

Greeley City Council Agenda

Work Session

Tuesday, September 9, 2025 at 6:00 PM

City Council Chambers at City Center South
1001 11th Avenue Greeley, CO 80631

NOTICE:

City Council Meetings are held on the 2nd and 4th Tuesdays of each month in the City Council Chambers. Meetings are conducted in a hybrid format, with a Zoom webinar in addition to the in-person meeting in Council Chambers.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

Members of the public are also invited to view Council work sessions in person or remotely. **Work sessions are intended for discussion and an overview of key topics to inform future decision-making. While no formal action will be taken, we appreciate public interest; however, participation (virtually or in-person) is not part of the work session format. Public comments are made during City Council meetings.**

Watch Meetings:

Meetings are open to the public and can be attended in person by anyone.

Meetings are livestreamed on the City's Meeting Portal <https://greeleyco.portal.civicclerk.com/>.

For more information about this meeting, to request reasonable accommodations for accessibility purposes in an alternative format, or for meeting agendas, minutes, and archived videos, please contact the City Clerk's Office at cityclerks@greeleygov.com or 970-350-9740.



Mayor

John Gates

Councilmembers

Tommy Butler - Ward I

Deb DeBoutez - Ward II

Johnny Olson - Ward III

Dale Hall - Ward IV

Brett Payton - At-Large

Melissa McDonald - At-Large



**City Council
Work Session Agenda**

**Tuesday, September 9, 2025 at 6:00 PM
City Council Chambers at City Center South
1001 11th Avenue, Greeley, CO 80631**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Reports from Mayor and Councilmembers
5. Review of the Principal and Primary Terms for Lease Agreement with the Colorado Eagles
6. City Manager Fiscal Year 2026 Recommended Budget
7. Economic Development Strategic Plan
8. 2026 City of Greeley Employee Pay Plan
9. Emergency Communication System Overview
10. Utilities Customer Information System Project Update
11. Scheduling of Meetings, Other Events
12. Adjournment



Work Session Agenda Summary

Item: 4.

Title:

Reports from Mayor and Councilmembers

Background:

Board/Committee	Meeting Day/Time	Assignment
Airport Authority	3 rd Thu, 3:30 p.m.	Payton/Gates
Board/Commission Interviews (Team of 2)	monthly as needed	Council Rotation
CML Executive Board Opportunity	as needed	Hall
CML Other Opportunities	as available/desired	
CML Policy Committee (Council or Staff)	as needed	Hall/Lee Gates alternate
Downtown Development Authority	3 rd Thu, 7:30 a.m.	Butler/DeBoutez
Employee Health Board	as needed	DeBoutez
Highway 34 Coalition	as needed	Olson
Highway 85 Coalition	as needed	Gates
Historic Preservation Loan Committee	as needed	DeBoutez
Human Relations Commission	2 nd Monday, 5 p.m.	DeBoutez
Interstate 25 Coalition	as needed	Olson
Island Grove Advisory Board	1 st Thu, 3:30 p.m.	Butler
National League of Cities Transportation and Infrastructure Services Committee	as needed	Olson
Parks & Recreation Board	1 st Friday, 7 a.m.	DeBoutez
Police Pension Board	quarterly	McDonald
Poudre River Trail	1 st Thu, 7 a.m.	Hall
Regional Opioid Council	as needed	Gates
Transportation/Air Quality MPO	1 st Thu, 6 p.m.	Olson/Payton
Upstate Colorado Economic Development	last Wed, 7 a.m.	Gates
Water & Sewer Board	3 rd Wed, 2 p.m.	Gates
Weld Project Connect Committee (United Way)	as needed	Olson
Youth Commission Liaison	4 th Mon, 6 p.m.	McDonald



Work Session Agenda Summary

Item: 5.

September 9, 2025

Key Staff Contact: Blair Snow, Chief Operating Officer

Title:

Review of the Principal and Primary Terms for Lease Agreement with the Colorado Eagles

Background:

During this worksession City Council will have an opportunity to review the proposed “Agreement as to Principal and Primary Terms for the Lease Agreement with the Colorado Eagles” (Agreement).

Section 6 of the Pre-Development Services and Financing Agreement (PDSA) requires agreement as to the principal and primary terms for the Colorado Eagles lease as a condition to releasing funds for pre-development activities. Both the City and the Eagles organization have agreed to delay finalization of the lease agreement. Therefore, City staff have prepared the Agreement in order to document the principal and primary terms that have been negotiated thus far. This will ensure that the release of additional pre-development funds is done in a manner consistent with the terms of the PDSA. Approval of the Agreement confirms updated terms consistent with the requirements of the PDSA, while ensuring that the City’s long-term interests in the facility are preserved. Both this Agreement and the final lease formalize a partnership intended to promote economic development and community benefit through professional hockey in Greeley.

The parties continue negotiations towards a comprehensive agreement for the Eagles’ use of the arena.

Strategic Focus Area:

Business Growth
Community Vitality
Quality of Life

Attachments:

1. Agreement as to Principal and Primary Terms for Lease
2. Item 5 - Presentation

Exhibit A

AGREEMENT AS TO PRINCIPAL AND PRIMARY TERMS FOR LEASE AGREEMENT WITH THE COLORADO EAGLES

THIS AGREEMENT (“Agreement”) made this ____ day of _____, 2025 (the “Effective Date”), by and between the City of Greeley (“Greeley”) and Soaring Sports Group, LLC d/b/a the Colorado Eagles (“SSG”). Greeley and SSG are collectively referred to in this Agreement as “the Parties.”

RECITALS

WHEREAS, Greeley is a home rule municipality and political subdivision of the State of Colorado organized and existing under its home rule charter pursuant to Article XX of the Constitution of the State; and

WHEREAS, the City entered into a Pre-Development Services Agreement (“PDSA”) with Trollco, Inc. d/b/a The Water Valley Company (“Fee Developer”) on April 15, 2025 which relates to a public development project located on land owned by Greeley located West of Highway 257 and east of County Road 17 in Weld County, Colorado (the “Project”); and

WHEREAS, as provided in the PDSA the Project will include an arena (“Arena”) and youth hockey facility (“Ice Center”) among other facilities; and

WHEREAS, Larimer County Sports, LLC (“LCS”) was granted an American Hockey League (“AHL”) franchise to operate a professional hockey team known as the Colorado Eagles;

WHEREAS, the PDSA set forth terms for which the Colorado Eagles will enter into a long-term agreement styled as a lease, license or use agreement (“Lease”) with Greeley to be the anchor tenant at the Arena; and

WHEREAS, on April 16, 2025, LCS changed their name to SSG by submission of Articles of Amendment to the Colorado Secretary of State; and

WHEREAS, SSG holds the franchise to operate the Colorado Eagles; and

WHEREAS, as detailed in the PDSA the Project will be constructed using bonds that are issued by a conduit borrower; and

WHEREAS, through a competitive procurement process, Greeley has selected Provident Resources Group (“Provident”) to be the conduit borrower; and

WHEREAS, Greeley will issue a ground lease to Provident and Provident will be the owner and operator of the facilities including the Arena and Ice Center during the term of the bond indebtedness; and

WHEREAS, the Arena is scheduled to open on or before July 1, 2028; and

WHEREAS, SSG acknowledges and agrees that the success of the Project is dependent upon the execution of a long-term agreement between SSG, Greeley and Provident providing for the use of the Arena and Ice Center by the Colorado Eagles; and

WHEREAS, the obligation of Greeley to consider ordinances authorizing the construction of the Project is contingent upon, among other things, the execution of a Lease providing for the use of the Arena and Ice Center by the Colorado Eagles; and

WHEREAS, the Parties are actively negotiating a Lease to be finalized prior to construction of the Project; and

WHEREAS, the PDSA provided that the agreement as to the primary and principal terms for the Lease is a condition precedent for the release of funds in excess of \$11,500,000 for the Project; and

NOW THEREFORE in consideration of the mutual covenants and agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by the Parties, the parties hereby set forth their agreements below.

A. Incorporation of Recitals. The Recitals set forth above are incorporated into this Agreement.

B. Incorporation of PDSA terms. The terms of the PDSA relating to the Lease and terms thereof are incorporated herein by this reference as if fully set forth herein. If there is a conflict between the terms in the PDSA and the terms set forth in this Agreement, this Agreement terms shall control.

C. Incorporation of proforma. The parties have agreed to the proforma attached hereto as Exhibit A and it is incorporated herein by this reference.

D. Termination upon execution of Lease. This Agreement is intended to set forth the principal and primary terms for the Lease. This Agreement shall inform the Parties negotiation of the Lease and shall terminate upon execution of the Lease.

E. Principal and Primary Terms for Lease Agreement. The Parties agree to the following principal and primary terms for the Lease regarding the use of the Arena and Ice Center by SSG.

1. Term. The term of the Lease shall be 40 years beginning August 1, 2028 or the date the Certificate of Occupancy on the Arena is issued, whichever first occurs, and shall expire July 31, 2068, unless sooner terminated as provided for in the Lease.

2. Termination. SSG shall have the option to terminate the Lease if any of the following conditions occur: the Colorado Eagles' affiliation agreement is ended with an NHL Affiliate; the AHL goes out of business, is acquired, or sold; AHL defaults, NHL defaults; and/or a force majeure condition exists.

3. Scheduling. SSG shall be entitled to use the Arena and Ice Center for games, practices, and training camps as more specifically identified below.

- a. Home Games. SSG shall have the exclusive right to use the Arena for all exhibition, pre-season, AHL All-Star games, and regular season home games each season as determined by the AHL. Such use shall generally include exclusive use of the Arena beginning at 10:00 pm the night before each home game and three hours after each home game. However, the Arena operator may in extraordinary cases shorten these hours before or after a home game in order to facilitate other events with at least 30 days' advance notice to SSG.
- b. Playoff Games. The Lease shall entitle SSG to use of the Arena for playoff games as determined by the AHL. Such use shall generally include exclusive use of the Arena beginning at 10:00 pm the night before each home game and three hours after each home game. However, the Arena operator may in extraordinary cases shorten these hours in order to facilitate other events with at least 30 days' advance notice to SSG. SSG will have priority in scheduling playoff games in the Arena.
- c. Practices. SSG will be entitled to use the Arena and the Ice Center for practices beginning one week before the start of the AHL season through the conclusion of the AHL playoffs. SSG will incur no additional cost to conduct the Practices; provided, however, SSG will be responsible for all incremental, out-of-pocket, hard costs incurred by Greeley in accommodating the Practices (including, without limitation, the cost of personnel, security, utilities, maintenance, ice preparation, cleaning, and other services or supplies required specifically for such Practices and not otherwise provided in connection with standard Venue operations).
- d. Training Camps. SSG will be entitled to host training camp in the Arena and Ice Center for up to 20 days per season for no additional cost; provided, however, SSG will be responsible for all incremental, out-of-pocket, hard costs incurred by Greeley in accommodating such Training Camp (including, without limitation, the cost of personnel, security, utilities, maintenance, ice preparation, cleaning, and other services or supplies required specifically for such Training Camp and not otherwise provided in connection with standard Venue operations). Up to 5 days of training camp will be held in the Arena.
- e. The process for scheduling dates for use of the Arena and Ice Center will be further addressed in the Lease.

4. Use Costs.

- a. The gross usage rate will be on a per game basis and will be scaled based on paid attendance for games.
 - i. \$22,000 for each Eagles Game played in the Facilities Area for which the paid attendance is less than 5,000.

- ii. \$20,000 for each Eagles Game played in the Facilities Arena for which the paid attendance is 5,000 or greater.
 - b. The Use Costs shall escalate at a rate of ten percent (10%) upon every fifth anniversary of the term commencement date.
 - c. Upon advancing to the Division Finals, the team will receive a rebate in the amount of \$1/ticket. Upon advancing to the Conference Finals or Finals, the team will receive a rebate in the amount of \$2/ticket.
5. Facility Fee. Greeley will receive a facility management fee of \$2.50 per ticket sold to each Eagles game, such fee shall be collected from the ticket purchaser and no such fee shall be due in connection with any complimentary tickets issued by SSG.
6. Leased Areas. SSG will be entitled to exclusive use of certain areas within the Arena at all times and on all days. These areas will be determined upon completion of the Arena design but shall generally include those areas identified in Paragraph 21 of Exhibit O to the PDSA.
7. Food and Beverage Revenue. SSG will receive 50% of net food and beverage and catering revenue collected by the Arena operator and/or Provident during all home games.
8. Parking Fees; Parking. Net Parking Income will be allocated between the Parties 70% to Greeley and 30% to SSG as provided in the proforma. Greeley will receive a parking fee in an amount equal to \$1.50 per season ticket sold for the applicable season. Greeley and SSG agree to cooperate in connection with the facilitation, coordination, and structure of the model and any fee structure associated with the parking for Eagles games (and related pre-season and exhibition games) at the Arena.
9. Convenience Fee. Greeley will be entitled to impose a per-ticket convenience fee. SSG will be entitled to a 10% share of convenience fees collected by the Arena operator and/or Provident.
10. Naming Rights.
- a. Greeley will be entitled to sell naming rights to the Arena and Ice Center. If naming rights are sold for an amount equal to or less than that set forth in the Proforma, Greeley will pay SSG an amount equal to thirty percent (30%) of the net amounts raised from the sale of naming rights. If naming rights are sold for an amount greater than that set forth in the Proforma, Greeley will pay SSG an additional amount equal to ten percent (10%) of the increment in excess of the sale amount set forth in the Proforma.
 - b. To partially offset the naming rights payment to the team, the team will allow the City to use the advertising/sponsorship inventory otherwise controlled by the team up to a value/amount not to exceed 50% of the amount paid to the

team pursuant to paragraph a (based on the rate card used by the team for third party sponsors).

- c. SSG will have a right of first refusal to sell all party or game day Suites at a rate equal to a 50% discount of the rate offered to the general public.

11. Pouring Rights, Amenity/Space Naming Rights, and Major Marketing/Sponsorship Categories.

- a. SSG will receive 30% of the amounts raised from pouring rights, amenity/space naming rights, and major marketing/sponsorship categories, net of Greeley's expenses.
- b. Greeley will be entitled to use the advertising/sponsorship inventory otherwise controlled by the team up to 100% of the amount paid to the team pursuant to paragraph a (based on the rate card used by the team for third party sponsors).
- c. Greeley and SSG may choose to collaborate on exclusive advertising deals amongst the parties. The division of the net revenue shall be divided based upon each party's rack rate of assets provided to the client as part of the advertising deal. All exclusive advertising deals must be outlined in writing.

12. Premium and Club Seats. Season tickets will be included as part of the Club Seat offering.

13. Suites.

- a. SSG, at no cost to SSG, will receive two large suites for all events held in the Arena. If a non-Eagles event is scheduled for a multi-day run, SSG will be entitled to use the two suites for a maximum of two performances.
- b. SSG, at no cost to SSG, will be entitled to use one bunker suite for all Eagles hockey games, NHL exhibition game, and any AHL All-Star game.
- c. SSG will be entitled to a 20% commission on single-suite sales and annual suite sales initiated by SSG.

14. Event Tickets and Hospitality.

- a. SSG will be authorized to use a hospitality space up to 15 uses per year on all non-Eagles event days. SSG's use shall be at no additional charge, except for staffing, catering and other related operational costs incurred in connection with SSG's use of the hospitality space.
- b. SSG will receive complimentary tickets to non-Eagles Arena events up to a maximum of 20 tickets per event.

15. Retail Pro-Shop Operations. SSG will be exclusively authorized to sell team-branded and AHL/NHL merchandise from a permanent store and at kiosks in the Arena. The permanent store will be authorized to also operate in the event plaza. Prior to the inaugural game of the season, Greeley and SSG shall agree upon a merchandising plan for the sale of AHL/NHL

merchandise throughout the Term, which will include the number and location of merchandise outlets, and whether any other non-Eagles related operating stores will operate on game days.

16. Other Hockey Revenue.

- a. SSG will receive 10% of net event revenue for youth and high school hockey games played inside the Arena.
- b. SSG will receive 50% of net event revenue for any college hockey games played in the Arena.
- c. Greeley shall have the right to host junior, Olympic, or professional ice hockey in the Arena and Ice Center with the prior approval of SSG, which approval shall not be unreasonably withheld.

17. Other Terms.

- a. Provident, at Provident's sole cost, shall cause the Arena to be maintained as provided in the proforma pursuant to plans and specifications agreed upon by Provident and SSG.
- b. SSG shall receive complimentary parking passes to all Eagles/hockey events, provided the number of such complimentary passes shall be further addressed in the Lease.
- c. SSG shall be entitled to prominent signage on the exterior and interior of the Arena, such signage rights and other signage rights to be addressed in the Lease.

F. Miscellaneous terms.

1. No Waiver of Governmental Immunity. Nothing in this Agreement is intended or shall be construed as a waiver by any of the Municipal Entities of the monetary limitations or any other rights, immunities, and protections to which they are entitled as public entities under applicable law, including, without limitation, under the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101, et seq., as exists now or is hereafter amended.

2. No General Multiple-Year Fiscal Obligation or Indebtedness by Greeley. Notwithstanding any provision of this Agreement to the contrary, Greeley's obligations in fiscal years after the fiscal year in which this Agreement is executed shall be expressly contingent on the appropriation by of funds sufficient and intended for such purpose in the fiscal year in which the obligation is incurred. Nothing in this Agreement is intended or shall be construed to constitute a general obligation or other indebtedness, or a multiple fiscal year direct or indirect debt or other financial obligation of the City of Greeley, whether under the Constitution and laws of the State of Colorado or the charter and ordinances of the City of Greeley. The determination of whether funds have been appropriated in sufficient amounts and intended for the purposes of this Agreement shall be made in Greeley's sole discretion.

3. Amendment and Waiver. This Agreement may only be amended in a writing duly authorized and executed by the Parties. Any waiver of a term, condition, or potential breach of this Agreement must be made in a writing duly authorized and executed by the waiving party or parties.

4. Assignment. Greeley may assign, delegate or transfer its rights and obligations under this Agreement upon written notice to SSG so long as the assignee affirmatively assumes all obligations under the Lease. SSG may not assign, delegate, or transfer its rights or obligations under this Agreement without the prior written consent of Greeley. The provisions of this Agreement are binding on the Parties and their respective successors and permitted assigns.

5. Third-Party Beneficiaries. This Agreement is entered into between the Parties for the purposes set forth herein. Provident is an intended third-party beneficiary to this Agreement. Any other party that realizes a benefit pursuant to this Agreement shall be deemed an incidental beneficiary only.

6. Governing Law. This Agreement is governed by and shall be construed in accordance with Colorado law, with proper venue in Weld County District Court.

7. Severability. The invalidity or unenforceability of any provision of this Agreement, if found by a court of competent jurisdiction, shall not affect the validity or enforceability of any other provision of this Agreement unless the exclusion of such provision would frustrate the purpose of this Agreement.

8. Cumulative Remedies. The rights, remedies, powers, and privileges provided in this Agreement shall not exclude any other rights, remedies, powers, and privileges to which any party may be entitled by law or in equity.

9. Entire Agreement. This Agreement constitutes the entire agreement among the Parties.

10. Counterparts and Electronic Signatures. This Agreement may be executed in counterparts, which when combined shall constitute one and the same agreement. The Parties agree to be bound by electronic signatures.

11. Signatory Authority. The Parties represent that the individuals executing this Agreement below have the authority to bind the party they are signing on behalf of to this Agreement.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the undersigned have executed this Venue Use Agreement as of the Effective Date.

City of Greeley, Colorado

APPROVED AS TO SUBSTANCE:

By: _____
Raymond Lee, City Manager

AVAILABILITY OF FUNDS:

By: _____
Allena Portis, Chief Financial Officer

APPROVED AS TO LEGAL FORM:

By: _____
Stacey Aurzada, City Attorney

Soaring Sports Group, LLC, a Colorado
limited liability company

By: _____
Name: _____
Title: _____

OAK VIEW GROUP
West Side Development Arena and Ice Center
PRO FORMA OPERATING STATEMENT

	Y1 provided 10-17	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
Number of Events	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	
Number of Event Days	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	249	
Total Attendance	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	505,234	
Gross Ticket Sales	\$ 17,265,000	\$ 17,265,000	\$ 17,782,950	\$ 18,316,439	\$ 18,865,932	\$ 19,431,910	\$ 20,014,867	\$ 20,615,313	\$ 21,233,772	\$ 21,870,785	\$ 22,526,909	\$ 23,202,716	\$ 23,898,798	\$ 24,615,762	\$ 25,354,235	\$ 26,114,862	\$ 26,898,307	\$ 27,705,257	\$ 28,536,414	\$ 29,392,507	
Gross F & B Sales	\$ 9,508,412	\$ 9,724,412	\$ 10,016,144	\$ 10,316,629	\$ 10,626,128	\$ 10,944,911	\$ 11,273,259	\$ 11,611,456	\$ 11,959,800	\$ 12,318,594	\$ 12,688,152	\$ 13,068,797	\$ 13,460,860	\$ 13,864,686	\$ 14,280,627	\$ 14,709,046	\$ 15,150,317	\$ 15,604,827	\$ 16,072,971	\$ 16,555,160	
Rental Income																					
Rental Income	\$ 2,517,500	\$ 2,337,500	\$ 2,386,025	\$ 2,436,006	\$ 2,487,486	\$ 2,540,511	\$ 2,667,126	\$ 2,723,380	\$ 2,781,321	\$ 2,841,001	\$ 2,902,471	\$ 3,044,985	\$ 3,110,198	\$ 3,177,368	\$ 3,246,553	\$ 3,317,814	\$ 3,478,332	\$ 3,553,933	\$ 3,631,801	\$ 3,712,005	
Event Revenues (Expenses)	\$ (1,737,500)	\$ (1,957,500)	\$ (1,604,225)	\$ (1,652,352)	\$ (1,701,922)	\$ (1,752,980)	\$ (1,805,569)	\$ (1,859,736)	\$ (1,915,529)	\$ (1,972,994)	\$ (2,032,184)	\$ (2,093,150)	\$ (2,155,944)	\$ (2,220,623)	\$ (2,287,241)	\$ (2,355,858)	\$ (2,426,534)	\$ (2,499,330)	\$ (2,574,310)	\$ (2,651,539)	
Direct Event Income (Net Rent)	\$ 780,000	\$ 780,000	\$ 781,800	\$ 783,654	\$ 785,564	\$ 787,531	\$ 861,556	\$ 863,643	\$ 865,792	\$ 868,006	\$ 870,286	\$ 951,835	\$ 954,254	\$ 956,746	\$ 959,312	\$ 961,955	\$ 1,051,798	\$ 1,054,602	\$ 1,057,491	\$ 1,060,466	
Ancillary Revenue																					
Concessions and Premium Concessions Revenue	\$ 2,563,459	\$ 2,632,067	\$ 2,711,029	\$ 2,792,360	\$ 2,876,130	\$ 2,962,414	\$ 3,051,287	\$ 3,142,825	\$ 3,237,110	\$ 3,334,223	\$ 3,434,250	\$ 3,537,278	\$ 3,643,396	\$ 3,752,698	\$ 3,865,279	\$ 3,981,237	\$ 4,100,674	\$ 4,223,694	\$ 4,350,405	\$ 4,480,917	
Noelities	\$ 159,550	\$ 159,550	\$ 164,336	\$ 169,266	\$ 174,344	\$ 179,574	\$ 184,962	\$ 190,511	\$ 196,226	\$ 202,113	\$ 208,176	\$ 214,421	\$ 220,854	\$ 227,480	\$ 234,304	\$ 241,333	\$ 248,573	\$ 256,030	\$ 263,711	\$ 271,623	
Ticket Convenience Fees	\$ 1,486,990	\$ 1,564,750	\$ 1,611,692	\$ 1,660,043	\$ 1,709,844	\$ 1,761,139	\$ 1,813,974	\$ 1,868,393	\$ 1,924,445	\$ 1,982,178	\$ 2,041,643	\$ 2,102,893	\$ 2,165,979	\$ 2,230,959	\$ 2,297,888	\$ 2,366,824	\$ 2,437,829	\$ 2,510,964	\$ 2,586,293	\$ 2,663,881	
Facility Surcharge	\$ 1,566,000	\$ 1,566,000	\$ 1,612,980	\$ 1,661,369	\$ 1,711,210	\$ 1,762,547	\$ 1,815,423	\$ 1,869,886	\$ 1,925,982	\$ 1,983,762	\$ 2,043,275	\$ 2,104,573	\$ 2,167,710	\$ 2,232,742	\$ 2,299,724	\$ 2,368,716	\$ 2,439,777	\$ 2,512,970	\$ 2,588,359	\$ 2,666,010	
Parking Revenue	\$ 1,248,057	\$ 1,491,057	\$ 1,535,788	\$ 1,581,862	\$ 1,629,318	\$ 1,678,197	\$ 1,728,543	\$ 1,780,400	\$ 1,833,812	\$ 1,888,826	\$ 1,945,491	\$ 2,003,856	\$ 2,063,971	\$ 2,125,800	\$ 2,189,667	\$ 2,255,357	\$ 2,323,018	\$ 2,392,708	\$ 2,464,490	\$ 2,538,424	
Tenant F & B Sharing	\$ (685,025)	\$ (768,716)	\$ (791,777)	\$ (815,531)	\$ (839,996)	\$ (865,190)	\$ (891,152)	\$ (917,887)	\$ (945,423)	\$ (973,760)	\$ (1,003,000)	\$ (1,033,090)	\$ (1,064,082)	\$ (1,096,005)	\$ (1,128,885)	\$ (1,162,752)	\$ (1,197,634)	\$ (1,233,563)	\$ (1,270,570)	\$ (1,308,687)	
Promoter Rebate	\$ (1,188,000)	\$ (1,018,000)	\$ (1,048,540)	\$ (1,079,996)	\$ (1,112,396)	\$ (1,145,768)	\$ (1,180,141)	\$ (1,215,545)	\$ (1,252,012)	\$ (1,289,572)	\$ (1,328,259)	\$ (1,368,107)	\$ (1,409,150)	\$ (1,451,425)	\$ (1,494,967)	\$ (1,539,816)	\$ (1,586,011)	\$ (1,633,591)	\$ (1,682,599)	\$ (1,733,077)	
Total Ancillary Revenue	\$ 5,150,430	\$ 5,626,707	\$ 5,795,508	\$ 5,969,373	\$ 6,148,455	\$ 6,332,908	\$ 6,522,896	\$ 6,718,582	\$ 6,920,140	\$ 7,127,744	\$ 7,341,576	\$ 7,561,824	\$ 7,788,678	\$ 8,022,339	\$ 8,263,009	\$ 8,510,899	\$ 8,766,226	\$ 9,029,213	\$ 9,300,089	\$ 9,579,092	
Total Net Arena Event Revenue	\$ 5,930,430	\$ 6,406,707	\$ 6,577,308	\$ 6,753,027	\$ 6,934,018	\$ 7,120,439	\$ 7,384,452	\$ 7,582,226	\$ 7,785,932	\$ 7,995,750	\$ 8,211,863	\$ 8,513,659	\$ 8,742,932	\$ 8,979,084	\$ 9,222,321	\$ 9,472,855	\$ 9,818,024	\$ 10,083,815	\$ 10,357,580	\$ 10,639,558	
Sponsorships & Premium Seating																					
Naming Rights Revenue	\$ 1,400,000	\$ 1,400,000	\$ 1,442,000	\$ 1,485,260	\$ 1,529,818	\$ 1,575,712	\$ 1,622,984	\$ 1,671,673	\$ 1,721,823	\$ 1,773,478	\$ 1,826,682	\$ 1,881,483	\$ 1,937,927	\$ 1,996,065	\$ 2,055,947	\$ 2,117,626	\$ 2,181,154	\$ 2,246,589	\$ 2,313,987	\$ 2,383,406	
Advertising	\$ 2,625,000	\$ 3,435,000	\$ 3,538,050	\$ 3,644,192	\$ 3,753,517	\$ 3,866,123	\$ 3,982,106	\$ 4,101,570	\$ 4,224,617	\$ 4,351,355	\$ 4,481,896	\$ 4,616,353	\$ 4,754,843	\$ 4,897,489	\$ 5,044,413	\$ 5,195,746	\$ 5,351,618	\$ 5,512,167	\$ 5,677,532	\$ 5,847,858	
Suites & Logo Boxed	\$ 2,479,250	\$ 2,479,250	\$ 2,658,750	\$ 2,756,450	\$ 2,839,144	\$ 2,924,318	\$ 3,012,047	\$ 3,102,409	\$ 3,195,481	\$ 3,291,345	\$ 3,390,086	\$ 3,491,788	\$ 3,596,542	\$ 3,704,438	\$ 3,815,571	\$ 3,930,039	\$ 4,047,940	\$ 4,169,378	\$ 4,294,459	\$ 4,423,293	
Club Seats	\$ 1,768,500	\$ 1,768,500	\$ 1,876,500	\$ 1,954,800	\$ 2,013,444	\$ 2,073,847	\$ 2,136,063	\$ 2,200,145	\$ 2,266,149	\$ 2,334,133	\$ 2,404,157	\$ 2,476,282	\$ 2,550,571	\$ 2,627,088	\$ 2,705,900	\$ 2,787,077	\$ 2,870,690	\$ 2,956,810	\$ 3,045,515	\$ 3,136,880	
Sales Agency Commission	\$ (1,654,550)	\$ (1,816,550)	\$ (1,903,060)	\$ (1,968,140)	\$ (2,027,185)	\$ (2,088,000)	\$ (2,150,640)	\$ (2,215,159)	\$ (2,281,614)	\$ (2,350,062)	\$ (2,420,564)	\$ (2,493,181)	\$ (2,567,977)	\$ (2,645,016)	\$ (2,724,366)	\$ (2,806,097)	\$ (2,890,280)	\$ (2,976,989)	\$ (3,066,298)	\$ (3,158,287)	
Tennant Share	\$ (1,444,320)	\$ (2,604,720)	\$ (2,737,452)	\$ (2,835,228)	\$ (2,920,285)	\$ (3,007,894)	\$ (3,098,131)	\$ (3,191,074)	\$ (3,286,807)	\$ (3,385,411)	\$ (3,486,973)	\$ (3,591,582)	\$ (3,699,330)	\$ (3,810,310)	\$ (3,924,619)	\$ (4,042,358)	\$ (4,163,628)	\$ (4,288,537)	\$ (4,417,193)	\$ (4,549,709)	
Other Sponsorship/Premium Fulfillment Costs	\$ (144,115)	\$ (144,115)	\$ (152,774)	\$ (158,455)	\$ (163,209)	\$ (168,105)	\$ (173,149)	\$ (178,343)	\$ (183,693)	\$ (189,204)	\$ (194,880)	\$ (200,727)	\$ (206,748)	\$ (212,951)	\$ (219,339)	\$ (225,920)	\$ (232,697)	\$ (239,678)	\$ (246,868)	\$ (254,274)	
Total Sponsorships & Premium Seating	\$ 5,029,765	\$ 4,517,365	\$ 4,722,014	\$ 4,878,877	\$ 5,025,244	\$ 5,176,001	\$ 5,331,281	\$ 5,491,219	\$ 5,655,956	\$ 5,825,635	\$ 6,000,404	\$ 6,180,416	\$ 6,365,828	\$ 6,556,803	\$ 6,753,507	\$ 6,956,113	\$ 7,164,796	\$ 7,379,740	\$ 7,601,132	\$ 7,829,166	
Ice Risk Revenues																					
Hourly practice rental	\$ 1,749,384	\$ 1,749,384	\$ 1,801,866	\$ 1,855,921	\$ 1,911,599	\$ 1,968,947	\$ 2,028,016	\$ 2,088,856	\$ 2,151,522	\$ 2,216,067	\$ 2,282,549	\$ 2,351,026	\$ 2,421,557	\$ 2,494,203	\$ 2,569,029	\$ 2,646,100	\$ 2,725,483	\$ 2,807,248	\$ 2,891,465	\$ 2,978,209	
Leagues	\$ 724,500	\$ 724,500	\$ 746,235	\$ 768,622	\$ 791,681	\$ 815,431	\$ 839,894	\$ 865,091	\$ 891,044	\$ 917,775	\$ 945,308	\$ 973,667	\$ 1,002,877	\$ 1,032,964	\$ 1,063,953	\$ 1,095,871	\$ 1,128,747	\$ 1,162,610	\$ 1,197,488	\$ 1,233,413	
Skating	\$ 208,600	\$ 208,600	\$ 214,858	\$ 221,304	\$ 227,943	\$ 234,781	\$ 241,825	\$ 249,079	\$ 256,552	\$ 264,248	\$ 272,176	\$ 280,341	\$ 288,751	\$ 297,414	\$ 306,336	\$ 315,526	\$ 324,992	\$ 334,742	\$ 344,784	\$ 355,128	
Concessions and Catering	\$ 60,000	\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531	\$ 69,556	\$ 71,643	\$ 73,792	\$ 76,006	\$ 78,286	\$ 80,635	\$ 83,054	\$ 85,546	\$ 88,112	\$ 90,755	\$ 93,478	\$ 96,282	\$ 99,171	\$ 102,146	
Ice Rentals	\$ 15,940	\$ 15,940	\$ 16,418	\$ 16,911	\$ 17,418	\$ 17,941	\$ 18,479	\$ 19,033	\$ 19,604	\$ 20,192	\$ 20,798	\$ 21,422	\$ 22,065	\$ 22,727	\$ 23,408	\$ 24,111	\$ 24,834	\$ 25,579	\$ 26,346	\$ 27,137	
Sharing of Hockey league profit with Eagles	\$	\$ (362,250)	\$ (373,118)	\$ (384,311)	\$ (395,840)	\$ (407,716)															
Interest & Misc. Income	\$ 50,000	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275	\$ 57,964	\$ 59,703	\$ 61,494	\$ 63,339	\$ 65,239	\$ 67,196	\$ 69,212	\$ 71,288	\$ 73,427	\$ 75,629	\$ 77,898	\$ 80,235	\$ 82,642	\$ 85,122	
Total Net Ice Risk Revenue	\$ 2,808,424	\$ 2,446,174	\$ 2,519,559	\$ 2,595,146	\$ 2,673,000	\$ 2,753,190	\$ 2,835,733	\$ 2,920,405	\$ 3,007,627	\$ 3,097,627	\$ 3,190,407	\$ 3,286,156	\$ 3,384,887	\$ 3,486,613	\$ 3,590,344	\$ 3,696,081	\$ 3,803,826	\$ 3,913,581	\$ 4,025,346	\$ 4,139,121	
TOTAL OPERATING REVENUE	\$ 13,768,619	\$ 13,370,246	\$ 13,818,882	\$ 14,227,051	\$ 14,632,262	\$ 15,049,630	\$ 15,971,466	\$ 16,426,850	\$ 16,895,896	\$ 17,379,013	\$ 17,876,623	\$ 18,468,362	\$ 18,996,276	\$ 19,540,029	\$ 20,100,094	\$ 20,676,960	\$ 21,358,253	\$ 21,970,251	\$ 22,600,609	\$ 23,249,878	
Indirect Operating Expenses																					
Salaries and Benefits	\$ 3,966,047	\$ 3,966,047	\$ 4,085,028	\$ 4,207,579	\$ 4,333,807	\$ 4,463,821	\$ 4,597,736	\$ 4,735,668	\$ 4,877,738	\$ 5,024,070	\$ 5,174,792	\$ 5,330,036	\$ 5,489,937	\$ 5,654,635	\$ 5,824,274	\$ 5,999,002	\$ 6,178,972	\$ 6,364,341	\$ 6,555,271	\$ 6,751,930	
Materials, Supplies, and Services	\$ 2,983,700	\$ 2,962,668	\$ 3,051,548	\$ 3,143,094	\$ 3,237,387	\$ 3,334,509	\$ 3,434,544	\$ 3,537,581	\$ 3,643,708	\$ 3,753,019	\$ 3,865,610	\$ 3,981,578	\$ 4,101,025	\$ 4,224,056	\$ 4,350,778	\$ 4,481,301	\$ 4,615,740	\$ 4,754,212	\$ 4,896,839	\$ 5,043,744	
Base Fee	\$ 350,000	\$ 350,000	\$ 360,500	\$ 371,315	\$ 382,454	\$ 393,928	\$ 405,746	\$ 417,918	\$ 430,456	\$ 443,370	\$ 456,671	\$ 470,371	\$ 484,482	\$ 499,016	\$ 513,987	\$ 529,406	\$ 545,289	\$ 561,647	\$ 578,497	\$ 595,852	
Qualitative Fee	\$ 87,500	\$ 87,500	\$ 90,125	\$ 92,629	\$ 95,614	\$ 98,482											</				



Principal and Primary Terms: Lease Agreement with the Colorado Eagles

Blair Snow, Chief Operating Officer, City of Greeley
Ashley Stiles, Project Executive Advisor, Legends
Brian Wildstein, Attorney, Butler Snow

City Council Work Session - September 9, 2025



Context & Purpose

This discussion is intended to give Council the opportunity to review and confirm direction on the Colorado Eagles lease terms.

- Background.
- Overview of the indicative terms established for the lease and modeled in PDSA.
- Proposed modifications for Council consideration.
- Key changes between the original terms and the proposed updates.
- Next steps toward final lease approval.
- Council Review & Discussion

Background: Anchor Tenant Lease & Project Benefits

Anchor Tenant Impact

- Eagles are more than renters — they anchor the arena and district.
- Their presence drives attendance, hotels, restaurants, retail, and tax revenue.
- Long-term lease provides stability for the West Greeley project.

Industry Practices

- Common elements include:
 - Naming rights (shared sponsor value)
 - Food & beverage (sales driven by team events)
 - Premium seating & suites (fan demand tied to team)
 - Merchandise & retail (team branding, shared upside)

Background: Anchor Tenant Lease & Project Benefits

What this means for Greeley

- 40-year anchor tenant commitment.
- Market rent (\$20–22k per game, with escalations).
- City retains control of arena outside team use.
- Revenue shares: majority of parking, ticket fee, portion of sponsorships/naming rights.
- Termination safeguards if affiliate leaves or league changes.
- Community benefits: youth/college hockey, camps, local programming.
- City tax revenues: hotel stays, restaurants, retail, and other district sales generated by event activity

Significance under the PDSA

The Pre-Development Services and Financing Agreement (PDSA), approved by Council on April 15, 2025, sets the framework for lease terms with the Colorado Eagles and defines how those terms must be addressed.

- **Section 6:** Requires agreement on principal and primary terms before release of pre-development funds.
- **Section 8(i):** Requires a long-term lease with the Eagles as anchor tenant; ties terms to Exhibit O unless modified in writing.
- **Exhibit O:** Sets indicative lease terms acknowledged by all parties at execution.
- **Exhibit J:** Arena proforma which includes indicative lease terms.
- **Draft Resolution 57 (proposed):** Documents mutually agreed modifications to Exhibit O and will be presented for Council consideration on September 16.

PDSA Indicative Lease Terms

Indicative Lease Terms as outlined in the PDSA, Exhibit O, Exhibit J

- 30-year base term (with two 5-year extensions).
- Rent: \$20k–22k per game, depending on attendance, escalating every 5 years.
- Termination rights (loss of NHL affiliate, AHL dissolution, force majeure).
- Scheduling/practice rights; training camps.
- Revenue-sharing: food & beverage, sponsorships, naming rights, suites, retail.
- Default framework acknowledged by City, Water Valley, and Eagles at PDSA execution.

Proposed Modifications & Key Changes

Updates to the lease terms reflect recent negotiations and provide clarity on long-term commitments, rent, fees, and revenue-sharing. The changes confirm principal terms, extend the lease, and refine financial provisions to better protect the City's long-term interests while maintaining partnership with the Eagles.

Key Updates:

- Lease term extended from 30 years to 40 years.
- Clarified rent structure, escalations, and playoff rebates.
- Facility fee established (\$2.50/ticket management fee).
- Parking revenue share defined (70% City / 30% Eagles).
- Sponsorship/Naming Rights allocations clarified.
- Expanded detail on suites, hospitality, retail, youth/college hockey revenues, and signage.

Lease Term & Rent

Topic	Original Terms	Updated Terms	Status	Impact
Lease Term	30-year term; two 5-year extensions (indicative).	40-year term; begins 8/1/2028 or Certificate of Occupancy	Modified	–
Rent	\$22k if attendance <5k; \$20k if ≥5k; 5% escalation fifth year; playoff rebates applicable.	Same structure codified; 10% escalation confirmed every fifth year; playoff rebates retained.	Clarified	–
Playoff Rent Rebates	\$1/ticket (Div. Finals); \$2/ticket (Conf./Finals); STH facility fee waived for playoffs.	Same rebates codified	No Change	–
Game/Playoff Use Windows	Generally 2h pre- to 3h post-event (indicative).	Exclusive use 10pm night before through 3 hours post-game; operator may shorten with notice.	Clarified	–
Practices & Training Camp	Practice and up to ~20-day training camp access at no cost.	Up to 20 TC days; Team covers incremental costs (staff, utilities, ice). Up to 5 TC days in main arena.	Clarified	–

STH: Season Ticket Holder
TC: Training Camp

Net Change to Lease Term & Rent

\$(23,000)

Parking & Fees

Topic	Original Terms	Updated Terms	Status	Impact
Facility Fee	\$2.50 per sold ticket; no fee on comps.	Same; codified in Exhibit A.	No Change	–
Convenience Fees	Team receives 10% share of convenience fee.	City may impose convenience fee; codified Team share.	No Change	–
Parking Revenue Split	Revenue share TBD	Net Parking Income split **70% City / 30% Team**.	Expanded /Defined	–
Season Ticket Fee (Parking)	City receives **\$1.00 per season ticket sold** each season.	City receives **\$1.50 per season ticket sold** each season.	Modified	↑
Food & Beverage	Team receives 50% of net venue F&B/catering commissions; limited outside catering; suite comps.	Same 50/50 split retained; only applicable to Eagles games.	Clarified	–

Net Change to Parking & Fees

\$97,000

Sponsorship, Naming Rights & Suites

Topic	Original Terms	Updated Terms	Status	Impact
Naming Rights	Team receives 30% of gross; +40% of increment above \$1.4M; City offset via Team ad inventory up to 50% of amount paid.	Team receives 30% of gross; +10% of increment above \$1.4M; City offset codified.	Modified	↑
Pouring/Amenity/Major Sponsorship	Team receives 30% of gross from pouring, amenity/space naming, and major categories; City offset via Team ad inventory up to full amount.	Same structure codified; coordination on exclusivities; codified City offset via Team ad inventory up to 100% of amount paid.	Clarified	—
Event Tickets & Hospitality	Team may use hospitality space up to 15 times/year (non-Eagles event days) at no charge except ops costs; 40 comp tickets for non-Eagles events.	Same; reduced to 20 comp tickets for non-Eagles events.	Modified	↑
Suites	Team: 2 large suites (all events), 1 bunker suite (hockey); \$45–\$60/suite ticket - min 500 contracted seats; 20% commissions on suite sales initiated by Team	Same; Exhibit A reiterates 50% discount ROFR on party/game-day suites v. public rate.	Clarified	—

ROFR: Right of First Refusal

Net Change to Sponsorship, Naming Rights & Suites

(\$317,000)

Plus Advertising Inventory Offset

\$317,000

Retail & Youth / College Hockey

Topic	Original Terms	Updated Terms	Status	Impact
Third Party Leased Areas	Team receives 5% of third-party leases in arena/youth complex/plaza.	Removed	Modified	↑
Retail / Pro Shop	Exclusive right to sell team/AHL/NHL merch via event-level store (year-round plaza access, no load-in/out) + concourse space for game-day kiosks.	Team exclusively operates permanent team store + kiosks; plaza operation allowed; merchandising plan pre-inaugural season.	Modified/ Expanded	—
Youth & College Hockey Revenue	Youth HS hockey: 10% of net event revenue (main arena). College hockey: 50% of net.	Same revenue shares codified; Team approval for other hockey not to be unreasonably withheld.	No Change (+clarity)	—

Net Change to Retail & Youth / College Hockey

\$11,000

Termination & Other Terms

Topic	Original Terms	Updated Terms	Status	Impact
Termination Triggers	Team may terminate for NHL affiliation loss; AHL ceases/sold; AHL/NHL default; force majeure.	Same triggers codified.	No Change	—
Leased Areas	Exclusive Team areas determined post-design; generally per PDSA.	Generally consistent; defined at design completion; aim to mirror PDSA.	No Change	—
Other Provisions / Precedence	—	Maintenance by Provident; complimentary parking passes (qty in Lease); prominent signage rights; PDSA incorporated; Agreement controls on conflict.	New/ Clarified	—

Discussion

Panel Comments and Council Q&A

Next Steps

- September 16: Council action on Resolution 57 (approving principal and primary lease terms).
- Following: Negotiation and finalization of comprehensive lease agreement.
- Final lease to return to Council for approval prior to arena construction.



Thank you!



Work Session Agenda Summary

Item: 6.

September 9, 2025

Key Staff Contact: Nathan Mosley, Budget and Policy Director

Title:

City Manager Fiscal Year 2026 Recommended Budget

Background:

This is the fourth of seven scheduled council sessions related to the Fiscal Year 2026 budget. This workshop will provide a high-level overview of the budget process, the economic challenges of this budget cycle and the recommendations for addressing those challenges. Staff will also provide highlights of the 2026 Budget and updates on Full-time Employees (FTE) and fee changes.

The City Council CIP Prioritization Workshop was held on July 8, 2025 at the Special Work Session Meeting. Staff presented the 2026 Utility Enterprise Operating and Capital Budgets at the August 12, 2025, work session. Then on August 26, 2025, at the work session, staff presented the 2026 Capital Improvement Plan Budget.

The remainder of the Fiscal Year 2026 budget process is provided below:

September 23 Work Session

- Additional Budget Presentations (If Needed)

October 7 Regular Meeting

- First reading of the ordinance required to adopt the Fiscal Year 2026 Budget
- First reading on the ordinance required to adopt the 2026 Pay Plan
- First reading on the final appropriation for 2025

October 21 Regular Meeting

- Second reading and public hearing on the ordinance adopting the Fiscal Year 2026 Budget
- Second reading and public hearing on the ordinance adopting the 2026 Pay Plan
- Second reading and public hearing on the final appropriation for 2025

To access the Fiscal Year 2026 Budget Book, use the following link:

[Greeley 2026 Recommended Budget](#)

Strategic Focus Area:

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

Attachments:

1. Item 6 - Presentation

2026 Recommended Budget

Nathan Mosley, Budget & Policy Director
City Council Work Session - September 9, 2025



Agenda



- Message from the City Manager
- Budget Process Review
- The Challenge
- Budget Highlights
- Full Time Employee (FTE) Additions
- Fee Schedule Update
- Additional Resources & Next Steps
- Purpose: Informational

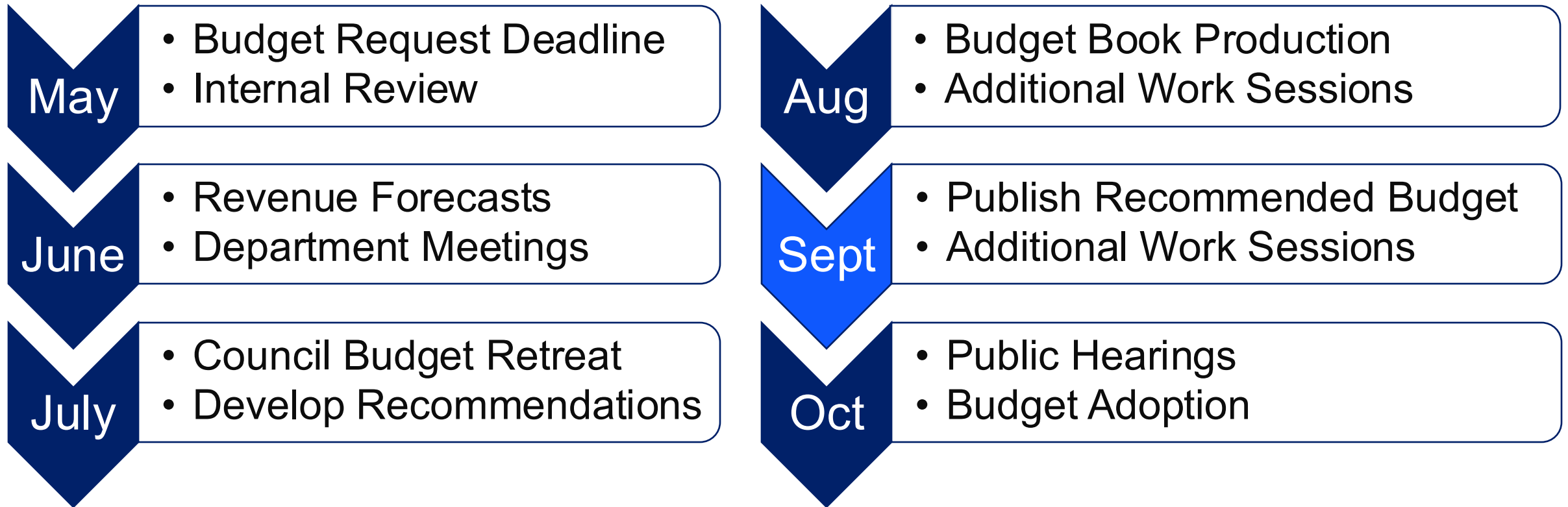
Message from the City Manager

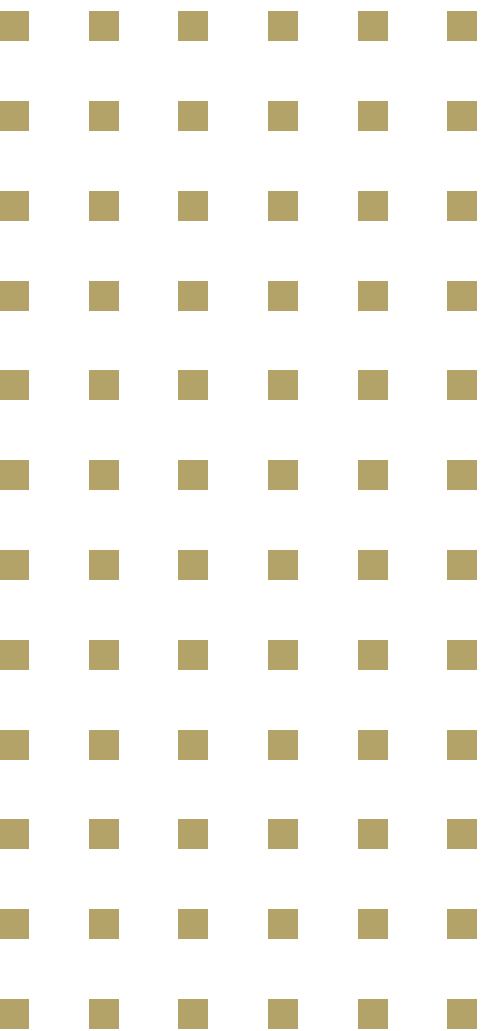
2026 Budget Summary



- Maintain current services and operations wherever possible.
- Sustain the work and staff of Homeless Solutions and Housing Solutions teams for another year, including one-time funding for the overnight shelter.
- Preserve staff, including targeted retention of term-limited roles in 2026.
- Continuation of the clean, safe and beautiful team through 2026.
- Provide project funding in Community Development for continued sub-area planning.
- Implement a new Regional Highway 34 Bus Route, which is 80% grant funded for the first two years and sustained ongoing through 50% federal transit funds.
- Continue work on major projects like Cascadia and the Downtown Revitalization, which includes the Civic Campus, Stormwater projects, and Lincoln Park.

Where we are in the Process





The Challenge

Context

**Economic
Conditions**

Sales Tax

Increased Expenses

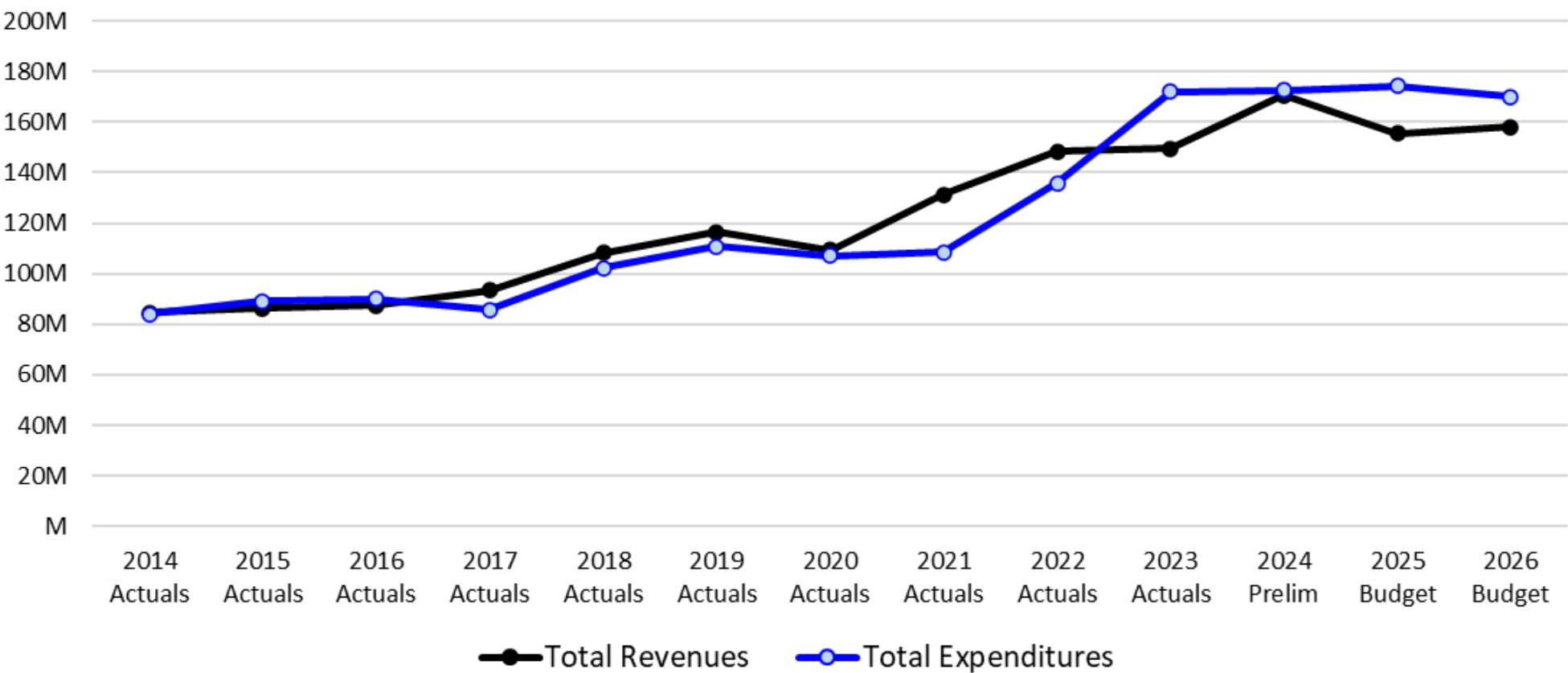
**Priority: Annual
Increases**

**Priority: One-Time
Positions Through
2026**

= Budget Gap

Expenditures Exceeding Revenue

General Fund Total Revenues and Expenditures Trend



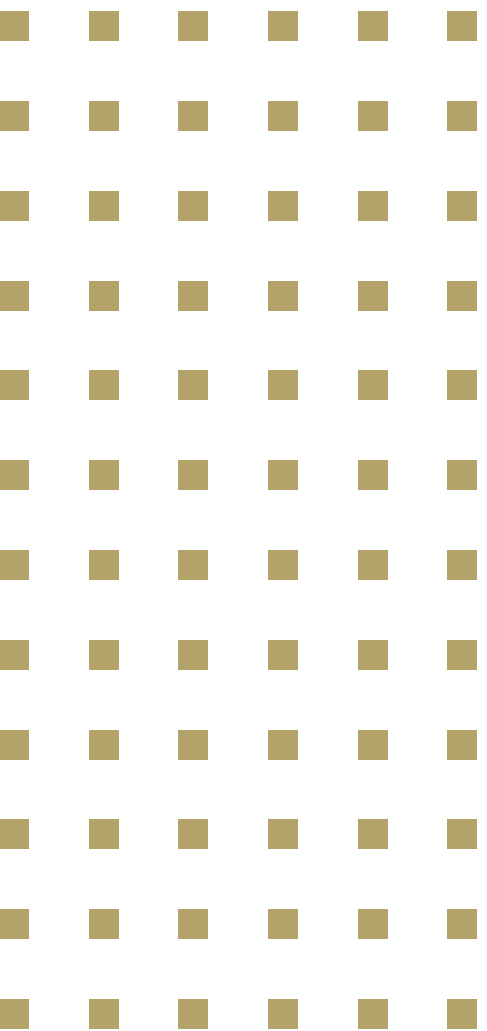
General Fund Budget Gap

Total 2026 General Fund Gap is ~ \$21M

- Ongoing Structural Gap
- Extended Term Limited Positions
- Approved Increases

How the gap is closed in the proposed 2026 budget:

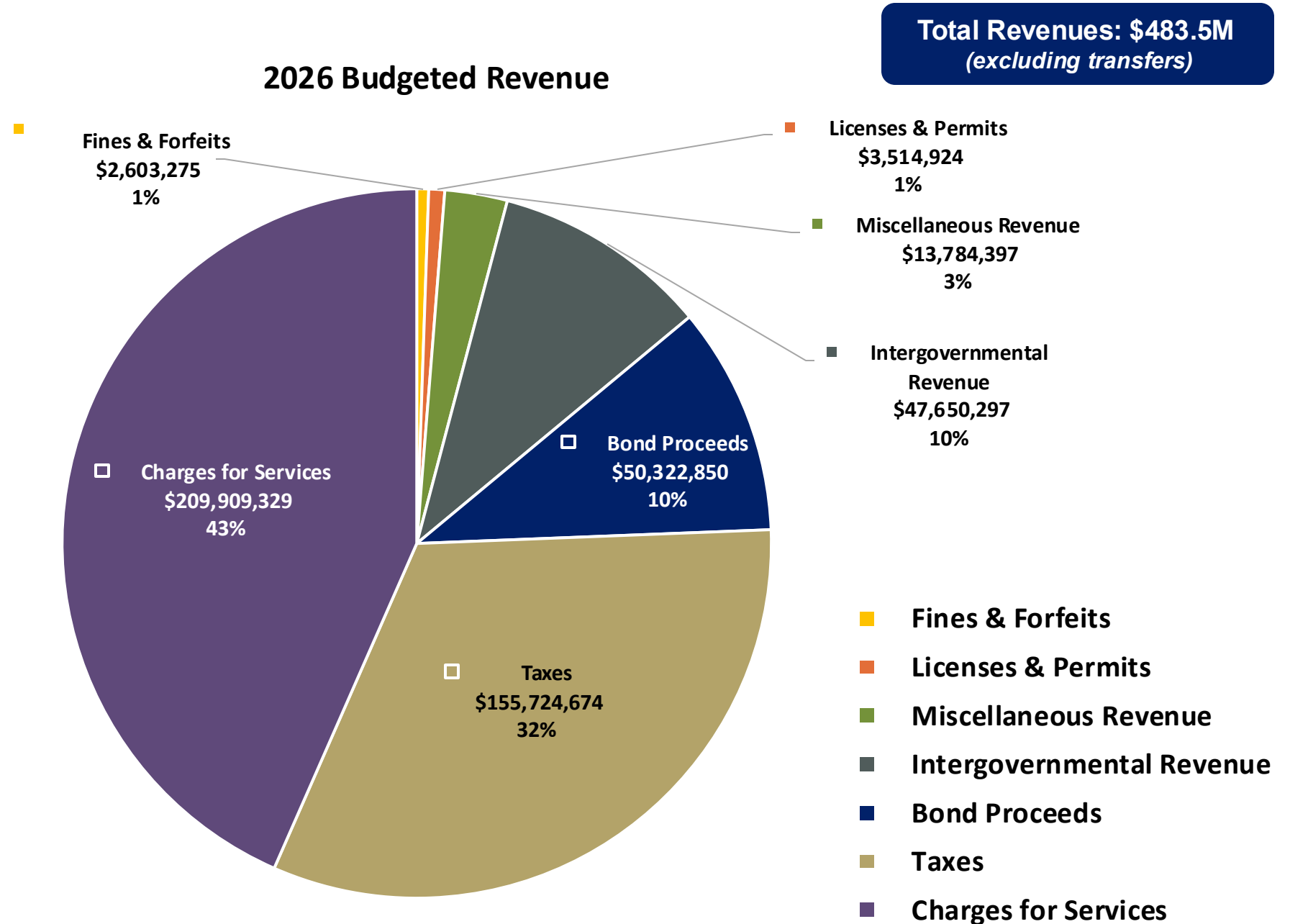
- Carryover from 2024 (~ \$11M)
- Realignment Work (~ \$3M)
- Transfer of 301 Fund Balance (~\$7M)



2026 Budget Highlights

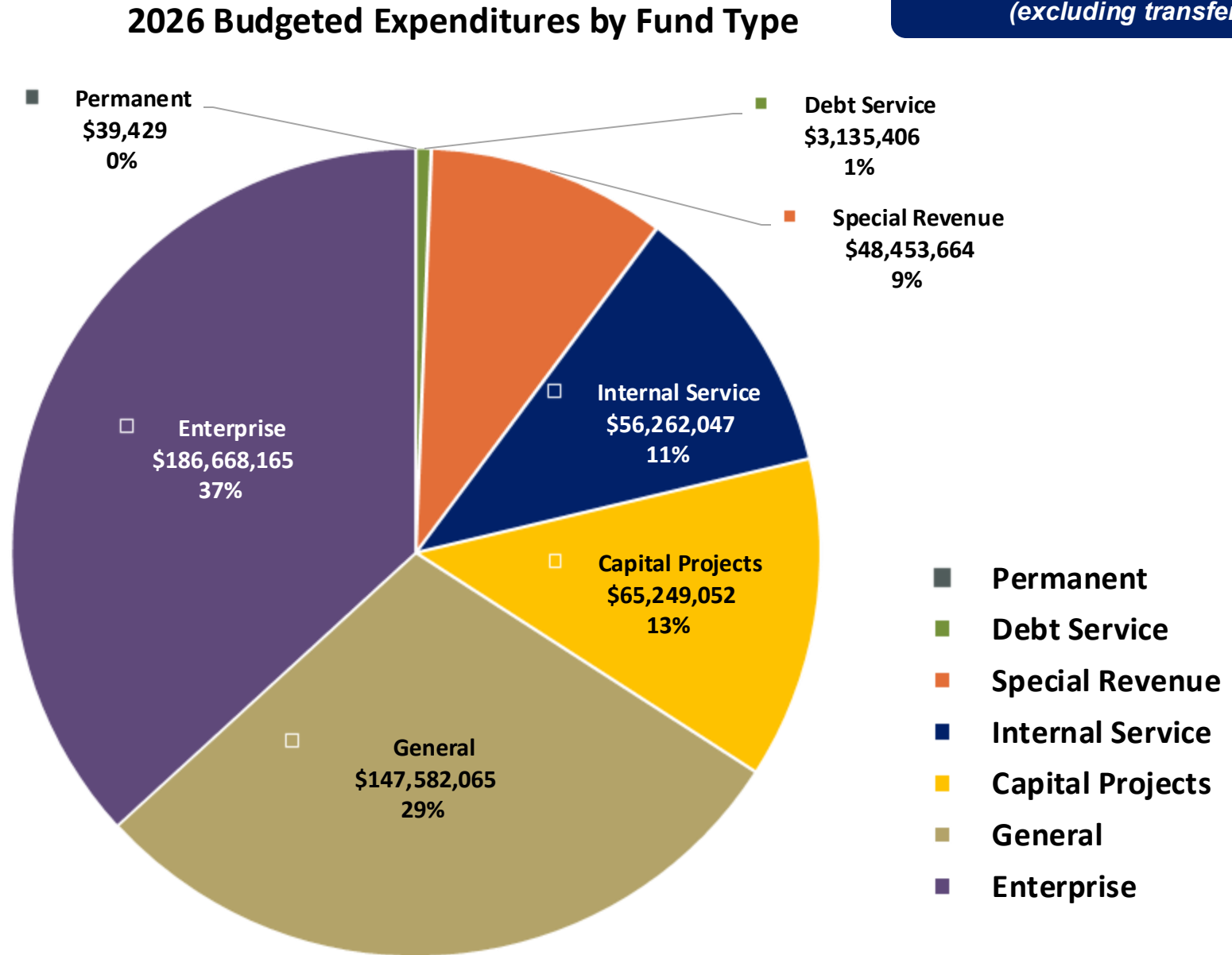
2026 Revenue Budget

Budgeted Revenues

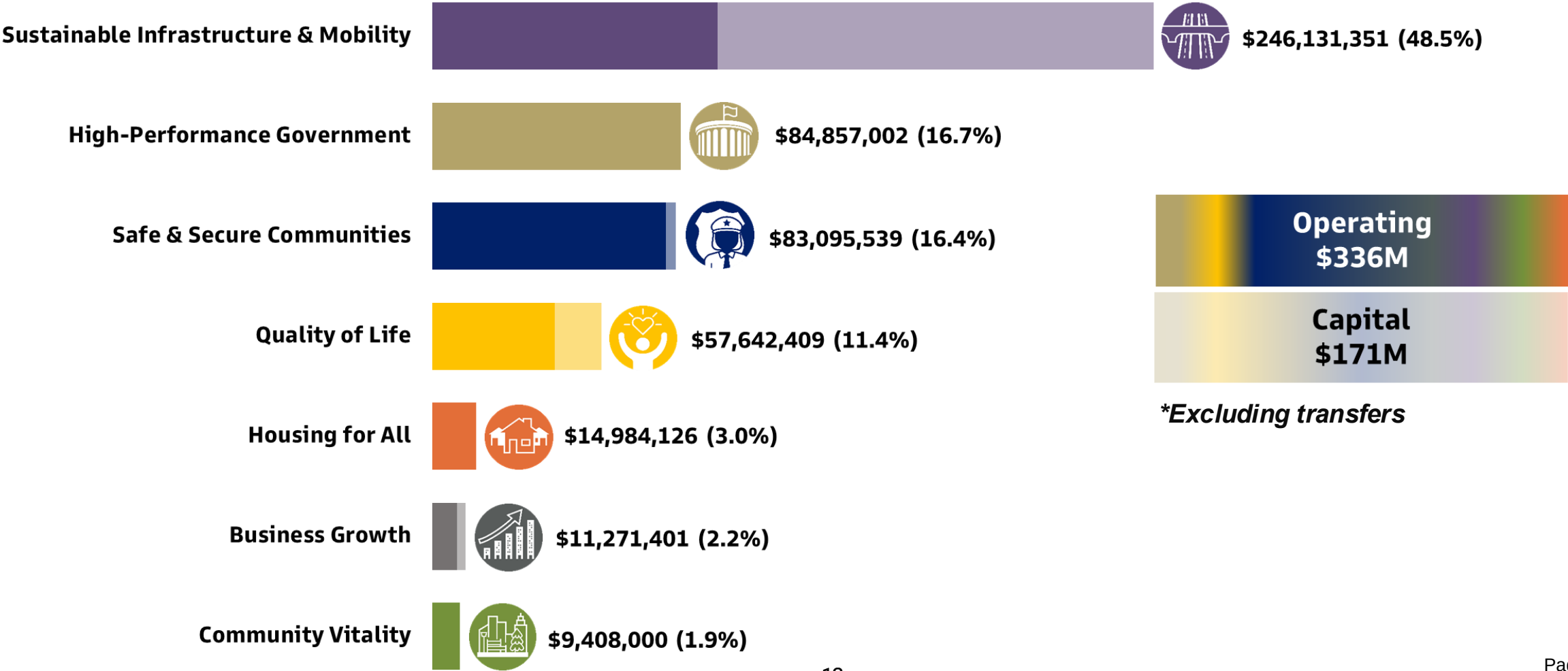


2026 Expenditure Budget

Budgeted Expenditures by Fund Type



2026 Expenditures by Council Priority





Sustainable Infrastructure & Mobility Highlights

Sustainable Infrastructure and Mobility- We strategically plan, design, and build our urban infrastructure systems and facilities so they are attractive, safe, and high performing.

2026 Expenditures: \$246.1 Million, 49% of Total 2026 Proposed Expenditures

Sustainable Infrastructure & Mobility

Operating, \$97.4M

Capital, \$148.7M

\$246.1M

Key Services Funded

- Enterprise Utility Operations & Capital Investments
- Transportation Infrastructure Projects
- Keep Greeley Moving Program
- Transit and Transportation Services

Budget Increase Highlights

- New Stormwater Positions (6 FTE)
 - Includes staff to support ramp up of downtown storm CIP
- New HWY34 Regional Route Operations (6 FTE)
 - 80% Grant funded for 2 years; 50% FTA supported ongoing
- Priority Staffing Additions Water Operations (2 FTE)



High Performance Government Highlights

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.

2026 Expenditures: \$84.9 Million, 17% of Total 2026 Proposed Expenditures

High-Performance Government

Operating, 84.9M

Key Services Funded

- Internal Services like Insurance and Fleet Operations
- Administrative departments such as Finance, HR, CAO and IT
- Employee benefits

Budget Increase Highlights

- Continuation of term-limited roles across departments
- New Accessibility Position
- New Accountant II Position
- Continuation of Council in the Community Series
- Annual Funding for State of the City Event



Safe & Secure Communities Highlights

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.

2026 Expenditures: \$83.1 Million, 16% of Total 2026 Proposed Expenditures

Safe & Secure Communities

Operating, \$79.8M

Capital, \$3.3M

Key Services Funded

- Staffing, Equipment and Facilities for Police & Fire
- Office of Emergency Management
- Life Safety Capital Improvements

Budget Increase Highlights

- Weld County Dispatch Fee Increase
- Humane Society Fee Increase
- Fire Fighter Physicals & Psychological Health Services for First Responders



Quality of Life Highlights

Quality of Life- 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.

2026 Expenditures: \$57.6 Million, 11% of Total 2026 Proposed Expenditures



Key Services Funded

- Culture, Parks and Recreation Operations including Golf, Museums, Special Events, Forestry and Natural Areas
- Parks and Trails Construction and Maintenance
- Recreation and Culture Facilities Repair and Replacement
- Public Art programming and installations

Budget Increase Highlights

- Continuation of Clean, Safe, Beautiful Initiative
- Continue 2 Term-Limited Natural Areas positions
- Convert part-time public art technician to full time



Housing For All Highlights

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.

2026 Expenditures: \$15 Million, 3% of Total 2026 Proposed Expenditures

Housing for All

Operating, \$15.0M

Key Services Funded

- Homeless Solutions work including the Foundations, Outreach and Rapid Rehousing Teams
- Housing Solutions Services including CDBG and HOME grant programs
- G-HOPE Program

Budget Increase Highlights

- 2026 Homeless Shelter Operations
- Continue term-limited Homeless Solutions Positions
- Continue term-limited Housing Solutions Positions



Business Growth Highlights

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.

2026 Expenditures: \$11.3 Million, 2% of Total 2026 Proposed Expenditures



Key Services Funded

- Economic Development Services
- Business Attraction
- Communication and Engagement Operations
- Tourism and Branding

Budget Increase Highlights

- Visitor and Lodging Analytics Tool



Community Vitality Highlights

Community Vitality- Greeley is an inviting community of choice that is developed by design.

2026 Expenditures: \$9.4 Million, 2% of Total 2026 Proposed Expenditures

Community Vitality

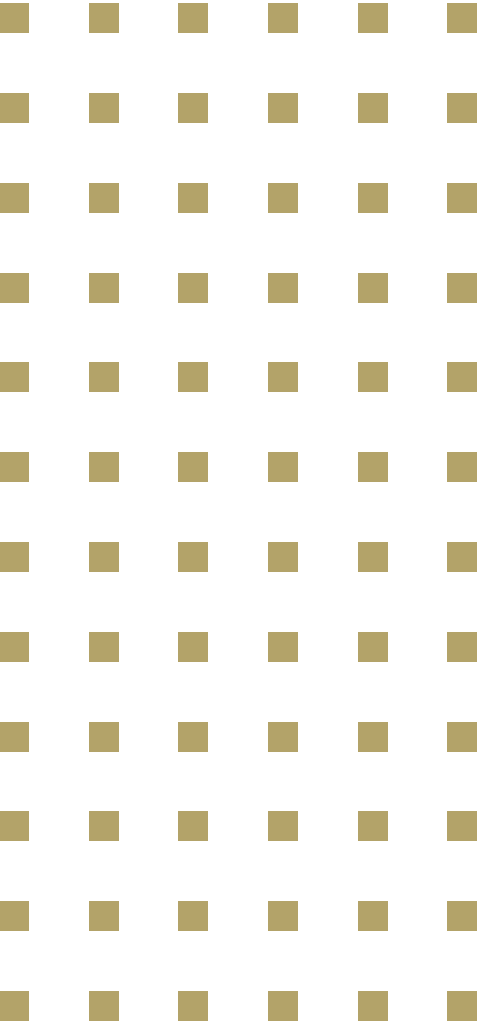
Operating, \$9.4M

Key Services Funded

- Planning & Inspection Services
- Development Review
- Code Compliance

Budget Increase Highlights

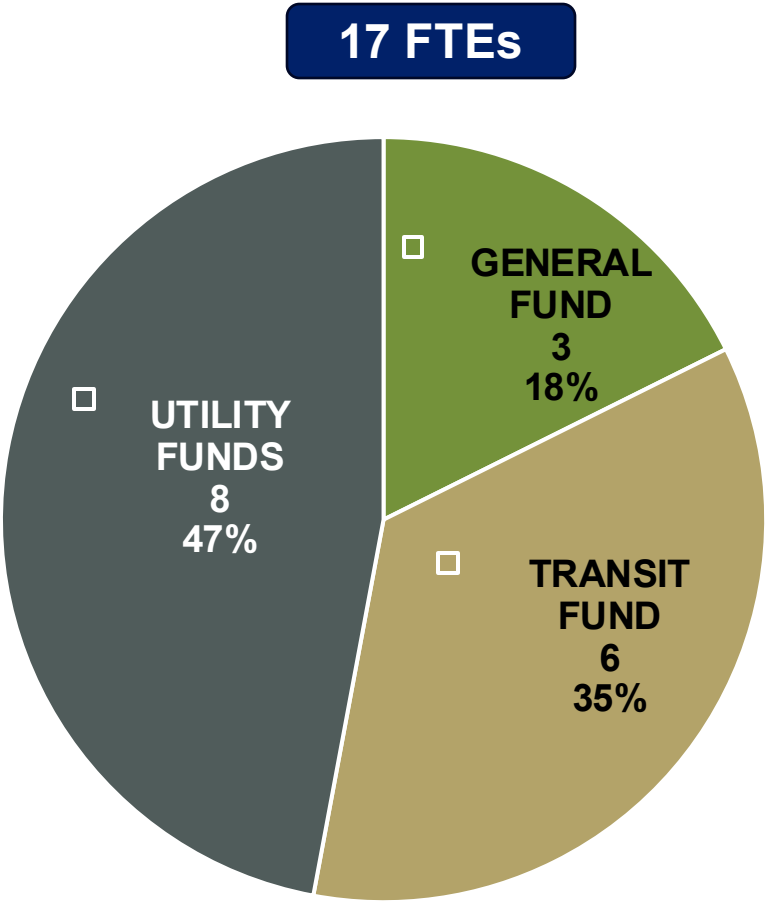
- Continuation of sub-area planning work



Full Time Employee (FTE) Additions

2026 Budget Increase Request Full-Time Equivalent (FTE) Additions

Approved Budget Increase Positions by Funding Source



Summary

- 17 new positions were tied to 2026 Budget Increase Requests

2026 Budget Increase Request FTE Additions

Finance – 1

Accountant II

High Performance Government – 1

Accessibility Specialist

Culture Parks & Rec – 1

Senior Public Art Technician

Public Work & Transportation – 6

Bus Operators (5)

Operations Supervisor

Stormwater – 6

Civil Engineer I-IV (2)

Public Space Asset Manager

Budget Analyst I-III

Asset Analyst I-II

Equipment Operator

Water & Sewer – 2

Maintenance Mechanic

Cross Connection Technician

Total 17 FTEs

2026 Limited Term Position Extensions

Homeless Solutions – 22

Administrative Assistant II
Business Analyst III
Compliance Specialist
Deputy Homelessness Director
Foundations Case manager (4)
Foundations Supportive Housing Team Supervisor
Operations Specialist
Outreach Case Manager (5)
Outreach Team Supervisor
Rapid Rehousing Case Manager (5)
Rapid Rehousing Team Supervisor

Human Resources – 9

Administrative Assistant II - Risk and Safety
Benefits Specialist
Leave and Volunteer Coordinator
Position Control Coordinator
Talent Acquisition Lead
Talent Acquisition Partner (2)
Wellness Coordinator
Worker's Compensation Program Mgr

Public Works – 8

Mobility Coordinator
Right-Of-Way: Crew Supervisor I
Right-Of-Way: Equipment Operator I (2)
Right-Of-Way: Equipment Operator III
Right-Of-Way: Irrigation Technician (2)
Right-Of-Way: Maintenance Tech

Housing – 4

Business Analyst / Grant Specialist
Housing Development Manager
Housing Incentive Manager
Housing Investment Manager

Fire – 3

Firefighter (3)

Culture, Parks & Rec – 2

Environmental Planner
Natural Areas & Trails Technician

Community Development – 1

Construction Inspector 1

Police – 2

Investigations Public Safety Tech
Police Services Tech

City Clerk's – 1

Admin Assistant II B&C

City Attorney's – 1

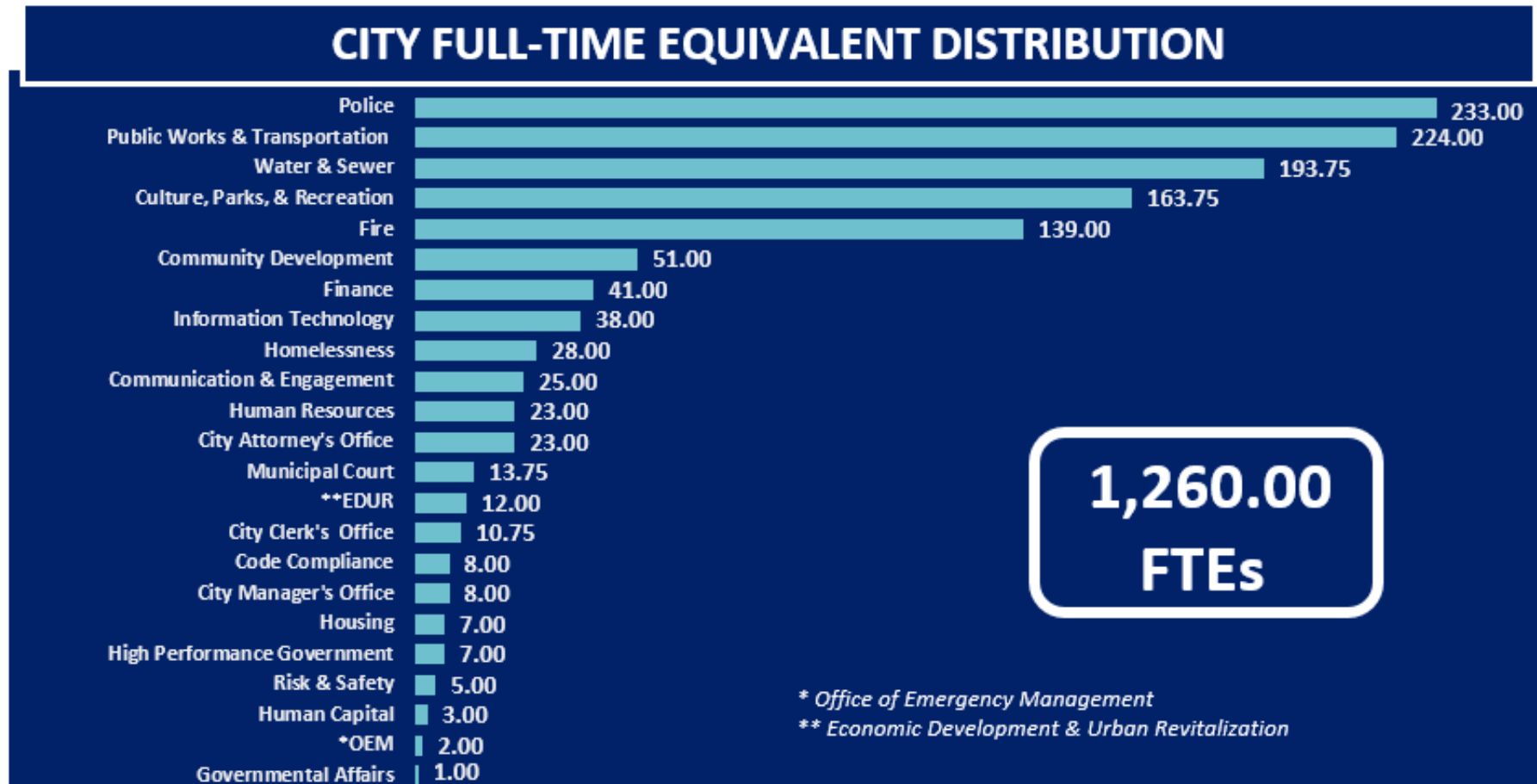
Admin Assistant III

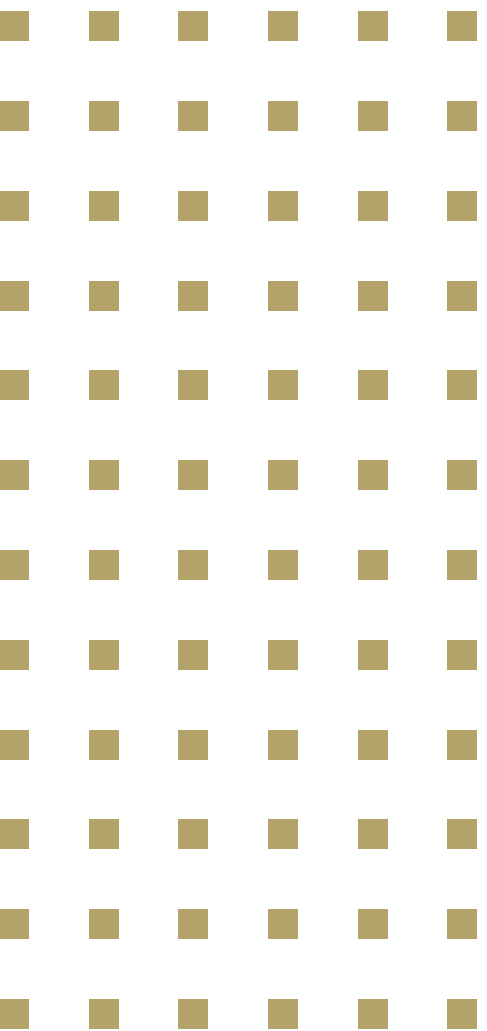
Code Compliance – 1

Admin Assistant II

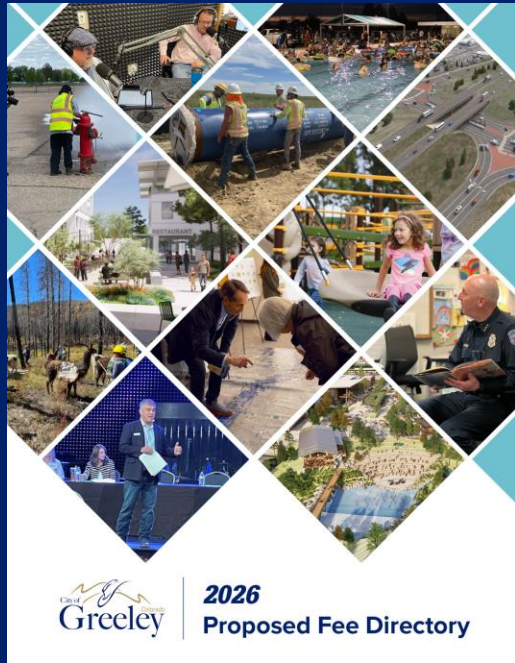
TOTAL 54

Total Full-Time Equivalent (FTE)





Fee Schedule



- The City's Fee Directory is updated each year through the budget process and posted on the website alongside the budget.
- Updates are approved administratively by the City Manager.
- Departments conduct fee studies periodically to ensure alignment with costs and market conditions. Recent studies include:
 - CPRD – 2021
 - Community Development – 2024
- The City engaged Matrix Consulting this summer to review recent fee studies and assess whether general City overhead is being incorporated effectively.
- Results are not yet finalized, but findings will inform the next budget process.
- Fees remain an area of annual review to balance cost recovery, service delivery, and community impact.

Fee Schedule Overview

Fee Adjustment Highlights

Fire Protection Fees

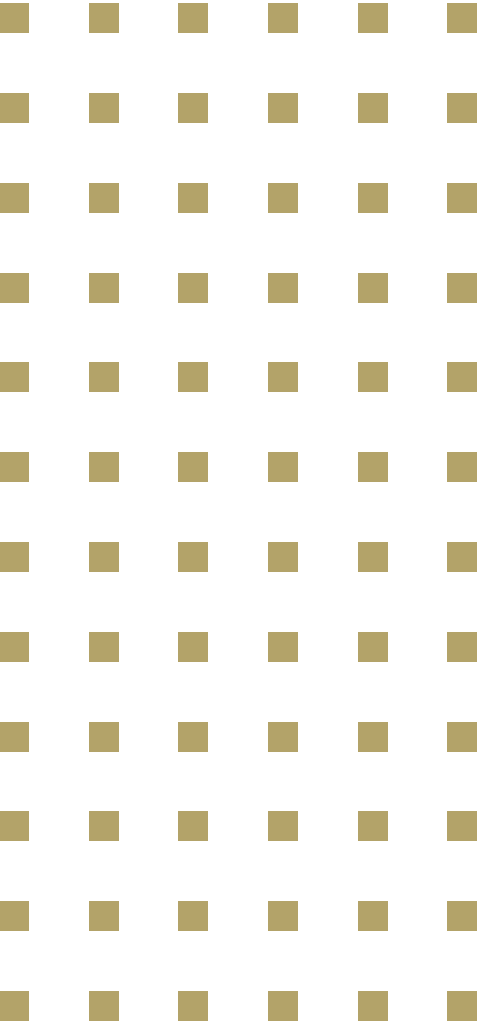
- Fire Pump Fee: **\$650 Increase**
- Oil Well Review & Inspection of Equipment/Facilities: **\$250 Increase**

Island Grove Arena & Grandstand Rentals

- Island Grove Arena & Grandstand Rentals
 - Arena & Grandstand Rentals with Stage (Friday-Sunday)
 - Non-Profits: **\$2,190 Increase**
 - Standard Rate: **\$3,100 Increase**
 - Arena & Grandstand Rentals with Stage (Monday-Thursday)
 - Non-Profits: **\$2,140 Increase**
 - Standard Rate: **\$3,050 Increase**
 - Arena without Stage Rentals (Friday-Sunday)
 - Non-Profits: **\$730 Decrease**
 - Standard Rate: **\$410 Decrease**

Other Notable Adjustments

- **Market Rate & Cost Recovery Adjustments**
 - Ice Haus Admission & Program Fees
 - Lighting & Park Rentals
 - Recreation General Fees & Charges
 - Family FunPlex Admissions
 - Spring Clean Up Fees

A decorative graphic on the left side of the slide consisting of a grid of small, gold-colored squares arranged in 6 rows and 6 columns.

Financial Future, Additional Resources & Next Steps

Long Term Financial Sustainability

The 2026 budget strategically uses one-time resources to sustain core services while preparing for structural adjustments necessary to align our expenditures with our expected revenues in the future

The Structural Gap Remains → multi-year process (2027–2028)

- Continue hiring pause for ongoing evaluation of vacancies and workforce needs
- Transition away from one-time positions (reduce reliance on temporary staffing for ongoing needs)
- Explore zero-based budgeting or similar reset of base budgets
- Explore a technology freeze and other discretionary spending pauses (equipment, consulting, special projects/initiatives)
- Revisit realignments and longer-term revenue opportunities
- Continue to evaluate financial picture quarterly to remain agile and adjust as necessary

Where to Find Detailed Information

The City's Budget is Posted through our Open Book Platform, accessible from the Budget Page of the City's Website

- **For a full list of budget increases, see section:**
[Additions & Requests](#)
- **For fully detailed department expenditures, see section:**
[City Department Summaries, Data Pages](#)
- **For a full listing of capital projects be fund, see section:**
[2026-2030 Five-Year CIP by Fund](#)



**2026 City Manager's
Recommended Budget**

Next Steps in the 2026 Budget Process

September

- 2 on 2 Meetings w/ City Council Members

September 23

- Additional Presentations (if needed)

October 7

First Reading

- 2026 Budget
- Final Appropriation for 2025
- 2026 Pay Plan

October 21

Public Hearing and Final Reading

- 2026 Budget
- Final Appropriation for 2025
- 2026 Pay Plan

Q4, 2025

- Development Impact Fee Study Update
- Long Range Financial Plan Update

Thank you





Work Session Agenda Summary

Item: 7.

September 9, 2025

Key Staff Contact: Michelle Claymore, Interim Director of Economic Development and Urban Revitalization

Title:

Economic Development Strategic Plan

Background:

The Economic Development Strategic Plan provides a long-term vision and strategic roadmap for Greeley's economic development initiatives and program focus. The Plan was structured around findings from quantitative and qualitative data collected through an economic assessment and community and stakeholder input.

Key priority initiatives are identified within eight focus areas, including business recruitment, retention and expansion; strengthening Greeley's start-up and innovation ecosystem, workforce development, economic diversification and attracting new investment to downtown Greeley and other areas throughout the city. Next steps will focus on a phased implementation plan to guide timing, prioritization and resource alignment. This presentation will provide City Council with an overview of the plan's findings and recommendations.

Strategic Focus Area:

Business Growth
Community Vitality
Quality of Life

Attachments:

1. Economic Development Strategic Plan 2025 -2029 - Draft
2. Item 7 - Presentation



Economic Development Strategic Plan

2025-2029

Acknowledgements

This Economic Development Strategic Plan was developed with input from the City of Greeley City Council, City Manager, Executive City Leadership, the Strategic Plan Advisory Group, and City staff.

In addition, we'd like to thank numerous local and regional partners and stakeholders for their participation in interviews, questionnaires, and focus groups that guided the findings and development of this plan.

Mayor

John Gates

Greeley City Council

Tommy Butler, Ward I

Deb DeBoutez, Ward II

Johnny Olson, Ward III

Dale Hall, Ward IV

Brett Payton, At Large

Melissa McDonald, At Large

City Manager

Raymond C. Lee, III

Economic Development Partners

Greeley Area Chamber of Commerce

Greeley Downtown Development Authority

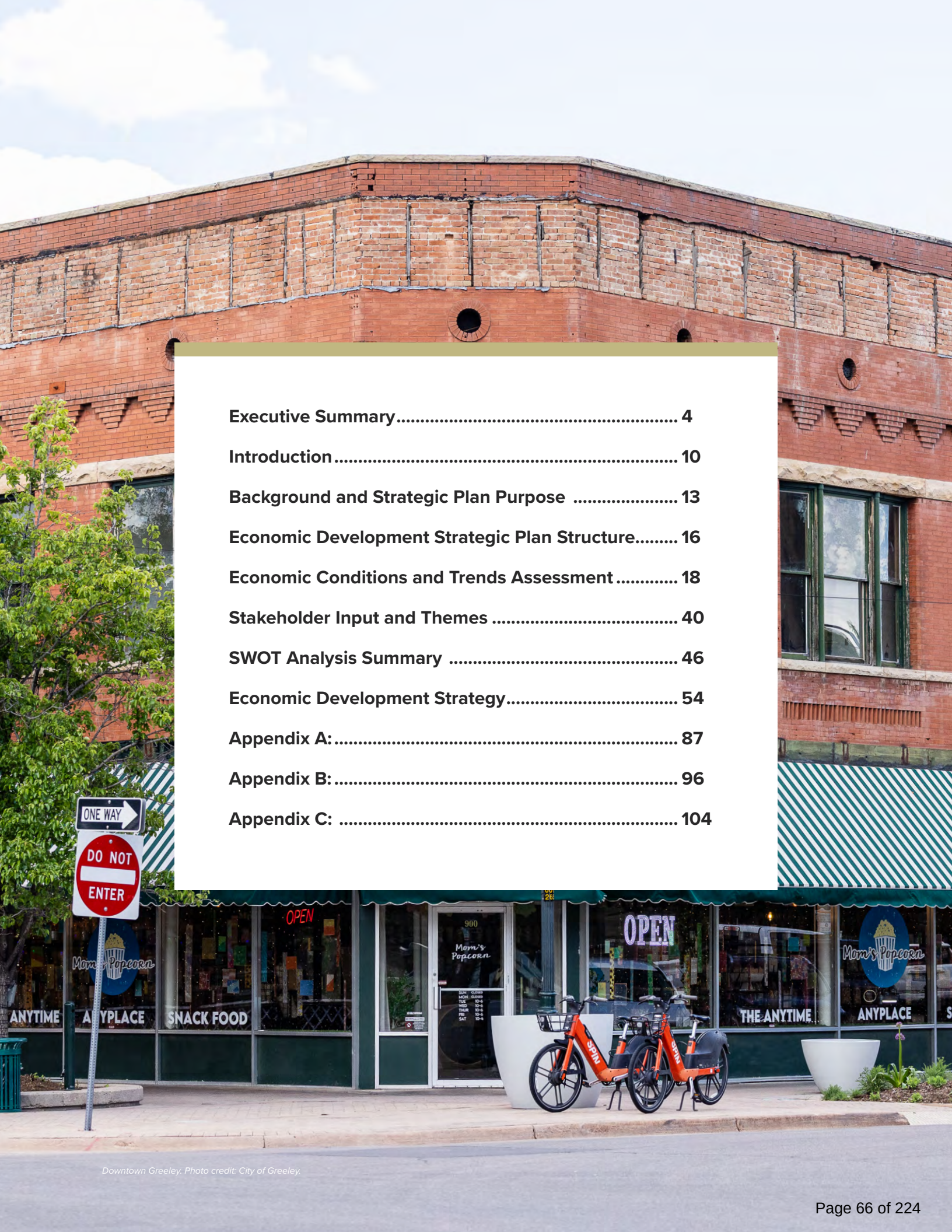
Metro Denver Economic Development Corporation

Upstate Colorado

Consultants

Gardner Advisory & Consulting

Berry, Dunn, McNeil & Parker, LLC



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Executive Summary

This Executive Summary provides an overview of the City of Greeley's Economic Development Strategic Plan. It presents the rationale for planning, the methodology used, the major findings from analysis and engagement, the strategic framework, and the implementation roadmap. Together, these elements provide a comprehensive picture of how Greeley can move from its current position of strength to a resilient economic future.

-
- Key Economic Trends & Challenges
 - Economic Development Vision
 - Strategic Focus Areas
 - Moving Forward

Long known for its legacy industries—agriculture, energy, education, and healthcare—Greeley now stands at a pivotal moment in its economic evolution. The city’s population, currently about 114,000, is steadily growing (up 4.6% from 2020–2024) and is projected to make Greeley one of the most populous cities in Northern Colorado in the coming decades. Several converging factors underscore why this strategic plan is needed now: Greeley’s rapid growth is placing new demands on infrastructure and land use; regional competition for jobs and investment is intensifying; and the city’s economy, while strong, remains reliant on traditional industry sectors and must diversify for long-term success. The strategic planning process combined an in-depth economic assessment with community stakeholder engagement. The result is a plan that will help guide Greeley’s economic development efforts over the next 5 to 10 years.

Key Economic Trends & Challenges

Greeley’s strategic plan responds to key economic trends and challenges identified through data analysis and community input. Notable findings include:



Housing Affordability & Options: Housing affordability and the lack of higher-end housing options remain significant issues. While Greeley is more affordable than many surrounding communities, rapid growth is driving up costs. Employers report a shortage of executive-level housing for attracting and retaining top talent, forcing some higher-wage earners to live (and spend) elsewhere.



Workforce Mismatch: Greeley’s unemployment is moderate (5.8%), and its labor force is growing, but workforce alignment is a critical concern, as many higher-wage jobs are not held by Greeley residents. Educational attainment gaps and housing mismatches contribute to this challenge, with employers often hiring workers from outside the community.



Industrial & Commercial Real Estate Constraints: Greeley faces a shortage of both built and shovel ready sites. Industrial space is in short supply, prompting the need for modern, infrastructure-ready industrial parks. Limited high-quality office space (particularly within Downtown) constrains professional services and tech growth, while expenditure leakage indicates underrepresentation in several retail categories.

Economic Development Vision

A future where Greeley stands as Northern Colorado’s go-to destination for business growth, innovation, and entrepreneurship. This vision imagines Greeley as a vibrant hub of commerce and creativity, attracting diverse businesses, nurturing innovation, and offering a high quality of life. The mission is to foster business recruitment, expansion, and retention while leading strategic development initiatives that serve the city’s long-term economic success.



Weldwerks. Photo credit: City of Greeley.



The Ambry. Photo credit: City of Greeley.

Strategic Focus Areas

The vision at the heart of this plan positions Greeley as Northern Colorado's premier destination for business growth, innovation, and entrepreneurship. Achieving this vision requires coordinated efforts across eight focus areas:

- Elevate Greeley's economic development profile
- Nurture the attraction of primary employers in high potential industry clusters
- Support new and existing Greeley businesses
- Build an innovation and entrepreneurial ecosystem
- Support existing and future employers' workforce development needs
- Create distinct, purpose-driven development growth opportunities to attract investment
- Continue fostering a business-friendly environment that adapts to evolving demographic, policy, and market conditions
- Expand restaurant, retail, and entertainment opportunities to enrich Greeley's quality of life

These focus areas are interrelated and mutually reinforcing. Efforts to prepare sites for development, for example, support recruitment in target industries, while investments in downtown vitality and amenities enhance the city's ability to attract and retain talent. The framework provides both structure and flexibility, enabling the city to pursue a cohesive strategy while adapting to changing conditions.

Plan Implementation

The Economic Development Strategic Plan is the framework for a five-year initiative and actions focused on attaining Greeley's vision for economic development. The Plan was created based on qualitative and quantitative input collected in 2024 and 2025. Monitoring and modifying the Plan in the future based on changing conditions affecting Greeley is a strong approach towards success.

Phased Roadmap

The successful implementation of the Economic Development Strategic Plan will require prioritization and a clear understanding of what can be achieved in the near term, what requires more deliberate effort over several years, and what long-term investments are needed to shape the city's economic future. A phased "roadmap" provides greater clarity, aligns resources, and sets realistic expectations.



**0–18
months**

Near-Term Wins (0–18 months)

- Business climate enhancements
- Business recruitment brand and marketing refresh
- Further Downtown Greeley activation
- Workforce alignment
- Industrial site readiness

**18–36
months**

Medium-Term Initiatives (18 months–3 years)

- Target industry recruitment in high-value sectors
- Equitable small business and innovation ecosystem growth
- Office and mixed-use development, investment attraction
- Pursue retail gaps
- Infrastructure partnerships and collaborations

**3–7
years +**

Long-Term Investments (3–7 years and beyond)

- Planned, major employment nodes growing throughout the city
- Further healthcare and education institution expansions
- Civic Campus and downtown redevelopment projects
- West Greeley entertainment complex
- Redevelopment investment attracted to Greeley Mall area
- Regional connectivity planned and funded

Moving Forward

Carrying out this Strategic Plan will require strong collaboration across City departments, the business community, partner organizations, educational institutions, and civic leaders. The action plan, with defined timelines, clear responsibilities, and measurable performance metrics will serve as a roadmap. By committing to the Plan's vision, Greeley can transform strategic initiatives into tangible results.

The long-term outcomes of implementation will extend beyond individual projects. They include a more diverse and resilient economy, an expanded tax base to fund community priorities, improved quality of life for residents, and greater overall economic stability. With business growth as a top City Council priority and an expanded Economic Development team in place, Greeley is well positioned to turn this vision into reality and secure a prosperous future.

The success of this plan will redefine how Greeley is perceived, shifting from a city defined by its legacy industries to one recognized as a dynamic, diverse, and forward-looking community. The local economy will be characterized by a healthy balance of traditional strengths and emerging sectors, offering higher-wage employment opportunities across a broad spectrum of skills and careers.

Businesses will benefit from a supportive environment with access to modern, development-ready sites and infrastructure. Downtown will serve as a vibrant hub, bringing together public and civic spaces, offices, retail, dining, entertainment, and lodging—creating an active center that attracts residents, workers, and visitors alike.

Perhaps most importantly, the outcomes of this plan will be felt directly by the everyone in Greeley. Residents will enjoy expanded job opportunities, strong connections to education and workforce training, and access to amenities that enrich daily life.

The city's emergence as a regional hub underscores the need for an economic development strategic plan to identify and manage balanced growth objectives and help ensure Greeley's long-term quality of life.

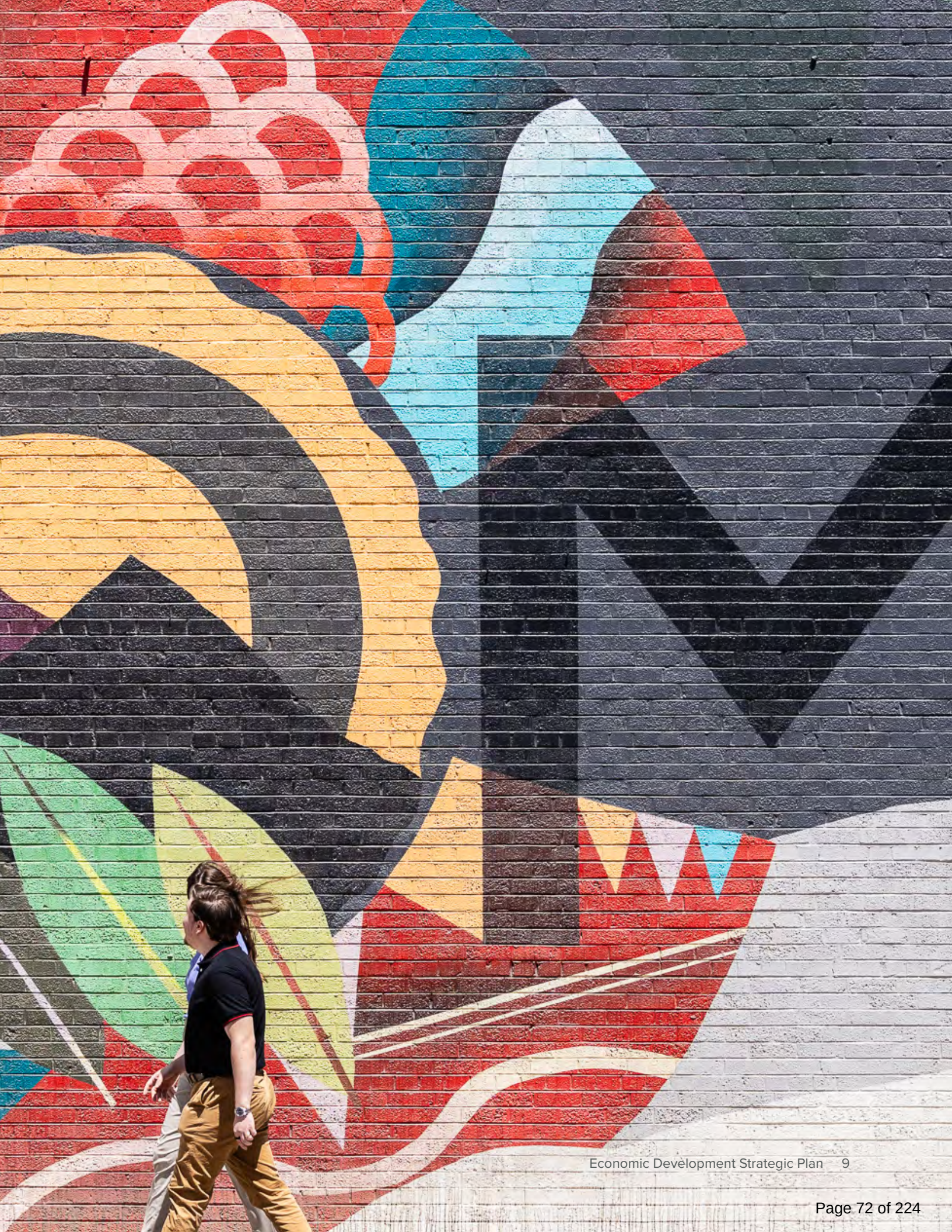




Photo credit: City of Greeley.

Introduction

Long known for a rich history of legacy industries, including agriculture, energy, education, and healthcare, the City of Greeley stands at a pivotal moment in its economic evolution. The city is experiencing steady population growth which is projected to make Greeley one of the most populated cities in Northern Colorado over the next few decades. The city's emergence as a regional hub underscores the need for an economic development strategic plan to identify and manage balanced growth objectives and help ensure Greeley's long-term quality of life.

-
- **Greeley's Economic Moment**
 - **Strategic Plan Overview**
 - **Background and Strategic Plan Purpose**
 - **Economic Development Strategic Plan Structure**



Downtown Greeley. Photo credit: City of Greeley

Greeley's Economic Moment: Why This Plan is Needed Now

The development of this Economic Development Strategic Plan comes at a key time for Greeley. Several factors underscore the importance of establishing a clear and proactive strategy:



Managing Growth and Infrastructure Investments: Greeley's expansion necessitates strategic decisions about infrastructure, land use, public investments, and policies to help ensure sustainable, high-quality development that preserves and enhances Greeley's quality of life and the community's vitality.



Regional Competition for Development and Jobs: The surrounding region is growing rapidly, with increasing interest from developers looking for new opportunities and businesses looking for competitive locations to grow their business. While Greeley is also growing rapidly, it must position itself effectively and intentionally to attract high-quality investments and jobs.



Economic Diversification for Long-Term Stability: While Greeley's economy is strong, relying on legacy and traditional industries alone may not provide the resilience needed for long-term economic sustainability. The city must prepare for an economic future that supports additional innovation, entrepreneurship, and economic diversification, which includes growth of emerging industries already present as well as attracting new industry subsectors.

Concentrating employment in only a few sectors leaves Greeley more vulnerable to broader economic shifts—whether triggered by demographic changes, market demands, or technological disruption. By proactive planning for innovation, upskilling workers, and attracting industries that offer higher value and multiplier effects, Greeley can help ensure a stronger economic foundation for the future. This plan provides a playbook for action, helping to ensure that Greeley builds on its strengths, while strategically addressing areas for opportunities.

The city's emergence as a regional hub underscores the need for an economic development strategic plan to identify and manage balanced growth objectives and help ensure Greeley's long-term quality of life.

Strategic Plan Overview

In late 2024, retained consultants and members of the Economic Development & Urban Revitalization (EDUR) Department began developing Greeley's Economic Development Strategic Plan. An assessment of economic trends, including market dynamics and augmented by stakeholder outreach, was conducted in early 2025.

The assessment revealed both strengths to build upon and gaps to overcome. For example, Greeley's traditional economic pillars, including agriculture, food production, education and energy (oil and gas), remain vital to the local economy but are increasingly vulnerable to external market shifts. Stakeholder input also revealed various strengths and challenges, including reinforcing the need for economic diversification by attracting higher-value industries and enhancing quality-of-life factors through retail, dining, and entertainment options.

The economic assessment and stakeholder input showed other insights, including:

- Having a robust entrepreneurial ecosystem was highlighted as crucial for fostering innovation and economic resilience.
- Real estate market assessments identified challenges and opportunities across residential, industrial, office, and retail sectors.
- Housing affordability and lack of higher-end housing options remain significant issues. Industrial space shortages necessitate strategic development, particularly of modern, infrastructure-ready industrial parks.
- Limited high-quality office space downtown constrains growth of professional services, indicating opportunities for targeted developments.
- The retail sector faces leakage due to underrepresentation of key categories, highlighting a need to support existing retail hubs and encourage new appropriately sited development.

Workforce alignment is critical, as many higher wage jobs are not held by residents. Educational gaps and housing mismatches exacerbate this challenge, necessitating stronger partnerships with educational institutions to develop a skilled workforce aligned with industry need. These and other trends from the economic assessment and stakeholder outreach helped inform the Plan's action items and are shared later in this document.

The plan is structured around eight strategic focus areas and an action-oriented framework for business attraction and diversification, business retention and expansion, entrepreneurship and innovation, workforce and talent, and strategic development. Each focus area includes specific initiatives and measurable outcomes to maximize implementation and accountability.

The Strategic Plan emphasizes economic diversification, strategic land use, infrastructure investment, and workforce development as essential pillars. Targeted growth in innovative sectors, creation of distinctive development nodes, and coordinated workforce initiatives are central to positioning Greeley's economic future.

Background and Strategic Plan Purpose

The City of Greeley's economic development efforts center around the purpose of developing a vibrant local economy that raises the standard of living for all and provides a growing number of employment opportunities. This can be accomplished through activities that support the following objectives:



**Wealth
generation**



**Quality
of life**



**Economic
diversification**



**A growing
tax base**



**Job
growth**

A central strategy to achieve these objectives is to enhance the City's business climate, helping to ensure that both existing businesses and new enterprises find Greeley to be a welcoming and supportive business location.

Economic Development is defined as a program, group of policies, or set of activities that seeks to improve the economic well-being and quality of life for a community by creating and/or retaining jobs that facilitate growth and provide a stable tax base.

Business Growth Focus

The Greeley City Council named *Business Growth* as one of its top focus areas in the City's 2024-25 Strategic Plan and initiated the expansion of the Economic Development and Urban Revitalization (EDUR) team to lead and facilitate strategic economic development projects and department initiatives.

EDUR plays a central role in achieving the City's economic development strategic objectives. The department leads efforts in:

Business Recruitment, Retention, and Expansion

Supporting recruitment, retention, and expansion efforts for businesses of all types and sizes

Business Branding, Marketing and Business Development

Expanding market recognition of Greeley as a competitive and quality location for businesses and workforce talent

Entrepreneurial and Workforce Development

Strengthening resources for entrepreneurs and helping to ensure workforce preparedness for high-growth industries

Redevelopment and Urban Renewal

Leveraging the Greeley Urban Renewal Authority (GURA) and facilitating the revitalization of key commercial and industrial areas

Property Acquisition/Disposition

Working on the acquisition and disposition of publicly owned properties to promote strategic growth and investment

These ongoing efforts are complemented through supporting activities, such as business development and prospect management, target marketing, economic data analysis, management of business incentives, and regulatory policy discussions to support a strong business climate. The Economic Development Strategic Plan provides a prioritized framework for these activities, helping ensure alignment with broader goals and providing clear direction. The Plan outlines key priorities, strategies, and actions focused on enhancing Greeley's economic landscape for the next five to ten years.





Photo credit: City of Greeley.

Economic Development Strategic Plan Structure

The Economic Development Strategic Plan is structured to present findings and recommendations from each phase of the planning process, providing a deliberate approach to guiding Greeley's economic future. The structure is as follows:

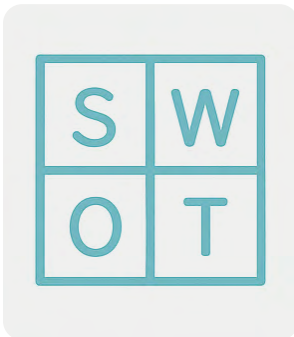
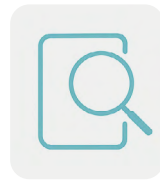


Economic Conditions and Trends Assessment

- Establishes the context in which the plan was developed, offering an analysis of Greeley's current economic environment.
- Assessment of key factors, including employment trends, industry composition, workforce, population growth, and related data.
- Overview of real estate market trends.
- Overview of retail market conditions and gap assessment.

Stakeholder Engagement Findings Summary

Summary of the input and perspectives gathered during the engagement process, highlighting key opportunities and challenges identified by those actively involved in Greeley's economy.



Vision, Focus Areas, and SWOT (Strengths, Weaknesses, Opportunities, and Threats)

- Articulates the long-term aspirations and vision for Greeley's economic future.
- Highlights strategic focus areas needed to achieve this vision.
- Provides a foundation for developing strategies to address challenges and leverage the city's assets.

Economic Development Strategy, Focus Areas and Action Plans

Translates the economic development strategy by focus areas and into specific initiatives and recommended actions.



Implementation Plan

- Serves as a guide to execute the plan, providing a roadmap to implement strategic initiatives.
- This section includes priorities, key performance indicators (KPIs), resources, roles and responsibilities.

Appendices

Includes the economic data, and engagement background (including survey responses) used in the strategic planning process, as well as other supplemental information.





Photo credit: City of Greeley.

Economic Conditions and Trends Assessment

- Demographics
- Industry Competitiveness
- Real Estate Market

Introduction

Companies choose business locations based on various factors. These are often referred to as critical location factors (CLFs). According to *Site Selection Magazine*, the most common CLFs are:

- Proximity to markets
- Local labor force availability and skill sets
- Tax and regulatory environment
- Quality of life
- Cost of doing business
- Strong and stable political leadership
- Incentives
- Utilities and infrastructure
- Proximity to higher education institutions
- Concentration of existing industries
- Available real estate

The economic conditions and trends assessment will help determine how competitive Greeley and the region are as a business location and serve as a critical foundation for the development of the City of Greeley's Economic Development Strategic Plan. Its primary purpose is to provide a data-driven understanding of the city's current economic landscape, leveraging key metrics and indicators to evaluate historic trends and assess recent momentum.

This assessment focuses on a quantitative analysis of economic conditions, examining factors such as employment, population dynamics, income levels, workforce characteristics, and industry competitiveness. These insights are intended to complement qualitative data collected through stakeholder outreach and engagement, providing a holistic view of the economic environment. By integrating both quantitative and qualitative findings, the Economic Conditions Assessment informs the subsequent phases of the strategic planning process, guiding the identification of opportunities and challenges and, ultimately, aligning actionable strategies with the community's long-term vision for economic growth.

The following summarizes key findings from the Economic Conditions Assessment, highlighting trends having an influence on Greeley's economy.

Demographics

The demographic profile provides the basis of understanding who lives and works in Greeley today and who is likely to be here tomorrow. It summarizes population growth, age, education, income, labor force participation, and commuting patterns. These trends inform priorities for talent development, housing, transportation, amenities and other relevant items that form the basis for business attraction and retention.

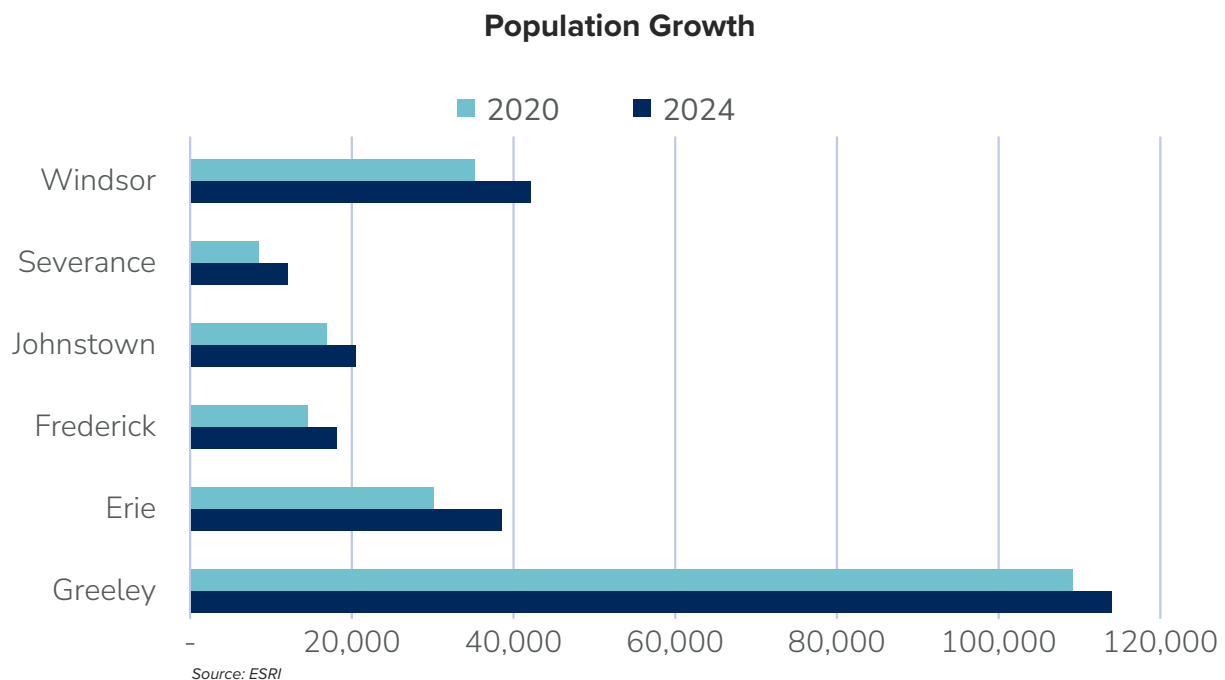
Population

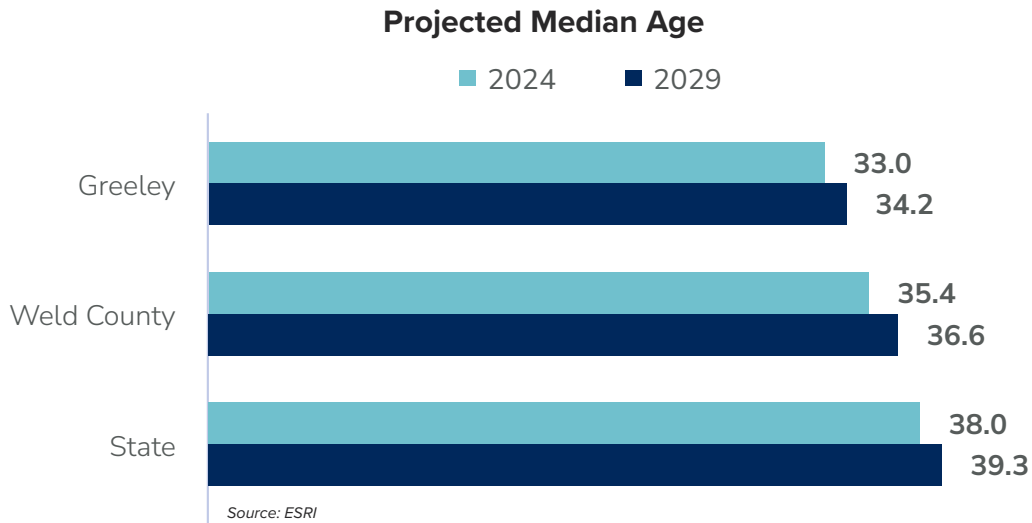
While population growth in Colorado is slowing, Greeley and Weld County's population growth rate continues to increase, underscoring the area's economic vitality and attractiveness for investment.

Weld County has 369,745 residents according to the U.S. Census Bureau. The County added 38,278 people between 2020 and 2024, making its 5-year population growth rate 11.5%.

Greeley's total population is estimated at 114,363 and is steadily growing but at a slower rate than Weld County. Between 2020 and 2024, Greeley's population grew 4.6%, adding 5,074 people.

Although Greeley is the county seat and has the largest population, other cities and towns in Weld County have also experienced growth over the last five years including Erie, Frederick, Johnstown, Severance and Windsor.





The City of Greeley has a median age (33.0) that is younger than both Weld County (35.4) and State of Colorado (38.0). Over the next five years, it is anticipated that the median age will rise slightly across the state, largely attributed to declining birth rates and a projected slowing of people moving into the state. Greeley's median age is expected to increase slightly, while remaining lower than the broader geographies.

The city's largest segment of the population is aged 20 to 64, which is significant because this age bracket makes up the highest percentage of the workforce. Workforce availability is a key consideration in business location.

Population by Age				
Category	Population by age	Census 2020	2024	2029
		Percent	Percent	Percent
Youth	0 - 4	6.90%	6.90%	6.80%
	5 - 9	7.00%	6.60%	6.80%
	10 - 14	7.00%	6.60%	6.40%
	15 - 19	8.50%	7.80%	7.50%
Total % of Population		29.40%	27.90%	27.00%
Workforce	20 - 24	9.60%	9.40%	8.90%
	25 - 34	15.40%	15.80%	15.40%
	35 - 44	12.30%	13.30%	14.00%
	55 - 64	9.90%	9.30%	8.90%
Total % of Population		57.40%	58.00%	57.80%
65 years and over	65 - 74	7.90%	8.00%	8.20%
	75 - 84	3.80%	4.30%	5.20%
	85+	1.60%	1.70%	1.80%
Total % of Population		13.30%	14.00%	15.20%

Source: ESRI



Photo credit: City of Greeley.



Photo credit: City of Greeley.

Income

Greeley's individual (\$36,448) and household (\$68,650) median incomes have increased in recent years. However, the city has comparatively lower median incomes overall. County and state median incomes have seen similar increases and growth rates over the past decade. While median incomes are expected to grow over the next five years, the city is still forecasted to have a lower median income than the county and state.

Income levels are directly attributable to jobs and workforce opportunities with a heavy concentration of jobs and income sources in the healthcare, government, agriculture, manufacturing, education, and transportation sectors.

Attraction of higher paying jobs is just one part of the economic equation that the city needs to address in implementing economic development initiatives. As noted elsewhere in this plan, individuals earning higher incomes have traditionally lived outside of Greeley for a range of reasons including the availability of housing (quality, sizes, and types), and the availability of shopping, dining, and entertainment options. There is a symbiotic relationship between these issues.



Photo credit: City of Greeley.

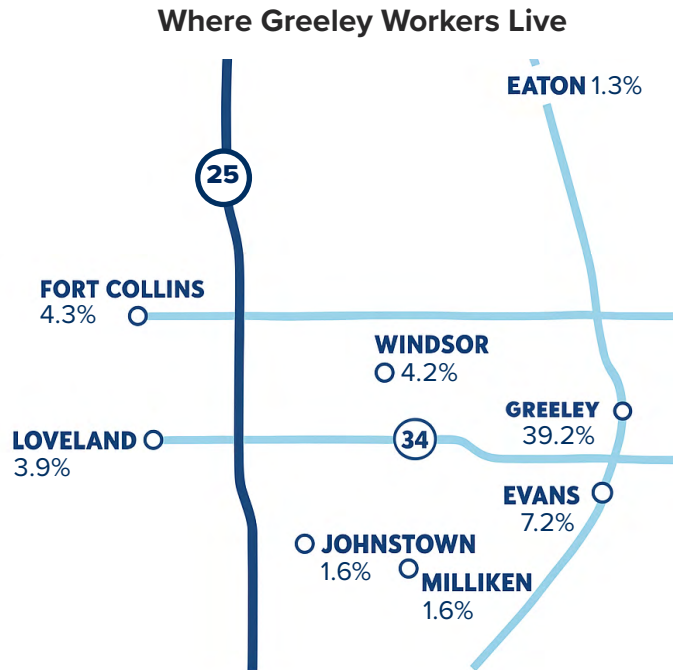
Labor Force

The Greeley labor force consists of 52,705 workers with an unemployment rate of 5.8% according to the most recent data from the Colorado Department of Labor and Employment. Both labor force and unemployment have historically fluctuated annually, as well as quarterly. Year over year (2023-2024), total labor force increased by 1.9% and unemployment rose by 1.5%. In contrast, there are 49,673 jobs physically located in the City of Greeley.

Where Workers Work

Based on the most recent U.S. Census Bureau data available on worker commuting patterns, 40% of all jobs in Greeley are filled by workers who also live in the city. While the pandemic resulted in work from home and hybrid work schedules everywhere, this analysis is based on job location and the worker's place of residency.

As the largest employment center in Weld County, Greeley attracts workers from smaller, rural communities that may not have the same opportunities locally. Key factors influencing commuting patterns include housing costs, types, sizes, and availability. This phenomenon is exhibited when workers choose to commute if they cannot find suitable housing closer to their place of work. Of the nearly 30,000 workers that commute into Greeley regularly, some portion might live in the city if their desired housing was available.



	Share
Jobs in Greeley - Where the workers live. Top 10 Locations	100.0%
Greeley, CO	39.3%
Evans, CO	7.2%
Fort Collins, CO	4.3%
Windsor, CO	4.2%
Loveland, CO	3.9%
Denver, CO	1.9%
Aurora, CO	1.7%
Milliken, CO	1.6%
Johnstown, CO	1.6%
Eaton, CO	1.3%
All Other Locations	33.1%

Source: Census Bureau LEHD CES On The Map, 2022 - Downloaded August 2025

Understanding where Greeley’s workforce lives and works is critical to developing strategies and policies that strengthen the economy. While nearly 50,000 jobs are physically located in the city, a significant share of these positions are held by workers who live outside Greeley. At the same time, many residents travel to other communities for employment, reflecting a gap between local job opportunities, housing options, and workforce skills. These commuting patterns (both into and out of Greeley) highlight both the city’s role as a regional employment hub and the opportunity to increase the percentage of residents who also work in Greeley. Strengthening this alignment not only supports local businesses through increased daily spending, but also reduces transportation burdens, improves quality of life, and enhances economic resilience.



Photo credit: City of Greeley.

	Share
Workers who live in Greeley, Top 10 Locations Where they Work	100.0%
Greeley, CO	32.4%
Denver, CO	8.4%
Fort Collins, CO	5.8%
Loveland, CO	5.3%
Aurora, CO	3.2%
Windsor, CO	2.6%
Evans, CO	1.8%
Longmont, CO	1.7%
Colorado Springs, CO	1.6%
Lakewood, CO	1.5%
All Other Locations	35.7%

Source: Census Bureau LEHD CES On The Map, 2022 - Downloaded August 2025

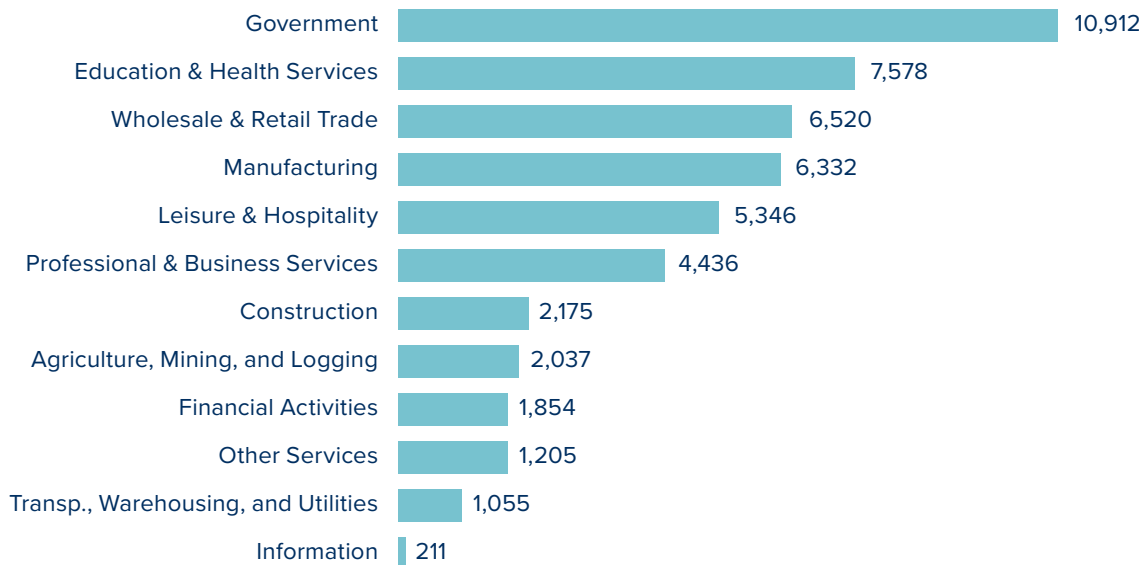
Greeley's greater concentration of lower-income households, compared to the broader geographies, suggests challenges in economic mobility or access to higher-paying jobs. Further, there are indications of a disconnect between Greeley's labor force and the jobs located in the city. The education levels of Greeley workers are lower than the Colorado average, with only 27% of Greeley's working age adults holding a bachelor's degree compared to about 44% statewide. This gap presents a challenge in accommodating industries that require highly skilled local labor, such as professional, scientific, and technical services. Concurrently, the opportunity to generate higher-wage positions in Greeley is impacted.

Industry Competitiveness

This section evaluates Greeley’s competitive/economic position regionally and nationally by examining the composition, concentration, and recent performance of local industries. It identifies Greeley’s industry strengths to reinforce, and gaps to close, and informs targeted industries for business recruitment activities. These insights will help guide business retention/expansion and targeted recruitment, balancing support for established businesses with diversification into higher-growth and higher-wage businesses.

The following assesses which sectors constitute the largest concentration of jobs in the City of Greeley. This employment data informs a more in-depth analysis of the City’s competitive position within each category.

Greeley Employment Composition, Q4 2024



Source: Metro Denver EDC; Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).

Competitiveness in industry subsectors was also analyzed at the regional level, with Weld County serving as the subject area. Weld County constitutes the Greeley Metropolitan Statistical Area, and this geographic area is the smallest area for which detailed industry employment data is available.

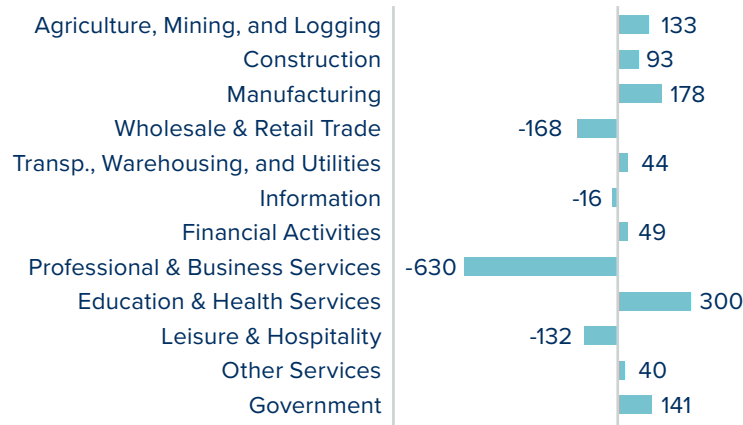
Mature industry subsectors in the region, such as oil and gas extraction, provide a foundation for the area. However, while they make up a critical component of economic activity in the region, job levels within those subsectors have waned in recent years. These industries will continue to play an important role in the short-term, but diversification into high growth industries and emerging technologies will drive long-term sustainability.

Employment & Wages

Strong wage growth and diverse occupation forecasts underscore competitiveness and economic resilience. The most recent data available on employment, average wages, and growth rates for Greeley provide key insights into the City's economic competitiveness and vitality across various occupation groups.

Employment growth was subdued at the national level and remained flat across most of Colorado in the fourth quarter of 2024.

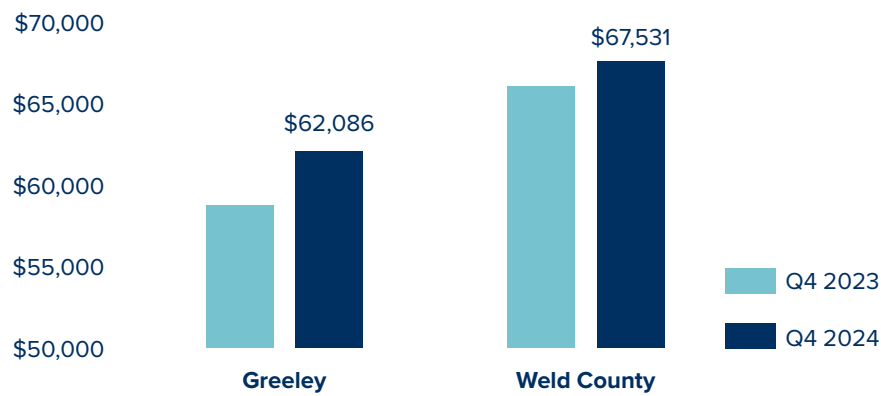
Year-Over-Year Employment Change Greeley, Q4 2023 - Q4 2024



Source: Metro Denver EDC; Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).

Average annual wages in Greeley continue to increase, driven primarily by professional and business services sector wages. Wages in the government mining and healthcare sectors also showed strong year-over-year growth. However, Greeley's average annual wages overall are lower than the rest of Weld County.

Average Annual Wages



Source: Metro Denver EDC; Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).



Photo credit: City of Greeley.

Location Quotients

Location Quotient (LQ) measures how concentrated an industry is in a specific area compared to a broader region. An LQ greater than 1 indicates that an industry is more prominent locally, often signaling a competitive advantage or local specialization. Conversely, an LQ below 1 suggests an underrepresentation of that industry, which may highlight areas for growth or diversification (See table below).

Location Quotient by Industry Sector in Greeley

Industry Sector	Location Quotient
Agriculture, forestry, fishing and hunting, and mining	2.71
Construction	1.09
Manufacturing	1.29
Wholesale trade	0.88
Retail trade	1.04
Transportation and warehousing, and utilities	1.52
Information	0.66
Finance, insurance, real estate, rental and leasing	0.66
Professional, scientific, management, administrative, and waste management services	0.63
Educational, health and social services	1.05
Arts, entertainment, recreation, accommodation and food services	0.92
Other services (except public administration)	1.02
Public administration	1.06
Regional Median	1.00

Source: US Census Bureau



Photo credit: City of Greeley.

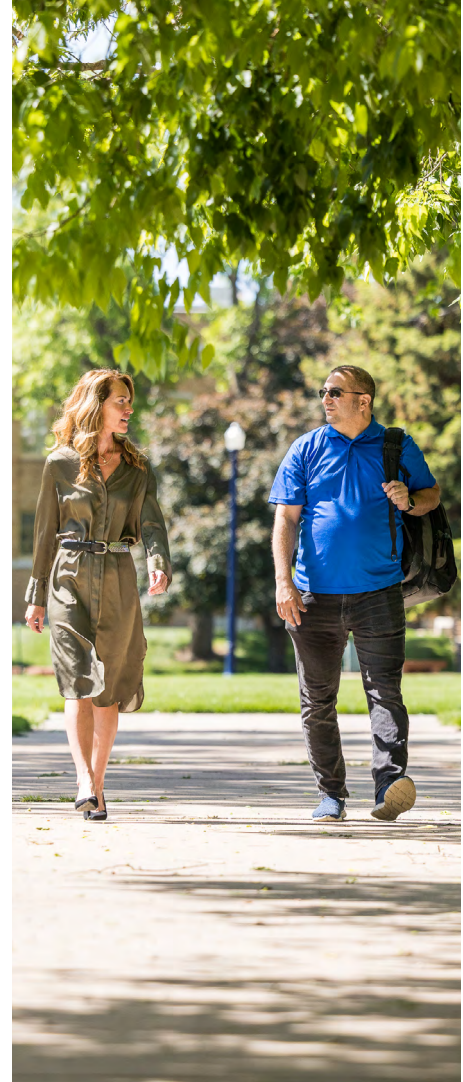


Photo credit: City of Greeley.

The LQ analysis reveals that Greeley’s economic strengths lie in Agriculture, Transportation, Manufacturing, and Construction, which align with the city’s existing resources and infrastructure. The city scores lower in knowledge-based and high-skill sectors like Professional Services, Information, and Finance.

This highlights one of the key economic challenges facing Greeley over the next several years. Building on strengths is appropriate in the short-term, to sustain the local economy. However, there needs to be a longer-term focus on addressing gaps in high-skill jobs to develop a more balanced and resilient economy and attract a diverse workforce.

The quantitative analysis presented in the preceding sections establishes an understanding of the baseline and trajectory of the Greeley economy. Taken together, the data, trends, and analysis serve to inform Strategic Plan recommendations. In the next section, the analysis is further augmented through stakeholder input, to ensure that strategies are not only data-driven, but also grounded in the experience of employers, entrepreneurs, educators, community leaders, and residents.

Shift Share Analysis

A shift-share analysis breaks out total local job change into three categories so we can see how much was driven by the national economy, by the industry's national trend, and by local competitive factors. Below is an illustrated chart with the Shift-Share Analysis by Industry Sector for Greeley between 2015 and 2024.

Shift-Share Analysis by Industry Sector in Greeley 2015-2024

Industry Sector	No. of Jobs Gained or Lost			
	National Growth Effect	Industry Mix Effect	Regional Competitive Effect	Total Change
Agriculture, forestry, fishing and hunting, and mining	308	-549	563	322
Construction	440	453	267	1160
Manufacturing	560	-242	-77	241
Wholesale trade	139	-313	-37	-210
Retail trade	682	-482	-10	190
Transportation and warehousing, and utilities	236	445	1609	2291
Information	93	-103	211	202
Finance, insurance, real estate, rental and leasing	310	20	-316	14
Professional, scientific, management, administrative, and waste management services	496	694	306	1495
Educational, health and social services	1214	146	1339	2699
Arts, entertainment, recreation, accommodation and food services	635	-454	-404	-223
Other services (except public administration)	251	-78	542	715
Public administration	188	-54	1144	1278

Source: US Census Bureau

What the columns mean

Column 1: National Growth Effect (NGE): Jobs that Greeley would have gained/lost if it grew at the same rate as total U.S. employment.

Column 2: Industry Mix Effect (IME): Extra jobs gained/lost because that industry grew faster/slower than total U.S. employment.

Column 3: Regional Competitive Effect (RCE): How Greeley outperformed or underperformed national peers in the same industry after accounting for NGE and IME. RCE is the best indicator of local competitiveness in that sector.

Column 4: Total Change: This is the actual change in local jobs. Formula: Total = NGE + IME + RCE.



Office space located in the City of Greeley. Photo credit: City of Greeley.

Examples of both positive and negative data for Greeley:

- **Educational and Health Services:** Total +2,699 = NGE +1,214 + IME +146 + RCE +1,339. Big gains from national/sector trends and strong advantages.
- **Arts, Entertainment, Accommodation and Food:** Total -223 = NGE +635 + IME -454 + RCE -404. Despite a national lift, underperformance.

Several high-growth sectors stand out. Education and Health, Transportation and Utilities, Professional Services, and Public Administration show strong overall growth, with substantial contributions from local competitive advantages.

This preceding analysis is just one component of understanding the City's strengths, weaknesses, and competitiveness as it relates to employment trends and industry competitiveness. It is important to pair this with real estate analysis (site readiness), market trends and input from business owner/operators. The following sections provide the necessary insight and complementary analysis.



Photo credit: City of Greeley.

Real Estate Market

The following provides an overview of the residential, retail, office, and industrial market sectors, all of which play an individual and collective role in growing the Greeley economy.

Residential

Single and multifamily housing permits have grown in the past decade, highlighting strong demand and investment potential in the for-sale and rental housing markets and fueling Greeley’s steady population growth.

Greeley Residential Units Permitted			
	Single-Family	Multi-Family	Total
Units			
2025 YTD	88	6	94
2024	38	56	94
Valuation			
2025 YTD	\$35 million	\$2.2 million	\$37.2 million
2024	\$15.4 million	\$16.8 million	\$32.2 million

Greeley Community Development Department, June 2025

Like many Colorado communities, Greeley faces various housing challenges. First, employers have expressed concern that there is a lack of higher end housing options—including executive housing options—supporting their upper management employee recruitment and retention needs. This pushes higher wage earners to live in surrounding communities that have these housing options available.

In addition to business retention concerns, if higher-wage earners work in Greeley but do not live or predominately shop in the city, this adds to increased retail sales leakage. These higher wage earners will typically eat, shop, and choose entertainment/recreation options that are closer to home.

An additional challenge facing the city is housing affordability. Although Greeley remains more affordable than surrounding areas, this affordability advantage is under pressure as the population grows.

Increasing home prices, rising rents and limited availability of subsidized and quality affordable housing units is impacting Greeley's entry level and lower-wage earners. These workers face a growing housing cost burden, with many spending well over the recommended 30 percent of income on housing expenses. The shortage of affordable housing options can impede economic mobility, workforce retention, and inclusive growth. While this issue is extremely important, a more in-depth analysis and potential solutions are contained in the City of Greeley's Housing for All Strategic Plan.

Mixed-use developments that incorporate residential units above retail and restaurant space will continue to be in demand, depending on location. Recent development in downtown Greeley, particularly along Eighth Avenue, is an example of the type of development that can be supported. From an economic development perspective, this helps provide an active population and critical mass to support retail, restaurants, and entertainment. The caveat is that development needs to be well-located, with connectivity to complementary uses and activity generators. Economic development initiatives should be strategic to ensure there is no market fragmentation, (where new development competes with rather than complements existing uses), and that development serves as a catalyst for additional private sector investment.

Office

Greeley's office market reflects a microcosm of national and regional trends, with increased vacancies and cautious investment activity. While rental rates have shown resilience and competitive pricing, the market's future trajectory will depend on broader economic conditions and local demand dynamics. New office development has been limited, primarily catering to medical office tenants.

As of the first quarter of 2025, CoStar (an online provider of commercial real estate information and analytics) indicated that Greeley has 4.2 million square feet of office space and the office vacancy rate was reported at nearly six percent, which is comparable to other locations. A large percentage of the total available space is consolidated at the former State Farm campus location at Promontory. CoStar is an online provider of commercial real estate information and analytics.

Outside of the office buildings at Promontory, Greeley lacks what would be considered quality Class A or even B office space. For example, of the existing office inventory in the downtown area, only 150,000 square feet is classified as A or B (or as defined by CoStar 5- and 4-star properties). Improving the availability of quality office space, including co-working spaces*, would be particularly beneficial for knowledge-based industries that require professional environments to attract and retain talent. Additionally, the development of Class A/B office space, especially as part of a downtown civic campus, could help Greeley compete more effectively with neighboring communities while supporting economic diversification beyond its traditional industrial and agricultural base.

**This includes the Innovation Center at Aims Community College, which is currently under construction.*



Photo credit: City of Greeley.

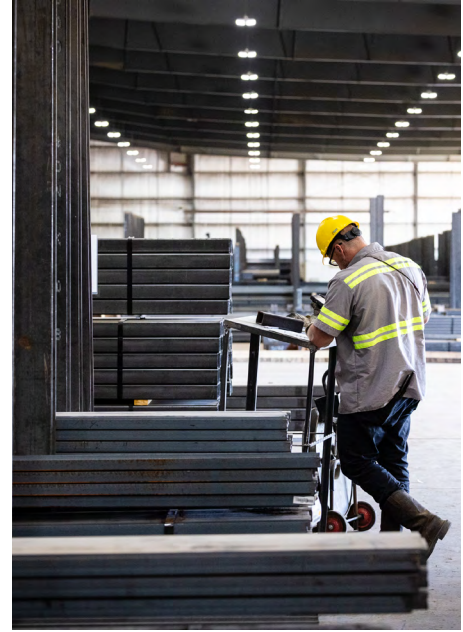


Photo credit: City of Greeley.

Industrial

Review of the industrial building leasing and sales activity indicates that the industrial real estate market in Greeley is in transition. Recent data show a slight increase in sales price per square foot, indicating potential strengthening in the market. At the same time, both the vacancy rates and for-sale and for-lease inventory have increased, offering mixed signals. Stakeholder feedback corroborates that there is availability of industrial space but notes that what is available does not meet the needs of prospective tenants in terms of size and functionality.

According to CoStar, there is just under 9 million square feet of built, industrial/flex space in Greeley with a 4.1% vacancy rate. This is a healthy rate for vacant industrial/flex space, indicating that there is room for new additional space in this sector. The total square-footage represents twenty-nine percent (29%) of the total industrial/flex space in Weld County.

Many of the city's legacy industrial spaces lack the modern utilities, fiber connectivity, redundant energy sources, and other technical specifications demanded by today's industrial and commercial tenants. Modern utilities for industrial building go beyond the basic requirements of residential and commercial structures. While electricity, water, and gas remain foundational, industrial facilities require sophisticated electrical systems and increased energy supply to support their operations, which can include heavy machinery, specialized processes, and significant energy consumption.

The existing vacant land that is zoned industrial appears fragmented and unplanned in Greeley, consisting of aging properties with insufficient infrastructure, inadequate sizing, and suboptimal site configurations.

If an industrial user is seeking a build-to-suit site, Greeley lacks industrial parks with shovel-ready sites to accommodate large developments. The siting and location of an industrial park targeted to the needs of prospective tenants, as well as a modern technology park, will be important to the city's future economic development efforts. Shovel-ready sites have infrastructure and entitlements already in place. This removes some of the uncertainty/risk for a new development project and shortens the overall time it takes to plan and build a new facility.

A data center is an example of a type of industrial user that is desirable but currently would be difficult to attract to Greeley. Data centers produce ongoing sales/use and property taxes to the city. However, these operations typically require large land parcels and have significant demands for electricity and water. Today, the city does not have locations that could provide a large, shovel-ready industrial site for a data center that could also meet the energy demand.

Preparing sites for shovel-ready status requires careful consideration and analysis to ensure the site can be purchased or leased once prepared for industrial development. The city should also explore opportunities to annex sites that are or can be easily made shovel ready.

Based on input received and discussions with those active in the market, the existing data presented does not necessarily reflect weak industrial real estate demand or a soft industrial market as much as a lack of suitable buildings and sites, specifically those within a modern industrial park with good access and available infrastructure.

Greeley does have competitive advantages that could be leveraged to attract industrial development, including low development/operating costs, available land, water and access to labor.

Retail

Greeley's growth in population and households has boosted retail demand faster than supply in certain sectors. The retail sector spans a broad mix of industries, with major segments including grocery, general merchandise/big-box stores, apparel, and specialty/niche retailing.

CoStar shows that the Greeley retail market contains roughly 7 million square feet (SF) of inventory with a 4.5 percent vacancy rate. Types of retail space consist mostly of the following:



Retail power centers - retail power centers are outdoor shopping areas anchored by large, big-box stores and a variety of smaller retailers. Examples include:

- Centerplace on Hwy 34, between 35th and 47th Ave.
- ELK Lakes Shopping Center at 2815 35th Ave.



Neighborhood strip center space - designed to serve the daily needs of the residents in surrounding neighborhoods. They are typically characterized by a collection of small-scale retail and service businesses, often anchored by a supermarket or a large drugstore with a shared parking lot in front. Examples include:

- Westlake Village Shopping Center at 2000 35th Ave.
- NorthGate Village at 6922 W 10th St.
- Greeley Commons Shopping Center at 47th Ave & W 29th St.
- University Square on 11th Avenue at 26th St.



Downtown retail – Downtown Greeley has an array of hotels, locally-owned retail shops, restaurants and office space housed in existing commercial buildings, some dating as far back as 1880.



Indoor shopping centers – The Greeley Mall is the only indoor shopping center in Greeley. The mall has 578,000 SF and was built in 1972 with five anchor spaces.



Centerplace. Photo credit: City of Greeley.

Retail Assessment

Cities rely on sales tax revenue as a source of funding for public services. Robust retail sales mean a higher amount of city sales tax is collected that can be invested in infrastructure, public safety, social services and other vital city programs and services.

Greeley's tax revenues (including sales and property tax) represent the second-highest means of revenue to the city. It is 28 percent of the city's overall budget or roughly \$169 million. City sales taxes collected in 2024 on retail sales account for about \$103 million.

Greeley's retail landscape, like many mid-sized cities, has experienced significant transformation in recent years due to both national and regional trends. E-commerce growth, accelerated by Amazon's expanding market share, has fundamentally altered consumer shopping patterns, particularly impacting categories such as electronics, apparel, and general merchandise.

The COVID-19 pandemic further accelerated this digital shift while simultaneously creating unprecedented challenges for brick-and-mortar establishments, especially restaurants, entertainment venues, and non-essential retailers. Post-pandemic recovery has been uneven across Greeley's retail sectors, with experiential retail, service-oriented businesses, and essential retailers showing stronger resilience than traditional merchandise-focused stores.

Vacancy patterns reflect this evolution, with higher vacancies in older strip centers and malls contrasted against relatively strong performance in grocery-anchored centers and newer mixed-use developments. Despite these challenges, Greeley's growing population base and relative affordability within the Front Range region present opportunities for strategic retail development focused on experience-driven concepts, neighborhood-serving businesses, and unique local offerings that complement rather than compete with e-commerce channels.



Downtown Greeley. Photo credit: City of Greeley.



Centerplace. Photo credit: City of Greeley.

Competitive Landscape

Major retail hubs include Centerplace and Greeley Commons, with tenants such as Target, Kohl's, Best Buy, Safeway, and other large format stores. While national chains dominate the general merchandise and grocery sectors, other specialty stores and grocers have also been successful. Niche/ boutique retailers and local independent eating/drinking establishments – including breweries and distilleries – are also well represented, particularly within Downtown.

Greeley's retail sales per capita (\$20,436) are slightly below state and national averages. For comparison - Fort Collins: \$21,944 per capita; Loveland: \$30,198 per capita. In addition, retail sales in Greeley decreased 1.5% between the fourth quarters of 2023 and 2024. Weld County reported a 0.5% increase during these same periods.

E-Commerce Impact

E-commerce has affected certain sectors, but brick-and-mortar retail remains strong in the region. Like Target and other national brands, local independents have adapted with online ordering, delivery, and pickup options. In addition, consumers enjoy physical connection, particularly for specialty retailing and dining. Downtown provides a unique, experiential environment that cannot be replicated online or within commercial corridors or larger retail centers.

Retail Categories with Demand Exceeding Supply

The following retail categories are missing or underrepresented within the City of Greeley.

- **Apparel & Department Stores:** Major anchors have closed in recent years and shifted unmet demand to locations such as Loveland and Fort Collins.
- **Furniture & Home Goods:** Limited big-box home furnishing options results in leakage to other locations.
- **Dining & Entertainment:** Greeley is underserved in upscale and diverse dining options. Entertainment/recreation options and venues are also limited. Demand is currently being absorbed in other nearby cities, as well as Fort Collins and Denver.
- **General Merchandise & Warehouse Retail:** There are no warehouse stores such as Costco or Sam's Club (located in Evans). Consumers will travel a further distance for these store types. Therefore, Greeley is not only losing resident expenditures, but also the potential to attract spending from other communities.
- **Electronics & Appliances:** This category is currently well served, but some more specialized stores like higher-end appliance/phone stores and kitchen showrooms are not represented.

Geographic Analysis: Retail Gaps by Area of Greeley

- **Downtown Greeley:** There has been growth, but there is an overall lack of larger retail formats and grocery options. There is also a lack of connectivity and synergy of uses in some locations that makes these areas less inviting to shoppers and diners. Examples include such things as walkability and uninterrupted contiguous development.
- **West Greeley (US-34 Corridor):** This area is a primary retail hub with opportunities for expansion. St. Michael's and Promontory areas also have significant gaps between resident demand/expenditures and stores/restaurants in the area.
- **Major Corridors:** Opportunities exist to develop more highway-oriented retail and capture through-traffic, especially along US-34 and US-85.
- **Greeley Mall:** Like similar shopping centers throughout the country, the Greeley Mall is no longer a destination retail center and has transitioned into a predominantly discount retail center. Additionally, there is an extensive amount of available land due to large and under-utilized parking lots. This creates a remarkable opportunity to redevelop the site into a mixed-use, mixed-income, and walkable community. Other mid-sized cities have taken diverse approaches including conversion to hybrid mixed-use redevelopment, education and workforce hubs, and community-focused civic center uses as examples. The future of the mall and how it will be repositioned will need to take into consideration other retail in the area.

Retail Investment Potential

Based on the preceding analysis and Greeley's competitive position in the larger market area, new and expanding retail potential includes:

- Focusing on missing retail categories such as apparel, home furnishings, and specialty retailers.
- Supporting Downtown as an experiential retail/dining/entertainment destination that engages residents and visitors with a memorable shopping experience.
- Leveraging West Greeley market potential.
- Expanding dining and entertainment with a focus on attracting unique restaurants and entertainment venues.
- Leveraging and promoting the fact that Greeley is easily accessible to the region and can have a lower cost to open and operate a business in comparison to other locations.
- Positioning Greeley as an integral part of Northern Colorado's retail landscape.

While new and expanding opportunities are identified, an emphasis should be placed on existing business retention and expansion wherever possible. In addition, it is equally important that there are City initiatives to support unique boutique and cottage businesses, as well as maker spaces. Depending on location, this could include a range of business types from boutique hotels to food trucks and pop-ups.

Further Study

Given the amount of attention it received during the planning process, this Strategic Plan presents a foundational assessment of Greeley's retail landscape. While this assessment provides a baseline understanding of the overall market, it reveals the need for more comprehensive analysis.

A more in-depth retail market study and gap analysis should be conducted as a follow-up to the Strategic Plan due to continuous changes in retail market conditions and Greeley's strong reliance on sales tax. This analysis should identify ways to capture specific underserved retail segments where Greeley could recapture local spending, particularly in specialty retail, dining, and entertainment categories.

Additionally, the study should incorporate demographic trend analysis at the local and regional levels to develop targeted retail recruitment strategies aligned with the evolving needs of Greeley's (and the region's) growing and diversifying population. This data-driven approach will enable formulating site-specific strategies that strengthen Greeley's retail position within the regional market, also addressing the distinct needs of different neighborhoods and commercial districts throughout the city.



Stakeholder Input and Themes

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- Stakeholder Outreach
 - Strengths of Greeley's Economy
 - Challenges Facing Greeley's Economy
 - Opportunities for Improvement
 - Regional and State Influences
 - Strategic Approach to Economic Development
 - Goals for Greeley's Economic Development
 - Survey Responses



Stakeholder workshop. Photo credit: BerryDunn.

Stakeholder Outreach

An important part of developing Greeley's Economic Development Strategic Plan involved a comprehensive stakeholder engagement process. This qualitative outreach was designed to complement quantitative data and provide a richer, more nuanced understanding of Greeley's economic landscape. The engagement included surveys, interviews, workshops, open forums, and small group discussions. Participants included City leadership, business owners/operators, developers, healthcare executives, and leaders of higher education institutions, as well as directors of business and professional organizations. In addition to these focused outreach activities, an Advisory Committee consisting of City of Greeley department directors and management was also engaged.

Throughout these activities, several key themes and priorities emerged, providing critical context for the development of the Strategic Plan. The findings are summarized in the following pages, organized into strengths, challenges, opportunities, and strategic directions.

The engagement included surveys, interviews, workshops, open forums, and small group discussions.

Strengths of Greeley's Economy

Stakeholders consistently highlighted Greeley's strategic location in Northern Colorado, with proximity to Denver and Fort Collins, as a primary strength. This advantageous position offers access to larger markets while retaining a small-town feel that appeals to both businesses and residents. Additionally, Greeley's easy access to outdoor amenities and resources contributes to an enhanced quality of life.

Another key strength identified is Greeley's availability of water as an asset that distinguishes the city from many others facing water scarcity. This advantage is seen as a critical factor in supporting future growth.

The diversity of employment sectors (particularly in agriculture, oil and gas, healthcare, and education) was noted as a stabilizing force in the economy. Institutions such as the University of Northern Colorado (UNC) and Aims Community College are seen as valuable contributors to workforce development and economic diversity.

Greeley's affordability, fiscal health, and welcoming business community were repeatedly cited as attractive features. The city's small-town character and supportive public services foster an environment conducive to both startups and established businesses.

Challenges Facing Greeley's Economy

Despite its strengths, stakeholders pointed to several ongoing challenges. Foremost among these is Greeley's image and identity. Participants expressed concern about the city's reputation and the need to clarify and promote a positive identity. This perception issue is compounded by specific concerns such as odor from cattle-related operations and a general lack of high-quality development.

Workforce development and talent recruitment were also identified as significant challenges. Ensuring an educated and skilled workforce capable of meeting the demands of emerging industries is a priority, alongside efforts to continually attract young professionals and families.

Stakeholders voiced concerns over ensuring the continued vibrancy and safety of Downtown Greeley, particularly in light of planned development to the west. Emphasis was placed on maintaining Downtown's role as the community's core. Other challenges include the need for higher-end housing, shovel-ready industrial sites, a greater mix of entertainment options, and improved public transportation. Additionally, regulatory pressures at the state and federal levels, particularly in oil and gas, were cited as hurdles to economic growth.



Weldwerks. Photo credit: City of Greeley.

Opportunities for Improvement

Looking ahead, stakeholders identified numerous opportunities to bolster Greeley's economic development. Central among these is the potential to leverage partnerships with UNC, Aims, and local business leaders to strengthen workforce development initiatives. The new medical school at UNC was seen as a key opportunity to grow healthcare-related industries.

Downtown revitalization emerged as a clear priority. Suggestions included pursuing the civic campus concept, new housing, more hotels, better connectivity between the edges and the center of downtown, and a more vibrant mix of businesses and amenities. Lincoln Park and Downtown festivals were cited as assets to attract residents, visitors, and businesses.

West Greeley was highlighted as an opportunity for future growth that can be leveraged to attract new investment, major employers, and residential growth. Stakeholders also emphasized the potential of quality-of-life amenities such as the Poudre River restoration and more youth sports facilities and outdoor recreation to attract businesses and residents alike.

Improving infrastructure, particularly to ensure site readiness for new business development, was seen as essential. Airport improvements and regional transportation upgrades were noted as both challenges and opportunities.



Photo credit: City of Greeley.



Photo credit: City of Greeley.

Regional and State Influences

Stakeholders recognized that Greeley's economy is influenced by broader regional and state trends. Increased regulations on oil and gas, competition among regional cities for tax revenue, and inconsistent state and federal support were highlighted as external factors impacting Greeley's economic conditions. Participants expressed concern about Colorado's regulatory environment, particularly in relation to legacy industries, and the potential impact on business climate and job growth.

Strategic Approach to Economic Development

Several strategies were identified to address challenges and capitalize on opportunities. Public-private partnerships were seen as vital to attracting employers and investments. Streamlining development processes and ensuring zoning and infrastructure planning are in alignment with economic development goals were emphasized.

The need for incentives that are targeted and strategic -- including promoting emerging industries, higher wage jobs, and helping business retention and expansion -- was deemed critical to economic growth. Other suggested strategies that were recurring themes included utilizing successful local businesses as city advocates and continually fostering a pro-business culture.

Stakeholders stressed the importance of having clear points of contact for business and development issues and questions.

Goals for Greeley's Economic Development

Ultimately, the engagement process identified several core objectives for Greeley's economic development strategy:

- Sustain, support, and help grow existing businesses and legacy industries.
- Recruit and grow emerging industries and technologies.
- Enhance technical and financial assistance for businesses at all stages.
- Increase quality-of-life amenities to attract talent and higher-income populations.
- Prioritize infrastructure improvements and available shovel-ready sites to support industrial/manufacturing development.
- Emphasize key community assets including location, affordability, UNC, Aims Community College, LINC Library Innovation Center, and the Greeley-Weld County Airport.
- Foster a clear, business-friendly culture within City government.

Survey Responses

Responses to the online business survey were generally consistent with themes heard during in-person outreach. The biggest difference was in terms of participation. Approximately 70% of respondents to the online survey were Downtown business owner/operators. This is important in that improving the Downtown was often highlighted as integral to the economy and image of Greeley.

Respondents primarily represented small, independent businesses, many of which have been staples in the community for decades. Full survey results and answers to specific questions are contained in Appendix B.

Overall Summary

The outreach process revealed strong optimism about Greeley's future, grounded in its strategic location, economic diversity, and growth potential. At the same time, it identified critical challenges related to workforce development, image, housing, and infrastructure. The insights and priorities gathered through this engagement provide a foundation for shaping actionable strategies that foster sustainable, inclusive economic growth and ensure that Greeley remains a vibrant and competitive city.



SWOT Analysis Summary

-
- Strengths (Internal, Positive Factors)
 - Weaknesses (Internal, Negative Factors)
 - Opportunities (External, Positive Factors)
 - Threats (External, Negative Factors)
 - Economic Conditions and Trends Assessment Summary and Implications

Feedback from the Economic Conditions Assessment and stakeholder engagement identified key themes about Greeley’s local economy. A SWOT analysis was conducted by categorizing findings into strengths, weaknesses, opportunities, or threats. Strengths highlight advantages that Greeley can harness or build upon to achieve its strategic objectives, while weaknesses point to specific gaps or barriers that must be addressed to enhance economic vibrancy. Opportunities reveal underutilized resources and potential actions that can spur growth and development, and threats underscore external risks that call for proactive strategies to mitigate future challenges. Key themes from the SWOT Analysis Findings are summarized below.





Poudre River Trail. Photo credit: City of Greeley.

Strengths (Internal, Positive Factors)

Industry foundations and business climate

- Business-friendly
- Local and regional established industries and anchor employers (e.g., healthcare, food manufacturing, agriculture, oil and gas, and government)
- Competitive location quotients in specific sectors (Oil and Gas Extraction, Construction, Nonmetallic Mineral Product Manufacturing, Waste Management and Remediation Services)
- Existing industry clusters with growth potential (Fabricated Metal Product Manufacturing, Chemical Manufacturing, Warehousing and Storage)
- Robust, long-time employers (e.g., JBS, Leprino Foods, Banner Health, UC Health, UNC)
- City support for growth and small businesses
- Visionary leadership
- Array of existing partner organizations willing to collaborate on community needs

con't Strengths (Internal, Positive Factors)

Workforce characteristics

- Youthful, diverse population
- UNC and Aims CC as a workforce development asset and institutional partner
- Strong K-12 school district

Small business and entrepreneurial support

- Activity already happening
- gBETA Accelerator program success
- Strong support institutions (e.g., Small Business Development Center, Downtown Development Authority, Greeley Area Chamber of Commerce)
- Aims CC Innovation Center

Infrastructure and utilities

- Ample water resources for new development
- Development and annexation opportunities
- Well-developed transportation networks (e.g., freight rail, airport, proximity to highways) and resultant connectivity and accessibility
- Affordable energy and reliable utilities
- Adequate broadband and digital infrastructure
- Ample water resources for new development
- Development and annexation opportunities

Quality of life and community appeal

- Cultural diversity and local heritage
- Popular and unique community events
- Recreational opportunities
- Popular businesses like breweries and distilleries lending character and a sense of community
- Historic and walkable downtown with proximity to UNC campus
- Competitive cost of living and housing (relative to other markets)
- Strong healthcare institutions and options
- Residents are friendly and help the community preserve a small-town feel
- Less traffic than large surrounding communities (e.g., several executives that live in Windsor prefer to shop in Greeley than elsewhere because of the traffic ease)
- A generous community that strongly supports non-profit efforts
- Strong sense of community pride and local identity
- Beginning to gain notice from businesses and site selectors as a high-value opportunity in a growing region

Weaknesses (Internal, Negative Factors)

Workforce gaps and education

- Shortage of advanced skills or specialized talent
- Comparatively low educational attainment rates compared to the region
- Limited workforce development programs
- Mismatch between workforce skills and needs of some businesses
- Lack of local engineering school
- Difficulty retaining skilled labor, recent college graduates, and young professionals

Economic or industry limitations

- Over-reliance on legacy sectors (e.g., agriculture, food processing, oil and gas)
- Limited presence of high-value or technology-driven industries
- Lagging wage levels compared to regional or state averages
- Need a more robust entrepreneurial ecosystem

Available real estate

- Aging industrial buildings and low vacancies
- Lack of shovel-ready development sites
- No industrial flex-space
- Greeley Mall vacancies and lack of higher-end retail venues
- Lack of connectivity between different areas of the city

Infrastructure or regulatory constraints

- Limited public transportation options
- Lagging capital investment in certain areas, i.e., underdeveloped sites
- Insufficient electric infrastructure and/or broadband coverage in certain areas
- Zoning issues that may encumber development due to longer entitlement processes
- Concerns about overall City capacity to support rapid growth
- Complex processes and regulatory environment that impacts business operations

Housing diversity, affordability, and supply

- Affordability or limited diverse housing stock
- Gaps in quality housing options across the spectrum of price points, types, and settings
- Lack of housing developments meeting market needs from affordable to higher-end housing

Additional Observations

- Uneven distribution of growth and investment
- Minimal number of residents in Downtown to support commercial development
- Limited entertainment options
- Limited hours of most restaurants/bars
- Odor produced from the operations of some of the city's and/or county's local industries has created a negative perception



LINC Library. Photo credit: City of Greeley.

Opportunities (External, Positive Factors)

Industry diversification and emerging sectors

- Potential to attract new industries that complement existing strengths
- High-growth fields (e.g., tech, renewable energy, advanced manufacturing)
- Opportunities to expand research and development (R&D) and innovation ecosystems
- Access to broader supply chains and markets
- Potential to capitalize on growth opportunities at and near Greeley Airport

Regional collaboration and partnerships

- Leveraging proximity to regional hubs
- Partnerships with universities and research institutions, as well as cultural, business, and industry groups
- Medical school at UNC
- Innovation Center opening at Aims CC

Infrastructure upgrades and development

- State and/or federal funding for transportation and utility upgrades/expansions
- Urban renewal or redevelopment zones to revitalize underdeveloped areas

- West Greeley development
- Potential for mixed-use, walkable districts that attract both businesses and residents

Talent attraction and workforce upskilling

- Ability to recruit remote or hybrid workers seeking lower costs of living
- Expanding local training and education programs for in-demand skills
- Incentives for specialized talent in new industries

Business-friendly environment

- Competitive incentive programs and financing tools
- Opportunities to expand the streamlining of permitting and regulatory processes to enhance business attraction and investment
- Marketing campaigns to rebrand Greeley's economic narrative
- Ensure that long-term land use plan is growth focused



Photo credit: City of Greeley.

Threats (External, Negative Factors)

Economic downturns or commodity shocks

- Volatility in commodity prices affecting agriculture or energy sectors
- Increases in construction costs
- Recession (regional or national) or downturn in key trading partners or markets
- Supply chain disruptions
- Rising labor and transportation costs

Regional competition

- Nearby cities that offer stronger incentives or a more appealing quality of life and/or business climate
- Talent poaching by surrounding communities or larger metropolitan areas

Demographic shifts

- Aging population if younger talent is not retained
- Shifts in migration patterns that favor other regions

Technological disruption

- Automation or AI reducing demand for certain skill sets
- Rapid changes in industry practices that outpace local workforce development

Infrastructure limitations

- Insufficient investment in roads, public transit and/or utilities to keep pace with growth
- Natural disasters, drought, and/or climate-related risks impacting agriculture, water supply, or energy
- Long lead times for infrastructure upgrades, such as new electrical substations

Policy and regulatory changes

- Changes in state or federal regulations that impose costs on local businesses
- Instability in tax laws and/or trade policies that impact key local industries
- Shifts or lack of focus in local priorities



Economic Conditions and Trends Assessment Summary and Implications

Greeley's Economic Development Strategic Plan arrives at a crucial juncture. The urgency of implementing this strategic vision is underscored by Greeley's growth, regional competition and rapidly changing economic conditions. By proactively embracing sector diversification, enhancing workforce capabilities, and making strategic investments in infrastructure and development, Greeley positions itself for long-term prosperity and resilience.

Implementation is critical. The success of this plan relies heavily on robust partnerships among City departments, regional stakeholders, educational institutions, and the business community. Leveraging these collaborative relationships will enable Greeley to execute the plan's strategies effectively and adaptively.

The long-term impacts of successful implementation will transform Greeley's economy, providing diverse employment opportunities, improved quality of life, and greater economic stability. Achieving these outcomes demands sustained commitment and action.



Economic Development Strategy

-
- Economic Development Mission & Vision
 - Focus Areas and Action Plan
 - Plan Implementation
 - Metrics

A strong Economic Development Strategic Plan has several key components that are foundational to achieving desired outcomes. First, the plan is designed to efficiently use the city’s available resources – time, funding, and human capital – to drive meaningful economic growth. Next, by clearly outlining goals and the steps needed to achieve them, the plan builds community trust and provides a shared vision for the future. In addition, the plan offers a detailed roadmap that explains not only the desired outcome but also how to get there, eliminating confusion and helping to ensure that all efforts are aligned with a single set of strategic priorities.

A key component is to have a well-organized and clear Action Plan. This is not a simple checklist of separate tasks, but rather, a coordinated effort where each initiative supports and amplifies the others. By identifying a core set of interlocking initiatives, the plan incorporates both quick wins and long-term investments that work together to build the city’s economy. This integrated approach helps ensure that projects and investments contribute to a stronger and more resilient economy. The following outlines Priority Initiatives to establish core strategies for implementation, as well as suggested actions.

Economic Development Mission & Vision

Clear mission and vision statements serve as essential guideposts for Greeley’s economic development efforts. They help align strategy, focus resources, and ensure that the City can adapt to changing conditions without losing sight of long-term priorities. Together, they provide a shared point of reference for evaluating initiatives, setting objectives, and measuring success.



Mission Statement

To foster business recruitment, expansion, and retention while leading strategic development initiatives that strengthen Greeley’s long-term economic success and enhance quality of life.

This mission reflects the City’s ongoing commitment to supporting existing employers, welcoming new investment, and advancing initiatives that position Greeley for sustainable prosperity.



Vision Statement

A future where Greeley is recognized as Northern Colorado’s premier destination for business growth, innovation, and entrepreneurship, offering a vibrant economy, diverse opportunities, and a resilient community.

This vision sets a high standard for the City’s economic future, emphasizing regional leadership, innovation, and the creation of opportunities that benefit both businesses and residents.

Guiding Role

The mission and vision work together to guide Greeley's economic development strategy. The mission grounds daily actions in practical commitments, while the vision challenges the City to further broaden its economic base, competitiveness and commitment to innovation.

Focus Areas and Action Plan

To ensure achievement of the Vision Statement, a series of strategic focus areas were developed. Representing realistic and tangible objectives, the strategic focus areas serve as focal points for the action-oriented components of the Strategic Plan.

1	Elevate Greeley's economic development profile
2	Nurture the attraction of primary employers in high potential industry clusters
3	Support the retention and expansion of existing Greeley businesses
4	Build an innovation and entrepreneurial ecosystem
5	Support new and existing Greeley businesses
6	Create distinct, purpose-driven development growth opportunities to attract investment
7	Continue fostering a business-friendly environment that adapts to evolving demographic, policy, and market conditions
8	Expand restaurant, retail, and entertainment opportunities to enrich Greeley's quality of life



2024 gBETA Showcase event at the LINC Library in Greeley, Colorado. Photo credit: City of Greeley.

1

Elevate Greeley's Economic Development Profile

Strategic business recruitment marketing, branding, and outreach efforts will highlight Greeley's advantages. By showcasing its prime location, new developments underway, project success stories, regional impact, ample land and water, and other city attributes, Greeley can attract new investment, companies, and workforce talent.

Feedback from the earlier outreach activities revealed outdated perceptions of Greeley and the need for a new business recruitment brand. Economic conditions indicate the strong fundamentals and value that Greeley offers. Effective and targeted promotion can continue to expand the city's standing in the regional market and bring increased business location awareness to other U.S. markets.

Marketing as a Best Practice in Economic Development

In a highly competitive regional and state environment, business recruitment marketing is an important best practice. Communities that effectively market themselves are better positioned to attract businesses, investment, and a skilled workforce. Strategic marketing elevates a region's visibility, shapes its brand identity, and communicates a city's unique value proposition for prospective business and investment.

Building a Strong Brand Identity

A clearly defined and consistently communicated brand is fundamental to economic development marketing. Best practice communities develop brand strategies that reflect their unique strengths. A strong brand makes a community more appealing to target audiences such as site selectors, investors, and new business. It also delivers a positive message to existing businesses as to the city's commitment.

Digital Media

Digital marketing—including websites, social media, email campaigns, and online advertising—is a best practice for reaching target audiences. High-quality websites featuring available sites, community data, success stories, and quality of life highlights are essential tools. Communities that invest in professional, strategic marketing are best positioned to compete for business attraction and investment.

The following are examples of websites that do an excellent job of promoting and highlighting communities and economic development initiatives.

- CRDA.org
- Roanoke.org
- Augustaeda.org
- Opportunitylynchburg.com
- ChooseChester.com

SOURCE: Crystal Morphis, CEcD, LEED Green Associate, Creative Economic Development

Action Plan Initiatives

1.1 Deploy a multi-faceted strategy to rebrand and promote the city for economic development investment opportunities

- Develop a professional business recruitment brand for Greeley; and over the next five years, drive efforts to saturate the new brand in targeted real estate and business markets in Colorado, and competing cities in states such as California and Texas.
- Collaborate with local, regional and state partners to expand Greeley's marketing and rebranding reach and unlock additional regional economic opportunities through partnerships.
- Develop a branded communications strategy, with key messages, for targeted economic development contact groups and businesses, including site selectors, developers and commercial real estate brokers.
- Utilize the International Economic Development Council (IEDC) Site Selection Data Standards to inform what data is collected and promoted to help location professionals and businesses evaluate and choose Greeley as a preferred business location.

1.2 Develop an economic development marketing campaign with a multi-media strategy

- Promote visual alignment of rebranding strategies through the development of business recruitment materials including custom designed prospect package templates, video promotions/ testimonials and other targeted economic development marketing/promotional materials
- Identify and implement the website improvement recommendations to enhance digital marketing presence and promotion to the external audience
- Use social media as a platform to elevate Greeley's presence and initiate targeted promotional campaigns to reach C-level executives in targeted industry clusters
- Engage media partners and strategists to promote earned media or free publicity opportunities for the city and local businesses.

1.3 Catalyze business development efforts through strategic engagements and by strengthening relevant networks

- Strengthen City presence at local and regional business and economic development events to extend marketing and rebranding efforts
- Engage Greeley's business leaders and networks to support economic development efforts
- Collaborate with regional and state partners to expand Greeley's marketing and rebranding reach, as well as unlock regional economic opportunities
- Utilize sponsorships and involvement with relevant real estate, business, and industry associations to gain wider City brand recognition
- Develop a branding campaign that targets national site selectors, commercial/industrial real estate brokers, and developers
- Ensure that the EDUR Team reaches out in person, on a regular basis to regional, state, and national businesses. The goal is to express Greeley's interest in attracting new business, and to better expose Greeley as a place to do business and to invest.



Norfolk Iron & Metal operations in Greeley. Photo credit: City of Greeley.

2

Nurture the Attraction of Primary Employers in High Potential Industry Clusters

This section outlines a focused, data-driven recruitment and growth strategy that complements Greeley's existing economic base. Prospective sectors are analyzed for market strength, wages, specialization, and site/infrastructure need. It also examines and emphasizes cluster adjacencies where the city can scale fastest. The result is a balanced set of targets that builds off strengths, cultivates emerging opportunities, and aligns with near-term readiness and long-term competitiveness.

The key outcome of this goal is a diversified economy built around industries uniquely suited to thrive in Greeley. Supportive incentives, partnerships, and infrastructure investments factor largely in this objective. Both quantitative data and stakeholder feedback underscored the need to move beyond traditional sectors (e.g., agriculture, food processing, oil and gas) by cultivating an urbanizing Greeley as well as emerging industries that promise higher-value jobs and resilience against market shifts.

Industry Clusters

The identification of industry clusters is a critical element of a strategic plan for economic development. Industry “clusters” are strategic groupings of businesses and industries that locate within close proximity to each other, or near a strategic resource, to gain economic benefits.



The selection of target industry clusters for business recruitment has traditionally been bound to an assessment of only a few determinant factors, such as access to an available workforce, industrial sites, and incentives. The target industry recommendations highlighted in this Strategic Plan are not based solely on these factors, but also on broader trends, emerging markets, and demographic shifts. This provides for a better long-term approach to recruitment and development based on how the potential targets might fit within the overall strategic framework of the economic development plan.

Business retention and expansion will continue to focus on Greeley’s existing businesses and legacy industries of agriculture, food processing, healthcare, education, government services and manufacturing. Business recruitment activities and resources should be focused on the following industry clusters:



Aerospace & Defense | Aviation

Greeley is uniquely positioned to become a regional hub for aerospace, defense, and aviation innovation. As home to the 233rd Space Group of the Colorado Air National Guard, and with key assets like the Greeley-Weld County Airport, Summit Flight School, and Aims Community College, the city is primed for growth in aviation, unmanned aerial systems (UAS), air logistics, and technical workforce development. The airport operates outside of Denver International Airport’s controlled airspace, offering open skies for aviation and UAS activities.



AgriTechnology

Greeley’s deep roots in agriculture, livestock, and food processing create a strong foundation for leadership in the next generation of food and farm technologies. As sustainability and smart systems reshape the sector, Greeley is poised to lead in AgriTech innovation—including vertical farming, precision agriculture, and smart water management.



Energy

Greeley is positioned to lead in energy innovation by integrating traditional oil and gas sectors with emerging clean energy technologies such as hydrogen, solar, wind, biomass, and micro-hydropower. With strong infrastructure, large tracts of open land, access to skilled talent, and University partnership opportunities, Greeley is well on its way to building a resilient and diversified energy ecosystem.



Food & Beverage Production

Greeley is a long-standing leader in food and beverage manufacturing, supported by major employers like JBS, Leprino Foods, and Colorado Premium. Investments, including JBS's planned expansions signal continued momentum in protein processing, dairy, specialty foods, and beverage logistics.

With deep agricultural roots, extensive infrastructure, and strong workforce pipelines, Greeley is well-positioned to expand its food manufacturing ecosystem while embracing technology, sustainability, and innovation. In addition, close access to vast agricultural resources in eastern Colorado and adjoining states (Wyoming, Nebraska, and Kansas) ensure ample supply for this important sector.



Healthcare & Medical Innovation

Greeley has two strong and successful healthcare institutions; Banner Health and UC Health. Additionally, with strong academic anchors, expanding digital health infrastructure, and growing access to regional healthcare networks, Greeley is well-positioned to lead in medical innovation. The city's potential spans are biotechnology, healthcare technology, medical devices, and telemedicine—all supported by Banner Health, UC Health, the soon to be established UNC medical education pipeline, CSU and other Colorado universities' research base, and additional regional collaboration opportunities.



Technology & Digital Infrastructure

Greeley is well-positioned to become a regional hub for AI, robotics, automation, and digital infrastructure. With strong local academic partners in UNC, Aims Community College, and the potential to expand relationships with others such as Colorado State University, University of Colorado, and the Colorado School of Mines—Greeley offers a foundation for high-tech talent pipelines, smart city development, and cloud infrastructure investment.

Recommended industry cluster areas for Greeley that include subareas and three-digit North American Industry Classification System [NAICS] codes are contained in Appendix C.

CASE STUDY

Building Tulsa's Innovation Economy

Tulsa Innovation Labs LLC (TIL) was founded in January 2020 by civic and corporate leaders, with assistance from Urban Reinvention Strategies and the George Kaiser Family Foundation. The goal was to help the city transition from its oil and gas legacy to a tech hub and a leader in the future of work. Through a data-driven approach, the founding group worked across sectors to design initiatives that filled ecosystem gaps, supported and expanded local assets, and catalyzed inclusive growth and economic mobility.

In 2024, the U.S. Economic Development Administration (EDA) awarded approximately \$51 million to the Tulsa Hub for Equitable and Trustworthy Autonomy (THETA) – a consortium led by Tulsa Innovation Labs – to strengthen the region's capacity in autonomous systems through advanced manufacturing and deployment of technologies critical to the future of national and economic security.

"Tulsa's tech hub in autonomy, and in particular, unmanned aerial vehicles or drones, is at the forefront of our national security requirements as a country. One of the things that Tulsa is doing an amazing job at is making sure that those technologies start, grow and remain in the United States."

--Cristina Killingsworth,

Acting Assistant Secretary of Commerce for Economic Dev.

LaunchPad Center for Advanced Air Mobility is housed at the OSU-Tulsa Helmerich Research Center at Oklahoma State University. LaunchPad serves as a dedicated community resource to promote the development and commercialization of new technologies in advanced aerial mobility and has been collaborating on demonstration projects over the past year to show the variety of applications and use-cases across industries.

www.tulsainnovationlabs.com

Action Plan Initiatives

2.1 Cultivate a thriving economic ecosystem by providing support and opportunities for business location, growth, and innovation

- Create a business concierge service that offers a one-stop-shop for business location resources and support
- Institute a “No Wrong Door” policy across all City departments so that any inquiry about starting, expanding, or locating a business is immediately directed to the appropriate resource for assistance
- Support fast-track development review and permitting for strategic cluster or business locations and expansions
- Engage industry experts to identify sector-specific infrastructure needs, for shovel-ready sites, to incorporate into the capital improvement program
- Develop and maintain a pipeline of qualified business prospects considering Greeley for project locations – and pursue them on an ongoing basis
- Enhance new business location lead generation by tracking venture capital announcements, capital markets, and Federal grants/awards

2.2 Encourage business industry diversification in the local economy

- Support the facilitation of industry roundtables or networking groups to coordinate cluster needs
- Utilize data-driven market research to identify and pursue high-potential business attraction opportunities
- Enhance business recruitment efforts by preparing industry-specific business cases for a Greeley location
- Align business development activities to reach executives and representatives in identified targeted industries

2.3 Position Greeley as a competitive location for business investment

- Offer tax incentives for industries that can demonstrate consistent investment and stable growth and revenues
- Identify brand ambassadors from major employers, championing Greeley’s growth
- Promote Greeley as a preferred business location at targeted industry association meetings, conferences and tradeshows
- Strengthen relationships with regional, state, and national economic development organizations to amplify Greeley’s reach



9th Avenue Businesses in Downtown Greeley. Photo credit: City of Greeley.

3

Support New and Existing Greeley Businesses

Proactive recruitment, retention, and expansion initiatives help ensure Greeley remains a competitive location for businesses that offer strong wages and align with the City's long-term goals. Technical support and tailored assistance can help companies thrive and adapt to evolving business landscapes.

The retention of businesses currently operating in Greeley is critical for the economy's viability. Identifying and supporting businesses that are growing and expanding in Greeley will play a direct role in job and wage growth. Bringing new businesses to the area that are lacking in Greeley's marketplace is a desired outcome as well.

Action Plan Initiatives

3.1 Implement outreach initiatives that support the start-up, location, growth and retention of local businesses

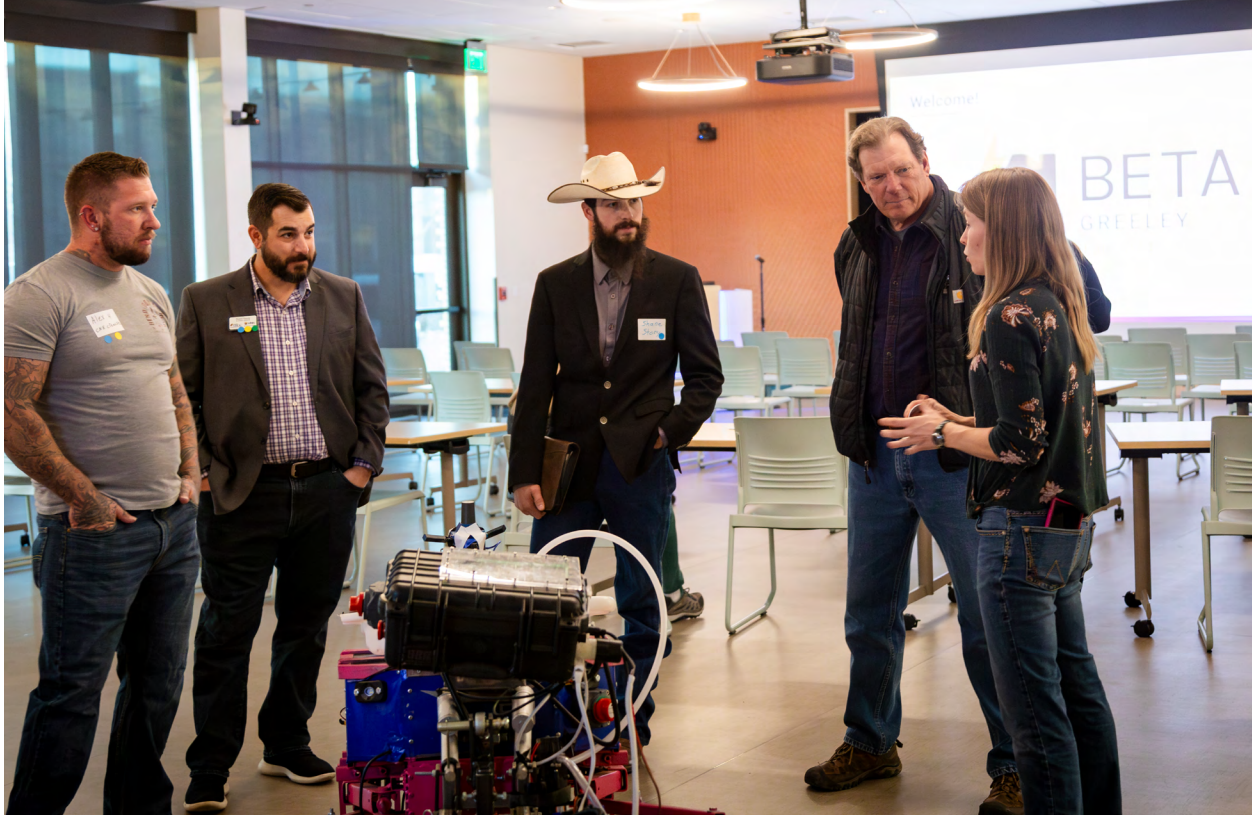
- Recognize and develop equitable and inclusive strategies that support the development and growth of Greeley's increasingly diverse population and small business community
- Conduct in-person visits on a regular basis of businesses to discuss challenges, needs, and growth plans
- Implement a quarterly local business showcase or tours to spotlight local businesses
- Initiate a multi-year survey and long-term study of business experience and challenges and use findings to strengthen retention efforts

3.2 Cultivate programs and partnerships to communicate with and recognize local businesses

- Host "Business Roundtables" to identify common business needs throughout the City
- Cultivate programs and partnerships to recognize and thank local businesses
- Develop and host an annual business recognition awards program similar to the Chamber of Commerce's recognitions efforts.
- Promote Greeley business nominees for regional, state and national programs such as the Colorado Companies to Watch program
- Explore ways to showcase Greeley's unique small business "makers"
- Continue to recognize local business community with City Proclamations
- Continue to encourage local partnerships to promote "Shop Local" campaigns, like the Downtown Development Association's efforts

3.3 Support bilingual education and marketing programs that strengthen local small businesses

- Build on the City's Small Business Land Use Center (housed in the city's Community Development Department) and create an on-line portal with tools and resources for small businesses
- Explore a Google and/or Microsoft program partnership for small business training in digital tools such as e-commerce and point-of sale technology
- Explore opportunities to develop a facility that supports the production needs of food truck operators, small batch food manufacturers and other groups
- Collaborate with City procurement operations to explore ways to increase awards to Greeley-based vendors



2024 gBETA Showcase at the LINC Library. Photo credit: City of Greeley.

4

Build an Innovation and Entrepreneurial Ecosystem

Encouraging startups, supporting innovation, and providing resources—such as incubators and mentorship programs—nurture local entrepreneurship. An expanded ecosystem for new ventures better positions Greeley as a hub of creativity and opportunity, attracting talent and driving economic growth.

A more vibrant startup environment with access to incubators, mentorships, and funding that drives innovation and attracts talent is the desired outcome. Stakeholder engagement indicated a desire for more robust entrepreneurial support. Economic data suggested gaps in advanced industries and small business growth, underscoring the need for resources that spur innovation and diversify the local economy in ways that will benefit from coming technological advancements.

In 2024, Greeley staff began working with Gener8tor, a company headquartered in Madison, Wisconsin, to establish gBETA Greeley—a pre-accelerator program for local start-ups.

gBETA is a 7-week, dedicated pre-accelerator program that is free to businesses in the early stages of development. The program builds wealth and jobs in communities by helping entrepreneurs build their business, receive mentoring, and connect to investors.

CASE STUDY

Start Up Columbus

Start Up Columbus, based in Columbus, Georgia, serves as a model of best practices. Through its support structure, community involvement, and strategic partnerships, Start Up Columbus exemplifies how fostering entrepreneurial ecosystems can bolster the local economy.

Strategic Partnerships: Start Up Columbus fosters a network of partnerships with local government, higher education institutions, business leaders, and nonprofit organizations. These collaborations enhance resources, align with communitywide goals, and create a supportive environment for startups and scaleups alike. Public-private partnerships are best practice examples in that maximize impact by leveraging resources and expertise across different sectors.

Catalyst for Talent Retention and Attraction: The organization helps make Columbus an appealing destination for young professionals, creative talent, and investors. It provides a positive message of a forward-looking, innovative business environment that helps stem “brain drain” and injects fresh energy into the local economy.

Sustainability: Start Up Columbus is structured not just to support individual entrepreneurs but also to build the infrastructure necessary for continuing entrepreneurship-led growth. Its focus on mentorship networks, funding connections, and ecosystem-building activities ensures that entrepreneurship is embedded into the region’s long-term economic development strategy. This approach aligns with best practices that prioritize resilience and sustainability over short-term results.

Metrics and Accountability: Finally, Start Up Columbus emphasizes outcomes that have an impact. Benchmarking and metrics such as new business launches, job creation, capital raised, and business successes, enable the organization to continuously refine its approach, and demonstrate accountability to stakeholders which results in ongoing investment and support.

Action Plan Initiatives

Greeley's economic development team will work closely with Gener8tor, Rockies Venture Club, East Colorado Small Business Development Center, Aims Community College, UNC and other community partners and program supporters to fulfill the objectives and strategies below.

4.1 Cultivate an entrepreneurial ecosystem with direct education and outreach actions to support the creation of startups and the growth of new businesses

- Conduct regular entrepreneurship forums to foster opportunities for business owners and industry experts to build support networks, grow relationships, share ideas, and grow an atmosphere of innovation and creativity
- Offer targeted incubator training programs, such as business planning, pitch practice, and intellectual property (IP) protection
- Initiate a Startup Recognition Awards Program to recognize and give visibility to innovation and creativity in startup businesses and entrepreneurs

4.2 Explore the development of a financial assistance program to help new businesses offset startup costs and to cultivate an ecosystem of creativity and innovation

- Develop a start-up grant program with opportunities to receive early-stage seed funding that can support innovative business ventures
- Provide low-interest loans to support business development costs such as equipment, brick and mortar, and technology
- Foster opportunities to connect venture capitalists with innovative and creative startup opportunities to help support new and growing entrepreneurs

4.3 Promote networking opportunities to help startup businesses and entrepreneurs build partnerships and grow business support connections

- Host networking events for the business community to promote the development of growth of business partnerships and connect entrepreneurs with investors and industry experts for small businesses
- Encourage innovation in the business community by supporting networks that can nurture mentorship and peer-to-peer relationships, research and development collaborations, and startup opportunities
- Develop a startup collaborative program that can connect new entrepreneurs with mentors, industry experts, investors, and seasoned entrepreneurs



Alquist 3D printing machine at Aims Community College. Photo credit: City of Greeley.

5

Support Existing and Future Employers' Workforce Development Needs

By investing in workforce development, education, and training programs, Greeley can strengthen its human capital. Focusing on skill-building and career pathways helps ensure local businesses have the capable workforce they need, while offering residents greater opportunities for advancement.

The desired outcome of this focus area is a robust, skilled workforce that meets the needs of existing and prospective employers, particularly businesses in more technical and scientific fields. Through the engagement efforts, stakeholders consistently highlighted workforce shortages and the need for education and training programs.

Action Plan Initiatives

5.1 Align workforce development with business and education partnerships

- Engage major employers in Greeley to assess workforce challenges and collaborate on customized solutions
- Foster the development of industry partnerships that can help to create employer-driven training programs
- Work with industry and education partners to establish financial resources (scholarships, stipends, incentives) that support upskilling in high-demand sectors

5.2 Expand business and workforce support initiatives

- Develop a relocation assistance strategy, similar to the successful program that Tulsa, Oklahoma incorporated, to help companies attract high-level talent and support career transitions for trailing spouses/partners
- Align employers' needs related to workforce skills, worker training, and development opportunities by exploring the creation of scholarship/grant programs for (re)training and/or upskilling talent
- Collaborate with Aims Community College, UNC, East Colorado Small Business Development Center, and the Greeley Chamber of Commerce to expand programming opportunities for business finance training, leadership development, and workforce coaching/mentoring initiatives

5.3 Expand workforce readiness and industry growth support

- Coordinate strategic partnerships and implement a Rapid Response Team for potential business closers and/or major employment layoffs
- Collaborate with Aims Community College, The Weld Trust, UNC, and CSU to develop and fund upskilling programs that transition displaced workers into high-growth sectors (tech, energy, advanced manufacturing)
- Engage the business community promoting the development of internship and apprenticeship opportunities for students of local high schools, colleges and universities
- Conduct a workforce needs assessment for key industry clusters



Residential communities within the City of Greeley. Photo credit: City of Greeley.

6

Create Distinctive, Purpose-Driven Development Opportunities to Attract Investment

By leveraging underutilized land, repurposing outdated developments, and revitalizing mixed-use zones, Greeley can support diverse economic growth and enhance the City's investment readiness. Benefitting from supportive regulations and infrastructure, these specialized areas will accommodate a range of business and community needs.

Well-defined areas that are primed for development are critical to catalyzing investment and growth. The economic conditions assessment discussed the relative affordability of the area, as well as the opportunity to optimize available land resources. Stakeholders emphasized the importance of strategic redevelopment and infrastructure improvements to enhance investment readiness and accommodate new or expanding business.

Action Plan Initiatives

6.1 Proactively program City resources and infrastructure improvements that will help optimize development and redevelopment efforts and ensure site readiness to help attract investment

- Engage partnerships and support the development of Industrial and/or Technology Park(s) in Greeley for the attraction of high-tech and research and development (R & D) firms.
- Work with landowners, partners and developers to identify and make potential sites ready for Data Center development.
- Collaborate with City departments to catalyze development/investment opportunities in existing planning areas that meet the City's economic development capital improvement project priorities.
- **West Greeley** – Continue to build on the Cascadia initiative and capitalize on opportunities in West Greeley. This will add employment and entertainment, restaurants, retail, hotels, conference centers, and new residential development
- **Downtown Greeley** – Support efforts to grow investment, development and employment growth opportunities in downtown Greeley while sustaining its unique history and character. This includes efforts to develop a new civic campus (with a new City Hall and School District 6 Administration building) as well as new housing throughout downtown
- **Greeley-Weld County Airport** – Leverage development and employment opportunities at or near the airport
- **Poudre River** – River restoration as an economic development tool to enhance desirability of Greeley
- Identify in-fill and redevelopment opportunities throughout the city to help fill the need for available shovel-ready sites, particularly for industrial and commercial uses.
- Use capital improvement programming to help plan for and address infrastructure and utility needs of future development sites.

6.2 Encourage infrastructure and policy enhancements that can catalyze development and make areas attractive and ready for investments

- Encourage intentional and thoughtful development of targeted areas with zoning incentives, such as bonus densities or city fee discounts for preferred development types.
- Create economic development incentive programs (such as tax abatements, expanded and/or new tax increment financing (TIF) districts, and streamlined permitting) for target areas to help catalyze development and support partnerships with developers and investors.
- Work with City departments to help develop a streamlining strategy for permitting large-scale development as is being done with the Cascadia project.
- Collaborate with the Weld County enterprise zone administrator (Upstate Colorado) to retain qualified areas of Greeley in the enterprise zone program.



Atlas Theater. Photo credit: City of Greeley.

Elevating Downtown Greeley

Downtown Greeley is the historic heart of the community and a key driver of the city's long-term economic vitality. As a civic and cultural anchor, Downtown must continue to evolve into a destination that combines business activity, housing, entertainment, and public gathering spaces. Elevating Downtown is therefore critical to Greeley's broader economic development strategy.

Strategic Vision

Downtown Greeley will be positioned as a dynamic live/work/play environment that attracts residents, workers, and visitors alike. By fostering a walkable, mixed-use urban core supported by strong placemaking initiatives, the City can create a Downtown that is economically competitive, socially inclusive, and culturally vibrant.

The Downtown Development Authority (DDA) is a great partner and has done a tremendous job of elevating Downtown Greeley. The following represents some potential ways that the City, the DDA, and others can work together to continue to improve the Downtown as the heart and soul of the City.

Key Actions

1. Retail Activation

- **Business Mix:** Recruit independent restaurants, specialty retailers, and experiential businesses (e.g., breweries, galleries, live music venues) that reinforce Downtown's identity as a unique destination.
- **Pop-ups and Temporary Activation:** Partner with local entrepreneurs and artists to utilize vacant storefronts and underused spaces for pop-ups, art installations, and seasonal markets.
- **Downtown Promotions:** Expand coordinated marketing and event programming (festivals, farmers markets) to draw foot traffic and reinforce Downtown's role as a gathering place.

2. Office Recruitment

- **Flexible Office Models:** Target professional service firms, creative companies, and startups seeking collaborative, modern office environments that support hybrid work.
- **Incentives & Partnerships:** Offer grants, shared workspace subsidies, and partnerships with coworking operators to attract office tenants.
- **Regional Positioning:** Highlight Downtown Greeley as a lower-cost, amenity-rich alternative to other Front Range office markets, with superior access to higher education talent from UNC and Aims.

3. Housing Infill

- **Mixed-Income & Mixed-Use Development:** Encourage residential projects that deliver a range of units—from workforce housing to market-rate apartments—integrated with ground-floor retail.
- **Adaptive Reuse:** Support conversion of upper floors of historic and underutilized buildings into housing to increase Downtown’s residential base.
- **Public–Private Partnerships:** Partner with developers to reduce barriers to infill housing through expedited review, infrastructure assistance, and potential financial tools (e.g., TIF, tax abatements).

4. Placemaking & Public Realm

- **Signature Public Spaces:** Enhance Lincoln Park, the 8th Avenue corridor, and other gathering spaces with landscaping, lighting, art, and flexible seating to create vibrant community hubs.
- **Walkability & Connectivity:** Expand pedestrian and bike connections, improve wayfinding, and strengthen links between UNC, Downtown, and surrounding neighborhoods.
- **Cultural Anchors:** Leverage assets such as the Union Colony Civic Center, Greeley History Museum, and local arts organizations to drive activity and reinforce Downtown’s cultural identity.
- **Nighttime Economy:** Invest in safety, lighting, and amenities to support a thriving, nighttime economy that attracts residents, students, and visitors.

Anticipated Outcomes

- Stronger retail ecosystem that reduces vacancies and expands dining/entertainment options.
- Increased daytime and evening populations through office users, Downtown residents, and visitors.
- A walkable, well-programmed Downtown environment that is recognized as a regional cultural hub.
- Enhanced fiscal impact through higher property values, sales tax growth, and stronger business attraction.

The case study below is an example of Placemaking in Economic Development - The Districts at DEN (Denver International Airport).

CASE STUDY

The Districts at DEN

Denver International Airport (DEN) opened in 1995 and sits on approximately 53 square miles of land, which is the second largest land ownership of any airport in the world.

DEN developed a strategic plan which included seven distinct development districts, each with a unique character. Districts include both mixed-use developments and innovative transit-oriented development. Commuter rail, direct highway access and circulator transit connect the districts. The vision is for each development district to become its own destination.

While DEN continuously reviews all commercially developable property for market potential, priority is placed on development that will catalyze the regional economy, support transit-oriented sites, leverage infrastructure investments, and maximize placemaking opportunities.

The Districts at DEN accommodate businesses of all sizes and expertise that will benefit from immediate proximity to one of the world's busiest and most successful airports and its associated audiences. Businesses in sectors such as retail, hospitality, restaurants, entertainment, professional services, technology, agribusiness, research and development, light industrial and advanced manufacturing are being targeted to develop in a district (www.flydenver.com/realestate).



2024 gBETA Showcase event at the LINC Library. Photo credit: City of Greeley.

7

Continue to foster a business-friendly environment that adapts to evolving demographic, policy, and market conditions

Through collaborative partnerships, this strategic focus area aims to help ensure local businesses continue to remain resilient amid changes in economic conditions and market demand as well as shifts in socio-political contexts. Key outcomes include a cohesive support network – integrating public, private, and non-profit resources – that supports businesses confronting changes in regulations, consumer preferences, and technological trends. This leads to sustained business vitality, stronger economic stability, and a reputation for Greeley as a forward-thinking community where enterprises of all sizes can thrive.

Action Plan Initiatives

7.1 Continue cultivating partnerships that can produce cross-functional collaborative efforts to support and advocate for local businesses

- Continue to work with regional and professional partners to monitor and mitigate the impacts of federal, state or local policies and legislation that could impact business operations
- Establish the department as a central regional collaborator, driving partnerships to monitor and support the growth of effective economic development practices
- Continue to work with City departments to achieve a housing balance that serves the needs of the local workforce—from entry-level support staff to senior executives

7.2 Identify intergovernmental collaboration opportunities to develop support strategies to address challenges that are unique to local business in the regulatory processes

- Work with partner agencies to develop a One-Stop Business Support Portal that can serve as an online resource center to help local businesses navigate through the regulatory process
- Deploy intergovernmental collaborative efforts to create local business support programs that can offer intersectional support to address a variety of business support needs
- Position department as a central hub for economic insights by collaborating across City departments to provide accurate and relevant data, fostering transparency, and strengthening trust with stakeholders
- Align economic development strategies with citywide objectives by integrating leadership goals and coordinating with other departments' strategic plans to ensure cohesion, efficiency, and reduced duplication of efforts

7.3 Strengthen collaboration with public institutions, City departments, and business partners to build trust, monitor demographic and market shifts, and adapt policies and programs that support business growth and community needs

- Develop a consistent system for collecting, monitoring, and sharing key economic, market, and demographic data to inform decision-making, track progress, and ensure alignment with business and community needs.



Local Greeley business. Photo credit: City of Greeley.

8

Expand restaurant, retail, and entertainment opportunities to enrich Greeley's quality of life

By addressing retail leakage, encouraging a mix of national brands and thriving local businesses, and redeveloping underutilized commercial areas into dynamic, inviting districts, Greeley can offer a broader range of shopping, dining, and leisure experiences to residents and visitors alike. Developing strong partnerships with regional and national chains, real estate brokers, and property owners will highlight Greeley's business-friendly and growth-oriented environment.

Retail sales are a critical contributor to Greeley's general fund, supporting essential public services such as police, fire, streets, and parks. Increasing local shopping and dining options helps recapture consumer dollars currently spent elsewhere, directly boosting the City's sales tax revenues and long-term fiscal sustainability.

The ultimate objective is to expand retail and entertainment offerings that recapture consumer spending currently flowing to nearby communities, while enhancing Greeley's vibrancy and livability. The Economic Conditions Assessment points to a clear need for modern, attractive retail spaces to reduce leakage. At the same time, community stakeholders have emphasized the importance of a more diverse range of restaurants, shops, and entertainment venues to improve overall quality of life.

By advancing infrastructure upgrades, streamlining regulations, and cultivating proactive partnerships, this strategy directly responds to both data and community feedback. It positions Greeley as a more competitive, livable, and investment-ready city that aligns economic realities with resident aspirations.

Action Plan Initiatives

8.1 Promote Greeley as a destination for new retail and restaurant investment

- Leverage market research and consumer data to demonstrate demand for commercial development in key trade areas
- Build and maintain partnerships with national and regional chains, brokers, and property owners to attract new businesses
- Continue to represent Greeley at key retail trade shows, such as the International Council of Shopping Centers (ICSC) annual conference, to engage with national retail representatives and developers
- Host or sponsor local/regional retail development events and site tours to spotlight available opportunities and incentives

8.2 Activate underutilized commercial spaces through coordination and creative programming

- Engage property owners of vacant or underperforming commercial spaces to explore solutions and match viable tenants
- Launch and promote support programs (e.g., façade grants, business improvement incentives) targeted at restaurant, retail, and entertainment businesses
- Partner with community organizations and permitting entities to pilot pop-up retail and temporary use initiatives
- Coordinate with City departments to support redevelopment of priority commercial corridors into mixed-use or entertainment-oriented districts
- Encourage growth of home-based consumer product businesses by facilitating access to temporary storefront opportunities

Plan Implementation

The Economic Development Strategic Plan is the framework for a five-year initiative and actions focused on attaining Greeley’s vision for economic development. The Plan was created based on qualitative and quantitative input collected in 2024 and 2025. Monitoring and modifying the Plan in the future based on changing conditions affecting Greeley is a strong approach toward success.

Further considerations regarding getting the strongest impact from the Economic Development Strategic Plan include:

- Staff capacity, training and longevity
- Budget and other financial resource opportunities
- New partnerships and program development
- Prioritization and continued support from City leadership
- Agility when needed

Focus Areas		Action Plan Initiatives	Timing
1	Elevate Greeley’s economic development profile	1.1 Deploy a multi-faceted strategy to rebrand and promote the City for economic development investment opportunities	Short-term
		1.2 Develop an economic development marketing campaign with a multi-media strategy.	Short-term
		1.3 Catalyze business development efforts through strategic engagements and by strengthening relevant networks.	Mid-term
2	Nurture the attraction of primary employers in high potential industry clusters	2.1 Cultivate a thriving economic ecosystem by providing support and opportunities for business location, growth, and innovation	Long-term
		2.2 Encourage business industry diversification in the local economy	Long-term
		2.3 Position Greeley as a competitive location for business investment	Short-term
3	Support new and existing Greeley businesses	3.1 Implement outreach initiatives that support the start-up, location, growth, and retention of local businesses	Short-term
		3.2 Cultivate programs and partnerships to communicate with and recognize local businesses	Short-term
		3.3 Support bilingual education and marketing programs that strengthen local, small businesses	Short-term

Focus Areas		Action Plan Initiatives	Timing
4	Build an innovation and entrepreneurial ecosystem	4.1 Cultivate an entrepreneurial ecosystem with direct education and outreach actions to support the creation of startups and the growth of new businesses	Mid-term
		4.2 Explore the development of a financial assistance program to help new businesses offset startup costs and to cultivate an ecosystem of creativity and innovation	Mid-term
		4.3 Promote networking opportunities to help startup businesses and entrepreneurs build partnerships and grow business support connections	Short-term
5	Support existing and future employers' workforce development needs	5.1 Align workforce development with business and education partnerships	Mid-term
		5.2 Expand business and workforce support initiatives	Mid-term
		5.3 Expand workforce readiness and industry growth support	Long-term
6	Create distinct, purpose-driven development opportunities to attract investment	6.1 Proactively program City resources and infrastructure improvements that will help optimize development and redevelopment efforts and ensure site readiness to help attract investment	Long-term
		6.2 Encourage infrastructure and policy enhancements that can catalyze development and make areas attractive and ready for investments	Long-term
7	Foster a business-friendly environment that adapts to evolving demographic, policy, and market conditions	7.1 Cultivate partnerships that can produce cross-functional collaborative efforts to support and advocate for local businesses	Mid-term
		7.2 Identify intergovernmental collaboration opportunities to develop support strategies to address challenges that are unique to local business in the regulatory processes	Short-term
		7.3 Strengthen collaboration with public institutions, City departments, and business partners to build trust, monitor demographic and market shifts, and adapt policies and programs that support business growth and community needs	Mid-term

Focus Areas		Action Plan Initiatives	Timing
8	Expand restaurant, retail, and entertainment opportunities to enrich Greeley's quality of life	8.1 Promote Greeley as a destination for new retail and restaurant investment	Short-term
		8.2 Activate underutilized commercial spaces through coordination and creative programming	Long-term

Metrics

Measuring the impact of the focus areas, action plans, and initiatives outlined in the Economic Development Strategic Plan can help determine whether they are effective in achieving Greeley's economic development vision and goals.

While not every metric outlined below falls under the direct jurisdiction of the City of Greeley's Economic Development & Urban Revitalization Department, each metric signals an important measure of economic progress that the action plan is trying to positively influence.

1.0 Economic development key performance indicators

- Job wage and growth
- New capital investment
- New or retained/expanded businesses
- New start-up businesses

2.0 EcoDev marketing key performance indicators

- Business recruitment marketing metrics
- Website traffic and engagement
- Social media followers, impressions and engagements
- Newsletter opens and subscribers
- Earned media

3.0 Economic indicators

- Per capita and median household incomes
- Unemployment rates
- Retail and service activity (sales tax collection)
- Housing sales and values (real estate tax collection)

Creating a quarterly dashboard to monitor economic progress will provide City leadership with a tool that helps determine the plan's impact.



Photo credit: City of Greeley.

It is essential to track the implementation and progress through clear, measurable outcomes. Establishing metrics allows City leadership, staff, and stakeholders the ability to assess the effectiveness of initiatives and adjust strategies as needed. This section outlines the primary metrics that will be used to assess progress toward the plan's goals. These metrics are designed to measure both the timing and impact of actions across areas such as business growth, workforce development, investment attraction, and business retention and expansion.

By regularly monitoring these metrics, the City and its partners can be responsive to how the plan is being implemented and make adjustments or enhancements to strategies and initiatives as needed.

Next Steps

The successful implementation of the Economic Development Strategic Plan will require coordinated action, collaboration, and commitment between the City of Greeley and its public, private, and institutional partners. By focusing on targeted industry growth, workforce development, infrastructure investment, and quality of life enhancements, the City will be well positioned to foster a vibrant and resilient economy.

This plan establishes a blueprint to capitalize on existing strengths, address key challenges, and pursue new opportunities for economic growth. It is intended to be a dynamic document that is responsive to changing economic/market conditions, continuing input from stakeholders and the tracking of metrics.

The plan's success will ultimately be measured in the retention and attraction of investment, the creation of quality jobs, the retention and expansion of existing jobs, the retention and expansion of local businesses, and – most importantly – increased revenues and the overall economic well-being of Greeley residents.

Phased Roadmap

The successful implementation of the Economic Development Strategic Plan requires prioritization and a clear understanding of what can be achieved in the near term, what requires more deliberate effort over several years, and what long-term investments are needed to shape the city’s economic future. A phased “roadmap” provides greater clarity, aligns resources, and sets realistic expectations.



0–18
months

Near-Term Wins (0–18 months)

- **Business Climate Enhancements:** Implement the “No Wrong Door” policy for business inquiries and formalize guidance for companies to help with permitting, site selection, incentives, and related items.
- **Brand & Marketing Refresh:** Roll out Greeley’s new economic development brand and update recruitment materials, website content, and social media campaigns to improve perception and outreach.
- **Downtown Activation:** Expand downtown events, pop-up retail, and placemaking projects to strengthen the downtown’s role as a cultural and economic hub.
- **Workforce Alignment:** Expand collaboration with UNC and Aims to create programs tied to high-demand jobs.
- **Industrial Site Readiness:** Advance due diligence on priority parcels to move them closer to shovel-ready status.



18–36
months

Medium-Term Initiatives (18 months–3 years)

- **Target Industry Recruitment:** Focused outreach to high-value sectors such as Food & Beverage Production, Healthcare & Medical Innovation, and AgriTechnology.
- **Innovation Ecosystem Growth:** Expand the entrepreneurial pipeline through incubators, accelerators, and maker spaces; leverage the Aims Innovation Center and UNC research collaborations.
- **Office and Mixed-Use Development:** Support downtown office rehabilitation and mixed-use projects that attract higher-wage professional services and residential infill.
- **Address Retail Gaps:** Pursue new-to-market retailers in underrepresented categories to reduce leakage and increase sales tax revenues.
- **Infrastructure Partnerships:** Collaborate with regional and state partners to secure funding for industrial park development, airport improvements, and infrastructure/utility upgrades.



Long-Term Investments (3–7 years and beyond)

- **Major Employment Nodes:** Develop a modern industrial/technology park with shovel-ready sites, fiber connectivity, and energy capacity to attract advanced manufacturing, logistics, data centers and other identified uses.
- **Healthcare and Education Expansion:** Build on UNC’s new medical school and existing health care facilities to grow a medical innovation district that drives job creation and talent retention.
- **Civic Campus and Downtown Redevelopment:** Pursue large-scale mixed-use redevelopment and potential civic campus downtown, to anchor growth and community identity.
- **Greeley Mall Area Redevelopment:** Area is boosted with new mixed-use investments.
- **Sustainable Energy Transition:** Position Greeley as a leader in energy diversification by aligning infrastructure and workforce with emerging energy technologies.
- **Regional Connectivity:** Advocate and invest in long-term transportation solutions, including highway access and airport improvements, to reinforce Greeley’s role as a regional hub.

Timeline Snapshot

Phase	Timeframe	Focus Areas	Examples
Near-Term Wins	0–18 months	Quick wins, visibility, foundation building	Branding rollout, downtown activations, concierge service, site due diligence
Medium-Term Initiatives	18 months–3 years	Measurable growth and diversification	Target industry recruitment, innovation hubs, retail recruitment, office development
Long-Term Investments	3–7 years plus	Transformative projects	Industrial/tech park, medical innovation district, downtown/civic campus, transportation infrastructure

Appendix A:

Quarterly Economic Update July 2025

Employment and Wages

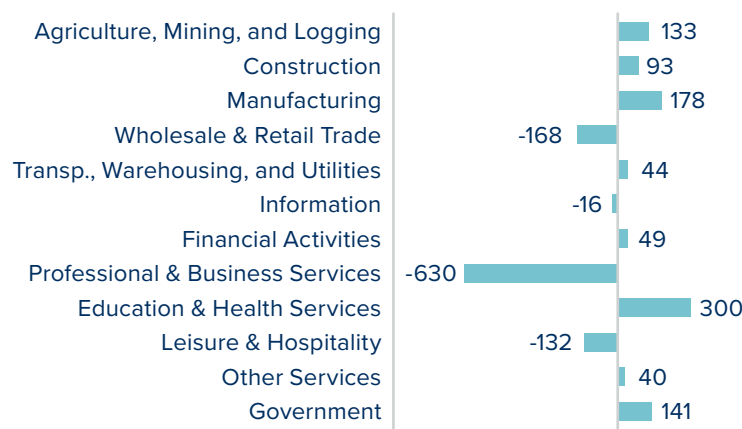
Employment Trends

Employment growth was subdued at the national level and remained flat across most of Colorado in the fourth quarter of 2024. In the city of Greeley, employment was effectively unchanged over the year, while Weld County saw modest gains.

Employment ¹			
	Q4 2024	Q4 2023	OTY%
Greeley	49,673	49,661	0.0%
Weld County	120,260	118,759	1.3%

- Employment in Greeley* totaled 49,673 in the fourth quarter of 2024, an increase of less than 0.1% from the fourth quarter of 2023, representing a gain of 12 jobs.
- Employment levels in Weld County totaled 120,260 in the fourth quarter of 2024, a 1.3% increase from the fourth quarter of 2023, representing a gain of 1,501 jobs.
- Eight of the 12 major industries in Greeley reported increases in employment in the fourth quarter of 2024 compared to the same period in 2023.
- The largest percentage increase was reported in Mining & Logging (+7.0%), followed by Construction (+4.5%), and Transportation, Warehousing, & Utilities (+4.4%).

Year-Over-Year Employment Change¹ Greeley, Q4 2024



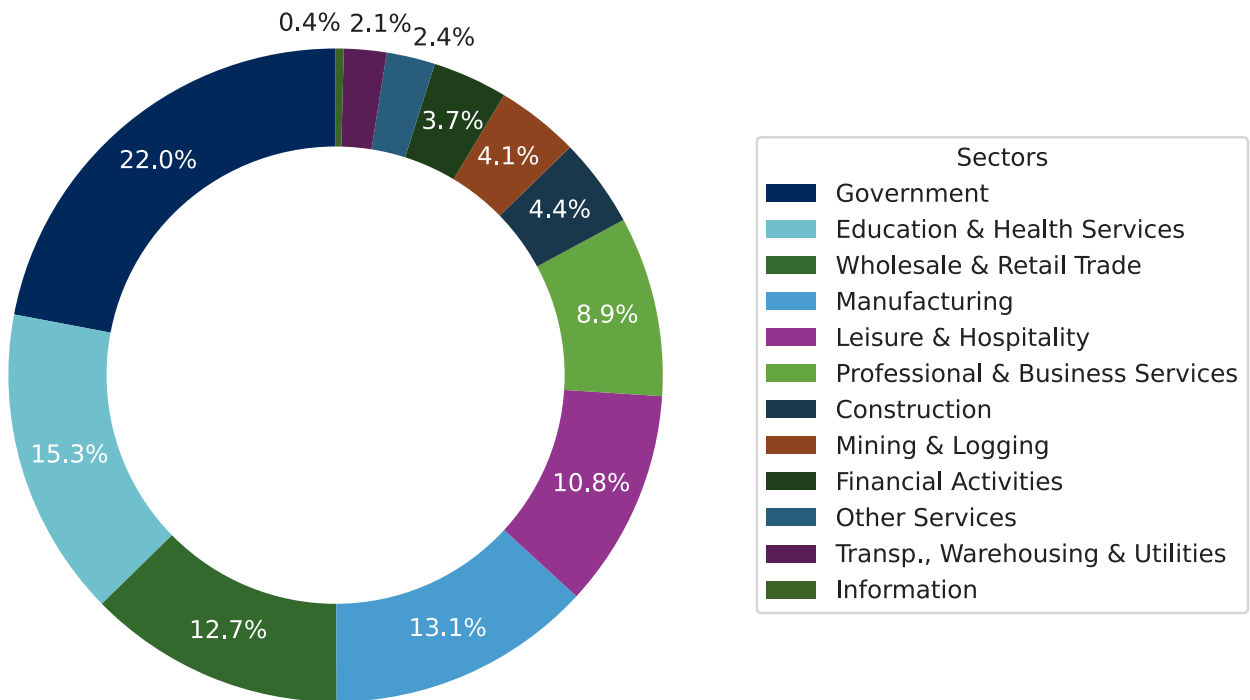
Source: Metro Denver EDC; Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).

*Throughout this report, "Greeley" refers to the city of Greeley.

¹Source: Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).

- Professional & Business Services reported the largest percentage decline in employment (-12.4%), followed by Information (-6.9%), and Wholesale & Retail Trade (-2.5%).
- Over 50% of all employees in Greeley work in either Government, Education & Health Services, or Wholesale & Retail Trade.
- Education & Health Services reported the largest increase in its share of jobs, rising 0.6 percentage points from Q4 2023 to Q4 2024.
- Professional & Business Services reported the largest decrease in its share of jobs, declining 1.3 percentage points over the year.

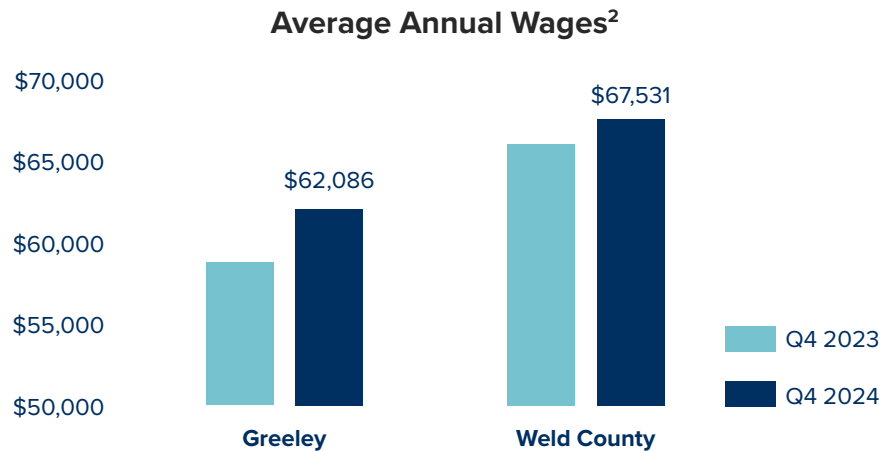
Greeley Employment Composition Q4 2024



Wages

- Average wages in Greeley rose 5.6% between Q4 2023 and Q4 2024 to an average annual wage of \$62,086. Wages were highest in Wholesale & Retail Trade (\$125,459) and Mining & Logging (\$93,274), while wages were lowest in Leisure & Hospitality (\$25,139).
- Wage growth was driven by an increase in Professional & Business Services wages, which reported an increase of 14.3%, reaching an average annual wage of \$77,001 in the fourth quarter of 2024. Wages in Government and Other Services also showed strong over-the-year growth of 8.8% and 7.9%, respectively.

- Across Weld County, wages rose 2.1% between Q4 2023 and Q4 2024 to an average annual wage of \$67,531. Wage growth was strongest in Information, rising 12.6% to \$92,486, followed by Professional & Business Services (+7.9%) and Government (+7.2%). Transportation, Warehousing, & Utilities wages fell 12.3% over the year to \$81,305.



Source: Metro Denver EDC; Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).

Labor Force and Unemployment³

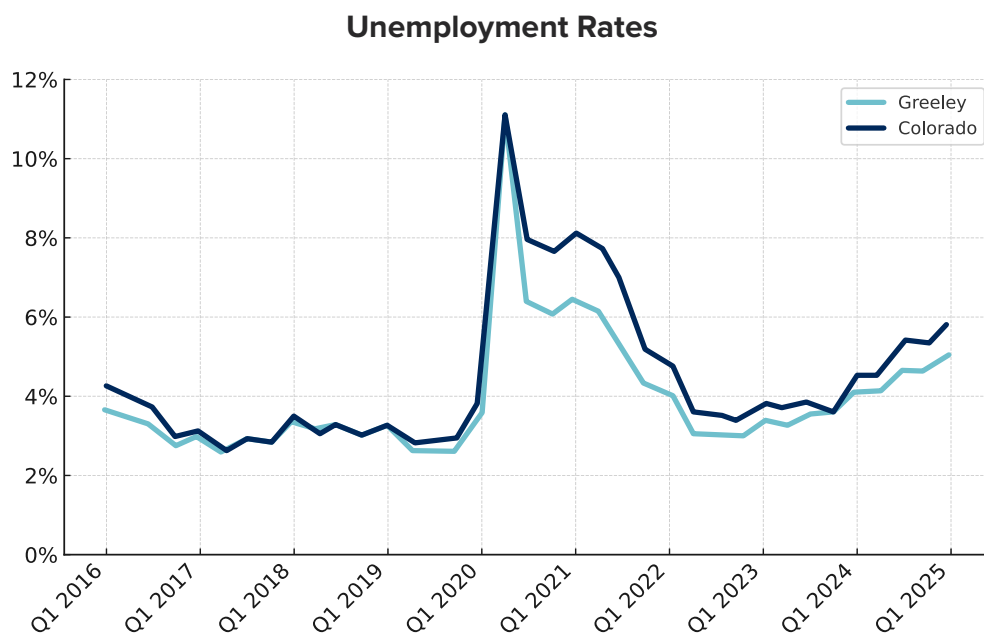
	Labor Force			Unemployment Rate		
	Q1 2025	Q1 2024	OTY%	Q1 2025	Q1 2024	OTY%
Greeley	52,705	51,736	1.9%	5.8%	4.3%	1.5%
Weld County	177,816	174,962	1.6%	5.3%	4.1%	1.2%
Colorado	3,268,223	3,239,485	0.9%	4.9%	4.0%	0.9%
U.S. (000s)	170,194	167,224	1.8%	4.4%	4.1%	0.3%

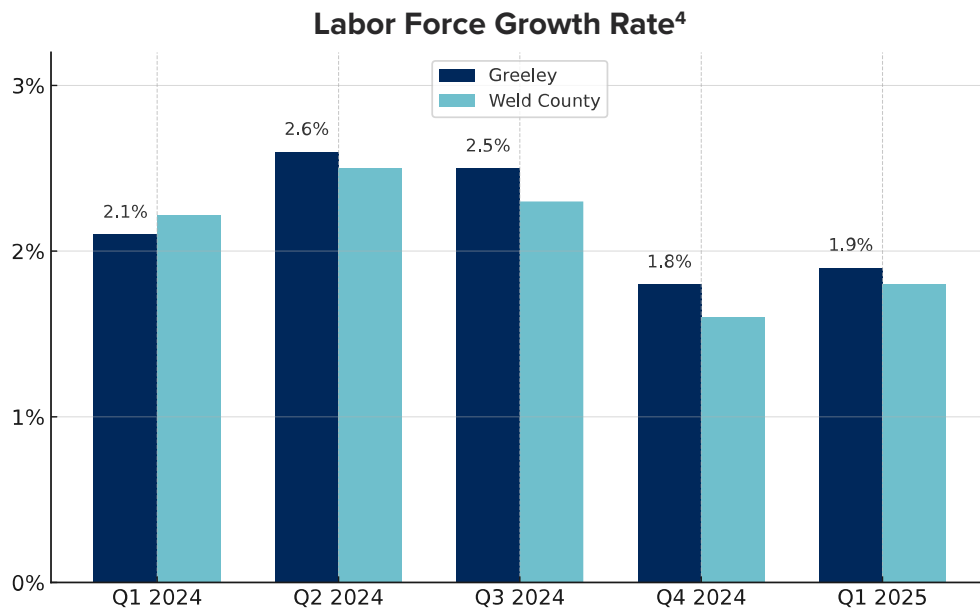
- Greeley reported an unemployment rate of 5.8% in the first quarter of 2025, up 1.5 percentage points from the first quarter of 2024, and up 0.6 percentage points from the previous quarter. In Weld County, the unemployment rate rose 1.2 percentage points to 5.3% over the year; higher than both the Colorado and U.S. rates.

²Source: Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).

³Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS).

- The increase in unemployment in Greeley was largely driven by an increase in the number of unemployed persons, a trend observed both nationally and locally, while employment from Q1 2024 to Q1 2025 increased by 0.6%.
- The unemployment rate in Greeley rose over the quarter in seven of the past nine quarters. The current unemployment rate of 5.8% is the highest reported rate in Greeley since Q3 2021.
- Unemployment in Greeley in the first quarter of 2025 exceeded the rate of unemployment in Weld County, Colorado, and the U.S. While this pattern is the norm with respect to the county and the state, Greeley unemployment was below the U.S. rate as recently as Q4 2023.
- Between Q1 2024 and Q1 2025, the labor force in Greeley grew by 1.9% to 52,705 people working or looking for jobs. The labor force in Weld County grew by 1.6% to 177,816 over the same period.
- Following revisions from the Bureau of Labor Statistics, the growth of the labor force in both Greeley and Weld County slowed over the year in four of the past six quarters. The rate of growth of the labor force in Greeley and Weld County edged up slightly in Q1 2025, in line with national trends but diverging from the ongoing slowdown across Colorado.





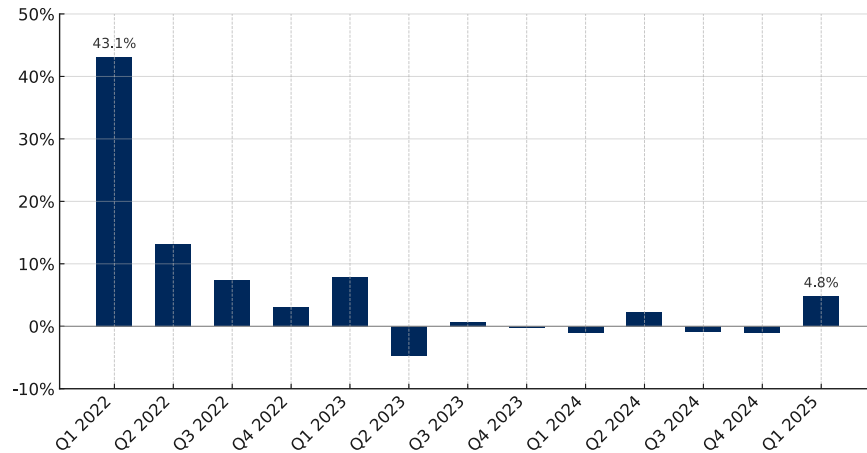
Retail Sales Activity

- Retail sales in Greeley rose 4.8% between the first quarters of 2024 and 2025, following a year-over-year decrease of 1.5% in the fourth quarter of 2024.
- Weld County reported nearly \$4.4 billion in retail sales in Q1 2025, up 7.4% from the same period last year. In Q4 2024, retail sales in Weld County increased 0.5%.
- Retail activity in Greeley made up 33.7% of Weld County's total retail activity in Q1 2025, up 2.2 percentage points from the previous quarter.
- Following substantial growth in Q1 2022, retail sales in Greeley exhibited steady growth throughout 2022 and into Q1 2023. Retail sales declined in Q2 2023 and remained roughly flat until the moderate increase in the current quarter.

Total Retail Sales (000's) ⁵			
	Q1 2025	Q1 2024	OTY%
Greeley	1,469,420	1,401,567	4.8%
Weld County	4,366,469	4,064,658	7.4%

⁴Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS).

Greeley Retail Sales⁵ Year-Over-Year Change



Residential Real Estate

- Greeley reported 215 detached home sales in the first quarter of 2025, down 3.2% from the same quarter in 2024. Attached home sales fell 59.3%, or by 32 units, over the year.
- Detached home prices in Greeley rose 3.7% from Q1 2024 to Q1 2025, or an increase of \$15,577. Attached homes sold for an average of \$7,861 more in Q1 2025 compared to the same quarter last year, an increase of 2.2%.
- Across Weld County, detached home sales increased by 4.3% in Q1 2025 from the same quarter last year. Prices rose by 4.4% over the same period.

Existing Home Sales				
Home Sales	Greeley ⁶	% Change	Weld County ⁷	% Change
Single-Family Detached				
Q1 2025	215	-3.2%	1,092	4.3%
Q1 2024	222		1,047	
Single-Family Attached				
Q1 2025	22	-59.3%	109	-22.7%
Q1 2024	54		141	
Median Home Price				
Single-Family Detached				
Q1 2025	\$441,037	3.7%	\$517,272	4.4%
Q1 2024	\$425,461		\$495,436	
Single-Family Attached				
Q1 2025	\$365,027	2.2%	\$362,936	0.0%
Q1 2024	\$357,167		\$363,085	

⁵Source: Colorado Department of Revenue.

⁶Source: RedFin.

⁷Source: Colorado Association of Realtors.

Residential Building Permit Activity

- Greeley issued permits for 39 single-family homes in Q1 2025, up from 16 in Q1 2024. The average valuation decreased 9.0% to \$420,661 per single-family home.
- There were six multi-family units permitted in Q1 2025, down from 34 units permitted in Q1 2024. The average valuation of multi-family units was \$373,083 in the first quarter of 2025.

Greeley Residential Units Permitted ⁸			
	Single-Family	Multi-Family	Total
Units			
Q1 2025	39	6	45
Q1 2024	16	34	50
Avg. Valuation			
Q1 2025	\$420,661	\$373,083	\$414,317
Q1 2024	\$462,331	\$296,141	\$349,322

Apartments⁹

- Apartment inventory in Greeley totaled 13,806 units in the first quarter of 2025, up 6.3%, or 816 units, from the first quarter of 2024. Across Weld County, the number of apartment units rose 6.2% to 23,398 units from Q1 2024 to Q1 2025. Over the quarter, apartment inventory was unchanged in Greeley and up 1.2% in Weld County.
- The apartment vacancy rate in Greeley declined by 2.3 percentage points to 7.1% vacancy from Q1 2024 to Q1 2025. Over the quarter, vacancy rates decreased by 1.7 percentage points. Across Weld County, the apartment vacancy rate declined by 0.9 percentage points to 9.1% between the first quarters of 2024 and 2025. Over the quarter, vacancy rates in Weld County declined by 0.1 percentage points.
- Average monthly rents in Greeley rose by 0.8% to \$1,413 from Q1 2024 to Q1 2025. Over the quarter, average rents increased by 1.1%. In Weld County average monthly rents increased by 1.4% to \$1,573 over the year and increased by 1.7% over the quarter.

	Inventory (units)		Vacancy Rate		Average Rent	
	Q1 2025	Q1 2024	Q1 2025	Q1 2024	Q1 2025	Q1 2024
Greeley	13,806	12,990	7.1%	9.4%	\$1,413	\$1,402
Weld County	23,398	22,042	9.1%	10.0%	\$1,573	\$1,551

⁸Source: City of Greeley, Building Permits and Fees.

⁹Source: CoStar.

Commercial Real Estate¹⁰

- The office vacancy rate in Greeley fell 1.0 percentage point to 5.8% between the first quarters of 2024 and 2025. In total, 20,000 square feet of new office space was added over the year. The average lease rate for office properties increased 18.6%, or by \$4.54, to \$29.01 per square foot. In Weld County, the office vacancy rate declined 0.4 percentage points to 4.5% from Q1 2024 to Q1 2025. Average lease rates for office properties rose 17.9%, or by \$4.42, to \$29.10 per square foot.
- The retail vacancy rate in Greeley fell by 1.0 percentage point to 2.7% from Q1 2024 to Q1 2025. In total, 2,307 square feet of retail space was added over the same period. The average lease rate for retail space decreased 3.6%, or by \$0.53, to \$14.28 per square foot. In Weld County, the retail vacancy rate fell by 0.9 percentage points to 2.2% between the first quarters of 2024 and 2025. In total, 65,766 square feet of retail space was added in Weld County over the same period. Average lease rates for retail properties rose 3.6%, or by \$0.64, to \$18.25 per square foot.
- In Greeley, the Industrial/Flex vacancy rate increased by 0.8 percentage points to 4.5% from the first quarter of 2024 to the first quarter of 2025. Over the period, no new Industrial/Flex space was added to the market. The average lease rate for Industrial/Flex space declined 2.2%, or by \$0.25, to \$10.89. The Industrial/Flex vacancy rate in Weld County rose by 0.8 percentage points to 4.1% between Q1 2024 and Q1 2025. Over the period, 144,101 square feet of Industrial/Flex space was added across Weld County. The average lease rate for Industrial/Flex properties declined 0.7%, or by \$0.09, to \$12.76 per square foot.

		Total Existing Square Footage		Vacancy Rate (direct)		Avg. Lease Rate (per sq. ft.)	
		Q1 2025	Q1 2024	Q1 2025	Q1 2024	Q1 2025	Q1 2024
Office	Greeley	4,192,416	4,172,416	5.8%	6.8%	6.8%	\$29.01
	Weld County	6,060,612	6,040,612	4.5%	4.9%	4.9%	\$29.10
Retail	Greeley	7,076,433	7,074,126	2.7%	3.7%	3.7%	\$14.28
	Weld County	13,079,081	13,013,315	2.2%	3.1%	3.1%	\$18.25
Industrial/Flex	Greeley	8,934,500	8,934,500	4.5%	3.7%	3.7%	\$10.89
	Weld County	30,694,580	30,550,479	4.1%	3.3%	3.3%	\$12.76

¹⁰Source: CoStar; Note: Industrial/Flex and Retail lease rates are triple-net.

Non-Residential Construction

During the first quarter of 2025, six nonresidential building permits were issued, valued at nearly \$62.6 million.

Greeley Commercial Building Permits Issued, Q1 2025¹¹

Project Description	Valuation
Drilling of Multiple Wells on Existing Well Pad	\$30,000,000
Drilling of Multiple Wells on Existing Well Pad	\$30,000,000
Convenience Store and Fueling Facility	\$1,500,000
Laundromat	\$921,819
Transformers/Panels for Gaslift, Temp VRU, Ecovaper	\$93,500
800 Amp Panel & New Circuits for Gaslift Compressor	\$44,000

¹¹Source: City of Greeley, Building Permits and Fees.

Appendix B:

Engagement and Outreach

Stakeholder Engagement Workshops

In January 2025, the City of Greeley conducted three community workshops to collect public feedback on the strengths, challenges, and opportunities for Greeley’s economy. One of these workshops was conducted during the Greeley Commercial Realtor Luncheon, which was a previously scheduled regular event. In addition, a staff workshop was conducted to collect feedback from the Economic Development/Urban Revitalization (EDUR) team. The engagement workshops were designed to be highly interactive—giving participants the opportunity to provide feedback at multiple occasions during the events—and used a combination of large group and small group feedback methods. In a large group setting, participants were asked to provide individual feedback through Mentimeter, an online polling platform that collects and reports on feedback live during the event. Attendees also participated in interactive small group activities designed to provide opportunities for consensus building among participants and for the collective sharing of ideas and concerns for the future of Greeley’s economy.

Large Group Activities

During workshops, attendees responded to a series of questions on the current and future state of Greeley’s economy through the Mentimeter polling method. The themes collected from the responses are provided below:

What are some of the greatest strengths of Greeley’s local economy?

- Strong legacy in the agricultural industry
- Diversity in people and culture that helps to foster an inviting community
- Greeley has positive characteristics of innovation, resiliency, and strong legacy rooted in its history
- Business-friendly and pro-economic growth environment
- Available utilities such as oil, gas, and water
- Locational advantage in the region with infrastructure connectivity
- Affordable housing supply
- Long-standing traditions such as the Stampede
- Educational assets, such as the UNC

What are some of the greatest challenges Greeley’s local economy is facing?

- Rising housing costs
- Lack of housing diversity, including higher-end housing

- The need for more development-ready sites (infrastructure availability and accessibility)
- Perception and reputation of a “cow town” with lower incomes
- Cost of living, taxes, and inflation
- Imbalanced growth with some areas receiving more attention than others

What does “success” look like for Greeley’s economy in five years, and how can we measure it?

- The evidence of sustainable growth with proactive planning for infrastructure and resources
- The presence of new businesses and growth tax revenue
- The presence of diverse housing options
- Strong job growth with more higher paying jobs, especially in the technology industries
- Balanced cost of living with income for residents and families
- More business expansion and retention
- A diverse workforce with more employees moving to Greeley
- Growth in entertainment options to sustain and attract residential growth

If the City could focus on just one priority to improve the economy and quality of life, what should it be?

- Downtown revitalization
- Providing and supporting opportunities to create more affordable housing
- Infrastructure improvements
- Increased availability of higher paying jobs
- Entrepreneur collaboration
- Business recruitment
- Water availability

Small Group Activities

During the workshops, attendees broke up into small groups and were asked to provide feedback to questions about Greeley’s current and future economy. The themes from answers to each question are provided below.

- Describe a thriving economy in Greeley in the next three to five years
- Consistent job growth and the retention of an educated and skilled workforce
- Diversification of businesses to help foster a sustainable economy
- Available and sustainable infrastructure to accommodate business growth
- Livable and welcoming communities with vibrant and walkable centers of activity
- Intentional planning that can foster sub-areas with unique and distinct identities and opportunities
- Positive name recognition and identity in the region

What industries or businesses do you see playing a bigger role in Greeley's economy in the next three to five years?

- Healthcare and medically associated industries
- Technology, especially centered around agriculture, AI, and data centers
- Natural resources and utilities such as oil, gas, and energy
- Aviation, including drones and airports, specifically Greeley-Weld County Airport
- Specialized manufacturing and food production
- Businesses and amenities for residents, such as recreation, entertainment, and retail.
- Emerging trends or uncertainties that could disrupt the local economy in the coming decade.
- Politics influencing or shifting local priorities
- The impact of AI robotics on workforce and businesses
- Challenges providing retail, social, and housing opportunities that can attract a strong workforce
- Inability to embrace change and innovation
- Site readiness challenges due to limitations in utilities and infrastructure
- Impacts of climate change

What strategies might be effective at mitigating unknown risks?

- Providing public education on mitigating impacts of climate change
- Develop a long-term workforce development and readiness strategy
- Cultivate opportunities for businesses to collaborate and work together
- Make Greeley attractive for families, workforce, and businesses
- Establish and grow key partnerships with other communities, organizations, and UNC
- Lobby legislatures for Greeley's best interests

Stakeholder Engagement Interviews

The City conducted interviews with key local leaders, community organizations, and business owners to collect essential perspectives on the current local business climate. These conversations provided contextual insights and helped develop an understanding of the factors driving economic development in Greeley. During these conversations, participants were asked a series of questions. Those questions and findings are detailed below.

What do you consider to be the strengths of Greeley's economy?

- Availability of natural resources, including water
- The fiscal health of Greeley with strong revenue and no debt
- Diversity of employment sectors (emphasis on ag, oil/gas, medical, education)
- Long-standing agriculture and oil and gas base; supporting industries
- Community assets such as UNC and Aims
- The affordable cost of living

- Small-town feel in the business community
- The locational advantages of Northern Colorado, which is growing
- Broader perspective and culture compared to other areas

What are the biggest challenges that Greeley's economy is facing right now? Five years from now?

- Improving image and identity
- Staying competitive in emerging technologies and industries
- Talent recruitment to Greeley and maintaining an educated workforce
- The City's ability to assist local businesses with expansion and workforce development
- Shifting priorities of federal and state administrations and impacts on the City budget
- Maintaining an educated workforce
- Ensuring the City remains fiscally sustainable
- There is a percentage of the population in need of assistance from the City and County, including the aging population and a need for assisted living and related services
- Regional vacancies in the Denver market are negatively impacting office/commercial demand in other cities
- Long-term demand for healthcare industry and training
- Industry odors have become a turn-off
- Downtown is the core of the community, but can end up in jeopardy with new up-and-coming areas in the City
- The need for diverse housing options, including higher-end housing
- There is a need for more amenities to attract young families, including entertainment venues such as sports fields and indoor recreation options
- Diversification in industries and a broader focus beyond industrial and manufacturing
- Need shovel-ready sites
- Lack of public transportation, which can help employees get to businesses for work

What are the biggest opportunities for the future?

- Partnering with educational institutions to meet employer demands
- Maximize exposure and utilization of the Economic Development Department
- Attracting major employers/businesses to West Greeley development
- River restoration – Poudre River, an economic development tool to enhance desirability of Greeley area
- Use downtown as an asset
- Revitalize downtown, which could include a civic campus and a new downtown hotel
- Capitalize on quality-of-life amenities
- Explore the future of AI on new technologies, which could be an opportunity to enhance existing industries as well as emerging industries

- Develop diverse housing options, specifically higher-end housing
- Promote new private development around UNC, especially with the new med school
- Capitalize on the demand in northern Colorado for youth sports facilities
- Leverage the airport as an opportunity
- Capitalize on the opportunity that new Colorado Department of Transportation (CDOT) regional interchanges can offer to Greeley

What regional and state economic issues impact Greeley the most?

- Increased regulations on oil and gas
- Competition among regional cities for tax revenue
- Inconsistent funding and support from the state and federal government
- The impact of increased environmental regulations on legacy businesses
- Budget cuts to Medicaid would impact the healthcare industry
- State legislature impacts on Greeley's economy, especially legacy industries
- Over-regulation: Colorado is one of the most highly regulated states

What strategies or approaches do you believe are most effective in promoting economic development initiatives?

- Public/private partnerships to recruit businesses/employers and investment
- Fast-tracking the local development process to help businesses and developers
- Identifying and incentivizing businesses that can deliver a catalytic economy
- Having a robust and dynamic list of amenities readily available to attract employers and workers
- Upgrading aging infrastructure and utilities before the end of life
- Coordinating economic development initiatives with infrastructure needs
- Showcase successful businesses in Greeley that made the choice to be here
- Foster a business-friendly environment
- Ensure zoning and city codes are aligned with economic development initiatives
- Treat all businesses fairly

What would you consider to be core goals of Greeley's Economic Development Strategic Plan?

- Sustainability of the current business community
- Recruitment and growth in emerging technologies or employment sectors
- A reliable and ongoing source for technical and economic development assistance in all phases of business development
- Promotion of quality-of-life amenities to attract employers and higher-income population
- Start with the fundamentals and double down on legacy industries
- Promotion elements that fit the culture of Greeley
- Identification of the right type of growth for Greeley

- Emphasis of the community's assets including location, accessibility, hospitals, airport, UNC, Aims, and the airport
- Pro-business environment in the City
- Promotion and showcase of business successes
- Emphasis on existing businesses and expansion
- Regionalism is good, but Greeley and local economic efforts need to be the focus of the plan
- The plan needs to help people navigate City programs and departments to get things done

Are there other issues that have not been discussed that you feel are important to consider?

- Aims student population is growing. Partnerships with the business community are key parts of the success. The school has advisory committees consisting of business leaders who meet regularly.
- Immigration enforcement initiatives are impacting segments of the population as well as businesses. It remains to be seen how this will play out in terms of economic development and the City culture.
- Downtown has a decent mix of businesses, but nothing is open late.
- There is a perception that the Downtown area is not safe.
- Downtown is disconnected and not walkable.
- Events such as WeldWerks Invitational Brewfest, which included 1,200 people (70 people from Greeley) for a two-day event
- It is important to recognize the difference between companies that are focused on just growing their business and the companies that are also interested in growing Greeley as well. There are a handful of companies committed to Greeley and want to be the champions for growing the community.
- Make sure that City leadership is transparent and delivers the same message consistently.
- Xcel's plan to upgrade infrastructure; support for new substations, acquiring right-of-way and navigating new transmission lines; working closely with all cities, including Greeley, on permitting and related issues. This support along with state legislature is critical to ensuring energy infrastructure meets growth and demand.

Business Owners and Operators Survey

As part of stakeholder engagement, an online survey was created specifically for Greeley business owners and operators. The survey was active from December 2024 through February 2025 and was available in both English and Spanish. The survey was promoted through the City's existing communication channels and shared with business-related organizations to distribute to their members, including the Greeley Area Chamber of Commerce, the Greeley Downtown Development Authority, and the NoCo Latino Chamber of Commerce.

The purpose of the survey was to gather actionable insights from business owners and understand future needs, challenges, strengths, and perceptions of the local economic climate. A total of 83 individuals responded to the survey. Respondents represent various industries, including retail, food and beverage, finance and insurance, construction and real estate, arts and entertainment, manufacturing and production, professional and technical services, healthcare and social services, education, transportation and logistics,

hospitality, energy and utilities, and agriculture and food production. The majority of respondents represent independently owned and operated businesses and employ between 1 - 49 employees. Most respondents represent downtown businesses.

Perception of Economic Conditions

On a scale from 1 (poor) to 5 (exceptional), the majority of respondents (41) rated the City's economy at a 3. Eighteen respondents rated the economy as a 4 or higher, while 15 respondents rated the economy as a 2 or lower. Overall, survey respondents indicated that they would like to remain in Greeley while continuing to expand their businesses.

Advantages and Disadvantages in the Economy

Respondents indicated that the top strengths of Greeley's economy are access to customers and/or markets (36), employee retention (23), and government-offered business support (17). Respondents indicated that access to customers and/or market (34); the impact of local, state, and federal regulations (30); and access to capital, funding, or incentives (26) were the greatest challenges that businesses are currently facing.

Business Outlook

Most respondents (40) reported that they located their business in Greeley due to personal connections or ties to the City. The City's strategic location (28), affordability (25), and growing markets (24) were other popular reasons that respondents chose to own or operate a business in Greeley. Over the next three years, respondents anticipate that their staffing levels will increase (30), remain unchanged (23), or are unsure at this time (19). No respondents anticipate staffing levels to decrease over the next three years.

Most respondents indicated that their business will remain in their current location (48) or relocate within Greeley (4) over the next three years. Two respondents indicated that their business would close or be sold, and one respondent anticipates moving outside of Greeley. Eighteen respondents are unsure at this time.

Overall, respondents' anticipation that they will remain in Greeley and continue to maintain or increase their staffing level suggests a strong perception of Greeley's economy today.

Factors that would further influence respondents' decision to expand or remain in Greeley include rising operational expenses (28); limited parking for staff, customers, or deliveries (24); lack of business support or incentives (23); and high rent or property costs (21). Respondents indicated that the availability of online business tools, including e-commerce, digital marketing, and subscription-based services (33), and innovative technologies, including AI and improved internet connectivity (23), are emerging trends that could benefit their business in the future.

In terms of workforce recruitment and development, respondents indicated that it is somewhat easy (34) to find employees with the necessary skills and qualifications to meet their needs.

Respondents would like to see additional leadership and management development programs (24); training for frontline roles like sales, hospitality, or healthcare (19); and vocational and technical education programs (18) to support their workforce needs.

Recommendations

Respondents indicated low-interest loans or grants to offset rising operational costs (41), grants for small businesses to invest in workforce, technology or infrastructure (40), and tax credits or incentives to create new jobs (30) would be most helpful to support local businesses financially.

Respondents indicated they would like to see infrastructure improvements near their businesses (18), including drainage improvements, cellular electric, and utility improvements; road and sidewalk repairs; alleyway improvements; and street light improvements. Respondents would also like to see increased parking options for employees and customers (13). Respondents also noted they would like to see more initiatives to reduce the number of people experiencing homelessness in Greeley (10).

When asked what could be done to improve Greeley as a place to do business, respondents indicated that additional grants, small loans, and funding support (17) would be most beneficial. Other responses included improving the safety of the downtown area (10); improving marketing of the City and businesses (7); improving the efficiency of the planning, permitting, and licensing process (6); and improving streets, sidewalks, and parking (6) would improve Greeley as a place to do business.

Appendix C:

Target Industry Assessment

Targeted Industries for Business Recruitment Strategies

This industry cluster assessment outlines a focused, data-driven recruitment and growth strategy that complements Greeley's existing economic base. Prospective sectors are analyzed for market strength, wages, specialization, and site/infrastructure need. It also examines and emphasizes cluster adjacencies where the city can scale fastest. The result is a balanced set of targets that builds off strengths, cultivates emerging opportunities, and aligns with near-term readiness and long-term competitiveness.

The goal of a targeted industry strategy is to secure the growth of subsectors that stimulate a diversified and balanced economy. The strategy is to cultivate the development of supportive ecosystems for new, emerging industry subsectors while continuing to provide support for legacy industries.

The process of cultivating high-growth industries starts by pinpointing industry subsectors that align well with Greeley's assets and needs. Focusing on the subsector level (three-digit North American Industry Classification System [NAICS] level) enables messaging and outreach efforts to candidates in a targeted fashion.

Subsectors demonstrating competitiveness or growth present solid candidates that can be successful in Greeley. Creating natural alignment with a core of existing local industries helps ensure any new recruitment deepens and strengthens the established economic fabric. Businesses in affiliated industry subsectors can benefit from regional supply chain networks, efficient transportation, and collaborative R&D efforts formed through partnerships with nearby organizations.

Labor pool is also a factor. Greeley employees should possess the certifications and skills that target industry demands. Purpose-built workforce development programs to upskill local talent will need to fill any gaps and establish confidence that businesses will be able to hire as needed. Equally important is ensuring that these businesses not only have a positive impact on the economy, but the city as a whole.

The follow-up to target industry identification is a campaign that crafts a compelling value proposition and messages to site selectors, real estate brokers, industry associations, and decision-makers representing prospective businesses. This approach revolves around strategic alignment with industry needs and effective communication highlighting local advantages. The result is a robust recruitment strategy that attracts growth-oriented businesses ready to leverage the benefits of Greeley's unique ecosystem. The following identifies key industry sectors and subsectors that have been identified through the preceding analysis, meetings and discussions with industry representatives, and the expertise and experience of City staff.

Aerospace & Defense | Aviation

Greeley is uniquely positioned to become a regional hub for aerospace, defense, and aviation innovation. As home to the 233rd Space Group of the Colorado Air National Guard, and with key assets like the

Greeley-Weld County Airport, Summit Flight School, and Aims Community College, the city is primed for growth in aviation, unmanned aerial systems (UAS), air logistics, and technical workforce development. The airport operates outside of Denver International Airport's controlled airspace, offering open skies for aviation and UAS activities.

Key Industry Cluster Sub-Areas		
Sector	NAICS Codes	Focus
Aerospace Manufacturing & Contracting	336411, 336412, 336413	Components for satellites, aircraft, drones; advanced materials & systems
Space & Satellite Operations	517410, 927110	Satellite communications, targetting systems, 233rd Space Group missions
Missile Defense Systems	336414, 541715	Missile tracking radar systems, and aerospace defense training
Drone Technology & UAS	336411, 541715	Drone pilot training, precision ag, public safety, logistics
Air Logistics & Supply Chain	488190, 481219	Aircraft maintenance, cargo handling, airport-based logistics
Cybersecurity & Defense Tech	541512, 541519	AI-enhanced security systems, cyber defense protocols
Smart Aviation & Air Traffic Systems	541512, 488111	FAA collaboration, AI-managed flight corridors, UAS traffic integration
Workforce & Technical Training	611512, 611519	Programs in aviation, avionics, cybersecurity, defense pathways

AgriTechnology

Greeley's deep roots in agriculture, livestock, and food processing create a strong foundation for leadership in the next generation of food and farm technologies. As sustainability and smart systems reshape the sector, Greeley is poised to lead in AgriTech innovation—including vertical farming, precision agriculture, and smart water management.

Key Industry Cluster Sub-Areas		
Sector	NAICS Codes	Focus
Vertical Farming & Controlled Environmental Ag	111419	Indoor farming, hydroponics, energy-efficient food production
Precision Agriculture & Smart Farming	115112	Drone-enabled mapping, AI-driven soil/plant monitoring, robotics in ag
Alternate Proteins & Sustainable Food	311615	Plant-based proteins, sustainable meat processing
Water Technology & Conservation	221310, 541620	Smart irrigation, water reuse, conservation analytics

Energy

Greeley is positioned to lead in energy innovation by integrating traditional oil and gas sectors with emerging clean energy technologies such as hydrogen, solar, wind, biomass, and micro-hydropower. With strong infrastructure, access to skilled talent, and university partnership opportunities, Greeley is well on its way to building a resilient and diversified energy ecosystem.

Key Industry Cluster Sub-Areas		
Sector	NAICS Codes	Focus
Oil & Gas Extraction	211120, 213112	Legacy sector with strong regional infrastructure and workforce
Utilities & Grid Infrastructure	221118, 221121	Power generation, transmission, and smart grid modernization
Hydrogen & Renewable Energy	325120, 221114, 221115	Hydrogen fuel production, wind farms, and solar energy integration
Biomass & Bioenergy	221117, 325193	Renewable energy from forest residues, agricultural byproducts
Battery Manufacturing	335911, 335912	Grid and EV battery production and storage technologies
Carbon Capture & Storage (CCS)	541715, 213112	Emissions reduction through CO2 capture and underground storage
Micro-Hydropower	221111	Small-scale water-powered energy for municipal and agricultural use
Advanced Nuclear Energy	221113, 541715	Small modular reactors (SMRs), nuclear safety R&D, clean baseload power

Food & Beverage Production

Greeley is a long-standing leader in food and beverage manufacturing, supported by major employers like JBS, Leprino Foods, and Colorado Premium. Recent investments, including JBS's \$50M expansion, signal continued momentum in protein processing, dairy, specialty foods, and beverage logistics.

With deep agricultural roots, advanced infrastructure, and strong workforce pipelines, Greeley is well-positioned to expand its food manufacturing ecosystem while embracing technology, sustainability, and innovation.

Key Industry Cluster Sub-Areas		
Sector	NAICS Codes	Focus
Meat & Protein Processing	311611, 311615	Beef, poultry, plant-based proteins, food safety tech
Dairy & Cheese Manufacturing	311513	Mozzarella, whey products, protein derivatives

Specialty & Organic Food Production	311421, 311920	Natural snacks, fermented foods, private label foods
Beverage Manufacturing & Brewing	312120, 312130	Bottling, craft beer, soft drinks, co-packing facilities

Healthcare & Medical Innovation

With strong academic and industry anchors, expanding digital health infrastructure, and growing access to regional healthcare networks, Greeley is well-positioned to lead in medical innovation. The city's potential spans are biotechnology, healthcare technology, medical devices, and telemedicine—all supported by Banner Health, UC Health, the soon to be established UNC medical education pipeline, CSU and other Colorado universities' research base, and additional regional collaboration opportunities.

Key Industry Cluster Sub-Areas		
Sector	NAICS Codes	Focus
Healthcare Technology	334510	Diagnostic devices, imaging systems, electronic health records
Biotechnology & Life Sciences	541714	Genomics, regenerative medicine, assistive technologies
Medical Devices	339113	Surgical instruments, wearable devices, assistive technologies
Telemedicine & Digital Health	621999	Virtual care, remote monitoring, mobile health platforms
Pharmaceuticals & Precision Medicine	325412	Targeted therapies, drug manufacturing, clinical trials
Veterinary & Animal Health	541940	Diagnostics, animal wellness, zoonotic disease research
Mental & Holistic Health Services	621420, 621399	Counseling, therapy, integrative wellness practices

Technology & Digital Infrastructure

Greeley is well-positioned to become a regional hub for AI, robotics, automation, and digital infrastructure. With strong local academic partners in UNC, Aims Community College, and the potential to expand relationships with others such as Colorado State University, University of Colorado, and the Colorado School of Mines—Greeley offers a foundation for high-tech talent pipelines, smart city development, and cloud infrastructure investment.

Key Industry Cluster Sub-Areas		
Sector	NAICS Codes	Focus
AI and Robotics R&D	541715	Machine learning, neural networks, robotics systems, AI hardware design

Data Centers & Cloud Infrastructure	518210	Hyperscale data centers, edge computing, liquid cooling, green data
Autonomous Systems & Smart Manufacturing	333249, 334118	Robotics for manufacturing, AI-driven quality control, RPA
Edge AI, IoT & Smart City Tech	541512	Smart sensors, 5G IoT, urban automation, infrastructure optimization
AI in Renewable Energy	221114, 221118, 541690	Grid automation, predictive energy systems, AI for clean energy
AI in Healthcare & MedTech	339112, 541511	Diagnostics, robotic-assisted surgery, health data modeling
Cybersecurity & AI Defense	541519	AI-driven threat detection, cyber defense, quantum-resistant encryption
Workforce & Talent Development	611512, 611519	Cloud, robotics, AI bootcamps, tech apprenticeships, career pipelines

Semiconductor Subcluster

Opportunity for Greeley to diversify its advanced manufacturing base by building on regional strengths in precision manufacturing, energy, and access to a growing talent pool. With strong transportation links, competitively priced industrial land, Greeley is well-positioned to attract semiconductor-related businesses and research and development partnerships.

Key Industry Cluster Sub-Areas		
Sector	NAICS Codes	Focus
Fabrication & Processing	334413	Semiconductor manufacturing, cleanroom facilities
Design & Development	541715	AI-specific chip design, GPU architecture, photolithography
AI-Specific Hardware & Accelerator	334413	Machine learning accelerators, edge processors, embedded AI chips

Economic Development Strategic Plan

Michelle Claymore, Interim Economic Development Director
Dan Gardner, Principal – Gardner Advisory & Consulting
City Council Work Session | September 9, 2025



Agenda



Photo credits: City of Greeley, Rachel Flynn



- Strategic Plan Overview
- Key Economic Trends & Challenges
- Economic Development Vision
- Strategic Focus Areas
- Implementation
- Purpose: Informational

Economic Development Purpose

“...To positively influence economic change through programs, a group of policies, or set of activities that seeks to improve the economic well-being and quality of life for a community by creating and/or retaining jobs that facilitate economic diversification and growth and provide a stable tax base....”

--International Economic Development Council (IEDC)

- Quality of Life...
- Economic Diversification...
- Improved Tax Base...
- Job Growth...

Job Growth

- Attracting “primary” employers and “secondary” employers

PRIMARY EMPLOYER

A primary employer is a business or industry that produces goods or services for statewide, national, or international markets. The goods and services are exported to consumers outside of the region, resulting in a stream of new dollars coming into the local economy. This influx of revenue contributes to economic development by enhancing wealth distribution to employees via their wages, strengthening a supply chain, and generating tax revenues that further support local growth.

+

SECONDARY EMPLOYER

Secondary employers support primary employers by providing goods and services that cater to the needs of the primary employer's workforce and operations. These businesses, such as retail stores, restaurants, and service providers, thrive as the demand from primary employers' employees and operations increases.

EDUR Department Program Areas

Supporting recruitment, retention, and expansion efforts for businesses of all types and sizes

Business Recruitment, Retention, and Expansion

Redevelopment and Urban Renewal

Facilitating the revitalization of key commercial and industrial areas

Strengthening resources for entrepreneurs and helping to ensure workforce preparedness for high-growth industries

Entrepreneurial and Workforce Development

Property Acquisition/Disposition

Working on the acquisition and disposition of publicly-owned properties to promote strategic growth and investment

Economic Development Strategic Plan

Purpose



- Managing growth and infrastructure investments
- Regional competition for development and jobs
- Economic diversification for long-term stability

Greeley's Market Competitiveness

What attracts a business to a community is also what keeps it located in the community

Top Business Location Factors

- Proximity to markets
- Local labor force availability and skill sets
- Tax and regulatory environment
- Quality of life
- Cost of doing business
- Strong and stable political leadership
- Incentives
- Utilities and infrastructure
- Proximity to higher education institutions
- Concentration of existing industries
- Available real estate

Economic Assessment and Stakeholder Engagement



Photo credit: Berry Dunn

Key Trends, Opportunities & Challenges

- Demographics
- Housing
- Workforce
- Real Estate
- Infrastructure

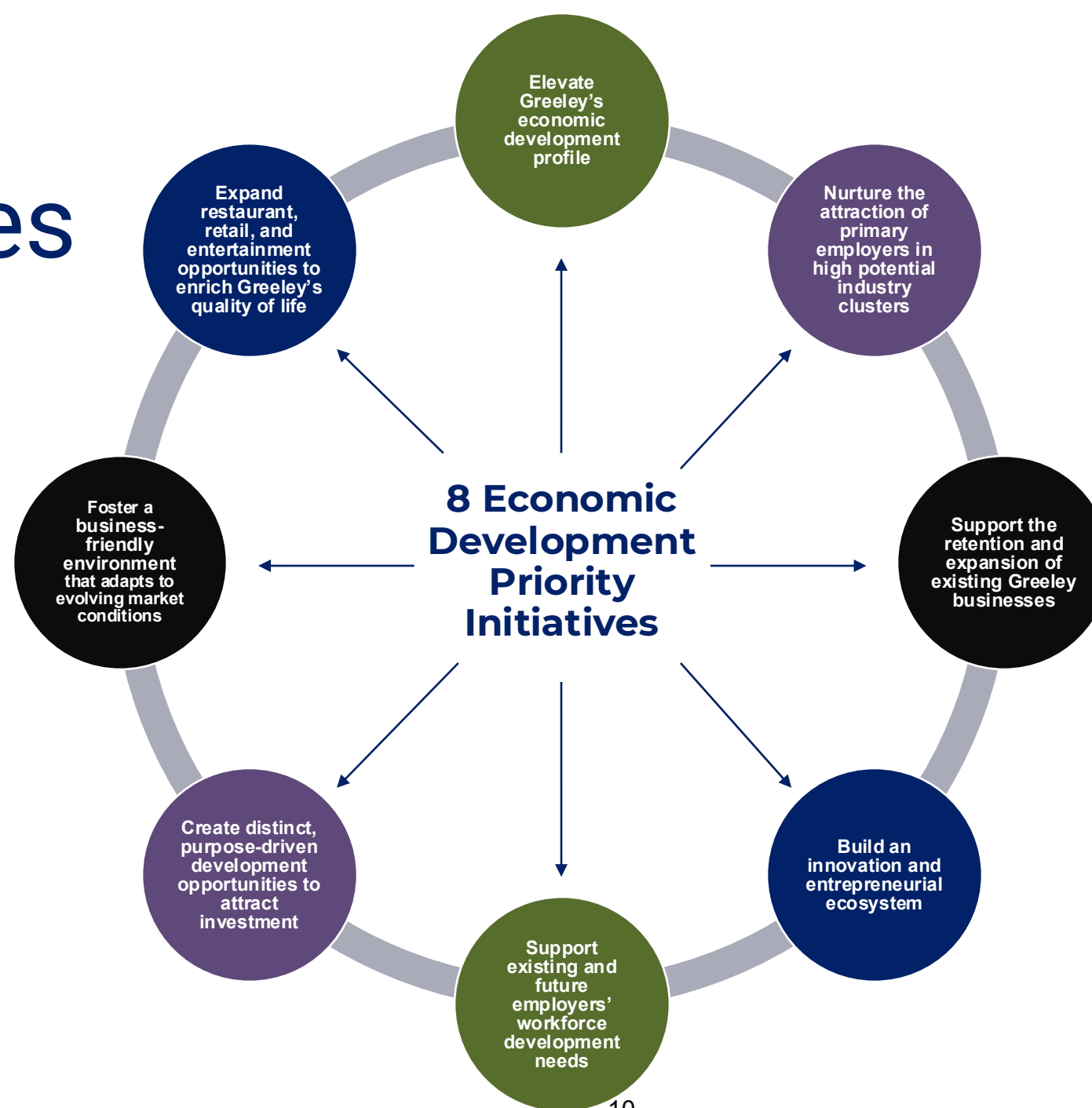
Economic Development Vision



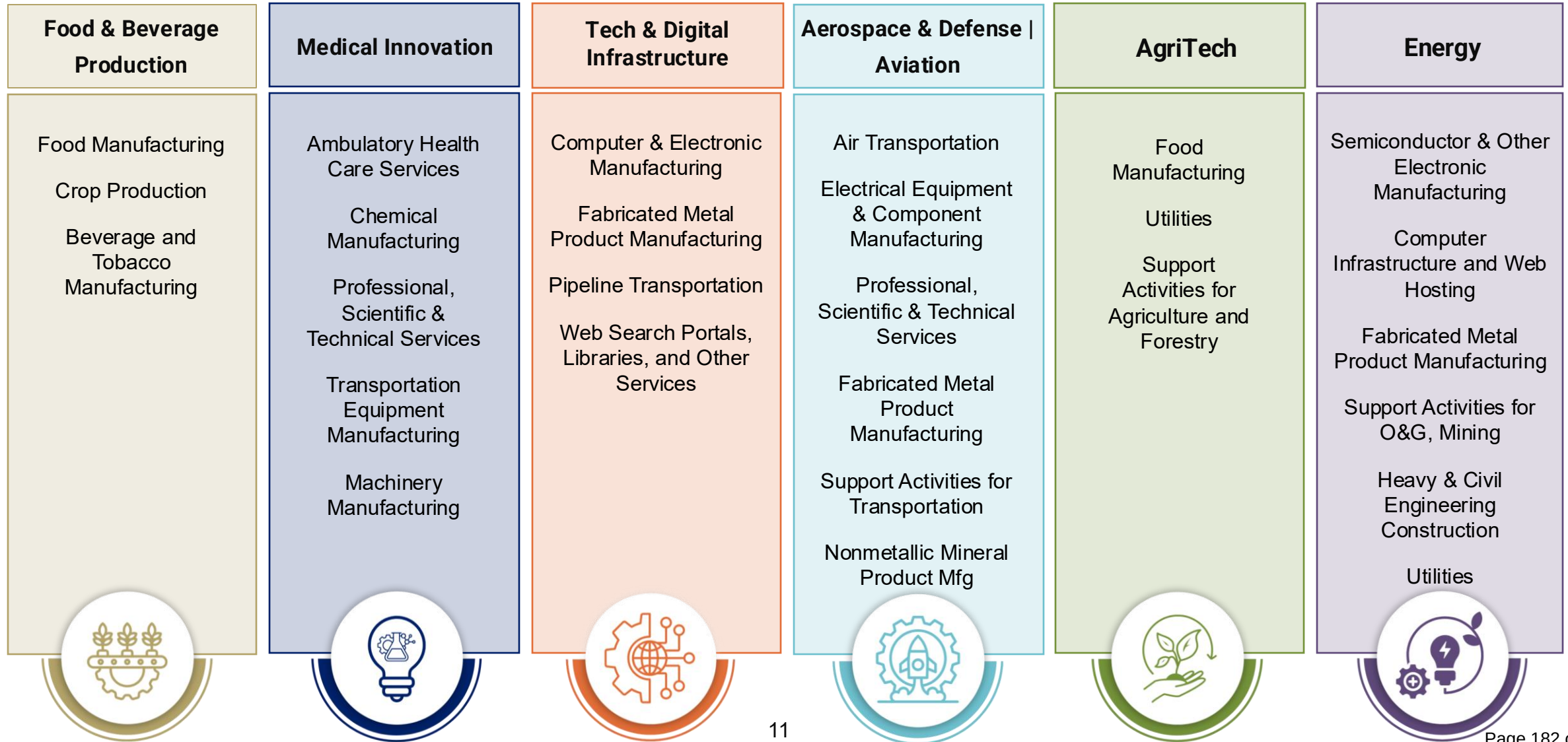
Photo credit: Rachel Flynn

“A future where Greeley is recognized as Northern Colorado’s premier destination for business growth, innovation, and entrepreneurship, offering a vibrant economy, diverse opportunities, and a resilient community.”

Priority Initiatives



Business Recruitment Industry Clusters



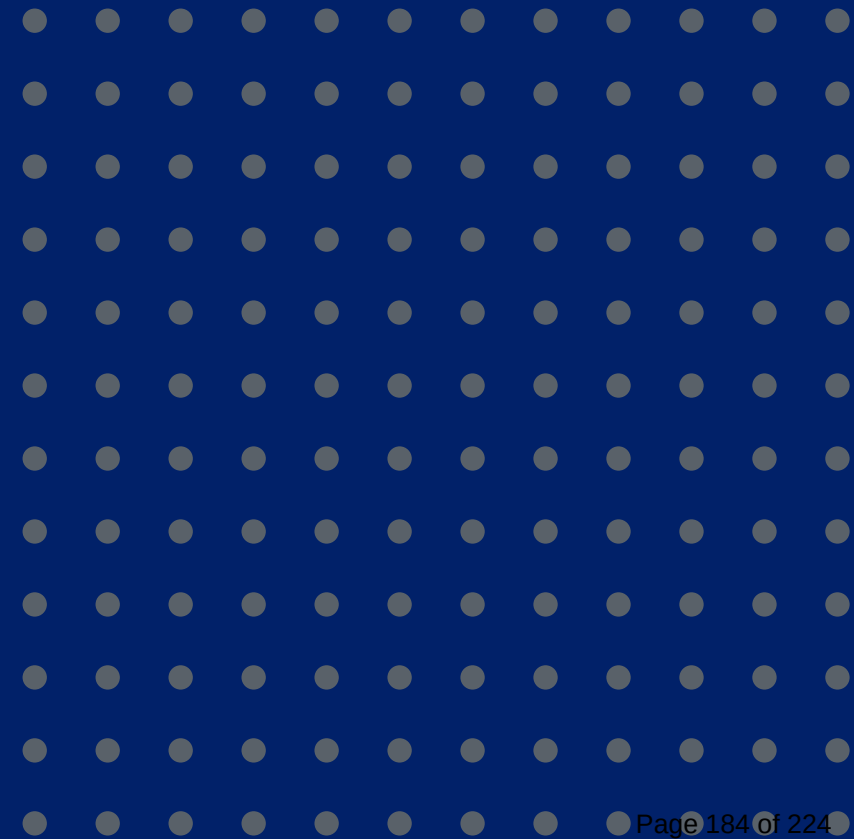
Plan Implementation



Photo credit: City of Greeley

- How to use a Strategic Plan
- Action Plan
 - Short term (1-2 years), mid term (3-5 years), long term (5-10 years)
- Timing and Resources
- Accountability – Roles, Responsibilities and Metrics (what does success look like)

Thank you





Work Session Agenda Summary

Item: 8.

September 9, 2025

Key Staff Contact: Martha Lanaghen, Human Resources Director

Title:

2026 City of Greeley Employee Pay Plan

Background:

The City of Greeley HR team will present the proposed 2026 Employee Pay Plan. This plan includes a modernized pay grade structure, the implementation of a minimum wage for City Employees, and a summary of the annual increase process for 2026.

Strategic Focus Area:

High-Performance Government

Attachments:

1. Item 8 - Presentation



Pay Plan 2026

Martha Lanaghan, Director of Human Resources

City Council Work Session – September 9, 2025

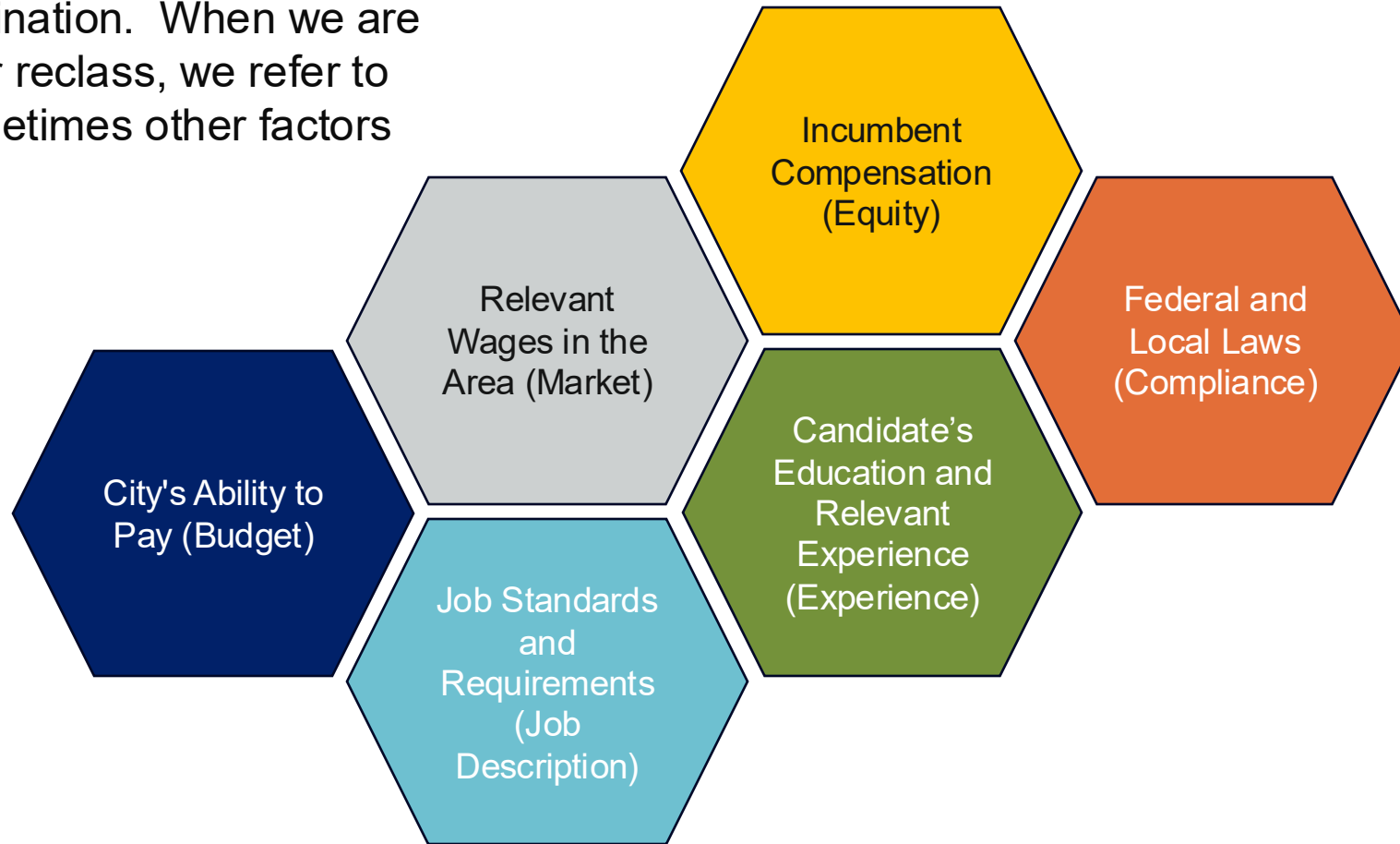


Agenda

- Overview of current pay plan, and why change is needed
- Summary of what is and isn't changing
- Overview of the 2026 proposed pay plan
- Purpose :This is an informational presentation intended to share an overview of the 2026 pay plan in advance of Budget reviews in October. No action is requested.

Compensation Ecosystem Best Practice

Many factors contribute to the employee's compensation determination. When we are comping a new hire or reclass, we refer to these factors and sometimes other factors are weighed.



Why Are Changes Needed?

Current Plan



52 narrow pay bands
2 plans (exempt and non-exempt)



Last Market Evaluation done in 2023



Overly complex meant difficult to explain to employees and managers



Over 400 of our employees are within 5% of the max of their pay band

2026 Pay Plan

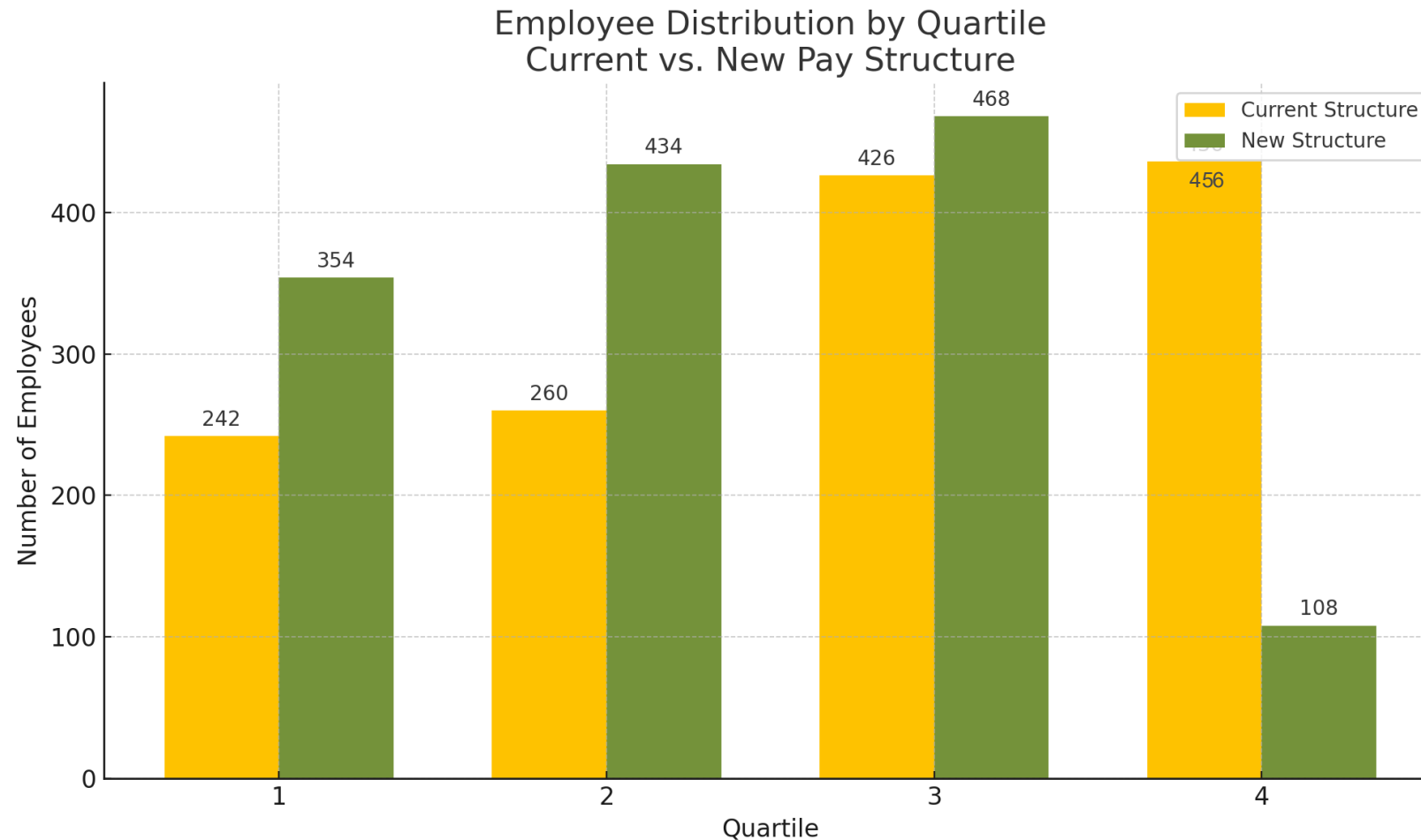
24 wider pay bands
1 plans for all FLSA statuses

100% of all COG positions have been evaluated against the market

Simplified plans and better training

Better pay band balancing

Current: Distribution not Sustainable



Today:

- Over 40 employees are at Max and didn't get full base-building increases this year

New Pay Plan:

- Only 2 employees will be above the maximum of their new paygrades.
- Most employees (over 900) fall within Q2 and Q3, the intended target range.
- This distribution supports fair and flexible pay practices.

Refreshed, Not Rebuilt – What’s Changing (and What Isn’t)

Attribute	Changes
Job Titles	No – the new pay plan includes all full-time and part-time job titles with the addition of several step-progression titles
Family Names	No – we continue to have five job families • MGMT (Management) • PROF (Professional) • SUPT (Support) • TOPS (Trades and Operations) • SRMGT (Senior Management)
FLSA Exemption Status	No – Exempt and Non-Exempt statuses remain the same for all roles What does change? One pay plan Exempt and Non-Exempt
Salaries / Pay	Vast majority of employees will not experience a change in compensation with the new pay plan.
Paygrades / Pay Ranges	Yes – The new pay grade table has a different numbering system and new pay ranges

Proposed Pay Structure

Non-Exempt (Hourly)

Paygrade	Min	Q2	Mid	Q4	Max
N010	\$15.00	\$16.69	\$18.38	\$20.06	\$21.75
N020	\$16.50	\$18.36	\$20.21	\$22.07	\$23.93
N030	\$18.15	\$20.19	\$22.23	\$24.28	\$26.32
N040	\$19.97	\$22.21	\$24.46	\$26.70	\$28.95
N050	\$21.96	\$24.43	\$26.90	\$29.37	\$31.84
N060	\$24.16	\$26.88	\$29.59	\$32.31	\$35.03
N070	\$26.57	\$29.56	\$32.55	\$35.54	\$38.53
N080	\$29.23	\$32.52	\$35.81	\$39.10	\$42.38
N090	\$32.15	\$35.77	\$39.39	\$43.01	\$46.62
N100	\$35.37	\$39.35	\$43.33	\$47.31	\$51.29
N110	\$38.91	\$43.28	\$47.66	\$52.04	\$56.41
N120	\$42.80	\$47.61	\$52.43	\$57.24	\$62.06
N130	\$47.08	\$52.37	\$57.67	\$62.96	\$68.26
N140	\$51.78	\$57.61	\$63.44	\$69.26	\$75.09
N150	\$56.96	\$63.37	\$69.78	\$76.19	\$82.60
N160	\$62.66	\$69.71	\$76.76	\$83.81	\$90.86
N170	\$68.92	\$76.68	\$84.43	\$92.19	\$99.94
N180	\$75.82	\$84.35	\$92.88	\$101.41	\$109.93
N190	\$83.40	\$92.78	\$102.16	\$111.55	\$120.93
N200	\$91.74	\$102.06	\$112.38	\$122.70	\$133.02
N210	\$100.91	\$112.27	\$123.62	\$134.97	\$146.32

Exempt (Salaried)

Paygrade	Min	Q2	Mid	Q4	Max
E010	\$31,200	\$34,710	\$38,220	\$41,730	\$45,240
E020	\$34,320	\$38,181	\$42,042	\$45,903	\$49,764
E030	\$37,752	\$41,999	\$46,246	\$50,493	\$54,740
E040	\$41,527	\$46,199	\$50,871	\$55,543	\$60,214
E050	\$45,680	\$50,819	\$55,958	\$61,097	\$66,236
E060	\$50,248	\$55,901	\$61,554	\$67,207	\$72,859
E070	\$55,273	\$61,491	\$67,709	\$73,927	\$80,145
E080	\$60,800	\$67,640	\$74,480	\$81,320	\$88,160
E090	\$66,880	\$74,404	\$81,928	\$89,452	\$96,976
E100	\$73,568	\$81,844	\$90,121	\$98,397	\$106,674
E110	\$80,925	\$90,029	\$99,133	\$108,237	\$117,341
E120	\$89,017	\$99,032	\$109,046	\$119,061	\$129,075
E130	\$97,919	\$108,935	\$119,951	\$130,967	\$141,982
E140	\$107,711	\$119,828	\$131,946	\$144,063	\$156,181
E150	\$118,482	\$131,811	\$145,140	\$158,470	\$171,799
E160	\$130,330	\$144,992	\$159,654	\$174,317	\$188,979
E170	\$143,363	\$159,492	\$175,620	\$191,748	\$207,877
E180	\$157,699	\$175,441	\$193,182	\$210,923	\$228,664
E190	\$173,469	\$192,985	\$212,500	\$232,015	\$251,531
E200	\$190,816	\$212,283	\$233,750	\$255,217	\$276,684
E210	\$209,898	\$233,512	\$257,125	\$280,739	\$304,352

Financial Impact is Minimal

Financial	Dollar Amount	Notes
Bring to Minimum	~\$37,000/year	Two employees need to be brought up to the minimum of their new paygrade.
Move minimum city wage for regular employees from \$14.81 to \$15.00/hour	~\$2,000	Minimal impact includes crossing guards, and several other part-time roles (about 15 people total) Does not impact seasonal wages.
Implement STEP programs for limited positions	\$40,000 to \$60,000 per year, pending pilot participation	For several Recreation positions to improve recruitment and retention
Increase On-Call pay	~\$200k	Many cities pay \$3.50/hour for on-call pay, we pay \$1.50. Would like to step up to \$2.50 in 2026, and more in future years.

Questions





Work Session Agenda Summary

Item: 9.

September 9, 2025

Key Staff Contact: Peter Perez, Director of Emergency Management, Dominic Tatti, Deputy Director of Emergency Management

Title:

Emergency Communication System Overview

Background:

The City Council requested an informational presentation from the Office of Emergency Management focusing on the city's Emergency Communication System. This presentation will describe how the system works, covering the technologies and protocols used to manage emergency public communications. Furthermore, we will discuss potential future enhancements and strategic ideas to advance the system's effectiveness and community engagement.

Strategic Focus Area:

Community Vitality
High-Performance Government
Quality of Life
Safe and Secure Communities

Attachments:

1. Item 9 - Presentation

Emergency Communication System Overview

Peter Perez, CEM®, OEM Director
Dom Tatti, OEM Deputy Director
Council Work Session, September 9, 2025



Agenda



- Provide an overview of emergency notifications
- Share best practices in public alerting
- Review Greeley's current notification systems
- Highlight future improvements and goals
- Purpose: Informational

The Why

- Rapidly warn the public of an imminent threat
- Provide protective action guidance (evacuate, shelter, avoid area)
- Build community trust and resilience
- Save lives and reduce harm



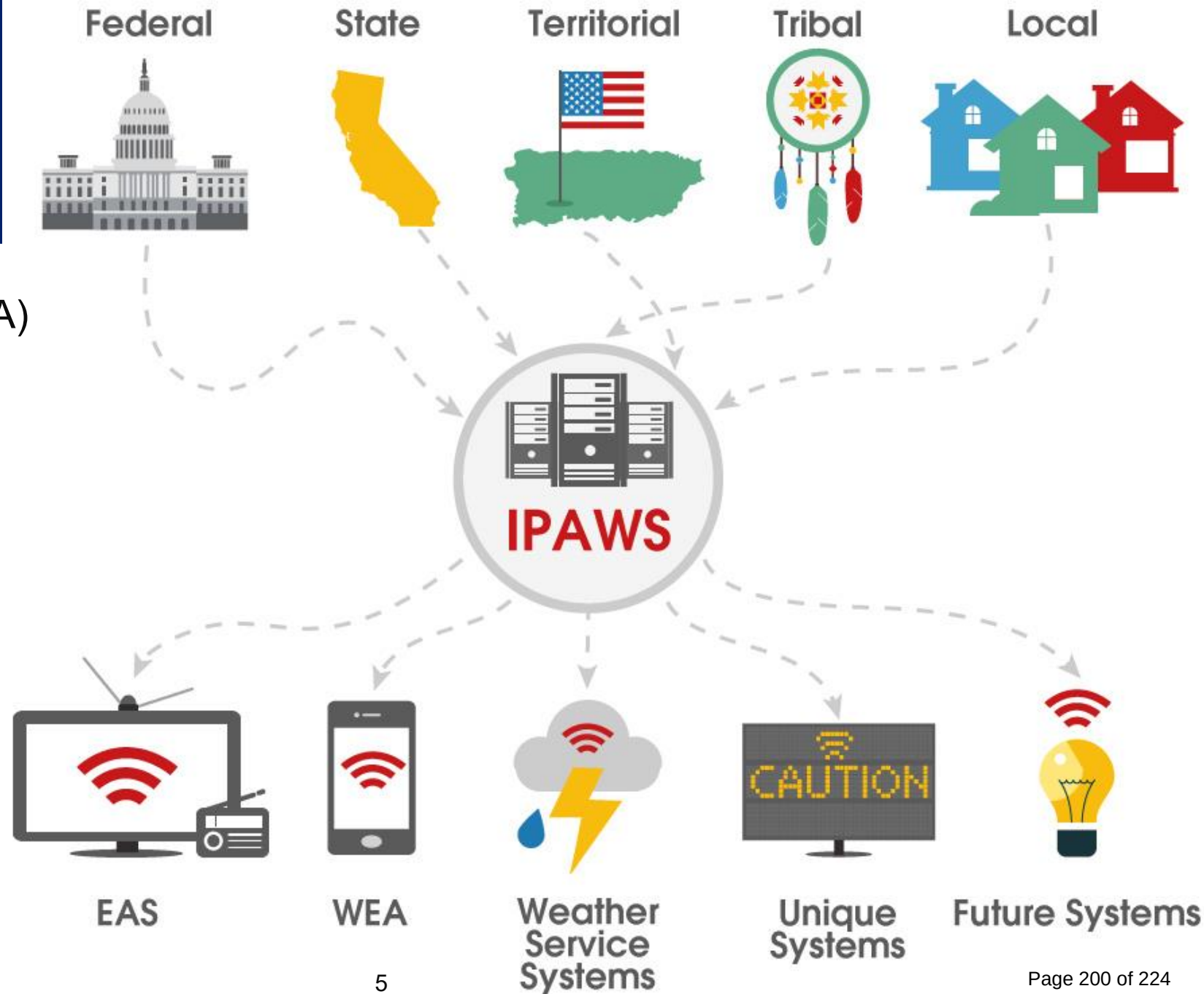
What are Emergency Notifications?

- Federal Integrated Public Alert and Warning System (IPAWS)
- Mass Communications System (CodeRED)
- Outdoor Warning Siren
- Weather Radio
- Social Media
- Traditional Media
- Websites and City Platforms



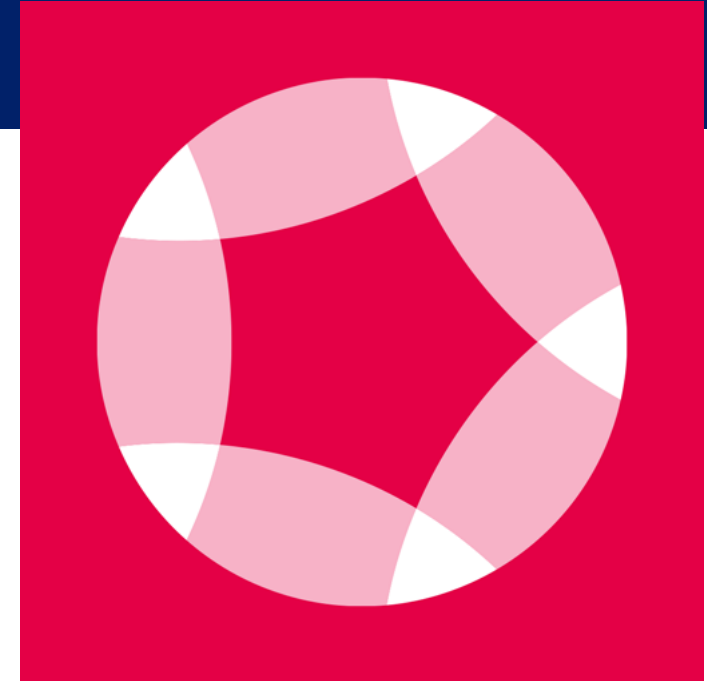
IPAWS

- Wireless Emergency Alerts (WEA)
 - Cell Phones
 - Cell Tower connected devices
- Emergency Alert System (EAS)
 - TV (Cable/Satellite)
 - AM/FM Radio
 - Weather Radio
- PBS Warn
 - <https://warn.pbs.org/>



Mass Communication System

- Opt-In Systems
- Send text, emails, and phone calls
- Send based on address or the entire database
- Weld County
 - CodeRED System
 - <https://greeleyco.gov> for more information



Best Practices in Emergency Notifications

- ✓ Be **clear**, **concise**, and provide **actionable** messaging
- ✓ Multiple delivery methods
- ✓ Accessible for all population groups (languages, disabilities, tech access)
 - 75+ languages spoken at home in Greeley
- ✓ Consistent coordination across agencies

Greeley's Emergency Communication System

Direct Access

- Social Media Platforms
 - Facebook (*Main, FD, PD*)
 - X (*formerly Twitter*)
 - Nextdoor
- Traditional Media
- Website & City Platforms
 - Greeleyco.gov
 - City Teams channels

Indirect Access

- CodeRED
- IPAWS

specific metrics must be met first



Current Challenges and the Future

Challenges

- Opt-in System
- Public distrust
- Language & accessibility gaps
- Restricted uses

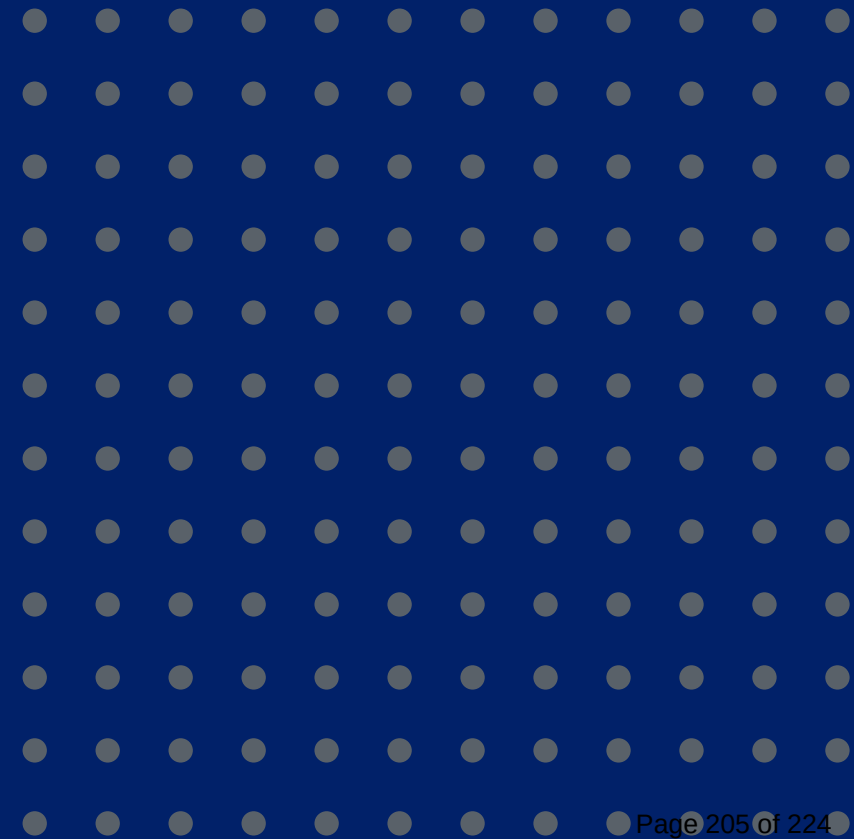
Future

- Increase community awareness education
- Enhance multilingual & accessible messaging
- Improvements to incorporate next-generation tools (IoT devices)

Thank you



**OFFICE OF EMERGENCY
MANAGEMENT**





Work Session Agenda Summary

Item: 10.

September 9, 2025

Key Staff Contact: Erik Dial, Deputy Director of Utility Billing and Customer Service

Title:

Utilities Customer Information System Project Update

Background:

This item will inform Council members and the public about an important upcoming change for Greeley's utility customers. Modern Customer Information Systems (CIS) not only process utility bills and payments but are a communication and outreach tool for interacting with utility customers. Greeley's current CIS is an outdated system, requiring many manual processes by staff and it possesses no communication abilities.

A cross-functional Greeley team has been diligently working to replace Greeley's current CIS with a system that will enhance our utility customer's experience and grow with Greeley. Council will be updated on the efforts that staff have undertaken to ensure a successful project and the path ahead. The CIS project has been a multi-year effort that is nearing completion. As the go-live date approaches, a well-rounded and inclusive communication program is being implemented to ensure that utility customers are aware of the upcoming change and understand what actions they will need to take.

Strategic Focus Area:

High-Performance Government
Infrastructure and Mobility

Attachments:

1. Item 10 - Presentation



Utilities Customer Information System (CIS) Project

Utility Billing Software Replacement Project

Erik Dial, Deputy Director – Utility Finance & Customer Service

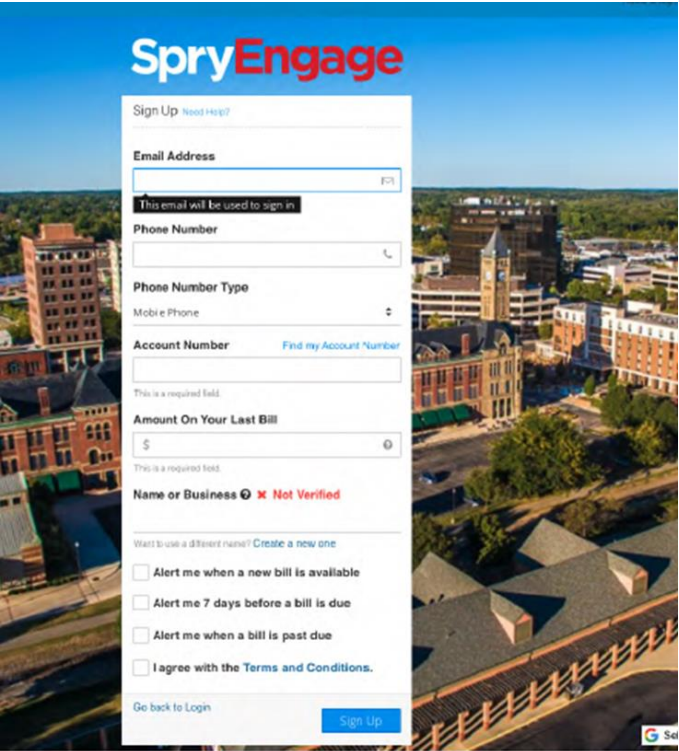
Krystal Dilka, IT Project Manager

City Council Work Session – September 9, 2025

Agenda



- Project Approach
- Vendor and Modules Selected
- Communications & Change Management
- Customer and Organizational Benefits
- Purpose: Update City Council and Citizens on CIS Project



SpryEngage

Sign Up Need Help?

Email Address

This email will be used to sign in

Phone Number

Phone Number Type
Mobile Phone

Account Number [Find my Account Number](#)

This is a required field.

Amount On Your Last Bill
\$

This is a required field.

Name or Business Not Verified

Want to use a different name? [Create a new one](#)

☐ Alert me when a new bill is available

☐ Alert me 7 days before a bill is due

☐ Alert me when a bill is past due

☐ I agree with the [Terms and Conditions](#).

[Go back to Login](#) [Sign Up](#)

Customer Experience and CIS



Utility payments are a consistent touch point with Greeley’s citizens



Pre-Project Preparation & Kickoff



- Learned from previous projects
- Identified Project Manager and Project Team
- Backfilled key positions
- Extensive data cleanup
- Mapped business processes

Formal project kickoff – June 11, 2024

Dedicated Project Team



Cross Functional Project Team

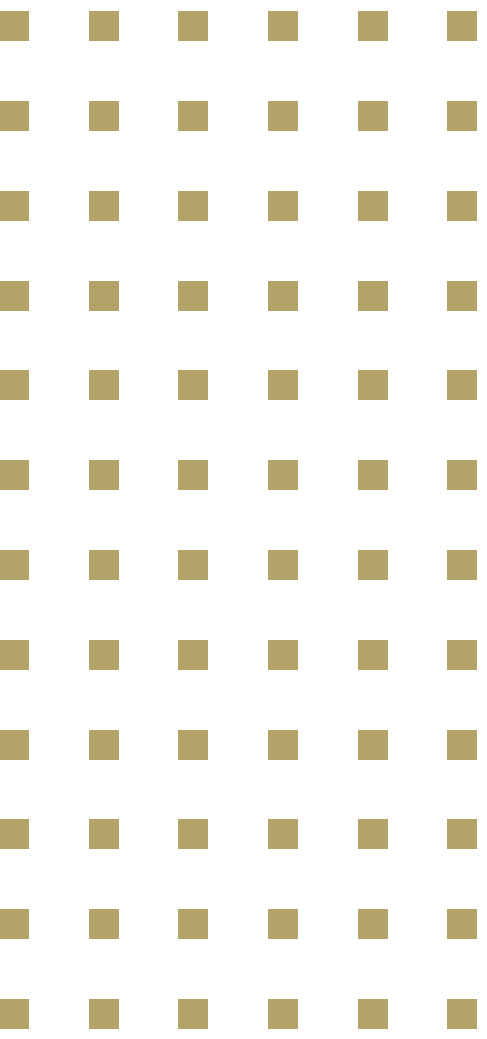
- Billing, IT, Conservation, Key Accounts, Stormwater, Metering, Communications, W&S Deputy Director

Steering Committee

- City Manager's Office, CIO/IT Leadership, PW & W&S Leadership

External Consultants

- Issue tracking, Communications, Q/A



City of Greeley and SpryPoint

Accounts: 30,000 customers

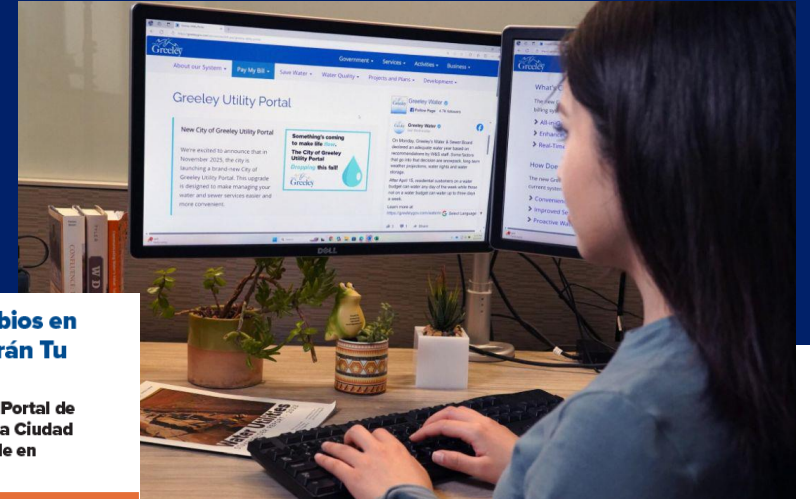
SpryPoint Applications:

- SpryCIS – Utility Billing
- SpryMobile – Mobile field services
- SpryEngage – Customer facing portal
- SpryBackflow – Live!
- SpryIDM – Interval Data Management (Advanced Metering Infrastructure - AMI)

Anticipated Go Live – November 2025

External Communications

- Marketing firm for external communication
- Multi-pronged messaging
 - Social media/web
 - Business flyers and rack cards
 - Event tables
 - Bill inserts



**Change Is Coming
to Greeley That Will
Make Life Flow.**

**Introducing the New City
of Greeley Utility Portal—
Launching November 2025!**

**¡Se Vienen Cambios en
Greeley Que Harán Tu
Vida Más Fácil!**

**Muy Pronto: El Nuevo Portal de
Servicios Públicos de la Ciudad
de Greeley—¡Disponible en
Noviembre de 2025!**

SAVE TIME.

Set up autopay so bills are
paid on time, every time.



AHORRA TIEMPO.

Activa el pago automático y olvídate
de preocuparte por las fechas de
vencimiento.

SAVE WATER.

View your water use and
identify ways to conserve.



AHORRA AGUA.

Consulta cuánta agua usas y descubre
formas sencillas de ahorrar en casa.

SAVE MONEY.

Get automatic alerts to
quickly find and fix costly
leaks.



AHORRA DINERO.

Reciba alertas automáticas para
detectar y reparar fugas antes de
que afecten tu bolsillo.

**SAVE THE
DATE!**

Be prepared for the
November launch! Visit:
GreeleyCO.gov/my-utilities



**¡MARCA LA
FECHA!**

Prepárate para el lanzamiento del
nuevo portal en noviembre.
Visita: GreeleyCO.gov/my-utilities



**The New Greeley
Utility Portal**

Coming November 2025



**SAVE
TIME.**



**SAVE
WATER.**



**SAVE
MONEY.**



Change Management



City of Greeley
Water & Sewer
P.O. Box 1928
Greeley, CO 80632-1928

Account Summary

Bill Date 05/23/24
Previous Bill \$52.39
Adjustments \$45.05
Current Bill \$43.75
Current Bill Due Date 06/12/24

Total Amount Due \$141.19

Past Due Balance - due immediately \$97.44

Customer Service (8-5 M-F)
970.350.9811

All accounts not paid by due date are subject to a 5% late fee

Email
water@greeleygov.com

Total Amount

Due by 06/12/24

\$141.19

Page 1 of 2

Account Information

Account Number A000100



Online
www.greeleygov.com

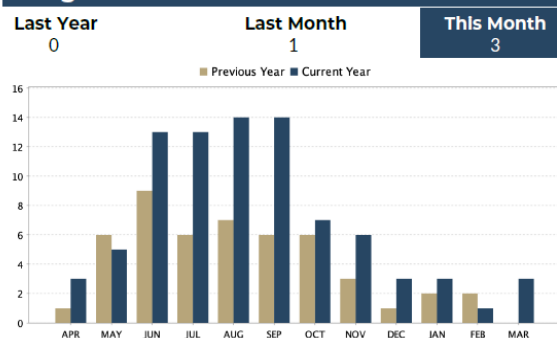
X
@greeleywater

Facebook
greeleywater

Current Charges

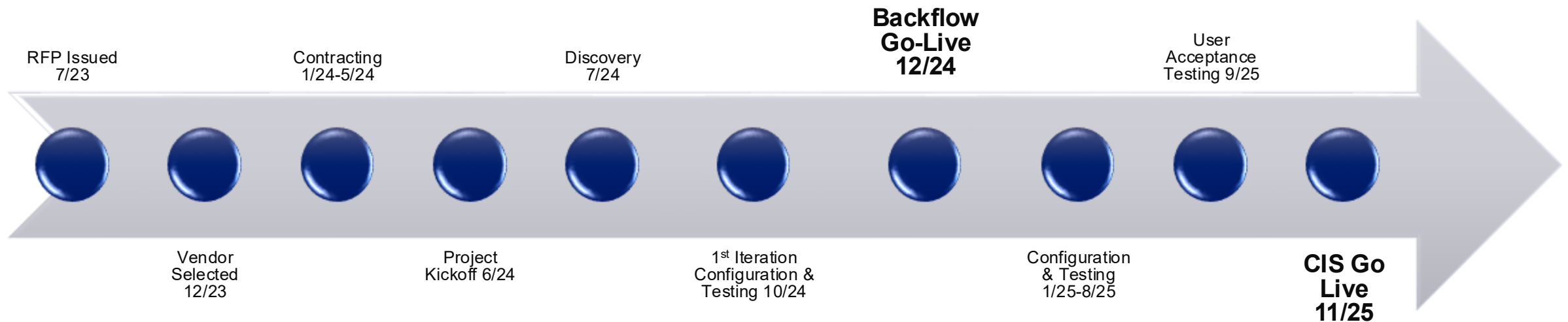
Current Charges	Rate	Usage	Total
Water Monthly Svc Chg			\$14.19
Sewer Monthly Svc Chg			\$5.01
Sewer Usage Chg	\$4.60	2.33 KGAL	\$10.72
Storm Drain Base			\$11.21
Penalty			\$2.62
Total Current Charges			\$43.75

Usage Profile



- Utility account numbers will be changing
 - Bank/autopay information will need to be updated
 - Encourage self service using customer portal
 - Water use and payment information all in one place
- City staff leading internal change management efforts
 - Process changes significant

CIS Project Timeline



Closing Thoughts

- Significant project for Utility and IT staff
- Will enable better data visualization and decision making
- Modern system – will grow with Greeley
- **Enhanced customer experience**
 - Easier payment processing
 - Better communication



Thank You





Work Session Agenda Summary

Item 11.

Title

Scheduling of Meetings, Other Events

Summary

During this portion of the meeting the City Manager or City Council may review the attached Council Calendar or Work Session Schedule regarding any upcoming meetings or events.

Attachments

Council Meetings and Other Events Calendar

Council Meeting and Work Session Schedule

Status Report of Council Initiatives and Related Information

Council Meetings and Other Events Calendars

September 7 – October 4, 2025

Tuesday, September 9, 2025

- City Council Work Session Meeting 6 p.m. City of Greeley Council Chambers (1001 11th Ave Greeley CO 80631)

Wednesday, September 10, 2025

- Delta Park Grand Opening 5 p.m. Delta Park 240 E 24th Street (Greeley CO 80631)

Tuesday, September 16, 2025

- City Council Meeting 6 p.m. City of Greeley Council Chambers (1001 11th Ave Greeley CO 80631)

Wednesday, September 17, 2025

- Water & Sewer Board Meeting 2 p.m. City of Greeley Council Chambers (1001 11th Ave Greeley CO 80631)

Thursday, September 18, 2025

- Greeley Dream Team Turning Dreams into Reality Breakfast 7 a.m. Doubletree at Lincoln Park (919 7th Street Greeley CO 80631)
- Downtown Development Authority 7:30 a.m. (802 9th Street, Greeley CO 80631)
- Airport Authority 3:30 p.m. Greeley-Weld Airport (600 Airport Road, Greeley CO 80631)

Monday, September 22, 2025

- Greeley Chamber of Commerce 11:30 a.m.

Tuesday, September 23, 2025

- 2025 State of the University Address 11:30 a.m. University Center (2101 10th Ave Greeley CO 80639)
- City Council Work Session Meeting 6 p.m. City of Greeley Council Chambers (1001 11th Ave Greeley CO 80631)

Wednesday, September 24, 2025

- Upstate Colorado Economic Development 7 a.m. Upstate Colorado Conference Room (822 7th Street Greeley CO 80631)

Thursday, October 2, 2025

- Poudre River Trail Meeting 7:30 a.m. Poudre Learning Center (8813 W. F Street Greeley CO 80631)
- Island Grove Advisory Board 3:30 p.m. (600 N. 14th Ave Greeley CO 80631)
- North Front Range MPO Meeting 6 p.m. Fort Collins Colorado River Community Room (222 LaPorte Avenue Fort Collins, CO 80521)

2025 Council Meeting/Work Session Agenda Items Schedule

	9/2/2025		
	This schedule is subject to change		
September 16, 2025 Council Meeting	Proclamation - National Public Lands Day	Mayor	Intro
	Proclamation - Suicide Awareness and Prevention Month	Mayor	Intro
	Proclamation - National Constitution Week	Mayor	Intro
	Proclamation - Hispanic Heritage Month	Mayor	Intro
	Proclamation - National Preparedness Month	Mayor	Intro
	Weld County Commissioners Presentation	Mayor	Consent
	Minutes - August 19 RM; August 26 WS	Heidi Leatherwood	Consent
	Resolution - Grant for Arroyos Del Sol Natural Area Trailhead Improvements	Diana Frick	Consent
	Intro & 1st Rdg Ord - Lake Bluff LID	Ryan Duve/Sean Chambers	Consent
	PH & second reading ord - Schmerge Annexation	Katelyn Puga/Brian McBroom	Regular
	PH & second reading ord - Kinnison Annexation	Katelyn Puga/Brian McBroom	Regular
	PH & second reading ord - Cascadia PUD	Katelyn Puga/Brian McBroom	Regular
September 23, 2025 City Council Work Session	B&C Appointments	Jennifer Middleton	Regular
	City Manager's Budget Presentation (If needed)	Kalen Myers	WS
	Real Time Information Center Update	Adam Turk	WS
	Initiative 5-2025 - Contracts Update	Allena Portis	WS
	West Greeley Project Update	Paul Trombino	WS
October 07, 2025 Council Meeting	Civic Campus Update (Hold)	Kelli Johnson	WS
	UNC Fall Update	Mayor	Consent
	Proclamation - National Federation of the Blind Greeley Chapter Blind Awareness Day	Mayor	Consent
	Minutes - September 2 RM; September 9 WS	Heidi Leatherwood	Consent
	Intro & 1st Rdg Ord - Authorization of Eminent Domain for West Greeley Sewer System	Adam Prior/ Sean Chambers	Consent
	Intro & 1st Rdg Ord - Pay Plan	Martha Lanaghan	Consent
	Intro & 1st Rdg Ord - Final 2025 Appropriation	Nathan Mosley	Consent
	PH & 1st rdg Ord - 2026 Budget	Nathan Mosley	Regular
October 14, 2025 City Council Work Session	NFRMPO Coordinated Plan	Will Jones	WS
	Initiative 3-2025 - Public Art Update	Kalen Myers/Diana Frick	WS
	CAO Organizational Assessment (Tentative)	Stacey Aurzada	WS
	Sponsorship Policy	Allena Portis	WS
October 21, 2025 Council Meeting	Minutes - September 16 RM; September 23 WS	Heidi Leatherwood	Consent
	Motion - 2026 Council Meeting Schedule Approval	Heidi Leatherwood	Consent
	PH & 2nd Rdg Ord - Authorization of Eminent Domain for West Greeley Sewer System	Adam Prior/ Sean Chambers	Regular
	PH & 2nd Rdg Ord - Lake Bluff LID	Ryan Duve/Sean Chambers	Regular
	PH & 2nd Rdg Ord - Pay Plan (Hold)	Martha Lanaghan	Regular
	PH & 2nd Rdg Ord - 2026 Budget	Nathan Mosley	Regular
	PH & 2nd rdg Ord - Final 2025 Appropriation	Nathan Mosley	Regular
	B&C Appointments	Jennifer Middleton	Regular
October 28, 2025 City Council Work Session	Tree Canopy Plan	Diana Frick	WS
	Comprehensive Financial Policies	Allena Portis	WS

Greeley City Council

Status Report of Council Initiatives

Initiative No.	Council Member Initiating	Council Request	Council Meeting or Work Session Date Requested	Next Steps & Schedule	Anticipated Deliverable & Date (Report, Council Presentation, etc.)	Assigned to:
11-2023	Clark/Butler	Artificial turf and landscape standards	August 1, 2023 Council Meeting	•Come back to Council with a draft ordinance	Staff will schedule for a later date.	Brian McBroom
4-2024	Butler	Lincoln Park Redesign	April 2, 2024 City Council Meeting	Requested Work Session for information on the Lincoln Park Redesign- to include status of project, timeline of project and overview of the coming outreach Work Session	Early 2025: Construction design drawings scheduled to begin, incorporating stakeholder input, alignment with redevelopment goals, and lessons from other urban parks. Late 2025 - 2026: Construction slated to begin at the end of 2025 and continue into 2026. At the June 10 WS council requested staff to pause construction to ensure Lincoln Park compliments future vision for Greeley's Downtown Civic Campus.	Diana Frick
5-2024	Hall	Impact Fee Study Structure	May 7, 2024 Council Meeting	Requested staff bring a report to a future work session explaining more in depth the Impact Fee Study Structure - how the ratio is calculated, review process, timeline of review, and development fees	DTA was awarded the contract and that process has now started. The consultant is working on completing the study. Tentatively set for Sep.	Allena Portis/Robert Miller
8-2024	Olson	Code Compliance	Oct 1, 2024 Council Meeting	Part 1 - Requested staff to present at a future work session on code compliance- what is compliant and what is not and to develop a plan to assist with low-income residents specifically relating to yards and vegetation Part 2 - More information needed on specific options on landscaping; enhancing voluntary compliance ticketing system	Following the February council meeting Code Compliance has been focusing on the council's direction to: Explore how to speed up compliance without immediate ticketing. How to enhance voluntary compliance. A follow-up worksession will be scheduled this winter.	Kelli Johnson/Buxton Demers
12-2024	Butler	Consulting Service	Nov. 19, 2024 Council Meeting	Report on consulting services and the key departments depending on consulting services. He would like to have in the report what categories are used for consulting services and	A report was sent to Council via email on 2/10/2025.	Allena Portis
13- 2024	Butler	Audit of Development Code	Dec 10, 2024 Council WS	Discrepancies in the code and would like an administrative fix of the R-M zoning issue if possible, and then a full audit of the Development Code.	Received proposals on 2/13 and now in the evaluation Starting phase 1(procedures chapter) and remaining phases are on hold pending budget.	Brian McBroom
3-2025	DeBoutez	Public Art Program	March 18, 2025 Council Meeting	Research the Public Art Program with 3 components: expanding the program to include local performing art groups, clarify the funding source for the 1% for all of the capital improvement projects, and reporting of when the money is appropriated to the program.	This is scheduled for the October 14 WS.	Diana Frick

4-2025	Butler	Civic Campus Funding	4/15/2025 Council Meeting	Requested staff to bring back funding plan options that does not require the funding to go to voters.	Staff will return with a presentation including the Financial Model at the Aug 26 WS. Staff will come to Council with the Plan of finance at a work session late fall Oct/Nov timeframe.	Allena Portis
5-2025	Hall	Contracts	April 22,2025 Work Session	Staff to send a descriptive memo or schedule a work session regarding all contract policies and options that were discussed at a previous meeting.	Stacey will provide a memo to council regarding the policies regarding contracts. A presentation is scheduled for the August 12 WS. Staff will return to Council at the Sept 23 work session	Stacey Aurzada/Allena Portis
07-2025	Butler	Quiet Zones	May 6, 2025 Council Meeting	Update at a future work session quiet zone projects.	Memo will be sent to Council.	Public Works
11-2025	McDonald	Contractor Licensing	Council Meeting	Requested staff to come back on a Work Session to present information on changing the code for contractors being licensed in the City specifically roofers.	Staff will be scheduling a work session.	Brian McBroom



Work Session Agenda Summary

Item: 12.

Title

Adjournment