

Managing Growth and Cushioning Falls



AGENDA

- Context
- The Hypothesis
- The Analysis
- Managing Growth
- Cushioning Falls

MODERATOR:
Andy Firestine

PANELISTS:
Todd Messenger
Kendig Keast Collaborative

Rick Brady, Esq.
City of Greeley

CONTEXT

- In agriculture, “monoculture” is “the use of land for growing only one type of crop.”
 - In the short and medium run, monocultures allow for large harvests with less labor and standardized inputs.
 - However, they come with more risk, as they tend to hasten the spread of disease (and its impact).
 - Monocultures also deplete soil and depend more heavily on “outside” inputs.



CONTEXT

- Research on rice farms in China revealed that genetic diversity of rice strains in rice farms increased disease resistance overall, even among the more susceptible strains



THINKING OUT LOUD . . .

- Biological systems often provide models that help explain economic systems
- Does it follow that large monocultures of housing entail greater risk, particularly when they attract a relatively narrow market segment (like a human “monoculture”)?
- It can't be that simple (and it isn't).

WELD COUNTY GEOGRAPHY

- 4,022 square miles of land area.
- Greeley is the county seat and the largest city in Weld County.
- 2010 Census identifies 12 towns and cities within Weld County that have undergone a population change of at least 50 percent from the 2000 Census.
 - Eaton, Erie, Evans, Firestone, Frederick, Hudson, Johnstown, Lochbuie, Mead, Milliken, Severance, and Windsor.

WELD COUNTY STATS

- 2009 American Community Survey (ACS) one-year estimates:
 - About 94,500 housing units, 30,000 constructed since 2000.
 - About 80% of all owner-occupied housing units have a mortgage and 1/3 of these have owner costs exceeding 30% of household income.
 - Median HH income is about \$54,700.
 - About 36% of all 16+ yr. old workers commute 30 min. or more; 15% commute 45 min. or more.

H.U.D.'S 2004 ANALYSIS (GREELEY)

“The affordability of housing and the presence of major transportation corridors to the adjacent metropolitan areas have been the leading factors for the significant population and household growth of the HMA. Greeley has become an affordable bedroom community for some workers in the Denver and Boulder-Longmont metropolitan areas to the south. Homes are quite affordable when compared to the adjacent metropolitan areas. “

U.S. Department of Housing and Urban Development (2004). Analysis of the Greeley, Colorado Housing Market as of April 1, 2004. Retrieved February 16, 2011 from <http://www.huduser.org/publications/pdf/greeleycocomp.pdf>.

H.U.D.'S 2004 ANALYSIS (GREELEY)

“The substantial increases in the civilian labor force and total resident employment in the HMA are due to the growing number of workers commuting to jobs in adjacent metropolitan areas. “

U.S. Department of Housing and Urban Development (2004). Analysis of the Greeley, Colorado Housing Market as of April 1, 2004. Retrieved February 16, 2011 from <http://www.huduser.org/publications/pdf/greeleycocomp.pdf>.

WELD COUNTY

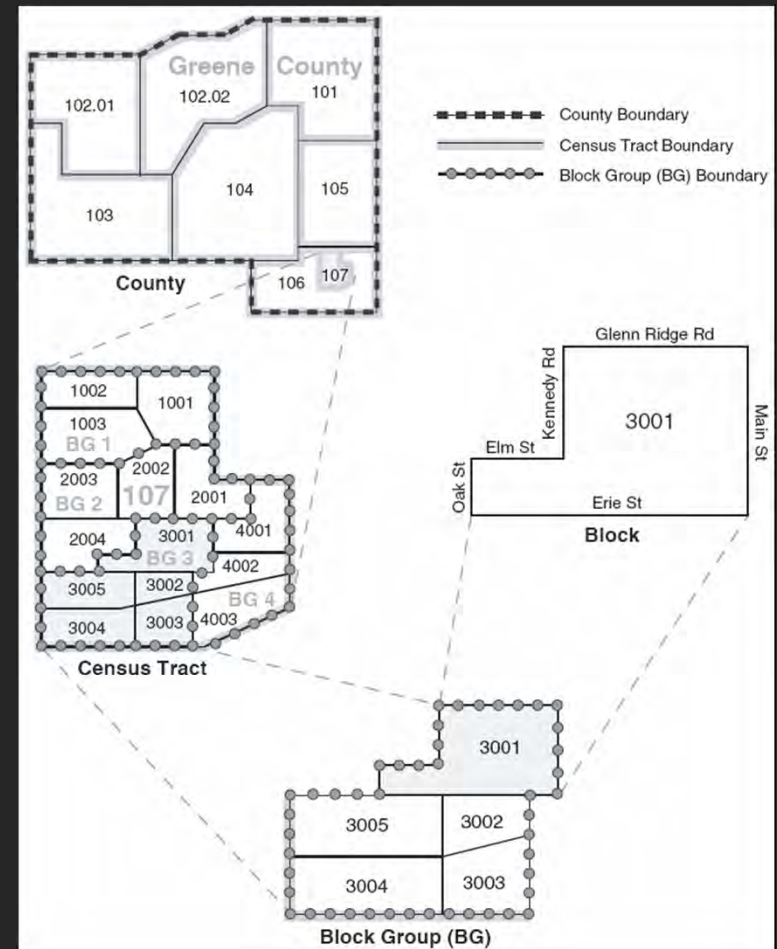
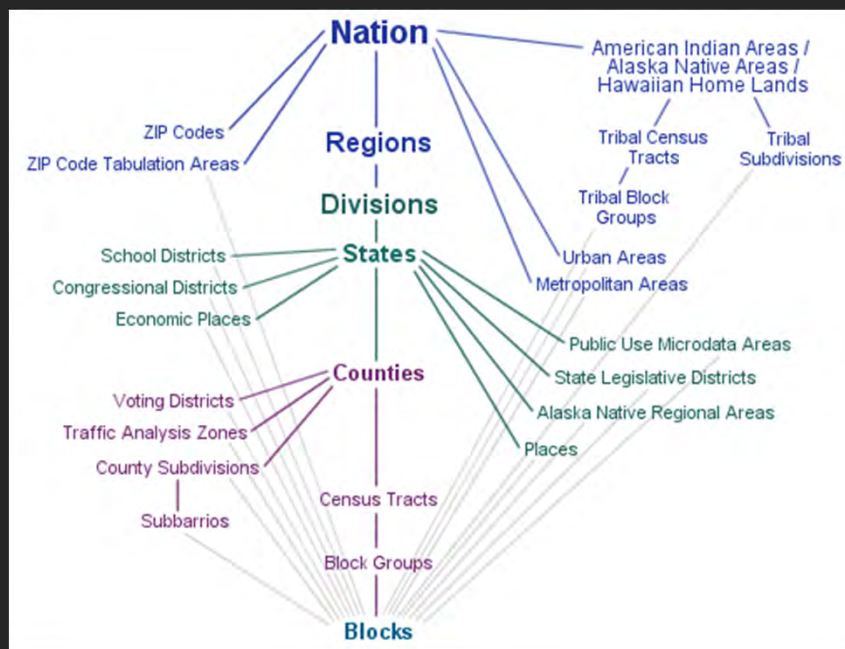
- Between January 2008 and June 2010, a Notice of Election and Demand (NED) was filed on more than 7,500 residential properties in Weld County.

Little boxes on the hillside,
Little boxes made of ticky tacky,
Little boxes on the hillside,
Little boxes all the same.
There's a green one and a pink one
And a blue one and a yellow one,
And they're all made out of ticky tacky
And they all look just the same.

REGRESSION ANALYSIS

Malvina Reynolds (1962). Little Boxes. Schroder Music Company.

CENSUS GEOGRAPHY



U.S. Census Bureau. American FactFinder Help. Retrieved February 14, 2011 from http://factfinder.census.gov/home/en/epss/census_geography.html.

Proximity. American Community Survey ACS 2005-2009 Block Group Demographics. Retrieved February 14, 2011 from <http://proximityone.com/acs0509bg.htm>.

AMERICAN COMMUNITY SURVEY

- The American Community Survey is not the 2010 Census, but it has socioeconomic and housing data that won't be in the 2010 Census.
- The American Community Survey data are period estimates that are intended to represent the characteristics of an area over a specified period of time.
- Produced in 1-, 3-, and 5- year estimates.

ACS DATA RELEASES

1-year estimates	3-year estimates	5-year estimates
12 months of collected data	36 months of collected data	60 months of collected data
Data for areas with populations of 65,000+	Data for areas with populations of 20,000+	Data for all areas
Smallest sample size	Larger sample size than 1-year	Largest sample size
Less reliable than 3-year or 5-year	More reliable than 1-year; less reliable than 5-year	Most reliable
Most current data	Less current than 1-year estimates; more current than 5-year	Least current
Best used when	Best used when	Best used when
Currency is more important than precision Analyzing large populations	More precise than 1-year, more current than 5-year Analyzing smaller populations Examining smaller geographies because 1-year estimates are not available	Precision is more important than currency Analyzing very small populations Examining tracts and other smaller geographies because 1-year estimates are not available

ACS GEOGRAPHY

- Census tracts;
- Block groups;
- Census Designated Places (CDPs);
- Census County Divisions (CCDs);
- Tribal Designated Statistical Areas (TDSAs);
- State Designated Tribal Statistical Areas (SDTSAs);
- Oklahoma Tribal Statistical Areas (OTSA) ;
- Alaska Native Village Statistical Areas (ANVSAs);
- Urban Areas; and
- Public Use Microdata Areas (PUMS).

METHODOLOGY

- It is reasonable to assume that there are more NED filings and more foreclosure activity in geographies with more housing units.
- Model controlled for this in order to sort out the underlying causes of the crisis – data was measured as a percentage of total housing units, households, or population.
- ACS 2005-2009 five-year estimates were used, except for the race variable where Census 2000 data was used.

DEPENDENT VARIABLE

- Percent of housing units in geographic area where an NED filing was recorded.
- Data was obtained from the Weld County Public Trustee's website.
 - Date range of January 1, 2008 – January 24, 2011 was used.
 - Geo-coded to Census block groups.
 - Linked to Assessor's data to remove non-residential properties.

INDEPENDENT VARIABLES

- YR_BLT
 - Percent of housing units built since 2000.
- MF
 - Percent of housing units with two or more units in structure.
- OWN_COSTS
 - Percent of housing units with a mortgage with selected monthly owner costs exceeding 30 percent of household income.
- HHI_60
 - Percent of households with a household income of less than \$60,000 (2009 inflation adjusted dollars).
- RACE
 - Percent of population that is a minority; not white alone or in combination with one other race (from Census 2000).
- TRAVEL
 - Percent of workers 16 years of age and older with a commute of more than 45 minutes.

SPECIFICATION

- Linear regression model was selected.

$$Y_i = B_0 + B_1 X_{1i} + B_2 X_{2i} + \dots B_K X_{Ki} + \varepsilon_i$$

- A linear regression model is linear in the coefficients.

REGRESSION RESULTS

Residuals:

Min	1Q	Median	3Q	Max
-0.086084	-0.019795	-0.00049	0.019726	0.14536

Coefficients:

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	0.033389	0.012798	2.609	0.01039 *
YR_BLT	0.069504	0.015495	4.486	1.85E-05 ***
MF	-0.081309	0.017172	-4.735	6.82E-06 ***
OWN_COSTS	0.014527	0.015719	0.924	0.35751
HHI_60	0.039033	0.021415	1.823	0.07116 .
RACE	0.093564	0.034341	2.725	0.00753 **
TRAVEL	0.006202	0.037613	0.165	0.86935

Signif. codes: '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1

Residual standard error: 0.03143 on 106 degrees of freedom

Multiple R-squared: 0.4001, **Adjusted R-squared: 0.3662**

F-statistic: 11.78 on 6 and 106 DF, p-value: 4.345e-10

INTERPRETATION

- Model suggests that there is a significant relationship between newer housing and the number of NED filings.
- Equally, the model suggests that there is a relationship between the percentage of multi-family units and the number of NED filings.
 - Block groups with greater percentages of multi-family had fewer NED filings.

AREAS FOR FURTHER WORK

- Limitations of ACS five-year estimates.
- Data obtained from Weld County Public Trustee could be expanded to include more NED filings.
- Studies have suggested that vacancy rates are related to the extent of neighborhood impacts of foreclosures, particularly housing prices.
- What are the impacts of non-occupant homes?
- Principal component analysis.

Everyone has a plan 'till they get punched in the mouth.

~ Mike Tyson

The only source of knowledge is experience.

~ Albert Einstein

MANAGING GROWTH

MANAGING GROWTH

- “Growth management” traditionally comes in several “flavors,” which may also be mixed:
 - Ensuring adequate public facilities (“concurrency”)
 - Controlling the rate of growth (“ROGO”)
 - Establishing growth boundaries (“UGB”)
- Most often, these deal with infrastructure (who pays for it and how efficiently it will be used) or fragile natural resources

MANAGING GROWTH

- A lesson from the crash is that planning and managing growth could (should) also be used to promote development of:
 - A more diverse and resilient community fabric; and
 - Local economic opportunity / activity (particularly in high-growth “bedroom communities”)

DIVERSITY

- Ages / lifestages; incomes; and perspectives / preferences impact housing choice.
- Rapid production of a narrow range of housing product may create a narrow demographic.
 - There is strength in diversity of price, format, and character of housing.
- Planning should address whether new growth will tend to increase or decrease diversity.
- Zoning should allow for / encourage diversity.

OPPORTUNITY / FOUNDATIONS

- Identify the “reasons for being” for the place.
 - Why was it founded?
 - Has that purpose changed over time? How?
- Identify the drivers of growth.
 - Do they relate to the current “reasons for being?”
- Monitor whether the pace of growth is related to area employment growth.
 - Are there meaningful local opportunities for the workforce that lives in the new households?

MARKETS

- Who are the residents and what are their preferences? Long term expectations?
- Who moves in and out, and why?
 - What are their preferences?
 - Is life-cycle housing available?
- Who drives in and out, and why?
- What is the relationship between local wages, local rent, and local mortgage payments?

RMP OPPORTUNITY GAP

“OPPORTUNITY” = \$ IS CURRENTLY LOST TO OTHER PLACES

“SURPLUS” = \$ FROM FILINGS THERE IS BEING SPENT IN AREA

LOCATION	OPPORTUNITY / SURPLUS IN RADIUS . . .	
	5 MILES	12 MILES
GREELEY: 28 TH ST. @ 25 TH AV.	\$137.5 MILLION “OPPORTUNITY”	\$437.7 MILLION “OPPORTUNITY”
GREEN VALLEY RANCH: TOWN OF GREEN VALLEY RANCH	\$17.2 MILLION SURPLUS (~1.5% OF MARKET)	\$532.2 MILLION SURPLUS
LOVELAND: EISENHOWER BLVD. @ LAKE AVE.	\$203.3 MILLION SURPLUS	\$61.4 MILLION “OPPORTUNITY”
STAPLETON: @ CENTRAL PARK BLVD.	\$10.2 MILLION SURPLUS	\$3.2 BILLION SURPLUS

540 NED Filings
3Q 2008 to 2Q 2010

1,178 NED Filings
3Q 2008 to 2Q 2010

214 NED Filings
3Q 2008 to 2Q 2010

84 NED Filings
3Q 2008 to 2Q 2010



DATA PROVIDED COURTESY OF NIELSEN-CLARITAS

<http://www.sitereports.com>

GREELEY STUDY AREA

- "SHOTGUNS & PICKUPS"
6 HH; 1,820 AREA WORKERS
- "BIG SKY FAMILIES"
19 HH; 1,384 AREA WORKERS
- "GREENBELT SPORTS"
254 HH; 1,414 AREA WORKERS

5 MILE RADIUS
FROM 28TH STREET
AND 35TH AVENUE

- "NEW BEGINNINGS"
1,553 HH; 1,009 AREA WORKERS
- "BLUE CHIP BLUES"
2,221 HH; 750 AREA WORKERS
- "HOME SWEET HOME"
1908 HH; 33 AREA WORKERS

**TOP 3 SEGMENTS W/ MORE
AREA JOBS THAN HOUSEHOLDS
(EXCLUDING RETIREE SEGMENTS)**

**TOP 3 SEGMENTS W/ MORE
AREA HOUSEHOLDS THAN JOBS
(EXCLUDING RETIREE SEGMENTS)**



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<http://www.sitereports.com>

MOSTLY RENTERS

GREELEY PRIZM (2010 5-MILE RADIUS)

PRIZM SEGMENT	HOUSEHOLDS	EMPLOYEES	DIFFERENCE
FAMILY THRIFTS	3,230 (7.41%) #2	4,580 (9.11%) #1	+1,350 jobs
CITY STARTUPS	4,333 (9.94%) #1	4,458 (8.87%) #2	+125 jobs
UP-AND-COMERS	846 (1.94%)	2,651 (5.27%) #3	+1,805 jobs
BOOMTOWN SINGLES	975 (2.24%)	(5.26%) #4	+1,670 jobs
WHITE PICKET FENCES	1,808 (4.15%)		+818 jobs
KIDS AND CUL-DE-SACS	2,909 (6.67%)	2,000 (4.00%)	-307 jobs
BLUE-CHIP BLUES	2,221 (5.05%)	1,497 (2.99%)	-1,471 jobs
SUBURBAN PIONEERS	2,327 (5.34%)		-284 jobs
MOBILITY BLUES	2,235 (5.13%) #5	2,251 (4.50%)	-16 jobs
HOME SWEET HOME	1,908 (3.1%)	33 (0.1%)	-1,875 jobs

BLUE CHIP BLUES
@ 12 MILES = -1,249

HOME SWEET HOME
@ 12 MILES = -1,853



DATA PROVIDED COURTESY OF NIELSEN-CLARITAS
<http://www.sitereports.com>

GREEN VALLEY RANCH PRIZM

MOSTLY RENTERS (2010 5-MILE RADIUS)

PRIZM SEGMENT	HOUSEHOLDS	EMPLOYEES	DIFFERENCE
UPWARD BOUND	1,583 (4.8%)	5,664 (10.2%) #1	+4,081
WHITE PICKET FENCES	3,164 (9.6%) #2	3,835 (6.9%) #2	+671
MULTI-CULTI MOSAIC	2,543 (7.7%) #4	3,119 (5.6%) #3	+576
URBAN ACHIEVERS	36 (0.1%)	2,328 (4.2%) #4	+2,292
LOW-RISE LIVING	1,980 (6.0%) #5	2,287 (4.1%) #5	+307
BRITE LITES, LI'L CITY	560 (1.7%)	2,205 (4.0%)	+1,645
BLUE-CHIP BLUES	3,372 (10.2%) #1	2,176 (3.9%)	-1,196
KIDS & CUL-DE-SACS	3,129 (9.5%) #2	1,656 (3.0%)	-1,473
SUBURBAN SPRAWL	1,495 (4.5%)	872 (1.6%)	-623
HOME SWEET HOME	1,770 (5.4%)	335 (0.6%)	-1,435



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MOSTLY RENTERS

LOVELAND PRIZM (2010 5-MILE RADIUS)

PRIZM SEGMENT	HOUSEHOLDS	EMPLOYEES	DIFFERENCE
GOD'S COUNTRY	538 (2.1%)	2,812 (8.9%) #1	+2,274
MIDDLEBURG MGRS.	2,314 (8.8%) #1	2,724 (8.6%) #2	+410
GREENBELT SPORTS	464 (1.8%)	1,918 (6.1%) #3	+1,454
WHITE PICKET FENCES	1,622 (6.2%) #2	1,793 (5.7%) #4	+171
KIDS & CUL-DE-SACS	518 (2.0%)	1,533 (4.9%) #5	+1,015
FAMILY THRIFTS	1,427 (5.4%) #3	663 (2.1%)	-764
BOOMTOWN SINGLES	1,343 (5.1%) #4	1,519 (4.8%)	+176
SUBURBAN PIONEERS	1,142 (4.4%) #5	278 (0.9%)	-864
UPWARD BOUND	1,050 (4.0%)	1,011 (3.2%)	-39
SECOND CITY ELITE	1,041 (4.0%)	158 (0.5%)	-883



DATA PROVIDED COURTESY OF NIELSEN-CLARITAS
<http://www.sitereports.com>

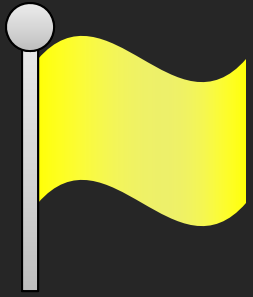
MOSTLY RENTERS

STAPLETON PRIZM (2010 3-MILE RADIUS)

PRIZM SEGMENT	HOUSEHOLDS	EMPLOYEES	DIFFERENCE
MULTI-CULTI MOSAIC	6,483 (16.7%) #1	5,069 (9.3%) #1	-1,414
UPWARD BOUND	2 (0.0%)	4,991 (9.2%) #2	+4,991
WHITE PICKET FENCES	2 (0.0%)	3,544 (6.5%) #3	+3,542
AMERICAN DREAMS	4,204 (10.8%) #3	3,272 (6.0%) #4	-932
URBAN ACHIEVERS	870 (2.2%)	3,068 (5.7%) #5	+2,198
LOW-RISE LIVING	4,206 (10.8%) #2	2,234 (4.1%)	-1,972
MONEY AND BRAINS	2,628 (6.8%) #4	2,490 (4.6%)	-138
BIG CITY BLUES	2,589 (6.7%) #5	871 (1.6%)	-1,718
THE COSMOPOLITANS	2,033 (5.2%)	1,583 (2.9%)	-450
YOUNG DIGERATI	1,499 (3.9%)	424 (0.8%)	-1,075

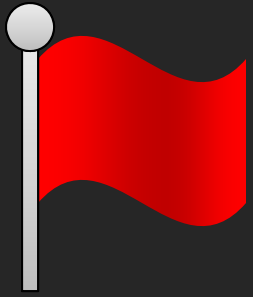


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<http://www.sitereports.com>



YELLOW FLAGS

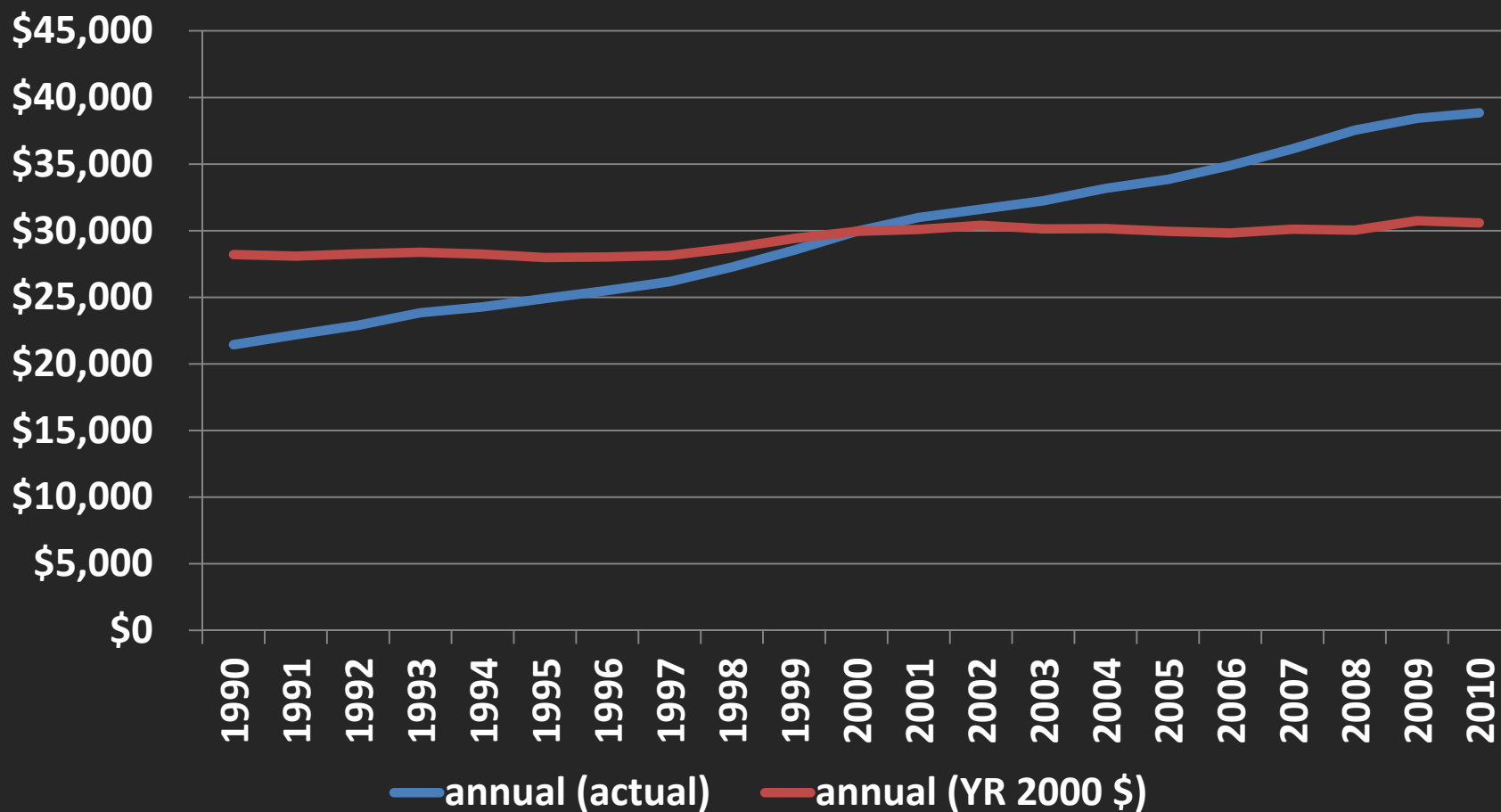
- Large-scale development “monoculture” that was “planted” in a relatively short period
 - Monitor jobs-housing balance by segment (*e.g.*, PRIZM household and workplace)
 - Monitor availability of goods and services to households (*e.g.*, RMP Opportunity Gap)



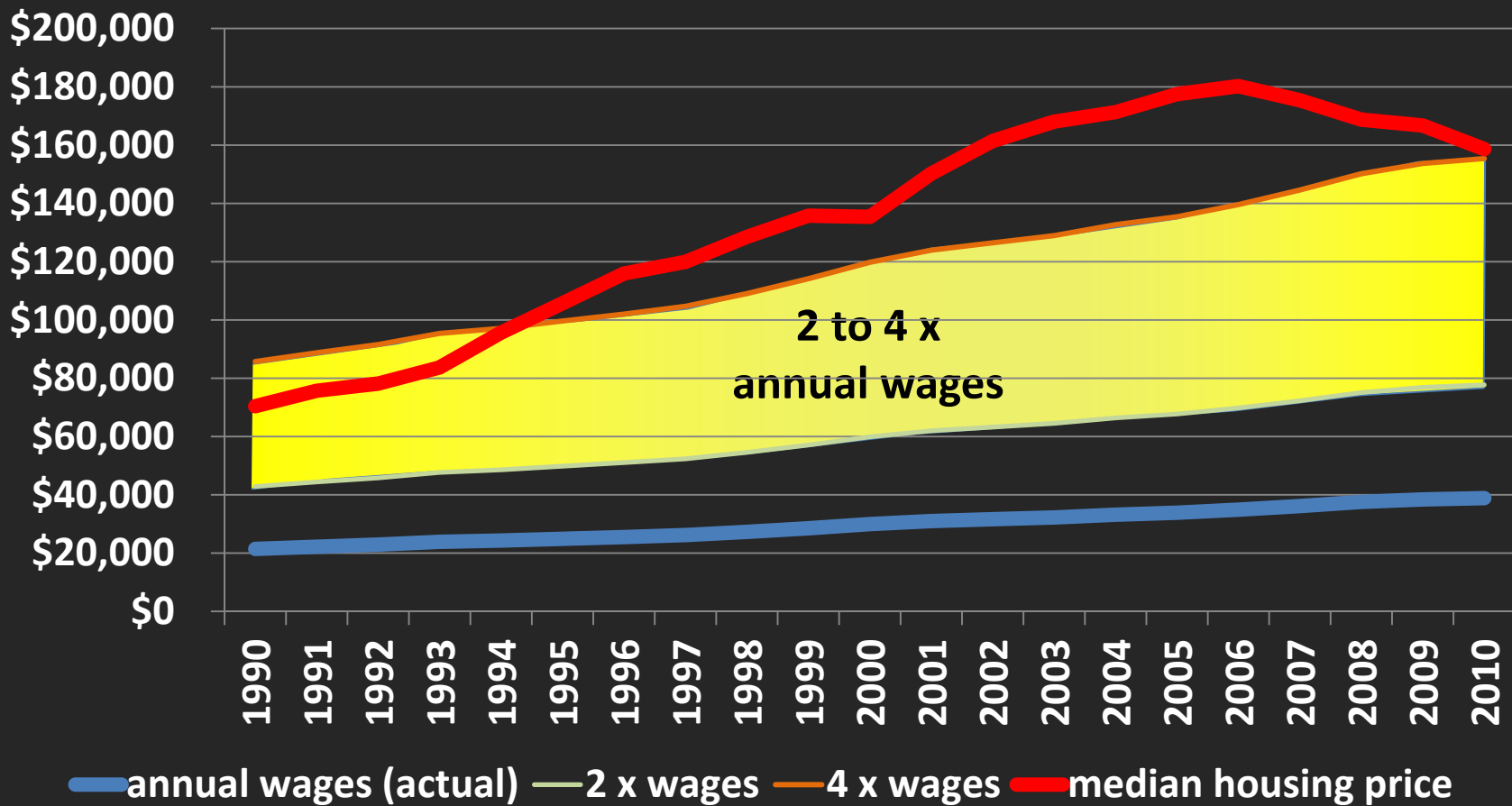
RED FLAGS

- The key “driver” for new growth is the highway that leaves town for distant places
 - Growing gaps between households and workplace numbers in individual population segments, particularly those that tend to be homeowners
- A rapid increase of for-sale home prices, combined with:
 - Negligible increases in area wages
 - A flat or declining rental market

AVERAGE WAGES



WAGES & HOUSING



PLANNING & REGULATORY TOOLS

- Ensure adequate supply of land zoned for economic activity that promotes jobs-housing balance
- Focus economic development efforts on industries that employ the local workforce

PLANNING & REGULATORY TOOLS

- Create incentives for housing diversity, including:
 - Housing types preferred by underserved segments in the local workforce
 - Housing for people who would prefer to “downsize” due to empty nest or retirement
- Create *incentives* for diverse housing in individual neighborhoods

THE GREELEY, COLORADO EXPERIENCE

Richard P. Brady, Greeley City Attorney

GREELEY POPULATION GROWTH

YEARS	POPULATION	GROWTH RATE
1998	72,252	1.14%
2000	74,296	2.83%
2002	81,502	9.7%
2004	85,661	5.1%
2006	90,041	5.1%
2008	94,592	5.1%
2010	94,358	-0.25%
	AVG. ANNUAL GROWTH 2000-2010	2.70%

MEDIAN HOUSEHOLD INCOME

CITY	MHHI
GREELEY	\$ 40,140
WELD COUNTY	\$ 52,543
FORT COLLINS	\$ 45,846
LARIMER COUNTY	\$ 53,745
COLORADO AVERAGE	\$ 52,015

US CENSUS, 2006 SURVEY

RESIDENTIAL UNITS

OCCUPANCY	PERCENT
OWNER OCCUPIED	59.6%
RENTER OCCUPIED	40.4%

HOUSING UNITS (ALL TYPES)

YEAR	HOUSING UNITS	GROWTH RATE
2000	30,250	7.82%
2002	32,718	8.16%
2004	34,587	5.71%
2006	35,743	3.34%
2008	36,072	0.92%
2010	36,185	0.31%
	AVG. ANNUAL GROWTH 2000-2010	1.96%

MULTIFAMILY RESIDENCE VACANCY

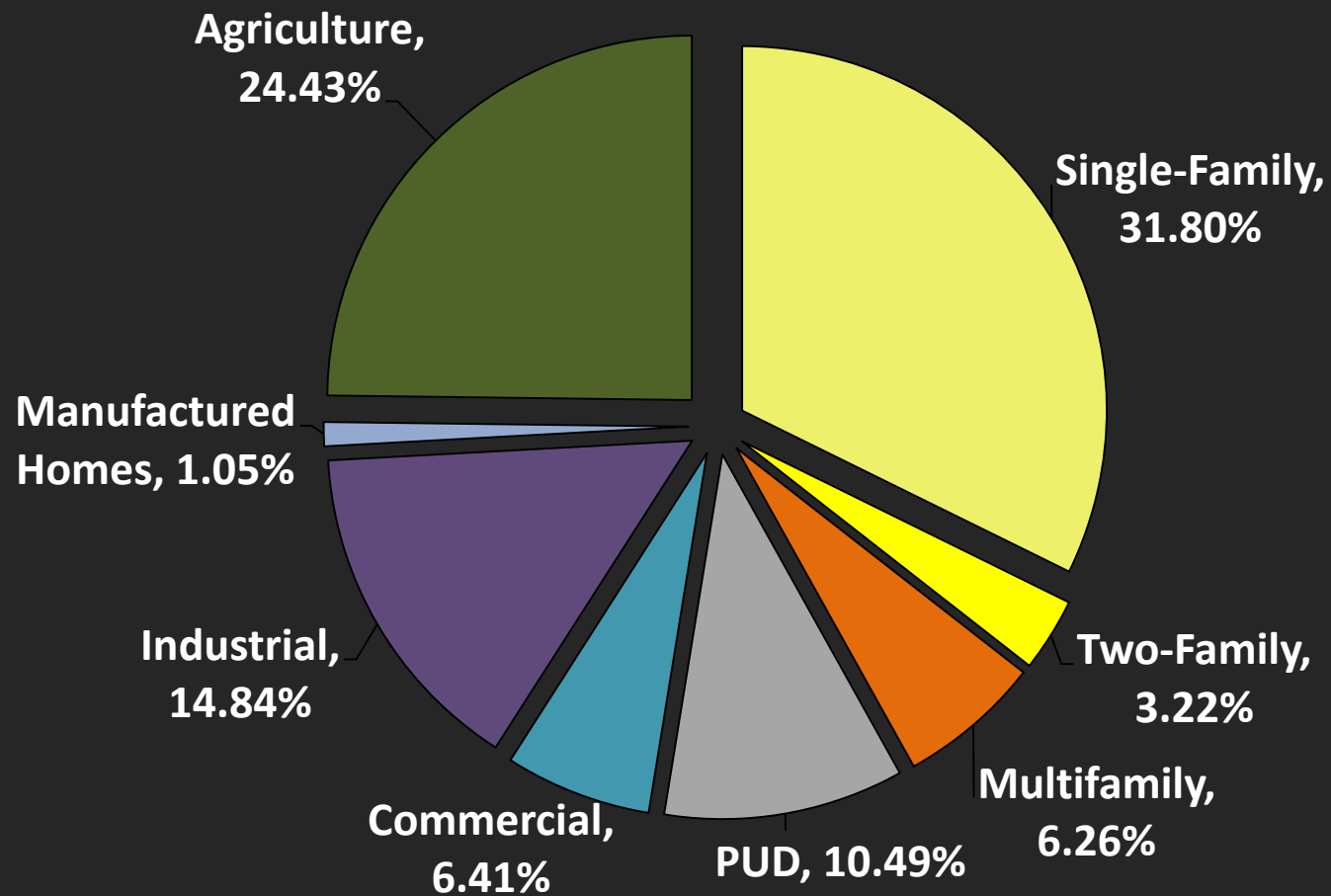
YEAR	MULTIFAMILY VACANCY RATE
2000	5%
2001	3.6%
2002	5.9%
2003	11.8%
2004	12%
2005	10.8%
2006	10.6%
2007	9%
2008	9%

BUILDING PERMITS

YEAR	SINGLE FAMILY	MULTI FAMILY	COMMERCIAL
2002	702	166	37
2003	603	79	39
2004	706	72	50
2005	565	100	36
2006	315	39	16
2007	152	15	33
2008	60	3	9
2009	46	0	10
2010	80	2	7

ZONING CLASSIFICATION BY PERCENTAGE (2006)

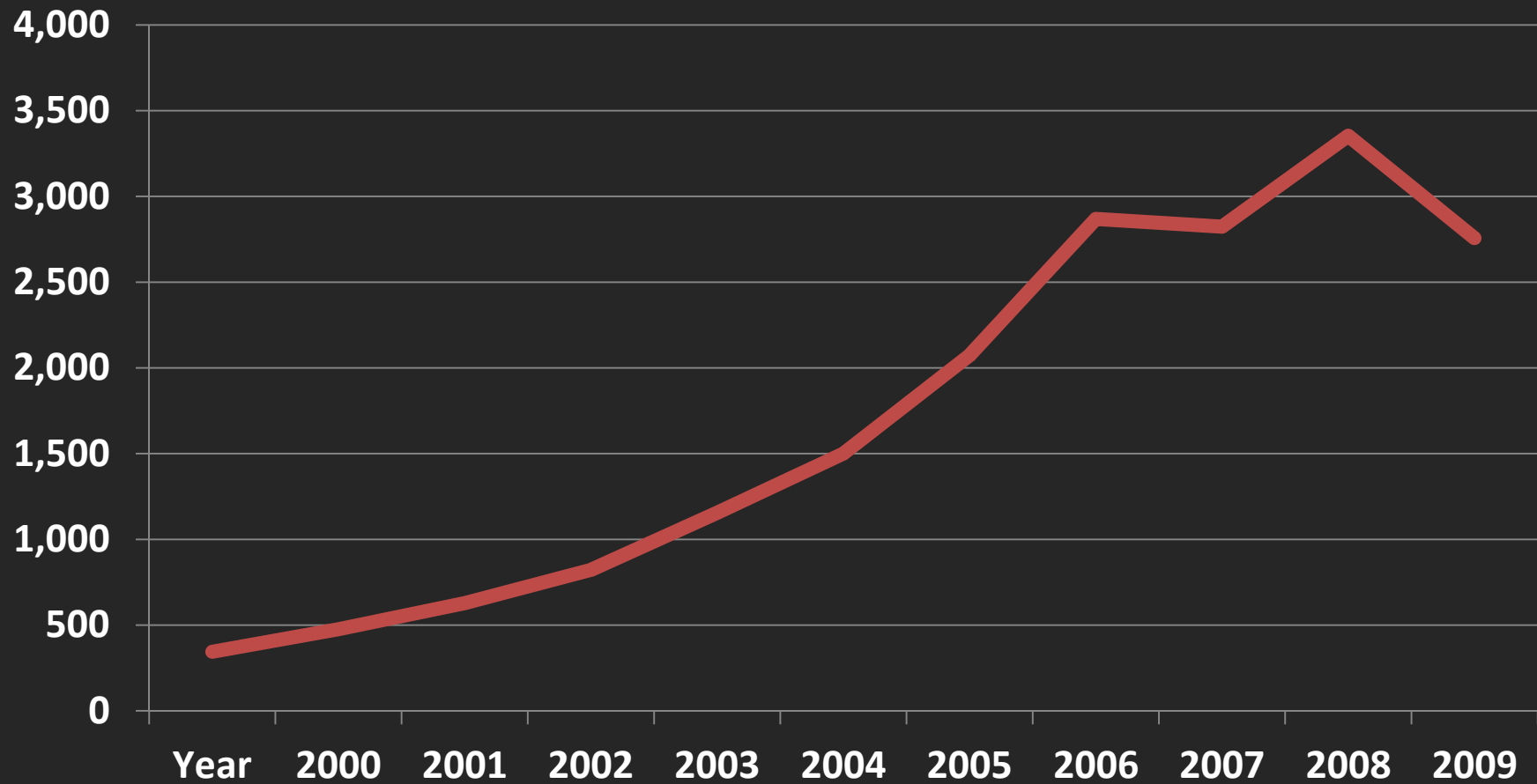
Percent of Land Area



TRYING ECONOMIC TIMES

- GREATEST ECONOMIC DOWNTURN SINCE THE GREAT DEPRESSION
- REDUCED HOUSING VALUES, FORECLOSURES, CHRONIC UNEMPLOYMENT
- MODERATE PRICES, WAGES, NO INFLATIONARY PRESSURE
- SLOW AND PROLONGED RECOVERY FROM 9% UNEMPLOYMENT RATE
- BANK CLOSURE

FORECLOSURES



APPROACH

CONSERVATIVE FISCAL APPROACH

- CUT BUDGETS
- HIRING FREEZE / NO LAYOFFS OR FURLOUGHS
- EARLY RETIREMENT

APPROACH

- NO RAISES (UNION CONCESSIONS)
- KEEP DEVELOPMENT FEES COMPETITIVE
- PROVIDE INCENTIVES FOR PRIMARY JOBS
- FOOD SALES TAX EXTENDED BY VOTERS FOR INFRASTRUCTURE IMPROVEMENTS

RESULTS

RECENT JOB GROWTH IN GREELEY

EMPLOYER	JOBS ADDED
LEPRINO FOOD WHEY & CHEESE PRODUCTION	500
JBS CORPORATE H.Q. (BEEF / CHICKEN)	400
JBS TRANSPORTATION TRUCKING	200

GREELEY'S RESULTS

RECENT JOB GROWTH IN GREELEY

EMPLOYER	JOBS ADDED
SCHNEIDER ENERGY OIL & GAS	88
NOBLE ENERGY OIL & GAS	400

MORE GOOD NEWS

JOBS RETAINED – BUILDING EXPANSIONS

- JOHN ELWAY CHRYSLER JEEP DODGE DEALERSHIP
- GREELEY HYUNDAI AUTO DEALERSHIP
- KING SOOPERS MARKET PLACE
- BANNER HEALTH - HOSPITAL
- NATIONAL BOARD OF CHIROPRACTIC EXAMINERS

GREELEY'S ECONOMIC DEVELOPMENT INCENTIVES & TOOLS

BUSINESS DEVELOPMENT INCENTIVES

***SALES AND USE TAX WAIVER**

***PERSONAL PROPERTY TAX REBATE**

***INDUSTRIAL WATER BANK**

***RESIDENT JOB REBATE**

***BUILDING PERMIT FEE WAIVER**

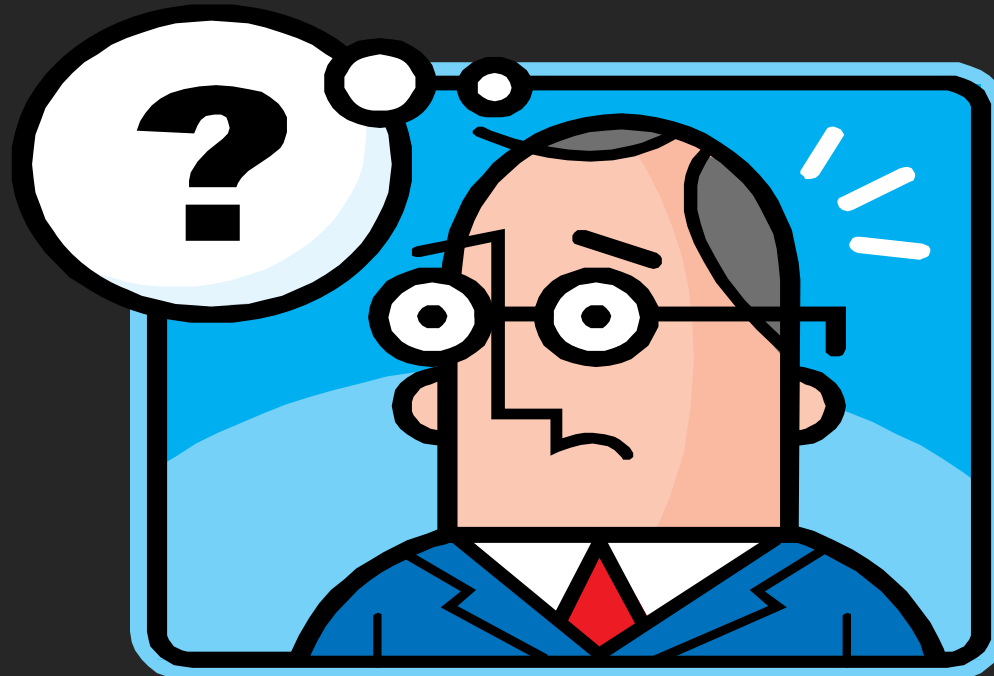
LEGISLATIVE TOOLS

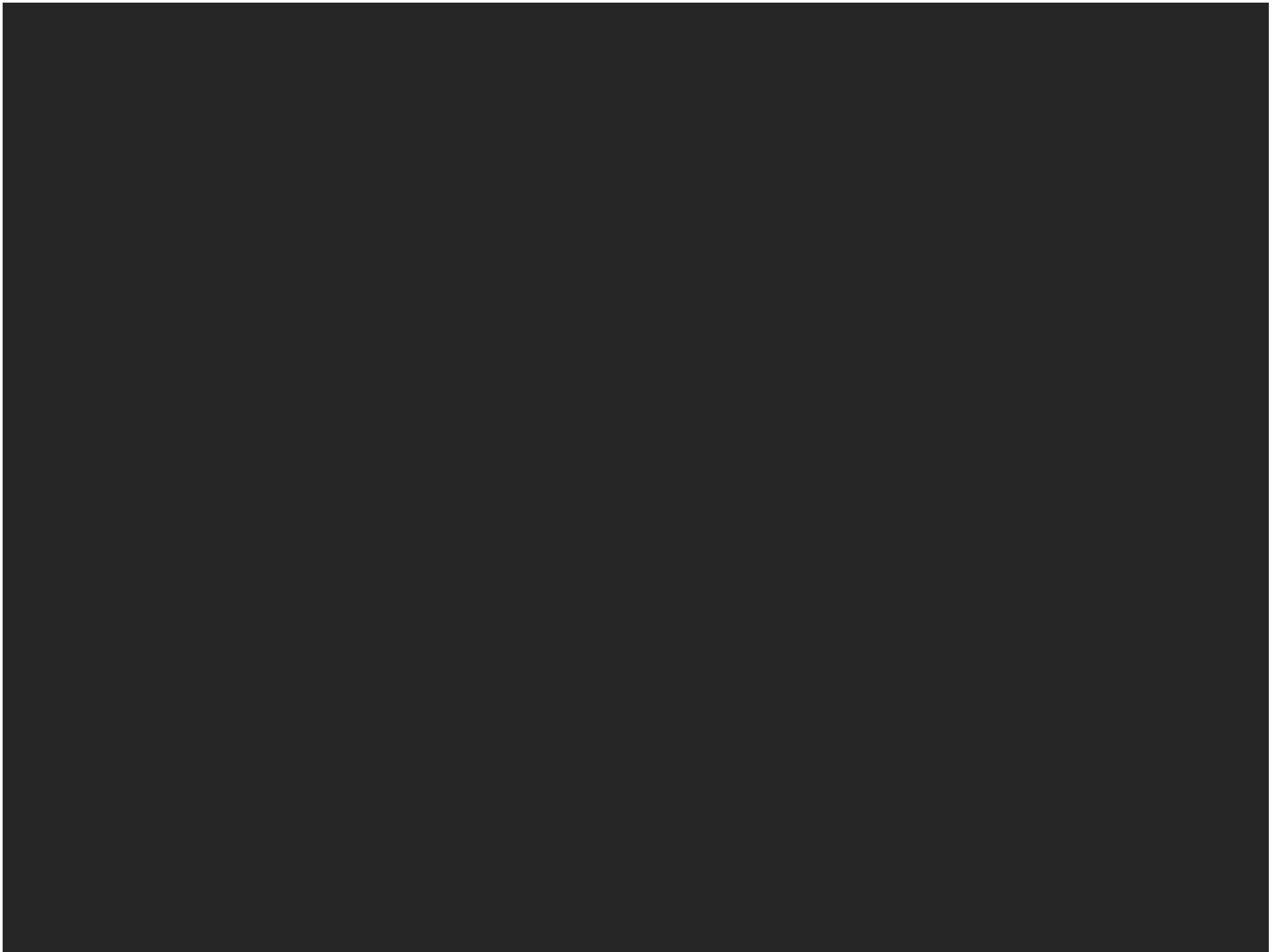
- MAJOR ZONING UPDATE (1998)
 - ALLOW FOR NEWER FORMS OF DEVELOPMENT
 - RECOGNIZES THAT PUD HADN'T BEEN USED TO IMPROVE QUALITY
- NEIGHBORHOOD STALIZATION PROGRAM
- TAX INCREMENT DISTRICT
- LOW DEVELOPMENT FEES
- CODE ENFORCEMENT DECRIMINALIZATION

LEGISLATIVE TOOLS

- NEIGHBORHOOD IMPROVEMENT PLANS/GRANTS
- OIL AND GAS DEVELOPMENT
- HERITAGE TOURISM

QUESTIONS?





ADDITIONAL RESOURCES

PANELISTS

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RESOURCES

MARKET RESEARCH DATA:

Nielsen-Claritas SiteReports

www.sitereports.com

(866) 737-7429

Special Thanks for Nielsen-Claritas for its contribution of the following reports to this study:

- **Area Maps**
- **RMP Opportunity Gap – Merchandise Lines Report**
- **PRIZM Household Distribution 2010**
- **Workplace PRIZM Distribution 2010**
- **Pop-Facts: Demographic Snapshot 2010 Report**

NED FILING DATA:

Weld County Public Trustee

www.wcpto.com

Denver County Public Trustee

www.denvergov.org/Public_Trustee

Larimer County Public Trustee

www.co.larimer.co.us/publictrustee

U.S. CENSUS DATA:

American Community Survey

www.census.gov/acs/www

2010 Census

www.census.gov

STUDY AREA GROWTH & NED FILINGS

	Census Tract	2000 Housing Units	2005-2009 ACS Housing Units	Housing Unit Change	NED Filings	NED Filings as a Percent of Housing Units
Greeley	14.01	2,921	7,147	4,226	540	13%
GVR	83.03	3,624	9,142	5,518	1,178	21%
Loveland	17.05	2,672	5,288	2,616	214	4%
Stapleton	41.05	3	3,048	3,045	84	3%
*Institutional population was 2,571.						

WELD COUNTY SHIFT-SHARE ANALYSIS

	Weld County			State of Colorado			Shift Share			Location Quotient
	2000 Employment	2009 Employment	Rate of Growth or Decline	2000 Employment	2009 Employment	Rate of Growth or Decline	Share (Overall Growth)	Proportional Shift	Differential Shift	LQ 2009
Agriculture, Forestry, Fishing & Hunting	3,270	3,261	(0.0028)	14,830	13,776	(0.0711)	0.0064	(0.0092)	0.0683	6.5688
Mining	1,110	2,752	1.4793	11,692	24,005	1.0531	0.0064	1.4729	0.4262	3.1813
Utilities	258	285	0.1047	13,375	14,227	0.0637	0.0064	0.0982	0.0410	0.5559
Construction	5,148	6,795	0.3199	166,783	134,331	(0.1946)	0.0064	0.3135	0.5145	1.4037
Manufacturing	11,090	10,733	(0.0322)	189,378	130,014	(0.3135)	0.0064	(0.0386)	0.2813	2.2908
Wholesale Trade	3,340	3,474	0.0401	100,043	93,275	(0.0677)	0.0064	0.0337	0.1078	1.0335
Retail Trade	7,645	7,709	0.0084	245,103	239,700	(0.0220)	0.0064	0.0020	0.0304	0.8925
Transportation and Warehousing	2,347	2,228	(0.0507)	84,642	73,646	(0.1299)	0.0064	(0.0571)	0.0792	0.8395
Information	1,037	1,196	0.1533	108,580	77,217	(0.2888)	0.0064	0.1469	0.4422	0.4298
Finance and Insurance	2,806	3,492	0.2445	101,562	102,057	0.0049	0.0064	0.2381	0.2396	0.9495
Real Estate and Rental and Leasing	826	963	0.1659	46,029	43,858	(0.0472)	0.0064	0.1594	0.2130	0.6093
Professional and Technical Services	1,795	1,867	0.0401	152,514	170,708	0.1193	0.0064	0.0337	(0.0792)	0.3035
Management of Companies and Enterprises	740	931	0.2581	18,098	28,550	0.5775	0.0064	0.2517	(0.3194)	0.9049
Administrative and Waste Services	4,234	3,799	(0.1027)	145,626	132,108	(0.0928)	0.0064	(0.1092)	(0.0099)	0.7980
Educational Services	6,656	8,553	0.2850	158,754	194,819	0.2272	0.0064	0.2786	0.0578	1.2183
Health Care and Social Assistance	6,145	7,793	0.2682	189,434	253,265	0.3370	0.0064	0.2618	(0.0688)	0.8539
Arts, Entertainment, and Recreation	605	926	0.5306	46,487	49,952	0.0745	0.0064	0.5242	0.4560	0.5144
Accommodation and Food Services	5,095	5,913	0.1605	204,191	218,686	0.0710	0.0064	0.1541	0.0896	0.7503
Other Services, Ex. Public Admin	1,603	1,874	0.1691	65,463	66,451	0.0151	0.0064	0.1626	0.1540	0.7826
Public Administration	3,640	4,759	0.3074	124,041	140,000	0.1287	0.0064	0.3010	0.1788	0.9433
Total	69,390	79,303	0.1429	2,186,625	2,200,645	0.0064				

SCATTER PLOTS FOR VARIABLES IN REGRESSION ANALYSIS

