



Green River Economic Development Strategic Plan Update



Commissioned by the City of Green River, Utah
Created by Better City, LLC, July 2021.

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Strategic Update

The City of Green River (the “city”) commissioned an Economic Development Strategic Plan in 2017 and retained Better City to assist with implementation of the plan. The plan provided an analysis of the community’s key economic indicators and identified potential areas of focus and projects to spur economic development in Green River. This document provides an overview of the progress made on initiatives identified in the strategic plan as of July 2021 and provides further guidance and focus for ongoing economic development efforts.

Overview of Plan

This Strategic Plan Update is divided into three categories representing core community economic development needs, and projects within each category are categorized as one of the following:

- Active – Immediate Project
 - These projects are underway and anticipated to be complete within the next two years.
- Active – 2 to 5 Year Project
 - These projects are underway and anticipated to be complete within the next five years.
- Future – 5+ Year Project
 - These projects are planned but not started, and they are anticipated to take over five years to complete.

Core Needs	Projects	2021	2022	2023	2024	2025	2026+	
Create High Paying Jobs	West Industrial Park – Phase I	█						
	Manufacturing Recruitment	█						
Improve Community Appeal	Riverfront	█						
	Community Cleanup	█						
	OHV & Biking Trails	█						
	Tourism Marketing & Branding	█						
	Activate River North of the City			█				
	Master Planned Community			█				
Increase Commercial Activity	Brownfield Assessment	█						
	Business Ecosystem	█						
	Develop Vibrancy	█						
	Community Reinvestment Area			█				

At the end of this report is an implementation matrix for project tracking and reporting.



Create High Paying Jobs

The economy of Green River relies more on hotels, fast food, restaurants, and gas stations than is typical for Utah. These businesses typically have low paying positions, explaining why the per capita income is 30 percent lower than it is in the rest of Utah. Approximately 20 percent of city residents live in poverty. The city has a strategic opportunity to establish a manufacturing industrial park, which would create high paying jobs.

West Industrial Park – Phase I

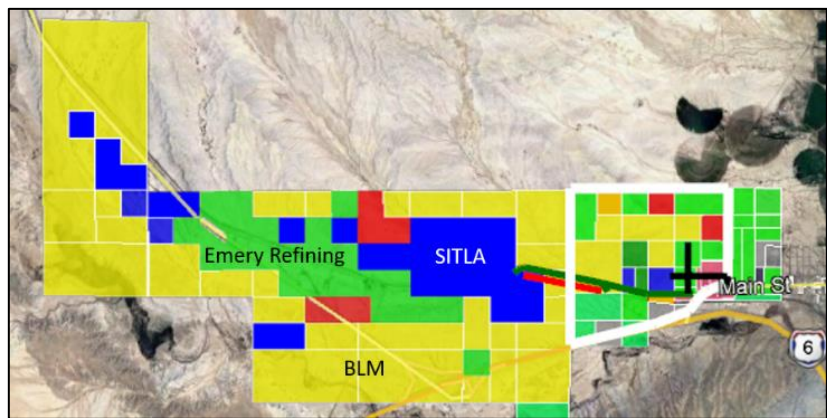
Active – Immediate Project (anticipated to be complete within the next two years).

The city plans to develop two industrial parks, and the priority is the West End Industrial Park (WIP). Strategic advantages of the WIP as a manufacturing location include:

- Excellent transportation infrastructure, with access to the Union Pacific Railroad, Interstate-70, and US191/Highway-6.
- Attainable water rights for industrial and domestic growth.
- Existing infrastructure in the park includes a railroad, overhead power lines, and segments of old Highway 24.

Land Acquisition

The planned park is 7,236 acres. Phase I is the area closest to the city (so easier to connect with roads and utilities) and comprises approximately 112 acres (within white border). The city discussed ownership with property owners (green are for sale) and ordered appraisals. There are ongoing discussions with UDOT, BLM, and SITLA regarding their land in the park.

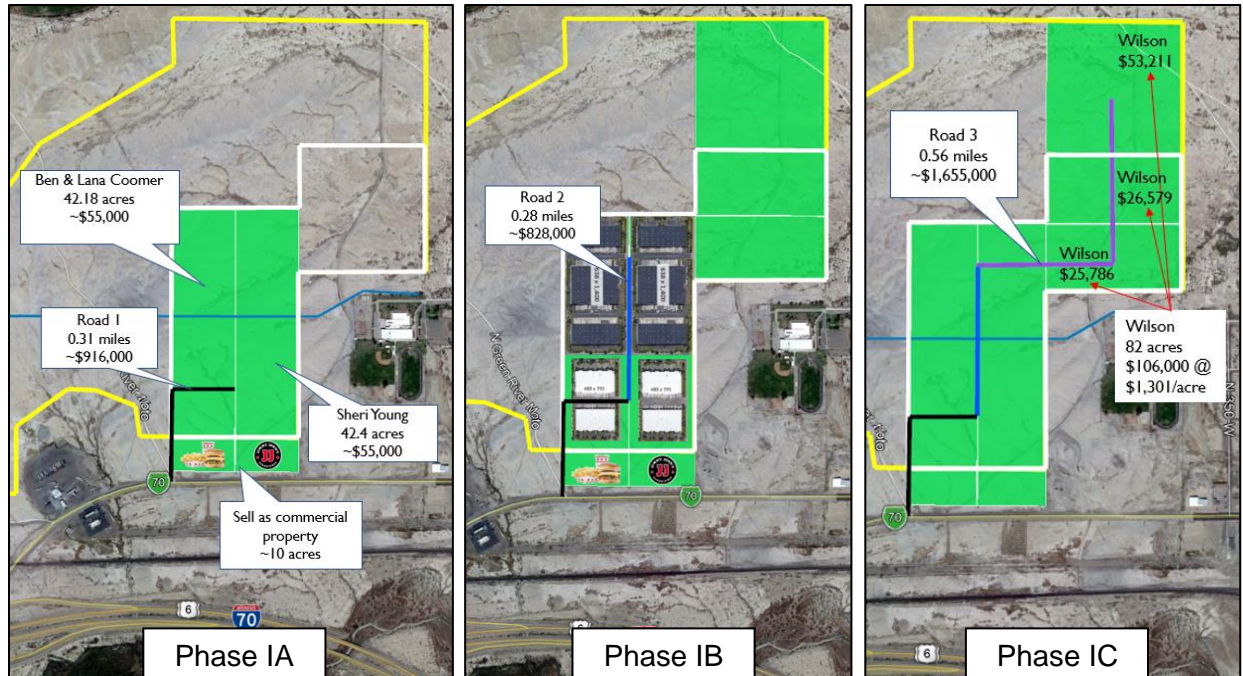


- Discussions with UDOT regarding their three parcels along the southern boundary of WIP Phase I are ongoing, and it is likely that the northern portions of those parcels could be made available.
- In February 2020 the city requested the Bureau of Land Management (BLM) mark the Federal land within the park for disposal. This request will be referenced when the BLM updates their Resource Management Plan in the 2030s. An alternative method to transfer ownership BLM property is through the legislative process. This could be a stand-alone bill or be contained within another bill¹.
- A master agreement enables Emery County to negotiate to lease/sell the State (SITLA) land.

The city is assembling the land in Phase I, to control development and to (1) ensure the gateway design and infrastructure is appropriate, (2) use land as an incentive, (3) facilitate quick transactions with economic development prospects, (4) secure Federal and State infrastructure grants to fund the park improvements, (5) secure tax increment participation, and (6) avoid market speculation that may increase land prices and impact the economic factor of affordable land that makes Green River attractive.

Total infrastructure costs for Phase I of the West Industrial Park are estimated at approximately \$3.3 million in 2021 dollars, based on data from the 2015 WIP Master Plan's Phase I.

¹ An example is the 2019 Dingell Act.



Next Steps

The immediate next steps are for Phase I-A (84 acres).

- Assure that stakeholders on the same page, including public meetings with stakeholders and public hearings to gain approvals.
- Update zoning to L-1, portions L-2.
- Preliminary survey by engineering firm.
- Design roads and utilities.
- Obtain certification for Phase 1 from EDCUtah’s [Site Ready Program](#)
 - Infrastructure at the site is not required; but there must be engineering reports that indicate the timeline and cost for adding infrastructure.
- Engage stakeholders, Emery County, SEUALG, EDCUtah.
- Apply for EDA and other grants.
- Acquire property.
 - Appraisals are under way.
 - Purchase options to buy Phase 1A property.
 - Purchase options to buy Phase 1C property if terms are reasonable from Wilson Produce, 82 acres appraised at \$106,000.
- Build Phase 1A road - ~0.31 miles, \$916,000.
- Sell ~10 acres along Main Street as commercial.
- Recruit tenants for Phase 1A.
- Determine whether to wait on the BLM Resource Management Plan update, or to pursue a legislative solution for the disposition of the federal land within the WIP.

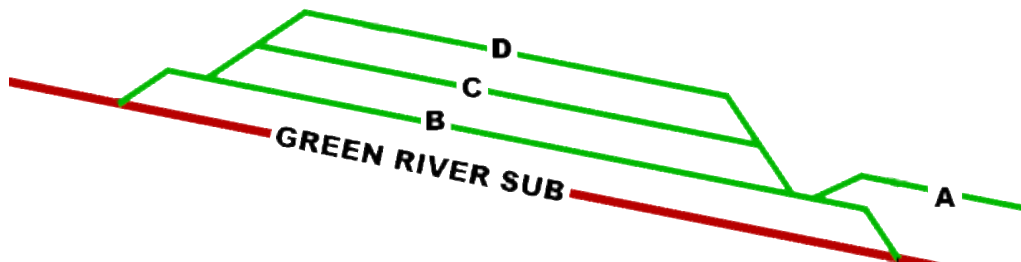
Road, Utility, & Rail Access

The street at the I-70 interchange is only 2 lanes wide, and the underpass is only 14 feet high. Truck traffic will likely require at least 4 lanes and 16 feet of clearance. A priority is to either (a) replace/enlarge the underpass and expand Main Street to a 4-lane highway between the

interchange and the entrance to the park, or (b) construct an overpass. The city will coordinate with UDOT for project funding.

The utility extension and road access to the WIP must be constructed. This will be a phased process driven by recruitment of park tenants.

Manifest trains (which carry various commodities for several customers) typically deliver less than 60 cars at a time to an individual user. According to the 2015 Master Plan, “UP typically will not allow customers on the mainline (the Green River Subdivision) to have a single spur connection.” The WIP will need a manifest drop, pull, and runaround yard which then connects to the user’s private spur(s). This allows UP to bring an entire manifest train into the site, clear the mainline, drop off inbound cars, pull outbound cars, and run the locomotives around the train to leave in the same direction they came. Additionally, an individual unloading track would be required. A 4,000-foot yard is the typical length of a manifest train in this area. The Plan estimated the manifest yard cost at \$10.7 million.



Next Steps

- Conduct a traffic study to use in developing a case for making the underpass wider and deeper for truck traffic between the WIP and the I-70 interchange.
- Purchase the two Wilson parcels crossed by Road 1.
- Obtain access rights across the Love and Utah State properties.
- Coordinate funding with ODOT.
- Identify funding option(s) for developing a manifest runaround yard.
- Pursue an EDA grant to fund development of infrastructure in the West End Industrial Park.

Manufacturing Recruitment

Active – 2 to 5 Year Project (anticipated to be complete within the next five years).

The City of Green River will make the WIP Phase I shovel ready. Once that is done, a developer should be sought to implement from there. From that point the city will delegate the actual implementation and focus on monitoring.

Once the WIP sites are prepared to begin development, with shovel-ready utilities and roads, and a well-planned site with assembled land that is platted and zoned for industrial use, the city will need to position itself as a community of choice for manufacturing firms.

The city must be business conscious, people-focused, and speedy to compete in recruiting marketing firms. The city needs:

- Pre-permitted locations and expedited, streamlined approvals.
- Proposals reviewed in pre-application stage.
- A responsive, can-do attitude that facilitate excellent service and responsiveness.
- Mapped course for approvals.
- Expertise and understanding of funding and incentive opportunities.
- List of specific sectors to target.

Economic Development Corporation Utah (EDCU) will provide guidance on community readiness. The city and its consultants will work with EDCU to improve the WIP's competitive position, prepare sites for listing on EDCUtah Sure Sites, and respond to Requests for Information from site selectors.

The city and its consultants will continue to promote the industrial parks to recruit industrial users who can locate in the WIP, assist with identifying appropriate sites, and secure incentives.

Next Steps

- Prepare WIP sites for listing on EDCU Sure Sites.
- Submit RFI responses to EDCU.
- Coordinate with EDCU to develop a profile for Green River to attract target manufacturers.
- Create an action plan to make the city business conscious, people-focused, and speedy.
- Identify workforce development needs and develop a plan to address what is lacking.
- Create marketing collateral for the WIP.
- Develop a recruitment strategy for the WIP.



Improve Community Appeal

Tourism is an important part of Green River's economy, but the city has less visitation than neighboring Moab. Increases in visitation would bolster local businesses. Additionally, business owners and employees care about the livability of their location, and economic development is largely dependent on the community's appearance and amenities. There are many opportunities for cleaning up the community and enhancing its appeal for visitors and residents alike.

Riverfront

Active – Immediate Project (anticipated to be complete within the next two years).

Riverfront activation presents an opportunity to increase the city’s appeal as a recreational destination, which will attract economic activity. The stretch of the Green River that runs through the city is largely neglected and inaccessible. The development of the river corridor is one of the most important priorities for the city to undertake.

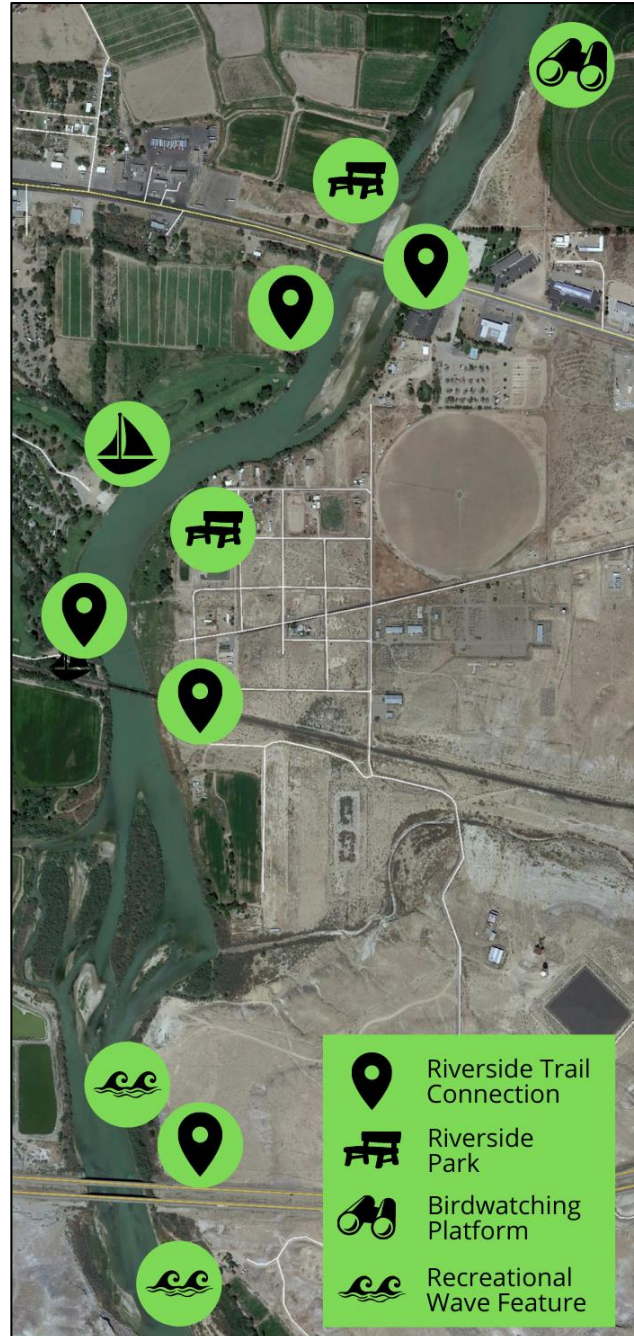
The 2019 River Visioning Conceptual Study by River Restoration outlines the social, economic, and environmental benefits of river restoration and development. The River Enhancement Vision outlines areas for bank stabilization and vegetation removal, as well as recreational features for river activation (see map on right).

The River Enhancement Vision also lists funding and partnership opportunities. The city should work with these entities to identify which funding opportunities would match up with each aspect of the river restoration and activation project, as well as which entities specialize in related elements and could provide technical assistance.

The Project has been broken down into 4 phases for ease of implementation. The total project has been estimated to cost approximately \$2.5M. Phases are based on the availability of city property and most immediate improvement for the city.

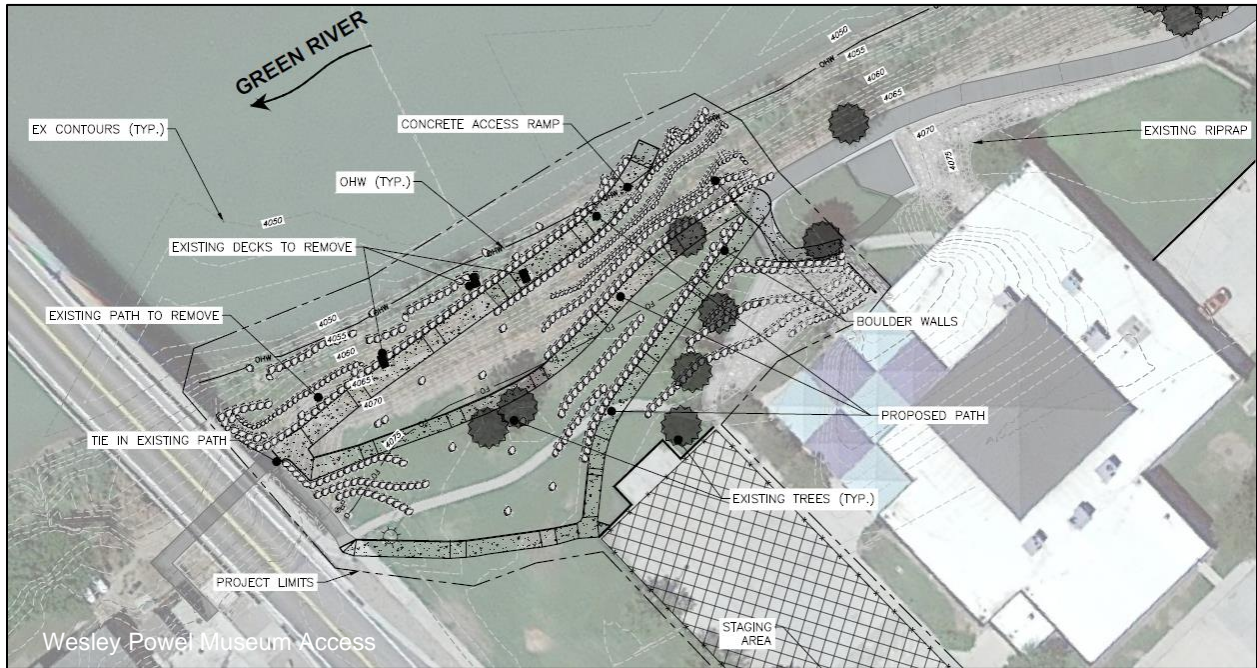
- Phase I: Riverside Park, \$620K
- Phase II: Main Street Focus Area (John Wesley Powell Museum), \$482K
- Phase III: Main Street Focus Area (West Winds property), \$337K
- Phase IV: 1-70 Focus Area \$304K

River Restoration is assisting the city with planning the riverside park, and the John Wesley Powel Museum area access.



Next Steps

- Continue to work with River Restoration on project implementation.
- Pursue funding opportunities for upcoming project phases.
- Research requirements and feasibility of a river trail designation.



Community Cleanup

Active – Immediate Project (anticipated to be complete within the next two years).

The city's appearance is important to attract investment and to increase visitation.

Properties with code violations cause blight that negatively impacts the entire community. The city has ordinances and processes to cite properties in violation of local code—ensuring that structures and appearance are not deleterious.

Next Steps

- Inventory and prioritize properties of concern.
- Develop plan to address those critical few properties.
- Consider a community clean-up program.
 - The city could host Community Cleanup days, inviting residents to assist with clearing trash and weeds from priority properties.
 - On the website place a signup link for email reminders regarding community cleanup events.
 - Post flyer about the cleanup on social media and on local bulletin boards.
 - Send flyer about the cleanup to key community stakeholders, including business owners, religious groups, and other civic or nonprofit organizations. Ask them to inform their employees, members, etc. about the opportunity to participate in the cleanup event.
 - Document by taking pictures before, during, and after the cleanup event.
 - City would pay for roll-off dumpsters.

Create a post-event survey that participants can fill out (optionally) that allows them to recommend areas for future cleanup events.

OHV & Biking Trails

Active – 2 to 5 Year Project (anticipated to be complete within the next five years).

Americans participating in trail sports annually spend \$25.3 billion on gear and accessories, and \$176 billion on trips. Participation in activities such as jogging, bicycling, and hiking, have steadily increased over the past 10 years. Developing a trail system can attract visitors and generate market demand for gear and accessories. The city's trails should connect to the Back Nine area.

Emery County is conducting a recreation audit and strategic plan to develop recreation amenities. The city should coordinate with the county to ensure that the trails in and around the city are included in this plan.

Green River needs to develop a reputation as a prime location for mountain biking enthusiasts. The development of trails and facilities is the first step of this process, and the next step is to attract bikers through events and advertising. Green River should create a comprehensive guide to local trails (with print and app versions)².

Next Steps

- Reach out to the Utah Trails Association regarding funding options for developing the trails plan and trails infrastructure.
 - Pursue the appropriate funding.
 - Plan and develop trails.
 - Create trail guide and app to ensure that information is easily available to visitors.
- Work with the National Association for Mountain Biking to host a mountain biking event.
 - Consider hosting an annual event and both high school and professional events.
- Become a “gold level” location for biking.
 - Learn the requirements and the process from the International Mountain Biking Association’s Ride Center.
 - Create an action plan to become a gold biking city.



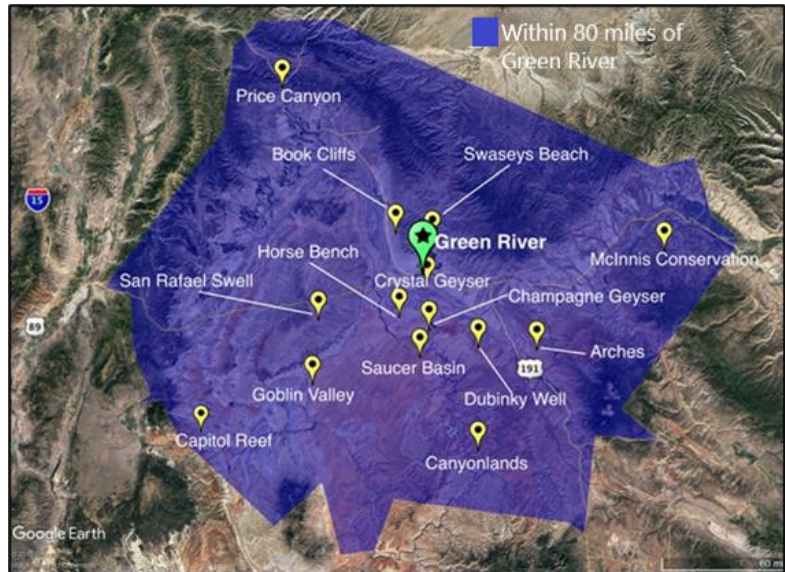
SOURCE: Go-Utah

² See Moab's trail map as an example: <https://www.discovermoab.com/mountainbiking/>

Tourism Marketing & Branding

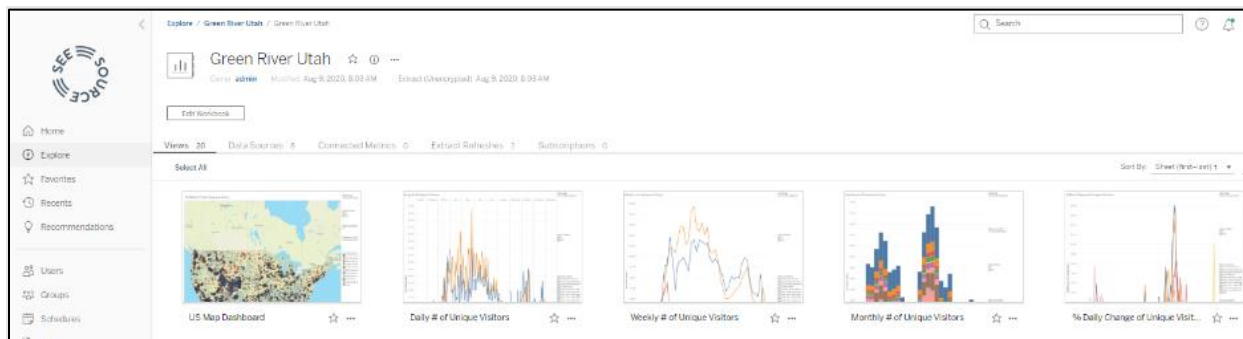
Active – 2 to 5 Year Project (anticipated to be complete within the next five years).

The Green River provides opportunities for river running and rafting expeditions. The city is in proximity to iconic landscapes, including Arches National Park, Canyonlands National Park, Capitol Reef National Park, Goblin Valley State Park, the San Rafael Swell, Monument Hill, Dead Horse Point, Fossil Point, Sego Canyon, Black Dragon Canyon, and many more. These prime destinations for camping, hiking, and viewing are under-utilized due to a lack of awareness. Millions of visitors pass through Green River on their way to or from National Parks annually—yet the City of Green River serves as overflow for Moab.



These relatively unknown destinations are an opportunity to appeal to tourists that desire to explore new places and uncrowded areas. A Tourism Marketing Campaign could draw visitors to the area using a variety of marketing materials, such as videos, travel brochures, and billboards.

- The Emery County Tourism Bureau is the best entity to head a marketing campaign. The city should coordinate marketing with the Tourism Bureau to ensure that efforts are not duplicated. The Tourism Bureau is creating a central repository of information so that tourists can find what they need in a single location.
- Marketing efforts will be most effective after outdoor recreation assets are developed, and so is not an immediate action item for the city. Recommended advertising methods include a Targeted Marketing Campaign based on the demographic and psychographic attributes of those who have previously visited points of interest in the region, and highway billboards that provide compelling reasons for people to stop off in Green River. The city can coordinate with the Tourism Bureau to utilize Green River’s See Source subscription to create targeted marketing campaigns.



Apart from river rafting offered by Holiday River Adventures and Colorado River and Trail Expeditions, there is little commercial activity surrounding the recreational opportunities available near the city. Businesses could provide additional opportunities for people to enjoy the river through paddle boarding and the trails through bicycle, ATV, and hiking by offering outdoor adventure outfitting services such as Retail & Rental Shops, Lessons & Guides, and Apparel & Footwear.

Next Steps

- Inventory current outdoor recreation assets and ensure the Tourism Bureau is informed about these assets.
- Work with Emery County Tourism Bureau to create & launch a marketing campaign.
- Apply to Utah Office of Tourism for a co-op grant.
- Compile list of target outdoor recreation companies.
- Create marketing brochure to provide to targets when discussing the opportunity of opening a business in Green River.
- Conduct recruitment outreach.

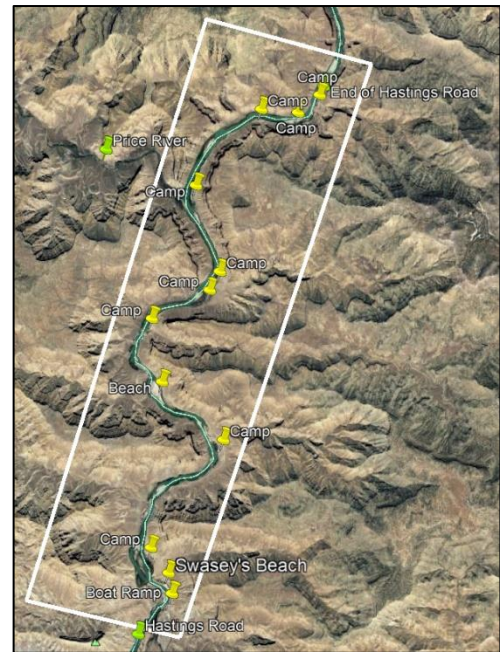


View of the Green River from Dead Horse Point – Matt Morgan

Activate River North of the City

Future – 5+ Year Project (planned and anticipated to take over five years to complete).

The river to the north of the city is in an idyllic area, with numerous slot canyons and Swasey’s Beach located along this stretch of the river. As a key recreational area with access through the city of Green River, this area could be key for improving the outdoor recreation industry in the city. However, it is currently a difficult area to access, making it less appealing to many who would otherwise visit.



Next Steps

- Explore possibility of River Trail designation.
- Inventory potential funding sources or strategies for developing the roads and amenities that would make the area accessible to more visitors.
- Host a community planning charrette to develop concepts for activating the area.



Swasey's Beach – Utah.com

Master Planned Community

Future – 5+ Year Project (planned and anticipated to take over five years to complete).

Development poses a challenge in Green River. With the housing boom along the Wasatch Front, developers are not interested in the Eastern half of Utah, despite the low cost of land. Green River would benefit from new development and improved options for housing.



New Urbanism is a planning and development approach based on the principles of walkable blocks and streets, housing and shopping in proximity, and accessible public spaces. Master planned communities also feature a variety of housing types in an area, with units for low-, mid-, and high-income households within the same development, like Daybreak in South Jordan, Utah.

Green River would benefit from a master-planned development that embraces the principles of New Urbanism. Few residential properties are in walking distance of shopping or public spaces. A master planned community would provide quality housing stock and lifestyle amenities. Ideally the homes would be architecturally congruent with a mix of large and small homes. The initial idea is to use alley-loaded garages, shared front lawns, parks, and playgrounds.

Green River would benefit from a master-planned development that embraces the principles of New Urbanism. Few residential

The State of Utah Division of Parks and Recreation (“Division”) owns a 150-acre parcel called the “Back Nine” just north of the Green River State Park. The Division agreed the city may use the parcel for low-impact activities that allow for accessibility of the parcel for recreational and community purposes. Structural improvements or permanent structures must receive approval of the Division. The Division might sell the property—depending on the proposed use and details of the project.



Next Steps

- Discuss with developers what factors may make development in Green River feasible.
 - There is a lack of interest in the market since the rate of return for new development is much lower than it is in other parts of Utah.
 - May need public participation via Tax Increment Financing (TIF) incentives.
- Identify potential developers who may have interest in Green River.
 - These may include individuals or firms whose primary business is not development, but who may have interest in conducting development regardless.
- Partner with an interested developer to facilitate replotting, rezoning, and assembling lots.

Discuss with the Division the possibility of developing the Back Nine as a master planned community with neighborhoods, river trails, and parks.



Increase Commercial Activity

The economic development of Green River would benefit from increased investment from the private sector and setting the groundwork for a downtown commercial district.

Brownfield Assessment

Active – Immediate Project (anticipated to be complete within the next two years).

The blight in Green River impacts the city’s ability to recruit businesses. The Brownfield Assessment and subsequent clean-up will eliminate deleterious uses, spur private sector investment, and increase the visual appeal of the city to developers and businesses.

The area around the intersection at Broadway and Main is the highest priority for remediation. The city applied for a Brownfields Assessment Grant in October 2020. The initial brownfield assessment area contains 25 potential brownfield sites with empty gas stations, abandoned motels, old deteriorating buildings, or abandoned lots. 10 sites were selected for an initial brownfield assessment. Once these sites are cleaned or cleared, they will be available for rehabilitation and redevelopment.

Owner	Parcel Type	Pollutant
Gardner	Gas Station (Old Conoco)	UST
Gardner	Building (Savage Terr.)	ACM, LBP
Green River	Gas Station (Old Chevron)	UST
Coomer	Gas Station	UST
Byrd	Building (Old Bank)	ACM, LBP
Carter	Building	ACM, LBP
GR 47 BDWY	Building	ACM, LBP
Vetere	Building (Old Pasttime Bar)	ACM, LBP
Vetere	Building (Pizza/Bar)	ACM, LBP
Vetere	Building	ACM, LBP

Next Steps

- Prioritize sites and contract with QEP.
- Conduct community involvement plan.
- Prepare community-wide Quality Assurance Project Plan, site eligibility forms, and access agreements. Complete Phase I assessments.
- Prioritize Phase II areas, submit Phase II sampling to EPA, and conduct Phase II assessments.
- Report results, create remediation implementation plan (including alternatives, costs, and site-specific remediation and/or reuse plan).



Don Graham



Business Ecosystem

Active – Immediate Project (anticipated to be complete within the next two years).

The city can sustain and grow the local economy by assisting local businesses through providing targeted strategic assistance.

Green River’s Business Resource Guide provides business owners with information on local, regional, and national technical assistance and funding resources.

Training is available to local businesses from the Price SBDC, the Emery County Business Chamber hosts a lunch-and-learn every other month, and the Business Group Potluck hosted by Epicenter provides the local business community trainings and updates on local happenings.



Emery County funded a part time tourism assistant in Green River and the firm Truly360 to assist businesses register on Google Maps. Improved online presence will help visitors discover Green River businesses. (Tourists rely on information online, yet many Green River businesses are intimidated by the process of putting their information on Google and/or social media accounts.)

The city needs to establish a Business Retention and Expansion (BRE) program which connects local business owners to resources that facilitate growth. BRE assists with issues that could force a company to close or relocate, and it assists companies poised for growth. The BRE program informs the city of needs of local firms, enabling the city to facilitate technical assistance services (such as workforce development enhancement, financing assistance, and building new markets) and improve the local business climate. The BRE program will gather, track, and act upon business data. The data is used to identify businesses that (1) may be at risk for relocation or closing and (2) are ready to expand; enabling the city to assist both groups. For greater impact, the city will identify one or two businesses at a time and work with them extensively.

Next Steps

- Inventory local businesses and key stakeholders in the economic ecosystem.
- Determine what data to collect and track. (e.g., number of employees, occupation types, occupational wages, sales, priorities, challenges, strengths, and trends.)
- Implement outreach and relationship building efforts, including periodic surveys, targeted focus groups, and visits to key businesses.
 - Ask open-ended, qualitative questions of companies to scrutinize long-term trends.
 - Have companies rank factors by importance and target assistance accordingly.
- Categorize local companies based on their potential for growth or likelihood for closure.
- Target 1 to 2 businesses assist immediately.
 - These should be either businesses with opportunity to grow or ones at risk of relocating or closing.
 - Ensure these have resources to grow and that they utilize the larger regional business support ecosystem.

Develop Vibrancy

Future – 5+ Year Project (planned and anticipated to take over five years to complete).

A city’s downtown should reflect the character of the community. The area in Green River that is currently closest to being a downtown is the block of Broadway just south of Main Street. Open businesses on Broadway include Cut ‘n’ Curl, Ray’s Tavern, and Melon Vine grocery store. However, at the intersection of Main Street and Broadway there are three abandoned gas stations, one on each corner, and a vacant Bank Building on the fourth. The map (right) shows businesses in blue and brownfield sites in brown.



As Green River accomplished economic development goals, a different area may turn out to be more the heart of the community than Broadway. For example, perhaps after the river is activated people are drawn to spend more time there, and commercial activity may follow. The potential master planned development on the back nine may also become a central gathering place.



The city should host activities to draw people to spending time in various parts of the city to see which areas have appeal as a community gathering space. The city could utilize empty parking lots or grassy lots to host entertainment and activities to attract visitors on set days of the week. These may help inspire entrepreneurial activity in areas that have appeal to groups of people.



Street activation could also take the form of a popup walkable commercial center. Popup retail is useful for rebranding an area as commercial. The city could construct low cost “chalets” and rent them to entrepreneurs as an inexpensive small-scale approach to activating the area for commercial activity. The business types should appeal to foot traffic type shoppers. These chalets should be movable, and the city can make it a ‘movable’ shopping center.

These activities would develop commercial vibrancy in Green River to make the city appeal to new businesses and developers. This interest is key to the eventual creation of a true downtown.

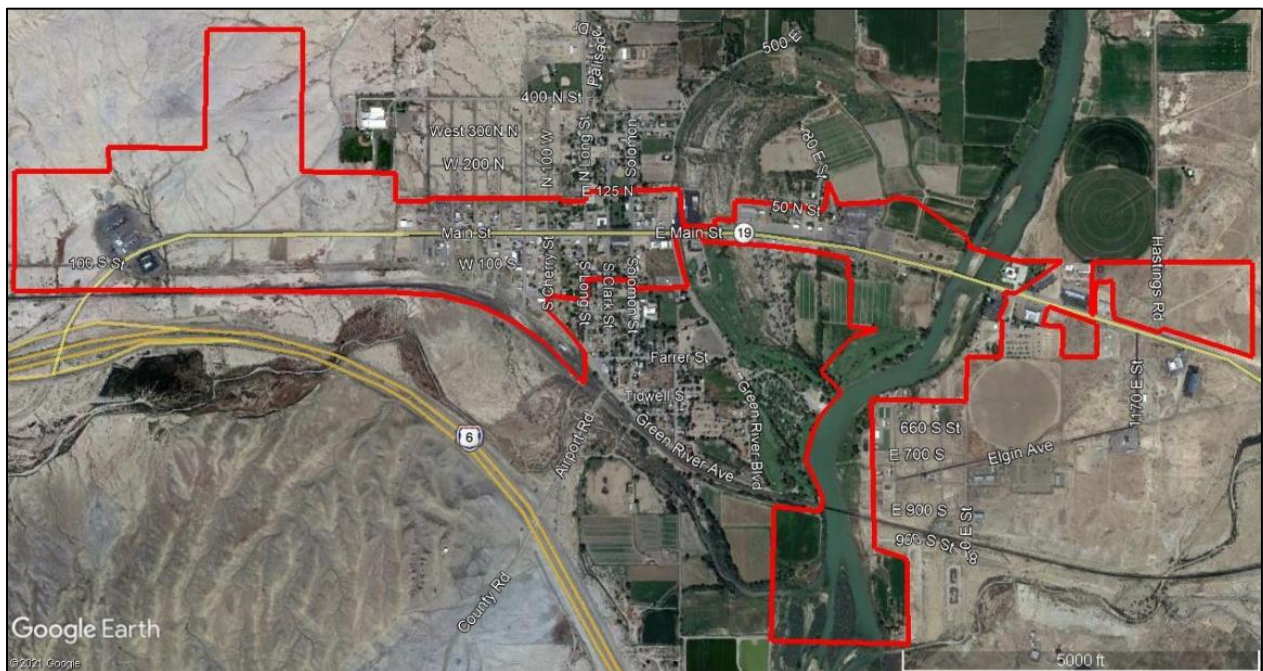
Next Steps

- Determine strategy for hosting regular or frequent events to pull crowds of people into various parts of the city.
- Conduct feasibility study for popup commercial center to determine potential cost, identify funding sources, identify potential entrepreneurs, and create a marketing strategy.

Community Reinvestment Area

Future – 5+ Year Project (planned and anticipated to take over five years to complete).

The city submitted a Community Reinvestment Area (CRA) request to Emery County to capture tax revenue from new growth to attract developers, however the county disapproved the request. Rather than pushing the county for support on that request, the city can work with the county to understand their concerns and pivot the approach as needed. The current CRA outline covers a large area, and although the city wants to see investment across this entire area—the county may be willing to consider a smaller area, to test the efficacy of a CRA in contributing to attracting investment.



Next Steps

- Explore the possibility of establishing a CRA over the area for WIP Phase I; and perhaps a second CRA along the block of Broadway just south of Mainstreet.
- Discuss the possibility with the county and see what their response is to this revised approach.



Implementation Matrix

The following matrix outlines next steps for projects currently under way.

	Task Description	Timeline	Stewardship Participants
West Industrial Park - Phase I	Hire engineering firm.	2021 Q3	City
	Preliminary survey and design roads and utilities.	2021 Q3	Engineer
	Purchase options to buy Phase 1A property.	2021 Q3	City
	Conduct stakeholder meetings and public hearings for approvals.	2021 Q4	Better City
	Engage stakeholders, County, SEUALG, EDCUtah.	2021 Q4	Better City
	Pursue an EDA infrastructure grant.	2021 Q4	Better City, City
	Update zoning to L-1, portions L-2.	2021 Q4	Planning Dept.
	Acquire property.	2021 Q4	City
	Sell ~10 acres along Main Street as commercial.	2021 Q4	City, Broker
	Coordinate road funding with ODOT.	2021 Q4	Better City, City
	Recruit tenants for Phase 1A.	2022 Q1	Better City, Broker
	Build Phase 1A road - ~0.31 miles, \$916,000.	2022 Q2	City, Contractor
	Certify In Site Readiness - Phase I	2022 Q3	UDCU, Better City, Engineer
	Conduct a traffic study on underpass and I-70 interchange.	2022 Q3	City, UDOT
	Apply for EDA and other grants to replace underpass	2022 Q4	Better City, City
	Purchase options to buy Phase 1C property.	2022 Q4	City
	Acquire Phase 1C properties	2022 Q4	City
	Build Phase 1B road ~ .28 miles, \$828,000	2023 Q2	City, Contractor
	Replace underpass - deeper & four lanes	2023 Q2	City, UDOT, UPRR
Build Phase 1C road ~ .56 miles, \$1,655,000	2023 Q4	City	

West Industrial Park - Phase 2	Task Description	Timeline	Stewardship Participants
	Engineering survey of Phase 2 area	2023 Q3	Engineer
	Obtain Phase 2 properties - lease or purchase	2023 Q3	City
	Obtain access rights across the Love and Utah State properties.	2023 Q3	City
	Determine BLM disposition approach.	2023 Q3	Better City, City
	Pursue another EDA infrastructure grant.	2023 Q4	Better City, City
	Construct Phase 2 roads	2024 Q2	City
	Identify funding for developing manifest runaround yard.	2025 Q1	Better City, City

Manufacturing Recruitment	Task Description	Timeline	Stewardship Participants
	Submit RFI responses to EDCU.	Ongoing	Better City
	Develop a recruitment strategy for the WIP - manufacturing	2022 Q2	Better City
	Develop a profile to attract target manufacturers	2022 Q2	EDCU, Better City
	Create marketing collateral for the WIP	2022 Q3	Better City
	Prepare WIP sites for listing on EDCU Sure Sites	2022 Q4	Better City
	Identify workforce development needs and plan to address needs	2023 Q1	Better City
	Create an business-conscious action plan.	2023 Q2	Better City, City

Riverfront	Task Description	Timeline	Stewardship Participants
	Continue to implement project	2021 Q4	River Restoration, City
	Pursue funding opportunities.	2021 Q4	River Restoration, City
	Research potential for river trail designation.	2021 Q4	River Restoration, City

Community Cleanup	Task Description	Timeline	Stewardship Participants
	Inventory and prioritize properties of concern.	2021 Q4	Better City, City
	Develop plan to address those critical few properties	2022 Q1	City
	Consider a community clean-up program.	2022 Q2	City

OHV & Biking Trails	Task Description	Timeline	Stewardship Participants
	Identify funding options for trail plan and infrastructure.	2021 Q4	Better City, Utah Trails Association
	Pursue the appropriate funding.	2021 Q4	Better City, City
	Plan and develop trails.	2022 Q1	City, Planning Firm
	Create trail guide and connect to apps (AllTrails, others)	2022 Q1	City, Marketing Firm
	Learn the requirements for a gold level mountain biking location.	2023 Q1	Better City, City
	Create an action plan to become a gold biking city.	2023 Q2	Better City, City
	Host a big mountain biking event.	2023 Q2	City, NAMB

Tourism Marketing & Branding	Task Description	Timeline	Stewardship Participants
	Compile list of target outdoor recreation companies.	2022 Q1	Better City, City
	Inventory outdoor recreation assets.	2022 Q2	City, Tourism Bureau
	Apply to Utah Office of Tourism for a co-op grant.	2022 Q3	Better City, City
	Create & launch a marketing campaign.	2023 Q2	City, Tourism Bureau
	Create business opportunity marketing brochure	2023 Q3	Better City, City
	Conduct recruitment outreach.	2024 Q1	Better City

Activate River North of City	Task Description	Timeline	Stewardship Participants
	Explore possibility of River Trail designation.	2023 Q1	Better City, River Restoration
	Inventory potential funding sources and strategies for developing roads and amenities to increase visitor access.	2024 Q1	Better City
	Host a planning charrette regarding activating the area.	2024 Q3	City

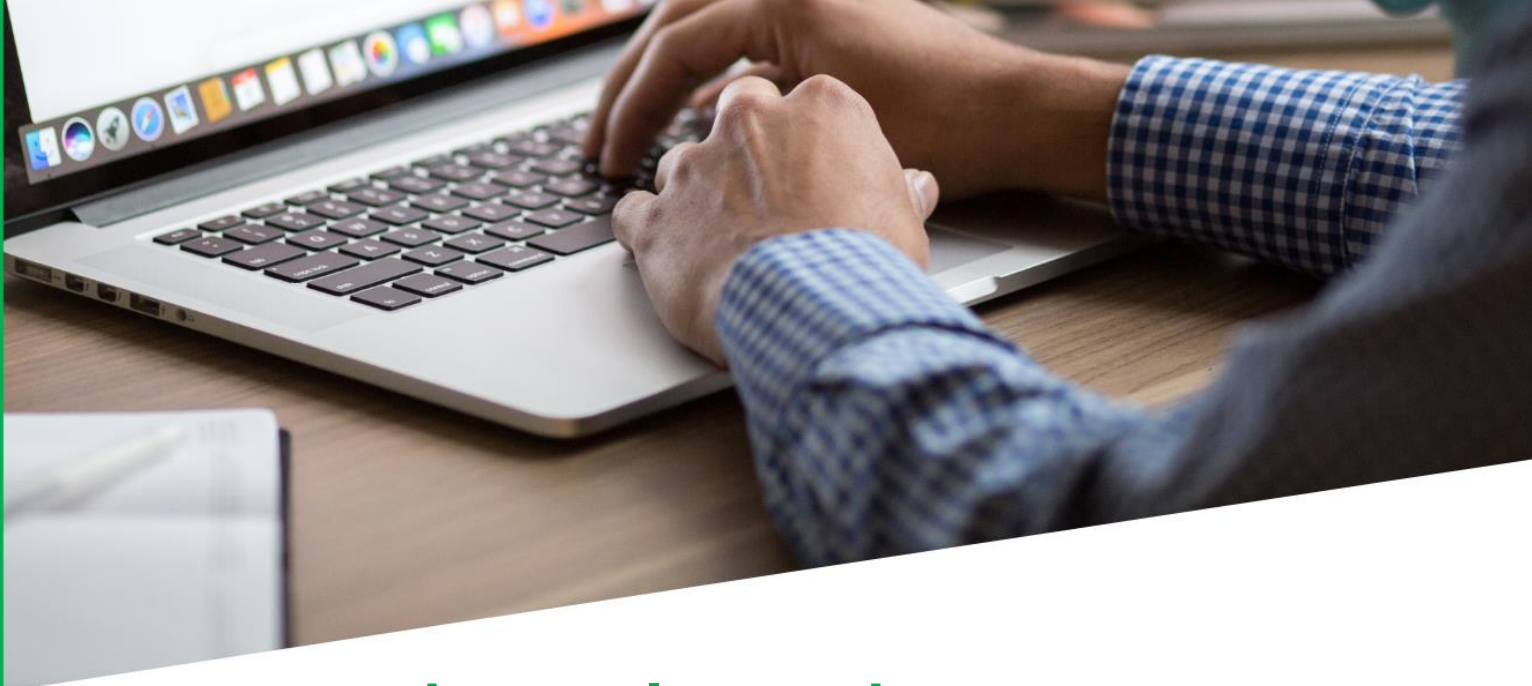
Master Planned Community	Task Description	Timeline	Stewardship Participants
	Discuss Back Nine development with Division	2022 Q3	Better City, City
	Identify potential developers	2022 Q4	Better City
	Discuss development factors with Developers	2023 Q1	Better City, Developers
	Partner with an interested developer to assemble lots	2023 Q2	City, Developer

Brownfield Assessment	Task Description	Timeline	Stewardship Participants
	Prioritize sites and contract with QEP (Qualified Environmental Professional)	2021 Q4	City, QEP
	Report results, create remediation implementation plan (including alternatives, costs, and site-specific remediation and/or reuse plan).	2022 Q1	City, QEP
	Conduct community involvement plan.	2022 Q2	City, QEP
	Prepare community-wide Quality Assurance Project Plan, site eligibility forms, and access agreements. Complete Phase I assessments.	2022 Q3	City, QEP
	Prioritize Phase II areas, submit Phase II sampling to EPA, and conduct Phase II assessments.	2022 Q4	City, QEP

Business Ecosystem	Task Description	Timeline	Stewardship Participants
	Inventory local businesses and key stakeholders.	2021 Q3	Better City
	Determine what data to collect and track.	2021 Q3	Better City
	Categorize local companies by potential growth or closure.	2021 Q4	Better City
	Implement outreach and relationship building efforts.	2022 Q1	Better City, City
	Target 1 to 2 businesses assist immediately.	2022 Q2	Better City
Assist targeted businesses.	2022 Q2+	Better City	

Develop Vibrancy	Task Description	Timeline	Stewardship Participants
	Determine Strategy for hosting events.	2022 Q4	Better City, City
	Feasibility study for popup commercial.	2023 Q3	Better City

CRA	Task Description	Timeline	Stewardship Participants
	Explore options for 2 small CRAs.	TBD	Better City, City
Discuss possibility with county.	TBD	Better City, City	



Vetted & Closed Projects

The following projects were identified as opportunities to increase commercial activity, but upon further investigation it was deemed better to close these projects and focus efforts elsewhere.

Broadway Developments

The Bank Building was identified as an option for redevelopment, however based on discussions with the property owner and analysis of the building, there is no viable public option for redeveloping the building at this point.

A mixed-use development was considered to bring vibrancy to Broadway; however, it is important that a certain level of vibrancy develops organically. Once there is sufficient commercial activity in the area the city could reach out to the development community.

Value-Added Food Manufacturing

Green River's melon industry is reliant upon fresh melon market demand. All three major growers within the community reported that melons go to waste every year because the peak harvest season extends beyond the seasonal market demand. One way to create more value from the melon industry within the city, and to stabilize demand, is to extend the value chain by using existing products as inputs for value-added processing. High-level calculations of the revenue potential for melon value-added processing show potential for one grower to generate over 40,000 gallons of wine or juice (approximately \$6 million and \$5 million wholesale, respectively) or juice.

Several of the growers dabbled in value-added processing to varying degrees, but none of them are pursuing the option due to the risk, cost of equipment, and the complexity of operating a production facility. A value-added production facility should be operated by a third party, enabling the growers to benefit, without committing more capital and taking on more risk by investing in the production equipment. The seasonality of melons will be a challenge for a processing facility.

The option to create watermelon juice was vetted and there was no current interest. Big B's cidery was interested in conducting a test run for watermelon juice, however the apple and watermelon seasons production cycle overlap made it unfeasible. Other watermelon juice producing companies (Tsama Juice, WTRMLN WTR, and Vive Juicery) were contacted and were not interested. Value added manufacturing is only an option if an entrepreneur comes forward who would be interested in starting a value-added business based on watermelon products.