



FINAL REPORT

July 2011

DOWNTOWN GREELEY INVESTMENT STRATEGY



PREPARED FOR THE

GREELEY DOWNTOWN DEVELOPMENT AUTHORITY

BY

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES, INC.

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I. VISION

FROM THE *GREELEY TRIBUNE*, APRIL 12, 2011:

From the office of his west Greeley jewelry store, Richard Weiss can see a thriving downtown at the heart of a flourishing northern Colorado community. That downtown is 5 miles and nearly 50 years ago.

“Retail was king. People from all over Weld County and as far away as Fort Morgan and Sterling would make the trip to Greeley to buy and shop, and window-shop”...

FROM THE *GREELEY TRIBUNE*, APRIL 12, 2016:

Earlier this week, Weiss Jewelers became the latest business to come back to its roots and reactivate a downtown storefront. “We want to be part of the excitement that is making downtown prosperous, vibrant and livable” exclaimed Richard Weiss Jr., the fourth generation owner of the Greeley jeweler.

Downtown’s remarkable resurgence has taken off as a regional center for dining, entertainment and culture. With a variety of restaurants, nightly live entertainment and national acts booked frequently at the Union Colony Cultural Center, Downtown Greeley has become Weld County’s cultural hub. The new state-of-the-art library, conference center and hotel, is a magnet for events large and small. Festivals staged weekly in Lincoln Park have become a key attraction and gathering spot for families throughout the city. In fact, most civic organizations have rescheduled their Thursday evening meetings in order to not conflict with the Thursday Night Market and ongoing Summerfest.



Downtown is now a regional employment center, boasting headquarter offices from the plethora of energy and food processing firms that have followed the Niobrara and Leprino. Greeley has also become known as a center for innovation, particularly the agricultural technology firms that have cropped up in downtown’s distinctive East Edge.

College town spirit runs rampant in downtown, as the UNC campus has been connected to the dining and entertainment district along attractive streetscapes along both 8th and 9th Avenues. This year’s parade to celebrate the Bear’s second consecutive NCAA Final Four tournament appearance drew thousands of celebrants. Hundreds now reside in downtown, drawn by the attractive new lofts, condos and apartments in the burgeoning mid-town area. Demand for downtown living continues to be robust, as households are able to shed a car amidst gas prices that are now rising north of \$7.50 per gallon. Bikes and pedestrians are replacing vehicles, taking advantage of downtown’s extensive trail system and dedicated lanes.

Admiring his new storefront, jeweler Weiss remarked, “What a great town we are once again! It’s great to be back ‘home’ in Downtown Greeley!”

II. OVERVIEW

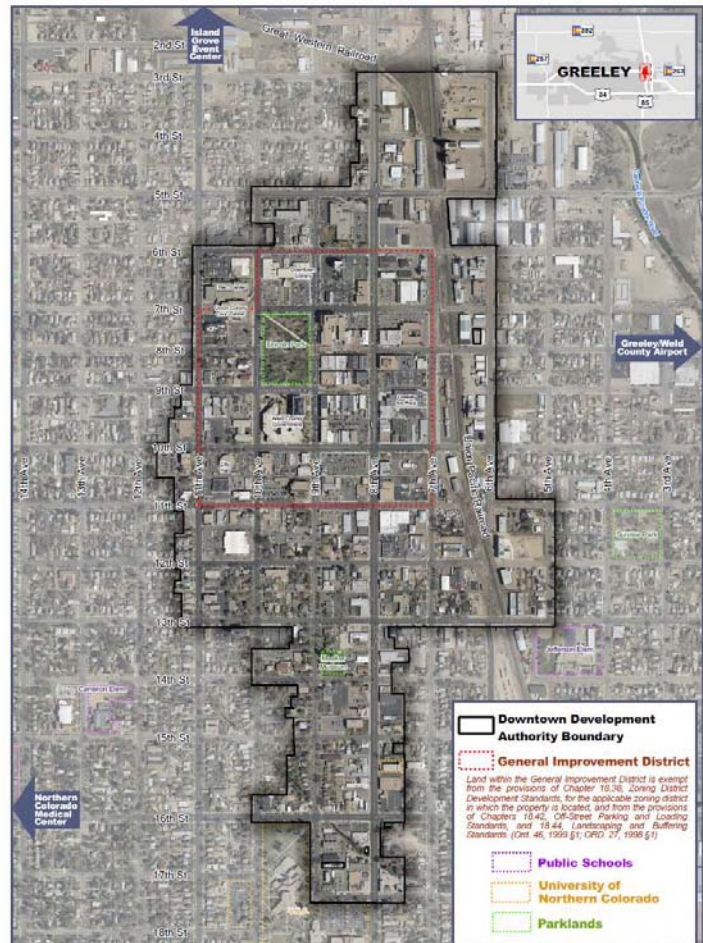
Objectives of the Investment Strategy

The Downtown Greeley Investment Strategy was completed by the Greeley Downtown Development Authority (DDA) during the first half of 2011. The DDA is a community-based quasi-public agency that has several financing tools available to help advance downtown revitalization. These tools include proceeds from incremental increases in existing sales and property taxes (tax increment financing) and a property tax mill levy that are all raised from within the boundaries of the DDA. Greeley's DDA was formed in 1998 and its activities have been largely guided by a District Development Plan completed in 2002. The 2011 Investment Strategy aims to meet the following objectives:

- Identify the best ways to invest and leverage tax increment financing to stimulate private investment in Downtown Greeley;
- Update the 2002 development plan; and
- Help the DDA focus its energies more effectively.

To guide the development of the Investment Strategy, the Denver-based real estate economics and planning firm of Progressive Urban Management Associates (P.U.M.A.) was selected. P.U.M.A. employed a “market-based planning” approach in Downtown Greeley, which included the following research and process:

- An evaluation of Downtown market conditions and trends, including the most recent economic data and projections for the next investment cycle following the current national recession.
- Stakeholder engagement that reveals community aspirations for Downtown, including completion of an online survey that recorded more than 1,050 individual responses.
- A framework for Downtown that defines the evolution of distinct character sub-areas, improvements to the public realm and connections.
- An organization and financing strategy for the DDA that establishes clear priorities and sequencing to guide investment.



Map courtesy City of Greeley Planning Department

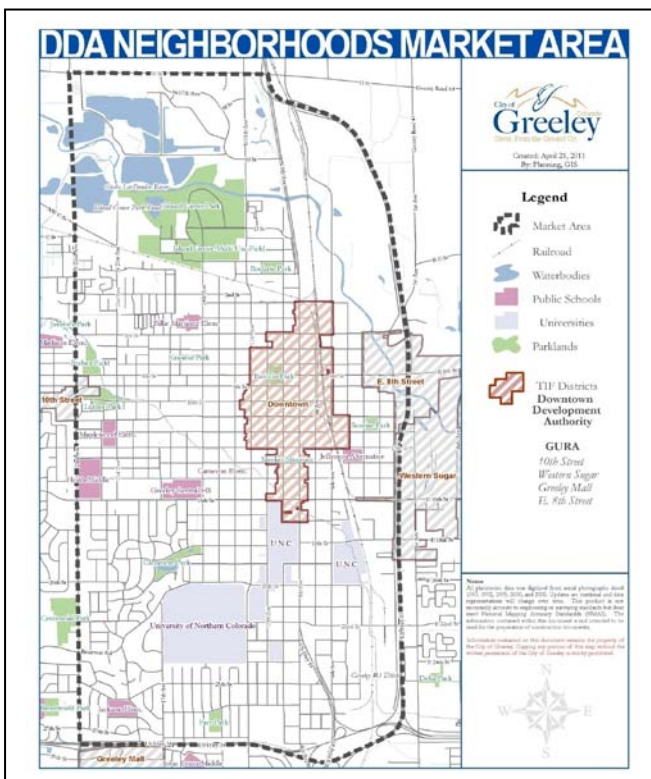
Market Opportunities

The analysis of current and future market conditions identified several opportunities for Downtown Greeley. Research was compiled for the existing business mix, sales tax trends, community demographics, employment trends, investment trends, land use and property ownership, parking and a profile of the adjacent University of Northern Colorado. *Note: The complete Market Profile provides market information detail and source information is provided as Appendix A.*

IN-PLACE MARKETS

First and foremost, the Downtown benefits from “in-place markets”, consumer demand segments that are currently found in the Downtown area on a day-to-day basis. These in-place markets include:

- Nearly one million Greeley residents and visitors each year utilize Downtown civic facilities or attend cultural attractions and events.
- The University of Northern Colorado has 12,000 students and 1,600 faculty and staff.
- Within the primary market area – the eastern third of Greeley that is located within a ten minute walk or bike ride to Downtown – there are 33,000 residents.
- Downtown’s 435 businesses collectively employ more than 4,200 persons.
- Overnight lodgers at Downtown hotels, which comprise nearly one-third of the city’s total hotel rooms, have rented from 15,000 to 45,000 room nights each year depending on the annual occupancy rate, which has varied widely in recent years.



Map Courtesy of the Greeley Planning Department

NEIGHBORHOOD PROFILE

The 33,000 residents that live close to Downtown have a median annual household income of \$33,000, as compared to a citywide median of \$43,000, and are comprised 47% of Hispanic/Latino persons, versus 36% for all of Greeley. “Psychographic” profiles for neighborhood residents include:

- **21% College Town:** Young, student dominated households that have busy lifestyles and often living independently for the first time in their lives.
- **10% NeWest:** Households that are predominately Hispanic, value families and children and have discount shopping patterns.
- **10% Great Expectations:** Young singles and couples that enjoy active, outdoor lifestyles and practice self-help for home repair and other needs.

- *10% Industrious Urban Fringe:* Families with children that spend carefully, with priorities on home mortgages and discount shopping.

UNIVERSITY OF NORTHERN COLORADO: Adjacent to the southern boundary of the DDA, the northern edge of the University of Northern Colorado (UNC) begins. UNC is home to 12,350 students, of which 9,200 are full time. Student spending is estimated at \$53 million per year. From national studies, the average student spends \$360 per month on discretionary items. Male students favor technology, entertainment and automotive purchases, while female students tend to spend discretionary income on clothing, cosmetics, shoes and cell phones. The UNC staff and faculty of 1,600 generate an annual payroll of more than \$100 million.



Image Courtesy of the University of Northern Colorado

Community Priorities for Downtown

THEMES FROM DOWNTOWN STAKEHOLDERS

The Downtown Investment Strategy included extensive community outreach to determine aspirations and priorities for Downtown Greeley. A series of meetings was held with primary Downtown stakeholders, including 23 individual sessions and three focus groups with representatives from the DDA Tax Increment Financing Committee, the Greeley Downtown Alliance merchants' association, and a group of UNC students. Outreach findings were also presented to and discussed with the DDA board of directors and the Investment Strategy Steering Committee that included the DDA's civic partners. Prevailing themes from these discussions included:

- Downtown, along with much of Greeley, struggles with its identity and civic self esteem.
- The growth provided by the new Leprino plant and Niobrara oil and gas exploration provide immediate economic opportunities.
- There is general recognition and desire to improve both physical and programming connections between Downtown and the University.
- Downtown's dining and entertainment district needs to achieve a critical mass of activity to be a stronger destination.
- A viable hotel and conference center would be a desirable addition to the Downtown.
- Special events are viewed as successful and a way to bring Greeley residents into Downtown.
- Growing Latino and other ethnic communities are viewed as market opportunities.

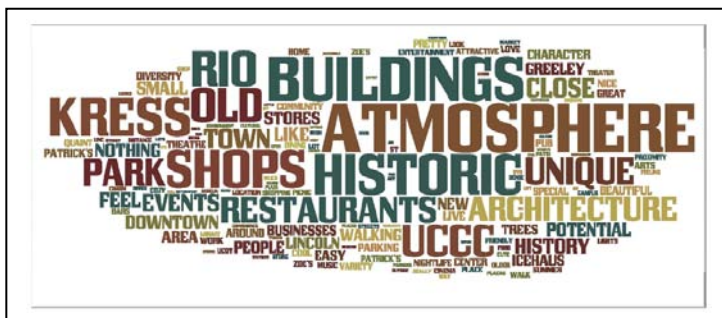
- Downtown is safer than it is perceived to be.
- 8th Avenue is a problematic gateway from the south, and a barrier within the heart of Downtown.

ONLINE SURVEY RESULTS

To broaden community input into the Investment Strategy, an online survey was distributed through a variety of community channels. More than 1,050 individuals responded to the survey. Survey respondents were predominately female (67%), represented a broad spectrum of ages and had higher than average household incomes. About half of respondents indicated that they visit downtown once a month or more in addition to work, while the remaining half visit less often. Key results included:

- **Top reasons for visiting Downtown** are dining (75%), special events (57%), the UCCC (45%), nightlife and entertainment (35%) and shopping (30%).
- **Top reasons for avoiding Downtown** include lack of retail (53%), lack of restaurants (37%), generally unappealing environment (33%), lack of information on what exists (31%), lack of parking (31%) and concerns with safety (29%).
- **Other shopping districts visited most often** include Center Place with Target & Kohl's (87%), Centerra (51%), Olde Town Fort Collins (20%), Greeley Mall (20%) and the Denver area (15%).
- When asked to select the **one most improvement for Downtown**, respondents selected more/different restaurants (20%), brand name stores (13%), unique one-of-a-kind stores (11%), more welcoming atmosphere (11%) and more nightlife/entertainment (11%).

Several open response questions probed what respondents like least and most about Downtown, and sought additional ideas on improvements. The diagram to the right illustrates what respondents most like about Downtown, with larger words indicating a higher frequency of response. *Complete summaries of all outreach, including the online survey, are available in Appendices B, C and D.*



IMPRESSIONS

From the market analysis and community outreach processes, the following impressions guide the Downtown Investment Strategy:

- **There is an opportunity to better tap “in-place” markets** that already are familiar with Downtown, including Greeley residents and the UNC campus.
- **Dining and retail are key** to the future vitality of Downtown. These uses are most desired by Downtown’s existing and prospective consumers, plus they can become part of the amenity package that make Downtown a more attractive place to work, live and invest.
- **Creating stronger connections to UNC** can elevate the image and cache of Downtown. Greeley has the opportunity to transition from a community that has a college, to a “college town”.
- Downtown can be positioned as **Greeley’s authentic and historic destination** –a unique gathering place that welcomes the entire community.

- ***There are immediate business development opportunities*** being created by the new Leprino plant and Niobrara oil and gas exploration including more demand for retail, professional services in the near term and possibly residential and office demand as the plant is built out.
- Nationally, ***the next investment cycle is being led by multi-family residential development***, with evidence of this trend already evident along the Front Range. Downtown Greeley has existing infrastructure and an emerging amenity base to attract investment in housing.
- In the short-term (i.e. next three years), ***Downtown should concentrate on fortifying its core, connections and amenities.***
- There is an opportunity to ***create a new market identity and “brand” for Downtown***, anticipating its emergence as a regional center for dining, entertainment and culture.

III. SUB-AREA STRATEGIES

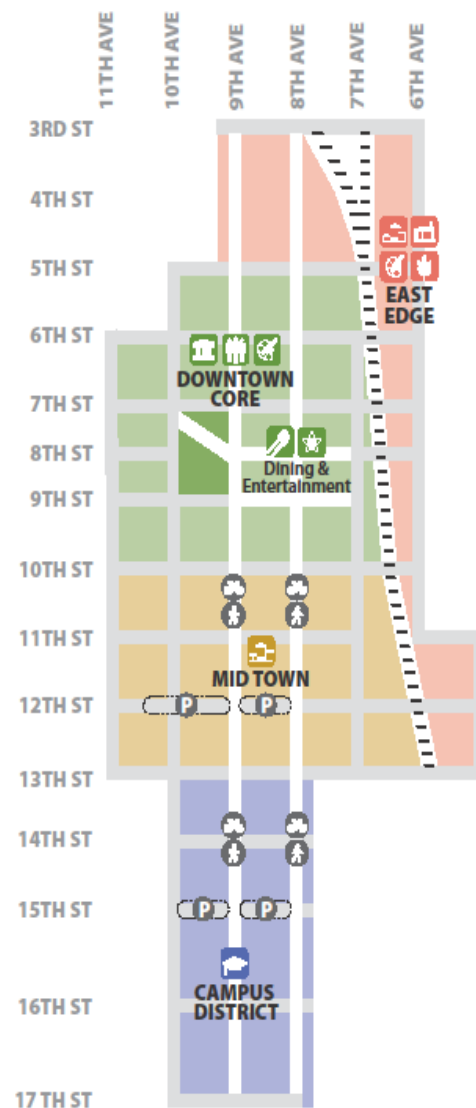
By defining four unique sub-areas in and around Downtown, making more logical connections among them, and valuing the history and diversity each has to offer, the DDA can prioritize its investments to make the whole of Downtown a stronger, more cohesive and interesting place to be.

The DDA Sub-area Strategy is designed to guide future DDA investment in a clear and logical way that maximizes and leverages the DDA's resources. The four sub-areas recommended in this plan include:

- ***Downtown Core***
- ***Campus***
- ***Mid Town***
- ***East Edge***

This plan is organized around creating strategies to strengthen each of the four sub-areas. Implementing actions for the sub-area strategies, as well as collective strategies that will enhance the entire DDA, are detailed in the Action Plan section of this document beginning on page 14. Sub-area strategies are outlined in the following pages.

Downtown Development Authority Subareas and Opportunities



DOWNTOWN CORE – Dining, Entertainment, Employment & Civic Hub**LOCATION**

The Downtown Core is the area roughly bounded by 5th Street on the north, 10th Street on the south, 11th Avenue on the west and 7th Avenue on the east.

CONTEXT

The Downtown Core is rich in amenities and destination attractions. Together, the venues that border Lincoln Park -- Union Colony Civic Center (UCCC), the Lincoln Park Branch Library, the Greeley Recreation Center, the Weld County Courthouse, the Greeley Senior Activity Center and museums, generate almost one million annual visits. Along with employees and residents, the annual visitation provides a tremendous - and currently largely untapped - market opportunity for Downtown. Fifth and 10th Streets, the northern and southern boundaries of the Core, are major east-west travel routes that connect Downtown to existing and future major employers.

The Downtown Core is the historic heart of Greeley and has a largely in-tact historical context. The Downtown Greeley Historic District encompasses Lincoln Park, the old courthouse building, the old Greeley High School, and the blocks between 7th and 10th Streets and 8th and 9th Avenues. The Downtown Core provides a stabilizing job base for Downtown. The “in-place” markets that live, work and visit the core are critical to supporting the overall economic health of all Downtown.

VISION

The Downtown Core is envisioned to be the region’s destination for dining, entertainment and employment. It embraces its strong sense of history and culture. It is easy to get to and has a strong sense of place. By attracting more dining and entertainment opportunities and mixed-use development, the Downtown Core can become a multi-faceted destination for working, dining, entertainment and living.

DESIRED DEVELOPMENT

- **Local, independent restaurants and retail** are critical to strengthen the core. National downtown development trends demonstrate that promoting local, unique retail and restaurant opportunities creates the foundation of a dynamic place people want to be and will return to. There are several successful shops and restaurants Downtown, and building on that success is something the DDA can proactively engage in through establishing a *Dining and Entertainment Incentive Zone* and providing small business support and financial incentives to business concepts that will enhance Downtown.
- **Residential Development** - Anecdotal evidence suggests there is a market for additional residential development in the Downtown Core. Mixed-use and multi-family rental residential

development will likely be the most market-responsive products in the current economic environment. If Greeley follows prevailing national trends, additional residential development will likely occur once the economy is stronger and a more robust retail, service and dining base is established in the core.

- **Mixed-Use “Catalyst” Development** incorporating civic, commercial, and potentially residential uses in the core could create a vital activity center that could achieve a number of goals. Current catalyst opportunities include:
 - providing adequate space to consolidate city departments that are currently spread throughout Downtown in several buildings
 - adding needed Downtown branch library space
 - bringing people, energy, activity and vitality to the core
- **Hotel** – There is potential for a full-service hotel with conference room availability Downtown. A feasibility study is recommended to determine whether market conditions can support another Downtown hotel in the Core.
- **Primary Employers** – The Downtown Core has the potential to attract more administrative offices and/or regional headquarters including in the medical, agricultural and energy sectors.

OPPORTUNITY SITES

There are a number of underutilized sites Downtown that should be considered when development opportunities arise. Due to their location and potential to make the greatest positive impact to the overall vitality of the Core, two specific sites are identified as “priority sites” for new catalyst development:

- The city block surrounded by 6th and 7th Streets and 8th and 9th Avenues – where the Oasis Apartments, surface parking and a small retail space are currently located.
- The surface parking lot immediately to the south of the Lincoln Park Branch Library across the street from Lincoln Park.
- The Armory Building on 8th Avenue and the adjacent eastern lot.

DEVELOPMENT CHALLENGES

- Eighth Avenue breaks up the sense of continuity between the east and west sides of the core. The high traffic volume and four lanes of traffic create a real and perceived barrier.
- Ninth Avenue at Lincoln Park – The area between 8th and 10th Streets on the east side of Lincoln Park currently houses some quality local retail establishments. However, there are also long, continuous blank walls that detract from the overall atmosphere of the Core. 9th Street provides an important gateway and visual link across the park and into the proposed Dining and Entertainment Incentive Zone which would benefit from increased transparency and activation to create a more energetic and inviting atmosphere.

PHYSICAL CONNECTIONS

Eighth and 9th Avenues are major north-south routes that connect the Downtown Core to the UNC Campus and adjacent commercial and residential areas. Enhancing the bike and pedestrian realm along these streets will provide better accessibility and connectivity between the two sub-areas and throughout the DDA boundary and adjacent neighborhoods.

CAMPUS SUB-AREA – Mixed-Use with Student-Focused Amenities

LOCATION

The Campus Sub-area encompasses the southern edge of the DDA boundary from 13th Street at the northern boundary; 17th Street to the south; 10th Avenue to the west and to 8th Avenue to the east.

CONTEXT

The southern edge of the Campus Sub-area along 16th Street is a mix of student-focused retail shops and quick-serve restaurants. Eighth Avenue is the major vehicular route that connects the University of Northern Colorado (UNC) to the Downtown Core. The residential Monroe Street Historic District includes a mix of single family and student housing that encompasses 9th Avenue from approximately 16th street to 11th street. The Campus Sub-area of the DDA coincides with a portion of the recently-designated *University District*, a partnership between the UNC and the City of Greeley.

VISION

The Campus Sub-area is envisioned to be a vibrant mixed-use sub-area offering multi-unit housing with ground-floor uses focusing primarily on student-serving retail and amenities. The large student population makes the Campus Sub-area particularly well-suited to pedestrian and bicycle travel. As the southern gateway into Downtown, the Campus Sub-area has great potential to showcase innovative partnerships between the University and the DDA to implement programs, events and physical improvements. Over the long term, more robust commercial and residential development will contribute to a stronger sense of place, increased property values, and ultimately a stronger “College Town” profile and atmosphere for Greeley.

DESIRED DEVELOPMENT

- The Campus Sub-area is envisioned to have residential mixed-use development primarily along 8th Avenue, with limited ground-floor student-focused retail and amenities. Multi-family development in this sub-area should occur in opportunity sites primarily along 8th Avenue and needs to be sensitive to the single family homes and neighborhood character of the Monroe Street Historic District.
- Enhanced bike and pedestrian infrastructure should be developed to link Downtown and the UNC campus and to encourage more multi-modal travel.

OPPORTUNITY SITES

Redevelopment of surface parking lots and retail that is configured without a strong street edge is particularly desirable along 8th Avenue, which is both a gateway to the Downtown Core and a key physical connection between the Core and the Campus Sub-area.



An opportunity site is located on the northeast corner at 16th Street and 8th Avenue, currently a restaurant with ample surface parking availability. The building itself is positioned in the northern portion of the lot and does not address 8th Avenue. This parcel is located on the highest volume traffic intersection in the DDA (approximately 24,000 cars pass through this intersection daily).

DEVELOPMENT CHALLENGES

Small parcels will need to be assembled in order to be suitable for mixed-use development. The lack of consolidated ownership makes the land acquisition process more challenging and lengthy for potential developers.

PHYSICAL CONNECTIONS

Eighth and 9th Avenues are major north-south travel routes connecting the UNC Campus to Downtown. Increased safety and comfort for pedestrians and bicyclists could help bring the “in-place” but largely untapped student market into Downtown.

MID TOWN – Mixed-Use Neighborhood Between Core & UNC



LOCATION

Mid Town encompasses 13th Street on the southern edge; 10th Street to the north; 11th Avenue to the west and to the railroad tracks at 7th Avenue to the east.

CONTEXT

Mid Town is a residential area with intermittent commercial activity concentrated primarily along 8th Avenue. 10th Street, the northern boundary, is a major gateway to Downtown from west Greeley. Mid Town is the connection between campus and the Downtown Core.

VISION

Mid Town is envisioned to be a place that encourages living and working for a diverse cross section of students, faculty, families and workers. The sub-area provides an opportunity for new housing and mixed-use development and additional residential density. Housing product is envisioned to be primarily for-rent with some for-sale condominiums. Neighborhood-focused retail will provide essential goods and services making this a highly desirable, livable and walkable neighborhood.

DESIRED DEVELOPMENT

- Single or mixed use housing and live/work units are envisioned to create a more diverse and cohesive neighborhood.

- Neighborhood-serving retail and services would provide a stabilizing compliment to multi-family development.
- Enhanced bike and pedestrian infrastructure will enhance this neighborhood and provide essential connections to the adjoining neighborhoods.

OPPORTUNITY SITES

- The Safeway grocery store at 10th Avenue and 12th Street is a huge asset to Mid Town and is important to the future of Downtown. Grocery stores are a critical amenity in any neighborhood and can be a factor to encourage desirable residential development. Per conversations with Safeway corporate offices, there is a desire to upgrade the facility in the near future. A high priority catalyst site in Mid-town is the underutilized adjacent parcels that could be land banked for future Safeway expansion.
- A number of vacant and underutilized commercial properties exist in Mid Town including but not limited to those on 8th Avenue. Beyond improving their physical appearance, DDA participation may be warranted for establishing and retaining neighborhood-serving commercial uses that will strengthen the neighborhood by enhancing the convenience and livability of the area.

DEVELOPMENT CHALLENGES

- Eighth Avenue provides the first impression for many visitors coming into town from US Highway 85. It is currently lined with retail, restaurants and professional services. There are a number of vacant storefronts and overall the businesses present an inconsistent look and feel. Design guidelines, façade improvements, transparency requirements and additional lighting and landscaping could provide a tremendous enhancement to the corridor and ultimately provide a catalyst to increased investment and interest in the corridor.
- Small parcels and lack of large assemblages to accommodate mixed-use and multi-family residential development are challenges to redevelopment.

EAST EDGE – Live/Work, Arts & Light Industrial

LOCATION

The East Edge primarily encompasses the area of the DDA that is east of the railroad tracks from 3rd to 13th Streets.

CONTEXT

The East Edge embraces Greeley's agricultural and industrial past. Characterized by grain silos, brick warehouses, wide streets and the railroad, the East Edge has a unique feel to it. The East Edge has the potential to be a unique and interesting sub-area where adaptive reuse of the agricultural and railroad buildings should be encouraged.



VISION

The East Edge is envisioned to be a live/work neighborhood with some light industrial manufacturing, agriculture and arts and craft uses. A year-round, expanded farmers' market, further development of uses or events that tie into and build on the rail history, historic depot, rail line, and train museum would fit well in the East Edge.

DESIRED DEVELOPMENT

- Live/work units that promote art and light industrial uses will complement the existing context of the area.
- Adaptive reuse should embrace rail and agricultural history.

OPPORTUNITY SITES

- The existing agricultural and warehouse buildings should be preserved and reused whenever possible.
- The old Ice House building has potential for redevelopment and is a strong asset in the East Edge.

DEVELOPMENT CHALLENGES

- The railroad tracks are a physical barrier between the East Edge the rest of Downtown. Noise from trains affects some uses.
- The infrastructure in the East Edge has some inadequacies such as missing sidewalk segments and road connections. In addition, 100-year floodplain has been mapped in the northernmost portions of the Sub-area. Rectifying these inadequacies increases the costs of redevelopment on affected parcels.
- Accessibility is a significant challenge for businesses in the East Edge.

PHYSICAL CONNECTIONS

- Better, safer pedestrian and bicycle connections are needed across the railroad tracks, particularly to the Downtown Core.

IV. ACTION PLAN

The actions in this section of the plan are designed to achieve the Sub-area Strategies outlined in the preceding section of the plan. Several strategies are suggested to strengthen the overall economic health and vitality of the DDA in its entirety as well as sub-area-specific strategies to support the growth and development of each in its unique context. Actions outlined below apply to either the entire DDA or to a specific sub-area and are labeled for clarity. Recommendations are organized in the following categories:

- ***Economic Development***
- ***Experience***
- ***Public Realm***

Businesses that provide needed goods and services are a critical component of Downtown's economic health, growth and development. The surveys, community outreach and market analysis conducted in this planning process all indicate that there is a strong desire and need for more restaurants and diverse retail and throughout the DDA boundary. Nationally, downtown revitalization builds upon a strong retail and restaurant cluster that provides the foundation for attracting primary employment and housing development. Cultivating and supporting small business is the cornerstone of the economic development strategy for this plan.

Economic Development

ED1: BUSINESS AND DEVELOPMENT SUPPORT AND ATTRACTION

Businesses that provide needed goods and services are a critical component of Downtown's economic health, growth and development. The surveys, community outreach and market analysis conducted in this planning process all indicate that there is a strong desire and need for more restaurants and diverse retail throughout the DDA boundary.

The DDA, along with partners such as the Small Business Development Center (SBDC), the City's Office of Economic Development, Greeley Urban Renewal Authority (GURA), the Greeley Chamber of Commerce, UNC and others, has a tremendous opportunity to contribute to the sustained growth and economic health of Downtown through providing:

- Technical and financial support to new and existing businesses
- Attracting potential developers and investors

Assistance the DDA can provide includes:

- Facilitating and/or directly providing technical assistance such as marketing, merchandising and business planning to new and existing businesses;
- Providing information on existing vacancies throughout the DDA and matching potential tenants, businesses and services with the appropriate sub-area;
- Being a portal to potential investors and developers by providing information, resources and contacts at City departments and agencies.

- Pursuing targeted recruitment of desirable restaurants and/or retail concepts to the core, particularly to the proposed Dining and Entertainment Incentive Zone (described in Action ED3 below);
- Identifying and/or recruiting needed neighborhood retail for the Campus and Mid Town Sub-areas;
- Identifying arts, crafts and light industrial uses and development that may be appropriate for the East Edge

ED2- FINANCIAL SUPPORT

Creating accessible sources of capital is critical in order to attract innovative businesses and investors to Downtown. Financial assistance by the DDA would be awarded only when evaluation with an investment filter indicates that it will contribute to achieving DDA goals and priorities. The DDA can facilitate a variety of financing tools that might include:

- Work with Downtown property owners and champions to define opportunities for investment in start-up business ventures including:
 - ***Lease relief*** that provides staggered payment terms negotiated between the property and business owner that allows for lower rent in the initial lease period, with a provision to recapture any forgiven or reduced rent as the lease period progresses.
 - ***Property owner equity investment*** in business concepts that enhance the Downtown experience.
 - ***Tenant improvement subsidies*** to encourage upgrading that will ultimately benefit Downtown's physical capital and desirability.
- Provide working capital for innovative business concepts such as one of the following:
 - ***Refocus the DDA's Existing Façade Grants Program***: The DDA currently provides façade grants to businesses, however there are no defined criteria for the grants. A refocused façade grant program should encourage minimum aesthetic standards, offer forgivable loans, and prioritize awards to businesses based on location (i.e. 8th Avenue corridor, 8th and 9th Streets) and other criteria that achieves DDA priorities.
 - ***Revolving Loan Fund***: The DDA, in cooperation with Greeley Urban Renewal Authority (GURA), can build upon the existing loan fund for façade and energy to provide low-interest or no-interest loans to start-ups and existing businesses wishing to upgrade, expand or invest in tenant finish. As the loans are paid back, that money is then made available for reinvestment in future business concepts.
 - ***Bank Community Development Corporation***: Bank CDC's can be used to pool the resources of many lending institutions and reduce overall risk, providing capital to assist in the development of under-utilized real estate and to attract business capital for small businesses. A CDC supported by banks located in Downtown Greeley could help facilitate the development of new business concepts, and provide predevelopment, construction and long-term financing. A Downtown Greeley bank CDC could also house a seed capital loan and equity fund to launch new business concepts.
 - ***Community Capital Fund***: A community capital fund that would mobilize local property owners and residents to invest in new business concepts through a variety of community-based models, including cooperative and local partnership structures. The changing economic climate has inspired some new approaches to local financing solutions that advance grassroots economic development. Community finance models that have been used around the country and could be used in Greeley include:

- *Cooperative* – a communally owned and managed business
- *Community-Owned Corporation* – A traditional, for-profit corporation
- *Small Ownership Group* – A small, ad-hoc investor group
- *Investment Fund* – A community-based fund

Working capital and resources can be used to support small businesses, entrepreneurs and developers who are pursuing projects that will contribute to Downtown’s vitality and are consistent with the overall goals outlined in this plan through providing loans, grants, and TIF reinvestment.

The following economic development recommendations are specifically intended for the Downtown Core:

ED3: DEVELOP A “DINING AND ENTERTAINMENT INCENTIVE ZONE”

A designated Dining and Entertainment Incentive Zone should be established in the vicinity of the existing designated Arts & Entertainment District, with policies and incentives to encourage new restaurants, arts and cultural venues to locate in the Downtown Core.

- The Dining and Entertainment Incentive Zone is initially recommended to encompass 10th Avenue to the west, 8th Avenue to the east, 7th Street to the north and 9th Street to the south. The area can be expanded once the desired density and kinds of uses reaches a critical mass within the initially designated boundary.
- Clustering arts, culture, theaters, restaurants and taverns can help make Downtown a unique destination and entertainment enclave.
- Kinds of users that should be eligible for DDA incentives are recommended to include:
 - Dining, retail and entertainment concepts that are considered desirable by the DDA
 - Sit-down or walk-up food and drink establishments
 - Comedy or live music venues
 - Art venues
 - Others as appropriate
- In order for a new or existing business to be eligible for DDA incentives, the business needs to:
 - Have a sound business plan
 - Be properly capitalized
 - Seeking gap financing (as opposed to primary funding)
 - Utilize DDA financing for physical improvements such as tenant finish, façade improvements, energy efficiency or other upgrades that improve the functionality or aesthetics of the physical space.
- A Dining and Entertainment Incentive Zone could leverage existing cultural and entertainment amenities including:
 - Union Colony Civic Center
 - Union Colony Dinner Theater
 - The Kress Theater
 - Zoe’s Café & Event Center
 - Seasonal Events (e.g., Blues Jam, Stampede, Jazz festival, Oktoberfest)
 - UNC off-campus theater and musical productions

Incentives for appropriate businesses locating in the Dining and Entertainment Incentive Zone can include:

- Work with the City to establish parameters for ***expedited development review and permitting*** for new and desirable businesses such as local, independent restaurants, retail or entertainment venues such as a jazz or comedy club.
- In order to foster a healthy mix of restaurant, retail and residential development, establish a ***“Good Neighbor” Policy***, agreed to by Downtown businesses and nearby residents, that establishes reasonable and predictable operating standards, including hours of operation for restaurants and bars, allowable times and volumes for music to be played, parking agreements, trash pickup, and others as necessary.
- Establish ***design guidelines*** specifically for the Dining and Entertainment Incentive Zone that establishes a clear design aesthetic vision for facades, sidewalk cafes and signage.
- ***Façade Grants*** in the Dining and Entertainment Incentive Zone should be targeted specifically to businesses that add to the restaurant and entertainment mix.
- Building upon the currently allowed General Improvement District zoning relief (a designated zone district in the Downtown Core that provides less restrictive zoning and design requirements than other parts of the City) by providing additional ***regulatory incentives*** to attract new businesses. For example, the City has indicated that they are willing to be flexible in granting pre-approvals for permitting, less restrictions on outdoor seating, and has already implemented a flexible approach to retrofitting compound water taps. Regulatory relief would be granted to local, independent restaurants, retail and music or comedy clubs as per DDA approval.

ED4: DOWNTOWN HOTEL/CONVENTION FEASIBILITY STUDY

The majority Greeley hotel rooms are located in the periphery of town, primarily along US Highways 85 and US 34. There is only one hotel located in the Downtown Core (*note the Greeley Inn and Sodbuster B&B are both in the DDA boundary, but nor in the Downtown Core*) that currently caters largely to extended-stay oil and gas field workers. There are several times during the year (UNC events, Stampede and others) when room demand far outweighs capacity. Anecdotal evidence suggests there is a need for a full-service Downtown hotel with meeting space availability. There are several approaches to determining the need for an additional hotel and associated amenities, including:

- **Feasibility Study** – The DDA along with the Greeley Convention and Visitors Bureau and the City could commission a formal feasibility study to determine need for additional room capacity, room type, location and feasibility of any accompanying amenities such as a convention facility.
- **Panel of local developers, hoteliers** – Bringing together a group of front range developers and hoteliers (possibly through the Colorado ULI Chapter) that specialize in urban infill hotel development to look at Downtown, analyze the current hotel market and make a recommendation whether or not to move forward with a formal feasibility study. This is perhaps the least expensive option and a practical starting point to define the scope and objectives of a formal feasibility study.

Example: Downtown Pueblo, a city similar in population and market size to Greeley, provides an example of a full-service downtown hotel that could be a relevant comparable for Greeley. The Pueblo Marriott is a convention center hotel in the center of Downtown and adjacent to the Riverwalk and historic downtown shops and restaurants. It provides 158 lodging rooms including five suites and four meeting rooms that total 1,750 square feet of meeting space.

ED5: CATALYST MIXED-USE DEVELOPMENT

A Downtown catalyst project could generate renewed excitement in the Downtown Core, make a strong physical connection between the civic/employment uses to the Dining and Entertainment Incentive Zone and a shared venue for several facilities that are currently being considered for expansion or improvement. Several Downtown sites near Lincoln Park could be ideal for a catalyst development. Suggested partners in a mixed-use project include:

- **The Lincoln Park Branch Library** is currently about 13,000 SF. It is the smallest High Plains Library Branch in Greeley and in need of expansion. The library serves about 250,000 annual users and meets many community needs beyond those of a typical library such as computer access, educational programming for kids, young adults and immigrant populations. The library is currently undergoing its own study to determine future expansion and those recommendations are anticipated to be forthcoming within the near future.
- **The City of Greeley** has several departments in different buildings scattered throughout Downtown. Those departments could be consolidated in a new facility. Income could potentially be generated to help pay for a new mixed-use building through rents generated by tenants in the spaces currently occupied by City departments. If the City chooses to sell the properties, sale to private owners would return the properties to the tax rolls, creating new tax increment that could be dedicated to the project.
- A new **Downtown full-service hotel** could be an ideal partner in a mixed-use development as an activity and economic generator.
- Recommended sites for a catalyst project include:
 - The block surrounded by 6th and 7th Streets and 8th and 9th Avenues – where the Oasis Apartments, surface parking and a small retail space are currently located; or
 - The block that includes the surface parking lot, library, and city functions immediately to the north of Lincoln Park. Retail or dining facilities on the ground floor of this site would activate the north side of Lincoln Park, contribute to more diverse the dining and entertainment offerings, and provide new tax revenue on this currently tax-exempt parcel.

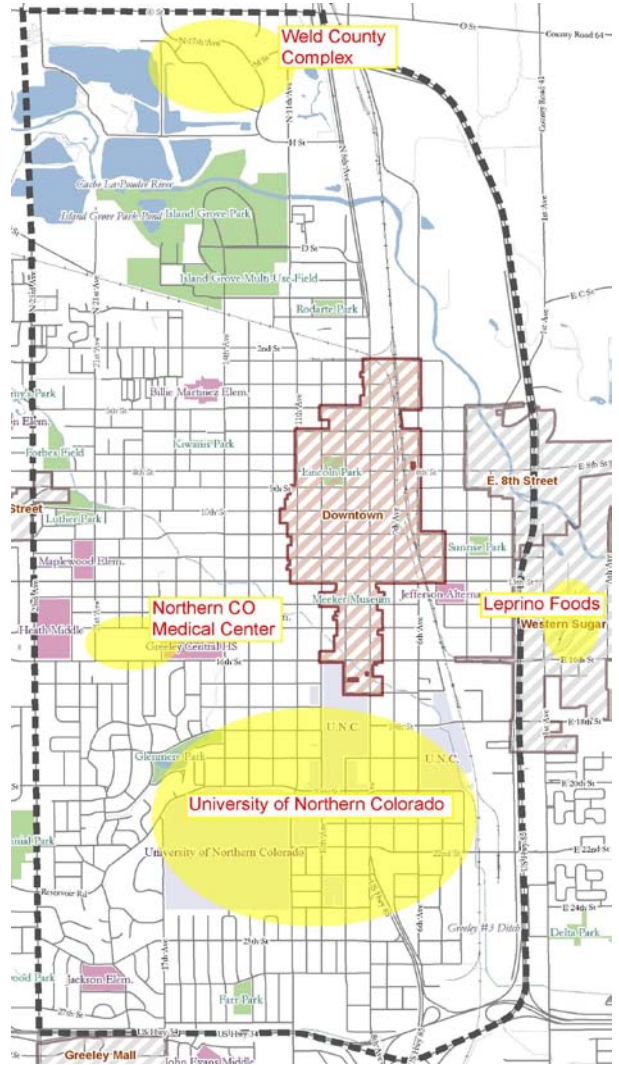
The DDA could facilitate catalyst and other development (if appropriate) through a range of tools including:

- **Direct investment** – The DDA may invest tax increment funds, including funds generated by the redevelopment of the project itself and/or those in the capital investment fund.
- **Issuing bonds** – the DDA has the authority to bond against future tax increment funds up to approximately ten times its projected revenue.
- **Property acquisition** or optioning – speculative acquisition may be appropriate in some instances, however the DDA may also structure acquisitions so that a known buyer will take over ownership after resolution of issues that otherwise prevent the buyer from acting immediately.
- **Demolition and/or remediation** – the DDA may be able to reduce costs and uncertainty by partnering in a redevelopment with specific responsibility for demolition or remediation activities. As a quasi-public agency, by putting itself in the chain of title, even for a short time period, the DDA may be able to secure and utilize remediation grants (such as for Leaking Underground Storage Tanks) that are unavailable to private developers.

ED6: MIXED-USE DEVELOPMENT AND HOUSING

The DDA is well-positioned between a number of major employment centers, including the Northern Colorado Medical Center to the west, Weld County complex to the north, the new Leprino factory to the east, and UNC to the south. As such, the downtown neighborhoods are an excellent location for workers' housing. The DDA can facilitate new housing and mixed-use development in appropriate locations through the DDA through a variety of channels including:

- Facilitating partnerships, access to investors, loans, grants and TIF reinvestment
- Working with the City to build upon the currently allowed incentives for mixed-use development including:
 - Density bonuses and reduced parking requirements.
 - Developing “Parking Streets” on both sides of 9th Avenue at 12th and 15th where the street dead-ends to vehicular traffic, but can provide a parking reservoir (and can simultaneously accommodate better pedestrian and bicycle movement).
- Pursuing joint development opportunities with the University such as pre-leasing arrangements, financing and other cooperative investment strategies.
- Work with Colorado Housing and Finance Authority, Urban Land Conservancy, and others to create conditions that allow for quality both market-rate and below-market rate housing products.

**ED7: ENCOURAGE ADAPTIVE REUSE**

Work with developers, the City and investors to ensure notable buildings are preserved and reused. Provide incentives for adaptive reuse such as historic preservation incentives, infrastructure investment, regulatory relief and other incentives as appropriate. Adaptive reuse incentives need not be limited to districts or structures that meet historic designation criteria. The DDA may define criteria for adaptive reuse that recognize a range of structures with enduring value in the DDA regardless of official designation.



Flour mill lofts, Denver

EXPERIENCE

Creating a stronger sense of identity for Downtown Greeley will leverage other revitalization strategies and reinforce the notion that Downtown Greeley is an authentic, historic and desirable place to be.

The following experience recommendations are intended for the entire DDA boundary:

EX1: SAFE & CLEAN

Ensuring that safety is a priority Downtown is a critical role for the DDA and one the DDA has responded to proactively and effectively in close partnership with the Greeley Police Department (GPD).

Continuing the good work of keeping Downtown clean and well maintained is also important in shaping a positive Downtown experience and encouraging return visits. Recommendations for safe and clean programs include:



- Continue to work closely with the GPD to curtail crime before it occurs; publicize the DDA's efforts to partner with the GPD to address crime to reverse any perception that Downtown is unsafe.
- Audit public and private spaces to identify and remedy areas that encourage crime through poor lighting, transparency or design. Identified improvements to private spaces would typically be paid for by the private entity unless they met the criteria for a specific incentive offered by the DDA.
- Consider a DDA/GPD/UNC and/or Aims Community College partnership to create a "Downtown Ambassador" program during the warm weather months. Ambassadors can act as the "eyes and ears" of law enforcement, monitor Downtown for maintenance issues, assist visitors and generally ensure Downtown is clean, safe and welcoming. Utilizing UNC or Aims students could foster closer relationships with Downtown, create job opportunities and help bring a greater sense of familiarity with Downtown to the students at UNC and Aims.
- Continue to work with JBS about reducing or avoiding odors on critical civic and institutional event days; educate downtown community about the existence of the Odor Hotline number and recent efforts by JBS and the city to create standards for JBS' voluntary compliance.

EX2: EVENTS

The community survey indicates almost 60% of respondents who come Downtown do so for special events. Events are second on the list of Downtown attractions just behind dining and are one of the key attractions for less frequent visitors to Downtown. The current array of events is successful and appeals to a wide audience and should continue to be a seasonal focal point and showcase for Downtown. Moving forward, the DDA should continue to work to reduce DDA subsidies for established events, making them cost-neutral or even profit centers for the organization. Some additional areas of emphasis for events could be targeted to appeal to "in-place" markets and may include:

- Expand to a more multi-cultural focus: Downtown Greeley is more than 40% Hispanic and has significant immigrant populations from east Africa, Burma and other parts of the world. Many of

these cultures are clustered in the neighborhoods in and around downtown. Events that celebrate different cultures, music and art and bring families and the community together should be emphasized to make Downtown a more inviting and inclusive place.

- Work with UNC to develop events that appeal to college students such as runs, bike rides and UNC celebrations for sports or other activities. These should be offered during times of the week when most UNC students engage in social time and be cognizant of their weekend outmigration.
- Offer music or events that are timed and geared to bringing Downtown workers out of their offices at lunchtime and/or keeping them in Downtown after business hours.
- Thursday Night Market: Borrowing from a summer event in Rochester, MN (http://www.downtownrochestermn.com/event/14394/Thursdays_on_first_3rd_Summer_Market_Music_Festival.html), consider a summer-long Thursday (or other appropriate weekday) event that incorporates food, arts & crafts and live entertainment beginning at the lunch hour and ending in the evening. This idea has become so successful in Rochester that civic groups and others do not schedule events on Thursday nights throughout the summer so as not to conflict with the event. *(Note the UNC students we met with indicated they generally stay in Greeley during the week and go home during the weekends. Therefore, Thursday night might be an optimal time to get students to downtown events.)*
- Downtown boasts a concentration of churches. Consider one or more annual events that would invite churchgoers to stay in Downtown Sunday afternoon.

EX3: BRANDING AND IDENTITY

There is an opportunity to create a new market identity and “brand” for Downtown, anticipating its emergence as a regional center for dining, entertainment, culture and commerce. It is recommended that in order for Downtown Greeley to effectively position itself the following marketing initiatives must be developed:

- Creation of a new visual identity brand package to be utilized for both investor and consumer marketing.
- Recommendations for potential applications of the new brand for collateral materials, events, wayfinding signage, banners, urban design features, social media and website.
- Development of consistent messaging and communications strategies to be incorporated throughout the economic development and experience initiatives outlined in this investment strategy.

The branding strategy should build upon the market information and survey results outlined in this document.

EX4: “IN-PLACE” MARKETING

Capitalize on the opportunities presented by the nearly one-million annual visitors, workers, University students and faculty. By working with partners, the DDA can develop promotions, marketing campaigns and outreach to Downtown institutions and employers to attract more visitors to shops and restaurants including:

- **Map & Directory** – Widely distribute a Downtown Greeley map and directory electronically and in hard-copy to employers, attractions, civic institutions, UNC and Aims.
- **Online Promotions** – Use the DDA website, Facebook page and other media outlets to publicize daily or weekly “grouppons” and downtown promotions and events.

- **UCCC** – create cross-promotional marketing through discounts, package deals and promotions with Downtown bars and restaurants.
- **Jurors** – work with the courts to ensure those who are called in for jury duty are aware of Downtown coffee shops, restaurants and shops.
- **Downtown workers** – work with office buildings and employers to develop daytime specials and activities that appeal to daytime workers.
- **Higher Education** – Work with UNC and Aims to develop Downtown-focused specials during special occasions such as homecoming, sporting events and beginning and end of school year.

EX5: EMBRACE UNC

Many efforts have been and are being undertaken to connect UNC more closely to Downtown. During the outreach process, many students indicated they are either unaware of what Downtown has to offer or don't feel that what Downtown offers fits their needs. Currently, students' biggest attractions to Downtown include nightlife/entertainment and recreation (e.g., UNC games at the Ice Haus.) More than half of students who responded to the survey indicated their biggest impediment to visiting Downtown is a lack of information about what exists.



Several recommendations to better connect UNC students with Downtown are outlined below.

- Expand on Operation Bear Aware (OBA) – OBA is a project developed by a partnership between UNC students, the Greeley Chamber of Commerce, the City of Greeley, the DDA and the University of Northern Colorado. OBA has been successful in bringing the Downtown business community together to support UNC and vice versa. A collaborative effort to analyze which elements of OBA have been meaningful and which elements need updating should be convened to determine ways to embrace UNC pride and tie into University events more closely.
- Organize non-alcoholic activities – During the outreach process, students expressed a sense that Downtown activities for UNC students tend to focus on alcohol and exclude much of the student population. DDA and OBA should define non-alcoholic events and activities that appeal to a wide audience including UNC students.
- Work with UNC to determine if any needed classroom or studio space could be provided Downtown. Current underutilized or vacant space Downtown could provide short- or long-term opportunities for UNC or Aims classes.



EX6: VISUAL AND PERFORMING ARTS

Building upon Greeley's strong tradition of supporting the arts can be a compelling way to enhance Downtown, create connections, and fosters a stronger sense of place. Some ideas follow:

- Embrace the cultural diversity of Greeley through art displays, openings and contests reflective of the myriad cultures represented in Downtown Greeley.
- Enhance the connections to UNC through art and performance initiatives:

- UCCC – Determine if there are ways to increase student use of UCCC either for performances or rehearsal space.
- Leverage the artistic talent at UNC by displaying students' art in Downtown businesses and having a student-focused art walk to encourage students to browse art in multiple Downtown venues.
- Consider working with the music department to have student musical and theatrical performances before or after events at the UCCC, Kress Theater, dinner theater and others.
- Public Art– in cooperation with the Greeley Arts Commission, display public art pieces throughout Downtown; create connections throughout the core and to the University by placing public art displays strategically to guide pedestrians through Downtown.



EX7: GATEWAYS, LIGHTING, BANNERS

Physical amenities such as signage, lighting, and banners will help create a more definitive and identifiable sense of place. Downtown could benefit from several levels of signs and other entry portals. Recommendations include:

- Gateways signs, arches, sculptures or monuments could be placed at the entrance to the 8th and 9th Street Plazas so that they are visible from 8th Avenue, Lincoln Park and other visitor attractions to make a visual connection to the Downtown Core and the proposed Dining and Entertainment Incentive Zone.
- Continue the DDA funding of unique lighting treatments at 8th and 9th Streets and 8th Avenue.
- Signage on major thoroughfares – such as 10th Avenue and other key junctures in and near Downtown could be both directional and artistic.
- Improve lighting to enhance safety along both the 8th and 9th Avenue Corridors; consider implementing a “blue light” security system
- Create signage, gateways and lighting that differentiate each of the four sub-areas.

PUBLIC REALM

The historic character and pedestrian scale of Downtown provides the backdrop for a cohesive DDA district that naturally fits together. The Greeley community has invested in Downtown over the years with a range of public amenities and streetscape improvements in the core and along 8th Avenue that contribute positively to the look and function of the district. This prior investment focuses the scope of need for future DDA investments. However, some of the connections into and throughout Downtown can be challenging to navigate and there are barriers that disrupt the continuity of movement throughout Downtown.

PR1: STRENGTHEN 8TH AVENUE CORRIDOR

As the primary gateway to Downtown and a major connection between sub-areas, 8th Avenue should more comfortably accommodate pedestrians and bicyclists while serving current and anticipated future vehicular demand.

- Conduct a Complete Streets Analysis of 8th Avenue to determine strategies to allow for multi-modal movement along the street. As the major north-south roadway connecting Downtown, the University and points farther north and south, it has tremendous potential to move bikes and pedestrians as well as cars. Its high traffic volume and designation as a state highway need to be incorporated into any future planning of the street.
- Focus DDA Façade Grants on the 8th Avenue corridor (and Dining and Entertainment Incentive Zone, as indicated in ED4) to achieve enhance transparency, more “eyes on the street” and better interface of businesses with the gateway.
- Work with the City to develop standards to ensure better design in Downtown as new development occurs, particularly along 8th Avenue. Standards could be implemented as mandatory regulations or as voluntary requirements that admit the applicant to expedited development review.
- Establish façade design guidelines along 8th Avenue. 8th Avenue is a very visible corridor that creates an overall impression for the Downtown for those travelling along the corridor.
 - Establish minimum transparency requirements to encourage the ability to see into as well as out of buildings along 8th Avenue to provide a more visually appealing and safer environment.
 - Establish sign code design guidelines that encourage unique, high-quality signage and reduce visual clutter along the corridor.
- Explore a bike share program similar to Denver’s B-Cycle program that installs bike share stations at strategic intervals throughout Downtown.



PR2: MAKE THE CRITICAL LINKS

Employment and activity centers need to be better connected throughout the Downtown Core with better signage, lighting, sidewalk activities, and public art.

- Activate 9th Avenue: 9th Avenue along the west edge of Lincoln Park consists primarily of blank walls. Activating building edges – including Chase Bank and the current parole office - would energize the edge of the park and create an inviting entry from the civic facilities on the north and west across the park and into the 8th and 9th Avenue retail and dining core. Sidewalk activity, windows, lighting, and murals would also add to a more inviting atmosphere.
- Connect across 8th Avenue: 8th Avenue currently acts as a barrier Downtown, almost creating separate sub-areas on either side of the street. Creating better, physical improvements and visual cues -- such as more accessible crosswalks, lighting and signage -- would connect the activities on the east side (e.g., museums, Ice Haus, Greeley Chamber of Commerce, and Crabtree Brewery) to the dining and entertainment venues on the other side of the street.

The following public realm and connections recommendations are specifically intended for the East Edge:

PR3: UPGRADE INFRASTRUCTURE

Upgraded infrastructure in the East Edge could help ready the area for new investment. Improvements could include safer pedestrian crossings across the railroad tracks and upgraded roads adjacent to the tracks.

EXISTING BUDGET

The Greeley DDA in 2011 is financially very healthy. Efficient administrative and staffing and conservative spending choices to date have resulted in a healthy capital fund balance. Below is a brief summary of the current annual revenues and expenses, based on information provided by the DDA.

Revenue: The Greeley DDA has five reliable sources of revenue to finance downtown improvements that, in total, amount to about \$580,000 per year, including:

- **Tax Increment Financing (TIF):** The DDA is able to utilize the annual increment in tax revenues created from increased property valuations and sales within its boundaries. Since being established in 1998, the annual TIF income is estimated at \$300,000. In addition to this annual revenue, the DDA currently has nearly \$1.1 million in reserve that has been built from past TIF proceeds.
- **Mill Levy:** The DDA mill levy adds about \$120,000 to the annual DDA budget. Mill levy funds are traditionally used to support DDA operations, including marketing and events.
- **Dues Income:** Merchant and business dues support DDA programming and amount to about \$50,000 per year.
- **Special Events:** Earned income from sponsorships, vendors and beverage sales add another \$50,000 per year to the. Special events revenue can be volatile due to external factors such as weather.
- **City of Greeley Grant Support:** This contribution has decreased somewhat over the years, but is projected at \$48,750 for 2011.

Expenses: The 2011 DDA budget projects program expenses of \$378,750, resulting in an annual surplus of \$200,000.

A summary of the existing 2011 DDA budget is provided below:

DDA 2011 Budget Summary		
Revenue		
Tax Increment Financing	\$ 300,000	52%
Mill Levy	120,000	21%
Dues	50,000	9%
Special Events	62,000	11%
City of Greeley Grant Support	48,750	8%
TOTAL	\$ 580,750	100%
Expenses		
Personnel	\$ 147,000	25%
Marketing & Office Support	43,950	8%
Special Events Expenses	37,300	6%
Capital Improvement Fund	80,000	14%
Economic Development	70,000	12%
Investment Surplus	200,500	35%
TOTAL	\$ 578,750	100%

PROGRAM BUDGETING GUIDELINES

Moving forward, and guided by the 2011 Downtown Greeley Investment Strategy, it is recommended that the Greeley DDA create new annual goals for budgeting. Principles for future budgeting include:

- **Diversify DDA Program Investments:** Invest in a variety of initiatives that advance all three program areas of the Investment Strategy: Economic Development, Experience and Public Realm.
- **Program Goal:** Invest the DDA's annual reliable income, minus a modest reserve (i.e. about 10%), to advance Investment Strategy initiatives from year to year. This results in annual program support goal of about \$500,000.
- **Capital Investment Goal:** Utilize and revolve the DDA's current TIF fund balance of about \$1 million as an investment fund for catalyst projects, capital projects and financing initiatives.

Sample program and capital investment allocations for achieving these goals in the next year are provided in the tables below and on the next page:

Sample Programs: 2011-2012		
Activity	Program Description	Annual Budget
Personnel & Administration	Add: Marketing & Events Coordinator; Allocate Administration (office, equipment, etc.) to this budget category	\$ 250,000
Economic Development Programming	Add: Supporting Research and Marketing for Small Business Support Program; Add: Incentive Program for Dining & Entertainment Zone (see Capital Investment Category)	\$ 25,000 n/a
Experience Programming	▪ Carry Existing Events and Add:	\$ 37,500
	▪ Develop new signature event to activate downtown throughout the summer	\$ 37,500
	▪ Design and distribute new map & directory to in-place markets	\$ 25,000
	▪ Launch new Safety Ambassador program in 2012 – fund uniforms & stipends (with AIMS hospitality program)	\$25,000
	▪ Develop brand identity package that builds on research in Investment Strategy	\$ 25,000
Public Realm Programming	Add: 8 th Avenue Complete Streets Evaluation – Match city funds	\$25,000
Reserve		\$ 50,000
TOTAL		\$ 500,000

Sample Capital Investment: 2011-2012		
Activity	Program Description	Annual Budget
Economic Development	<ul style="list-style-type: none"> Create a DDA Revolving Loan Fund to attract dining, entertainment and arts uses to the Dining & Entertainment Incentive Zone – two year initiative, loans of up to \$50,000 	\$ 200,000
	<ul style="list-style-type: none"> Refocus Façade Grant Program with new criteria 	\$ 50,000
	<ul style="list-style-type: none"> Downtown maintenance, landscaping and capital repair fund 	\$ 50,000
Capital Investment Reserve	Using the investment filter provided in the Investment Strategy, consider investment (loans and grants) to advance catalyst and capital projects. Examples include: <ul style="list-style-type: none"> Library/city catalyst development feasibility Hotel/conference feasibility Sub-area investment priorities, including: <ul style="list-style-type: none"> ✓ mixed-use, ✓ adaptive reuse ✓ strengthening 8th Avenue ✓ Safeway upgrades and other neighborhood-serving businesses 	\$ 800,000
TOTAL		\$ 1,100,000

SAMPLE IMPLEMENTATION BUDGET

In this section, we provide a sample three-year implementation budget for the Greeley DDA. This sample budget is not intended to bind the Greeley DDA or any proposed partner to any specific action or expenditure. Rather, it is an example of a budget that implements the recommended actions of this plan and suggests order-of-magnitude expenditure amounts consistent with recommended programming guidelines.

This sample budget may be used as a reference the Greeley DDA Board of Directors as they determine an actual implementation budget in light of priorities and opportunities that arise for the DDA after the completion of this plan. Text in black represents program expenditures, while text in green indicates capital investments.

SAMPLE DDA 3-YEAR IMPLEMENTATION BUDGET			
Activity/Program	Year 1	Year 2	Year 3
Personnel & Administration	\$ 250,000	\$ 250,000	\$ 250,000
Economic Development Programming			
▪ Research & marketing support for small businesses	\$ 25,000	\$ 25,000	\$ 25,000
▪ Incentive program for Dining & Entertainment District	\$ 200,000	\$ 0	\$ 0
▪ Façade loan/grant program	\$ 50,000	\$ 50,000	\$ 50,000
▪ Downtown maintenance, landscaping & capital repair fund	\$ 50,000	\$ 50,000	\$ 50,000
▪ Small Business Loan/Equity Program with banks	\$ 0	\$ 100,000	\$ 0
▪ Feasibility study for catalyst site (partner with other agencies)	\$ 0	\$ 50,000	\$ 0
Experience Programming			
▪ Existing events	\$ 37,500	\$ 37,500	\$ 37,500
▪ New signature event (add sponsorship revenue in subsequent years)	\$ 37,500	\$ 25,000	\$ 12,500
▪ New signature event II	\$ 0	\$ 37,500	\$ 25,000
▪ Map & directory for in-place markets	\$ 25,000	\$ 25,000	\$ 25,000
▪ Safety ambassador program	\$ 25,000	\$ 25,000	\$ 25,000
▪ Develop brand identity package	\$ 25,000	\$ 0	\$ 0
▪ Initiate advertising/promotion program	\$ 0	\$ 0	\$ 25,000
Public Realm Programming			
▪ 8 th Avenue “Complete Streets” evaluation (match with City)	\$ 25,000	\$ 0	\$ 0
▪ Design downtown-wide identity, wayfinding and banner program	\$ 0	\$ 50,000	\$ 0
▪ Implement downtown-wide identity, wayfinding and banner program	\$ 0	\$ 50,000	\$ 50,000
▪ 9 th Avenue activation strategies	\$ 0	\$ 0	\$ 25,000
Capital Investment Reserve			
▪ Funds available to advance catalyst and capital projects	\$ 800,000	\$ 500,000	\$ 350,000
Operating Reserve	\$ 50,000	\$ 50,000	\$ 50,000
TOTAL Annual Budgets			
▪ Program Expenses	\$ 500,000	\$ 500,000	\$ 500,000
▪ Beginning Capital Investments Balance (plus loan repayments & excess reserve transfers)	\$ 1,100,000	\$ 800,000	\$ 500,000

INVESTMENT FILTER

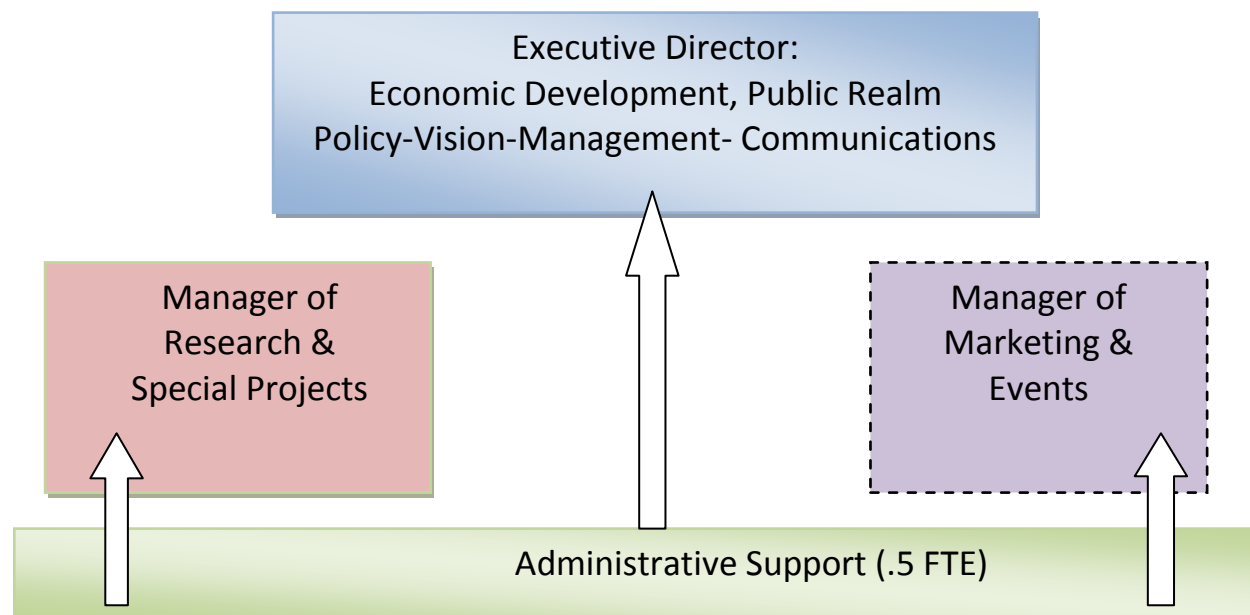
In addition to the preceding investments, it is anticipated that the DDA will continue to consider requests for funding on a case-by case basis. The following criteria are suggested as a filter for considering whether and in what amount to support a funding request:

- Does the project or request meet a specific goal outlined in this investment strategy?
- Does the investment offer a compelling opportunity and/or investment catalyst for Downtown?
- Is the investment consistent with and does it help advance the vision for Downtown's future?
- Does the investment fit with the desired character and uses established in the applicable sub-area strategy i.e. Downtown Core, Campus Edge, Mid Town or East Edge?
- Does the investment offer a leveraging opportunity by bringing substantial non-DDA resources to bear?
- Is DDA participation critical to making the project happen or are other sources of funds available?
- Does the investment result in benefits for downtown as a whole or are benefits limited to the immediate vicinity of the project site?
- Will the DDA's investment improve the property or public realm in such a way that benefits to downtown will endure even if the current business or owner is no longer involved?

ORGANIZATIONAL STRATEGY

STAFFING STRUCTURE

A revised staffing structure is recommended to advance the near and long –term actions outlined in this Investment Strategy. The current DDA staff is comprised of three full-time staff. Recommended changes include adding one additional staff person as a marketing and events manager, and more clearly defining the roles of the existing staff. The recommended staffing structure is depicted below:



RECOMMENDED JOB DESCRIPTIONS

The following are suggested job descriptions for staff of the DDA. Indicated responsibilities are consistent with the programming focus and budgeting guidelines recommended in the Action Plan.

The DDA Executive Director will continue to oversee the daily management and operations of the DDA programs, initiatives and staff. It is recommended the Executive Director take a strong role in implementing the Investment Strategy, with an emphasis on the Economic Development and Public Realm Initiatives outlined in this plan. The Executive Director shall take a lead role in shaping business support strategies, proactively identifying development opportunities and working with partners to further the economic growth of Downtown.

The Executive Director and staff should attend trainings and conferences to the extent possible, in order to expand professional knowledge of downtown development tools and techniques, and make key contacts with other professionals in the field. Organizations that focus on downtown development would be particularly helpful to the DDA and include the International Downtown Association (IDA) and Downtown Colorado, Inc. (DCI) such as the Urban Land Institute (ULI) and others.

The Manager of Research and Special Projects will provide program support for the Executive Director and proposed Economic Development initiatives. Primary roles include maintaining market data, and an inventory of Downtown properties, monitoring Downtown business activities including business openings and closings and working closely with other community partners to implement recommendations in this plan. The Manager of Research and Special Projects can also help the Executive Director evaluate requests from Downtown business and property owners and other stakeholders that seek DDA technical and financial support.

The Manager of Marketing and Events is recommended to be added as a new, full time position. This staff position would be responsible for initiatives related to the Downtown experience, notably enhancing public safety and coordinating special events. The Manager of Marketing and Events will work closely with the Executive Director and Manager of Research and Special Projects to reevaluate and update events as needed, implement the safe and clean programs and work with Downtown partners to enhance the vitality of Downtown.

The Administrative Support Position is intended to provide overall support to the staff and be the administrative contact with the Downtown community and DDA ratepayers. The Administrative Support person is envisioned to provide research and update web content and other marketing materials as needed. Initially this position is envisioned to be a half-time position.

ORGANIZATIONAL STRUCTURE

No changes are recommended to the DDA Board or Committee Structure at this time. The current structure of the Board of Directors and Tax Increment Financing Committee appears to be functioning well with good representation of key stakeholders and partners of the DDA. **The Greeley Downtown Alliance (GDA)** is a committee of the DDA that is comprised of downtown merchants, property and business owners. It is currently and should remain within the DDA rather than as a stand-alone or spin-off entity. By remaining under one roof and structure, the merchants and DDA will best be able to coordinate efforts and advance a unified voice for all Downtown property and business owners.

V. Appendix A: Market Profile

SUMMARY OF FINDINGS

IN-PLACE MARKETS

There are five in-place markets for the DDA, as follows:

- **Visitors:** Annually, nearly a million daytime visitors come to the Downtown core to utilize civic amenities and cultural attractions, and to attend events. More than half a million additional visitors attend events and attractions at the Stampede stadium in the Island Grove complex to the north. UNC attracts additional visitors to art shows and performances, sporting events, and University events such as Homecoming.
- **Overnight Lodgers:** Nearly a third of the available lodging rooms in Greeley are in the Downtown. Occupancy rates are currently high, particularly during the week due to the oil and gas workers. Depending on occupancy rates, we estimate a range of 15,000 - 45,000 overnight stays are booked annually within the DDA.¹
- **Daytime Workers:** 4,200 workers are estimated to be employed within the DDA boundary.
- **UNC Students, Faculty, and Staff:** There are more than 12,000 students, 700 faculty, and 900 staff associated with the University of Northern Colorado at Greeley. Approximately a third of the students live on-campus, while many more students and some of the faculty and staff live in close proximity to the campus, including in Downtown.
- **DDA Neighborhoods:** In the primary market area around the DDA – an area not more than a ten minute commute from Downtown – the population is approximately 33,000 people. This is more than one-third the total population of Greeley. Estimates of psychographic types indicate that nearly 20 percent of the residents in the area are college students who spend discretionary income on electronics, brand-name clothing, and eating out. Another 20 percent are in two profiles both of which are family-oriented consumers who spend primarily on staples, communications, and their children's needs. Ten percent are young professionals who spend on home maintenance, sporting goods, eating out, and entertainment.

BARRIERS & CHALLENGES TO REDEVELOPMENT

There are few structural or regulatory barriers identified in the market analysis that would drive up development cost in the DDA. Infrastructure is generally sound. Roadways and intersections are safe and of adequate-to-oversized capacity. The vast majority of the DDA is not within the 100-year floodplain. Storm water mains are adequate for anticipated redevelopment. The City provides regulatory relief in the district for a range of common redevelopment challenges and has created regulatory relief as outlined in its recently drafted Redevelopment Guide (see: greeleygov.com/CommunityDevelopment/DocumentsRD_Guide.pdf). The existence of sound infrastructure and the lack of substantial financial barriers to redevelopment is good news for Downtown Greeley as it means that the DDA can instead focus efforts and expenditures on physical and programmatic enhancements.

¹ Some overlap likely exists between some of the market segments.

Challenges to redevelopment do exist. The overall pace of investment is sluggish nationally due to the downturn in the economy, although it is somewhat mitigated in Greeley by regional and local economic activity including the Niobrara oil exploration and the construction of the Leprino factory. There is a strongly-held community perception of high crime in Downtown, despite the fact that crime data prove otherwise. In some parts of the DDA, small parcels prevail resulting in the need for aggregation in order for redevelopment to occur, but a number of excellent large-parcel, consolidated opportunity sites also exist. Another challenge revealed in the market analysis is the average household income statistic for the primary market area population. However, available psychographic information can offset this statistic by pointing to clusters of goods and services for which the residents do have strong spending patterns. Notably, college students' spending is much stronger than their income numbers suggest because they get money transfers (such as from parents) that are not reflected in their reported incomes and because they are highly optimistic about their future earning potential.

BUSINESS CLUSTERS & MARKET OPPORTUNITIES

Within the DDA, the largest business segments are Professional Services and Personal Services. Retail Sales businesses are the next largest segment. Eating & Drinking Establishments, and Arts & Entertainment, are the fourth and sixth largest segments, respectively.

To better position itself as a Dining & Entertainment zone, Downtown Greeley needs to attract and support more diverse and numerous offerings in these segments. Restaurant businesses with atmosphere and price-points that appeal broadly to students and other Greeley residents, such as Roma's and the Rio, are thriving in Downtown. Leakage analysis indicates unmet demand for full service restaurants in the DDA area. Finally, anecdotal evidence in the form of new entrants such as Aspen Leaf Frozen Yogurt and Cheba Hut that are backed by corporate market data also suggests opportunities for additional dining options.

Available data indicate likely market opportunities in rental housing in the near term. National trends show that rental housing is a market segment that is a viable investment in the current economy. In our experience, urban rental housing is leading the come-back. In and around the DDA, lower vacancy rates and higher rental rates relative to the rest of Greeley point to market opportunities for development of some types of rental housing units. Shelter is one of the consumer spending categories with a strong index number (relative spending measure) in the market area. It appears that a captive student market in the vicinity of the UNC campus is likely driving these trends.

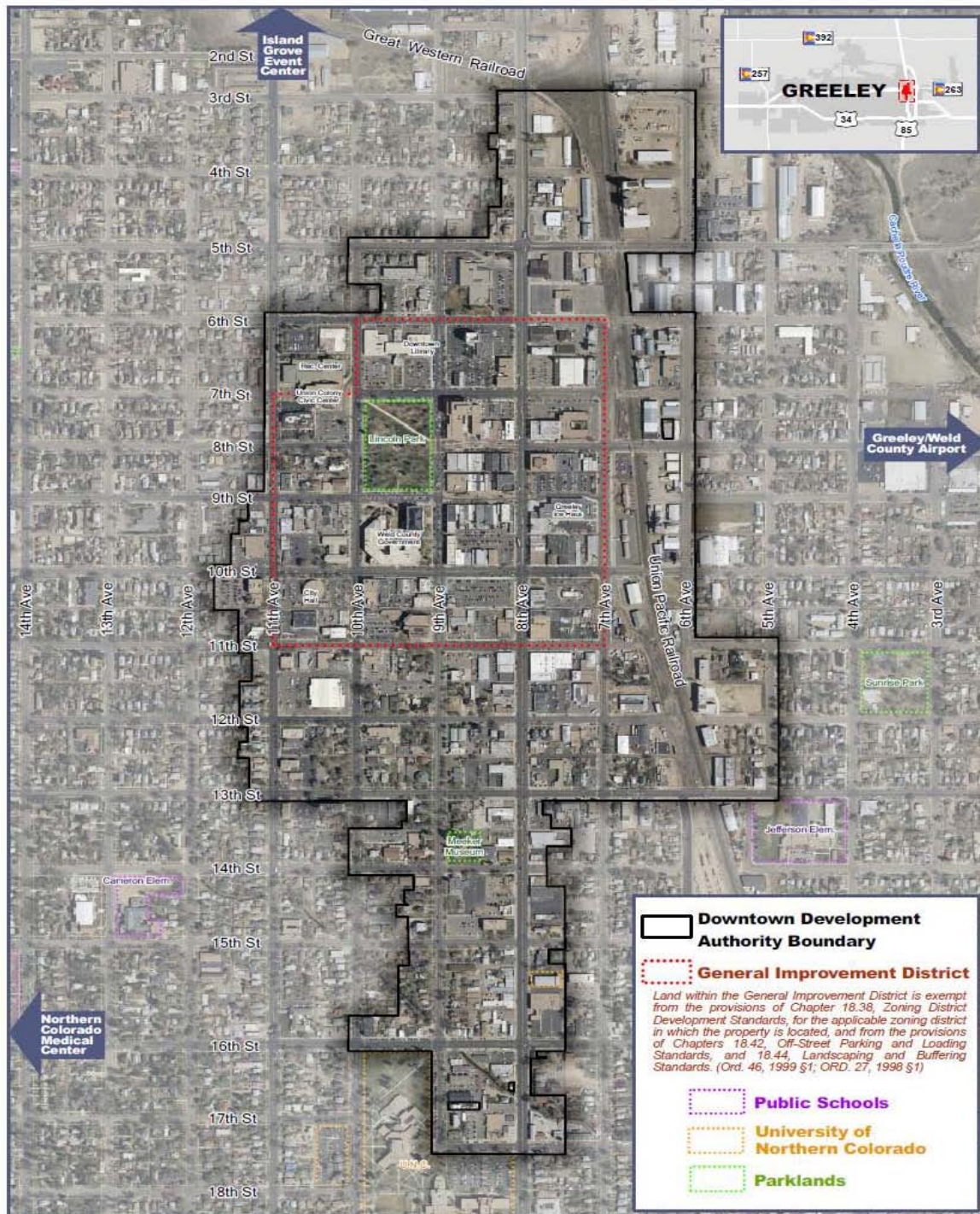
In the lodging market, the currently high occupancy rates and full capacity for numerous event weekends suggest market potential for an additional Downtown hotel(s), possibly in lodging types not currently found in Downtown such as extended stay facilities. A conundrum in the lodging market is the need for an attractive and functional convention center hotel. The CVB reports receiving numerous inquiries from groups interested in holding conventions in Greeley, demonstrating a potential market.

Another noteworthy market opportunity is the possible expansion and redevelopment of the High Plains Library District's Lincoln Park Branch Library, currently housed in a city-owned building adjacent to Lincoln Park. With 275,000 annual visitors, the library would be a strong anchor tenant for a mixed-use redevelopment of this prime site, and both the City and library district may be able to participate and/or bring financing tools and options to the table.

DDA Statistics

GREELEY DDA MAP AND BOUNDARY

The Greeley DDA was established in 1998. The DDA's tax increment boundary was established and activated in 2003. A map of the DDA boundary, provided by the City of Greeley Planning Department, follows below.



BUSINESS COMPOSITION

Per DDA records, there are approximately 435 businesses currently operating in the DDA boundary. Another estimate, based on ESRI Business Analyst forecasts via the City of Greeley Economic Development Department, suggests as many as 588 businesses. Within the DDA boundary, 47 commercial properties are known by the DDA to be vacant or partially vacant (such as office buildings with some occupied and some available tenant space). Some of the top business segments in Downtown, according to DDA records, are listed in the following table.

Top Business Segments in the DDA		
Business Type	Number*	Percent
Professional Services	103	23.7%
Legal Services	34	
Financial Services	18	
Real Estate Services	18	
Insurance	8	
Media, Web & Graphic Design	7	
Other Professional Services	18	
Personal Services	83	19.1%
Auto Services	26	
Health Services	17	
Salons & Barber Shops	12	
Therapy & Counseling	9	
Dry Cleaners, Laundromats & Alterations	5	
Other Personal Services	14	
Retail Sales	67	15.4%
Apparel, Shoes & Accessories	12	
Home Improvement & Landscaping	12	
Gifts & Hobbies	11	
Grocery & Convenience	8	
Liquor & Tobacco	6	
Other retail sales	18	
Eating & Drinking Establishments	35	8.0%
Restaurants, Bars, Clubs	30	
Coffee Shops	4	
Brewery (Tasting Room)	1	
Public Services	33	7.6%
Arts & Entertainment	24	5.5%
Recreation	10	
Art Galleries	7	
Museums	3	
Theaters & Movies	3	
Event Center	1	

* as of February 2011

DOWNTOWN WORKERS

According to ESRI Business Analyst forecasts provided via the City of Greeley Economic Development Department, an estimated 4,265 workers are employed within the DDA boundary in 2010. Comparing both Standard Industrial Classification (SIC) and North American Industrial Classification System (NAICS) code segmentations, the following generalizations may be made about the Downtown workers:

- Approximately one-fifth of these are in public administration/government jobs.
- Approximately two-fifths are in service businesses jobs.
- About one-eighth are in education jobs.
- About one-tenth are in retail trade jobs.

SALES TAX REVENUES

Based on sales tax revenue information available from the City of Greeley Finance department, about five percent of the city's retail sales tax revenues is generated within the DDA boundary. When it was formed, the Greeley DDA was authorized to collect and utilize sales tax increment as well as property tax increment. However, shortly after the DDA was established, a car dealership relocated out of the DDA boundary, substantially lowering collections within the district. The sales tax revenue within the DDA has not recovered and is lower than the base year. Thus, the DDA does not collect sales TIF. Nonetheless, a look at recent sales tax revenues in the DDA is informative as to the health of the existing retailers. The information is available for the entire DDA and broken down into three geographic subsections:

- The area south of 13th Avenue, nearest to the UNC campus;
- The 8th and 9th Street plazas; and
- The Area north of 13th Street, excluding the 8th and 9th Street plazas.

The table, below, shows the 2009 and 2010 sales tax revenues for the DDA including the sub-areas, rounded to the nearest dollar. All areas showed an increase from 2009 to 2010, with the most significant increase in the area south of 13th Street.

Sales Tax Revenue				
	South of 13 th St.	North of 13 th St.	8 th & 9 th St Plazas	DDA Total
2009	\$292,216	\$1,279,336	\$199,754	\$1,771,306
2010	\$330,731	\$1,323,208	\$203,312	\$1,857,323

(Source: City of Greeley Finance Department)

VISITOR NUMBERS

Downtown Greeley boasts impressive visitor numbers to civic and cultural attractions. Together, the five major venues that border Lincoln Park (recreation center, library, civic center, courthouse and senior center) attract nearly three quarters of a million visits per year. Downtown events (such as Oktoberfest, the Arts Festival, Friday Fest concerts, Blues Jam, and the Jazz Festival) and museums are also well-attended. The Island Grove complex to the north of Downtown attracts more than half a million additional visitors. Although no visitor numbers were available from the UNC, the campus attracts visitors to events such as sports games, performances and visual art shows, and annual university events such as homecoming and commencement. Annual visitation numbers for a range of

venues and events, collected from the venue owners via Greeley DDA as available, are summarized in the table, below.

Annual Visitation Numbers at Selected Greeley Venues		
Venue/Event	Location	Annual Visitation
Recreation Center	In DDA	293,500
Library	In DDA	275,000
Union Colony Civic Center*	In DDA	137,700
Senior Center	In DDA	88,900
Weld County Courthouse**	In DDA	25,800
Ice Haus***	In DDA	25,000
Train Museum	In DDA	10,500
Visual & Performing Arts Festival	In DDA	30,000
Oktoberfest	In DDA	10,000
Greeley Museum	In DDA	6,600
Blues Jam Friday Fest	In DDA	2,000
Subtotal within DDA boundary		899,000
Island Grove – Stampede	County Complex	234,000
Island Grove – all other*	County Complex	330,000
Centennial Village Museum	County Complex	19,500
Subtotal for County Complex		583,500
Total for DDA and nearby venues		1.5 Million

* Includes Jazz Festival and Blues Jam performances at named venue.

** Jurors only. Does not include litigants, attorneys, etc.

*** Does not include parties and group rentals.

PUBLIC SAFETY

Statistics from City-data.com indicate that Greeley has fewer public safety officers per capita than the national average: 1.56 per 1000 residents compared to the U.S. average of 3.00 per 1000 residents. Even so, Greeley's current overall public safety rating is somewhat better than the national average, with an index of 294.5 in 2009 compared with the average of 319.2 for U.S. cities. This is down from crime index numbers for Greeley in recent years that have been somewhat higher than the U.S. average.

Available crime data demonstrate little evidence for the perception that Downtown Greeley is unsafe relative to other areas of the city. Greeley Police Department (GPD) divides the city into three sectors for operational and reporting purposes, Sector GPA, the sector that covers the northeastern part of Greeley in which Downtown is located; Sector GPB, a similar-sized portion of southeastern Greeley that includes the UNC; and Sector GPC, the balance of the city, a larger portion mostly west of 35th Avenue. Total "Part 1" (major) crimes in sector GPA, the sector in which Downtown is located, were less than in Sector GPB and more than Sector GPC in 2010. The GPD emphasizes that much of that crime in Sector GPA occurs within the residential portions of the sector and not within the Downtown business district. To demonstrate this fact, the GPD isolated crime statistics for an area encompassed by 6th Street to 17th Street and 6th Avenue to 11th Avenue showing that just over ten percent of major crimes in Greeley occurred there. The table, next page, summarizes major crimes in Greeley by sector, and the percentage within the Downtown business district (DBD).

City of Greeley Part 1 Crimes 2010						
Type	Sector GPA	Sector GPB	Sector GPC	All City	DBD #/%	
Criminal Homicide	1	1	0	2	0	0.0%
Rape	14	20	7	41	4	9.8%
Aggravated Assault	162	129	7	332	41	12.3%
Robbery	19	28	9	56	7	12.5%
Arson	10	12	14	36	2	5.6%
Burglary	224	197	117	538	59	11.0%
Larceny-Theft	592	1,053	654	2,299	230	10.0%
Motor Vehicle Theft	41	75	35	152	10	6.6%
Total	1,063	1,515	877	3,455	353	10.2%

PARCEL SIZE AND LAND OWNERSHIP

Many of the parcels in the DDA are sized appropriately for small retail venues and may not easily lend themselves to consolidation for large-scale redevelopment. However, there are notable exceptions, as well as a number of property owners who have made efforts to acquire multiple parcels. The city owns quite a bit of property in the civic core including the sites of various city offices, the Recreation Center, Senior Center, Library, and Municipal Court. The area east of 9th Avenue that retains a light industrial/agricultural character has some of the larger consolidated privately-held parcels (e.g., Magnolia River and the Trinidad Bean & Elevator Company) with others along 8th Avenue such as the Tribune property, Chase Bank building, and Kia block. According to DDA records, within the DDA boundary, there are approximately ten property owners that control at least 100,000 square feet of land in the DDA. These are listed in the table below.

Property Owners	Approx. Square Feet
City of Greeley	929,000
Weld County	378,000
Robert Tointon & affiliates	246,000
Notestine Family & affiliates	220,000
Greeley Publishing Company (Tribune)	180,000
Trinidad Bean & Elevator Company	159,000
Hensel Phelps Construction Company	145,000
Greeley Plaza, LLC (Chase Building)	127,000
Safeway Store, Inc.	115,000
Greeley Lodging, LLC	100,000

OWNERSHIP STABILITY

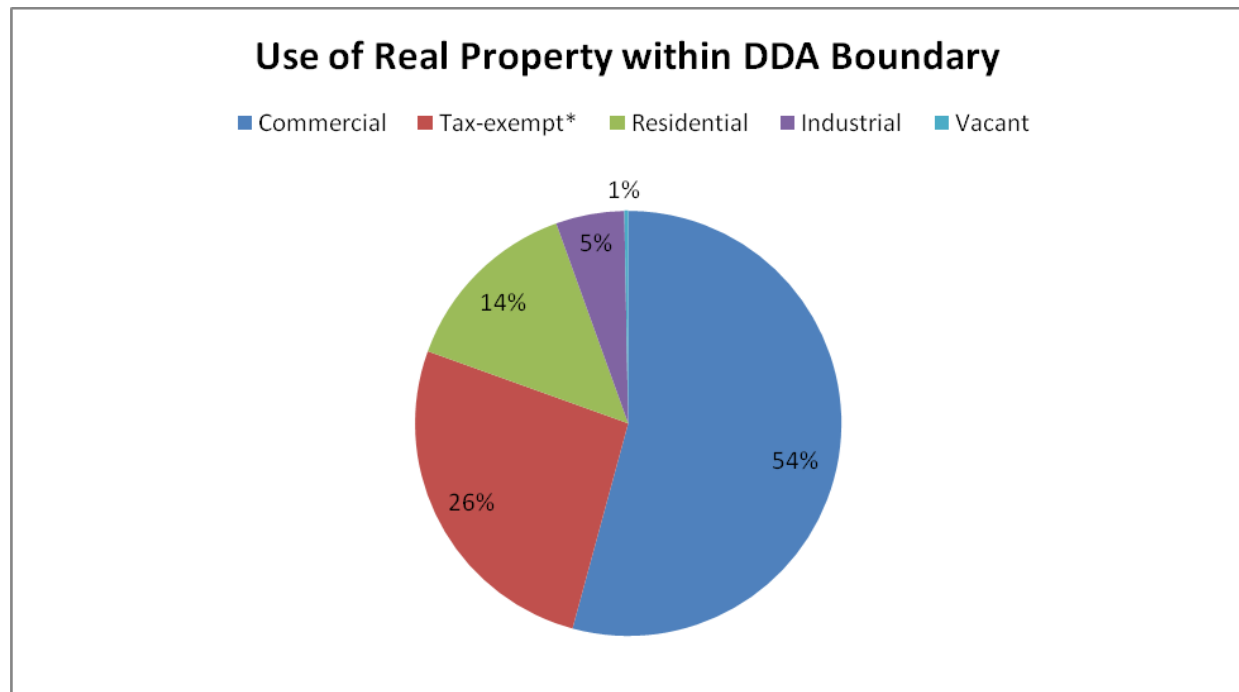
(Source: Weld County Assessor's office via City of Greeley Planning Department)

Approximately 5% of real properties within the DDA have been sold since 2009. In the past decade, nearly two-thirds of parcels (64%) have remained in constant ownership.

LAND USE PATTERNS

(Source: Weld County Assessor's office via City of Greeley Planning Department)

The DDA boundary encompasses approximately 319 acres. Of this total, 147 acres were in rights-of-way, leaving 172 acres of real property. Just one-half acre of land within the DDA boundary was vacant in 2011, with all other land developed. Just over one-quarter (26%) of all real property within the DDA was tax exempt. The 2011 use of real property in the DDA was 14% residential and 84% non-residential.



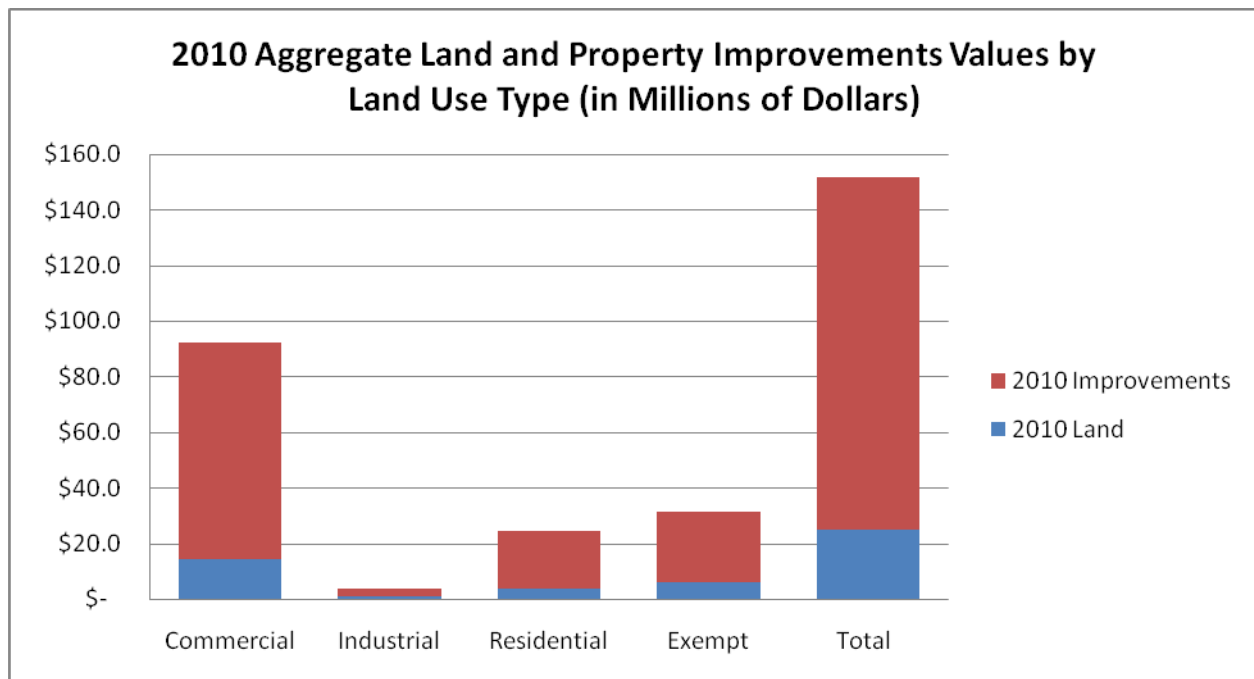
* Includes 3 acres of locally tax-exempt, state-assessed lands.

There are approximately 599 dwelling units within the DDA boundary in 2011, including single-family homes, duplexes, townhomes, apartments, lofts, mobile homes, etc. This represents an overall average dwelling unit density of approximately 25 dwelling units per acre of land currently in residential use.

PROPERTY VALUES

(Source: Weld County Assessor's office via City of Greeley)

The total 2010 property value of land and property in the DDA is \$151.7 million. This has increased from \$116.2 million in 2004, the year after the DDA was established. The underlying land value is 16.3% of the total aggregate value, while the value of improvements is 83.7%. The chart, below, summarizes the total aggregate land, improvements, and property values of land by use type within the DDA boundary for 2010.



STREETS AND INFRASTRUCTURE

(Source: City of Greeley Public Works Department)

Lincoln Park and adjacent blocks are the civic and cultural heart of Downtown Greeley. 8th Avenue is Downtown Greeley's "Main Street" along which much of the retail shopping in the DDA is found. Between 8th Avenue and 9th Avenue (abutting Lincoln Park), 8th and 9th Streets have been converted into one-way streets with wide plaza-type sidewalks. They were previously closed for pedestrian use but were reconfigured and opened in 2003 to one-way traffic.

Infrastructure Improvements and Streetscape: Overall, the existing infrastructure within the DDA is not a major impediment to redevelopment. Much of the infrastructure is in good condition. The City of Greeley and the DDA have invested in a number of improvements to the streetscape that enhance the Downtown core.

Roadways and Intersections:

- Roadway capacity of major streets in the DDA is adequate to oversized.
- All intersections within the DDA boundary are considered safe and adequate.

Street Enhancements:

- Streetscape enhancements have been made along much of 8th Avenue, including brick pavers along the street edge of sidewalks. In the Downtown core, from 10th Street to 8th Street, the city installed additional pedestrian enhancements including median planters and enhanced crosswalks with pedestrian refuges.

- Attractive metal gates are permanently installed at 8th and 9th Streets between Lincoln Park and 8th Avenue. The gates can be used to close off these streets to vehicular traffic for festivals and other events.
- An attractive pedestrian alleyway connection exists between 8th and 9th Street. Pedestrian lighting has been installed to help guide pedestrians through a dogleg in the alley that interrupts the visual corridor.

Bicycle and Pedestrian Connections:

- Continuous sidewalks exist throughout most of the DDA district. Sidewalks and pedestrian crossings are limited across the Union Pacific Railroad and in the block immediately to the east of the rail tracks.
- Good pedestrian connections exist between many of the major visitor attractions, such as a diagonal path through Lincoln Park from the UCCC to the 8th Street plaza and an enhanced crosswalk from the Ice Haus across to the 9th Avenue plaza, but can be difficult to identify for new or infrequent visitors.
- The bike lanes on 9th Avenue connect to others in city system. There are currently no east-west bike lanes in the DDA district.
- The city has identified locations on 12th and 15th Streets between 10th and 8th Avenues that may be closed to automotive traffic to allow for automobile parking while offering bicycle and pedestrian connections.

Sewer and Water Lines:

- Sewer and water mains in the area of the DDA are adequate to accommodate redevelopment that would reasonably be anticipated in the DDA.
- One challenge to redevelopment is the number of compound water and sewer taps in the DDA that serve multiple properties. City ordinance requires compound taps to be eliminated when discovered, which can add unanticipated expense to redevelopment. The City is reportedly considering whether it might be able to offer regulatory relief from this requirement within the redevelopment district, which includes the DDA boundary.

Storm Water and Flooding:

- The extreme northern tip of the DDA is within the 100-year flood boundary, while the vast majority of the DDA area is not subject to a 100-year flood.
- Existing storm water improvements in the DDA are typically undersized and unable to provide adequate protection for the 100-year event, which would typically mean that significant upgrade costs would accompany redevelopment. However, current City of Greeley storm water design standards do allow for redevelopment to occur without providing additional detention as long as the redevelopment will not reduce the overall pervious area of a site by 50% or more.

TRAFFIC COUNTS

The highest volume north-south roadways in the DDA boundary are 8th Avenue and 11th Avenue. Traffic Counts for the DDA show average daily counts as high as 22,145 on 8th Avenue (at 16th Street) and 24,237 on 11th Avenue (at 16th street.) Average Daily traffic counts for major intersections in the DDA are summarized in the table, below:

Average Daily Traffic Counts at Major Intersections						
Signal Location		North-Bound	South-Bound	East-Bound	West-Bound	Total
8 th Ave.	@5 th St.	4933	5887	3832	4544	19,196
	@7 th St.	5341	5150	878	1321	12,681
	@8 th St.	4705	6748	911	1821	14,185
	@9 th St.	6249	6460	n/a	n/a	12,709
	@10 th St.	5802	5176	4815	1559	17,352
	@13 th St.	6101	6928	2461	2536	18,026
	@16 th St.	7348	7090	4965	2742	22,145
9 th Ave.	@10 th St.	930	1338	5581	2639	10,488
	@13 th St.	845	930	2310	3020	7,105
	@16 th St.	899	967	6941	4856	13,663
10 th Ave.	@7 th St.	2022	846	n/a	1850	4,718
	@9 th St.	4253	2483	n/a	2159	8,895
	@10 th St.	1303	1338	6720	2522	11,883
	@13 th St.	1280	2165	3310	3365	10,120
11 th Ave.	@A St.	4469	3911	1058	395	9,833
	@5 th St.	4379	5442	3459	4353	17,633
	@9 th St.	6584	5439	n/a	5167	17,190
	@10 th St.	5400	4378	8918	n/a	18,696
	@11 th St.	4830	4570	675	1130	11,205
	@13 th St.	5459	4800	2570	3531	16,360
	@16 th St.	6449	4531	6277	6980	24,237

DOWNTOWN PARKING

Free parking is available within the DDA including in the cultural and civic core surrounding Lincoln Park. The quantity of parking appears adequate in downtown, although some residents report difficulty locating parking immediately adjacent to their destination. Potential also exists for adding more on-street parking in conjunction with redevelopment in existing over-sized street and avenue rights-of-way. In particular, the city has identified locations on 12th and 15th Streets between 10th and 8th Avenues.

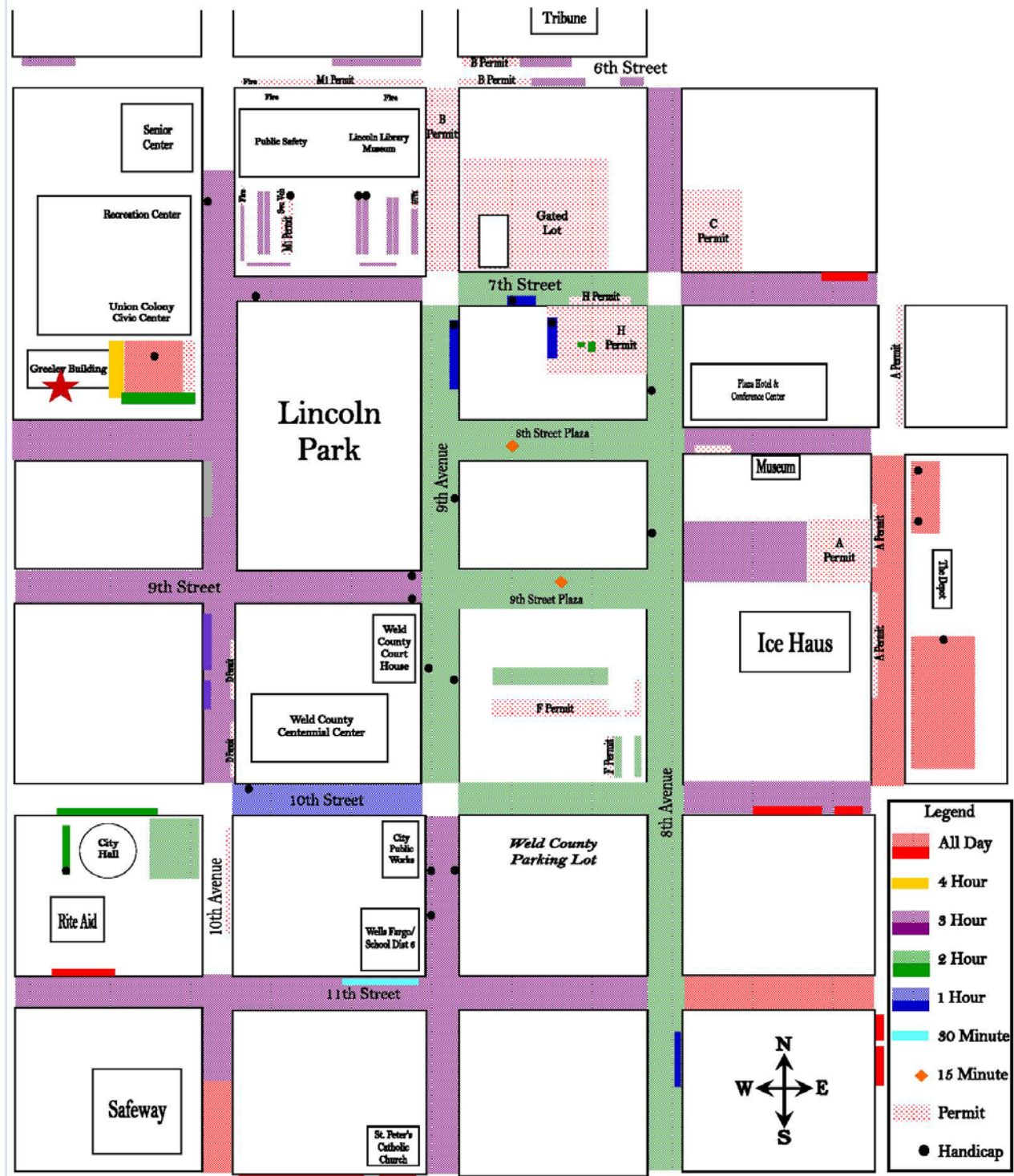
The DDA map reproduced on the following page depicts available free parking in the core.



Greeley Downtown Parking Guide

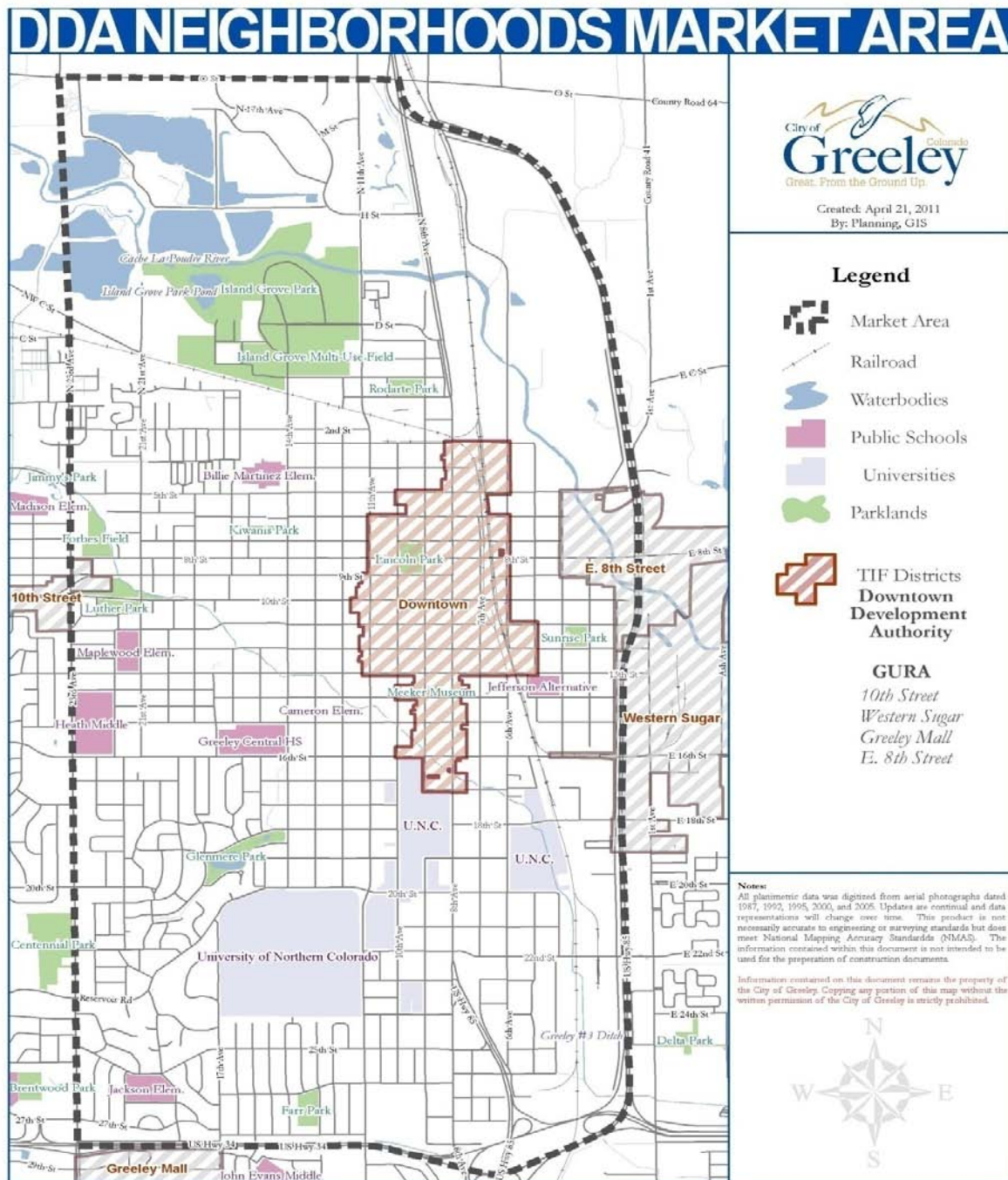
Free Hourly Parking and Permit Parking Lots

Hourly and permit parking, M-F, 8 am - 5 pm



DDA Neighborhood Market Area**MAP**

The neighborhood market area for the DDA is defined to include neighborhoods within approximately 10 minutes travel from the DDA. As depicted on the map below, provided at the courtesy of the City of Greeley Planning Department, the DDA neighborhoods area studied for this project extends from 23rd Avenue on the west to U.S. Highway 85 on the east, and from U.S. Highway 34 on the south to O Street on the north. It encompassed about one-quarter (27.3%) of the land area of the City of Greeley.



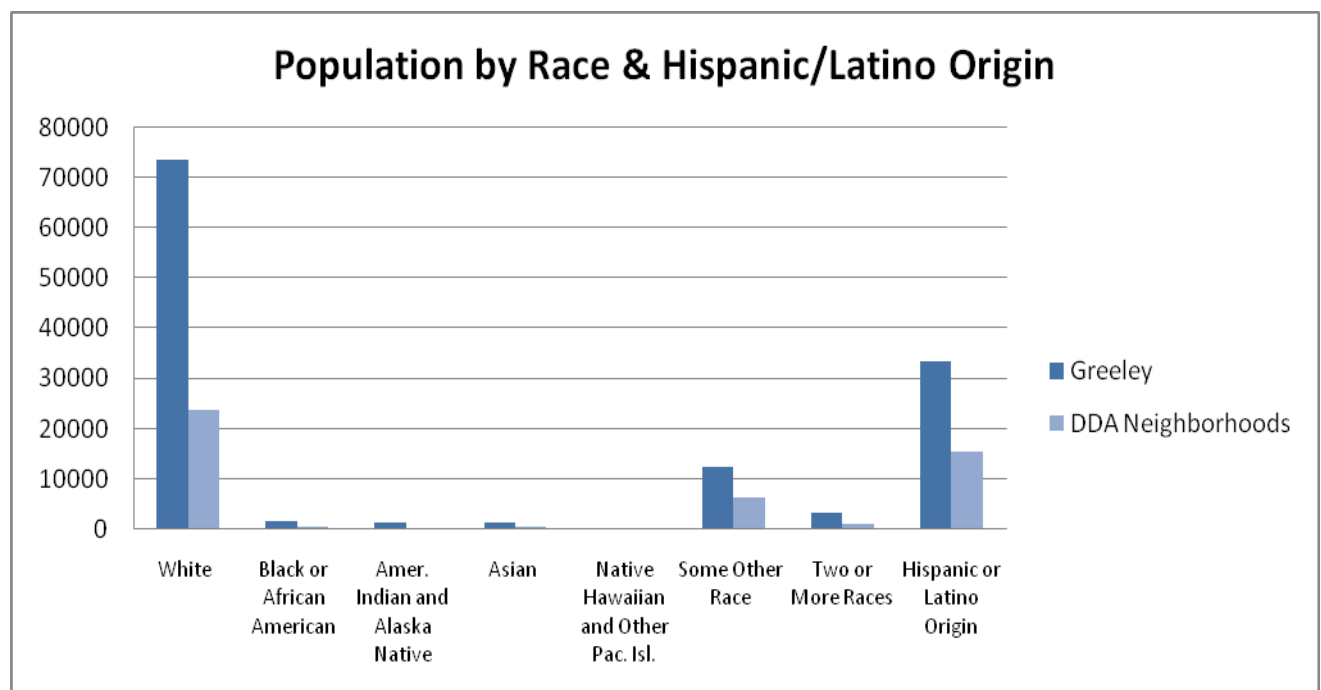
Population, Age, and Race & Hispanic Origin

POPULATION

The total population living in the DDA neighborhoods in 2010 is estimated to be 33,087.² This is more than one-third (35.6%) of the total population of the City of Greeley, which according to the 2010 U.S. Census is 92,889. The area is more densely populated than other areas of Greeley, with roughly a third of the population living in just over a quarter of the total land area. The population of the DDA neighborhoods is almost evenly split between males (51.0%) and females (48.9%).

RACE & HISPANIC ORIGIN

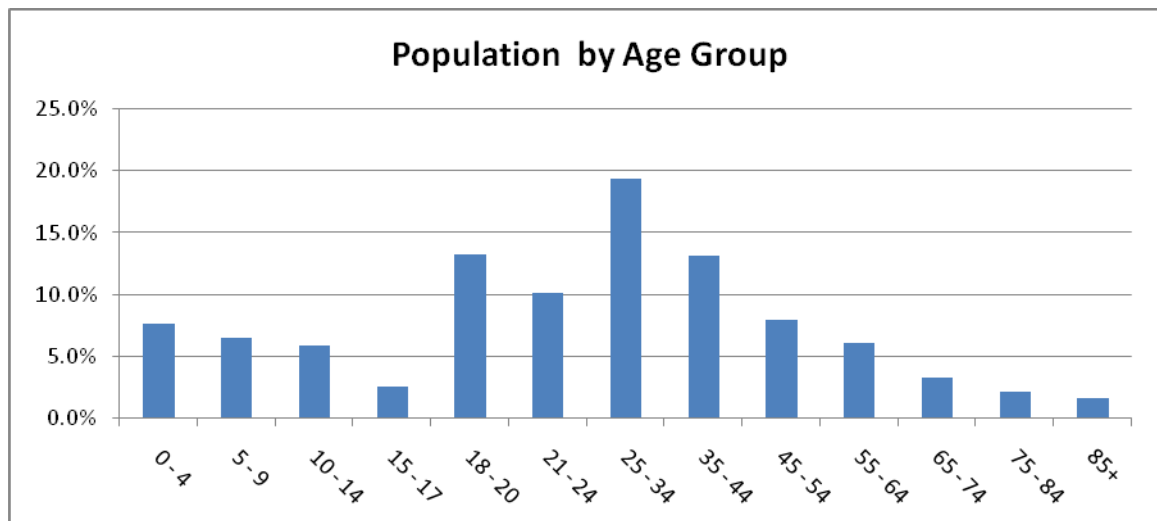
In the DDA neighborhoods, as in all of Greeley, the race of most of the population is White: 79.7% in the DDA neighborhoods compared to U.S. 2010 Census figures of 79.1% of all Greeley and 81.3% of all Colorado. A growing share of the population is of Hispanic/Latino origin. An estimated 47.2% of the population in the DDA neighborhoods is of Hispanic/Latino origin compared to – per the 2010 Census - 36.0% of all Greeley and 20.7% of all Colorado. Those of Hispanic/Latino origin in the DDA neighborhoods are primarily (88.2%) of Mexican heritage. The table, below, summarizes race and Hispanic/Latino origin for Greeley, according to the 2010 U.S. Census, and for the DDA neighborhoods.



AGE

The average age of residents of the DDA neighborhoods is 31 years. The age distribution graph, below, shows a modified “bell curve” pattern that is skewed to younger age segments.

² Except as otherwise noted, source for all demographic data for DDA market area is Neilson-Claritas company.



Income & Poverty

Key estimated income and poverty statistics for the DDA neighborhoods are summarized in the table below. Comparison data for the City of Greeley are 2009 estimates from city-data.com.

Estimated Income Facts	DDA 2010	Greeley 2009
Per Capita Income*	\$15,128	\$20,005
Average Household Income*	\$42,076	n/a
Median Household Income*	\$32,997	\$43,006
Percent of Families Below Poverty	17.8 %	n/a

*These figures average estimates from two sources: Claritas and ESRI Business Analyst.

Using available ESRI Business Analyst estimates of number of households and average household income, we calculate the income density in the DDA market area to be \$61.7 Million/square mile.

Consumer Spending

(Source: ESRI Business Analyst via City of Greeley Economic Development Department)

The consumer spending categories with the highest spending potential index (noted in parentheses – a comparison to the national average of 100) in the DDA neighborhoods are:

- Education (75)
- Computers & Accessories (70)
- Food Away from Home (67)
- Food at Home (66)
- TV/Video/Audio (65)
- Shelter (65)

ESRI Business Analyst leakage/surplus analysis suggests there is leakage from the area to out-of-area full service restaurants, special food services, department stores, appliance and electronics stores,

health and personal care stores, shoe stores, and non-store retailers (e.g., vending machines and on-line retailers).

Psychographics are profiles that describe the demographics, lifestyle, and buying habits of types of consumers. ESRI Business Analysts estimates indicate that four psychographic profiles (“Tapestry Segments”) describe more than half of all the households in the DDA neighborhoods. They are listed below with descriptive excerpts taken from the ESRI segment guide:

COLLEGE TOWN (20.8%)

“With a median age of 24.4 years, *College Towns* is the third youngest of all the Tapestry segments. Most residents are aged between 18 and 34 years and live in single-person or shared households. One-fourth of households are occupied by married-couple families... Convenience dictates food choices; they usually buy ready-made, easy-to-prepare, or frozen meals... at the closest grocery store. With their busy lifestyles, they frequently eat out or order in ... however, many cook at home over the weekend. They buy books online and in stores. ... These computer-savvy students own laptop computers or expensive desktop personal computers and the peripherals to match ... Keeping in touch is also important; they buy and use cell phones and accessories. New to living on their own, many *College Towns* residents purchase bedding, bath, and cooking products. ...*College Towns* residents attend country music and rock concerts and college basketball and football games, play pool, and go to movies and bars They shop at discount stores but prefer to buy branded clothes.”

NeWest RESIDENTS (10.5%)

“*NeWest Residents* is one of the most diverse of the Tapestry segments. Hispanic cultures dominate this family oriented segment; three-quarters of the population is Hispanic. Forty percent of the residents are white, 40 percent defined as other races, and 6 percent are multiracial populations. With 4.1 people, the *NeWest Residents* segment household has the third largest family size of all the Tapestry segments. ... Children live in 54 percent of the households... Another 19 percent are married-couple families with no children living at home ...Putting their children first, *NeWest Residents* lead a strong, family-oriented lifestyle that emphasizes buying groceries and baby and children’s products. They usually buy only the essentials such as baby food, baby supplies, baby car seats, and children’s clothing. They shop for groceries at Vons and Ralphs but will stop at local convenience stores for milk, juice drinks, and nonprescription drugs. To save money, they prepare meals from scratch at home; however, they still enjoy eating occasionally at fast-food restaurants. ... Because most of them rent, they don’t garden or buy big-ticket furniture pieces. Few have Internet access; they own one TV set and don’t consider cable TV a necessity. To help their children become more fluent in English, parents will buy word and sound games. In their free time, they read magazines. Soccer is part of their culture; they watch it on TV, play it, and attend matches.”

GREAT EXPECTATIONS (10.1%)

“Young singles who live alone and married-couple families dominate the *Great Expectations* market, although all household types are represented. The median age is 33.3 years. Some residents are just beginning their careers or family lives. Compared to the US figures, this segment has a higher proportion of residents who are in their 20s and a higher proportion of householders younger than 35 years. The ethnic diversity and racial composition of this segment are similar to US levels...*Great Expectations* homeowners are not afraid to tackle smaller maintenance and remodeling projects, but

they also enjoy a young and active lifestyle. They go out to dinner and to the movies. They do most of their grocery shopping at Wal-Mart Supercenters, Aldi, and Shop 'n Save. They throw Frisbees; play softball and pool; go canoeing; watch ... films on DVD; and ... dramas, auto racing, and the evening news on TV. They occasionally eat at Arby's and Dairy Queen. They shop at major discount and department stores."

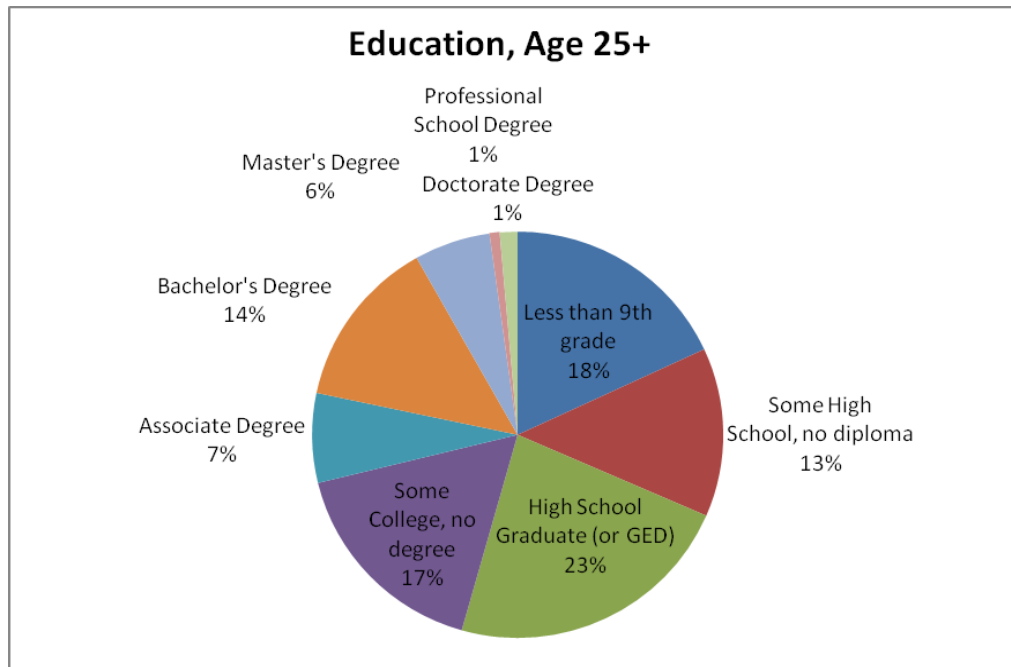
INDUSTRIOUS URBAN FRINGE (10.0%)

"Family is central to residents of *Industrious Urban Fringe* neighborhoods; slightly more than half of the households have children. Fifty-four percent are married-couple families; 17 percent are single parents. Multigenerational households are relatively common. The high proportion of children contributes to the relatively low median age of 29 years. Hispanics comprise 61.7 percent of the residents in these neighborhoods. ... *Industrious Urban Fringe* households balance their budgets carefully. Mortgage payments take priority. They shop at Wal-Mart, Kmart, Target, and other major discount stores for baby and children's products. They dine out less often than average households. Keeping in touch is important to these residents; they often have a second phone line at home. They watch movies at home and will also see multiple movies at the theater each month. Television and radio are better than newspapers and magazines to reach these residents. They watch TV as much as the average US household, but subscribe to cable less often."

Education

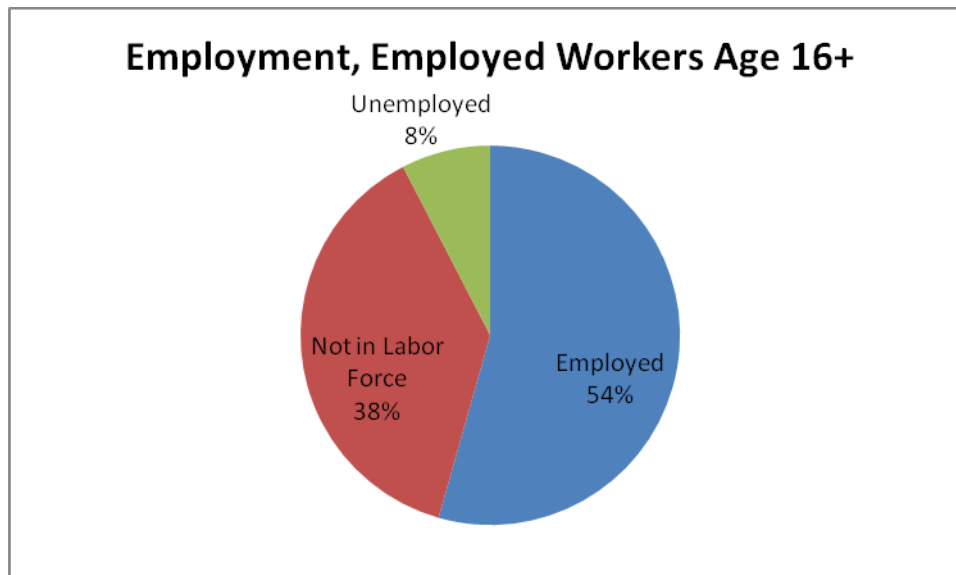
An estimated 31.5% of all residents over the age of 25 in the DDA neighborhoods have not completed high school, 22.9% have graduated high school, 16.8% have some college but no degree, and 28.8% have earned an Associate's or higher post-secondary degree. In comparison, City-data.com estimates that 20.7% of all Greeley residents over the age of 25 have not completed high school, and 26.4% have a Bachelor's degree or higher.

Of residents of Hispanic/Latino origin over the age of 25 in the DDA neighborhoods, 57.4% have not completed high school and 17.5% are high school graduates. Nearly the same percentage (16.2%) of residents of Hispanic/Latino origin as for all DDA neighborhood residents have some college but no degree, while 8.8% have a post-secondary degree.

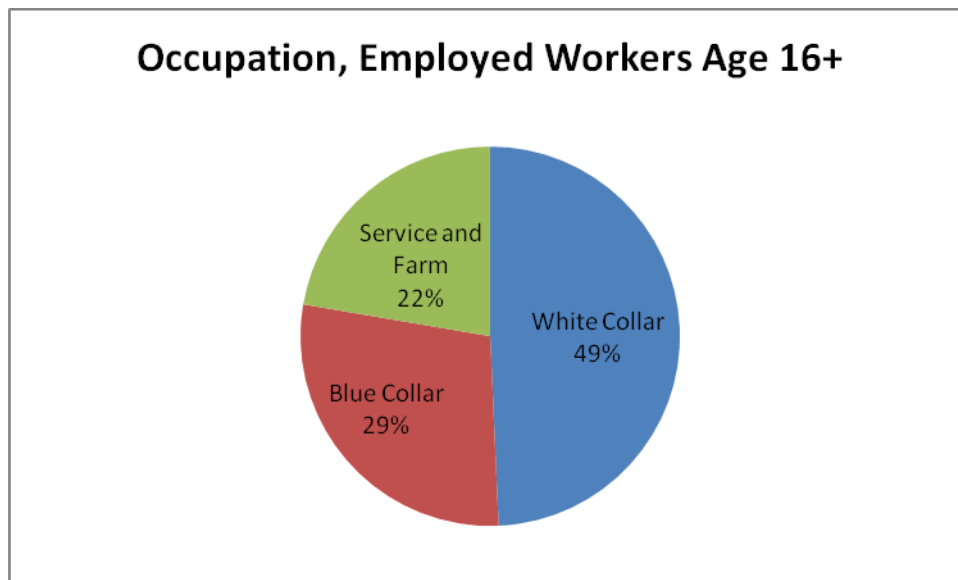


Employment and Occupations

Of an estimated 26,170 persons age 16 years or older in the DDA neighborhoods, 54.4% were employed, 38.0% were not in the labor force, and 7.6% were unemployed. In comparison, an estimated 11.5% of all Greeley was unemployed in December 2010, according to City-data.com. The graph, below, shows employment statistics in the DDA market area in 2010.



Among employed persons age 16 years or older in the DDA neighborhoods, 49.3% are in white collar occupations,³ 28.4% are in blue collar occupations, and 22.3% are in service and farm occupations. See graph, below.



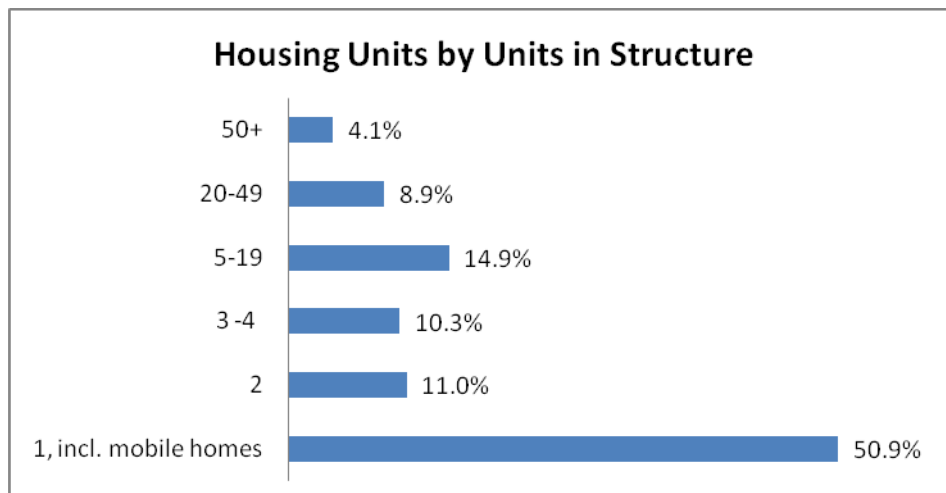
The top five occupations in which residents in the DDA neighborhoods are employed, by percentage of the working population age 16 years or older, are summarized in the table, below. Three of the top five occupations, including the top two, are considered “white collar” per the U.S. Census definition.

Occupations, Employed Workers Age 16+	
Occupation	Percentage of Workers
Office/Admin Support	13.4%
Sales/Related	12.0%
Construction/Extraction	10.2%
Food Preparation/Serving	9.4%
Production	8.5%

Housing

There are approximately 11,555 housing units in the DDA neighborhoods. An estimated 45.0% of these are single-family detached homes. Another 21.3% are in structures with 2-4 housing units. The graph below summarizes the number of units by units in the structure.

³ The U.S. Census, from which the Claritas data is derived, defines white collar occupations to include management, professional and related occupations, service occupations, and sales and office occupations.



The housing stock in the DDA neighborhoods is predominantly older, with more than half of all housing units (53.2%) are fifty or more years old. Some of the older homes in the market area are fine examples of historic styles and a few have historic designation. An estimated 7.8% of housing units in the DDA neighborhoods (896 units) are in structures that were built since the year 2000.

Nearly two-thirds (63.0%) of occupied housing units in the DDA neighborhoods are renter-occupied, while the remaining 37.0% are owner-occupied. Average housing tenure in owner-occupied units is 13 years, and 7 years in renter-occupied units.

In 2010, the City of Greeley prepared the 2010 Annual Growth and Development Projections of citywide growth and development trends through 2015. The study does not provide a geographic breakdown that indicates how many of new units are expected to be built in downtown. The number of new units projected in Greeley per year for the next five years is shown in the table, below.

Projected New Housing Units in Greeley	
Year	Number of Units
2010	110
2011	110
2012	182
2013	365
2014	479
2015	560

Housing Vacancies

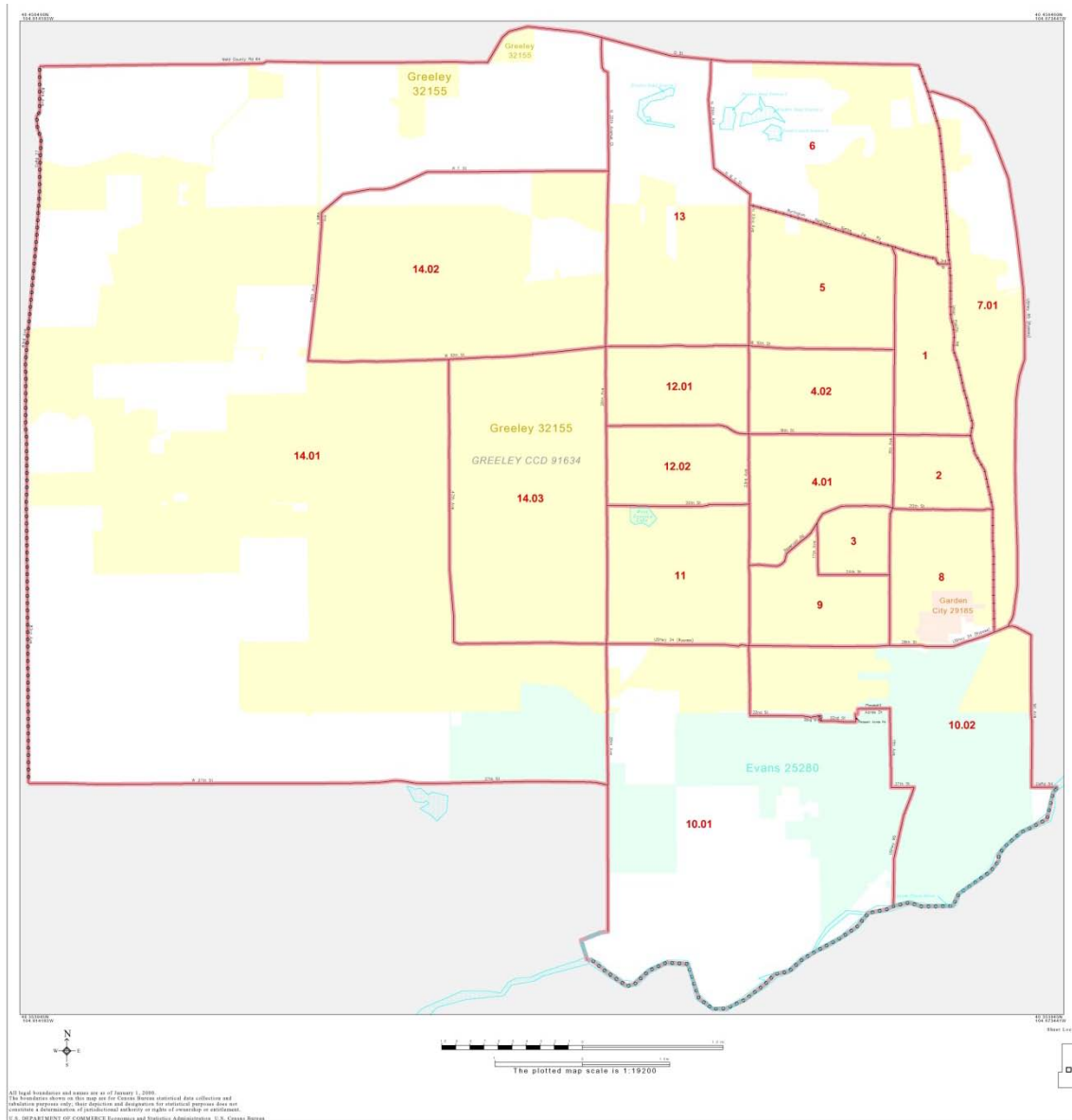
MULTI-FAMILY HOUSING

The Greeley Urban Renewal Authority tracks housing information, including vacancies, for multi-family housing complexes of greater than 5 units. According to estimates from Claritas, approximately 27.9% of the housing units in the DDA neighborhoods are in complexes of greater than 5 units. The 2011 Multi-Family Housing Vacancy Survey reports statistics citywide and, for some data, by U.S. census tract (CT). Overall vacancy rates in Greeley have declined from 10.6% in 2006 to 8.6% in 2010. The five-year

low of 7.8% was recorded in 2009. The table below is recreated from the 2011 Survey. It shows the five year trend in vacancy rates for CTs in Greeley. Shaded rows are CTs that are included in the DDA neighborhoods boundary, while unshaded rows are not. The data excludes CT 3 which is entirely comprised of the UNC main campus and CT 7.1 which has no responding complexes of 5 units or more. Note that the boundaries of CT 1 encompass the Downtown area, as shown on the census tracts map, next page.

Percent Vacancy Rates by Census Tract: Five Year Trends						
CT	2006	2007	2008	2009	2010	AVG
1	13.2	11.1	12.3	8.5	10.9	11.2
2	5.9	5.3	7.3	5.4	4.1	5.6
4.1	12.6	9.2	2.1	6.0	2.1	6.4
4.2	14.7	6.7	11.4	15.9	10.4	11.8
5	10.7	7.1	3.3	5.4	9.0	7.1
6	21.4	7.1	0.0	7.1	0.0	7.1
7.2	9	4.4	4.2	6.7	9.2	6.7
8	8.9	5.1	18.1	9.9	8.9	10.2
9	26.3	7.1	15.0	14.3	14.3	15.4
10.2	15.9	16.5	9.3	8.4	5.7	11.2
11	4.6	4.2	4.6	6.2	8.6	5.6
12.1	14.5	12.6	9.9	9.5	16.3	12.6
13	10.7	11.8	7.1	7.1	8.6	9.1
14.1	7.9	7.0	6.9	5.2	5.8	6.6
14.2	6.3	12.5	4.2	18.8	11.1	10.6
14.3	5.9	3.9	13.0	7.8	7.0	7.5
City Wide	10.6	9.0	9.1	7.8	8.6	9.0

Map of U.S. Census tracts in Greeley, Colorado



AFFORDABLE HOUSING

The State of Colorado, Department of Local Affairs, Division of Housing, tracks vacancy rates in affordable multifamily housing statewide, and in a variety of Colorado submarket areas, including in Greeley. Affordable housing is defined as, "units that are deed-restricted and require residents to have an income that is no higher than the respective Area Medium Income appropriate to the governmental funding requirements for that property." According to the Colorado Multi-Family Affordable Housing Vacancy and Rent Study, Affordable housing average rent in Greeley was \$526.75 compared to the average for all Colorado Metro Areas of \$638.57.

The average multi-family affordable housing vacancy rate in Greeley in the fourth quarter of 2010 was 5.0%, compared to 4.1% for all Colorado metro areas. However, as the below table demonstrates,

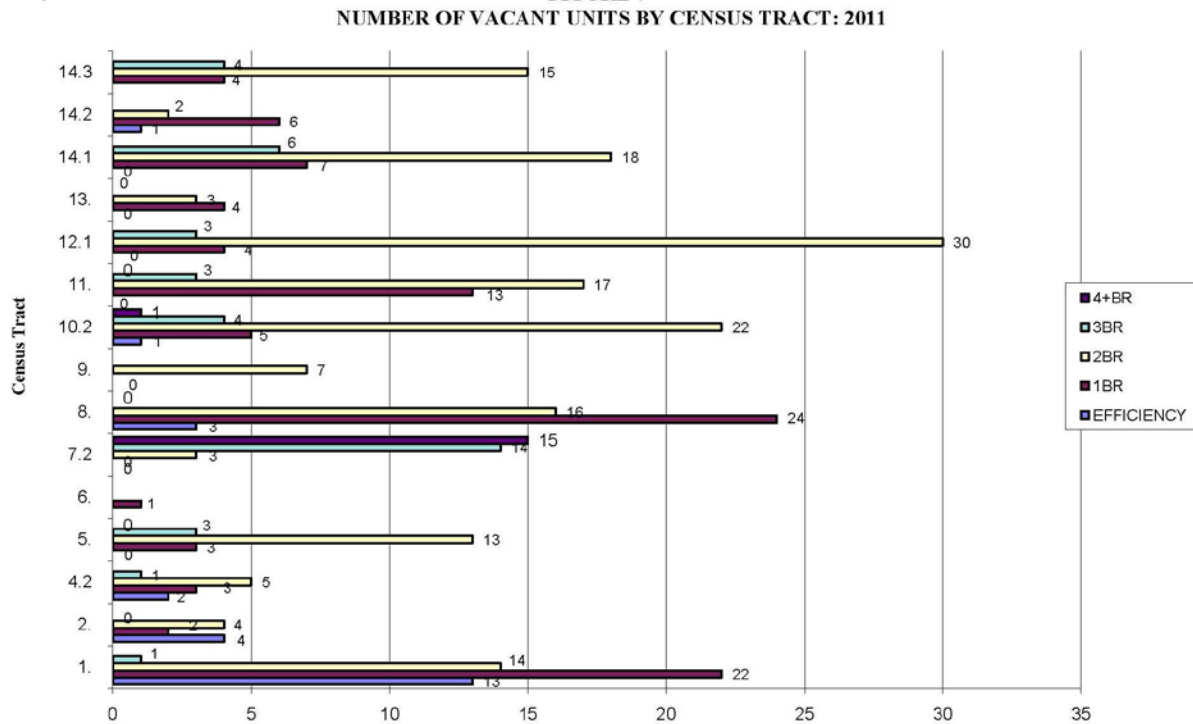
Greeley's average rate encompasses a wide range of values by unit type. There were no vacancies of any affordable two-bedroom unit in Greeley in late 2010.

Affordable Multifamily Housing Unity Vacancy Rates by Unit Type, Fourth Quarter 2010		
Unit Type	Greeley	Colorado
Efficiency	20.0%	7.7%
1 Bedroom	5.2%	2.7%
2 Bedroom, 1 Bath	0.0%	4.3%
2 Bedroom, 2 Bath	0.0%	5.9%
3 Bedroom	10.2%	5.2%
All	5.0%	4.1%

HOUSING COST

Estimates of for-sale housing in the DDA neighborhoods indicates that it is on average less costly than elsewhere in Greeley, with an average 2010 housing value of owner-occupied units at \$126,864. In comparison, the average 2009 housing price in Greeley is estimated by City-data.com as \$189,241.

According to the City of Greeley's 2011 Multi-Family Housing Vacancy Survey, "The areas surrounding UNC (CT 1, 4.1, 8) also charge high rents, a situation that may represent more of a 'captive' market because the occupants are frequently students who must live close to UNC or older citizens who rely on mass transit to be close to grocery stores and other resources..." The chart, below, reproduced from the Survey, depicts average rents by census tract in 2010 for various unit types. Note that rents for many types of units are higher in CTs 8, 4,.1, and 1 (close to UNC and Downtown) than elsewhere in the city, however 1 and 2-bedroom units are more expensive in some other areas of Greeley.



Households

Approximately 10,747 households are estimated to be in the DDA neighborhoods in 2010, and growth in the number of households in the area since 2000 is estimated at 3.2%. Of these households, a slightly larger percentage (52.4%) are family households than are non-family households (47.6%). 38.2% of households are of Hispanic/Latino ethnicity. By comparing the percentage of Hispanic/Latino households (38.2%) to the percentage of the DDA neighborhood population that is of Hispanic/Latino origin (47.2%), one may deduce that on average, Hispanic/Latino households in the DDA neighborhoods are somewhat larger than households of other ethnicities.

Per Claritas, the average household size in the DDA neighborhoods is 2.7 persons. The following table lists the percent of households in the DDA neighborhoods by the number of persons in the household.

Households by Number of Persons	
Persons	Households
1	29.2%
2	29.6%
3	15.1%
4	12.0%
5+	14.2%

Transportation & Commuting

NUMBER OF VEHICLES

In 2010, 11.8% of households in the DDA neighborhoods have no automotive vehicle and therefore must rely on other means of transportation. 39.7% had one vehicle. Fewer than half (48.4%) had more than one vehicle.

TRANSPORTATION TO WORK

Of 13,557 workers age 16 and older in the DDA neighborhoods, nearly 65% drove alone to work, while 16.6% carpooled. 7.6% walked and 3.6% rode a bicycle. Only 0.7% used public transportation to get to work.

COMMUTE TIMES

The average commute time for workers age 16 and older in the DDA neighborhoods was just over 22 minutes, with the largest group (6,279 persons) traveling less than 15 minutes. This is similar to the estimated average 2009 commute time of 20 minutes for all city of Greeley workers, per City-data.com. City-data estimates show that two-thirds of workers that live in Greeley are employed in Greeley. Approximately 4,200 of these are employed within the DDA, according to best available estimates from the City of Greeley Economic Development Department.

Hotel Occupancy

According to the Rocky Mountain Lodging Report (RMLR), Greeley had an occupancy rate of 64.8% in early 2011, higher than any other non-resort location in Colorado. RMLR reported 35.8% occupancy in 2010 through April, down from a rate of 63.5% in 2007, as provided to the DDA by a private consultant. The table, below, summarizes January 2011 occupancy rate information available from the RMLR.

January 2011 Lodging Statistics				
Location	Room-Nights	Occupancy	Average Daily Rate	Revenue per Available Room
Greeley	13,294	64.8%	\$71.44	\$46.27
Fort Collins	46,376	46.3%	\$79.35	\$36.75
Loveland	20,477	55.0%	\$90.75	\$49.92
Colorado	1,661,486	53.9%	\$130.50	\$70.31

According to the Greeley Convention and Visitors Bureau (CVB), there are 646 rooms available in Greeley. (Another option for overnight stays just outside of Greeley is the recreational vehicle facilities and campsites at Island Grove.) There are 191 rooms (29.1% of the Greeley total) in the three hotels within the DDA boundary: the Clarion Hotel, Greeley's only full-service conference center with 146 rooms; the Greeley Inn, a 35-room motor court style motel; and the Sodbuster Inn, a recently remodeled, upscale, ten-room bed & breakfast. Several of the newer hotels in town are located on the south side of Greeley, along Highway 34. A number of annual weekend events typically fill all Greeley lodging options to capacity, including Stampede, Blues Jam, and UNC's Commencement. In addition to the many annual events, occupancy rates in Greeley have recently increased due to a boom in

overnight stays by workers in the oil & gas industry who are conducting business in Weld County and construction workers employed at the new Leprino cheese factory site.

The CVB reports it historically has had difficulty marketing the Clarion Hotel in Downtown to out-of-town conferences against newer and better maintained facilities in competitor cities. In 2010, the Clarion came under new ownership and upgraded its room decor. Like other Greeley hotels, the Clarion now has substantial mid-week traffic from oil & gas and construction workers that provide a strong revenue stream. While a positive for occupancy rates, hotel profitability, and lodging tax revenues, it appears that Greeley hotels may face increased maintenance needs given the relatively heavy wear and tear associated with the mid-week clientele. At the Clarion, this may present additional challenges to meeting the expectations of potential conference clientele. Anecdotal reports from recent lodgers at the Clarion are that the hotel continues to struggle with a range of management and quality issues that would likely impede its ability to serve as a competitive conference facility for Greeley.

UNC Students, Faculty & Staff

(Source: University of Northern Colorado, except as otherwise indicated.)

The University of Northern Colorado (UNC) and affiliated students, faculty, and staff represent a special market opportunity for Downtown Greeley. A 2007 study of UNC's economic impact⁴ indicates that the university spends about \$23 million each year in Northern Colorado on real goods and services, of which about \$8 million is in Weld County including more than \$6 million in Greeley.

PHYSICAL CONNECTIONS

The southernmost part of the DDA boundary abuts the northern extreme of the UNC campus and includes many of the retail businesses that serve the students. The UNC campus is located approximately one mile from the heart of Downtown Greeley, within the DDA neighborhoods studies for this project. The graphic, below, available from the UNC, shows an overview of the campus with major streets labeled.



⁴ University of Northern Colorado. "UNC Economic Impact Analysis Phases I, II, and II." 2007.

The streets that provide the most convenient physical routes between campus and Downtown are 8th and 9th Avenues. 8th Avenue is a major vehicle corridor and provides convenient access for students in cars. It has challenges as a pedestrian route. Despite some streetscape improvements like brick pavers and decorative streetlights, the auto-dominated scale and traffic volume on 8th Avenue, as well as many examples of uninviting storefronts limit the desirability of 8th Avenue as a pedestrian corridor between campus and Downtown. 9th Avenue is a very inviting pedestrian street. Much of the distance between central campus and Downtown is within the Monroe Historic District. Separated sidewalks and bike lanes on 9th Avenue provide an appealing daytime pedestrian and bicycling route. The bike lanes connects conveniently to the termination of a bike path through the UNC campus. However, at night this route not well-lit at the pedestrian scale, and does not convey an adequate sense of safety that most UNC students appear to view it as a viable option. Student focus group members report using a car to get to Downtown most of the time.

BEAR BUS

Funded through UNC student fees, the Bear Bus is free to riders. The daytime route runs on the campus only, while the evening (blue) route provides a transportation option for UNC identification holders to get to Downtown Greeley. The evening service is new as of 2010. It runs every half hour on Wednesday, Thursday, Friday and Saturday nights from 9:00 PM until 2:00 AM. The Bear Bus provides a safe and convenient route from Downtown to campus after dark. Students are gaining in their awareness and acceptance of this transportation option.

OPERATION BEAR AWARE

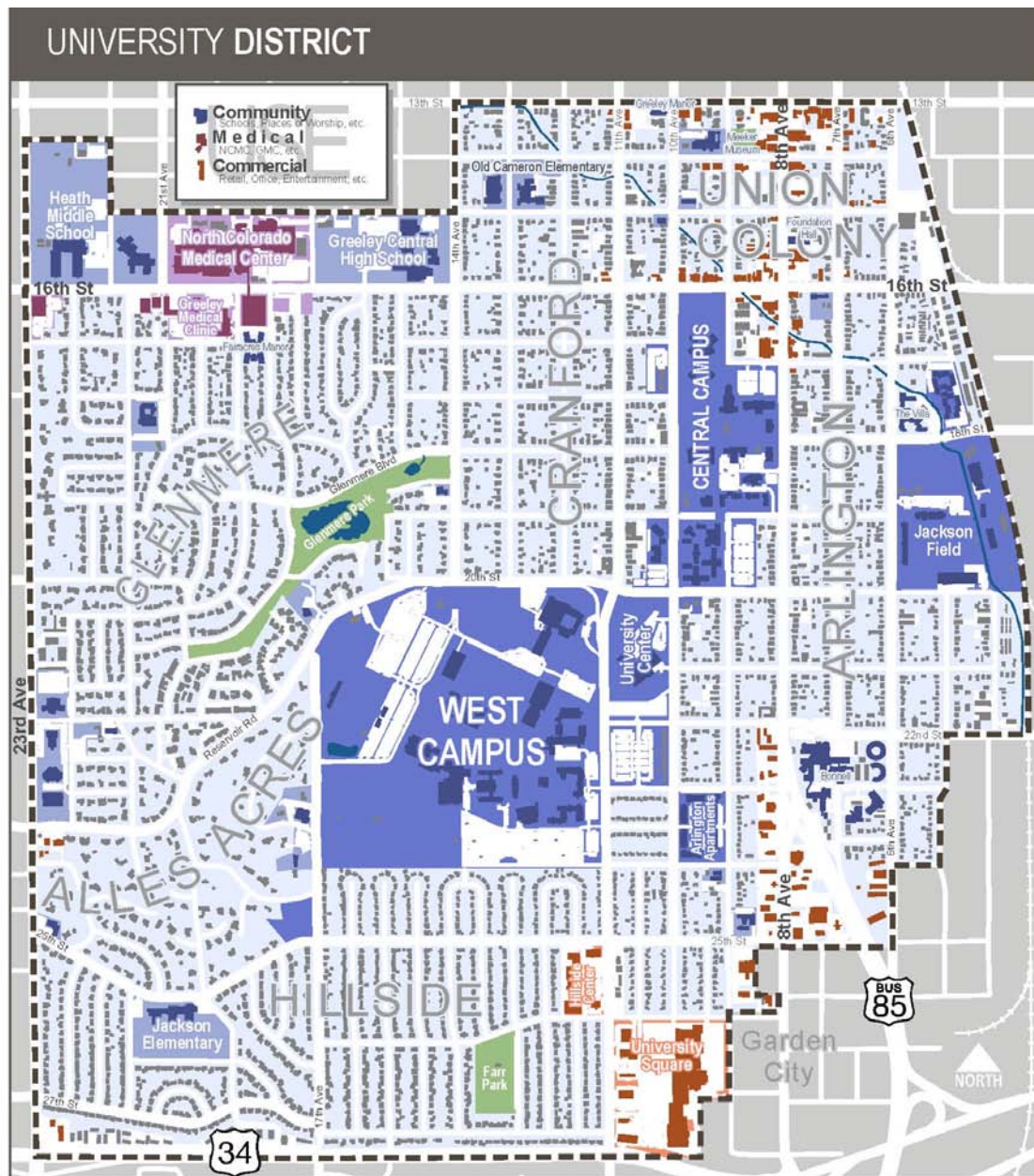
In 2010, The City of Greeley surveyed UNC students to better understand how Downtown Greeley might serve the UNC student market. Since then, the City of Greeley, the DDA, and a number of Downtown merchants have been working to better market Greeley and the Downtown to UNC students through the Operation Bear Aware program. Merchants that are involved in Operation Bear Aware post welcoming banners and tailor discounts and specials to students, among other things.

UNIVERSITY DISTRICT

In 2009, building on past effort by both parties, the City and University created a joint effort to enhance and improve the area around the UNC campus for the mutual benefit of students, faculty, and other Greeley residents. Priorities for collaborative efforts in the District fall within five broad themes that resonate with DDA goals and priorities. They are as follows:

- Enhance Neighborhood Livability
- Cultivate a Vibrant Economy
- Create Engaging Destinations
- Foster Growth through Education
- Strengthen Neighborhood Design

The University District is within the DDA neighborhoods studied for this project and overlaps with the southern portion of the DDA boundary between 13th and 16th Streets. The boundary is depicted in the graphic, below, from the UNC website.



UNC STUDENTS

The tables below summarize enrollment and demographic statistics about the UNC students as of Fall, 2010.

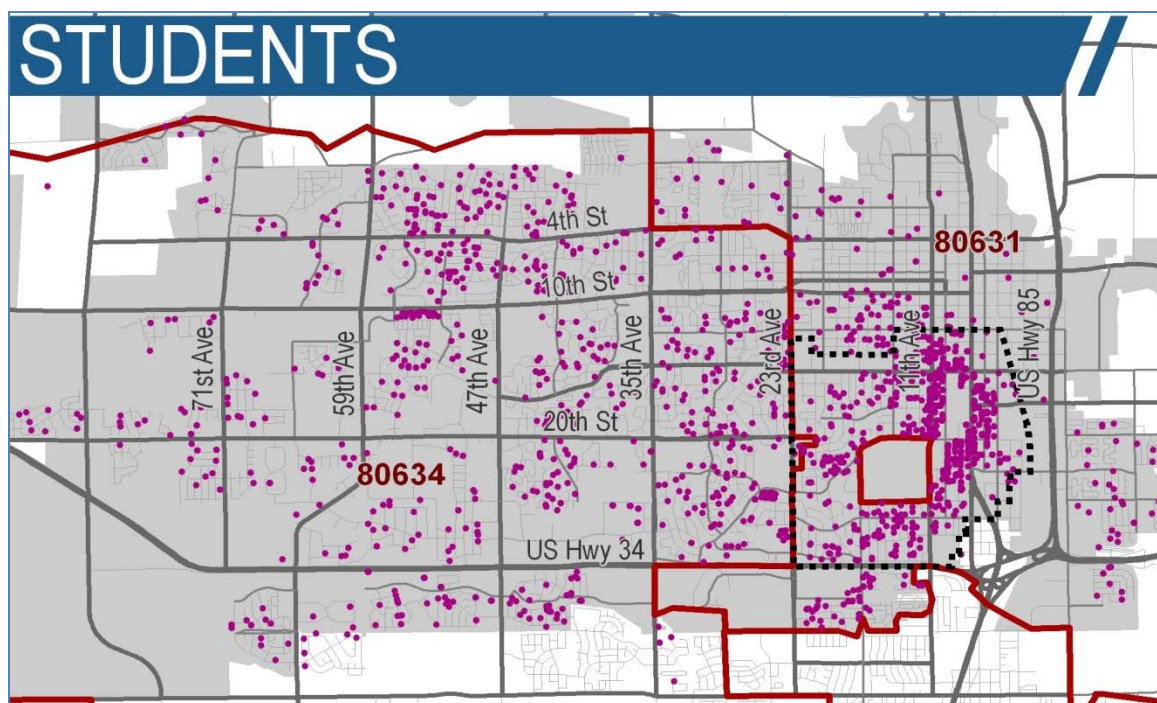
UNC Student Enrollment and Retention Statistics	
Total Number Enrolled	12,348
Full-time Students	9,189
Retention Rate (1st-year students)	70%
Graduation Rate (within 6 years)	50%

UNC Students by Age, Sex, Race and Ethnicity	
Sex: Female/Male	62%/38%
Average Age	22 years
Percent Age 25+	12%
White Race	71%
African American Race	4%
Hispanic Ethnicity	11 %

Many UNC students reside in the DDA market study area. About one-third of undergraduates (3,016) live in on-campus housing while the remainder of undergraduates and all graduate students live off-campus in Greeley or in other communities. According to the City of Greeley's 2011 Multi-Family Housing Vacancy Survey, students (UNC and other) occupied at least 15% of the verified multi-family housing units city-wide.⁵ Nearly half of these (46.7%) were in two-bedroom units, and more than a third (37.1%) in one-bedroom units.

Census tracts that are near UNC historically have some of the lowest vacancy rates in the city of Greeley. Of the multifamily units reported to be occupied by students, 60.7% of them were in the DDA neighborhoods, including 118 units (12.7%) in census tract 1, which coincides with Downtown Greeley. These facts, combined with anecdotal evidence from the University, suggest a market for additional student housing in neighborhoods that are near UNC including in and near Downtown.

The map, below, courtesy of the City of Greeley Planning Department depicts UNC student residential addresses in the city of Greeley. As may be seen, the area just south of and overlapping the DDA includes significant concentrations of off-campus student residences.



⁵ The study is careful to point out only 45% of the responding multifamily complexes reported information regarding students; many do not track student information and therefore are unable to provide information. Thus, reported percentages and numbers of units occupied by students are likely lower than in reality.

Although many students are very involved in university activities such as sports teams (11%) and Greek life (2% of males and 5% of females), UNC remains somewhat of a “commuter” school, with many students leaving campus and town for weekends. One stated reason for this weekend out-migration is the limited number of activities, shops, and entertainment options available in Greeley that are oriented toward college students, particularly those that are not of legal drinking age.

STUDENT PURCHASING POWER

The 2007 study of UNC economic impact estimated that students spent \$53.3 million in Greeley per academic year. 2006 per-student spending in Greeley of those living off-campus (approximately 2/3 of undergraduates and ¾ of all students) was estimated to be between \$5,044 and \$6,945 per academic year. Average 2006 spending in Weld County for all students (including those living on-campus) was estimated at \$4,584 per year (average spending per student in Greeley was not calculated). These figures do not distinguish discretionary versus non-discretionary student spending.

National trends, as reported in a press release for the 2010 Alloy College Explorer Survey⁶, show that on average, U.S. college students’ average discretionary spending in 2010 was \$361 per month or \$4,332 per year. This figure was up 3% from 2009.

The top three spending categories for college students ages 18-34 are food, entertainment, and automotive. Males tend to spend more on technology, entertainment and - somewhat surprisingly – personal care. Females tend to spend more on clothing, cosmetics, shoes, and cell phones.

FACULTY AND STAFF

UNC faculty and staff is another market segment that could be targeted in Downtown Greeley. Many of these individuals typically have well-paying jobs and disposable income. Data provided in early 2011 by the UNC External Relations department indicate total faculty of 705 and total staff of “about 900.” Of these, 441 and 884, respectively, are full-time employees. Of all faculty and staff, 53% are female and 47% are male. The table below summarizes demographic statistics about the UNC full-time faculty and staff.

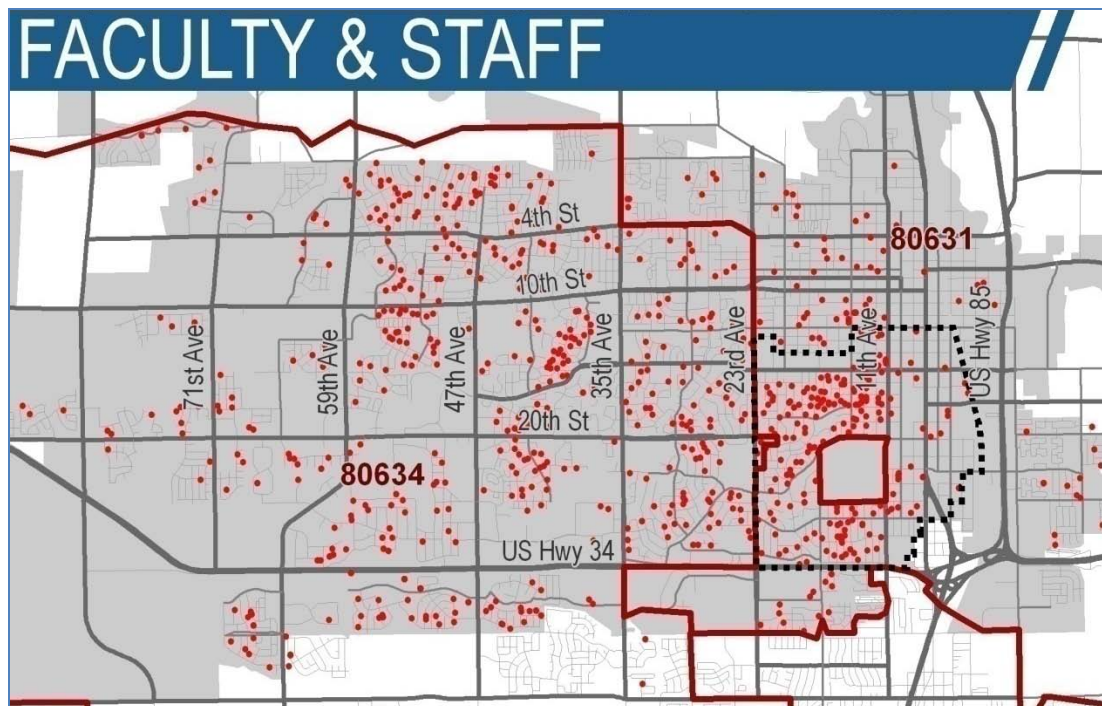
UNC Faculty and Staff Race and Ethnicity		
Race/Ethnicity	Full-time Faculty*	Full-time Staff
White Race	80%	81.4%
African American Race	2%	1.0%
Asian Race	1%	1.0%
Hispanic Ethnicity	11 %	13.3%

*Statistics for faculty were available rounded to the nearest whole number.

Anecdotally, the majority of faculty are said to reside outside the DDA neighborhoods and within the boundaries of school districts that are ranked higher than School District 6, which serves Greeley. However the most recent available estimate – from a 2007 study by the UNC - found that 55% of UNC

⁶ *Students Consumer Clout Widens as College Class Prepares for Return to Campus.* July 2007.
<http://www.harrisinteractive.com/vault/Alloy-Media+Marketing-College-Explorer-Study-Jul72010.pdf> Last accessed 03/31/11.

faculty and 66% of support staff are Greeley residents. The balance of staff and faculty that do not reside in Greeley are regular visitors to the campus in close proximity to Downtown. Residences of faculty and staff within Greeley and are depicted on the map, below, provided by the City of Greeley Planning Department.



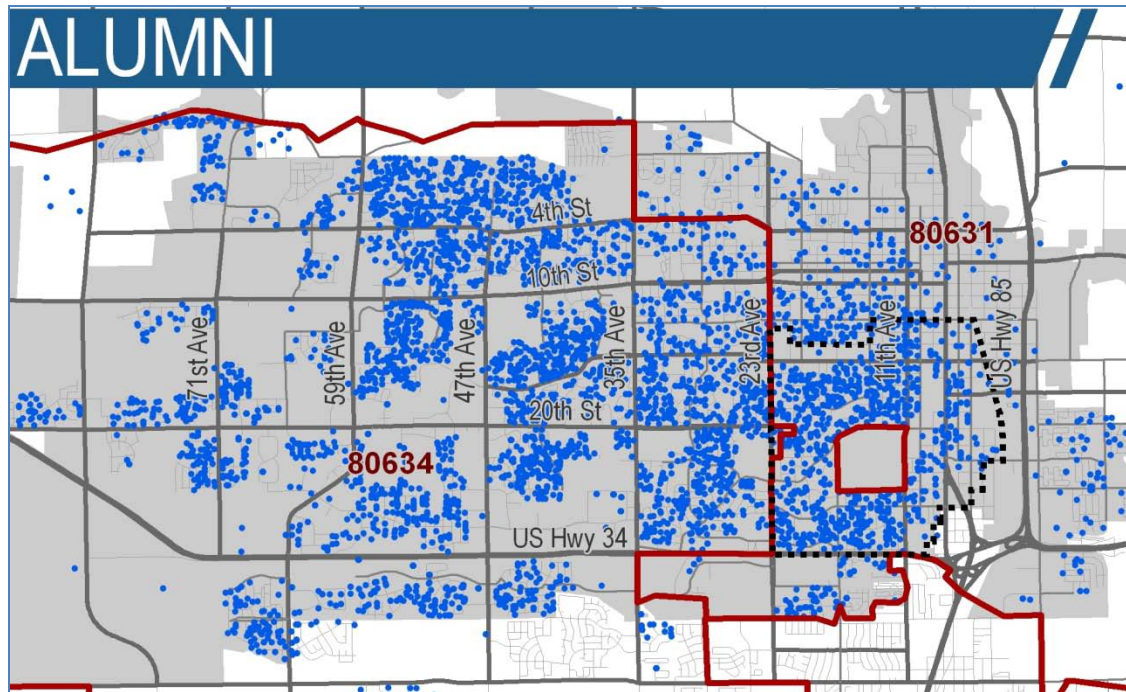
Data provided in early 2011 by the UNC External Relations department indicates that total current payroll for the UNC is \$93 million, of which \$14 million is paid to student workers. The balance is paid to full and part-time staff and faculty. The average salary for full time faculty and staff employees at UNC is \$40,826. A study of UNC economic impact completed in 2007 demonstrated that about \$49.0 million in gross salaries (\$31.2 million net) was paid annually to Greeley residents, including staff, faculty, students, and non-student hourly workers. This amount is 69% of the total payroll amount shown in the report. At that rate (69%), the current total gross payroll of approximately \$93 million (as provided by the UNC External Relations Department) would yield \$64.2 million in gross salaries paid to Greeley residents.

ARTS PERFORMANCES & SHOWS

UNC is noted for very strong performance and visual art degree programs. In 2010, 974 students (9% of the student body) were enrolled in the Performing & Visual Arts College. UNC students and faculty perform in numerous shows and events throughout the year in both on-and off-campus venues. Some of the premier events, such as UNC Jazz Festival and the Blues Jam, are joint endeavors with the City of Greeley and utilize a wide range of venues including the Union Colony Civic Center on Lincoln Park in Downtown Greeley. These arts events and performances, as well as other UNC events such as sports games, Homecoming, and Commencement, draw significant numbers of visitors to the campus and in some cases into the DDA. No specific visitor attraction numbers were available for major UNC events and venues. UNC estimates that University-related events contribute \$4 million to the local economy.

UNC ALUMNI

A substantial number of UNC alumni continue to live in Greeley including in the DDA neighborhoods, as depicted in the map, below, provided by the City of Greeley Planning Department. No demographic or socioeconomic information was available for UNC alumni as a group. Efforts to enhance connections with UNC students, staff, and faculty may also attract UNC alumni and increase their inclination to patronize Downtown Greeley.



VI. Appendix B: Outreach Summary

The Greeley DDA 2011 Framework Plan was developed using extensive input from a variety of Downtown stakeholders. Approximately 1200 individuals participated in group meetings, interviews, and a community survey as part of the process. The table, below, provides a summary of outreach methods and participation.

Outreach Method	Participation
DDA Board of Directors: The primary client for the Framework Project, frequent meetings were held with the DDA board to update them on plan progress.	The consultant team met with DDA board periodically through the process.
DDA Framework Plan Steering Committee: Appointed by the DDA board, the Steering Committee was composed of approximately 15 Downtown stakeholders and was charged with general oversight of the process, community leadership and creative input.	The consultant team met with the DDA Framework Steering Committee at a number of critical waypoints.
Focus Groups: Three focus groups of primary Downtown stakeholders were invited to provide targeted creative input into the planning process through facilitated exercises.	32 Downtown stakeholders participated in the three working groups that met in January and February of 2010.
Stakeholder Interviews: Key individuals with experience and investment in the Downtown area were interviewed to provide targeted information and perceptions.	The consultant team conducted 23 individual interviews during site visits in February.
Community Survey: All Greeley area residents were invited to participate in an online survey to determine consumer preferences and priorities for improvement. The DDA and Steering Committee members used available conduits to distribute the survey.	1054 individuals participated in the online survey that was conducted from late March through mid-May 2011.

THEMES

A number of themes emerged from the wide-ranging input received in the outreach process. Top themes included the following:

- Downtown is safer than the general perception. The number of loiterers in the Downtown core is a challenge to some residents' comfort level with spending time in Downtown. However, police statistics demonstrate that central business district is relatively safe.
- Greeley has several signature special events that are very successful, including Blues Jam, Stampede, the Arts Picnic, and Oktoberfest.
- The new Leprino plant, oil and gas workers from the Niobrara, and the Greeley airport all provide short-term opportunities for Greeley on which Downtown may be able to capitalize.
- Downtown needs better connections to UNC, including both physical connections, programming connections, and mutual awareness/responsiveness. The new Bear Bus and Bear Aware program

are a good start. The new University District partnership may provide opportunities to help strengthen Downtown neighborhoods.

- A viable hotel/convention facility is strongly desired. The existing Clarion hotel is not able to compete for conventions despite apparent demand.
- Downtown is currently known for restaurant and cultural offerings. However, the top priority improvement cited is to strengthen the area with more diverse dining and retail options.
- 8th Avenue is a problematic gateway for Downtown. There is a need to enhance the appearance and quality of retailers in this area to address negative perception issues for Downtown. The 10th Street approach to Downtown is also poorly perceived by some West Greeley residents.
- Downtown struggles with identity and perception issues, including those related to changing demographics and newer Hispanic/Latino residents. At the same time, Latino and other ethnic markets are potential opportunities for Downtown.

FOCUS GROUPS

Three focus groups were convened in January and February, 2011. They are the DDA Tax Increment Financing (TIF) committee, the Greeley Downtown Alliance (GDA) merchants association, and University of Northern Colorado (UNC) students. In each session, participants were asked to describe Greeley ten years ago, at present, and what they would ideally like Greeley's qualities to be in the future. They were then asked to brainstorm potential improvements to achieve the future vision for Greeley. Finally, members of the group were asked to cast votes for the most essential improvements. A similar priority-setting meeting was conducted with the DDA Plan Steering Committee in February.

The initial lists of potential improvements generated by the four groups had a great deal of similarity and overlap. However, the groups differed when prioritizing the key improvements. The top four priorities for each group measured by the number of votes received are summarized in the table, below.

Top Four Improvements by Focus Group			
TIF Committee	Steering Committee	GDA	UNC Students
Add new medium- to upscale housing	Improve 8 th Ave., especially between UNC and 10 th Street	Connect UNC to Downtown	Strengthen the sense of place
Add more employers & jobs	A high-quality hotel and conference center	Improve 8 th Avenue corridor as a gateway	Businesses that are more welcoming to UNC students
Add a big destination attraction	Improve facades and appearance of buildings	Link Downtown to Centennial Village via a trolley	Increase and improve retail offerings
Activate the arts & entertainment district	Add more special events	Improve parking	Improve safety in Downtown

Transcript summaries of the focus groups are provided in Appendix C.

STAKEHOLDER INTERVIEWS

During January and February of 2011, the consultants met with nearly two dozen stakeholders including business owners, elected officials, civic and cultural organization directors, economic development professionals, and real estate specialists. Collectively, their insights and opinions helped to inform the process with valuable background information and creative suggestions.

ONLINE SURVEY RESULTS

As part of the outreach process, all community members in the Greeley area were invited to participate in an online survey that probed consumer preferences and priorities for Downtown improvements. The survey was hosted on the Downtown Development Authority (DDA) homepage and a link was distributed through a variety of email channels and publicized in local print media. The survey successfully attracted responses from 1054 individuals, representing a variety of stakeholder groups. A copy of the survey questions is appended to this report as Appendix D. Some of the key highlights of the survey are summarized below.

DEMOGRAPHICS

- **Age:** The largest group of respondents (34.3%) is between the ages of 50 to 69. About a third are 18 to 34 years old and about a quarter are between 35 and 49 years of age.
- **Sex:** About two-thirds (67.0%) of respondents are female.
- **Annual Income:** The largest group of respondents (40.5%) report annual incomes of \$50K-\$99,999. The next largest group (31.5%) reports incomes less than \$50,000.
- **UNC Students:** 17.9% of respondents indicate that they are UNC students.
- **Frequency of Visits:** 48.6% of respondents report that they visit Downtown at least once per week and 31.9% visit once per month. 19.5% report visiting less frequently than once per month.
- **Travel Modes:** The vast majority of respondents report that they use a car to (95.5%) arrive in Downtown. Nearly a quarter (24.6%) indicate that they also use other forms of transportation such as walking, biking, and riding the bus.

PRIMARY ACTIVITIES

Respondents were asked what they do when visiting Downtown. Dining, events, and performances at the UCCC topped the list of responses. Only 17.0% of survey respondents report visiting the Downtown library, which reports 270,000 annual visitors, indicating that the library user population is not well-represented in the survey respondents. The top ten activities that survey respondents reported doing Downtown are listed in the table, next page:

Activities You Do When Visiting Downtown	Percent
Dining	75.0%
Special events	56.7%
Union Colony Civic Center	45.2%
Farmer's Market	38.2%
Nightlife/entertainment	35.0%
Shopping	30.3%
Work	26.4%
Recreation	24.0%
Government business	23.8%
Personal business	18.6%

DETRACTORS

Respondents were asked about the reasons why they don't come to Downtown. The top two responses indicate not enough retail and restaurant offerings. About a third cited parking logistics, lack of information, or safety concerns kept them away. The responses for this question are as follows:

Biggest Detractors to Visiting Downtown	Percent
Lack of diverse retail	52.7%
Lack of restaurant options	36.8%
Generally unappealing environment	32.8%
Lack of information about what exists	31.3%
Difficulty/availability of parking	30.9%
Concerns about safety	29.3%
Not relevant to my lifestyle or needs	19.3%
Difficult to get there	8.0%

OTHER COMMERCIAL DISTRICTS

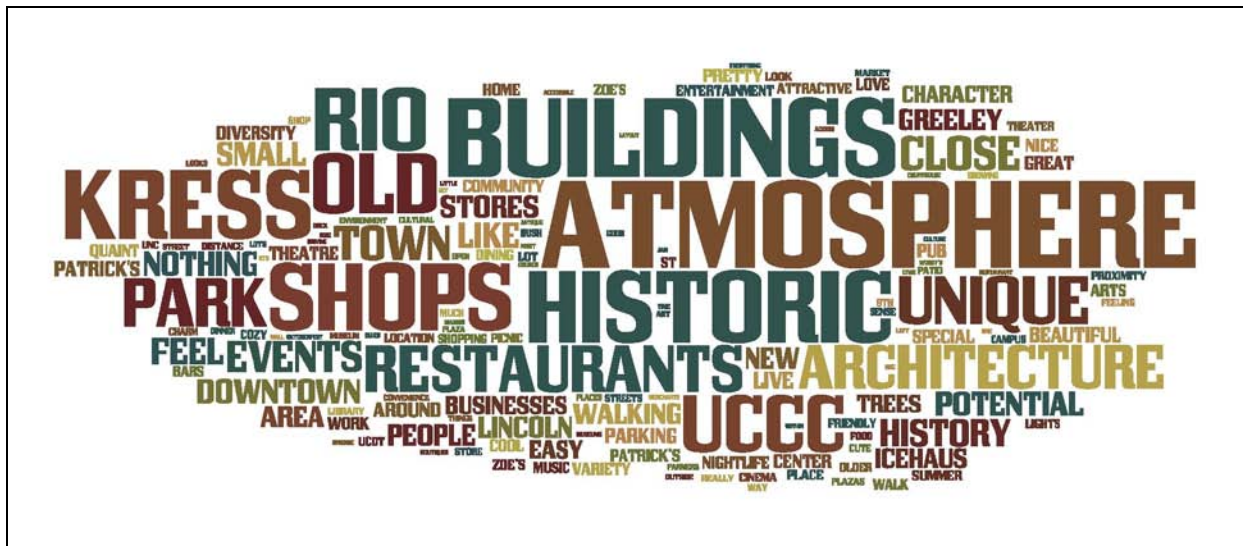
Respondents were asked to provide information about where else they shop frequently. The other locations most respondents indicated are Center Place and Centerra. Downtown Greeley may be in a good position to attract those that are looking for an authentic Downtown experience. 19.8% of survey respondents (24.3% of UNC student respondents) visited Olde Town Fort Collins frequently, and many fewer (6.2%) visit Downtown Loveland frequently. The table, below, summarizes the responses about where respondents shop more than once per month.

Other Commercial Districts Visited Frequently	Percent
Center Place (Target, Kohls)	87.7%
Centerra	50.7%
Olde Town Fort Collins	19.8%
Greeley Mall	19.8%
Denver area malls and shopping centers	14.8%
Downtown Loveland	6.2%

Respondents were asked in an open-ended question to identify the one thing they like best about Downtown Greeley. Results of the question were processed in two ways. In the first, responses were categorized by the consultants into themes. Second, the responses were fed into “wordle” software that depicts the most frequently used words in the responses.⁷ Themes that emerged most frequently are as follows:

- The unique/historic/authentic Downtown atmosphere
- Existing businesses and restaurants
- Special events/performance venues
- Proximity and convenience of Downtown
- The area's potential

The wordle representation of most commonly occurring words in the open-ended responses is shown below:



Respondents were asked in an open-ended questions to identify the one thing they like least about Downtown Greeley. Results of the question were processed as for what is liked best. Themes that emerged most frequently are as follows:

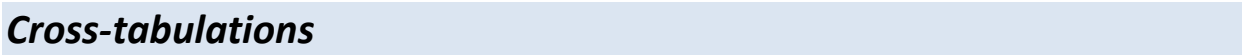
- Not enough retail offerings
- Not enough restaurant offerings
- Parking convenience
- Safety concerns including the presence of loiterers
- Gateways to the area, especially 8th Avenue

⁷ For all wordles, the consultants corrected obvious misspellings , consistently used abbreviations, and removed plurals to enhance the usefulness of the output.

Respondents were asked several questions about how to improve Greeley. First, they had an opportunity to select all the improvements that would improve Downtown from among a list of options. Next, they were asked to identify the one most important improvement from a provided list. Finally, they were asked to respond in their own words what one improvement would make Downtown more appealing. Results from the question asking respondents to select from a menu of priority improvements are summarized in the table, below.

One Most Important Improvement	Percent
More/different restaurants	19.8%
Brand name stores	13.5%
Unique one-of-a-kind shops	11.2%
More welcoming atmosphere	11.2%
Live nightlife/entertainment	10.7%
Better information on what exists	9.3%
Special events	5.4%
More convenient parking	5.3%
More culture and arts venues	4.7%
Designated, inviting walking or biking routes	3.6%

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UNC STUDENTS

- Lower participation than non-students for primary activities that occur predominantly during summer months, such as special events and the Farmer’s market.
- Higher participation rates in nightlife/entertainment (50.0%) and recreation (29.8%) than non-student respondents.
- Dining attracts more students to Downtown than any other activity, but a smaller percentage of students (69.7%) than non-students dine Downtown.
- A frequent write-in response among UNC students about what they do and buy in Downtown was go to a coffee shop, which they distinguish from the broader category, “dining.”
- More than half (50.6%) report that lack of information is a major deterrent to visiting Downtown.
- The top priority improvements that would increase their visits to Downtown are more entertainment/nightlife, followed by more brand-name stores.
- Well over a third of UNC students report using travel modes in addition to cars to get Downtown. The percentages that walk, bike, and take the bus are higher among UNC student respondents than non-students. See table, next page.

Travel Modes Used to Arrive Downtown			
	UNC Students	Non UNC Students	Workers
Car	92.7%	96.2%	94.4%
Walk	21.3%	11.9%	21.0%
Bike	10.7%	7.4%	8.2%
Bus	7.3%	1.1%	1.9%

DOWNTOWN WORKERS

In total, 278 survey respondents indicate that they work in Downtown. Nearly 80 percent of those reporting they visit Downtown at least once per week also report work as one of the activities they engage in Downtown. We compared those that work to all survey respondents, and found several noteworthy differences as follows:

- Nearly a third of workers use modes of transport in addition to a car to arrive Downtown. See table, above.
- Workers were less likely to report a generally unappealing Downtown environment or safety concerns as impediments to visiting Downtown.
- They are somewhat more likely to shop (44.2%) and attend the Farmer's Market (43.0%) Downtown than other survey respondents.
- Like other respondents, more diverse restaurant and retail options are workers' priority improvements for Downtown.

AGE GROUPS

The survey asked respondents to indicate their age within six age brackets. There are many similarities across age groups, some of which are fairly predictable by common sense (e.g., those ages 18-24 were much more likely to be UNC students than those in older age brackets). The most noteworthy differences across age groups are in what activities the groups do in Downtown, what they report buying Downtown, and what places they shop frequently other than Downtown. Key differences are summarized as follows:

Respondents age 18 to 24:

- This group had the highest percent reporting that they go to the Greeley Mall (37.2%) and Denver area shopping (25.6%) at least once per month.
- They had the second highest percent (23.3%) reporting go to Old Town Fort Collins at least once per month.

Respondents age 25 to 34:

- Nearly a third (28.9%) of this group work in Downtown.
- About a third of this group indicates that they are likely to buy clothing and accessories in Downtown – more than any other group. Clothing and accessories was tied with gifts, which is the most frequently reported Downtown purchase for all other age groups.
- These respondents had the lowest percent (17.6%) reporting that they buy groceries in Downtown.

- They had the highest percentage of any age group reporting going to Old Town Fort Collins (29.5%) and to Centerra (61.4%) at least once per month.

Respondents age 69+

- This is the only group with more male than female respondents, which may influence their reported shopping preferences.
- It is the only group where more respondents (39.5%) report buying a product type other than gifts when Downtown, which is books/magazines. This group has the most respondents (20.9%) that buy artwork.
- It is the only group for whom dining is not the most prevalent Downtown activity. Fewer than two-third (52.9%) report dining as a Downtown activity, while 64.7% go to the UCCC, 60.8% go to the farmer's market and 60.8% attend special events.
- This group has the second highest percent (28.6%) reporting going to Greeley Mall frequently.
- Adding brand-name stores was the improvement that appealed most (26.2%) to this group.

Additional similarities and differences across cross-tabulation groups are shown in the Survey Cross-tabulations Summary table, next page.

Survey Cross-tabulations Summary					
	UNC students	Workers	Frequent visitors	Age group 25-34	All respondents
Number of responses	165	278	511	168	1054
Frequency of Visits					
Visit once/week or more	39.9%	84.4%	100%	49.7%	48.6%
Visit once/month	33.1%	12.6%	0%	32.9%	31.9%
Visit 4 times/year	19.7%	2.2%	0%	16.2%	14.6%
Visit once/year	6.2%	0.0%	0%	1.2%	4.4%
Downtown Activities					
Dining	69.7%	75.5%	77.5%	85.1%	75.0%
Events	34.8%	63.3%	64.0%	58.9%	56.7%
UCCC	29.2%	48.5%	50.5%	35.7%	45.2%
Farmer's Market	17.4%	43.0%	43.1%	36.3%	38.2%
Nightlife/Entertainment	50.0%	30.6%	40.1%	42.9%	35.0%
Shopping	18.5%	44.2%	38.9%	20.2%	30.3%
Personal business	13.5%	24.8%	27.6%	12.5%	26.4%
Recreation	29.8%	25.4%	29.0%	28.6%	24.0%
Work	8.4%	100.0%	46.0%	28.6%	18.6%
Detractors					
Lack of diverse retail	52.3%	53.1%	52.5%	60.7%	52.7%
Lack of restaurant options	35.6%	35.8%	35.2%	45.1%	36.8%
Unappealing environment	34.9%	21.6%	23.4%	36.9%	32.8%
Lack of information about what exists	50.3%	32.7%	27.2%	30.3%	31.3%
Difficult to park/not enough parking	28.9%	29.6%	29.5%	18.9%	30.9%
Concerns about safety	34.9%	19.8%	24.5%	35.2%	29.3%
Not relevant to my lifestyle and needs	23.5%	10.5%	13.0%	10.7%	19.3%

Examining the priority improvements identified by the cross-tabulation groups reveals both similarities and differences among the groups. Each group typically identifies as a high priorities adding more of the activities that they currently enjoy in Downtown. Adding more restaurants and retail ranks high among all groups. UNC students place adding nightlife/entertainment venues in the top position. Across the groups, there is also a great deal of consistency that the four lowest-priority improvements are more events, better parking, more arts venues, and designated bike and walking routes. Further detail about the relative priorities of the cross-tabulation groups is provided in the table, next page:

Most Important Improvement – Rankings* by Cross-tabulation Groups					
	UNC students	Workers	Frequent visitors	Age group 25-34	All respondents
More/different restaurants	3	1	1	1	1
Brand name stores	2	3	2	4	2
Unique, one-of-kind shops	6	2	3	6	3
More welcoming atmosphere	3	6	6	2	3
Live entertainment/ nightlife	1	5	4	3	5
Better information about what exists	3	4	5	4	6
Special events	7	8	8	7	7
More convenient parking	10	6	7	9	8
More arts and culture venues	7	9	9	8	9
Designated, inviting walking or biking routes	9	10	10	9	10

* A tie is indicated where numbers repeat and/or skip.

VII. Appendix C: Focus Group Transcript Summaries

The following are transcripts from the focus groups held in February, 2011.

Tax Increment Financing Committee

ATTENDEES

Mark Notestine – TIF Task Force Chair
 Scott Erlich – Erlich Motor Co.
 Chuck Leonhardt – UNC Representative
 Dave Clarkson – past DDA Chair
 Bob Tointon –DDA Board chair
 Travis Gillmore – Phelps Tointon
 Logan Richardson –Mineral Resources
 Brian Bartels –Edgewood Properties
 Sean Conway - County Commissioner
 Becky Safarik, City of Greeley Planning Department & Greeley Urban Renewal Authority

DDA: Pam Bricker, Bianca Fisher
 PUMA: Brad Segal, Anna Jones, Erica Heller

VISIONING EXERCISE

1999	2011	2021
Almost dead	Almost alive	Interesting
Dead	Gaining vitality	Place to live
Vacant	Teetering – could go either way	Flourishing retail
Cold	Potential improving	Buzz
Uninviting	Ag & Oil – potential	College Kids – young
Out of date	Active on weekend evenings	Safe
Difficult to access	Jeckle & Hyde	Connected to campus/nhds/community
Plazas impassable	On the entertainment map	Lively
	Diverse	Thriving entertainment
	Disconnected from community	Arts scene
	30-somethings don't know exist	Commerce
	Perception is unsafe	Food
		Visually Beautiful
		Has a REAL Parking Problem
		A Destination

IMPROVEMENTS & PRIORITIES

Improvements	Priority Votes
Medium to upscale housing – residents w disposable income	7
More Employers & jobs	7
A big draw – something unique – destination attraction - Capture visitors/lengthen visit	4
Activate Arts & Entertainment District that hums - Connection to UNC - music & visual arts theme - natural place to take a date	4
Family destination	
Vital Hospitality hotel/convention center	3
More appealing 8 th Ave – and other gateways	3
Place to shop: Strengthen retail and shopping - relevant businesses	2
Culture of entrepreneurship –incubator	1
Positive image/rebranding/distinct identity	
Events & activities – premier place for area	
Environmental amenities – trees & planters, etc.	
Encourage quality design /Architectural character	
Safe pedestrian/bike connection to UNC - bike friendly – lighting	
Connect to /improve medical center	
Connect to Island Grove – Greeley stampede and Blues Jam and farm show	

Steering Committee**ATTENDEES**

Tom Burnett, Engineer, DDA Board member
 Marsi Liddel, President, Aims Community College
 Chuck Leonhardt – UNC Representative
 Bob Tointon –DDA Board chair
 Donna Sapienza, City Council Ward 2
 Ranelle Lang, Superintendent, School District 6
 Maria Secrest – Dist Rep for Congressman Cory Gardner
 Sarah MacQuiddy, President, Greeley Chamber of Commerce
 Mary Roberts, business owner and GDA chair
 Becky Safarik, City of Greeley Planning Department & Greeley Urban Renewal Authority

DDA: Pam Bricker
 PUMA: Brad Segal, Anna Jones, Erica Heller

IMPROVEMENTS & PRIORITIES

Improvements	Priority Votes
Fix 8 th Avenue – serious deterioration, doesn't feel safe between 10 th St and University	7
A four-star hotel or better with conference center	7
Facades and building appearance, curb appeal	5
More events (building on the work to date)	4
Buy-in from diverse groups, more cultural diversity in offerings and clientele	3
Riverfront development	3
In identity for downtown – sense of place – destination	1
Improve lighting, make more friendly, festive	
More trees, greenery	
Combat the stigma – safety/crime/gangs	
Add playgrounds, attractions/activities for families – no cost	
Train connection to Island Grove	
Parking structure	

Other improvements mentioned after voting: UNC – Downtown connection, Employers/Jobs

Greeley Downtown Alliance**ATTENDEES**

Michelle Kempema, Greeley Freight Station Museum
 Joe Lee Parker, Greeley Farmer's Market
 Colette Pitcher, Showcase Art Center
 Mary Roberts, Lincoln Park Emporium
 Lind Winter, Accessories with a Flair!
 Stephanie Boulton, The Sod Buster Inn B&B
 Kim Parker, Greeley Chamber of Commerce

PUMA: Brad Segal

VISIONING EXERCISE

1999	Today	2021
Historic	Vibrant	Bustling with people
Empty	Busy	Unique
Misunderstood	Reviving	Destination
Quiet	Exciting	Occupied
Town Center	Lacks glue	Vibrant
	Misunderstood – local stigma	Arts
	Dedicated	Locals love it
	Sense of community within	Respected

IMPROVEMENTS & PRIORITIES

Improvement	Priority Votes
Connect UNC to Downtown – activities, facilities, walkways, bikes	5
Improve 8 th Avenue – landscaping, businesses	5
Trolley – downtown to Centennial Village	4
Parking – parking structure, employee & customers, parking management	3
Hotel & convention center	2
Combat stigma, improve image	2
Tree-lined streets	2
Residential – lofts, younger demographic, mixed-income	1
Central gathering place	1
Gateways and signage to define downtown	1
Riverfront improvements	1
More art	1
Railroad quiet zone	1
Improve odor issues	
Public safety – contain/solve homeless issues	

UNC Students**VISIONING EXERCISE**

Downtown Strengths	Downtown Weaknesses
Roma's	21+ only
Rio	Too far to walk
Historic Attractions (museum, trains)	School spirit not displayed at businesses
Ice Haus	Isolated pockets of activity
Lincoln Park	Not safe
	Not enough pedestrian lighting, connections
	Events not geared to students
	Hour of operation
	No non-alcohol related activities
	Retail doesn't appeal to students

IMPROVEMENTS & PRIORITIES

Suggested Improvements	Priority Votes
Stronger image/sense of place	14
Businesses more welcoming to UNC	11
Better retail	7
Safety	5
Night-time all ages activities	4
More recreational activities	2
Better 21+ night life	1
Summer jobs and internships	
Better physical connections	

OTHER COMMENTS

- Many said they do not really know where downtown is. Stated they have never been there but most had been to Ice Haus.
- Strong perception of crime, gangs. Use term “jumped” instead of mugged to describe incidents of personal robbery.
- On-campus rumor is that police greet Bear Bus and arrest riders for underage drinking.
- One student has started a campus coupon card and is marketing downtown businesses to students.
- Most students don’t stay for the weekend so the best nights to market to them are Wednesday and Thursday, Friday also strong but vast majority are gone by Saturday morning.
- Students have established email lists for survey distribution.

VIII. Appendix D: Online Survey

An online opinion survey was conducted as part of the public outreach for the market profile and Investment Strategy. The text of the survey questionnaire is shown on the following pages.

Downtown Greeley Survey

The Greeley Downtown Development Authority (DDA) is interested in your thoughts about the future of Downtown Greeley. Downtown is roughly defined as 6th Street to 17th Street and 6th Avenue to 11th Avenue.

Downtown Greeley is currently undergoing a strategic planning process to identify future improvements and projects, and your input is essential to the success of the process. Please take a few moments to complete this survey.

By completing the survey, you will be entered in a drawing to win one of several gift certificates to Downtown Greeley's cafes, shops or and restaurants.

Thank you for taking the time to complete this survey.

Downtown Greeley Survey

Downtown Greeley Survey

1. Approximately how often do you visit Downtown Greeley? (Please select one.)

- ☐ Once a week or more
- ☐ About once a month
- ☐ About 4 times per year
- ☐ About once per year
- ☐ Never

2. When you visit Downtown Greeley, how do you usually get there? (Please select all that apply.)

- ☐ Car
- ☐ Walk
- ☐ Bike
- ☐ Bus
- ☐ Other (please specify below using 50 characters or less)

Downtown Greeley Survey

3. What do you do when you visit Downtown Greeley? (Please select all that apply.)

- ☐ Work
- ☐ Dining
- ☐ Shopping
- ☐ Nightlife/Entertainment
- ☐ Special events (Oktoberfest, First Friday, Friday Fest, Arts Picnic, etc.,)
- ☐ Personal business (i.e. salon, bank, medical)
- ☐ Government business (courthouse, city offices, School District 6 Administration, etc.,)
- ☐ Library
- ☐ Recreation (ice skating, rec center, etc.,)
- ☐ Museums
- ☐ Union Colony Dinner Theater
- ☐ Union Colony Civic Center (UCCC)
- ☐ Farmer's Market
- ☐ Religious Worship
- ☐ Other (please specify below using 50 characters or less)

Downtown Greeley Survey

4. Which of the following items do you buy Downtown? (Please select all that apply.)

- ☐ Clothing and accessories
- ☐ Books and magazines
- ☐ Groceries
- ☐ Home furnishings and accessories
- ☐ Art work
- ☐ Cosmetics/grooming supplies
- ☐ Gifts
- ☐ Jewelry
- ☐ Other (please specify below using 50 characters or less)

5. If you don't visit Downtown, is it because of: (Please select all that apply.)

- ☐ Lack of diverse retail
- ☐ Difficult to get there
- ☐ Generally unappealing environment
- ☐ Concerns about safety
- ☐ Lack of information about what exists
- ☐ Lack of restaurant options
- ☐ Too difficult to park/not enough parking
- ☐ Not relevant to my lifestyle and needs
- ☐ Other (please specify below using 50 characters or less)

Downtown Greeley Survey

6. Which of the following business districts/shopping centers do you visit at least once a month? (Please select all that apply.)

- ☐ Greeley Mall
- ☐ Center Place (Target, Kohl's shopping center)
- ☐ Olde Town Ft. Collins
- ☐ Centerra
- ☐ Downtown Loveland
- ☐ Denver-area malls, shopping districts
- ☐ Other (please specify below using 50 characters or less)

Downtown Greeley Survey

Downtown Greeley Survey

7. Which improvements would encourage you to visit Downtown Greeley more often?

	No, won't encourage me	May encourage me to visit more	Yes, would encourage me to visit more
Better information on what exists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand name stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Live entertainment/Nightlife	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More arts and culture venues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More convenient parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More/different restaurants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More welcoming atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unique, one-of-a-kind shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Designated, inviting walking or biking routes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If other, please specify below in 50 characters or less:

8. Of the preceding improvements, which is the ONE MOST IMPORTANT that would encourage you to visit Downtown Greeley more often?

Downtown Greeley Survey

Downtown Greeley Survey

9. What is the one thing you like MOST about Downtown Greeley?

10. What is the one thing you like LEAST about Downtown Greeley?

11. If you could change ONE THING about Downtown Greeley to make it more appealing, what would it be?

Downtown Greeley Survey

Demographic Information

12. Home Zip Code:

13. Are you a UNC student?

- ☐ Yes
- ☐ No

14. Annual Household Income (optional):

- ☐ Less than \$50K
- ☐ \$50K - \$99,999
- ☐ \$100K - \$149,999
- ☐ \$150K - \$199,999
- ☐ \$200K - \$249,999
- ☐ More than \$250,000

15. Age:

- ☐ Younger than 18
- ☐ 18 to 24
- ☐ 25 to 34
- ☐ 35 to 49
- ☐ 50 to 69
- ☐ 69+

16. Gender:

- ☐ Male
- ☐ Female

Downtown Greeley Survey

Contact Information

17. To be entered into the drawing to win a gift certificate to one of Downtown Greeley's cafes, shops or restaurants, please provide us with the following contact information:

Name:

Address:

City

State:

ZIP

Email Address:

18. Would you like to know about promotions, sales and other events in Downtown Greeley?

☐ Yes

☐ No

THANK YOU for your participation in this survey!