

# CHAPTER

# 5

## ECONOMIC DEVELOPMENT ELEMENT

### INTRODUCTION

The California Government Code, Section 65303, allows a city to adopt optional elements within its general plan to address “subjects which, in the judgment of the legislative body, relate to the physical development of the (city).” While this Economic Development Element is not mandated by the State, the City, by inclusion of this element in the General Plan, acknowledges the importance of economic development to Greenfield’s physical and economic development. The Economic Development Element provides direction regarding job creation, establishment of a clear economic strategy to enhance the City’s economic base, and effective utilization of the City’s finances, public services, and facilities as they relate to economic development. This element serves as a guide for City officials, staff, citizens, and the businesses community as economic development issues and opportunities within Greenfield are addressed.

The Economic Development Element includes a set of goals, policies, and implementation strategies to achieve desired

economic development over the twenty-year term of this General Plan.

This Element provides an overview of the economic conditions affecting Greenfield, including an historical perspective, a description of current and projected economic conditions, and a discussion of challenges facing Greenfield, including a poor jobs/housing balance and significant “leakage” of retail sales from the community. The element identifies economic opportunities and constraints within the community and discusses implementation of the Economic Development Strategic Plan, including “economic gardening”, cooperative regional marketing, and development and promotion of artisan agriculture and visitor-serving uses.

In October 2003, the City Council approved the Jobs/Housing Balance Implementation Plan (JHBIP). This strategic plan was funded by and submitted to the State Department of Housing and Community Development (HCD). The JHBIP provides an implementation plan to address the City’s low jobs to housing ratio by encouraging economic development.

# **G** OALS, POLICIES AND PROGRAMS

## **Goal 5.1**

**Promote economic development in Greenfield through the retention and expansion of existing businesses.**

### **Policy 5.1.1**

Prepare, adopt, and periodically update an Economic Development Strategic Plan that promotes economic development and that is prepared in collaboration with residents and the business community.

### **Policy 5.1.2**

Encourage the retention and expansion of existing target businesses identified in the Economic Development Strategic Plan and the expansion of businesses in target business expansion areas identified in the Economic Development Strategic Plan.

### **Policy 5.1.3**

Assist existing businesses in expanding markets, providing value-added products, identifying and addressing constraints to retention and expansion, and establishing networks and linkages within their industry.

#### Program 5.1.A

Prepare and adopt an Economic Development Strategic Plan that:

- i. Identifies the needs of existing businesses and acknowledges their important contributions to the community.
- ii. Identifies specific goals and targets for business retention and expansion over the next twenty years, in 5-year increments.
- iii. Includes a business visitation plan to evaluate the business climate in Greenfield in collaboration with existing businesses.
- iv. Includes an implementation plan to achieve goals and targets.
- v. Analyzes the feasibility of establishing and operating a business incubator in the City.
- vi. Includes a targeted Business Attraction Program.
- vii. Is updated every five years.

#### Program 5.1.B

Identify incentives that the City might offer to promote economic development through Redevelopment Agency funds and other revenue sources including, but not limited to, financial assistance with infrastructure improvements, land cost subsidy, development fee reduction, land and/or building acquisition or leasing, enhancement of project design, marketing, and façade improvements.

#### Program 5.1.C

Evaluate the possibility of reducing impact fees for the expansion of businesses in unique circumstances where it can be demonstrated that the development project is already served by all necessary infrastructure and public services.

### Program 5.1.D

Evaluate the potential for financial incentives through the Redevelopment Agency for projects located within the Redevelopment Project Area to offset costs of expanding or enhancing existing businesses.

### Program 5.1.E

Through the Economic Development Strategic Plan, explore means to assist local businesses in expanding operations. This may include pursuit of financial assistance grants, identification and removal of local impediments to business growth, and streamlined City permitting.

## **Goal 5.2**

**Attract businesses to the City that improve the balance between commercial, professional office and industrial businesses in the City so that the needs of Greenfield residents is provided for, a variety of employment opportunities is ensured, and tax revenue for the City increases.**

### **Policy 5.2.1**

Recruit businesses, industries, and other employers whose operations are consistent with long-term economic development goals.

### **Policy 5.2.2**

Expand retail opportunities within Greenfield, including the establishment of a regional commercial center, to minimize retail sales leakage to other communities, provide jobs, and increase tax revenues.

### **Policy 5.2.3**

Continue to provide a sufficient supply of land available for economic development within appropriate land use designations.

### Program 5.2.A

Within the Economic Development Strategic Plan, include a targeted Business Attraction Program, incorporating a focused market effort to assist businesses in relocating to Greenfield. This effort may include:

- i. Preparing and distributing marketing information to developers, business interests and commercial real estate brokers identifying the City's economic development targets and available sites.
- ii. Promoting Greenfield as a desirable, small community offering a positive lifestyle and high quality of life.
- iii. Attending business development fairs, expositions, and trade shows to promote economic development opportunities in Greenfield.
- iv. Participating in local and regional organizations that promote business development and job creation.
- v. Hosting promotional events and inviting prospective business interests to Greenfield.
- vi. Providing excellent customer service at all City facilities as a means of fostering a positive climate for economic development.

### Program 5.2.B

Periodically review the General Plan, Zoning Ordinance, and Zoning Map to ensure an adequate supply of land designated for economic development with flexibility in the commercial, artisan agriculture/visitor-serving, industrial, and professional office land

use designations to allow a wide range of targeted businesses to avoid or minimize delays associated with amendments to the General Plan needed for business attraction.

### Program 5.2.C

Consider adjustments to and streamline the development application process, permitting requirements, and review process to encourage the attraction of targeted businesses.

### Program 5.2.D

Identify and target businesses that have the potential to create jobs and generate increases to the City's tax base. Uses that meet this intent include, but are not limited to:

- Retail commercial businesses
- Restaurants
- Professional and medical offices
- Specialty commercial uses that enhance the character of the Downtown
- Specialty stores intended to attract customers from the entire region
- Uses that provide needed services to the residential community
- Light Industrial uses that generate minimal impacts
- Business and technology parks
- Tourism destination and recreational uses
- Visitor-serving uses
- Heavy Industrial uses

## **Goal 5.3**

### **Remove existing constraints to economic development.**

#### **Policy 5.3.1**

Increase the amount of private lending and investment in Greenfield, by banks and other financial institutions, public-private financing entities, and small business assistance, with such efforts to be coordinated with the City's Redevelopment Agency.

#### **Policy 5.3.2**

Identify infrastructure and other facilities and improvements needed for business retention and expansion, the cost of improvements, and potential revenue sources and partnerships for construction of improvements.

#### **Policy 5.3.3**

Improve the appearance of the City as a means of attracting new businesses to Greenfield.

#### **Policy 5.3.4**

Improve the skills of the existing labor pool and attract additional skilled employees to the community.

### Program 5.3.A

Work proactively with businesses to identify and construct needed infrastructure and facilities to encourage the expansion of existing businesses and attraction of new business. City actions may include:

- Sharing of engineering studies and plans on water supply and treatment capacities, wastewater collection, treatment and conveyance capacities, storm water drainage, and roadway improvements.

- Working jointly with developers where City Capital Improvement Plans call for extension or upgrades to City infrastructure.
- Pursuing financing options through the Redevelopment Agency, including possible tax credits, deferred fee payment programs, reimbursement of infrastructure improvement costs, and amortization of infrastructure fees to assist developers with infrastructure construction.
- Allowing for phased extension or upgrades to infrastructure in conjunction with approved phasing plans for site development.

### Program 5.3.B

Prepare and adopt the Design Guidelines identified in the Land Use Element and continue to implement the Downtown Streetscape Plan and Design Guidelines.

### Program 5.3.C

Adopt property maintenance standards to improve the City's appearance.

### Program 5.3.D

Identify and address the condition of blighted properties and structures in Greenfield.

### Program 5.3.E

Actively support the use of Assessment Districts and other financing tools to support economic development where it can be demonstrated that the financing mechanism does not create an adverse financial impact to the City or City residents.

### Program 5.3.F

Develop a program to increase the amount of private lending and investment in Greenfield, by banks and other financial institutions, public-private financing entities, and small business assistance, coordinating efforts with the City's Redevelopment Agency.

### Program 5.3.G

Encourage local job training opportunities through training sponsored by local employers, continuing educational programs, attraction of job training facilities to the City, and partnering with educational providers.

## **Goal 5.4**

**Promote and encourage the expansion of tourism and visitor serving uses in the City of Greenfield and in the South Monterey County region.**

### **Policy 5.4.1**

Coordinate with the Chambers of Commerce, regional economic development organizations, and City administrators, elected officials, and community leaders in Greenfield, Soledad, Gonzales, and King City to promote tourism in the South Monterey County region.

### **Policy 5.4.2**

Work with local vineyards, other Valley cities, and other tourist destinations to develop a collective vision of tourism in Greenfield and the South Monterey County region.

### **Policy 5.4.3**

Encourage the development of tourist destinations by reserving lands designated Artisan Agriculture and Visitor Serving for development of projects that are consistent with the Land Use Designation and that promote and preserve the agrarian character of the region while

## 5.0 – ECONOMIC DEVELOPMENT ELEMENT

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providing goods and services to the community, create jobs, and provide increased tax revenue.

### Program 5.4.A

Develop and implement a comprehensive strategy that promotes tourism in and near the City.

### Program 5.4.B

Revise and adopt zoning requirements that are designed to encourage and accommodate desirable and unique tourist destinations.

### Program 5.4.C

Pursue potential funding sources to assist with the development and promotion of tourist destinations in Greenfield.

### Program 5.4.D

Continue to support the construction and promotion of the Yanks Air Museum and related facilities.

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## SETTING

### HISTORIC PERSPECTIVES

#### COMMUNITY GROWTH

Greenfield and the surrounding region experienced dramatic growth, both in absolute and relative terms. During the last decade, Greenfield's population increased by 69% and the number of households increased by 46%. This rate of growth outpaced both Monterey County as a whole and the other South County cities.

Population changes over the last decade indicate a continuing increase in the number of young adults who will soon enter their prime working age (between 25 and 64). During the past ten years, the number of 25-34 year olds increased by 34% and the number of 35-54 year olds increased by 53%. This compares to Monterey County's growth rates of -9 and 20%, respectively.

#### HOUSEHOLD INCOME

During the 1990s, Greenfield experienced a 12% increase in inflation-adjusted dollars in average income. Average income increased from \$43,970 to \$49,099. However, it appears that this figure is influenced by a few households with extremely high income. In comparison, median income, which is less affected by these few high-income households, actually declined by 10% during the decade. Median income decreased from \$41,597 to \$37,602. In contrast, in Monterey County as a whole average household income increased by 45%, rising from \$60,460 in 1989 to \$87,531 and median household income increased by 3% from \$46,928 to \$48,305 (in inflation-adjusted dollars). (See Table 5-1 below.)

**Table 5 – 1**  
**Median Household Income for**  
**Monterey County and Greenfield**

Median Household Income	Monterey County	Greenfield
1989	\$46,928	\$41,597
1999	\$48,305	\$37,602
Percent Change	3%	-10%

*Source: Greenfield Economic Strategic Plan, October 2003, Applied Development Economics*

The average annual wage is also less in Greenfield and other South County cities when compared to Monterey County as a whole. In 2000, the Greenfield average annual wage was \$27,873, while the Monterey County average wage was \$31,034. Monterey County, however, has a significantly lower annual average wage than nearby Santa Clara and San Mateo Counties, which have annual average wages of \$77,000 and \$62,000, respectively. Greenfield and Monterey County average annual wages are also lower than the state annual average wage of \$39,920. The low annual average wages are attributable to the predominance of low-paying jobs in the agricultural, retail, and service sectors in the region, as well as the seasonal nature of agricultural employment.

**Table 5 – 2**  
**Average Wages for Greenfield**  
**and Comparison Areas**

Area	Avg. Wage
Greenfield	\$27,873
Gonzales	\$21,347
Soledad	\$24,857
King City	\$28,106
Monterey County	\$31,034

*Sources: US Census 2000, ZIP Code Business Patterns and County Business Patterns*

## CURRENT ECONOMIC CONDITIONS

A Strategic Economic Assessment prepared for the City by Applied Development Economics in October 2003 identified several factors that have influenced Greenfield's economic development setting. As with most cities in California, Greenfield is faced with severe fiscal constraints. This is manifested in deteriorating or inadequate infrastructure and public services. These deficiencies include inadequate water and sewage systems, inadequate water storage capacity, sub-standard streets, an inadequate public works fleet, and non-existent or inadequate street lighting.

In addition, existing public facilities are insufficient to serve a growing population. Among the most pressing needs are the rehabilitation of some of the City's parks, the construction of a community swimming pool, and the development of a downtown plaza. Greenfield also needs a recreation director and expanded recreational opportunities for all age groups in the City.

Greenfield suffers from lack of a positive image. To many businesses, Greenfield may be seen as a quiet, lower-end residential city without the necessary resources, infrastructure, or population to warrant business development or expansion. The lack of attractive entrances to the community reinforces this image.

## REDEVELOPMENT PLAN

The Redevelopment Plan is intended to eliminate and prevent the spread of blight in the Redevelopment Area. **Figure 5-1** shows the City's redevelopment area. Proposed actions by the City's Redevelopment Agency may include the construction of streets, curbs, gutters, and other public improvements; the acquisition, disposition, and redevelopment of property for uses in accordance with the Redevelopment Plan;

and the construction and improvement of recreational facilities; community facilities; and other public facilities. Participation in the redevelopment of property by owners who agree to participate in conformity with the Plan

The Agency intends to encourage employment opportunities through environmental and economic improvements resulting from the redevelopment activities.

In addition, the Redevelopment Plan is intended to increase the availability of affordable housing in the community through the rehabilitation of housing for low and moderate income families, seniors, and the disabled. The Redevelopment Plan also provides for the ability of the Redevelopment Agency to finance the construction and mortgage financing of residential, commercial, and industrial buildings to increase temporary and permanent jobs within the City.

Within the limits and restrictions of the Redevelopment Plan, the City's Redevelopment Agency is authorized to establish traffic circulation, traffic access, and other development controls necessary for proper development of both private and public areas within the Redevelopment Area. The Agency may also permit uses in the Redevelopment Area, such as park and recreational facilities, parking facilities, libraries, educational institutions, multi-modal transit facilities, and similar facilities, in conformance with the City's General Plan.

## EMPLOYMENT

According to Dun and Bradstreet, there were 1,261 jobs within Greenfield in 2000. The preponderance of these jobs is in the agricultural, service, and retail sectors, which tend to pay lower wages than other sectors. Greenfield's employment base shows a higher proportion of service and

retail jobs than do those of nearby cities. Agricultural jobs represent a smaller proportion of total jobs in Greenfield than in neighboring communities.

**Table 5 - 3  
Economic Composition of Greenfield  
by Major Employment Sectors**

Employment Sector	# of Jobs	% of Total Jobs
Services	454	36%
Agriculture	265	21%
Retail	202	16%
FIRE*	25	2%
Construction	13	1%
Manufacturing	13	1%
Transportation and Public Utilities	13	1%
Wholesale	13	1%

\* Finance, Insurance & Real Estate;  
Source: Greenfield Economic Strategic Plan, October 2003, Applied Development Economics.

Nine employers in Greenfield provide 68.4% of the jobs. (See Table 5-4 below.) Valles Harvesting, an agriculture-based employment agency, leads with 300 jobs, or 24% of total jobs. The Greenfield Union School District is the second largest employer, providing 190 jobs, or 15% of total jobs. The top five employers include two vineyards, Scheid and J. Lohr.

**Table 5 – 4  
Major Employers  
Greenfield 2000**

Company	Employees
Valles Harvesting	300
Greenfield Union School District	190
Scheid Vineyards California	90
Neil Bassetti Farms	85
J. Lohr Vineyards	50
Charles G. Watts	50
Nob Hill General Store	40
Integrated Crop Management	30
Burger King	28
<b>Sub-Total:</b>	<b>863</b>
<b>Total Greenfield Employment</b>	<b>1,261</b>

Source: Dun and Bradstreet



REDEVELOPMENT AREA MAP.CDR (FROM LAND USE.APR) 03/04/05



Legend:

- Redevelopment Area
- CITY BOUNDARY
- City Boundary

OTHER FEATURES

Digital Base Data Provided by the County of Monterey GIS Department in May 2003

FIGURE 5-1  
REDEVELOPMENT AREA MAP



### **JOBS/HOUSING BALANCE**

Greenfield continues to experience a significant jobs/housing imbalance. A balance between jobs and housing is attained when a jurisdiction has achieved a ratio of about one and one-half jobs for every housing unit available for occupancy. In Greenfield, the jobs/housing ratio is about 0.5, calculated by dividing the number of workers (1,261) by the number of housing units (2,727). Consequently, the jobs/housing ratio for Greenfield falls significantly below the 1.5 HCD target ratio.

Since for every one job in the City there are about two housing units, local residents must commute to other areas for work. Historic development patterns help to explain the difficulty Greenfield has faced in creating additional jobs to help keep pace with population growth in recent years.

The Land Use Element of this General Plan Update identifies a significant amount of undeveloped land for industrial, commercial, professional office, and visitor-serving use development within the City's planning area. An area along El Camino Real at the City's northern end has been identified for future light industrial and industrial park development, while a large area of approximately 300 acres has been identified for heavy industrial development in the southeast part of the City. The area east of Highway 101 to Third Street, between Pine Avenue on the north and Apple Avenue on the south has been designated for Highway Commercial Development. Within this area, a Regional Commercial Center overlay designation has been placed on land between Highway 101 and Third Street on the north side of Walnut Avenue and south to Apple Avenue. The area within this land use designation is identified for regional commercial development. In the northern part of the City, from Twelfth Street to Third Street north of Pine Avenue, an area has been

identified for artisan agriculture/visitor-serving development. A series of infrastructure improvements will be necessary in order to achieve full use of these sites. (See **Figure 2-3 Land Use Diagram**, Land Use Element).

Land supply issues go beyond the extent of available, undeveloped acreage; they also include assessment of underutilized properties, properties which may be appropriate for redevelopment, and removal of impediments to economic development (such as local land use processes and policies, provision of infrastructure and key public services, and compatibility with surrounding land uses). The City's commitment to providing a supportive local climate for business expansion and location represents a positive stimulus to economic development in the community.

Many businesses seek skilled or knowledgeable labor as a factor in business location or expansion. As more and more workers seek affordable housing opportunities, locales such as Greenfield continue to see increased market interest in residential development. Businesses, in turn, are seeking opportunities to locate closer to worker housing to reduce worker time lost in long commutes, especially when combined with available land at competitive costs for their business needs. However, without appropriate job training opportunities, the lack a skilled labor force in Greenfield may serve as deterrent with respect to future economic development efforts.

### **REGIONAL ECONOMIC TRENDS AND MARKETS**

Greenfield is recognized as part of the South Monterey County regional market, an area that includes several other cities. As part of the Highway 101 corridor, Greenfield interacts with markets in the cities of Salinas, Soledad, and Gonzales to the north and King City and Paso Robles to the south.

Also influencing the economic market is the Monterey Peninsula area.

Any economic development actions within Greenfield are determined, in part, by their context within this regional setting. These economic development actions range from a decision by a business considering establishing or expanding operations to the decision of a consumer regarding buying a meal or convenience goods. Perhaps most important in determining an appropriate economic development strategic plan for Greenfield is recognition of the City's role, along with competitive advantages and disadvantages, in the Highway 101 corridor.

### **Tax Base and Retail Trade**

With its fast-growing population, Greenfield will need to strengthen its tax base to ensure financial stability in the coming years and to ensure sufficient revenue for the provision of future public service and facility needs. Property taxes and sales taxes are critical components of the City's financial foundation. These revenue sources currently comprises a modest percentage of the City's General Fund.

By comparison, most cities in California receive substantially higher percentages of their General Funds from property and sales taxes (approximately 30 percent), highlighting the need for Greenfield to expand its economic base as a means of attaining financial stability.

### **ECONOMIC DEVELOPMENT OPPORTUNITIES AND CONSTRAINTS**

Greenfield continues to lose substantial potential sales tax revenue to other locations, especially Salinas and Paso Robles. The goals, policies, and implementation programs in the Economic Development Element are intended to help the City expand its base of economic development opportunities. Increased

economic development will result in an expanding base, reducing the extent of sales tax revenue "leakage" and increasing jobs for Greenfield residents. In addition, expanding economic development opportunities will expand the range of services provided to local residents.

Greenfield has a number of operational constraints that affect its economic development potential. Some of these constraints are beyond the ability of the City to control, such as the geographic setting of Greenfield within Monterey County and the regional market. However, economic development policies and programs can mitigate some constraints to reduce their negative impact on the Greenfield economy. The following section summarizes some of these key economic development constraints and opportunities.

#### **ECONOMIC DEVELOPMENT CONSTRAINTS**

- ❑ Geographical location of Greenfield relative to employment opportunities.
- ❑ Perception of Greenfield as a predominantly residential community.
- ❑ Lack of a cohesive economic development plan.
- ❑ Lack of participation by the local business community in creation of an economic development strategy.
- ❑ Lack of adequate infrastructure at or leading to key properties designated for economic development.
- ❑ Lack of skilled labor pool

#### **ECONOMIC DEVELOPMENT OPPORTUNITIES**

- ❑ Availability of land for residential, commercial, professional office, industrial, and artisan agriculture/visitor serving uses.
- ❑ Support for the establishment of clear City policies and programs to implement the Economic Development Strategic Plan.

- ❑ Ongoing market interest in Greenfield as a desirable residential community, competitively priced compared to the Monterey Peninsula.
- ❑ Support to adopt Design Guidelines and property maintenance codes, resulting in an improved community image.
- ❑ Regional and countywide wine-corridor development and tourism promotion to encourage the establishment and patronage of visitor-serving uses.
- ❑ Attraction potential at build-out of \$7.6 million in household retail demand supporting potential development of 23 additional retail stores.

#### **FACTORS TO BE CONSIDERED**

The success of economic development within Greenfield will be influenced by many factors. Some factors, such as the national economy, will be beyond the City's ability to influence. However, many factors are within the City's ability to influence, including the following:

- ❑ Availability and adequacy of public facilities and services
- ❑ City budget (Revenues and Costs)
- ❑ Cost of public services
- ❑ Economic Development Strategic Plan
- ❑ Employment (by sector, with targets at 5-year intervals through 2020)
- ❑ Investments
- ❑ Business climate (including such factors as City permit processing, development standards, fees, and tax incentives)
- ❑ Commercial/Retail development
- ❑ Office development
- ❑ Industrial development
- ❑ Residential development
- ❑ Diversity of economic base/targeted land uses
- ❑ Business retention and attraction strategies
- ❑ Transportation infrastructure
- ❑ Redevelopment/revitalization strategies
- ❑ Labor force training

#### **Implementation of Economic Development Strategic Plan**

##### Economic Gardening

Greenfield has the opportunity to implement measures to grow local businesses through what has been called "economic gardening." Economic gardening is an entrepreneurial approach to economic development that fosters the development and growth of local businesses and industries. A successful program will nurture an entrepreneurial environment within the community, resulting in local business creation and expansion.

This approach builds relationships with existing local businesses with expansion potential and encourages business start-ups. Along with traditional retail, service, and industrial start-ups, new businesses generated by economic gardening might include home-based businesses, visitor-serving uses such as bed and breakfasts, and artisan agriculture operations.

The economic gardening approach in Greenfield would benefit from the City offering research assistance for businesses, building infrastructure, and increasing connections among businesses. Two key measures in implementing an economic gardening program in Greenfield include connecting with local businesses to offer services and developing a small business incubator.

##### Connecting with local businesses

The establishment of a City Community Development Department has created the opportunity to develop additional connections between the City and the local business community. The establishment of a business retention and expansion program, including regular visitation of existing businesses, will be an important

component. In addition, the Community Development Department will provide linkages and networking among local businesses through cooperative efforts with the Chamber of Commerce, City-sponsored business seminars and workshops, and other effective strategies.

### Development of a Small Business Incubator

The Gavilan Small Business Development Center (SBDC) submitted a market analysis that indicated high demand for a retail/professional services incubator. The establishment of a small business incubator in Greenfield would support the development of the types of retail and service opportunities identified in the City's Economic Development Strategic Plan.

### **Cooperative Regional Marketing**

Given its proximity to the Monterey Peninsula to the north, the Pinnacles mountain range and Pinnacles National Monument to the east, Paso Robles to the south, and the South County wine corridor, Greenfield is in a position to join with other South County cities to improve tourism in the region. The proposed Yanks Air Museum is an example of the type of tourist venue that would draw people to Greenfield. The proposed artisan agriculture/visitor-serving area on the City's northwest side, near the wine corridor and the Jekel wine tasting room, could be developed into a tourism destination.

A regional approach to tourism marketing would maximize the efforts of each South County community in by creating a theme statement for the region, developing joint marketing materials, and planning and implementing a regionally-funded marketing and advertising campaign.

In addition, regional venues such as the Missions, local wineries, and the Pinnacles National Monument should be encouraged

to improve their offerings and capacities and to work cooperatively with the South County area in tourism promotion.

### **Promotion of Artisan Agriculture and Visitor-Serving Uses**

The northwest side of the City has been identified as an area in which artisan agriculture and related visitor-serving uses should be developed. The purpose of this land use designation is to encourage agricultural activities of a small scale including boutique vineyards, orchards, artisan crops (such as herbs, flowers, specialty fruits and vegetables), kennels and hatcheries, and similar agricultural uses while simultaneously accommodating visitor-serving uses.

In addition, recreational activities would be encouraged. The development of these agricultural activities, visitor-serving uses, and recreational facilities would create employment opportunities for existing Greenfield residents. Such uses would also provide entrepreneurial opportunities for residents.

Bed and breakfasts; small hotels, motels, or inns could provide lodging for tourists who would patronize tasting rooms for wine and other agricultural products, cafes and other small-scale dining facilities, and retail facilities featuring visitor-serving items such as agriculture-related products.

New annual spending on recreation and entertainment by local residents and visitors, by the year 2020, is estimated at \$26,996,655. Capture of less than half of projected revenue could support the development of a variety of recreational, entertainment, and visitor-serving activities in the City. Table 5-5, below, identifies one example of a potential mix of financially supportable recreation and entertainment uses.

**Table 5 – 5**  
**Potential Recreational and**  
**Entertainment Establishments**  
**Greenfield - 2020**

	Number of anticipated establishments	Revenue required per establishment (\$ 1,000s)	Total Revenue required (\$ 1,000s)
Amusement Arcade	3	\$ 456	\$ 1,368
Bicycle rental facility	1	500	500
Botanical Garden	1	828	828
Bowling Center	2	505	1,010
Demonstration Farm	2	828	1,656
Horseback riding facility	1	500	500
Local museum, historical site	1	615	615
Miniature Golf	2	296	592
Regional museum (Yanks Air Museum)	1	1,500	1,500
Waterpark	1	2,184	2,184
Total Annual Revenue Required			<b>\$10,753</b>
Anticipated Annual Spending by 2020	<b>\$26,996,655</b>		

Source: South County CEDS, US Census Bureau, Economic Census, 1997, ADE

In addition, the development of recreational uses such as bicycle rental, miniature golf, arcades, and other recreation facilities would complement other visitor-serving and tourism activities in the City and provide jobs and business opportunities for residents. **Figure 5-2** shows the regional wine corridors in the Salinas Valley. **Figure 5-3** shows the visitor serving facilities in the city.



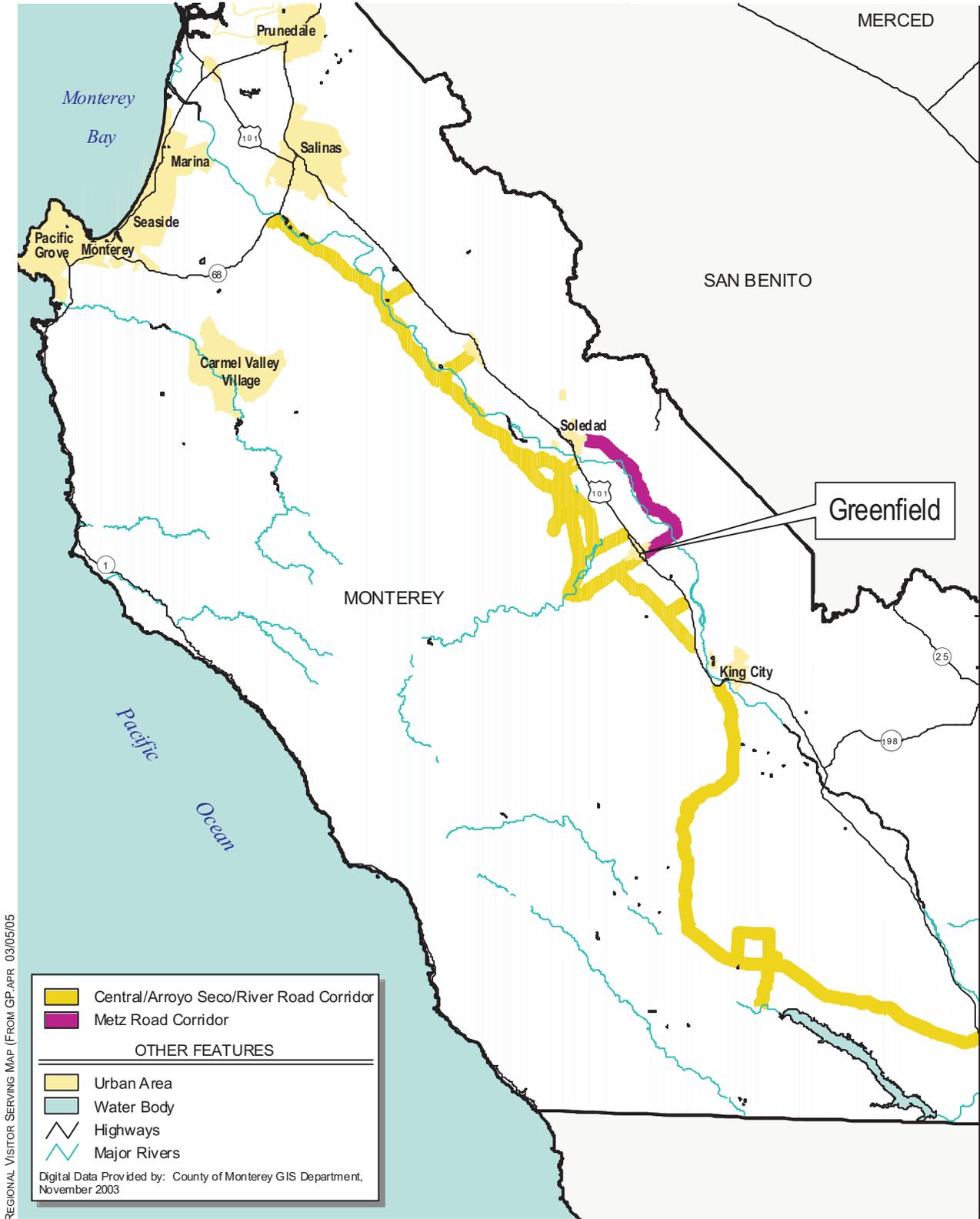
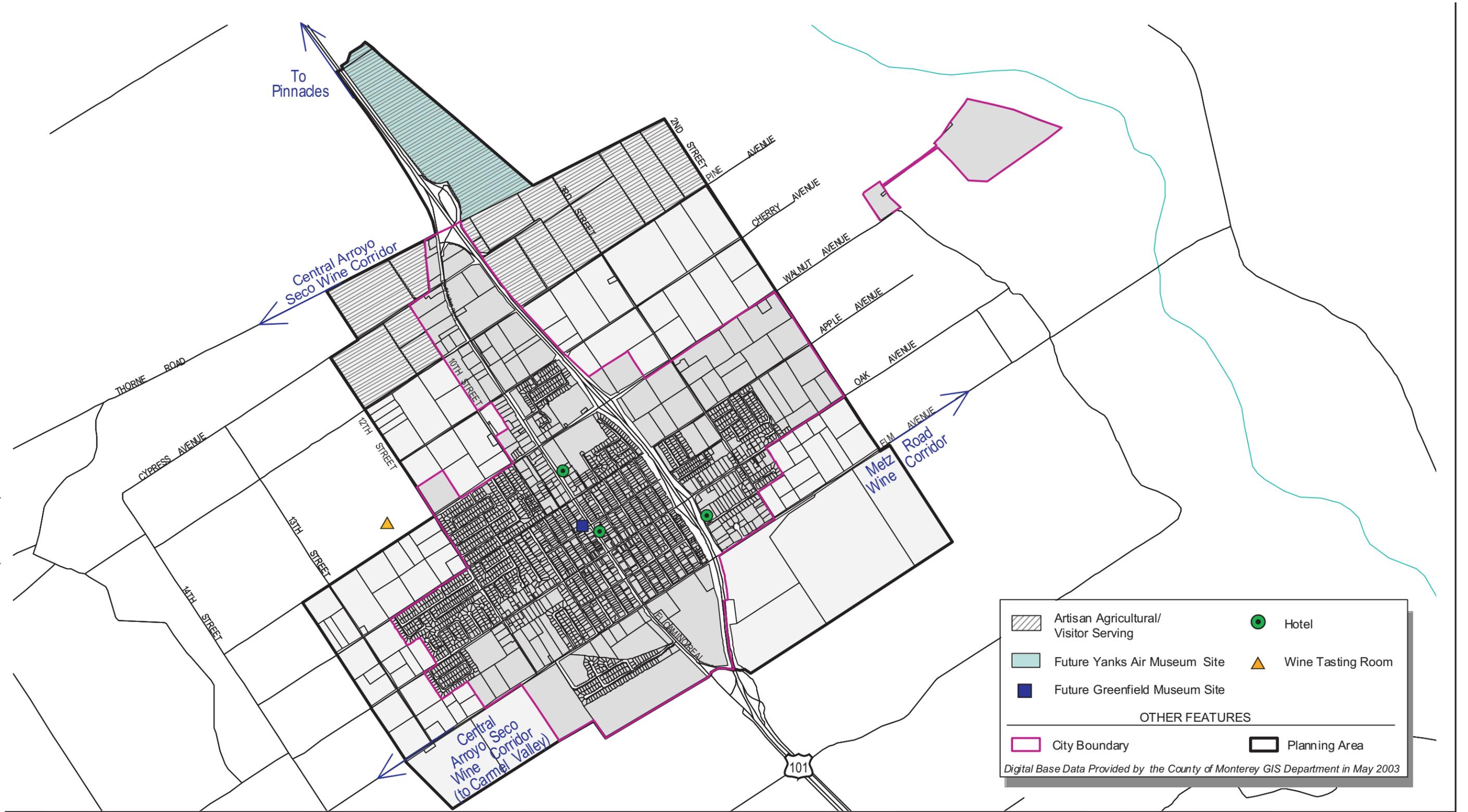


FIGURE 5-2  
REGIONAL VISITOR SERVING MAP



CITY OF GREENFIELD VISITOR SERVING MAP.CDR (FROMGCP.APR) 03/04/05



0 1000 2000  
SCALE IN FEET



FIGURE 5-3  
CITY OF GREENFIELD VISITOR SERVING MAP

