

2060 Comprehensive Plan

Economy

Though “company towns” are less common, the identity of a community is frequently linked to one of its major companies, products, or services. So much so, that other affiliate business may seek locations near such primary employers. On the other hand, the reputation of a community which is tied to a company that creates negative environmental or other impacts can be a detriment to the attraction of high quality businesses and their workers.

Today, business growth in the service and technology industry make community location decisions by businesses increasingly competitive. In order to gain access to an educated and reliable work force, and appeal to the “creative class” of younger professionals, companies weigh a variety of factors when determining a new business location. Increasingly, a community’s quality of life assets influence new company locations as businesses evaluate their ability to attract and retain quality employees. In fact, community resources, such as recreational and open space amenities, high school graduation rates, level of local crime, and access to artistic, cultural, and entertainment resources may outweigh many financial incentives offered by a community to attract new business and industry.

Conversely, a community’s ability to provide a full range of employment opportunities and quality of life amenities for its residents is reliant upon the types of businesses it can attract and retain. A moderate-wage community is challenged in its ability to draw and keep a good mix of strong businesses without desirable community assets. Community improvement can be difficult to support without a strong tax base which results from a healthy mix of industrial and commercial employers, which produce higher wages and greater community investment. Higher wages not only provide greater ability for residents to purchase goods and services, but can help reduce crime rates and limit the impact to social service agencies which must respond to a host of community needs created by limited income. A healthy local economy is essential to sustain attractive and functional community development.



Successful communities depend upon progressive improvement and the appreciation of land values. This can only be achieved by sound, long range, and comprehensive planning

- Joseph P. Taravella

I.
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Clean

RESILIENT

LEADERSHIP

Introduction and Perspective

Past

Greeley's agricultural economy had its roots in the original Union Colony. Nathan Meeker envisioned the colony as a community with an agricultural base, supported by its location near the confluence of the Cache la Poudre and the South Platte rivers. Its original settlers dug irrigation ditches to channel water from the rivers to irrigate the first crop in the semi-arid climate, which was potatoes. Despite four locust plagues in the first decade of the colony, agriculture and the colonists survived. Scandinavian immigrants arrived in the 1880s to work as field laborers. The early part of the 20th century saw the beginning of the sugar beet industry, with a Great Western Sugar factory built in 1902, followed by a starch factory and the Kurer-Empson Canning Company. Germans who had been living in Russia and Mexican Nationals arrived to provide much of the sugar beet field labor. Great Western Sugar established the Spanish Colony in 1924, near O Street and 25th Avenue, to house many of its workers. It was one of 13 such colonies established in Northeastern Colorado and offered housing as an incentive for the migrant workers to return to Greeley each year.

Sugar beets became the number one crop and by 1920, Colorado produced 25% of the sugar in the U. S. The beet tops and other by-products of sugar processing were fed to cattle and sheep and by the 1930s, controlled feeding of cattle in feed lots was done to provide a supply of high quality beef for the market. By the 1960s, Greeley was known as the "Steak Capital of Colorado," with the opening of Greeley-Capitol Pack, Inc., which was owned by the Monfort family. This facility was very advanced for its time, processing nearly 900 cattle and lambs daily and employing about 300. By 1966, the company paid the highest hourly wages in Greeley. Feedlots developed around the Greeley area and as a result, odor from these sites became a problem. The first Odor and Air Pollution Committee was formed in 1964 to address this issue and odor continued to affect the local quality of life for over 30 years.

Other industries took hold in the first decades of the 20th century, with the construction of several hotels, hospitals, and an expansion of the downtown commercial area. The "Motor Row" area along 8th Avenue was home to a number of auto dealerships and continued into the 1990s. The growth of the University of Northern Colorado aided the local economy, as the increase in student population resulted in a construction boom on-campus in the 1960s. Significant commercial and residential growth took place in the 1970s as the community grew westward. By the 1980s, a new sector in the local economy took root, when Hewlett-Packard began construction on a computer manufacturing plant on the west side of Greeley. Hewlett-Packard, along with ConAgra, (which acquired Monfort of Colorado), meant that Greeley had two employers in the top 50 on the Fortune 500 list.



Present

Agriculture

Agriculture still plays an important economic role in Greeley today. Weld County is the fifth largest agricultural-producing county in the United States. In addition to its local economy, it has a well-educated work force, wealth of natural resources, and access to good transportation systems. The original packing plant is now owned by JBS Swift & Company and is the largest employer in Weld County, with over 3,500 employees. Odor from feedlots has become less of an issue, as the City's Development Code created an amortization schedule for the closure of these uses within the city limits. The 70-acre Meyer Feedlot, located east of the former Western Sugar factory site on 8th Street, was purchased by the **Greeley Urban Renewal Authority (GURA)** in 1998, closed and the site cleaned up. The City's Greencycle Center now operates on a portion of this site.

In June of 2008, the announcement was given that the former Western Sugar factory site on 1st Avenue would become the home of a new Leprino Foods cheese factory. Leprino Foods is the world's largest mozzarella and pizza cheese manufacturer and also manufactures and exports whey products. Leprino's new \$143 million manufacturing plant will employ 260 people when the first phase of construction is completed in early 2012 and at full build-out, is expected to employ 500. Another \$122 million will be invested in equipment. The economic impact to the area is tremendous, with over \$325 million in economic benefit expected for Greeley and over \$14 billion for Weld County over the next 20 years.

Manufacturing

The economy suffered a significant downturn between 2000 and 2004 and the manufacturing sector was severely affected. In 2000, the Greeley branch of Hewlett-Packard closed, consolidating operations in Larimer County. The Northern Colorado region suffered the loss of over 7,000 manufacturing positions (about 26% of all manufacturing positions) during this period and many were higher paying positions with companies such as Hewlett-Packard, Agilent Technologies, and Celestica, Inc. The jobs that were lost have been replaced with jobs in other sectors that pay lower wages. As the cost of living has continued to increase, wages have not kept pace. Projections for job creation in Northern Colorado for 2009 and 2010 show the largest number of new jobs expected in the professional/scientific/technical/business services sector; the **natural resources**/mining/construction sector; and leisure sector. The transportation/utilities sector; manufacturing sector; and information sector are expected to see the smallest job growth.

Labor Force

The Weld County/Greeley area had a labor force of 119,057 persons in 2007. Of this total, 113,544 or over 95.0% were

GREELEY URBAN RENEWAL AUTHORITY (GURA) – a political subdivision of the state, formed by and with members appointed by local government to carry out a variety of urban renewal activities on behalf of the City and in accordance with state and often federal grant requirements.

NATURAL RESOURCES – natural elements relating to land, water, air, plant and animal life of an area or community and the interrelationship of these elements.

employed and 4.63% were unemployed. An unemployment rate of 3-4.0% is considered to be a full employment economy, with minor seasonal fluctuations.

Sector employment for Weld County has remained fairly stable because of the diversity of employment in the agriculture, energy, business services, and government sectors. Having the local major employers across multiple sectors of the economy promotes a more stable community over time and if an employer cuts jobs, or closes down, the impact may then be less significant. Between 2006 and 2007, the mining sector in Weld County saw the largest increase in employment, with a 33.84% increase in the number of mining jobs. This sector includes the oil and gas industry, which has seen a boom over the past two years, as oil costs have escalated worldwide. The administrative and waste services sector saw an increase of 9.96% in the number of jobs, while the arts/entertainment/recreation, and finance/insurance sectors saw the greatest losses of 2.98% and 1.18% respectively.

Energy

Northern Colorado has the potential to become a leader in the growing market for clean and renewable energy technology. The area has a skilled work force, is already home to energy firms and businesses and research universities, and there is policy support at the state and local level for a clean and renewable energy economy. A clean and renewable energy “**industry cluster**” appears to be forming in Northern Colorado, where common technologies and skills are already being put to use in area businesses and research facilities.

Employers

The largest employers in the Greeley/Weld County area in 2007 were JBS Swift & Company, North Colorado Medical Center, Greeley-Evans School District 6, Weld County, and the U. S. Government. The table below lists the ten largest employers based on 2007 employee counts. Of the 62 largest employers of Weld County, 25 have locations in Greeley.

Table EC1 – Weld County Largest Employers – 2007		
Company	Job	Location
JBS Swift & Company	3,650	Greeley
North Colorado Medical Center	2,700	Greeley
Greeley/Evans District 6	2,307	Greeley/Evans
Weld County	1,490	Weld
U. S. Government	1,400	Weld
State Farm Insurance Companies	1,322	Greeley
City of Greeley	1,306	Greeley
State of Colorado (includes UNC)	1,159	Greeley
StarTek, Inc.	906	Greeley
Wal-Mart Supercenter #980	856	Weld

Source: Demographic Profile, Upstate Colorado

INDUSTRY CLUSTER – a geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field or industry.

Income & Wages

Per capita income for Weld County has continued to grow since 2000, when it was \$18,949. By 2006, per capita income had climbed to \$25,528 – an increase of nearly 35.0% over this six year period. In contrast, the Larimer County per capita income in 2000 was \$23,689 and by 2006, per capita income had risen to \$35,812 – a 51.0% increase. Median household income for Weld County in 2006 was \$52,543 while Greeley’s median household income was \$40,140. Larimer County’s median household income was \$53,745 in 2006, the most recent year available.

By 2007, average wages in Weld County increased by 6.63% over the 2006 average wage, to \$35,984. The information sector saw the largest average wage increase of 46.17% and the wholesale trade sector rose by 30.82%, while the educational services sector saw a loss of .49% in average wages. While the average wage increased by over six percent, the cost of living also continued to increase by an even faster pace. In 2007, the Consumer Price Index (CPI), excluding energy and food costs, rose by 4.1%. During this same time, energy costs rose by 17.4% and food rose by 4.9%.

Trends

Two trends in the American workforce are apparent and will have a significant effect on the future. These trends are the aging of the workforce and the emergence of the “creative class.” The American workforce is showing signs of aging as the first wave of “baby boomers” reach the age of retirement. In 2006, about 25.0% of the American workforce was over the age of 55. Estimates are that by 2016, about 37.0% of the workforce will be over the age of 55. Many of these individuals have years of experience and knowledge that will be difficult to replace when they retire. Less experienced employees will need additional training to step into their positions. In some cases, retired boomers are coming out of retirement to contract with their former employers to provide assistance until the void is filled, or to supplement their retirement. As larger numbers of boomers reach retirement, this could have a significant effect on how highly skilled positions are filled in the future.

The “creative class” is made up of individuals who typically work as lawyers, physicians, architects, educators, researchers and scientists, artists, designers, as well as those who work in technology-related fields. They are problem-solvers and have a high degree of formal education. Nearly one-third of the American workforce identify with the creative class. Over the past several decades, they have become concentrated in some areas of the country, such as Silicon Valley in California, or The Research Triangle in North Carolina. A community’s ability to attract and retain them is seen as a potential economic development boon for the community.



Economic Development

Economic development activities and programs are promoted by several area organizations, including the Greeley Chamber of Commerce, Upstate Colorado Economic Development (formerly the Greeley/Weld Economic Development Partnership), and the City's Economic Development Office. The Chamber has played a significant role in the continued growth and development of the local business community. The organization works to create a strong local economy, promote the community through the Visitor's Bureau and tourism, provide networking opportunities, and represent the interests of business with government. The Chamber joined forces with the chambers of Fort Collins and Loveland, and the Northern Colorado Economic Development Corporation to create the Northern Colorado Legislative Alliance, to lead and advocate for state and federal policy and to create and maintain a positive economic and business environment in the region.

Upstate Colorado Economic Development is active in encouraging and promoting industry and business to locate in Greeley and Weld County. Upstate also coordinates the local Enterprise Zone, the Revolving Loan Fund, the Greeley Community Development Fund, the Infrastructure Grant Program, and works with the City and County to provide incentive packages for new or expanding businesses. Upstate issues the Weld County Demographic Profile annually, which is used by prospective businesses and area researchers for its extensive data about Weld County.

The City's Economic Development Office offers economic tools for new and expanding businesses and works with Upstate Colorado to recruit and support primary employers. Some of the tools that are available to assist businesses include business incentives, demographics and statistics, site selection assistance, and partnerships and collaborative agreements. The Economic Development Office also has an Economic Gardening Program for nurturing existing businesses. This program can provide detailed marketing and customer mapping, strategy development, and customized business research.

The Greeley Downtown Development Authority (DDA) was created in 1998 and is responsible for maintaining and improving the economic viability of the area within the 55-block DDA boundaries. DDA works in partnership with the Greeley Town Center Business Association (GTCBA), which is an association of businesses, property owners and Downtown supporters. The association focuses on marketing and promoting Downtown.

Business assistance is also provided by the Colorado Small Business Development Center, to give small businesses information on financing, marketing and business planning and the Northern Colorado Latino Chamber of Commerce has also provided business development. The Chamber supported the establishment of the Mercado District in North Greeley in 2000. This project involved the



development of a unique neighborhood market intended to highlight traditional Mexican architecture and design and enhance the North Greeley area.

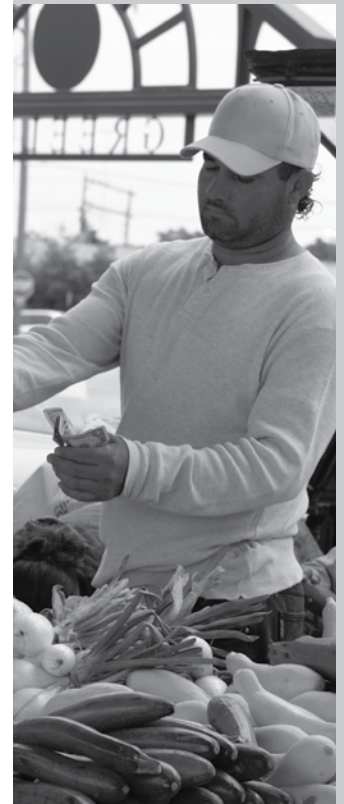
While a number of factors are taken into consideration in the decision to locate a business in a community, none may be more important than the availability of an appropriate site and the quality of life of the community. The large industrial user needs a large, industrially-zoned site that has good transportation access and visibility. Industrial land accounted for 14.45% of all zoned land in the city limits in 2007. This includes the North Poudre Annexation that was annexed in anticipation of Anheuser-Busch seeking a brewery site in Greeley in the mid-1980s. Since the North Poudre Annexation was completed, some of this area has been rezoned to other zoning districts, including residential zones. The 900-acre increase between 2005 and 2006 in industrial zoned land was the result of annexing the Greeley/Weld County Airport. Since that time, there has been no industrial land added to the inventory and a portion of the former Hewlett-Packard site has since been rezoned for other uses. The redevelopment of the Western Sugar factory site by Leprino Foods will provide additional industrial land in the vicinity of this site for future development. Other areas for industrial development include the remainder of the North Poudre Annexation, the airport area, Weld County Business Park, and the Promontory area.

“Quality of life” of a community takes into account such factors as educational achievement, crime rate, availability of recreational and cultural activities, availability and quality of health care facilities, and the image and visual appearance of the community. These are important factors for a business seeking a new or expanded location because they are important for attracting and retaining prospective employees. The City’s Development Code raised the level of standards for landscaping and building design. Recent entryway and streetscape improvements, programs that provide artwork throughout the community (One Percent for Art, Sculpture on Loan), and parks and trail improvements have greatly improved the appearance and image of the community, and as a result, its quality of life.

Patterns

The following key trends that relate to the economy have been identified:

- Greeley continues to retain the image of a “working class” community and, as a result, may find it more difficult to compete with other communities in attracting businesses and industries that pay higher wages. This image has also led to the tendency for top executives of companies and institutions in Greeley to live in other nearby Northern Colorado communities



- Continued cooperative efforts among local economic development and business organizations are necessary to replace the primary employment positions lost during the economic downturn of 2000 – 2004. Much of the job growth that has occurred since has been in the lower-paying sectors of the economy
- The cost of living has continued to increase, particularly in energy and food costs, and wages have not kept pace
- The City’s ability to develop and use innovative incentives such as Tax Increment Financing Districts, fast-track permitting, sales and use tax rebates, and the **Industrial Water Bank** are expected to help with securing new industry and jobs for the community
- The community’s agricultural base is expanding and evolving into new areas of specialized agriculture, including areas such as clean and renewable energy and agri-tech
- The local work force is well-educated, but with the trend toward greater diversification and evolution of the economy, as well as the aging workforce and impending retirements, additional education and training in more specialized and highly skilled areas may be needed
- The ability to attract and retain a diverse and creative workforce (the “creative class”) has the potential to be a driving force for economic development
- The community has been challenged with performance in its K- 12 schools and with public safety perceptions related to gang activity; these fundamental areas are pivotal to address to support desired economic growth

Progress

Since the adoption of the 2020 Comprehensive Master Plan in 2000, many of the action steps of the 2020 Plan have been accomplished, or are in process. The following “report card” summarizes some of the key accomplishments. The full Economy Report Card can be found in the Appendix of this document.

- ✓ The City funded and hired an Economic Development Manager to work on economic development programs and issues.
- ✓ Four Tax Increment Financing Districts have been created to provide financial incentives for development and redevelopment within these districts.
- ✓ A community branding program, “Greeley. Great. From the Ground Up”, has been completed and implemented.
- ✓ An Intergovernmental Agreement with the Town of Windsor was established to determine the sharing of infrastructure costs for the U. S. Hwy 34 Strategic Employment Development Corridor.



INDUSTRIAL WATER BANK – a quantity of low-cost water rights owned by the City, which can be offered by City Council as an economic incentive to encourage industrial development.

Potential

The following Economy Themes were identified to create a vision of a 2060 Greeley:

- Resilient
- Clean
- Leadership
- Incubate success
- Vibrant
- Exceptional educational resources & opportunity
- Nurturing
- Agri-tech
- Diversified
- Become somewhere special
- Progressive
- Stable
- Innovative
- Healthy
- Able to execute
- Innovative
- Adaptive
- A+ community – Develop a local job base with well-above **state average wages**
- Dynamic
- Interactive

Promise

Healthy, competitive economic growth and development



STATE-AVERAGE WAGE
– the average wage as reported by the State of Colorado.

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◆ ECONOMY ◆

GOAL: Promote a healthy, progressive, and competitive local economy that supports community vitality and appeal within the region, state, nation, and internationally

OBJECTIVES

EC1 ECONOMIC PROFILE

A Achieve a full and balanced spectrum of goods, services and products for the community, for export, and that attracts a customer base to Greeley from outside the area

- 1 Adopt through this 2060 Comprehensive Plan the Greeley **Economic Development Strategic Plan** (EDSP) to outline a deliberate approach, policies, and fee structure to attract and retain desired business (see also EC2C1, HS4A1, RE1B4, and TR2C1)
- 2 Identify segments of the Greeley market which appear limited in terms of availability as evidenced by sales tax leakage to other communities
 - a Periodically conduct a market analysis of the Greeley trade area to ascertain products and/or services that are sought by consumers outside the local trade area
 - b Analyze market or other local conditions to identify impediments to the attraction of desired goods and services to the area
- 3 Research market opportunities related to existing sectors of the economy, particularly in areas such as **agri-tech** associated with added value products, crop production and services, energy, education, medical, aviation and convention and visitor activity
 - a Work with local resources to explore emerging economic development fields in the target interest areas and develop business profiles to facilitate a local climate conducive to growth and expansion of such businesses
- 4 Support programs and actions which foster economic opportunities related to the export of goods and services on the regional, national and international market level
 - a Actively cultivate area rail as a viable product distribution service to attract industry and commerce to the city

AGRI-TECH – businesses and industry related to agriculture and the production of food.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

– a specific plan developed by the City to guide and support specific types of desired economic development.

STRATEGIC PLAN

– a plan that lets an organization know where they are currently and where they want to be some time in the future, as well as the actions needed to get there.

- 5 Establish and maintain a business environment that encourages the retention, growth, and prosperity of existing businesses where consistent with the overall objectives of this 2060 Comprehensive Plan
 - a Continue to partner with other local business advocacy groups to conduct “business retention visits” to facilitate communication and resource sharing to support local business expansion
- 6 Support tourism in its advancement of state, national and international trade to the area and support of the community’s retail core
 - a Promote Greeley’s unique attractions and attributes which appeal to visitors without compromising the community’s quality of life
 - b In cooperation with UNC, Aims, and the Convention and Visitors Bureau, promote expansion of quality local convention space to attract events and visitors to Greeley’s abundant community offerings

B Provide a dependable tax base that supports the well being of the community with essential governmental services and a quality of life that leads the Northern Colorado region

- 1 Recruit business development that:
 - brings new capital into the local economy, providing multiplier effects in addition to higher wages
 - has promising growth prospects
 - involves a cluster of commerce engaging in complementary activities
- 2 Support a balanced tax base in geographic areas with overlapping jurisdictional interests
 - a Where mutually beneficial, craft intergovernmental agreements to address areas where joint governance and revenue sharing may be advantageous to the area
 - b Periodically assess the effects of City policies regarding taxes, fees, services, and economic development tools, considering financial health of the city and impact on overlapping jurisdictions as well as other policies of this Plan
 - c Continue support of organizations and community efforts which promote retention and expansion of desired area businesses

- 3 Diversify the area employment base to assure stability in times of changing markets
 - a In partnership with the Greeley Chamber of Commerce, assess the ongoing needs of the Greeley workforce and cultivate training programs to upgrade and retool workers to competitively respond to the needs of commerce
- 4 Encourage the start-up and growth of small businesses through actions which may include the following
 - a Work with area financial institutions, the **Small Business Development Center**, the business community, UNC and Aims Community College to support the following (see also ED3F1):
 - special financing programs to increase access to capital;
 - research and develop referral systems;
 - training and support programs
 - the availability of suitable business facilities and/or sites
 - development of appropriate initiatives and innovative programs
 - home occupations and/or,
 - provide business incubation support
 - b Develop information guides to available resources, municipal codes and incentive programs as well as a checklist of things to consider when starting or expanding a business in Greeley and a “Frequently Asked Question” guide
 - c Streamline the City process involved with acquiring the necessary business permits
 - d Develop a protocol that provides City follow-up to new and expanding businesses to offer support and a personal contact for questions in the early stages of business development
- 5 Streamline local regulations or processes affecting primary business or industrial development, particularly as it relates to the development of land, without compromising the welfare of the public
- 6 Adjust incentive programs and priorities to attain identified employment and community income objectives
 - a Regularly analyze and report available economic information to assess the status of the local economic base and the regional economy

SMALL BUSINESS DEVELOPMENT CENTER (SBDC) – a state-supported organization providing free business counseling, access to resources and classes for new and existing businesses to enhance start-up, expansion, and development efforts in Greeley and Weld County.

C Attract and retain business and industry that promote a positive community profile as a result of conscientious environmental, worker, and consumer standards and practices

- 1 Seek economic growth in business sectors which maintain quality environmental practices which improve the area's image and appeal (see also EC2C1a and EN5G3)
- 2 Develop strategies to disallow, discourage and/or mitigate impacts from businesses unsuitable for an urban environment, or which produce a product or service which significantly detracts from the local image or quality of life and deters community investment (see also LU1C2)
 - a Work with industrial interests, economic development agencies and community leaders to identify the economic profile which matches desired growth in commerce.
 - b Consider amendment of ordinances, as necessary, to permit discretion with economic incentives to reinforce desired business growth
- 3 Direct financial incentives only to those primary jobs or businesses whose establishment and/or expansion in the community will result in meeting the objectives as set forth in this Chapter and Plan and which represent a reasonable return on the incentive investment
 - a Actively pursue all available federal, state, or other economic development programs to facilitate capital investment for business location or expansion
- 4 Encourage Greeley's major public institutions which significantly contribute to a diversified economy to strive to improve Greeley's business climate by:
 - providing above-average wages
 - bringing new activity and capital into the economy
 - developing and promoting advanced technology
 - providing public benefits and needed services to area residents
 - a Work with UNC and Aims to support efforts through legislative and all other means to promote the competitiveness of Greeley's business climate

- 5 Support regulatory reform which would decrease the financial impacts of regulation on businesses and developers without reducing the safeguards in place for environmental protection, worker or consumer safety
- 6 Promote Greeley as a desirable community for active retirees
 - a Encourage local institutions and businesses to promote goods and services for this demographic
 - b Consider avenues to harvest the talents and skills of retirees to enrich the community's employment and intellectual resources

EC2 EMPLOYMENT BASE/WORK FORCE

A Attract and maintain an employed work force which fully utilizes and expands the skill base of residents to accommodate economic growth

- 1 Work with local school districts to maintain and improve the quality of public education in order to increase the likelihood of high school equivalency achievement and the basic competency needed to continue in career or work force paths (see also ED2B1)
- 2 Reinforce the efforts of local business, labor and educational institutions to develop competency-based education and training programs for community members which are targeted to the needs of business. Such programs may include, but not be limited to (see also HS4A3):
 - a Career Technical Education
 - b Continuing education
 - c Entrepreneurial skills training
 - d Customized on- and off-site training
 - e "Re-tooling" workers with new skills for an evolving marketplace
- 3 Promote community-wide and regional approaches to better-link individuals in distressed neighborhoods or from special populations with job resources and livable-wage job opportunities in growth employment sectors (see also HS2A1)
 - a Promote access to job opportunities through such events as job fairs that help match those seeking employment with employer needs

- 4 Encourage the development of ongoing training programs, such as through the Northern Colorado Workforce Initiative program, for people currently employed in order that they may improve and expand their skills in present or new employment areas
 - a With local industry, develop and maintain an inventory of emerging employment needs, skills necessary to successfully perform such jobs, and training available to prepare for area employment opportunities

- 5 Support programs and services for dislocated workers to assist in successful transition to new jobs

- 6 Encourage educational and training institutions and private vendors to provide curricula and training modules which enable people to better function in the international marketplace, such as with ISO (**International Standards Organization**) certification

- 7 Support increased access for those in need of assistance overcoming literacy and language barriers to employability (see also ED2B1b and HS2A5)
 - a Identify and support local businesses which incorporate reading and communication training for their employees to increase their productivity and personal growth

- 8 Support efforts in all **employment sectors** to offer internships, apprenticeship and other workplace learning and support opportunities as an extension of the educational and training process (see also ED3B2 & 3)
 - a Promote employee association networks that foster interest, growth, and satisfaction related to business activities, such as with the Young Professionals group

- 9 Promote Greeley's attractiveness as an educational and training center for specialized employment and continuing education including, but not limited to the following (see also TR6A5):
 - Pilot and Air Traffic Control education (Aims)
 - Teacher preparation (UNC)
 - Music and the Arts (UNC)
 - Business Education (UNC)
 - Customized training (Aims)
 - Nursing (UNC) and Health Sciences (Aims)
 - Special Education and Rehabilitation Services (UNC)
 - Applied Technology (UNC, Aims)
 - Emergency Medical Services (Aims)
 - Entrepreneurship Program (UNC)

EMPLOYMENT SECTOR

– one of the major groupings of jobs by nature of work, including agriculture/fisheries/forestry; professional/scientific/technical/business services; natural resources/mining/construction; leisure; transportation/utilities; manufacturing; and information.

INTERNATIONAL STANDARDS ORGANIZATION (ISO)

– an international organization that sets standards for industrial and commercial applications.

- 10 Encourage businesses to provide employee support services, such as child care, health clinics, education and access to other community resources to promote employee self-sufficiency (see also HS3A5)
- 11 Work with area employers to identify employee housing needs in order to facilitate the provision of adequate and attractive housing for the local workforce (see also HS5A2a)
- 12 Promote area assets, facilities, and attractions to draw top professionals and skilled workers to Greeley (See also HS4A2)
 - a Foster job promotion that attracts the “**creative class**” segment of the population
 - b Promote employment opportunities for “green collar workers” in the emerging energy and economic field

B Achieve an average household income level that represents per capitawage earnings and benefits that is at or above the state levels

- 1 Monitor community-wide employee workplace services and amenities, such as childcare, in order to proactively address gaps in facilities and/or services needed to attract and support a diversified work force
- 2 Support efforts by local business organizations to provide affordable and competitive employee benefit options

C Promote an employer profile which increases the presence of desired economic sectors

- 1 Implement the Economic Development Strategic Plan, which should be reviewed and updated at least every other year, to accomplish the following:
 - a Identification of key industry and business sectors that should be cultivated for location or expansion that meet the objectives of this Plan including wage rates, expansion potential, complementary fit to other area industry and emerging markets, meet local standards for design and environmental compatibility, and which will contribute to a positive reputation for Greeley
 - b Establishes a range of business incentives, resources, and processes that promote attraction and retention of desired industry and commerce to the area

CREATIVE CLASS – individuals who work as lawyers, physicians, architects, educators, researchers and scientists, artists, designers, and in technology-related fields who tend to be problem-solvers, with a high level of formal education.

- c Coordinate community growth and development policies of this 2060 Comprehensive Plan to ensure that adequate infrastructure is available to attract, retain and grow business within Greeley
- d Measure progress in meeting Strategic Plan objectives on an ongoing basis
- e Seek coordination and partnership with other jurisdiction, economic development and business support agencies in the community and region to achieve the objectives of the Strategic Plan

EC3 COMMUNITY & BUSINESS ENVIRONMENT

A Achieve, maintain, and promote community assets and amenities in an environment which attracts desired business and industry

- 1 Work with area economic development interests to identify community assets and characteristics deemed a priority for business and industry and which match the employer profile under this 2060 Comprehensive Plan
 - a Develop a strategy to cultivate, as appropriate and practical, those assets and amenities which will foster Greeley's appeal as a community in which to establish and grow industry and business, consistent with the goals of this 2060 Plan (see also EC3A1b)
 - i Through the annual Capital Improvements Plan process, consider the provision of improvements that would enhance and support business development
 - ii Develop intergovernmental agreements, where needed and possible, to address community and area asset development
 - iii Promote school achievement as an essential component to attract desired economic development to the area
 - b Promote community assets as identified under this 2060 Comprehensive Plan (policy EC3A1a) to enhance desired business recruitment and retention
 - i Continue to support organizations and community efforts which convey and promote an overall positive image to firms considering a business location in Greeley
- 2 Promote the development of virtual communication systems, such as Wi-Fi and wiki systems, to provide business and the community access to information in progressive and competitive formats

B Provide responsive governmental services, facilities, regulations, and business practices that promote a healthy economic climate with adequate and attractive infrastructure, demographic and informational resources, and thoughtful and responsible community planning

- 1 Regularly review and report the City’s performance in its service delivery by meeting with and/or surveying business consumers as to their customer satisfaction level
 - a Partner with the Greeley Chamber of Commerce to evaluate such feedback and respond to customer concerns and suggestions
- 2 Make demographic and related City information readily available to those seeking such information for use in the management of their businesses and organizations
- 3 Maintain the City’s infrastructure and appeal as a progressive and “complete” community consistent with the goals and objectives throughout this 2060 Comprehensive Plan to attract economic growth and development

C Maintain a climate conducive to new ideas and innovations that will evolve and progress the community with a sustainable and diversified economy that presents stability and a long-term return on investment to the advantage of the entire community

- 1 Regularly research and explore emerging markets and services that provide growth and development opportunities that can be complemented with supportive municipal infrastructure
- 2 Incorporate planning for new industry needs by proactively reviewing the City’s ability to respond to business interests and needs
- 3 The City should lead by example in the incorporation of “Best Management Practices” to demonstrate its leading edge orientation to its delivery of municipal services and interface with the changes in business and industry

**develop a local job base with
well-above state average wages**

D Facilitate intergovernmental and public/private partnerships which foster successful economic development that is consistent with other community development goals

- 1 Explore opportunities with UNC, Aims, and the school districts to expand their roles in providing research, professional, and technical assistance to industrial and economic development projects, including programs which involve the implementation of technology transfer programs (see also ED2G)
- 2 Promote educational achievement and performance to attract economic development (see also ED2F)

EC4 BUSINESS AND INDUSTRIAL LOCATION AND DEVELOPMENT

A Identify strategic locations for business and industry to accomplish economic and community development objectives and work with property owners to assure sufficient land is available for that purpose (see also LU4B4)

- 1 Promote **primary employment** opportunities, where appropriate to the business and neighborhood, within **Regional Activity Centers** and **Employment Corridors** where the greatest concentration of jobs and job growth are planned and supported (see also TR6A4)
- 2 Encourage appropriate support of retail development in established **Regional Activity Centers** and **Employment Corridors** to provide a wide range of goods and services to residents and businesses in these areas
- 3 Support proposals to cluster related primary-wage businesses and industry in order to facilitate collaboration among business interests and to market such areas as magnets for capital, research talent and high-skill manufacturing jobs
- 4 Promote related technology-oriented businesses to locate in close proximity to one another within the city and near major research institutions to facilitate the attractiveness of a technology campus environment
- 5 Incorporate high-quality, practical design standards into building and site layout for industrial development to ensure that such uses contribute a positive image to Greeley

EMPLOYMENT CORRIDORS – a land use corridor typically located along a major community arterial/entryway which is primarily intended for employment and major employers.

PRIMARY EMPLOYMENT – business that is usually industrial in nature, which generates revenue from outside the community and does not include support or service type businesses.

REGIONAL ACTIVITY CENTER – a commercial area intended to serve a population of 50,000 – 75,000 and which is located on major arterial roads. Regional activity centers are found in Downtown, Greeley Mall/Gallery Green/Elk Lakes PUD/Gateway PUD area and the Promontory PUD area.

- a Develop corridor plans along major entryways that reinforce a desirable industrial and business image along with community appeal (see also CD3A1a)
- 6 Coordinate the timing of City utility extensions and related infrastructure with the private sector as it improves business and industrial sites
- 7 Encourage business and industrial parks to include appropriate employee amenities such as recreational areas, child care, health centers or other similar support facilities or services
- 8 Facilitate the development of intergovernmental agreements where business/industrial development is promoted through joint efforts to attract and retain industry to the area which supports other Comprehensive Plan objectives and goals as described in this Chapter

B Regularly assess and reinforce the economic health of all community centers and neighborhoods to assure the comprehensive goods and services are available throughout the city

- 1 Support the economic health and importance of Downtown and adjacent areas as a key economic center within the city and region
- 2 Encourage reinvestment in and improvement of older industrial areas to maintain and improve their economic vitality, appearance and performance (see also CD2A3 and RE3C1a)
- 3 Reinvest in and improve public infrastructure in older industrial areas in order to retain these existing sites as viable industrial centers
 - a To the degree that such areas have become obsolete or neglected, explore the potential to designate these areas as “blighted” and then eligible for tax increment financing to support their development
 - b Employ the use of **Enterprise Zone** incentives and other similar tools to encourage business use and development in established areas
- 4 Promote Neighborhood Markets that serve the convenience needs of adjacent residential areas, keeping such areas viable and lessening transportation impacts

ENTERPRISE ZONE

– areas where development and reinvestment is encouraged through the use of state tax credits and related support for starting or expanding businesses within the zone.

- 5 Promote linkages between key community attractions and adjacent business centers to foster beneficial relationships, such as with the Downtown/Mercado/Poudre River (see also EN1A2c and RE2C4)

C Facilitate resolution of competing land use objectives that may deter successful or efficient land use and economic development

- 1 Evaluate the amount of land and desirable location of such property to further the City's economic development objectives
 - a Use the City's annexation policies, land use authority, and capital improvements construction to provide an adequate supply of finished sites and raw land suitable for industrial/economic development to attract and accommodate desired business development
 - b Provide business and industrial park development in locations which proportionally balance tax base considerations for other governmental districts, such as school (see also ED1A4, GR3B1a, LU1A4 and PS1A4a)
 - c Promote business park, industrial development and employment corridors in the following areas:
 - i Downtown
 - ii Airport Corridor
 - iii Weld County Business Park
 - iv City Center West (former Hewlett-Packard campus)
 - v Commerce Center
 - vi Promontory
 - vii High Point
 - viii North Poudre Annexation Area
 - ix Two Rivers Parkway Corridor
 - x Identified Strategic Employment Corridors
- 2 Where practical and feasible, promote the development of industrial/business parks, using site and building design standards to ensure that industrial uses are self-contained on the site with minimal impacts on adjacent properties
- 3 Incorporate site and building design techniques so that business and industrial development sites are compatible with area residential or retail business
 - a Review Greeley Development Code standards and strategies to ascertain and consider Alternative Compliance options and strategies

- 4 Where conflicts exist between industrial and other area use, seek ways to reduce impacts through redesign, relocation, or other site improvements
- 5 Periodically evaluate and revise City regulations, where appropriate and prudent to facilitate development or rehabilitation of properties to meet contemporary needs of business and industry while meeting other goals and objectives of this 2060 Comprehensive Plan
- 6 Locate industrial/economic development land uses in appropriate areas, considering their potential use, impact, and expansion in light of adjacent land uses and in conformance with the standards called out in the Land Use Chapter of this 2060 Comprehensive Plan

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