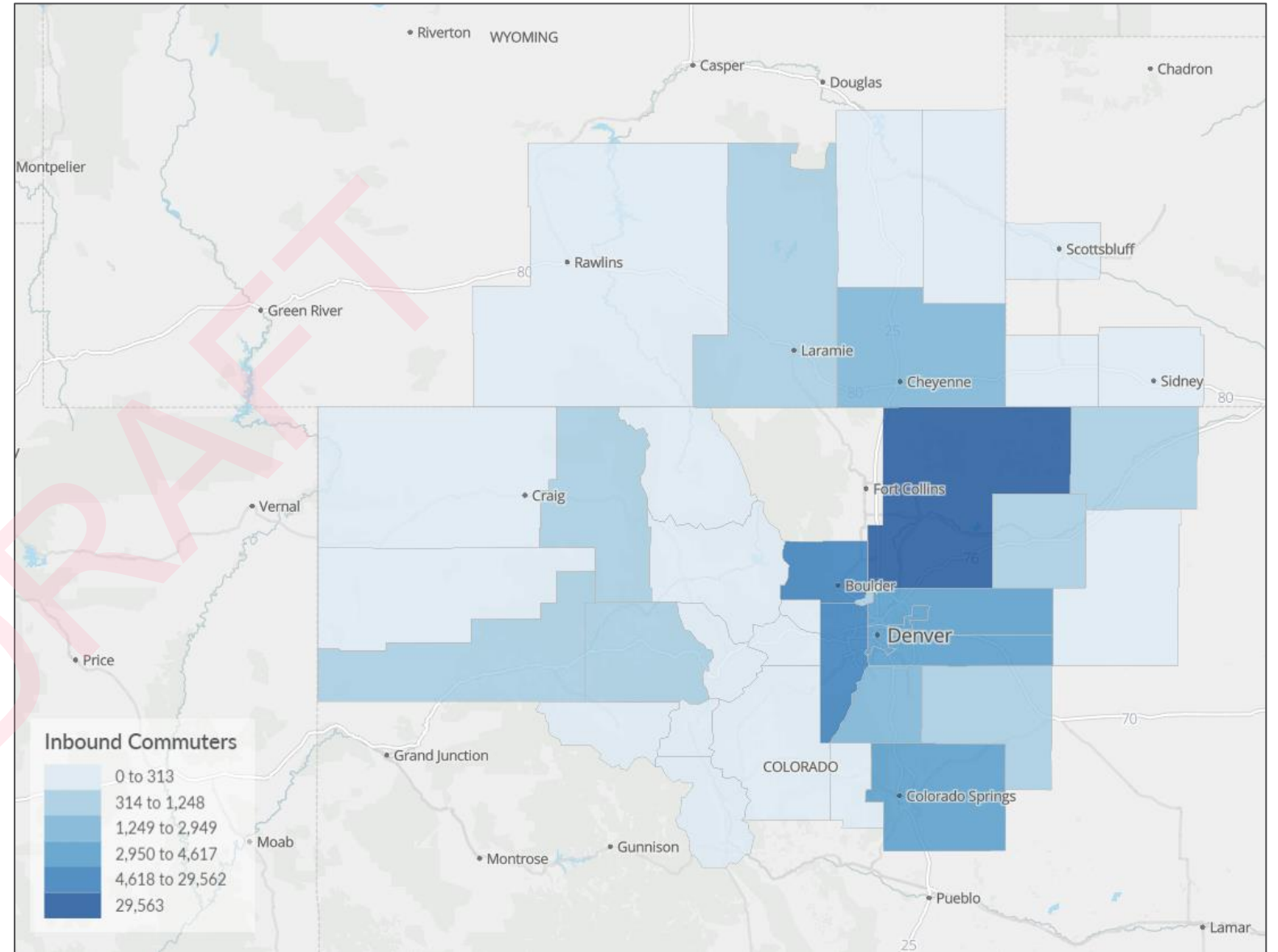
Region	% of Commuters Carpooling to Work	% of Commuters Driving Alone to Work	% of Commuters Taking Public Transportation to Work	% of Commuters Walking to Work	Remote Workers	% Remote Workers	Mean Commute Time
Fort Collins, CO	7.3%	73.0%	1.4%	2.8%	21,302	11.7%	23.6
Austin, Texas	8.8%	73.1%	1.7%	1.9%	143,711	12.5%	27.4
Boise, Idaho	8.3%	78.1%	0.3%	1.9%	31,591	8.9%	22.6
Boulder, Colorado	7.0%	62.7%	4.8%	4.6%	27,740	16.1%	23.5
Bozeman, Montana	8.4%	71.9%	0.5%	5.5%	6,631	10.6%	18.3
Phoenix, Arizona	10.8%	73.9%	1.7%	1.5%	220,023	9.7%	26.9

Source: Census Bureau, Hickey Global

Commuting Patterns

Total Commuters

Region	Total Inbound Commuters	Total Outbound Commuters	Total Net Commuters
Larimer County, CO	61,643	59,864	1,780
Inbound Regions	Commuters into Larimer	Commuters from Larimer	Total Net Commuters
Weld County, CO	29,563	15,654	13,909
Boulder County, CO	5,386	11,438	-6,052
Jefferson County, CO	4,618	4,272	346
Arapahoe County, CO	3,791	4,595	-803
Adams County, CO	3,723	5,249	-1,525
Denver County, CO	3,304	8,035	-4,731



Regional Income

Factors Driving Wage Growth and Migration

- This table highlights some of the **macroeconomic indicators that factor into wage expectations** within a community. Median Household Income shows the income level earned by a given household and is considered an accurate measure of income at the geographical level. Per capita personal income is a key gauge of economic performance. These factors are countered by the costs of living in the community, identified here by Median Gross Rent and the overall Cost of Living.
- Fort Collins has the **third highest median household income** behind Boulder and Austin. **Median gross rent and cost of living** are the second highest, indicating that Colorado is a high-cost environment compared to other competitors.
- **Austin** has an attractive mix of high per capita personal income and low cost of living. The cost of living index is likely lowered by the inclusion of Round Rock and Georgetown.

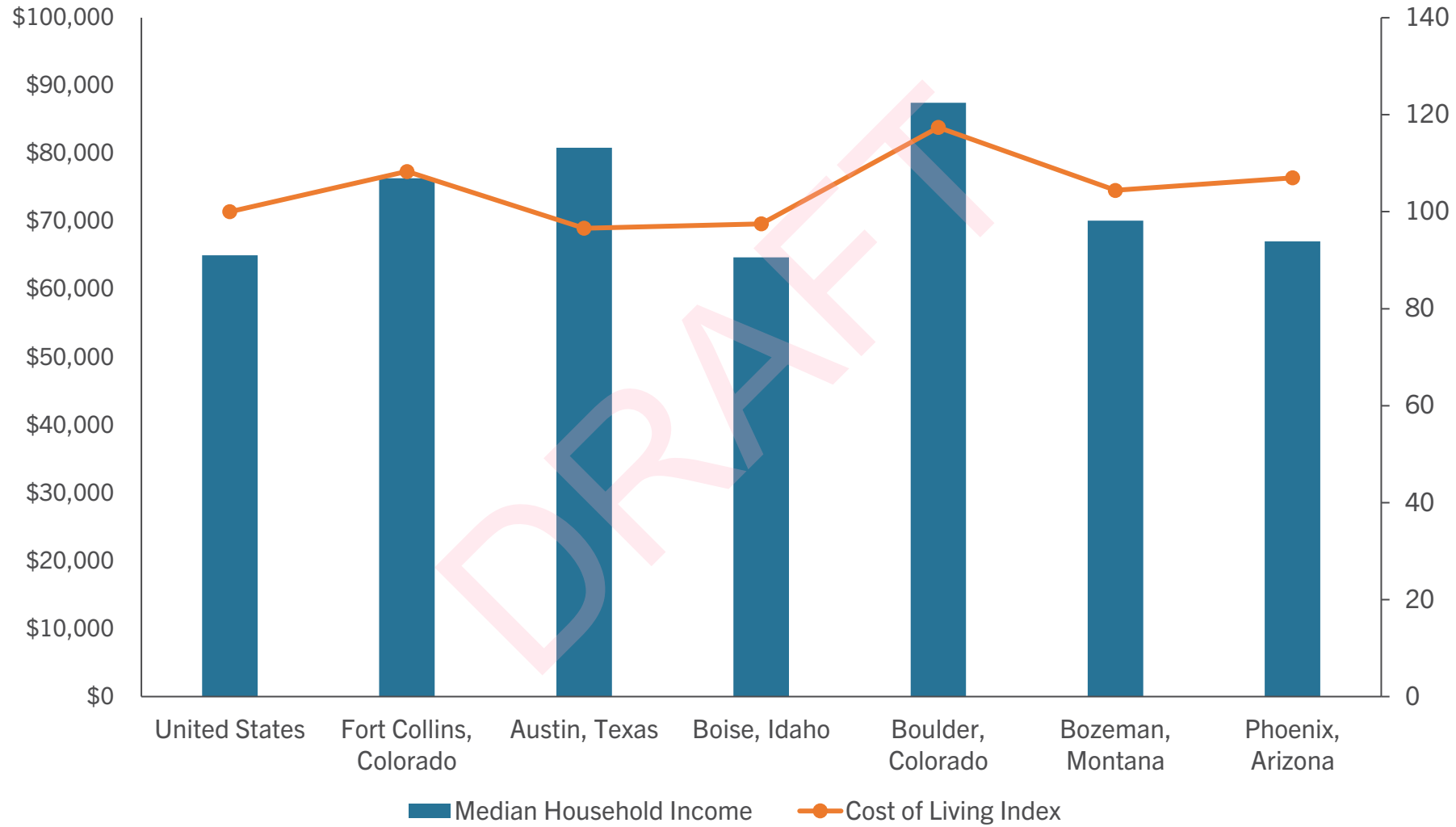
Region	Median Household Income	Per Capita Personal Income	Median Gross Rent	Cost of Living Index ¹
United States	\$64,994	\$59,510	\$1,191	100.0
Fort Collins, Colorado	\$76,366	\$64,913	\$1,463	108.3
Austin, Texas	\$80,852	\$98,317	\$1,427	96.6
Boise, Idaho	\$64,717	\$50,474	\$1,222	97.5
Boulder, Colorado	\$87,476	\$79,649	\$1,732	117.4
Bozeman, Montana	\$70,124	\$63,432	\$1,315	104.4
Phoenix, Arizona	\$67,068	\$51,851	\$1,384	107.0

1. The Cost of Living Index (COLI) provides a baseline for regional costs of living compared to the nation and to other markets. The index is comprised of six categories: grocery items, housing, utilities, transportation, health care, and miscellaneous goods and services. An index below 100 means the region has a lower cost of living than the national average, while an index above 100 means it is more expensive to live. A commonly used Cost of Living Calculator is published by the Council for Community and Economic Research (C2ER).

Regional Income

Factors Driving Wage Growth and Migration

Median Household Income/Cost of Living

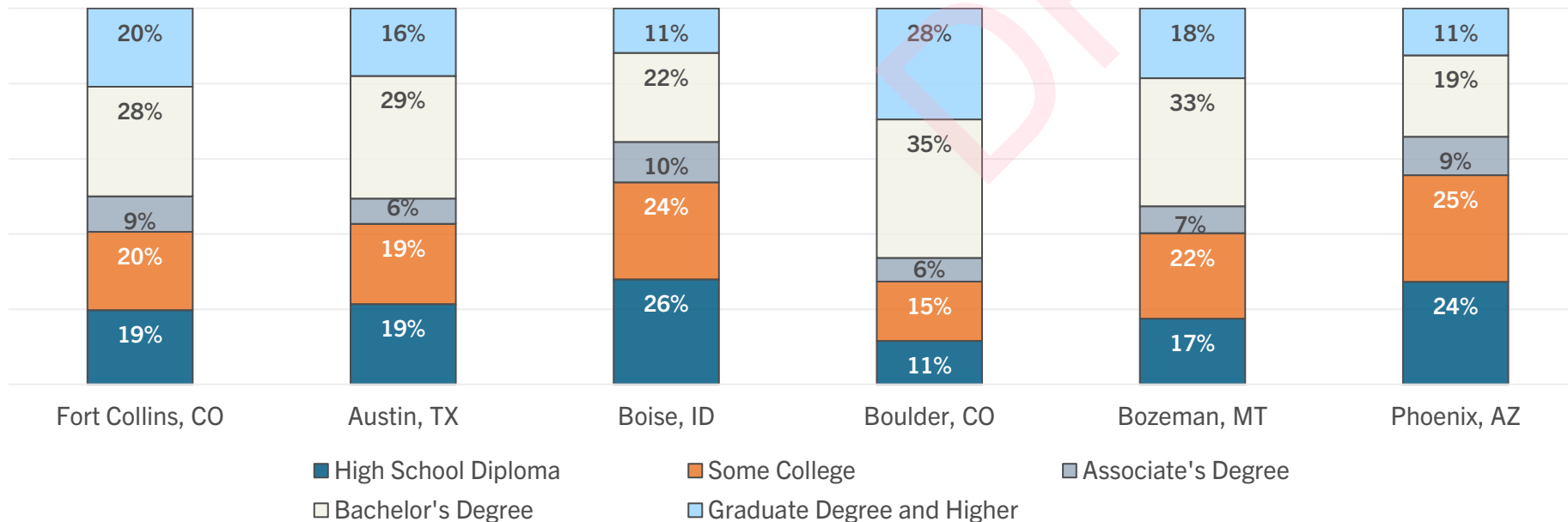


Educational Attainment

Education Achievement by Level

- Fort Collins is highly competitive for positions requiring advanced degrees, with 20% of the populace possessing a Graduate Degree or higher. Boulder has the largest proportion of post-secondary attainment.
- Nearly 50%** of the populace in Fort Collins has a Bachelor's Degree or higher. Boulder leads the pack with 63%, while Bozeman has 51%.

Region	High School Diploma	Some College	Associate's Degree	Bachelor's Degree	Graduate Degree and Higher
Fort Collins, Colorado	19%	20%	9%	28%	20%
Austin, Texas	19%	19%	6%	29%	16%
Boise, Idaho	26%	24%	10%	22%	11%
Boulder, Colorado	11%	15%	6%	35%	28%
Bozeman, Montana	17%	22%	7%	33%	18%
Phoenix, Arizona	24%	25%	9%	19%	11%



- Not all occupations require secondary degrees, however, and other markets may be better suited for industries requiring **technical or trades skills** rather than academic accreditation. Markets with a high rate of Associate's holders or a populace with some college experience are more likely to be a draw for these types of roles.

Educational Attainment

Completions by Select Degree Program

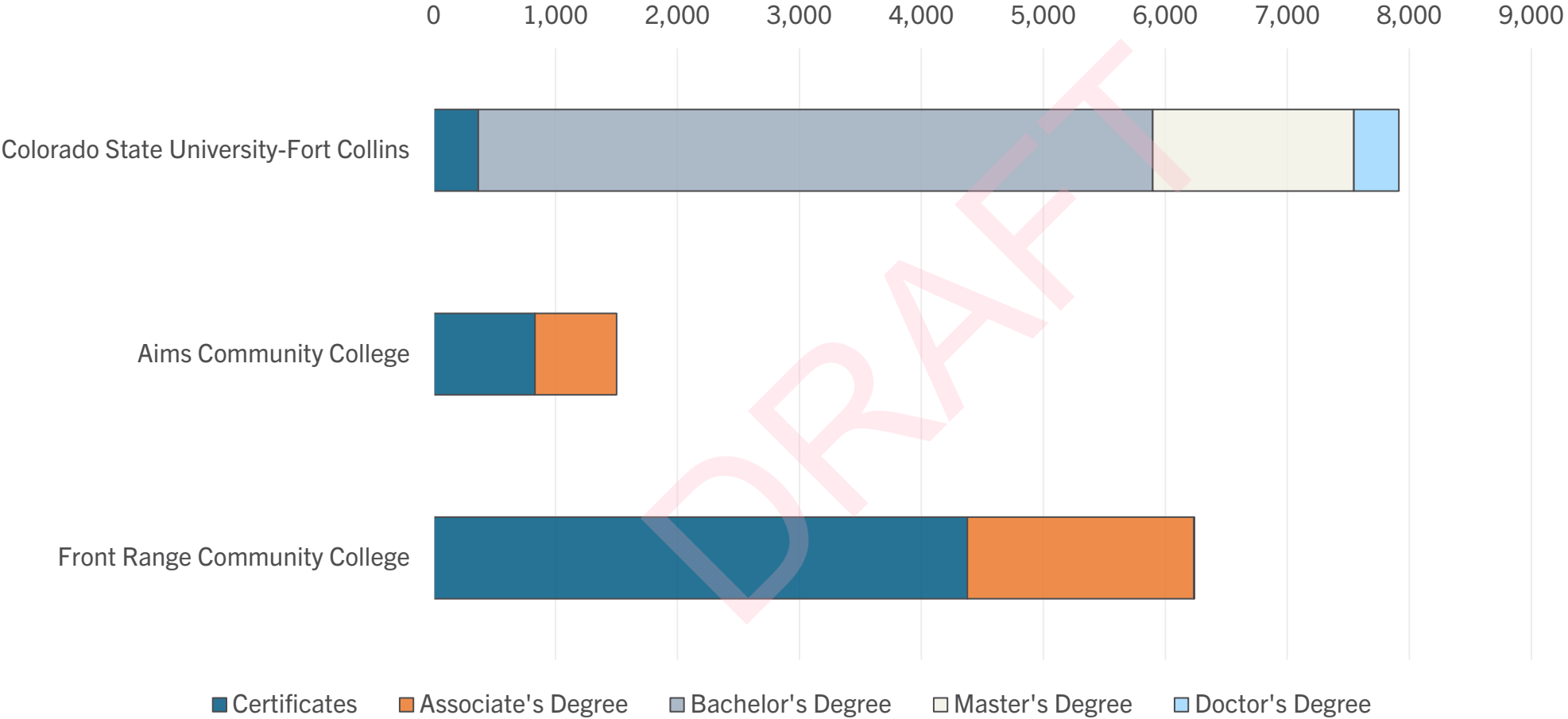
Region	2021 Total	Agricultural/ Animal/Plant/ Veterinary Science	Computer and Information Sciences and Support Services	Education	Engineering and Engineering Related Technologies/ Technicians	Liberal Arts and Sciences, General Studies and Humanities	Biological and Biomedical Sciences	Mathematics and Statistics	Physical Sciences	Public Administration and Social Service Professions	Social Sciences	Visual and Performing Arts	Health Professions and Related Programs	Business, Management, Marketing, and Related Support Services
Fort Collins, CO	15,653	680	705	495	1,222	1,874	946	138	149	191	594	263	1,497	3,055
Austin, TX	38,291	142	2,273	1,039	2,749	2,296	1,882	650	475	697	1,908	1,519	3,776	5,884
Boise, ID	10,313	19	327	764	387	1,119	260	52	83	414	297	204	1,821	1,718
Boulder, CO	12,445	0	641	187	1,566	24	1,001	279	375	5	946	365	148	1,656
Bozeman, MT	3,444	106	89	354	599	126	269	62	122	5	152	136	310	352
Phoenix, AZ	135,884	519	6,467	14,515	3,880	5,744	2,163	319	921	3,793	2,020	6,512	26,697	32,813

- While the pipeline does not have the same volume as its competitors, Fort Collins has particular strengths in the production of Biological and Biomedical Science, Engineering and Technician, and Business Management degrees. The most active programs are: Business Administration, Psychology, Business Family and Consumer Sciences, Exercise Science and Kinesiology, Biology and Biological Sciences, and Computer and Information Sciences.
- Fort Collins has the highest percentage of degrees in **Biological and Biomedical Sciences** within the competitive set, as those programs represented **11.7%** of the total degrees awarded in Fort Collins in 2021.
- The markets in Colorado have a high percentage of their overall degrees in Engineering and Engineering Related Technologies. The degrees represent 11% of total degrees in Fort Collins and nearly 13% in Boulder. Bozeman has the highest percentage with 17%.
- Fort Collins awards the most degrees in **Agricultural, Animal, Plant, and Veterinary Science**.

Educational Attainment

Completions and Enrollment by Institution

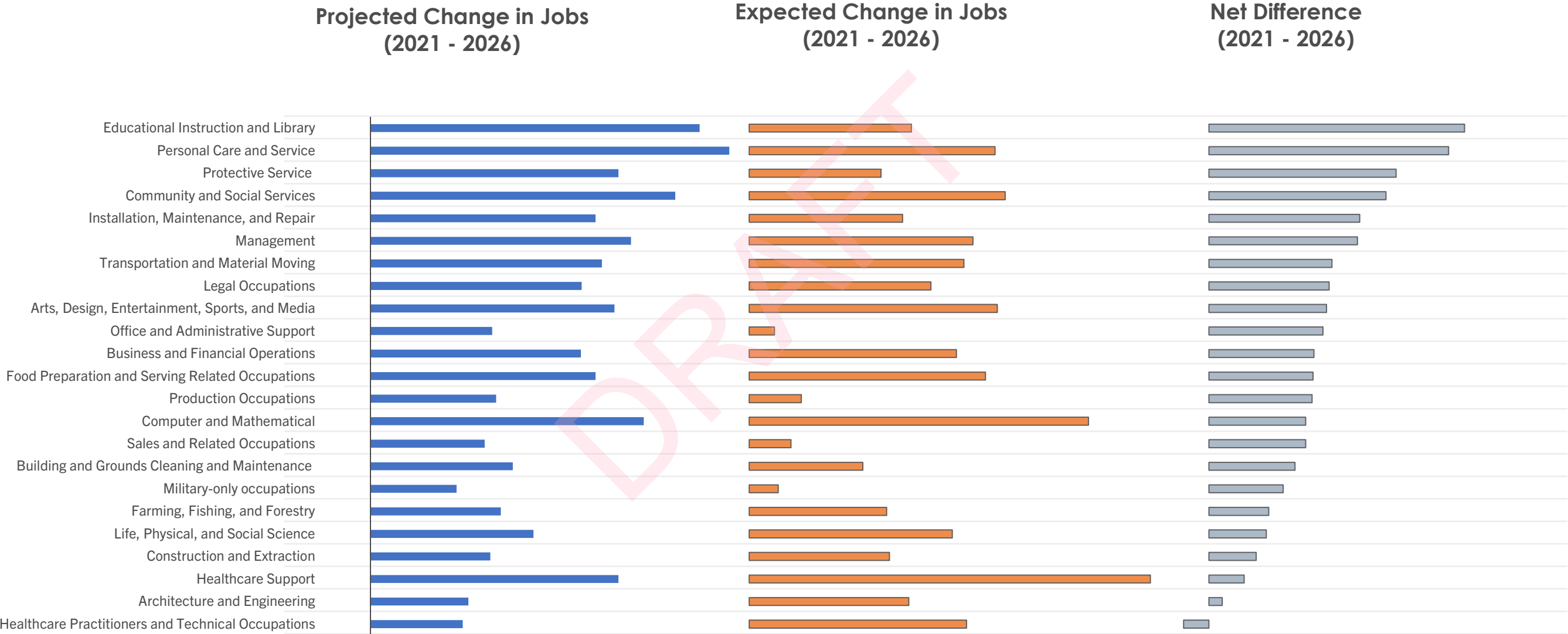
Completions by Degree Type (2021)



2020 Enrollments	Enrollment Change (2016 – 2020)
32,428	2%
5,981	6%
18,703	-1%

Employment Growth

Occupation Growth in Fort Collins vs the US

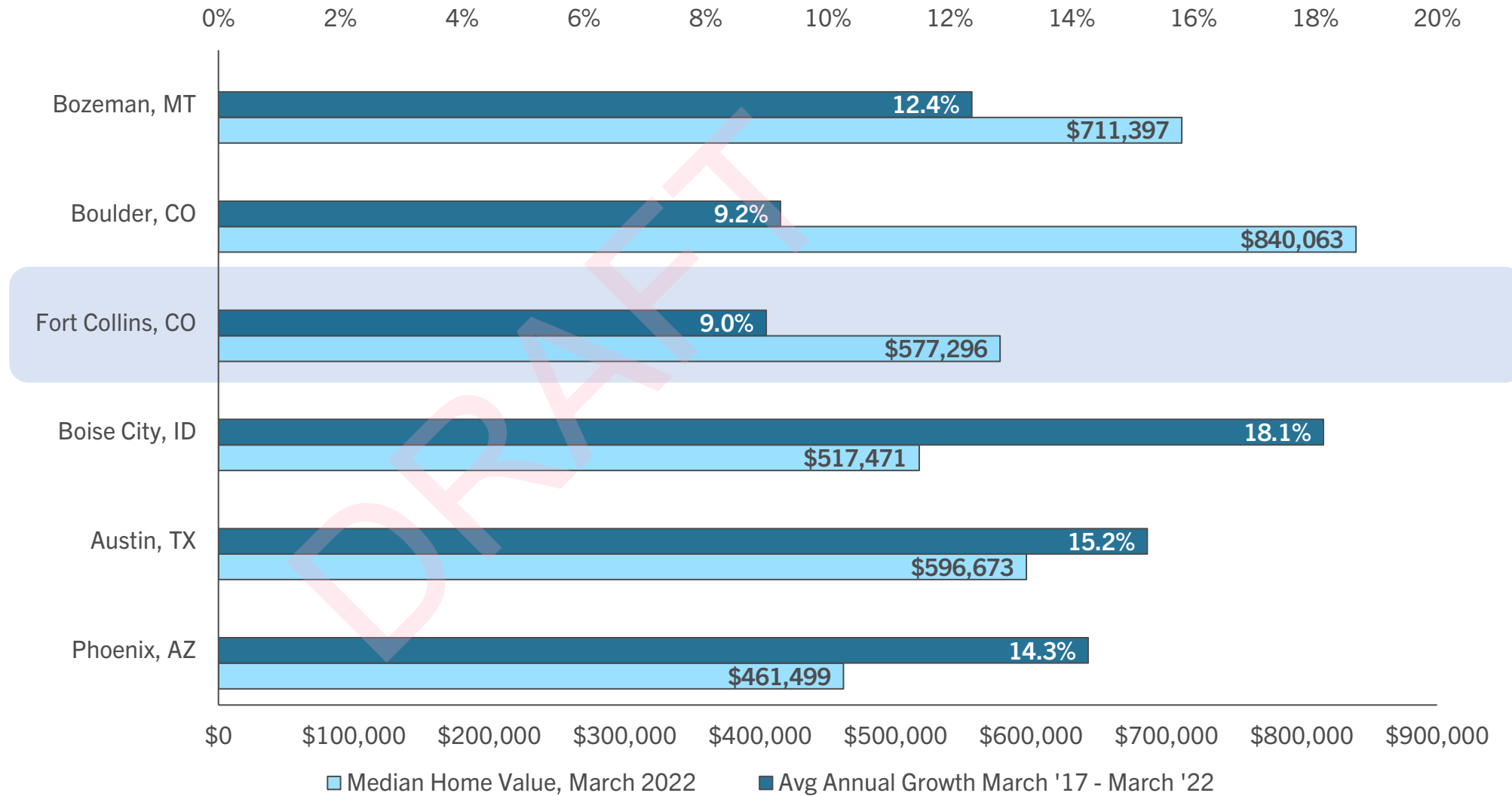


Source: Lightcast, Hickey Global

Housing Values

Median Home Values and Growth Rates

- Median home prices Fort Collins are moderate compared the competitive set. Boulder has the highest median home value, and Phoenix has the lowest.
- Price inflation in Colorado has been slower than in competitor markets, with Fort Collins having the lowest annual average growth of the competitive set at 9%.
- Home values have been increasingly steadily nationwide, with most markets in the study having an annual average growth rate of over 10%.



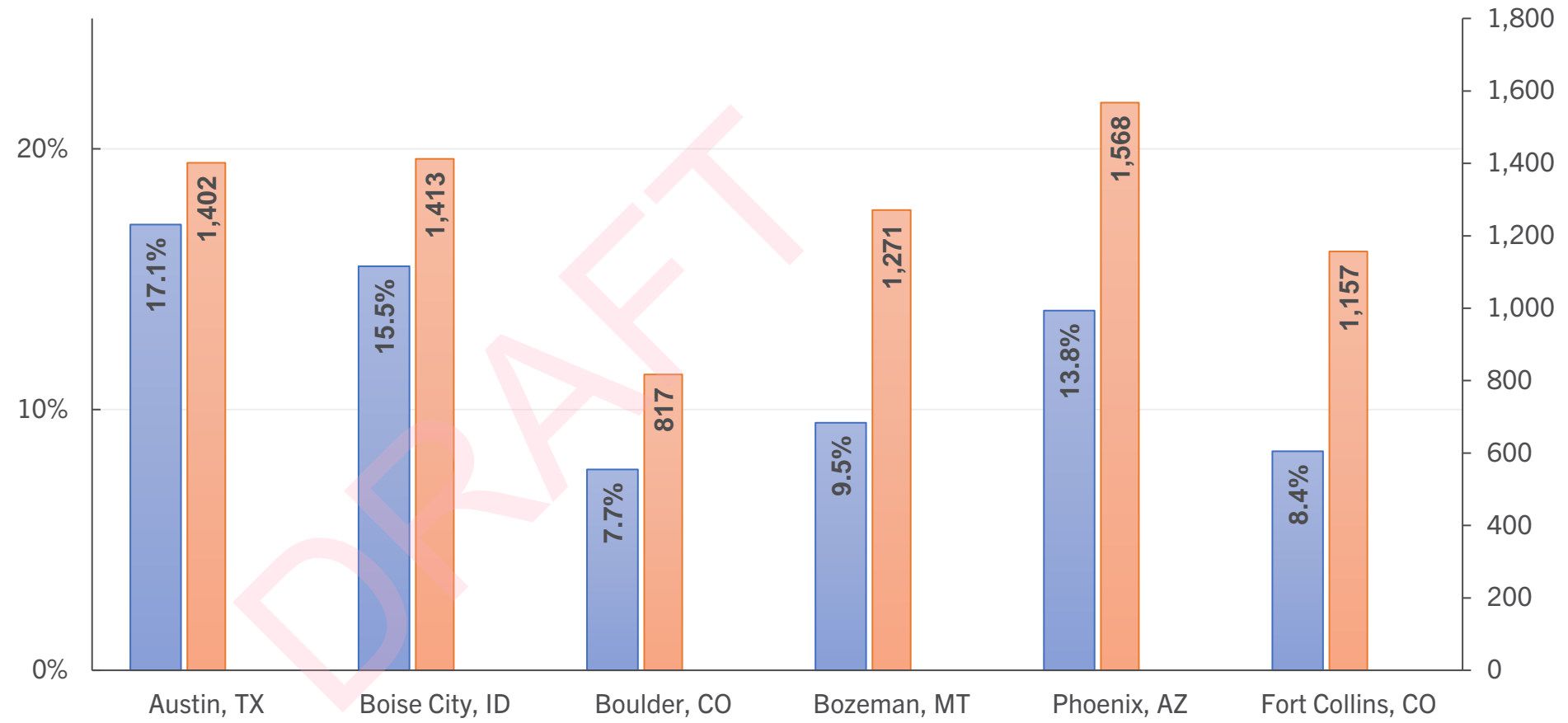
Source: Zillow Housing Data Research

Health

Access to Healthcare and Outcomes

- Fort Collins has positive health outcomes compared to the national average and an overall life expectancy of **81.6** years.
- Access to healthcare at the MSA level is average, with 8.4% of residents without insurance. **Austin** and **Boise City** have the highest percentage of uninsured adults within the competitive set.
- The combined health index takes into account dozens of data points including prevalence of health issues, number of primary care providers, premature mortality, and more. Fort Collins lands in the middle of the competitive set.

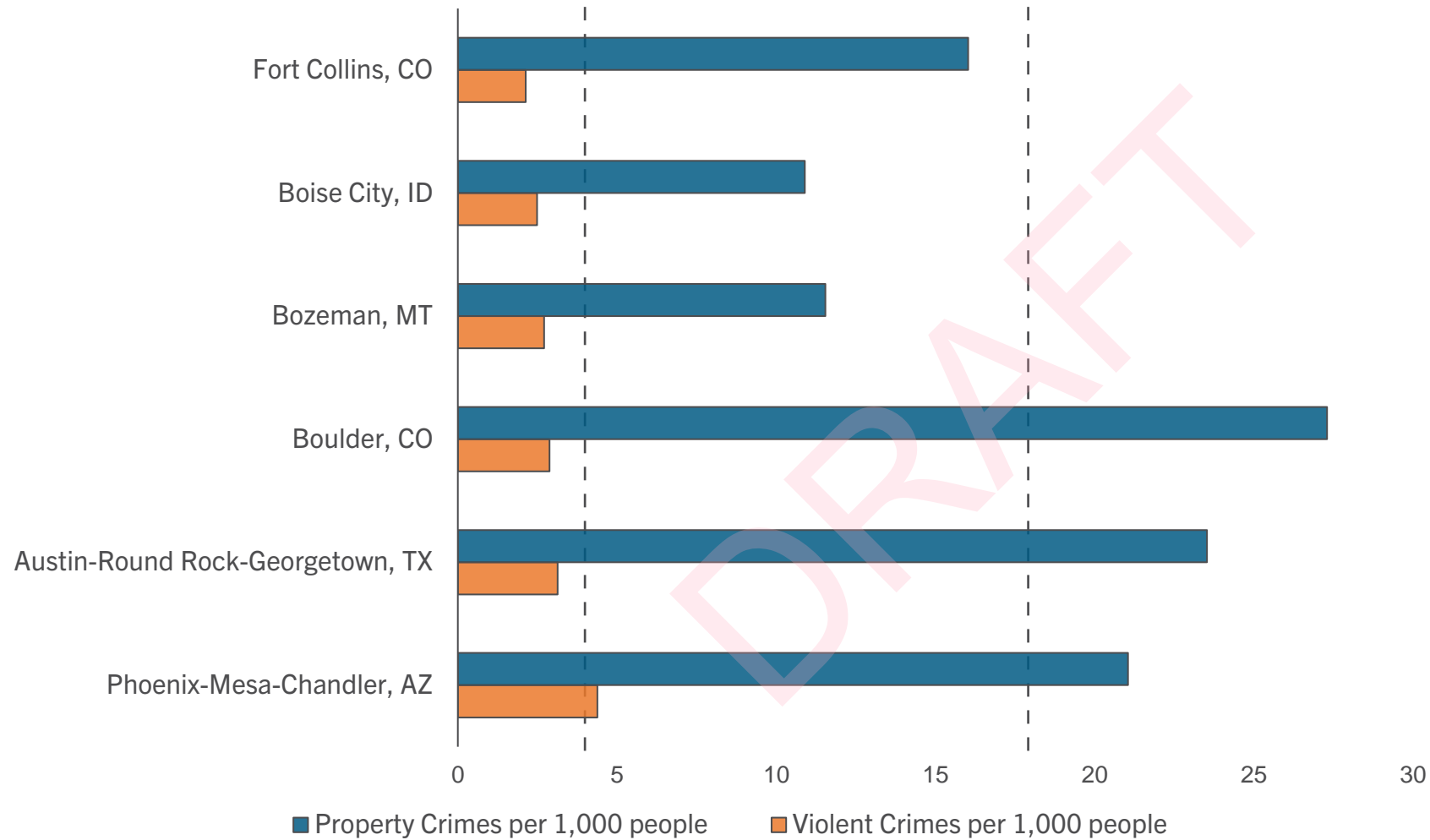
Percentage of Uninsured Adults and Population per Physician



	Fort Collins, CO	Austin, TX	Boise City, ID	Boulder, CO	Bozeman, MT	Phoenix, AZ	Phoenix, AZ
Life Expectancy	81.6	81.4	80.1	83	82.4	80.6	80.6
Combined Health Index	67.1	64.5	58.6	72.4	73.3	56.1	56.1

Crime

Crimes per 1,000 People



- The violent crimes rates are highest in Phoenix and the highest property crime rates are in Boulder. Phoenix is the only market with higher violent crime rates than the national average.
- Crime rates for Fort Collins are lower than the U.S. average. The violent crime rate is the lowest of the competitive set.
- Boulder has similar violent crime rates as Fort Collins but significantly higher property crimes. At over 25 per 1,000 people, Boulder has the highest property crime rate of the competitive set.

Source: Lightcast, FBI's Uniform Crime Reporting Program, 2021

INDUSTRY VERIFICATION

1. Cluster Concepts
2. Cluster List
3. Food & Beverage Manufacturing
4. Machinery Manufacturing & Production Technology
5. Information Technology
6. Life Sciences
7. Wood & Wood Product Manufacturing
8. Metals, Plastics, Mineral Product, and Chemicals Manufacturing
9. Professional Services
10. Distribution & E-Commerce

DRAFT

WHAT IS A “CLUSTER”?

The U.S. Small Business Administration defines *clusters* as geographic concentrations of organically interconnected small, medium and large businesses, universities, non-governmental organizations, and economic development organizations in a particular field. Cluster activities increase opportunities for these segments to participate and promote innovation, identify research, create jobs and attract capital within a particular industry and generally enhance regional economic growth.

INDUSTRY CLASSIFICATIONS

Traded Industry

Traded industry clusters are groups of interlinked businesses that sell goods and services in markets outside of their local region. Traded industries tend to offer higher wages and stronger career pathways to their employees and bring larger investment and tax revenues into a community. Economic development organizations ***favor traded clusters for target industry efforts.***

Local Industry

Conversely, local industry clusters are groups of industries that primary serve the local region. Because local industries are not as competitive, they do not typically benefit from competitive advantages inherent to a community.

NAICS IS NECESSARY BUT NOT SUFFICIENT

Pros

- Allows for data-driven analysis and justification of cluster
- Tracks changes in cluster growth over time
- Provides ability to crosswalk to skills and occupations

Cons

- *NAICS are self-identified by companies*
- *Does not include emerging industries*
- *Will not capture all business types within a cluster*
- *Does not represent fixed limits on the cluster definitions*

Clusters

NAICS List

Food & Beverage Manufacturing	Machinery Manufacturing & Production Technology	Information Technology
311213: Malt Manufacturing	333618: Other Engine Equipment Manufacturing	334111: Electronic Computer Manufacturing
312120: Breweries	333112: Lawn and Garden Tractor and Equipment Manufacturing	334516: Analytical Laboratory Instrument Manufacturing
312140: Distilleries	333413: Industrial and Commercial Fan, Blower, and Air Purification Equipment Manufacturing	334515: Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals
311423: Dried and Dehydrated Food Manufacturing	333992: Welding and Soldering Equipment Manufacturing	334418: Printed Circuit Assembly Manufacturing
311941: Mayonnaise, Dressing, and Other Prepared Sauce	333519: Rolling Mill and Other Metalworking Machinery Manufacturing	334519: Other Measuring and Controlling Device Manufacturing
311511: Fluid Milk Manufacturing	333618: Other Engine Equipment Manufacturing	334510: Electromedical and Electrotherapeutic Apparatus Manufacturing
311119: Other Animal Food Manufacturing	333112: Lawn and Garden Tractor and Equipment Manufacturing	334513: Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables
311352: Confectionary Manufacturing from Purchased Chocolate	333413: Industrial and Commercial Fan, Blower, and Air Purification Equipment Manufacturing	334419: Other Electronic Component Manufacturing
311811: Retail Bakeries	333992: Welding and Soldering Equipment Manufacturing	334514: Totalizing Fluid Meter and Counting Device Manufacturing
311812: Commercial Bakeries	333519: Rolling Mill and Other Metalworking Machinery Manufacturing	334511: Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing
311920: Coffee and Tea Manufacturing	333618: Other Engine Equipment Manufacturing	518210: Data Processing, Hosting, and Related Services
	333112: Lawn and Garden Tractor and Equipment Manufacturing	511210: Software Publishers
	333413: Industrial and Commercial Fan, Blower, and Air Purification Equipment Manufacturing	335999: All Other Miscellaneous Electrical Equipment and Component Manufacturing
	333992: Welding and Soldering Equipment Manufacturing	541511: Custom Computer Programming Services
	333519: Rolling Mill and Other Metalworking Machinery Manufacturing	541512: Computer Systems Design Services

Clusters

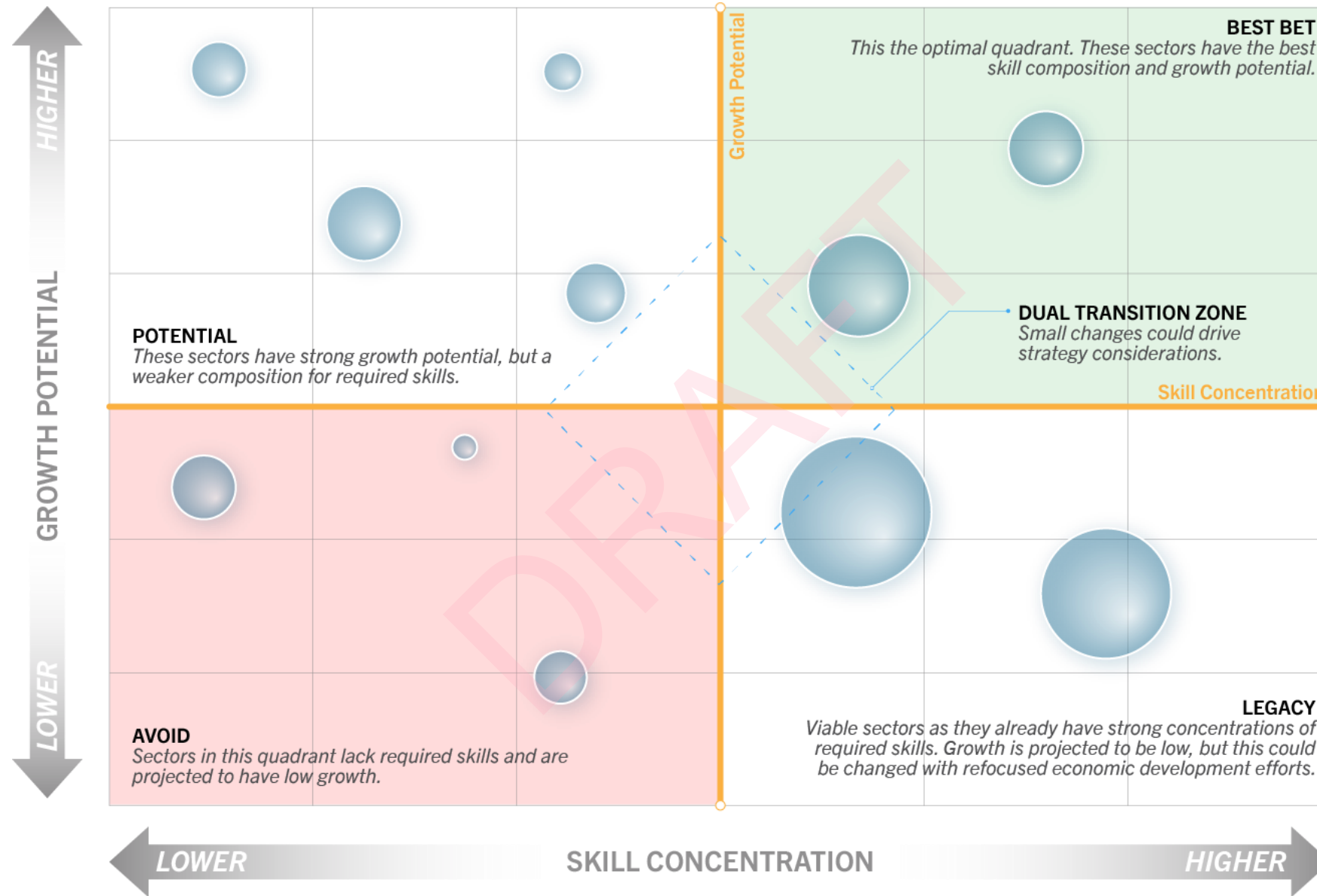
NAICS List

Life Sciences	Wood & Wood Product	Metals, Plastics, Mineral Product, and Chemicals
325412: Pharmaceutical Preparation Manufacturing	321114: Wood Preservation	325320: Pesticide and Other Agricultural Chemical Manufacturing
541715: Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	337110: Wood Kitchen Cabinet and Countertop Manufacturing	331523: Nonferrous Metal Die-Casting Foundries
339116: Dental Laboratories	321999: All Other Miscellaneous Wood Product Manufacturing	325613: Surface Active Agent Manufacturing
339114: Dental Equipment and Supplies Manufacturing	321918: Other Millwork (including Flooring)	332323: Ornamental and Architectural Metal Work Manufacturing
325411: Medicinal and Botanical Manufacturing	337211: Wood Office Furniture Manufacturing	327991: Cut Stone and Stone Product Manufacturing
339112: Surgical and Medical Instrument Manufacturing	321992: Prefabricated Wood Building Manufacturing	324121: Asphalt Paving Mixture and Block Manufacturing
Professional Services		331210: Iron and Steel Pipe and Tube Manufacturing from Purchased Steel
541620: Environmental Consulting Services		331420: Copper Rolling, Drawing, Extruding, and Alloying
541990: All Other Professional, Scientific, and Technical Services		327215: Glass Product Manufacturing Made of Purchased Glass
541330: Engineering Services		332439: Other Metal Container Manufacturing
541613: Marketing Consulting Services		327320: Ready-Mix Concrete Manufacturing
		332919: Other Metal Valve and Pipe Fitting Manufacturing
		327110: Pottery, Ceramics, and Plumbing Fixture Manufacturing
		326122: Plastics Pipe and Pipe Fitting Manufacturing
		326199: All Other Plastics Product Manufacturing
		326130: Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing

Distribution & E-Commerce
424910: Farm Supplies Merchant Wholesalers
488991: Packing and Crating
423490: Other Professional Equipment and Supplies Merchant Wholesalers
424590: Other Farm Product Raw Material Merchant Wholesalers
493130: Farm Product Warehousing and Storage
425110: Business to Business Electronic Markets
424950: Paint, Varnish, and Supplies Merchant Wholesalers
423330: Roofing, Siding, and Insulation Material Merchant Wholesalers
424490: Other Grocery and Related Products Merchant Wholesalers
423430: Computer and Computer Peripheral Equipment and Software Merchant Wholesalers
423910: Sporting and Recreational Goods and Supplies Merchant Wholesalers
423320: Brick, Stone, and Related Construction Material Merchant Wholesalers
424810: Beer and Ale Merchant Wholesalers
423210: Furniture Merchant Wholesalers
423710: Hardware Merchant Wholesalers
423990: Other Miscellaneous Durable Goods Merchant Wholesalers

Target Industry Identification

Introduction to Cluster Analysis



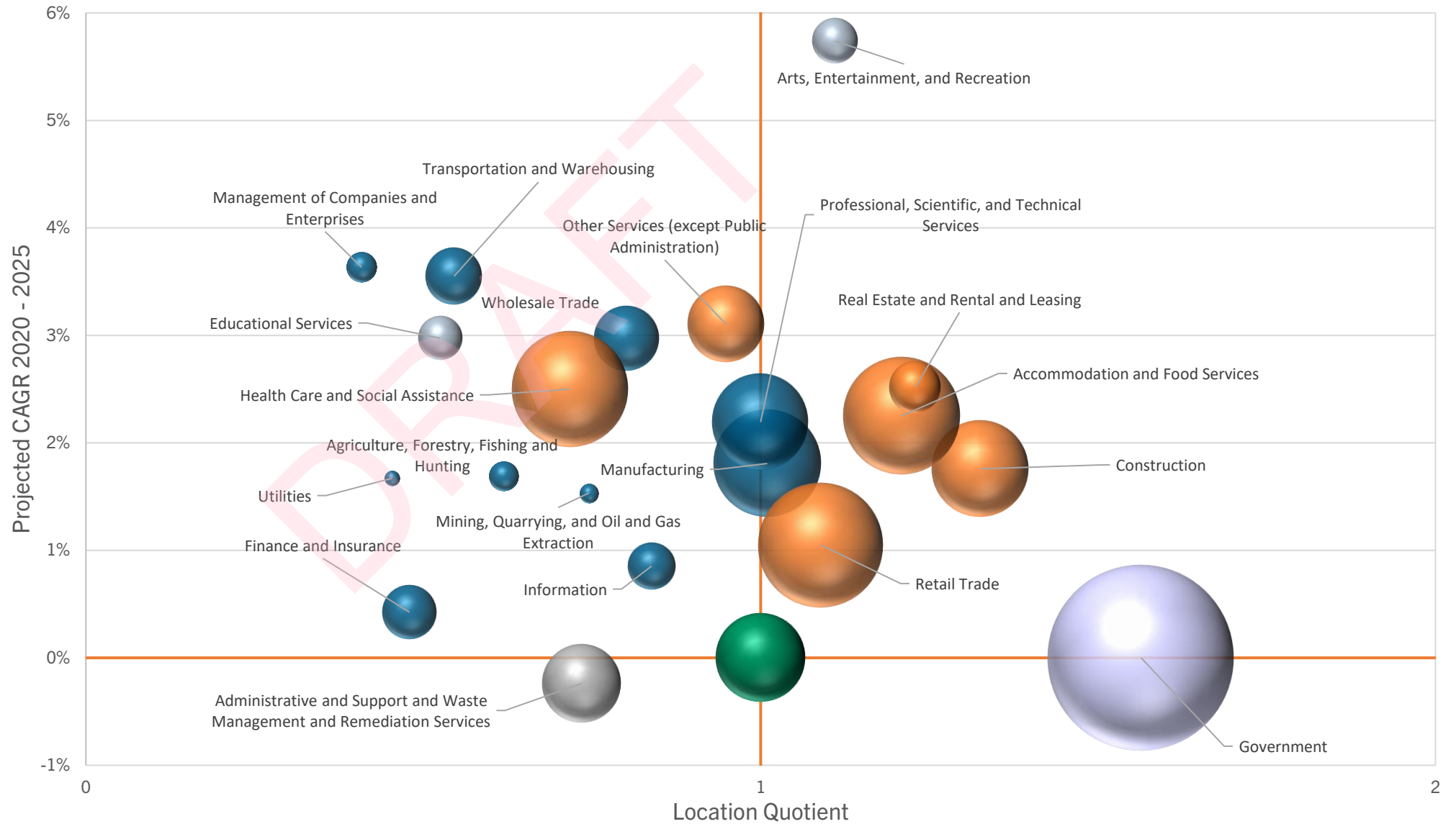
Fort Collins Growth Potential

Location Quotient and Annual Growth



Note: Dot Size represents Regional Employment within the Sector

Location Quotient vs. Projected Annual Growth



Fort Collins is projected to experience growth in most major industries over the next five years.



Target Industries

Top Employers



ANHEUSER-BUSCH

Food & Beverage Manufacturing

NAICS 312120: Breweries



Machinery Manufacturing & Production
Technology

NAICS 333618: Other Engine Equipment
Manufacturing



Information Technology

NAICS 334418: Printed Circuit Assembly
Manufacturing

OTTER PRODUCTS

Metals, Plastics, Mineral Product, and
Chemicals

NAICS 326199: All Other Plastics Product
Manufacturing



Information Technology

NAICS 334111: Electronic Computer Manufacturing



Information Technology

NAICS 334111: Electronic Computer Manufacturing



Life Sciences

NAICS 325412: Pharmaceutical Preparation
Manufacturing



Information Technology

NAICS 513120: Software Publishers



BILLGO

HICKEYGLOBAL
ECONOMIC DEVELOPMENT CONSULTING

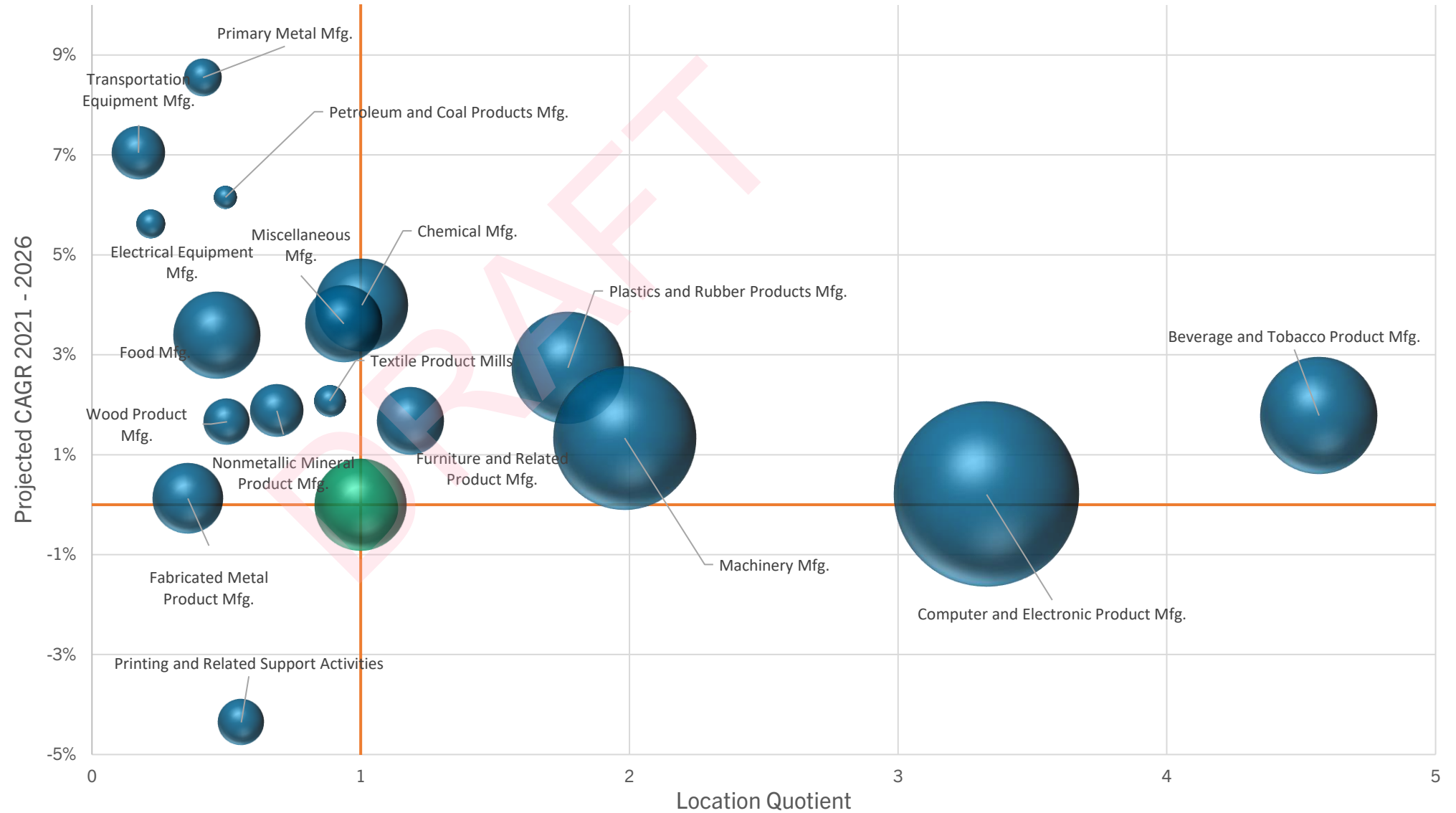
Manufacturing

Location Quotient and Annual Growth



Note: Dot Size represents Regional Employment within the Sector

Location Quotient vs. Projected Annual Growth



Fort Collins has distinct specializations in multiple manufacturing verticals, particularly:

- Beverage and Tobacco Product
- Computer and Electronic Product
- Machinery
- Plastics and Rubber Products
- Furniture and Related Product

Professional Services

Location Quotient and Annual Growth



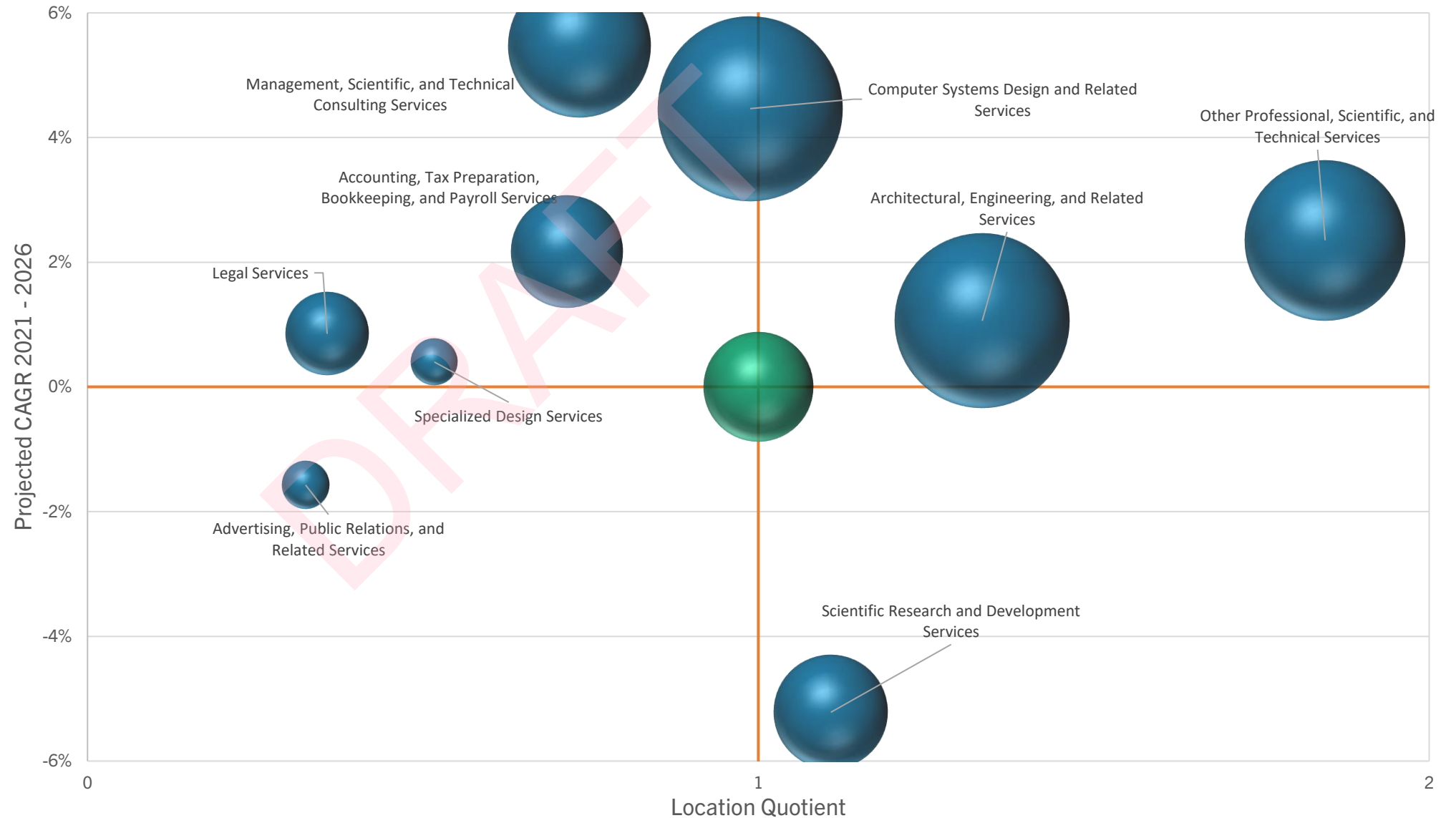
Note: Dot Size represents Regional Employment within the Sector

Fort Collins specializes in:

- **Other Professional, Scientific, and Technical Services**
- **Architectural, Engineering, and Related Services**
- **Scientific Research and Development Services**

Other Professional, Scientific, and Technical Services includes industries such as commodity inspection services, patent broker services, appraisal services, and other establishments engaged with the provision of professional, scientific, or technical services outside of the industries with specific NAICS codes.

Location Quotient vs. Projected Annual Growth



Food & Beverage Manufacturing

Cluster Definition

NAICS DEFINITION:	MSA Employment (2021)	Average Wage (2021)	MSA Location Quotient (2021)	MSA Projected CAGR (2021 – 2026)
311213: Malt Manufacturing	31	\$51,251	21.33	7.16%
312120: Breweries	1,492	\$91,484	13.48	1.50%
312140: Distilleries	96	\$64,425	3.81	4.75%
311423: Dried and Dehydrated Food Manufacturing	54	\$35,154	3.74	10.01%
311941: Mayonnaise, Dressing, and Other Prepared Sauce	61	\$69,627	2.62	10.14%
311511: Fluid Milk Manufacturing	145	\$64,617	2.37	1.61%
311119: Other Animal Food Manufacturing	66	\$68,012	1.56	2.46%
311352: Confectionary Manufacturing from Purchased Chocolate	49	\$40,009	1.37	1.01%
311811: Retail Bakeries	150	\$29,622	1.24	1.70%
311812: Commercial Bakeries	151	\$78,108	0.97	0.70%
311920: Coffee and Tea Manufacturing	26	\$65,278	0.89	6.52%
Sub-Cluster Total	2,321	\$59,781	3.74	2.27%

Food & Beverage Manufacturing

Cluster Overview

Comparative Ranking

Fort Collins, CO

2021
Employment

2,321

2021
Employment
Rank

49
out of 927

2021
Location
Quotient

3.74

2021
Location
Quotient
Rank

57
out of 927

- The **Food & Beverage** sub-cluster identifies establishments that transforms raw agricultural goods into food products. The sub-cluster relies heavily on infrastructure, the quality of materials, and the local supply chain from processing, packaging, and distribution.
- Fort Collins has cluster strengths in a diverse range of Food & Beverage Manufacturing, with notable specializations in beverage-related industries such as **Malt Manufacturing, Breweries, and Distilling**. As for Food Manufacturing, Fort Collins is an employment hub for **Dried and Dehydrated Foods, Mayonnaise, Dressing, and Other Prepared Sauce, and Fluid Milk Manufacturing**.
- The overall Food & Beverage Manufacturing cluster covers a diverse range of products and processes beyond the clusters identified as potential strengths in the region.

► Food & Beverage Employment

Top 5 Occupations in Fort Collins

Occupation	2021 Industry Employment	5-Year Annual Growth	Median Hourly Earnings
Packaging and Filling Machine Operators and Tenders	299	2%	\$28.19
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters	189	1%	\$18.62
Bartenders	134	1.8%	\$13.05
Bakers	103	1%	\$14.27
Food Batchmakers	101	3.4%	\$17.27

Food & Beverage Manufacturing

Companies in the County

COMPANIES HIRING IN THE DISTRICT:



Key Jobs Posted October 2021 through October 22

- Retail Project Merchandisers
- Route Sales Professionals
- Center Leaders
- Delivery Drivers
- Loaders

Total: 33 Unique Job Postings



- Maintenance Technicians
- Warehouse Associates
- Cellar Operators
- Field Sales Representatives
- Labor Technicians

Total: 25 Unique Job Postings



- Truck Drivers
- Forklift Operators
- Custodial Shift Supervisors

Total: 16 Unique Job Postings

Machinery Manufacturing & Production Technology

Cluster Definition

NAICS DEFINITION:	MSA Employment (2021)	Average Wage (2021)	MSA Location Quotient (2021)	MSA Projected CAGR (2021 – 2026)
333618: Other Engine Equipment Manufacturing	1,507	\$123,558	28.98	0.78%
333112: Lawn and Garden Tractor and Equipment Manufacturing	169	\$71,067	7.72	5.70%
333413: Industrial and Commercial Fan, Blower, and Air Purification Equipment Manufacturing	203	\$68,998	5.78	5.39%
333992: Welding and Soldering Equipment Manufacturing	91	\$111,324	5.36	-6.90%
333519: Rolling Mill and Other Metalworking Machinery Manufacturing	62	\$72,853	4.63	-11.87%
333241: Food Product Machinery Manufacturing	95	\$93,517	4.26	0.69%
333922: Conveyer and Conveying Equipment Manufacturing	87	\$84,540	2.12	4.70%
333611: Turbine and Turbine Generator Set Units Manufacturing	48	\$78,657	2.07	11.85%
333314: Optical Instrument and Lens Manufacturing	35	\$86,907	1.40	3.02%
333517: Machine Tool Manufacturing	39	\$101,216	0.86	-4.89%
333242: Semiconductor Machinery Manufacturing	25	\$103,978	0.81	-0.99%
336330: Motor Vehicle Steering and Suspension Components Manufacturing	75	\$103,770	2.04	8.12%
336320: Motor Vehicle Electrical and Electronic Equipment Manufacturing	89	\$66,191	1.33	9.14%
336991: Motorcycle, Bicycle, and Parts Manufacturing	16	\$53,805	1.16	4.77%
Sub-Cluster Total	2,541	\$106,652	5.72	2.00%

Machinery Manufacturing & Production Technology

Cluster Overview

Comparative Ranking

Fort Collins, CO

2021
Employment

2,541

2021
Employment
Rank

33
out of 927

2021
Location
Quotient

5.72

2021
Location
Quotient
Rank

6
out of 927

- The **Machinery Manufacturing & Production Technology** sub-cluster identifies establishments that apply mechanical force (e.g. gears and levers) to perform work as well as establishments that produce equipment for transporting people and goods. Both Machinery Manufacturing and Production Technology can involve complex assembly operations, and Production Technology incorporates these processes with final assembly into finished vehicles.
- Fort Collins has pronounced cluster strengths in **Other Engine Equipment Manufacturing** driven in part by the presence of Woodward in the region. The MSA also has specializations in **Lawn and Garden Tractor and Equipment Manufacturing, Industrial and Commercial Fan, Blower, and Air Purification Equipment Manufacturing, Welding and Soldering Equipment Manufacturing, and Rolling Mill and Other Metalworking Machinery Manufacturing.**

► Machinery Manufacturing & Production Technology Employment

Top 5 Occupations in Fort Collins

Occupation	2021 Industry Employment	5-Year Annual Growth	Median Hourly Earnings
Miscellaneous Assemblers and Fabricators	189	2.2%	\$17.71
Mechanical Engineers	175	2.4%	\$38.31
Engine and Other Machine Assemblers	168	0%	\$17.13
Machinists	138	1.4%	\$22.83
Industrial Engineers	86	4.8%	\$46.43

Machinery Manufacturing & Production Technology

Companies in the County

COMPANIES HIRING IN THE DISTRICT:



Key Jobs Posted October 2021 through October 22

- Assembly Technicians
- Application Engineers
- Customer Support Engineers
- Software Automation Engineers
- Automation Specialists

Total: 52 Unique Job Postings



- Assemblers
- Material Handlers
- Forklift Operators
- Build Technicians
- Direct Installers

Total: 28 Unique Job Postings



- Mechanical Engineers
- Mechanical Assemblers
- Supply Chain Leaders
- Electrical Controls Engineers
- Field Service Technicians

Total: 23 Unique Job Postings

Information Technology

Cluster Definition

Source: Lightcast, Hickey Global

NAICS DEFINITION:	MSA Employment (2021)	Average Wage (2021)	MSA Location Quotient (2021)	MSA Projected CAGR (2021 – 2026)
334111: Electronic Computer Manufacturing	1,499	\$269,870	11.97	1.28%
334516: Analytical Laboratory Instrument Manufacturing	555	\$161,505	11.78	-1.36%
334515: Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	511	\$208,819	11.67	-7.75%
334418: Printed Circuit Assembly Manufacturing	423	\$213,396	6.36	2.14%
334519: Other Measuring and Controlling Device Manufacturing	227	\$89,646	5.70	2.71%
334510: Electromedical and Electrotherapeutic Apparatus Manufacturing	237	\$124,491	2.74	4.32%
334513: Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	132	\$132,596	1.92	5.46%
334419: Other Electronic Component Manufacturing	131	\$84,546	1.89	0.69%
334514: Totalizing Fluid Meter and Counting Device Manufacturing	16	\$113,719	1.59	-9.19%
334511: Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	193	\$171,197	1.26	4.06%
518210: Data Processing, Hosting, and Related Services	616	\$98,489	1.34	-0.27%
511210: Software Publishers	716	\$96,949	1.12	2.54%
335999: All Other Miscellaneous Electrical Equipment and Component Manufacturing	84	\$114,064	2.39	5.10%
541511: Custom Computer Programming Services	1,450	\$166,365	1.11	5.74%
541512: Computer Systems Design Services	1,331	\$125,059	1.00	3.37%
Sub-Cluster Total	8,121	\$166,466	1.81	2.18%

Information Technology

Cluster Overview

Comparative Ranking

Fort Collins, CO

2021
Employment

8,121

2021
Employment
Rank

63
out of 927

2021
Location
Quotient

1.81

2021
Location
Quotient
Rank

6
out of 927

- The **Information Technology** sub-cluster identifies establishments that create, implement, and connect technological systems and processes through computing. The industry definition used in this study includes companies that manufacture the various technology hardware and equipment used to compute as well as the companies involved in using software to create products and services.
- Fort Collins has pronounced cluster strengths in **Electronic Computer Manufacturing** thanks to the presence of companies like Intel and Broadcom. The MSA also has specializations in **Analytical Laboratory Instrument Manufacturing, Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals, and Printed Circuit Assembly Manufacturing** among others.

► Information Technology Employment Top 5 Occupations in Fort Collins

Occupation	2021 Industry Employment	5-Year Annual Growth	Median Hourly Earnings
Software Developers	1,107	2.8%	\$57.90
Computer Hardware Engineers	850	0.2%	\$62.91
Electrical, Electronic, and Electromechanical Assemblers	305	0.8%	\$18.08
Computer User Support Specialists	244	4%	\$28.32
Project Management Specialists	217	2.4%	\$38.40

COMPANIES HIRING IN THE DISTRICT:



Key Jobs Posted October 2021 through October 22

- Software Engineers
- Project Managers
- Business Analysts/Programmers
- Network Engineers
- Solutions Architects

Total: 373 Unique Job Postings



- Software Product Managers
- Software Engineers
- Product Managers
- Project Management Office Managers
- Cybersecurity Risk Analysts

Total: 314 Unique Job Postings



- Firmware Engineers
- Electronic Service Technicians
- Design Engineers
- Electronics Engineers
- Electrical Engineers

Total: 213 Unique Job Postings

Life Sciences

Cluster Definition

NAICS DEFINITION:	MSA Employment (2021)	Average Wage (2021)	MSA Location Quotient (2021)	MSA Projected CAGR (2021 – 2026)
325412: Pharmaceutical Preparation Manufacturing	803	\$119,805	3.14	4.12%
541715: Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	988	\$152,524	1.72	-5.47%
339116: Dental Laboratories	94	\$57,895	1.61	1.15%
339114: Dental Equipment and Supplies Manufacturing	29	\$118,547	1.56	10.02%
325411: Medicinal and Botanical Manufacturing	63	\$69,061	1.43	6.09%
339112: Surgical and Medical Instrument Manufacturing	205	\$219,290	1.29	8.09%
621511: Medical Laboratories	284	\$76,145	1.04	6.01%
Sub-Cluster Total	2,467	\$132,463	1.78	1.39%

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Comparative Ranking

	2021 Employment	2021 Employment Rank	2021 Location Quotient	2021 Location Quotient Rank
Fort Collins, CO	2,467	62 out of 927	1.78	80 out of 927

- The **Life Sciences** sub-cluster identifies a broad category of establishments that perform research, development, and the manufacturing of pharmaceuticals, biotechnology, and medical devices and technology in order to improve health outcomes. Pharmaceutical companies create and distribute medicines, while biotech firms use natural cellular and biomolecular processes to create products.
- Fort Collins has the largest cluster strength in **Pharmaceutical Preparation Manufacturing**, with regional employment three times that of a similar sized community in the U.S. due to Tolmar. The community also has specializations in **Research and Development in the Physical, Engineering, and Life Sciences** as well as Dental products and processes seen in **Dental Laboratories** and **Dental Equipment and Supplies Manufacturing**.

► Life Sciences Employment

Top 5 Occupations in Fort Collins

Occupation	2021 Industry Employment	5-Year Annual Growth	Median Hourly Earnings
Biochemists and Biophysicists	89	-1.2%	\$38.36
Microbiologists	89	-1.1%	\$29.99
Natural Sciences Managers	89	-3.2%	\$63.13
Chemists	87	2.2%	\$36.88
Clinical Laboratory Technologists and Technicians	86	3.8%	\$28.54

COMPANIES HIRING IN THE DISTRICT:



Key Jobs Posted October 2021 through October 22

- Clinical Laboratory Assistants
- Phlebotomists
- Medical Laboratory Scientists
- Phlebotomy Technicians
- Phlebotomy Supervisors

Total: 27 Unique Job Postings

- Image Analysts
- Pathology Assistants
- Pathologists
- Research Scientists
- Quality Assurance Auditors

Total: 20 Unique Job Postings

- Medical Support Specialists
- Plasma Center Technicians
- Medical Screeners
- Center Supervisors
- IT Product Owners

Total: 17 Unique Job Postings

Wood and Wood Product Manufacturing

Cluster Definition

Source: Lightcast, Hickey Global

NAICS DEFINITION:	MSA Employment (2021)	Average Wage (2021)	MSA Location Quotient (2021)	MSA Projected CAGR (2021 – 2026)
321114: Wood Preservation	41	\$78,300	3.32	0.97%
337110: Wood Kitchen Cabinet and Countertop Manufacturing	446	\$61,729	2.93	1.46%
321999: All Other Miscellaneous Wood Product Manufacturing	54	\$39,541	1.55	1.58%
321918: Other Millwork (including Flooring)	69	\$51,519	1.50	2.02%
337211: Wood Office Furniture Manufacturing	27	\$58,700	1.48	-0.03%
321992: Prefabricated Wood Building Manufacturing	23	\$30,160	1.08	1.74%
Sub-Cluster Total	661	\$58,644	2.32	1.44%

Wood and Wood Product Manufacturing

Cluster Overview

Comparative Ranking

Fort Collins, CO

2021
Employment

661

2021
Employment
Rank

72
out of 927

2021
Location
Quotient

2.32

2021
Location
Quotient
Rank

188
out of 927

- The **Wood and Wood Product Manufacturing** sub-cluster identifies establishments that manufacturing products such as lumber, plywood, veneers, wood containers, wood trusses, and prefabricated wood buildings. The cluster includes businesses that create intermediate products directly from wood as well as companies that purchase sawed lumber and create final products. Firms conducting Wood Preservation activities treat wood with creosote or other preservatives to prevent decay and to protect against fire.
- The Fort Collins MSA has high location quotients in a number of Wood and Wood Product Manufacturing industries, such as **Wood Preservation, Wood Kitchen Cabinet and Countertop Manufacturing, and All Other Miscellaneous Wood Product Manufacturing.**

► Wood and Wood Product Manufacturing Employment

Top 5 Occupations in Fort Collins

Occupation	2021 Industry Employment	5-Year Annual Growth	Median Hourly Earnings
Cabinetmakers and Bench Carpenters	187	1.2%	\$18.16
Miscellaneous Assemblers and Fabricators	56	0.4%	\$17.71
Carpenters	26	1.6%	\$21.83
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	25	1.6%	\$15.52
First-Line Supervisors of Production and Operating Workers	25	1.6%	\$35.06

Metals, Plastics, Mineral Product, and Chemicals

Source: Lightcast, Hickey Global

Cluster Definition

NAICS DEFINITION:	MSA Employment (2021)	Average Wage (2021)	MSA Location Quotient (2021)	MSA Projected CAGR (2021 – 2026)
325320: Pesticide and Other Agricultural Chemical Manufacturing	47	\$76,267	2.90	4.60%
331523: Nonferrous Metal Die-Casting Foundries	64	\$50,042	2.50	5.26%
325613: Surface Active Agent Manufacturing	13	\$62,595	2.41	1.22%
332323: Ornamental and Architectural Metal Work Manufacturing	110	\$58,540	2.20	4.72%
327991: Cut Stone and Stone Product Manufacturing	85	\$66,900	2.00	4.18%
324121: Asphalt Paving Mixture and Block Manufacturing	35	\$50,664	1.89	4.22%
331210: Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	38	\$69,766	1.37	9.36%
331420: Copper Rolling, Drawing, Extruding, and Alloying	40	\$51,980	1.34	10.71%
327215: Glass Product Manufacturing Made of Purchased Glass	68	\$65,555	1.29	2.05%
332439: Other Metal Container Manufacturing	21	\$78,213	1.27	10.22%
327320: Ready-Mix Concrete Manufacturing	138	\$92,288	1.19	1.31%
332919: Other Metal Valve and Pipe Fitting Manufacturing	19	\$45,180	1.12	11.19%
327110: Pottery, Ceramics, and Plumbing Fixture Manufacturing	23	\$44,013	1.10	6.48%
326122: Plastics Pipe and Pipe Fitting Manufacturing	222	\$78,428	6.61	4.70%
326199: All Other Plastics Product Manufacturing	1,222	\$86,790	3.44	2.23%
326130: Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing	26	\$74,972	1.15	8.40%
Sub-Cluster Total	2,169	\$79,405	2.55	3.43%

Metals, Plastics, Mineral Product, and Chemicals

Cluster Overview

Comparative Ranking

Fort Collins, CO

2021
Employment

2,169

2021
Employment
Rank

164
out of 927

2021
Location
Quotient

2.55

2021
Location
Quotient
Rank

68
out of 927

- The **Metals, Plastics, Mineral Product, and Chemicals** sub-cluster groups together establishments that use a variety of materials in order to create intermediate components or final products. These firms process metals, plastics, rubbers, and mineral product such as gravel, clay, and sand to be used in a variety of applications. Similarly, chemical manufacturing establishments transform organic and inorganic raw materials through chemical processing to formulate products.
- Due to Otterbox, Fort Collins is a large employment base for firms operating in **Plastics** such as **Plastics Pipe and Pipe Fitting Manufacturing** and **All Other Plastics Product Manufacturing**. The region also has distinct specializations in **Pesticide and Other Agricultural Chemical Manufacturing**, **Nonferrous Metal Die-Casting Foundries**, and **Surface Active Agent Manufacturing**.

► Metals, Plastics, Mineral Product, and Chemicals Employment

Top 5 Occupations in Fort Collins

Occupation	2021 Industry Employment	5-Year Annual Growth	Median Hourly Earnings
Miscellaneous Assemblers and Fabricators	157	2%	\$17.71
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders	126	3.6%	\$17.75
Inspectors, Testers, Sorters, Samplers, and Weighers	82	2.2%	\$22.23
Extruding and Drawing Machine Setters, Operators, and Tenders	76	2.8%	\$20.08
Packaging and Filling Machine Operators and Tenders	57	2.8%	\$28.19

Professional Services

Cluster Definition

NAICS DEFINITION:	MSA Employment (2021)	Average Wage (2021)	MSA Location Quotient (2021)	MSA Projected CAGR (2021 – 2026)
541620: Environmental Consulting Services	358	\$88,962	3.33	2.74%
541990: All Other Professional, Scientific, and Technical Services	908	\$158,481	2.15	3.39%
541330: Engineering Services	1,936	\$138,383	1.51	0.76%
541613: Marketing Consulting Services	449	\$82,052	1.11	7.66%
Sub-Cluster Total	3,652	\$131,603	1.65	2.56%

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Professional Services

Cluster Overview

Comparative Ranking

Fort Collins, CO

2021
Employment

3,652

2021
Employment
Rank

81
out of 927

2021
Location
Quotient

1.65

2021
Location
Quotient
Rank

28
out of 927

- The **Professional Services** sub-cluster draws from the wider Professional, Scientific, and Technical services industry that comprises most businesses that perform activities for other firms. For Fort Collins, the industries compiled into the sub-cluster represent high-value employment opportunities in technical fields such as environmental and civil engineering as well as marketing consulting.

► Professional Services Top 5 Occupations in Fort Collins

Occupation	2021 Industry Employment	5-Year Annual Growth	Median Hourly Earnings
Civil Engineers	454	1.4%	\$38.06
Project Management Specialists	142	1.8%	\$38.40
Market Research Analysts and Marketing Specialists	136	4.4%	\$29.93
Environmental Engineers	100	0.4%	\$37.38
Interpreters and Translators	95	5.6%	\$25.18

Professional Services

Companies in the County

COMPANIES HIRING IN THE DISTRICT:



Key Jobs Posted October 2021 through October 22

- Java Developers
- Software Developers
- Full Stack Developers
- Software Engineers
- Computer Programmers

Total: 78 Unique Job Postings



- Algorithm Developers
- Software Engineers
- Site Reliability Engineers
- Computer Vision Software Engineers

Total: 58 Unique Job Postings



- Construction Materials Testing Technicians
- Materials Engineering Technicians
- Staff Scientists
- Engineering Technicians
- Chief Geologists

Total: 45 Unique Job Postings

Distribution & E-Commerce

Cluster Definition

NAICS DEFINITION:	MSA Employment (2021)	Average Wage (2021)	MSA Location Quotient (2021)	MSA Projected CAGR (2021 – 2026)
424910: Farm Supplies Merchant Wholesalers	934	\$172,982	6.77	4.66%
488991: Packing and Crating	126	\$79,225	5.12	4.41%
423490: Other Professional Equipment and Supplies Merchant Wholesalers	168	\$83,333	4.26	1.39%
424590: Other Farm Product Raw Material Merchant Wholesalers	49	\$51,715	3.51	0.29%
493130: Farm Product Warehousing and Storage	30	\$62,128	2.52	2.96%
425110: Business to Business Electronic Markets	63	\$129,312	1.77	6.22%
424950: Paint, Varnish, and Supplies Merchant Wholesalers	42	\$67,794	1.65	5.00%
423330: Roofing, Side, and Insulation Material Merchant Wholesalers	76	\$97,791	1.56	2.61%
424490: Other Grocery and Related Products Merchant Wholesalers	386	\$61,827	1.43	6.44%
423430: Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	347	\$184,459	1.35	6.05%
423910: Sporting and Recreational Goods and Supplies Merchant Wholesalers	96	\$73,599	1.33	5.80%
423320: Brick, Stone, and Related Construction Material Merchant Wholesalers	99	\$74,811	1.32	0.14%
424810: Beer and Ale Merchant Wholesalers	162	\$65,169	1.27	1.23%
423210: Furniture Merchant Wholesalers	72	\$101,196	1.23	6.24%
423710: Hardware Merchant Wholesalers	121	\$78,494	1.18	3.29%
423990: Other Miscellaneous Durable Goods Merchant Wholesalers	108	\$78,794	1.05	3.94%
Sub-Cluster Total	2,882	\$120,346	2.05	4.47%

Distribution & E-Commerce

Cluster Overview

Comparative Ranking

Fort Collins, CO

2021
Employment

2,882

2021
Employment
Rank

63
out of 927

2021
Location
Quotient

2.05

2021
Location
Quotient
Rank

46
out of 927

- The **Distribution & E-Commerce** sub-cluster identifies establishments that act as the link between production and market by performing the physical transport of goods. Increasingly, the distribution industry and supply chain are utilized as part of the fulfillment of e-commerce orders, and these clearinghouses are also including within the industry definition. Businesses operating in Distribution & E-Commerce benefit from proximity to one or both ends of the supply chain or to other, more active markets.
- Fort Collins has cluster strengths in **Farm Supplies Merchant Wholesalers** with a location quotient of nearly 7. Other specializations include **Packing and Crating, Other Professional Equipment and Supplies Merchant Wholesalers, and Other Farm Product Raw Material Merchant Wholesalers.**

► Distribution & E-Commerce Employment

Top 5 Occupations in Fort Collins

Occupation	2021 Industry Employment	5-Year Annual Growth	Median Hourly Earnings
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	449	4.8%	\$29.43
Heavy and Tractor-Trailer Truck Drivers	160	5.6%	\$23.33
Stockers and Order Fillers	129	5.2%	\$14.52
Laborers and Freight, Stock, and Material Movers, Hand	111	7.2%	\$17.56
Drivers/Sale Workers	103	4.8%	\$14.09

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