

# Sustainable Broomfield Project

Economic Development Team

Report Out

December 10, 2009

# Mini-Vision

*Broomfield is a leader in sustainable practices that promote the economic vitality of Broomfield through attraction, retention and expansion of business activities for both existing and future residents.*

# Goals

- **Goal 1:** Provide an adequate property and sales tax base to support quality city services, facilities and amenities as identified within the Long-Range Financial Plan
- **Goal 2:** Encourage new and existing businesses in our city and enhance and expand our opportunities for our regional shopping facilities. (Previously: Enhance and expand regional shopping opportunities in Broomfield)
- **Goal 3:** Build a strong and diversified employment base in Broomfield that minimizes cyclical impacts of market changes and that provides job opportunities for Broomfield residents of all skills.
- **Goal 4:** Maintain and enhance the vitality of existing neighborhoods and commercial areas.

# Goal 1

- Provide an adequate property and sales tax base to support quality city services, facilities and amenities as identified within the Long-Range Financial Plan.
  - **Rationale:** Broomfield and other communities are highly dependent on property and sales taxes to generate revenue for the provision of services to their residents. The quality of these services has a significant impact on the decision of businesses and residents to locate in Broomfield, instead of elsewhere. Also, the ability of Broomfield to ensure its long-term fiscal health is dependent upon an appropriate mix of specific land uses.

Broomfield has adopted and will continue to update a Long-Range Financial Plan, which includes a fiscal analysis and a financial model, predicated on a set of specific land uses as generally depicted in the previous Master Plan Land Use Map. The conclusion of the report was that at buildout, the ratio of revenues to expenditures was sufficient to ensure the delivery of services, facilities and an adequate surplus to sustain a high quality of community services.

# Goal 1 (cont.)

- **Policy ED-A.1:** Maintain and adjust, as necessary, the balance of land uses within the community to support the fiscal objectives of the Financial Master Plan, as well as the community values (e.g., the provision of open space).
- **Policy ED-A.2:** Retain existing and recruit new retail businesses and developments that contribute positively to Broomfield's financial structure, in cooperation with the Broomfield Economic Development Corporation (BEDC), property owners and developers.

# Goal 2

- Encourage new and existing businesses in our city and enhance and expand our opportunities for our regional shopping facilities.
  - **Rationale:** For Broomfield to be a economically sustained community, we must look at several methods for our funding. We must retain what we have and be open to other ideas that will assist us in meeting our financial plan. Regional solutions for sales-tax sharing could be an option; creative uses of our existing facilities could be an option; new incentives could be an option. With the current revenue model that we have, we should encourage Broomfield residents to do their shopping in Broomfield stores; encourage existing businesses in Broomfield to do business with other Broomfield-based businesses; and assist businesses in expanding or relocating in Broomfield. We must stay flexible to market challenges and opportunities as we move forward; for it is in diversity that we will lessen any sudden shocks to forces beyond our control.

# Goal 2 (cont.)

- **Policy ED-B.1:** Actively recruit new retail and business tenants in cooperation with the Broomfield economic development Corporation, property owners and developers.
- **Policy ED-B.2:** Actively engage our existing business community to identify targeted strategies and incentives for business retention and expansion.
- **Policy ED-B.3:** Implement a Buy Broomfield strategy in conjunction with our existing resources, such as the chamber or Broomfield economic development Corporation.
- **Policy ED-B.4:** Utilize our sub-area planning process in conjunction with market trends to be more responsive to opportunities.

# Goal 3

- Build a strong and diversified employment base in Broomfield that minimizes cyclical impacts of market changes and that provides job opportunities for Broomfield residents of all skills.
  - **Rationale:** In a global economy, it is believed that the only sustainable jobs are those tied directly to the local economy. These include hospitality, government, some service and retail sectors – those activities that require face-to-face interaction. Virtually all other jobs are susceptible to relocation as the market seeks cost efficiencies.

Broomfield's economy is somewhat diversified, with significant employment in manufacturing, services, retail and wholesale trade, government and construction. In the last several years, Broomfield has experienced a significant increase in high-tech and retail jobs through the attraction of many high-tech firms and the development of new retail centers. More than half of all jobs in Broomfield and Boulder Counties are in high-technology manufacturing. These high-tech and manufacturing jobs are the most vulnerable to displacement because they can and are being performed virtually anywhere. Further, Broomfield is not an isolated community; our fortunes rise and fall with the rest of the metropolitan region.

While large firms constitute the majority of jobs, it also is generally recognized that firms with fewer than 30 employees seem to generate the majority of employment growth in most communities.

Taken together, these elements provide the basis for several strategies. Proximity to major educational institutions, such as the University of Colorado at Boulder; the education and skill level of area residents; and the quality of schools, generally, also are factors that attract or discourage business retention and attraction.

# Goal 3 (cont.)

- **Policy ED-C.1:** Encourage and support partnerships with institutions involved in the education/reeducation and training/retraining of Broomfield's youth and workforce.
- **Policy ED-C.2:** In cooperation with BEDC, encourage the retention and the attraction of entrepreneurial firms, including nonprofits, through an array of financial and regulatory incentives and strategies that provide flexibility and access to capital and facilities.
- **Policy ED-C.3:** Create a quality working environment to include amenities such as urban villages, telecommunications and transportation infrastructure, mobility options, urban agriculture gardens and recreational opportunities.
- **Policy ED-C.4:** Maintain and promote effective commerce by assisting new and existing businesses with governmental regulations, reviews and approvals. An emphasis will be placed on customer service and a business-friendly attitude.

# Goal 3 (cont.)

- **Policy ED-C.5:** Ensure an adequate supply of appropriately zoned land for a diversified mix of manufacturing, services and business support services.
  - **Action Step ED-C.5.1:** Use zoning and land use controls to maintain existing industrially zoned properties, and discourage the conversion of such land to other uses.
  - **Action Step ED-C.5.2:** Investigate methods, such as land banking or restrictive zoning, to provide an adequate supply of industrial land.

# Goal 4

- Maintain and enhance the vitality of existing neighborhoods and commercial areas.
  - **Rationale:** The decline of retail areas may not signal the decline of adjacent residential areas; however, it is seldom the case that declining residential areas will support vibrant retail districts. Successful retail depends on successful residential neighborhoods. Encouraging continued private investment into residential areas is crucial to the health of the city. The city cannot afford to expand into new, peripheral areas leaving older residential districts to their own resources. Over time the decline of these areas will result in higher public service costs and reduced property tax revenues. The city must continually review and encourage efforts to revitalize and renew residential and commercial areas.

Finding a balance between Broomfield's ability to revitalize older neighborhood commercial centers, anticipating the decline of existing new centers and promoting new retail development are substantial economic development challenges. The success of such efforts will depend on the extent to which Broomfield anticipates market trends and retail development cycles.

Just as regional malls are somewhat fragile in the face of new competition, community commercial retail centers are, as well. The economic health of these centers, whether aging or struggling in the face of new competition, is felt much more acutely at the neighborhood level. Over the past decade, Broomfield has witnessed what many suburban Denver communities have – new center “cannibalizing” existing older centers. While this development pattern has resulted in growth in sales tax revenues, it has been to the detriment of neighborhoods that are served by existing centers. Generally, new neighborhoods get new retail centers, while older neighborhoods lose existing retail centers.

# Goal 4 (cont.)

- **Policy ED-D.1:** Encourage private investment through continued public investment in facilities, infrastructure and services, such as parks, roadways and improved police patrols. Focus policies and programs to direct capital funds and improvements into targeted residential and commercial areas.
- **Policy ED-D.2:** Encourage and create opportunities for expanding homeownership in existing older residential neighborhoods.
- **Policy ED-D.3:** Encourage a mix of densities, types and cost of housing in or near older commercial and residential areas.
- **Policy ED-D.4:** Encourage mixed-use, residential and office development on appropriate sites in or near older commercial and residential areas.
- **Policy ED-D.5:** Develop policies that encourage reinvestment and redevelopment of older residential neighborhoods and that respect and maintain the physical character of those areas.
- **Policy ED-D.6:** Actively recruit, in cooperation with BEDC, appropriate users, new and/or existing, to locate in and revitalize older or underutilized commercial centers.