



Green River Strategic Plan Phase III: Implementation

Green River, Utah

September, 2017



Prepared by: Better City

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EXECUTIVE SUMMARY

Results and findings from the Phase I and II reports have been compiled into the Phase III Strategic Plan Implementation report. Specific action steps have been identified to make clear what roles the various partners will need to take in accomplishing the implementation efforts. The plan also includes a detailed budget, covering the anticipated project costs for the key projects and initiatives that were selected by the Action Team and through community feedback at the public open house.

Included is an approach section that details the implementation actions that will be required to take the strategic recommended projects from a concept, to a tangible result. This includes outlining specific tasks, responsible parties, potential partners, and roles for community members that want to get involved.

The document includes sufficient detail so the City leadership, interested community members, and other stakeholders can use it to cast the vision of the development projects to gain interest from partners and potential operators. It is important for the City to understand that another layer of analysis, such as a project-specific feasibility analysis, would likely be required before taking on a specific project. The Phase III budget includes anticipated cost estimates and potential revenue sources to pay for the projects, but does not include a project pro-forma which would be included in a feasibility study.

STEWARDSHIP & PARTICIPATION MATRIX

On August 24th, 2017 a roundtable discussion was held with representatives from the City of Green River, Emery County Economic Development, and the Emery County Travel Bureau. At the meeting, a stakeholder review was performed of the Stewardship & Participation Matrix (the “Matrix”). This Matrix includes each of the identified initiatives in prior reports organized into the same categories as the Strength, Weaknesses, Opportunities, and Threats (“SWOT”) analysis performed in Stage 2.

PROJECT IMPLEMENTATION STEPS

Detailed implementation steps were developed for seven highly prioritized projects. Those projects selected are indicated by the number next to each project title below. These implementation steps were then assigned to specific responsible parties with existing or future stewardships or needed participation. To the extent local capacity gaps were identified in the Matrix, consultants were identified to provide assistance in the execution of specific tasks. Each project-level implementation plan is included in the tables found on pages 5-17.

Economic Development

Value-Added Food Manufacturing (1)

Film Support Center (2)

Outdoor Adventure Outfitting (3)

Community Development

Riverfront Activation (4)

Community Cleanup

Broadway and Main Gateway Project Redevelopment (5)

Workforce & Human Capital Development

Alumni/Mentorship Program

Business Owner & Support Center (6)

Branding, Marketing, & Events Promotion

Visiting Demographic & Target Audience (7)

Events: Friendship Cruise, Melon Days, BBQ Chuck Wagon Tour, etc.

Targeted Marketing Campaigns

City Governance

Continue to Enhance & Strengthen Code Enforcement

Update Zoning Codes

Establish Cross-Functional Teams

Ongoing Community Forums

Adopt Decision-Making Framework

Strategic Plan Updates

Continue Missile Base Decommission Cleanup Efforts

In this way, each strategic initiative is correlated to areas of improvement and designed to address economic challenges identified in the SWOT.

Value-Added Food Manufacturing

Action Steps		Steward or Participant						
Task	Task Description	City Council & Mayor	Consultant	Economic Development Director	Private Sector	Property Owners	GOED & WTC Utah	Financial Assistance: USDA-RD, EDD,
1.00	<u>Commission Value-Added Food Manufacturing feasibility study to:</u>	x						
1.01	<i>Determine Total Addressable Market (TAM) for value-added food manufacturing products</i>		x					
1.02	<i>Identify existing competitors and develop a competitor landscape analysis, engage industry participants</i>		x		x			
1.03	<i>Estimate revenue potential including market penetration, distribution area, sales channels, and product pricing</i>		x					
1.04	<i>Estimate cost structure including raw materials, labor, overhead, packaging, shipping, branding & marketing, debt service, etc.</i>		x					
1.05	<i>Estimate capital costs for a value-added food manufacturing facility including acquisition, building construction / rehab, equipment, etc.</i>		x					
1.06	<i>Based on this analysis, determine return metrics to investors and whether the project is feasible.</i>		x					
1.07	<i>Identify export markets for value-added food manufacturing</i>		x				x	
1.08	<i>Identify potential operators / investors</i>		x	x				
1.09	<i>Identify incentives available to mitigate private sector risk</i>		x	x				x
2.00	<u>Based on the results of the feasibility study determine whether implementation efforts should be pursued.</u>	x						
3.00	<u>If approved, begin implementation steps including:</u>		x	x				
3.01	<i>Recruiting entrepreneurs, investors, and operator to undertake the</i>	x	x	x				
3.02	<i>Determine grower parameters needed to sell local product to value-added food manufacturing prospect</i>							
3.03	<i>Identify potential sites for the facility, allowing private sector participants to determine final location</i>		x	x	x			
3.04	<i>Work with property owners to secure site</i>		x	x	x	x		
3.05	<i>Coordinate with financing institutions to align incentives and funding</i>		x	x	x			x
3.06	<i>Facilitate export discussions for international trade</i>		x	x	x		x	

Film Industry Support Center

Action Steps		Steward or Participant												
Task	Task Description	City Council	Local Explorato	Non-Profit	Consulta nt	Economic Developme	Local Resident	Donors	Industry Participan	Property Owners	Utah Film Commissi	School District +	Political Support &	Financial Assistance:
1.00	<u>Form Local Exploratory Committee (LEC) to evaluate support and interest for a film post-production studio / filming support center (the "Film Center") to:</u>	x	x				x							
1.01	Identify comparable projects and compile case studies		x		x									
1.02	Conduct survey of existing workforce and local residents to determine alignment of skills and interest		x		x									
1.03	Identify potential users, donors, and influential project advocates in industry		x		x									
1.04	Leverage existing human capital to begin preliminary outreach campaign		x		x	x	x		x					
1.05	Based on level of interest, recommend feasibility / appropriate project scope to City Council		x											
2.00	<u>Based on the recommendation of the LAC, determine whether implementation efforts should be pursued, to</u>	x	x											
2.01	Establish non-profit to facilitate fundraising for the Film Center		x	x	x									
2.02	Develop marketing collateral and pitch book for the Film Center		x		x									
2.03	Identify and solicit donors / naming rights to participate in funding			x	x	x	x	x			x		x	
2.04	Identify and solicit industry participants that would utilize the resources offered by the Film Center			x	x	x	x	x	x		x		x	
2.05	Identify funding sources and economic development tools available to fund the project				x	x							x	x
2.05	Work with project partners to choose a suitable site / building for the Film Center			x	x			x	x	x				
2.06	Establish site control			x	x				x	x				x
2.07	Develop capital stack and secure financing			x	x				x					
3.00	<u>Establish youth programs to develop human capital in support of the Film Center</u>			x					x			x		

Outdoor Adventure Outfitting

Action Steps		Steward or Participant										
Task	Task Description	City Council & Mayor	Event Coordinator	Local Action Committee	Consultant	Industry Participants	Travel Bureau	Land Stewards / Owners	Tourism Industry	Train Operators	Political Support & Network: State Senator, State	Financial Assistance: CRA
<u>1.00</u>	<u>Form Local Action Committee (LAC) comprised of existing outdoor adventure outfitters, hotel & VRBO owners, Event Coordinator, Travel Bureau Director, and tourism related</u>	x	x	x		x	x		x			
<u>1.01</u>	Identify opportunities for growth with Federal and State land stewards to understand permitting capacity, application		x	x	x			x				
<u>1.02</u>	Coordinate access for outfitters with private landowners			x	x			x				
<u>1.03</u>	Coordinate with Travel Bureau on existing recruitment efforts to expand offerings within the community			x	x	x	x					
<u>1.04</u>	Identify opportunities for adaptive re-use of existing facilities to accommodate expanded recreational offerings			x	x	x						
<u>1.05</u>	Explore funding options for outfitter expansion											x
<u>2.00</u>	<u>Improve local recreational offerings through the following:</u>											
<u>2.01</u>	Develop curated recreational packages in concert with outfitters, hotel, VRBO, and restaurant owners, etc.			x	x	x			x			
<u>2.02</u>	Explore with train operators weekend package trips with convenient departure and return times for Wasatch Front outdoor enthusiasts to basecamp in Green River with guided outfitting tours provided to surrounding attractions.			x	x		x			x	x	
<u>2.03</u>	Explore Zipcar, Uber, Lyft, tour bus, rental car offerings, etc. to provide visitors convenient transportation options			x	x							
<u>2.04</u>	Develop marketing video that highlights recreation activities and positions Green River as a basecamp for visitors.		x		x		x	x	x			
<u>3.00</u>	<u>Undertake marketing efforts to understand targeted audience (see Visiting Demographic & Target Audience action steps)</u>	x		x	x	x	x		x			

Riverfront Activation

Action Steps		Steward or Participant						
Task	Task Description	City Council & Mayor	Local Action Committee	River Consultant	Land Stewards / Owners	Tourism Industry	Political Support & Network: State Senator, State Representative, US Rep, US	Grantors
1.00	Identify property owners along the river and continue outreach efforts to secure support and land control (easement, fee simple, etc.) for riverfront improvements and development.	x	x	x	x			
2.00	Engage a river planning and engineering firm to perform the following:	x						
2.01	Preliminary visioning exercise that provides an overall vision for potential improvement areas, educating stakeholders on comparable projects, etc.	x	x	x	x	x		
2.02	Sponsor site visit tours with key stakeholders (City Council, land owners, etc.) to successful river improvement projects in other communities	x	x	x	x	x		
2.03	Sponsor a mix-and-mingle to generate interest on river improvements and community support and provide a forum for discussion and idea	x	x	x	x	x		
3.00	Engage a river planning and engineering firm to perform the following (scope is subject to change):	x						
3.01	Conduct a preliminary plan to an initial 30% design level to create preliminary concept plans and assist the community in determining what elements are to be included in the overall river activation plan and			x				
3.02	Implement a whole system approach to channel design that results in sustainable riparian and habitat regeneration as well as long-term function of geomorphology and sediment transport along the phase 1			x				
3.03	Coordinate with the City of Green River and key stakeholders to create a plan that encompasses river interaction as the central theme. These include habitat, recreation, non-point source pollution, reduction, low impact storm water management and community planning;			x				
3.04	Coordinate and host at least one public meeting to foment public			x				
3.05	Develop a project cost opinion and concept design; and			x				
3.06	Solicit feedback from City and key stakeholders for what elements are to be included in the 60% design phase.			x				
3.07	Develop grant funding strategy matrix including programs, submittal deadlines, matching funds, timing, etc. Gain consensus, prepare, and			x	x		x	x

Action Steps		Steward or Participant						
Task	Task Description	City Council & Mayor	Local Action Committee	River Consultant	Land Stewards / Owners	Tourism Industry	& Network: State Senator, State Representative, US Rep, US Senator	Grantors
4.00	<u>Engage a river planning and engineering firm to perform the following (scope is subject to change):</u>	x		x				
4.01	Perform more detailed analysis and engineering to bring the plan to a 60% design level and submit plans to regulatory agencies.			x				
4.02	Perform detailed analyses including hydrographic surveys; 1-D and 2-D hydraulic models; sediment modelling; and remapping flood hazard areas to solve river flow issues;			x				
4.03	Prepare native riparian landscape plans, soil and planting specifications, wetland delineations and assessments of riparian			x				
4.04	Appropriately locate and design “organic” recreation enhancement projects without degrading ecology nor conflicting with other uses;			x				
4.05	Establish a vision with the community and guiding strategies to bring that plan to implementation. This includes assistance with grants and funding opportunities. Develop a coalition that support the merits of the			x				
4.06	C oordinate with regulatory agencies to build coalitions during design and to meet future permitting requirements in a timely manor;			x				
4.07	Develop a project cost opinion and concept design;			x				
4.08	Solicit feedback from City and key stakeholders for what elements are to be included in the 90% design phase; and			x				
4.09	Prepare permitting applications for the Fish & Wildlife and Army Corp of Engineers, FEMA, and any other regulatory agencies; and			x	x		x	
4.10	The engineering firm will be delegated authority to coordinate with regulatory agencies and permitting follow-up all the way through			x				
5.00	<u>Engage a river planning and engineering firm to perform the following (scope is subject to change):</u>	x						
5.01	Perform more detailed analysis and engineering to bring the plan to a 100% design level, bid construction, and provide ongoing oversight to			x				
6.00	Award construction contracts, make improvements as planned in aforementioned steps	x		x				

Broadway and Main Gateway Project Redevelopment

Action Steps		Steward or Participant														
Task	Task Description	City Council & Mayor	Planning & Zoning	City Administrator	Public Works	Event Coordinator	CRA Board (TBD)	County Commissioners	School Board	Downtown Coalition	Property Owners	Development Community	Event Coordinator	UDO T	SEUALG	Consultant
1.00	Coordinate local stakeholders, as follows:															
1.01	Invite local property owners to form a Downtown Coalition to discuss redevelopment goals and priorities and gain consensus on strategic project initiatives.	x								x	x					x
1.02	Coordination between the Downtown Coalition and Event Coordinator to develop "tactical urbanism" events that will attract visitors to the downtown and increase foot traffic (i.e. paying									x			x	x		x
1.03	Create a transportation and land use master plan that addresses and improves pedestrian access and safety along Main Street and connectivity to the river and hotel district.	x	x	x	x					x	x			x	x	x
1.04	Update existing zoning ordinance to accommodate appropriate uses for the downtown district.	x	x							x						x
2.00	Develop a toolkit for redevelopment, to include:															
2.01	Establish a Community Reinvestment Area (CRA) that includes sufficient land area to capture tax revenue from new growth occurring in the community that can be deployed in the Broadway	x		x			x	x	x	x						x
2.02	Establish relationships with Community Development Entities (CDE's) that could be leveraged to secure New Markets Tax Credits (NMTC) for future redevelopment opportunities.									x						x
2.03	Determine whether any historically significant buildings exist that merit preservation and establish relationships with the Utah Department of Heritage and Arts to explore Federal and State Historic Tax Credits (HTC) and Certified Local Government (CLG)									x						x
2.04	Discuss redevelopment goals with the SEUALG and explore grant and loan programs such as the Community Development Block Grant (CDBG), Community Improvement Board (CIB), etc.									x					x	x
2.05	Visit with the Utah Housing Corporation (UHC) to explore Low-Income Housing Tax Credit and Multifamily Bond programs to determine requirements and identify potential redevelopment									x						x
2.06	Visit with USDA Rural Development to discuss downtown redevelopment goals and inquire of programs that may be available to foster redevelopment, such as Rural Economic Development									x						x

Action Steps		Steward or Participant														
Task	Task Description	City Council &	Planning & Zoning	City Administrat	Public Works	Event Coordinat	CRA Board	County Commission	School Board	Downtow n	Property Owners	Developme nt	Event Coordinat	UDO T	SEUA LG	Consultant
3.00	<u>Conduct a downtown feasibility study (Phase 1) to include the following:</u>	x					x			x						
3.01	Evaluate the feasibility of potential uses including specialty retail, office, business support, film post-production, residential, etc.;															x
3.02	Develop a pro forma for the project to determine the financing gap created by the difference in redevelopment costs, construction costs, and the level of debt that can be serviced given achievable															x
3.03	Identify funding sources such as tax increment, grants, and tax credits to fill the project's financing gap and formulate a project															x
3.04	Develop a project schedule identifying milestones and deadlines for securing funding sources as well as phasing of project development;															x
3.05	Develop a preliminary estimate of pre-development costs that can be anticipated based on the proposed project concept.															x
4.00	<u>Implement Strategic Initiatives, to include:</u>															
4.01	Based on the feasibility studies completed in Phase I engage with the private development community to attract a third-party developer(s)															x
4.02	Undertake development at the site and assume ongoing operational risk of the facility;											x				x
4.03	Provide equity and commercial debt to finance the private financing portion of the project;											x				x
4.04	En ter into a development agreement with the City for the development of the facility through a public private partnership		x				x					x				x
4.05	Assist the City and third-party developer in securing financing sources for the project, including grants, tax increment financing,	x					x	x	x	x	x	x				x
4.06	Work with property owners to establish site control for strategic redevelopment projects through Letters of Intent (LOI), Memorandum of Understandings (MOU), purchase options, Purchase and Sale Agreements (PSA), and/or Operating Agreements.						x			x	x	x				x

Business Owner & Startup Support Center

Action Steps		Steward or Participant										
Task	Task Description	City Council &	Consultant	Steering Committee	SEUALG	Educators	Green River Medical	Emery Telecom	Property Owners	Strategic Partners: Pete	Financial Assistanc	Political Support & Network:
1.00	Define the programming that will occur within and the space needed for the Business Owner & Startup Support Center (the "Center") as well as participants and stewards by doing the following:											
1.01	Identify private, public, and non-profit strategic partners that can participate in defining the programming at the Center. Form a Steering Committee and begin defining programming elements.	x	x	x								
1.02	Conduct a local survey of local business owners to determine what areas of business support are needed as well as a survey of the local workforce to determine skill set and human capital traits.		x									
1.03	Analyze existing capacity and potential service gaps based on the results of the survey and regional workforce trends and opportunities.			x	x	x				x		
1.04	Reach consensus on whether an existing internal community entity could take ownership of the Center, if an existing entity external to the community could operate the Center, or if a new entity needs to be established. If external, begin outreach efforts to gauge interest and if		x	x								
1.05	Coordinate with the Small Business Development Center (SBDC) to determine ability to service entrepreneurs and business owners in Green River. Determine whether SBA funding can be secured to support some level of operational programming at the Center.		x	x	x						x	
1.06	Work with strategic partners to develop an Operating Plan that quantifies the projected revenue and expense of the proposed programs at the Center and develop an operational strategy so the Center can be self-sufficient as soon as possible while maximizing the economic impact to the community. Identify programs that can be instituted and grant and loan funds that can be utilized to enhance the Center's capacity to provide clients at the Center access to capital along the funding continuum. Align the Human Capital Plan with these		x	x			x	x		x		

Action Steps		Steward or Participant										
Task	Task Description	City Council & Mayor	Consultant	Steering Committee	SEUALG	Educators	Green River Medical Center	Emery Telecom	Property Owners	Strategic Partners: Pete Suazo Business Center, Utah Hispanic Chamber of	Financial Assistance: CRA (TBD), EDD, EDA,	Political Support & Network: GOED, State Senator, State Representative, US Rep, US
1.07	Conduct a Needs Assessment to determine square footage and equipment needed to accommodate the proposed programming.		x	x								
1.08	Develop a Human Capital Plan that determines job duties and tasks, the level of staffing needs for the Center, required skill sets, metrics for evaluating performance, and salary + benefit requirements.		x	x								
1.09	Conduct site visits and have discussions with property owners to determine whether an existing facility can accommodate the Center or if new construction is needed. Determine location and develop a Capital Improvement Plan that includes building and equipment		x	x					x			
1.10	Identify capital and operational funding gaps that will need to be addressed to adequately capitalize the Center. Develop a grant matrix, construction, and operational schedule.		x	x							x	x
1.11	Using the information gathered from previous tasks, iterate with strategic partners regarding the proposed programming, Operating Plan, Needs Assessment, Human Capital Plan, and Capital Improvement Plan until a solid work plan is developed that		x	x							x	
2.00	<u>Work with strategic partners on capacity enhancement efforts including the following:</u>											
2.01	Secure funding for the Capital Improvement Plan so the physical infrastructure can be improved, occupied, installed, and operational.		x	x								x
2.02	Secure funding for the ramp-up period to fund operational shortfalls identified in the Operating Plan until the Center becomes self-sufficient.		x	x								x
2.03	Identify, hire, and begin on-boarding to execute the Human Capital			x								
2.04	Empower Center staff to execute the Operating Plan.			x								

Visiting Demographic & Target Audience

Action Steps		Steward or Participant					
Task	Task Description	City Leadership	Local Tourism Industry	Travel Bureau / County Commissioners	Utah Office of Tourism	Consultant	Event Coordinator
<u>1.00</u>	<u>Work in collaboration with local businesses, City leadership, and the Travel Bureau to determine goals and objectives of data procurement and engage a service provider to assist in achieving these goals and objectives, which may include:</u>	x	x	x		x	
1.01	Identifying geographic and demographic market segments that visit Green River or would have a high propensity for future visitation;				x	x	
1.02	Increase visitation through increased hotel occupancy and improve average daily rates;		x			x	
1.03	Increase TRT and sales tax revenues;		x			x	
1.04	Identify events that would resonate with target audience and become self-sufficient and create demand drivers for local businesses;		x		x	x	x
1.05	Assist businesses and entrepreneurs with market data to support new business concerns;					x	
1.06	Determine most likely export markets for locally produced goods;				x	x	
1.07	Identify lifestyle and activity preferences of the most prevalent visiting and targeted demographic to inform strategic community development investments;				x	x	
<u>2.00</u>	<u>Increase effectiveness of marketing efforts by:</u>						
2.01	Focusing on markets that are defined through data procurement and analysis;	x	x	x			
2.02	Assist business owners to create curated recreational packages with local hotels, restaurants, National & State Parks, outfitters, etc.	x	x	x		x	
2.03	Engage service provider to determine best media formats and channels for marketing campaigns to target audience: print, radio, tv, social media, Pandora, etc.	x	x	x		x	
2.04	Use aggregated website data, cellphone usage, credit card data and other methods to determine effectiveness of marketing campaign.					x	
2.05	Compare Green River data with regional data to identify areas of opportunity for capturing visitors from surrounding communities.	x	x			x	
2.06	Iterate data sets and analysis to improve effectiveness of marketing efforts over time.	x	x	x		x	

BUDGET

Cost estimates were developed for specific tasks that would require economic development capacity enhancement services. A summary of each project and associated costs for “External” services is shown below. Costs for certain projects and tasks such as the Riverfront Activation and the Visiting Demographic and Target Audience were not possible to estimate at this time given uncertainty around construction planning and vendor cost. Internal costs to the City to implement these and other initiatives include administration costs to coordinate local efforts as well as dedicating additional resources to code enforcement and event coordination. These costs are presented as an ongoing annual incremental cost.

	Description	External				Incremental Annual Internal Cost			
		TLC Planning	Feasibility	Year 1 Implementation	Year 2 Implementation	Year 3 Implementation	Administration	Code Enforcement	Event Coordinator
1	Value-Added Food Manufacturing		35,000	18,000	24,000	24,000	5,050		
2	Film Center			24,000	24,000	24,000	3,600		
3	Outdoor Adventure Outfitting			14,000	31,500		2,275		
4	Riverfront Activation		15,000	TBD	TBD	TBD	750		
5	Broadway and Main Gateway Redevelopment	80,000	20,000	33,000	24,000	24,000	9,050		
6	Business Owner and Startup Support Center			42,000	18,000	18,000	3,900		
7	Visiting Demographic & Target Audience		TBD	TBD	TBD	TBD	5,000		
	Other						-	25,000	25,000
	Total	80,000	70,000	131,000	121,500	90,000	29,625	25,000	25,000

Value-Added Food Manufacturing

Value-Added Food Manufacturing			
Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
1.00	Commission Value-Added Food Manufacturing feasibility study to:	3 Months	\$35,000
1.01	<i>Determine Total Addressable Market (TAM) for value-added food manufacturing products</i>		
1.02	<i>Identify existing competitors and develop a competitor landscape analysis, engage industry participants</i>		
1.03	<i>Estimate revenue potential including market penetration, distribution area, sales channels, and product pricing</i>		
1.04	<i>Estimate cost structure including raw materials, labor, overhead, packaging, shipping, branding & marketing, debt service, etc.</i>		
1.05	<i>Estimate capital costs for a value-added food manufacturing facility including acquisition, building construction / rehab, equipment, etc.</i>		
1.06	<i>Based on this analysis, determine return metrics to investors and whether the project is feasible.</i>		
1.07	<i>Identify export markets for value-added food manufacturing</i>		
1.08	<i>Identify potential operators / investors</i>		
1.09	<i>Identify incentives available to mitigate private sector risk</i>		
2.00	Based on the results of the feasibility study determine whether implementation efforts should be pursued.	3 Months	\$ 35,000.00
3.00	If approved, begin implementation steps including:	Months 4 to 12	\$ 18,000.00
3.01	<i>Recruiting entrepreneurs, investors, and operator to undertake the</i>	Months 13 to 24	\$ 24,000.00
3.02	<i>Determine grower parameters needed to sell local product to value-added food manufacturing prospect</i>	Months 25 to 36	\$ 24,000.00
3.03	<i>Identify potential sites for the facility, allowing private sector participants to determine final location</i>		
3.04	<i>Work with property owners to secure site</i>		
3.05	<i>Coordinate with financing institutions to align incentives and funding</i>		
3.06	<i>Facilitate export discussions for international trade</i>		
		Feasibility Study	\$ 35,000.00
		Year 1 Impl. Total	\$ 18,000.00
		Year 2 Impl. Total	\$ 24,000.00
		Year 3 Impl. Total	\$ 24,000.00

Film Industry Support Center			
Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
<u>1.00</u>	<u>Form Local Exploratory Committee (LEC) to evaluate support and interest for a film post-production studio / filming support center (the "Film Center") to:</u>		
1.01	Identify comparable projects and compile case studies	3 Months	\$ 6,000
1.02	Conduct survey of existing workforce and local residents to determine alignment of skills and interest		
1.03	Identify potential users, donors, and influential project advocates in industry	3 Months	\$ 6,000
1.04	Leverage existing human capital to begin preliminary outreach campaign	6 Months	\$ 12,000
1.05	Based on level of interest, recommend feasibility / appropriate project scope to City Council		
<u>2.00</u>	<u>Based on the recommendation of the LAC, determine whether implementation efforts should be pursued, to</u>		
2.01	Establish non-profit to facilitate fundraising for the Film Center		
2.02	Develop marketing collateral and pitch book for the Film Center		
2.03	Identify and solicit donors / naming rights to participate in funding		
2.04	Identify and solicit industry participants that would utilize the resources offered by the Film Center	Months 13 - 24	\$ 24,000
2.05	Identify funding sources and economic development tools available to fund the project	Months 25 - 36	\$ 24,000
2.05	Work with project partners to choose a suitable site / building for the Film Center		
2.06	Establish site control		
2.07	Develop capital stack and secure financing		
<u>3.00</u>	<u>Establish youth programs to develop human capital in support of the Film Center</u>	3 Months	
		Year 1 Total	\$ 24,000
		Year 2 Total	\$ 24,000
		Year 3 Total	\$ 24,000

Outdoor Adventure Outfitting

Outdoor Adventure Outfitting			
Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
<u>1.00</u>	Form Local Action Committee (LAC) comprised of existing outdoor adventure outfitters, hotel & VRBO owners, Event Coordinator, Travel Bureau Director, and tourism related	1 Month	N/A
<u>1.01</u>	Identify opportunities for growth with Federal and State land stewards to understand permitting capacity, application	6 Months	6,000
<u>1.02</u>	Coordinate access for outfitters with private landowners		
<u>1.03</u>	Coordinate with Travel Bureau on existing recruitment efforts to expand offerings within the community		
<u>1.04</u>	Identify opportunities for adaptive re-use of existing facilities to accommodate expanded recreational offerings	2 Months	4,000
<u>1.05</u>	Explore funding options for outfitter expansion	2 Months	4,000
<u>2.00</u>	Improve local recreational offerings through the following:		
<u>2.01</u>	Develop curated recreational packages in concert with outfitters, hotel, VRBO, and restaurant owners, etc.	12 Months	6,000
<u>2.02</u>	Explore with train operators weekend package trips with convenient departure and return times for Wasatch Front outdoor enthusiasts to basecamp in Green River with guided outfitting tours provided to surrounding attractions.		10,000
<u>2.03</u>	Explore Zipcar, Uber, Lyft, tour bus, rental car offerings, etc. to provide visitors convenient transportation options		3,500
<u>2.04</u>	Develop marketing video that highlights recreation activities and positions Green River as a basecamp for visitors.	3 Months	12,000
<u>3.00</u>	Undertake marketing efforts to understand targeted audience (see Visiting Demographic & Target Audience action steps)		
Total Timeframe and Cost		Year 1 Total	14,000
		Year 2 Total	31,500

Riverfront Activation

Riverfront Activation			
Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
1.00	Identify property owners along the river and continue outreach efforts to secure support and land control (easement, fee simple, etc.) for riverfront improvements and development.		
2.00	Engage a river planning and engineering firm to perform the following:		
2.01	Preliminary visioning exercise that provides an overall vision for potential improvement areas, educating stakeholders on comparable projects, etc.	1 Month	15,000
2.02	Sponsor site visit tours with key stakeholders (City Council, land owners, etc.) to successful river improvement projects in other communities		
2.03	Sponsor a mix-and-mingle to generate interest on river improvements and community support and provide a forum for discussion and idea		
3.00	Engage a river planning and engineering firm to perform the following (scope is subject to change):		
3.01	Conduct a preliminary plan to an initial 30% design level to create preliminary concept plans and assist the community in determining what elements are to be included in the overall river activation plan and	6 Months	TBD
3.02	Implement a whole system approach to channel design that results in sustainable riparian and habitat regeneration as well as long-term function of geomorphology and sediment transport along the phase 1		
3.03	Coordinate with the City of Green River and key stakeholders to create a plan that encompasses river interaction as the central theme. These include habitat, recreation, non-point source pollution, reduction, low impact storm water management and community planning;		
3.04	Coordinate and host at least one public meeting to foment public		
3.05	Develop a project cost opinion and concept design; and		
3.06	Solicit feedback from City and key stakeholders for what elements are to be included in the 60% design phase.		
3.07	Develop grant funding strategy matrix including programs, submittal deadlines, matching funds, timing, etc. Gain consensus, prepare, and		

Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
<u>4.00</u>	<u>Engage a river planning and engineering firm to perform the following (scope is subject to change):</u>		
4.01	Perform more detailed analysis and engineering to bring the plan to a 60% design level and submit plans to regulatory agencies.	18 Months	TBD
4.02	Perform detailed analyses including hydrographic surveys; 1-D and 2-D hydraulic models; sediment modelling; and remapping flood hazard areas to solve river flow issues;		
4.03	Prepare native riparian landscape plans, soil and planting specifications, wetland delineations and assessments of riparian		
4.04	Appropriately locate and design “organic” recreation enhancement projects without degrading ecology nor conflicting with other uses;		
4.05	Establish a vision with the community and guiding strategies to bring that plan to implementation. This includes assistance with grants and funding opportunities. Develop a coalition that support the merits of the		
4.06	C oordinate with regulatory agencies to build coalitions during design and to meet future permitting requirements in a timely manor;		
4.07	Develop a project cost opinion and concept design;		
4.08	Solicit feedback from City and key stakeholders for what elements are to be included in the 90% design phase; and		
4.09	Prepare permitting applications for the Fish & Wildlife and Army Corp of Engineers, FEMA, and any other regulatory agencies; and		
4.10	The engineering firm will be delegated authority to coordinate with regulatory agencies and permitting follow-up all the way through		
<u>5.00</u>	<u>Engage a river planning and engineering firm to perform the following (scope is subject to change):</u>		
5.01	Perform more detailed analysis and engineering to bring the plan to a 100% design level, bid construction, and provide ongoing oversight to	6 - 12 Months	TBD
<u>6.00</u>	Award construction contracts, make improvements as planned in aforementioned steps.	Total Year 1	TBD
		Total Year 2	TBD

Broadway and Main Gateway Project Redevelopment

Broadway and Main Gateway Project Redevelopment			
Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
1.00	Coordinate local stakeholders, as follows:		
1.01	Invite local property owners to form a Downtown Coalition to discuss redevelopment goals and priorities and gain consensus on strategic project initiatives.	Concurrent with Toolkit	Concurrent with Toolkit
1.02	Coordination between the Downtown Coalition and Event Coordinator to develop "tactical urbanism" events that will attract visitors to the downtown and increase foot traffic (i.e. paying		
1.03	Create a transportation and land use master plan that addresses and improves pedestrian access and safety along Main Street and connectivity to the river and hotel district.	6 Months	80,000
1.04	Update existing zoning ordinance to accommodate appropriate uses for the downtown district.		
2.00	Develop a toolkit for redevelopment, to include:		
2.01	Establish a Community Reinvestment Area (CRA) that includes sufficient land area to capture tax revenue from new growth occurring in the community that can be deployed in the Broadway	6 Months	12,000
2.02	Establish relationships with Community Development Entities (CDE's) that could be leveraged to secure New Markets Tax Credits (NMTC) for future redevelopment opportunities.	3 Months	9,000
2.03	Determine whether any historically significant buildings exist that merit preservation and establish relationships with the Utah Department of Heritage and Arts to explore Federal and State Historic Tax Credits (HTC) and Certified Local Government (CLG)		
2.04	Discuss redevelopment goals with the SEUALG and explore grant and loan programs such as the Community Development Block Grant (CDBG), Community Improvement Board (CIB), etc.		
2.05	Visit with the Utah Housing Corporation (UHC) to explore Low-Income Housing Tax Credit and Multifamily Bond programs to determine requirements and identify potential redevelopment		
2.06	Visit with USDA Rural Development to discuss downtown redevelopment goals and inquire of programs that may be available to foster redevelopment, such as Rural Economic Development		

Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
3.00	Conduct a downtown feasibility study (Phase 1) to include the following:		
3.01	Evaluate the feasibility of potential uses including specialty retail, office, business support, film post-production, residential, etc.;	3 Months	20,000
3.02	Develop a pro forma for the project to determine the financing gap created by the difference in redevelopment costs, construction costs, and the level of debt that can be serviced given achievable		
3.03	Identify funding sources such as tax increment, grants, and tax credits to fill the project's financing gap and formulate a project		
3.04	Develop a project schedule identifying milestones and deadlines for securing funding sources as well as phasing of project development;		
3.05	Develop a preliminary estimate of pre-development costs that can be anticipated based on the proposed project concept.		
4.00	Implement Strategic Initiatives, to include:		
4.01	Based on the feasibility studies completed in Phase I engage with the private development community to attract a third-party developer(s)	12 Months	24,000
4.02	Undertake development at the site and assume ongoing operational risk of the facility;		
4.03	Provide equity and commercial debt to finance the private financing portion of the project;		
4.04	Enter into a development agreement with the City for the development of the facility through a public private partnership		
4.05	Assist the City and third-party developer in securing financing sources for the project, including grants, tax increment financing,		
4.06	Work with property owners to establish site control for strategic redevelopment projects through Letters of Intent (LOI), Memorandum of Understandings (MOU), purchase options, Purchase and Sale Agreements (PSA), and/or Operating Agreements.		
		Feasibility	20,000
		Planning	80,000
		Year 1 Imp.	33,000
		Year 2 Imp	24,000
		Year 3 Imp.	24,000

Business Owner & Startup Support Center

Business Owner & Startup Support Center			
Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
1.00	Define the programming that will occur within and the space needed for the Business Owner & Startup Support Center (the "Center") as well as participants and stewards by doing the following:	12 Months	42,000
1.01	Identify private, public, and non-profit strategic partners that can participate in defining the programming at the Center. Form a Steering Committee and begin defining programming elements.		
1.02	Conduct a local survey of local business owners to determine what areas of business support are needed as well as a survey of the local workforce to determine skill set and human capital traits.		
1.03	Analyze existing capacity and potential service gaps based on the results of the survey and regional workforce trends and opportunities.		
1.04	Reach consensus on whether an existing internal community entity could take ownership of the Center, if an existing entity external to the community could operate the Center, or if a new entity needs to be established. If external, begin outreach efforts to gauge interest and if		
1.05	Coordinate with the Small Business Development Center (SBDC) to determine ability to service entrepreneurs and business owners in Green River. Determine whether SBA funding can be secured to support some level of operational programming at the Center.		
1.06	Work with strategic partners to develop an Operating Plan that quantifies the projected revenue and expense of the proposed programs at the Center and develop an operational strategy so the Center can be self-sufficient as soon as possible while maximizing the economic impact to the community. Identify programs that can be instituted and grant and loan funds that can be utilized to enhance the Center's capacity to provide clients at the Center access to capital along the funding continuum. Align the Human Capital Plan with these		
1.07	Conduct a Needs Assessment to determine square footage and equipment needed to accommodate the proposed programming.		
1.08	Develop a Human Capital Plan that determines job duties and tasks, the level of staffing needs for the Center, required skill sets, metrics for evaluating performance, and salary + benefit requirements.		
1.09	Conduct site visits and have discussions with property owners to determine whether an existing facility can accommodate the Center or if new construction is needed. Determine location and develop a Capital Improvement Plan that includes building and equipment		
1.10	Identify capital and operational funding gaps that will need to be addressed to adequately capitalize the Center. Develop a grant matrix, construction, and operational schedule.		
1.11	Using the information gathered from previous tasks, iterate with strategic partners regarding the proposed programming, Operating Plan, Needs Assessment, Human Capital Plan, and Capital Improvement Plan until a solid work plan is developed that		

Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
2.00	Work with strategic partners on capacity enhancement efforts including the following:	Months 13 - 24	18,000
2.01	Secure funding for the Capital Improvement Plan so the physical infrastructure can be improved, occupied, installed, and operational.	Months 25 - 36	18,000
2.02	Secure funding for the ramp-up period to fund operational shortfalls identified in the Operating Plan until the Center becomes self-sufficient.		
2.03	Identify, hire, and begin on-boarding to execute the Human Capital		
2.04	Empower Center staff to execute the Operating Plan.		
		Year 1 Impl.	42,000
		Year 2 Impl.	18,000
		Year 3 Impl.	18,000

Visiting Demographic & Target Audience

Visiting Demographic & Target Audience			
Action Steps		Timeframe & Cost	
Task	Task Description	Timeframe	Est. Cost
<u>1.00</u>	<u>Work in collaboration with local businesses, City leadership, and the Travel Bureau to determine goals and objectives of data procurement and engage a service provider to assist in achieving these goals and objectives, which may include:</u>	3 to 6 Months	TBD
1.01	Identifying geographic and demographic market segments that visit Green River or would have a high propensity for future visitation;		
1.02	Increase visitation through increased hotel occupancy and improve average daily rates;		
1.03	Increase TRT and sales tax revenues;		
1.04	Identify events that would resonate with target audience and become self-sufficient and create demand drivers for local businesses;		
1.05	Assist businesses and entrepreneurs with market data to support new business concerns;		
1.06	Determine most likely export markets for locally produced goods;		
1.07	Identify lifestyle and activity preferences of the most prevalent visiting and targeted demographic to inform strategic community development investments;		
<u>2.00</u>	<u>Increase effectiveness of marketing efforts by:</u>	12 Months	TBD
2.01	Focusing on markets that are defined through data procurement and analysis;		
2.02	Assist business owners to create curated recreational packages with local hotels, restaurants, National & State Parks, outfitters, etc.		
2.03	Engage service provider to determine best media formats and channels for marketing campaigns to target audience: print, radio, tv, social media, Pandora, etc.		
2.04	Use aggregated website data, cellphone usage, credit card data and other methods to determine effectiveness of marketing campaign.		
2.05	Compare Green River data with regional data to identify areas of opportunity for capturing visitors from surrounding communities.		
2.06	Iterate data sets and analysis to improve effectiveness of marketing efforts over time.		