

BUSINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT

Today, Englewood is home to over 2,000 businesses, employing over 26,000 workers. These two figures indicate that Englewood has been successful in attracting and retaining dynamic businesses offering a tremendous number of employment opportunities.

As a first-ring suburb of a major metropolitan area, however, Englewood does not have the luxury of complacency in terms of economic development. Englewood experienced harsh economic conditions during the 1980's and 90's. The most notable of these economic troubles was the decline of the Cinderella City Regional Shopping Mall. Although the city has stabilized with the redevelopment of the mall site into CityCenter Englewood, both the Englewood City Government and Englewood businesses have been affected by the recent dip in the national economy. Englewood's comprehensive planning process and document, *Roadmap Englewood: 2003 Englewood Comprehensive Plan*, looked closely at the city's overall condition in order to formulate a comprehensive strategy to strengthen the competitive position of the city for the future. Englewood envisions the following results from the implementation of the City's comprehensive plan, and the associated strategies listed in this document.

- Retention and strengthening of the existing business and employment base
- Increase in the city's population from new housing developments located primarily along major transit lines and the Downtown area, serving to expand the Englewood market
- Attraction of new businesses and employment, expanding the market for business services, retailing, and entertainment opportunities

ENGLEWOOD'S ECONOMIC DEVELOPMENT OUTLOOK

The following section gives an overview of Englewood's historical economic profile and the city's future economic development prospects, as well as barriers to economic development. Targeted industries for retention and recruitment are identified.

Englewood's Historical Industry Clusters

The primary sectors of the city's economy have historically included retail trade, industrial manufacturing, and healthcare goods and services. Although the city's retail sector was adversely affected by the closing of the Cinderella City Regional Mall, the retail trade sector continues to employ 19% of all employees working in the city compared with 18% of all Denver Metropolitan Area employees, thanks in part to the CityCenter Englewood development that replaced the mall. The city's industrial property market makes up 34% of the southwest regional sub-market, and 5% of the Denver Metropolitan Area regional market. Industrial employment is more concentrated in Englewood (16.5%) than in the Denver Metropolitan Area (9%) as a whole. Healthcare services employ 17% of all employees working in Englewood compared to only 6% of the Denver Metropolitan Area workforce, and up to half of the employees in the entire service sector in Englewood.

Future Industry Growth Clusters Identified for the Denver Metropolitan Area

The Metro Denver Economic Development Corporation has identified the following industry growth clusters for the Denver Metropolitan Area:

Industry	Geographical Concentration
Aerospace	Southwest Jefferson County
Air Transportation	Denver International Airport
Beverage Production	Jefferson and Denver Counties
Computer Storage and Peripherals	US 36 Corridor
Broadcasting and Telecommunications	Tech Center and Downtown Denver
Energy	Jefferson County and Downtown Denver
Finance	Downtown Denver
Life Sciences	All Metro Counties
Software	Tech Center and Downtown Denver

Englewood is strongest in the Life Sciences cluster, due to the presence of the Swedish and Craig Medical Centers. The city's other basic economic sector, industrial manufacturing, is not expected to be a growth industry in the future.

Barriers to Attracting Industry Growth Cluster Firms

A primary barrier Englewood faces in its effort to attract businesses in the above industry growth clusters is the lack of available land for new facilities, as well as the lack of existing facilities that meet the requirements of these industries. Many of the above growth industries require modern, state of the art facilities that do not exist in the City of Englewood. Additionally, redevelopment can be cost prohibitive in terms of acquiring sufficiently sized parcels, the cost of land, and the costs of tearing down and rebuilding modern facilities. Another barrier is the establishment of pre-existing geographical concentrations of growth industry firms. Firms looking to establish themselves in a particular market often prefer to locate near their competitors, clients, and suppliers.

Targeted Industries

The City of Englewood's existing industrial and office facilities are most attractive to smaller companies that often play a supporting role to the larger, dominant firms in an industry cluster. Although industrial manufacturing will continue to be a key component in the city's economic structure, it is imperative that the City of Englewood continues its efforts to redevelop key properties that attract new growth industries to Englewood.

The City's best prospects for attracting new facility investment are areas located near the City's existing and planned light rail transit stations, which offer high speed connections to Downtown Denver.

Englewood's healthcare sector is expected to continue to thrive and grow. The city has recently experienced demand for specialized medical facilities and offices, as highly skilled medical professionals desire proximity to the Swedish and Craig Medical Centers. The City of Englewood should explore the prospects for attracting related medical manufacturing and service companies to feed off of the city's healthcare concentration.

A preliminary void analysis of the city's retail sector indicates that the city is experiencing sales leakages in the following sales categories: building materials, apparel, furniture, restaurants, and entertainment. Retail retention and recruitment is hampered by the following identified barriers:

1. Lack of amenities to attract out-of-neighborhood employees / shoppers
2. Insufficient concentration of the businesses target customer
3. Lack of consumer purchasing power for the businesses product
4. Potential loss of customer base to other markets
5. Rent / site costs
6. Build-out / rehabilitation costs
7. Site identification
8. Inadequate parking
9. Higher operating costs
10. Construction and development costs

The City of Englewood will continue efforts to attract new retail establishments that fill in the gaps in the city's retail mix.

SYNOPSIS OF THE BUSINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT

The following section outlines the key points addressed in the Economic Development Strategy.

Business Retention and Attraction

Communication

Finance and Grant Programs

Technical Assistance

Marketing and Promoting Englewood

Identification and Removal of Regulatory and Financial Barriers

Workforce Training

Workforce Housing

Municipal Services and Capital Infrastructure

Attraction of Higher Wage Employers to Englewood

Business Prospect Tracking

Targeted Industries

Retail

Health/Medical

Technology

Cultural and Entertainment

Restaurants

Office

Hotel

Light Industrial Manufacturing and Services

Sports-related Products and Services

Business Environment

Cultural Arts
Parks, Trails, and Open Space
Streetscaping
Pedestrian Safety
Environmental Quality, Education, and Awareness
Design Standards
Enhanced Pedestrian Environment and Connections
Transit Enhancements
Bicycling Enhancements
Technology Infrastructure
Parking

BUSINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT: IMPLEMENTATION OF COMPREHENSIVE PLAN GOALS AND OBJECTIVES

Goal 1

Provide an economically viable environment that builds and maintains a diverse base of businesses.

Obj. 1-1 Actively engage in outreach activities to retain and assist existing businesses.

Continue to facilitate communication between local businesses, City departments, and City Council.

- Newsletters
- Regular meetings with Chamber of Commerce, ACE
- Business appreciation breakfast
- ACE networking/social events
- Regular ACE reports to City Council
- Periodic business surveys
- Civic engagement of local businesses in all City planning processes
- Distribution of findings from marketing and planning reports to Chamber, ACE, EURA, Planning and Zoning Commission, City Council

Develop an enhanced web-based information resource network for existing local businesses providing technical assistance for business planning and problem solving.

- Targeted e-mail lists
- Written planning and permitting procedures
- Written business licensing procedures
- State forms and written procedures
- Business Directory
- Available programs
- Business retention and attraction efforts
- Contact numbers for business issues

- Community events planning and coordination calendar
- Business Educational Topics

Assist local businesses by establishing and developing a network of financing resources.

- Englewood Small Business Development Corporation
- Brownfield Redevelopment Initiative
- Loan resources (SBA, Bank Networks)
- Identify and develop new financial resources that fill existing gaps

Assist local businesses through investment programs.

- Enterprise Zone
- Catalyst Program
- Business Makeovers

Obj. 1-2 Actively engage in expanding existing Englewood businesses and attracting new businesses to the city.

Identify the following targeted industry groups for proactive partnership:

Retail
 Health/medical
 Technology
 Cultural, Arts, and Entertainment
 Restaurants
 Office
 Hotel
 Light Industrial Manufacturing and Services
 Sporting Good Industry Offices

- Identify growing firms seeking expansion
- Identify preferences and requirements for demographics, property configurations, etc.
- Identify potential Englewood sites that meet criteria
- Develop targeted marketing packages

Promote the City of Englewood to potential business prospects.

- Develop marketing materials including a shared city line (image)
- Information provision and leads tracking
- Press releases for new major investments

Understand the barriers to the establishment of new businesses identified in the city's list of targeted industries.

- Identify financing gaps that are not currently being addressed by private or public sector financial sources.; backfill gaps through reforms to current financial programs as well as developing new financial resources
- Identify regulatory hurdles such as licensing, inspections, permits, etc.
- Identify advertising and marketing challenges
- Identify site, labor, and tax environment variables
- Develop a comparison study of relative similarities and differences in barriers to entry between Englewood and other metro suburbs
- Develop recommendations and solutions

Obj. 1-3 Create a balanced mix of businesses that complement each other.

Conduct an in-depth void analysis of missing businesses and untapped markets within the city's list of targeted industries that would serve to complement existing businesses in the following key corridors and activity nodes:

Broadway
 Swedish/Craig Medical Centers
 Santa Fe Drive
 Northwest Englewood
 Federal and Belleview
 University and US 285

- Identify potential retail, service, housing, office, or industrial demand
- Determine optimum mix of uses and business types
- Identify market voids
- Identify potential sites for redevelopment
- Develop targeted marketing packages tailored to desired businesses and developers

Goal 2

Build, attract, and retain a quality workforce.

Obj. 2-1 Foster job education and training opportunities to enhance the skill level of Englewood's labor force.

Connect local businesses to job training resources and employee recruiters.

- Enterprise Zone job training tax credits
- State job training grants
- Small Business Administration business training
- Arapahoe/Douglas Works! recruitment, screening, and assessment service

Explore opportunities to work with local schools in order to enhance the city's educational amenities.

- Monitor health of public school system
- Provide assistance with facility needs
- Help to establish relationships and partnerships between local schools and the local business community
- Attract additional educational opportunities to the city

Obj. 2-2 Create and maintain workforce housing meeting the needs of both employers and employees.

Increase workforce housing opportunities.

- Transit station districts
- AVS housing program
- Home improvement loans
- Home ownership programs
- Revisions to UDC (pop tops, accessory units, etc.)
- Encourage new housing development
- Monitor and report progress

Obj. 2-3 Focus business attraction efforts towards employers providing a living wage.

Identify industries with prevailing wages equal to or greater than the City's current median wage.

- Identify growth firms within high wage industries, as well as locational needs and requirements
- Consider wage levels of prospective businesses as one of several factors in creating incentive packages
- Encourage businesses to be responsible employers through the provision of adequate levels of employee health insurance

Goal 3

Promote economic growth by building on Englewood's strong sense of community image, identity, and quality of life.

Obj. 3-1 Promote and enhance educational, recreational, cultural, and civic amenities and activities.

Promote the Downtown Broadway/CityCenter Englewood area as the premier location for educational, recreational, cultural, and civic activities in the South Metro area.

- Establish an arts and entertainment district
- Help establish artists in the community
- Establish formal facilities for significant cultural arts productions and activities

- Actively recruit private arts entities
- Actively recruit arts-related retail merchants
- Actively recruit complimentary businesses including restaurants, and entertainment
- Increase arts events and programming
- Connect local businesses and the public to both city-sponsored and private events
- Help local businesses with promotional ideas that capitalize on local events

Promote and enhance community parks, trails, open space and recreational facilities.

- Fill in missing trail segments
- Connect CityCenter Englewood directly to the South Platte River open space corridor
- Include information on Englewood parks, open space, trails, and recreational facilities in promotional materials
- Research potential for recreation-oriented businesses to locate near public recreational amenities

Implement community arts projects at key locations.

- Entryports
- Commercial corridors
- Parks and open space
- Schools
- Englewood Civic Center/CityCenter Englewood
- New developments

Obj. 3-2 Provide a safe, healthy, and attractive business environment.

Invest in streetscaping projects along the Broadway corridor as well as Englewood Parkway.

- Medians
- Street surfacing
- Lighting
- Trees and shrubs
- Ornamental ironwork
- Benches
- Bus stops
- Newspaper corrals
- Bike racks
- Trash receptacles
- Underground utilities
- Pedestrian safety enhancements
- Adjustments to traffic signal timing to slow traffic

Actively promote environmentally responsible business operations.

- Recycling service providers and locations
- Research and support “green” business practices
- Code compliance

Obj. 3-3 Recognize the complementary effects between the physical appearance of both commercial districts and the surrounding residential areas.

Develop design standards to enhance sense of place:

- Corridors
- Business districts

Obj. 3-4 Achieve a greater pedestrian, bicycle, and transit orientation within and between commercial districts, surrounding residential areas, and other communities.

Work to improve public transit in order to better serve employees and customers, and to attract new residential demand:

- Shuttle connection linking CityCenter, Downtown Broadway and Swedish/Craig Medical Centers
- Bus rapid transit corridor studies (Broadway, US 285)
- Construct Bates LRT Station
- Additional Light Rail Transit parking facilities
- Enhanced local bus services

Enhance the pedestrian environment and pedestrian connections.

- From CityCenter Englewood Across US 285
- From City Center Englewood Across Santa Fe Drive
- Develop pedestrian-oriented design standards
- Identify key corridors for pedestrian enhancements in areas targeted for redevelopment
- Incorporate pedestrian circulation planning in all small area redevelopment plans

Promote bicycling as an alternative means of transportation.

- Updated bicycle routes and signage
- Development of missing trail segments
- New trail opportunities associated with redevelopment
- Bicycle racks located along commercial corridors and at major activity centers
- Bicycle detector loops at major signalized intersections

Goal 4

Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood's business community.

Obj. 4-1 Continue to provide a high level of critical public services including water, wastewater, public safety, and various other municipal services.

Ensure codes, regulations, and departmental processes reflect the City's reality as an inner-ring suburban environment, as well as the vision for the community.

- Update Unified Development Code
- Connect Businesses to the Permitting Approval Process via a Permit Tracking System
- Review City permitting processes as part of the Plans Tracking System implementation
- Develop a summary of the development approval process
- Investigate codes, regulations, and development process requirements of other Denver Metro jurisdictions for development and building comparison purposes

Obj. 4-2 Continue to maintain critical infrastructure such as roadways, water delivery systems and wastewater collection systems.

Understand the community's infrastructure deficiencies and prioritize needed improvements.

- Link capital improvements programming process to comprehensive plan implementation
- Investigate the current state of the City's transportation, water, and wastewater systems
- Identify critical system barriers to servicing anticipated redevelopment areas
- Develop transportation, water, and wastewater action plans

Obj. 4-3 Support the development of technology infrastructure to enhance Englewood's business community.

Work to ensure that the City's business districts are served by state of the art technology.

- Research current state of technology infrastructure in Englewood
- Develop a technology infrastructure plan
- Establish relationship with service providers to ensure responsiveness to the needs of local businesses
- Develop the city's capabilities to deliver informational services via the internet

Goal 5

Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood's commercial, industrial, and mixed-use districts.

Obj. 5-1 Encourage the development of mixed-use projects in order to achieve a vibrant community.

Redevelop strategic parcels adjacent to light rail stations, the Broadway and Santa Fe/South Platte River corridors, and other commercial and infill districts with mixed-use, high density projects, including office, housing, and retail uses.

- Transit Zones
- Small area implementation plans
- Community Development Corporation
- Development Agreements
- Business Improvement Districts
- Public/private partnerships
- Regional partnerships

Obj. 5-2 Increase the value and appeal of Englewood's retail and industrial corridors in order to stimulate economic growth.

Address parking issues along key retail and industrial corridors.

- Explore the possibility of establishing a City parking authority or Business Improvement District
- Develop strategies to address supply and distribution of parking

Revitalize the City's industrial districts.

- Research the long term prospects for industrial land use in the local, regional, and national economies
- Investigate the potential for convenience stores and restaurants to serve industrial employees
- Develop and maintain an inventory of all industrial district properties and firms
- Identify instances of environmental contamination
- Develop a plan designed to improve the appearance and function of industrial districts
- Explore land use issues and the potential for redevelopment in the City's industrial districts

Facilitate redevelopment efforts around Swedish and Craig Medical Centers.

- Identify future expansion plans and potential barriers to expansion
- Identify locations for new offices, medical facilities, housing, hotels, and retail services
- Develop and maintain an inventory of all medical district properties

Identify potential locations for new sit-down restaurants, and entertainment/cultural venues.

- Property locations
- Costs per square foot
- Public/private partnerships

Identify and catalog viable sites for retail, and identify barriers to development.

- Locations
- Size
- Development Costs
- Retail Trade Market
- Barriers to Redevelopment

Implement the South Platte River Open Space Plan in order to facilitate redevelopment of the river corridor.

- Establish intergovernmental agreements to coordinate implementation
- Prioritize properties for acquisition, cleanup, and development
- Investigate and establish funding sources for open space acquisition
- Communicate with, educate, and assist corridor property owners
- Expand brownfield loan programs

Obj. 5-3 Facilitate the improvement of the commercial and industrial building stock.

Provide assistance for maintaining and reinvesting in commercial properties.

- Facade enhancements
- Landscaping
- Creative signage
- Internal building infrastructure systems
- Other non-monetary methods – process improvements, code revisions, etc.
- Support regulations that encourage and enhance sense of place-community design standards, streetscape standards, historical preservation, etc.