

RESOLUTION NO. 14-14

A RESOLUTION ADOPTING THE 2014 ECONOMIC DEVELOPMENT PLAN

Recitals:

In response to and in an effort to address the impacts of the recent and sustained economic downturn, the City Council has identified the need for and developed an economic vision for the City. The vision is that the *City will provide a vibrant business climate that is accessible, user-friendly and welcoming to all*. Through and with that vision, as the same is established in the 2014 Economic Development Plan ("Plan"), the City Council does adopt a blueprint and formal strategy to encourage economic activity and growth within the local economy.

As a part of the Plan the City will emphasize providing infrastructure, investing in and developing public amenities that support existing and new business and stress the strengths of the community and the City's primary role in encouraging, supporting and growing those attributes and others that are specific to inducing and sustaining economic expansion.

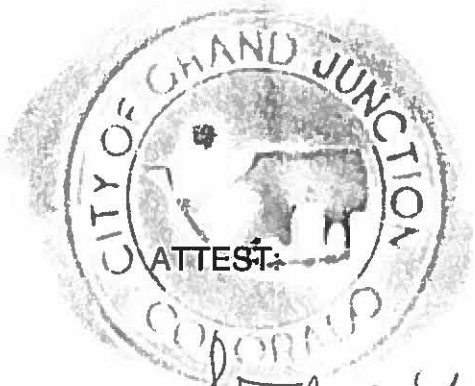
With the adoption of the Plan the City Council will guide economic development efforts in anticipation of making Grand Junction more competitive in retaining existing and recruiting new businesses.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION, COLORADO, AS FOLLOWS:

That the *2014 Economic Development Plan for the City of Grand Junction*, as attached hereto as Exhibit A, is adopted and made effective immediately.

FURTHERMORE, BE IT RESOLVED THAT the City Manager is authorized and directed to implement the 2014 Economic Development Plan, in cooperation with area partners, as provided in the Plan. The City Manager shall provide an annual update to the City Council, on or before March 31, 2015 and each year thereafter on or before the same month and day, on the implementation of the Plan and any recommendations for changes to the Plan to ensure that its goals and action steps are still relevant amid the changing economic conditions of the community.

Passed and adopted this 7th day of May, 2014.



Stephanie Yu
City Clerk

Paula Norris
President of the Council

CITY OF GRAND JUNCTION ECONOMIC DEVELOPMENT PLAN



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1 3 TO 5 YEAR ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN

Purpose and Objectives

Role of Municipal Government in Economic Development

Assessing and Reporting on Our Local Economy

Providing Infrastructure that Enables and Supports Private Investment

Supporting Existing Business and Keeping Costs Transparent, Predictable and as Low as Possible

Investing in and Developing Public Amenities

Marketing the Strengths of Our Community

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Economic Development Strategy and Action Plan

1.1 Purpose and Objectives

The purpose of this Economic Development Strategy and Action Plan (Plan) is to present a clear plan of action for improving business conditions and attracting and retaining employers. City Council held several workshops discussing the City's economic development priorities, plans and areas of emphasis. City Council identified the City's economic vision as "a city with a vibrant business climate that is accessible, user-friendly and welcoming to all."

The City of Grand Junction's mission statement:

"Become the Most Livable Community West of the Rockies by 2025."

The City of Grand Junction's three guiding areas of emphasis:

- Public Safety
- Infrastructure
- Economic Development

The City's primary roles specific to economic development:

- Assessing and reporting on our local economy
- Providing infrastructure that fosters and supports private investment
- Supporting existing businesses and keeping costs transparent, predictable and as low as possible
- Investing in and developing public amenities
- Marketing the strengths of our community

Successful implementation of this Plan will enable the City of Grand Junction to set a course of improving its standing as a viable, healthy and safe community that can attract and retain high-quality businesses.

City Council values and supports the work and missions of our community partners in economic development. These partners include:

- Grand Junction Area Chamber of Commerce
- Grand Junction Economic Partnership (GJEP)
- Industrial Developments, Inc. (IDI)
- Business Incubator
- Manufacturing Council
- Colorado Mesa University (CMU)
- Western Colorado Community College (WCCC)
- Downtown Development Association (DDA)
- Visitor and Convention Bureau (VCB)
- School District 51
- Mesa County
- Workforce Center

1.2 Role of Municipal Government in Economic Development

Even though government cannot affect all the factors important to economic development, it can have a significant impact through both its traditional role as public service provider and regulator and its entrepreneurial role as a deal-maker and business recruiter. Of these two roles the former is essential — government must provide quality basic services and an efficient regulatory environment if it is to create economic development. Providing further incentives to businesses are optional — whether it makes sense depends on what government can reasonably offer the extent to which such offerings are necessary to attract firms, and the cost of those offerings.

The traditional local government role in economic development is to facilitate economic activity by off-setting the cost of doing business in your community (in terms of time, opportunity, and money). Strategies include land assembly, modifying the permitting process, and providing job training. More entrepreneurial roles, as well as strategies that more directly address the demand for local products, may include seeding and investing in local small businesses, matching gaps in supplier/buyer linkages, and international trade promotion.¹

Furthermore, economic development cannot be viewed only at the municipal level. What is occurring, or not occurring, beyond the municipal boundaries should also be taken into account.

Understanding our local economy also means knowing how we fit into the broader region. Although increased competition for jobs, tax base and private investment can put political pressure on elected officials, the reality is that local economic success depends on regional economic success. For example, what industries in our community and region are growing or struggling? What barriers and support services exist for local entrepreneurs and small businesses? Is the local housing stock diverse enough to provide for a wide range of housing needs? All of these factors should be understood in the context of broader economic trends.²

¹ National League of Cities; The Role of Local Elected Officials in Economic Development

² National League of Cities; The Role of Local Elected Officials in Economic Development

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Economic Development Strategy and Action Plan

1.3 Assessing and Reporting on Our Local Economy

Your community's strengths and weaknesses...determine the potential of your local economy to support economic growth. This economic profile lays the foundation for creating a realistic vision and strategic direction for economic success that is unique to your community. Information about your local economy can also help engage and educate constituents and build community support for economic development decisions.³

Goal: Track important economic indicators that identify strengths and opportunities while also informing City Council of weaknesses and potential threats.

- **Action Step – Monitor and Report on the Energy Industry.**
 - Weekly Henry Hub natural gas prices.
 - Quarterly and annual drilling permits per county for Garfield, Rio Blanco and Mesa Counties.
 - Quarterly and annual statewide drilling permits.
- **Action Step – Monitor and Report on Real Estate and Construction.**
 - Valuation of building permits in Grand Junction by type – Electrical/Mechanical/Plumbing, non-profit, commercial, industrial and residential.
 - Total valuation of building permits in the City of Grand Junction and Mesa County.
 - Mesa County foreclosure sales and filings.
 - Real estate transactions and median home prices.
- **Action Step – Monitor and Report on the Labor Market.**
 - Track and report the Grand Junction Metropolitan Statistical Area (MSA) non-seasonally adjusted unemployment rate.
 - Track and report the total number of jobs per month in Grand Junction MSA.
 - Track and report changes in employment and annual and quarterly wages per industry for Mesa County.
 - Track and report average wages for the Grand Junction MSA.
- **Action Step – Compare Grand Junction's economic indicators with competing and comparable cities.**

Goal: Continue to share Economic Data with our Economic Development Partners.

- **Action Step – Send City-generated Economic and Financial reports to the ED Partners on a monthly basis, including:**
 - Sales, Use and Lodging Tax collections by month,
 - Building permit totals and valuation by month, and

³ National League of Cities; The Role of Local Elected Officials in Economic Development

- City Development Applications, Planning Clearances and Planning Meetings by month.
- **Action Step** – Report on Council's contributions and investments to economic development.
 - Include in the Quarterly Financial Report information on funding for economic development projects.
 - Share with our ED Partners the report on the City's contributions to economic development.

Goal: Monitor, Track and Report Legislative Actions during the Colorado General Assembly and Federal Legislation as Appropriate.

- **Action Step** – Legislative Reporting.
 - Continue to prepare and update the Legislative Report for City Council that monitors legislative activity during the General Assembly and identifies bills that may impact the City of Grand Junction and economic development.
 - Provide bi-weekly updates at City Council Work Sessions held prior to the Chamber of Commerce video conferences with the legislators.
 - Attend the Grand Junction Area Chamber of Commerce video conferences to support the City Council when discussing current or upcoming bills.
 - Communicate and cooperate with the Colorado Municipal League (CML), National League of Cities (NLC), the Grand Junction Area Chamber, Club 20 and Associated Governments of Northwest Colorado (AGNC).
 - Participate in the Chamber Legislative Council and CML Policy Committee.

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Economic Development Strategy and Action Plan

1.4 Providing Infrastructure that Enables and Supports Private Investment

Public infrastructure is the foundation for economic development. Access to roads, water, sewer, communication technologies, and electricity are all essential to the economy. Investment in both the infrastructure (i.e., the purchase of physical plant and equipment) and the operation and maintenance (e.g., labor, supplies) of these structures can expand the productive capacity of an economy, by both increasing resources and enhancing the productivity of existing resources.⁴

Goal: Continue to make investments in capital projects that support commerce and industry and provide for long-term economic competitiveness.

- **Action Step** – Develop a multi-year Capital Improvement Plan that fosters long term economic competitiveness.
- **Action Step** – Focus resources on identifying gaps in infrastructure.
- **Action Step** – Continue to provide high quality utility infrastructure that keeps utility rates low.

Goal: Support and facilitate access and expansion of important technological infrastructure in the city.

- **Action Step** – Identify core commercial and industrial areas in the city and work with providers to identify broadband capabilities and needs in these areas.
- **Action Step** – Implement broadband-friendly policies such as “dig once” and coordinate existing and future projects to enhance infrastructure investment efficiencies.
- **Action Step** – Continue to map cell phone coverage and work with service providers to address deficiencies.
- **Action Step** – Review existing regulations to make sure that they are cell tower friendly and incentivize stealth technology.
- **Action Step** – Discuss potential tax policies and incentives that relate to broadband and cellular infrastructure.

Goal: Discuss with ED Partners the need to develop a business park.

- **Action Step** – Assess properties owned by IDI to see what improvements may make them more marketable.
- **Action Step** – Research current demand for business parks in Grand Junction and seek grant opportunities to develop business parks.

⁴ Local Government Investment In Municipal Water and Sewer Infrastructure, US Conference of Mayors

- **Action Step** – Assess existing business parks to determine if there are opportunities for the City to provide improvements.

Goal: Monitor how much industrial property is ready for development.

- **Action Step** – No less than semi-annually, complete an industrial lands inventory to assess the amount and quality of existing and potential “ready to develop” sites.

Goal: Continue to support the airport and its vital role in economic development.

- **Action Step** – Work with the Airport Board to address the need for affordable airfare.
- **Action Step** – Continue to support grants, financing and loans available through State and Federal agencies.

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Economic Development Strategy and Action Plan

1.5 Supporting Existing Business and Keeping Costs Transparent, Predictable and as Low as Possible

For business leaders, time is money; they want to know that the regulatory process provides for timely, reliable and transparent resolution of key issues. If your city's regulatory policies are riddled with delays, confusing and redundant steps and multiple approval processes, a prospective business may very well choose to locate or expand in another community. Local officials can improve the regulatory environment for businesses by ensuring that the development review process and other policies are streamlined and transparent. The key to success is ensuring consistency and clarity about expectations, timelines, regulations, and costs. This will alleviate much of the uncertainty involved in economic development projects by allowing businesses to accurately anticipate the timing of the process and to build their plans accordingly. In addition, a better regulatory environment can promote information-sharing and better communication with local businesses so you can work together to identify potential challenges or problems.⁵

Goal: Be proactive and business friendly. Streamline processes and reduce time and costs to the business community while respecting and working within the protections that have been put into place through the Comprehensive Plan.

- **Action Step** – Continue to assign one or more Council representatives to monitor, suggest and report on planning policy with staff.
- **Action Step** – Review development standards and policies to ensure that they are complementary and support the common mission.
- **Action Step** – Partner with the Chamber and other business organizations to establish a Business Roundtable in order to gain information from the business community on road blocks and issues and ideas to promote commerce and industry.

Goal: Continue to develop tools that will promote economic gardening.

- **Action Step** – Continue to partner with the Business Incubator and the Manufacturing Council to find how to better define the partnership and support and promote the retention, success and expansion of existing businesses and start-ups.
- **Action Step** – Introduce the City's Economic Development Division to the business community, understand difficulties the businesses face and identify opportunities to assist in the attraction, retention and expansion of local businesses.
- **Action Step** – Continue to provide assistance to the City's economic partners and new and expanding businesses.

⁵ National League of Cities; The Role of Local Elected Officials in Economic Development

- **Action Step** – Continue to review local, state and federal data looking for economic development trends.

Goal: Support existing businesses and new prospects by providing useful information and data.

- **Action Step** – Monitor monthly construction permits to track the existing commercial and industrial building inventory in the Grand Junction.
- **Action Step** – Monitor annual industrial and commercial rezoning and annexation approvals and track the vacant commercial and industrial parcels in Grand Junction.
- **Action Step** – Continue to conduct a bi-annual windshield survey of vacant industrial and commercial buildings.
- **Action Step** – Continue to partner with Commercial Realtors to include available properties on the Geographic Information System (GIS).
- **Action Step** – Offer training and resources to businesses in key areas such as sales and use tax compliance, GIS capabilities, and industrial wastewater pretreatment.
- **Action Step** – The Economic Development team will continue to focus on anticipating potential road blocks and problems in the development process and quickly respond with available options and potential solutions.

Goal: Continue to explore opportunities and review requests to assist the business community through tax policies, financing options and financial incentives.

- **Action Step** – Continue to discuss and evaluate business personal property tax exemption or refund program.
- **Action Step** – Evaluate tax policies and tax incentives, such as tax increment financing (TIF), that promote economic development.
- **Action Step** – Review and approve requests for financial assistance including Private Activity Bonds and financial incentives.

Goal: Actively seek outside grant funding for projects that would advance economic development opportunities.

- **Action Step** – Review grants, loans and financing opportunities available through the Colorado Office of Economic Development and International Trade.
- **Action Step** – Provide information on these grants, loans and financing opportunities on our website.
- **Action Step** – Monitor monthly federal grants that become available.
- **Action Step** – Research and apply for local, state and federal grants to fund infrastructure and public amenities.

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Economic Development Strategy and Action Plan

1.6 Investing in and Developing Public Amenities

In this Plan, the term 'public amenities' is used to describe various facilities and services that make a community an attractive place to live. These amenities include but are not limited to public safety, parks and recreation facilities, arts and culture and public buildings and areas. Investing in and developing public amenities may serve to attract new and retain existing businesses. Furthermore, people looking to relocate rely on existing and proposed public amenities as a measure of whether a neighborhood and community are a desirable place to live.

Goal: Continue to make strategic investments in public amenities that support Grand Junction becoming "the most livable community west of the Rockies by 2025."

- **Action Step** – Identify and invest in key facilities, recreation, amenities, arts and culture and infrastructure that promote our community and attract visitors.
- **Action Step** – Develop a system of regional, neighborhood and community parks protecting open space corridors for recreation and multi-modal transportation.
- **Action Step** – Create attractive public spaces and enhance the visual appeal of the community through quality development.
- **Action Step** – Enhance and accentuate the city's "gateways" including interstate interchanges and other major arterial streets leading into the city.

Goal: Create and maintain a safe community through professional, responsive and cost effective public safety services.

- **Action Step** – Continue to improve response times of emergency responders through technology and the planning and construction of fire stations in areas without adequate coverage.
- **Action Step** – Create opportunities to eliminate redundancy and improve fire and emergency medical services through consolidation and partnerships with other emergency response organizations.
- **Action Step** – Enhance professionalism and training through investments in the Regional Emergency Services Training Center.
- **Action Step** – Create opportunities to lower community property insurance costs by improving the Insurance Service Office Fire Protection Class.
- **Action Step** – Planning and code officials partner with the business community to eliminate road blocks while finding solutions that support economic development and maintain public safety.

Goal: Continue to address crime and community safety concerns in a rapid and effective manner.

- **Action Step** – Stay aware and, as possible, ahead of developing crime concerns by staying engaged with the residential and business community in order to be attentive to their perceptions of safety.
- **Action Step** – Consider the expansion and enhancement of specialized units within the Police Department that have a demonstrated track record of crime prevention and suppression. Such units may include:
 - Drug Task Force (DTF)
 - Street Crimes Unit (SCU)
 - Investigations (Persons and Property)
 - Code Enforcement
 - Traffic Team
 - Community Advocacy Program (CAP)
 - Homeless Outreach Team (HOT)

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Economic Development Strategy and Action Plan

1.7 Marketing the Strengths of Our Community

Marketing the strengths of our community is an essential aspect of economic development and may increase tourism and promote business attraction. The City of Grand Junction in conjunction with our Economic Development Partners plays an important role in defining the marketing of our community.

Goal: Invest in marketing tourism as one component of economic development through the Visitor and Convention Bureau (VCB), whose mission is to “proactively market the Grand Junction Area, resulting in the positive economic impact of visitor dollars.”

- **Action Step** – Increase the economic impact of visitors' spending and report on return on investment.
 - Research, examine and identify new revenue options or funding mechanisms to achieve the goal of increased visitor spending.
 - Successfully implement annual marketing plans.
- **Action Step** – Further develop mutually beneficial tourism partnerships.
 - Promote and partner with special events.
 - Conduct the VCB listening tour and establish focus groups that include experts from the retail and tourism industries.
 - Look for ways to further engage the wine industry as members of and/or contributors to the marketing efforts that are so heavily weighted toward that industry.

Goal: Identify and Coordinate Efforts of Economic Development Partners.

- **Action Step** – Identify and understand the existing efforts of the Economic Development Partners.
- **Action Step** –As part of the annual budget process, evaluate the success of our current marketing efforts and identify potential opportunities for new or coordinated marketing efforts.

2 Demographic Profile

Population

Workforce

Educational Attainment

Housing

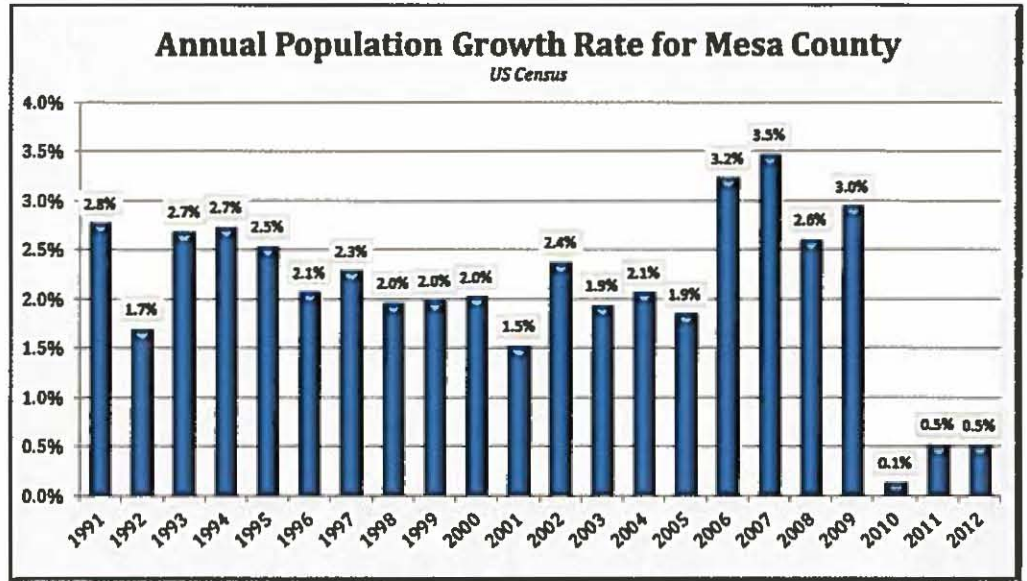
Employment and Wages

2

Demographic Profile

2.1 Population

The 2012 population of Grand Junction and Mesa County were estimated by the US Census Bureau to be 59,899 and 147,790 respectively. The graph below shows the annual growth rate (percentage increase) in Mesa County's population. Population growth was strong in the 1990s and 2000s. The growth rate peaked in the years 2006-2009 and has since slowed.



The State Demographer's Office projects that the population of Mesa County will increase to 182,744 by 2025. The following chart shows the population estimates by age group. The largest increase in population will occur in the population 65 years of age and older.

Population Growth Estimates by Age Group

	2015		2020		2025		2015-2025 Pop.Change by Age	
	Population	%	Population	%	Population	%		
0 to 19	39,335	26%	42,565	25%	45,574	25%	6,239	16%
20 to 34	30,331	20%	31,096	19%	32,718	18%	2,387	8%
35 to 49	26,278	17%	30,370	18%	34,538	19%	8,260	31%
50 to 64	30,936	20%	30,547	18%	30,302	17%	(634)	-2%
65 to 79	19,167	13%	24,489	15%	29,334	16%	10,167	53%
80 +	7,173	5%	8,317	5%	10,278	6%	3,105	43%
Total	153,220		167,384		182,744		29,524	19%

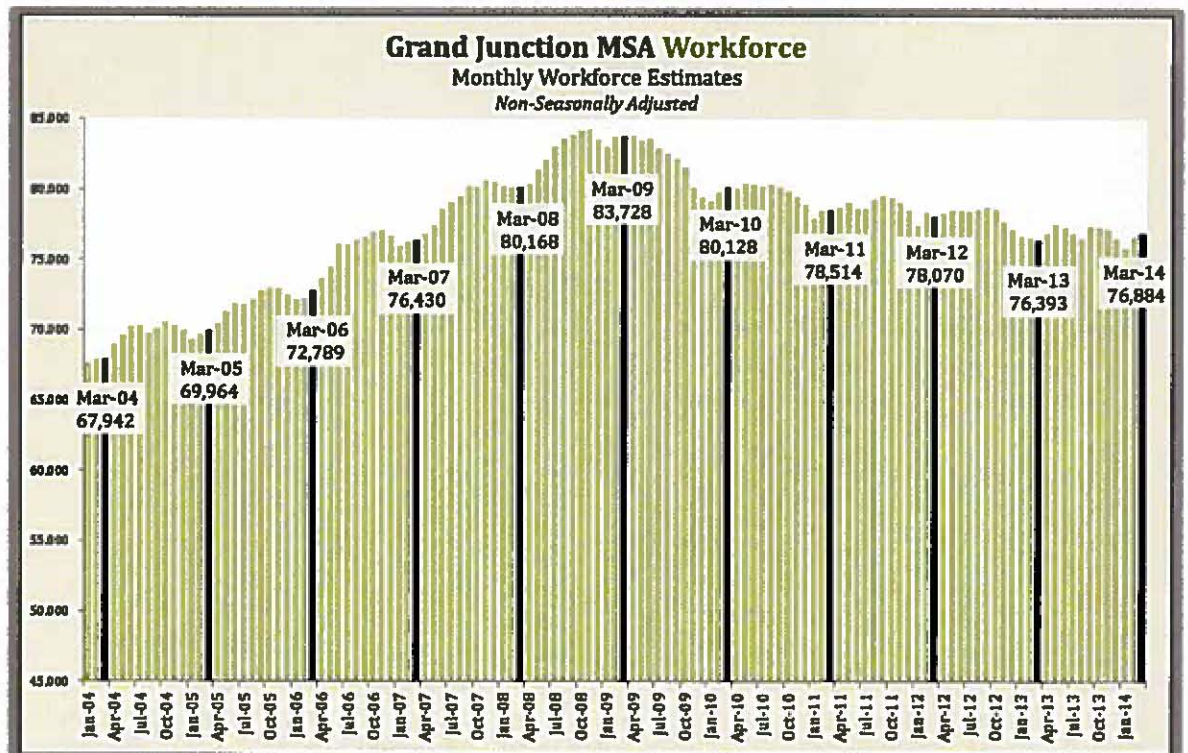
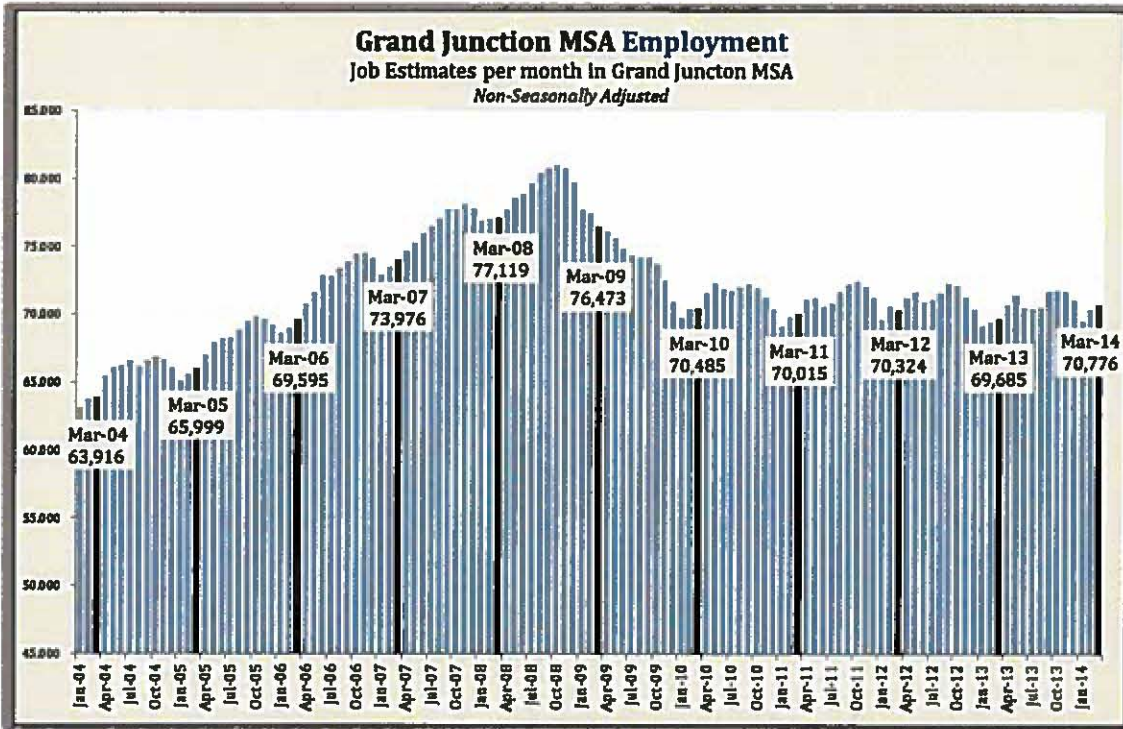
Source: State Demographer's Office

2

Demographic Profile

2.2 Workforce

The Bureau of Labor Statistics reports monthly workforce and employment estimates and the unemployment rate. Below are two graphs that show the workforce and employment levels in the Grand Junction MSA for the past 10 years. Workforce includes individuals who are employed or actively seeking employment. It does not include discouraged workers who have left the workforce.



Source: Bureau of Labor Statistics

2

Demographic Profile

2.3 Educational Attainment

The US Census Bureau publishes data on the educational attainment of populations. In Grand Junction, of the population over 25 years of age, 90% have a high school degree or equivalent and 29% have a bachelor's degree or higher. The chart below also shows the percentage of population whose highest educational attainment is an associate's degree. If an individual has both an associate's degree and a bachelor's degree, they are only included in the percentage of population with a bachelor's degree or higher. Grand Junction has a lower percentage of population with a college degree than the state (37%).

Educational Attainment Levels
Percentage of Population over 25 with High School or College Degrees

Sorted by College Degree

	High School Degree	Associates Degree	Bachelor's Degree or Higher
Boulder	96%	4%	71%
Fort Collins	96%	8%	52%
Denver	85%	5%	42%
Longmont	87%	7%	37%
Colorado	90%	8%	37%
Colorado Springs	93%	10%	36%
Lakewood	91%	7%	36%
Westminster	90%	9%	35%
Arvada	93%	9%	35%
Loveland	93%	10%	32%
Englewood	87%	8%	31%
Glenwood Springs	86%	10%	31%
Grand Junction	90%	10%	29%
Aurora	86%	9%	27%
Greeley	82%	8%	26%
Mesa County	90%	9%	25%
Montrose	83%	6%	25%
Commerce City	76%	9%	20%
Pueblo	84%	10%	19%

Source: US Census Bureau

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Demographic Profile

2.4 Housing

The US Census Bureau estimates that the homeownership rate for Grand Junction was 62% in 2012. The State Demographer estimates the 2012 Housing Vacancy Rate was 8.23%. The Colorado Division of Housing reported the 4th Quarter 2013 rental apartment vacancy rate to be 6.7%.

The average residential sales price in the 4th quarter of 2013 was \$175,000. Below is a chart including Zillow's Rent Index, Zillow's Home Value Index, median household income and percentage of household income spent on rent for Grand Junction and other locations in Colorado.

Comparative Home Value, Rent and Median Household Income

Sorted by Median Household Income

	Zillow Home Value Index (1)	Zillow Rent Index (1)	Median Household Income (2)	% of Household Income Spent on Rent
Boulder Metro	\$ 353,900	\$ 1,600	\$ 86,206	22%
Arvada	\$ 240,200	\$ 1,580	\$ 68,017	28%
Westminster	\$ 216,100	\$ 1,568	\$ 64,712	29%
Commerce City	\$ 201,000	\$ 1,395	\$ 60,963	27%
Colorado	\$ 234,800	\$ 1,260	\$ 58,224	26%
Longmont	\$ 238,700	\$ 1,204	\$ 57,142	25%
Loveland	\$ 222,200	\$ 1,409	\$ 55,838	30%
Lakewood	\$ 246,900	\$ 1,554	\$ 71,609	26%
Glenwood Springs	\$ 318,300	\$ 925	\$ 54,905	20%
Colorado Springs Metro	\$ 198,900	\$ 1,100	\$ 54,351	24%
Fort Collins	\$ 248,100	\$ 1,522	\$ 53,359	34%
Aurora	\$ 174,100	\$ 1,449	\$ 51,048	34%
Denver Metro	\$ 245,200	\$ 1,370	\$ 49,091	33%
Grand Junction Metro	\$ 172,600	\$ 1,000	\$ 47,598	25%
Montrose Metro	\$ 175,100	\$ 1,155	\$ 45,461	30%
Englewood	\$ 218,400	\$ 1,473	\$ 44,400	40%
Greeley Metro	\$ 190,100	\$ 1,080	\$ 44,226	29%
Pueblo Metro	\$ 107,600	\$ 894	\$ 35,176	30%

Source: 1-Zillow, Data through 3/31/2014; 2-US Census- 2008-2012 American Community Survey 5-Year Estimates

Mesa County assesses the value of real property every two years and on a case-by-case basis during the interim periods. The last assessment year was 2013 and the values are based on the appraisal value from the prior year (2012). As properties are sold, the Assessor updates the values. The following chart shows the number of commercial, industrial and residential units by category and the average valuation and square footage of those properties, as determined and reported by the Mesa County Assessors' Office. Data provided by the Assessor's Office is based upon property usage and not zoning.

	Number of Buildings	Average Valuation	Average Sq. Footage	Value per Sq. Foot
Commercial	2,491	\$ 555,547	7,605	\$ 73
Industrial	480	\$ 526,717	10,007	\$ 53
Single Family	18,261	\$ 176,728	1,740	\$ 102
Townhomes	1,721	\$ 137,017	1,391	\$ 99
Condo	1,323	\$ 100,564	1,103	\$ 91
Duplex & Triplex	340	\$ 119,065	1,805	\$ 66
Average Residential		\$ 168,010	1,674	\$ 100
Multi-Family (9+ units)	295	\$ 373,255	7,613	\$ 49
Multi-Family (4-8 units)	248	\$ 195,111	3,009	\$ 65
Average All Residential		171,042	1,768	\$ 97

2

Demographic Profile

2.5 Employment and Wages

The Bureau of Labor Statistics' Occupational Employment Statistics produces data on employment and wage estimates by Metropolitan Statistical Areas (MSA). The information is obtained through a semiannual survey of wage and salary workers. Grand Junction's 2013 average wage was \$41,247 and the average entry level wage was \$20,074. The chart below shows how Grand Junction compares to the other MSAs and the state

2013 Annual Wage and Employment Data By State and MSA

Sorted by Average Wage

	Employment	Entry-Level Wage	Average Wage
Boulder/Longmont	163,010	\$ 22,896	\$ 55,643
Denver/Aurora	1,280,960	\$ 21,867	\$ 52,082
Colorado	2,295,000	\$ 21,354	\$ 48,923
Colorado Springs	245,910	\$ 20,400	\$ 45,379
Fort Collins/Loveland	136,810	\$ 20,252	\$ 45,269
Greeley	86,640	\$ 21,111	\$ 42,553
Grand Junction	57,930	\$ 20,074	\$ 41,247
Pueblo	55,440	\$ 18,747	\$ 38,959

Source: Bureau of Labor Statistics Occupational Employment Statistics

The US Department of Labor and the Bureau of Labor Statistics publish quarterly data on wages and employment based upon Unemployment Insurance liability payments (tax on wages). The following chart shows the year-to-date gross wages, average employment, average weekly wage, and average annual wage. The data is current through the 3rd quarter of 2013.

Wages and Employment By Industry
Grand Junction MSA

Sorted by Average Annual Wage

	Total Wages	Average Employment	Average Weekly Wage	Average Annual Wage
Management of Companies/Enterprises	\$ 9,919,865	\$ 132	\$ 1,922	\$ 99,948
Mining	\$ 151,256,399	\$ 2,689	\$ 1,442	\$ 75,009
Utilities	\$ 9,865,044	\$ 194	\$ 1,306	\$ 67,918
Finance and Insurance	\$ 79,644,192	\$ 1,867	\$ 1,094	\$ 56,879
Wholesale Trade	\$ 87,738,320	\$ 2,302	\$ 977	\$ 50,826
Professional and Technical Services	\$ 79,815,824	\$ 2,213	\$ 925	\$ 48,089
Transportation and Warehousing	\$ 80,316,459	\$ 2,263	\$ 910	\$ 47,322
Construction	\$ 117,966,760	\$ 3,363	\$ 899	\$ 46,770
Government	\$ 308,174,988	\$ 8,982	\$ 880	\$ 45,747
Health Care and Social Assistance	\$ 280,941,400	\$ 8,975	\$ 803	\$ 41,735
Manufacturing	\$ 82,760,977	\$ 2,694	\$ 788	\$ 40,956
Information	\$ 24,163,301	\$ 804	\$ 771	\$ 40,088
Real Estate and Rental and Leasing	\$ 28,357,150	\$ 1,032	\$ 704	\$ 36,625
Other Services, Ex. Public Admin	\$ 37,452,421	\$ 1,690	\$ 568	\$ 29,542
Administrative and Waste Services	\$ 66,053,061	\$ 3,059	\$ 554	\$ 28,794
Retail Trade	\$ 153,350,781	\$ 7,740	\$ 508	\$ 26,417
Agriculture, Forestry, Fishing & Hunting	\$ 7,009,780	\$ 408	\$ 440	\$ 22,889
Educational Services	\$ 4,229,959	\$ 316	\$ 343	\$ 17,829
Unclassified	\$ 181,141	\$ 15	\$ 317	\$ 16,467
Accommodation and Food Services	\$ 77,161,462	\$ 6,435	\$ 307	\$ 15,987
Arts, Entertainment, and Recreation	\$ 8,693,248	\$ 919	\$ 242	\$ 12,608
Total, All Industries	\$ 1,695,052,532	\$ 58,093	\$ 748	\$ 38,904

Source: Quarterly Census of Employment and Wages, BLS

The Bureau of Labor Statistics has an Occupational Employment Statistics program that reports on employment and wage estimates annually. The estimates are based upon semiannual surveys. Below is the 2013 data for employment and wages by occupation in Grand Junction MSA. Although the estimates for construction and extraction jobs are not officially provided, it can be determined by deduction to be up to 7,360.

Wage and Employment by Occupation

Grand Junction MSA

Sorted by Wage

Occupation	Employment	Average Hourly Wage	Average Annual Wage
Management Occupations	1,920	\$ 46	\$ 95,950
Legal Occupations	400	\$ 38	\$ 78,900
Healthcare Practitioners and Technical Occupations	4,020	\$ 36	\$ 74,050
Computer and Mathematical Occupations	490	\$ 34	\$ 70,490
Architecture and Engineering Occupations	850	\$ 34	\$ 69,940
Life, Physical, and Social Science Occupations	510	\$ 30	\$ 63,180
Business and Financial Operations Occupations	2,100	\$ 30	\$ 61,710
Construction and Extraction Occupations	**	\$ 22	\$ 45,250
Installation, Maintenance, and Repair Occupations	3,090	\$ 22	\$ 44,760
Protective Service Occupations	1,140	\$ 21	\$ 43,410
Community and Social Service Occupations	1,070	\$ 20	\$ 41,530
Arts, Design, Entertainment, Sports, and Media Occupations	800	\$ 18	\$ 37,370
Transportation and Material Moving Occupations	3,510	\$ 17	\$ 35,620
Office and Administrative Support Occupations	8,640	\$ 16	\$ 33,040
Production Occupations	2,350	\$ 16	\$ 32,890
Sales and Related Occupations	8,170	\$ 16	\$ 32,760
Healthcare Support Occupations	1,940	\$ 13	\$ 28,040
Farming, Fishing, and Forestry Occupations	40	\$ 13	\$ 27,840
Building and Grounds Cleaning and Maintenance Occupations	1,630	\$ 13	\$ 26,970
Personal Care and Service Occupations	1,720	\$ 11	\$ 22,710
Food Preparation and Serving Related Occupations	6,180	\$ 10	\$ 21,780
All Occupations	57,930	\$ 20	\$ 41,280

**** Estimates Not Provided**

Source: Bureau of Labor Statistics Occupational Employment Statistics

3 Land Use

Zoning Summary

Residential Summary

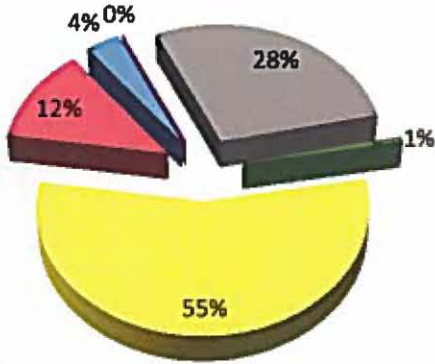
Commercial Summary

Industrial Summary

3

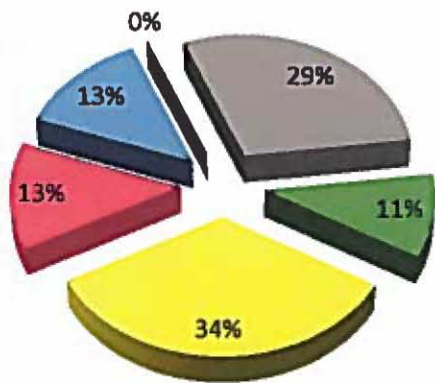
Land Use

Number of Properties



- Residential
- Mixed Use/Commercial
- Industrial
- Form
- Planned Development
- Community Services and Recreation

Acreage



3.1 Zoning Summary

The City's land use regulations play a key role in determining the potential for economic development. In many communities uses are only allowed within specific zones - residential uses only in residential zones, commercial uses only in commercial zones and industrial uses only in industrial zones. However, within the City of Grand Junction, residential uses are allowed in commercial zones, commercial uses are allowed in industrial zones and industrial uses are allowed in commercial zones. This type of zoning places Grand Junction in a very unique position allowing for many opportunities that comparable cities are unable to permit.

The City has five districts (residential, mixed use, industrial, form and planned development) made up of 26 zones. The residential districts contain the largest number of properties (15,640), followed by planned development (8,026), mixed use/commercial (3,647), industrial (1,017) and form districts (5).

The following is a list of the zone districts, the number of properties associated with each zone, the total acreage of the properties and the total square footage of all existing buildings. Although the Community Services and Recreation zone allows a variety of uses, including commercial, it has been separated from the mixed use district due to the parks and open space uses typically associated with the zone.

	Properties	Acreage	Sq. Footage
• Residential Districts			
▪ Residential-Rural (R-R)	53	313	242,741
▪ Residential-Estate (R-E)	21	184	51,373
▪ Residential-1 (R-1)	263	464	692,417
▪ Residential-2 (R-2)	934	792	1,938,808
• Residential-4 (R-4)	3,205	1,742	6,585,760
▪ Residential-5 (R-5)	3,326	1,205	6,012,050
▪ Residential-8 (R-8)	6,683	1,959	9,603,173
▪ Residential-12 (R-12)	301	88	494,341
▪ Residential-16 (R-16)	476	138	1,509,585
▪ Residential-24 (R-24)	378	160	1,415,848
• Mixed Use/Commercial Districts			
▪ Residential Office (R-O)	453	95	1,045,400
▪ Neighborhood Business (B-1)	250	117	911,964
▪ Downtown Business (B-2)	897	142	2,917,749
▪ Light Commercial (C-1)	1,269	1,167	8,646,544
▪ General Commercial (C-2)	746	813	4,245,397
▪ Mixed Use (M-U)	22	296	64,021
▪ Business Park Mixed Use (BP)	10	121	102,292
• Industrial districts			
▪ Industrial/Office Park (I-O)	149	459	1,268,977
▪ Light Industrial (I-1)	649	1,713	3,542,782
▪ General Industrial (I-2)	219	603	2,717,416
• Form Districts			
▪ Mixed Use Residential (MXR)	0	0	0
▪ Mixed Use General (MXG)	5	28	4,548
▪ Mixed Use Shopfront (MXS)	0	0	0
• Planned Development			
▪ Planned Airport District (PAD)	163	2,421	748,125
▪ Planned Development (PD)	7,863	3,621	13,735,703
• Community Services and Recreation (CSR)	198	2,153	1,928,626

Residential Zone District Description

The residential zone districts typically allow detached single family residences in the lower density zones (RR, R-E, R-1, R-2, R-4, R-5 and R-8) and multifamily development in the higher density zones (R-5, R-8, R-12, R-16 and R-24). The number associated with the zone describes the density or units per acre (e.g., 2 refers to 2 units per acre and 12 refers to 12 units per acre). With very few exceptions, commercial uses are not allowed in residential zones.

Commercial Zone District Description

The mixed use/commercial zone districts are Grand Junction's most accessible zone districts. In addition to typical commercial uses, the mixed use zones allow single-family detached in the R-O zone and multifamily development in all of the mixed use zones. Furthermore, indoor industrial operations and storage are allowed in the B-1, C-1, C-2, MU and BP zones and indoor operations with outdoor storage are allowed in the C-1, C-2, MU and BP zones. The variety of allowed uses makes the mixed use districts the most advantageous zones within the City.

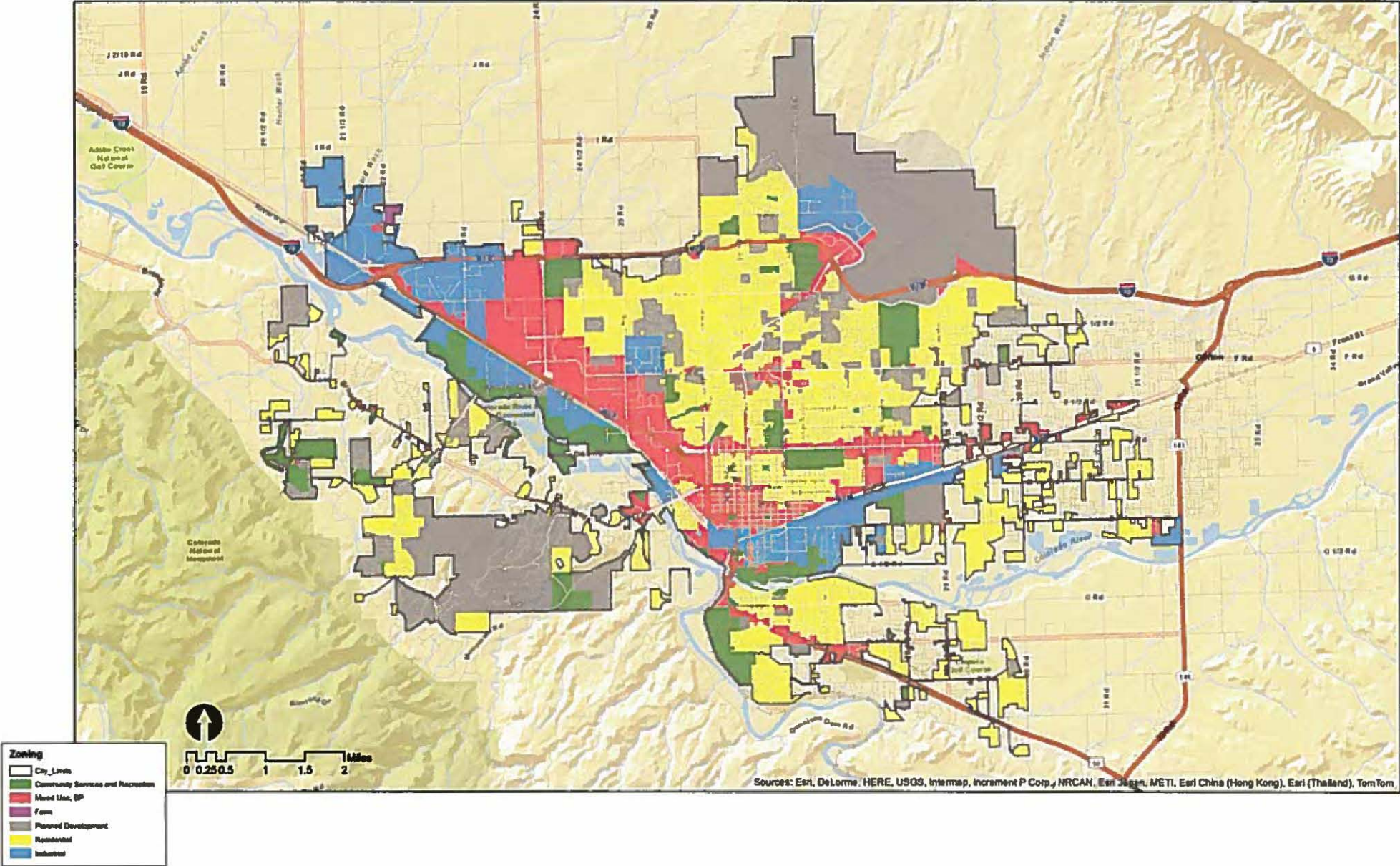
Industrial Zone District Description

In addition to typical industrial uses, industrial zone districts allow many commercial uses include lodging, offices, restaurants and vehicle repair. Retail is allowed in the industrial zones but a retail use is limited to 10% of the gross building area.

Planned Development District Description

When applied, the planned zone district can contain a mixture of uses (residential, commercial or industrial) or be a single use development. A developer applies for a planned zone when there is a need for flexibility that the other zone districts cannot allow. The desired flexibility may be requested for building dimensions, uses or density and can only be approved when a long-term community benefit is present.

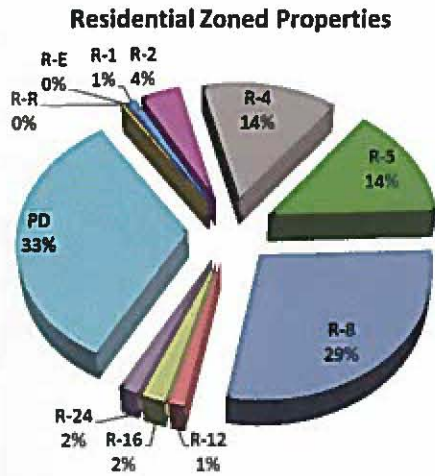
Zone District Map



Sources: Esri, DeLorme / HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

3

Land Use



3.2 Residential Summary

Residential Summary

There are over 1,500 vacant properties that are ready for residential development in Grand Junction. Over the last 14 years, 472 residential properties on average per year have been developed. However, since 2009 that average has dropped to 169. Based on these averages there is between three and five years' worth of residential inventory.

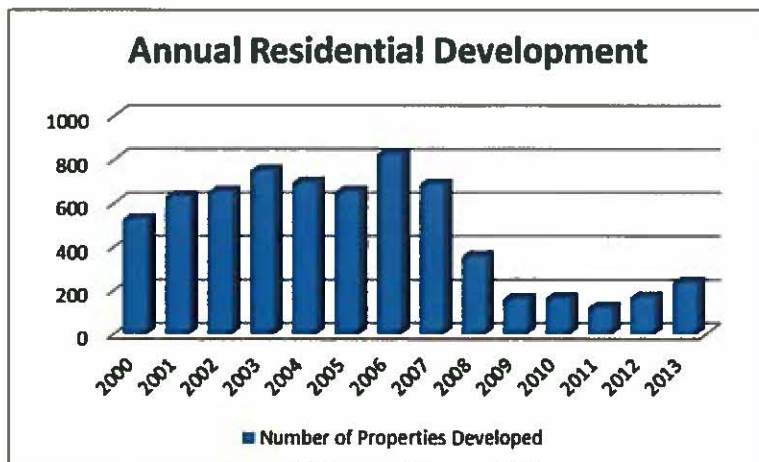
Residential Zoning

The City has 11 zones that allow residential development. The residential zones and the associated properties, total acreage and total square footage of all existing buildings are listed below:

Residential Districts	Properties	Acreage	Sq. Footage
Residential-Rural (R-R)	53	313	242,741
Residential-Estate (R-E)	21	184	51,373
Residential-1 (R-1)	263	464	692,417
Residential-2 (R-2)	934	792	1,938,808
Residential-4 (R-4)	3,205	1,742	6,585,760
Residential-5 (R-5)	3,326	1,205	6,012,050
Residential-8 (R-8)	6,683	1,959	9,603,173
Residential-12 (R-12)	301	88	494,341
Residential-16 (R-16)	476	138	1,509,585
Residential-24 (R-24)	378	160	1,415,848
Planned Development (PD)	7,675	2,420	12,311,341
Total	23,315	9,465	40,857,437

Build-Out Analysis

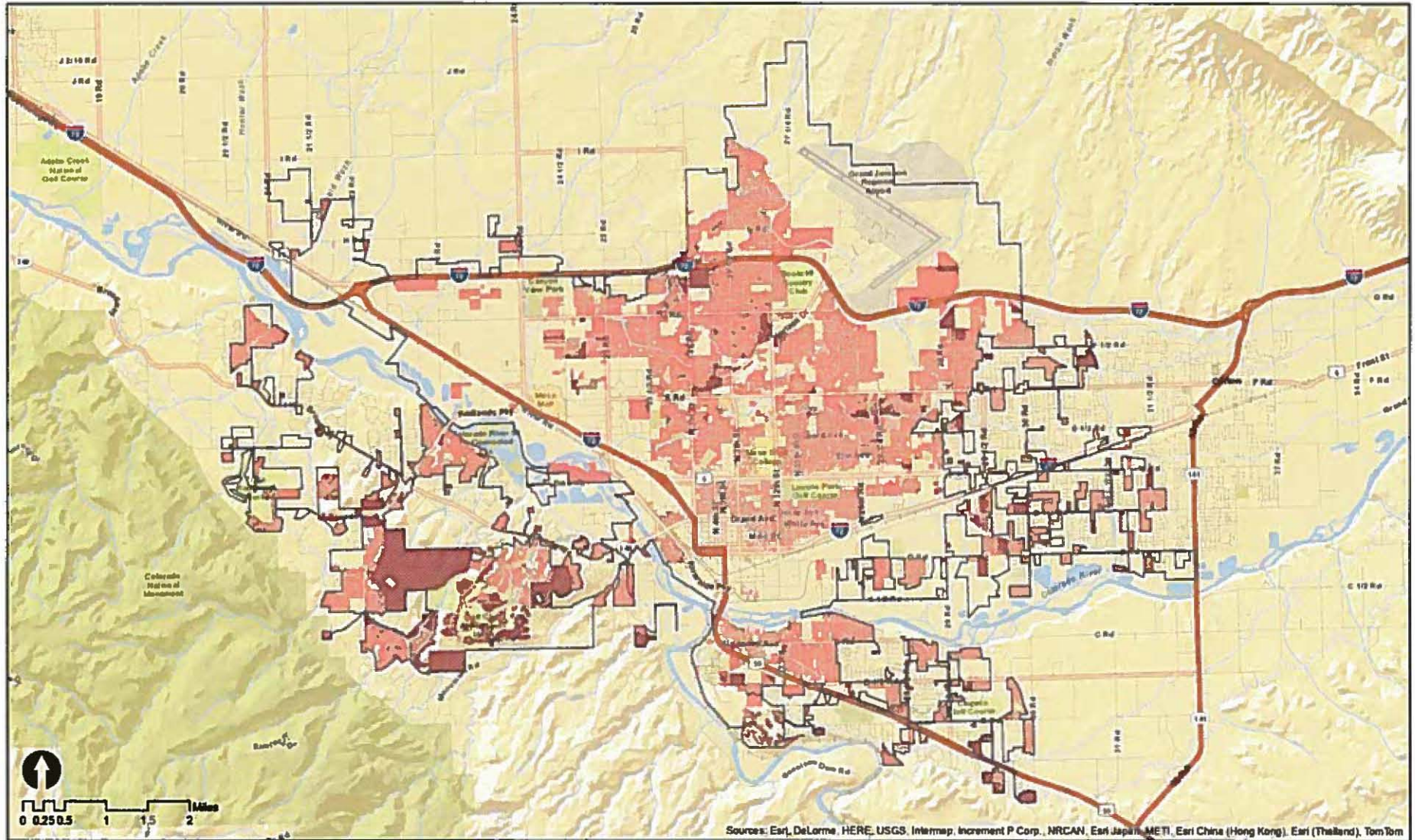
There are a total of 23,315 properties that are zoned residential covering 9,465 acres. Of the 23,315 properties, 1,508 properties have been identified as being vacant. The vast majority of the vacant properties are sites ready for residential development. Ninety-five of these properties are greater than two acres (totaling 1,180 acres) and could be further subdivided. Since 2000, 6,614 residential properties have been developed averaging 472 properties per year. However, since 2009 that average has dropped to 169. Using these two averages led to the conclusion that there is between three and five years' worth of residential inventory.



Future Residential Properties

In addition to the properties that are ready for residential development inside city limits, there is another group of properties that have the potential of being annexed and zoned residential due to their residential designation on the Future Land Use Map. There are approximately 13,674 properties that have a Future Land Use designation of residential and are outside the city limits and inside the Persigo 201 Boundary. Of the 13,674 properties, the Mesa County Assessor indicates that 297 or approximately 2,070 acres are vacant. These properties would be considered future residential properties for long-term demand. Since 2000, 6,636 residential units on 1,456 acres have been developed within the City. This is an average of 448 units on 106 acres per year. Based on these averages there is up to 20 years of future residential inventory.

Residential Zoning Map

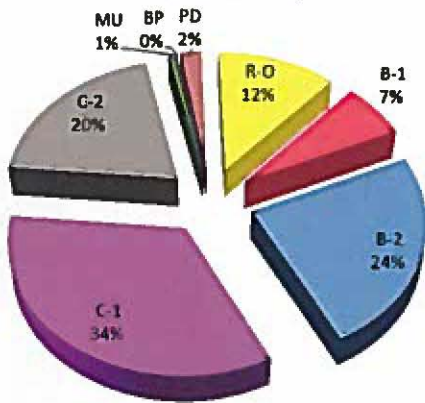


- Vacant Residential
- Residential Zoned Properties
- City Limits

3

Land Use

Commercial Zoned Properties



3.3 Commercial Summary

Commercial Summary

With a vacancy rate of 7% and over 565 acres of readily developable property, Grand Junction is in a great position for commercial development over the next several years.

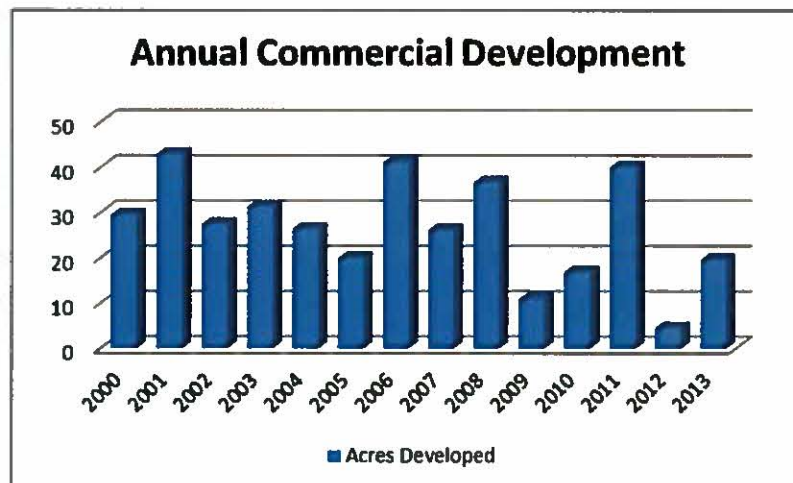
Commercial Zoning

The City has eight zones where commercial, some industrial and residential uses are allowed. The commercial zones, associated properties, total acreage and total square footage of existing buildings are listed below:

Category	Properties	Acreage	Sq. Footage
• Mixed Use Districts			
▪ Residential Office (R-O)	453	95	1,045,400
▪ Neighborhood Business (B-1)	250	117	911,964
▪ Downtown Business (B-2)	897	142	2,917,749
▪ Light Commercial (C-1)	1,269	1,167	8,646,544
▪ General Commercial (C-2)	746	813	4,245,397
▪ Mixed Use (M-U)	22	296	64,021
▪ Business Park Mixed Use (BP)	10	121	102,292
• Planned Development	78	304	1,307,476
Total	3,725	3,055	19,240,843

Build-Out Analysis

A major factor in the future competitiveness of Grand Junction's commercial base is the supply and quality of its vacant commercial lands. There needs to be a balanced inventory of "ready to develop" vacant commercial properties that are sufficient to meet market demand in the short to medium term and properties held in reserve for long-term demand. "Ready-to-develop" properties are identified as those which are currently zoned "commercial" and have at least water and sewer within 100 feet of the property.



Of the 3,725 commercial zoned properties, 352 parcels or 565 acres are vacant and ready to develop. Over 100 of these vacant and ready-to-develop properties are between 1 and 15 acres and 13 properties are greater than 15 acres. Most of the larger properties are located along the 24 Road corridor. To give this some perspective, since 2000, 477 acres of commercial land was developed or an average of 34 acres per year. The average size of the developed properties was approximately 1 acre. Using the 14-year average, Grand Junction has up to a 16-year inventory of vacant, ready-to-develop commercial property.

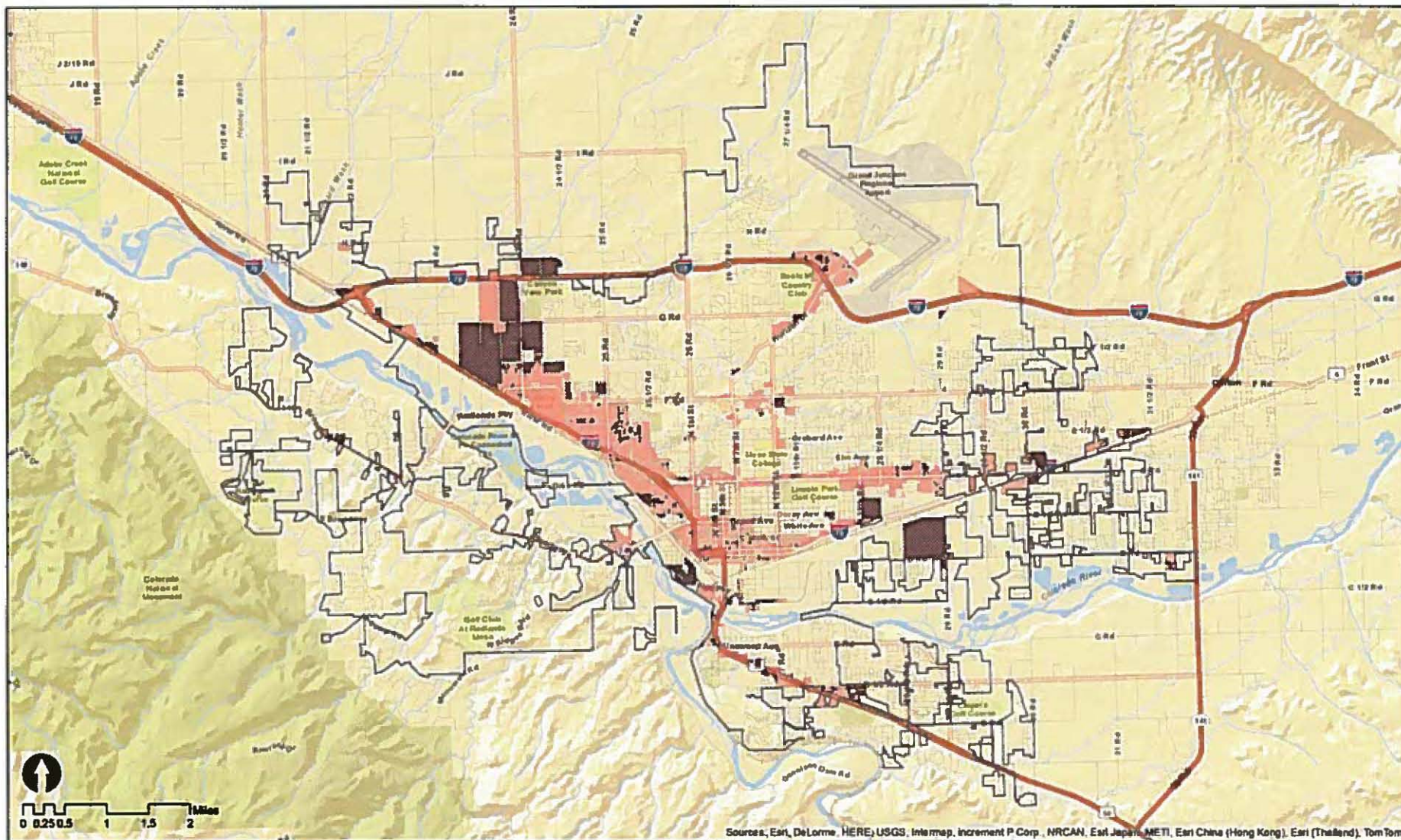
Future Commercial Properties




In addition to the properties that are ready to develop, there is another group of properties that are either zoned appropriately, but lack needed infrastructure, or have the potential of being annexed and/or zoned commercial due to the commercial designation on the Future Land Use Map. This group of approximately 104 properties containing 455 acres would be considered future commercial properties for long-term demand.

Vacant Commercial Zoned Buildings

The Planning Division conducts a vacant building survey twice a year. At the end of 2013, the survey identified 230 commercial buildings that have a total of 1,117,564 square feet of vacant space. Based on the total amount of commercial zoned and used building space (14,652,498 square feet), Grand Junction has a vacancy rate for commercial buildings of approximately 7%.

Commercial Zoning Map

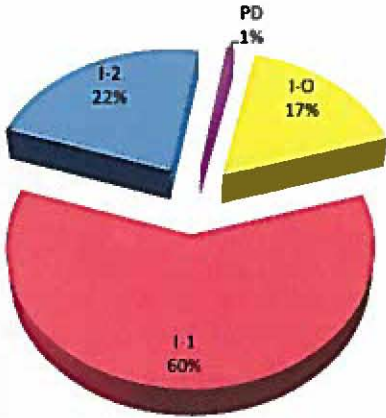


-  Vacant Commercial
-  Commercial Zoned Properties
-  City Limits

3

Land Use

Industrial Zoned Properties



3.4 Industrial Summary

Industrial Summary

With a vacancy rate of 8% and over 600 acres of readily developable property, Grand Junction is also in a great position for industrial development over the next several years.

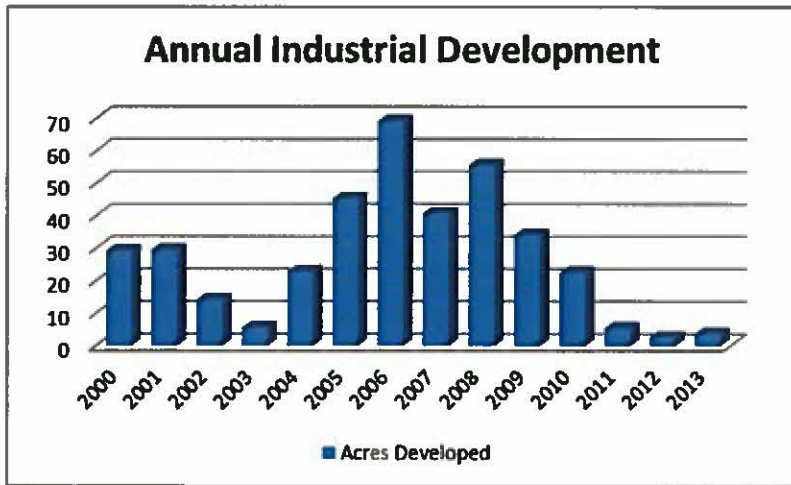
Industrial Zoning

The City has three industrial zones. The industrial zones, associated parcels, total acreage and total square footage of existing buildings are listed below:

Industrial districts	Properties	Acreage	Sq. Footage
<ul style="list-style-type: none"> ▪ Industrial/Office Park (I-O) ▪ Light Industrial (I-1) ▪ General Industrial (I-2) 	149	459	1,268,977
<ul style="list-style-type: none"> • Planned Development (PD) 	4	20	116,886
Total	1,021	2,795	7,646,061

Build-Out Analysis

A major factor in the future competitiveness of Grand Junction’s industrial base is the supply and quality of its vacant industrial lands. There needs to be a balanced inventory of “ready to develop” vacant industrial properties that are sufficient to meet market demand in the short to medium term and properties held in reserve for long-term demand. “Ready-to-develop” properties are identified as those properties which are currently zoned “industrial” and have at least water and sewer within 100 feet of the property.



Of the 1,021 industrial zoned properties, 175 properties or 611 acres are ready to develop. Over half (104) of these properties are between 1 and 15 acres. To give this some perspective, since 2000, over 375 acres of industrial land was developed or an average of 27 acres per year. The average size of the developed properties was approximately 3 acres. Using the 14-year average, Grand Junction has up to a 23-year inventory of vacant, ready-to-develop industrial property. It should also be mentioned that there are several industrial parks located outside of Grand Junction that contain large developable properties.

Another aspect that needs to be taken into account is the amount of land that is available for sale. The Grand Junction Economic Partnership has created a website that allows property for sale or lease to be posted by the owner or realtor. Currently this website lists 21 industrial properties totaling 377 acres that are for sale. These properties range from two acres to over 100 acres. This is a newly created website and there are probably more properties for sale or lease that have not been added to the list.

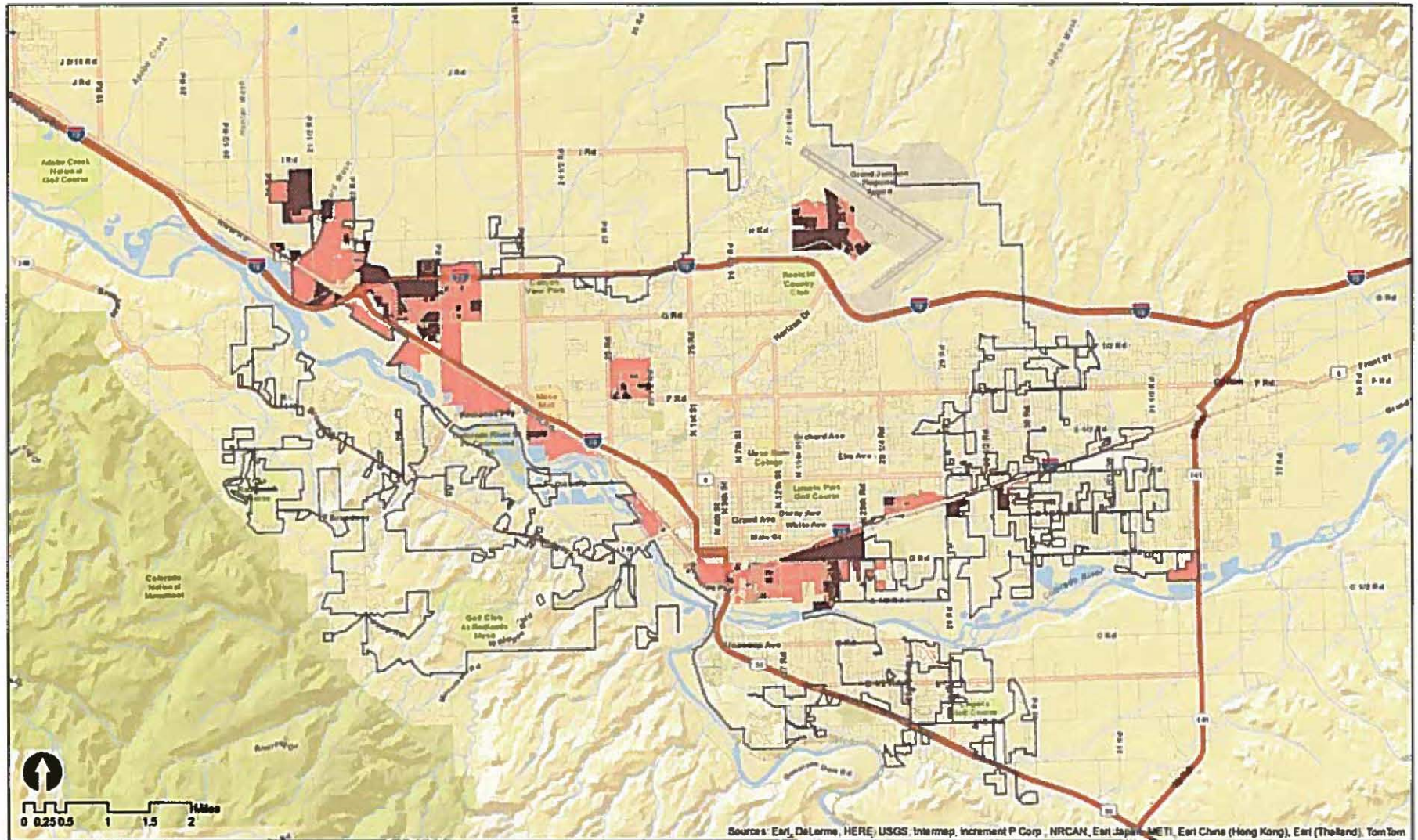
Future Industrial Properties

In addition to the properties that are ready to develop, there is another group of properties that are either zoned appropriately, but lack needed infrastructure, or have the potential of being annexed and/or zoned industrial due to the industrial designation on the Future Land Use Map. This group of approximately 124 properties containing 733 acres would be considered future industrial properties for long-term demand.

Vacant Industrial Zoned Buildings

The Planning Division conducts a vacant building survey twice a year. At the end of 2013, the survey identified 44 properties that have a total of 319,163 square feet of vacant space. Based on the total amount of building space that is zoned and used for industrial purposes (3,978,042 square feet), Grand Junction has an industrial vacancy rate of approximately 8%.

Industrial Zoning Map



- Vacant Industrial
- Industrial Zoned Properties
- City Limits