

City of Greeley Economic Development Strategic Plan



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1000 10th Street

Greeley, Colorado 80631

Prepared by the City of Greeley Office of Economic Development in coordination with the Economic Development Advisory Committee

City of Greeley

City Council

Mayor

Ed Clark

Mayor Pro Tem

Ed Phillipson

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Don Feldhuas

Carrol Martin

Maria Secrest

Pam Shaddock

City Manager

Roy Otto

City Staff

Cheryl Aragon

Deputy City Clerk

Bruce Biggi

Economic Development Manager

Greta Steinmetz

Administrative Assistant

Megan Zila

Administrative Specialist

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Introduction

The City of Greeley clearly recognizes the importance of creating a strategic plan for economic development capable of fostering the creation of new business activity, improving the standard of living of its residents, and increasing the overall accumulation of wealth within the community. Developing such a plan requires an understanding of the very fabric of this community – its current economic conditions, its inherent strength and weaknesses, its competitive threats and future opportunities, its future vision and aspirations, its collective ability to define viable goals and objectives, and its desire to take strategic action through community partnerships. This report will attempt to share important insights into the economic fabric of this community and bring forward, for consideration, a broad spectrum of strategic action plan recommendations capable of creating a vibrant Greeley economy.

This report was made possible through the diligent work of the following Economic Development Advisory Committee (EDAC) members who spent many early morning hours discussing our community, in the hope of making a difference, by openly examining our community's strengths and weaknesses, and converting the challenges that lay before us into strategic opportunities for sustainable economic development.

Economic Development Advisory Committee Members

Nick Berryman, Commercial Real Estate, Realtec Commercial Real Estate Services

Neil Best, General Manager, KUNC 91.5 FM

Perry Buck, Business Owner, Northern Colorado Event Planning

Larry Burkhardt, President, Upstate Colorado Economic Development Corporation

G. Brent Coan, Attorney, Otis, Coan, and Peters, LLC

Brian Fabrizio, Financial Services Professional, New York Life

Steven Kahla, Dean, Aims Community College

Sarah MacQuiddy, President, Greeley Chamber of Commerce

Mickey McClure, President, Compass Bank

Richard Pickett, Executive Director, Greeley/Weld Small Business Development Center

Jon Rarick, Business Owner, Reusche & Company

David Thomas, Assistant Professor, Monfort College of Business

Linde Thompson, Downtown Greeley Business Owner, Kress Cinema

Jim Vetting, Commercial Real Estate, Wheeler Management Group Inc.

Warren Yoder, Owner/General Manager, Weld County Garage

Executive Summary

Mission Statement

“GREELEY SHALL ACTIVELY PROMOTE THE DEVELOPMENT OF A PROGRESSIVE ECONOMY BY CREATING OPPORTUNITIES TO ATTRACT AND GROW TARGETED BUSINESS AND INDUSTRY ACTIVITY THROUGH THE IMPLEMENTATION OF A THOROUGH, FAR REACHING STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT”

Economic Development Strategic Plan Recommendations

The objective of this report is to create a thorough, far-reaching economic development strategic plan to be used by the City of Greeley as a guiding document for its future economic development efforts. It contains strategic action plan recommendations forged from EDAC discussions about the community's current economic conditions and competitive position, future vision and desired community attributes, defined goals and objectives, intended outcomes and suggested strategies, and the community partnerships needed to bring them forward.

The following action plan recommendations are offered as realistic and achievable economic development strategies for creating a uniquely competitive Greeley community capable of generating new industrial activity, strengthening existing businesses, and creating a quality of life attractive to families seeking an unparalleled standard of living.

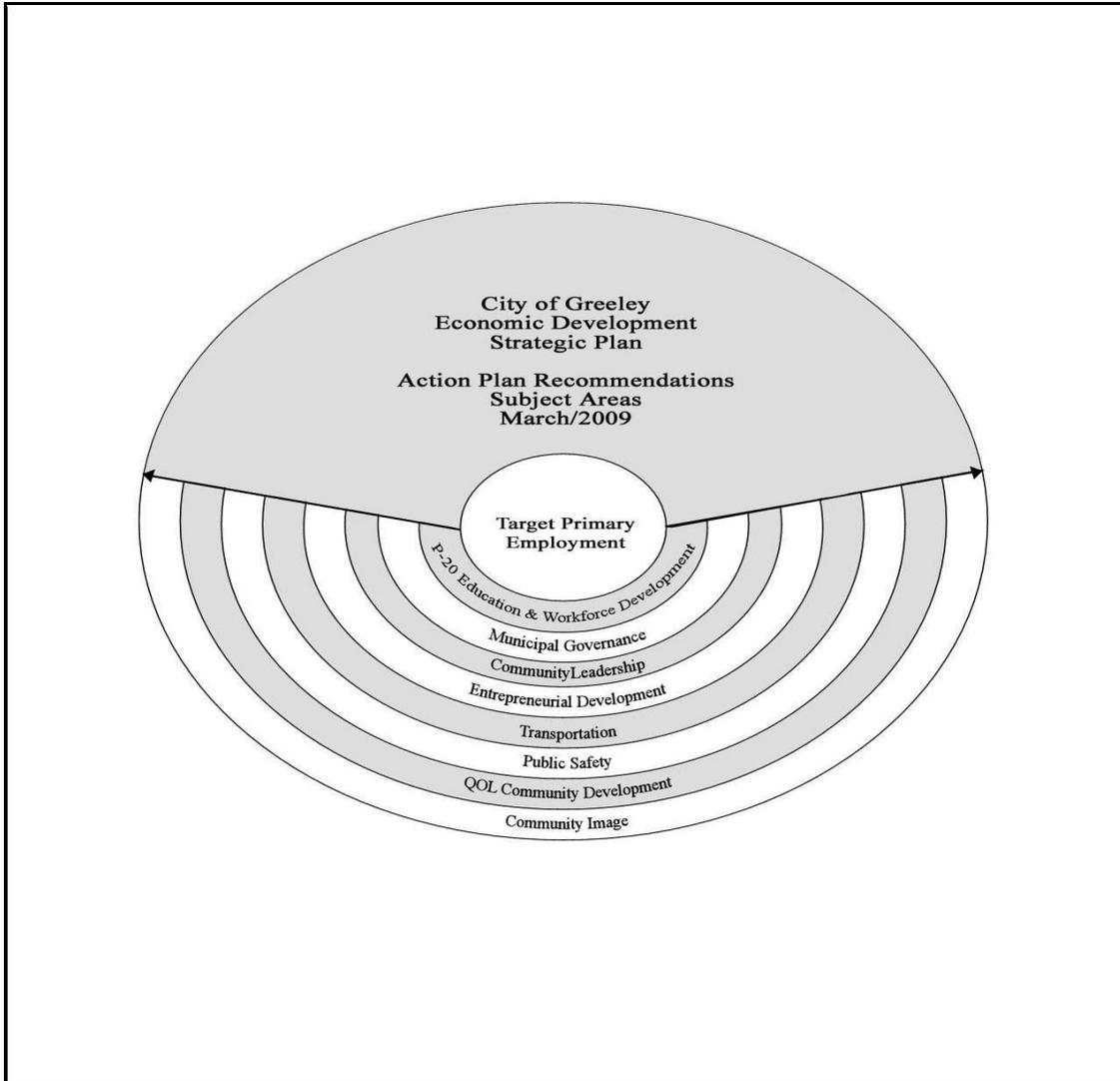
However, doing so will require a sincere commitment to assimilating diverse cultures, new world economic realities, funding essential community investments, and establishing a transformational new generation of leadership capable of blending traditional agricultural values with emerging contemporary lifestyles. These challenging commitments are truly essential to forging a community of strength and sustainable economic vitality from diverse cultural and philosophical foundations.

We believe this community is capable of meeting these commitments and building a community of excellence that is truly “Great. From the Ground Up!” by focusing our attention on the broad economic development task of blending our strong agricultural tradition with emerging clean energy technology to create the world's leading 21st century agri-business economy.

We also clearly recognize that a municipal government's true realm of influence on economic development outcomes is often limited to the administration of core public services such as police and fire protection, water and wastewater services, community planning, parks and recreation, local street maintenance and public transportation. We strongly encourage the City to take a primary role in achieving economic development objectives within its realm of influence. But, we also encourage the City to assume an additional secondary role by proactively encouraging its community partners to undertake work programs aimed at achieving broader community based economic development objectives. In fact, it is only through successful community partnerships that we achieve the broadest economic development objectives contained within his report.

We therefore, strongly encourage the City of Greeley and its community partners to work together in close cooperation in examining, understanding, and striving to achieve the following prioritized action plan recommendations.

Our efforts resulted in the identification of 41 action plan recommendations consolidated into 9 subject areas. These subject areas were prioritized based upon the importance of initiating first actions as the necessary foundation for moving forward in successfully initiating and achieving the succeeding actions. We clearly recognize that successful economic development outcomes will require a systems approach and that doing so will call for an equal amount attention and assigned importance to all of the action plan recommendations in each subject area. The following diagram is designed to convey the equal importance of each subject area.



Targeted Primary Employment

We believe the **first strategic action plan priority** should be to focus on attracting, retaining, and growing primary employers essential to the creation of an agribusiness and clean energy industrial cluster of global economic significance by

- *Solidifying partnerships with regional, state, and federal economic development agencies (Upstate Colorado, NCEDC, COEDIT, USEDA) committed to working together to identify, contact, and recruit, on an annual basis, 25 targeted primary industries in such areas as agricultural production, processing, manufacturing and related services; renewable energy research, development and fuels production; water resource design, development and management services; rail, road, and air transportation logistics; business administration services; educational services; health sciences; and related areas of business cluster strength*
- *Developing a business and industry team of five community leaders capable of networking with and presenting compelling community attributes and business development incentives to 25 targeted primary employers on an annual basis.*
- *Developing a business and industry team of community leaders capable of networking with and surveying the business retention and expansion needs of 25 existing businesses on an annual basis; community teams should be structured and assigned appropriate to their organizational missions*
- *Developing within the next six months an economic development database of city parcels, buildings, ownership, zoning, land use, transportation network, and utility infrastructure information for industrial and commercial site selection request, response, and presentation purposes*
- *Developing within the next six months a knowledge sharing partnership with local and regional developers, builders, commercial brokers, and investors interested in actively participating in the sharing and maintenance of economic development database information*
- *Develop Tax Increment Financing, Business Development Incentives, and Capital Financing capable of meeting the economic development, energy, and infrastructure needs of existing and targeted primary business and industry*
- *Astutely providing economic development incentives to only those new and existing firms dedicated to providing higher than average wage and salary employment opportunities; base higher than average determination on competitive wage and salary offerings in northern Colorado*

P-20 Education & Workforce Development

We believe the **second strategic action plan priority** should be to focus on improving our community's business attraction, retention, and development efforts by creating an award winning P-20 public education system with K-12 performance rankings equal to or greater than surrounding Northern Colorado school districts by

- *Initiating and maintaining active dialog with our educational institutions and community partners about the critical importance of K-12 educational performance as one of Greeley's most significant business and industry attraction and retention issues and pressing for significant community action aimed at addressing and improving educational instruction and performance testing results*
- *Publishing P-20 (Greeley-Evans, Windsor, and Evans School Districts, Charter Schools, Private Schools, UNC, MCB, and Aims Community College) "Points of Pride" content on the City's Economic Development webpage; also encourage Upstate Colorado and Greeley Chamber of Commerce to incorporate the same content into their website*
- *Supporting the Northern Colorado Workforce Initiative (UNC, CSU, Aims Community College, and Front Range Community College) goal of meeting the higher education and workforce training needs of local primary and secondary employers*

- *Encouraging the development and delivery of higher education opportunities for life long learning and professional development through Aims Community College and UNC*

Municipal Governance

We believe the ***third strategic action plan priority*** should be to focus on creating a city organization widely recognized as a business friendly municipal government receptive to the development of sustainable high quality residential, commercial, and industrial centers by

- *Actively administering a long range land use development and capital improvement planning process that strives to achieve the optimal distribution and availability of infrastructure ready residential, commercial, and industrial land development parcels*
- *Evaluating and adjusting the Adequate Public Facilities (APF) boundary with respect to the above objective and modifying as necessary capital improvement projects and growth management practices to achieve smart growth economic development objectives*
- *Adopting a development fee schedule capable of providing the funding required to deliver essential public infrastructure to near term market viable residential, commercial, and industrial development*
- *Evaluating economic development objectives on an annual basis and adopting as needed standard incentives structured to meet the public/private partnership needs of targeted primary industry; case by case incentive guidelines structured to meet the public/private partnership needs of new retail or commercial development activity; and case by case incentive scenarios for the redevelopment of blighted or distressed commercial properties*
- *Allocating and utilizing our water resources in a manner conducive to the production of agricultural, industrial, and renewable energy resources of importance to establishing and maintaining a competitive primary industry and professional services position in a global economy*
- *Continuing to provide a timely stream lined development review, approval, and permitting process delivered in the highest quality customer service manner possible resulting in optimal commercial and industrial development outcomes*

Community Leadership

We believe the ***fourth strategic action plan priority*** should be to focus on nurturing and growing the progressive transformational leadership needed to forge a unified sense of purpose from diverse cultural, business, and workforce resources resulting in a community of sustainable economic strength by

- *Conducting a series of workshops providing council and community leaders with an in depth understanding of the breadth, depth, and complexity of community issues associated with effective and lasting economic development outcomes*
- *Supporting the Chamber of Commerce, Leadership Weld County, Greeley Government Academy, Community Service Clubs and local educational institutions in achieving their next generation leadership development efforts*
- *Encouraging the growth and involvement of a broad spectrum of qualified and capable community leaders to ensure the active continuation of civic, social, environmental, economic, and business investment activities*

Entrepreneurial Development

We believe the **fifth strategic action plan priority** should be to focus on creating a community of significant small business and entrepreneurial development activity resulting in a broad diversity of new business creation and professional service employment opportunities by

- *Developing a local business incubation center in cooperation with the Monfort College of Business and Rocky Mountain Innovation Institute; and incubate eight new business venture start-ups in 2009 by providing peer mentoring, executive guidance, professional support services, and access to seed, venture and operating capital; maintain a minimum of 6-8 ventures on an annual basis*
- *Growing the funding capacity and utilization of the Greeley Community Development Revolving Loan Fund to \$1,000,000 (and increase by 25% annually) by improving the management and use of program funds; do so in collaboration with Upstate Colorado, the Monfort College of Business, Greeley/Weld SBDC, and local commercial and investment banking institutions*
- *Promoting the above incubation and financing programs to attract professional service, engineering and technical workforce resources capable of creating, managing, and delivering the value added products and services demanded by existing business and targeted primary industry*
- *Conducting entrepreneurial development activities in association with targeted primary industry activities to leverage the success of both economic development objectives*

Transportation

We believe the **sixth strategic action plan priority** should be to focus on funding, building, and maintaining a modern 21st Century community transportation network capable of contributing to and supporting northern Colorado's regional transportation and transit services needs by

- *Implementing a master transportation plan designed to achieve the construction of a complete (pedestrian, bicycle, highway, rail, and air) community transportation network consistent with regional transportation infrastructure plans*
- *Creating rail transportation corridor zones incorporating large parcel and rail spur infrastructure as a key element of our economic development efforts*
- *Developing and maintaining an active working partnership with NFRMPO and CDOT in planning and funding regional transportation system improvements on US 34, 85, and other local state and federal highways of importance*

Public Safety

We believe the **seventh strategic action plan priority** should be to focus on improving our business attraction, retention, and entrepreneurial development efforts by creating a community known for its exceptional safety and security by

- *Continuing to support the police department's delivery of sound public safety services by maintaining a high police profile combined with active policing of criminal activity in all areas of the community*
- *Actively working with neighborhood watch and business watch groups to heighten awareness of criminal behavior patterns facilitating immediate response to potential criminal activity*

- *Support the development of a regional crime lab operating in conjunction with UNC's criminal justice program to improve our crime enforcement, sentencing and conviction outcomes*
- *Publishing positive Public Safety "Points of Pride" content on the City's Economic Development webpage and local news sources through public relations press releases; encourage Upstate Colorado and Chamber to incorporate the same positive content into their email communications and website content*

QOL Community Development

We believe the ***eighth strategic action plan priority*** should be to focus on creating a community of vibrant commercial districts, healthy residential neighborhoods, clean recreational sport parks, beautiful community landscapes and native open spaces resulting in an exceptional community lifestyle by

- *Identifying public investment programs needed to spur infill and redevelopment projects resulting in the creation of vibrant residential and commercial neighborhood districts through out the community*
- *Utilizing the city's Tax Increment Financing capability in partnership with mall property ownership to redevelop the Greeley mall area into a revitalized regional retail center*
- *Assisting the DDA in becoming an organization of strength and performance outcomes by continuing to provide financial support and guidance in the use of public resources to develop a revitalized downtown area*
- *Utilizing City resources in partnership with university, community and business leaders to plan, develop, and create a vibrant campus district within ½ mile of the UNC student union*
- *Pursuing 5 quality of life and community development projects (such as community beautification and art in public places) capable of attracting college students, entrepreneurs, and seasoned business owners interested in generating new business development activity within the community*
- *Encouraging Island Grove stakeholders to explore redevelopment opportunities for creating a modern western agricultural convention center*
- *Continuing to work with public and private developers to significantly improve retail, recreational, cultural and quality of life amenities and community attributes important to the attraction and retention of management executives, university and college professors, and affluent retirees*

Community Image

We believe the ***ninth strategic action plan priority*** should be to focus on creating a local, regional, and national reputation that conveys a positive and enduring community image of health, prosperity, pride, and honor by

- *Actively participating in the development and delivery of positive public relations news releases promoting a positive community image based upon the brand positioning platform of our newly adopted community brand "Greeley. Great. From the Ground Up"*
- *Work with the Market Greeley Partnership in promoting and marketing the positive attributes of our community amenities; education strengths, public safety standards, quality of life, standards of living, climate, and outdoor recreational lifestyle*

- *Actively support the implementation of branding objectives and tactics contained within the Greeley, Colorado BrandPrint™ Strategic Plan developed by North Star Destination Strategies.*

Community Partnerships

Each of these of these economic development action plan recommendations will require a broad foundation of community support, but several of them will require much more than that, and in fact, can only be achieved through the formation of critically important community partnerships.

For example, our goal of creating an award winning P-20 public education system, with K-12 performance rankings equal to or greater than surrounding Northern Colorado school districts can only be achieved by working in a partnership with our local school district administrators, teachers, and educational professionals. In doing so we can achieve the broader economic development goal of improving our community's educational image and our capacity to attract, develop, and retain primary business and industry and the professionals they employ.

The significance of community partnerships is also true for our goal of increasing primary employment opportunities or of improving small business creation and entrepreneurial development activities. These goals are best achieved by working in partnership with Upstate Colorado, Northern Colorado Economic Development Corporation, Colorado Office of Economic Development and International Trade, UNC's Monfort College of Business Small Business Development Center, and the Greeley Chamber of Commerce. We must partner with these agencies to develop work programs directed toward achieving outcomes of benefit to all.

And of course our goal of improving our community's commercial and neighborhood districts can only be achieved by working in partnership with the Downtown Development Authority and others active in improving their respective community commercial and residential neighborhood areas.

We encourage the City of Greeley to take immediate action on accomplishing the strategic recommendations that they have direct control over and at the same time to begin building the community action partnerships required to achieve the broader economic development goals and objectives outside of their immediate influence.

By working together in partnership with local, state, and federal agencies and not-for-profit entities we can begin to cooperatively use our limited financial and human resources to make greater progress in achieving long term sustainable economic development outcomes.

Community Profile

Current Demographic and Economic Conditions

Economic development strategic planning often begins with an examination of a community's current demographic and economic conditions. Examining existing conditions helps to objectively identify the basic economic health and vitality of the community and to establish a baseline for measuring future economic growth and development.

An examination of our community's current demographic and economic conditions revealed several factors of importance in determining the current and future economic health of the Greeley community. The following community attributes were deemed to be the most important characteristics that needed to be addressed in order to improve the Greeley economy.

- The Greeley community must strive to increase K-12 educational performance scores to a level equal to or greater than surrounding northern Colorado communities in order to be equally attractive to professionals, business firms, and industry
- The Greeley community must significantly decrease criminal activity by both juvenile and adult offenders making vast improvements in public safety indicators improving our regional and national image
- The Greeley community must strive to increase income standards (per capital, median family, and median household) by improving the availability of higher quality primary jobs and the correspondingly higher wage and salary compensation that they provide
- The Greeley community must strive to diversify primary industry employment with a focus on targeting clean energy, high technology, and higher wage and salary employers
- The Greeley community must strive to offer a quality of life that is attractive to executive management, technical professionals, professors, physicians, attorneys, business owners and their families to increase their residence within the community
- The Greeley community must strive to increase student enrollment at Aims Community College and the University of Northern Colorado establishing a well educated workforce and steady stream of small business entrepreneurs
- The Greeley community must strive to build and maintain an efficient, effective, and adequately funded regional transportation network to facilitate the efficient transfer of good, services, and human resources
- The Greeley community must strive to develop a balanced proportion of infrastructure and development ready land uses providing the opportunity for sustained economic development
- The Greeley community must strive to embrace a citizenry of increasing ethnic diversity and workforce strengths

The following Greeley 2008 demographic profile is based on best available data from the 2006 American Community Survey conducted by the U.S. Census Bureau using survey samples much smaller than the 2000 decennial census.

Population

The 2008 City of Greeley population is estimated at 93,543. Growth rates over the past 20 years have fluctuated dramatically from a negative growth rate of -0.92% recorded in 1991 to a highest growth rate of 3.82% in 1997.

Growth rates over the past 10 years begin with a growth rate of 3.62% in 1998 and end with a projected growth rate of 0.001% in 2008. Growth rates over this same period range from a high of 3.79% in 2001 to the projected low of 0.001% in 2008. The average growth rate over this 10 year period was 2.97%. The historic growth rate during the 1970's was 3.14%, during the 1980's – 1.34%, and during the 1990's – 2.43%.

The 2006 North Front Range Metropolitan Planning Organization (NFRMPO) Economic and Demographic forecast predicts a much larger Greeley community with an area population of 192,754 in 2035.

Age

The 2006 age structure for the City of Greeley population is estimated to be as follows. Residents age 18 and Under comprise 30% of the population; residents age 19-64 are 61% of the population; and residents age 65 and Over are estimated to be 9% of the population. The population age 18 and Under has increased from 25% in 1990 to 30% in 2006. The population age 19-64 has decreased from 64% in 1990 to 61% in 2006. The population age 65 and Over has decreased from 11% in 1990 to 9% in 2006. Refer to the following the demographic profile report located in the appendix for more detailed age structure changes.

Racial & Ethnic Composition

The racial and ethnic composition of the 2006 population is estimated to be as follows. White Caucasians comprise 83.7% of the population; African Americans comprise .20% of the population; American Indian/Alaska Natives comprise .60% of the population; Asians comprise 2.30% of the population; Native Hawaiian/Pacific Islanders comprise .10% of the population; Other Single Race comprise 11.20% of the population; and those claiming Two or more races comprise 1.90%. Individuals claiming Hispanic origin across all races are estimated at 33% of the population. For comparison, individuals claiming Hispanic origin across all races is estimated to be 19.70% in Colorado and 14.80% in the US.

Education

2000 Community Education Achievement Levels have improved from 1990. In 1990 persons over the age of 25 had achieved the following educational attainment levels. Educational attainment less than a 9th grade education was 11.9%; 9-12 grades with no diploma was 11.6%; high school graduate was 22.6%; some college with no degree was 22%; and a college degree of four years or more was 32%. In 2000 persons over the age of 25 had achieved the following educational levels: less than 9th grade – 10.8%; 9-12 grade with no diploma – 9.9%; high school graduate – 22.7%; some college with no degree – 23.1%; and a college degree of four years or more – 33.5%.

Greeley/Evans District 6 ACT testing scores continue to remain below Colorado scores in 2006. Please refer to the demographic profile report located in the appendix for more detailed ACT score comparisons.

Greeley/Evans School district 6 Graduation Rates have fluctuated from a high of 78.6% upon completion of the 2002-03 school year to a low of 69.5% during the 1998-99 school year. The 2007-08 school year saw the second lowest graduation rate of 69.7%.

UNC Fall semester enrollment remained steady from 1990-1998 averaging 9172 graduate and undergraduate students. Enrollment jumped in 1999 to 11,039, averaging 11,430 from 1999-2007, with a low of 10,977 in 2002, and a high of 12,065 in 2006. Enrollment dropped below the nine year average in 2007 to 11,349.

Aims Community College Annual Enrollment (for all campuses Greeley, Fort Lupton, Loveland) declined from 1991-1998, with a high of 9,459 in 1992, to a low of 6,579 students in the 97-98 school year. Beginning in 1998 enrollment steadily increased, growing from 6858 in the 98-99 school year to 11,334 in 06-07 school year with a high of 13,556 in the 03-04 school year. Enrollment for the 07-08 school year stands at 9,203.

Transportation

Total street and highway miles within Greeley's city limits have steadily increased. Street miles have increased 92% from 202 miles in 1990 to 388 miles in 2007. Highway miles have increased 70% from 23 miles in 1990 to 39.1 miles in 2007. Bus mass transit fixed route ridership has increased from 367,712 riders in 1990 to 471,156 riders in 2007. The lowest number of riders during this same period was 281,991 in 1996 with the highest ridership of 471,921 occurring in 2001. Para transit ridership has increased from 26,599 in 1990 to 33,331 in 2007.

Housing Units

Housing units (all types) have increased from 25,814 in 1995 to 35,987 in 2008. Annual housing growth rates range from a high of 3.96% in 2000 to a low of negative -0.0004% in 2007. The average housing growth rate over this 12 year period is 2.42%.

Owner occupied residential units represent 59.6% of housing inventory and renter occupied residential units represent 40.4% of the community's housing inventory in 2006. In 1990 53.9% was owner occupied and 46.1% was renter occupied. In 2000 58.4% was owner occupied and 41.6% was renter occupied.

Multifamily vacancy rate have increased from 1.4% in 1993 to 9% in 2008. The highest vacancy rate occurred in 2004, registering 12%. The average vacancy rate over this 15 year period is 6.36%.

Permits

Single family permits fluctuated between 1993 and 2007 but steadily increased from 345 permits in 1993 to 737 permits in 1999. Single family housing permits continued relatively steady from 2000 to 2002 averaging 667 units per year. Single family permits declined in 2006 to 315 and 152 in 2007. Single family permits in 2008 are projected to decline dramatically in face of the current housing crisis.

Multifamily housing permits increased from 16 in 1993 to 166 in 2002. Total multifamily units constructed fluctuated from 23 units in 1994 to 580 in 2002. Multifamily permits and units have also declined from 230 in 2005 to 39 in 2006 and 16 in 2007.

Commercial building permits have increased from 16 in 1993 to a high of 40 permits in 2001. Commercial building permits have remained relatively steady from 36 in 2005, to 36 in 2006, and 33 in 2007.

Development Trends

The total acres of developed land within the City have increased 547% from a total of 5,433 acres in 1970 to 29,706 acres in 2007. And correspondingly, the total square miles of developed area have increased 547% from 8.49 square mile in 1970 to 46.42 square mile in 2007.

The zoning classification of lands within the Greeley city limits is comprised of the following. Single family residential zoning represents 31.58% of total zoning in 2007. This percentage ranges from a high of 39.95% in 1999 to a low of 29.77% in 2001. Two-family residential zoning represents 3.29% of total zoning in 2007 and ranges from a high of 4.17% in 2000 to a low of 3.19% in 2003. Multifamily residential zoning represents 6.56% of total zoning in 2007 and ranges from a high of 7.36% in 2000 to low of 6.06% in 2003. Planned Unit Development zoning

represents 10.08% of total zoning in 2007 and ranges from a high of 16.32% in 1999 to a low of 10.08 in 2007. Commercial zoning represents 6.88% of total zoning in 2007 and ranges from a high of 8.75% in 2000 to a low of 6.41% in 2006. Industrial zoning represents 14.45% of total zoning in 2007 and ranges from a high of 20.65% in 1999 to a low of 10.61% in 2005. Mobile home zoning represents 1.06% of total zoning in 2007 and ranges from a high of 1.71% in 1999 to a low of 1.05% in 2006. Holding agricultural zoning as introduced in 1998 and represents 23.25% of total zoning and ranges from a high of 28.99% in 2005 to a low of .8% in 1999. Conservation District zoning represents 2.85% of total zoning in 2007 and ranges from a high of 2.85% in 2007 to a low of 1.68% in 1999.

Public safety

Police calls per 1,000 residents totaled 619.8 during the 2007 calendar year. Calls per 1,000 residents have fluctuated since 1994 from a high of 678.5 in 2004 to low of 594.8 in 1999. The average number of police calls per 1,000 residents from the reporting period of 1994 to 2007 is 638 calls per 1,000 residents.

Adult arrests totaled 5,994 in 2007. Adult arrests have fluctuated since 1994 from a high of 6,715 in 2006 to a low of 4,225 in 1996. The average number of adult arrests from the reporting period of 1994 to 2007 is 5,387.

Juvenile arrests totaled 1,142 in 2007. Juvenile arrests have fluctuated since 1994 from a high of 1,495 in 1998 and 1999 to a low of 921 in 2005. The average number of juvenile arrests from the reporting period of 1994 to 2007 is 1,286.

The total number of arrests equaled 7,136 in 2007. Total arrests have fluctuated since 1994 from a high of 7,600 in 2000 to a low of 5,650 in 2005. The average number of total arrests from the reporting period of 1994 to 2007 is 6,531 total arrests.

Economics

2006 Median Family Income (MFI) for the Greeley MSA is estimated at \$54,746. By comparison the 2006 MFI for Weld County is \$62,284; for Fort Collins - \$72,248; for Larimer County - \$72,263; and for Colorado - \$64,614.

2006 Median Household Income (MHI) for the Greeley MSA is estimated to be \$40,140. For comparison the 2006 MHI for Weld County is \$52,543; for Fort Collins - \$45,846; for Larimer County - \$53,745; and for Colorado - \$52,015.

According to the U. S. Bureau of Economic Analysis the 2006 per capita income for the Greeley MSA is \$26,002 and represents a 7.1% increase over a 2005 per capital income of \$25,183. By comparison the Fort Collins/Loveland MSA per capita income for 2006 is reported to be \$35,397; Denver/Aurora - \$44,691; Colorado springs \$34,255; Grand Junction - \$30,746; Pueblo - \$26,363; Cheyenne, WY - \$39,647.

According to the U.S. Bureau of Economic Analysis the 2006 total full and part time employment by NAICS industrial classification is as follows. Total employment for the Greeley MSA is 115,822. Farm employment equals 5,912 or 5.1% of total employment and non-farm employment equals 109,910 or 94.9% of total employment for the Greeley MSA. 86.7 % of nonfarm employment is classified as private and 13.3% is classified as government or government enterprises. Total non-farm private employment is listed in the following table.

City of Greeley Economic Development Strategic Plan

NAICS Industry Classification	Employment	Percent
Total Employment	115,822	100

Wage & Salary	86,747	74.9
Proprietors	29,075	25.1

NAICS Industry Classification	Employment	Percent
Farm Employment	5,912	5.1
Non-Farm Employment	109,910	94.9

Private Employment	95,326	86.7
Government & Govt. Enterprises	14,584	13.3

Forestry, Fisheries & Related	1,359	1.46
Mining	2,668	2.86
Utilities	244	.26
Construction	12,349	13.23
Manufacturing	10,539	11.29
Wholesale Trade	4,226	4.53
Retail Trade	10,991	11.78
Transportation & Warehousing	3,083	3.3
Information	1,529	1.64
Finance & Insurance	5,958	6.38
Real Estate	4,544	4.87
Professional & Technical	4,811	5.16
Management of Companies	1,057	1.13
Administrative & Waste Services	6,442	6.9
Educational Services	944	1.01
Health Care and Social Services	9,167	9.82
Arts, Entertainment, recreation	1,896	2.03
Accommodation and Food Services	6,592	7.06
Other except Public Admin.	6,924	7.42

Federal Civilian	601	4.12
Military	571	3.92
State & Local	13,412	91.96

State Govt.	3,079	22.96
Local Govt.	10,333	77.04

Major Employers	Number of Jobs
JBS/Swift	3,650
Northern Colorado Medical Center	2700
Greeley/Evan School District 6	2307
Weld County Government	1490
U.S. Government	1400
State Farm Insurance	1322
City of Greeley	1306
State of Colorado (including UNC)	1159

Startek	906
Wal-Mart	856
Aims Community College	745
Greeley Medical Center	350
RR Donnelley	240

The fastest growing Industry Sectors by Employment for Weld County in 2006-2007 are:

- Transportation/Warehousing (6.48%)
- Educational Services (7.75%)
- Administrative and Waste Services (9.96%)
- Mining (33.84%)

The fastest growing industry sectors by Wages for Weld County in 2006-2007 are:

- Mining (8.17%)
- Utilities (16.82%)
- Wholesale Trade (30.82%)
- Information (46.17%)

The July 2008 unemployment rate for the Greeley MSA is estimated to be 5.5% compared to 4.5% for the Fort Collins Loveland MSA for the same period. The 2006 North Front Range MPO Economic and Demographic Forecast report projects that total employment in the Greeley area will increase from 59,903 in 2000 to 115,632 in the year 2035.

Economic Visioning

EDAC Community Vision

The next step in creating an economic development strategic plan often involves a discussion about our community's future and the desired community characteristics associated with a healthy, vibrant, and sustainable economy. Several defining characteristics were identified resulting in the following condensed list of highly desired community attributes.

- A community with a premier award winning P-20 educational system known for its progressive educational excellence arising from a collaborative UNC and District 6 problem solving partnership
- A community with a modern transportation system of bike, pedestrian, highway, rail and air transportation corridors
- A community with a vibrant downtown district of entertainment and commerce – a place to live, work, play, and shop – with easy transportation and parking access
- A community proud of its accomplishments, culture, appearance, educational system, business and industry, citizens, small town agricultural roots, and community image
- A community of vibrant neighborhood, commercial and civic centers – a “cool” campus district, a redeveloped Island Grove, a regional convention center, and modern Greeley Mall shopping center

- A progressive business friendly municipal government capable of improving the planning, development review, and capital infrastructure funding process; attracting primary employers and small business to our community
- A community of public private partnerships capable of attracting and retaining targeted industries – light manufacturing, rail transit/transfer centers, agricultural machinery, distribution logistics, clean energy, etc.
- A “cool-town” community attractive to young entrepreneurs based on its unique cultural fabric, international business niche, broad spectrum of community college and university educational offerings, affordable neighborhoods, job opportunities, and entertainment offerings
- A community with a complete spectrum of retail offerings located in neighborhood centers for local shoppers and major regional centers for northern Colorado’s regional shoppers
- A community of progressive leaders sharing a unified sense of purpose and goals – a community of one forged from diverse cultures and workforce strengths
- A safe community free of crime and violence in all of its neighborhoods, public centers, and commercial districts both east and west, north and south
- A community well aware of an emerging global economy and developing world competitiveness; actively striving to compete in this new world economy by creating a regional economy of unique business and industry clusters such as renewable energy, agriculture, water resource management, etc.

The defining characteristics listed above, were condensed from the following vision themes which were compiled from a community visioning exercise in which EDAC members were asked to describe what type of Greeley community they would like to create for their families to work, play, learn, and live in. The purpose was to collect as many ideas as possible. Nothing was considered to be too big, too small, too ambitious, or too crazy for consideration! A vision is something positive to move towards!

Major Theme: Education P-20	
Educational excellence	
UNC is an underutilized asset	
Develop a premier award winning public school system	
Improve collaborative problem solving relationship between UNC’s school of education best practices knowledge and public school district educational practices	
Elect UNC educational professor to school board	
Recruit more Students to UNC	

Major Theme: Capital Improvements - Transportation	
Better transportation systems	
Leap beyond bus transit to light rail leader now!	
Develop alternative I-25 N/S transportation corridor – Hwy 85 connect to I80, I76, E470	
Street Maintenance	

Major Theme: Downtown Development	
Build a solid connection between UNC and the Downtown	
Create better transport methods for getting people from west downtown vs. to Centerra	
Consider a major transit oriented development project for downtown	
Address Downtowns security, safety, poor lighting stigma	

Need to develop a clear cohesive vision of downtown shared by all landlords tenants, business, offices, etc.	
Should we move courts to other location to remove safety perceptions	
Downtown Identity – place to live, work, play, shop – a destination	
Community Investment in Downtown	
Incentives for Downtown or districts	
Sufficiency of Downtown parking	
Land for parking with shuttle service	
Adequate planning for Open Space	

Major Theme: Community Image	
Promote greater recognition of UNC academic accomplishments	
UNC excels in business, teaching, music, nursing, recreation/sports health	
Clean up all of our corridors (85, 10 th street, 11 th Ave) appearance, image, etc.	
Build new entrances/exits into Greeley	
Create a Greeley beautification board	
Encourage and develop image as small town friendly	
Conduct more small town community celebrations	
How to deal with major employer perception in our community	

Major Theme: Community Development	
Build big convention center/hotel	
Rebuild Island Grove	
Build UNC events center	
Create a vibrant campus community district	
Invite Garden City into Greeley	
Redevelop the Greeley Mall	
Lets compete on a quality of life basis with other top tier cities	
Pursue Redevelopment throughout Greeley – improvement in all areas	
More dense living	
Bike, Bus, Walk to work	
More Walk able communities	
Population – double 60+ age population growth	
“Sun City” Community	
Retirement facilities will be a need	
Become One Community Not Two	

Major Theme: Business Friendly Government Policy	
Find ways to attract small business to our community – lessening city regulatory processes – reduce bureaucratic action	
Consider City land banking for future economic development	
Improve development review process	

Major Theme: Target Industry	
Pursue more light industrial	
Develop and expand rail system service	
Pursue Honda assembly plant, or Harley Davidson or John Deere	
Balance our agricultural cluster with related light/heavy manufacturing	
Pursue low water use industry	
Pursue large rail yard transfer/transport center	

Hunt to attract FedEx or UPS hub	
How to deal with major employer perception in our community	

Major Theme: Cool Town Entrepreneurial Development	
How do we encourage entrepreneurial development in our community?	
Increase activities for young adults – 19-26	
International Niche	
Celebrate Community Differences	
Accepting Creative Class	
Cross fertilization of ideas	
Reason for Students to Stay through availability of job opportunities, entertainment and neighborhood developments	
Different Types of Schools	
College/University/Community Collaborations	
Community Distinction	
Enhance/Strengthen an identifiable city center (downtown core)	

Major Theme: Retail Development	
Develop major retail center	
Community Balance – in all neighborhoods – shop, work, play – like St Michaels	
Create a vibrant campus community district	
Redevelop the Greeley Mall	
Lets compete on a quality of life basis with other top tier cities	

Major Theme: Leadership/Partnership/Collaboration	
Encourage UNC to conduct more applied research in coordination with community needs	
Strive to engage and grow more Hispanic leadership and community engagement	
How do we define community?	
Highlight our cultural diversity and workforce strengths	
Does the community share a unified sense of purpose, values, goals, etc.	
Become One Community Not Two	
Encourage/Celebrate Culture	

Major Theme: Health Care	
Advanced healthcare in Greeley community	

Major Theme: Public Safety	
We have two crime environments – west = safe, east = danger – resolve this	
Improve Safety Downtown	
Address Downtowns security, safety, icky people, poor lighting stigma	

Major Theme: Regional/Global Economic Competitiveness	
Emerging global economy and developing world competitiveness	
Off shoring of jobs and technology	
Emergence of regional economies and how they present themselves to the rest of the world	
Importance of business and industry clusters based on prevailing local knowledgebase and expertise	

Comparative Analysis

EDAC Comparative SWOT Analysis

Comparing a community's existing demographic and economic conditions with its desired future vision often draws forward a discussion of the internal strengths and weaknesses inherent to the community and an examination of the external opportunities and threats that the community must face in its plan to improve local economic conditions.

EDAC performed a basic SWOT analysis with the specific purpose of comparing Greeley's competitive position with respect to economic development trends occurring locally, regionally, nationally, and globally. This analysis resulted in the following conclusions.

- The Greeley community must generate the community leadership needed to inspire and lead its citizens and business alike to openly address the weaknesses and threats facing our community
- We must strive to improve our K-12 educational performance, public safety and community amenities to enhance our competitive weakness in attracting high paying commercial and industrial employers and retaining our corporate executives, professors, entrepreneurs and UNC graduates
- We must strive to attract high wage employment opportunities to improve per capital, median family, and median household incomes within the Greeley community
- We must strive to improve our commercial districts and provide a broader spectrum of retail offerings, cultural entertainment and recreational opportunities to create an quality of life competitive with this nations communities of excellence
- We must strive to dramatically improve our public safety enforcement standards with a focus on significantly reducing juvenile and adult crime activity within our community
- We should proactively address negative media coverage with a steady stream of positive counter messaging, promotion, and public relations activities
- We should target and attract business and industry capable of building upon our strong economic foundations and establishing Greeley as the global center for water resource management, agricultural production, and renewable energy technology resulting in a sustainable economy of global significance
- We must maintain a business friendly municipal government capable of delivering essential public sector resources (to the right place at the right time) in wise combination with private sector investments to create commercial, industrial, educational, and neighborhood districts of exceptional quality and value
- We must resolve the cultural divide and learn to appreciate, embrace, and celebrate the human and cultural diversity of this community resulting in a populace of unity capable of addressing change in a constantly evolving world, environment, and global economy
- We must strive to grow a community of intense entrepreneurial spirit supported by peer mentoring, senior guidance, professional support, community investment, lifelong learning, and access to adequate seed and venture capital
- We must create a road and rail transportation network of critical importance in consolidating production resources and distributing value added products to a regional, national and world economy

The Economic Development Advisory Committee discussed the community's strengths, weaknesses, opportunities, and threats from a variety of perspectives resulting in a variety of local, regional, national and global comparisons. Their comments and varying perspectives were

compiled into the following tables within a variety of major discussion categories such as Labor Market, Financial Capital, Market Access, Transportation, Sites/Facilities, Knowledge Resources, Education/Training, Business Climate, and Quality of Life. Please note that this SWOT analysis was basic in nature and does not attempt to represent itself as a thorough analysis of the Greeley community in comparison to regional, national or global economies.

Basic Greeley SWOT – Strength and Weakness

Community Factor	Strength		Weakness	
	Major	Minor	Correctable	Uncorrectable
Labor Market				
<i>Skills/Wage/Productivity/Avail.</i>				
Workforce composition	X			
Retention of College Grads			X	
Difficulty attracting & retaining Exec. Workforce			X	
Financial Capital				
<i>Commercial/Public/Venture</i>				
Lack Seed/Venture Capital			X	
Access to Markets				
<i>Prox. to Suppliers</i>				
Agricultural Resources	X			
Natural Resources	X			
Renewable Energy	X	X		
Transportation				
<i>Prox. to Major Transportation</i>				
Denver International Airport	X	X		
Major Highways	X	X		
Municipal Airport	X			
Regional Transportation			X	
Poorly Maintained Roads			X	
Distance from I-25			X	
Sites & Facilities				
<i># of Sites/Size/Cost/Utilities</i>				
Land Availability	X			
Water Resources	X			
Rundown Neighborhoods			X	
No Campus District			X	
Knowledge Resources				
<i>R&D/Industry Assoc.</i>				
Access to CSU, CU, Mines	X			
Retention of college grads			X	
Retention of UNC faculty			X	
Education & Training				
<i>College/Univ./Vocational</i>				
Strong College	X			

Strong University K-12 CSAP Performance	X		X	
Business Climate				
<i>Govt./Cooperation/Taxes/Reg.</i> Willingness to work together for common good	X			
Opportunity to make a difference	X			
Poor Community Image			X	
Blind to Global Competition			X	
CO Constitution A23/TABOR			X	
Expanding Govt. services beyond basic duty & funding			X	
Ability to Market Greeley			X	
Quality of Life				
<i>COL/Culture/Rec./Services</i> Climate	X			
Youth Sports Facilities	X			
Cultural Facilities	X	X		
Golf/Trails/Parks	X			
Access to Metro Denver	X			
Rocky Mountains	X			
No. CO attractions	X			
Lack Downtown District			X	
Affordable Community	X			
Ethnic/Cultural Diversity	X			
Lack College District			X	
Fine Dining Opportunities			X	
Facilities for Aging population			X	
No cultural buzz - night or bright life			X	
Leadership				
Ability to groom new young leadership	X			
Lack clearly defined community vision			X	
Reactive leadership			X	
Old World perspectives			X	
Conservative philosophy			X	
Lack modern visionaries			X	

Labor Market

The general workforce composition of the Greeley community was identified as a major strength based on skill sets, work ethic, and wages. On the other hand the inability of the community to

attract and retain UNC college graduates, entrepreneurs, and northern Colorado executives was seen as a significant weakness of the Greeley community.

Financial Capital

Access to and the availability of financial capital for land development and established business expansion did not draw concern given the presence of adequate local, regional, and national commercial banking institutions and their general willingness to invest in Northern Colorado. However, the absence of financial seed and venture capital for entrepreneurs creating emerging new market businesses was seen as an impediment to a new wave economic development in the community.

Market Access

Greeley's position as one of the nations top agricultural producing areas was seen as a real economic strength in regard to agricultural farming, equipment, chemicals, feed, processing and distribution markets. Our abundant natural resources in particular our oil and gas field production were also seen as an economic strength. It is important to note that these resources are capable of playing a major role in the development of renewable energy alternatives. Agricultural biomass, natural, and renewable energy technologies are coming together to produce new business opportunities capable of leading the way in local, regional, national, and global economic development.

Transportation

Our proximity to DIA was viewed as a major strength in regard to our local neighboring communities with longer more difficult access routes. Our growing Greeley Weld County Airport was also seen as a major strength. Our regional highway network was seen as a major strength while our slightly greater distance to I-25 and I-76 was seen as perhaps a lesser strength when compared to neighboring communities. The diminishing transit capacity of our regional transportation systems and their poor and deteriorating condition were described as an emerging weakness that must be addressed. The absence of development ready rail-served industrial sites was seen as a weakness that can be overcome with good land use planning and infrastructure development practices.

Sites/Facilities

Greeley when compared to surrounding northern Colorado communities has an abundant measure of land and water resources available for new development. New rail served industrial development can occur north and east of the community. Abundant vacant land and redevelopment parcels also exist in close proximity to major highway and transportation corridors. It was when we turned our attention to the older center of our community that we noted the presence of deteriorating commercial and residential neighborhoods that were identified a correctable weakness.

Knowledge Resources

Our northern Colorado geographic location puts us in close proximity to the states major research institutions of CU, CSU, and Mines. This close proximity provides a potential strength provided the community reaches out to engage these institutions in conducting field level real world research activities in the community. Greeley has a strong state university with outstanding colleges of business, education, health, and theatre arts. Although not a major research institution the city and university should engage the strengths of these colleges in developing a

community culture of excellence in these areas. The group identified our inability to retain UNC professors and college graduates as active citizens living in this community as a real community weakness that must be overcome.

Education & Training

Aims Community College and the University of Northern Colorado were seen as a major strength of the community. Aims Community College has the ability to serve not only as an educational gateway to higher learning but also as a major workforce development partner in nursing, aviation, and industrial science. The Greeley/Evans school district however was viewed as a community institution in need of improvement in specific performance indicators such as CSAP testing. It is suggested that the district work directly with UNC to identify and address its educational challenges. This was identified as a significant community weakness that must be overcome in order to retain community and business executives and to successfully compete in attracting new high paying commercial and industrial employers.

Business Climate

Weld county and the City of Greeley were seen as business friendly local governments willing to attract and retain valued community employers and businesses. The group noted the community's willingness to work together to achieve economic goals and continually strive to make a difference for the common good as an additional strength. They did however note the fiscal difficulties imposed by state constitutional amendments such as TABOR and Amendment 23 and the transfer of former state and federal programs to local governments resulting in greater local fiscal burden and the expansion of municipal government beyond basic services. The greatest business climate weakness identified was Greeley's negative community image and the need for proactive marketing aimed at improving our local, regional, and national image.

Quality of Life

Greeley's affordability, cultural and ethnic diversity, climate, youth sports facilities, cultural facilities, access to metro Denver, close proximity to the rocky mountains and northern Colorado attractions were viewed as significant strengths. The lack of an active and vibrant downtown district, campus district, fine dining, cultural night life and bright life atmosphere as a major weakness and impediment to the attraction and retention of executives, entrepreneurs, and college graduates. In addition, the presence of a negative cultural and crime image was also a weakness that needed to be addressed.

Leadership

The community's strong history of past business leadership and ability to build and groom a new generation of community leadership capable of creating a strong Greeley economy was seen as a major strength. The group however also noted that the Greeley community is increasingly being described as being a divided community with reactive leadership, old world perspectives, and an overly conservative philosophy resulting in an absence of modern day visionaries capable of creating a clearly defined community vision for the future.

Basic Greeley SWOT – Opportunities and Threats

Economic Trend	O/T	Impact and Importance	City Policy Influence
Labor Market			
China/India	T	Moderate	No – Market
National	T	Moderate	No – Market
State	O	Significant	No – Market
Northern Colorado	O	Significant	Yes - Partner
Financial Capital			
Cost of Water	T	Significant	No - Market
Water Supply	T	Significant	Yes - Direct
Beet shortage = high cost feed stock	T	Moderate	No – Market
Reduced federal/state funding = local burden to provide and higher development fees	T	Moderate	Yes - Direct
Markets			
Renewable Energy	O	Significant	Yes – Indirect
Ag. & Food Processing Industry	O	Moderate	Yes – Indirect
Ability to leverage local/regional assets	O	Moderate	Yes – Direct
Ag. Bio-mass	O	Significant	Yes – Indirect
Sand & Gravel Aggregates	O	Moderate	Yes – Indirect
Nuclear Energy	O	Moderate	Yes – Indirect
Competition from Centerra, 25/34, Ft Collins	T	Significant	Yes – Direct
China/India as global economy giants	T	Significant	No – Market
Transportation			
Prox. to airport and transportation corridors	O	Moderate	Yes – Indirect
Rail Transportation	O	Significant	Yes – Both
Ability to expand airport capacity/services	O	Moderate	Yes - Direct
Sites/Facilities			
Ability to develop free of land lock constraints	O	Significant	Yes – Direct
Knowledge Resources			
Ag. & Food processing expertise	O	Moderate	Yes – Indirect
Water resource engineering	O	Significant	Yes - Direct
Education/Training			
K-12 Ed. System	T	Significant	Yes - Indirect
Business Climate			
Ability to create the identity we want	O	Significant	Yes – Direct
Greater ED cooperative perspectives	O	Significant	Yes – Indirect
Greater regional city/county cooperation	O	Moderate	Yes – Direct
Greater regional ED cooperation	O	Moderate	Yes – Indirect
To balance essential govt. services & funding	O	Significant	Yes – Direct
Detrimental Local media	T	Significant	Yes – Indirect
Balancing Environmental and Energy development	T	Moderate	Yes - Indirect
Quality of Life			
Demographic composition/age/diversity	O	Moderate	Yes – Indirect
Greater multi-cultural environment	O	Moderate	Yes – Indirect
Celebrate cultural diversity	O	Significant	Yes – Direct
Capitalize on cultural strengths	O	Significant	Yes – Indirect
Greater local entertainment offerings	O	Significant	Yes – Direct
Greater educational and cultural offerings in surrounding communities	T	Significant	No – Indirect

Crime	T	Significant	Yes – Direct
Leadership			
Ability to foster/stimulate new leadership	O	Significant	Yes - Direct

External Threats

The external threats to the Greeley economy were identified within the Labor Market, Financial Capital, Market Access, Education, Business Climate, and Quality of Life categories.

The availability of cheap labor markets in China, India, and Mexico pose a challenge to all well developed economies and must be countered through advanced plant technology and higher worker productivity. Competing on the basis of labor wages does not correctly address the community’s already very low per capita, median family and median household income status. We need to position our selves for a higher paying rather than lower paying wage economy. We can do so by supporting efforts to attract higher paying technical and professional employment opportunities and the corresponding workforce development initiatives.

The increasing demand for water resources coupled with limited water resource availability in the west will result in higher water costs. Higher water costs and increasing bio-fuel production may translate into higher feed stock prices and food production prices negatively affecting our competitive agricultural processing position. We need to focus our water knowledge on optimizing water delivery, treatment, and consumption with the purpose of reducing unit water costs. We also need to consider how our water development, delivery and utilization practices can be tuned to provide water resources to agricultural and business activity directly related to our major agribusiness and food production industrial activity.

International market competition from developing nations such as China, India, and Brazil has the ability to impact our agribusiness industry in positive and negative ways presenting both opportunities and threats. These emerging economies will initially provide an additional marketplace for finished agricultural products; in the future they may eventually develop their own domestic capacity and global market competitiveness.

Regional market competition from commercial centers located in Northern Colorado (Centerra, 2534, and Fort Collins) has the ability to threaten local business-to-business and business-to-customer, professional service and retail sales business activity. Understanding Greeley’s competitive advantage and successfully deploying it will determine the magnitude of this threat. Greater commercial and entertainment offerings must be made available throughout Greeley to improve retail sales activity and stem the threat of sales tax leakage to surrounding communities.

The poor performance rating of our K-12 educational system relative to the higher performance ratings of our surrounding communities serves as a real impediment to the retention and attraction of companies, executives, entrepreneurs, and retirees. We must actively strive to improve our P-20 education competitive position by learning from and implementing the new world educational techniques coming from UNC.

The presence of detrimental local and regional media coverage will continue to pose a threat to improving the image of Greeley and must be gradually overcome with a steady stream of positive counter messaging, promotion, and public relations activities.

And finally the negative cultural crime image associated with the Greeley community serves as a real impediment to commercial and industrial development, the attraction and retention of UNC

students, attraction and retention of executives and their families, and the attraction and retention of entrepreneurs responsible for the creation of small and medium businesses. Our crime image must be addressed as a true threat to our economic development efforts.

Opportunities

Our regional and national presence as a leading agricultural and biomass producer when combined with emerging technologies directed at the production of alternative energy from renewable resources will provide a significant opportunity for economic development. The wise application of economic development financing tools and incentive efforts can position Greeley as a global center for agricultural production and processing combined with renewable energy generation technologies to incubate new business development. Add our abundant oil and gas resources to the equation and we truly have the ability to develop the nation's first municipal renewable energy generation utility capable of transitioning our community into the 21st Century. Lower energy costs and easy access to natural and renewable energy sources and knowledge centers can and must be used to Greeley's advantage in addressing global and regional competition.

Our relative proximity to an improving regional air and ground transportation network when combined with a future rail transfer and transit system has the ability to position Greeley as an ideal transportation node for Northern Colorado.

Our water resource engineering and management expertise combined with our agricultural production and processing expertise provides significant business opportunities for addressing and resolving the foundational economic development needs of developing world economies.

Our ability to foster regional city/county cooperation in formulating and achieving economic development goals and objectives when combined with sound fiscal governance will provide a greater ability to capitalize on sustainable primary job creation opportunities.

We have the opportunity to appreciate, embrace, and celebrate our cultural diversity and ultimately learn to leverage and capitalize on our unique cultural strengths to create a community environment capable of creating greater local entertainment and commercial offerings.

We have the ability to merge our traditional leadership strengths with new leadership ideas and emerging world realities to create a healthy and vibrant community rich in family values arising from a western agricultural lifestyle.

Economic Development Goals and Objectives

EDAC Goals/Objectives/Strategic Actions

The preceding SWOT analysis not only served as a method for evaluating our community's competitive position from a local, regional, and global perspective, but also helped to establish the discussion framework for determining substantive goals, objectives and strategies for improving our economic development outcomes.

The goals, objectives, and strategies identified during this discussion were compiled into the following major theme categories.

Targeted Primary Employment

Goal – To target and attract new primary industry capable of strengthening our existing industrial base and establishing uniquely competitive business and industry clusters of global significance.

Objectives:

- *Develop the ability to meet the site ready infrastructure needs of targeted primary commercial and industrial businesses*
- *Actively recruit and grow an agricultural and renewable energy engineering education, financing, business services, and industrial manufacturing sector capable of diversifying our current primary employment base and providing higher wage and salary employment opportunities*
- *Develop public private partnerships capable of attracting and retaining targeted business and industry clusters – agricultural and food processing machinery, energy extraction and renewable energy production, water resource management, and commodity distribution logistics*
- *Target and attract business and industry capable of establishing Greeley as the business and industry center for water resource management, agricultural production, and renewable energy technology establishing an economy of global significance*

Intended Outcomes:

- *Sustained global competitiveness and community incomes*
- *Unique competitive business advantages through co-location of knowledge resources*
- *Unique educational, technical and production expertise for export to developing nations*

Suggested Strategy/Actions:

- *Primary Role - Develop a community business and industry team capable of soliciting the interest of targeted employers and presenting community attributes, incentives, and services in a compelling and convincing manner*
- *Primary Role – Develop a comprehensive economic development database of buildings, development parcels, ownership, utility and transportation infrastructure for industrial site selection response and presentation purposes*
- *Primary Role – Structure Tax Increment Financing, Development Fee, Incentive, and Capital Improvement policies so that they are capable of addressing the business and community partnership needs of targeted industries*
- *Primary Role – Solidify partnerships with regional and state economic development agencies interested in working together to recruit agriculture, renewable energy, transportation logistics, and rail transit based industry*
- *Primary Role – Develop a knowledgebase of local and regional developers, builders, commercial brokers, and investors interested in actively participating in economic development activities in the Greeley area*
- *Primary Role – Develop an existing business retention program for the purpose of retaining and expanding existing business and industry*

K-12 and Higher Education

Goal – To improve our community's business attraction, retention, and development efforts by creating an award winning P-20 public education system with K-12 performance rankings equal to or greater than surrounding Northern Colorado school districts.

Objectives:

- *Increase Greeley's K-12 educational performance rankings to a level equal to or greater than surrounding northern Colorado community school districts*
- *Develop a P-20 educational system of excellence known for its progressive educational instruction and life-long learning opportunities*
- *Create a P-20 educational system capable of meeting the workforce training needs of targeted agricultural, renewable energy, business service, logistics, and light manufacturing industries*

Intended Outcome:

- *Improved ability to attract and retain high paying employers and their corporate executives, and our higher education professors, community entrepreneurs and UNC graduates*
- *Ability to meet the educational needs of all Greeley citizens - executives, managers, skilled labor, students, retirees, etc.*
- *Ability to provide an exceptionally well trained and qualified workforce meeting targeted industry needs*

Suggested Strategy/Actions:

- *Primary Role - Engage in active dialog with our educational institutions and community partners about the importance of K-12 educational performance as a critical business attraction, retention, and development tool*
- *Primary Role – Publish K-12 Greeley-Evans School District 6 and higher education UNC, MCB, and Aims Community College “Points of Pride” content on the City's Economic Development webpage; encourage Upstate Colorado and Chamber to incorporate the same into their website*
- *Supporting Role – Support community efforts aimed at addressing and improving the K-12 educational instruction and performance testing results*
- *Supporting Role – Support the Northern Colorado Workforce Initiative partnership of UNC, CSU, Aims Community College and Front Range Community College in their goal of meeting the workforce training, higher education, and lifelong learning needs of local primary and secondary employers.*

Municipal Governance

Goal – To be widely recognized as a business friendly municipal government with administrative practices openly receptive to sustainable high quality residential, commercial and industrial development.

Objectives:

- *Anticipate and prepare to meet the future capital infrastructure development needs of retail, commercial and industrial businesses*
- *Develop a balanced distribution of open space, residential, commercial and industrial land uses capable of supporting sustainable community and economic development activity*
- *Foster a responsive business friendly municipal government capable of executing the effective and timely performance of the planning, development review, and permitting process*
- *Foster a progressive municipal government capable of:*
 - *Persuasively presenting the community's positive attributes and business development incentives for the purpose of attracting and retaining primary employers*

- *Delivering essential capital improvements (to the right place at the right time) in wise combination with private sector investments to create commercial, industrial, educational, and residential districts of exceptional quality, beauty, and value*
- *Delivering public sector water resources (and energy services) of the highest quality at the lowest price possible as a competitive site selection advantage*

Intended Outcomes:

- *Wise land use planning and land availability for sustained economic development*
- *Responsive, efficient, timely permitting processes*
- *Proactive business retention and economic development readiness*
- *Optimal capital improvement planning, construction and financing*
- *Optimal public sector resource management and delivery*

Suggested Strategy/Actions:

- *Primary Role – Actively administer a long range land use development planning process that strives to achieve the optimal distribution and availability of infrastructure ready residential, commercial, industrial, and open space land development parcels*
- *Primary Role - Evaluate and adjust the MRESA/APF boundary with respect to the above and adjust growth management practices and capital improvement projects to achieve smart growth economic development objectives*
- *Primary Role – Adopt a development fee schedule capable of providing the capital funding required to deliver essential public infrastructure to near term market viable residential, commercial, and industrial development projects*
- *Primary Role – Adopt utility and user fee schedules capable of providing the capital and operations funding required to deliver essential public water and energy resources to established residential, commercial, and industrial users*
- *Primary Role –Develop a city presentation team capable of presenting municipal services, community attributes, incentives, and development assistance to existing and prospective primary employers in a very compelling manner. Create short and long term comparisons to local, regional, national and international competitors.*
- *Primary Role –Develop the ability to provide adopted preapproved incentive packages for primary base employment and case by case incentive guidelines for retail and commercial employment*
- *Primary Role – Develop a GIS enabled economic development data base of buildings, development parcels, utility and transportation infrastructure for commercial site selection response and presentation purposes*
- *Primary Role – Continue to maintain a timely stream lined development review, approval, and permitting process delivered in a quality customer service manner*

Community Leadership

Goal – To nurture and grow a community of progressive leadership capable of forging a unified sense of community and purpose from diverse cultures, business, and workforce strengths.

Objectives:

- *Develop the next generation of community leadership needed to inspire and lead citizens and business alike to openly address and resolve the internal weaknesses and external threats facing our community*
- *Cultivate community leadership capable of resolving the cultural divide in the community resulting in a unity of purpose by fostering the ability to appreciate, embrace, assimilate and celebrate the human and cultural diversity of the area*

- *Cultivate community leaders with the ability to create community awareness of an emerging global economy and new world of competitiveness*
- *Create a business and community leadership capable of addressing change in a constantly evolving world, environment, and global economy*
- *Cultivate community leadership with the ability to compete in the new world economy by positioning ourselves as a regional economy of unique business and industry clusters – renewable energy, agriculture, water resource management, etc.*

Intended Outcomes:

- *Next generation leadership resulting in a progressive community of new economic development for the 21st century*
- *A community capable of coming together to accept and embrace changing demographic and cultural realities*
- *A heightened awareness of global economic competitiveness*
- *Strategic positioning of new business development and economic strength in a global economy*

Suggested Strategy/Actions:

- *Primary Role – To provide council and community leaders with an in depth understanding of the breadth, depth, and complexity of decision issues associated with municipal governance and policy development for effective and lasting economic development activity*
- *Supporting Role – To support the Chamber of Commerce, Leadership Weld County, Greeley Government Academy, Community Service Clubs and local educational institutions in achieving their next generation leadership development efforts*
- *Supporting Role – To encourage a broad spectrum of qualified and capable community leadership ensuring the active continuation of civic, social, environmental, economic, and business investment activities*

Entrepreneurial Development

Goal – To create a community of significant entrepreneurial development activity resulting in new businesses creation and professional employment opportunities.

Objectives:

- *Grow a community of intense entrepreneurial spirit supported by peer mentoring, executive guidance, professional support, community investment, lifelong learning, and access to adequate seed and venture capital*
- *Create a “cool-town” community attractive to entrepreneurs of all ages based on a unique cultural fabric, international business niche, and broad spectrum of higher educational opportunities*
- *Increase growth in student enrollment at Aims Community College and the University of Northern Colorado increasing the potential pool of budding entrepreneurs*

Intended Outcomes:

- *A community attractive to resident entrepreneurs both young and old*
- *Increased numbers of higher education graduates and their creative minds*
- *A community incubator for entrepreneurial business development*

Suggested Strategy/Actions:

- *Primary Role –Develop a local business incubation center in cooperation with the Monfort College of Business and Rocky Mountain Innovation Institute; capable of providing peer mentoring, executive guidance, professional support services, and access to essential funding sources, seed, and venture capital*

- *Primary Role – Grow the funding capacity and utilization of the Greeley Community Development Revolving Loan Fund by improving the management and use of program funds; do so in collaboration with Upstate Colorado, the Monfort College of Business, SBDC, and local commercial banking institutions*
- *Primary Role –Pursue quality of life amenities and community development projects capable of attracting college students, entrepreneurs, and seasoned business owners interested in generating new business development activity*

Community Image

Goal – To create a local, regional, and national reputation that conveys a positive and lasting community image of health, prosperity, pride and honor.

Objectives:

- *To develop a community proud of its accomplishments, culture, appearance, educational system, business and industry, citizens, small town agricultural roots, and community image*
- *To proactively counter detrimental media coverage with a steady stream of positive counter messaging, promotion, and public relations activities*

Intended Outcomes:

- *A renewed sense of pride in who we are, our dreams, aspirations, and way of life*
- *A turning of the tide from negative to positive image marketing*

Suggested Strategy/Actions:

- *Primary Role – Active participation in the development and delivery of our new community brand --“ Greeley, Great from the Ground UP”*
- *Primary Role – Proactive promotion and marketing of the positive attributes of our community, its amenities, and progress in addressing and resolving our perceived weaknesses in the areas of education, public safety, community amenities, and personal income*
- *Supporting Role – To assist the Chamber in engaging the Greeley business community in rolling out the Greeley Great from the ground up branding effort*
- *Supporting Role – To encourage community partners and citizens to actively dispel and counter negative personal and public media communications*

Public Safety

Goal – To improve our community’s business attraction and retention, executive residence, university enrollment, and entrepreneurial development efforts by remaining tough on crime and creating a safe place to live, work, and play.

Objective:

- *To decrease criminal gang activity by both juvenile and adult offenders making vast improvements in our crime and public safety indicators*
- *Develop a community free of crime and violence in all of our neighborhoods, civic centers, and commercial districts throughout the community*
- *Improve public safety in and around the University of Northern Colorado and Aims Community College*
- *Reverse our perceived image as community of dangerous gang activity*

Intended Outcome:

- *Improved crime statistics and public safety image*
- *Public enforcement and safety in all areas of our community*

Suggested Strategy/Action:

- *Primary Role – Continued support of the police departments delivery of sound public safety services and visible police presence as a positive contribution to the community's economic vitality and development efforts*
- *Primary role – Stay tough on crime by maintaining a high police profile with active policing of criminal activity in all areas of the community.*
- *Primary Role – Actively work with neighborhood watch and business watch groups to heighten awareness of criminal behavior patterns facilitating immediate response to criminal activity.*
- *Supporting Role – Proactively work with the UNC Police Force and Aims Security in responding to and pursuing criminal enforcement activities on and around college campus areas.*
- *Supporting Role – Work with the community to provide school aged youth with compelling reasons to stay in school and out of gangs.*

Transportation

Goal – To plan, fund, build, and maintain a complete, efficient, effective, and modern 21st century business and community transportation network.

Objectives:

- *Create a modern transportation system of bike, pedestrian, highway and rail transportation corridors*
- *Create a road and rail transportation network of critical importance in consolidating production resources and distributing value added products to a regional, national, and world economy*
- *Create a pedestrian and bike friendly network of easy access paths between commercial and neighborhood districts*

Intended Outcomes:

- *Positioning the community for emerging 21st century transportation realities*
- *Efficient and cost effective distribution of primary goods and services*
- *Competitive northern Colorado community quality of life transportation alternatives*

Suggested Strategy/Action:

- *Primary Role – Implement a master transportation plan designed to achieve the construction of a complete (bike, pedestrian, highway, rail) community transportation network consistent with regional transportation plans*
- *Primary Role – Actively work to create a rail transportation zone incorporating large parcel and rail spur infrastructure in recognition of the growing importance of rail transportation in economic development efforts*
- *Primary Role – Develop and maintain an active working partnership with NFRMPO and CDOT in planning and funding transportation system improvements on US 34, 85, and other regional highways of importance*

Quality of Life/Community Development

Goal – To create a community of vibrant commercial districts, healthy residential neighborhoods, clean recreational sports parks, and open spaces resulting in an exceptional community lifestyle.

Objectives:

- *Create a strong community center with a complete spectrum of civic, entertainment, commercial and recreational activities*

- *Create unique commercial and residential neighborhoods including a distinct campus district surrounding the university*
- *Redevelop Island Grove into a convention and western lifestyle recreation and entertainment center*
- *Redevelop the Greeley Mall to provide a complete spectrum of quality retail and cinematic offerings*
- *Create unique cultural based retail, commercial, and entertainment offerings throughout the city creating a quality of life competitive with regional and national communities of excellence*
- *Eliminate blight conditions wherever they exist in our community*

Intended Outcomes:

- *A strong and vibrant community commercial and civic center*
- *An attractive and safe campus district attractive to faculty, parents, and students*
- *A unique regional event center based on western landscape and lifestyle activities*
- *A complete spectrum of quality good and services stemming the outward leakage of retail sales*
- *A community of unique cultural neighborhood districts attractive to professionals, professors, and young entrepreneurs*

Suggested Strategy/Actions:

- *Primary Role – Identify development incentives and policies needed to spur redevelopment and infill projects capable of creating vibrant residential and commercial neighborhood districts*
- *Primary Role – Utilize Tax Increment Financing in partnership with mall property ownership to ensure redevelopment of the Greeley mall area into a revitalized regional retail center*
- *Primary Role – Utilize Planning, Neighborhood Resource Office, CDBG, GURA, and Economic Gardening resources in coordination with community and business leaders to plan, develop, and create a vibrant campus district and other uniquely important residential and commercial districts*
- *Supporting Role – Encourage Island Grove stakeholders to explore redevelopment opportunities for creating a modern western agricultural convention center*
- *Supporting Role – Assist the DDA in becoming an organization of strength, and performance outcomes by continuing to provide financial support and guidance in the use of public resources to develop a revitalized downtown and surrounding area*
- *Supporting Role – Continue to work with public and private developers to significantly improve retail, recreational, cultural and quality of life amenities and community attributes important to the attraction and retention of management executives, university and college professors, and affluent retirees*

Incomes & Standard of Living

Goal – To increase per capita, median, and household income in the City of Greeley and throughout the surrounding area.

Objectives:

- *To increase income standards (per capital, median family, and median household income) by increasing the availability of high quality primary industry employment in the city and immediate area*
- *To improve the retention of executive managers, professors, technical professionals, administrators, business owners and community founders as residents of the community*

Intended Outcomes:

- *Improved or increased home ownership, asset maintenance, durable good consumption, professional services, culture and entertainment, and community amenities*
- *Increased community leadership, involvement, and participation in community improvement activities*

Suggested Strategy/Actions:

- *Primary Role – Astutely provide economic development incentives to only those firms providing higher wage and salary employment opportunities*
- *Primary Role – Target high level professional and technical businesses associated with the delivery of value added activities within targeted primary employment industries*

Action Plan Recommendations

City of Greeley Strategic Economic Development Action Plan Recommendations

Three major thoughts became apparent during our discussion of economic development goals, objectives, intended outcomes and suggested strategic actions. The first was that the City of Greeley had two different roles to play in the implementation of a strategic plan for economic development. The City could easily assume a primary role in initiating and implementing the strategic action recommendations associated with traditional municipal governance activities such as public safety, transportation, planning, community development and public financing. But the City could only assume a secondary or supporting role when it came to initiating and implementing the strategic action recommendations associated with the work program of other public and quasi-public organizations.

The second was that the major economic development themes could be grouped based upon their common attributes. This resulted in the identification of three major groupings; those associated with Employment, Income, and Entrepreneurial Development; those associated with Municipal Governance, Public Safety, Transportation, and Community Development; and those associated with Community Partnerships in Education, Leadership, Community Image and Community Development.

The third was that the recommended strategic actions need to be prioritized in a manner in which they not only identified their importance but also occurred in such a manner that accomplishing one action would set the stage for achieving the next strategic action.

Employment/Income & Standard of Living/Entrepreneurial Development

Targeted Primary Employment / Income & Standard of Living (1)

- *Solidify partnerships with regional and state economic development (Upstate, NCEDC, COEDIT) agencies interested in working together to recruit targeted primary industries such as agricultural production, processing and manufacturing, water resource management, renewable energy production, oil & gas production, transportation logistics services, road to rail transit, and related primary industry targets*
- *Develop a comprehensive economic development database of parcels, buildings, ownership, zoning, land use, transportation network and utility infrastructure information*

for industrial and commercial site selection response and presentation purposes; in cooperation with UNC Dept. of Economics and Geography

- *Develop a knowledge sharing partnership with local and regional developers, builders, commercial brokers, and investors interested in actively participating in the economic development activities of the city of Greeley*
- *Develop a business and industry team of five city and community leaders capable of networking with targeted primary employers and existing business and industry employers to present community attributes, incentives, and services to 100 targeted industry accounts*
- *Evaluate and structure Tax Increment Financing, Development Fee, Incentive, and Capital Improvement policies so that they are capable of solving the business partnership needs of the community and targeted primary industry*
- *Astutely provide economic development incentives to only those firms providing higher than average wage and salary employment opportunities*
- *Attract high level professional and technical workforce resources capable of creating, managing, and delivering the value added products and services associated with targeted primary industry*

Entrepreneurial Development (4)

- *Develop a local business incubation center in cooperation with the Monfort College of Business and Rocky Mountain Innovation Institute; and incubate ten new venture start-ups by providing peer mentoring, executive guidance, professional support services, and access to seed, venture and operating capital*
- *Grow the funding capacity and utilization of the Greeley Community Development Revolving Loan Fund to \$1,000,000 by improving the management and use of program funds; do so in collaboration with Upstate Colorado, the Monfort College of Business, Greeley/Weld SBDC, and local commercial and investment banking institutions*
- *Develop a business and industry team of five city and community leaders capable of networking with existing businesses and industry to annually survey and address the business retention and expansion needs of 30 private sector primary employers*

Municipal Governance/Public Safety/Transportation/QOL Community Development

Municipal Governance (3)

- *Actively administer a long range land use development and capital improvement planning process that strives to achieve the optimal distribution and availability of infrastructure ready residential, commercial, and industrial land development parcels*
- *Adopt a development fee schedule capable of providing the funding required to deliver essential public infrastructure to near term market viable residential, commercial, and industrial development*
- *Evaluate and adjust the Adequate Public Facilities (APF) boundary with respect to the above and adjust growth management practices and capital improvement projects to achieve the above smart growth economic development objectives*
- *Continue to provide a timely stream lined development review, approval, and permitting process delivered in a high quality customer service manner and resulting in efficient commercial and industrial development outcomes*
- *Evaluate existing city incentives and adopt additional incentive resolutions or ordinances for targeted primary industry; add case by case incentive guidelines for retail and commercial development*

Public Safety (5)

- *Continue to support the police department's delivery of sound public safety services and visible police presence as a positive contribution to the community's economic vitality and development efforts*
- *Continue to stay tough on crime by maintaining a high police profile with active policing of criminal activity in all areas of the community.*
- *Actively work with neighborhood watch and business watch groups to heighten awareness of criminal behavior patterns facilitating immediate response to criminal activity*
- *Proactively work with the UNC Police Force and Aims Security in responding to and pursuing criminal enforcement activities on and around college campus areas*

Transportation (5)

- *Implement a master transportation plan designed to achieve the construction of a complete (bike, pedestrian, highway, rail) community transportation network consistent with regional transportation plans*
- *Create a rail transportation zone incorporating large parcel and rail spur infrastructure as a key element of our economic development efforts*
- *Develop and maintain an active working partnership with NFRMPO and CDOT in planning and funding transportation system improvements on US 34, 85, and other regional state and federal highways of importance*

QOL Community Development (6)

- *Identify development incentives and policies needed to spur redevelopment and infill projects capable of creating vibrant residential and commercial neighborhood districts*
- *Utilize Tax Increment Financing in partnership with mall property ownership to redevelop the Greeley mall area into a revitalized regional retail center*
- *Utilize Planning, Neighborhood Resource Office, CDBG, GURA, and Economic Gardening resources in coordination with community and business leaders to plan, develop, and create a vibrant campus district within ½ mile of the UNC campus*
- *Pursue 5 quality of life and community development projects capable of attracting college students, entrepreneurs, and seasoned business owners interested in generating new business development activity within the community*

Community Partnerships in Education/Leadership/Image/Community Development

P-20 Education & Workforce Development (2)

- *Initiate and maintain active dialog with our educational institutions and community partners about the critical importance of K-12 educational performance as one of Greeley's most significant business and industry attraction and retention issues*
- *Press for significant community action aimed at addressing and improving K-12 educational instruction and performance testing results*
- *Support and promote the Northern Colorado Workforce Initiative partnership of UNC, CSU, and Aims Community College and their goal of meeting the workforce training, higher education, and lifelong learning needs of local primary and secondary employers*
- *Publish K-12 Greeley-Evans School District 6 and higher education UNC, MCB, and Aims Community College "Points of Pride" content on the City's Economic Development webpage; encourage Upstate Colorado and Chamber to incorporate the same into their website*

Community Leadership (4)

- *Conduct a series of workshops providing community leaders with an in depth understanding of the breadth, depth, and complexity of community issues associated with effective governance and policy development for lasting economic development*
- *Support the Chamber of Commerce, Leadership Weld County, Greeley Government Academy, Community Service Clubs and local educational institutions in achieving their next generation leadership development efforts*
- *Encourage the growth of a broad spectrum of qualified and capable community leadership to ensure the active continuation of civic, social, environmental, economic, and business investment activities*

Community Image (8)

- *Actively participate in the development and delivery of our new community brand “Greeley, Great from the Ground UP”*
- *Proactively promote and market the positive attributes of our community, its amenities, and progress in addressing and resolving our perceived weaknesses in the areas of education, public safety, community amenities, and personal income*
- *Assist the Chamber in engaging the Greeley business community in rolling out the Greeley Great from the ground up branding effort*
- *Encourage community partners and citizens to actively dispel and counter negative personal and public media communications*

QOL Community Development (6)

- *Encourage Island Grove stakeholders to explore redevelopment opportunities for creating a modern western agricultural convention center*
- *Assist the DDA in becoming an organization of strength, and performance outcomes by continuing to provide financial support and guidance in the use of public resources to develop a revitalized downtown and surrounding area*
- *Continue to work with public and private developers to significantly improve retail, recreational, cultural and quality of life amenities and community attributes important to the attraction and retention of management executives, university and college professors, and affluent retirees*

Once it became structured in this manner it became possible to better associate strategic actions with essential community partnerships.

Community Partnerships

Action	Community Partner Roles		Time Frame
	Primary	Secondary	
Targeted Primary Employment	City of Greeley; Upstate Colorado	Weld County; Colorado Office of Economic	Q1 2009 – Ongoing

City of Greeley Economic Development Strategic Plan

		Development & International Trade; United States Economic Development Administration	
P-20 Education & Workforce Development	Greeley/Evans/Windsor School Districts; Aims Community College; University of Northern Colorado; Colorado State University; Front Range Community College	City of Greeley; Greeley Chamber of Commerce	Q1 2009 – Ongoing
Municipal Governance	City of Greeley	Greeley Citizens; Local Small Business; Commerce & Industry; Residential & Commercial Developers; Weld County; City of Evans; Regional Municipal Governments	Q1 2009 – Ongoing
Community Leadership	Greeley Chamber of Commerce; Leadership Weld County; University of Northern Colorado	City of Greeley; Weld County	Q1 2009 – Ongoing
Entrepreneurial Development	Greeley/Weld Small Business Development Center; Monfort College of Business; COEDIT	City of Greeley; Upstate Colorado	Q3 2009 - Ongoing
Transportation	City of Greeley; Colorado Department of Transportation; Weld County	Larimer County; North Front Range Metropolitan Planning Organization; Northern Colorado Communities	Q2 2009 – Ongoing
Public Safety	City of Greeley	City of Evans; Weld County Sheriff; Colorado State Patrol	Q1 2009 – Ongoing
QOL Community Development	City of Greeley	Citizens; Local Small Business, Commerce & Industry; Development Community	Q2 2009 – Ongoing
Community Image	Chamber of Commerce; Citizens; Small	City of Greeley	Q1 2009 – Ongoing

	Business; Commerce & Industry; Development Community		
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Appendix

Additional Information Source/References:

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