



Remote Meeting Instructions for the City Council Worksession:

In order to comply with all health orders and State guidelines intended to stop the spread of the COVID-19 (Coronavirus), **no physical location, including the City Council Chambers, will be set up for viewing or participating in this Worksession. Because this is a Worksession, no public input will be accepted in any format, written or otherwise.**

The **only** way to view this Worksession is to follow the instructions below to watch the YouTube live stream.

- From your laptop or computer, click the following link or enter it manually into your Web Browser: (www.youtube.com/CityofGreeley)
- Clicking the link above will take you to the City of Greeley's YouTube Channel.
- Once there, you will be able to view the Worksession!

Please contact the City Clerk's Office with any questions you might have at 970-350-9740. Thank you!



Mayor
John Gates

Councilmembers

Tommy Butler
Ward I

Brett Payton
Ward II

Michael Fitzsimmons
Ward III

Dale Hall
Ward IV

Kristin Zasada
At-Large

Ed Clark
At-Large

A City Achieving
Community Excellence

Greeley promotes a healthy, diverse economy and high quality of life responsive to all its residents and neighborhoods, thoughtfully managing its human and natural resources in a manner that creates and sustains a safe, unique, vibrant and rewarding community in which to live, work, and play.

City Council Worksession Agenda

January 26, 2021 at 6:00 PM

This meeting will be conducted remotely. (See instructions on previous page to view the YouTube live stream.)

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Reports from Mayor and Councilmembers
5. Age-Friendly Communities Presentation
6. COVID-19 Update
7. City Council 2040 Vision, Priorities and Strategic Work Plan Update
8. Executive Session for Annual Review of the City Manager
9. Scheduling of Meetings, Other Events
10. Adjournment

Worksession Agenda Summary

January 26, 2021

Title:

Call to Order

Worksession Agenda Summary

January 26, 2021

Title:

Pledge of Allegiance

Worksession Agenda Summary

January 26, 2021

Title:

Roll Call:

1. Mayor Gates
2. Councilmember Butler
3. Councilmember Payton
4. Councilmember Hall
5. Councilmember Fitzsimmons
6. Councilmember Clark
7. Councilmember Zasada

Worksession Agenda Summary

January 26, 2021

Title:

Reports from Mayor and Councilmembers

Background:

During this portion of the meeting any Councilmember may offer a summary of the Councilmember's attendance at assigned board/committee meetings and should include key highlights and points that may require additional decision and discussion by the full Council at this or a future Worksession.

Board/Committee	Meeting Day/Time	Assignment
--Team of 2-- Board/Commission Interviews	Monthly as Needed	Council Rotation
Water & Sewer Board	3 rd Wed, 2:00 pm	Gates
Youth Commission Liaison	4 th Mon, 6:00 pm	Butler
Historic Preservation Loan Committee	As Needed	Zasada
Human Relations Commission	2 nd Mon, 4:00 pm	Zasada
Police Pension Board	Quarterly	Clark
Employee Health Board	As Needed	Fitzsimmons
Airport Authority	3 rd Thur, 3:30 pm	Payton/Clark
Visit Greeley	3 rd Wed, 7:30 am	Fitzsimmons
Upstate Colorado Economic Development	Last Wed, 7:00 am	Gates/Hall
Greeley Chamber of Commerce	4 th Mon, 11:30 am	Hall
Island Grove Advisory Board	1 st Thur, 3:30 pm	Butler
Weld Project Connect Committee (United Way)	As Needed	Hall
Downtown Development Authority	3 rd Thur, 7:30 am	Butler/Zasada
Transportation/Air Quality MPO	1 st Thur, 6:00 pm	Payton/Gates
Poudre River Trail	1 st Thur, 7:00 am	Hall
Interstate 25 Coalition	As Needed	Gates
Highway 85 Coalition	As Needed	Gates
Highway 34 Coalition	As Needed	Payton
CML Policy Committee (Council or Staff)	As Needed	Payton/Otto Gates alternate
CML Executive Board opportunity	As Needed	Hall
CML - Other opportunities	As Available/Desired	

Worksession Agenda Summary

January 26, 2021

Roy Otto, City Manager, 970-350-9750

Title:

Age-Friendly Communities Presentation

Background:

The United Way-Weld County Collective Impact process created four domains to emphasize. One of them was our Aging community. For two years a significant group of representatives of agencies and organizations have been meeting to formulate a comprehensive approach to identify and address the issues being faced by our aging population. After studying survey results and reviewing the programs being offered, they established goals and criteria to measure change. With a grant from The Next 50 Foundation, they hired a staff person to help develop community volunteers to support the work required to move the process forward.

The committee believes the most effective way to move forward is to join with 494 other communities through the **AARP Network of Age-Friendly Communities**, an affiliate of the World Health Organization's Global Network of Age-Friendly Cities and communities, an international effort launched in 2006 to help cities prepare for their own and the world's growing population of older adults and the parallel trend of urbanization.

In 2018, **Colorado became the third of six states to join the Network. Thirteen Colorado cities and/or counties have also joined so far. To join, the committee must provide a letter of support signed by the city's highest elected official. We want to include the City of Greeley and the City of Evans.** The letters, along with an application by our committee will be submitted to the Colorado office of AARP which will forward them to the national office of AARP for Certification.

There is no fee to join the network.

Once Certified, the committee enters into:

Phase 1: Planning (Years 1-2)

- Establish mechanisms to involve older people in all stages of the age-friendly cities and communities process
- Conduct a comprehensive and inclusive baseline assessment of the age-friendliness of the community

- Develop a three-year community-wide action plan based on assessment findings
 - Identify indicators to monitor progress against the plan
- Some of this work has already been accomplished.

Phase 2: Implementation (Years 3-5)

- Commit to implementing the approved action plan
- Submit a progress report at the end of the five years that outlines progress against the baseline using the indicators developed in the action plan

Throughout the process we will have:

- organizational guidance from national experts
- resources for identifying and developing assessment and survey tools
- access to a network of communities and best practices
- access to a volunteer network of support
- access to evaluation tools
- invitations to organized trainings and networking events

There is a request for a letter of support from the City Council for this important endeavor.

Decision Options:

None. Informational only.

Attachments:

Informational Booklet

Item No. 5.



AARP Network of Age-Friendly States and Communities

An age-friendly community is livable for people of *all* ages

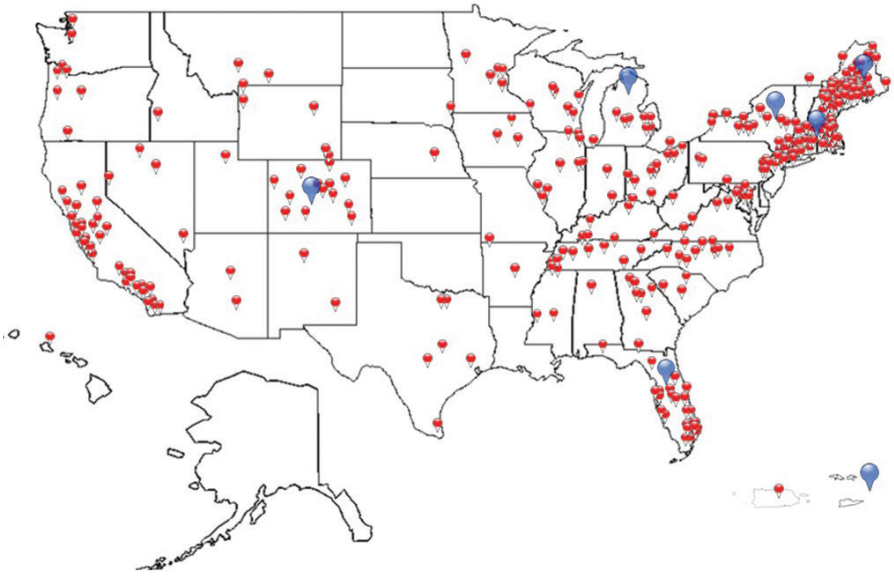


[AARP.org/AgeFriendly](https://www.aarp.org/AgeFriendly)

AARP[®]

Real Possibilities

Page 8



The AARP Network of Age-Friendly States and Communities reached the 400 member mark in September 2019. The red dots indicate town-, city- and county-level members. The blue pins identify state- and territory-level members. Check out the member list at [AARP.org/AgeFriendly-Member-List](https://www.aarp.org/AgeFriendly-Member-List).



Websites: [AARP.org](https://www.aarp.org) and [AARP.org/Livable](https://www.aarp.org/Livable)

Email: Livable@AARP.org

Facebook: [/AARPLivableCommunities](https://www.facebook.com/AARPLivableCommunities)

Twitter: [@AARPLivable](https://twitter.com/AARPLivable)

Free Newsletter: [AARP.org/LivableSubscribe](https://www.aarp.org/LivableSubscribe)

AARP is the nation's largest nonprofit, nonpartisan organization dedicated to empowering people 50 or older to choose how they live as they age. With nearly 38 million members and offices in every state, the District of Columbia, Puerto Rico and the U.S. Virgin Islands, AARP strengthens communities and advocates for what matters most to families: health security, financial stability and personal fulfillment. The AARP Livable Communities initiative works nationwide to support the efforts of neighborhoods, towns, cities, counties, rural regions and entire states to be livable for people of all ages.

Cover photographs (clockwise from top): Washington, D.C., block party, provided by Van Ness Main Street; bike-sharing in Honolulu, by Colby Takeda, Blue Zones Project Hawaii; Age-Friendly Festival, provided by Age-Friendly Sarasota, Florida.

- **The population of the United States is rapidly aging.**
- **By 2030, one of every five people in the U.S. will be 65 or older.**
- **By 2035, the number of adults older than 65 will be greater than the number of children under 18.**

That's why AARP staff and volunteers are working throughout the nation to engage and mobilize communities, share expertise, and deliver technical assistance to the towns, cities, counties and states in the **AARP Network of Age-Friendly States and Communities**.

The work that happens within the network — which is a program within the larger **AARP Livable Communities** initiative — is hands-on and locally determined and directed. The common thread among the enrolled communities and states is the belief that the places where we live are more livable, and better able to support people of *all* ages, when local leaders commit to improving the quality of life for the very young, the very old, and everyone in between.

AARP engages with elected officials, partner organizations and local leaders to guide communities through the age-friendly network's assessment, planning, implementation and evaluation processes.

People of all ages benefit from the adoption of policies and programs that make neighborhoods walkable, feature transportation options, enable access to key services, provide opportunities to participate in community activities, and support housing that's affordable and adaptable. Well-designed, age-friendly communities foster economic growth and make for happier, healthier residents of all ages.

Communities and nations around the world are increasingly seeking to grow in a more age-friendly manner. Launched in 2012, the AARP Network of Age-Friendly States and Communities is an organizational affiliate of the World Health Organization Global Network for Age-Friendly Cities and Communities, which was established in 2006 to help prepare for the world's growing population of older adults. (Communities wishing to join that network can do so at AgeFriendlyWorld.org.)

This booklet provides an overview of the AARP Network of Age-Friendly States and Communities, the enrollment process and the obligations of member communities. Turn the page to learn more. ▶

FIRST IN THE NETWORK!

► In April 2012, Macon-Bibb, Georgia, became the first community to join the brand-new **AARP Network of Age-Friendly States and Communities**, thanks to the age-friendly efforts of AARP volunteer Myrtle Habersham, Bibb County Commission Chairman Samuel F. Hart (seated, left) and Macon Mayor Robert A.B. Reichert.



◀ In 2017, grant funds from the **AARP Community Challenge** (see below) helped a Macon neighborhood turn a vacant lot into a community park with outdoor games, seating and tables so people of all ages can visit and play together. “Chess allows people to open their minds,” said Antonio Lewis-Ross, president of South Macon Arts Revitalization Technology (SMART). Outdoor game tables “bring people together and gives them something to do other than just hanging around.”

Learn about the AARP Community Challenge at AARP.org/CommunityChallenge.

Introducing the Age-Friendly Network

The **AARP Network of Age-Friendly States and Communities** serves as a catalyst to educate local leaders (both elected officials and engaged residents) and encourage them to implement the types of changes that make communities more livable for people of all ages, especially older adults.

The network provides cities, towns, counties and states with the resources to become more age-friendly by tapping into national and global research, planning models and best practices.

Membership in the AARP Network of Age-Friendly States and Communities means that a community's elected leadership has made a commitment to actively work with residents and local advocates to make their town, city, county or state an age-friendly place to live.

A community's age-friendly leaders and champions will likely include:

- Elected officials
- Government agencies
- Nonprofit organizations and foundations
- Academic institutions
- Local businesses and Chambers of Commerce
- Area Agencies on Aging
- Community coalitions
- Residents and lots of volunteers

A few important points:

- Communities in the AARP Network of Age-Friendly States and Communities are not retirement villages, nursing homes or assisted-living facilities. Nor are they planned communities or age-restricted housing developments.
- Membership in the network does not mean AARP endorses the towns, cities, counties or states as places to live. Nor does it mean the member communities and states are currently age-friendly and great places to retire.

The Benefits of Membership

Members of the **AARP Network of Age-Friendly States and Communities** become part of a network of towns, cities, counties and states that are committed to enhancing the lives of people of all ages and enabling older residents to have rewarding, productive and safe lives.

Membership in the network:

- Helps local leaders identify and understand community needs
- Serves as an organizing structure for making community improvements
- Fosters partnerships among community groups and local stakeholders
- Provides leadership opportunities for volunteers
- Enables changes that benefit people of all ages

In addition, membership provides a community with:

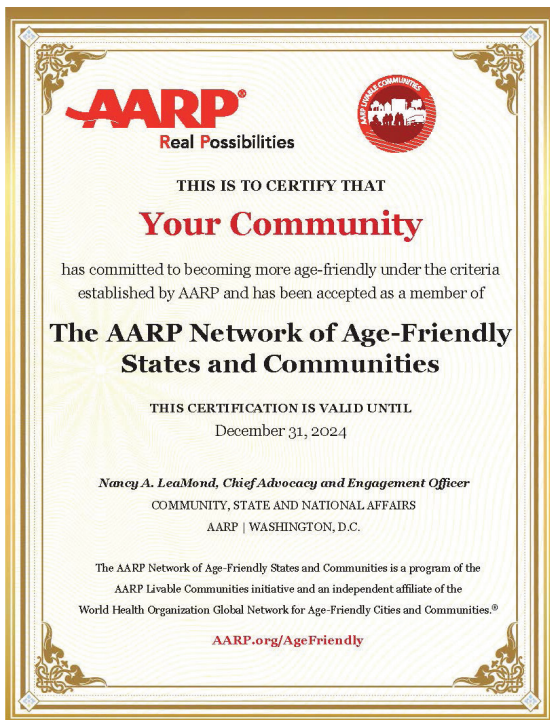
- Public recognition for committing to becoming age-friendly
- Resources for identifying and assessing community needs
- Access to technical assistance and expert-led webinars
- Support and best practice materials from AARP

According to a membership survey, after enrolling in the AARP Network of Age-Friendly States and Communities:

- 60% of member communities achieved a change in public policy, most often by integrating an “age-friendly lens” into community planning
- 34% achieved a private-sector investment or action — such as by local retailers and restaurants securing “age-friendly business” designations, commitments by builders to expand their use of age-friendly design standards, and partnerships with taxi services to provide discounted rides to older adults
- 85% described other successes, such as raising awareness about livability issues, increasing collaborations within the community, and implementing educational and engagement programs

* Survey distributed to members of the AARP Network of Age-Friendly States and Communities (February 2019)

Joining the Network



Communities enroll individually, as part of a region or as a state.*

All towns, villages, townships, boroughs, cities, counties and states seeking to enroll in the AARP age-friendly network are required to submit a membership application.

In addition, the community must provide a letter of commitment signed by the jurisdiction's highest elected official (e.g. a governor, mayor, county executive).

There is no fee to join the AARP Network of Age-Friendly States and Communities

- Find membership details and an application: [AARP.org/AgeFriendly](https://www.aarp.org/agefriendly)
- Watch informative videos about the program: [AARP.org/AgeFriendlyTraining](https://www.aarp.org/agefriendlytraining)
- Interested communities can contact their AARP state office: [AARP.org/States](https://www.aarp.org/states)
- See the list of enrolled communities: [AARP.org/AgeFriendly-Member-List](https://www.aarp.org/agefriendly-member-list)

Communities with council or commission forms of government typically pass a resolution in support of membership in the network.

An enrollment certificate (pictured) is issued once a community's application has been reviewed and accepted by AARP.

* State enrollment in the network does not confer automatic membership on that state's local community.

What Makes a Community “Age-Friendly”?

The most livable communities are those that enable residents to thrive at every age and every life stage — in other words, they are age-friendly.

However, the availability and quality of certain community features — commonly referred to as the **“8 Domains of Livability”** — do have a particular impact on the well-being of older adults. The domains framework can be used to organize and prioritize a community’s work to become more livable for older residents as well as people of all ages.

While many members of the **AARP Network of Age-Friendly States and Communities** tackle all eight domains at once, others choose to focus on fewer or combined domains.

1. Outdoor Spaces and Buildings

People need public places to gather — indoors and out. Green spaces, seating and accessible buildings (elevators, zero-step entrances, staircases with railings) can be used and enjoyed by people of all ages.



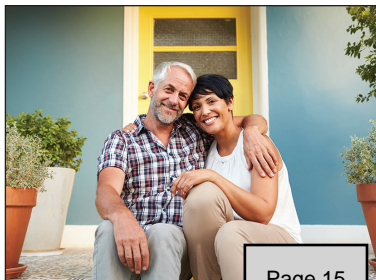
2. Transportation

Driving shouldn’t be the only way to get around. Pedestrians need sidewalks and safe, crossable streets. Dedicated bicycle lanes benefit nondrivers and drivers alike. Public transit options can range from the large-scale (trains, buses, light rail) to the small (taxis, shuttles or ride share services).



3. Housing

AARP surveys consistently find that the vast majority of older adults want to reside in their current home or community for as long as possible. Doing so *is* possible if a home is designed or modified for aging in place, or if a community has housing options that are suitable for differing incomes, ages and life stages.



4. Social Participation

Regardless of a person's age, loneliness is often as debilitating a health condition as having a chronic illness or disease. Sadness and isolation can be combated by having opportunities to socialize and the availability of accessible, affordable and fun social activities.



5. Respect and Social Inclusion

Everyone wants to feel valued. Intergenerational gatherings and activities are a great way for young and older people to learn from one another, honor what each has to offer and, at the same time, feel good about themselves.



6. Work and Civic Engagement

Why does work need to be an all or nothing experience? An age-friendly community encourages older people to be actively engaged in community life and has opportunities for residents to work for pay or volunteer their skills.



7. Communication and Information

We now communicate in ways few could have imagined a decade ago. Age-friendly communities recognize that information needs to be shared through a variety of methods since not everyone is tech-savvy — and not everyone has a smartphone or home-based access to the internet.



8. Community and Health Services

At some point, every person of every age gets hurt, becomes ill or simply needs some help. While it's important that assistance and care be available nearby, it's essential that residents are able to access and afford the services required.



The Age-Friendly Process and Program Cycle

Members of the **AARP Network of Age-Friendly States and Communities** commit to an assessment process and cycle of continuous improvement, the steps of which typically require the member community to:

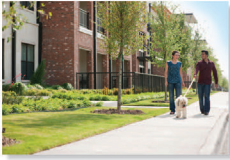
1. Establish a way — such as through a commission, advisory panel or focus groups — to include older residents in all stages of the age-friendly planning and implementation process
2. Conduct a community needs assessment (AARP can provide survey examples, templates and an online tool in English and Spanish)
3. Develop an action and evaluation plan based on the assessment results
4. Submit the plan for review by AARP
5. Implement and work toward the goals of the plan
6. Share solutions, successes and best practices with AARP
7. Assess the plan's impact and submit progress reports
8. *Repeat!*

AARP Livable Communities Resources

- Learn about AARP's livability and age-friendly work: [AARP.org/Livable](https://www.aarp.org/livable)
- Find network-related information and materials: [AARP.org/AgeFriendly](https://www.aarp.org/agefriendly)
- Download or order free publications: [AARP.org/LivableLibrary](https://www.aarp.org/livablelibrary)
- Read about our "quick-action" grant program: [AARP.org/CommunityChallenge](https://www.aarp.org/communitychallenge)
- Follow us on Twitter: [@AARPLivable](https://twitter.com/AARPLivable)
- Like us on Facebook: [@AARPLivableCommunities](https://www.facebook.com/AARPLivableCommunities)
- Calculate your community's livability score: [AARP.org/LivabilityIndex](https://www.aarp.org/livabilityindex)

Stay informed! Subscribe to the free, weekly, award-winning
AARP Livable Communities e-Newsletter: [AARP.org/LivableSubscribe](https://www.aarp.org/livablesubscribe)

In a livable community, people of all ages can ...



Go for a walk



Cross the streets



Ride a bike



Get around without a car



Live safely and comfortably



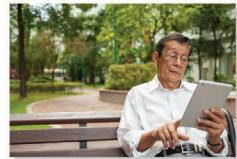
Work or volunteer



Enjoy public places



Socialize



Spend time outdoors



Be entertained



Go shopping



Buy healthy food



Find the services they need



... and make their city, town or neighborhood a lifelong home.



AARP.org/livable

AARP
Real Possibilities

▲ The handout pictured here is available in five languages — English, Chinese, French, Korean and Spanish — as a free, printable download. Visit AARP.org/Livable-Poster.

Lead your town, village, township, borough, city, county or state can join the **AARP Network of Age-Friendly States and Communities.**
AARP.org/AgeFriendly



State of Maine



San Rafael, California



Vicksburg, Mississippi



State of Florida



U.S. Virgin Islands



Ithaca and Tompkins County, New York



Commonwealth of Massachusetts

See the complete list of enrolled communities: [AARP.org/AgeFriendly-Member-List](https://www.aarp.org/AgeFriendly-Member-List)

To locate and connect with your **AARP State Office**, visit [AARP.org/States](https://www.aarp.org/States) or call 1-888-OUR-AARP (1-888-687-2277)

Email **AARP Livable Communities**: Livable@AARP.org



AARP is a nonprofit, nonpartisan organization that empowers people to choose how they live as they age.

Worksession Agenda Summary

January 26, 2021

Roy Otto, City Manager, 970-350-9750

Title:

COVID-19 Update

Background:

There will be a brief update to Council regarding COVID-19.

Decision Options:

Informational only

Attachments:

None

Worksession Agenda Summary

January 26, 2021

Roy Otto, City Manager
Paul Fetherston, Deputy City Manager for Enterprise Resources
Raymond Lee, Deputy City Manager for Community Building
Abbie Poniatowski, Assistant City Manager

Title:

City Council 2040 Vision, Priorities and Strategic Work Plan Update

Background:

In early February 2020, the City Council participated in a retreat during which it developed a 2040 Vision for the Greeley community along with specific focus areas and corresponding priorities in support of that vision. The priorities identified by City Council are those work items for staff to work on over the coming three-year period towards achieving the 2040 Vision.

Guided by the City Council 2040 Vision, Focus Areas, and Priorities and led by the City Manager, the Executive Team and key staff engaged in a two-day staff retreat (mid February 2020) to develop a Staff Strategic Work Plan outlining action plans with timelines for City Council identified priorities.

The following items were presented and approved by City Council at its April 7, 2020 meeting:

- **City Council 2040 Vision** document developed by the Communication & Engagement Department to capture the vision for use and distribution.
- **City Council 2040 Vision - Three Year Priorities** document developed by the Communication & Engagement Department articulating the priorities identified by City Council to focus efforts for movement towards the 2040 Vision.
- **Staff Strategic Work Plan (SWP)** developed by the Executive Team identifying specific action plans (including timelines) related to the City Council priorities, provides the three-year roadmap for Departments related to achieving the 2040 Vision. The majority of the action plans and timelines contained within the Staff SWP were developed prior to the on-set of the COVID-19 pandemic.

This work session item provides an update to the Staff Strategic Work Plan (SWP), including highlights of accomplishments and progress made during 2020; changes to action plans and timelines; and upcoming work efforts planned for 2021.

Decision Options:

N/A – this item is intended as an informational update.

Attachments:

City Council 2040 Vision
City Council 2040 Vision - Three Year Priorities
Staff Strategic Work Plan Update



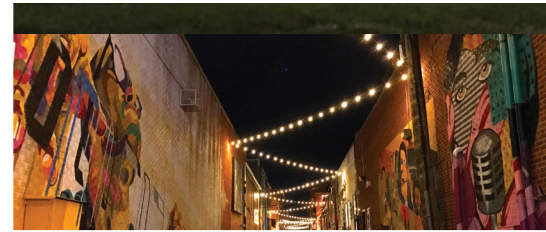
Item No. 7.



greeleygov.com/government/council



GREELEY CITY COUNCIL VISION FOR 2040





VISION FOR 2040

My Greeley is a city that knows where it came from and where it is going. Located along the Cache la Poudre River in northern Colorado, this thriving city offers its residents a down-home feel. It is a diverse, unique, and vibrant community with a long history as a pioneer in agriculture that has employed forward thinking to ensure its economic resilience. Innovative water resource management has enabled Greeley to position itself as a leader

in Colorado. Its evolving economy offers residents meaningful employment and an enjoyable lifestyle with attractive neighborhoods and boundless opportunities for social, recreational, and cultural pursuits. Education at all levels is of paramount importance and Greeley continues to enjoy the benefits of a well-educated and diverse workforce. We are "Greeley Proud" and stand as a city for all people.

This council's 2040 vision and Greeley's future success will come from continued strategic foresight in the following areas:

Greeley Water: History, Heritage, Innovation

In 2040, Greeley is Northern Colorado's leader in water resources. Building on its visionary and innovative heritage, Greeley prides itself on its ability to secure an abundant supply of high quality water that supports its vibrant economy. "Greeley Gold" drives sustainable growth and gives the City a competitive edge in the region.

Leadership in Educational Excellence

In 2040, Greeley is a community known as a creative, educational and learning environment that fosters a symbiosis of personal development, commerce, and leadership. Lifelong learning is embedded in Greeley's values with comprehensive educational systems and opportunities. The City's integrated partnerships serve as a catalyst for innovation that supports a robust economy and fulfilling lifestyle.

A Dynamic and Resilient Economy

In 2040, Greeley is a community of choice for forward-thinking commerce supporting a diverse, vibrant, and resilient economy. We incubate small local business and draw national and international industrial leaders. Our economy supports and sustains an attractive standard of living by providing a healthy continuum of employment opportunities for its residents. Further, our work environment fully complements and capitalizes on our world-class educational system.

Your Home is Here

In 2040, Greeley is a distinctive, character-rich community known for its high quality standard of living. Residents have access to an amazing variety of housing options including style, price, and location. Our unique neighborhoods are built around the village concept, featuring entertainment, retail, parks and dining options within a central, walkable location.

Greeley on the Move: Ample, Easy, Connected

In 2040, Greeley's economy continues to thrive as a result of thoughtful planning and be driven by multi-modal transportation that fosters interconnectedness, mobility, and access to Greeley's neighborhoods, amenities, and commerce.

We are Greeley Proud

In 2040, Greeley celebrates 170 years of a rich agricultural and western heritage and hospitality, Greeley offers a wide variety of cultural events, amenities, and recreational opportunities that are attractive to people of all ages. We are a destination where residents experience Rocky Mountain vistas, fulfilling employment, excellent healthcare, unique activities to enjoy, and a strong sense of community.

We are One

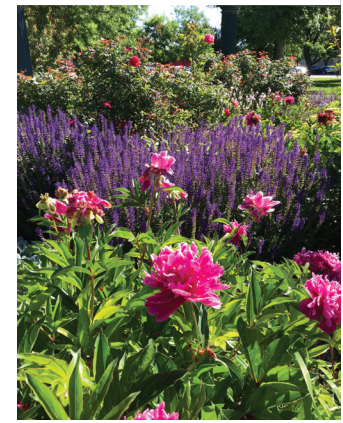
In 2040, Greeley embraces the diverse cultures in our community by coming together and recognizing that we are all one! Our residents are engaged. Community events are well attended and residents revel in strong engagement in civic organizations, local boards and commissions. Agency partnerships unite us as one community.

Operational Excellence

In 2040, Greeley is recognized as the State's municipal employer of choice. The organization is a benchmark for operational excellence and its residents benefit from fiscal responsibility, customer responsiveness, and transparency. Resident involvement in local government has never been stronger.

2020 GREELEY CITY COUNCIL MEMBERS

- Mayor John Gates | Mayor Pro Tem Dale Hall - Ward IV | Tommy Butler - Ward I
- Ed Clark - At Large | Michael Fitzsimmons - Ward III | Brett Payton - Ward II
- Kristin Zasada - At Large





GREELEY CITY COUNCIL 3-YEAR PRIORITIES TO ACCOMPLISH 2040 VISION

City Council worked with City staff to develop three-year priorities to achieve its Vision 2040 and adopted them on April 7, 2020. Over the next three years, City staff will work to implement the priorities as described below.

GREELEY WATER: HISTORY, HERITAGE, INNOVATION

- Acquire water when and where available at fiscally responsible prices for the circumstance.
- Secure and implement long term water storage solution.
- Develop and implement a strategy to inform the public on our water future.
- Increase water conservation efforts and build a culture of conservation.
- Implement a non-potable irrigation water system.

LEADERSHIP IN EDUCATIONAL EXCELLENCE

- With UNC and Aims, develop and implement programs and strategies to enhance the college community's experience of being in Greeley—"Operation College Town".
- Strategize opportunities and mechanism for cross promotion of Greeley's Pre-K to 12 school and city achievements and successes.
- Increase higher education student internship opportunities with the City.

A DYNAMIC AND RESILIENT ECONOMY

- Implement the 2019 Economic Development Action Plan (Master Plan) that identifies industries, opportunities and businesses that will be our future.

YOUR HOME IS HERE

- Evaluate the Strategic Housing Plan and implement it.
- Design a program that supports the identification of Greeley neighborhoods to ensure that they have a distinct identity.
- Put a plan in place to ensure that future development is built around the village concept.
- Explore expansion and marketing of the G-HOPE program and others that assist with home down payment assistance.

- Mount a successful ballot initiative to support needed transportation improvements.
- Expand service model of Greeley Evans Transit (GET) commensurate with growth.
- Explore opportunities and partnerships for regional transportation (i.e. rail, transit, air).
- Streamline the process for identifying and improving existing streets infrastructure (i.e. sidewalks, curbs, gutters).
- Update the Transportation Master Plan, including bike routes and trails.
- Advocate for Greeley interchange improvements and implement as funding is available, including future public education on projects and status.

WE ARE GREELEY PROUD

- Implement myGreeley image campaign.
- Develop and implement a Master Tourism Plan to enhance tourism, including evaluation of roles for Visit Greeley and the City’s image campaign to ensure alignment.
- Monitor and address odor emanating from the JBS beef plant.

WE ARE ONE

- Implement a comprehensive engagement plan focused on these values:
 - Celebrate our cultural differences while maintaining the culture of one community.
 - Continue to support and actively celebrate the diversity of the community.
 - Grow participation in local events.
 - Enhance Council participation in community events (with Clerk’s Office notices).

OPERATIONAL EXCELLENCE

- Create comprehensive City services funding strategy.
- Streamline and improve processes for business permitting and licensing.
- Move forward to rethink the Human Resources function as a strategic partner.
- Implement interim plan for becoming an employer of choice with a focus on leadership, growth mindset, and change management.
- Develop a staff compensation plan to position Greeley as an employer of choice.
- Develop and conduct an evaluation of the City’s customer responsiveness.



Staff Strategic Work Program Update

January 26, 2021



SWP - At a Glance

- In early 2020, City Council established its 2040 Vision and approved a 3-year Staff Strategic Work Plan (SWP) to advance the following priority initiatives:

Greeley Water	Greeley on the Move
Leadership in Educational Excellence	We are Greeley Proud
Dynamic & Resilient Economy	We are One
Your Home is Here	Operational Excellence

- Throughout 2020, staff made progress in all 8 priority areas
- Staff learned and adjusted the SWP, if appropriate
- Related City Council items are scheduled for 2021 (by quarter)

GREELEY WATER: HISTORY, HERITAGE, INNOVATION

- Priority 1 - Acquire water when and where available at fiscally responsible prices for the circumstance.
- Priority 2 - Secure and implement long term water storage solution.
- Priority 3 - Develop and implement a strategy to inform the public on our water future.
- Priority 4 - Increase water conservation efforts and build a culture of conservation.
- Priority 5 - Implement a non-potable irrigation water system.

Progress & Updates

- ✓ Through principled relationship-building with ditch companies and the agriculture community, purchased the most water in a single year (136 shares) since 2010. (P1)
- ✓ Through screening process of storage alternatives in the Federal permitting process, staff identified Terry Ranch Aquifer as a viable alternative to Milton Seaman expansion. (P2 – Q1 2020)
- ✓ Negotiated master purchase and sale agreement for Terry Ranch. (P2 – June 2020)
- ✓ Collaboratively developed an allotment contract among 10 participants for financing, operating and construction Windy Gap Firing Chimney Hollow Reservoir. (P2 – Nov 2020)
- ✓ Windy Gap Firing participants received a favorable federal court order dismissing the lawsuit against the Bureau of Reclamation over permits issuance, clearing the way for financing and construction (P2 – June 2020)
- ▲ Completed mitigation planning and secured funding for wildfire recovery of water storage assets (P2 – Q3-4)
- ✓ Deployed resources that inform economic development stakeholders on Greeley's water future, economics of water related impact and in-lieu fees, and Greeley's competitive advantage in the cost of raw water. (P3 – Nov 2020)
- ✓ *Developed and published "Confluence, Story of Greeley Water" historical narrative (P3)*
- ✓ Completed an assessment of the Water Conservation Team to inform future program delivery (P4 - August 2020)
- ✓ Secured \$1.4 M Bureau of Reclamation WaterSmart grant for advancing AMI (P4 – Q4)
- ✓ Updated City Landscape Code Revisions (P4 – pending Jan 2021 public hearing approval)
- ✓ Completed major capital upgrade of Bellvue Filter Plant to serve future generations of Greeley Citizens with high quality water from the Poudre River. (P1 – June 2020)
- ✓ Updated 10-year CIP with prioritized projects that facilitate growing the system and developing coordinated key infrastructure improvements (P5 – May 2020)
- ✓ Kicked-off of the Non-potable master plan process with CDM Smith (P5 – Q4)
- ✓ Partnered with the NCWCD on issues related to the renegotiation of the 2007 Interim Guidelines and Compact Compliance related Demand Management concepts being analyzed by Colorado River Commission, Colorado Water Conservation Board and its Interbasin Compact Committee. (P1- April 2020)

What's Ahead

- Q1: Submit for approval of Terry Ranch storage and supply project (P2)
- Q1: City Landscape Code Revisions (P4)
- Q2-4: Windy Gap Firing Chimney Hollow Reservoir bonding and construction (P2)
- Q2-4: Continued collaboration with other regional water providers and local governments on wildfire recovery and impact mitigation (P2)
- Q3: Annual status report on water master plan and interim update of progress on Future Water Accounts, including water acquisition targets with new market information and vision for non-potable utilization (P1)

LEADERSHIP IN EDUCATIONAL EXCELLENCE

- Priority 1 - With UNC and Aims, develop and implement programs and strategies to enhance the college community's experience of being in Greeley—"Operation College Town".
- Priority 2 - Strategize opportunities and mechanism for cross promotion of Greeley's Pre-K to 12 school and city achievements and successes.
- Priority 3 - Increase higher education student internship opportunities with the City.

Progress & Updates

- ▲ The commencement of Priority 1, Operation College Town, was pushed back from 2020 to 2021
- ✓ UNC Fingerprint mapping enhancements are underway and include:
 - employed and enrolled connection;
 - alumni living connection; and
 - alumni working connection.

What's Ahead

- Q1: Preview updated and expanded UNC Fingerprint Map
- Q2: Reconnect UNC and Aims to brainstorm/scope
- Q3: Partner meeting facilitator selection
- Q4: Develop City Council's vision and desired outcomes in for UNC and Aims partnering

A DYNAMIC & RESILIENT ECONOMY

- Priority 1 - Implement the 2019 Economic Development Action Plan (Master Plan) that identifies industries, opportunities and businesses that will be our future.

Progress & Updates

- ✓ Customer Relationship Manager software is now fully operational and tracks and reports: Business Retention & Expansion visits, New Business Leads/Prospects, and New Housing Development Projects (Jan 2020)
- ✓ Launched EHH Monthly Newsletter - “Greeley Rising” (June 2020)
- ✓ Evaluated economic tools and incentives to align with the vision. Strengthen Greeley's economic base through celebration of the following projects (ongoing):
 - Vantage Hemp
 - PetDine
 - Snow Owl
 - COVID related business assistance
 - JBS/Aims partnership

What's Ahead

- Q1: Review Upstate contract
- Q3: Continued evaluation of new possible incentives to existing portfolio, including:
 - Extension of infrastructure for Employment Centers
 - Sales Tax Shareback for Targeted Retail Recruitment

YOUR HOME IS HERE

- Priority 1 - Evaluate the Strategic Housing Plan and implement it.
- Priority 2 - Design a program that supports the identification of Greeley neighborhoods to ensure that they have a distinct identity.
- Priority 3 - Put a plan in place to ensure that future development is built around the village concept.
- Priority 4 - Explore expansion and marketing of the G-HOPE program and others that assist with home down payment assistance.

Progress & Updates

- ✓ Identified over 70 sites currently under-utilized for residential development city-wide. These are now mapped in GIS for easy reference, which allows for more efficient due diligence related to transportation, zoning, utilities, amenities. (P1 – Summer 2020)
 - ✓ COMPLETED: The Maddie, 221 market-rate apartments located Downtown, now fully open.
 - ✓ UNDER CONSTRUCTION: University Flats Phase II, 126 beds for student housing.
 - ✓ UNDER CONSTRUCTION: 55 Resort, 85 downtown luxury apartments.
 - ✓ PLANNING: Copper Platte @ Greeley Mall, 200-250 units of Affordable and Market-rate Multi-family .
 - ✓ PLANNING: Immaculata Plaza Expansion, 30 units of affordable senior housing rentals.
- ✓ Introduced Village Urban Design concept as part of Code Update Overview (P3 – Oct 2020)
- ✓ Established Development Code Update Citizen Task Force (P3 – October 2020)
- ✓ Developed maps showing the reach of G-HOPE and CHFA First Step programs. (P5 – Fall 2020)
- ✓ Shifted partnership with CHFA to focus PAB allocations to bricks and mortar affordable housing projects vs the first-time homebuyers program supported in 2019. (P4 – Summer 2020)

What's Ahead

- Q1: Update on land use models regarding the village urban design concept (P3)
- Q2 : Strategic Housing Plan Update (P1)
- Q3: Funding request to continue and possibly expand criteria for G-HOPE (P4) through annual budgeting process

GREELEY ON THE MOVE

- Priority 1 - Mount a successful ballot initiative to support needed transportation improvements.
- Priority 2 - Expand service model of Greeley Evans Transit (GET) commensurate with growth.
- Priority 3 - Explore opportunities and partnerships for regional transportation (i.e. rail, transit, air).
- Priority 4 - Streamline the process for identifying and improving existing streets infrastructure (i.e. sidewalks, curbs, gutters).
- Priority 5 - Update the Transportation Master Plan, including bike routes and trails.
- Priority 6 - Advocate for Greeley interchange improvements and implement as funding is available, including future public education on projects and status.

Progress & Updates

- ▲ Keep Greeley Moving (KGM) Tax Ballot initiative deferred to November 2021 ballot – staff is developing a strategy for presentation to City Council in April 2021 (P1)
- ▲ Due to COVID and reduction in ridership, identifying routes that need frequency improvements has been delayed to 2022 to understand how ridership rebounds after COVID. (P2)
- ✓ Participated in Multimodal Transportation Planning process. (P2 – Oct 2020)
- ✓ Implemented CIP process improvements including project scoring criteria and Project Management training (P4 - May 2020)
- ✓ Completed Public Works Department Assessment recommendations (P4 – May 2020)
- ✓ Developing asset management program and readying City Works technology solution (P4 – ongoing)
- ✓ Secured grant funding for Transportation Master Plan update (P5 – April 2020)

What's Ahead

- Q1: Transportation Master Plan Stakeholder engagement (P5)
- Q1: Complete Interchange Preliminary Design (P6)
- Q1: Federal “Build” Grant Application – Interchange Construction (P6)
- Q1: Hire consultant to start NFRMPO Premium Transit Study
- Q2: KGM Strategy Review (P1)
- Q4: KGM Tax ballot initiative (P1)
- Q2 2022: TMP Adoption (P5)

WE ARE GREELEY PROUD

- Priority 1 - Implement my Greeley image campaign.
- Priority 2 - Develop and implement a Master Tourism Plan to enhance tourism, including evaluation of roles for Visit Greeley and the City's image campaign to ensure alignment.
- Priority 3 - Monitor and address odor emanating from the JBS beef plant.

Progress & Updates

- ✓ Created teaser campaign to facilitate transition from Greeley Unexpected to My Greeley (P1 – April 2020). The local campaign subject were presented bilingually reaching English and Spanish speaking audiences across multiple platforms:
 - ✓ direct mail was sent to 50% of Greeley households
 - ✓ 3 TV spots were produced and ran on target networks and during forced viewing
 - ✓ Nearly 1.5 million impressions per subject on social
 - ✓ On average there were 4,500 NEW pages views of myGreeley.com per subject
- ✓ Designed internal messaging campaign to create understanding and city ambassadors throughout our organization. (P1 – April 2020)
- ✓ Consolidated regulations and the history of odor cases (P3 – March 2020)
- ✓ Completed odor inspections (P3 – Jan 2020) and continue enforcement in response to complaints or observed violations.
- ✓ Continue discussions with JBS about on-going compliance (P3 – ongoing)

What's Ahead

- Q1 – Two-year media and grassroots campaign discussion (P1)
- Tourism Master Plan kick-off



WE ARE ONE

- Priority 1 - Implement a comprehensive engagement and inclusion plan focused on these values:
 - Celebrate our cultural differences while maintaining the culture of one community.
 - Continue to support and actively celebrate the diversity of the community.
 - Grow participation in local events.
 - Enhance Council participation in community events (with Clerk’s Office notices).



Progress & Updates

- ▲ Update priority 1 as follows: “Identify strategies that foster community engagement *and inclusion*”
- ✓ Advanced the initiative by engaging City Council and the Executive Team in three equity training sessions with Dr. Antoinette Allen (P1 – Nov/Dec 2020)
- ✓ Continuing to advance the initiative ahead of schedule with UNC Masters Student to:
 - review the City’s existing cultural composition using available tapestry segmentation data and personify our community.
 - develop a map of the city’s communities, cultures, and engagement points.
 - employ outreach efforts, including surveys, focus groups, and interviews with community stakeholders to assess outreach intersections, barriers, and best engagement methods/strategies.

What’s Ahead

- Q3/4: Develop and implement executive team commitments that advance the “now what” in service delivery

OPERATIONAL EXCELLENCE

- Priority 1 - Create comprehensive City services funding strategy.
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- Priority 3 - Move forward to rethink the Human Resources function as a strategic partner.
- Priority 4 - Implement interim plan for becoming an employer of choice with a focus on leadership, growth mindset, and change management.
- Priority 5 - Develop a staff compensation plan to position Greeley as an employer of choice.
- Priority 6 - Develop and conduct an evaluation of the City's customer responsiveness.

Progress & Updates

- ✓ Implemented a centralized Capital Improvement Program (CIP) prioritization and scoring process (P1 – May 2020)
- ✓ Developed internal CIP Master Plan Guidelines and trained staff, boards and committees on master planning as a component of the CIP process (P1 – Oct 2020)
- ✓ Acquired funding for the Transportation Master Plan, with 50% of the cost being covered through a state grant. (P1 – Sept 2020)
- ✓ Food Tax ballot initiative passed with 72% favorable vote. (P1 – Nov 2020)
- ▲ Keep Greeley Moving Tax ballot initiative was delayed to the 2021 election.
- ✓ Completed Public Works Department Assessment,
- ✓ Hired Human Resources Director (P3 – May 2020)
- ✓ Implementing Human Resources Department assessment recommendations focused on establishing core HR functions, policies and related resources/org structure. (P3 – in process)
Revisiting “Employer of Choice” definition to inform related program development. (P4 – in process)
- ▲ Requested vendor proposals to update the city’s Classification & Compensation structure. (P5 – Nov 2020)

What’s Ahead

- Q1: Facilities condition assessment is planned to be completed March 2021 (P1)
- Q1: Greeley’s Employer of Choice Definition
- Q2: Classification & Compensation vendor selection and project kick-off (P5)
- Q3: Share customer response research (P5)
- Q4: Recommendations review to “right-size” business permitting and licensing (P2)
- Q4: Recommended update customer responsiveness system
- Q2 2022: Classification & Compensation funding strategy & recommendation (P5)

Council Agenda Summary

January 26, 2021

Maria Gonzalez Estevez, Human Resources Director, 970-350-9714

Title:

Executive Session for Annual Review of the City Manager

Background:

An Executive Session is needed for the annual review of the City Manager.

The Executive Session should immediately follow this item. If Council concurs, the motion listed below is needed first.

Decision Options:

A motion to adjourn the Council Worksession and move into an Executive Session immediately for the purposes of discussing personnel who report to Council as provided for under C.R.S. 24-6-402(4) (f) and Greeley Municipal Code Section 2.04.020 (6) a.

Attachments:

None

Worksession Agenda Summary

January 26, 2021

Roy Otto, City Manager, 970-350-9750

Title:

Scheduling of Meetings, Other Events

Background:

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

Attachments:

Council Meetings/Other Events Calendar

Council Meeting/Worksession Schedule

Status Report of Council Initiatives and Related Information

January 25, 2021 - January 31, 2021

January 2021							February 2021							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	
					1	2			1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13	
10	11	12	13	14	15	16	14	15	16	17	18	19	20	
17	18	19	20	21	22	23	21	22	23	24	25	26	27	
24	25	26	27	28	29	30	28							
31														

Monday, January 25

- 11:30am - 12:30pm Greeley Chamber of Commerce (Hall) ↻
- 6:00pm - 7:00pm Youth Commission (Butler) ↻

Tuesday, January 26

- 6:00pm - City Council Worksession Meeting - Council Master Calendar ↻

Wednesday, January 27

- 7:00am - 8:00am Upstate Colorado Economic Development (Gates/Hall) (Upstate Colorado Conference Room) - Council Master Calendar ↻

Thursday, January 28

- 7:30am - Poudre River Trail (Hall) ↻

Friday, January 29

Saturday, January 30

Sunday, January 31

February 1, 2021 - February 7, 2021

February 2021

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March 2021

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Monday, February 1

Tuesday, February 2

6:00pm - City Council Meeting - Council Master Calendar

Wednesday, February 3

Thursday, February 4

3:30pm - IG Adv. Board (Butler)

6:00pm - MPO (Gates/Payton)

Friday, February 5

Saturday, February 6

Sunday, February 7

February 8, 2021 - February 14, 2021

February 2021							March 2021						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5 6			1	2	3	4	5 6
7	8	9	10	11	12	13	7	8	9	10	11	12	13
14	15	16	17	18	19	20	14	15	16	17	18	19	20
21	22	23	24	25	26	27	21	22	23	24	25	26	27
28							28	29	30	31			

Monday, February 8

Tuesday, February 9

6:00pm - City Council Worksession Meeting - Council Master Calendar

Wednesday, February 10

Thursday, February 11

7:30am - Poudre River Trail (Hall)

Friday, February 12

Saturday, February 13

Sunday, February 14

February 15, 2021 - February 21, 2021

February 2021

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March 2021

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Monday, February 15

Tuesday, February 16

6:00pm - City Council Meeting - Council Master Calendar

Wednesday, February 17

2:00pm - 5:00pm Water & Sewer Board (Gates)

Thursday, February 18

7:30am - 8:30am DDA (Zasada/Butler)

3:30pm - 4:30pm Airport Authority (Clark/Payton)

Friday, February 19

Saturday, February 20

Sunday, February 21

February 22, 2021 - February 28, 2021

February 2021

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March 2021

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Monday, February 22

- 11:30am - 12:30pm Greeley Chamber of Commerce (Hall) ↻
- 6:00pm - 7:00pm Youth Commission (Butler) ↻

Tuesday, February 23

- 6:00pm - City Council Worksession Meeting - Council Master Calendar ↻

Wednesday, February 24

- 7:00am - 8:00am Upstate Colorado Economic Development (Gates/Hall) (Upstate Colorado Conference Room) - Council Master Calendar ↻

Thursday, February 25

- 7:30am - Poudre River Trail (Hall) ↻

Friday, February 26

Saturday, February 27

Sunday, February 28

City Council Meeting Scheduling

Current as of 01/22/2021

This schedule is subject to change

Date	Description	Sponsor	Placement/Time
February 2, 2021 Council Meeting	Ordinance - Intro - Landscape Code Update	Brad Mueller	Consent
	Ordinance - Intro - Drought Plan Update and Code Revisions Ordinance	Sean Chambers	Consent
	Resolution - Adoption of the Natural Areas and Trails Strategic Plan	Andy McRoberts	Consent
	Ordinance - Final - Amendments to the Greeley Municipal Code regarding Economic Nexus and the Obligation of Remote Sellers to Collect & Remit Sales Tax	John Karner	Regular
	COVID-19 Update	Roy Otto	Regular
	Annual Review of the City Attorney	Maria Gonzalez Estevez	Executive Session
February 9, 2021 Worksession Meeting	COVID-19 Update	Roy Otto	0.25
	Small-Format Housing	Brad Mueller	0.75
	Household Occupancy Standards (Discussion of "Family" definition)	Brad Mueller	0.50
	2020 Year-end Capital Improvement Program Report	Joel Hemesath	0.5
February 16, 2021 Council Meeting	COVID-19 Update	Roy Otto	Regular
	Ordinance - Final - Landscape Code Update	Brad Mueller	Regular
	Ordinance - Final - Drought Plan Update and Code Revisions Ordinance	Sean Chambers	Regular
	Boards & Commissions Appointments	Anissa Hollingshead	Regular
	Annual Review of the Municipal Court Judge	Maria Gonzalez Estevez	Executive Session
February 23, 2021 Worksession Meeting	COVID-19 Update	Roy Otto	0.25
	Keep Greeley Moving Renewal	Paul Fetherston	1.00

Greeley City Council

Status Report of Council Initiatives

Council Request	Council Meeting, Worksession, or Committee Meeting Date Requested	Status or Disposition (After completion, item is shown one time as completed and then removed.)	Assigned to:
<p>Council Member Zasada offered an initiative relating to the level of the use of outside consultants by the City. She requested and received consensus to proceed with seeking an internal audit for the previous two years relating to the use of outside consultants on City projects and operations, including the total costs involved.</p>	<p>January 19, 2021 Council Meeting</p>	<p>In response to Council Member Zasada’s request for an audit of the usage of consultants within the City, the Purchasing Division of the Finance Department will compile an inventory of contracts of a value of \$50,000 or greater with consultants of a professional services nature between the period of 2018-2020 including cost, host department, and purpose associated with contracting services for distribution to the City Council by the end of February.</p>	

Worksession Agenda Summary

January 26, 2021

Title:

Adjournment