



# 2025-27 **Strategic Plan**

# Honoring **Our Past** Shaping **Our Future**

**Greeley City Council's Vision for 2037**

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**A city that knows where it came from and where it is going.**

With a strong sense of who we are and pride in our history, the Greeley City Council's 2037 vision celebrates the strength, rich resources, diversity, and the entrepreneurial and creative spirit that make Greeley special now and in the future. Guided by what matters most to the people who live, work, and enjoy life in Greeley, our vision is built around seven Key Focus Areas.





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## **Building and Evolving Greeley's Strategic Plan**

In 2022, the Greeley City Council held an important multi-day planning retreat to shape the future of our community. It was the first event of its kind and gave council members the chance to imagine what Greeley might look like 25 years from now, in 2037. Working together, they created a visionary plan and a clear guide for city staff, focusing on the key areas and the important steps needed to reach their goals.

# 7 Key Focus Areas

## **Greeley will be a future-focused city.**

One that is intentionally developed, safe, affordable, innovative, sustainable, healthy, and inclusive. These seven Key Focus Areas will help make Greeley a place people call home and achieve their dreams.

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## **The Council's vision serves as the blueprint for the city's future.**

To bring this vision to life, a three-year strategic plan was developed in collaboration with city staff, identifying the priority initiatives and actions that will drive progress towards the council's long-term goals. In 2022, the city released its first three-year strategic plan (2023-2025) and launched an online dashboard to ensure public accountability and transparency.

Understanding that the needs and priorities of a growing city are dynamic, City Council is committed to regularly refreshing and updating the strategic plan. Approximately every two years, the plan is reviewed and refined to reflect changing circumstances, new ideas, community feedback, and evolving priorities. In early 2024, the dedicated City Council convened for a two-day retreat to revisit their vision and strategic priorities.

## **This retreat focused on two fundamental questions:**

1. ***“Defining Success: What are we hoping to achieve?”***
2. ***“Prioritizing the Work: What is the most important work to do first?”***



Business Growth



Community Vitality



High Performance Government



Housing for All



Quality of Life



Safe & Secure Community



Sustainable Infrastructure & Mobility

During the retreat, council members engaged in a prioritization exercise to evaluate the strategies outlined in the strategic framework. They discussed the relative urgency and importance of these strategies and proposed potential indicators of success. The result of this collaborative effort is the refreshed three-year strategic plan for 2025-2027, which provides a clear roadmap for the city’s success over the next three years.

The ongoing evolution of Greeley’s strategic plan reflects City Council’s commitment to adapting to present-day needs and priorities, incorporating community feedback, and striving for continuous improvement. By regularly reassessing and refining their approach, City Council ensures that Greeley remains on a path toward a vibrant and sustainable future.





# Business Growth

## Executive Summary

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

### MEASURES OF SUCCESS:

- Number of jobs created with wages above city average.
- Dollar amount of new non-residential investment.
- Number of retained or new city sales tax producing companies.
- Number and quality of proactive partnerships that are aligned with economic development targets.

### EFFECTIVE OUTCOMES:

- Greeley becomes a business place of choice, not always the city courting businesses to Greeley.
- Growth in entrepreneurship and innovation.
- Promote resilient and sustainable economic development growth and activity.

## Strategies to Achieve These Outcomes

### Enhance Greeley's business climate through the following actions:

- Develop a comprehensive economic development strategy that addresses key priorities and needs, including an analysis of existing market conditions and robust stakeholder engagement.
- Review and modify necessary incentive policies, tools, and resources to attract and retain businesses while fostering small business development, innovation, and an entrepreneurship ecosystem.
- Support code and regulatory reform to attract new businesses.
- Formally engage varied stakeholders to identify and drive new partnerships.

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

- Redevelop the city's business branding so it reflects what Greeley has to offer potential businesses.
- Develop a marketing strategy that is specific to economic development.

\*The identified list of tactics does not include all work to be completed.



# Community Vitality

## Executive Summary

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

### MEASURES OF SUCCESS:

- Increase in home value index as compared to other cities/regions.
- Increase in citizen satisfaction rating.
- Increase in proactive code enforcement.
- Increase in tourism numbers.

### EFFECTIVE OUTCOMES:

Greeley is a thriving and vibrant community that has a high level of civic engagement.

## Strategies to Achieve These Outcomes

### Enable higher quality development that prioritize city interests, including increased walkability:

- Develop and share sub-area planning strategies for East and West Greeley that integrate a holistic approach to development.
- Complete the downtown overlay district.
- Integrate walkability into subarea plans.

### Enhance the city's code compliance program with the following actions:

- Make updates to development code and improve development review timeline and permit allowance process.
- Increasing the number of properties in compliance.
- Develop a system for measuring business owner satisfaction of the code compliance system.

### Create tourist worthy destinations and attractions with the following work:

- Develop a tourism master plan.
- Evaluate the viability of a standalone Greeley airport.



# High Performance Government

## Executive Summary

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

### MEASURES OF SUCCESS:

- Increase in customer satisfaction ratings in community survey, specifically related to ease of finding information and meeting needs when services are requested.
- Increase in employee satisfaction in employee engagement survey.
- Number of internal promotions.

### EFFECTIVE OUTCOMES:

- Increase residents' trust in the city government.
- Employees love coming to work and are highly engaged in short- and long-term projects.
- There is a vibrant culture of cross collaboration that eliminates siloes and ensures stakeholders are engaged early and often.
- Proactive in approaching problems that residents face.
- City employees create innovative solutions.
- Greeley becomes nationally recognized for its creative, innovative high-performing efforts.

## Strategies to Achieve These Outcomes

### Develop and implement targeted approach to performance improvement.

- Create cross-functional high-performing government office to optimize for resource allocation, technology utilization, and existing/new resources.
- Identify specific process for individual departments to identify single points of failure/risk (regarding technology, people, and systems) and find holistic ways to mitigate and eliminate those threats.
- Replace inefficient systems, people, and processes with robust and comprehensive options that are industry standard, including leading cybersecurity tools and infrastructure.

### Foster a culture where all employees can learn, grow, collaborate, and feel supported.

- Develop and implement a comprehensive employee engagement and retention plan that offers comprehensive support, wellness/benefit programs and incentives and includes a recognition programs, an intentional approach to inclusiveness, diversity, equity, and accessibility (IDEA), reinforces our values, and makes all employees feel welcome and valued.
- Develop and implement a long-term plan that offers quality facilities for all employees, including a civic campus and public maintenance campus.

### Provide customer experience to city residents that garners trust and helps them feel supported and involved.

- Create a knowledge database/service catalog that will lay the groundwork for comprehensive data collection; develop an SLA within a year for every service request type that comes through 311; then create baseline measurements for performance and KPIs based on those measurements.
- Create a comprehensive approach to feedback so that residents can give inputs, reactions, and ideas in realtime, regardless of where and how they interact with the city (e.g., adding QR codes in parks and city-owned venues, adding exit questions, etc.) and create a citizen dashboard that highlights key measures of how we are improving service through the city.
- Successfully implement the customer information system.



# Housing for All

## Executive Summary

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

### MEASURES OF SUCCESS:

- Decrease the number of unsheltered homeless people year over year.
- Increase the full range of housing options — affordable, attainable, market and executive.
- Increase the use of housing preservation programs, including homeowner rehab assistance and down payment homeownership programs.

### EFFECTIVE OUTCOMES:

- Anyone who wants to move to Greeley has a housing option when they make the move.
- The city is prospering from having a solid pipeline of existing and potential homeowners who see their long-term future and their families' futures in Greeley.
- No one is homeless longer than 30 days by 2028.
- No one experiences unsheltered homelessness by 2028.
- Can provide homeless prevention funding for 90% of the people needing this assistance by 2027.

## Strategies to Achieve These Outcomes

### **Create a robust housing model that supports housing options for the full spectrum of Greeley residents.**

- Complete and implement a strategic housing plan.
- Partner with other city departments to drive alignment around the plan.
- Identify and secure funds that supplement the city's efforts and revamping the G-HOPE program.

### **Lead the development of a community-wide system to prevent homelessness and house the people who are currently homeless in Greeley using the evidence-based practice of Housing First.**

- Leverage a community-wide task force.
- Demonstrate and collaborate with community partners.
- Pilot a master leasing program.

### **Establish the expectations and opportunities that can support a diverse housing mix that supports residents in living, working, and playing in the city.**

- Update the code related to zoning density.
- Create a fast track permitting process.
- Establish developer outreach tools.

\*The identified list of tactics does not include all work to be completed.



# Quality of Life

## Executive Summary

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

### MEASURES OF SUCCESS:

- Increase in the number of diversified activities, events and cultural offerings that the city offers, partners with, or supports and attendance at those events to establish baseline metrics.
- Increase the number of park acres added annually.
- Increase in customer satisfaction of city parks and amenities in community survey.

### EFFECTIVE OUTCOMES:

- Safe for residents to “be” in the city.
- Clean, safe, and beautiful city.
- More people moving to Greeley because existing residents tell them it’s a great place to live, work, and play.

## Strategies to Achieve These Outcomes

### Develop and implement clean, safe, and beautiful standards across the system.

- Develop methodology for evaluating satisfaction of condition/quality of city facilities.
- Initiate increased town beautification efforts (e.g. reducing litter; improving sidewalks, flowers and landscaping).
- Track the impact of smells and odors as part of quality of life and develop a plan to mitigate impacts as necessary.

### Activate and diversify city assets and events.

- Identify, grow, promote and partner on current signature community events, including multicultural, generationally diverse, and those connected to varied cultural groups throughout the city.
- Increase the number of parks (including dog parks and sports facilities) and the percentage of Greeley residents within 10 minutes of a park.
- Activate Lincoln Park.

### Provide programs, services, and facilities to promote and foster youth development.

- Enhance advertising of the services offered by the city and increase ways community members can access information about events/facilities.
- Increase the number of indoor and outdoor family-centered activities.
- Develop a plan for the redesign and improvement of sports facilities.

\*The identified list of tactics does not include all work to be completed.



# Safe & Secure Communities

## Executive Summary

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

### MEASURES OF SUCCESS:

- Increase case solvability and case clearance rates for Part 1 crimes.
- Increase retention of public safety staff and capture of lateral candidate pool from other cities.
- Consistently meet industry standards (fire, police, and emergency services) response times.
- Increase proactive community engagement, including number of community programs and presentations.
- Increase in the building inspection rate with a correlated decrease in commercial structural fires.
- Decrease fire loss per capita.
- Increase in use of appropriate response team (Squad 1).
- Increase in EMS response outcomes.

### EFFECTIVE OUTCOMES:

- Improved relationships between public safety and the community.
- Attract and retain good officers and firefighters.
- Better understanding of homelessness and safety and increased integration of services to support this community.
- Improved relationships with police and fire unions.

## Strategies to Achieve These Outcomes

### **Evolve response models to proactively meet the changing needs of a growing community while providing efficient and effective service delivery.**

- Build and operationalize a Real Time Information Center.
- Expand resources to support a growing number of mental health related calls.
- Develop comprehensive strategic plans that addresses growth in coverage areas and increased population while maintaining or reducing response times.

### **Create a comprehensive public outreach program to enhance trust within the community.**

- Engage in quarterly community outreach opportunities to allow for formal feedback through town halls, surveys, meet-and-greets and tag along with council in the community.
- Develop a public education strategy that provides for training and engagement opportunities, including citizen fire and police academies to help residents understand existing resources and strategies.

### **Build and maintain an effective public safety workforce in partnership with labor unions that ensures service delivery excellence and supports employees professionally and personally.**

- Develop and implement a comprehensive recruitment strategy for entry and experienced positions in partnership with labor unions.
- Develop and implement a comprehensive recruitment strategy that targets experienced personnel through lateral transfers.
- Develop a public safety retention strategy that reduces turnover.

### **Establish a robust Office of Emergency Management (OEM) and implement a comprehensive plan to ensure community safety and resilience through public awareness, strategic partnerships, and effective emergency management practices.**

- Create, staff, and fund OEM to becoming a fully functioning department.
- Develop and maintain continuity of operations strategies in the areas of mitigation, preparedness, response, and recovery (four phases of emergency management) to enhance community resiliency.



# Sustainable Infrastructure & Mobility

## Executive Summary

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

### MEASURES OF SUCCESS:

- Increased acquisition of water resources for potable and non-potable water systems.
- Increase in operating performance for water treatment, transmission and distribution services for potable and non-potable systems.
- Reduction in deferred water maintenance risk across the infrastructure and mobility assets, i.e., water and wastewater systems, facilities, transit and mobility, and fiber networks.
- Increase operational performance of mobility services.
- Increase operating performance of public infrastructure services.
- Increased infrastructure condition assessment, as measured by pavement quality index, water and sewer pipe, treatment plants and vertical asset replacement, etc.

### EFFECTIVE OUTCOMES:

- Greeley is easy to navigate regardless of what transportation you're using (e.g., walking, biking, driving, using transportation, or in a wheelchair).
- People get to where they want to be when they need to be there (on time and safely).
- Water is valued as a precious commodity and residents have the water they need when they need it.

## Strategies to Achieve These Outcomes

### Invest effort and resources into priority corridors that improve neighborhood connectivity, equity, and enhanced mobility to address future needs and priorities.

- Develop a strategic plan that focuses on making Greeley a transit/mobility-oriented community.
- Develop and implement a mobility development plan and launch a micromobility pilot project.
- Create additional connections between parks, trails, and open spaces.

### Invest in long-term water supply, storage, and infrastructure.

- Develop small area plans that incorporate redevelopment infrastructure needs and align utility strategy, transportation priorities and other infrastructure elements. Focus on economic redevelopment and expansion areas, including Greeley 2075 projects.
- Adaptively manage water supply and demand management.
- Continued development of storage including Chimney Hollow Reservoir, lower Poudre gravel pit storage, non-potable irrigation conveyance systems to maximize lower Poudre water, and the Terry Ranch well field and pipeline infrastructure.

### Align master plans with comprehensive city efforts.

- Integrate updates to infrastructure master plans to support small area plans and Greeley 2075 plans.
- Align Poudre River master plan around river health and develop a Poudre capital improvement plan that contemplates partnerships and grant funding.
- Re-align infrastructure of capital improvement plan to align with transportation and mobility master plan.

\*The identified list of tactics does not include all work to be completed.