



GREELEY PARKS & RECREATION ADVISORY BOARD MEETING

FRIDAY, DECEMBER 2, 2022 -- 7:00am

Greeley Recreation Center – 651 10th Avenue, Room 101C

Zoom Option: <https://greeleygov.zoom.us/j/82098201768> Passcode: 141877

Agenda

- 1. Roll Call**
- 2. Approval of Agenda**
- 3. Approval of Minutes**
- 4. Public Input**
- 5. Board Member Committee Reports: Art Commission**
- 6. Staff Reports**
- 7. Old Business**
 - A. Art Commission Appointment**
- 8. New Business**
 - A. Appointment of one or two Board Members for the Technical Advisory Committee for the Shurview Master Planning Process**
- 9. Upcoming Agendas**
- 10. Next Meeting Set – Tentatively Friday, January 6, 2023**
- 11. Adjournment**

Board members unable to join this meeting, please notify
Clint Torczon (Chair) at: clint.torczon.j1en@statefarm.com

GREELEY PARKS AND RECREATION ADVISORY BOARD

MEETING MINUTES – August 5, 2022

1. ROLL CALL

The Greeley Parks and Recreation Advisory Board met Friday, August 5, 2022, at 7:00am at the Greeley Recreation Center. Board members joining: Clint Torczon, Monica Ramirez, Philip Fulcher, Louise Wilson, Shane Kigin, Vicente Vega-Ruiz and Scott McPherson. Staff joining: Scott Schuttenberg (Recreation Superintendent), Eric Bloomer (Parks Superintendent), Justin Scharton (Natural Areas & Trails Superintendent), Kim Snyder (Public Art Coordinator), Samantha Haas (Public Engagement & Participation Manager), and Kristen Wilkinson (Community Conservation Fellow).

2. APPROVAL OF AGENDA – No changes

3. APPROVAL OF MINUTES – A motion was made by Philip Fulcher to approve the minutes of the previous meeting. The motion was seconded by Scott McPherson.

4. PUBLIC INPUT

5. BOARD MEMBER COMMITTEE REPORTS – Art Commission: Kim Snyder presentation under item 7A.

6. STAFF REPORTS

Scott Schuttenberg

- The new CPRD Director, John Dargle, will be starting on Monday, August 8. Kelly Snook was unable to attend this meeting and asked Scott to pass along her thanks the Board for all they do and express her appreciation at getting to know everyone.
- Recreation staff will be attending the Back-to-School Night and handing out 3,500 water bottles to District 6 students.
- There are three positions we are in the process of filling which include Ice Haus Supervisor, Active Adult Center Supervisor and Aquatics Coordinator.
- The swimming pool at the FunPlex will be closed for 6-8 weeks after Labor Day in order to replace all the play structures and complete some additional maintenance repairs and cleaning.

Eric Bloomer

- Construction of Longs View Park is underway. Courts for basketball and pickleball have been poured and the playground border is in place. The goal is to be complete by the end of September. The Contractor will be doing the first full year of maintenance until additional Parks staff and maintenance funds can be added in 2024.
- Construction of Red Tail Park will take place in 2023.
- Lincoln Park will be fencing off the month following Octoberfest in order to complete a major turf project. The playground will remain unfenced and open during that time.

Justin Scharton

- Justin introduced Kristen Wilkinson. This position is being funded for two years by Great Outdoors Colorado.

- Staff will begin the Shurview design planning process in August. There will be additional information will be provided in the coming months on this project.
- We are in the final stages of an agreement with the County to take over management of the Missile Site from the County.

7. OLD BUSINESS

- A. Appoint Member of the Parks & Recreation Advisory Board to Serve on the Arts Commission: Kim Snyder gave an overview of the Arts Commission and current projects. A position on the Commission needs to be filled by a member of the Parks & Recreation Advisory Board. Louise Wilson expressed her interest in representing the Board on the Arts Commission. A motion was made by Vicente Vega-Ruiz to appoint Louise Wilson as the Boards representative to the Arts Commission. The motion was seconded by Philip Fulcher and approved.

8. NEW BUSINESS

- A. Speak Up Greeley Presentation: Sam Haas presented information on “Speak Up Greeley” which is the City’s new community engagement website. This platform will be the go-to resource for anyone who lives, works, plays and visits Greeley to provide feedback, share ideas and ask questions about a variety of City projects and decisions. Board members were encouraged to help get the word out by sharing within their networks and to participate on the website.

9. UPCOMING AGENDAS

10. NEXT MEETING – The next meeting is tentatively scheduled for Friday, September 2, 2022.

11. ADJOURNMENT – The meeting adjourned at 8:28am.

Respectfully submitted:

Clint Torczon, Chair

Nancy Milton, Office Manager

PARKS & RECREATION ADVISORY BOARD

STAFF REPORTS – December 2, 2022

John Dargle - Director of Culture, Parks, and Recreation

- CPRD Comprehensive Master Plan – Draft Scope of Work and Deliverables
- 2023 Approved Budget (January 2023)
- City Council Priorities
- City Manager's Office Organizational Structure
- Island Grove Synopsis

Eric Bloomer – Parks Superintendent

Parks:

- The turf restoration work at Lincoln Park was completed in October and the park reopened to the public. We had a very successful establishment of grass across the site. Staff completed the setup of Lincoln Park for the Greeley Lights the Nights event as well.
- The bid for the playground replacement at Anna Gimmestad Park closes on December 10th. Once a vendor is chosen and contracts are signed the equipment will be ordered and a schedule will be set for a spring installation.
- The construction of Longview Park is 99% complete. The remaining piece is the installation of the shelter. This should take place some time in December. Staff are planning a grand opening for spring, details to come.
- We hosted the annual Veterans Day event at Bittersweet Park on November 11th. The sod work had been completed on time, so the event went smoothly, and all participants were pleased with the site appearance.
- Staff are working on the playground replacement project for Anna Gimmestad and will start to plan next year's projects this winter. Those include:
 - JB Jones Playground
 - Farr Park Playground
 - Sanborn Park Playground
 - Linn Grove Cemetery phase I irrigation replacement
 - The construction of Redtail Park

Forestry:

- The Forestry Manager worked closely with the UNC staff on the removal of the former state champion Maple Tree on campus. It had become too dangerous to leave standing and would have continued a rapid decline in health so the only option was removal.
- Fall tree plantings were completed in the Parks and ROW's.
- Staff re-mulched the medians on 20th street from 71st ave to 79th ave as part of our refresh program.
- Staff are working on the Share the Shade program for next year. So far, we have over 60 people signed up for the project. We have also had the City of Evans reach out and want to learn about our program. They are thinking about starting a similar program in Evans and have asked for our help and experience with ours.
- Staff are finalizing the Spring Forestry Workshop and have all but one speaker committed. Registration will begin this winter for industry professionals.
- Working on a staffing plan for the 2 new positions that were approved on ROW's for the 2023 budget.

Linn Grove Cemetery:

- Staff worked diligently to shut down irrigation for winter and mark existing system components to prep for the new irrigation installation next year.
- Operations are still behind as we are an FTE short from a resignation of the mechanic position. Applicants have been slow to apply and none with experience have applied yet.

- Finance approved the replacement of a vehicle stolen from the cemetery during a break-in this spring. The unit is ordered but is 36 weeks out for delivery.
- Preliminary numbers show another year of above average burials and services for 2022. We will report final numbers at the end of the year.

Recreation

Family FunPlex

- Current Programs
 - Learn to Swim: 224 Participants
 - Lifeguard Course: 6 Participants
 - Banner Heart Saver CPR/First Aid: 10 participants
- Upcoming Programs and Events
 - YR Drawing Classes – December 3rd- December 17th, 2022
 - Safe Sitter – December 29th, 2022
 - Little Birds Music Classes – November 29th – December 13th, 2022
 - FunPlex Jinglebell Jam - December 17th, 2022 from 10am-2pm
- Hiring Updates
 - Hired 3 new Full Time Customer Service Representatives; Start date for all three will be on December 5th, 2022.

Recreation Center

- Current Programs
 - Survival of the HIITest: 11 enrolled, max enrollment 10. High demand for this class, opening up more sections at the FunPlex and Rec Center in 2023.
 - Tumbling: 83 enrolled over 9 sections, max enrollment 82. High demand for class, asking instructor to open up additional days in 2023.
 - Climbing: 35 enrolled over 4 sections, max enrollment 40. Expanding age group classes to beginner and intermediate levels in 2023 to allow returners to progress.
- Upcoming Programs and Events
 - Light programming for December, running a short 2 week Tumbling class with a Christmas Show for all students on December 13th.
 - Program Your Own HIIT Session: December 8th and 15th
 - Holiday Zumba Event: Monday, December 19th, 2022
 - 7 Days of Holicraz: December 26th – Jan. 1st, 2023 membership promotion.
- Hiring Updates
 - Wendy Rich-Goldschmidt – New Fitness Instructor
 - Felicia Martinez – New Part Time Guest Service Rep
 - Joshua Chatman – Promoted from Guest Service Rep to Building Lead
 - Brecklyn Everhart – Promoted from Guest Service Rep to Building Lead
 - Customer Service Rep Full Time – Currently posted and actively recruiting for 2023.

Rodarte Community Center

- Current Programs
 - After School Program
 - Anna Gimmestad - 47 registered youth
 - Rodarte - 103 registered youth
 - Boxing Program: 30 youth and 2 adults
 - Upcoming Programs and Events
 - 33rd Annual Community Christmas Party will be hosted at Rodarte Community Center on Saturday, December 10th, 2022 from 10am-2pm.

Ice Haus

- Current Programs
 - Cub Hockey has 73 registrations
 - Learn-to-Skate has 135 registrations
 - Ice Show 102
 - Adult leagues have 211 registrations
- Upcoming Programs and Events
 - Fall Session II Learn-to-Skate starts Nov 2,5 and Fall Session II Cub Hockey start Nov 6
 - Skate your Turkey Off Nov 25
 - Winter Ice Show Dec 9 and 10
 - Skate with Santa Dec 17th
 - Rudolph Rumble Adult Hockey Tournament Dec 16-18
- Hiring Updates
 - Search for Ice Haus Coordinator 2
 - Ice Haus Supervisor filled by Carla Villavicencio

Active Adult Center

- Upcoming Programs and Events
 - Thanksmas Lunch December 8th 11:30am
 - Safe Driving Class December 1 12noon
 - Advisory Committee December 20 9am
 - Maintenance / Cleaning week December 19-23
 - Butterfly Pavilion- 12/7
 - Christkindl Market-12/13
 - Gabbie Gourmet: Biker Jim's Gourmet Dogs- 12/30
- Hiring Updates
 - New AAC Supervisor will start in December- Erin Cranston

Sports and Programs

- Youth Sports
 - Fall Recap:
 - Flag Football – 348 participants/ 36 teams; Enrollment up 34%
 - New U14 league yielded 5 teams
 - ** Will need to look at adding an additional game field and recruit more officials in order to accommodate growth OR play where we have access to lights.
 - Soccer – 603 participants; Enrollment up 31%
 - Brought back the U12 Division for boys and girls
 - ** Will need additional field space for future growth. Could use an additional 65x35 field. Currently have 6 fields we operate out of. Will be looking into Game sites where no practices will be hosted
 - Skate - 29 in lessons, 25 in leagues
 - Fall Tennis Clinics – 31 participants
 - Current Programs
 - Volleyball Clinics
 - Tuesday Clinic – **SOLD OUT**, Thursday – 12 spots left
 - * We decided to not offer a volleyball league this season due to low participation last fall. We are working on growing numbers through clinics we hope to offer through the winter
 - Jr. Nuggets Basketball (U8 only)
 - Girls team registrations doubled! Boys team registrations – **SOLD OUT**

- *New league improvements include: full court practices, games on Saturdays instead of during the week and 2 seasons of basketball (u8 Nov and u10 and u12 January)
 - Indoor Soccer Clinic - 20 registered – 18 spots left
 - **NEW!** Winter Break Sports Camps – registration now open
 - Soccer camp @ FunPlex Dec 19-22
 - Multi-sport camp @ Rec Dec 19-22
- Adult Sports
 - Fall Recap
 - Inline Hockey - 10 teams – **Sold out**
 - Adult Volleyball League: Sunday – 10 teams, Tuesday – 6 teams
 - Adult Softball League
 - Monday- New Novice League – 8 teams
 - Weds- 27 teams, Thursday- 9 Teams. Friday- 23 teams
 - 67 total teams – up 4 teams from Fall 2021
 - D6 Sports
 - Tackle Football – 6 teams
 - Volleyball – 10 teams
 - Boys Basketball – 24 teams
 - Current Programs
 - Adult Volleyball - Mondays - 10 teams
 - ** will now be offering extended seasons for Inline (3), 5 seasons of volleyball and 3 seasons of softball
- AIR
 - Fall Recap
 - Special Olympics Bowling – 33 participants, up from 13 bowlers 2021 season
 - AIR Soccer Clinic – 2 participants
 - Fall Inclusions - 3
 - Craft Classes - 3 classes/23 participants
 - Social Series - 11 participants
 - Fall Fun Day Resource Fair - 8 Organizations, 30 participants
 - **NEW!** Special Olympics Volleyball - 7 participants
 - Current Programs
 - **NEW!** Youth and Adult Adaptive Swim Lessons - 2 participants
 - Sessions all winter
 - Pre School Play - Registration Now open
 - AIR Basketball Clinic - Registration open
 - AIR Craft Classes - Meets once a month
 - AIR social Series
- Hiring
 - 2nd Youth Sports Coordinator II
 - This position will be in charge of the following sports: Flag Football, Basketball, Baseball, Skateboarding
 - Adult Sports Coordinator II
 - Looking to hire an AIR Part time Lead Employee
 - Looking to hire an AIR Part time Class Instructor

Justin Scharton – Natural Areas & Trails

Poudre and Sheep Draw trail counts

Location	Month Total	Daily Avg (Month) Trend (prior month)	YTD Daily Avg Trend (prior year)
Sheep Draw @ McCloskey TH (installed May 2018)	5447	176 ↓8.8%	182 ↑5.6%
Triple Creek Spur @ Mountain Vista TH (re-installed Aug 18, 2020)	3045	98 ↓16.4%	111 ↓13.6%
Poudre Trail @ Island Grove (installed Aug 2020)	4686	151 ↓15.6%	196 ↑27.5%
Poudre Trail @ Rover Run (Temp moved May 2020)	6360	205 ↓11.2%	179 ↑13.2%
Poudre Trail @ PLC (installed Aug 2020)	6416	207 ↓27.1%	351 ↑24.1%
Poudre Trail @ Poudre East (Kodak TH)	7613	246 ↓15.7%	230 ↓9.0%

Staffing

- NAT Restoration Specialist position is being advertised, anticipate hiring position before the end of 2022.
- Will be re-filling a now vacant Tech I position, in addition to a new Tech I position provided in the 2023 budget. Both positions will begin in early 2023.

Capital Projects

- **Poudre River Trail – Duran Section** | No significant update from last month.
- **Poudre River Trail – Poudre Ponds** | Modeling for a full repair of the damaged outside bend of the river continues, with the model “converging” to show that no rise can be achieved by this project. Design work will continue throughout the winter, with construction projected after 2022 runoff.
- **#3 Canal Trail – Broadview Acres Section** | The project has been awarded to Duran construction, and construction will begin in December, weather dependent.

Maintenance/Restoration

- NAT tractor that failed is being replaced in the short-term with a similar-sized tractor from Public Works that was about to go to auction. NAT will purchase small tractor for trailside mowing this winter, and will attempt to make this second-hand larger tractor last another year or two.
- Trailside mowing that was behind due to being down one technician and a tractor failure has largely been completed. There are still weed specials that need to be completed over the winter to be ready for the 2023 growing season.
- Preparing for snow removal season, in conjunction with Parks division and Public Works Dept. NAT has purchased a new V-plow for an existing unit and will have another V-plow on the unit for the Restoration Specialist when it is delivered in 2023.

Strategic Planning/Policy

- NAT will contract with Logan Simpson and Otak on a Trails Master Plan, to update the 2001 City Trails Master Plan. The process will kickoff in early 2023 and will take the majority of 2023 to complete.
- Completed staff training on public contact SOP and launching documentation process in November 2022.
- NAT staff is developing GIS-based application to track amenities, management activities, and time spent on tasks. The app is in testing phase now and will be rolled out over the winter/spring.

Volunteer/Outreach

- Wildland Restoration Volunteers contributed two days of Russian olive removal on nine City properties.
- Approximately 40 people attended Shurview tour dates in October/early November and completed surveys.
- Project scouting and 2023 project calendar development is underway.

Archived agendas are located on the City of Greeley website: <https://greeleygov.com/government/b-c>

Upcoming Events

- **December 3** - Homesteader's Holiday, Centennial Village Museum, 10am-4pm
- **December 8** - Museum at Twilight, Greeley History Museum, 4-8pm
- **December 9, 10** - Funktastic Ice Show, Ice Haus, 7-10pm/3-6pm
- **December 10** - 33rd Annual Community Christmas Party, Rodarte Center, 10am-2pm
- **December 17** - Wreaths Across America, Linn Grove Cemetery, 10am-1pm
- **December 17** - Skate with Santa, Ice Haus, 12-1:30pm

GREELEY PARKS & RECREATION ADVISORY BOARD											
Attendance											
2022	January	February	March	April	May	June	July	August	September	October	November
Casillas, Luis	N			A	P	P		A			
Fulcher, Philip	O	A	P	P	P	P	N	P	N	N	N
Kigin, Shane				P	P	P		P			
McPherson, Scott (Chair 3/20-2/21, 3/21-2/22)	M	P	P	P	A	P	M	P	M	M	M
Parks, Marshall	e	P									
Raminrez, Monica	e	P	P	P	P	P		P			
Silva, Mikyla (Vice-Chair 3/20-2/21)	t	P									
Torczon, Clint (Vice-Chair 3/21-2/22)	i	P	P	P	P	P		P			
Vega Ruzi, Vicente	n	P	P	A	P	P		P			
Wilson, Louise	g	A	P	P	P	P		P			
Wright, Sharon						P		A			



ORGANIZATION CHART
September 16, 2022

GREELEY RESIDENTS

CITY COUNCIL

JOHN GATES, MAYOR
BRETT PAYTON, MAYOR PRO TEM, AT LARGE
TOMMY BUTLER, WARD I
DEB DEBOUTEZ, WARD II
JOHNNY OLSON, WARD III
DALE HALL, WARD IV
ED CLARK, AT LARGE

MARK GONZALES
Municipal Judge

RAYMOND C. LEE III
CITY MANAGER

DOUGLAS MAREK
City Attorney

PAUL FETHERSTON
Deputy City Manager

JULIANA KITTEN
Assistant City Manager

KELLI JOHNSON
Chief of Staff

ADAM TURK
Chief of Police

BRIAN KUZNIK
Fire Chief

STAYCIE COONS
Governmental Affairs
Officer

LINDSAY KUNTZ
Assistant to the
City Manager

DONALD TRIPP
Deputy City Manager

City Clerk
Heidi Leatherwood

Finance
John Karner

Human Resources
Noël Mink

Information Technology
Bret Naber

Communication &
Engagement
Kelli Johnson - Interim

Community
Development
Becky Safarik - Interim

Culture, Parks &
Recreation
John Dargle

Economic Health &
Housing
Ben Snow

Public Works
Paul Trombino

Water & Sewer
Sean Chambers

STRATEGIC PLAN IMPACT AREA



**BUSINESS
GROWTH**



**COMMUNITY
VITALITY**



**HIGH PERFORMANCE
GOVERNMENT**



**HOUSING
FOR ALL**



**QUALITY
OF LIFE**



**SAFE & SECURE
COMMUNITIES**



**INFRASTRUCTURE
& MOBILITY**

Greeley City Council Community Vision 2037

Introduction (July 2022)

A city that knows where it came from and where it is going. With a clear picture of who we are and pride in our roots, the Greeley City Council 2037 vision honors the strength, bountiful resources, diversity, entrepreneurial and creative spirit that is Greeley now and in the future.

Vision:

Greeley will be a future-focused city. One that is intentionally developed, safe, affordable, innovative, sustainable, healthy, and inclusive. Seven Key Focus Areas will guide the work that will affirm Greeley as a place where people choose to make their dreams come true and call home.

Key Focus Areas:

Business Growth
Community Vitality
High-Performance Government
Housing for All
Infrastructure & Mobility
Quality of Life
Safe & Secure Communities

GREELEY STRATEGIC PLAN 2023 – 2025

*This Strategic Plan was developed and refined by city staff between February and June 2022. The work outlined here identifies **how** the organization will accomplish the outcomes identified by the council. As content experts in their respective fields, city staff approached this plan with a clear lens of what the council recognized as priority work and identified the tangible accomplishments necessary to achieve those results. This plan is intended to be nimble and agile. As work and priorities wane, this plan must remain flexible enough to allow staff to manage the daily operations of city work and unforeseen critical work that interrupts operations while diligently advancing the strategic plan's priorities.*

City Departments:

City Attorney Office (CAO)
City Clerk's Office (CCO)
City Manager's Office (CMO)
Communication and Engagement C&E)
Community Development (CD)
Culture Parks and Recreation (CPR)
Economic Health and Housing (EHH)

Finance (FIN)
Greeley Fire Department (GFD)
Greeley Police Department (GPD)
Human Resources (HR)
Information Technology (IT)
Public Works (PW)
Water and Sewer (W&S)

GREELEY CITY COUNCIL 2037 OUTCOMES AND PRIORITIES

Business Growth

We are a community with an inviting and reliable environment that recruits, retains, and grows a diversity of businesses, resulting in a resilient economy. Our competitive advantage comes from our skilled workforce, higher wage jobs, ability to collaborate, and expansive business landscape.

	Develop an economic development strategic plan to enhance the growth of businesses that will enhance our portfolio and sustainability, along with community vitality • Potential areas: R&D, ag, professional, health care, DT med school, tech, education, etc. • Contact business leaders to determine why they are not locating in Greeley • Recruit retail/restaurant businesses that stay - small, medium, and large • Seek anchor businesses that stay and stimulate/attract others; not all big box • Develop and implement a business retention strategy • Develop partnerships to enhance business start-ups (i.e. incubators) • Consider incentives • Include economic indicators/indices
	Redevelop tourism master plan
	Analyze the economic development organizational structure and make necessary changes

Community Vitality

Greeley is an inviting community of choice that is developed by design. The City's innovative growth management, as reflected in its codes and master plans, intentionally develops the vitality which all residents and visitors enjoy. The City has balanced new development, redevelopment, and the preservation of open space and natural areas. Quality gateways, connectivity, and a vast network of entertainment, eateries, and abundant recreational opportunities make us the best place to live, work and play.

	Develop a growth management plan and strategy • Contact housing developers to learn what obstacles prevent building in Greeley • Review zoning maps and current space available to determine opportunity areas for development and redevelopment (desired land uses) • Actively pursue and incentivize the development mix of housing, business, and entertainment we want to attract • Actively design a development and go for a public/private partnership to build our vision • Actively promote a sense of community in our design of development • Find ways to turn empty lots into areas that reflect economic vitality
	Develop gateway entry plans
	Redevelop the mall area with a plan and specific action plans

High Performance Government

As the state's municipal employer of choice, we thrive as a high-performing organization committed to effective systems, strategies, structures, strategic planning, and customer service. We live up to our values of transparency, accountability, and responsible stewardship of our resources. We are a strong and healthy organization that has a positive culture and a high level of employee and resident engagement and satisfaction.

	Develop a fair and equitable compensation system (pay staff what they are worth)
	Fix the ERP
	Develop a strong work culture that is empowered and engaged with a sense of mission
	Conduct department assessments to ensure we have a more efficient and effective government
	Implement an organization development strategy to help the organization change
	Develop a consistent strategy for customer service with performance measures (i.e. key performance indicators and/or service levels)
	Develop a continuity of operations strategy

Housing for All

Greeley is rich in diversity of housing where all residents have options for healthy and independent living that contribute to maximizing the appeal of the community. Residents of all socio-economic levels can secure quality housing choices. The City's partnerships with nonprofits and local and national developers are a model for creating and sustaining diverse housing stock.

	Establish the expectations for development prototype(s) to ensure we have desired housing, including community input (i.e. establish a mixed use housing plan for our future)
	Identify, evaluate, and provide incentive programs to stimulate housing in desired areas
	Work with developers to implement strategies for more walkable neighborhoods, including retrofitting developments and new developments
	Implement a strategy to aggressively pursue state and federal housing grant opportunities
	Pursue Weld Village collaborative to provide a housing continuum for homeless individuals
	Develop strong partnerships with profit and nonprofit housing developers to increase our housing stock
	Restructure G-Hope to get people to live and work in Greeley

Infrastructure and Mobility

We strategically plan, design, and build our urban infrastructure systems and facilities so they are attractive, safe, and high-performing. We thoughtfully manage our assets and investments to perpetually sustain their appeal, life cycle value, and function.

	Develop an asset management program that invests in our critical infrastructure, existing and new (Equitably invest in roads and sidewalks with a focus on revitalizing existing areas)
	Continue to invest in and improve our strategic corridors (US34, 83 rd Ave., 8 th Ave, US85, 10 th St.) • Have staff continue to look at ways to acquire funding for bypass intersections
	Develop and implement a successful program to communicate our efforts on infrastructure and transportation improvements so we have transparency and accountability
	Continue to invest and build strategies relative to water resources
	Overhaul the CIP

Quality of Life Amenities

Greeley is not only a destination city but also a community where residents enjoy the arts, social engagement, outdoor pursuits, beautiful vistas, and natural areas. Parks, trails, and recreational facilities are close to home. Annual festivals, museums, and celebrations reflect our rich cultural heritage and also welcome new traditions. Educational opportunities for lifelong learning are abundant. Innovative entertainment districts, appealing regional shopping, and foods from around the world ensure that everyone can enjoy a high quality of life. Greeley has something for everyone.

	Maintain and strengthen community partnerships that foster distinctive community events and celebrations unique to Greeley's present and emerging populations and groups.
	Develop standards for the landscape maintenance of City owned and/or managed property
	Identify, expand, develop and promote signature community destinations
	Execute the developed and approved strategy to preserve acquire and maintain City open space and natural areas.
	Expand programming, services and facilities to support and enrich youth development community-wide

Safe and Secure Communities

Greeley is a community where residents and visitors work in partnership with public safety personnel to ensure their neighborhoods are attractive, well-maintained, safe, and secure. Everyone feels respected and treated fairly. People are supported and provided with resources and options to help resolve problems. Greeley is a community that is both committed and confident we are well-prepared to respond with resources needed to address emergencies and to continue essential operations and services.

	Build a strong community policing program • Enhance partnerships/relationships between police and community members • Communicate and train staff on outreach and community engagement • Invest in/increase our Neighborhood Action Team • Grow co-responder program and Squad One
	Enhance our code enforcement program to enable neighborhoods to meet our standards (i.e. provide education, resources and options so individuals can meet the standards)
	Pursue Fire Department accreditation to enhance community safety and insurance benefit

City of GREELEY STRATEGIC PLAN

2023 – 2025

Business Growth

Priority #1: Create an Economic Development Strategy (2022-2032) that includes the following key elements:

- Diversification of Greeley's economic base by industry and workforce
- Aggressive business recruitment and strong business retention & expansion program
- Development of a stronger innovation/entrepreneurial ecosystem in Greeley
- Development and maintenance of a healthy balance between jobs/housing/retail services to reduce commuting to/from the community for employment and improve options for local shopping and services
- Identification of opportunities for intentional master-planned communities for housing, retail, businesses and destinations (alignment with quality of life and recreation)

Champion: Economic Health and Housing Director Supporting Staff: CD, W&S, PW, CPR, C&E

Key Tasks/Activities
1. Conduct a deep-dive assessment of Greeley's economic health to include: a. Benchmarking our competitiveness with peer cities b. Identifying areas of strength and weakness c. Identify economic opportunities yet to be fully realized
2. Actively market and promote Greeley's competitive position to new business prospects by: a. Leveraging Greeley's land availability (over 24,000 undeveloped acres) as a competitive advantage to business prospects looking for large-scale development sites b. Leveraging Greeley's significant water resource advantages to attract development based on the availability, low-cost, reliability and the excellent quality of our water resource. c. Identifying and evaluating sites for business parks that will serve as primary employment centers (office/industrial users) d. Identifying and evaluating sites for retail services, hospitality and entertainment venues that will drive sales tax revenue for the city
3. Resume proactive business retention and expansion visits following assessment and re-staffing a. Retain focus on our primary sector employers b. Continue to capture trends, warnings and opportunities in our Customer Relationship Management (CRM)
4. Develop an entrepreneurial ecosystem in Greeley that: a. Elevates our ability to leverage and foster innovation with industries where we already enjoy competitive advantages (ie. food, agriculture, energy) b. Partner with existing education entities (UNC, Aims, D6 and W4 School Districts) to develop and grow programs focused on entrepreneurship and business plan competitions c. Develop a business incubator that supports business start-ups d. Develop a resourcing plan to fund, sponsor and partner with other entities who will own, operate and manage the incubator

5. Evaluate all economic incentives and processes to ensure we are targeting the most desirable type of development and investment within the community a. Primary business growth (office and industrial employment) b. Secondary (retail and service businesses) c. Housing (diverse options across all incomes)- <i>see also Housing for All priority #2</i> d. Determine which of the current incentive offerings are in need of recapitalization in order to continue (i.e. Redevelopment Incentive Fund, G-Hope)
6. Define and develop an annual plan that identifies and monitors economic indicators a. Identify a mechanism (i.e. dashboard) to report our economic health using key indicators b. Integrate data from regional, state and national sources to provide a larger perspective c. Most-likely to internally developed, with no resourcing (besides staff time)
7. Identify opportunities for intentional master-planned, mixed-use communities spread out across Greeley - <i>see also Housing for All priority #2</i> a. Specifically finding opportunities to integrate housing, retail, businesses and destinations/events b. Align these new communities with our overall quality of life and recreation goals c. Review the successes and best-practices we have enjoyed in Downtown Greeley to determine how some of these can be replicated in other parts of town
8. Complete Downtown Master Plan (2022-2032) a. Kick-off meeting with internal stakeholders (EHH, CD, PW, CPRD) b. Engage with DDA and other external stakeholders (property owners) c. Incorporate this plan into the overall Economic Development Strategy

Priority #2: Create a new brand for Greeley that transforms the image, reputation, and perceptions of who we are as a livable and business-oriented community.

Champion: Communication and Engagement Director
CD, CPR

Supporting Staff: EHH, C&E, PW,

Key Tasks/Activities
1. Develop an RFP to select an agency to lead a full-scale brand initiative. The scope of work must include a systematic assessment of how to uniquely position Greeley through an economic development, business development, quality of life, livability, and destination perspective.
2. Establish a core group of internal and external stakeholders to serve as project champions. These key stakeholders will serve as both advisors and ambassadors for a new brand.
3. Prepare budget requests to align with recommendations
4. Coordinate with elected officials and public meeting process
5. Integrate the new brand with our current Image Campaign and Tourism efforts

Priority #3: Assess and evaluate the structure and staffing of EHH Department and make recommendations for change, as deemed necessary

Champion: Economic Health and Housing Director

Supporting Staff: CD

Key Tasks/Activities
1. Complete joint CD-EHH Departmental Assessment a. Finish consulting/work with Matrix
2. Evaluate recommendations from assessment and implement structural changes a. Report to be completed in April 2022
3. Prepare budget requests to align with recommendations a. Based on determinations of consultant, department and city leadership, move forward with any structural changes and staffing recommendations

Priority #4: Develop a Tourism Master Plan

Champion: Communication and Engagement Director

Supporting Staff: EHH, PW, CD, CPR

Key Tasks/Activities
1. Assess and evaluate the structure/oversight of tourism function and existing performance measures and performance against measures
2. Execute an RFP for a Tourism Master Plan a. Assemble stakeholders b. Establish goals and outcomes for MTP c. SWOT assessment of comparable cities d. Execute and complete tourism mater planning
3. Share the new plan and recommendations with council, all stakeholders and partners
4. Align recommendation and budget implications

Community Vitality

Priority #1: Develop a sub-area planning strategy to provide master plan guidance in key locations

Champion: Community Development Director

Supporting Staff: EHH, PW, CPRD, C&E, W&S

Key Tasks/Activities
1. Establish level of distress or conditions that identify and prioritize candidate areas for sub-area plans
2. Engage Water and Sewer and Public Works to integrate their respective master plans and small area planning infrastructure studies
3. Identify and secure resources to hire a consultant to develop the sub-area plans
4. Engage key landowners in target area to discuss sub-area plan interest
5. Advertise and hire consultant; process should include community engagement, design and land use considerations.
6. Provide final recommendations to Council
7. Initiate a sub-area plan for the Greeley Mall Area

Priority #2: Upgrade Metro District Standards with clear intent of community expectations

Champion: Community Development Director

Supporting Staff: EHH, PW, W&S, CPRD, FIN, CAO, C&E

Key Tasks/Activities
1. Evaluate existing Metro District standards and service plans
2. Research other Colorado communities' metro district standards and service plans related to design and performance standards
3. Provide initial recommendations to Council
4. Provide public outreach
5. Provide final recommendations to Council worksession
6. Prepare ordinance for amendments for City Council considerations

**Note - City Entryway plan must align with brand/signage standards.*

Priority #3: Establish design standards and strategies that promote high quality development

Champion: Community Development Director

Supporting Staff: EHH, PW, W&S

Key Tasks/Activities
1. Identify desired development features for development / redevelopment projects Punchlist started a. Review Development Code criteria and prioritize preferred design elements b. Review and obtain feedback from Planning Commission and community stakeholders
2. Identify the proportionate mix of land use types for an area to achieve "Complete Neighborhood Concept" objectives a. Review Development Code mixed land use requirements to validate desired composition of development b. Review and obtain feedback from Planning Commission and community stakeholders
3. Review land available to determine opportunity areas, including empty lots, for development and redevelopment (desired land uses) * a. Develop criteria for candidate properties b. Prioritize land for potential development/redevelopment * CD & EHH
4. Contact developers and community members to identify gaps, market forces and triggers that influence development and present obstacles to building the city-desired development in Greeley. a. Summarizing Development Code and process changes over the past 3-4 years that have limited timelines, expedited process, deferred raw water costs to time of permit, cash-in-lieu of raw water/Terry Ranch credits, refined raw water dedication calculations for commercial and multifamily, and provided for metro districts and refined local improvement district tools that change the economics of growth in Greeley. b. Invite community members, real estate and development community to a series of meetings to understand market forces that present impediments and opportunities to desired development c. Identify opportunities and strategies to address development barriers d. Provide report and recommendations to City Council *
* Report to Council at worksession to include Items 1 - 3
5. Create prototype examples of ways the "Complete Neighborhood Concept" can be developed with various types of properties to meet community needs and guide developers to meet Greeley vision and expectations a. Explore Northern Colorado development best practices

b. Secure funding to hire an architect/land planner to develop prototype models (Propose in development of '23 departmental budget) c. Advertise RFP/hire consultant to produce prototype models d. Test models with community and development stakeholders e. Provide final recommendations to Council
6. Actively pursue, promote and/or incentivize the desired development mix of housing, business, & entertainment to provide a strong sense of community design a. Identify and secure resources needed to support a promotional campaign b. Pursue federal transportation dollars, which could help fund gaps with currently identified transportation projects. c. Develop a promotional campaign in alignment with economic development and community image work to solicit preferred development goal #1

Priority #4: Review Development Code to Include New Overlay Districts

Champion: Community Development Director

Supporting Staff: EHH, PW, CPRD

Key Tasks/Activities
1. Identify all existing Overlay Districts, such as Floodplain, Mercado District, Hillside Standards, Airport, Areas of Ecological Significance and possible new Entryway, Natural Area Overlay Districts
2. Identify districts in need of update/modification or creation
3. Identify and secure resources to hire a consultant to update Plan (Propose in development of '24 departmental budget)
4. Advertise and hire consultant
5. Convene a stakeholder group(s) to work in conjunction with Planning Commission and other relevant boards on recommended updates/establishing new standards
6. Provide final recommendations to Council

Priority #5: Update the City Entryway Plan

Champion: Community Development Director

Supporting Staff: EHH, PW, CPRD, C&E

Key Tasks/Activities
1. Review existing plans and entryway installations
2. Identify status of entryway features and community separators (maintenance)

a.) Review opportunities to integrate standards as an Overlay District b.) Research relevant references in Transportation Master Plan
3. Identify and secure resources to hire a consultant to update Plan
4. Advertise and hire consultant
5. Convene a Citizen Entryway stakeholder group to review and provide recommendations (* could be hybrid of Planning Commission, other boards, community members)
6. Provide final recommendations to Council

Priority #6: Enhance the City's Code Compliance program to foster neighborhood success in meeting property use and maintenance standards.

*The Code Compliance priority originally appeared as a council initiative under Safe and Secure Communities.

Champion: Community Development Director

Supporting Staff: GPD, GFD, C&E

Key Tasks/Activities
1. Identify most frequently reported and observed code compliance violations in neighborhoods.
2. Develop city branded consumer guides to compliance for such violations that code compliance officers can distribute to property owners, neighborhood and HOA associations when violations are apparent.
3. Develop a communications plan to regularly and pro-actively promote community awareness about property maintenance standards, expectations and resources which could include: a. Seasonal reminders about snow removal, weed management b. Annual City Clean-up Weekend and GROW Center yard waste resources c. City "Life After Lawn" water conservation program d. Share messaging across multiple platforms and audiences
4. Investigate partnerships with community organizations that may be able to assist in supporting residents who may need special help with property maintenance, such as: a. UNC Bears Pay Forward volunteers (yard maintenance) b. Faith groups that do annual community work c. United Way Day of Caring d. Student groups and special organizations

High Performance Government

Priority #1: Maintain viable and reliable enterprise systems/structures rooted in best practice

Champion: Chief Information Officer

Supporting Staff: All departments

Key Tasks/Activities
1. Identify gaps and deficiencies in the current ERP system
2. Reconfigure the critical ERP functions
3. Identify operational structure, staffing and strategy to best support the ERP
4. Initiate kick off for new Customer Information System (CIS)
5. Prioritize the systems that need attention and request department assessments of current system state. (Examples- Laserfiche, Community Square, Trakit)
6. Determine inconsistencies in critical policies related to configurations in the ERP
7. Develop Roadmap for ERP for year 2 and 3

Priority #2: Create and implement a comprehensive strategy to maximize organizational health that will position Greeley with a positive working culture, as a known employer of choice, and as a high-performing local government.

Champion: Chief Human Capital Officer

Supporting Staff: CMO, HR

Key Tasks/Activities
1. Develop, distribute and award a Request for Qualifications for a consultant(s) that serves as a partner with and driver for the City Manager's Office in developing a cohesive strategy and priorities over the next two years focused on organizational health and cultural development
2. Develop, implement, and maintain a market-based compensation system
3. Develop organizational staffing and succession plans
4. Develop and implement an employee recognition program

Priority #3: Develop a consistent strategy for customer service with performance measures, including a phased approach dependent on resources (i.e. key performance indicators and/or service levels)

Champion: DCM of Enterprise Resources

Supporting Staff: FIN, HR, IT, CCO

Key Tasks/Activities
1. Create a project team to develop a strategy and standards for customer service
2. Develop a project and implementation plan, prioritizing work into phases Example: Provide public access to city open records(Laserfiche)
3. Develop consistent standards and procedures for interacting with the public (i.e. permitting, billing, SOPs etc.)
4. Create task force to develop operating agreements between departments

Priority #4: Conduct regular assessments for organizational services and operations to maximize efficiency and effectiveness

Champion: Deputy City Manager

Supporting Staff: CMO, FIN, Department-specific Directors and Staff

Key Tasks/Activities
1. Complete the ongoing assessment of the Community Development and Economic Health and Housing Departments
2. Select and award contracts for completion of assessment for Municipal Court - RFP issued in February - RFP awarded in July - Municipal Court assessment completed by January 2023
3. Review and propose assessment recommendations that will impact requests to be considered in FY 2023 budget - Community Development and Health and Housing Departments - Municipal Court - Previously completed assessments: Human Resources, Public Works, CPRD, Finance
4. Compile and propose funding in FY 2023 budget that funds assessments to be completed in FY2022 and funding to implement recommendations associated with assessments completed in FY 2022 and 2023
5. Develop, distribute, evaluate and award Request for Proposals (RFP) to complete an assessment of the City Attorney's Office - Develop and Issue RFP in August - RFP awarded in October - CAO assessment completed by March 2023
6. Designate a position within the City Manager's Office to ensure the completion of the assessments, implementation, and ongoing monitoring are coordinated

- | |
|--|
| <p>7. Develop, distribute and award a Request for Proposals for selection of a third party consultant(s) to complete the following assessments with the anticipation that the assessments will be kicked off in the 1st Quarter of 2023 with completion in 2023</p> <ul style="list-style-type: none">• Fire Department• Police Department |
| <p>8. Develop and implement a plan that ensures the assessment and reassessment of departments over a five-year period to maximize departmental operations, structure and services reflecting best practice and to meet the needs of the community and organization</p> |

Housing for All

Priority #1: Establish the expectations and opportunities for a full range of housing types

Champion: Community Development Director

Supporting Staff: EHH, PW, W&S, CPRD

Key Tasks/Activities
1. Review Development Code for relevant references and criteria related to housing development
2. Identify housing density mix possibilities
3. Identify and secure resources to hire consultant to develop prototype(s), created with community input and Greeley-Weld Housing Authority, to ensure the City's expectations for development reflects mixed housing types consistent with Community Vitality objectives for Complete Neighborhood Concept
4. Provide recommendations for code or other support to Council

Priority #2: Identify, evaluate, and provide incentive programs to stimulate desired housing in community opportunity areas.

Champion: Economic Health and Housing Director

Supporting Staff: CD, EHH

Key Tasks/Activities
1. Identify and review all relevant local, state, national and private housing incentive and grant programs
2. Select preferred tools for consideration and evaluation of cost and resource impacts.
3. Provide final "Incentive Toolkit" recommendations to appropriate boards and to Council
4. Secure resources promote to and engage development community in new mixed housing development

Priority #3: Pursue a collaborative to provide a housing continuum for homeless individuals

Champion: City Manager's Office (Assistant City Manager)

Supporting Staff: CD, GFD, GPD

Key Tasks/Activities
1. Initiate scoping and assessment contract for homeless and housing alternatives (Urbanity Study)
2. Provide final recommendations to Council related to:

a. Enhanced coordination with partners on access to services, and adapting the city organizational structure that can support those efforts b. Consider next steps to explore a campus model of housing support for persons experiencing homelessness
3. Identify action steps per Council direction

Priority #4: Complete a community Housing Needs Assessment and development proto-type plan

Champion: Community Development Director

Supporting Staff: EHH, W&S, CPRD, PW

Key Tasks/Activities
1. Finalize grant award from State for assessment (funding has been secured)
2. Issue RFP and hire consultant to engage public and stakeholders and complete study, identify and prioritize recommendations to address identified housing gaps.
3. Provide recommendations to Council

Priority #5: Work to include walkable neighborhoods, including retrofitting developments and new developments for site-based improvements.

Champion: Community Development Director

Supporting Staff: CPRD, FIN, PW

Key Tasks/Activities
1. Develop ideal community walkability standards referencing national guidelines
2. Conduct a community audit of key school routes, activity centers and destinations, availability and condition of pedestrian pathways, sidewalks and access ramps to support walkability
3. Identify gaps in the pedestrian network and plan/fund priority improvements for CIP consideration
4. Promote and incentivize installation of pedestrian improvements in existing areas (eg. Expand neighborhood grant program, CDBG for existing eligible areas)
5. Propose modifications to the Development Code

Priority #6: Develop strong partnerships with for-profit and non-profit housing developers

Champion: City Manager's Office

Supporting Staff: CD, C&E, W&S, EHH

Key Tasks/Activities
1. Identify and convene development partners to meet regularly to review housing development opportunities
2. Establish a communication and engagement framework to share information about city regulations, incentives, opportunity properties, etc.

Priority #7: Explore merits of reestablishing the City's Neighborhood Services Division

Champion: City Manager's Office

Supporting Staff: ALL

Key Tasks/Activities
1. Develop a neighborhood identification map
2. Develop an overview of the scope, scale and structure of a Neighborhood Services Division to include a map of all neighborhood identification
3. Proposed staffing structure
4. Establish a new neighborhood Services Division

Priority #8: Review, update and restructure the G-HOPE program to meet current market gaps.

Champion: Economic Health and Housing Director

Supporting Staff: CMO, Finance

Key Tasks/Activities
1. Review performance of G-HOPE program
2. Identify market gaps and new potential employer partners
3. Identify new funding loan structure, qualifications, geographic area of eligibility and resource for program expansion
4. Work with community lenders, realtors and housing partners to promote program

Priority #9: Aggressively pursue state and federal housing grant opportunities to implement the city's housing strategy

Champion: Economic Health and Housing Director Supporting Staff: CD, Finance, PW

Key Tasks/Activities
1. Identify high-priority housing projects and eligible grant programs across City departments
2. Regularly submit grant applications

Infrastructure and Mobility

Priority #1: Ensure the delivery of a comprehensive asset management program to keep infrastructure resilient and in good repair

Champion: DCM Tripp

Supporting Staff: PW, W&S, IT, FIN, CPRD

Key Tasks/Activities
1. Identify funding and scope RFP to hire consultant to develop a city-wide asset management strategy, staffing plan and phased implementation road map to ensure alignment amongst all asset types and departments
2. Adopt a city-wide asset management strategy roadmap/implementation plan
3. Develop citywide financial plan to align with asset management strategy and priorities

Priority #2: Continue to invest and build strategies relative to water resources specifically focusing on the delivery of well-planned safe and reliable water services, including water supply, wastewater treatment, stormwater management and customer experience

Champion: Water & Sewer Director Supporting Staff: C&E, PW

Key Tasks/Activities
1. Implement master plans and fund prioritized strategic investments in water systems and infrastructure, including storage, treatment, transmission, non-potable irrigation systems, water rights, watershed health and advanced metering infrastructure
2. Implement existing Water Distribution, Wastewater Collections, Non-Potable Water, Drought Emergency Response, Stormwater and Wastewater Treatment Master Plans
3. Develop an MOU with IT guiding the expectations W&S's SCADA network and industrial controls staff and IT infrastructure and network staff, defining processes for project planning, project management, vendor selections, and collaborative procurement.
4. Complete and prepare to implement the 2023 Integrated Water Resources Plan (IWRP), SCADA & Industrial Controls Master Plan, and Water Use Efficiency Plan
5. Plan, scope, budget and RFP for a Water Treatment and Transmission Strategic Master Plan
6. Acquire water rights when and where available at fiscally responsible prices for the circumstance, ensure adequate budget to meet the Terry Ranch put/call acquisition provisions of the MSA
7. Invest in regional non-potable systems and fund conversion of potable irrigation areas to non-potable when opportunities arise

8. Continue to lobby, secure funding, permitting, partnerships and contracting for the restoration of severely burned Greeley source-water watersheds impacted by Cameron Peak Fire of 2020
9. Expand water storage by continuing to design and construct the Chimney Hollow Reservoir, gravel pit storage, rehabilitating the high mountain reservoirs, making phased investments in the Terry Ranch Project and exploring potential opportunities to be a minority partner in the Northern Integrated Supply Project (NISP).
10. Continue to make phased investment in water treatment systems and related technology to improve treatment plant performance and eliminate taste and odor.
11. Secure additional grant funding for meter replacement and complete the phased installation of advanced meters to all city water customers, and educate customers on the equipment and WaterSmart tools to best manage their use.
12. Complete the final phases of construction of the 60" potable water transmission main that will connect Bellvue WTP with City of Greeley's Gold Hill potable reservoirs.

Priority #3: Implement multi-year planning process for an improved CIP

- Develop and implement community engagement plan for transparency and accountability
- Develop and implement process to identify and acquire grant funding to support CIP projects

Champion: DCM Tripp

Supporting Staff: PW, FIN, W&S, CPRD, IT, CD

Key Tasks/Activities
1. Utilize consultant to assess and make recommendations to citywide CIP process
2. Develop and implement community and stakeholder communication plan for transparency and accountability as part of the overall CIP and master planning process.
3. Refine overall CIP prioritization process, including but not limited to the prioritization process, workflow, budgeting, etc.
4. Implement project concept planning refined overall CIP process for future CIP projects consistent with master plans.
5. Implementation of refined training and onboarding plan for CIP process and expectations.
6. Refine regular CIP coordination process with oversight team for tracking, reporting and financial planning, utilizing to be developed performance measures.

Priority #4: Direct efforts and funding on priority corridors, improved neighborhood connectivity, equity and enhanced mobility options (transit, bicycling, walking, powered micro mobility vehicles) system wide to address existing and future needs.

Champion: Public Works Director

Supporting Staff: PW, IT, CPRD, FIN, CD

Key Tasks/Activities
1. Develop and adopt a Transportation Systems Management and Operations plan that aligns with both the to be adopted transportation master plan and SMART City plan
2. Develop city-wide micro mobility policy and associated code changes
3. Utilizing components identified within the Transportation Master Plan, and above resources, develop a prioritized and multi-phased implementation plan for Mobility as a Service (MaaS) within the City of Greeley
4. Take 2040 Transportation Master Plan to City Council for Adoption
5. Plan projects aligned with priorities in Transportation Master Plan to be included in CIP

Priority #5: Plan, finance and implement well-planned wastewater and stormwater infrastructure to protect human health and safety and to ensure environmental regulatory compliance.

Champion: Director Water & Sewer and Director of Public Works Supporting Staff: W&S, PW, C&E

Key Tasks/Activities
1. Expand the city's wastewater treatment, water reclamation and stormwater facilities to ensure full state and federal regulatory compliance and the provision of ample wastewater capacity for a growing community
2. Update stormwater standards and align operating and maintenance resources to facilitate aesthetically pleasing and functional stormwater infrastructure.
3. Expand the wastewater service area through construction of regional sewer lift stations and collections mains, utilizing local improvement district infrastructure financing where applicable
4. Monitor and enhance the city's wastewater industrial pretreatment program to ensure commercial and industrial dischargers of high strength waste are properly permitted, sampled, inspected, and compliant with permitting terms, and ensuring the rates and fees are reflective of the strength and volume of industrial wastewater discharged to the City for treatment
5. Plan, scope and budget for 2024-2025 wastewater treatment master plan update
6. Design, contract and bond for construction of WWTRF Nutrient Removal and WWTRF asset renewal next phase

Priority #6 : Develop an annual strategic communication plan that identifies key messages relevant to the priorities of water, sewer, and stormwater services.

Champion: Respectively Water & Sewer Director and Public Works Director

Supporting Staff: C&E

Key Tasks/Activities

4. Collaborate with operations staff and C&E stakeholders to develop a full-scale plan that independently identifies W&S and Stormwater's: ○ critical messages ○ the tactical execution of Water and Sewer / Stormwater messages ○ annual sequence of messages (target timeframe for messages) ○ communication modes/tools ○ community engagement opportunities
5. Assess the effectiveness of communication systems, strategies and tools deployed since 2020, and prioritize future communication resources into those systems and tools that are shown to be effective.

Priority #7: Continue to engage in regional water groups to advance Greeley's interests

Champion: Director Water & Sewer Supporting Staff: W&S, CMO, C&E

Key Tasks/Activities
1. Maintain a leadership role in the South Platte Basin Roundtable, a regional water supply planning group sponsored by the Colorado Water Conservation Board and other regional water supply planning entities that influence long range policy and management of systematic drought in the Colorado River Basin.
2. Engage and advocate to Federal and State agencies and elected officials to protect and sustain Greeley's water rights to the Colorado River in face of basin-wide water shortages.
3. Continue to strategically plan, finance, and construct extensions of the Greeley water system north of the Poudre River and interconnections with the North Weld County Water District to serve Greeley's planned growth north of the river within the City's long-range expected growth boundary. Re: 2013 Water Service Area IGA
4. Continue to develop strategic emergency interconnections with other neighboring NoCO communities that add resiliency and continuity of operations security to the Greeley system and the regional economy.

Quality of Life Amenities

Priority #1: Develop standards for the landscape maintenance of City owned and/or managed property

Champion: Culture, Parks and Recreation Director

Supporting Staff: PW, W&S

Key Tasks/Activities
1. Inventory all property that the City assumes responsibility for with regard to landscape maintenance including, but not limited to, parks, public facilities, street medians and parkways, specialty areas, and detention ponds, as well as the lead department for its management
2. Research the range of industry standards related to: a. Maintenance level of service standards (e.g. frequency of mowing, trimming, trash pick-up, etc.), b. Category (e.g. parks, sports fields, medians, etc.), and c. Options relative to plant species and materials suitable to and preferable for a Colorado High Plains environment
3. Establish maintenance categories and service levels appropriate to the various settings and conditions served by the landscaped area
4. Share landscape and maintenance service level plan to City Council
5. Identify maintenance service levels for each site and identify and assign the responsible City department or program to which the service relates
6. Identify funding levels required to maintain the landscaping at the identified level and present as part of the annual budget

Priority #2: Identify, expand, develop and promote signature community destinations

Champion: Community Development Director

Supporting Staff: CPR, EHH, PW, C&E

Key Tasks/Activities
1. Identify the characteristics that constitute a significant community destination, site attraction and/or event
2. Inventory key community destinations, attractions and events and their defining characteristics
3. Identify and secure resources to hire a consultant to develop a Community Destinations Strategic Plan

4. Advertise and hire consultant to complete a comparative analysis of community destinations with other communities in the region and identify opportunities for greater promotion, improvement or development of related facilities or services
5. Engage the community to ascertain priorities, values, partnerships, and opportunities to expand, develop and promote existing and new community destinations
6. Present recommendations to City Council

Priority #3: Execute the developed and approved strategy to preserve, acquire and maintain City open space and natural areas.

Champion: Culture, Parks and Recreation Director Supporting Staff: C&E, FIN, PW, W&S

Key Tasks/Activities
1. Identify the funding options in alignment with bucketization efforts to preserve, acquire, maintain and activate the City's natural areas and trails
2. Present bucketized options to City Council
3. Present natural area development priorities as part of the annual budget process for implementation

Priority #4: Maintain and strengthen community partnerships that foster distinctive community events and celebrations unique to Greeley's present and emerging populations and groups.

Champion: Culture, Parks and Recreation Director Supporting Staff: C&E, FIN, HR, IT

Key Tasks/Activities
1. Initiate a comprehensive Community Quality-of-Life Assessment to determine the recreational, social, wellness, and cultural interests of community members
2. Evaluate the assessment and current events/program results and formulate a strategic plan to prioritize and present options that respond to the identified community interests.
3. Develop a fiscal plan that identifies the range of support available from community partnerships; new capital and programming needs; revenue projections; and budgetary needs to support the Quality-of-Life priorities
4. Present recommendations to City Boards and City Council for consideration and implementation

Priority #5: Expand programming, services and facilities to support and enrich youth development community-wide

Champion: Culture, Parks and Recreation Director Supporting Staff: FIN, HR, IT, C&E

Key Tasks/Activities
1. Using the results from the Community Quality-of-Life Assessment, identify gaps and opportunities in youth related programs and services
2. Prioritize youth service needs and identify those with the greatest opportunities for partnerships, number and diversity of youth benefitting from programs and services, and a community return on investment based upon resident engagement and participation
3. Develop a fiscal plan to address youth development priorities
4. Present recommendations to City CPRD Boards for comment and to Council for direction or approval

Safe and Secure Communities

Priority #1: Foster trust in public safety services through community policing

Champion: Police Chief

Supporting Staff: CHCO, HR, CD, C&E

Key Tasks/Activities
1. Enhance partnerships/relationships between police and community members through outreach and community engagement a. Seek opportunities to engage community through town hall forums to be held in different segments of the City of Greeley b. Meet with and work with the diverse community stakeholder groups to discuss ongoing police department concerns and initiatives c. Increase membership and transparency of the Chief's Latino Advisory Committee *Create a standard meeting model with a transparent reporting mechanism that aims to acknowledge current issues as shared by Advisory Committee and report out on opportunities to engage with the community. Post meeting minutes on the police department website Latino Advisory Committee section d. Increase responses and interactions with community members through the customer service software engagement tool (SPIDR). Increase responses and interactions by 10% by the end of 2023. Monitor citizen responses through quarterly reporting mechanisms to be shared with City of Greeley leadership e. Identify additional opportunities for community conversations through presentations with non-profit and community groups
2. Educate employees on community policing philosophy as an organizational effort a. Communicate and train staff on outreach and community engagement using the Department of Justice Office of Community Policing model b. Create an annual plan to identify strategic community outreach initiatives/activities tasks c. Report outreach and community policing training through 2022 and 2023 annual police department report on website
3. Evaluate Neighborhood Action Team's ability to respond to community issues and needs.

Priority #2: Develop and maintain continuity of operations strategies in the areas of mitigation, preparedness, response, and recovery (4 phases of emergency management) to enhance community resiliency.

Champion: Fire Chief

Supporting Staff: All Departments

Key Tasks/Activities
1. Mitigation Assist all City Departments with developing physical mitigation strategies to reduce risk of City disruption that are in-line with the Weld County Multi-Jurisdictional Hazard Mitigation Plan (e.g. the Community Wildfire Protection Plan (CWPP) and the Rain and River Flooding Technology Enhancements Project).
2. Preparedness

a. Establish a schedule for conducting regular EOC tests, training, and exercises to assess and validate the City of Greeley Continuity of Operations Plan (COOP) and associated systems b. Empower departments to update the Continuity of Operations Plan (COOP) quarterly via new collaborative technologies (i.e. Microsoft 365) c. Develop a Crisis Action Team - senior leadership and subject matter experts that determine when the COOP should be activated d. Identify the most critical training for all city employees and work with HR to maintain a consistent training plan.
3. Response Utilize the City of Greeley Incident Support Team (IST) with representation from all City Departments to supplement/support the Continuity Response Team (CRT).
4. Recovery a. Secure grant funding to ensure proper cost recovery for the City of Greeley government (i.e. FEMA Public Assistance after a disaster declaration) b. Utilize the Community Resiliency Task Force for reconstitution (e.g. COG rebuilding, recovering records, re-acquiring specialized equipment, addressing psychological impacts, etc.)

Priority 3: Build alternative service-delivery options to enhance public safety response within the community.

Champion: CMO Supporting Staff: GFD, GPD,

Key Tasks/Activities
1. Build and maintain the fire department's Squad 1 program and the police department's Co-responder program to reduce 911 responses and increase the availability and reliability of Fire, PD and EMS emergency resources a. Work with key stakeholders to evaluate both programs to identify opportunities and gaps b. Identify the priorities of Squad 1 and develop a mission statement with goals and objectives and strategic next steps c. Based on identified goals, priorities, and strategic next steps: • Develop a community outreach plan • Establish performance metrics to ensure proper deployment of resources • Complete memorandum of understanding with North Range Behavioral Health (NRBH) • Identify potential needs, opportunities and gaps for increases in co-responder collaboration with NRBH
2. Homelessness Response a. Collaborate with City and United Way on response to homelessness b. Incorporate co-responder program and Squad 1 program into the homelessness response to decrease repeated public safety calls for service
3. Continue partnerships with key stakeholders a. Enhance relationships with North Range Behavioral Health, University Health, Banner Health, United Way, Northern Colorado Health Alliance and

- Sunrise Community Health to eliminate duplication of services that may already be provided by Squad 1
- b. Seek grant opportunities
- c. Work with surrounding law enforcement agencies to be efficient and consistent with response to mental health

Priority #4: Strategically develop the Office of Emergency Management so that the City is capable of ensuring a safe and resilient community through public awareness, valuable partnerships, and effective emergency management.

Champion: Fire Chief

Supporting Staff: All City Departments

Key Tasks/Activities
1. Assessment - complete an assessment of the Office of Emergency management
2. Recruitment - Recruit and hire a full-time Emergency Manager.
3. Strategic Plan - Develop and adopt a City of Greeley Emergency Management Strategic Plan that is built around a culture of preparedness, readiness to respond, and a standardized emergency management program.

Priority #5: Ready the Fire Department to pursue international accreditation to better serve our community and to embrace excellence.

Champion: Fire Chief

Supporting Staff: FIN, CMO

Key Tasks/Activities
1. Update the existing strategic plan a. Convene and complete internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; re-evaluate internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over the next 3 years. b. Determine a work plan for the accomplishment of each goal and implement the plan.
2. Conduct a Fire Department assessment • Engage a third-party vendor to evaluate staffing and response capabilities
3. Hire a program management oversight position - Accreditation manager
4. Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.
5.

- | |
|--|
| 6. Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria. |
|--|

Priority 6: Build and maintain an effective Public Safety workforce based on the organization recruitment and retention strategy.

Champion: HR Director

Supporting Staff: GFD, GPD

No Key Tasks/Activities Required See High Performing Government



2023 Culture, Parks & Recreation Budget



City Council 2037 Vision Priorities

Infrastructure & Mobility

Quality of Life



Culture, Parks & Recreation budget focused on:

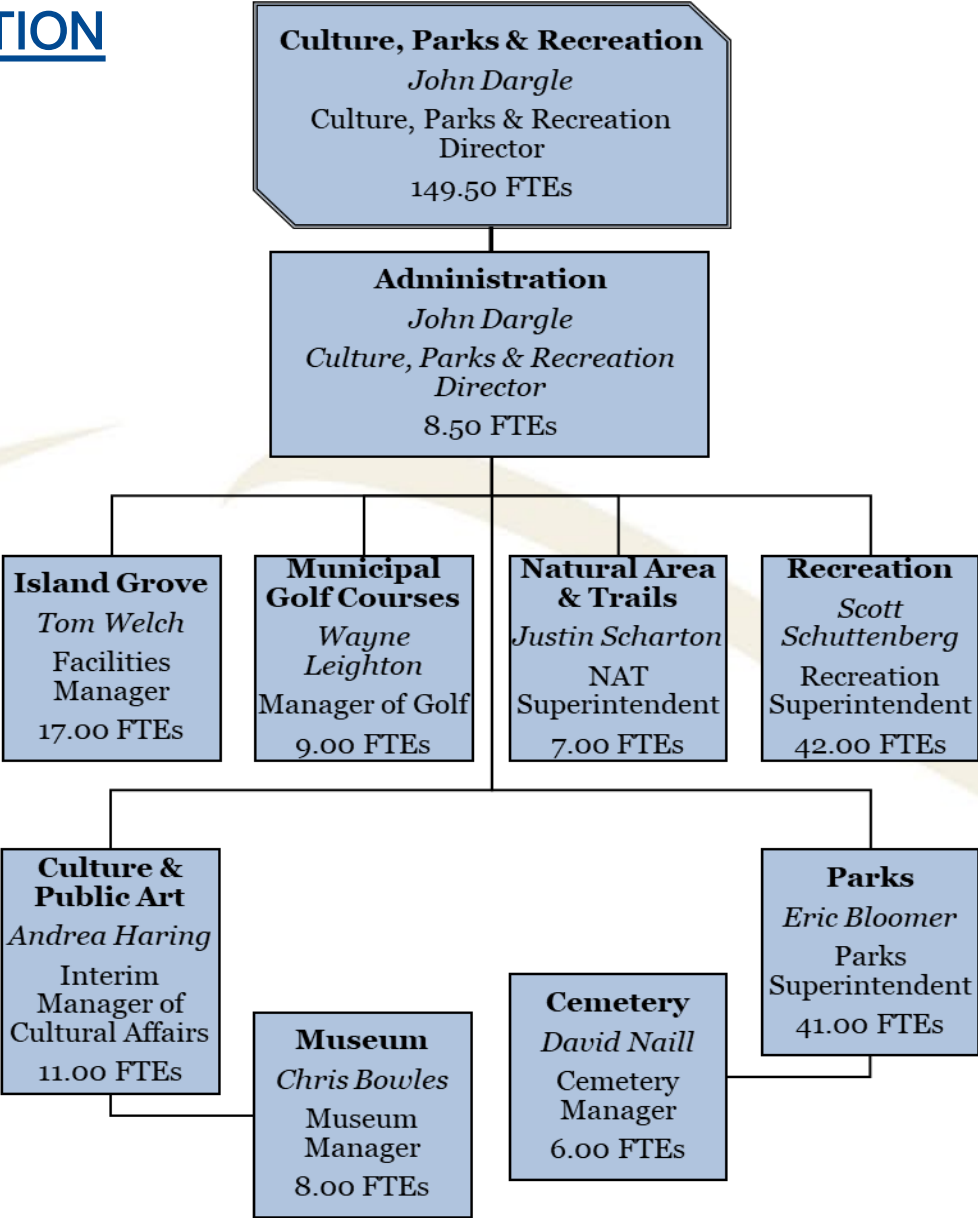
- Maintain and Strengthen Community partnerships
- Develop Landscape Maintenance standards of care
- Promote signature community destinations
- Preserve, Acquire and Maintain City open space and natural areas
- Expand programming, services and facilities to support and enrich youth development
- Invest in priority corridors, neighborhood connectivity, equity, & mobility enhancements



- *City of Greeley Comprehensive Plan – “Imagine Greeley” (2018) ;*
- *Parks, Trails, and Open Lands Master Plan (PTOL) (2016);*
- *Get Outdoors Greeley 2021-2026 Strategic Plan;*
- *Long Range Plan for the Museum System 2017 – 2027;*
- *CPRD Strategic Plan 2021-2025*

CULTURE, PARKS & RECREATION

ORGANIZATIONAL CHART



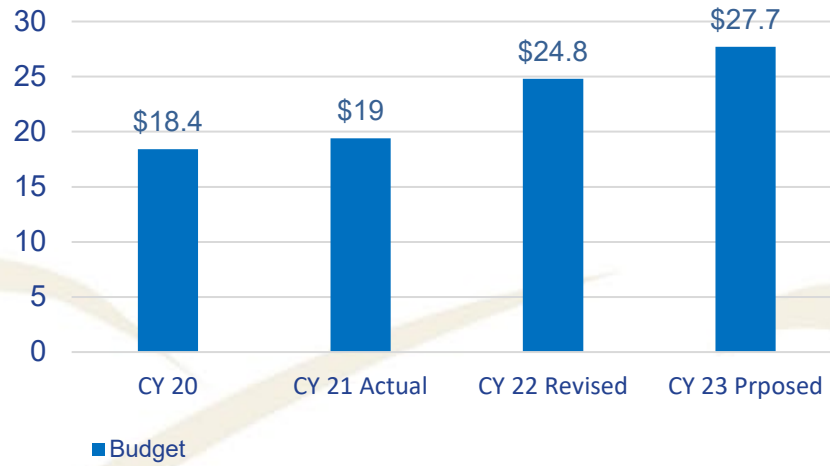
2023 Recommended Budget

	2020 Actual	2021 Actual	2022 Budget	2023 Recommended Budget
Administration	\$1,732,923	\$1,970,295	\$1,933,489	\$2,475,902
Cemetery	\$602,606	\$521,854	\$843,388	\$798,336
Culture & Public Art	\$1,542,195	\$1,360,308	\$2,320,881	\$2,452,323
Golf	\$2,240,490	\$1,937,134	\$2,561,219	\$2,495,699
Island Grove RP	\$1,946,458	\$2,086,468	\$2,431,229	\$2,571,371
Museums	\$888,783	\$756,393	\$1,148,178	\$1,255,864
Natural Areas & Trails	\$692,624	\$790,915	\$1,167,661	\$1,003,189
Parks/Forestry	\$4,605,996	\$4,937,835	\$5,504,201	\$6,364,943
Recreation	\$4,161,731	\$5,045,274	\$6,735,007	\$8,376,849
Total	\$18,413,807	\$19,406,476	\$24,645,253	\$27,794,476



Summary of Current Operations

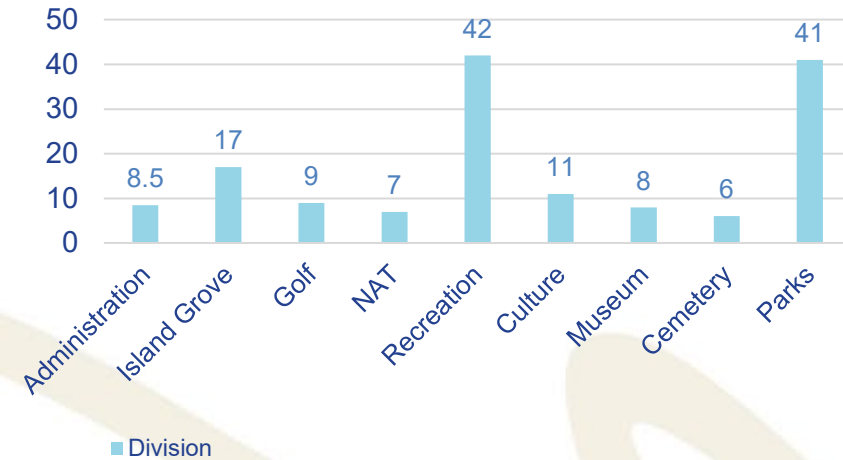
Budget Trend (in millions)



Core Services

1. Programs (recreation and culture activities for all ages and abilities)
2. Operations and Maintenance (safe, clean, inviting parks & facilities)
3. Planning and Community Engagement
4. Natural Area Preservation
5. Cultural Affairs
6. Administrative Services

CY23 Headcount (149.5 FTEs)



Key metrics

1. Youth Programming
2. Senior Programming
3. Maintenance and Operations
4. Attendance and Visitation
5. Reservations and Permits



Summary of Core Services

NAT

- Provide day-to-day management of the City's 2,000+ acres of natural areas, and 30 miles of scenic trail corridors
- Oversee Poudre River Trail
- Restores lands to native condition and provides environmental education and outreach to the community about the value of connecting to nature in the community.

Park Operations

- Provide park and playground maintenance, sports field maintenance, facility management, park site planning, park construction, and special projects
- Operates and manages Linn Grove Cemetery, Forestry, and Island Grove Regional Park
- Responsible for landscape maintenance of City Hall, Police Headquarters, six Fire Station sites, and downtown plazas, 18 right-of-way parkways and/or street medians representing 40 acres of public property with 13,000+ trees.

Recreation Services

- Provide a diverse year-round, comprehensive community recreation program for all ages and abilities (sports, classes, activities, adaptive/inclusive recreation, and events, outdoor adventure, and aquatics)
- Program Twin Rivers Softball Complex, Island Grove Sports Complex, and Monfort Sports Park
- Manage Greeley Recreation Center, Active Adult Center, Ice Haus, Family Funplex, Rodarte Community Center, Centennial Pool, Discovery Bay Pool, and Sunrise and Island Grove spraygrounds

Cultural Affairs

- Provide and promote educational programs for all ages and abilities
- Develop shows and productions at UCCC
- Oversee Public Arts
- Manage, operate, and maintain Greeley History Museum, Centennial Village, White-Plumb Farm, and the historic Meeker House
- Professional care of historical artifacts and collections, proper display of items on exhibit,
- Coordinates the Arts Picnic, Neighborhood Nights, and the Festival of Trees
- Manage Greeley Farmer's Market.



Summary of Core Services

Golf Services

- Operate, maintain, and program two 18-hole golf courses (Highland Hills and Boomerang)
- Offer F&B concessions, merchandise, and golf instruction

Cemetery

- Provide in-ground internment services, cremation inurnments, genealogy research, and foundation installations for memorial placements
- Maintain all aspects of 55-acre Linn Grove Cemetery

Island Grove Regional Park

- Maintain Weld County and City of Greeley buildings, the park, and the arena
- Setup for all major events including the Greeley Independence Stampede
- Maintain, manage, and schedule rentals of arena, city/county building spaces, horse stalls, and regional park picnic areas

Operating Highlights

- ✓ Improve medians & ROW maintenance
- ✓ Sustain Forestry maintenance
- ✓ Add Natural Areas & Trails capacity
- ✓ Outdoors Colorado Volunteer Partnership Contribution
- ✓ Increase Historic Sites (Museums) funding
- ✓ Improve Ice Haus Maintenance



Operating Highlights



- ✓ Summer Teen Employment Program (STEP) return
- ✓ Sister City Exchange Program return
- ✓ Increase Youth Sports activities
- ✓ Improve Golf Services Business Model



Capital Highlights



- ✓ Linn Grove Cemetery improvements
- ✓ Playground renovations (JB Jones Park, Sanborn Park, Farr Park)
- ✓ Longview Park Opening
- ✓ Shurview property phase development
- ✓ Delta Park improvements
- ✓ Complete a CPRD System Comprehensive Master Plan / Quality of Life Needs Assessment



Questions?

